



Digitalization and Technology Transformation Towards a Leading Life Science Company

Laporan Tahunan **2021** Annual Report



Digitalization and Technology Transformation Towards a Leading Life Science Company

Transformasi Perusahaan Farmasi menuju digitalisasi dan pengembangan teknologi merupakan hal yang tidak terhindarkan agar dapat terus bertahan dan berkembang secara kontinyu dalam menghadapi dinamika industri dan lingkungan yang kian kompleks. Terlebih lagi di tengah kondisi pandemi yang menantang seperti saat ini, kebutuhan masyarakat akan produk farmasi semakin meningkat. Hal ini kian menguatkan peran industri farmasi baik dalam kehidupan masyarakat maupun pemulihan ekonomi pada sektor industri.

Akselerasi pertumbuhan industri farmasi harus didukung oleh teknologi dan digitalisasi. Hal ini diperlukan untuk mendukung penyelenggaraan proses operasi yang berkelanjutan, membantu meningkatkan kualitas produk, mendukung performa yang lebih efektif dan efisien, meningkatkan proses distribusi dan layanan konsumen, serta memperkuat jaringan kesehatan. Dengan terus bertransformasi menuju digitalisasi dan perkembangan teknologi, Bio Farma optimis menjadi perusahaan *life science* terdepan dalam skala nasional maupun global.

Industrial transformation through digitalization and technology is the inevitable step forward that a pharmaceutical company must take to keep up with the dynamics of an increasingly complex business environment. Moreover, in the midst of a challenging pandemic situation, the public's need for pharmaceutical products is ever increasing. This transformation further strengthens the role of the pharmaceutical industry both in terms of improving people's lives as well as promoting an economic recovery in the industrial sector.

The accelerated growth of the pharmaceutical industry must be assisted by technology and digitalization. These are both required to support sustainable operational processes, improve the quality of products, drive more effective and efficient performance, increase distribution processes and customer services, and strengthen health networks. By continuing to transform its business through digitalization and technological development, Bio Farma is optimistic about becoming a leading life science company on a national and global scale.



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Kesinambungan Tema

Theme Continuity



2020 Laporan Tahunan Annual Report

Dedicated to Build Sustainable Future Through Life Science

Usaha untuk menciptakan masa depan berkelanjutan membutuhkan pengambilan keputusan yang tepat dalam menghadapi tantangan dan peluang terwujudnya ketangguhan ekonomi, kelestarian lingkungan, dan kesehatan sosial. Sebagai Perusahaan *Life Science*, Bio Farma terus mengembangkan berbagai inovasi untuk mengatasi tantangan dan krisis kesehatan global sehingga dapat meningkatkan kesehatan dan memperbaiki kualitas hidup manusia.

Saat ini, dunia sedang menghadapi krisis kesehatan global melawan COVID-19 yang berpengaruh signifikan terhadap kehidupan miliaran orang di dunia. Seluruh negara berusaha untuk memulihkan diri dari pandemi. Bio Farma, maju mengambil peran sesuai kompetensi mendukung pemerintah dengan menyiapkan kecukupan vaksin bagi masyarakat Indonesia sebagai upaya pengentasan COVID-19 sehingga masa depan berkelanjutan dapat terwujud dengan kehidupan yang sehat dan sejahtera di segala usia bagi semua orang.

Such innumerable endeavors to create a sustainable future demand a right decision to make in terms of confronting challenges and to be opportunities to actualise economic resilience, environmental sustainability, and social health. As a Life Science Company, Bio Farma keeps proliferating various innovations in order to overcome hindrances and global health crises; thus, the acts can improve health and mend the quality of human life.

The world is now facing a global health crisis, that is COVID-19, which has a significant impact on the lives of billions of people around the world. Countries around the globe have been giving their best endeavours to recover from the pandemic. On that account, Bio Farma has further stepped forward to take on a role according to its competence to support the government by preparing sufficient vaccines for the people of Indonesia as an effort to eradicate COVID-19. Therefore, a sustainable future can be well-manifested with a healthy and prosperous life at all ages for everyone.



2019 Laporan Tahunan Annual Report

Acceleration and Growth Towards Life Science Company

Bio Farma terus melakukan akselerasi pertumbuhan menuju perusahaan *Life Science* guna meningkatkan kesehatan dan kualitas hidup masyarakat.

Pertumbuhan adalah proses perubahan secara berkesinambungan menuju keadaan yang lebih baik selama periode tertentu. Sesuai dengan percepatan perubahan tatanan dunia, ekonomi, teknologi, dan kesehatan, maka Bio Farma perlu melakukan akselerasi dan pertumbuhan menuju Perusahaan *Life Science*. *Life Science* telah memfasilitasi berbagai inovasi dan terobosan ilmiah yang berdampak tinggi terhadap kesehatan manusia, perbaikan kualitas hidup, dan juga peningkatan daya saing ekonomi nasional.

Akselerasi menuju perusahaan *Life Science* juga mengokohkan posisi Indonesia sebagai *Center of Excellence* pengembangan vaksin dan produk bioteknologi dari Negara OKI; mendukung tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals/SDGs*) nomor 3, yaitu Peningkatan Kesehatan dan Kesejahteraan; serta menyediakan keamanan kesehatan global, baik dari wabah penyakit baru (*emerging diseases*) maupun penyakit lama yang muncul kembali (*re-emerging diseases*).

Bio Farma continues to accelerate its growth towards becoming a fully-fledged Life Science company in order to expand the health and quality of life of the community.

Growth is a process of perpetual change that moves towards a better state over a fixed period. In line with the accelerating changes in world order, economy, technology, and health, Bio Farma needs to accelerate and grow towards becoming a Life Science Company. Life Science has facilitated various scientific innovations and breakthroughs that have a high impact on human health, improve the quality of life, as well as increase the competitiveness of the national economy.

The acceleration towards becoming a Life Science company also strengthens Indonesia's position as a Center of Excellence for the development of vaccines and biotechnology products from the OIC Countries; supports Sustainable Development Goal Number 3 (SDG 3), namely Improving Health and Welfare; as well as providing global health security, both from emerging diseases as well as old diseases that have re-emerged.



2018 Laporan Tahunan Annual Report

Accelerated Transformation Towards Life Science Company

Menyambut langkah strategis pemerintah menata Badan Usaha Milik Negara dalam bentuk *holding company*, Bio Farma telah menyiapkan diri untuk melakukan percepatan transformasi menuju *Life Science Company* guna meningkatkan kualitas hidup masyarakat.

Following the government's strategic measure to reorganize State-owned Enterprises into holding companies, Bio Farma has made preparations to accelerate its transformation towards a Life Science Company to improve the public's quality of life.



2017

Laporan Tahunan

Annual Report

Change and Acceleration Towards a Leading Life Science Company

Tantangan global bidang kesehatan baik kebutuhan pengembangan vaksin baru akibat munculnya wabah penyakit baru (*emerging diseases*) dan penyakit lama yang muncul kembali (*re-emerging diseases*) mendorong kami untuk melakukan percepatan dan perubahan. Pada 2017 Indonesia dipercaya menjadi pemimpin *Center of Excellence* Riset Vaksin dan Produk Bioteknologi bagi negara-negara Islam. Kepercayaan ini merupakan pengakuan atas kinerja Indonesia melalui Bio Farma sebagai industri vaksin dan produk Bioteknologi yang lebih maju dibandingkan di negara-negara anggota OKI. Indonesia merupakan satu-satunya negara anggota OKI yang memiliki industri vaksin lengkap yang diakui World Health Organization (WHO). Sejalan dengan program Nawacita nomor enam yaitu meningkatkan produktivitas dan daya saing di pasar internasional, industri vaksin Indonesia mampu dipasarkan secara masif di dunia sekaligus mendorong kemajuan negara-negara berkembang lainnya. Tahun 2017 ini dengan semangat perubahan dan percepatan, kami percaya langkah menuju perusahaan *Life Science* akan terwujud nyata untuk meningkatkan kualitas hidup yang lebih baik.

Global challenges in health sector due to the necessary new vaccine development resulting from emerging diseases and reemerging disease have pushed us to accelerate and change. In 2017, Indonesia was trusted to become the Center of Excellence leader of Vaccine and Biotechnology Product Research for Islamic countries. This trust is an acknowledgment of Indonesia's performance through Bio Farma as having a vaccine and biotechnology product industry that is more advanced than that of members of OIC countries. Indonesia is the only member of OIC countries that has a complete vaccine industry acknowledged by WHO. In line with Nawacita program number six, which is increasing productivities and competitiveness in international market, Indonesia's vaccine industry can be massively produced in the world and push the advancement of other developing countries. The year 2017, with the spirit of change and acceleration, we believe that the path to become life science company will be achieved for real in order to improve a better life quality.

Pahlawan Uji Klinis Bio Farma

Bio Farma Clinical Trial Hero



Dr. Novilia

Kepala Divisi Surveilans dan Uji Klinis

Head of Surveillance and Clinical Trials Division

Pahlawan adalah seseorang yang rela mengorbankan nyawanya demi menjaga kehidupan orang lain. Dia mengutamakan orang lain di atas dirinya, loyal dan penuh dedikasi mengabdikan seluruh kemampuannya. Seperti itulah gambaran kehidupan Dr. Novilia Sjafriz Bachtiar, dr., M.Kes, yang akrab disapa Ibu Novi, yang mengorbankan diri demi menjaga bangsanya di masa pandemi COVID-19.

Memasuki tahun kedua penyebaran COVID-19, penyakit ini menjadi malaikat maut yang paling ditakuti. Saat itu, COVID-19 menelan sekitar 150.000 jiwa orang Indonesia karena saat itu vaksin sedang diproduksi dan baru mulai disebar. Sebagai seorang dokter dan pakar mikrobiologi, Kepala Divisi Uji Surveilans dan Uji Klinis Bio Farma, Dr. Novilia berada di garis depan melakukan evaluasi vaksin COVID-19 sebelum disebar pada masyarakat. Tugasnya adalah mengantarkan vaksin melalui uji klinis untuk memastikan kesesuaian dengan standar yang ditetapkan. Namun malang tidak dapat ditolak, takdir tidak dapat dihindarkan, Dr. Novilia justru meninggalkan kita akibat COVID-19. Ia meninggalkan seorang suami, Meindy Mursal, dan tiga anak: Nadhira (26), Hanif (22) dan Daffa (19).

Dr. Novilia berperan penting dalam berkolaborasi multi pihak, mulai dari mencari partner untuk mengembangkan vaksin, mengawal uji klinis vaksin hingga melakukan proses vaksinasi di Indonesia. "Di sini peran Bu Novi yang besar saat pandemi tersebut, mengawal uji klinis dengan baik sampai mendapatkan izin edar, dan setelah mendapatkan izin edar, mengawal sampai KIPI yang terjadi. Karena banyak banget saat itu vaksin Sinovac ratusan juta dosis, tentunya farmakovigilans hampir tiap hari menerima laporan KIPI, dan tiap minggu bisa dua kali mengkaji apakah ini ada hubungannya dengan vaksin atau tidak. Jadi Bu Novi berperan dalam uji klinis dan farmakovigilans. Itu juga yang membuat kesibukan beliau berlebih," kata Rini Mulia Sari tentang kerja keras Dr. Novilia.

Meninggalnya Ketua Tim Uji Klinis vaksin Sinovac akibat COVID-19 cukup mengejutkan dan memukul seluruh insan Bio Farma, "Yang nge-lead uji klinis

A hero is commonly known as someone who will willingly sacrifice their life for others. She prioritizes the safety of others over herself, she is loyal, and she is fully dedicated to all her doing. That sums up the life of Dr. Novilia Sjafriz Bachtiar, dr., M.Kes, also known as Ibu Novi, who sacrificed herself to protect her country during the COVID-19 Pandemic.

Entering the second year of the COVID-19 Pandemic, the disease resembled an angel of death to be greatly feared. At that time, COVID-19 caused 150,000 Indonesian casualties as the vaccine was still under development and then only just entering the distribution phase. As a doctor and microbiologist, and the Head of Surveillance Trials and Clinical Trials at Bio Farma, Dr. Novilia was at the front-line in evaluating the COVID-19 Vaccine through clinical trials to ensure it met the required standards. Unfortunately, her fate was sealed, and Dr. Novilia left us due to infection by COVID-19. She left behind her husband, Meindy Mursal, and three children: Nadhira (26), Hanif (22) and Daffa (19).

Dr. Novilia played a significant role in collaborating with multiple parties, starting by searching out a potential partner with whom to develop the vaccine, and doing pioneering work in clinical trials prior to the vaccination roll-out in Indonesia. "Mrs. Novi's important role during the pandemic was to properly oversee the clinical trials until the vaccine received marketing authorization, after which she oversaw the AEFIs that occurred. Due to hundreds of millions of Sinovac vaccines being distributed at that time, pharmacological reports arrived almost every day for AEFIs, and were examined twice a week to see whether they had anything to do with the vaccine or not. Therefore Mrs. Novi played a role in both the clinical trials and the pharmacological evaluation. That was also what kept her so very busy," said Rini Mulia Sari about Dr. Novilia.

The death of the Head of Clinical Trials of the Sinovac Vaccine due to COVID-19 was quite shocking and hit all of the Bio Farma People hard: "The Head of Clinical



pun meninggal. Itu duka yang sangat mendalam. Dia mendapat apresiasi banyak pihak,” ujar Direktur Hubungan Kelembagaan, Sri Harsi Teteki. Hal ini menjadi alarm bahwa siapa pun dapat terkena musibah yang sama, namun di lain pihak, meninggalnya Dr. Novilia menjadi penyemangat bagi seluruh insan Bio Farma. “Kita kehilangan Dokter Novilia, kita kerasa banget kehilangan karena kehadiran beliau sampai ke tataran global. Masyarakat gak lihat, tapi masyarakat kerasa,” ujar Direktur Operasi Bio Farma M. Rahman Roestan.

Ancaman COVID-19 sangat nyata dan ada di dekat kita. Ketersediaan vaksin merupakan faktor penting untuk menumbuhkan *herd immunity* dan kepercayaan diri masyarakat. Atas dasar itu, insan Bio Farma menyadari bahwa semua yang dikerjakannya tidak sekedar menjalankan tugas atau memenuhi perintah atasan semata. Ada misi yang lebih besar yakni kemanusiaan. Setiap langkah yang mereka kerjakan disadari sebagai upaya menegaskan rasa kemanusiaan dan menghindari kematian yang dapat menimpa siapapun. Inilah menjadi sumber motivasi utama yang menggerakkan seluruh insan Bio Farma dalam bekerja di masa pandemi.

Atas pengabdian Dr. Novilia dan seluruh tim di garis depan perjuangan melawan COVID-19, kini bangsa Indonesia relatif aman dan terlindungi dari kekejaman pandemi. Penularan melambat dan angka kematian menurun drastis setelah masyarakat mendapatkan vaksin. Dr. Novilia, terima kasih atas pengabdianmu. Jasamu kami kenang dengan penuh rasa syukur.

Bu Novi menyelesaikan program S3 di Kedokteran, UNPAD, Bandung, tahun 2015 dan juga memperoleh kesempatan Pendidikan di European Accreditation Council for Continuing Medical Education (EACCME), Universite de Geneve/Pasteur Merieux Annecy, Perancis pada tahun 2012. Perjalanan karir Bu Novi dimulai dari staf Surveilans pada tahun 2001, diangkat sebagai Kepala Bagian Evaluasi Produk pada Mei 2004, kemudian diangkat sebagai Kepala Divisi Surveilans dan Uji Klinis pada Oktober 2012. Jabatan ini ditekuninya hingga akhir hayatnya pada tahun 2021. Semasa hidupnya, Bu Novi tercatat aktif sebagai anggota di 10 organisasi baik dalam maupun luar negeri, mulai dari Ikatan Dokter Indonesia, Council for International Organization of Medical Sciences (CIOMS/WHO) *working group* hingga anggota Komite Ahli Campak dan Rubella.

Trials has passed away. It is a very deep sorrow that we feel. She had received great appreciation from various parties,” said the Director of Institutional Relations, Sri Harsi Teteki. It was so alarming to all people to see that everyone is vulnerable to the disease but at the same time it motivated the people of Bio Farma to continue her legacy. “We lost Dr. Novilia, and we felt the deep sorrow globally. People might not have seen her, yet they felt it,” said Operational Director of Bio Farma M. Rahman Roestan.

COVID-19 threats are real and nearby. The availability of vaccines are an important factor in developing herd immunity and trust among society. Therefore, Bio Farma People know that what they do is not merely following orders. There is a bigger mission for humanity. Every step they took was a form of humanism aimed at the prevention of people's deaths. It was the main motivation driving all of the people at Bio Farma to work harder.

Thanks to the dedication of Dr. Novilia and the entire team at the forefront of the struggle against COVID-19, currently the Indonesian people are relatively safe and protected from the atrocities of the pandemic. Transmission rates have slowed down and the death rate has dropped dramatically after people got vaccinated. Dr. Novilia, thank you for your service. Your services will always be in our memory with gratitude.

Bu Novi completed her PhD Program in medicine at UNPAD in Bandung in 2015, and she also received an opportunity to continue her studies at the European Accreditation Council for Continuing Medical Education (EACCME), Universite de Geneve/Pasteur Merieux Annecy, France in 2012. Mrs. Novi's career began as a Surveillance staff officer in 2001, and she was later appointed as the Head of Product Evaluation Division in May 2004, then appointed as the Head of Surveillance and Clinical Trials Division in October 2012. She held this position until her death in 2021. During her lifetime, she was an active member of 10 organizations both nationally and globally, ranging from the Indonesian Doctors Association, the Council for International Organization of Medical Sciences (CIOMS/WHO) *working group* to a member of the Measles and Rubella Expert Committee.

KATA SAHABAT A FRIEND SAID

Pahlawan adalah seseorang yang mendedikasikan dirinya untuk sesuatu yang lebih besar dari hidupnya sendiri.
A hero is someone who has given his or her life to something bigger than oneself



01

Dr. Neni Nurainy

Kepala Divisi Pengembangan Translasi Produk Bio Farmasi

Head of Biopharmaceutical Product Translation Development Division

Dr. Novilia adalah ilmuwan terkemuka untuk semua uji klinis vaksin di Bio Farma. Beliau salah satu orang yang bertalenta dan berprestasi di Bio Farma, sebuah permata yang sangat bernilai. Dr. Novilia memiliki kepribadian yang luar biasa, baik, pintar, rendah hati. Saya sangat beruntung mengenalnya dan menjadi temannya.

Dr. Novilia sangat baik dalam mengatur hidupnya baik secara pribadi maupun profesional. Saya ingat sebelum pandemi ketika almarhum harus mulai kerja di kantor dari jam 7.10, beliau bangun setiap hari jam 3.30 untuk memasak makanan untuk keluarganya, dan tiba di Bio Farma sekitar pukul 6.00. Saya sangat merindukan sosok beliau yg baik dan penuh pengertian. Jasanya dalam dunia uji klinis vaksin di Indonesia akan tetap dikenang dan menjadi contoh bagi generasi penerus di Bio Farma.

Dr. Novilia was a well-known scientist who worked in all the vaccine clinical trials at Bio Farma. She was very talented and received multiple awards at Bio Farma, as she was a gem of great value. Dr. Novilia had a great personality, and was kind, smart, and humble. I am really grateful to have known her and to have been her friend.

Dr. Novilia was very good at managing her life both personally and professionally. Before the pandemic, when she had to start working in the office at 7.10, she got up every day at 3.30 in the morning to cook food for her family, and arrived at Bio Farma around 6.00 am. I really miss her kindness and understanding. Her services in the world of vaccine clinical trials in Indonesia will be remembered and are an example for future generations at Bio Farma.





02

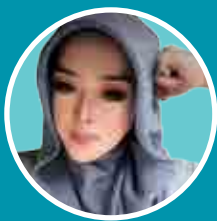
dr. Rini Mulia Sari

Kepala Bagian Riset Klinis

Head of Clinical Research

Tahun 2008 saya menjadi staf di bawah Bu Novi. Ini adalah awal perjalanan dan pendidikan yang mendalam dan berkesinambungan mengingat bahwa ilmu pengobatan adalah sebuah pembelajaran tanpa akhir. Beliau orang yang teliti, tegas, perfeksionis, pemaksa, meminta saya belajar dari hal paling dasar. Saya didorong untuk mencari 1000 cara agar tugas dapat terlaksana. Namun, sebagai pimpinan beliau juga orang yang penyayang, peduli terhadap anak buahnya, periang, dan punya relasi yang bagus dengan siapapun. Satu pesan dari beliau yang paling saya ingat adalah "Jangan sampai keterlambatan atau keteledoran ada di bagian kita." Hal inilah yang selalu mendorong saya untuk terus bekerja dengan sebaik mungkin, bukan untuk nama saya namun untuk nama bagian, nama divisi dan nama Bio Farma yang selalu dicintai oleh Bu Novi. Selamat jalan Bu, jangan pernah khawatir, karena kami siap meneruskan jejak Ibu. Semoga Allah SWT selalu memberikan rahmat-Nya

In 2008, I became one of the staff under Mrs. Novi. This was the beginning of a deep and continuous journey and education for me given that medical science is an endless learning. She was into the details, firm, perfectionist, pushy, and always asking me to learn the most basic things. I was encouraged to find 1000's of ways to get things done. However, as a leader she was also compassionate, caring for her subordinates, cheerful, and had good relationships with everyone. One of her messages that sticks in my head is "Do not let tardiness or negligence become part of us." This is what always encourages me to continue to work the best I can, not for my name but for the name of our division and the name of Bio Farma that was loved by Mrs. Novi. Goodbye Mrs. Novi, do not ever worry, we are ready to continue in your footsteps. May Allah SWT always bless us with mercy.



03

dr. Viska Indriani

Kepala Bagian Pharmacovigilance

Pharmacovigilance Division Head

Dr. Novi adalah seorang pemimpin yang baik bagi saya, guru terbaik dalam pekerjaan dan kehidupan. Dari beliau saya belajar apa artinya bekerja tanpa pamrih, tak mengenal lelah, dan bekerja sebagai ibadah. Dari beliau saya juga belajar menjadi seorang ibu dan istri terbaik, walaupun pekerjaan sangat banyak. Beliau adalah orang yang selalu bersungguh-sungguh dalam bekerja, dalam menuntut ilmu, dan dalam *hablu minannaas*. Banyak teladan yang beliau berikan sebagai atasan yang sayang terhadap anak buahnya. Doa terbaik untuk beliau, semoga beliau ditempatkan di tempat tertinggi oleh Allah SWT, amiin.

Dr. Novi was a great leader to me personally, a great teacher in my working life. I learned what it means to work selflessly, tirelessly and with a feeling of worship from Dr. Novi. I also learned to be an excellent mother and wife despite having lot of jobs to do. She was a person who was always devoted to her work, study, and her relationship with others. She gave us many great lessons as a boss who loves her subordinates. The best prayers for her, may she be placed in the highest placed by Allah SWT. Ameen!

Bio Farma Kembali Raih Peringkat *Gold* dalam Ajang Asia Sustainability Reporting Rating 2021

Bio Farma is Awarded Gold in The Asia Sustainability Reporting Ranking 2021



Setelah tiga kali berturut – turut (2018 – 2020) meraih peringkat *gold*, Bio Farma kembali meraih peringkat *Gold* sekaligus mendapatkan penghargaan *Commendation for Four Consecutive Year Participation in ASRRAT* dalam ajang pemeringkatan laporan keberlanjutan tingkat Asia (Asia Sustainability Reporting Rating/ASRRAT) 2021 yang diselenggarakan oleh National Center for Sustainability Reporting (NCSR) pada Rabu, 17 November 2021 bertempat di Hotel Raffles Jakarta.

Penghargaan yang diterima langsung oleh Disril Revolin Putra, *Senior Executive Vice President (SEVP) Legal & Compliance* Bio Farma ini merupakan apresiasi dari ajang penilaian kualitas *sustainability report* tingkat Asia berdasarkan standar yang dikeluarkan oleh Global Reporting Initiative (GRI).

Penghargaan merupakan bukti komitmen Bio Farma untuk terus berkontribusi kepada ekonomi, lingkungan, dan manusia sesuai dengan filosofi Bio Farma, yaitu *Dedicated to Improving Quality of Life*. Selain itu, penghargaan ini menjadi motivasi di tengah penugasan pemerintah terkait dengan pengadaan dan pendistribusian vaksin COVID-19 ke seluruh Indonesia.

Bio Farma has received a Commendation for Four Consecutive Years of Participation in ASRRAT at the 2021 Asia Sustainability Reporting Rating (ASRRAT) ranking event held by the National Center for Sustainability Reporting (NCSR) on Wednesday, November 17, 2021 at the Raffles Hotel in Jakarta. This is the fourth consecutive year in which Bio Farma won the gold rank.

This award, received by Disril Revolin Putra as Senior Executive Vice President (SEVP) Legal & Compliance at Bio Farma, was given in recognition of the Global Reporting Initiative (GRI) standard-based sustainability report quality evaluation event. The evaluation was conducted by qualified evaluators (Certified SR Specialists). The National Center for Sustainability Reporting (NCSR) and the Institute of Certified Sustainability Practitioners administer this award (ICSP).

This award demonstrates Bio Farma's dedication to contributing to society and the environment in a sustainable manner, in accordance with the company's *Dedicated to Improving Quality of Life* concept. In addition, this award serves as an incentive in the midst of the everyday work of managing COVID-19 via the acquisition and distribution of the COVID-19 vaccines in Indonesia.



BUMN Farmasi Siapkan Langkah Transformasi Bangun *Global Scale Health Care Company*

Pharmaceutical SOEs are Taking Transformational Steps in Order to Construct a Global Health Care Company

"Sebagaimana arahan Presiden RI Joko Widodo, Bio Farma sebagai BUMN yang menjadi ujung tombak, bagaimana kita bisa memastikan Indonesia betul – betul memiliki ketahanan Kesehatan akan menjadi tantangan tersendiri, seperti pemilihan *partnership*, pengembangan teknologi, pengembangan *human resources*. Ini semuanya akan menjadi fokus kita ke depan".

"As directed by the President of the Republic of Indonesia, Joko Widodo, Bio Farma, as a state-owned enterprise, is spearheading a transformative path to ensure that Indonesia can have true health resilience in future, is a challenge that include selecting partner, developing technology, and developing human resources to focus our efforts while moving ahead."

Bio Farma sebagai Holding BUMN Farmasi telah dan akan terus mempersiapkan langkah transformasi untuk mewujudkan *Global Scale Health Care Company*. Tujuan ini bisa dicapai melalui transformasi yang harus dilakukan oleh tiga perusahaan yang berada di dalamnya, yaitu Bio Farma, Kimia Farma dan Indofarma.

Bio Farma memiliki komitmen kuat untuk mewujudkan tujuan pemerintah membentuk Holding BUMN Farmasi, yaitu guna menciptakan ketahanan kesehatan secara terintegrasi, dan mengingat pula salah satu dari tujuh agenda pembangunan di Indonesia dalam lima tahun mendatang yaitu bagaimana kita memperkuat ketahanan ekonomi, termasuk dalam sektor kesehatan. Untuk bisa mewujudkan hal tersebut diperlukan adanya transformasi dan siap menghadapi tantangan seperti melepaskan ketergantungan bahan baku obat serta kelancaran distribusi dan logistik baik bahan baku, obat-obatan dan peralatan medis.

The SOE Pharmaceutical Holding is initiating preparations for its transition into a global-scale health care provider. This objective may be attained by the restructuring of its three constituent firms, namely Bio Farma (as the holding company), Kimia Farma, and Indofarma.

The establishment of this SOE Pharmaceutical Holding is intended to promote health resilience, as one of Indonesia's seven development priorities for the next five years is to enhance economic resilience, which is tied to the health sector. To achieve this, a change is required to raise the value of the pharmaceutical industry, including the elimination of the existing dependency on medicinal raw materials, as well as overcoming, and logistics obstacles.

Vaksin COVID-19 Bio Farma Aman Diberikan kepada Anak Usia 6-11 Tahun

COVID-19 Bio Farma Vaccine is Safe for Children Aged 6-11

Kepala Badan POM RI menyampaikan keterangan pers secara daring pada tanggal 1 November 2021 bahwa vaksin COVID-19 dari Sinovac, Coronavac dan COVID-19 Bio Farma yang diproduksi di Bio Farma, telah mendapatkan persetujuan Izin Penggunaan Darurat (EUA) untuk anak usia 6-11 tahun.

Hasil uji klinis untuk anak-anak tentunya menekankan pada aspek keamanan dan aspek dari imunogenisitasnya yang menunjukkan persentase yang cukup tinggi yaitu 96%, serta untuk efikasi mengikuti data yang sudah ada sebelumnya. Dengan demikian vaksin ini aman untuk anak usia 6 sampai dengan 11 tahun.



In compliance with the directive of the Head of the POM RI Penny K Lukito, the COVID-19 vaccine from Sinovac, Coronavac, and Bio Farma COVID-19 manufactured by Bio Farma has been granted an Emergency Use Permit (EUA) for children aged 6 to 11 years.

The outcomes of clinical studies for children stress safety and immunogenicity, at the relatively high level of 96 percent, as high efficacy based on previously collected data. Consequently, this vaccination is safe for children ages 6 to 11.

Bio Farma menjamin ketersediaan vaksin COVID-19 dari Sinovac untuk anak-anak 6-11 tahun. Seperti pada pendistribusian vaksin sebelumnya, kami akan melakukan pendistribusian, setelah program ini disahkan dan saat kami mendapatkan perintah pengalokasian dari Kemenkes.

Bio Farma therefore assures the availability of Sinovac's COVID-19 vaccination for children aged 6 to 11 years. As was the case previously, we will distribute the vaccination after the scheme approved, once we receive an allocation order from the Ministry of Health. For the record, Bio Farma will import 40 million more doses of COVID-19 vaccine as a finished product from Sinovac.

Sejak Januari sampai dengan Oktober 2021, untuk vaksin Sinovac saja Bio Farma sudah berhasil mendistribusikan sebanyak 186.382.232 dosis ke seluruh Provinsi di Indonesia. Sedangkan untuk total vaksin COVID-19 yang sudah terdistribusi dari keseluruhan vaksin COVID-19 yang sudah diamankan Indonesia sejak Januari 2021 - akhir Oktober 2021 adalah sebanyak 226.601.558 dosis.

From January to October 2021, Bio Farma was able to provide 186,382,232 doses of the Sinovac vaccine which were distributed to all Indonesian provinces. As for the overall amount of COVID-19 vaccine that has been delivered, Indonesia obtained a total of 226,601,558 doses of COVID-19 vaccine in the 22-month period between January 2021 and the end of October 2021.



Buka Sentra Vaksinasi Gotong Royong COVID-19, Bio Farma Dukung Percepatan *Herd Immunity*

By Opening a Collective Vaccination Center for COVID-19, Bio Farma Supports the Acceleration of Herd Immunity

Untuk menanggulangi pandemi COVID-19, Kementerian Kesehatan RI sudah menetapkan target nasional vaksinasi COVID-19, yaitu sebanyak 208 juta penduduk Indonesia, mulai usia diatas 12 tahun. Untuk pengadaannya sendiri, pemerintah telah memberikan penugasan kepada Bio Farma, untuk penyediaan vaksin COVID-19, yang dibutuhkan oleh masyarakat. Penugasan tersebut termasuk produksi dan distribusi (*fill and finish*). Bio Farma menggelar sentra Vaksinasi Gotong Royong (VGR) COVID-19 di Gedung Serba Guna Bio Farma yang dimulai tanggal 11 - 16 Oktober 2021, sebagai bagian dari kontribusi Bio Farma terhadap terciptanya *herd immunity* (kekebalan kelompok) di masyarakat.

Vaksin yang dipergunakan dalam program ini adalah vaksin COVID-19 dari Sinopharm. Kegiatan ini, tidak hanya akan dilaksanakan untuk area Bandung saja, tetapi juga untuk masyarakat Purwakarta dan Jawa Tengah, serta terbuka untuk masyarakat umum yang belum mendapatkan vaksinasi sama sekali, dengan usia minimal 18 tahun 6 bulan, dapat mendaftar dalam program ini.

Masyarakat tidak perlu khawatir dengan kualitas dan keamanan vaksin karena telah diuji secara klinis oleh Badan POM, dan setiap orang yang divaksinasi telah menjadi bagian penting dalam perlawanan bersama terhadap pandemi COVID-19.

To combat the COVID-19 epidemic, the Indonesian Ministry of Health has established a nationwide vaccination target of 208 million Indonesians beginning from 12 years of age. The government has appointed Bio Farma to deliver the COVID-19 vaccine, which that the community requires. The task involves both manufacturing (fill and finish) and distribution. This time, Bio Farma opened a Covid-19 Mutual Assistance Vaccination (VGR) centre from 11-16 October 2021 in the Bio Farma Multipurpose Building as part of Bio Farma's active support towards the development of herd immunity in the community.

This initiative utilised the COVID-19 vaccine manufactured by Sinopharm. This activity will be conducted not only for those living in the Greater Bandung region, but is also intended for the residents of Purwakarta and Central Java. Those who have not gotten any immunizations and are at least 18 years and 6 months old can register for this programme.

The President and Director of Bio Farma assures the public that there is no reason for concern regarding the quality and safety of the vaccine, since it will therefore been clinically evaluated by the POM, and that everyone who gets vaccinated today has become an integral part of the battle against the COVID-19 epidemic.

Holding BUMN Farmasi Raih Penghargaan Indi 4.0 Untuk Kategori Supply Chain dan Inovasi Track and Trace

INDI 4.0 Award Received for Supply Chain Categories and Track and Trace Innovation

Bio Farma meraih penghargaan Indonesia Industry 4.0 Readiness Index (INDI 4.0) dari Kementerian Perindustrian RI untuk kategori *Supply Chain Management*. Penghargaan diterima langsung oleh Direktur Transformasi dan Digital Bio Farma, Soleh Ayubi, yang disaksikan oleh Menteri Perindustrian RI Agus Gumiwang Kartasasmita, pada tanggal 2 Desember 2021 di Jakarta.

Kategori *Supply Chain Management* merupakan, penghargaan yang diberikan kepada perusahaan yang melakukan implementasi teknologi yang mendukung Industri 4.0 dalam rantai pasok produk seperti pemanfaatan *Internet of Things* (IoT) yang terintegrasi dalam proses bisnisnya. Bio Farma menerapkan *Supply Chain Management* pada pendistribusian vaksin COVID-19, mulai dari pengalokasian jumlah vaksin oleh Kementerian Kesehatan untuk masing-masing provinsi, kota dan kabupaten, sampai pada pendistribusiannya.

Penghargaan INDI 4.0 merupakan apresiasi Kementerian Perindustrian (Kemenperin) untuk industri yang telah bertransformasi ke era industri 4.0. Penghargaan ini merupakan ajang yang bertujuan untuk menjadi stimulus bagi industri-industri di Indonesia dalam meningkatkan produktivitas, efisiensi, dan kapasitas melalui industri 4.0.

The Indonesian Ministry of Industry awarded Bio Farma the Indonesia Industry 4.0 Readiness Index (INDI 4.0) Award for Supply Chain Management. The award was presented directly by the Director of Transformation and Digital at Bio Farma, Soleh Ayubi, and was witnessed by the Minister of Industry of the Republic of Indonesia, Agus Gumiwang Kartasasmita, and accompanied by the Head of the Standardization and Policy Agency for Industrial Services, Doddy Rahadi, on December 2, 2021 in Jakarta.

The Supply Chain Management category recognises businesses who have used technology that supports Industry 4.0 in their product supply chain, such as the usage of the Internet of Things (IoT) in their business activities. Supply Chain Management is used by Bio Farma in the distribution of COVID-19 vaccines, beginning with the allocation of vaccinations by the Indonesian Ministry of Health for each province, city, and district and ending with distribution by Bio Farma.

The INDI 4.0 award is given by the Ministry of Industry to industries that have successfully transitioned into the industrial age 4.0. Since 2019, this award has become an annual event, and it is projected to be a catalyst for the industry to boost production, efficiency, and capacity through Industry 4.0.



Industri manufaktur di Indonesia dinilai telah memiliki daya saing yang cukup kuat dalam menghadapi persaingan pasar global. Hal ini seiring dengan upaya implementasi teknologi industri 4.0 di sejumlah sektor yang memacu inovasi dan produktivitas.

Langkah-langkah strategis penerapan teknologi industri 4.0 tersebut sesuai dengan arah peta jalan Making Indonesia 4.0 yang diluncurkan pada 4 April 2018 oleh Presiden Joko Widodo. Melalui *roadmap* ini, Indonesia berupaya merevitalisasi sektor manufaktur dan membangun ekonomi berbasis inovasi.

In terms of worldwide market rivalry, Indonesia's manufacturing industry is seen to be very competitive. This is consistent with initiatives to deploy industrial technology 4.0 across a variety of areas in order to boost innovation and production.

The strategic stages for adopting industrial technology 4.0 are in line with President Joko Widodo's Making Indonesia 4.0 plan, which was unveiled on April 4, 2018. Through this strategy, Indonesia aims to reinvigorate the industrial sector and develop an economy based on innovation.

PENGANUGERAHAN INDI 4.0 AWARD TAHUN 2021 DAN CONFERENCE INDUSTRY 4.0

New Era & New Normal :
Collaborate on Digital
Manufacturing Transformation
Recover Together Stronger Together





Realisasi Program Kerja Tahun 2021 Holding BUMN Farmasi

Realization of Work Program 2021 Holding SOE Pharmaceuticals

NILAI EKONOMI DAN SOSIAL UNTUK INDONESIA

ECONOMIC AND SOCIAL VALUE FOR INDONESIA

Inisiatif Strategis Strategic Initiative	Rencana Kerja Jangka Panjang Long Term Work Plan		Target 2021 2021 Target	Realisasi 2021 2021 Realization
	BUMN SOEs	Rencana Kerja Work Plan		
A1. Peningkatan Layanan Kesehatan A1. Increase in Health Services	Kimia Farma	Ekspansi cabang apotek, klinik, dan lab klinik serta optimalisasi kinerja cabang. <i>Proposed:</i> - Melengkapi layanan klinik dengan layanan vaksin - Pengembangan laboratorium Kimia Farma Flagship sebagai Diagnostika Center - Membangun sistem layanan kesehatan digital Expansion of pharmacy, clinic, and clinical lab branches as well as optimizing branch performance. <i>Proposed:</i> - Completing clinical services with vaccine services - Development of the Flagship Kimia Farma laboratory as a Diagnostic Center - Building a digital healthcare system	2021: 1.299 Apotek; 461 Klinik; 78 Lab Klinik. Produktivitas penjualan per <i>outlet</i> Tahun 2021 berdasarkan segmen: Apotek: - Rp4,3 Miliar/<i>outlet</i>/tahun Klinik: - Rp 1 Miliar/<i>outlet</i>/tahun Lab Klinik: - Rp6 Miliar/<i>outlet</i>/tahun 2021: 1,299 Pharmacies; 461 Clinics; 78 Clinical Labs. Sales productivity per outlet in 2021 by segment: - Pharmacy: IDR 4.3 Billion/<i>outlet</i>/year - Clinic: IDR 1 billion/<i>outlet</i>/year - Clinical Labs: IDR 6 billion/<i>outlet</i>/year	1.231 Apotek; 407 Klinik; 73 Lab Klinik. Produktivitas penjualan per <i>outlet</i> tahun 2021: - Apotek: Rp4,23 Miliar/<i>outlet</i>/tahun - Klinik: Rp1,5 Miliar/<i>outlet</i>/tahun - Lab Klinik: Rp10,9 Miliar/<i>outlet</i> tahun 1,231 Pharmacies; 407 Clinics; 73 Clinical Labs. Sales productivity per outlet in 2021: - Pharmacy: IDR 4.23 Billion/<i>outlet</i>/year - Clinic: IDR 1.5 Billion/<i>outlet</i>/year - Clinical Labs: IDR 10.9 billion/<i>outlet</i>/year
	Kimia Farma	Penambahan <i>principal</i>/produsen KFTD Penetrasi channel distribusi yang dilakukan KFTD <i>Proposed:</i> - Meningkatkan <i>coverage</i> pelanggan - Meningkatkan jumlah <i>outlet</i> aktif - Menambah jumlah pelanggan baru 5% di tahun 2021 - Meningkatkan SKU transaksi Addition of principal/producer KFTD Penetration of distribution channels by KFTD <i>Proposed:</i> - Increase customer coverage - Increase number of active outlets - Increase number of new customers by 5% in 2021 - Increase number of SKU transaction	Penambahan <i>principal</i>/produsen KFTD sebanyak 5 <i>principal</i> Addition of principal/producer KFTD in total 5 principles Peningkatan <i>New Open Outlet</i> (Pelanggan baru) 2.000 The Development of New Open Outlet (New Customers) 2,000	Realisasi 5 <i>principal</i> baru Realization of 5 new principles. Realisasi 3.730 <i>new open channel</i> (<i>outlet</i>) Realization of 3,730 new open channel (<i>outlet</i>)
	Bio Farma	<i>Proposed:</i> Penyaluran PMN sebesar Rp 1 Triliun melalui penyertaan sebagian porsi kepemilikan saham PBM-IHC <i>Proposed:</i> Distribution of State Equity Funds in total Rp 1 Trillion through partial funding of PBM-IHC share ownership	Q3-2021	Penyaluran PMN Rp12.190.833.609 Distribution of State Equity Funds Rp12,190,833,609



Inisiatif Strategis Strategic Initiative	Rencana Kerja Jangka Panjang Long Term Work Plan		Target 2021 2021 Target	Realisasi 2021 2021 Realization						
	BUMN SOEs	Rencana Kerja Work Plan								
A2. Akselerasi Penguasaan Teknologi dan Pengembangan Produk Baru A2. Acceleration of Technology Mastery and New Product Development	Bio Farma Kimia Farma Indofarma	Transfer teknologi dengan pihak ketiga untuk pengembangan portofolio produk. <i>Proposed:</i> 1. Program transfer teknologi baru yang akan dimulai tahun 2021 adalah: Transfer teknologi vaksin Covid 2. Transfer teknologi BBO Technological transfer with third party to further develop new product portfolio <i>Proposed:</i> 1. Transfer of Covid vaccine technology 2. BBO technology transfer	<i>Launching</i> produk baru 2021: 1. 4 BBO: Resuvastatin, Amlodipin, Vaisartan, Candesartan 2. 1 Vaksin: MR 3. 1 Biosimilar: Enoxaparin 4. 3 Alkes: Metblown; Nitril gloves, varian untuk masker New product launching 2021: 1. 4 BBO: Resuvastatin, Amlodipin, Vaisartan, Candesartan 2. 1 Vaccine: MR 3. 1 Biosimilar: Enoxaparin 4. 3 Medical devices: Metblown; Nitril gloves, masker variant	<i>Launching</i> 3 BBO: Launching 3 BBO: <table><tr><td>1</td><td>Tenofovir</td></tr><tr><td>2</td><td>Rosuvastatin</td></tr><tr><td>3</td><td>Remdesivir</td></tr></table> <i>Launching</i> 1 Biosimilar: Enoxaparin <i>Launching</i> 1 Alkes: INAtril Launching 1 Biosimilar: Enoxaparin Launching 1 Alkes: INAtril	1	Tenofovir	2	Rosuvastatin	3	Remdesivir
1	Tenofovir									
2	Rosuvastatin									
3	Remdesivir									
A3. Mengembangkan Bisnis Kosmetika dan Healthy Food A3. Developing Cosmetics and Healthy Food Business	Kimia Farma	1. Mendirikan klinik lab. Uji BA/BE, <i>neutraceutical</i>, <i>beverage</i>, dan <i>food supplement</i> 2. Pengembangan fasilitas stemcell, klinik kecantikan, pengembangan produk farma <i>branded</i>, kosmetik, OTC, dan alat kesehatan 3. Distribusi untuk food and beverage *Lab BA/BE: Laboratorium Bioavailabilitas-Bioekivalensi OTC: <i>Over the Counter</i> <i>Proposed:</i> 1. Beroperasinya 1 laboratorium riset BA/BE 2. Pengembangan fasilitas produksi <i>stemcell</i> 3. Pengembangan 3 <i>beauty clinic</i> baru 4. Pengembangan 10 produk kosmetik 1. Establish a clinical laboratory. BA/BE test, neutraceutical, beverage, and food supplement 2. Development of stem-cell facilities, beauty clinics, development of branded pharmaceutical products, cosmetics, OTC, and medical equipment 3. c. Distribution for food and beverage *Lab BA/BE: Laboratory Bioavailability-Bioequivalency OTC: Over the Counter <i>Proposed:</i> 1. Operation of 1 BA/BE research laboratory 2. Development of stem-cell production facilities 3. Development of 3 new beauty clinics 4. Development of 10 cosmetic products	1. Target pendapatan Lab BE tahun 2021: Rp 7,3 M 2. Target pendapatan <i>stem cell</i> KF tahun 2021: Rp 3,5 M 3. Target pendapatan <i>beauty clinic</i> tahun 2021 Rp 7,1 M 4. Target pendapatan 10 produk kosmetik baru yang di-launching tahun 2021 Rp 4,4 M 1. Lab BE revenue target in 2021: IDR 7.3 billion 2. KF stem-cell revenue target in 2021: IDR 3.5 billion 3. Beauty clinic revenue target in 2021 is IDR 7.1 billion 4. Revenue target of 10 new cosmetic products launched Rp4.4 Billion	Pendapatan: 1. Lab BA/BE: Rp 1,1 Miliar 2. Stem cell revenue 2021: Rp9 Miliar 3. Beauty Clinic: Rp 5,6 Miliar 4. Produk Aesthetic Marvee: 21 produk. Income: 1. Lab BA/BE: IDR 1.1 Billion 2. Stem-cell revenue 2021: IDR 9 billion 3. Beauty Clinic: IDR 5.6 billion 4. Marvee Aesthetic Products: 21 products.						



INOVASI MODEL BISNIS

BUSINESS MODEL INNOVATION

Inisiatif Strategis Strategic Initiative	Rencana Kerja Jangka Panjang Long Term Work Plan		Target 2021 2021 Target	Realisasi 2021 2021 Realization																																											
	BUMN SOEs	Rencana Kerja Work Plan																																													
B1. Penataan Portofolio Sesuai Fokus Area B1. Portfolio Structuring based on Area of Focus	Bio Farma Kimia Farma Indofarma	Penataan portofolio produk (<i>overlapping</i>) dan peningkatan utilisasi fasilitas produksi <i>Proposed:</i> 1. Menerima toll in dari pabrik farmasi lain 2. Menurunkan <i>lead time</i> produksi 3. Memperpendek <i>lead time</i> pemeriksaan dengan <i>reducing analysis</i> Structuring the product portfolio (overlapping) and increasing the utilization of production facilities Proposed: 1. Receive toll in from other pharmaceutical factories 2. Lower production lead time 3. Shorten inspection lead time by reducing analysis	Peningkatan utilisasi rerata fasilitas produksi 2021: 58% Bio Farma: (1 <i>shift</i>) 63% Kimia Farma: (2 <i>shifts</i>) Peningkatan utilisasi rerata fasilitas produksi <i>Plant existing</i>: 42,84% Plant Banjaran: 33,81% Indo Farma: (2 <i>shifts</i>) 58% 2021 average production facility utilization increase: 58% Bio Farma: (1 <i>shift</i>) 63% Kimia Farma: (2 <i>shifts</i>) Increased average utilization of production facilities Existing plants: 42.84% Banjaran Plant: 33.81% Indo Farma: (2 <i>shifts</i>) 58%	<table><tr><td>Entitas Entity</td><td>Utilisasi 1 <i>shift</i> 1 shift utilization</td></tr><tr><td>Bio Farma</td><td>47%</td></tr><tr><td>Kimia Farma</td><td>74,61%</td></tr><tr><td>PH</td><td>101,57%</td></tr><tr><td>Indofarma</td><td>44,74%</td></tr><tr><td>LM</td><td>59,54%</td></tr><tr><td>Rerata</td><td>65,94%</td></tr></table> <table><tr><td>Entitas Loremop</td><td>Utilisasi 2 <i>shifts</i> Loremop</td></tr><tr><td>Kimia Farma</td><td>41,45%</td></tr><tr><td>PH</td><td>56,43%</td></tr><tr><td>Indofarma</td><td>24,86%</td></tr><tr><td>LM</td><td>33,08%</td></tr></table> <table><tr><td>No</td><td>Toll Manufacturing</td></tr><tr><td>1</td><td>Masker</td></tr><tr><td>2</td><td>HCG Kit</td></tr><tr><td>3</td><td>Clopidrogel</td></tr><tr><td>4</td><td>Natrium diclofenac</td></tr><tr><td>5</td><td>Gentamicin cream</td></tr><tr><td>6</td><td>Ketoconazole cream</td></tr><tr><td>7</td><td>Bioprost</td></tr><tr><td>8</td><td>Biostin</td></tr></table>	Entitas Entity	Utilisasi 1 <i>shift</i> 1 shift utilization	Bio Farma	47%	Kimia Farma	74,61%	PH	101,57%	Indofarma	44,74%	LM	59,54%	Rerata	65,94%	Entitas Loremop	Utilisasi 2 <i>shifts</i> Loremop	Kimia Farma	41,45%	PH	56,43%	Indofarma	24,86%	LM	33,08%	No	Toll Manufacturing	1	Masker	2	HCG Kit	3	Clopidrogel	4	Natrium diclofenac	5	Gentamicin cream	6	Ketoconazole cream	7	Bioprost	8	Biostin	
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B2.	Bio Farma Kimia Farma Indofarma	Melakukan efisiensi pada sistem <i>procurement, lean and integrated manufacturing system, sinkronisasi perencanaan SC dan inventory management</i>, dan peningkatan kompetensi logistik. <i>Proposed:</i> 1. Menurunkan <i>inventory turnover</i> melalui: Optimalisasi pembelian bahan baku 2. <i>Supply demand management</i> melalui digitalisasi <i>software production enterprise</i> Efficiency in procurement systems, lean and integrated manufacturing systems, synchronization of SC planning and inventory management, and improvement of logistics competence. Proposed: Reduce inventory turnover through: 1. Optimization of raw material purchases 2. Supply demand management through digitalization of enterprise production software	EBITDA <i>Margin</i> 2021: 14,28% EBITDA <i>Margin</i> 2021: 14.28%	EBITDA <i>Margin</i> Bio Farma: 9,49% Indofarma: 10,55% Kimia Farma: 9,87% Konsolidasi: 9,38 % EBITDA <i>Margin</i> Bio Farma: 9,49% Indofarma: 10.55% Kimia Farma: 9.87% Consolidated: 9.38%																																											



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B3. Joint Procurement B3. Joint Procurement	Bio Farma Kimia Farma Indofarma	Efisiensi proses <i>procurement</i> dengan implementasi ERP, Mon-Ev, dan E-proc <i>Proposed:</i> 1. Kajian <i>re-engineering</i> proses bisnis, sistem informasi, dan infrastruktur untuk sentralisasi holding farmasi 2. Kajian material <i>cataloging holding farmasi</i> 3. Implementasi <i>single-ERP</i> (Dynamic AX/SAP) di HoldCo & OpCo 4. <i>Joint E-procurement phase I</i> Holding Farmasi <i>Pilot project</i> untuk <i>e-catalog</i> Procurement process efficiency with ERP, Mon-Ev, and E-proc . implementation <i>Proposed:</i> 1. Review of business process re-engineering, information systems, and infrastructure for centralized pharmaceutical holding 2. Study of pharmaceutical holding cataloging materials 3. Implementation of single-ERP (Dynamic AX/SAP) at HoldCo & OpCo 4. <i>Joint E-procurement phase I</i> Pharmaceutical Holding <i>Pilot project</i> for <i>e-catalog</i>	Efisiensi dari aktivitas <i>procurement</i>: 2021: 5% setara dengan Rp 0,068 T) Efficiency of procurement activities: 2021: 5% equivalent to IDR 0.068 T)	Proses <i>joint and centralized procurement</i>: pencapaian 80% dari program <i>Direct</i>: Rp 87,1 Bn (<i>Cost efficiency</i>) <i>Indirect</i>: 107,7 Bn 1. 33,6 Bn (<i>Cost efficiency and cost avoidance</i>) 2. 7,2 Bn (<i>Potensi cost efficiency</i>) Joint and centralized procurement process: achievement of 80% of the program <i>Direct</i>: IDR 87.1 Bn (<i>Cost efficiency</i>) <i>Indirect</i>: 107.7 Bn 1. 33.6 Bn (<i>Cost efficiency and cost avoidance</i>) 2. 7.2 Bn (<i>Potential cost efficiency</i>)
B4. Digitalisasi Penjualan B4. Sales Digitization	Bio Farma Kimia Farma Indofarma	Peningkatan bauran <i>market share</i> produk farmasi <i>Proposed:</i> 1. Pengembangan dari KF <i>Mobile</i> menjadi Super App Holding BUMN Farmasi 2. Membangun ekosistem <i>Healthcare Digital Platform</i> 3. Meningkatkan <i>Customer Experience</i> di <i>Healthcare Digital Platform</i> 4. Pengembangan <i>website</i> dan <i>platform KF Mobile</i> (<i>all product and services</i>) 5. Intensifikasi <i>campaign official store</i> melalui 3 <i>marketplace</i> terbesar (Shopee, Tokopedia, dan Lazada) 6. Peningkatan <i>awareness</i> dan <i>sales conversion</i> pada <i>marketplace</i>, media sosial, dan <i>platform</i> lainnya. 7. Peningkatan bauran <i>market share</i> produk farmasi <i>Proposed:</i> Increased mix market share for pharmaceutical products <i>Proposed:</i> 1. Development from KF <i>Mobile</i> to Super App Holding for Pharmaceutical SOEs 2. Building a <i>Healthcare Digital Platform</i> ecosystem 3. Improve <i>Customer Experience</i> on the <i>Healthcare Digital Platform</i> 4. Development of the KF <i>Mobile website</i> and <i>platform</i> (<i>all products and services</i>) 5. Intensification of <i>official store</i> campaigns through the 3 largest marketplaces (Shopee, Tokopedia, and Lazada) 6. Increased awareness and sales conversion on the <i>marketplace</i>, social media, and other platforms.	Target 2021: 1. <i>Net promotion score</i>: 70 2. <i>Number of downloader</i>: 3.000.000 users 3. <i>Number of transaction</i>: 3.000.000 4. Target penjualan 150M (@Rp 50.000 per transaksi): Rp 90M (KFA) 38M (<i>official store</i>) Target 2021: 1. <i>Net promotion score</i>: 70 2. <i>Number of downloader</i>: 3,000,000 users 3. <i>Number of transaction</i>: 3,000,000 4. Sales Target 150M (@Rp 50,000 per transaction): Rp 90M (KFA) 38M (<i>official store</i>)	Realisasi 2021: 1. <i>Number of downloader</i>: 600.000 users 2. <i>Number of transaction</i>: 812.000 3. Realisasi penjualan Rp111M 2021 Realization: 1. <i>Number of downloader</i>: 600,000 users 2. <i>Number of transaction</i>: 812,000 3. Sales Realization Rp111 Billion



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B5. Menambah Fokus Distribusi Alat Kesehatan B5. Increasing Focus in Medical Devices Distribution	Indofarma	Meningkatkan porsi pendapatan dari alat kesehatan dengan menunjuk PT Indofarma Global Medika sebagai <i>lead integrator</i> alat kesehatan <i>Proposed:</i> - Mengembangkan multi distribusi untuk memperluas cakupan akses pasar - Menggandeng sub-distribusi lokal di setiap daerah terutama daerah yang di luar Jawa Increasing revenue of Medical Devices through appointing PT Indofarma Global Medika as lead integrator of medical device. <i>Proposed:</i> - Developing multi distribution function to widen market access - Partnering with local sub-distributor in every area especially outer Java	Proporsi <i>revenue</i> alat kesehatan IGM terhadap keseluruhan pendapatan 2021: 44% Integrasi distribusi antara IGM dan KFTD Revenue proportion of medical devices IGM toward Total Revenue in 2021: 44% Integrated distribution between IGM and KFTD	<i>Revenue</i> alat kesehatan IGM 2021: 337,3 Miliar <i>Revenue</i> IGM 2021: 1.567,4 Miliar Proporsi: 21,5% Progres integrasi distribusi 70%: - Perencanaan, kajian, dan sosialisasi integrasi distribusi telah selesai - Implementasi masih menunggu kesepakatan bersama dan <i>alignment</i> dengan <i>masterplan</i> Holding BUMN Farmasi Medical Device IGM Revenue in 2021: 337.3 Billion Revenue IGM 2021: 1,567.4 Billion Proportion : 21.5% Integration distribution progress is 70%: - Planning, study, and dissemination of distribution integration have been completed - Implementation is still waiting for mutual agreement and alignment with the master plan of Pharmaceutical SOEs Holding
B6. Mengembangkan Ekosistem Industri Kesehatan B6. Developing Ecosystem of Healthcare Industry	Bio Farma Kimia Farma Indofarma	Menyatukan mata rantai <i>healthcare</i> melalui sinergi holding farmasi dengan IHC dan pusat-pusat layanan kesehatan <i>Proposed:</i> Sinergi dan sinkronisasi SCM dan <i>healthcare services holding</i> farmasi dengan fasilitas layanan IHC Group Combining healthcare chain through synergy of pharmaceutical holding with IHC and health care centers <i>Proposed:</i> Synergy and synchronization of SCM and healthcare services pharmaceutical holding with IHC Group service facilities	Target 2021 Kerjasama IHC Group - Kerjasama <i>supply</i> produk <i>holding</i> farmasi di 25 Rumah Sakit rujuk dan rujuk balik klinik KF dengan RS BUMN - Kerjasama layanan tambahan telekonsultasi antara dokter dan dokter spesialis di 5 kota besar di Indonesia, di bawah payung KF Klinik dan RS BUMN Target 2021 IHC Group Partnership - Cooperation in supply of pharmaceutical holding products in 25 referral hospitals and refer back to KF clinics with SOEs hospitals - Cooperation of additional teleconsultation services between doctors and specialists in 5 major cities in Indonesia, under the umbrella of KF Clinics and SOEs Hospitals	Realisasi Kerjasama IHC Group - Kerjasama <i>supply</i> produk <i>holding</i> farmasi sejumlah 331 SKU di formularium IHC Group - Kerjasama apotek pendukung dengan 20 RS BUMN IHC Group - Kerjasama <i>telemedicine</i> aplikasi IHC Telmed telekonsultasi antara dokter dan dokter spesialis di 50 titik di 5 kota besar di Indonesia Realization of IHC Group Partnership - Cooperation in supplying 331 SKU pharmaceutical holding products in the IHC Group formulary - Cooperation with supporting pharmacies with 20 state-owned IHC Group Hospitals - Telemedicine collaboration with IHC Telmed teleconsultation applications between doctors and specialists at 50 points in 5 major cities in Indonesia



KEPEMIMPINAN TEKNOLOGI

TECHNOLOGICAL LEADERSHIP

Inisiatif Strategis Strategic Initiative	Rencana Kerja Jangka Panjang Long Term Work Plan		Target 2021 2021 Target	Realisasi 2021 2021 Realization
	BUMN SOEs	Rencana Kerja Work Plan		
C1. Sistem IT Terintegrasi untuk Pengembangan Proses Bisnis C1. Integrated IT system for business process development	Bio Farma Kimia Farma Indofarma	1. Konsolidasi sistem informasi anggota <i>holding</i> berbasis ERP 2. Pemanfaatan <i>data analysis</i> untuk pengembangan <i>Proposed:</i> 1. Pengembangan Sistem Manajemen Distribusi 2. Pengembangan Sistem Pharmacovigilance 3. Pengembangan Sistem <i>Command Center</i> 4. Pengembangan eCRF – Uji Klinis 5. Integrasi sistem IT dan pengembangan proses bisnis untuk membuka potensi penggunaan <i>big data</i> 6. Pengembangan sistem informasi apotek, klinik, dan lab 1. Consolidation of ERP-based holding member information system 2. Utilization of data analysis for development <i>Proposed:</i> 1. Development of Distribution Management System 2. Pharmacovigilance System Development 3. Command Center System Development 4. eCRF Development – Clinical Trial 5. Integration of IT systems and development of business processes to unlock the potential use of big data 6. Development of information systems for pharmacies, clinics, and laboratories	2021: 1. Pengembangan sistem Pharmacovigilance, Command Center, dan eCRF – Uji klinis selesai 100% di Q1 2021 2. Pengembangan sistem manajemen distribusi, integrasi sistem IT, dan pengembangan proses bisnis untuk penggunaan big data dan pengembangan sistem informasi apotek, klinik, dan lab, selesai di Q3 2021 2021: 1. Development of Pharmacovigilance, Command Center and eCRF systems – Clinical trials completed 100% in Q1 2021 2. Distribution management system development, IT system integration, and business process development for the use of big data and development of pharmacy, clinic and lab information systems, completed in Q3 2021	Integrasi klinik dan Lab 65%: Integrasi KFD dan Farmalab serta sinergi klinik BF Clinic and Lab integration 65%: Integration of KFD and Farmalab as well as BF clinical synergy
C2. Otomatisasi Proses Produksi C2. Production Process Automation	Bio Farma	Melakukan optimasi dan meningkatkan utilitas atas <i>packaging line and filling line</i> <i>Proposed:</i> 1. Penambahan kapasitas <i>packaging dan filling line</i> di gedung 43 2. Digitalisasi proses produksi Optimizing and increasing the utility of the packaging line and filling line <i>Proposed:</i> 1. Additional capacity of packaging and filling line in 43 building 2. Digitizing the production process	Target 2021: 1. Peningkatan kapasitas <i>packaging and filling</i>: 20 juta vial 2. Pilot digitalisasi proses produksi nOPV2 selesai 3. Digitalisasi Q100+: 25% selesai Target 2021: 1. Increased packaging and filling capacity: 20 million vials 2. The pilot of digitizing the nOPV2 production process is complete 3. Q100+ digitization: 25% complete	<i>Packaging and filling</i> Bio Farma: 27,1 juta vial. Sudah digunakan untuk <i>filling line</i> dan <i>packaging line</i> vaksin COVID-19 Pengembangan digitalisasi proses produksi nOPV2 sudah digunakan, pengembangan 100% Infrastruktur dan operasional teknologi informasi Q100+i: Pengembangan 33% Packaging and filling Bio Farma: 27.1 million vials. It has been used for the filling line and packaging line for the COVID-19 vaccine nOPV2 production process digitization development has been used, 100% development Information technology infrastructure and operations Q100+i: 33% development
C3. Mengembangkan penguasaan teknologi produk herbal C3. Develop mastery of herbal product technology	Indofarma	1. Kerjasama <i>triple helix</i> mendorong riset dan hilirisasi obat herbal dan/atau Obat Modern Asli Indonesia (OMAI) 2. Mendorong herbal sebagai <i>revenue stream</i> berkelanjutan <i>Proposed:</i> Kerjasama pengembangan teknologi ekstraksi dengan LIPI dan Lembaga Pendidikan lainnya 1. Triple helix cooperation encourages research and down streaming of herbal medicines and/or Original Indonesian Modern Medicines (OMAI) 2. Encouraging herbs as a sustainable revenue stream <i>Proposed:</i> Cooperation in the development of extraction technology with LIPI and other educational institutions with LIPI and other educational institutions	<i>Revenue:</i> 2021: Rp60 miliar <i>Revenue:</i> 2021 : Rp 60 Billion	Total Pendapatan Produk Herbal Ytd Nov 21 : 50,31 Miliar Total Revenue of Herbal Products Ytd Nov 21 : 50.31 Billion



PENGEMBANGAN INVESTASI

INVESTMENT DEVELOPMENT

Inisiatif Strategis Strategic Initiative	Rencana Kerja Jangka Panjang Long Term Work Plan		Target 2021 2021 Target	Realisasi 2021 2021 Realization																																																		
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D1. Pengembangan produk sector farma dan alat kesehatan D1. Product development of the pharmaceutical sector and medical devices	Bio Farma Kimia Farma Indofarma	Minimal 431 produk baru sampai akhir tahun 2024 <i>Proposed:</i> Program inti tahun 2021 adalah: Bio Farma 1. <i>Inhouse Product(Product – locally manufacturing):</i> MR dan Enoxaparin 2. <i>Product – Partnership:</i> Flu Halal, Equirab, Vaksin PCV 10 3. <i>Product – Trading Partnership:</i> Hep A, HPV CERVARIX, Dengue, dan Kit Alergen 4. Penyaluran dana PMN ke KF dan IF Kimia Farma BBO: 4 Produk, Produk farma dan non farma 25 produk Indofarma 20 produk <i>generic</i> bermerek 6 produk impor Minimum 431 new products until the end of 2024 Proposed : The core programs for 2021 are: Bio Farma 1. Inhouse Product(Product – locally manufacturing): MR and Enoxaparin 2. Product – Partnership : Halal Flu, Equirab, 10 PCV Vaccine 3. Product – Trading Partnership: Hep A, HPV CERVARIX, Dengue, and Allergen Kit 4. Distribution of State Equity funds to KF and IF Kimia Farma BBO: 4 products, pharmaceutical and non-pharmaceutical products 25 products Indofarma 20 branded generic products 6 imported products	2021: 63 Produk baru diluncurkan Bio Farma: (7) 1. Vaksin: MR, Flu halal, PCV10, Hep A, HPV Cervarix, Equirab 2. Non vaksin: Enoxaparin Dana PMN tersalurkan ke KF dan IF Q2 Kimia Farma (25) 25 Produk baru diluncurkan (<i>list: ditampilkan di slide selanjutnya</i>) Presentase biaya R&D terhadap pendapatan 2% Indofarma (26) Produk generik bermerek: 20 Produk impor: 6 2021: 63 new products launched Bio Farma: (7) 1. Vaccines: MR, Halal Flu, PCV10, Hep A, HPV Cervarix, Equirab 2. Non-vaccine: Enoxaparin State Equity Funds distributed to KF and IF Q2 Kimia Farma (25) 25 new products launched (<i>list: shown on next slide</i>) Percentage of R&D costs to revenue 2% Indofarma (26) Branded generic product: 20 Imported products: 6	Bio Farma: 6 Produk 1. <i>Launching</i> vaksin Hep A, HPV 2. <i>Launching</i> non vaksin: IVIG;Enoxaparin, Antiten-A 3. Produk Diagnostik berbasis <i>life science</i>: Biosalva Kimia Farma: 70 Produk Indo Farma: 41 Produk Bio Farma : 6 Products • Launching of Hep A and HPV vaccines Launching non-vaccine: IVIG; Enoxaparin, Antiten-A •Life science-based diagnostic product: Biosalva Kimia Farma : 70 Products Indo Farma : 41 Products																																																		
D1. Pengembangan produk sector farma dan alat kesehatan D1. Product development of the pharmaceutical sector and medical devices	Kimia Farma		25 Produk baru diluncurkan Kimia Farma 25 new products launched by Kimia Farma 1. Atorvastatin 10 tablet 2. Gabepentin 100 kapsul 3. Valsartan 80 tablet 4. Rosuvastatin 10 tablet 5. Bisoprolol 5mg 6. Ringer Asetat 500ml 7. Alergine/Cetirizine 8. Bryxta/Bevacizumab 9. Dovastrop/Dobutamin 10. Rovascol/Rosuvastatin 11. Rapid Test NSI 12. Amiodipin 13. Marcks' Daily Toner 14. Marcks' Daily Cleanser 15. Marcks' Daily Facial Wash 16. Marcks' Teen Acne Moisturizer 17. Marcks' Teen Acne Tooner 18. Marcks' Teen Acne Sheet Mask 19. Marcks' Teen Brightening Sheet Mask 20. Venus Blush On 21. Venus Eyeshadow Palette 22. Venus Dewy Foundation 23. Antifect Povidone Iodine 15ml 24. Salicyl KF Plus Menthol 25. Enkasari Toothpaste	<i>Launching</i> 49 Produk Farma 2021: Launching of 49 Pharmaceuticals Products 2021: <table><tr><td>1</td><td>Atorvastatin 40mg</td></tr><tr><td>2</td><td>Valsartan 80 tablet</td></tr><tr><td>3</td><td>Rosuvastatin 10 tablet</td></tr><tr><td>4</td><td>Valsartan 160 tablet</td></tr><tr><td>5</td><td>Cetirizine syrup</td></tr><tr><td>6</td><td>TB-Scan</td></tr><tr><td>7</td><td>Loparta 100/25</td></tr><tr><td>8</td><td>Citicoline 500</td></tr><tr><td>9</td><td>Scabacid</td></tr><tr><td>10</td><td>Permethrin</td></tr><tr><td>11</td><td>Allergine sirup 5mg/ml</td></tr><tr><td>12</td><td>Lipidel 40mg</td></tr><tr><td>13</td><td>Acetyl cistein 200 mg Kapsul</td></tr><tr><td>14</td><td>Lipidef 10 mg</td></tr><tr><td>15</td><td>Lipidef 20 mg</td></tr><tr><td>16</td><td>Rovascol 10 mg</td></tr><tr><td>17</td><td>Rovascol 20 mg</td></tr><tr><td>18</td><td>Fermol Demam anak / rasa strawberry</td></tr><tr><td>19</td><td>Citamin d3 1000 IU 30 Soft Capsule</td></tr><tr><td>20</td><td>Paracetamol 500 MG</td></tr><tr><td>21</td><td>Valtensi</td></tr><tr><td>22</td><td>Citamin E 400 IU</td></tr><tr><td>23</td><td>Salbutamol sulfate 2 mg</td></tr><tr><td>24</td><td>Salbutamol sulfate 4 mg</td></tr><tr><td>25</td><td>Betametason valerate</td></tr></table>	1	Atorvastatin 40mg	2	Valsartan 80 tablet	3	Rosuvastatin 10 tablet	4	Valsartan 160 tablet	5	Cetirizine syrup	6	TB-Scan	7	Loparta 100/25	8	Citicoline 500	9	Scabacid	10	Permethrin	11	Allergine sirup 5mg/ml	12	Lipidel 40mg	13	Acetyl cistein 200 mg Kapsul	14	Lipidef 10 mg	15	Lipidef 20 mg	16	Rovascol 10 mg	17	Rovascol 20 mg	18	Fermol Demam anak / rasa strawberry	19	Citamin d3 1000 IU 30 Soft Capsule	20	Paracetamol 500 MG	21	Valtensi	22	Citamin E 400 IU	23	Salbutamol sulfate 2 mg	24	Salbutamol sulfate 4 mg	25	Betametason valerate
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D1. Pengembangan produk sektor farma dan alat kesehatan D1. Product development of the pharmaceutical sector and medical devices	Kimia Farma			Launching Produk Farma (lanjutan): Pharmaceutical Product Launching (continued): <table><tr><td>26</td><td>Betason</td></tr><tr><td>27</td><td>Zinc Syrup</td></tr><tr><td>28</td><td>Gabapentin 100 mg</td></tr><tr><td>29</td><td>Fentanox</td></tr><tr><td>30</td><td>Bisoprolol 2,5 mg</td></tr><tr><td>31</td><td>Bisoprolol 5 mg</td></tr><tr><td>32</td><td>Aripiprazol 10 mg</td></tr><tr><td>33</td><td>Aripiprazol 15 mg</td></tr><tr><td>34</td><td>Myltega (Dolutegravir Sodium tab 5 mg</td></tr><tr><td>35</td><td>Ripizol tab 10 mg</td></tr><tr><td>36</td><td>Ripizol 15 mg</td></tr><tr><td>37</td><td>Tencard tab 2,5 mg</td></tr><tr><td>38</td><td>Tencard tab 5 mg</td></tr><tr><td>39</td><td>Cardismo XR TSS</td></tr><tr><td>40</td><td>Vit B6 25 mg tab</td></tr><tr><td>41</td><td>Zinc 20 mg/5 ml</td></tr><tr><td>42</td><td>Gerivita Blister</td></tr><tr><td>43</td><td>Corsnona 4 mg tab</td></tr><tr><td>44</td><td>Pehavit-D3 Kapsul</td></tr><tr><td>45</td><td>Nicardipine inj</td></tr><tr><td>46</td><td>Zinc sulphate syr</td></tr><tr><td>47</td><td>Glomeson tab</td></tr><tr><td>48</td><td>Methylprednisolon 4 mg tab</td></tr><tr><td>49</td><td>Bonvit TSS</td></tr></table> Launching BBO: 1. Rosuvastatin 2. Tenofovir 3. Remdesivir Launching BBO: 1. Rosuvastatin 2. Tenofovir 3. Remdesivir	26	Betason	27	Zinc Syrup	28	Gabapentin 100 mg	29	Fentanox	30	Bisoprolol 2,5 mg	31	Bisoprolol 5 mg	32	Aripiprazol 10 mg	33	Aripiprazol 15 mg	34	Myltega (Dolutegravir Sodium tab 5 mg	35	Ripizol tab 10 mg	36	Ripizol 15 mg	37	Tencard tab 2,5 mg	38	Tencard tab 5 mg	39	Cardismo XR TSS	40	Vit B6 25 mg tab	41	Zinc 20 mg/5 ml	42	Gerivita Blister	43	Corsnona 4 mg tab	44	Pehavit-D3 Kapsul	45	Nicardipine inj	46	Zinc sulphate syr	47	Glomeson tab	48	Methylprednisolon 4 mg tab	49	Bonvit TSS
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D1. Pengembangan produk sektor farma dan alat kesehatan D1. Product development of the pharmaceutical sector and medical devices	Kimia Farma		26 Produk baru diluncurkan 26 new products launched 1. Forstavir-EM 2. HEPBEST 25 mg tablet salut selaput 3. HEPBEST 4. HEPBEST 5. Hertraz 6. Rabivax-S 7. Rabivax-S 8. Sofohep 9. TELURA 10. Viranz 200 mg kapsul 11. Incocyn Kapsul 12. Indobion Tablet Salut Gula 13. Indomag Suspensi 14. Indoralyte Serbuk 15. Indoran 25mg/ml injeksi 16. Infungi Krim 17. Infix 100 mg kapsul 18. Infix 100/mg 5ml Sirup Kering 19. Inpirox 20 mg Kapsul 20. Inpurin 100 mg tablet 21. Instron 4 mg tablet salut selaput 22. Ketoflam 30 mg/ml injeksi 23. Melopain mix serbuk 24. Mineral mix serbuk 25. Mycenta Gel 26. OBH indoplus Sirup	Indo Farma : 41 Produk Indo Farma : 41 Products <i>Launching</i> Produk Farma 2021: Launching of Farma Products 2021: 1. Inagel salep 2. Inastan kaplet 3. Indomag suspense 4. Mometasone furoate 0,1% krim 5. Mometasone 1 mg krim 6. Periocline 20 mg 7. Vermotine tablet 8. Donepezil hydrochloride monohydrate 5 mg 9. Neostigimine methylsulfate injeksi 10. Ivercov 12 tablet 11. Ivermectin 12 mg 12. Zinc Sulfate monohydrate 20 mg 13. Epinephrine bitartrate 1mg/1ml injeksi 14. Inason 4 mg tablet 15. Imbroxol 30 mg tablet 16. Imbroxol 15 mg/5 ml sirup 17. Miconazole nirate 2% krim 18. Inasma tablet 19. Intermo 120 mg sirup 20. Intermo 100 mg drops 21. Intermo 500 mg tablet																										
D1. Pengembangan produk sektor farma dan alat kesehatan D1. Product development of the pharmaceutical sector and medical devices	Indo Farma			<i>Launching</i> 13 Produk Alkes 2021: Launching of 13 Medical Devices Products 2021: <table><tr><td>1</td><td>INAswab</td></tr><tr><td>2</td><td>INAFit Pro</td></tr><tr><td>3</td><td>INAJect Pro</td></tr><tr><td>4</td><td>Teledoc Pro</td></tr><tr><td>5</td><td>INATril</td></tr><tr><td>6</td><td>Smart Diagnostik COVID-19</td></tr><tr><td>7</td><td>Aptamex (Rapid Tst Antigen Saliva)</td></tr><tr><td>8</td><td>BEX Nasal Oxygen Cannula Packed Non Sterile</td></tr><tr><td>9</td><td>BEX Oxygen Cathater</td></tr><tr><td>10</td><td>APTAMEX COVID-19 DNA Aptamer</td></tr><tr><td>11</td><td>BEX Tracheal Tube Uncuffed Murphy</td></tr><tr><td>12</td><td>BEX Reinforced Tracheal Tube Cuffed</td></tr><tr><td>13</td><td>BEX Rectal Tube</td></tr></table> <i>Launching</i> 2 Produk Biologi: Launching of 2 Biological Products: 1. Covovax 2. Fulphila 6 mg injeksi <i>Launching</i> 5 Produk OTSK: Launching of 5 OTSK Products: 1. Inavit-C 500 mg tablet salut selaput 2. Inafboost kaplet selaput 3. Imunicare 4. Indocol 5. Prodiibets	1	INAswab	2	INAFit Pro	3	INAJect Pro	4	Teledoc Pro	5	INATril	6	Smart Diagnostik COVID-19	7	Aptamex (Rapid Tst Antigen Saliva)	8	BEX Nasal Oxygen Cannula Packed Non Sterile	9	BEX Oxygen Cathater	10	APTAMEX COVID-19 DNA Aptamer	11	BEX Tracheal Tube Uncuffed Murphy	12	BEX Reinforced Tracheal Tube Cuffed	13	BEX Rectal Tube
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D2. Mengembangkan Produk API/BBO D2. Developing API/ BBO Products	Kimia Farma	Inisiatif pengurangan Impor Bahan Baku Obat anggota holding secara bertahap dengan pengembangan fasilitas Crude Iodine/Povidone Iodine, Paracetamol, Rifampisin & ARV, serta Selafosporin <i>Proposed:</i> 1. Optimalisasi kapasitas produksi line API dan HFC 2. Intensifikasi penyerapan API domestik dan HFC ekspor 3. Optimalisasi <i>customer</i> pihak ketiga yang sudah memulai proses change source ke BBO produksi KFSP 4. Koordinasi intensif untuk percepatan pengembangan dan registrasi obat jadi yang menggunakan BBO produksi KFSP 5. Membangun fasilitas produksi Povidone Iodine dan Paracetamol 6. Pengembangan fasilitas produksi <i>dedicated</i> BBO (meliputi: Iodine/Providone Iodine, Paracetamol) dan fasilitas 7. Mengajukan pendanaan Initiative to reduce imports of medicinal raw materials from holding members in stages with the development of Crude Iodine/ Povidone Iodine, Paracetamol, Rifampicin & ARV facilities, as well as Selafosporin <i>Proposed:</i> 1. Optimization of API and HFC line production capacity 2. Intensification of absorption of domestic API and export HFC 3. Optimization of third party customers who have started the change source process to KFSP production BBO 4. Intensive coordination for accelerating the development and registration of finished drugs using KFSP's BBO 5. Build Povidone Iodine and Paracetamol production facilities 6. Development of dedicated BBO production facilities (including: Iodine/Providone Iodine, Paracetamol) and other facilities 7. Apply for funding	1. Menurunkan impor BBO anggota Holding Farmasi 2021: 6% 2. Fase konstruksi fasilitas Iodine Povidone selesai 100% 3. Minimal pendanaan Rp 254 Miliar 1. Reducing BBO imports of Pharmaceutical Holding members 2021: 6% 2. The construction phase of the Iodine Povidone facility is 100% complete 3. Minimum funding of Rp254 Billion	1. Impor BBO menurun : 10,76% 2. Fase konstruksi fasilitas Iodine Povidone selesai 100% 3. Pendanaan terserap Rp 254 Miliar 1. Imports of BBO decreased: 10.76% 2. The construction phase of the Iodine Povidone facility is 100% complete 3. Funding absorbed Rp254 Billion
D3. Peningkatan portofolio ekspor D3. Increasing Export portfolio	Bio Farma Kimia Farma Indo Farma	Menambah <i>Market Share</i> dan pendapatan perusahaan <i>Proposed:</i> Bio Farma Berencana melakukan suplai vaksin BioTT untuk pasar Taiwan Kimia Farma 1. Menambah 2 negara baru tujuan ekspor 2. Partisipasi dalam tender internasional 3. <i>Trading</i> melalui B2B E-Commerce internasional 4. Pengembangan pasar farmasi ke negara berkembang dan pasar produk herbal ke negara maju 5. Menjajaki potensi pengembangan pasar di 2 negara (Nigeria dan Filipina) Increase Market Share and company revenue <i>Proposed:</i> Bio Farma Planning to supply BioTT vaccine for Taiwan market Kimia Farma 1. Adding 2 new export destinations 2. Participation in international tenders 3. Trading via international B2B E-Commerce 4. Development of pharmaceutical market to developing countries and herbal product market to developed countries 5. Exploring the potential for market development in 2 countries (Nigeria and the Philippines)	Setiap tahun menambah minimal 2 negara baru tujuan ekspor atau 2 produk ekspor ke negara eksisting tujuan 2 negara baru ekspor 2020: (Kimia Farma) 1. Nigeria 2. Filipina Target pendapatan ekspor Kimia Farma tahun 2021 : Rp 304 Miliar Every year add at least 2 new export destination countries or 2 export products to existing destination countries 2 new export countries 2020: (Kimia Farma) 1. Nigeria 2. Philippines Kimia Farma's export revenue target in 2021: Rp 304 Billion	Bio Farma: Bertambah 2 negara ekspor : UAE (United Arab Emirate) & Ukraina Pendapatan ekspor Kimia Farma 200,36 Milliar Realisasi 3 negara ekspor Kimia Farma : 1. Filipina 2. Mozambik dan 3. Zimbabwe Bio Farma : Added 2 export countries: UAE (United Arab Emirates) & Ukraina Kimia Farma export revenue 200.36 Billion Realization of 3 Kimia Farma export countries: 1. Philippines 2. Mozambique and 3. Zimbabwe



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D4. Peningkatan pangsa pasar alat kesehatan D4. Increasing market share in medical devices.	Indo Farma	Penyediaan solusi terintegrasi alat Kesehatan dan alat diagnostik terkini <i>Proposed:</i> 1. Mengembangkan KSO dengan fasilitas Kesehatan untuk alat kesehatan investasi 2. Mengembangkan penjualan secara online, baik melalui <i>marketplace</i>, portal holding farmasi, dan <i>webstore</i> sendiri. Providing integrated solution for medical devices and health diagnostic tools <i>Proposed:</i> 1. Developing KSI with health facilities for healthcare investment. 2. Develop online sales through marketplace, portal, pharmaceutical holdings, and own webstore.	Revenue: 2021 : Rp 750 miliar Revenue: 2021 : Rp 750 billion	Revenue Alkes Ytd Nov 21: 141 Miliar Medical devices revenue year to date Nov 21: 141 Billion
D5. Optimalisasi Aset D5. Asset Optimization	Kimia Farma Indo Farma	<i>Highest and best use analysis</i> terhadap aset-aset yang prospektif untuk dikerjasamakan khususnya aset yang berada di luar zona industri <i>Proposed:</i> Kimia Farma <i>Highest and best use analysis</i> terhadap aset-aset yang prospektif untuk dikerjasamakan khususnya aset yang berada di luar zona industri Indo Farma 1. Menggandeng BUMN lain untuk mengembangkan aset/tanah Manggarai 2. Menggandeng investor baru untuk memanfaatkan aset/tanah Cikarang Highest and best use analysis of assets that are prospective for collaboration, especially assets that are outside the industrial zone <i>Proposed:</i> Kimia Farma Highest and best use analysis of assets that are prospective for collaboration, especially assets that are outside the industrial zone Indo Farma 1. Collaborating with other SOEs to develop Manggarai assets/land 2. Collaborating with new investors to take advantage of Cikarang's assets/land	2021: 6 aset dapat dioptimalkan Kimia Farma: 5 aset dapat dioptimalkan 1. Jalan Sultan Hassanudin dalam (Blok M) Jakarta-Rp0,353 Miliar 2. Klinik rehabilitasi dan fisioterapi, Bandung-Rp0,001 Miliar 3. Aset tanah dan Bangunan di Jalan dr.Setiabudi 33-33A Bandung- Rp0,489 M 4. Jalan Sam Ratulangi Manado-Rp0,632 Miliar 5. Jalan Bagindo Aziz Chan Padang-Rp1,022 Miliar Indo Farma 1 aset: Ex fasilitas rimpaficin 2021 : 6 assets can be optimized Kimia Farma: 5 assets can be optimized 1. Sultan Hassanudin Street in (Blok M) Jakarta-Rp0.353 billion 2. Rehabilitation and physiotherapy clinic, Bandung-Rp0.001 billion 3. Land and Building Assets at Jalan dr. Setiabudi 33-33A Bandung-Rp0.489 billion 4. Jalan Sam Ratulangi Manado-Rp0.632 billion 5. Jalan Bagindo Aziz Chan Padang-Rp1,022 billion Indo Farma 1 asset: Ex rimpaficin facility Indo Farma 1 asset: Ex rimpaficin facility	2021: 2 aset dioptimalkan Kimia Farma: 1. Jl, Dr. Setiabudi 33-33A Bandung Indo Farma: 2. Jl. Tambak No. 2 Kec. Mataram Jakarta 2021: 2 aset dioptimalkan Kimia Farma: 2021: 2 assets optimized Kimia Farma: 1. Jl, Dr. Setiabudi 33-33A Bandung Indo Farma: 1.Jl. Pond No. 2 district. Mataram Jakarta



PENGEMBANGAN TALENTA

TALENT DEVELOPMENT

Inisiatif Strategis Strategic Initiative	Rencana Kerja Jangka Panjang Long Term Work Plan		Target 2021 2021 Target	Realisasi 2021 2021 Realization
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El. Mengembangkan skema <i>triple helix</i> dalam litbang dan penjangkaran talenta El. Develop a triple helix scheme in R&D and talent recruitment	Bio Farma Kimia Farma Indo Farma	Mendorong Indonesia Healthcare Institute sebagai <i>center of excellence</i> Proposed: - Center of Excellence Corporate Institute (riset inovasi dan pembelajaran) - Alignment Human Capital Management Systems Holding Farmasi Encouraging the Indonesia Healthcare Institute as a center of excellence Proposed: - Center of Excellence Corporate Institute (innovation and learning research) - Alignment Human Capital Management Systems Holding Pharmaceuticals	2021: - Implementasi <i>roadmap</i> riset dan inovasi Indonesia Health Institute - Program pengembangan untuk talenta potensial (BoD-1, Perempuan dan talenta muda) 2021: - Implementation of the Indonesia Health Institute's research and innovation roadmap - Development program for potential talents (BoD-1, Women and young talents)	- Tata Kelola IHI Detail : IHI & IHRI : Launching IHI, Pembahasan Roadmap Produk, Penyusunan standarisasi dan kerangka kerja, pertemuan Outlook Research KBUMN, standarisasi Implementasi Learning, Digital talent (ITDRI), Resume Activity & rekomendasi IHI terhadap 3 entitas. - Penyusunan Policy, Implementasi, Monitoring & Evaluasi terkait Culture Implementation - Penyusunan Policy, Implementasi, Monitoring & Evaluasi terkait dengan - People Competencies Development - Career & Talent Management - Career Specialist - People Utilization 20% program Talent Development BoD – 1, BoD – 2 dan BoD – 3 : 21%, Nominated Talent untuk perempuan BoD – 1: 18%, Top Talent Milenial : 22% Implementation: 20% (from 20% target) Details: Policy : - IHI Governance Details : IHI & IHRI : Launching of IHI, Discussion of Product Roadmap, Preparation of standardization and framework, KBUMN Outlook Research meeting, standardization of Learning Implementation, Digital talent (ITDRI), Resume Activity & IHI recommendations for 3 entities. - Policy Preparation, Implementation, Monitoring & Evaluation related to Culture Implementation - Policy formulation, implementation, monitoring & evaluation related to - People Competencies Development - Career & Talent Management - Career Specialist - People Utilization 20% Talent Development programs BoD – 1, BoD – 2 and BoD – 3: 21%, Nominated Talent for women BoD – 1: 18%, Top Talent Millennials : 22%
El. Mengembangkan skema <i>triple helix</i> dalam litbang dan penjangkaran talenta El. Develop a triple helix scheme in R&D and talent recruitment	Bio Farma Kimia Farma Indo Farma	Komersialisasi hasil riset Kerjasama dengan akademisi bisnis dan <i>government</i> (ABG) Proposed: Bio Farma Komersialisasi produk Kit Alergen, hasil pengembangan UNAIR Pengembangan vaksin Merah Putih Commercialization of research results Collaboration with business and government academics (ABG) Proposed: Bio Farma Commercialization of Allergen Kit products, developed by UNAIR Red and White Vaccine Development Menumbuhkan talent muda dan potensial secara berkesinambungan Proposed - Penyediaan dan optimalisasi anggaran pengembangan SDM untuk program riset, inovasi dan pembelajaran - Talent Development dan succession plan untuk Nominated Talent Perempuan - Talent Development dan succession plan untuk Top Talent Millenial - Penyusunan <i>blue print</i> untuk disabilitas (<i>roadmap, policies, remunerasi, benefit, infrastruktur, fungsi-fungsu, model rekrutmen, model assessment subsidi dan sinergi deployment</i>) Growing young and potential talents on an ongoing basis Proposed - Provision and optimization of HR development budget for research, innovation and learning programs - Talent Development and succession plan for Female Nominated Talent - Talent Development and succession plan for Top Talent Millennials - Preparation of blue print for disability (<i>roadmap, policies, remuneration, benefits, infrastructure, functions, recruitment model, subsidy assessment model and deployment synergy</i>)	2021: - Komersilisasi Kit Allergen; - Pengembangan vaksin Merah Putih 2021: - Commercialization of Allergen Kits; - Red and white vaccine development 1. 20% program (60M ; 20 T1 ; 25 T2 ; 80 T3) 2. Nominated Talent untuk Perempuan BoD-1 sebesar 15% 3. Top Talent Milenial BoD-1 sebesar 5% 1. 20% program (60M ; 20 T1 ; 25 T2 ; 80 T3) 2. Nominated Talent for BoD-1 Female by 15% 3. Top Talent Millennial BoD-1 by 5%	Pengembangan vaksin BUMN berada pada <i>Clinical Trial</i> Komersialisasi Kit Allergen belum terealisasi Realisasi Produk hasil <i>Triple Helix</i>: - Bio Saliva – Nusantara - Bio – Liv – SK Plasma - Enoxavarine – Metiska farma SOEs vaccine development is in Clinical Trial Allergen Kit commercialization has not yet been realized. Triple Helix Product Realization: - Bio Saliva – Nusantara - Bio – Liv – SK Plasma - Enoxavarine – Metiska Farma 1. Realisasi program : 21% 2. Nominated Talent untuk Perempuan BoD-1: 18% 3. Top Talent Milenial BoD: 22% 1. Program realization : 21% 2. Nominated Talent for Female BoD-1 : 18% 3. Top Talent Millennial BoD: 22%

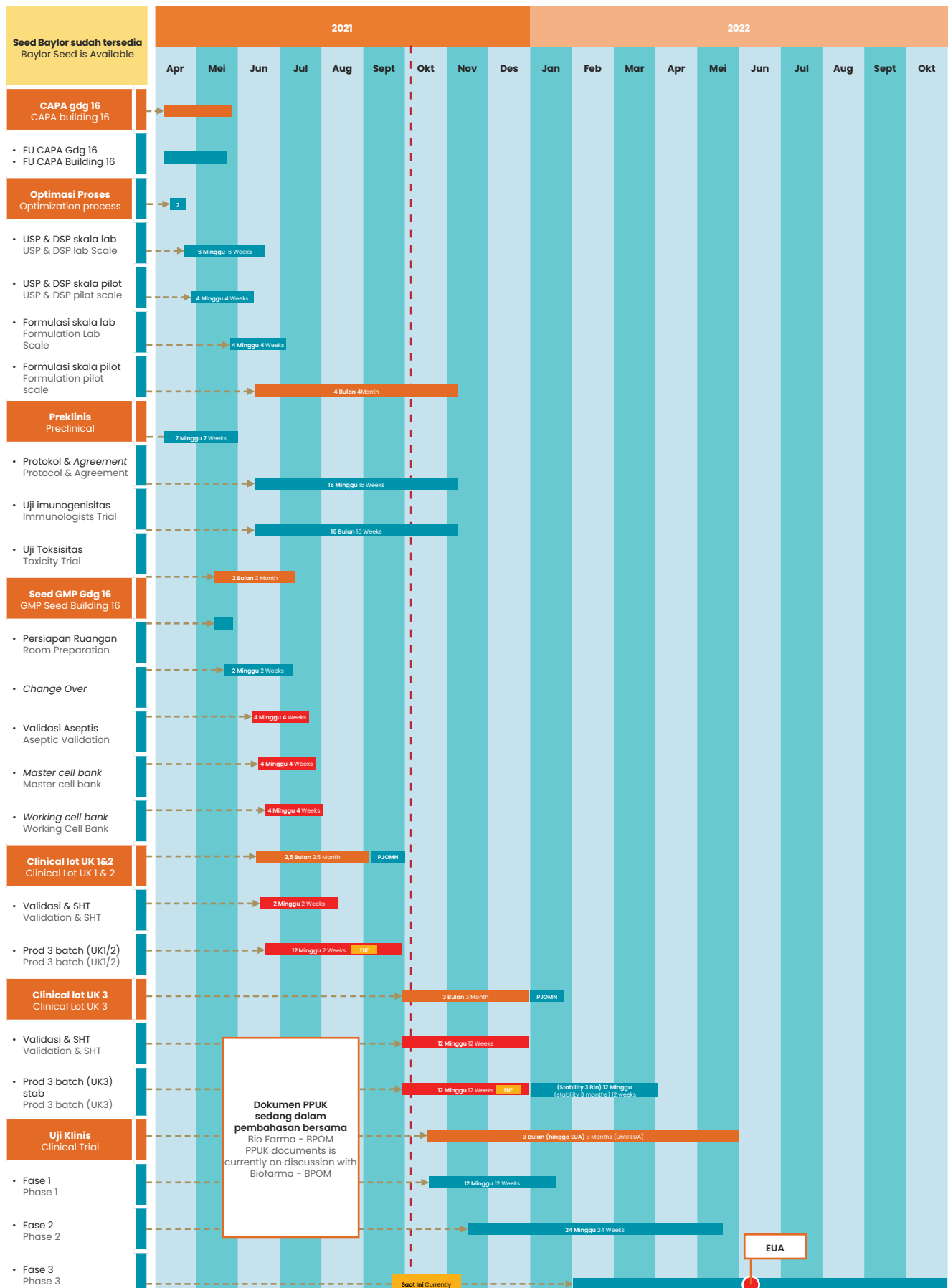


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	BUMN SOEs	Rencana Kerja Work Plan		
E2. Internalisasi Budaya Unggul dan Tata Kelola (GCG) E2. Internalization of a Culture of Excellence and Governance (GCG)	Bio Farma Kimia Farma Indo Farma	Integrasi Budaya Unggul <i>Proposed:</i> Penyelerasan Core Values BUMN : AKHLAK untuk Holding Farmasi Superior Cultural Integration <i>Proposed:</i> Alignment of SOEs Core Values: Morals for Pharmaceutical Holding	2021: 1. Produktivitas naik 7% 2. Program <i>happiness</i> tercapai 90% 3. Program <i>culture</i> tercapai 60% 2021: 1. Productivity up 7% 2. Happiness program achieved 90% 3. Program culture reached 60%	1. <i>Employee Productivity</i> 2021 Prognosa: Rp141 juta (regular) dan Rp268 juta (regular+COVID), 2020 Audited: Rp99,9 juta. Produktivitas naik 4,1% (regular), naik 168% (regular+COVID) 2. Detil Program : - AKHLAK Culture Health Index (ACHI): CDR pengukuran ACHI Bio Farma, Kimia Farma, Indofarma & INUKI - AKHLAK InnoFest Holding Farmasi 3. Program <i>Corporate Culture</i> tercapai : 83% 1. Employee Productivity 2021 Prognosis: IDR 141 million (regular) and IDR 268 million (regular + covid), 2020 Audited: IDR 99.9 million. Productivity up 4.1% (regular), up 168% (regular+covid) 2. Program Details: - AKHLAK Culture Health index (ACHI): CDR measurement of ACHI Bio Farma, Kimia Farma, Indofarma & INUKI - AKHLAK InnoFest Holding Pharmacy 3. Corporate Culture Program achieved : 83%
		Penerapan aspek GCG dan ISO 37001 <i>Proposed:</i> 1. Menyusun laporan tingkat kepatuhan setiap semester 2. Melakukan <i>monitoring</i> pelaksanaan penerapan GCG 3. Implementasi penandatanganan pakta integritas (aspek komitmen) Implementation of GCG and ISO 37001 aspects <i>Proposed:</i> 1. Compile a compliance level report every semester 2. Monitoring the implementation of GCG implementation 3. Implementation of the signing of the integrity pact (commitment aspect)	1. Terdapat laporan tingkat kepatuhan perusahaan secara semesteran 2. Skor hasil <i>self assessment</i> penerapan GCG periode penilaian tahunan 92 3. Terbentuknya budaya GCG dan risiko yang kuat 4. 100% insan BUMN Holding Farmasi menandatangani pakta integritas dan >70% paham terhadap GCG dan pedoman perilaku 5. Perusahaan berintegritas serta memiliki ketahanan menghadapi risiko. 1. There is a report on the company's compliance level on a semester basis 2. The score of the self-assessment of the implementation of GCG for the annual assessment period is 92 3. The establishment of a strong GCG and risk culture 4. 100% of Pharmaceutical SOEs Holding personnel signed an integrity pact and >70% understood GCG and code of conduct 5. A company with integrity and resilience in facing risks.	Skor GCG • Holding : 89,91% • Bio Farma : 90,17% • Kimia Farma : 94,76% • Indo Farma: 81,80% GCG Score • Holding : 89.91% • Bio Farma : 90.17% • Chemical Pharmacy : 94.76% • Indo Farma: 81.80%

Timeline Rencana Pengembangan Vaksin COVID-19 BUMN Percepatan

Timeline for the Accelerated State-Owned Enterprises COVID-19 Vaccine Development Plans

Timeline





Strategi Uji Klinis Vaksin BUMN

Clinical Trial Strategies

Strategis Uji Klinis

Clinical Trial Strategies



Progress Vaksin Merah Putih

Merah Putih Vaccines Progress



Optimasi Seed di Eijkman dan Pengujian di Bio Farma

Seed Optimization in Eijkman and Bio Farma Clinical Trials



Oktober 2021
Masih tahap uji coba prototype seed versi 2
October 2021
Under Clinical Trial phase on prototype seed version 2

PROGRESS VAKSIN GOTONG ROYONG

PROGRES VAKSIN COVID-19 MERAH PUTIH

Platform Vaksin: Subunit Protein Rekombinan

1. Kerjasama seed vaksin Merah Putih antara Bio Farma dengan Lembaga Bio Molekular Eijkman.
2. Uji coba klon/seed prototipe kedua telah dilakukan pada fermentor skala pilot (10L) sudah dilakukan 2 run. Hasil menunjukkan bahwa protein antigen terekspresi. Namun, masih diperlukan proses optimasi untuk memperoleh yield sesuai kriteria industri.
3. Re-optimasi proses fermentasi untuk meningkatkan yield sedang dilakukan.

GOTONG ROYONG VACCINE PROGRESS

MERAH PUTIH COVID-19 VACCINE PROGRESS

Vaccine Platform : Subunit Recombinant Protein

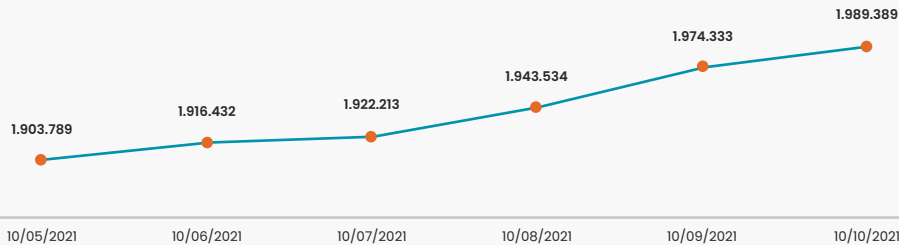
1. Seed Partnership for Merah Putih Vaccines between Bio Farma with Bio Molecular Eijkman Institution
2. Clinical Trial on the second clone/seed prototipe has been conducted on fermentor pilot scale (10L) with 2 run. The results is showing the antigen protein expressed. Meanwhile, optimization process is required to acquire yield according to industry criteria.
3. Re-optimizing fermentation process to increase yield result.



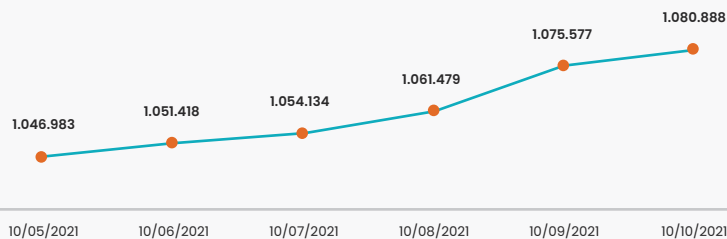
Progress Laju Vaksinasi Gotong Royong 10 Oktober 2021

Gotong Royong Vaccine Progress Rate

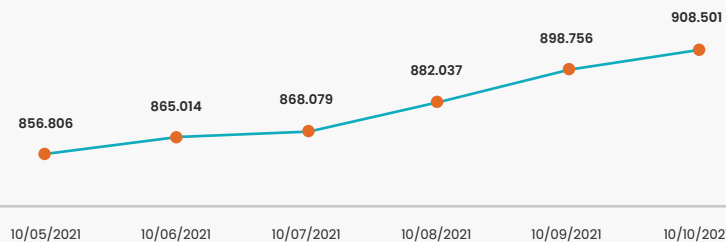
Total Vaksinasi Vaccination Total



Vaksinasi 1 Vaccination 1



Vaksinasi 2 Vaccination 2



TANTANGAN YANG DIHADAPI YANG MEMPENGARUHI KINERJA SEPANJANG TAHUN 2021 DAN PEMECAHAN MASALAH

Berikut ini merupakan tantangan–tantangan yang dihadapi dalam pelaksanaan Kinerja Audited 2021:

1. Holding Farmasi masih dalam proses sinkronisasi operasional setiap entitas.
2. Pandemi meningkatkan kepadatan pekerjaan pada entitas sehingga memperlambat arus pengiriman data.
3. Komitmen dan pelaksanaan dan implementasi dari keputusan yang di buat pada masing – masing *quick win*.
4. Kurangnya koordinasi antar entitas dalam satu project.

Langkah–langkah yang sudah dilaksanakan untuk pemecahan masalah sebagai berikut:

1. Pembuatan timeline dari setiap aktivitas besar.
2. *Monitoring progress* dari *project charter* secara bertahap.
3. Melakukan koordinasi dengan setiap entitas melalui *weekly meeting* untuk *update progress* setiap project.

OVERCOMING CHALLENGES AFFECTING COMPANY OVERALL PERFORMANCE IN 2021 AND TROUBLESHOOTING

The following are the challenges faced in implementing the 2021 Audited Performance:

1. The Pharmaceutical Holding is still in the process of synchronizing the operations of each entity.
2. The Pandemic increased the density of work on the entity thus slowing down the flow of data transmission.
3. Commitment and implementation of decisions made in each *quick win*.
4. Lack of coordination between entities in one project.

The steps that have been implemented for troubleshooting are as follows:

1. Creating a timeline for each major activity.
2. Monitoring the progress of the project charter gradually.
3. Coordinating with each entity through weekly meetings to update the progress of each project.

Realisasi Kinerja Perusahaan Konsolidasi Tahun 2021

Realization of Consolidated Performance in 2021

Selama tahun 2021, pencapaian penjualan bersih mencapai Rp43,44 triliun, EBITDA mencapai Rp4,03 triliun, Laba bersih konsolidasian mencapai Rp1,93 triliun dan total aset mencapai Rp40,44 triliun.

Realisasi pendapatan konsolidasian *audited* tahun 2021 senilai Rp43,44 triliun atau mencapai 253,71% dari RKAP tahun 2021 yaitu sebesar Rp17,12 triliun. Pencapaian yang signifikan terhadap RKAP 2021 ini dikarenakan penjualan atas transaksi penugasan vaksin COVID-19 (*filling* Bio Farma) ke pemerintah dan penjualan vaksin coronavac (*final product*), distribusi vaksin sumbangan kepada Kemenkes, dan vaksin gotong royong dimana pada RKAP 2021 transaksi tersebut belum dianggarkan.

Realisasi total aset konsolidasian per 31 Desember 2021 mencapai Rp40,44 triliun atau 136,59% dari RKAP. Realisasi total kewajiban konsolidasian per 31 Desember 2021 mencapai Rp23,06 triliun sedangkan total ekuitas konsolidasi 31 Desember tahun 2021 mencapai Rp17,38 triliun.

PT Bio Farma (Persero) telah memperoleh skor *Key Performance Indicator* sebesar 91,74 dari target RKAP 2021 sebesar 100,00. Progress pencapaian tersebut berkontribusi dari pencapaian skor Indikator *Economic and Social Value for Indonesia* sebesar 26,23 dari target skor RKAP 2021 sebesar 25,00 di mana pencapaian ini terdampak dari adanya realisasi transaksi penugasan COVID-19 di tahun 2021 yang belum dianggarkan dalam RKAP 2021. Pencapaian *business model innovation* sebesar 16,38 dari target skor RKAP 2021 sebesar 20,00. Pencapaian indikator *technology leadership* sebesar 18,00 dari target RKAP 2021 sebesar 20,00. Pencapaian indikator *energize investment* sebesar 17,12 dari target RKAP 2021 sebesar 22,00 dan pencapaian indikator *unleashed talent* sebesar 14,01 dari target skor 13,00.

Net sales in 2021 were Rp43.44 trillion, EBITDA was Rp4.03 trillion, and consolidated net income was Rp1.93 trillion. Total assets were Rp40.44 trillion.

The audited consolidated revenue realised in 2021 amounted to Rp43.44 trillion, or 253.71 percent of the RKAP for 2021, which is Rp. The position has recorded sales of the COVID-19 vaccine assignment transaction (*filling* Bio Farma) to the government and the sale of the Cornovac vaccine (*final product*), distribution of donated vaccines to the Ministry of Health, and mutual cooperation vaccines, even though the transaction was not budgeted for in the 2021 RKAP.

The entire realisation of consolidated assets on 31 December 2021 was Rp40.44 trillion, or 136.59 percent of the 2021 Consolidated RKAP amount of Rp29.61 trillion. The realisation of total consolidated liabilities, including assignments, reached Rp23.06 trillion on 31 December 2021, while total consolidated equity reached Rp17.38 trillion on the same day.

PT Bio Farma (Persero) has achieved a Key Performance Indicator score of 91.74 compared to the RKAP objective of 100.00 for 2021. The achievement of a score of 26.23 on the Economic and Social Value for Indonesia Indicator, as opposed to the target score of 25.00 in the 2021 RKAP, contributed to this accomplishment's advancement. This accomplishment was impacted by the completion of the COVID-19 assignment transaction in 2021, which was not budgeted for in the 2021 RKAP. business model innovation of 16.38 out of the goal score of 20.00 for the RKAP in 2021. Compared to the 2021 RKAP objective of 20, the accomplishment of the technological leadership indicator is 18.00. Achievement of 17.12 on the invigorate investment indication against a target of 22.00 for the 2021 RKAP, and achievement of 14.01 on the unleashed talent indicator against a target of 13.00.



Hasil perhitungan indikator kinerja meliputi aspek keuangan, aspek operasional, dan aspek administrasi, diperoleh total skor penilaian tingkat kesehatan perusahaan sebesar 90,50.

Dengan dicapainya total skor indikator kinerja perusahaan sebesar 90,50 maka tingkat kinerja perusahaan adalah "Sehat AA". Progress pencapaian tersebut berkontribusi dari pencapaian skor indikator aspek keuangan sebesar 60,50 dari target skor RKAP 2021 sebesar 43,00 dimana pencapaian ini terdampak dari adanya realisasi transaksi penugasan COVID-19 di tahun 2021 yang belum dianggarkan dalam RKAP 2021. Pencapaian aspek operasional sebesar 15,00 dari target skor RKAP 2021 sebesar 15,00. Pencapaian indikator aspek administrasi sebesar 15,00 dari target RKAP 2021 sebesar 15,00.

Realisasi Capex Konsolidasi sampai dengan tahun 2021 senilai Rp1.082,24 miliar. Pada Tahun 2021, realisasi investasi Group Holding BUMN Farmasi mencapai 65,82% atau Rp1,08 triliun dari target RKAP 2021 sebesar Rp1,64 triliun. Realisasi Capex rutin tahun 2021 mencapai 31,65% dari target atau sebesar Rp166,19 Miliar dari target Rp525,04 miliar, sedangkan untuk Capex pengembangan tahun 2021 mencapai 81,86% atau sebesar Rp916,04 miliar dari target Rp1,12 triliun.

The company's performance level has been evaluated with a total score of 90.50 based on the computation of performance indicators that encompass financial, operational, and administrative elements.

With a total score of 90.50 for the company's performance parameters, the company's performance level is AA-healthy. This accomplishment was impacted upon by the completion of the COVID-19 assignment transaction in 2021, which had not been budgeted for in the 2021 RKAP and further. The financial aspect indicator scores of 60.50 compared to the goal score of 43.00 in the 2021 RKAP contributed to this achievement's progression. The operational objective of RKAP 2021 was met with a score of 15.00 out of a possible 15.00 points. From the 2021 RKAP objective of 15, the administrative aspect indicator's accomplished a score of is 15.00.

There was a Realization of Consolidated Capex of Rp1,082.24 billion up till 2021. The Pharmaceutical SOE Holding Group's investment realisation attained 65.82 percent or Rp1.08 trillion of the 2021 RKAP objective of Rp1.64 trillion in 2021. The achievement of routine Capex in 2021 obtained 31.65 percent of the aim, or Rp166.19 billion of the target of Rp525.04 billion, while development Capex in 2021 reached 81.86 percent of the target, or Rp916.04 billion of the targets of Rp1.12 trillion.

Ringkasan Kinerja Bio Farma (Entitas Induk) Tahun 2021

Summary of Bio Farma (Parent Entity) Performance in 2021

Kinerja perusahaan tahun 2021 (*audited*) dari sisi penjualan mencapai Rp30,32 triliun naik sebesar 986,74% dibandingkan realisasi tahun 2020 (*audited*) dan mencapai 801,67% dari anggarannya, sedangkan beban pokok penjualan & jasa sebesar Rp26,53 triliun naik 1.517,41% dibandingkan realisasi tahun 2020 (*audited*) dan mencapai 1.288,75% dari anggarannya, perolehan laba bersih perusahaan naik sebesar 439,63% dari realisasi tahun 2020 (*audited*) menjadi sebesar Rp1,92 triliun atau mencapai 410,04% dari anggarannya.

Penilaian tingkat kesehatan Perusahaan tahun 2021 (*Audited*) mendapat skor 81,38 dengan kriteria "SEHAT AA", tahun 2020 (*audited*) 74,61 dengan kriteria "SEHAT A". Untuk pencapaian Key Performance Indicator (KPI) memperoleh nilai 92,96 dari total nilai 100.

Realisasi penjualan bersih tahun 2021 (*audited*) naik sebesar 986,74% atau senilai Rp27,53 triliun dibandingkan dengan realisasi tahun 2020 (*audited*) dengan komposisi penjualan per kelompok sebagai berikut:

- **Produk Perusahaan**
Penjualan produk perusahaan naik sebesar 726,90% atau senilai Rp15,60 triliun terutama karena adanya realisasi penjualan vaksin COVID.19-BF dan bulk nOPV2 masing-masing senilai Rp15,15 triliun dan Rp178,23 miliar dimana tahun sebelumnya tidak ada realisasi. Kenaikan atas produk perusahaan juga dikarenakan adanya realisasi penjualan *bulk* polio, nOPV2 50 ds, pentabio 5 ds dan MBiocov (Multiplex) ds masing-masing naik sebesar 49,02%, 771,89%, 48,51% dan 44,66% atau masing-masing senilai Rp 159,64 miliar, Rp299,39 miliar, Rp102,38 miliar dan Rp148,44 miliar.

Sales in 2021 (*audited*) totalled Rp30.32 trillion, up 986.74% from 2020 (*audited*) levels, and came in at 801.67% of the Company's budget. Meanwhile, the cost of goods sold & services was Rp26.53 trillion, up 1,517.41% from 2020 (*audited*) levels, and came in at 1,288.75 percent of the budget. Finally, the company's net profit for 2020 (*audited*) climbed by 439.63% to Rp1.92 trillion, or surpassed 410.04% of the budget.

In 2021 (*audited*), the evaluation of the Company's health level received a score of 81.38 based on the criteria for "Healthy AA," whereas in 2020 (*audited*), the score was 74.61 based on the criteria for "Healthy A." The Key Performance Indicators (KPI) accomplishment score is 92.96 out of a possible 100 points.

The realisation of net sales in 2021 (*audited*) grew by 986.74 percent, or Rp.27.53 trillion, as compared to the realisation of net sales in 2020 (*audited*), with the following sales breakdown by group:

- **Company Products**
Sales of the company's products increased by 726.90 percent or Rp15.60 trillion, mainly due to the realisation of sales of the COVID.19-BF vaccine and bulk nOPV2 of Rp. 15.15 trillion and Rp178.23 billion, respectively, where the previous year was not available. The increase in the company's products was also due to the realization of bulk sales of polio, nOPV2 50 ds, pentabio 5 ds and MBiocov (Multiplex) ds which increased by 49.02 percent, 771.89 percent, 48.51 percent, and 44.66 percent or respectively worth Rp159.64 billion, Rp299.39 billion, Rp102.38 billion, and Rp148.44 billion.



- **Produk Partnership**

Penjualan produk *partnership* naik sebesar 2.092,55% atau senilai Rp9,99 triliun terutama karena adanya realisasi penjualan Corona-Vac senilai Rp9,97 triliun dan realisasi penjualan vaksin BCG Bayi + anak 20 ds naik sebesar 65,56% atau senilai Rp58,18 miliar.

- **Trading Partnership**

Penjualan *trading partnership* naik sebesar 1.538,49% atau senilai Rp1,60 triliun terutama karena adanya realisasi penjualan COVID-19 vaccine Sinopharm (vaksin gotong royong/VGR) dan COVID-19 AstraZeneca masing-masing senilai Rp825,39 miliar dan Rp831,02 miliar yang sebelumnya tidak dianggarkan.

- **Jasa Distribusi**

Adanya realisasi jasa distribusi senilai Rp388,83 miliar yang berasal dari nilai penjualan untuk vaksin reguler dan COVID-19 di sektor pemerintah, Swasta dan Ekspor yang merupakan penerapan PSAK 72.

- **Partnership Products**

Partnership product sales climbed by 2,092.55 percent, or Rp9.99 trillion, mostly owing to the realisation of Rp9.97 trillion in Corona-Vac sales and a growth of 65.56 percent, or Rp58.18 billion, in sales of BCG vaccinations for Babies + Children 20 and older.

- **Trading Partnership**

The non-budgeted sales of the COVID-19 vaccine Sinopharm (vaccine gotong royong/VGR) and COVID-19 AstraZeneca, totaling Rp825.39 billion and Rp831.02 billion, were primarily responsible for the 1,538.49 percent rise in trading partnerships' revenue, which amounted to Rp1.60 trillion.

- **Distribution Services**

PSAK 72 was utilised to realise distribution services of Rp388.83 billion, which was derived from the sales value of normal vaccinations and COVID-19 in the government, private, and export sectors.



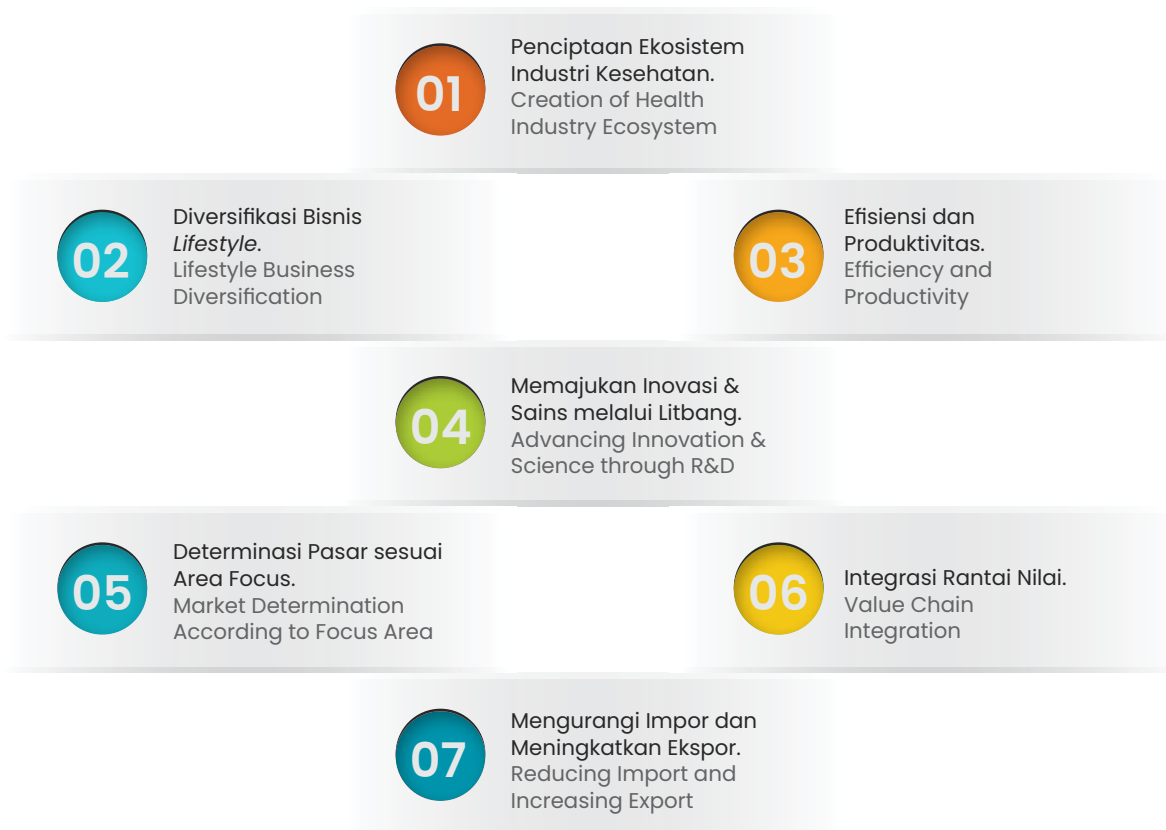


7 (Tujuh) *Value Drivers* untuk Mendukung Aspirasi *Holding BUMN Farmasi*

7 (Seven) Value Drivers to Support the Aspirations of the SOE Pharmaceutical Holding

Holding BUMN Farmasi mendorong penciptaan nilai melalui tujuh area utama yang difokuskan oleh Holding BUMN Farmasi guna pencapaian aspirasi yang telah dicanangkan. Ketujuh *value drivers* tersebut adalah:

The SOE Pharmaceutical Holding promotes wealth development by focusing on seven key areas in order to realise its declared goals. These are the seven value drivers in all:



Manifestasi ketujuh area tersebut mampu menciptakan nilai bagi Industri Farmasi dan ekosistem sektor kesehatan nasional serta mampu menciptakan *multiplier effect* bagi negara secara keseluruhan. *Multiplier effect* mencakup peningkatan kesehatan dan kesejahteraan masyarakat, peningkatan kualitas layanan kesehatan, serta pengembangan kapabilitas sumber daya manusia dalam sains dan teknologi.

The manifestations of these seven areas are able to produce value for the Pharmaceutical Industry and the ecology of the national health sector, and have as well as a multiplier impact for the entire nation. Improving public health and welfare, enhancing the quality of health services, and strengthening human resource skills in science and technology are examples of the multiplier impact.



Inisiatif Prioritas Holding Farmasi

Priority Pharmaceutical Holding Initiatives

5 (LIMA) PRIORITAS KBUMN

Dalam penyusunan RJPP, Holding BUMN Farmasi menyelaraskan dengan agenda pada pencapaian RPJMN dan 5 prioritas Kementerian BUMN, meliputi: nilai ekonomi dan sosial untuk Indonesia, Inovasi model bisnis, kepemimpinan teknologi, peningkatan investasi dan pengembangan talenta.

Dalam memperkuat ketahanan ekonomi, Holding BUMN Farmasi mengambil peranan penting melalui peningkatan produksi berbasis ekspor sehingga dapat mendukung *trade balance* nasional. Selain itu, melalui sinergi antar BUMN diharapkan mampu meningkatkan pendapatan Negara. Memastikan keterjangkauan akses terhadap obat-obatan dan memperluas *channel* distribusi merupakan inisiatif Holding BUMN Farmasi untuk mendukung negara dalam mengembangkan wilayah serta peningkatan kualitas SDM.

ASPIRASI HOLDING BUMN FARMASI

Dalam rangka menjawab tantangan dan menangkap peluang Industri Farmasi Indonesia, pemerintah melalui kementerian BUMN menetapkan objektif utama pembentukan Holding BUMN Farmasi sebagai berikut:

- Memperkuat kemandirian industri farmasi nasional: Meningkatkan kemandirian farmasi nasional dengan mengurangi ketergantungan impor serta memperluas aktivitas bisnis di pasar internasional
- Meningkatkan ketersediaan produk di seluruh pelosok Indonesia: Mengelola rantai nilai secara keseluruhan untuk memastikan ketersediaan produk dengan melakukan integrasi vertikal.
- Mengedepankan inovasi dan menyediakan produk farmasi berkualitas: Membangun keunggulan kompetitif melalui litbang untuk menjadi yang terbaik di bidangnya.
- Mendukung keterjangkauan produk farmasi bagi seluruh lapisan masyarakat: Meningkatkan efisiensi dengan memanfaatkan *economies of scale* sepanjang rantai nilai, serta meningkatkan produktivitas.
- Meningkatkan skala bisnis BUMN Farmasi: Meningkatkan produksi, jenis, dan jangkauan produk

THE 5 (FIVE) PRIORITIES FOR OF THE MINISTRY OF SOEs

The SOE Pharmaceutical Holding's RJPP is aligned with the RPJMN's strategy and the Ministry of SOEs' five goals, which include economic and social value for Indonesia, business model innovation, technical leadership, increased investment, and talent development.

The SOE Pharmaceutical Holding plays a significant role in bolstering economic resiliency by developing export-based production to sustain the national trade balance. Additionally, it is anticipated that the synergy between SOEs will improve state income. The SOE Pharmaceutical Holding's endeavours to assist the state in growing those area and enhancing the quality of its workforce while consist of ensuring affordable access to pharmaceuticals and extending distribution channels.

THE OBJECTIVES OF THE SOE PHARMACEUTICAL HOLDING

In order to tackle meet the difficulties and exploit the possibilities presented by the Indonesian Pharmaceutical Industry, the government, through the Ministry of SOEs, has established the following primary goals for the development of the SOE Pharmaceutical Holding:

- Strengthening the independence of the national pharmaceutical sector by lowering reliance on imports and developing commercial operations on the international market.
- Increasing product availability across Indonesia: Managing the whole value chain through vertical integration to assure product availability.
- Promoting innovation and supplying high-quality pharmaceutical products: Establishing a competitive edge through R&D in order to be the best in the industry.
- Supporting the affordability of pharmaceutical goods for all segments of society: Increasing efficiency and productivity by exploiting economies of scale along the value chain.
- Increasing the size of Pharmaceutical SOEs' operations: expanding production, product varieties, and product assortment.



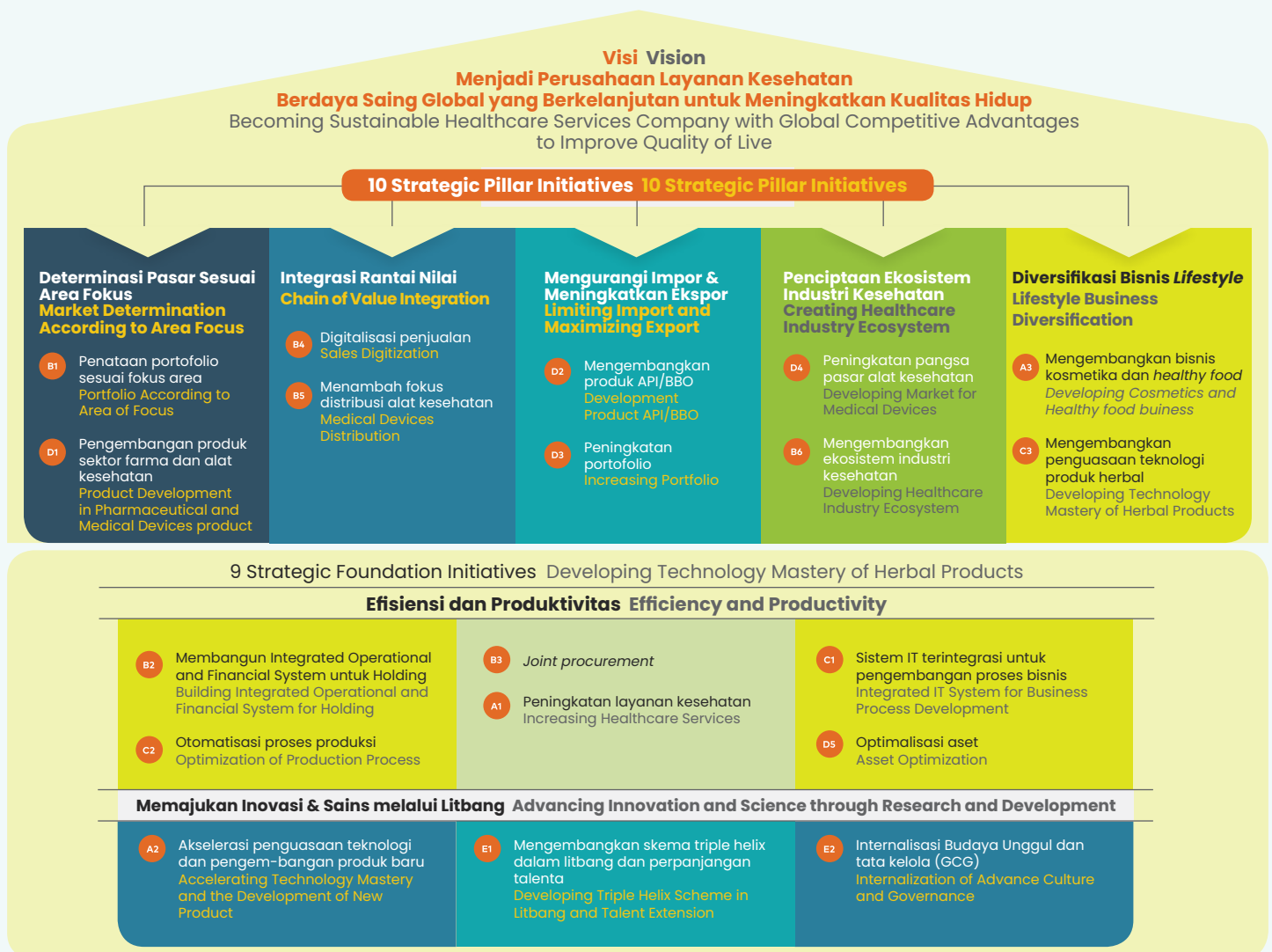
- f. Memperkuat sinergi dengan sektor kesehatan nasional: Membangun kerja sama dengan pemain kunci di sektor kesehatan dan memperluas penawaran jasa lainnya.

- f. Strengthening synergies with the national health sector: Establishing collaborations with major health sector stakeholders and increasing other service offerings.

INISIATIF STRATEGIS HOLDING BUMN FARMASI

Untuk mendukung pencapaian aspirasi strategis melalui ketujuh *value driver*, Holding BUMN Farmasi memiliki 19 inisiatif sebagai berikut:

Strategic House Holding BUMN Farmasi



Dari *Strategic House* Holding BUMN Farmasi mengandung 19 (sembilan belas) inisiatif strategis yang terbagi menjadi 10 (sepuluh) inisiatif strategis yang merupakan *Strategic Pillar Initiatives* dan 9 (sembilan) inisiatif strategis yang merupakan *Strategic Foundation Initiatives*. 19 (sembilan belas) Inisiatif strategis prioritas Holding BUMN Farmasi selaras dalam mendukung 5 (lima) prioritas BUMN sebagai berikut:

The Strategic House of SOE Pharmaceutical Holding consists of 19 (nineteen) strategic initiatives, which are separated into 10 (ten) Strategic Pillar Initiatives and 9 (nine) Strategic Foundation Initiatives. 19 (nineteen) SOE Pharmaceutical Holding priority strategic projects are matched to support the following 5 (five) Ministry of SOEs priorities:



Shield Inisiatif Prioritas Holding BUMN Farmasi Mendukung 5 Prioritas KBUMN

Priority Initiatives Shield of SOE Pharmaceutical Holding Supports 5 Priorities of the Ministry of SOEs



● Strategic Pillar Initiatives
● Strategic Foundation Initiatives



A Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia

- 1 Peningkatan layanan kesehatan
Improvement of health services
- 2 Akselerasi penguasaan teknologi dan pengembangan produk baru
Acceleration of technological mastery and new product development
- 3 Mengembangkan bisnis kosmetika dan *healthy food*
Developing the cosmetics and healthy food business



B Inovasi Model Bisnis Business Model Innovation

- 1 Penataan portofolio sesuai *focus area*
Portfolio management according to the focus area
- 2 Membangun *Integrated Operational and Financial System* untuk holding
Building an Integrated Operational and Financial System for Holding
- 3 *Joint Procurement*
Joint Procurement
- 4 Digitalisasi Penjualan
Sales Digitalization
- 5 Menambah fokus distribusi alat kesehatan
Increasing the focus of distribution of medical devices
- 6 Mengembangkan ekosistem industri kesehatan
Developing the health industry ecosystem



C Kepemimpinan Teknologi Technology Leadership

- 1 Sistem IT terintegrasi untuk pengembangan proses bisnis
Integrated IT system for business process development
- 2 Otomatisasi proses produksi
Production process automation
- 3 Mengembangkan penguasaan teknologi produk herbal
Developing technological mastery of herbal product



D Pengembangan Investasi Energize Investment

- 1 Pengembangan produk sektor farma dan alat kesehatan
Product development in the pharmaceutical and medical device sector
- 2 Mengembangkan produk API/BBO
Developing API/BBO products
- 3 Peningkatan portofolio ekspor
Increasing export portfolio
- 4 Peningkatan pangsa pasar alat kesehatan
Increasing market share of medical devices
- 5 Optimalisasi aset
Asset optimization



E Pengembangan Talenta Unleash Talent

- 1 Mengembangkan skema *triple helix* dalam lubang dan penjangkaran talenta
Developing a triple helix scheme in R&D and talent screening
- 2 Internalisasi Budaya Unggul dan tata kelola (GCG)
Internalizing of Culture of Excellence and Good Corporate Governance (GCG)

Ikhtisar Kinerja Keuangan

Financial Performance Overview

Data keuangan yang tercantum di bawah ini merupakan angka konsolidasian. Angka pada tabel dan grafik dalam Laporan Tahunan ini menggunakan notasi Bahasa Indonesia.

The financial figures listed in this discussion are consolidated figures. Figures in the tables and graphs in this Annual Report use Indonesian notation.

IKHTISAR POSISI KEUANGAN KONSOLIDASIAN BIO FARMA

Dalam Rp Juta

SUMMARY OF BIO FARMA'S CONSOLIDATED FINANCIAL POSITION

In Rp Million

Ikhtisar Posisi Keuangan Konsolidasian	2021	2020	2019	Summary of Consolidated Financial Position
Aset Lancar	22.254.705	15.027.584	10.677.097	Current Assets
Investasi pada Entitas Asosiasi	1.215	1.116	742	Investment in Associates
Aset Tetap	15.348.795	15.285.848	15.144.400	Fixed Assets
Aset Hak Guna	471.540	422.298	-	Right of Use Assets
Properti Investasi	1.073.727	1.013.636	1.011.569	Investment Properties
Aset Tak Berwujud	299.269	248.280	213.557	Intangible Assets
Aset Tidak Lancar Lainnya	66.589	298.047	311.571	Other Non-Current Assets
Total Aset	40.444.178	32.692.678	27.646.509	Total Assets
Liabilitas Jangka Pendek	16.971.393	11.863.015	8.721.734	Current Liabilities
Liabilitas Jangka Panjang	6.091.318	4.988.318	4.858.670	Non-Current Liabilities
Total Liabilitas	23.062.711	16.851.333	13.580.404	Total Liabilities
Total Ekuitas	17.381.467	15.841.345	14.066.105	Total Equity
Modal Kerja Bersih	5.283.312	3.164.569	1.955.363	Net Working Capital

IKHTISAR LAPORAN LABA RUGI KONSOLIDASI BIO FARMA

Dalam Rp Juta

BIO FARMA CONSOLIDATED STATEMENTS OF PROFIT LOSS SUMMARY

In Rp Million

Ikhtisar Laporan Laba Rugi Konsolidasian	2021	2020	2019	Summary of Consolidated Income Statement
Pendapatan	43.436.967	14.327.964	13.302.302	Income
Laba Bruto	8.373.013	5.114.867	4.985.005	Gross Profit
Laba Usaha	3.308.550	828.890	883.470	Operating Profit
Laba Tahun Berjalan	1.931.289	289.185	355.940	Net Profit for the Year
Total Laba Komprehensif tahun berjalan	1.628.018	162.398	348.371	Total Comprehensive Income for the Year
Laba yang Dapat Diatribusikan Kepada Pemilik Entitas Induk	1.920.779	284.631	355.940	Profit Attributable to Owners of the Parent Entity
Laba yang Dapat Diatribusikan kepada Kepentingan Non Pengendali	10.509	4.554	-	Profit Attributable to Non-Controlling Interests
Total	1.931.289	289.185	355.940	Total



RASIO-RASIO KEUANGAN, RENTABILITAS DAN KEMAMPUAN MEMBAYAR HUTANG

FINANCIAL RATIOS, RENTABILITY, AND ABILITY TO PAY DEBT

Rasio Keuangan Konsolidasi	YTD Desember December	YTD Desember December	YTD Desember December	%		Consolidated Financial Ratios
	Realisasi Realisation 2021	Budget 2021	Realisasi Realisation 2020	1:2	1:3	
	(1)	(2)	(3)			
EBITDA (Rp Miliar)	4.027,39	2.693,37	1.314,99	149,53%	306,27%	EBITDA (Rp Billion)
CFO (Rp Miliar)	6.596,76	1.828,98	19,17	360,68%	34407,42%	CFO (Rp Billion)
Interest Bearing DEBT (Rp Miliar)	8.705,81	8.728,16	11.281,57	99,74%	77,17%	Interest Bearing DEBT (Rp Miliar)
Debt/EBITDA (Kali)	2,16	3,24	8,58	66,71%	25,20%	Debt/EBITDA (Kali)
Debt to Equity (%)	50,09%	51,47%	71,22%	97,31%	70,33%	Debt to Equity (%)
Gross Margin (%)	19,28%	39,03%	35,70%	49,39%	54,00%	Gross Margin (%)
EBIT Margin (%)	7,62%	12,12%	5,79%	62,86%	131,66%	EBIT Margin (%)
EBITDA Margin (%)	9,27%	15,73%	9,18%	58,94%	101,02%	EBITDA Margin (%)
Net Profit Margin (%)	4,45%	6,03%	2,02%	73,68%	220,29%	Net Profit Margin (%)
Days Receivable Turnover (Hari)	32,08	45,84	58,35	69,99%	54,99%	Days Receivable Turnover (Day)
Days Inventory Turnover (Hari)	90,52	128,02	177,48	70,71%	51,00%	Days Inventory Turnover (Day)
Days Payable Turnover (Hari)	25,38	55,12	82,53	46,05%	30,75%	Days Payable Turnover (Day)
Interest Coverage (EBIT/Interest) (Kali)	4,00	3,04	1,14	131,65%	350,18%	Interest Coverage (EBIT/Interest) (times)
Return on Invested Capital (%)	8,18%	7,01%	2,54%	116,76%	322,65%	Return on Invested Capital (%)
Return on Equity (%)	11,11%	6,09%	1,83%	182,37%	608,66%	Return on Equity (%)

**IKHTISAR POSISI KEUANGAN BIO FARMA
(ENTITAS INDUK)**

Dalam Rp Juta

**SUMMARY OF THE CONSOLIDATED FINANCIAL
POSITION OF BIO FARMA (PARENT ENTITY)**

In Rp Million

Ikhtisar Posisi Keuangan Entitas Induk	2021	2020	2019	Summary of Parent Entity's Financial Position
Aset Lancar	15.427.002	7.944.511	2.523.919	Current Assets
Investasi pada Entitas Anak	12.479.821	12.479.821	-	Investment in Subsidiaries
Aset Tetap	5.420.232	5.415.401	5.384.211	Fixed Assets
Aset Hak Guna	40.384	10.392	1.093	Right of Use Assets
Properti Investasi	-	-	-	Investment Properties
Aset Tak Berwujud	93.584	41.377	8.198	Intangible Assets
Aset Tidak Lancar Lainnya	1.024.413	155.151	22.978	Other Non-Current Assets
Total Aset	34.485.436	26.046.653	7.940.399	Total Assets
Liabilitas Jangka Pendek	10.507.005	4.198.555	967.100	Current Liabilities
Liabilitas Jangka Panjang	1.295.185	976.493	825.056	Non-Current Liabilities
Total Liabilitas	11.802.190	5.175.048	1.792.156	Total Liabilities
Total Ekuitas	22.683.246	20.871.605	6.148.243	Total Equity
Modal Kerja Bersih	4.919.997	3.636.321	1.556.819	Net Working Capital

**IKHTISAR LAPORAN LABA RUGI BIO FARMA
(ENTITAS INDUK)**

Dalam Rp Juta

**SUMMARY OF CONSOLIDATED STATEMENTS
OF PROFIT AND LOSS BIO FARMA (PARENT
ENTITY)**

In Rp Million

Ikhtisar Laporan Laba Rugi Entitas Induk	2021	2020	2019	Summary of Parent Entity's Financial Position
Pendapatan	30.320.454	2.790.043	2.542.592	Income
Laba Bruto	3.788.260	1.149.633	1.185.707	Gross Profit
Laba Usaha	2.514.404	456.918	569.859	Operating Profit
Laba Bersih Tahun Berjalan	1.916.575	355.166	355.940	Net Profit for the Year
Total Laba Komprehensif Tahun Berjalan	1.888.361	317.819	348.371	Total Comprehensive Income for the Year
Laba yang Dapat Diatribusikan Kepada Pemilik Entitas Induk	1.888.361	317.819	348.371	Profit Attributable to Owners of the Parent Entity
Laba yang Dapat Diatribusikan Kepada Kepentingan Non Pengendali	-	-	-	Profit Attributable to Non-Controlling Interests
Total	1.888.361	317.819	348.371	Total



RASIO KEUANGAN BIO FARMA (ENTITAS INDUK)

BIO FARMA (PARENT ENTITY) CONSOLIDATED FINANCIAL RATIO

Rasio-rasio Keuangan Entitas Induk	RKAP 2021 (Setelah RUPS) (After GMS)	Real 2021 (Audited)	Real 2020 (Audited)	Parent Entity's Financial Ratios
LIKUIDITAS				LIQUIDITY
- Current Ratio	314,83%	146,83%	189,22%	- Current Ratio
- Acid Test Ratio	66,38%	80,56%	82,26%	- Acid Test Ratio
- Cash Ratio	22,69%	61,20%	76,07%	- Cash Ratio
RENTABILITAS				RENTABILITY
- Gross Profit Ratio	45,57%	12,49%	41,20%	- Gross Profit Ratio
- Operating Margin Ratio	19,04%	8,29%	16,38%	- Operating Margin Ratio
- Return on Equity	6,03%	18,78%	4,23%	- Return on Equity
- Return on Investment	11,64%	13,18%	5,35%	- Return on Investment
- Return on Invested Capital	3,05%	7,29%	1,75%	- Return on Invested Capital
SOLVABILITAS				SOLVENCY
- Total Debt to Total Equity	11,01%	52,03%	24,79%	- Total Debt to Total Equity
MAIN DASHBOARD				MAIN DASHBOARD
- EBITDA	933.244	2.789.258	661.546	- EBITDA
- CFO	108.463	6.590.878	(1.046.351)	- CFO
- Interest Bearing DEBT	482.000	444.960	3.113.900	- Interest Bearing DEBT
- Debt to EBITDA	0,52	0,16	4,71	- Debt to EBITDA
PROFITABILITAS				PROFITABILITY
- EBIT Margin	19,04%	8,29%	16,38%	- EBIT Margin
- EBITDA Margin	24,67%	9,20%	23,71%	- EBITDA Margin
- Net Profit Margin	12,36%	6,32%	12,73%	- Net Profit Margin
WORKING CAPITAL				WORKING CAPITAL
- Days Receivable Turnover	47,90	24,49	33,99	- Days Receivable Turnover
- Days Inventory Turnover	220,01	81,64	438,73	- Days Inventory Turnover
- Days Payable Turnover	44,47	20,45	59,88	- Days Payable Turnover
DEBT				DEBT
- Interest Coverage (EBIT/Interest)	771,54%	1423,72%	509,95%	- Interest Coverage (EBIT/Interest)
- DSCR	7,72	14,24	5,10	- DSCR



DIVIDEN

DIVIDEND

Uraian	2021	2020	2019	% +(-)	Naik (Turun) Increase (Decrease)	Description
	1	2	3	4 (3/2)	5 (3-2)	
Dividen	150.000	76.720	71.188	195,51%	73.280	Dividend

IKHTISAR KINERJA OPERASIONAL BIO FARMA

BIO FARMA OPERATIONAL PERFORMANCE OVERVIEW

IKHTISAR KEGIATAN PRODUKSI VAKSIN DAN SERA – BIO FARMA (ENTITAS INDUK SAJA)

OVERVIEW OF VACCINE AND SERA PRODUCTION ACTIVITIES – BIO FARMA (PARENT ENTITY ONLY)

Deskripsi	Satuan Unit	2021	2020	2019	Description
Produksi Vaksin Virus	Juta Dosis Million Dose	1.343,11	2.242,54	1.309,20	Production of Viral Vaccine
Pertumbuhan	%	(40,11)%	63,19%	(38,17)%	Growth
Produksi Vaksin Bakteri	Juta Dosis Million Dose	200,71	424,07	455,08	Production of Bacterial Vaccine
Pertumbuhan	%	(52,67)%	(5,68)%	(16,27)%	Growth
Produksi Vaksin Kombinasi	Juta Dosis Million Dose	21,78	0,81	21,75	Production of Combination Vaccine
Pertumbuhan	%	2587,99%	(96,28)%	(43,97)%	Growth
Produksi Sera & Diagnostik	Juta Dosis Million Dose	0,25	0,64	0,68	Production of Sera
Pertumbuhan	%	(60,04)%	(6,63)%	(29,51)%	Growth
Produksi Bio similar	Juta Dosis Million Dose	0,15	-		Bio similar Product
Pertumbuhan	%	0.00%	0.00%		Growth
Produksi Partnership	Juta Dosis Million Dose	110,52	59,06	44,21	Production of Partnership Products
Pertumbuhan	%	87,11%	33,59%	(56,54)%	Growth
Total Produksi	Juta Dosis Million Dose	1.676,53	2.727,12	1.830,92	Total Production
Pertumbuhan	%	(38,52)%	44,25%	(34,67)%	Growth



IKHTISAR KEGIATAN PRODUKSI – KIMIA FARMA

OVERVIEW OF PRODUCTION ACTIVITIES – KIMIA FARMA

Jenis Produk	Satuan Unit	2021	2020	2019	Type of Product
Obat-obatan & Diagnostik					Drugs & Diagnostics
Tablet non Betalaktam	Butir Item	1.244.903.862	1.119.073.710	2.094.198.026	Non-betalactam Tablet
Pertumbuhan	%	11%	(47%)	11%	Growth
Tablet Salut	Butir Item	399.734.958	266.017.970	663.422.015	Coated Tablet
Pertumbuhan	%	50%	(60%)	(16%)	Growth
Tablet ARV	Butir Item	85.851.600	23.582.490	41.448.810	ARV Tablet
Pertumbuhan	%	264%	43%	(61%)	Growth
Tablet Salut ARV	Butir Item	54.196.830	50.054.130	5.737.650	ARV Coated Tablet
Pertumbuhan	%	8%	772%	(55%)	Growth
Tablet Salut Herbal	Butir Item	34.899.850	31.493.520	31.871.130	Herbal Coated Tablets
Pertumbuhan	%	11%	(1%)	28%	Growth
Kapsul ARV	Butir Item	729.000	722.580	65.732.400	ARV Capsule
Pertumbuhan	%	1%	(99%)	-	Growth
Kapsul Non Betalaktam	Butir Item	137.605.540	168.201.610	11.976.186.780	Non-betalactam Capsule
Pertumbuhan	%	(18%)	(99%)	64%	Growth
Kapsul Lunak	Butir Item	65.802.450	22.295.700	1.513.976.050	Kapsul Lunak
Pertumbuhan	%	195%	(99%)	8%	Growth
Sirup Kering Non Betalaktam	Botol Bottle	11.761	11.707	35.059	Non-betalactam Dry Syrup
Pertumbuhan	%	-	(67%)	53%	Growth
Salep/Krim	Tube	32.778.142	30.506.021	34.372.909	Ointment/Cream
Pertumbuhan	%	7%	(11%)	(45%)	Growth
Salep/Krim steril	Tube	-	630.580	8.277.979	Sterile Ointment/Cream
Pertumbuhan	%	(100%)	(92%)	(1%)	Growth
Sirup/Suspensi	Botol	712.978	0%	0%	Syrup/Suspension
Pertumbuhan	%	(14%)	(53%)	(39%)	Growth
Ampul Injeksi	Ampul	1.360.040	758.984	1.373.100	Ampoule Injection
Pertumbuhan	%	79%	(45%)	(77%)	Growth
Vial Injeksi	Vial	3.998.295	-	-	Injection Vial
Pertumbuhan	%	-	-	-	Growth
Cairan obat luar	Botol Bottle	1.203.619	2.998.807	718.490	Liquid Medicine for External Use
Pertumbuhan	%	(60%)	317%	(52%)	Growth
Cairan Obat Dalam Herbal	Botol Bottle	848.408	1.610.611	1.756.520	Medicinal Liquid in Herbs
Pertumbuhan	%	(47%)	(8%)	(17%)	Growth
Cairan Obat Luar Herbal	Botol	435.440	-	360.910	Herbal External Medicine Liquid
Pertumbuhan	%	-	(100%)	(75%)	Growth
Granul Herbal	Sase	-	467.800	288.750	Granul Herbal
Pertumbuhan	%	(100%)	62%	(88%)	Growth
Granul Pharma	Sase	2.711.260	11.481.100	4.137.902.900	Granul Pharma
Pertumbuhan	%	(76%)	(100%)	1565%	Growth
Bedak	Pcs	11.965.639	11.607.186	19.432.772	Powder
Pertumbuhan	%	3%	(40%)	38%	Growth
Suppositoria	Butir Item	2.137.770	906.520	14.869.150	Suppositoria
Pertumbuhan	%	136%	(94%)	(72%)	Growth



Jenis Produk	Satuan Unit	2021	2020	2019	Type of Product
Kit Diagnostik In-Vitro	Casset	47.520	126.674	-	In Vitro Diagnostic Kit
Pertumbuhan	%	(62%)	-	-	Growth
Kit Diagnostik In-Vitro (love Test)	Pcs	-	282.452	944.129	Kit Diagnostik In-Vitro (love Test)
Pertumbuhan	%	(100%)	(70%)	618%	Growth
Produk KB					Family Planning Products
Pil KB	Butir Item	-	-	326.480	Family Planning Pills
Pertumbuhan	%	-	-	(100%)	Growth
Bahan Baku/Kimia					Raw/Chemical Materials
Yodium	Kg	29.700	31.150	33.400	Yodium
Pertumbuhan	%	(5%)	(7%)	(12%)	Growth
Garam Yodium	Kg	6.680	5.705	4.705	Garam Yodium
Pertumbuhan	%	17%	21%	154%	Growth
Minyak Lemak					Fat Oil
Castor oil	Kg	496.108	486.037	913.135	Castor oil
Pertumbuhan	%	2%	(47%)	(14%)	Growth
Edible Oil	Kg	1.098.282	2.093.568	2.831.756	Edible Oil
Pertumbuhan	%	(48%)	(26%)	56%	Growth

IKHTISAR KEGIATAN PRODUKSI - INDOFARMA

PRODUCTION ACTIVITY OVERVIEW - INDOFARMA

Jenis Produk	Satuan Unit	2021	2020	2019	Type of Product
Obat-obatan					Drugs
Tablet	Unit	552.843.558	585.675.712	698.745.349	Tablet
Pertumbuhan	%		(16,18%)	(41,88%)	Growth
Jumlah Produk Mendapatkan Nomor Izin Edar (NIE)	Izin Edar Marketing Authorization	240	222	199	Total Products with Marketing Authorization Number (NIE)
Pertumbuhan	%		6,53%	15,03%	Growth
Alat Kesehatan dan Produk Lainnya					Medical Devices and Other Products
Volume Produksi	Unit	5.000.632	1.387.051	159	Production Volume
Pertumbuhan	%		(16,18%)	(31,65%)	Growth
Jumlah Produk Mendapatkan Nomor Izin Edar (NIE)	Izin Edar Marketing Authorization	107	106	82	Total Products with Marketing Authorization Number (NIE)
Pertumbuhan	%		41,46%	41,38%	Growth



Penghargaan

Awards

Tanggal Date	Penghargaan Award	Pemberi Penghargaan Appreciator	Keterangan Description
31 Maret 2021 March 31, 2021	Rekor Muri Kolaborasi Bio Farma, BPPT dan UNPAD Muri Record Collaboration of Bio Farma, BPPT and UNPAD	Museum Rekor Dunia	SEVP HC dan Compliance, Disril Revolin Putra SEVP HC and Compliance, Disril Revolin Putra
22 April 2021 April 22, 2021	<i>Zero Accident</i>	Menteri Ketenagakerjaan Minister of Manpower	
22 Juni 2021 June 22, 2021	Penghargaan Holding BUMN Farmasi sebagai Pedagang Besar Farmasi yang Memiliki Komitmen dalam Mengawal Penyaluran Vaksin COVID-19 Pharmacy BUMN Holding Award as Pharmaceutical Wholesaler Committed to Controlling the Distribution of COVID_19 Vaccines	BPOM RI	
22 Juni 2021 June 22, 2021	Penghargaan Holding BUMN Farmasi sebagai Industri Farmasi yang Turut Berkontribusi Mewujudkan Kemandirian di Bidang Kefarmasian Serta Produsen Bahan Baku Obat ARV dan Antihipertensi Pertama di Indonesia The Holding Award for Holding Pharmaceutical SOEs as a Pharmaceutical Industry Contributing to Realizing Independence in the Pharmaceutical Sector and the First Manufacturer of ARV and Antihypertensive Drug Raw Materials in Indonesia	BPOM RI	
14 July 2021 July 14, 2021	Partisipasi dalam Membangun <i>Herd Immunity</i> melalui Program Vaksinasi COVID-19 bagi Pekerja dan Keluarganya Participation in Building Herd Immunity through the COVID-19 Vaccination Program for Workers and Their Families	Menteri Ketenagakerjaan Minister of Manpower	
21 July 2021 July 21, 2021	<i>Best CEO in Pharmaceutical Category</i>	The Economics	
1 September 2021 September 21, 2021	Business Performance Excellence Award (BPEA) 2021 kategori Mature in Technology Capability 2021 Business Performance Excellence Award (BPEA) 2021 for the Mature in Technology Capability 2021 category	Forum Ekselen BUMN (FEB) kerjasama dengan LKBN Antara SOE Excellence Forum (FEB) in collaboration with LKBN Antara	Dirut Bio Farma, Honesti Basyir Director of Bio Farma, Honesti Basyir
17 September 2021 September 17, 2021	Palang Merah Indonesia karena Bio Farma telah menghimpun donor darah untuk kepentingan kemanusiaan pada masa pandemi virus COVID-19 Indonesian Red Cross because Bio Farma has collected blood donors for the benefit of humanity during the COVID-19 pandemic	Palang Merah Indonesia	



Tanggal Date	Penghargaan Award	Pemberi Penghargaan Appreciator	Keterangan Description
29 September 2021 September 29, 2021	Penghargaan Top Digital Corporate Brand Award 2021 Top Digital Corporate Brand Award 2021	Suara Pemerintah.ID dan Tras N CO	
12 Oktober 2021 October 12, 2021	Indonesia BUMN Awards 2021 kategori The Best Brand Image in Pharmaceuticals Indonesia BUMN Awards 2021 in the category of the Best Brand Image in Pharmaceuticals	The Economics	Pak Iwan, Head of Corporate Communication Mr. Iwan Head of Corporate Communications
12 Oktober 2021 October 12, 2021	Indonesia BUMN Awards 2021 kategori The Best Social Economy Contribution In Pharmaceuticals Indonesia BUMN Awards 2021 in the category of the Best Social Economy Contribution In Pharmaceuticals	The Economics	Pak Iwan, Head of Corporate Communication Mr. Iwan Head of Corporate Communications
12 Oktober 2021 October 12, 2021	Indonesia BUMN Awards 2021 kategori Best Company Profile Print In Food & Pharmaceuticals Group Indonesia BUMN Awards 2021 for the Best Company Profile Print In Food & Pharmaceuticals Group category	The Economics	Pak Iwan, Head of Corporate Communication Mr. Iwan Head of Corporate Communications
12 Oktober 2021 October 12, 2021	Indonesia BUMN Awards 2021 kategori Best Company Profile Video In Food & Pharmaceuticals Group Indonesia BUMN Awards 2021 for the Best Company Profile Video In Food & Pharmaceuticals Group category	The Economics	Pak Iwan, Head of Corporate Communication Mr. Iwan Head of Corporate Communications
21 Oktober 2021 October 21, 2021	Primaniyarta kategori eksportir Pelopor Non Tradisional Primaniyarta for the category of Non-Traditional Pioneer exporters	Kementerian Perdagangan RI Ministry of Trade of the Republic of Indonesia	Direktur Operasi, Rahman Roestan Director of Operations, Rahman Roestan
25 Oktober 2021 October 25, 2021	<i>Top Creating Shared Value Award 2021</i> Top Creating Shared Value Award 2021	TRAS N CO Indonesia dan InfoBrand.id	
26 Oktober 2021 October 26, 2021	Keterbukaan Informasi Publik Kategori Cukup Informatif Disclosure of Public Information Category Fairly Informative	Komite Informasi Pusat Central Information Committee	
17 November 2021 November 17, 2021	Peringkat <i>Gold Rank</i> sekaligus mendapatkan penghargaan <i>Commendation for Four Consecutive Year Participation in ASRRAT</i> dalam ajang pemeringkatan laporan keberlanjutan tingkat Asia (Asia Sustainability Reporting Rating/ASRRAT) 2021 Gold Ranking was awarded at the same time as receiving a Commendation for Four Consecutive Years of Participation in the ASRRAT Awards, at the Asia level sustainability report ranking (Asia Sustainability Reporting Rating/ASRRAT) 2021	National Center for Sustainability Reporting (NCSR)	SEVP HC & Compliance
28 Desember 2021 December 28, 2021	PROPER Emas ke 6 6 th Gold PROPER	Kementerian Lingkungan Hidup Ministry of Environment of the Republic of Indonesia	SEVP HC dan Compliance, Disril Revolin Putra SEVP HC and Compliance, Disril Revolin Putra



Sertifikasi

Certification

1. SERTIFIKASI DARI WORLD HEALTH ORGANIZATION (WHO).

- Vaksin virus Polio (9 April 1997)
- Vaksin Campak 10 dosis & 20 dosis (9 April 1997 & 4 September 2006)
- Vaksin Hepatitis B Uniject (13 Mei 2004)
- Vaksin monovalen Oral Polio Vaccine Tipe 1/ mOPV-1 (3 November 2009)
- Vaksin bivalen Oral Polio Vaccine/ bOPV (26 Mei 2010)
- Vaksin bakteri Difteri, Pertussis, Tetanus (6 April 2011)
- Vaksin Tetanus dalam kemasan vial (11 Maret 1999) & Uniject (29 Oktober 2003)
- Vaksin Td (6 Juli 2011)
- Vaksin DT (11 Maret 1999)
- Vaksin Kombinasi DT P-HB (7 Oktober 2004)
- Vaksin Pentabio (16 Desember 2014)

2. SERTIFIKAT CPOB (CARA PEMBUATAN OBAT YANG BAIK) DARI BADAN PENGAWASAN OBAT DAN MAKANAN REPUBLIK INDONESIA (BPOM-RI)



- Bulk* Vaksin Campak (25 April 2019): *Breeding* Ayam SPF, Pembuatan *Bulk*. Masa berlaku sertifikasi: 25 April 2019



- Bulk* Vaksin BCG (25 April 2019): Pembuatan *Bulk*. Masa berlaku sertifikasi: 25 April 2019

1. CERTIFICATION FROM THE WORLD HEALTH ORGANIZATION (WHO)

- Polio virus vaccine (9 April 1997)
- Measles Vaccine 10 doses & 20 doses (9 April 1997 & 4 September 2006)
- Uniject Hepatitis B Vaccine (13 May 2004)
- Oral Polio Vaccine Type 1/mOPV-1 Oral Monovalent Vaccine (3 November 2009)
- Oral Polio Vaccine/bOPV bivalent vaccine (26 May 2010)
- Diphtheria, Pertussis, Tetanus Bacterial Vaccines (6 April 2011)
- Tetanus Vaccine in a vial (March 11, 1999) & Uniject (29 October 2003)
- Td Vaccine (6 July 2011)
- DT Vaccine (11 March 1999)
- DT P-HB Combination Vaccine (7 October 2004)
- Pentabio Vaccine (16 December 2014)

2. CPOB CERTIFICATE (GOOD MANUFACTURING PRACTICES) FROM THE INDONESIAN FOOD AND DRUG ADMINISTRATION (BPOM-RI)

- Measles Vaccine Bulk (April 25, 2019): SPF Chicken Breeding, Making Bulk. Certification validity period: April 25, 2019

- 2BCG Vaccine Bulk (April 25, 2019): Preparation of Bulk. Certification validity period: April 25, 2019



- c. Bulk Toksoid Difteri (25 April 2019): Kultivasi dan Detoksifikasi, Purifikasi. Masa berlaku sertifikasi: 25 April 2019

- c. Diphtheria Toxoid Bulk (April 25, 2019): Cultivation and Detoxification, Purification. Certification validity period: April 25, 2019



- d. Bulk Toksoid Tetanus (25 April 2019): Kultivasi dan Detoksifikasi, Purifikasi. Masa berlaku sertifikasi: 25 April 2019

- d. Bulk Toxoid Tetanus (April 25, 2019): Cultivation and Detoxification, Purification. Certification validity period: April 25, 2019



- e. Vaksin Virus (25 April 2019): Formulasi, Pengisian, Liofilisasi Vaksin Campak; Pengemasan Vaksin Campak. Masa berlaku sertifikasi: 25 April 2019

- e. Virus Vaccine (April 25, 2019): Formulation, Filling, Lyophilization of Measles Vaccine; Measles Vaccine Packaging. Certification validity period: April 25, 2019



- f. Vaksin Virus (25 April 2019): Formulasi, Pengisian Vaksin Polio; Pengemasan Vaksin Polio. Masa berlaku sertifikasi: 25 April 2019

- f. Virus Vaccine (April 25, 2019): Formulation, Filling of Polio Vaccine; Polio Vaccine Packaging. Certification validity period: April 25, 2019



- g. Vaksin Virus (25 April 2019): Formulasi & Pengisian Vaksin Hepatitis B; Pengemasan Vaksin Hepatitis B; Formulasi & Pengisian Vaksin Seasonal Flu; Pengemasan Vaksin Seasonal Flu; Formulasi & Pengisian Vaksin IPV; Pengemasan Vaksin IPV. Masa berlaku sertifikasi: 25 April 2019

- g. Virus Vaccine (25 April 2019): Hepatitis B Vaccine Formulation & Filling; Hepatitis B Vaccine Packaging; Seasonal Flu Vaccine Formulations & Fills; Seasonal Flu Vaccine Packaging; IPV Vaccine Formulation & Filling; IPV Vaccine Packaging. Certification validity period: April 24, 2024



- h. Vaksin Bakteri, yaitu Vaksin BCG (25 April 2019): Formulasi, Pengisian, Liofilisasi; Pengemasan. Masa berlaku sertifikasi: 25 April 2019

- h. Bacterial Vaccine, namely BCG Vaccine (April 25, 2019): Formulation, Filling, Lyophilization; Packaging. Certification validity period: April 25, 2019



- i. Vaksin Bakteri (25 April 2019): Formulasi & Pengisian Vaksin DTP; Pengemasan Vaksin DTP; Formulasi & Pengisian Vaksin TT; Pengemasan Vaksin TT; Formulasi & Pengisian Vaksin DT; Pengemasan Vaksin DT; Formulasi & Pengisian Vaksin Td; Pengemasan Vaksin Td; Formulasi & Pengisian Vaksin Thypoid; Pengemasan Vaksin Thypoid. Masa berlaku sertifikasi: 25 April 2019

- i. Bacterial Vaccines (April 25, 2019): Formulation & Filling of DTP Vaccines; DTP Vaccine Packaging; TT Vaccine Formulation & Filling; TT Vaccine Packaging; DT Vaccine Formulation & Filling; DT Vaccine Packaging; Td Vaccine Formulations & Filling; Td Vaccine Packaging; Typhoid Vaccine Formulation & Filling; Typhoid Vaccine Packaging. Certification validity period: April 25, 2019



- j. Vaksin Kombinasi (25 April 2019): Formulasi & Pengisian Vaksin DTP-HB; Pengemasan Vaksin DTP-HB; Formulasi & Pengisian Vaksin DTP-HB-HiB; Pengemasan Vaksin DTP-HB-HiB. Masa berlaku sertifikasi: 25 April 2019

- j. Combination Vaccine (April 25, 2019): Formulation & Filling of DTP-HB Vaccine; DTP-HB Vaccine Packaging; Formulation & Filling of DTP-HB-HiB Vaccine; DTP-HB-HiB Vaccine Packaging. Certification validity period: April 25, 2019



- k. Pelarut Vaksin (25 April 2019): Pengisian, Pengemasan. Masa berlaku sertifikasi: 25 April 2019

- k. Solvent Vaccines (April 25, 2019): Filling, Packaging. Certification validity period: April 25, 2019



- l. Bulk Vaksin Polio (25 April 2019): Persiapan Ginjal Kera, Pembuatan Bulk. Masa berlaku sertifikasi: 24 April 2024

- l. Polio Vaccine Bulk April 25, 2019: Kidney Preparation of Monkeys, Bulk Production. Certificate validity period: April 24, 2024



- m. **Bulk Vaksin Pertusis (25 April 2019):** Persiapan, Kultivasi, Inaktivasi, & *Pooling*. Masa berlaku sertifikasi: 25 April 2019

- m. Pertussis Vaccine Bulk (April 25, 2019): Preparation, Cultivation, Inactivation, & Pooling. Certification validity period: April 25, 2019



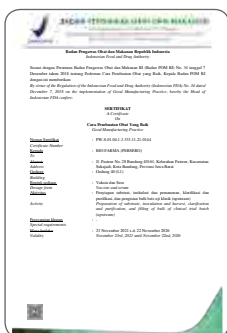
- n. **Bulk Antisera 14 Januari 2015:** Pemisahan & Pooling Plasma, Pembuatan *Bulk*. Masa berlaku sertifikasi: 14 Januari 2025

- n. Antisera bulk January 14, 2015: Plasma Separation and Pooling, Bulk Formulation. Certification Validity period: January 14, 2025



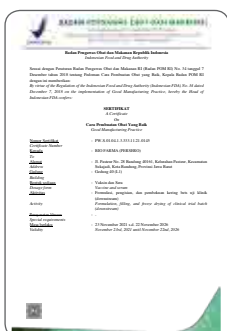
- o. **Antisera 14 Januari 2015:** Formulasi Antisera, *Filling* Antisera, Pengemasan Antisera. Masa berlaku sertifikasi: 14 Januari 2020

- o. Antisera January 14, 2015: Antisera Formulation, Antisera Filling, Antisera Packaging. Certification validity period: January 14, 2020



- p. **Bulk Bets Uji Klinis (Upstream) 22 November 2021:** Persiapan Substrat, Inokulasi dan Pemanenan, Klarifikasi dan Purifikasi, Pengisian Bulk. Masa berlaku sertifikasi: 22 November 2021

- p. Bulk Batch Clinical Trials (Upstream) November 22, 2021: Substrate Preparation, Inoculation and Harvesting, Clarification and Purification, Bulk Filling. Certification validity period: November 22, 2021



- q. **Bulk Bets Uji Klinis (Downstream) (22 November 2016):** Formulasi, Pengisian dan Pembekuan Kering. Masa berlaku sertifikasi: 22 November 2021

- q. Bulk Batch Clinical Trials (Downstream) (November 23, 2021): Formulation, filling and freeze drying of clinical trial batch. Certification validity period: November 22, 2021



- r. Bulk sIPV (18 Mei 2017): Persiapan dan Kultivasi sel Vero, Inokulasi Virus Polio, Pemanenan, Purifikasi, Inaktivasi, Netralisasi, dan Filtrasi Steril. Masa berlaku sertifikasi: 18 Mei 2022

- r. Bulk sIPV (May 18, 2017): Preparation and Cultivation of Vero cells, Polio Virus Inoculation, Harvesting, Purification, Inactivation, Neutralization, and Sterile Filtration. Certification validity period: May 18, 2022



- s. Vaksin Bakteri (17 September 2018): Persiapan, Kultivasi, dan Pooling Bulk Pertusis. Masa berlaku sertifikasi: 16 September 2023

- s. Bacterial Vaccine (September 17, 2018): Preparation, Cultivation, and Pooling of Bulk Pertussis. Certification validity period: September 16, 2023



- t. Bulk Vaksin Polio 11 Mei 2016: Persiapan Ginjal Kera, Pembuatan Bulk. Masa berlaku sertifikasi: 11 Mei 2021

- t. Polio Vaccine Bulk May 11, 2016: Kidney Preparation of Monkeys, Bulk Production. Certificate validity period: May 11, 2021



- u. Vaksin Bakteri (23 Juli 2019): Persiapan, Kultivasi, purifikasi, konjugasi, filtrasi steril bulk Hib. Masa berlaku sertifikasi: 22 Juli 2024

- u. Bacterial Vaccine (July 23, 2019): Preparation, Cultivation, purification, conjugation, Hib bulk sterile filtration. Certification validity period: July 22, 2024



- v. Vaksin Bakteri (23 Juli 2019): Persiapan, Kultivasi, purifikasi, konjugasi, filtrasi steril bulk Thypoid. Masa berlaku sertifikasi: 22 Juli 2024

- v. Bacterial Vaccine (July 23, 2019): Preparation, Cultivation, purification, conjugation, Thypoid bulk sterile filtration. Certification validity period: July 22, 2024



Vaksin COVID-19 di Gedung #21 Lt.1 (29 Desember 2020): *Pooling*, Homogenisasi, Pengisian dan Pengemasan serta Pelabelan dan Pengemasan Sekunder Vial Vaksin COVID-19. Masa berlaku sertifikasi: 29 Desember 2025.

COVID-19 Vaccine at Building #21 Lt. 1 (December 29, 2020): *Pooling*, homogenization, filling, and packaging of COVID-19 Vaccine Vials, as well as labelling and secondary packaging. Validity of certification: December 29, 2025.



Vaksin COVID-19 di Gedung #43 FL1-GF (19 Maret 2021): Pengumpulan, Homogenisasi, Pengisian dan Pengemasan serta Pelabelan dan Pengemasan Sekunder Vial Vaksin COVID-19. Masa berlaku sertifikasi: 19 Maret 2026.

COVID-19 Vaccine at Building #43 FL1-GF (March 19, 2021): Collection, homogenization, filling, and packaging of COVID-19 Vaccine Vials, as well as labelling and secondary packaging. Validity of certification: March 19, 2026.



Vaksin BCG (*Downstream*) di Gedung #36 Lt.4 (4 September 2021): Formulasi, pengisian, liofilisasi, pengemasan, inspeksi visual serta pelabelan dan pengemasan sekunder vial Vaksin BCG. Masa berlaku sertifikasi: 3 September 2026.

BCG Vaccine (*Downstream*): Formulation, filling, lyophilization, packing, visual inspection, labelling, and secondary packaging of BCG Vaccine vials (September 4, 2021). Validity of certification: September 3, 2026.



Vaksin nOPV2 (13 Oktober 2020): Formulasi, Pengisian, Pengemasan dan Pelabelan serta Pengemasan Sekunder Vial Vaksin Novel Oral Poliomyelitis Tipe 2 (nOPV2). Masa berlaku sertifikasi: 13 Oktober 2025.

Formulation, Filling, Packaging, Labelling, and Secondary Packaging of the Novel Oral Poliomyelitis Type 2 (nOPV2) Vaccine Vial (October 13, 2020). Validity date of certification: October 13, 2025.



3. ISO

3. ISO



ISO 9001:2015: *From PT. Lloyd's Register Indonesia, for and on behalf of Lloyd's Register Quality Assurance Limited.*

ISO 9001: 2015: From PT Lloyd's Register Indonesia, for and on behalf of Lloyd's Register Quality Assurance Limited.



ISO 14001:2015: *From PT. Lloyd's Register Indonesia, for and on behalf of Lloyd's Register Quality Assurance Limited.*

ISO 14001: 2015: From PT Lloyd's Register Indonesia, for and on behalf of Lloyd's Register Quality Assurance Limited.



ISO 45001:2018 : *From PT. Lloyd's Register Indonesia, for and on behalf of Lloyd's Register Quality Assurance Limited, United Kingdom (LRQA-UK).*

ISO 45001: 2018: From PT Lloyd's Register Indonesia, for and on behalf of Lloyd's Register Quality Assurance Limited, United Kingdom (LRQA - UK).



ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan
PT Bio Farma (Persero) secara rutin diperiksa dan diaudit oleh badan sertifikasi ISO, Lloyd's Register Quality Assurance Limited (LRQA) oleh PT. Lloyd's Register Indonesia, setiap tahunnya dalam bentuk audit *Surveillance* maupun Re-Sertifikasi berkala setiap 3 tahun dan hingga saat ini PT Bio Farma (Persero) secara konsisten tetap tersertifikasi dan memenuhi ketentuan ISO yang dipersyaratkan.

ISO 37001:2016 on Anti-Bribery Management Systems
PT BioFarma (Persero) is routinely inspected and audited by the ISO certification body, Lloyd's Register Quality Assurance Limited (LRQA), through PT Lloyd's Register Indonesia, on an annual basis in the form of *Surveillance* audits and periodic re-certifications every three years, and has consistently remained certified and in compliance with the required ISO requirements. PT BioFarma (Persero) has remained certified and in compliance with the required ISO requirements.



4. SERTIFIKASI TINGKAT KANDUNGAN DALAM NEGERI (TKDN) DARI KEMENTERIAN KEMENTERIAN PERINDUSTRIAN RI

4. DOMESTIC CONTENT LEVEL CERTIFICATION (TKDN) FROM THE REPUBLIC OF INDONESIA'S MINISTRY OF INDUSTRY

Nama Produk	Capaian TKDN Domestic Content Level Certification Achievement	No. Sertifikat Tanda Sah Capaian TKDN No. Certificate of Statement of Domestic Content Level Certification Achievement	Name of Product
Vaksin Hepatitis B Rekombinan	45,92%	No. 962/SJ-IND.8/TKDN/10/2020	Recombinant Hepatitis B Vaccine
Vaksin Campak Kering	79,40%	No. 962/SJ-IND.8/TKDN/10/2020	DRY Measles Vaccine
Bivalent Oral Poliomyelitis Vaccine Types 1 & 3	79,20%	No. 962/SJ-IND.8/TKDN/10/2020	Bivalent Oral Poliomyelitis Vaccine Types 1 & 3
WAKSIN POLIOMYELITIS INAKTIF (IPV)	46,63%	No. 962/SJ-IND.8/TKDN/10/2020	Inactive Poliomyelitis Vaccine (IPV)
Vaksin Jerap Td (Adsorbed Td Vaccine)	79,13%	No. 962/SJ-IND.8/TKDN/10/2020	Jerap Td Vaccine (Adsorbed Td Vaccine)
Vaksin Jerap DT (Adsorbed DT Vaccine)	79,10%	No. 962/SJ-IND.8/TKDN/10/2020	Jerap DT Vaccine (Adsorbed DT Vaccine)
Vaksin Hepatitis B Rekombinan	45,92%	No. 962/SJ-IND.8/TKDN/10/2020	Recombinant HEPATITIS B Vaccine
Vaksin TT	79,10%	No. 962/SJ-IND.8/TKDN/10/2020	TT Vaccine
Vaksin BCG Kering	96,60%	No. 962/SJ-IND.8/TKDN/10/2020	Dry BCG Vaccine
BIO Td	80,10%	No. 963/SJ-IND.8/TKDN/10/2020	BIO Td
BIO - TT	80,10%	No. 963/SJ-IND.8/TKDN/10/2020	BIO - TT
Measles and Rubella Vaccine	2,50%	No. 963/SJ-IND.8/TKDN/10/2020	Measles and Rubella Vaccine
BCG Vaccine SSI	2,50%	No. 963/SJ-IND.8/TKDN/10/2020	BCG Vaccine Ssi
Flubio	46,70%	No. 963/SJ-IND.8/TKDN/10/2020	Flubio
Pentabio 2,5	89,09%	No. 963/SJ-IND.8/TKDN/10/2020	Pentabio 2,5
Pentabio 0,5	89,09%	No. 963/SJ-IND.8/TKDN/10/2020	Pentabio 0,5
Varicella Vaccine, Live	2,50%	No. 963/SJ-IND.8/TKDN/10/2020	Varicella Vaccine, Live
Biosave	86,70%	No. 963/SJ-IND.8/TKDN/10/2020	Biosave
Biosat 1,5	87,60%	No. 963/SJ-IND.8/TKDN/10/2020	Biosat 1,5
Tuberculin PPD RT 23 SSI	3,00%	No. 963/SJ-IND.8/TKDN/10/2020	Tuberculin PPD RT 23 SSI
Menivax ACYW	20,50%	No. 963/SJ-IND.8/TKDN/10/2020	Menivax ACYW
BioVTM	18,00%	No. 77/SJ-IND.8/TKDN/1/2021	BioVTM
mBioCoV-19 RT-PCR kit	45,00%	No. 1786/SJ-IND.8/TKDN/12/2020	mBioCoV-19 RT-PCR kit
BioCoV-19 RT-PCR kit	45,00%	No. 1788/SJ-IND.8/TKDN/12/2020	BioCoV-19 RT-PCR kit



Peristiwa Penting

Significant Events

5 Januari January 2021



SISTEM MANAJEMEN DISTRIBUSI VAKSIN HOLDING BUMN FARMASI RESMI DILUNCURKAN

Penerapan dari SMDV merupakan sistem pertama di dunia yang diterapkan di vaksin COVID-19, di mana sistem ini akan memantau posisi truk, suhu dari vaksinnya, yang terus *terupdate* dalam lima menit sekali yang akan terlapor ke *Command Center* di Holding BUMN Farmasi, kedepannya SMDV ini, bisa untuk diterapkan untuk produk vaksin atau produk farmasi lainnya, sehingga kedepannya tidak akan ada lagi berita vaksin palsu, atau produk farmasi yang tidak teregister namun berada di pasaran.

OFFICIAL LAUNCH OF PHARMACY SOES HOLDING VACCINE DISTRIBUTION MANAGEMENT SYSTEM

SMDV is the first system in the world to be applied to the COVID-19 vaccine. It monitors both the truck's location and the vaccine's temperature. This data is continuously updated every five minutes and reported to the Pharmaceutical SOEs Holding's Command Center to be applied to vaccine products or other pharmaceutical products, so that there will be no more fake vaccine news or pharmaceutical products in the future.

7 Januari January 2021



MENTERI BUMN ERICK THOHIR, MENGUNJUNGI BIO FARMA

Menteri Negara BUMN Erick Thohir memantau Sistem Manajemen Distribusi Vaksin (SMDV) di *Command Center* milik Bio Farma, untuk memantau pendistribusian vaksin.

SOEs MINISTER ERICK THOHIR, VISITED BIO FARMA, EM

Erick Thohir, State Minister for SOEs, observes the Vaccine Delivery Management System (SMDV) at Bio Farma's Command Center, which is used to track vaccine distribution.

11 Januari January 2021



VAKSIN COVID-19 SUDAH BISA DIGUNAKAN DI INDONESIA

Kepala Badan Pengawas Obat dan Makanan Penny K Lukito menyerahkan Sertifikat *Emergency Use Authorization* (EUA) untuk Vaksin COVID-19 CoronaVac, kepada Direktur Utama Bio Farma, Honesti Basyir, di Jakarta 11 Januari 2021. Dengan adanya EUA ini, Vaksin COVID-19 sudah bisa digunakan di Indonesia.

IN INDONESIA, THE COVID-19 VACCINATION IS ALREADY IN USE

Penny K Lukito, the head of the Food and Drug Supervisory Agency, presented an Emergency Use Authorization (EUA) Certificate for the CoronaVac COVID-19 Vaccine to Honesti Basyir, the President Director of Bio Farma, in Jakarta on 11 January 2021. The COVID-19 vaccination is already approved for use in Indonesia under this EUA.

11 Januari January 2021



MUI RESMI KELUARKAN FATWA HALAL VAKSIN CORONA PRODUKSI SINOVA

"MUI Memutuskan, menetapkan fatwa ketentuan hukumnya vaksin COVID-19 produksi Sinovac Life Sciences China dan Bio Farma hukumnya suci dan halal," ujar Ketua MUI Bidang Fatwa Asrorun Niam saat konferensi pers.

Kehalalan dan kesucian vaksin Sinovac sebelumnya telah disampaikan MUI pekan lalu. Namun, MUI masih belum menerbitkan fatwa karena menunggu persetujuan penggunaan darurat atau *Emergency Use Authorization* (EUA) dari Badan Pengawas Obat dan Makanan (BPOM).

MUI OFFERS AN AUTHENTIC HALAL FATWA FOR SINOVA'S CORONA VACCINATION

"MUI has decided to issue a fatwa stating that the COVID-19 vaccine made by Sinovac Life Sciences China and Bio Farma is holy and halal," MUI Fatwa Chair Asrorun Niam stated during a press conference.

The MUI has announced last week that the Sinovac vaccination is halal and sacred. However, MUI has not yet issued a fatwa since it is awaiting approval from the Food and Drug Supervisory Agency for an emergency usage authorisation (EUA) (BPOM).

11 Januari January 2021



15 JUTA BULK VAKSIN COVID-19 DARI SINOVA TIBA DI BIO FARMA

Sebanyak sembilan envirocontainer berisi 15 juta *bulk* vaksin COVID-19 dari Sinovac tiba di Bio Farma. Bahan baku yang diterima oleh Bio Farma ini, kemudian akan diolah menjadi produk akhir berupa vaksin COVID-19 dengan nama Cov2Bio dan COVID-19. Adapun bahan baku ini akan diolah di fasilitas *fill and finish* yang berada di Bio Farma.

SINOVA DELIVERS 15 MILLION DOSES OF COVID-19 VACCINATION TO BIO FARMA

Bio Farma received nine envirocontainers carrying 15 million bulk COVID-19 vaccinations from Sinovac. Bio Farma will next transform the raw components into a finished product in the form of a COVID-19 vaccination under the brand names Cov2Bio and COVID-19. The raw ingredients will be processed at Bio Farma's fill and finish facilities.

13 Januari January 2021



BIO FARMA TERIMA SERTIFIKAT HALAL VAKSIN COVID-19 DARI KEMENTERIAN AGAMA RI

Bio Farma secara resmi menerima sertifikat halal untuk produk vaksin COVID-19 dari Kementerian Agama RI. Sertifikat ini akan memperkuat Fatwa Halal yang sudah dikeluarkan oleh Komisi Fatwa Majelis Ulama Indonesia untuk vaksin COVID-19 dari Sinovac pada 11 Januari 2021.

BIO FARMA RECEIVES HALAL CERTIFICATION FOR COVID-19 VACCINE FROM THE REPUBLIC OF INDONESIA'S MINISTRY OF RELIGION

Bio Farma has been granted a halal certificate by the Indonesian Ministry of Religion for COVID-19 vaccination products. This certificate will bolster the Halal Fatwa given by the Fatwa Commission of the Indonesian Ulema Council on January 11, 2021, for the COVID-19 vaccination from Sinovac.

13 Januari January 2021



PRESIDEN JOKOWI TERIMA SUNTIKAN PERTAMA VAKSIN COVID-19

Presiden Jokowi menerima suntikan dosis pertama vaksin COVID-19 di Kompleks Istana Kepresidenan Jakarta. Penyuntikan perdana terhadap Jokowi dengan vaksin hasil kerjasama Bio Farma dan Sinovac ini menandai program vaksinasi COVID-19 di Indonesia yang sebelumnya telah mendapatkan izin dari Badan POM dan Sertifikat Halal dari MUI.

PRESIDENT JOKOWI IS INJECTED WITH THE FIRST DOSE OF THE COVID-19 VACCINE

At the Jakarta Presidential Palace Complex, President Jokowi takes the first dosage of the COVID-19 vaccine. Jokowi's first vaccination, conducted in conjunction with Bio Farma and Sinovac, marks the start of Indonesia's COVID-19 immunisation programme, which earlier gained approval from the POM Agency and a Halal Certificate from MUI.



19 Januari January 2021



BIO FARMA TERIMA SKKK KEAHLIAN BIOPHARMACEUTICAL DARI KEMENTERIAN KETENAGAKERJAAN RI

Kementerian Ketenagakerjaan RI menyerahkan Sertifikat Kompetensi Kerja Khusus (SKKK) bidang Keahlian Biopharmaceutical kepada Bio Farma. Dirjen Pembinaan Pelatihan dan Produktivitas (Binalattas) Kemnaker, Budi Hartawan mengatakan SKKK ini adalah bagian dari upaya untuk mengimplementasikan peningkatan kualitas SDM di sektor kesehatan, khususnya yang akan diimplementasikan di Bio Farma.

BIO FARMA AWARDED SKKK BY THE INDONESIAN MINISTRY OF MANPOWER FOR BIOPHARMACEUTICAL EXPERTISE

Bio Farma was awarded a Special Work Competency Certificate (SKKK) in the field of Biopharmaceutical Expertise by the Indonesian Ministry of Manpower. Budi Hartawan, Director General of Training and Productivity Development (Binalattas) at the Ministry of Manpower, stated that this SKKK is part of an attempt to improve the quality of human resources in the health sector, particularly those involved in the Bio Farma project.

23 Januari January 2021



BIO FARMA BERIKAN BANTUAN UNTUK KORBAN LONGSOR SUMEDANG

Bio Farma menyalurkan bantuan untuk korban longsor yang terjadi di Cimanggung, Sumedang, Jawa Barat, hingga merenggut puluhan jiwa dan berdampak pada kurang lebih 600 orang penduduk.

BIO FARMA ASSISTS THOSE AFFECTED BY THE SUMEDANG LANDSLIDE

Bio Farma provided assistance to victims of the Cimanggung landslide in Sumedang, West Java, in which dozens of lives were lost and around 600 households were displaced.

27 Januari January 2021



PRESIDEN JOKOWI MENERIMA SUNTIKAN KEDUA VAKSIN COVID-19

Presiden Jokowi sebagai orang pertama yang divaksin di Indonesia tanggal 13 Januari 2021 lalu, kembali disuntik hari Rabu, 27 Januari 2021.

PRESIDENT JOKOWI IS INJECTED WITH THE COVID-19 VACCINATION FOR THE SECOND TIME

President Jokowi was re-injected on Wednesday, January 27, 2021, as the first person in Indonesia to receive the vaccine on January 13, 2021.

29 Januari January 2021



KONFERENSI PERS INSPEKSI JALUR DISTRIBUSI VAKSIN COVID-19 DI BANDUNG

Kepala Badan POM RI Penny K. Lukito melakukan inspeksi jalur distribusi vaksin CoronaVac di Bandung. Badan POM memastikan bahwa distribusi CDOB (Cara Distribusi Obat yang Baik) yang mempersyaratkan sistem rantai dingin 2-8 derajat celsius. Penjagaan suhu penyimpanan dan pengiriman vaksin COVID-19 ditujukan untuk mencegah terjadinya penurunan mutu vaksin yang mengakibatkan vaksin menjadi tidak bermanfaat.

IN BANDUNG, A PRESS CONFERENCE WAS HELD TO DISCUSS THE INSPECTION OF COVID-19 VACCINE DISTRIBUTION ROUTES

Penny K. Lukito, the Head of the Indonesian POM, evaluated the CoronaVac vaccination delivery system in Bandung. The POM Agency assures that CDOB (Good Drug Distribution Method) distribution requires a cold chain system operating at a temperature of 2-8 degrees Celsius. Maintaining the storage temperature and distribution of the COVID-19 vaccine is designed to avoid a deterioration in the vaccine's quality, which would render the vaccination ineffective.

31 Januari January 2021



SATU TAHUN #HOLDINGBUMNFARMASI

Genap satu tahun #HoldingBUMNFarmasi terbentuk. Penetapan Bio Farma sebagai induk Holding BUMN Farmasi, ditandai pasca keluarnya surat persetujuan dari Menteri BUMN selaku RUPS yang menyetujui pengalihan seluruh saham seri B milik Negara Republik Indonesia pada Kimia Farma maupun Indofarma.

ONE YEAR ANNIVERSARY OF #HOLDINGBUMNFARMASI

It has been one year since the formation of #HoldingBUMNFarmasi. Bio Farma was designated as the holding company for Pharmaceutical SOEs following the issue of a letter of consent from the Minister of SOEs as the GMS authorising the transfer of the Republic of Indonesia's whole series B shareholding to Kimia Farma and Indofarma.

2 Februari February 2021



BAHAN BAKU VAKSIN COVID-19 TAHAP-2 TELAH TIBA DI INDONESIA

Indonesia kembali menerima bahan baku vaksin COVID-19 gelombang ke-2 dari Sinovac sebanyak 10 juta dosis vaksin, pada tanggal 2 Februari 2021, setelah sebelumnya pada tanggal 12 Januari 2021, telah menerima bahan baku vaksin COVID-19 dari Sinovac sebanyak 15 juta dosis.

THE PHASE-2 COVID-19 VACCINE'S RAW MATERIAL ARRIVED IN INDONESIA

Indonesia received raw materials for the second batch of COVID-19 vaccinations from Sinovac on February 2, 2021, after the receipt of raw materials for the COVID-19 vaccine from Sinovac on January 12, 2021.

4 Februari February 2021



VAKSINASI MASSAL DOSIS PERTAMA BAGI TENAGA KESEHATAN

Kementerian Kesehatan RI bersama Pemerintah Provinsi DKI Jakarta melaksanakan vaksinasi massal dosis pertama bagi tenaga kesehatan (nakes) di Istora Senayan, Jakarta Pusat.

THE FIRST DOSE OF MASS IMMUNISATION IS ADMINISTERED TO HEALTH CARE PROVIDERS

At Istora Senayan in Central Jakarta, the Indonesian Ministry of Health and the DKI Jakarta Provincial Government administered the first dose of mass immunisation to health professionals.

5 Februari February 2021



BPOM MENERBITKAN PERSETUJUAN PENGGUNAAN VAKSIN CORONAVAC UNTUK USIA 60 TAHUN KEATAS

Mengingat angka kematian akibat COVID-19 cukup tinggi pada kelompok lanjut Usia (Lansia), Badan POM terus memonitor perkembangan uji klinik pada Lansia yang dilaksanakan di Brazil. Melalui pembahasan bersama Badan POM dengan Tim Komnas Penilai Obat dan para ahli di bidang vaksin, juga ITAGI terhadap hasil data uji klinik pada lansia, maka pada tanggal 5 Februari 2021 Badan POM menerbitkan persetujuan penggunaan vaksin CoronaVac untuk usia 60 tahun keatas.

THE BPOM APPROVES THE USE OF CORONAVAC VACCINATION FOR ADULTS AGED 60 YEARS AND OLDER

Given the significant mortality rate associated with COVID-19 in the elderly group, the POM continues to monitor the development of clinical studies in the elderly being conducted in Brazil. After talks with the POM Agency, the National Drug Assessment Team, and vaccine specialists, as well as ITAGI on the findings of clinical trials on the elderly, the POM Agency approved the CoronaVac vaccine for people aged 60 years and older on February 5, 2021.



8 Februari February 2021



LANSIA MULAI DIVAKSIN

Vaksinasi COVID-19 pada kelompok lanjut usia (lansia) telah dimulai Senin, 8 Februari 2021. Vaksinasi tersebut dianggap baik mengingat risiko kematian pada lansia yang terpapar COVID-19 cukup tinggi.

VACCINATION OF THE ELDERLY BEGINS

The senior (elderly) group began receiving the COVID-19 immunisation on Monday, February 8, 2021. The immunisation was deemed necessary in light of the increased risk of mortality associated with COVID-19 exposure in the elderly.

15 Februari February 2021



BIO FARMA PEDULI BANTUAN UNTUK KORBAN BANJIR SUBANG

Bio Farma menyalurkan bantuan sosial untuk korban banjir di daerah Pamanukan Subang, Jawa Barat. Bio Farma menyalurkan paket sembako, paket perlengkapan perilaku hidup bersih dan sehat (PHBS) dan obat-obatan.

BIO FARMA PROVIDES ASSISTANCE TO SUBANG FLOOD VICTIMS

Bio Farma gives social help to flood victims in the West Java town of Pamanukan Subang. Bio Farma delivers essential food packages, as well as packages of clean and healthy living equipment (PHBS) and medications.

16 Februari February 2021



IZIN PENGGUNAAN DARURAT UNTUK VAKSIN COVID-19 PRODUKSI BIO FARMA

Pengawas Obat dan Makanan (BPOM) menerbitkan izin penggunaan darurat atau *Emergency Use Authorization* (EUA) kedua untuk vaksin COVID-19 produksi Bio Farma. Adapun bahan baku (*bulk*) vaksin COVID-19 ini didapatkan Bio Farma dari Sinovac.

PERMIT FOR EMERGENCY USE OF BIO FARMA'S COVID-19 VACCINE

The Agency for Food and Drug Supervision (BPOM) awarded a second Emergency Use Authorization (EUA) for Bio Farma's COVID-19 vaccine. Bio Farma got the raw material (*bulk*) for the COVID-19 vaccine from Sinovac.

17 Februari February 2021



VAKSINASI 10.000 PEDAGANG PASAR TANAH ABANG

Presiden Jokowi didampingi Menteri Kesehatan dan Gubernur DKI Jakarta meninjau pelaksanaan vaksinasi COVID-19 di Pasar Tanah Abang, Jakarta Pusat.

VACCINATION OF 10,000 MARKET TRADERS IN TANAH ABANG

President Jokowi conducted a review of the COVID-19 immunisation programme in Tanah Abang Market in Central Jakarta, accompanied by the Minister of Health and the Governor of DKI Jakarta.

23 Februari February 2021



VAKSINASI UNTUK PEMUKA AGAMA

Sejumlah Pemuka Agama menjalani vaksinasi COVID-19 di Masjid Istiqlal, Sawah Besar, Jakarta Pusat.

RELIGIOUS LEADERS VACCINATION

At the Istiqlal Mosque in Sawah Besar, Central Jakarta, a number of religious leaders get vaccinated against COVID-19.

26 Februari February 2021



JURNALIS DAN ATLET GILIRAN DIVAKSIN COVID-19

Vaksinasi COVID-19 dilakukan pada para atlet dan pelatih yang termasuk ke dalam vaksinasi pelayan publik. Vaksinasi juga dilakukan kepada atlet dan pelatih salah satu upaya perlindungan dalam mengarungi kompetisi nasional dan internasional.

JOURNALISTS AND SPORTSMEN WILL BE VACCINATED AGAINST COVID-19 IN THE COMING WEEKS

The COVID-19 immunisation is administered to athletes and coaches who are part of the public servant vaccination programme. Vaccination is also administered to athletes and coaches as a precautionary step prior to competing in national and international championships.

2 Maret March 2021



10 JUTA BULK VAKSIN DATANG LAGI

Bio Farma kembali menerima vaksin dalam bentuk *bulk* vaksin COVID-19 gelombang ke-3 dari Sinovac sebanyak 10 juta dosis (termasuk *overflow*).

RETURN OF 10 MILLION BULK VACCINES

Bio Farma received vaccinations from Sinovac in the form of the third batch of COVID-19 vaccines totalling ten million doses (including overflow).

8 Maret March 2021



VAKSIN COVID-19 ASTRAZENECA TIBA DI BIO FARMA

Sebanyak 1,1 juta dosis vaksin COVID-19 AstraZeneca bagian awal dari batch pertama skema kerja sama global untuk vaksin dan imunisasi (GAVI) COVAX Facility tiba di Bio Farma yang selanjutnya akan diproses dan didistribusikan guna mempercepat target vaksinasi yang merata ke seluruh penduduk Indonesia.

COVID-19 VACCINE FROM ASTRAZENECA ARRIVES AT BIO FARMA

A total of 1.1 million doses of AstraZeneca's COVID-19 vaccine arrived at Bio Farma as the initial part of the first batch of the global cooperation scheme for vaccines and immunizations (GAVI) COVAX Facility, which will then be processed and distributed to expedite the vaccination target of uniform distribution throughout Indonesia.

13 Maret March 2021



PERJANJIAN KERJASAMA (PKS) PELAKSANAAN PROGRAM VAKSINASI GOTONG ROYONG

Bio Farma dan Kamar Dagang Indonesia (KADIN) menyepakati Perjanjian Kerja Sama (PKS) pelaksanaan program Vaksinasi Gotong Royong (VGR) yang diperuntukkan bagi karyawan/karyawati badan hukum/badan usaha swasta.

COOPERATION AGREEMENT (PKS) FOR THE MUTUAL COOPERATION VACCINATION PROGRAM'S EXECUTION

Bio Farma and the Indonesian Chamber of Commerce (KADIN) have reached an agreement on a Cooperation Agreement (PKS) to undertake the Mutual Cooperation Vaccination (VGR) programme for personnel of legal entities/private business entities.



22 Maret March 2021



BIO FARMA MULAI DISTRIBUSIKAN VAKSIN ASTRAZENECA DARI COVAX

Vaksin Astrazeneca yang merupakan hasil kerjasama multilateral antara Pemerintah Republik Indonesia dengan Covax/GAVI yang telah tiba di Indonesia pada tanggal 8 Maret 2021 yang lalu, sudah mulai didistribusikan ke beberapa provinsi di Indonesia.

BIO FARMA COMMENCES DISTRIBUTION OF THE ASTRAZENECA VACCINE MANUFACTURED BY COVAX

The Astrazeneca vaccine, which was developed via multilateral collaboration between the Government of the Republic of Indonesia and Covax/GAVI and arrived in Indonesia on March 8, 2021, is now being distributed in numerous provinces around the country.

25 Maret March 2021



BIO FARMA TERIMA 16 JUTA DOSIS BAHAN BAKU VAKSIN COVID-19

Bio Farma kembali menerima pengiriman *bulk* vaksin Sinovac dalam bentuk *ready to fill* (RTF) gelombang keempat. Jumlah bahan baku yang diterima sebanyak 16 juta dosis (termasuk *overfill*).

BIO FARMA GOT 16 MILLION DOSES OF RAW MATERIALS FOR THE COVID-19 VACCINE

Bio Farma received another bulk supply of Sinovac vaccine in the shape of the fourth batch of ready to fill (RTF) vials. 16 million doses of raw ingredients were received (including *overfill*).

30 Maret March 2021



KOLABORASI BIO FARMA, BPPT, DAN UNPAD HASILKAN REKOR MURI

Kolaborasi Bio Farma, BPPT, dan UNPAD menghasilkan penetapan Museum Rekor Dunia Indonesia. Hal ini berdasarkan pada adanya lonjakan yang cukup signifikan pada rumput odot dan kikuyu yang biasanya mencapai 120-150 ton per hektar per tahun, terjadi peningkatan setelah kolaborasi ini berjalan, dapat ditingkatkan produksinya menjadi 600 ton per hektar per tahun yakni dengan rincian 90 ton sampai 50 ton per hektar per panen dengan rata-rata sekitar 102 ton per hektar.

COLLABORATION BETWEEN BIO FARMA, BPPT, AND UNPAD RESULTS IN MURI RECORD

Bio Farma, BPPT, and UNPAD collaborated to construct the Indonesian World Record Museum. This is based on a considerable rise in odot and kikuyu grasses, which typically reach 120-150 tonnes per hectare per year, an increase that may be raised to 600 tonnes per hectare per year, or 90 to 50 tonnes per hectare every harvest, with an average of approximately 102 tonnes per hectare.

7 April April 2021



SOLEH AYUBI DIREKTUR DIGITAL HEALTHCARE BIO FARMA DIRESMIKAN SEBAGAI KETUA BUMN MUDA FHCI 2021 - 2024

Dalam acara peresmian jajaran pengurus Forum Human Capital Indonesia (FHCI) BUMN yang berlangsung di Jakarta pada 7 April 2021, dilakukan peresmian kepada Direktur Digital Healthcare Bio Farma Soleh Ayubi sebagai Ketua BUMN Muda FHCI 2021 - 2024.

SOLEH AYUBI, DIRECTOR OF BIO FARMA'S DIGITAL HEALTHCARE, HAS BEEN APPOINTED CHAIRMAN OF THE YOUNG BUMN FHCI 2021-2024

The Director of Digital Healthcare Bio Farma Soleh Ayubi was inaugurated as the Chairman of the Young BUMN FHCI 2021 - 2024 during the inauguration event for the management of the Indonesian Human Capital Forum (FHCI) BUMN, which took place in Jakarta on April 7, 2021.

16 April April 2021



BIO FARMA TURUT SERTA DALAM KEGIATAN HANNOVER MESSE 2021

Bio Farma sebagai Holding BUMN bersama dua anak perusahaan, Kimia Farma dan Indofarma turut serta dalam kegiatan Hannover Messe 2021 yang diselenggarakan secara virtual. Hannover Messe merupakan suatu pameran internasional terbesar dunia untuk teknologi industri yang telah berjalan selama 74 tahun.

BIO FARMA IS A PARTICIPANT IN THE HANNOVER MESSE 2021 PLANNING COMMITTEE

Bio Farma, as an SOEs Holding, engaged virtually in the Hannover Messe 2021 activities, together with the two subsidiaries companies, Kimia Farma and Indofarma. Hannover Messe is the world's biggest international industrial technology expo, having been held for 74 years.

18 April April 2021



LABORATORIUM KLINIK BIO FARMA HADIR DENGAN LAYANAN BARU YAITU PELAYANAN SWAB TEST PCR, RAPID TEST ANTIGEN RAPID ANTIBODI COVID-19

Bio Farma membuka layanan baru yaitu *swab test* PCR *rapid test* antigen *rapid* antibodi COVID-19 dengan hasil tes yang cepat, namun tetap aman, nyaman dan terjangkau.

THE BIO FARMA CLINICAL LABORATORY IS PLEASED TO ANNOUNCE THE COMMENCEMENT OF ADDITIONAL SERVICES, INCLUDING THE PCR SWAB TEST AND THE COVID-19 FAST ANTIGEN TEST

Bio Farma introduced a new additional service which includes the swab test, PCR quick test, antigen, rapid antibody, and COVID-19, which provides rapid test results while being safe, pleasant, and economical.

18 April April 2021



BIO FARMA MENERIMA BAHAN BAKU VAKSIN COVID-19 DARI SINO VAC SEBANYAK 6 JUTA DOSIS

Kedatangan bahan baku vaksin COVID-19 sebanyak 6 juta dosis (termasuk *overflow*) diterima langsung oleh Menteri Kesehatan Budi Gunadi Sadikin.

SINO VAC PROVIDED BIO FARMA WITH 6 MILLION DOSES OF COVID-19 VACCINE RAW INGREDIENTS

The Minister of Health, Budi Gunadi Sadikin, personally accepted the delivery of 6 million doses of COVID-19 vaccination raw materials (including *overflow*).

21 April April 2021



PENGUKUHAN SRIKANDI BIO FARMA

Srikandi Bio Farma dan BUMN didirikan sebagai komitmen untuk meningkatkan keterwakilan perempuan dan kesetaraan dalam karir.

HEROINE BIO FARMA'S INAUGURATION

Srikandi Bio Farma and SOEs were founded with the goal of increasing women's representation and professional equality.



26 April April 2021



BIO FARMA MENERIMA KEDATANGAN VAKSIN ASTRAZENECA SEBESAR 3.852.000 DOSIS

Induk Holding BUMN Farmasi Bio Farma akan menyimpan untuk kemudian mendistribusikan Vaksin COVID-19 dari AstraZeneca pada tanggal 27 April 2021 sebanyak 3.852.000 dosis.

BIO FARMA GOT 3,852,000 DOSES OF A VACCINE MANUFACTURED BY ASTRAZENECA

SOEs Pharmaceutical Holding Parent Bio Farma would reserve up to 3,852,000 doses of the COVID-19 Vaccine from AstraZeneca for subsequent delivery on April 27, 2021.

6 Mei May 2021



BIO FARMA MENERIMA 55.300 DOSIS VAKSIN ASTRAZENECA (AZ) KEMASAN FINISH PRODUCT

Bio Farma menerima vaksin COVID-19 dari AZ dalam bentuk *finish product* sebanyak 55.300 dosis.

BIO FARMA GOT 55,300 DOSES OF ASTRAZENECA (AZ) VACCINE PACKAGED AS A COMPLETED PRODUCT

Bio Farma acquired the COVID-19 vaccine from AZ in the form of a 55,300-dose finished product.

8 Mei May 2021



BIO FARMA MENERIMA VAKSIN BATCH KE-3 COVID-19 DARI ASTRAZENECA (AZ) DALAM BENTUK FINISH PRODUCT

Bio Farma kembali menerima vaksin *batch* ke-3 COVID-19 dari AZ dalam bentuk *finish product* melalui jalur kerja sama multilateral Covax, CEPI, UNICEF, WHO sebanyak 1.389.600 dosis.

FARMA BIO ASTRAZENECA (AZ) PROVIDED THE THIRD BATCH OF COVID-19 VACCINE IN THE FORM OF A FINISHED PRODUCT.

Bio Farma recently received a 3rd batch of COVID-19 vaccines from AZ, in the form of 1,389,600 doses of finished products, through a multilateral collaboration with Covax, CEPI, UNICEF, and WHO.

9 Mei May 2021



VAKSIN GOTONG ROYONG RESMI DIGUNAKAN

Presiden Jokowi menyatakan 19 perusahaan manufaktur sudah dapat menggunakan Vaksin Gotong Royong. Vaksin yang bersifat gratis ini merupakan upaya dari pihak swasta untuk berkontribusi dalam memutus rantai COVID-19 di Indonesia

OFFICIAL USAGE OF THE GOTONG ROYONG VACCINE

President Jokowi revealed that the Mutual Cooperation Vaccine was available to 19 industrial enterprises. This free vaccination is part of the private sector's initiative to assist Indonesia in breaking the COVID-19 chain.



25 Mei May 2021



8 JUTA DOSIS BULK VAKSIN COVID DITERIMA BIO FARMA

Bio Farma kembali menerima 8 juta dosis vaksin COVID-19 dalam bentuk *bulk*.

BIO FARMA GOT 8 MILLION BULK DOSES OF COVID VACCINATION

Bio Farma has once again received in bulk 8 million doses of the COVID-19 vaccine.

2 Juni June 2021



VAKSIN SINOVAC MENDAPATKAN IZIN PENGGUNAAN DARURAT DARI WHO

WHO menyetujui vaksin COVID-19 buatan Sinovac Biotech untuk penggunaan darurat.

SINOVAC VACCINE IS GRANTED AN EMERGENCY USE PERMISSION BY THE WORLD HEALTH ORGANIZATION

Sinovac Biotech's COVID-19 vaccine has been approved by the WHO for emergency use.

8 Juni June 2021



TIM TANGGAP DARURAT BIO FARMA MEMBANTU KORBAN BANJIR DI SOLOKAN JERUK, KABUPATEN BANDUNG

Bio Farma mengerahkan Tim Tanggap Darurat untuk membantu korban banjir di Desa Panyadap, Kecamatan Solokan Jeruk, Kabupaten Bandung yang terjadi akibat tanggul sungai Cisunggalah jebol.

THE EMERGENCY RESPONSE TEAM OF BIO FARMA ASSISTS FLOOD VICTIMS IN SOLOKAN JERUK, BANDUNG REGENCY

Bio Farma provided an Emergency Response Team to assist flood victims in Panyadap Village, Solokan Jeruk District, Bandung Regency, when the Cisunggalah river embankment collapsed.

13 Juli July 2021



BIO FARMA MENERIMA 3.476.400 DOSIS VAKSIN JADI ASTRAZENECA

Vaksin jadi melalui skema kerja sama multilateral jalur fasilitas Covax kembali tiba di Tanah Air. Sebanyak 3.476.400 dosis vaksin jadi AstraZeneca yang dibawa menggunakan pesawat Emirates Airlines sampai di Bandara Internasional Soekarno-Hatta.

ASTRAZENECA ACQUIRED BIO FARMA FOR 3,476,400 IN VACCINES

The completed vaccine will be returned to the country via a multilateral cooperation arrangement involving the Covax facility. Emirates Airlines sent a total of 3,476,400 doses of AstraZeneca vaccine to Soekarno-Hatta International Airport.



15 Juli July 2021



BIO FARMA MENERIMA KEDATANGAN VAKSIN MODERNA SEBANYAK 1,5 JUTA DOSIS

Kedatangan vaksin Moderna ini merupakan dukungan kerja sama Amerika Serikat melalui jalur multilateral COVAX Facility.

1.5 MILLION DOSES OF MODERNA VACCINE ARE SENT TO BIO FARMA

The delivery of the Moderna vaccine is a demonstration of support for the United States' participation via the multinational COVAX Facility.

21 Juli July 2021



BIO FARMA MENERIMA VAKSIN MODERNA SEBANYAK 3.000.060 DOSIS

Sebanyak 3.000.060 dosis vaksin Moderna dari Amerika Serikat tiba di Indonesia. Vaksin ini diprioritaskan untuk tenaga kesehatan.

BIO FARMA IS APPRAISED FOR DELIVERY OF MODERNA VACCINE TO THE TUNE OF 3,000,060 DOSES

The United States shipped a total of 3,000,060 doses of Moderna vaccination to Indonesia. This vaccination is given priority to health care professionals.

16 Juli July 2021



BIO FARMA MENERIMA 1,04 JUTA DOSIS VAKSIN ASTRAZENECA

Vaksin AstraZeneca yang datang melalui jalur bilateral antara pemerintah Indonesia dengan AstraZeneca.

BIO FARMA RECEIVED 1.04 MILLION DOSES OF ASTRAZENECA VACCINE

The AstraZeneca vaccine was obtained through a bilateral agreement between the government of Indonesia and AstraZeneca.

6 Agustus August 2021



BIO FARMA KEMBALI KEDATANGAN VAKSIN ASTRAZENECA SEBANYAK 594.200 DOSIS

Bio Farma memperkenalkan kembali vaksinasi AstraZeneca dengan total 594.200 dosis baru.

BIO FARMA REINTRODUCED ASTRAZENECA VACCINATION WITH 594,200 DOSES

Bio Farma reintroduced the AstraZeneca vaccination with a total of 594,200 new doses.

13 Agustus August 2021



BIO FARMA MENERIMA KEDATANGAN VAKSIN COVID-19 DALAM BENTUK FINIS PRODUCT, CORONAVAC DARI SINOVAC SEBANYAK 5 JUTA DOSIS

Bio Farma menerima kedatangan vaksin COVID-19 dalam bentuk *finish product*, CoronaVac dari Sinovac sebanyak 5 juta dosis dalam kemasan 2 dosis/vial.

BIO FARMA GOT UP TO 5 MILLION DOSES OF THE COVID-19 VACCINE IN THE FORM OF A COMPLETED PRODUCT, CORONAVAC, FROM SINOVA

Bio Farma received the COVID-19 vaccine in the form of a finished product, CoronaVac, from Sinovac. A total of 5 million doses were received, in two doses per vial.



19 Agustus August 2021



BIO FARMA MENERIMA 1.560.780 VAKSIN PRODUKSI PFIZER

Ini merupakan kedatangan vaksin Pfizer pertama kalinya di Indonesia, dan telah menerima *Emergency Use of Authorization* (EUA) dari Badan Pengawas Obat dan Makanan (POM) pada Juli 2021.

BIO FARMA RECEIVED 1,560,780 PFIZER VACCINES

This was the first time the Pfizer vaccine arrived in Indonesia, and it was granted an emergency use permission (EUA) in July 2021 by the Food and Drug Supervisory Agency (POM).

20 Agustus August 2021



BIO FARMA DAN GOOGLE CLOUD INDONESIA SEPAKATI MOU KERJA SAMA TRANSFORMASI DIGITAL HEALTHCARE

Kerjasama ini bertujuan untuk mendukung transformasi digital Bio Farma sebagai Induk Holding BUMN Farmasi termasuk dalam bidang riset & pengembangan produk seperti vaksin dan obat-obatan serta alat-alat kesehatan.

BIO FARMA AND GOOGLE CLOUD INDONESIA SIGNED A MEMORANDUM OF UNDERSTANDING (MOU) TO COLLABORATE ON DIGITAL HEALTHCARE TRANSFORMATION

This agreement intends to accelerate Bio Farma's digital transformation as the holding company for pharmaceutical SOEs, particularly in the areas of research and product development for vaccines and medicines, as well as medical devices.

20 Agustus August 2021



BIO FARMA MENERIMA VAKSIN MEREK CORONAVAC DARI SINOVAC SEBANYAK 5 JUTA DOSIS

Vaksin dengan merek CoronaVac dari Sinovac berupa vaksin jadi.

SINOVAC PROVIDED BIO FARMA WITH 5 MILLION DOSES OF THE CORONAVAC VACCINE

The vaccine with the CoronaVac brand from Sinovac is a ready-made vaccine.

7 September September 2021



BIO FARMA JAJAKI KERJA SAMA DENGAN LEMBAGA RISET STEM CELL AND CANCER RESEARCH

Penjajakan awal antara Bio Farma dengan SCCR ditandai dengan penandatanganan Nota Kesepahaman (MoU) yang dilaksanakan oleh Direktur Pemasaran, Penelitian dan Pengembangan Bio Farma, Sri Harsi Teteki dengan Dr. Agung Putra selaku Direktur SCCR.

BIO FARMA CONSIDERS COLLABORATING WITH INSTITUTES OF STEM CELL AND CANCER RESEARCH

The initial investigation between Bio Farma and SCCR was marked by the signing of a Memorandum of Understanding (MOU) between Sri Harsi Teteki, Director of Marketing, Research, and Development at Bio Farma, and Dr. Agung Putra, Director of SCCR.



11 September September 2021



BIO FARMA MENERIMA VAKSIN JOHNSON & JOHNSON SEBANYAK 500 RIBU DOSIS

Vaksin tersebut merupakan hasil kerja sama dengan Pemerintah Belanda melalui skema bilateral. Vaksin Johnson & Johnson telah memperoleh izin penggunaan darurat atau EUA (*Emergency Use of Authorization*) dari Badan POM pada tanggal 7 September 2021.

BIO FARMA GOT 500 THOUSAND VACCINATION SHOTS FROM JOHNSON & JOHNSON

The vaccine was developed in collaboration with the Dutch government under a bilateral agreement. On September 7, 2021, Johnson & Johnson's vaccine received an emergency use permission, or EUA (*Emergency Use Authorization*), from the POM.

12 September September 2021



BIO FARMA MENERIMA VAKSIN SINOVAC SEBANYAK 2.296.960 DOSIS VAKSIN

Pemerintah Indonesia menerima 9.592.640 dosis vaksin COVID-19 merek Sinovac dalam bentuk jadi. Rinciannya, 2.296.960 dosis vaksin tiba pada Minggu, 12 September 2021.

Sementara 2.295.680 dosis vaksin lainnya tiba pada hari ini Senin, 13 September 2021.

2,296,960 DOSES OF SINOVAC VACCINE WERE SENT TO BIO FARMA

The Indonesian government received 9,592,640 final doses of the Sinovac brand of COVID-19 vaccination. On Sunday, September 12, 2021, 2,296,960 doses of the vaccination arrived.

Meanwhile, on Monday, September 13, 2021, another 2,295,680 doses arrived.

13 September September 2021



BIO FARMA MENERIMA VAKSIN SINOVAC SEBANYAK 2.295.680 DOSIS VAKSIN

Total vaksin yang sudah tiba di Indonesia hingga saat ini mencapai lebih dari 240 juta dosis baik bahan baku maupun vaksin jadi.

BIO FARMA RECEIVED 2,295,680 DOSES OF SINOVAC VACCINE

To date, more than 240 million doses of vaccine have arrived in Indonesia, including raw ingredients and ready-made vaccinations.

16 September September 2021



BIO FARMA MENERIMA 877.500 DOSIS VAKSIN PFIZER

Tahap ke-65 (16 September 2021) sejumlah 877.500 dosis vaksin Pfizer dari Amerika Serikat melalui jalur Covax Facility.

BIO FARMA RECEIVED 877,500 DOSES OF PFIZER VACCINE

Phase 65 (September 16, 2021): Importation of 877,500 doses of Pfizer vaccine via the Covax Facility from the United States.

17 September September 2021



BIO FARMA MENERIMA 1.755.000 DOSIS VAKSIN PFIZER

Tahap ke-66 (17 September 2021) 1.755.000 dosis vaksin Pfizer dari Amerika Serikat melalui jalur Covax Facility.

BIO FARMA RECEIVED 1,755,000 DOSES OF PFIZER VACCINE

66th phase (17 September 2021) 1,755,000 doses of Pfizer vaccine imported via the Covax Facility from the United States.

17 September September 2021



BIO FARMA MENERIMA 968.360 DOSIS VAKSIN ASTRAZENECA DARI PERANCIS

Tahap ke-67 (17 September 2021) sebanyak 968.360 dosis vaksin AstraZeneca dari Perancis melalui jalur Covax Facility.

FROM FRANCE, BIO FARMA GOT 968,360 DOSES OF ASTRAZENECA VACCINE

The 67th stage (17 September 2021) saw the arrival of up to 968,360 doses of AstraZeneca vaccine via the Covax Facility in France.

21 September September 2021



BIO FARMA MENERIMA KEDATANGAN VAKSIN CORONAVAC SEBESAR 5,2 JUTA DOSIS

Jumlah ini terdiri dari lima juta dosis vaksin CoronaVac 2ds. Penerimaan lima juta vaksin CoronaVac ini, menggenapkan penerimaan vaksin COVID-19 dari Sinovac ini, menjadi 50 juta dosis vaksin dalam bentuk *finish product* melalui mekanisme B to B.

BIO FARMA RECEIVES 5.2 MILLION DOSES OF CORONAVAC VACCINE

Five million doses of the CoronaVac 2ds vaccine are included in this total. The arrival of five million CoronaVac vaccinations brings the total number of vaccine doses received from Sinovac to 50 million via the B to B technique.

23 September September 2021



BIO FARMA MENERIMA 4 TAHAP VAKSIN COVID-19 DENGAN TOTAL 3,4 JUTA DOSIS

Rincian 4 tahap vaksin COVID-19 yang tiba di Indonesia, sebagai berikut:

1. Tahap 74: 310.050 dosis vaksin Pfizer yang didapatkan melalui pembelian langsung.
2. Tahap 75: 871.650 dosis vaksin Pfizer donasi dari Pemerintah Amerika melalui mekanisme COVAX.
3. Tahap 76: 1.236.480 dosis vaksin AstraZeneca, donasi dari Pemerintah Perancis dengan sistem COVAX Facility.
4. Tahap 77: 986.310 dosis vaksin Pfizer yang diterima Indonesia melalui pembelian langsung.

BIO FARMA RECEIVED 4 STAGES OF COVID-19 VACCINE WITH A TOTAL OF 3.4 MILLION DOSES

Details of the 4 stages of the COVID-19 vaccine that arrived in Indonesia, as follows:

1. Stage 74: 310,050 doses of Pfizer vaccine obtained through direct purchase.
2. Stage 75: 871,650 doses of Pfizer vaccine donated from the US Government through the COVAX mechanism.
3. Stage 76: 1,236,480 doses of AstraZeneca vaccine, a donation from the French Government with the COVAX Facility system.
4. Stage 77: 986,310 doses of Pfizer vaccine received by Indonesia through direct purchase.

3 Oktober October 2021



BIO FARMA KEDATANGAN VAKSIN PFIZER SEBANYAK 800.280

Indonesia kembali kedatangan vaksin bantuan dari pemerintah Amerika Serikat melalui COVAX Facility berupa vaksin Pfizer. Vaksin tahap ke-84 yang tiba hari ini berjumlah 800.280 dosis vaksin jadi.

800,280 PFIZER VACCINES ARRIVE AT BIO FARMA

Indonesia has re-established itself with the delivery of vaccine aid from the US government via the COVAX Facility in the form of the Pfizer vaccine. The vaccine's 84th stage arrived today, totalling 800,280 doses of the final vaccination.



20 Oktober October 2021



BIO FARMA KEDATANGAN 1,2 JUTA DOSIS VAKSIN ASTRAZENECA DAN 224.000 VAKSIN ASTRAZENECA

Bio Farma kedatangan 1,2 juta dosis vaksin AstraZeneca yang merupakan donasi Pemerintah Australia dan 224.000 vaksin AstraZeneca donasi Pemerintah Jepang.

1.2 MILLION DOSES OF ASTRAZENECA VACCINE AND 224,000 DOSES OF ASTRAZENECA VACCINE ARRIVE AT BIO FARMA

Bio Farma receives 1.2 million doses of AstraZeneca vaccine from the Australian Government and 224,000 doses of AstraZeneca vaccine from the Japanese Government.

22 Oktober October 2021



BIO FARMA KEDATANGAN VAKSIN COVID-19 PRODUKSI PFIZER SEBANYAK 1.182.870 DOSIS DAN ASTRAZENECA 844.820 DOSIS

Indonesia menerima kedatangan vaksin tahap 97 dan 98.

BIO FARMA IS SUPPLIED WITH 1,182,870 DOSES OF PFIZER'S COVID-19 VACCINE AND 844,820 DOSES OF ASTRAZENECA

Indonesia receives the arrival of the vaccine stages 97 and 98.

26 Oktober October 2021



BIO FARMA KEDATANGAN VAKSIN JADI SINOVAC SEBANYAK 1 JUTA DOSIS

Bio Farma menerima kedatangan vaksin tahap ke-100 berupa 1 juta dosis vaksin jadi Sinovac.

BIO FARMA RECEIVED 1 MILLION DOSES OF SINOVAC

Sinovac received the 100th stage of vaccination in the form of one million doses of vaccine at Bio Farma.

19 November November 2021



BIO FARMA KEDATANGAN 5.059.290 DOSIS VAKSIN JADI OXFORD-ASTRAZENECA DAN 800.000 DOSIS VAKSIN MODERNA

Vaksin Oxford-AstraZeneca yang tiba hari ini, adalah kedatangan vaksin tahap ke-124 yang mendarat di Indonesia. Dengan kedatangan tersebut, maka jumlah total vaksin COVID-19 Oxford-AstraZeneca yang diterima Indonesia menjadi 41,5 juta dosis.

5,059,290 DOSES OF THE OXFORD-ASTRAZENECA VACCINE AND 800,000 DOSES OF THE MODERNA VACCINE WERE DELIVERED BY BIO FARMA

Today's arrival of the Oxford-AstraZeneca vaccine is the 124th step of the vaccine's arrival in Indonesia. With this shipment, Indonesia has received a total of 41.5 million doses of Oxford-AstraZeneca COVID-19 vaccine.

20-22 November November 2021



BIO FARMA KEDATANGAN 5.758.740 DOSIS VAKSIN PFIZER

Indonesia kembali menerima kedatangan tiga tahap vaksin COVID-19, yang tiba pada Sabtu-Senin (20-22 November 2021).

BIO FARMA RECEIVES 5,758,740 DOSES OF PFIZER VACCINE

Indonesia has again received the arrival of three stages of the COVID-19 vaccine, which will arrive on Saturday-Monday (November, 20-22, 2021).

26 November November 2021



BIO FARMA KEDATANGAN 706.680 VAKSIN PFIZER DALAM BENTUK JADI DAN 1.065.400 DOSIS VAKSIN AZTRAZENECA

Indonesia kembali kedatangan sejumlah vaksin guna memenuhi kebutuhan vaksinasi nasional. Kedatangan pada Jumat, 26 November 2021 terdiri dari dua tahap, yaitu tahap ke-130 dan tahap ke-131.

BIO FARMA HAS RECEIVED 706,680 PFIZER VACCINES IN FINISHED FORM AND 1,065,400 DOSES OF ASTRAZENECA VACCINE

Indonesia has returned a lot of vaccinations to ensure that the country's immunisation requirements are met. The arrival on Friday, 26 November 2021, is divided into two segments, the 130th and 131st.

26 November November 2021



BIO FARMA KEDATANGAN 1.302.600 DOSIS VAKSIN AZTRAZENECA

Bio Farma menerima 1.500.100 dosis vaksin jadi Moderna. Vaksin tersebut merupakan hasil skema kerja sama multilateral dengan Amerika Serikat melalui jalur fasilitas Covax. Selain itu juga menerima 1.162.840 dosis vaksin jadi AstraZeneca sebagai dukungan kerja sama *dose sharing* bilateral dari pemerintah Jepang.

BIO FARMA RECEIVED 1,302,600 DOSES OF THE AZTRAZENECA VACCINE

Moderna provided Bio Farma with 1,500,100 doses of vaccine. The vaccine was developed as part of a multilateral collaboration with the United States via the Covax facility. Additionally, it got 1,162,840 doses of vaccine from AstraZeneca as part of the Japanese government's support for bilateral dose sharing cooperation.

7 Desember December 2021



BIO FARMA KEDATANGAN 1,5 JUTA DOSIS VAKSIN COVID-19 MODERNA

Indonesia menerima kedatangan vaksin COVID-19 tahap ke-148 sebanyak 1,5 juta dosis vaksin COVID-19 Moderna.

BIO FARMA RECEIVES 1.5 MILLION DOSES OF MODERNA COVID-19 VACCINE

Indonesia received the arrival of the 148th Phase of the COVID-19 Vaccine with 1.5 million doses of the Moderna COVID-19 vaccine.

27 November November 2021



BIO FARMA KEDATANGAN VAKSIN COVID-19 SEBANYAK 134.500 DOSIS MEREK COVOVAX

Indonesia kedatangan vaksin COVID-19 merek Covovax untuk yang pertama kali pada Sabtu, 27 November 2021 sejumlah 134.500 dosis dalam bentuk vaksin jadi, dari total 10 juta yang direncanakan.

BIO FARMA RECEIVED 134,500 DOSES OF THE COVOVAX BRAND OF COVID-19 VACCINE

Indonesia received for the first time the Covovax brand of COVID-19 vaccine on Saturday, November 27 2021, totaling 134,500 doses in the form of a ready-made vaccine, out of a total of 10 million planned.

28 November November 2021



BIO FARMA KEDATANGAN 334.630 DOSIS VAKSIN PFIZER DAN VAKSIN AZTRAZENECA BERJUMLAH 705.600 DOSIS

Indonesia kedatangan vaksin tahap ke-136 dan ke-137 guna memenuhi kebutuhan vaksin nasional. Dalam kedatangan tahap ke-136, tiba di tanah air vaksin Pfizer dalam jumlah 334.620 dosis. Dan tahap ke-137, yang tiba berupa vaksin AstraZeneca berjumlah 705.600 dosis.

BIO FARMA RECEIVES 334,630 DOSES OF PFIZER VACCINE AND 705,600 DOSES OF AZTRAZENECA VACCINE

Indonesia has arrived at the 136th and 137th stages of vaccines to meet the national vaccine needs. In the 136th stage of arrival, the Pfizer vaccine arrived in the country in the amount of 334,620 doses. And the 137th stage, which arrived in the form of the AstraZeneca vaccine, totalled 705,600 doses.



11 Desember December 2021



BIO FARMA KEDATANGAN VAKSIN ASTRAZENECA BERJUMLAH 1.749.600

Bio Farma kedatangan vaksin AstraZeneca berjumlah 1.749.600 merupakan donasi COVAX.

BIO FARMA RECEIVES A TOTAL OF 1,749,600 ASTRAZENECA VACCINES

For Bio Farma, the arrival of the AstraZeneca vaccine, totalling 1,749,600 is a COVAX donation.

12 Desember December 2021



BIO FARMA KEDATANGAN VAKSIN PFIZER BERJUMLAH 1.766.700

Bio Farma kedatangan vaksin Pfizer berjumlah 1.766.700 merupakan donasi COVAX.

BIO FARMA RECEIVES THE ARRIVAL OF PFIZER VACCINE TOTALLING 1,766,700 DOSES

For Bio Farma, the arrival of Pfizer vaccine totalling 1,766,700 is a COVAX donation.

14 Desember December 2021



BIO FARMA KEDATANGAN 1.759.965 DOSIS VAKSIN PFIZER

Indonesia kedatangan 1.759.965 dosis vaksin Pfizer yang merupakan donasi pemerintah Amerika melalui COVAX.

BIO FARMA RECEIVES 1,759,965 DOSES OF PFIZER VACCINE

Indonesia has received 1,759,965 doses of Pfizer vaccine under the American government's COVAX programme.

31 Desember December 2021



BIO FARMA KEDATANGAN 819.000 DOSIS VAKSIN PFIZER DAN 6 JUTA DOSIS VAKSIN SINOVA

819.000 dosis vaksin Pfizer yang merupakan donasi dari COVAX. Vaksin Sinovac merupakan pembelian langsung sebagai upaya pemenuhan kebutuhan vaksin dalam negeri.

BIO FARMA RECEIVES 819,000 PFIZER VACCINE DOSES AND 6 MILLION SINOVA VACCINE DOSES

819,000 doses of Pfizer vaccine, courtesy of COVAX. Sinovac vaccine is a direct purchase made to meet domestic immunisation requirements.

24 Desember December 2021



BIO FARMA KEDATANGAN 2.688.000 DOSIS VAKSIN MODERNA DAN 342.810 DOSIS PFIZER

Indonesia kedatangan dua tahap vaksin sekaligus. Pada tahap ke-171, Indonesia kedatangan vaksin Moderna sejumlah 2.688.000 dosis dan 342.810 dosis vaksin Pfizer pada kedatangan tahap ke-172.

BIO FARMA IS DELIVERING 2,688,000 DOSES OF THE MODERNA VACCINE AND 324,810 DOSES OF THE PFIZER VACCINE

Indonesia has now received two vaccine stages at once. At the 171st stage, Indonesia received 2,688,000 doses of the Moderna vaccine and 342,810 doses of the Pfizer vaccine also arrived at the 172nd stage.



Laporan Manajemen

Management Report

01

Kami memiliki layanan imunisasi yang terintegrasi dan didukung oleh tenaga kesehatan yang berpengalaman, untuk menyediakan vaksin yang berkualitas dan terjangkau.

We have an integrated immunization service and are supported by experienced health workers, to provide quality vaccines at affordable prices.



Laporan Dewan Komisaris

Report of the Board of Commissioners

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Kinerja Bio Farma pada tahun 2021, masih fokus dalam mendukung pemerintah RI, dalam upaya penanggulangan pandemi COVID-19. Upaya penanggulangan tersebut, antara lain melalui proses *fill and finish* serta distribusi vaksin COVID-19. Selain kegiatan tersebut, Bio Farma juga merintis penelitian, pengembangan serta produksi vaksin COVID-19 secara mandiri, melalui kolaborasi bersama berbagai institusi, untuk vaksin Merah Putih, dan Vaksin BUMN dan juga pembukaan sentra Vaksin Gotong Royong untuk mempercepat pembentukan *Herd Immunity*.

Bio Farma juga merintis penelitian, pengembangan, dan produksi untuk kit diagnostik, yang berguna untuk mendeteksi virus COVID-19, dengan nama Bio Cov, mBio Cov dan Biosaliva, yang merupakan hasil kolaborasi bersama perusahaan rintisan, di Indonesia.

Komitmen Bio Farma dalam mengatasi pandemi COVID-19 ini, mendorong kelancaran program vaksinasi nasional massal berjalan lancar, sehingga pandemi COVID-19 relatif terkendali. Hal ini menjadi bukti besarnya potensi pengembangan Bio Farma menjadi *Leading Life Science Company* kelas dunia.

Besarnya potensi tersebut telah dibuktikan melalui realisasi peningkatan kompetensi dalam menganalisis, mengembangkan maupun mendistribusikan produk-produk farmasi berkualitas secara terintegrasi, baik dalam rangka meningkatkan kualitas kesehatan dan keselamatan masyarakat di dalam negeri maupun berpartisipasi pada program kemanusiaan skala global.

In 2021, Bio Farma's performance put great emphasis on supporting the Indonesian government in its efforts to overcome the COVID-19 pandemic. The Company undertook counter-measures including the 'fill-and-finish' process and distribution of COVID-19 vaccine. In addition to these programs, Bio Farma also pioneered independent research, development, and production of the COVID-19 vaccine, through collaborations with various institutions, including for production of the Merah-Putih (Red and White) vaccine, as well as the SOE vaccine, and also for the opening of a Mutual Cooperation Vaccination center in order to accelerate the formation of Herd Immunity.

Bio Farma also pioneered research, development, and production of diagnostic kits to detect the COVID-19 virus, under the brand names of Bio Cov, mBio Cov and Biosaliva, as the result of collaboration with startup companies, in Indonesia.

Bio Farma's overwhelming commitment to overcoming the COVID-19 pandemic helped to facilitate smooth implementation of the national mass vaccination program, so that the COVID-19 pandemic was relatively under control. This is proof of the huge potential of Bio Farma's development to become a world-class Leading Life Science Company.

This huge potential has been further proven through the realization of competence enhancement in analyzing, developing, and distributing quality pharmaceutical products in an integrated manner, in order to improve the quality of public health and safety in the country as well as through Company participation in global humanitarian programs.

Assalamualaikum Warahmatullahi Wabarakatuh,

Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Puji syukur kami panjatkan kepada Tuhan Yang Maha Esa, karena atas karunia-Nya, PT Bio Farma berhasil melalui tahun 2021 yang berkembang menjadi tahun yang dinamis, yang menghadirkan beragam peluang sekaligus tantangan dengan menorehkan berbagai catatan kinerja yang membanggakan. Seiring dengan berakhirnya tahun buku 2021, izinkan kami menyampaikan laporan Dewan Komisaris atas pelaksanaan tugas pengawasan dan kinerja Perusahaan untuk tahun buku yang berakhir 31 Desember 2021.

Serangkaian peristiwa penting dan bermakna strategis bagi perkembangan skala usaha mewarnai perjalanan Bio Farma pada tahun 2021, mencakup diantaranya:

1. Peluncuran Produk-produk Uji Klinis Deteksi COVID-19 seperti mBioCovV-19 yang mampu mendeteksi varian Omicron;
2. Pembukaan Sentra Vaksinasi Gotong Royong Untuk Mempercepat *Herd Immunity*;
3. Kerjasama Transformasi *Digital Healthcare* maupun Kerjasama Riset *Stem Cell dan Cancer*.

Berbagai peristiwa tersebut menunjukkan kesiapan seluruh jajaran Bio Farma dalam bertransformasi menjadi "*Leading Life Science Company*" berskala global.

Kami dari jajaran Dewan Komisaris memandang, Direksi Bio Farma beserta seluruh jajarannya, akan mampu menjalankan proses transformasi tersebut, mampu meraih peluang optimal dari membaiknya kondisi perekonomian maupun kondisi industri dan mampu mengatasi tantangan dari merebaknya varian baru COVID-19 sejak pertengahan tahun operasional 2021, sehingga Perusahaan mencatatkan kinerja yang baik, sebagaimana ditunjukkan dalam uraian ringkas berikut.

KONDISI PEREKONOMIAN DAN SEKTOR FARMASI TAHUN 2021

Kami beserta jajaran Dewan Komisaris memperhatikan dengan seksama perubahan kondisi perekonomian dan kondisi sektor farmasi di tahun 2021 yang berkembang menjadi dinamis, menghadirkan berbagai peluang, namun juga sekaligus tantangan yang harus diatasi.

Kerja keras seluruh jajaran pemerintah di berbagai negara, termasuk Pemerintah Indonesia, dalam mensukseskan program vaksinasi massal guna mengatasi dan memitigasi penyebaran COVID-19 berbuah manis, yakni semakin terkendalinya pandemi, sehingga tingkat penularan kasus baru terus melandai. Pada saat bersamaan pemerintahan berbagai negara, termasuk

Assalamualaikum Warahmatullahi Wabarakatuh,

Dear Shareholders and Stakeholders,

We thank God Almighty for His grace such that PT Bio Farma has made it through the very dynamic year of 2021, which presented various opportunities and challenges, and with excellent performance outcomes. As the 2021 financial year ends, please allow us to submit this report of the Board of Commissioners on the implementation of the Company's supervisory duties and performance for the financial year ending on December 31, 2021.

A series of significant and strategically meaningful events for the growth and development of business scale brightened up Bio Farma's journey in 2021, including the following:

1. Launching Clinical Trial Products for COVID-19 Detection such as the mBioCovV-19 that is capable of detect the Omicron variant;
2. Opening of Mutual Cooperation Vaccination Centers to Accelerate Herd Immunity;
3. Digital Healthcare Transformation Collaboration and Stem Cell and Cancer Research Collaboration.

These various events have demonstrated the readiness of all Bio Farma's personnel to transform the Company into a global Leading Life Science Company.

We, the Board of Commissioners, consider that Bio Farma's Board of Directors and all of the company's personnel will be well able to carry out this transformation process, and seize the new opportunities that will continue to arise from the improving economic and industrial conditions and also overcome the challenges of the outbreak of the new variants of COVID-19 that have occurred since the middle of the operating year 2021, as the Company has recorded such a good performance in 2021, as shown in the following summary.

ECONOMIC AND PHARMACEUTICAL SECTOR CONDITIONS IN 2021

We, the Board of Commissioners, have paid close attention to the recent economic changes and challenges in the pharmaceutical sector conditions in the very dynamic year of 2021, which presented the Company with various opportunities and challenges to overcome.

The hard work of all levels of governments in various countries, including the Indonesian Government, in seeking to succeed with mass vaccination programs to overcome and mitigate the spread of COVID-19 has proven successful, resulting in a more controlled pandemic as shown by the gradual decline of the transmission rate of new cases. At the same time, the governments of



Pemerintah Indonesia, meluncurkan paket kebijakan insentif pajak maupun kebijakan makroekonomi lainnya guna menstimulasi dan mendorong pertumbuhan kembali perekonomian masing-masing yang terdampak pandemi.

Program-program pemulihan ekonomi yang diluncurkan di berbagai negara, bersamaan dengan intensifnya program vaksinasi yang membuat kurva penyebaran pandemi relatif mendatar tersebut, membuat perekonomian di negara-negara utama dunia, seperti Amerika Serikat, China, negara-negara di kawasan Eropa maupun kawasan Amerika terus menunjukkan pemulihan. Hal ini membuat perekonomian global di tahun 2021 terus menunjukkan perbaikan walaupun masih diwarnai ketidakpastian sektor keuangan dan terganggunya *supply chain* termasuk *supply energy* bagi industri dasar, pertambangan, manufaktur dan transportasi akibat pandemi COVID-19.

Kondisi tersebut membuat lembaga ekonomi dunia berpengaruh seperti *International Monetary Fund* (IMF) memproyeksikan perekonomian global di tahun 2021 akan tumbuh hingga di kisaran 5,9% dari kontraksi hingga sebesar -3,9% di tahun 2020. Cepatnya proses pemulihan ekonomi tersebut, membuat perekonomian global di tahun 2021 juga ditandai dengan adanya lonjakan tajam harga beberapa produk komoditas utama, seperti minyak, batubara, timah dan sebagainya.

Sebagaimana yang terjadi pada perekonomian global, penanganan pandemi COVID-19 melalui kombinasi vaksinasi massal dan implementasi kebijakan PPKM yang membuat tingkat penularan relatif terkendali, membuat perekonomian nasional juga terus menunjukkan pemulihan dan pada akhirnya mencatatkan pertumbuhan sebesar 3,69%, dari terkontraksi sebesar -2,7% di tahun 2020.

Terkendalnya pandemi COVID-19 diiringi intensifnya realisasi program-program stimulus, penyerapan program PEN yang berjalan lancar, konsistensi perbaikan iklim berusaha yang dijalankan Pemerintah, termasuk realisasi proyek-proyek infrastruktur dan naiknya harga komoditas primer Indonesia yang juga naiknya permintaan produk-produk manufaktur Indonesia, membuat perekonomian Indonesia selain mencatatkan pertumbuhan juga mencatatkan perbaikan fundamental. Inflasi terkendali di kisaran 1,68% dari 2,72%, suku bunga 7 hari *repo rate* turun ke kisaran 3,50%, sementara cadangan devisa mencatatkan nilai tertinggi sepanjang sejarah, senilai US\$144,90 miliar, dengan depresiasi nilai tukar tetap terkendali, yakni melemah sebesar 1,23% yakni menjadi Rp14.278/US\$ dari Rp14.105/US\$.

various countries, including the Indonesian Government, have also launched tax incentive policy packages and other macroeconomic policies to stimulate and boost the growth of their respective economies during the pandemic.

Economic recovery programs launched in various countries, together with intensive vaccination programs, have flattened the curve of the epidemic, and recovered the world's major countries, including the United States, China, and countries in Europe and America. As a result, the global economy in 2021 has continued to show improvement despite uncertainty in the financial sector and disruption of supply chains, including energy supply for basic industry, mining, manufacturing, and transportation due to the COVID-19 pandemic.

Due to these prevailing global conditions, influential international economic institutions such as the International Monetary Fund (IMF) projected that the global economy would grow 5.9% in 2021, following a -3.9% contraction in 2020. Despite this rapid economic recovery, the global economy in 2021 was also marked by a sharp spike in the prices of several main commodity products, such as oil, coal, tin and so on.

Similar to the global economy, and somewhat due to the handling of the COVID-19 pandemic through the combination of mass vaccinations and the implementation of PPKM policy, which resulted in the controlled rate of COVID-19 transmission in Indonesia, the national economy also continued to show recovery and eventually posted a growth of 3.69%, following a -2.7% contraction in 2020.

Due to this relatively successful control of the COVID-19 pandemic, followed by the intensive realization of the stimulus programs, and the smooth absorption of the PEN program, and with the consistent improvements in the business climate carried out by the Government (including the realization of infrastructure projects and the rising prices of Indonesia's primary commodities, which also increased demand for Indonesian manufactured products) the Indonesian economy recorded fundamental improvements, in addition to recording growth. Inflation was under control at 1.68% from 2.72%, the 7-day repo rate fell to 3.50%, while foreign exchange reserves recorded their highest value in history at US\$144.90 billion with the depreciation of the exchange rate remaining under control, which weakened by 1.23% to Rp14,278/US\$ from Rp14,105/US\$.



KONDISI INDUSTRI FARMASI

Sejak beberapa tahun terakhir, terdapat beberapa trend strategis pada permintaan layanan kesehatan secara global maupun nasional. Secara umum jumlah penderita penyakit tidak menular seperti kanker dan diabetes terus meningkat, membuat pelaku industri layanan kesehatan menerapkan model bisnis baru. Peningkatan populasi masyarakat kelas menengah, khususnya di negara berkembang, yang semakin mengedepankan efisiensi waktu selain mengedepankan pencegahan daripada pengobatan, membuat pola permintaan produk kesehatan, juga cara mendapatkan layanan kesehatan, berubah.

Trend penggunaan layanan kesehatan berbasis teknologi digital terus bertumbuh dengan pesat. Terlebih dengan terjadinya Pandemi COVID-19 yang membuat hampir seluruh negara menerapkan pembatasan interaksi sosial dan mobilitas masyarakat. Permintaan layanan kesehatan secara digital, dengan dukungan penemuan ilmiah dan terapi baru berkembang semakin pesat. Hal ini membuat semua pelaku industri farmasi sebagai bagian dari penyedia layanan kesehatan, termasuk di Indonesia melakukan berbagai inovasi dan penyesuaian produk maupun layanan.

Industri farmasi Indonesia sendiri, selama bertahun-tahun dihadapkan pada beberapa tantangan utama dalam mendukung terselenggaranya ekosistem kesehatan yang kuat dan berkelanjutan. meliputi: belum meratanya distribusi layanan kesehatan, termasuk distribusi obat-obatan antar wilayah, kurang meratanya dan terbatasnya daya beli masyarakat, kondisi geografis berupa kepulauan yang membuat masyarakat Indonesia relatif tertinggal dalam mendapatkan akses layanan kesehatan dibandingkan masyarakat di kawasan ASEAN lainnya, serta ketergantungan bahan baku farmasi terhadap pasokan dari pasar impor, terutama dari China dan India.

Secara umum, nilai penjualan produk obat-obatan di Indonesia merupakan yang tertinggi di ASEAN, yang didorong oleh tingginya populasi. Namun berdasarkan nilai penjualan perkapita, merupakan yang terendah, menunjukkan masih rendahnya akses terhadap layanan kesehatan dan obat-obatan.

Pemerintah Indonesia telah berupaya mengatasi berbagai tantangan tersebut dengan menyelenggarakan Program Jaminan Kesehatan Nasional (JKN) dan merealisasikan berbagai ekspansi dan investasi dalam infrastruktur kesehatan. Pemerintah Indonesia juga telah mengeluarkan Instruksi Presiden Republik Indonesia Nomor 6 tahun 2016 tentang Percepatan Pengembangan Industri Farmasi dan Alat Kesehatan, agar industri farmasi tidak lagi terfragmentasi, namun berkembang secara terintegrasi agar dapat berperan besar sebagai penggerak perekonomian nasional dimasa mendatang.

PHARMACEUTICAL INDUSTRY CONDITION

Over the last few years, there have been several new strategic trends in the demand for health services, both globally and nationally. In general, the number of persons with non-communicable diseases, such as cancer and diabetes has continued to increase, prompting healthcare industry players to implement new business models. Furthermore, the increasing size of the middle-class population, particularly in developing countries, puts new emphasis on time efficiency, in addition to prevention rather than treatment, which has changed the pattern of demand for health products as well as the procedures to obtain health services.

Moreover, the trend of using digital technology-based health services continues to grow rapidly, especially due to the COVID-19 pandemic. Almost all countries have implemented restrictions on social interaction and community mobility. The demand for digital health services, supported by scientific discoveries and new therapies, has been growing rapidly. For this reason, all pharmaceutical industry players, acting as part of the body of national health service providers in Indonesia, have carried out various innovations and adjustments to products and services.

In recent years, the Indonesian pharmaceutical industry has faced several major challenges in supporting the implementation of a robust and sustainable health ecosystem: the uneven distribution of health services and medicines between regions; the limitations on community purchasing power; the challenging geographical conditions; and the dependence on imported pharmaceutical raw materials supplied by China and India, have all hampered public access to health services in Indonesia if compared to other ASEAN countries.

In general, sales of medicinal products in Indonesia were the highest among ASEAN countries, driven by a high population. However, based on sales per capita, the nation was ranked the lowest, indicating that access to health services and medicines remains low.

The Indonesian government has attempted to overcome these challenges through the implementation of the National Health Insurance (JKN) program and various expansions and investments in health infrastructure. The Government has also issued Presidential Instruction No. 6/2016 on the Acceleration of Development of the Pharmaceutical Industry and Medical Devices so that the industry is no longer fragmented but can grow in an integrated manner and can play a major role as a driver of the national economy in the future.



Kementerian BUMN juga telah menetapkan program strategis Sektor Kesehatan di dalam *roadmap* Industri Farmasi untuk mengurangi ketergantungan impor, meningkatkan produk obat asli Indonesia, mengembangkan pusat riset bioteknologi dan meningkatkan kemandirian dibidang produksi serum, vaksin dan produk *Life Science* lainnya.

Upaya-upaya tersebut telah membuat industri farmasi Indonesia tumbuh cukup tinggi dengan perkiraan awal, rata-rata 9,8% per tahun sampai dengan tahun 2022, lebih tinggi dari laju pertumbuhan penduduk yang berada di kisaran 1%.

Namun kemudian pandemi COVID-19 yang mulai melanda Indonesia sejak awal Maret 2020, membuat trend pertumbuhan industri farmasi di tahun 2020 terkoreksi hingga -7,4% dibandingkan tahun sebelumnya, dimana pasar obat *ethical* terkoreksi hingga 9,8% dan obat bebas turun 2,1%. Di masa awal pandemi tersebut, secara keseluruhan, hanya obat-obatan yang berkaitan erat dengan penanganan pandemi yang mengalami kenaikan.

Tahun 2021 merupakan tahun awal dimulainya program vaksinasi COVID-19 secara massal, ditandai dengan penyuntikan vaksin COVID-19 terhadap Presiden Republik Indonesia. Menindak lanjuti peresmian program vaksinasi massal tersebut, Bio Farma kemudian menjalankan tugasnya untuk mereproduksi dan mendistribusikan vaksin COVID-19 ke seluruh Indonesia dengan target 300 juta dosis, yakni dosis 1, diikuti dosis 2 terhadap 70% populasi penduduk Indonesia di akhir tahun 2021.

Keberhasilan program vaksinasi massal tersebut disertai pemberlakuan kebijakan yang lebih fleksibel, yakni Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) Level 1 – 4, termasuk pemberlakuan kebijakan *Work From Home* (WFH) di sepanjang tahun 2021, membuat kurva penyebaran COVID-19 semakin melandai. Sekalipun kemudian muncul varian baru, Delta dan kemudian Omicron, tingginya persentase realisasi vaksinasi dosis 1 maupun dosis 2 membuat kurva penyebaran tetap relatif terkendali.

Perkembangan positif tersebut, bersama implementasi berbagai insentif di bidang layanan kesehatan yang telah diberlakukan sejak tahun 2020, membuat industri farmasi Indonesia di tahun 2021 kembali tumbuh positif, selaras dengan pulihnya perekonomian nasional.

Merujuk data Indonesia Pharmaceutical Market Overview Update Q4 2021 yang dirilis IQVIA, secara umum pasar farmasi tahun 2021 di Indonesia tumbuh hingga 18,9% dari tahun sebelumnya. Pasar obat *ethical* meningkat hingga 16,5% sedangkan obat bebas tumbuh hingga 23,6% dengan total pasar mencapai Rp.124,26 triliun.

The Ministry of State-Owned Enterprises has also established a strategic program for the Health Sector in the Pharmaceutical Industry roadmap to reduce dependence on imports, increase Indonesian original medicinal products, develop a biotechnology research center, and become self-reliant over the production of serum, vaccines and other Life Science products.

These efforts have supported the growth of the Indonesian pharmaceutical industry by an average of 9.8% per year as of 2022, higher than the population growth rate of 1%.

However, the COVID-19 pandemic, which hit Indonesia in early March 2020, caused the pharmaceutical industry's growth to be corrected by -7.4% in 2020 compared to the previous year, whereas the ethical drug market was corrected by 9.8% and over-the-counter drugs fell by 2.1%. In the early stages of the pandemic, overall, only the pandemic-related drugs experienced an increase.

2021 was also the inception year for the massive COVID-19 vaccination program, starting with the vaccination of the President of the Republic of Indonesia. Following the inauguration of the mass vaccination program, Bio Farma carried out its duties by reproducing and distributing the COVID-19 vaccine throughout Indonesia with a target of 300 million doses: in the form of dose 1, followed by dose 2 to 70% of Indonesia's population by the end of 2021.

The success of the mass vaccination program was accompanied by the implementation of a more flexible policy, namely Community Activity Restrictions Enforcement (PPKM) with Levels 1 – 4, including the implementation of Work From Home (WFH) policy throughout 2021, thereby flattening the curve of COVID-19. Despite the emergence of the new variants, namely Delta and Omicron, the COVID-19 curve remained relatively under control due to the high percentage of dose 1 and dose 2 vaccinations.

The positive growth, together with various incentives in the health care sector implemented since 2020, grew the Indonesian pharmaceutical industry in 2021, in line with the national economic recovery.

Referring to the Indonesia Pharmaceutical Market Overview Update Q4 2021 data released by IQVIA, in general, the pharmaceutical market in Indonesia grew by 18.9% in 2021 compared to the previous year. The ethical drugs market increased by 16.5%, while over-the-counter drugs grew by 23.6% with a total market share of Rp124.26 trillion.

Sementara itu, angka kunjungan masyarakat ke Rumah Sakit, masih tetap rendah, mencerminkan kewaspadaan masyarakat terhadap risiko penularan, sehingga *Bed Occupancy Ratio* Rumah Sakit belum kembali ke tingkat sebelum pandemi. Kondisi ini diikuti dengan semakin meningkatnya permintaan layanan kesehatan maupun pemesanan obat-obat berbasis teknologi digital.

STRATEGI MERAIH PELUANG PERTUMBUHAN DAN MENGATASI TANTANGAN

Mempertimbangkan dinamisnya kondisi usaha serta dimulainya program vaksinasi massal secara nasional di tahun 2021, kami dari jajaran Dewan Komisaris bersama Direksi beserta jajarannya menyelenggarakan beberapa kali pertemuan intensif untuk kemudian menetapkan strategi meraih peluang pertumbuhan yang ada, mengatasi dampak pandemi terhadap kegiatan usaha Perusahaan dan merealisasikan tugas Pemerintah dalam memproduksi dan mendistribusikan vaksin COVID-19. Kami menetapkan *grand strategy* untuk tahun 2021 yang selaras dengan aspirasi jangka panjang Holding BUMN Farmasi, yakni:

1. Menerapkan protokol kesehatan yang ketat pada setiap tahapan kegiatan operasional perusahaan.
2. Memastikan terjaganya arus kas yang sehat dan kuat.
3. Meluncurkan Sistem Manajemen Distribusi Vaksin (SMDV) yang terintegrasi dengan *Command Center* yang dilengkapi dengan *dashboard Internet of Things* (IoT), yang memungkinkan kondisi seluruh vaksin pada saat proses distribusi dapat terpantau secara *real time* dan akurat.
4. Mempersiapkan langkah transformasi guna mewujudkan Bio Farma, sebagai Induk Holding, dari Kimia Farma dan Indofarma, menjadi *Global Scale Health Care Company*.

Empat inisiatif strategis di tahun 2021 tersebut merupakan bagian dari realisasi 10 pilar inisiatif strategis dan 9 landasan inisiatif strategis yang akan dijalankan Bio Farma dalam mewujudkan aspirasi jangka panjang Holding BUMN Farmasi dalam meningkatkan kualitas hidup masyarakat melalui kemandirian pemenuhan kebutuhan obat-obatan dan layanan kesehatan dalam negeri berkualitas dan berdaya saing global.

PANDANGAN TERHADAP KINERJA PERSEROAN DAN KINERJA DIREKSI

PENILAIAN TERHADAP IMPLEMENTASI STRATEGI OLEH DIREKSI

Kami senantiasa memberi perhatian penting pada aspek pengawasan terhadap pelaksanaan strategi yang dijalankan oleh Direksi dalam rangka memastikan agar realisasi setiap inisiatif strategis yang dirumuskan

Meanwhile, the number of community visits to hospitals remained low, reflecting high public awareness of the transmission risk, so that the hospital-bed occupancy ratio did not return to pre-pandemic levels. This condition was followed by increasing demand for health services and orders for digital technology-based drugs.

STRATEGIES TO SEIZE GROWTH OPPORTUNITIES AND OVERCOME CHALLENGES

Considering these dynamic new business conditions and the commencement of the national mass vaccination program in 2021, we, the Board of Commissioners, together with the Board of Directors and its ranks, held several intensive meetings to determine new strategies to seize existing growth opportunities, overcome the pandemic impacts on the Company's business activities, and carry out the Government's duties in the context of procuring and distributing COVID-19 vaccines. We also set a grand strategy for 2022 that aligns with the long-term goals of the SOE Pharmaceutical Holding, including:

1. Implementing strict health protocols at all phases of the company's operating activities.
2. Ensuring that a healthy and strong cash flow is maintained.
3. Launching the Vaccine Distribution Management System (SMDV) integrated with the Command Center equipped with an Internet of Things (IoT) dashboard, allowing for monitoring of the condition of all vaccines during the distribution process in a real-time and accurate manner.
4. Preparing transformation measures to realize Bio Farma, as the Holding Parent Company of Kimia Farma and Indofarma, to become a Global Scale Health Care Company.

The four strategic initiatives of 2021 are part of the realization of the 10 pillars of strategic initiatives and the 9 foundations of strategic initiatives to be carried out by Bio Farma in realizing the long-term goals of the SOE Pharmaceutical Holding in improving the quality of life of the community through self-sufficiency in meeting the needs of quality and globally competitive domestic drugs and health services.

PERFORMANCE OF THE COMPANY AND THE BOARD OF DIRECTORS

ASSESSMENT OF STRATEGY IMPLEMENTATION BY THE BOARD OF DIRECTORS

We always pay full attention to supervising the implementation of the strategies that are carried out by the Board of Directors in order to ensure that each strategic initiative is formulated and realized in proper



dan direalisasikan sebagai respons atas kondisi yang dihadapi pada setiap periode tertentu, menghasilkan kinerja terbaik yang membuat Perusahaan senantiasa berada di jalur pengembangan telah ditetapkan.

Kami menilai Direksi telah menjalankan inisiatif strategis pengembangan usaha dan disaat bersamaan mampu menjalankan tanggung jawabnya sebagai garda terdepan dalam menanggulangi pandemi dengan tepat. Capaian tersebut telah selaras dengan Rencana Kerja Anggaran Perusahaan di tahun 2021 maupun Aspirasi Jangka Panjang Perusahaan. Hal ini tercermin dari pencapaian berbagai target-target indikatif yang ditetapkan dari implementasi strategi yang telah ditetapkan. Kami mengapresiasi inovasi-inovasi yang diterapkan Direksi guna memastikan implementasi setiap inisiatif strategis berjalan dengan baik dan memberikan hasil optimal sesuai yang diharapkan.

PENGAWASAN DAN PENILAIAN TERHADAP KINERJA OPERASIONAL PERUSAHAAN

Kami secara berkala menyelenggarakan rapat internal Dewan Komisaris maupun rapat gabungan antara Dewan Komisaris dan Direksi untuk mengawasi kegiatan operasional Perusahaan yang dijalankan oleh Direksi. Melalui rapat-rapat tersebut, bersama Direksi, Kami membahas perkembangan kondisi Perusahaan, memberikan saran dan rekomendasi maupun memberikan nasihat kepada Direksi untuk meraih setiap peluang yang tersedia, juga mengatasi tantangan yang dihadapi dan memutuskan berbagai kebijakan yang perlu diambil.

Secara keseluruhan kami menilai, bahwa Bio Farma semakin menunjukkan kapabilitas dalam meningkatkan sinergitas antar entitas perusahaan dalam Holding Farmasi, sehingga tanggung jawab besar yang diberikan dalam penanggulangan pandemi dapat dijalankan dengan baik. Kami memperhatikan dengan seksama, bahwa - proses *fill and finished* vaksin COVID-19 yang merupakan hasil kerjasama dengan mitra luar negeri berjalan dengan lancar tanpa hambatan. Kemudian, penelitian dan pengembangan vaksin COVID-19 mandiri, yakni Vaksin BUMN dan Vaksin Merah Putih, maupun vaksin & sera lainnya tetap berjalan sesuai rencana.

Intensifikasi sistem distribusi vaksin dan program imunicare yang dijalankan secara simultan membuat Bio Farma mampu mendistribusikan ratusan juta dosis vaksin ke seluruh penjuru Indonesia sesuai target yang ditetapkan, berkat kerja sama erat yang dijalin bersama para pemangku kepentingan terkait. Juga realisasi produksi peralatan kesehatan yang berkaitan dengan penanganan COVID-19, baik untuk deteksi seperti *Test Kit* PCR, *mobile lab* Biosafety Level (BSL) 3, pengembangan Gargle-PCR, maupun untuk perawatan seperti peralatan respirator dan sebagainya dapat terus berjalan dengan

response to the conditions faced in each certain period and produces the best performance that keeps the Company's development on the right track according to the targets that have been set.

Our assessment is that the Board of Directors has carried out its strategic business development initiatives successfully, while also carrying out its responsibilities as the front line in tackling the pandemic appropriately, and in line with the Company's Work Budget Plan (RKAP) in 2021 and the Company's Long-Term Goals. This is reflected in the achievement of the various indicative targets that were set for the implementation of the established strategy. We appreciate the innovations implemented by the Board of Directors to ensure that the implementation of each strategic initiative worked well and delivered the expected outcomes.

SUPERVISION AND ASSESSMENT OF THE COMPANY'S OPERATIONAL PERFORMANCE

We periodically hold internal meetings of the Board of Commissioners, as well as joint meetings between the Board of Commissioners and the Board of Directors, in order to oversee the Company's operational activities as carried out by the Board of Directors. During these meetings, together with the Board of Directors, we have discussed the development of the Company's condition, and have provided suggestions and recommendations as well as advised the Board of Directors to seize all existing opportunities, overcome the challenges, and decide on the various policies that need to be taken.

Overall, we consider that Bio Farma is increasingly demonstrating its capability to increase the synergy between the various corporate entities within the Pharmaceutical Holding, so that the major responsibility of overcoming the pandemic is carried out properly. We have paid close attention to ensuring that the 'fill-and-finish' manufacturing of the COVID-19 vaccines, as the result of collaboration with foreign partners, has run smoothly and without any hindrance. Additionally, independent research and development of COVID-19 vaccines, namely the SOEs Vaccine and the Red and White Vaccine, as well as other vaccines & sera, have proceeded according to plan.

Intensification of the vaccine distribution system and simultaneous delivery of the Imunicare program have enabled Bio Farma to distribute hundreds of millions of vaccine doses throughout Indonesia, in accordance with the targets set, and due to our good collaborations with relevant stakeholders. In addition, the production of medical devices related to the handling of COVID-19 for detection, such as the PCR Test Kit, Mobile Laboratories Bio Safety Level 3 (BSL-3), Gargle-PCR development, and other treatments such as respirator devices, have run well and were able to keep pace with increasing

baik serta mampu mengimbangi kenaikan permintaan di dalam negeri karena pemberlakuan kebijakan protokol kesehatan ketat, mengiringi PPKM yang diterapkan Pemerintah Indonesia.

Pada saat bersamaan, Perusahaan juga mampu mengimbangi kenaikan permintaan obat-obat *ethical*, obat generik maupun OTC yang kembali meningkat, mengiringi naiknya secara bertahap mobilitas masyarakat baik dalam rangka berkegiatan sosial maupun mendapatkan layanan kesehatan. Kami juga memperhatikan dengan seksama, jajaran Direksi mampu menginisiasi layanan-layanan inovatif berbasis digital dalam memenuhi kebutuhan masyarakat, sebagai suatu keniscayaan di era industri 4.0.

Dengan memperhatikan seluruh capaian tersebut, Dewan Komisaris mengapresiasi keberhasilan Direksi beserta jajarannya dalam mencatatkan kinerja operasional sesuai dengan yang diharapkan, meraih peluang-peluang pengembangan usaha kendati dihadapkan pada beratnya tugas pengadaan dan pendistribusian vaksin COVID-19 yang harus dijalankan.

PENILAIAN TERHADAP KINERJA KEUANGAN PERUSAHAAN

Berkat berbagai raihan kinerja operasional tersebut, di tahun 2021 Bio Farma berhasil mencatatkan lonjakan substansial kinerja pendapatan konsolidasi hingga sebesar 203,16% menjadi sebesar Rp43,44 triliun dari Rp14,33 triliun. Pada saat bersamaan beban pokok pendapatan konsolidasi juga melonjak hingga 280,59% menjadi sebesar Rp35,06 triliun dari Rp9,21 triliun. Lonjakan nilai pendapatan dan beban pokok pendapatan tersebut terutama dikonstruksikan oleh pendapatan dari pelaksanaan tugas pendistribusian dan pengadaan vaksin COVID-19 ke seluruh wilayah Indonesia.

Bio Farma pada akhirnya tetap mampu mencatatkan peningkatan substansial laba bersih tahun berjalan hingga 567,84% mencapai nilai sebesar Rp1.931,29 miliar dari senilai Rp289,19 miliar di tahun 2020.

Adapun total aset konsolidasi Bio Farma tumbuh 23,71% menjadi sebesar Rp40,44 triliun dari senilai Rp32,69 triliun di tahun sebelumnya, didukung oleh pertumbuhan liabilitas sebesar 36,86% menjadi senilai Rp23,06 triliun dan ekuitas yang tumbuh 9,72% menjadi sebesar Rp17,38 triliun. Pertumbuhan total aset tersebut juga didukung dengan kuatnya posisi kas & setara kas dengan nilai sebesar Rp7,56 triliun, naik 64,27% dari tahun sebelumnya.

Lonjakan kenaikan profitabilitas, total aset dan ekuitas tersebut membuat Bio Farma telah melampaui seluruh target kinerja keuangan yang ditetapkan dalam RKAP. Kuatnya posisi keuangan pada akhir tahun 2021 menunjukkan semakin siapnya Bio Farma dalam meraih peluang pertumbuhan di tahun mendatang, juga menunjukkan kesiapan dalam merintis terwujudnya

domestic demand due to the implementation of a strict health protocol policy, followed by the implementation of Community Activity Restrictions (PPKM) by the Indonesian Government.

At the same time, the Company was also able to keep pace with the increasing demand for ethical, generic and OTC drugs, following the gradual increase in community mobility both in terms of social activities and obtaining health services. We have also paid close attention to the Board of Directors ability to initiate and implement innovative digital-based services in meeting the needs of the community, as a growing necessity in the industrial era 4.0.

Taking into account all of these achievements, the Board of Commissioners appreciates the great successes of the Board of Directors and its ranks in recording operational performance as expected, and in seizing new business development opportunities despite the difficult duty of procuring and distributing COVID-19 vaccines.

ASSESSMENT OF THE COMPANY'S FINANCIAL PERFORMANCE

Due to various operational performance achievements, Bio Farma posted a substantial increase in consolidated revenue performance in 2021 which rose by a further 203.16% to reach the sum of Rp43.44 trillion, up from Rp14.33 trillion. At the same time, the consolidated cost of revenue surged by a further 280.59% to reach Rp35.06 trillion, up from Rp9.21 trillion. This surge in revenue and cost of revenue was mainly contributed by the revenue derived from the distribution and procurement of COVID-19 vaccines throughout Indonesia.

In 2021, Bio Farma was able to record an increase in net profit for the year of 567.84% or Rp1,931.29 billion. This can be compared to only Rp289.19 billion in 2020.

Bio Farma's total consolidated assets grew by 23.71% to Rp40.44 trillion, up from Rp32.69 trillion in the previous year, which was supported by a 36.86% growth in liabilities to Rp23.06 trillion, and a 9.72% growth in equity to Rp17.38 trillion. The growth in total assets was also supported by a strong cash & cash equivalent position of Rp7.56 trillion, showing an increase of 64.27% from the previous year.

This surge in Bio Farma's profitability, total assets, and equity has greatly exceeded all of the financial performance targets that were set in the Company's Work Plan and Budget (RKAP). The strong financial position achieved at the end of 2021 indicates that Bio Farma is ready to seize more growth opportunities in the coming year, and that the Company is now ready to pioneer the realization of



aspirasi jangka panjang Perseroan menjadi *Global Scale Health Care Company*. Dewan Komisaris sangat mengapresiasi raihan kinerja keuangan Direksi beserta jajarannya tersebut.

PENILAIAN TERHADAP REALISASI PROGRAM PENGEMBANGAN PERUSAHAAN

Selain kinerja operasional, kinerja pelaksanaan mandat mereproduksi/menyediakan dan mendistribusikan vaksin COVID-19 serta kinerja keuangan tersebut, Dewan Komisaris memperhatikan dengan seksama realisasi program-program pengembangan usaha yang dilaksanakan oleh Direksi, baik melalui realisasi program peningkatan kompetensi, rintisan kerja sama, maupun realisasi investasi melalui ekspansi kapasitas produksi dan peningkatan efisiensi produksi berbasis digitalisasi yang diterapkan.

Kami mengapresiasi realisasi program-program peningkatan kompetensi yang dijalankan sepanjang tahun 2021, yang dilaksanakan dengan menerapkan protokol kesehatan ketat. Kami juga mengapresiasi realisasi program pengembangan produk dan jasa yang dilaksanakan dengan mengoptimalkan sumber daya yang tersedia secara terintegrasi.

Beberapa hasil inovasi yang direalisasikan diantaranya adalah: pengembangan/peluncuran Gargle PCR / Bio Saliva; produksi RT-PCR test kit; produksi rencana uji klinis/produksi Vaksin Merah Putih dan Vaksin BUMN, pengembangan produk farmasi, hingga perluasan jaringan klinik vaksin Immunicare.

Investasi peningkatan skala usaha yang telah diselesaikan meliputi: pembangunan Gedung Fasilitas Produksi Vaksin dan Pengemasan, Fasilitas *Downstream* Produksi Vaksin BCG, Fasilitas *Upstream* Produksi Vaksin BCG, Gedung Fasilitas QC, Teknik & Surveilans, Fasilitas *Prefilled Syringe*, Gedung Fasilitas Pengembangan Produk Skala Pilot dan Proyek nOPV2.

Sementara kerjasama strategis yang dirintis meliputi: Kerjasama Transformasi *Digital Healthcare* dengan Google Cloud Indonesia dan kerjasama dengan lembaga riset Stem Cell and Cancer Research (SCCR).

Direksi Bio Farma juga telah merumuskan dan menyiapkan Program Transformasi Korporasi, dengan tujuan meningkatkan *value* dalam bidang farmasi seperti melepaskan ketergantungan impor bahan baku obat, meningkatkan efisiensi distribusi dan logistik, termasuk memastikan masyarakat mendapatkan layanan kesehatan dan obat-obatan yang baik dan berkualitas. Program Transformasi Korporasi tersebut merupakan peta jalan mewujudkan Bio Farma sebagai *Global Scale Health Care Company*.

its long-term goal to become a Global Scale Health Care Company. Therefore, the Board of Commissioners highly appreciates the financial performance achievements of the Board of Directors and its ranks.

ASSESSMENT OF REALIZATION OF THE COMPANY'S DEVELOPMENT PROGRAM

In addition to assessing the operational performance, the financial performance, and the implementation of the mandate to reproduce/provide and distribute COVID-19 vaccines, the Board of Commissioners has also paid close attention to the realization of the business development programs as implemented by the Board of Directors, both through the realization of competency enhancement programs, as well as by pioneering collaborations, and investment realization through production capacity expansion and digitization-based production efficiency improvement.

We appreciate the realization of the competency enhancement programs in 2021 through the implementation of strict health protocols. We also appreciate the realization of the product and service development programs that were carried out well by optimizing available resources in an integrated manner.

The realized innovations include: the Gargle PCR/Bio Saliva development/launching; the production of RT-PCR test kits; the production of clinical trial plan/production of Red and White Vaccine and SOE Vaccine, the development of pharmaceutical products, and the expansion of the Immunicare vaccination clinic network.

There has also been substantial investment to increase business scale, including new investments for the construction of the Vaccine Production and Packaging Facilities Building, the BCG Vaccine Production Downstream Facility, the BCG Vaccine Production Upstream Facility, the QC Facility Building, Engineering & Surveillance, the Prefilled Syringe Facility, the Pilot Scale Product Development Facility Building, and the nOPV2 Project.

Meanwhile, the strategic partnerships that have been initiated include the Digital Healthcare Transformation collaboration with Google Cloud Indonesia and a collaboration with the Stem Cell and Cancer Research (SCCR) institute.

Bio Farma's Board of Directors has also formulated and prepared a comprehensive Corporate Transformation Program, with the aim of increasing value in the pharmaceutical sector, becoming self-reliant over imports of pharmaceutical raw materials, increasing distribution and logistics efficiency, and ensuring that the community receives good and quality health services and drugs. The Corporate Transformation Program is a roadmap to realizing Bio Farma as a Global Scale Health Care Company.



Penilaian Tingkat Kesehatan Perusahaan untuk tahun operasional 2021 mendapatkan skor 81,38 dengan kriteria “SEHAT AA” dan Indeks Prestasi Kinerja Korporasi pada angka 92,96

Company Health Level Assessment for the operational year of 2021 gets a score of 81.38 with criteria “HEALTH AA” and the Corporate Performance Achievement Index 92.96

Dewan Komisaris memandang realisasi berbagai program pengembangan tersebut telah sejalan dengan aspirasi jangka panjang dari pembentukan Holding BUMN Farmasi. Oleh karenanya, kami mengamanatkan agar pengembangan kompetensi seluruh jajaran terus dijalankan dengan cermat, sehingga aspirasi jangka panjang tersebut dapat tercapai sebagaimana telah ditetapkan.

PENILAIAN TERHADAP KINERJA DIREKSI MENGENAI PENGELOLAAN PERUSAHAAN

Penilaian kinerja Direksi dijalankan dengan mengacu pada pencapaian *Key Performance Indicator* (KPI) Direksi yang telah ditetapkan sebelumnya, juga dengan mempertimbangkan capaian target dengan realisasi kinerja korporasi di tahun 2021, sebagaimana ketentuan Peraturan Menteri (Permen) Nomor PER – 11/MBU/11/2020, Tanggal 20 November 2020 Tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara.

Dengan mempertimbangkan 24 indikator kinerja yang tergabung ke dalam 5 perspektif penilaian, diperoleh indeks prestasi kinerja korporasi sebesar **92,96**. Sementara Penilaian Tingkat Kesehatan Perusahaan tahun 2020 mendapatkan skor 74,61 dengan kriteria “SEHAT A”.

Dewan Komisaris mengapresiasi capaian kinerja tersebut, mengingat beratnya kondisi usaha yang harus diatasi di tahun operasional mengingat pandemi yang melanda, selain mengingat tahun 2020 merupakan tahun pertama Bio Farma bertindak sebagai induk usaha Holding BUMN Farmasi.

Dewan Komisaris sangat mengapresiasi capaian kinerja tersebut, mengingat hasil penilaian menunjukkan jajaran Direksi mampu melampaui ekspektasi pemegang saham, dengan meraih peluang usaha dengan optimal, menjalankan mandat pengadaan dan distribusi vaksin COVID-19 dengan baik, sekaligus mampu mengatasi tantangan di tahun operasional.

The Board of Commissioners view is that the realization of the development programs has been implemented in accordance with the long-term goals of the SOE Pharmaceutical Holding establishment. Therefore, we have mandated that the competence enhancement of all ranks be meticulously executed to achieve the long-term goals set.

PERFORMANCE ASSESSMENT FOR THE BOARD OF DIRECTORS REGARDING COMPANY MANAGEMENT

We have carried out our performance assessment on the Board of Directors by referring to the established Key Performance Indicators (KPI) achievement of the Board of Directors and by taking into account the target achievements with the realization of corporate performance in 2021, as stipulated in the Minister of SOEs Regulation No. PER-11/MBU/11/2020, dated November 20, 2020, on Management Contract and Annual Management Contract for Directors of State-Owned Enterprises.

By considering the 24 performance indicators incorporated into 5 assessment perspectives, the corporate performance index achieved a score of **92.96**. Meanwhile, the Company’s Soundness Level Assessment in 2020 received a score of 74.61 with “HEALTHY A” criteria.

The Board of Commissioners appreciates this performance achievement, considering the difficult business conditions faced during the operational year due to the pandemic, and as 2020 was the first year for Bio Farma to act as the parent of SOE Pharmaceutical Holding.

The Board of Commissioners highly appreciates these assessment results, which indicate that the Board of Directors has exceeded shareholders’ expectations by seizing business opportunities optimally, by executing the mandate for procuring and distributing COVID-19 vaccines excellently, and by overcoming difficult challenges in the operational year.



PANDANGAN TERHADAP PENERAPAN TATA KELOLA PERUSAHAAN

Kami memandang bahwa implementasi GCG Bio Farma pada tahun 2021 telah semakin membaik, sebagaimana tampak dari perolehan nilai asesmen kualitas penerapan GCG yang mencapai angka 94,754 dengan kualifikasi "Sangat Baik". Adapun penilaian tingkat kesehatan korporasi, sebagaimana telah disampaikan sebelumnya, mendapatkan indeks nilai 90,50, kualifikasi "Sehat (AA)".

Namun demikian, kami tetap mengamankan agar Direksi terus berupaya meningkatkan kualitas penerapan tata kelola perusahaan, yang direpresentasikan dengan pemutakhiran dan kelengkapan seluruh *soft structure* GCG agar senantiasa sesuai dengan perkembangan pengelolaan korporasi terkini, selain oleh konsistensi penerapan prinsip dasar GCG pada seluruh tahapan pelaksanaan kegiatan pengelolaan perusahaan.

Oleh karenanya Dewan Komisaris mendukung penuh realisasi berbagai program peningkatan kualitas penerapan GCG yang dilaksanakan sepanjang tahun 2021, terutama pada program audit *surveillance* sertifikasi sistem manajemen anti penyuapan ISO 37001 dan integrasi *Whistleblowing System* dengan tahapan

IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

We view that Bio Farma's Good Corporate Governance (GCG) implementation in 2021 has improved, as seen from the assessment score on the quality of GCG implementation of 94.754 with a "Very Good" predicate. Meanwhile, the assessment of corporate soundness level, as previously stated, obtained an index score of 90.50 with "Healthy (AA)" category.

However, we have mandated that the Board of Directors should continue to strive to improve the quality of good corporate governance implementation, which is to be represented by the completeness and improvement of all GCG soft structures so that they are always in line with the latest developments in corporate management and the basic principles of GCG at all phases of corporate management activities at all levels.

For this reason, the Board of Commissioners fully supports the realization of various programs to improve the quality of GCG implementation throughout 2021, especially with regard to the ISO 37001 anti-bribery management system certification audit surveillance program and the Whistleblowing System integration along with all





implementasinya. Kami memandang peningkatan kualitas pada aspek akuntabilitas dan responsibilitas tersebut akan memberi benefit terbaik bagi reputasi Bio Farma dalam jangka panjang.

Selain dari program spesifik tersebut kami terus mendukung penuh realisasi Roadmap Kepatuhan Bio Farma yang akan diimplementasikan selama periode 2020–2024, dengan sasaran capaian adalah *Governance, Risk and Compliance Excellence*.

PENILAIAN KINERJA KOMITE-KOMITE DEWAN KOMISARIS

Dewan Komisaris memandang bahwa secara umum Komite Audit (KA) maupun Komite Risiko, Pengembangan & GCG (KRPg) telah melaksanakan tugas dan tanggung jawabnya dengan baik. Kami memandang bahwa KA telah melaksanakan tugas-tugasnya, mencakup: peninjauan laporan keuangan secara berkala, pelaksanaan rapat secara berkala (satu bulan sekali), pemantauan terhadap laporan hasil evaluasi Badan Pemeriksa Keuangan (BPK), pelaksanaan evaluasi dan rekomendasi penunjukan KAP, pemantauan atas aktivitas audit Satuan Pengawas Intern, dan pemantauan tindak lanjut temuan audit eksternal dan internal. Melalui berbagai kegiatan yang dilakukan tersebut Komite Audit telah melakukan perannya dengan optimal sehingga sangat mendukung fungsi pengawasan Dewan Komisaris terhadap jalannya pengelolaan Perusahaan.

Kami juga mengapresiasi berbagai tugas-tugas yang dilaksanakan oleh KRPg, mencakup: pelaksanaan pemantauan profil dan langkah mitigasi risiko Perusahaan, rapat pembahasan berbagai isu-isu strategis secara berkala, penelaahan laporan-laporan internal Perseroan, pelaksanaan *capacity building* dan lain sebagainya.

Namun demikian, kami tetap memberikan masukan kepada KA dan KRPg agar senantiasa meningkatkan kompetensinya, melaksanakan tugasnya dengan sebaik-baiknya serta dapat memberikan peringatan dini dengan segera apabila terdapat hal-hal yang perlu Dewan Komisaris perhatikan agar dapat diselesaikan secepatnya.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Selama tahun 2021, atas permintaan para pemegang saham melalui Keputusan Menteri BUMN selaku RUPS PT Bio Farma Nomor: SK-149/MUB/05/2021 tanggal 7 Mei 2021 telah terjadi perubahan komposisi Dewan Komisaris karena meninggalnya Almarhum Farid Wajdi Husain sebagai Komisaris Utama, untuk kemudian digantikan oleh Tanri Abeng. Juga berakhirnya masa jabatan Saudara Saud Usman sebagai Komisaris Independen untuk kemudian digantikan oleh Saudara Nizar Yamanie.

implementation phases. We view that the improvement of the quality of accountability and responsibility aspects will provide the best benefits for Bio Farma's reputation in the long run.

In addition to the specified programs, the Board of Commissioners also fully supports the realization of Bio Farma's Compliance Roadmap to be implemented during the 2020–2024 period, with the achievement targets of Governance, Risk, and Compliance Excellence.

PERFORMANCE ASSESSMENT OF THE COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners views that, in general, the Audit Committee (KA) and the Risk, Development & GCG Committee (KRPg) have carried out their duties and responsibilities well. We consider that the Audit Committee has carried out its duties, including periodic financial report review, holding regular meetings (once a month), monitoring the evaluation report of the Audit Board (BPK), evaluating, and recommending the appointment of KAP, monitoring audit activities of the Internal Supervisory Unit, monitoring the follow-up of external and internal audit findings. The Audit Committee has carried out its role optimally through various activities to support BOC's supervisory function on the Company management.

We also consider that the Risk, Development & GCG Committee has carried out its duties well, including monitoring the Company's profile and risk mitigation measures, holding regular meetings to discuss various strategic issues, reviewing the Company's internal reports, implementing capacity-building and so on.

However, we have provided input to the Audit Committee and the Risk, Development & GCG Committee to continuously improve their competence, perform their duties well, and provide early notifications promptly if there are matters that the Board of Commissioners needs to pay attention to and which need to be responded to promptly.

CHANGES TO THE COMPOSITION OF THE BOARD OF COMMISSIONERS

In 2021, upon the shareholders' request and through the Decree of the Minister of State-Owned Enterprises for PT Bio Farma GMS Number: SK-149/MUB/05/2021 dated May 7, 2021, there has been a change in the composition of the Board of Commissioners because Farid Wajdi Husain as President Commissioner passed away, and was replaced by Tanri Abeng. In addition, due to the end of Mr. Saud Usman's term of office as an Independent Commissioner,



Selanjutnya berakhirnya masa jabatan Saudara Elen Setiadi sebagai Komisaris yang kemudian digantikan oleh Saudara Roni Dwi Susanto melalui Surat Keputusan Menteri BUMN Nomor : SK-323/MBU/10/2021 tertanggal 1 Oktober 2021.

Kami menyampaikan terima kasih dan penghargaan kepada Almarhum Farid Wajdi Husein, Saudara Saud Usman dan Saudara Elen Setiadi atas jasa dan kontribusinya kepada Perusahaan selama menjalankan tugasnya sebagai Komisaris Utama maupun Komisaris.

Dengan pergantian tersebut Komposisi Dewan Komisaris Perseroan pada tanggal 31 Desember 2021 adalah sebagai berikut:

he was replaced by Mr. Nizar Yamanie. Subsequently, Mr. Elen Setiadi's term of office as Commissioner ended, he was then replaced by Mr. Roni Dwi Susanto through the Decree of the Minister of SOEs Number: SK-323/MBU/10/2021 dated October 1, 2021.

We would like to express our gratitude and appreciation to the late Farid Wajdi Husein, Saud Usman and Elen Setiadi for their services and contributions to the Company while carrying out their respective duties as President Commissioner and Commissioner.

The changes to the composition of the Company's Board of Commissioners as of December 31, 2021, are therefore as follows:

Komisaris Utama/Komisaris Independen President Commissioner/Independent Commissioner	Tanri Abeng
Komisaris Independen Independent Commissioner	Nizar Yamanie
Komisaris Commissioner	Made Arya Wijaya
Komisaris Commissioner	Oscar Primadi
Komisaris Commissioner	Ahmad M. Ramli
Komisaris Commissioner	Roni Dwi Susanto

PROSPEK USAHA BIO FARMA

Dewan Komisaris memandang tahun 2022 masih akan menjadi tahun yang dinamis dengan menghadirkan beragam peluang bagi pertumbuhan permintaan beragam produk farmasi, namun sekaligus penuh tantangan. Pemulihan ekonomi yang telah dimulai di tahun 2021 akan semakin menguat dan menghadirkan peluang naiknya kembali permintaan berbagai agregat barang maupun jasa, termasuk layanan kesehatan dan produk-produk farmasi. Akan tetapi pandemi yang belum sepenuhnya teratasi karena hadirnya varian baru akan tetap menghadirkan tantangan, tingginya permintaan produk farmasi yang berkaitan dengan pencegahan maupun pengobatan COVID-19.

Kondisi pandemi yang masih berlangsung juga akan membuat trend permintaan layanan kesehatan maupun pembelian produk-produk farmasi secara daring, yang lebih meminimalisir risiko paparan virus dan lebih efisien, semakin menguat.

BUSINESS PROSPECTS FOR BIO FARMA

The Board of Commissioners views that 2022 will be a dynamic year, presenting opportunities for the growth of demand for a variety of pharmaceutical products and challenges. The economic recovery that began in 2021 will continue to present an opportunity to increase demand for various aggregates of goods and services, including health services and pharmaceutical products. However, the pandemic has not been completely resolved due to the presence of new variants and will continue to present challenges in relation to the high demand for pharmaceutical products for the prevention and treatment of COVID-19.

The ongoing pandemic situation will create increasing demand for health services and online purchases of pharmaceutical products to efficiently reduce the risk of exposure to COVID-19.



Pada sisi lain, tingginya komitmen Pemerintah Indonesia dalam mendukung peningkatan kualitas kesehatan masyarakat melalui penyelenggaraan Jaminan Kesehatan Nasional (JKN) dan berbagai ekspansi dan investasi dalam infrastruktur kesehatan, akan semakin mempercepat pulihnya tingkat pertumbuhan industri farmasi ke tingkat sebelum pandemi.

Bagi Bio Farma yang tengah menjalankan mandat pengadaan,, produksi maupun distribusi vaksin COVID-19, dan telah memiliki kompetensi lebih dalam memproduksi peralatan medis, prediksi pulihnya industri farmasi tentu merupakan kondisi yang akan membawa banyak peluang. Terutama peluang pulihnya kinerja penjualan produk obat *ethical*, OTC dan *generic* ke tingkat yang lebih tinggi dibandingkan kondisi sebelum pandemi.

Pulihnya industri farmasi, membuat Bio Farma berkesempatan memaksimalkan kinerja penjualan dari produk-produk yang berkaitan dengan penanganan pandemi maupun produk-produk non-pandemi, sekaligus merintis upaya mewujudkan aspirasi jangka panjang Holding BUMN Farmasi.

Dewan Komisaris meyakini bahwa Direksi Bio Farma beserta segenap jajarannya, akan mampu meraih peluang optimal dari pulihnya industri farmasi tersebut, dan akan mengerahkan segala kompetensi yang dimiliki untuk mewujudkan berbagai inisiatif strategis jangka panjang.

PENUTUP

Akhir kata, mewakili seluruh jajaran Dewan Komisaris, kami menggunakan kesempatan ini untuk menyampaikan ungkapan syukur kehadiran Tuhan Yang Maha Esa atas keberhasilan Perusahaan melalui tahun 2021 yang berkembang dinamis, menghadirkan banyak peluang pertumbuhan namun juga menghadirkan tantangan dengan kinerja yang sangat baik, membuat Bio Farma memiliki landasan yang semakin kokoh untuk mengantisipasi dan mengatasi tantangan menghadirkan layanan kesehatan yang semakin baik bagi seluruh rakyat Indonesia. Seluruh raihan kinerja tersebut adalah berkat kerja keras dan dedikasi yang tinggi dari Direksi beserta segenap karyawan Perusahaan.

On the other hand, the high commitment of the Indonesian Government to improve the quality of public health through the National Health Insurance (JKN), as well as various expansions and investments in health infrastructure, will accelerate the recovery of the pharmaceutical industry's growth rate to pre-pandemic levels.

For Bio Farma, as mandated to procure, produce, and distribute COVID-19 vaccines, apart from having more competence in producing medical devices, the prediction of the pharmaceutical industry recovery will bring many opportunities, especially to recover the sales performance of ethical, OTC, and generic drugs to a higher level compared to conditions before the pandemic.

The pharmaceutical industry recovery provides Bio Farma the opportunity to maximize the sales performance of COVID-19 and non-COVID-19-related products, as well as pioneering efforts to realize the long-term goals of the SOE Pharmaceutical Holding.

The Board of Commissioners believes that Bio Farma's Board of Directors and its ranks will seize opportunities optimally from the pharmaceutical industry recovery and exert every effort to realize long-term strategic initiatives.

CLOSING REMARKS

On behalf of the Board of Commissioners, we take this opportunity to express our gratitude to God Almighty for the Company's many successes through a very dynamic 2021, presenting not only new growth opportunities but also new challenges which were mainly overcome by excellent performance, thereby giving the Company a stronger foundation to anticipate and overcome future challenges through the provision of better health services for all the people of Indonesia. All of these performance achievements are due to the hard work and dedication of the Board of Directors and all of the Company's employees.



Kami juga mengucapkan terima kasih atas kepercayaan dari para pemegang saham, atas sumbang saran serta dukungan penuh seluruh pemangku kepentingan sehingga Perusahaan dapat memberikan hasil kerja yang terbaik dalam mendukung pembangunan bangsa. Semoga Tuhan Yang Maha Pengasih dan Penyayang selalu memberikan karuniaNya untuk kita semua.

Akhir kata, kepada Direksi, jajaran manajemen dan seluruh karyawan yang telah bekerja keras selama tahun 2021, marilah kita tunjukkan komitmen untuk menjadikan Bio Farma menjelma menjadi *life science company*, perusahaan farmasi terkemuka berskala global, berdaya saing tinggi dengan senantiasa menjunjung semangat *smart, sharp* dan *synergy*, sehingga Perusahaan senantiasa mampu berkontribusi optimal bagi perbaikan kesehatan masyarakat dan bagi pembangunan Bangsa dan Negara Indonesia.

We also express our gratitude for the Shareholders' trust in our performance, and for the ongoing advice and full support of all stakeholders, such that the Company has been able to provide the best work outcomes in supporting the development of the nation. May God the Most Gracious and Merciful always give His grace to all of us.

Lastly, to the Board of Directors, the management, and all the employees who have worked so hard during 2021, let us always be committed to transforming Bio Farma into a life science company, a leading and highly competitive global pharmaceutical company by always upholding the spirit of working smart, sharp and synergistically to contribute optimally to the improvement of public health and the development of the nation and state of Indonesia.

Bandung, Juni 2022 | June, 2022
Dewan Komisaris PT Bio Farma (Persero)
Board of Commissioners of PT Bio Farma (Persero)

TANRI ABENG
Komisaris Utama
President Commissioner



Laporan Direksi

Report from the Board of Directors

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Kami memulai upaya mewujudkan aspirasi jangka panjang Holding BUMN Farmasi dengan mengintegrasikan seluruh kompetensi yang dimiliki, memadukan seluruh talenta dan kemampuan untuk berinovasi serta mempersiapkan Program Transformasi sebagai peta jalan bagi pengembangan Bio Farma beserta entitas anak usaha menjadi *Leading Life Science Company* kelas dunia.

Pada saat bersamaan kami menjalankan tugas sebagai garda terdepan dalam mencegah dan menanggulangi pandemi dalam mengadakan, mereproduksi, mengembangkan, memproduksi dan mendistribusikan vaksin COVID-19 ke seluruh pelosok negeri dengan meluncurkan Sistem Manajemen Distribusi Vaksin Terintegrasi, sehingga berhasil mendukung tercapainya target vaksinasi massal secara nasional di tahun 2021.

Our efforts to realize the long-term aspirations of the State-Owned Pharmaceutical Holding began by integrating all of our competencies, and combining all of our talents and abilities, in preparing a Transformation Program to serve as a road map for the development of Bio Farma (and its subsidiaries) to become a world-class Leading Life Science Company.

At the same time, we have carried out our duties in serving as the front line for preventing and overcoming the pandemic by procuring, reproducing, developing, producing, and distributing COVID-19 vaccines throughout the country and by launching an Integrated Vaccine Distribution Management System, thereby successfully supporting the achievement of the national mass vaccination target in 2021.



Pemegang saham dan pemangku kepentingan yang terhormat,

Pertama-tama, atas nama Direksi, kami mengucapkan syukur kepada Tuhan Yang Maha Esa atas berkah dan karuniaNya sehingga Bio Farma berhasil melalui tahun 2021 yang berkembang dinamis, menghadirkan beragam peluang berkat membaiknya kondisi perekonomian, namun juga penuh tantangan karena masih merebaknya pandemi COVID-19, dengan mencatatkan berbagai keberhasilan.

Tahun 2021 juga merupakan tahun awal dimulainya program vaksinasi massal COVID-19 secara nasional, dimana sesuai Perpres Nomor 99 Tahun 2020 – Tentang Pengadaan Vaksin dan Pelaksanaan Vaksinasi Dalam Rangka Penanggulangan Pandemi Corona Virus Disease 2019 (COVID-19), Bio Farma mendapatkan amanah untuk mengadakan, mereproduksi dan mendistribusikan vaksin dimaksud ke seluruh pelosok wilayah Negara Republik Indonesia.

Kami merasa sangat bersyukur bahwa Perseroan dapat meraih peluang perbaikan kondisi usaha secara optimal berkat realisasi berbagai program penelitian dan investasi pengembangan yang dijalankan secara terukur dan konsisten, serta pada saat bersamaan dapat menjalankan amanah pengadaan dan pendistribusian vaksin dengan baik, sehingga target vaksinasi nasional dapat tercapai. Sebagai hasilnya, kami berhasil mencatatkan berbagai kinerja yang membanggakan, melebihi berbagai target RKAP yang telah ditetapkan, sebagaimana kami uraikan pada pembahasan berikut.

GAMBARAN KONDISI PEREKONOMIAN DAN INDUSTRI FARMASI TAHUN 2021

Kombinasi pemberian stimulus ekonomi dan vaksinasi massal di berbagai negara, termasuk di Indonesia, yang membuat kasus penularan COVID-19 relatif semakin terkendali, membuat perekonomian global maupun nasional terus menunjukkan proses pemulihan yang mulai tampak sejak kuartal ke-3 tahun 2020 lalu. Kendati di tahun 2021 jumlah kasus sempat meningkat akibat adanya varian baru virus COVID-19, yakni Delta dan kemudian Omicron, perekonomian global maupun nasional pada akhirnya terkonfirmasi mencatatkan pemulihan dari resesi.

Beberapa lembaga ekonomi dunia berpengaruh seperti International Monetary Fund (IMF) memproyeksikan perekonomian global di tahun 2021 akan tumbuh hingga di kisaran 5,9% dari kontraksi hingga sebesar -3,9% di tahun 2020. Selain mencatatkan pertumbuhan,

Dear shareholders and stakeholders,

First of all, on behalf of the Board of Directors, we would like to express our gratitude to God Almighty for His blessings and grace such that Bio Farma has made it through the dynamic challenges of 2021, which also presented various new opportunities due to improvements in the prevailing economic conditions, but also presented challenges due to the ongoing COVID-19 pandemic to which society is adapting with varying degrees of success.

2021 was also the first year of implementation of the national COVID-19 mass vaccination program in accordance with Presidential Regulation No. 99/2020 on the Vaccines Procurement and Implementation of Vaccination for Handling the Corona Virus Disease 2019 (COVID-19) Pandemic, wherein Bio Farma was mandated to procure, reproduce, and distribute the COVID-19 vaccine to all corners of the territory of the Republic of Indonesia.

We are very grateful that the Company was able to seize these opportunities and optimally improve business conditions due to the realization of the various research and development investment programs that have been carried out in a measured and consistent manner, while at the same time being able to carry out the mandate of proper procurement and distribution of vaccines, so that the national vaccination target could be achieved. As a result, we have managed to record encouraging performance in a variety of areas, far exceeding the various RKAP targets that were set, as we describe in the following discussion.

OVERVIEW OF THE CONDITION OF THE ECONOMIC AND PHARMACEUTICAL INDUSTRY IN 2021

The combination of providing economic stimulus and mass vaccinations in various countries, including Indonesia, resulting in relatively controlled COVID-19 cases, has made the global and national economy continue to show a recovery process that began in the third quarter of 2020. Despite the increasing number of COVID-19 cases in 2021 due to the new variants of the COVID-19, namely Delta and Omicron, the global and national economy was eventually confirmed to have recovered from the recession.

Several influential world economic institutions such as the International Monetary Fund (IMF) projected that the global economy in 2021 would grow by 5.9% after having witnessed a contraction of -3.9% in 2020. However, they



perekonomian global di tahun 2021 juga ditandai dengan adanya lonjakan tajam harga-harga berbagai produk komoditas utama, seperti minyak bumi, gas, batubara, timah dan lain sebagainya.

Sebagaimana terjadi pada perekonomian global, perekonomian nasional di tahun 2021, juga terus menunjukkan sinyal penguatan, sehingga secara keseluruhan mencatatkan pertumbuhan sebesar 3,69%, dari terkontraksi sebesar -2,7% di tahun 2020. Perekonomian Indonesia juga mencatatkan perbaikan fundamental makro ekonomi, dimana cadangan devisa mencatatkan nilai tertinggi sepanjang sejarah, senilai US\$144,90 miliar, depresiasi nilai tukar tetap terkendali, yakni hanya melemah sebesar 1,23% menjadi Rp14.278/US\$ dari Rp14.105/US\$, inflasi tetap terkendali dikisaran 1,68% dari 2,72%, suku bunga 7 hari repo rate turun ke kisaran 3,50%.

Pelonggaran pembatasan mobilitas masyarakat melalui kebijakan Perberlakuan Pembatasan Kegiatan Masyarakat (PPKM) Level 1 – 4, yang lebih fleksibel, ditambah implementasi kebijakan program Pemulihan Ekonomi Nasional (PEN) lanjutan dan berbagai kebijakan makroekonomi yang prudent, membuat hampir seluruh sektor ekonomi menunjukkan perbaikan. Hal ini ditunjukkan oleh posisi kredit perbankan yang juga mencatatkan pertumbuhan, setelah di tahun 2020 mengalami kontraksi.

Sektor farmasi juga mulai menunjukkan perbaikan. Kendati tingkat kunjungan ke rumah sakit masih tetap terbatas, karena masih merebaknya pandemi yang disebabkan adanya virus varian baru, permintaan produk-produk farmasi secara keseluruhan menunjukkan peningkatan. Hal ini ditunjukkan oleh data Indonesia Pharmaceutical Market Overview Update Q4 2021 yang dirilis IQVIA.

Merujuk pada data dari IQVIA tersebut, pasar farmasi tahun 2021 di Indonesia tumbuh hingga 18,9% dari tahun sebelumnya. Pasar obat ethical meningkat hingga 16,5% sedangkan obat bebas tumbuh hingga 23,6% dengan total pasar mencapai Rp124,26 triliun. Selain pertumbuhan permintaan produk obat-obatan tersebut, industri farmasi juga masih dihadapkan pada kesulitan pemenuhan bahan baku, yang telah berlangsung sejak tahun 2020 lalu. Kehadiran varian baru yang membuat pandemi masih berlangsung, membuat negara produsen bahan baku tersebut, terutama China dan India, masih menerapkan pembatasan pasokan ke pasar global, demi mengamankan kebutuhan dalam negeri. Akibatnya pelaku industri farmasi, masih harus menghadapi risiko kenaikan biaya dalam rangka mencari alternatif pasokan bahan baku.

also projected that the global economy in 2021 would also be marked by a sharp spike in the prices of various main commodity products, including oil, gas, coal, tin and so on.

In line with this growth in the global economy, the national economy also continued to show signs of strengthening in 2021. Overall, it recorded 3.69% growth after a -2.7% contraction in 2020. The Indonesian economy also recorded improvements in the macroeconomic fundamentals, wherein foreign exchange reserves recorded their highest value in history at US\$144.90 billion, while exchange rate depreciation remained under control, and only weakened by 1.23% to Rp14,278/US\$ from Rp14,105/US\$, and inflation remained under control at 1.68% from 2.72%, and the 7-day repo rate fell to 3.50%.

The easing of restrictions on community mobility through a more flexible policy for Enforcement of Community Activity Restrictions (PPKM) Levels 1 – 4 and the implementation of the extended National Economic Recovery (PEN) programs and various prudent macroeconomic policies improved almost all economic sectors: as indicated by the position of bank credit which also recorded growth, after experiencing a contraction in 2020.

The pharmaceutical sector also began to show signs of improvement. Despite the decline in the number of hospital visits due to the ongoing pandemic caused by new coronavirus variants, the overall demand for pharmaceutical products increased as shown by the Indonesia Pharmaceutical Market Overview Update Q4 2021 data released by IQVIA.

Referring to the data from IQVIA, the pharmaceutical market in 2021 in Indonesia grew by 18.9% from the previous year. The market for ethical drugs increased by 16.5%, while over-the-counter drugs grew by 23.6% with a total market of Rp124.26 trillion. In addition to the growth in demand for the medicinal products, the pharmaceutical industry has faced difficulties in meeting its raw materials needs since 2020. Due to the new variants affecting the course of pandemic, the raw material producing countries, especially China and India have restricted exports to the global market in order to secure their domestic needs. As a result, pharmaceutical industry players have had to face the risk of rising costs in order to find alternative supplies of raw materials.



Selain masalah bahan baku, sebagaimana terjadi pada sektor-sektor lain, transaksi digital juga mewarnai pertumbuhan sektor farmasi. Kecenderungan para konsumen produk farmasi dan layanan kesehatan lainnya menggunakan transaksi berbasis teknologi digital ini semakin menguat dimasa pandemi, saat kebijakan pembatasan sosial diberlakukan. Pemenuhan layanan kesehatan dan produk-produk farmasi secara digital menjadi solusi bagi para konsumen maupun para produsen.

KEBIJAKAN DAN INISIATIF STRATEGIS

Dalam rangka mengoptimalkan raihan peluang dari permintaan produk farmasi yang meningkat, dan disaat bersamaan mampu menjalankan amanat untuk mendatangkan, mereproduksi, memproduksi dan mendistribusikan vaksin COVID-19, bersama seluruh jajaran Direksi lainnya, kami menjalankan pertemuan intensif dengan jajaran Dewan Komisaris guna mengatasi berbagai tantangan karena masih merebaknya pandemi di tahun operasional. Melalui pertemuan tersebut, kami merumuskan dan mendapatkan arahan untuk meneruskan berbagai kebijakan strategis yang telah diterapkan dan memberi hasil baik, dengan tujuan mencakup: menjaga kesehatan dan keselamatan seluruh jajaran karyawan, optimalisasi peluang pertumbuhan permintaan produk farmasi, mengamankan amanah pengadaan dan pendistribusian vaksin berjalan lancar serta tetap menjaga arus kas agar untuk mendukung kelancaran kegiatan operasional.

INISIATIF STRATEGIS UNTUK MERAHIL PELUANG, MENJALANKAN AMANAH DAN MENGATASI TANTANGAN

Sebagai hasil pertemuan intensif bersama jajaran Dewan Komisaris dan Jajaran Direksi seluruh Holding Group, Perseroan menetapkan beberapa inisiatif strategis tahun 2021 untuk merespons kondisi usaha, sekaligus merintis terwujudnya aspirasi jangka panjang Holding BUMN Farmasi dan menjalankan amanat dari PerPres 99-2020, yakni:

1. Menerapkan protokol kesehatan yang ketat pada setiap tahapan kegiatan operasional.
2. Memastikan terjaganya arus kas yang sehat dan kuat.
3. Mengoptimalkan dan Mengintegrasikan kompetensi seluruh jajaran Perusahaan baik di lingkup induk Holding maupun entitas anak usaha, secara mandiri maupun bekerjasama dengan para mitra Bio Farma.
4. Mengoptimalkan dan mempererat kerjasama lintas sektoral maupun lintas negara untuk mengamankan pasokan vaksin COVID-19.
5. Mengintensifkan kegiatan penelitian, pengembangan dan inovasi produk.

In addition to the issue of the dwindling supply of raw materials, as occurs in other sectors, digital transactions have also affected the growth of the pharmaceutical sector. There was an increasing trend for consumers of pharmaceutical products and other health services to use digital technology-based transactions during the pandemic, especially when social restrictions were enforced. The combination of digital health services and the supply of pharmaceutical products has proven to be a good solution for both consumers and producers.

STRATEGIC POLICIES AND INITIATIVES

To optimize the uptake of opportunities from the increasing demand for pharmaceutical products and to carry out the mandate to procure, reproduce, produce, and distribute COVID-19 vaccines, the Board of Directors held intensive meetings with the Board of Commissioners to overcome various challenges due to the outbreak of the pandemic in the operating year. Through this process, we formulated and received directions to continue various strategic policies that have been implemented and have yielded good results, with the objectives of maintaining the health and safety of all employees, optimizing opportunities for growth in demand for pharmaceutical products, securing the mandate for the procurement and distribution of vaccines to run smoothly while also maintaining cash flow in order to support the smooth operation of activities.

STRATEGIC INITIATIVES TO SEIZE OPPORTUNITIES, CARRY OUT MANDATES AND OVERCOME CHALLENGES

As a result of intensive meetings between the Board of Commissioners and the Board of Directors of the entire Holding Group, the Company established several strategic initiatives in 2021 to respond to the changing business conditions, as well as pioneering the realization of the long-term aspirations of the State-Owned Pharmaceutical Holding and carrying out the mandate of Presidential Regulation No. 99/2020, including:

1. Implementing strict health protocols at all phases of the company's operating activities.
2. Ensuring that healthy and strong cash flow is maintained.
3. Optimizing and integrating the competence of all ranks within the Company, both within the holding company and its subsidiary, both independently and in collaboration with Bio Farma partners.
4. Optimizing and strengthening cross-sectoral and cross-country collaboration to secure the supply of COVID-19 vaccines.
5. Intensifying research, development, and product innovation activities.



6. Meluncurkan Sistem Manajemen Distribusi Vaksin terintegrasi, mencakup *Command Center* yang dilengkapi dengan *dashboard* Internet of Things (IoT)
7. Memperkuat pengembangan sistem dan prosedur kerja berbasis teknologi informasi.
8. Memperkuat pengembangan layanan kesehatan berbasis teknologi informasi
9. Mempersiapkan langkah transformasi guna mewujudkan Bio Farma beserta seluruh entitas anak usaha menjadi *Leading Life Science Company* kelas dunia.
10. Meningkatkan kompetensi seluruh jajaran Bio Farma guna memastikan pencapaian aspirasi jangka Perusahaan.

6. Launching an Integrated Vaccine Distribution Management System, including a Command Center equipped with an Internet of Things (IoT) Dashboard.
7. Strengthening the development of information technology-based work systems and procedures.
8. Strengthening the development of information technology-based health services.
9. Preparing transformation measures to realize Bio Farma and all of its subsidiaries to become a world-class Leading Life Science Company.
10. Improving the competence of all ranks of Bio Farma to ensure the achievement of the Company's long-term aspirations.

PERBANDINGAN ANTARA TARGET DAN REALISASI

Implementasi berbagai kebijakan dan inisiatif strategis tersebut disertai konsistensi dalam menerapkan praktik terbaik tata kelola membuat Kami mencatatkan sejumlah kinerja yang patut dibanggakan di tengah pandemi dan resesi ekonomi yang masih melanda. Secara keseluruhan, pada tahun 2021 Perseroan mampu menunjukkan kinerja yang sangat baik dengan mampu mencatatkan kemajuan pada aspek operasional dan tetap mencatatkan keuntungan.

TINGKAT KESEHATAN

Berbagai raihan kinerja operasional, keuangan maupun dalam menjalankan amanat pengadaan dan distribusi vaksin COVID-19 dari Pemerintah Indonesia, membuat Bio Farma memperoleh Penilaian Tingkat Kesehatan Perusahaan dengan indeks skor 81,38, mencerminkan capaian 111,48% dari target RKAP dan dengan kriteria "SEHAT AA", jauh lebih baik dibandingkan dengan tahun 2020 dengan skor 74,61 dengan kriteria "SEHAT A". Sementara itu Key Performance Indicator (KPI) Perusahaan tahun 2021 mendapatkan skor 92,96 dibandingkan dengan tahun 2020 dengan skor 92,18.

Adapun ringkasan pencapaian kinerja Bio Farma selanjutnya dapat kami sampaikan sebagai berikut.

ASPEK OPERASIONAL

Pada aspek operasional, kami tetap menjalankan kegiatan dengan senantiasa menerapkan protokol kesehatan yang ketat demi menjaga keselamatan seluruh jajaran karyawan, sehubungan dengan merebaknya varian Delta, kemudian Omicron. Sementara pada aspek produksi, selaras dengan meningkatnya kembali permintaan produk-produk farmasi secara umum, baik obat-obat ethical, OTC maupun obat generik, juga kebutuhan sera dan vaksin umum lainnya, kami meningkatkan realisasi produksi berbagai produk dimaksud.

COMPARISON BETWEEN TARGETS AND REALIZATION

Implementation of the strategic policies and initiatives along with consistency in implementing best governance practices has made us record a number of performances to be proud of amid the ongoing pandemic and economic recession. Overall, in 2021, the Company was able to show excellent performance by being able to record progress in operational aspects and still record profits.

SOUNDNESS LEVEL

Due to achievements in operational, financial performance as well as in carrying out the mandate for the procurement and distribution of COVID-19 vaccines from the Indonesian Government, Bio Farma obtained a Corporate Soundness Level Assessment with an index score of 81.38, indicating the achievement of 111.48% of the RKAP target with "HEALTHY AA", which was far better than in 2020 with a score of 74.61 in "HEALTHY A" criteria. Meanwhile, the Company's Key Performance Indicators (KPIs) in 2021 obtained a score of 92.96 compared to 2020 of 92.18.

The summary of Bio Farma's performance achievements is as follows.

OPERATIONAL ASPECTS

In terms of the operational aspects, we continued to carry out our activities while consistently implementing strict health protocols in order to maintain the safety of all employees, in connection with the spread of the Delta and Omicron variants. Meanwhile, on the production aspects, in line with the increasing demand for pharmaceutical products in general, including ethical, OTC and generic drugs, as well as other general needs for sera and vaccines, we have increased the realization of production of the various products.



Kami juga berupaya konsisten menerapkan efisiensi untuk merespons kecenderungan naiknya bahan baku, dengan semakin mengintensifkan digitalisasi proses produksi, menginisiasi penghematan tenaga listrik, mengatur tata letak fasilitas dan mengatur jadwal produksi, serta mengatur volume persediaan. Berbagai inisiatif yang dilaksanakan secara konsisten tersebut, membuat Perseroan mampu memproduksi produk-produk unggulan sesuai kebutuhan pasar dengan daya saing yang semakin baik, ditunjukkan dengan meningkatnya volume produksi secara signifikan, yang membuat Bio Farma membukukan peningkatan nilai penjualan.

Sebagai gambaran, total volume produksi Sera dan Vaksin Bio Farma menurun 38,52% menjadi 1.676,53 juta dosis dari 2.727,12 juta dosis di tahun sebelumnya. Dari total volume produksi tersebut yang mengalami lonjakan kenaikan adalah produksi vaksin kombinasi, melonjak hingga 2.587,99%, dan produk partnership mengalami kenaikan hingga 87,11%.

Sementara pada entitas anak, mayoritas mencatatkan peningkatan produksi pada sebagian besar jenis produknya. Beberapa produk Kimia Farma yang diantaranya mencatatkan kenaikan signifikan hingga lebih dari 100% diantaranya meliputi: ampul injeksi, kapsul Lunak, Kapsul Non Betalaktam, Salep/Krim, Suppositoria, Tablet ARV, Tablet Non Betalaktam dan Vial Injeksi. Sedangkan untuk Indofarma, produk yang mencatatkan pertumbuhan, di antaranya adalah: Sirup Cair Botol dan Kapsul Herbal. Indofarma juga mencatatkan kenaikan izin edar produk obat dari 222 menjadi 240, selain meluncurkan 7 produk obat baru di tahun 2021.

PENCEGAHAN DAN PENANGGULANGAN COVID-19

Dalam rangka memastikan keberhasilan menjalankan amanat Perpres Nomor 99 Tahun 2020, Perseroan menjalin kerja sama erat dengan berbagai badan usaha maupun lembaga terkait, baik di dalam negeri maupun luar negeri. Kami menjalin kolaborasi erat lintas instansi Pemerintah, kemudian bersama-sama Kementerian Luar Negeri, Kementerian Kesehatan, Badan Pengawasan Obat dan Makanan (BPOM) dan Kementerian Riset dan Teknologi, kami melakukan *lobby* intensif dalam rangka menjalin kerjasama G to G untuk mendapatkan akses ke lembaga riset/pengembang vaksin di berbagai negara maju yang telah merintis pengembangan dan produksi vaksin COVID-19.

Pada tahap awal, melalui pendekatan yang dijalankan sejak akhir tahun 2020, di awal tahun 2021 kami berhasil mulai mereproduksi Vaksin Sinovac dari China dengan jumlah mencapai 50 juta dosis dalam bentuk *bulk*/konsentrat vaksin *Ready to Fill* (RTF). Pasca pengujian dan mendapatkan sertifikasi halal, Vaksin Sinovac menjadi kelompok pertama dari vaksin COVID-19 yang

We have also strived to consistently implement efficiency to respond to the rising trend in scarcity of raw materials, by intensifying the digitization of production processes, initiating energy savings, arranging facility layouts and managing production schedules, as well as managing inventory volume. These initiatives have enabled the Company to produce superior products, according to market needs and with better competitiveness, as indicated by a significant increase in production volume, which has led Bio Farma to record an increase in sales value.

As an overview, total production volume of Bio Farma's Sera and Vaccines decreased by 38.52% to 1,676.53 million doses from 2,727.12 million doses in the previous year. Of the total production volume, the company's combination vaccine production increased by 2,587.99%, and partnership product soared to 87.11%.

Meanwhile, in the subsidiaries, most subsidiaries recorded an increase in production of most types of products. Several of Kimia Farma's products recorded a significant increase of more than 100%, including injection ampoules, soft capsules, non betalactam capsules, ointments/creams, suppositories, ARV tablets, non betalactam tablets and injection vials. Indofarma also recorded growth in several products, including Bottled Liquid Syrup and Herbal Capsules. Indofarma also recorded an increase in distribution permits for medicinal products from 222 to 240, in addition to launching 7 new medicinal products in 2021.

COVID-19 PREVENTION AND CONTROL

In order to ensure the success of carrying out the mandate of Presidential Regulation No. 99 of 2020, the Company established a close collaboration with various foreign and domestic business entities and related institutions. We collaborated closely across government agencies, together with the Ministry of Foreign Affairs, the Ministry of Health, the Food and Drug Monitoring Agency (BPOM) and the Ministry of Research and Technology, and we conducted intensive lobbying in order to establish G-to-G cooperation to gain access to research institutions/vaccine developers in various developed countries that pioneered the development and production of COVID-19 vaccines.

In the early phase, through an approach that has been carried out since the end of 2020, we succeeded in reproducing the Sinovac Vaccine from China in early 2021 with a total of 50 million doses in the form of Ready to Fill (RTF) vaccine bulk/concentrate. After testing and obtaining halal certification, the Sinovac Vaccine was the first group of COVID-19 vaccines to be packaged



kami kemas dan distribusikan ke seluruh pelosok negeri, menyusul peresmian program vaksinasi massal oleh Presiden Joko Widodo, pada tanggal 13 Januari 2021.

Selain dengan Sinovac, kemudian kami juga berhasil merealisasikan kerjasama G to G untuk mendapatkan akses ke lembaga riset/pengembang vaksin di berbagai negara maju lain yang telah mampu memproduksi vaksin COVID-19 dan telah mendapatkan izin penggunaan darurat dari WHO (World Health Organization). Beberapa vaksin lain berhasil didatangkan untuk kemudian didistribusikan di sepanjang tahun 2021, meliputi: Novavax dari Amerika dan Kanada, Astrazeneca dari Inggris dan Jerman; Sinopharm dari China, Moderna dari Amerika Serikat, Pfizer Inc dan BioNTech dari Amerika Serikat, dan lain-lain.

Dalam rangka memenuhi kebutuhan vaksin, kami aktif menjalin kerjasama dengan beberapa lembaga di dalam negeri untuk bersama-sama mengembangkan Vaksin Merah Putih dan Vaksin Gotong Royong. Kami juga menjalin kerjasama dengan Rumah Sakit Pusat Angkatan Darat (RSPAD) dan Lembaga Eijkman, mendukung pengembangan dan pemanfaatan plasma konvalesent untuk terapi kepada pasien COVID-19.

Kemudian untuk memastikan akurasi distribusi vaksin ke seluruh pelosok wilayah negeri, sekaligus menjamin akurasi kondisi vaksin yang didistribusikan hingga saat digunakannya, kami merancang dan kemudian meluncurkan Sistem Manajemen Distribusi Vaksin (SMDV) pada tanggal 3 Januari 2021. Dengan dukungan SMDV, kami dapat memonitor kondisi dan pergerakan vaksin selama dalam masa pengiriman, kondisi peralatan penyimpanan vaksin, saat penyimpanan di fasilitas kesehatan tujuan, hingga saat digunakan, setiap 5 menit sekali.

Berkat dukungan SMDV tersebut, beserta dukungan jaringan distribusi yang kami kelola, Bio Farma berhasil mendukung realisasi vaksinasi massal hingga sejumlah 280 juta dosis di akhir tahun 2021. Cakupan 280 juta dosis merupakan gabungan antara realisasi vaksinasi dosis 1, dosis 2, dan dosis 3 dengan total sasaran 208,2 juta jiwa, terdiri atas vaksinasi dosis 1 mencapai 165,2 juta dosis, dosis 2 mencapai 113,8 juta dosis, dan dosis 3 mencapai 1,3 juta dosis¹.

Selain mengadakan dan mendistribusikan vaksin, bersama entitas anak usaha, kami aktif mengembangkan dan memproduksi peralatan deteksi, mencakup: Real Time Polymerase Chain Reaction (RT-PCR) test, Mobile Laboratorium Bio Safety Level 3 (BSL3), pengembangan/peluncuran Gargle PCR/Bio Saliva yang dapat mendeteksi COVID-19 dengan cara berkumur; pengembangan

and distributed throughout the country, following the inauguration of the mass vaccination program by President Joko Widodo, on January 13, 2021.

In addition to Sinovac, we have also succeeded in realizing a G-to-G cooperation to gain access to research institutions/ vaccine developers in various other developed countries that have been able to produce COVID-19 vaccines; and have obtained Emergency Use Authorization from the WHO (World Health Organization). Several other vaccines were successfully imported for distribution throughout 2021, including Novavax from the United States and Canada, Astrazeneca from U.K. and Germany; Sinopharm from China, Moderna from the United States, Pfizer Inc and BioNTech from the United States, and so on.

In order to meet the expanding need for vaccines, we actively collaborated with several domestic institutions to jointly develop the Red and White Vaccine and Mutual Cooperation Vaccine. We also collaborated with the Central Army Hospital (RSPAD) and the Eijkman Institute to support the development and use of convalescent plasma for the treatment of COVID-19 patients.

To ensure the accuracy of vaccine distribution to all corners of the country, while at the same time ensuring the condition of the vaccine being distributed until it is used, we designed and launched the Vaccine Distribution Management System (SMDV) on January 3, 2021. With the support of SMDV, we can monitor the condition and movement of vaccines during transport, in storage at the destination health facility and in use, every 5 minutes.

With the support of the SMDV and the distribution network, Bio Farma has succeeded in supporting the realization of mass vaccinations of up to 280 million doses by the end of 2021. The coverage of 280 million doses is a combination of the realization of dose 1, dose 2, and dose 3 vaccinations with a total target of 208.2 million people, consisting of vaccination dose 1 reaching 165.2 million doses, dose 2 reaching 113.8 million doses, and dose 3 reaching 1.3 million doses¹.

In addition to procuring and distributing vaccines, together with our subsidiaries, we have actively developed and manufactured detection devices, including: a Real Time Polymerase Chain Reaction (RT-PCR) test, a Mobile Laboratory at Bio Safety Level 3 (BSL3), the development/launch of a Gargle PCR/Bio Saliva that can detect COVID-19 by gargling; the development of mBioCovV-19 capable

¹Biro Komunikasi dan Pelayanan Masyarakat, Kementerian Kesehatan RI

¹Bureau of Communication and Public Service, the Ministry of Health of the Republic of Indonesia



mBioCovV-19 yang mampu mendeteksi varian Omicron; selain pengembangan dan produksi massal alat bantu pernafasan, *respiratory*.

Kami bersyukur seluruh upaya bersama tersebut memberi hasil nyata, yakni semakin terkendalinya pandemi sebagaimana tercermin dari semakin landainya grafik persebaran kasus baru di akhir tahun 2021, kendati sempat muncul varian baru, Delta dan Omicron yang ditengarai lebih mudah menular.

REALISASI RENCANA PENGEMBANGAN USAHA

Guna mewujudkan aspirasi jangka panjang Holding BUMN Farmasi, Bio Farma bersama entitas konsolidasi terus melanjutkan sejumlah program pengembangan usaha dengan merealisasikan berbagai investasi rutin maupun investasi pengembangan.

Kami merealisasikan investasi rutin dalam rangka melakukan perawatan dan penggantian berbagai fasilitas produksi maupun fasilitas pendukung untuk meningkatkan kembali unjuk kerjanya setelah digunakan bertahun-tahun. Total dana investasi rutin yang kami gunakan mencapai nilai sebesar Rp166,19 miliar.

Kami juga merealisasikan pembangunan fasilitas-fasilitas produksi baru, baik untuk meningkatkan kapasitas produksi sera dan vaksin untuk Bio Farma, maupun meningkatkan kapasitas produksi bahan baku organik maupun anorganik, obat-obatan ethical, obat-obatan OTC, obat lisensi serta peralatan kesehatan untuk Kimia Farma dan Indofarma. Total dana investasi pengembangan yang kami realisasikan di tahun 2021, adalah sejumlah Rp916,04 miliar, meningkat dari tahun sebelumnya, yang senilai Rp819,33 miliar.

ASPEK KEUANGAN

Hasil-hasil yang diraih pada aspek operasional tersebut, terefleksikan pada berbagai capaian dibidang keuangan, sebagaimana uraian berikut.

Perhitungan Laba/Rugi

Meningkatnya permintaan obat-obatan ethical, lisensi dan OTC mengiringi pulihnya perekonomian dan semakin terkendalinya pandemi, diikuti dengan *massive*-nya kegiatan reproduksi serta distribusi vaksin COVID-19 dalam rangka mendukung program vaksinasi massal secara nasional, membuat Perseroan mencatatkan lonjakan nilai penjualan konsolidasi. Total nilai penjualan tahun 2021 melonjak 203,16 % atau bertambah Rp29.109,01 miliar di tahun 2021 menjadi sebesar Rp43.436,97 miliar dari senilai Rp14.327,96 miliar di tahun sebelumnya.

of detecting the Omicron variant; in addition to the development and mass production of breathing apparatus.

We are grateful that all of these joint efforts have yielded tangible results, namely the control of the pandemic as reflected in the downward slope of the curve for new cases in the distribution graph at the end of 2021, despite the emergence of the new variants, Delta and Omicron, which are suspected to be more transmissible.

REALIZATION OF THE BUSINESS DEVELOPMENT PLAN

To realize the long-term aspirations of the State-Owned Pharmaceutical Holding, Bio Farma, together with the consolidated entities, has continued to carry out a number of business development programs by realizing various routine investments and development investments.

We realized routine investments to maintain and replace various production facilities and supporting facilities to improve the performance after years of use. Total routine investment funds were Rp166.19 billion.

We have also realized the construction of new production facilities, to increase the production capacity of sera and vaccines for Bio Farma, and to increase the production capacity of organic and inorganic raw materials, ethical, OTC, licensed drugs and medical devices for Kimia Farma and Indofarma. The realization of total development investment funds in 2021 was Rp916.04 billion, an increase from the previous year of Rp819.33 billion.

FINANCIAL ASPECTS

The results achieved in the operational aspects are reflected in various achievements in the financial sector, as described below.

PROFIT/LOSS CALCULATION

The increasing demand for ethical, licensed and OTC drugs accompanied the economic recovery and the increasingly controlled pandemic, followed by the massive reproduction and distribution of COVID-19 vaccines to support the national mass vaccination program. Thus, the Company recorded a surge in consolidated sales value. Total sales value in 2021 soared 203.16% or increased by Rp29,109.01 billion in 2021 to Rp43,436.97 billion from Rp14,327.96 billion in the previous year.



Berkat lonjakan nilai penjualan tersebut, kami berhasil melampaui target yang ditetapkan dalam RKAP 2021, yang sebesar Rp17.120,44 miliar. Nilai penjualan di tahun 2021 tersebut mencerminkan angka pencapaian target penjualan RKAP hingga sebesar 253,71%. Sebagian besar tambahan nilai penjualan berasal dari pelaksanaan amanat Pemerintah dalam mengadakan, mereproduksi dan mendistribusikan vaksin COVID-19. Selain itu, naiknya permintaan obat-obatan produksi entitas anak maupun permintaan serum dan vera produksi Bio Farma, turut berkontribusi pada lonjakan nilai penjualan.

Pada sisi lain, Perseroan mencatatkan kenaikan total beban pokok konsolidasi sebesar 280,77% atau bertambah Rp25.850,85 miliar menjadi sebesar Rp35.063,95 miliar dari senilai Rp9.213,10 miliar di tahun sebelumnya. Kenaikan ini terutama dikontribusikan oleh biaya pengadaan dan reproduksi vaksin COVID-19, selain oleh adanya peningkatan bahan baku produk-produk lisensi maupun non-lisensi karena meningkatnya volume produksi Grup Perusahaan. Nilai beban pokok penjualan tersebut 335,89% dari target yang tercantum dalam RKAP 2021.

Akibat pertambahan beban pokok pendapatan yang lebih besar dari kenaikan nilai penjualan tersebut, kami mencatatkan laba kotor sebesar Rp8.373,02 miliar, atau hanya naik 63,70% dari senilai Rp5.114,87 miliar di tahun sebelumnya.

Pada tahun 2021, Perseroan juga mencatatkan kenaikan total beban usaha konsolidasi yang terdiri atas beban penjualan, administrasi dan umum serta litbang, yang hanya naik sebesar 18,16% atau bertambah Rp778,48 miliar menjadi senilai Rp5.064,46 miliar dari Rp4.279,92 miliar. Total nilai beban usaha tersebut merepresentasikan pencapaian sebesar 109,94% dari RKAP beban usaha 2021.

Akibatnya, pada tahun 2021, kami mencatatkan laba usaha sebesar Rp3.308,55 miliar, melonjak 299,15% atau bertambah hingga senilai Rp2.479,66 miliar dari sebesar Rp828,89 miliar di tahun sebelumnya. Nilai ini mencerminkan pencapaian 159,48% dari RKAP laba usaha 2021.

Pada akhirnya setelah dikurangi beban keuangan dan memperhitungkan pendapatan lain-lain - bersih, kami mencatatkan laba usaha sebelum pajak sebesar Rp1.413,53 miliar atau melonjak 551,93% dari nilai sebesar Rp407,29 miliar di tahun 2020. Nilai tersebut merepresentasikan pencapaian 187,85% dari RKAP laba usaha sebelum pajak di tahun 2021.

Due to the surge in sales value, we managed to exceed the target set in the 2021 RKAP, which was Rp17,120.44 billion. The sales value in 2021 indicated the achievement of the RKAP sales target of 253.71%. Most of the additional sales value came from implementing the Government's mandate to procure, reproduce, and distribute COVID-19 vaccines. In addition, the increasing demand for drugs produced by subsidiaries and the demand for serum and vera produced by Bio Farma also contributed to the surge in sales value.

On the other hand, the Company recorded an increase in total consolidated cost of goods sold by 280.77% or an increase of Rp25,850.85 billion to Rp35,063.95 billion from Rp9,213.10 billion in the previous year. The increase was mainly contributed by the cost of procurement and reproduction of the COVID-19 vaccine, in addition to the increase in raw materials for licensed and non-licensed products due to the increase in the production volume of the Group of Companies. The cost of goods sold value was 335.89% of the target stated in the 2021 RKAP.

As a result of the increase in cost of revenue, which was greater than the increase in sales value, we recorded a gross profit of Rp8,373.02 billion, or an increase of 63.70% from Rp5,114.87 billion in the previous year.

In 2021, the Company also recorded an increase in total consolidated operating expenses consisting of selling, administrative and general expenses as well as R&D, which only increased by 18.16% or Rp778.48 billion to Rp5,064.46 billion from Rp4,279.92 billion. Total operating expenses represented an achievement of 109.94% of operating expenses in the 2021 RKAP.

As a result, in 2021, we recorded an operating profit of Rp3,308.55 billion, an increase of 299.15% or Rp 2,479.66 billion from Rp828.89 billion in the previous year. The value indicated the achievement of 159.48% of operating profit in the 2021 RKAP.

Eventually, after deducting financial expenses and taking into account other income - net, we recorded an operating profit before tax of Rp1,413.53 billion or an increase of 551.93% from Rp407.29 billion in 2020. The value represents an achievement of 187.85% of operating profit before tax in the 2021 RKAP.



Setelah diperhitungkan dengan beban pajak sebesar Rp723,97 miliar, maka pada tahun 2021 kami mencatatkan laba bersih tahun berjalan konsolidasi sebesar Rp1.931,29 miliar, melonjak 567,84% dari tahun sebelumnya yang sebesar Rp289,19 miliar. Nilai tersebut merepresentasikan pencapaian 186,94% dari RKAP laba bersih 2021.

Adapun total penghasilan komprehensif konsolidasi tahun berjalan Perseroan adalah sebesar Rp1.628,02 miliar, naik 1.002,48% dari nilai di tahun sebelumnya, sebesar Rp162,40 miliar.

Aset

Adapun Total Aset konsolidasi Bio Farma di tahun 2021 adalah sebesar Rp40,44 triliun, naik 23,71% atau bertambah sebesar Rp12,80 triliun, dari Rp32.69 triliun di tahun 2020. Nilai tersebut merepresentasikan pencapaian sebesar 136,59% dari RKAP Total Aset Perseroan di tahun 2021.

Kontributor utama penambahan Total Aset adalah nilai Kas/Setara Kas, Piutang Usaha dan Persediaan. Kenaikan kas/setara kas dikontribusikan oleh pemberlakuan termin pembelian dari pelanggan. Sedangkan kenaikan Piutang Usaha mencerminkan adanya kenaikan piutang usaha dari Kementerian dalam rangka penugasan pengadaan dan distribusi vaksin COVID-19, sementara kenaikan Persediaan merepresentasikan adanya kenaikan barang dalam proses sebelum didistribusikan kepada para pelanggan.

Liabilitas

Adapun posisi Total Liabilitas konsolidasi Perseroan di tahun 2021 adalah sebesar Rp23,062,71 triliun, naik 36,86% atau bertambah Rp9,48 triliun dari Rp16,83 triliun di tahun 2020, atau 182,26% RKAP 2021 yang sebesar Rp12,65 triliun. Kontributor utama kenaikan Total Liabilitas tersebut adalah akun Liabilitas Kontrak dan Pinjaman Jangka Panjang.

Ekuitas

Keberhasilan mencatatkan Laba Bersih membuat Perseroan membukukan Ekuitas konsolidasi tahun 2021 sebesar Rp17,38 triliun, naik 9,72% atau bertambah sebesar Rp3,32 triliun dari tahun 2020 yang sebesar Rp15,84 triliun. Angka Ekuitas tersebut mencerminkan raihan sebesar 102,51% dari target yang ditetapkan dalam RKAP.

Berikut adalah ringkasan kinerja keuangan konsolidasi Bio Farma di tahun operasional dibandingkan dengan RKAP tahun 2021 dan tahun 2021.

After calculating the tax expense of Rp723.97 billion, in 2021, we recorded a consolidated net profit for the year of Rp1,931.29 billion, an increase of 567.84% from the previous year of Rp289.19 billion. The value represents the achievement of 186.94% of net profit in the 2021 RKAP.

The Company's total consolidated comprehensive income for the year was Rp1,628.02 billion, an increase of 1,002,48% from the previous year of Rp162.40 billion.

Assets

Bio Farma's total consolidated assets in 2021 were Rp40.44 trillion, an increase of 23.71% or Rp12.80 trillion from Rp32.69 trillion in 2020. The value represents an achievement of 136.59% of the Company's total assets in the 2021 RKAP.

The addition of total assets was mainly contributed by Cash/Cash Equivalents, Trade Receivables and Inventories. The increase in cash/cash equivalents was contributed by the implementation of purchase terms from customers. Meanwhile, the increase in Trade Receivable represents an increase in trade receivables from the Ministry in the context of the assignment of procurement and distribution of the COVID-19 vaccine, while the increase in Inventory represents an increase in goods in process before being distributed to customers.

Liability

The Company's total consolidated liabilities in 2021 was Rp23,062.71 trillion, an increase of 36.86% or Rp9.48 trillion from Rp16.83 trillion in 2020, or 182.26% of the 2021 RKAP which amounted to Rp12.65 trillion. The increase in total liabilities was mainly contributed by Contract Liabilities and Long-Term Loans.

Equity

Due to the success of recording Net Profit, the Company posted a consolidated Equity in 2021 of Rp17.38 trillion, an increase of 9.72% or Rp3.32 trillion from 2020 of Rp15.84 trillion. The Equity reflects the achievement of 102.51% of the target set in the RKAP.

The following is a summary of Bio Farma's consolidated financial performance in the operating year compared to the 2021 and 2021 RKAP.



Target VS Realisasi Kinerja Keuangan Konsolidasi 2021

Target VS Realization of Consolidated Financial Performance 2021

Dalam Rp Miliar

In Rp Billion

Deskripsi	RKAP 2021	AUDITED 2021	2020	2/1	2/3	Description
	(1)	(2)	(3)			
Penjualan	17.120,44	43.436,97	14.327,96	253,7	303,2	Sales
Beban Pokok Penjualan	(10.439,11)	(35.063,95)	(9.213,10)	335,9	380,6	Cost Of Goods Sold
Laba Kotor	6.681,33	8.373,02	5.114,87	125,3	163,7	Gross Profit
Laba Usaha	2.074,61	3.308,55	828,89	159,5	399,2	Operating Profit
EBITDA	2.693,37	4.027,39	1.314,99	149,5	306,3	EBITDA
Laba Bersih	1.033,09	1.931,29	289,19	186,9	667,8	Net Profit
Total Aset	29.610,18	40.444,18	32.692,67	136,6	146,3	Total Assets
Total Liabilitas	12.653,55	23.062,71	16.851,33	182,3	169,8	Total Liability
Ekuitas	16.956,63	17.381,47	15.841,34	102,5	123,6	Equity

KENDALA-KENDALA YANG DIHADAPI DAN LANGKAH PENYELESAIANNYA

Pandemi COVID-19 yang masih melanda karena hadirnya varian baru di sepanjang tahun 2021 masih merupakan salah satu kendala berat yang harus diatasi Perseroan. Kendala berat lain yang harus diatasi adalah luasnya wilayah Indonesia dengan kondisi geografis yang berupa kepulauan dengan bentang daratan yang terdiri atas pegunungan dengan ketersediaan akses infrastruktur yang belum merata.

Pelaksanaan mandat pengadaan vaksin COVID-19 juga menghadapi kendala mencakup: Pertama, kuatnya kolaborasi negara maju dalam kegiatan penelitian dan pengembangan vaksin baru; Kedua, keterbatasan dalam hak paten; Ketiga, adalah keterbatasan pada alokasi dana. Kemudian, baik pengadaan vaksin COVID-19 maupun pengembangan produk-produk farmasi baru juga menghadapi kendala lain, yakni penerapan UU Jaminan Produk Halal (JPH) mengingat adanya aspek quality, safety dan efficacy yang harus dipenuhi termasuk halalnya bahan baku yang bersumber dari *biological sources*.

Untuk mengatasi kendala geografis dan ketimpangan keberadaan infrastruktur dasar antar wilayah, kami mengembangkan dan meluncurkan Sistem Manajemen Distribusi Vaksin terintegrasi, juga mengintegrasikan seluruh infrastruktur distribusi entitas anak usaha menjadi satu kesatuan yang padu dalam menyalurkan vaksin ke seluruh pelosok wilayah negara. Kami juga menjalin kerja sama erat dan para mitra yang bergerak dalam bidang logistik, di samping menjalin kolaborasi dan kerjasama erat dengan lembaga negara terkait.

CONSTRAINTS FACED AND MEASURES FOR PROBLEM RESOLUTION

The ongoing COVID-19 pandemic, due to the emergence of new variants throughout 2021, is one of the serious constraints to overcome by the Company. Another serious constraint to overcome is the vast territory of Indonesia with geographical conditions in the form of an archipelago with a landscape consisting of mountains and a mixed availability of infrastructure access that is not evenly distributed.

The implementation of the COVID-19 vaccine procurement mandate also faced several constraints including: First, the strong collaboration of developed countries in research and development of new vaccines; Second, limitations in patent rights; Third, the limitation on fund allocation. Furthermore, the procurement of COVID-19 vaccines and the development of new pharmaceutical products also faced other constraints, namely the implementation of the Halal Product Guarantee (JPH) Law considering that the aspects of quality, safety and efficacy must be met, including halal raw materials sourced from biological sources.

To overcome geographical constraints and regional imbalance in basic infrastructure, we developed and launched an integrated Vaccine Distribution Management System, as well as integrating all distribution infrastructure of our subsidiaries into one unified unit in distributing vaccines to all corners of the country. We also established close collaboration with partners engaged in the logistics sector, in addition to establishing close collaboration and cooperation with relevant state institutions.



Untuk mengatasi kendala pengadaan vaksin COVID-19, kami menjalin kolaborasi erat lintas instansi, terutama dengan Kementerian Luar Negeri dan Kementerian Kesehatan termasuk BPOM dan Kementerian Riset dan Teknologi, untuk memaksimalkan upaya perolehan vaksin melalui pendekatan G to G dengan melibatkan peran WHO. Sebagai hasilnya, Bio Farma berhasil mengadakan dan mendistribusikan vaksin ke seluruh wilayah negeri, sesuai target populasi tervaksinasi yang ditetapkan Pemerintah, seperti telah disinggung sebelumnya.

Sementara untuk mengatasi kendala keterbatasan pasokan bahan baku, kami secara konsisten merealisasikan investasi pengembangan fasilitas pembibitan maupun riset dan pengembangan secara bertahap untuk membangun kemampuan penyediaan bahan baku dan pengembangan produk. Kami menjalankan upaya pemenuhan bahan baku obat secara mandiri di lingkup internal Group Holding BUMN maupun bekerja-sama dengan pelaku industri farmasi lain di dalam negeri.

PROSPEK USAHA

Dengan mempertimbangkan kemajuan penanganan pandemi COVID-19 yang telah semakin melandai dan keberhasilan implementasi berbagai program stimulus terhadap realisasi pertumbuhan perekonomian di tahun 2021, lembaga keuangan skala global, seperti IMF, ADB dan World Bank memprediksikan bahwa perekonomian global di tahun-tahun mendatang akan kembali tumbuh positif. Namun demikian berbagai lembaga ekonomi global tersebut memprediksikan pertumbuhan ekonomi global akan diwarnai langkah-langkah koreksi terhadap program stimulasi yang diterapkan pada periode 2020-2021 di berbagai negara, disamping kondisi perang Rusia dengan Ukraina yang dimulai sejak akhir Februari 2022.

Pada akhirnya baik Bank Dunia maupun IMF dan lembaga ekonomi skala global lainnya, seperti ADB, memprediksikan pertumbuhan ekonomi global di tahun 2022 akan sedikit lebih rendah dari realisasi pertumbuhan ekonomi global di tahun 2021. Bank Dunia memproyeksikan pertumbuhan sebesar 3,2% dari 5,5% di tahun 2021², dan IMF memproyeksikan di angka 3,6% dari 5,9% di 2021³.

Selaras dengan berlanjutnya kenaikan perekonomian global, perekonomian nasional juga diperkirakan akan terus membaik dengan tingkat pertumbuhan yang lebih besar. Bank Dunia dan IMF meyakini perekonomian Indonesia di tahun 2022 akan tumbuh pada kisaran 5,1-5,4%, sementara Bank Indonesia memproyeksikan di kisaran 4,5-5,3%.

To overcome the constraint in the procurement of COVID-19 vaccines, we collaborated closely across agencies, especially with the Ministry of Foreign Affairs and the Ministry of Health including BPOM and the Ministry of Research and Technology, to maximize endeavors to obtain vaccines through a G-to-G approach involving the role of WHO. As a result, Bio Farma has succeeded in procuring and distributing vaccines throughout the country, in accordance with the target population for vaccination set by the Government, as previously mentioned.

Meanwhile, to overcome the constraints due to the limited supply of raw materials, we have consistently realized investments in the development of nursery facilities as well as research and development in stages to build the ability to supply raw materials and product development. We have endeavored to fulfill drug raw materials independently within the internal scope of the SOE Holding Group as well as in collaboration with other domestic pharmaceutical industry players.

BUSINESS PROSPECTS

Taking into account the good progress in handling the COVID-19 pandemic with a more sloping curve and the successful implementation of various stimulus programs for the realization of economic growth in 2021, global-scale financial institutions, such as the IMF, ADB and the World Bank have predicted that the global economy will grow positively in the coming years. However, the global economic institutions have also predicted that global economic growth will be marked by corrective measures to the stimulation program implemented in the 2020-2021 period in various countries, in addition to the conditions of Russia's war with Ukraine which began at the end of February 2022.

Eventually, the World Bank and the IMF and other global-scale economic institutions, such as the ADB, predicted that global economic growth in 2022 would be slightly lower than the realization of global economic growth in 2021. The World Bank projected 3.2% growth from 5.5% in 2021², and the IMF projected 3.6% growth from 5.9% in 2021³.

In line with the improvement in the global economy, the national economy was also predicted to continue to improve with higher growth rates. The World Bank and IMF believed that the Indonesian economy in 2022 would grow in the range of 5.1-5.4%, while Bank Indonesia has projected growth in the range of 4.5-5.3%.

²World Bank – Global Economic Prospect
³IMF – World Economic Outlook

²World Bank – Global Economic Prospect
³IMF – World Economic Outlook



Mengikuti trend pemulihan perekonomian global maupun nasional tersebut, industri farmasi, diyakini juga akan terus melanjutkan pertumbuhan. Berbagai trend utama yang mempengaruhi pertumbuhan permintaan sektor kesehatan secara global akan terus berlangsung, seperti: terus bertumbuhnya jumlah penderita penyakit tidak menular seperti kanker dan diabetes; naiknya populasi kelas menengah di negara berkembang yang semakin sadar pentingnya menjaga kesehatan; berkembangnya layanan kesehatan secara digital; perkembangan terapi baru dan fokus pengendalian biaya oleh perusahaan farmasi besar. Permintaan layanan kesehatan secara digital diyakini tumbuh semakin pesat, dipacu oleh pemberlakuan berbagai pembatasan saat pandemi.

Semua *trend* tersebut mendorong pelaku industri penyedia layanan kesehatan, termasuk industri farmasi, mengembangkan model bisnis baru, berinovasi untuk memberi layanan maupun produk baru yang lebih sesuai.

Adapun Industri Farmasi Indonesia masih tetap dihadapkan berbagai tantangan, mencakup: ketimpangan akses layanan kesehatan dan kurang meratanya distribusi obat-obatan antar wilayah, sekalipun memiliki potensi paling besar untuk berkembang diantara berbagai negara di ASEAN, mengingat besarnya populasi penduduk dan stabilnya pertumbuhan ekonomi yang didukung dengan kekayaan sumber daya alam yang melimpah.

Besarnya potensi pertumbuhan tersebut terbukti dari tingginya kenaikan permintaan produk-produk farmasi *ethical*, OTC maupun generik di tahun 2021 setelah tertekan di tahun sebelumnya. Tingginya komitmen Pemerintah Indonesia dalam mendukung peningkatan kualitas kesehatan masyarakat melalui penyelenggaraan Jaminan Kesehatan Nasional (JKN) dan berbagai ekspansi dan investasi dalam infrastruktur kesehatan, diyakini akan semakin mempercepat pulihnya tingkat pertumbuhan industri farmasi ke masa sebelum pandemi, bahkan berpeluang untuk tumbuh lebih tinggi.

Kami meyakini prediksi perkembangan positif tersebut akan membuat permintaan produk-produk Bio Farma seperti sera dan vaksin, termasuk vaksin COVID-19 maupun produk-produk entitas konsolidasi seperti obat *ethical*, obat-obat OTC, obat-obat generik, juga peralatan kesehatan dari Kimia Farma maupun Indofarma, akan terus meningkat. Kami juga meyakini pengalaman berharga dari pelaksanaan mandat sebagai garda terdepan dalam menanggulangi dan mencegah penyebaran pandemi COVID-19 di sepanjang tahun 2021 akan memberi manfaat besar bagi Perseroan dalam meraih kinerja optimal dari membaiknya permintaan produk farmasi di masa mendatang.

Following the trend of global and national economic recovery, it is believed that the pharmaceutical industry will also continue to grow. Various main trends affecting the growth in global demand for the health sector will continue, such as: the continued growth in the number of people with non-communicable diseases such as cancer and diabetes; a growing middle class population in developing countries who are increasingly aware of the importance of maintaining health; the development of digital health services; the development of new therapies and with a focus on cost control by the major pharmaceutical companies. The demand for digital health services was believed to be growing rapidly, spurred by the imposition of various restrictions during the pandemic.

All of these trends encourage players in the healthcare provider industry, including the pharmaceutical industry, to develop new business models, and to innovate to provide more suitable services and new products.

The Indonesian Pharmaceutical Industry is still faced with various challenges, including: inequality in access to health services and uneven distribution of drugs among regions, even though it has the best potential to develop among various countries in ASEAN, given the large population and stable economic growth supported by abundant natural resources.

The vast growth potential was evident from the high increase in demand for ethical, OTC and generic pharmaceutical products in 2021 after being depressed in the previous year. The high commitment of the Indonesian Government to support the improvement of the quality of public health through the implementation of the National Health Insurance (JKN) and various expansions and investments in health infrastructure, is believed to be able to accelerate the recovery of the pharmaceutical industry's growth rate to the pre-pandemic period, and even has the opportunity to grow higher.

We believe that the prediction for positive growth will increase demand for Bio Farma products such as sera and vaccines, including COVID-19 vaccines as well as consolidated entity products such as ethical, OTC, generic drugs, as well as medical devices from Kimia Farma and Indofarma. We also believe that the valuable experience from implementing the mandate as the front line in handling and preventing the spread of the COVID-19 pandemic throughout 2021 will provide great benefits for the Company in achieving optimal performance from improving demand for pharmaceutical products in the future.



PENINGKATAN KUALITAS PENERAPAN TATA KELOLA PERUSAHAAN

Kami menunjukkan komitmen untuk senantiasa meningkatkan kualitas penerapan praktik GCG dengan melakukan penilaian kualitasnya secara berkala dan menjalankan berbagai rekomendasi yang diberikan oleh pihak asesor. Pada tahun 2021, kembali kami menjalankan penilaian kualitas penerapan praktik GCG oleh pihak independen, dengan hasil *score* sebesar 94,754 dari sebesar 90,173 di tahun 2020 dan kategori “Sangat Baik”. Selanjutnya di tahun 2021, kami merealisasikan berbagai upaya peningkatan kualitas penerapan praktik GCG, sesuai rekomendasi dan sesuai perkembangan praktik tata kelola, meliputi:

1. Penandatanganan Pakta Integritas (aspek komitmen) oleh insan Bio Farma.
2. Sosialisasi penerapan GCG (pedoman perilaku, pengendalian gratifikasi, WBS, benturan kepentingan, dan Anti Penyuapan).
3. Sosialisasi larangan gratifikasi pada hari raya keagamaan.
4. *Audit Surveillance* Internal dan Eksternal SMAP tahun 2021.
5. Integrasi *Whistleblowing System* (WBS) dengan tahapan implementasi yaitu penandatanganan Perjanjian Kerjasama antara Komisi Pemberantasan Korupsi dengan PT Bio Farma (Persero) tentang penanganan pengaduan dalam upaya pemberantasan tindak pidana korupsi.

Kami berkomitmen penuh untuk terus melakukan perbaikan kualitas penerapan GCG guna meningkatkan reputasi Bio Farma maupun kepercayaan *stakeholder* yang akan menjadi kekuatan Perseroan dalam memastikan tercapainya pertumbuhan bisnis yang berkualitas dan berkesinambungan.

PERUBAHAN KOMPOSISI DIREKSI DAN LATAR BELAKANG PERUBAHANNYA

Pada tahun 2021 telah terjadi penambahan personalia Direksi Bio Farma, sesuai dengan keputusan Rapat Pemegang Saham melalui Surat Keputusan Menteri BUMN nomor:SK – 322/MBU/10/2021 tanggal 01 Oktober 2021. Penambahan personalia Direksi diperlukan guna meningkatkan kualitas pengelolaan kegiatan operasional Perseroan, juga sebagai bagian dari upaya mewujudkan aspirasi jangka panjang BUMN Farmasi untuk mengembangkan Bio Farma menjadi perusahaan *life science* kelas dunia yang tentu membutuhkan hadirnya aktivitas penelitian dan pengembangan yang terarah.

Dengan ditunjuknya Sdri Yuliana Indriati sebagai Direktur Penelitian dan Pengembangan Bisnis, sejak tanggal 1 Oktober 2021 hingga saat penyusunan Laporan ini, susunan personalia Direksi Perseroan terdiri atas 6 Direktur, sebagai berikut.

IMPROVING THE QUALITY OF CORPORATE GOVERNANCE IMPLEMENTATION

We have demonstrated our commitment to continuously improve the quality of GCG implementation by conducting periodic quality assessments and implementing various recommendations given by the assessors. In 2021, we conducted an assessment on the quality of GCG implementation by an independent party, with a score of 94,754 from 90,173 in 2020 and “Very Good” category. Furthermore, in 2021, we realized various efforts to improve the quality of GCG implementation, according to recommendations and in accordance with developments in governance practices, including:

1. Signing of the Integrity Pact (commitment aspect) by Bio Farma personnel.
2. Dissemination of GCG implementation (code of conduct, gratification control, WBS, conflict of interest, and Anti-Bribery).
3. Dissemination of the prohibition of gratuities during religious holidays.
4. SMAP Internal and External Surveillance Audit in 2021.
5. Integration of the Whistleblowing System (WBS) with the following implementation phase: the signing of a Cooperation Agreement between the Corruption Eradication Commission and PT Bio Farma (Persero) regarding the handling of complaints in an effort to eradicate corruption.

We are fully committed to continuing to improve the quality of GCG implementation in order to improve Bio Farma’s reputation and stakeholder trust, which will be the Company’s strength in ensuring the achievement of quality and sustainable business growth.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS AND THE BACKGROUND TO THE CHANGES

In 2021, there was an increase in the personnel of Bio Farma’s Board of Directors, in accordance with the resolution of the Shareholders’ Meeting through the Decree of the Minister of State-Owned Enterprises No. SK – 322/MBU/10/2021 dated October 1, 2021. Additional personnel for the Board of Directors were needed to improve the management quality of the Company’s operational activities, and also as part of efforts to realize the long-term aspiration of State-Owned Pharmaceutical Holding to develop Bio Farma into a world-class life science company that requires targeted research and development activities.

With the appointment of Mrs. Yuliana Indriati as Research and Business Development Director, from October 1, 2021, until the time of the preparation of this Report, the composition of the Company’s Board of Directors personnel consists of 6 Directors, as follows.



Jabatan	Nama Name	Position
Direktur Utama	Honesty Basyir	President Director
Direktur Keuangan, SDM dan Manajemen Risiko	I.G.N. Suharta Wijaya	Finance, HC and Risk Management Director
Direktur Operasi	M.Rahman Roestan	Operations Director
Direktur Hubungan Kelembagaan	Sri Harsi Teteki	Institutional Relations Director
Direktur Transformasi Digital	Soleh Udin Al Ayubi	Digital Transformation Director
Direktur Penelitian dan Pengembangan Bisnis	Yuliana Indriati	Research and Business Development Director

Keberagaman latar belakang pendidikan akademis dan pengalaman tugas dari jajaran Direksi diharapkan dapat mendukung terlaksananya berbagai inisiatif strategis Perseroan dalam mewujudkan aspirasi Holding BUMN Farmasi dalam menjamin perbaikan kualitas kesehatan masyarakat melalui kemampuan Bio Farma Group dalam meneliti, mengembangkan dan mencukupi kebutuhan produk-produk vaksin, sera, obat-obatan maupun peralatan kesehatan dengan efektif dan efisien.

The diversity of academic educational backgrounds and work experience of the Board of Directors is expected to support the implementation of the Company's various strategic initiatives in realizing the aspirations of the State-Owned Pharmaceutical Holding to ensure the improvement of public health quality through Bio Farma Group's ability to research, develop and meet the needs of vaccine, sera, drugs and medical devices effectively and efficiently.

PENGELOLAAN DAN PENINGKATAN HUMAN CAPITAL

Kami menunjukkan pemahaman akan strategis dan pentingnya peran jajaran karyawan dalam memastikan keberhasilan pencapaian tujuan, visi dan misi Perseroan dengan senantiasa menjalankan pengelolaan hubungan industrial yang bermartabat. Kami juga senantiasa berupaya meningkatkan kompetensi seluruh jajaran *human capital* dengan merealisasikan beragam program pelatihan dan pengembangan secara terpadu dan terintegrasi, sesuai dengan potensi masing-masing jajaran dan bidang usaha yang ditekuni oleh entitas perusahaan di Group Holding BUMN Farmasi.

Kami menerapkan program pengembangan kompetensi dalam beberapa kelompok besar, sesuai tuntutan tugas dan tanggung jawab tiap jenjang jabatan maupun fungsinya. Pada umumnya, kami merealisasikan program-program pelatihan *development, management, profesi dan regulasi/sertifikasi*. Pada entitas induk, Bio Firma, yang terutama bergerak di bidang penelitian dan pengembangan aplikasi farmasi terbaru, khususnya *biotechnology & life science*, kami bahkan memberikan kesempatan kepada karyawan *talent* untuk melanjutkan pendidikan formal ke jenjang S2, hingga S3.

MANAGEMENT AND IMPROVEMENT OF HUMAN CAPITAL

We have demonstrated an understanding of the strategic and important role of employees in ensuring the successful achievement of the Company's goals, vision, and mission by consistently carrying out dignified industrial relations management. We also continuously strive to improve the competence of all levels of human capital by realizing various unified and integrated training and development programs, in accordance with the potential of each rank and line of business pursued by corporate entities in the State-Owned Pharmaceutical Holding Group.

We implement competency development programs in several large groups, according to the demands of the duties and responsibilities of each level of position and function. In general, we implement development, management, professional and regulatory/certification training programs. In the parent entity, Bio Farma, which is mainly engaged in research and development of the latest pharmaceutical applications, especially *biotechnology & life science*, we provide opportunities for talented employees to continue their formal education to Masters and Doctoral levels.



Oleh karena meyakini pentingnya peningkatan kompetensi *human capital* dalam mendukung tercapainya tujuan dan target Perseroan, kami bahkan memasukan target partisipasi dalam program pelatihan dan pengembangan sebagai bagian dari penilaian kinerja individu para karyawan. Sebagai wujud komitmen pengembangan kompetensi, di tahun 2021, karyawan induk usaha Bio Farma, mendapatkan pelatihan dengan durasi rata-rata 78 jam untuk pria dan 41 jam untuk wanita. Pada entitas anak usaha, Kimia Farma, rata-rata jam pelatihan adalah 21 jam untuk pria dan 29 jam untuk wanita.

Kami menerapkan sistem penilaian kinerja yang adil dan transparan, serta menyediakan kesempatan pengembangan karir secara vertikal, dimana setiap karyawan mempunyai kesempatan menambah wawasan melalui sistem rotasi hingga akhirnya mendapatkan tanggung jawab sebagai pimpinan unit sesuai kompetensi yang dimiliki. Kami juga menerapkan program *Work-Life Balance* (WLB) guna menciptakan ikatan yang kuat antara karyawan dengan perusahaan, dan mengedepankan kompetensi dan kinerja dalam memberikan kenaikan jenjang karir, maupun paket remunerasi yang adil, disertai terjaminnya lingkungan kerja yang aman, sehat dan seimbang.

Kami meyakini melalui pengelolaan dan pengembangan kompetensi tersebut Bio Farma akan terus berkembang dengan sehat dan siap bertransformasi menjadi perusahaan farmasi global dengan daya saing yang tinggi.

PENUTUP

Pada kesempatan ini, kami menyampaikan rasa terima kasih dan penghargaan yang setinggi-tingginya kepada Kementerian Keuangan selaku pemegang saham mewakili Pemerintah Republik Indonesia, atas kepercayaan dan dukungan yang telah diberikan kepada kami, juga kepada Dewan Komisaris atas pengawasan, arahan dan bimbingan yang senantiasa diberikan. Kami sampaikan penghargaan dan terima kasih sebesar-besarnya kepada pimpinan lembaga negara terkait lainnya beserta para mitra atas kolaborasi, kerjasama dan kepercayaannya, sehingga kita semua dapat menuntaskan tugas negara dalam menanggulangi pandemi dengan sebaik-baiknya. Juga tak lupa kami sampaikan penghargaan, terima kasih dan penghormatan kepada para pemangku kepentingan pada umumnya atas kerjasama dan dukungannya selama kami menjalankan tugas.

Due to the importance of human capital competence enhancement in supporting the achievement of the Company's goals and targets, we have included a target for participation in training and development programs as part of evaluating the individual performance of employees. As a form of commitment to competency enhancement, in 2021, employees of the parent company (Bio Farma) received training with an average duration of 78 hours for men and 41 hours for women. In its subsidiary, Kimia Farma, the average training hours are 21 hours for men and 29 hours for women.

We implemented a fair and transparent performance assessment system and vertical career development opportunities, where all employees had the opportunity to gain insight through a rotation system until they had the responsibility to act as a unit leader according to their competencies. We also implemented the *Work-Life Balance* (WLB) program to create a strong bond between employees and the company and prioritize competence and performance in providing a career path, as well as a fair remuneration package, along with ensuring a safe, healthy and balanced work environment.

We believe that through the management and development of the competencies, Bio Farma will continue to grow healthily and be ready to transform into a global pharmaceutical company with high competitiveness.

CLOSING REMARKS

On this occasion, we would like to express our highest gratitude and appreciation to the Ministry of Finance as the shareholder representing the Government of the Republic of Indonesia, for the trust and support that has been given to us, and to the Board of Commissioners for its continuous supervision, direction and guidance. We express our deepest appreciation and gratitude to the leaders of other relevant state institutions and partners for their collaboration, cooperation, and trust, such that all of us could complete the country's tasks in handling the pandemic properly. We would also like to convey our appreciation, gratitude, and respect to the stakeholders in general for their cooperation and support during our duties.



Khusus kepada seluruh jajaran Karyawan, kami sampaikan penghargaan, penghormatan serta terima kasih setinggi-tingginya atas komitmen dalam melaksanakan tugas dengan senantiasa menjunjung semangat *sharp, smart* dan *synergy* dalam rangka berbakti dan berkontribusi bagi keselamatan dan kemajuan pembangunan bangsa. Berkat tingginya komitmen dan kebersamaan kalian semua, Perseroan dapat mewujudkan seluruh rencana kerja di tahun 2021 yang dinamis dengan mencatatkan kinerja yang membanggakan.

Keberhasilan Perseroan dalam meraih peluang terbaik dari mulai pulihnya kondisi usaha dan menjalankan amanah sebagai garda terdepan dalam menanggulangi dan mencegah penyebaran pandemi menjadi bukti bahwa kita semua telah mulai melangkah mewujudkan aspirasi jangka panjang menjadikan Bio Farma sebagai *life science company* berskala global yang mampu mendukung perbaikan kualitas kesehatan bangsa maupun dunia demi tercapainya kemakmuran bersama.

Specifically to all employees, we express our highest appreciation, respect and gratitude for their commitment to carrying out their duties by always upholding the spirit of being sharp and smart and working in synergy when serving and contributing to the safety and progress of the nation's development. Due to the high commitment and our togetherness, the Company was able to realize the entire work plan in a dynamic 2021 with excellent performance.

The Company's success in seizing the best opportunities in the recovery of business conditions and in carrying out the mandate at the front line of handling and preventing the spread of the pandemic is proof that we have all begun to take steps to realize the long-term aspiration to make Bio Farma a global-scale life science company capable of supporting the improvement of the national and global health quality in order to achieve common prosperity.

Bandung, Juni, 2022 | June, 2022
Direksi PT Bio Farma (Persero)
Board of Directors PT Bio Farma (Persero)

HONESTI BASYIR

Direktur Utama

Board of Directors



Surat Pernyataan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan 2021 PT Bio Farma (Persero) Board of Commissioners Statement Concerning Responsibility for the 2021 Annual Report of PT Bio Farma (Persero)

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Bio Farma (Persero) Tahun 2021, telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi laporan tahunan perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned hereby declare that all information in the 2021 Annual Report of PT Bio Farma (Persero) has been duly disclosed and we take full responsibility for the accuracy of the information on this annual report.

This statement was made with our full attention.

Juni 2022 | June, 2022

Dewan Komisaris,
Board of Commissioners,

TANRI ABENG
Komisaris Utama
President Commissioner

ARIANTI ANAYA
Komisaris
Commissioner

RONI DWI SUSANTO
Komisaris
Commissioner

MADE ARYA WIJAYA
Komisaris
Commissioner

AHMAD M. RAMLI
Komisaris
Commissioner

NIZAR YAMANIE
Komisaris
Commissioner



Surat Pernyataan Direksi tentang Tanggung Jawab atas Laporan Tahunan 2021 PT Bio Farma (Persero)

Board of Directors Statement Concerning Responsibility for the 2021 Annual Report of PT Bio Farma (Persero)

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Demikian pernyataan ini dibuat dengan sebenarnya.

This statement was made with our full attention.

Juni 2022 | June, 2022

Direksi,
Board of Directors,



HONESTI BASYIR

Direktur Utama
President Director



M. RAHMAN ROESTAN

Direktur Operasi
Director of Operations



SRI HARSİ TETEKİ

Direktur Hubungan Kelembagaan
Director of Institutional Relations



I.G.N SUHARTA WIJAYA

Direktur Keuangan, Manajemen
Risiko dan SDM
Director of Finance, Risk
Management and Human Capital



SOLEH UDIN AL AYUBI

Direktur Transformasi dan Digital
Director of Transformation and
Digital



YULIANA INDRIATI

Direktur Penelitian dan
Pengembangan Bisnis
Director of Research and
Development



Profil Perusahaan

Company Profile

02

Kami memiliki layanan imunisasi yang terintegrasi dan didukung oleh tenaga kesehatan yang berpengalaman, untuk menyediakan vaksin yang berkualitas dan terjangkau.

We have an integrated immunization service and are supported by experienced health workers, to provide quality vaccines at affordable prices.

Profil Singkat Bio Farma

Bio Farma in Brief

Nama Perusahaan & Domisili

Company's Name & Domicile

PT Bio Farma (Persero)

Bandung, Jawa Barat

Bandung, West Java

Tanggal Pendirian

Date of Establishment

6 Agustus 1890 di Jakarta

Jakarta, 6 August 1890

Dasar Hukum Pendirian

Legal Basis of Establishment

Surat Keputusan Gubernur Hindia Belanda nomor 14 tahun 1890 tentang Pembentukan Parc Vaccinogene.

The Governor of the Netherlands East Indies issued Decree No. 14 of 1890 establishing Parc Vaccinogene.

Dasar Hukum Pembentukan Badan Hukum Perseroan Terbatas

Legal Foundation for the Formation of a Limited Liability Company

Akta Pendirian Perseroan Terbatas No. 1 Tanggal 3-2-1997 yang diubah dengan Akta No. 188 Tanggal 20-6-1997 dan Akta No. 30 tanggal 21-10-1997, dibuat oleh Notaris Muhani Salim, S.H., dan telah mendapatkan pengesahan dari Menteri Kehakiman Republik Indonesia pada Tanggal 5 Maret 1998 berdasarkan Surat Keputusan Nomor C2-1423HT.01.01. Tahun 1998 tentang Pengesahan Akta Pendirian Perseroan Terbatas. The Deed of Establishment of a Limited Liability Company No. 1 dated 3-2-1997, as amended by Deed No. 188 dated 20-6-1997 and Deed No. 30 dated 21-10-1997, was prepared by Notary Muhani Salim, S.H., and was approved on March 5, 1998 by the Minister of Justice of the Republic of Indonesia pursuant to Decree Number C2-1423HT.01.01. 1998 concerning the Ratification of the Deed of Establishment of a Limited Liability Company.

Dasar Hukum sebagai Induk Holding BUMN Farmasi

As a Legal Basis for Holding Pharmaceutical SOEs

- Peraturan Pemerintah (PP) Nomor 76 Tahun 2019 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Perusahaan Perseroan (Persero) PT Bio Farma.
- Akta Nomor 36 Tanggal 31 Januari 2020, dibuat oleh Notaris Aulia Taufani, S.H., dan telah mendapatkan pengesahan berdasarkan SK Kementerian Hukum dan HAM No. AHU-0008814.AH.01.02.Tahun 2020 tanggal 31 Januari 2020.
- Government Regulation (PP) No. 76 of 2019 on the Republic of Indonesia's State Equity Participation in PT Bio Farma Limited Liability Company (Persero).
- Deed No. 36, dated January 31, 2020, was executed by Notary Aulia Taufani, S.H., and was approved by Decree No. AHU-0008814.AH.01.02 of the Ministry of Law and Human Rights. The year 2020 begins on January 31, 2020.

Akta Notaris Perubahan Terakhir

Notary Deed with the Most Recent Amendment

Akta Nomor 35 tanggal 7 Oktober 2021, dibuat oleh Notaris Aulia Taufani, S.H., dan telah mendapatkan pengesahan berdasarkan SK Kementerian Hukum dan HAM No. AHU-AH.01.03-0461103 tanggal 14 Oktober 2021.

Notary Aulia Taufani, S.H. drafted Deed Number 35 dated October 7, 2021, which was approved by Decree of the Ministry of Law and Human Rights No. AHU-AH.01.03-0461103 on October 14, 2021.



Modal Dasar

Authorised Capital

Rp61 triliun terdiri dari 61 juta lembar saham dengan nilai nominal sebesar Rp1 juta per lembar saham.

Rp61 trillion is divided into 61 million shares with a face value of Rp1 million each.

Modal Ditempatkan

Issued Capital

Rp17.479.821.000.000,00 terdiri dari 17.479.821 lembar saham dengan nilai nominal sebesar Rp1 juta per lembar saham.

Rp17,479,821,000,000.00 is comprised of 17,479,821 shares, each with a par value of Rp1 million.

Kantor Pusat

Headquarters

Jl. Pasteur No. 28, Bandung 40161, Indonesia

Telepon: +62 22-2033755

Fax : +62 22 - 2041306

Email : mail@biofarma.co.id

Website: www.biofarma.co.id

Blog : www.infoimunisasi.com

Kepemilikan Saham

Shareholding

Negara Republik Indonesia: 100%

Republic of Indonesia: 100%

Jumlah Karyawan

Total Employees

Karyawan Tetap Permanent employees: 1255

Karyawan Kontrak Contract Employees: 388: 388

Wilayah Operasi

Operational Area

Lokasi Pabrik Factory Location

Bandung, Jawa Barat

Bandung, West Java

Lokasi Fasilitas Produksi

Location of Production Facility

Bandung, Jawa Barat

Bandung, West Java

Lokasi Penunjang Produksi Location of Production Support

Kabupaten Bandung Barat, Jawa Barat

West Bandung Regency, West Java

Kantor Perwakilan Representative Office

Jakarta, DKI Jakarta

Wilayah Pemasaran Marketing Area

Seluruh Indonesia dan Luar Negeri sekitar Lebih 140 negara

Throughout Indonesia and to more than 140 countries overseas.

Bidang Usaha

Line of Business

1. Industri produk farmasi, bahan farmasi, alat kesehatan dan produk *Life Science* lainnya.
2. Penelitian dan pengembangan ilmu pengetahuan alam, ilmu teknologi dan rekayasa, khususnya di bidang bioteknologi dan produk *Life Science*.
3. Aktivitas profesional, ilmiah dan teknis, khususnya untuk barang/jasa yang berkaitan dengan Industri *Life Science* dan *healthcare*.
4. Aktivitas kesehatan manusia, seperti apotek, laboratorium, klinik, layanan vaksinasi dan pelayanan kesehatan lainnya.
5. Aktivitas Informasi dan komunikasi, termasuk pengembangan portal web dan/atau platform digital untuk *healthcare* dan industri *Life Science*.
6. Aktivitas Perdagangan, termasuk pemasaran dan distribusi baik hasil produksi sendiri maupun hasil produksi pihak lain, baik di dalam maupun di luar negeri, khususnya untuk produk farmasi, bahan farmasi, alat kesehatan dan produk *Life Science* lainnya.
7. Aktivitas pertanian, perdagangan, pendidikan, penyediaan akomodasi, real estat, rekreasi dan aktivitas penunjang usaha lainnya serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

1. Pharmaceutical product development, pharmaceutical materials development, medical device development, and other *Life Science* product development.
2. Natural science, technology, and engineering research and development, particularly in the domains of biotechnology and *Life Science* goods.
3. Professional, scientific, and technological activities, particularly in the field of *Life Science* and *healthcare*.
4. Activities relating to human health, such as pharmacies, labs, clinics, immunisation services, and other health-related services.
5. Information and communication technology-related activities, including the creation of online portals and/or digital platforms for the *healthcare* and *Life Science* sectors.
6. Commercial activities, including marketing and distribution of own and third-party products, both domestically and internationally, with a focus on pharmaceutical products, pharmaceutical ingredients, medical devices, and other *Life Science* items.
7. Agricultural activities, warehousing, education, providing housing, real estate, recreation, and other business support activities, as well as optimising the Company's resource utilisation to produce high-quality and highly competitive goods and/or services in order to earn profits and increase the Company's value through the application of the Limited Liability Company principles.

Sekilas Bio Farma

Bio Farma at a Glance

Eksistensi Bio Farma dalam mengabdikan untuk bangsa Indonesia telah terbukti selama lebih dari sepuluh dekade. Kami memiliki dedikasi nyata dalam menjaga, menyelamatkan, dan membangun Kesehatan seluruh rakyat Indonesia guna mendukung perkembangan dan kemajuan bangsa. Sebagai promotor di bidang vaksin, sudah menjadi karakteristik kami untuk meningkatkan kualitas hidup manusia.

Berbasis di Bandung, Jawa Barat, PT Bio Farma (Persero) atau dikenal dengan sebutan Bio Farma merupakan BUMN (Badan Usaha Milik Negara) dengan kepemilikan sahamnya adalah sepenuhnya milik Pemerintah Republik Indonesia. Bio Farma merupakan satu-satunya produsen vaksin bagi manusia di Indonesia dan terbesar di Asia Tenggara dengan kegiatan bisnisnya, yaitu memproduksi vaksin, antisera, serta produk-produk biologi lainnya (*Life Science*) yang memiliki standarisasi internasional. Produksi vaksin, antisera, dan produk-produk biologi lainnya (*Life Science*) tersebut diproduksi untuk turut serta mendukung program imunisasi nasional dalam rangka mewujudkan masyarakat Nusantara dengan kualitas kesehatan yang terjamin.

Kegiatan usaha Bio Farma dengan lahan seluas 91.058 m² digunakan untuk fasilitas produksi, penelitian dan pengembangan, pemasaran, serta administrasi. Di samping itu, Bio Farma memiliki fasilitas penunjang di Cisarua, Lembang, Kabupaten Bandung Barat, di atas lahan seluas 282.441 m² yang digunakan untuk pengembangbiakan dan pemeliharaan hewan laboratorium. Bio Farma juga memiliki kantor perwakilan di Gedung Pakarti Centre Jl. Tanah Abang III No. 23-27 Jakarta.

Filosofi "Dedicated to Improving Quality of Life," sudah menjadi identitas Bio Farma untuk senantiasa memberikan kontribusi nyata dan keamanan kesehatan global (*Global Health Security*). Melalui "*Biotech for a Better Future*", Bio Farma mampu menjaga eksistensinya sebagai promotor dalam industri vaksin di Indonesia dan memberikan solusi untuk kemakmuran global. Didukung oleh pengalaman, kapasitas dan kapabilitas yang mumpuni, Bio Farma mampu menjaga pelayanan yang stabil, konsisten dan berkesinambungan. Bio Farma akan terus hadir dari masa ke masa di garda terdepan untuk menjaga kesehatan bangsa.

Bio Farma's continued service to the Indonesian nation dates back more than a decade. We are really committed to preserving, conserving, and enhancing the health of all Indonesians in order to contribute to the nation's growth and advancement. As a vaccine promoter, it is our mission to improve the quality of human life.

PT Bio Farma (Persero) or simply Bio Farma is a BUMN (State Controlled Enterprise) based in Bandung, West Java. It is completely owned by the Government of the Republic of Indonesia. Bio Farma is Indonesia's sole human vaccine manufacturer and the biggest in Southeast Asia, with its commercial operations focused on the production of international-standard vaccinations, antisera, and other biological goods (*Life Science*). Vaccines, antisera, and other biological products (*Life Science*) are manufactured to contribute to the national vaccination programme in order to provide the archipelago's inhabitants with assured health quality.

Bio Farma's commercial operations span 91,058 square meters and include manufacturing facilities, research and development, marketing, and administration. Additionally, Bio Farma maintains supporting facilities in Cisarua, Lembang, West Bandung Regency, on a 282,441-square-meter site dedicated to breeding and rearing laboratory animals. Additionally, Bio Farma maintains a representative office in Jakarta's Pakarti Center Building, Jl. Tanah Abang III No. 23-27.

The principle of "Dedicated to Improving Quality of Life" has become Bio Farma's identity, ensuring that the company continues to make a meaningful contribution to global health security. Bio Farma is able to retain its position as a supporter of the vaccine business in Indonesia and deliver answers for global development through "Biotech for a Better Future." Bio Farma is able to provide a solid, constant, and sustainable service because of its qualified expertise, capacity, and competence. Bio Farma will continue to remain at the forefront of efforts to safeguard the nation's health on a periodic basis.



PERUBAHAN ANGGARAN DASAR BIO FARMA

Anggaran Dasar Bio Farma telah mengalami beberapa kali perubahan, khususnya pada tahun 2021 telah dilakukan empat kali perubahan, sebagai berikut:

1. Perubahan Pasal 4 tentang Modal, berdasarkan Akta Notaris No. 8 Tanggal 8 Maret 2021, dibuat oleh Notaris Aulia Taufani, S.H, telah mendapatkan pengesahan dari Kementerian Hukum dan HAM, nomor AHU-AH.01.03-0157656 tanggal 10 Maret 2021.
2. Perubahan Pasal 3 tentang Maksud dan Tujuan serta Kegiatan Usaha, berdasarkan Akta Notaris No. 13 Tanggal 5 Mei 2021, dibuat oleh Notaris Aulia Taufani, S.H, telah mendapatkan pengesahan dari Kementerian Hukum dan HAM, nomor AHU-0029650.AH.01.02.TAHUN 2021 Tanggal 20 Mei 2021.
3. Perubahan nomenklatur jabatan anggota Direksi Perseroan, pengalihan penugasan anggota Direksi Perseroan, pemberhentian dengan hormat anggota Dewan komisaris Perseroan dan pengangkatan anggota Dewan komisaris Perseroan, berdasarkan Akta Notaris No. 51 Tanggal 20 Mei 2021, dibuat oleh Notaris Aulia Taufani, S.H, telah mendapatkan pengesahan dari Kementerian Hukum dan HAM, nomor AHU-AH.01.03-0356275 tanggal 7 Juni 2021.
4. Perubahan nomenklatur jabatan anggota Direksi Perseroan, pengalihan penugasan anggota Direksi Perseroan, pengangkatan anggota Direksi Perseroan, pemberhentian dengan hormat anggota Dewan komisaris Perseroan dan pengangkatan anggota Dewan komisaris Perseroan, berdasarkan Akta Notaris No. 7 Tanggal 7 Oktober 2021, , dibuat oleh Notaris Aulia Taufani, S.H, telah mendapatkan pengesahan dari Kementerian Hukum dan HAM, nomor AHU-AH.01.03-0461103 tanggal 14 Oktober 2021.

AMENDMENTS TO THE ARTICLES OF ASSOCIATION OF BIO FARMA

The Articles of Association of Bio Farma have been updated multiple times, most recently in 2021, when four revisions were made as follows:

1. The amendment to Article 4 relating to Capital, based on Notarial Deed No. 8 March 8, 2021, signed by Notary Aulia Taufani, S.H., has been accepted by the Ministry of Law and Human Rights under the reference number AHU-AH.01.03-0157656 dated March 10, 2021.
2. Amendment to Article 3 relating to the Purpose and Objectives and Business Activities, based on a Notarial Deed dated 13 May 5, 2021, signed by Notary Aulia Taufani, S.H, and authorised by the Ministry of Law and Human Rights under the reference number AHU-0029650.AH.01.02.YEAR 2021. Dated 20 May 2021.
3. Changes to the nomenclature of positions for members of the Company's Board of Directors, assignment of members of the Company's Board of Directors, honorary discharge of members of the Company's Board of Commissioners, and appointment of members of the Company's Board of Commissioners, based on Notarial Deed No. 51 Dated May 20, 2021, signed by Notary Aulia Taufani, S.H., have been approved by the Ministry of Law and Human Rights under approval number AHU-AH.01.03-0356275 dated on 7 June 2021.
4. Changes to the nomenclature of positions for members of the Company's Board of Directors, assignment of members of the Company's Board of Directors, appointment of members of the Company's Board of Directors, honorary discharge of members of the Company's Board of Commissioners, and appointment of members of the Company's Board of Commissioners, based on Notarial Deed No. 7 October 7, 2021, signed by Notary Aulia Taufani, S.H., have been approved by the Ministry of Law and Human Rights, number AHU-AH.01.03-0461103 dated October 14, 2021.



Sejarah Bio Farma

History of Bio Farma

6 AGUSTUS AUGUST 6

1890

Bio Farma berdiri dengan nama "Parc Vaccinogene" pada tanggal 6 Agustus 1890 berdasarkan surat Keputusan Gubernur Hindia Belanda nomor 14 tahun 1890 di Rumah Sakit Militer Weltevreden, Batavia, yang saat ini telah berubah fungsi menjadi Rumah Sakit Pusat angkatan Darat Gatot Soebroto (RSPAD Gatot Soebroto), Jakarta.

Bio Farma was founded on August 6, 1890 under the name "Parc Vaccinogene" in accordance with the Governor of the Dutch East Indies' Decree No. 14 of 1890 at the Weltevreden Military Hospital in Batavia, which has since renamed itself the Gatot Soebroto Army Central Hospital (RSPAD Gatot Soebroto), Jakarta.



1895-1901

Perusahaan mengalami pergantian nama menjadi "Parc Vaccinogene en Instituut Pasteur".

The name of the firm was changed to "Parc Vaccinogene en Instituut Pasteur."

1950-1954



Pada masa agresi Militer, saat Bandung kembali diduduki oleh Belanda, Perusahaan kembali berganti nama menjadi "Landskoepok Inrichting en Institut Pasteur."

The corporation again changed its name to "Gedung Cacar dan Lembaga Pasteur" which is one of the divisions inside the Ministry of Health of the Republic of Indonesia.

1955-1960



Pada masa nasionalisasi kepemilikan Perusahaan Belanda di Indonesia, Perusahaan kemudian berganti nama kembali menjadi "Perusahaan Negara Pasteur." Perusahaan lebih dikenal dengan nama PN Pasteur.

The Company thereafter changed its name to "Perusahaan Negara Pasteur" following the nationalisation of Dutch Company ownership in Indonesia. The firm is most commonly referred to as PN Pasteur.

1978-1996

Berdasarkan Peraturan Pemerintah No.26 tahun 1978, Perusahaan mengubah nama menjadi Perusahaan Umum Bio Farma yang lebih dikenal dengan nama Perum Bio Farma.

The Company changed its name to Bio Farma Public Company, often referred to as Perum Bio Farma, in accordance with Government Regulation No. 26 of 1978.



1961-1978

Perusahaan kembali mengubah nama menjadi "Perusahaan Negara Bio Farma" atau lebih dikenal dengan nama PN Bio Farma.

The corporation renamed itself "Perusahaan Negara Bio Farma," or PN Bio Farma.



1997

Berdasarkan Peraturan Pemerintah No.1 tahun 1997, nama Perusahaan kembali berubah dari Perum Bio Farma menjadi Perusahaan Perseroan (Persero) atau lebih dikenal dengan nama PT Bio Farma (Persero) sampai dengan saat ini.

According to Government Regulation No. 1 of 1997, the Company's name was changed from Perum Bio Farma to Limited Liability Company (Persero), or more often referred to as PT Bio Farma (Persero) until today.



▶ 1902–1941

Perusahaan kembali mengalami perubahan nama menjadi "Landskoepok Inrichting en Instituut Pasteur." Pada tahun 1923, Bio Farma mulai menempati lokasi di Jalan Pasteur no.28 Bandung yang dipimpin oleh L.Otten.

The firm was renamed "Landskoepok Inrichting en Instituut Pasteur" once more. In 1923, under the leadership of L. Otten, Bio Farma began occupying the premises at Jalan Pasteur no. 28 Bandung.

▶ 1942–1945

Saat penjajahan Jepang, Bio Farma berganti nama kembali menjadi "Bandung Boeki Kenkyushoo" yang dipimpin oleh Kikuo Kurauchi.

During the Japanese occupation, Kikuo Kurauchi renamed Bio Farma "Bandung Boeki Kenkyushoo."

1946–1949 ◀

Pada masa agresi Militer, saat Bandung kembali diduduki oleh Belanda, Perusahaan kembali berganti nama menjadi "Landskoepok Inrichting en Institut Pasteur."

When the Dutch captured Bandung again after the armed onslaught, the Company changed its name to "Landskoepok Inrichting en Institut Pasteur."

1945–1946 ◀

Perusahaan kembali berganti nama menjadi "Gedung Cacar dan Lembaga Pasteur." Perusahaan ini dipimpin oleh R.M.Sardjito yang merupakan Pemimpin Indonesia pertama. Pada saat kepemimpinan R.M.Sardjito, lokasi sempat dipindahkan ke daerah Klaten.

The firm renamed itself "Construction of Smallpox and the Pasteur Institute." R.M. Sardjito, Indonesia's first leader, leads the corporation. The location was relocated to the Klaten area under the leadership of R.M. Sardjito.

1997–2011

Bio Farma berhasil mendapatkan Pra-Kualifikasi WHO untuk 12 jenis vaksin sehingga bisa memasuki pasar ekspor.

▶ Bio Farma obtained WHO Pre-Qualification for 12 different vaccines, allowing them to join the export market.



2008

Peluncuran logo baru mencerminkan semangat dan optimisme untuk menuju industri vaksin kelas dunia.

The new logo shows the company's commitment and excitement for a world-class vaccination business.

2009

Di bawah tim manajemen yang baru, Bio Farma melangkah menuju perusahaan *Life Science* kelas dunia yang berdaya saing global.

▶ Bio Farma has evolved into a world-class *Life Science* enterprise with worldwide competitiveness under the new management team.



2013

Roadmap menuju industri *Life Science* dimulai. Peluncuran vaksin terbaru Pentavalent (Difteri, Tetanus, Pertussis, Hepatitis B, HiB) dan Pencanangan Program Imunisasi Nasional.

The *Life Science* industry's roadmap begins here. The introduction of the most recent Pentavalent vaccinations (Diphtheria, Tetanus, Pertussis, Hepatitis B, and HiB) and the establishment of the National Immunization Program.

2014

- Peningkatan Visi baru "Menjadi Perusahaan *Life Science* Kelas Dunia yang berdaya saing global".
- Vaksin Pentabio (DTP-HB-Hib) mendapatkan pengakuan Pra-Kualifikasi dari WHO.
- New vision strengthened: "To create a world-class *Life Science* company with global competitiveness."
- The WHO granted Pentabio Vaccine (DTP-HB-Hib) Pre-Qualification status.



2015

Peresmian Gedung Heritage dan Museum Bio Farma.
Inauguration of the Heritage Building and Bio Farma Museum

2016



Transformasi Forum Riset Vaksin Nasional (FRVN) menjadi Forum Riset *Life Science* Nasional (FRLN).
Transformation of the National Vaccine Research Forum (FRVN) into the National *Life Science* Research Forum (FRLN).

2017



Indonesia melalui Bio Farma dipercaya sebagai Center of Excellence Vaccine, Organisation of Islamic Cooperation (OIC).

Indonesia is designated as a Center of Excellence for Vaccines by the Organization of Islamic Cooperation through Bio Farma (OIC).

2020

PT Bio Farma (Persero) beralih menjadi Holding BUMN Farmasi sejak 2020.



PT Bio Farma (Persero) has been transformed into a Pharmaceutical BUMN Holding.



2019

Bio Farma resmi menjadi Induk Holding Farmasi BUMN Farmasi, dengan anggota PT Kimia Farma Tbk dan PT Indofarma Tbk. Pembentukan Holding BUMN Farmasi ini, berdasarkan Peraturan Pemerintah (PP) Nomor 76 Tahun 2019 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Perusahaan Perseroan (Persero) PT Bio Farma.

Bio Farma has been designated as the Pharmaceutical Holding Company for Pharmaceutical SOEs, including PT Kimia Farma Tbk and PT Indofarma Tbk. The foundation of this Pharmaceutical BUMN Holding is based on Government Regulation (PP) No. 76 of 2019 about the inclusion of the Republic of Indonesia's State Equity Participation in PT Bio Farma (Persero).

2021

Sistem Manajemen Distribusi Vaksin (SMDV) Holding BUMN Farmasi Resmi Diluncurkan

Penerapan dari SMDV merupakan sistem pertama didunia yang diterapkan di vaksin COVID-19, dimana sistem ini akan memantau posisi truk, suhu dari vaksinnnya, yang terus terupdate dalam lima menit sekali yang akan terlapor ke *Command Center* di Holding BUMN Farmasi, kedepannya SMDV ini, bisa diterapkan untuk produk vaksin atau produk farmasi lainnya, sehingga kedepannya tidak akan ada lagi berita vaksin palsu, atau produk farmasi yang tidak teregister namun berada di pasaran.

Pharmacy BUMN Holdings Officially Launches Vaccine Distribution Management System

SMDV is the first system in the world to be applied to the Covid-19 vaccine, where it will monitor the truck's location and the vaccine's temperature, which will be continuously updated every five minutes and reported to the Pharmaceutical BUMN Holding's Command Center to be applied to vaccine products or other pharmaceutical products; thus, there will be no more fake vaccine news or pharmaceutical products in the future.



Kegiatan Usaha Perusahaan Menurut Anggaran Dasar

The Articles of Association

Kegiatan usaha dalam Anggaran Dasar Bio Farma telah disesuaikan dengan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) yang ditetapkan oleh Peraturan Badan Pusat Statistik, kegiatan usaha Perusahaan tercantum dalam Pasal 3 Anggaran Dasar Perusahaan yang terakhir diubah melalui Akta Notaris No. 13 Tanggal 5 Mei 2021, dibuat oleh Notaris Aulia Taufani, S.H, serta telah mendapatkan pengesahan dari Kementerian Hukum dan HAM, nomor AHU-0029650.AH.01.02.TAHUN 2021 Tanggal 20 Mei 2021.

Menurut Anggaran Dasar Perusahaan PT Bio Farma (Persero), maksud dan tujuan Perseroan ini adalah melakukan usaha di bidang aktivitas profesional, ilmiah, dan teknis, industri, perdagangan besar dan eceran, aktivitas kesehatan manusia, pertanian, pergudangan, pendidikan, penyediaan akomodasi, real estat, rekreasi, aktivitas penunjang usaha lainnya serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

Bio Farma's Articles of Association have been amended to conform to the Indonesian Standard Classification of Business Fields (KBLI) as specified by the Central Statistics Agency Regulations, 13 May 5, 2021, notarized by Notary Aulia Taufani, S.H., and approved by the Ministry of Law and Human Rights under the number AHU-0029650.AH.01.02. YEAR 2021. Dated 20 May 2021.

The purpose and objectives of PT Bio Farma (Persero) are to conduct business in the fields of professional, scientific and technical activities, industry, wholesale and retail trade, human health activities, agriculture, warehousing, education, accommodation provision, real estate, recreation, and other business support activities, as well as to optimise the utilisation of the Company's resources to produce high-quality products.





KEGIATAN USAHA PERUSAHAAN YANG DIJALANKAN

Bio Farma telah menjalankan sebagian besar kegiatan usaha sebagaimana disebutkan dalam Anggaran Dasar, antara lain:

THE COMPANY'S BUSINESS ACTIVITIES

Bio Farma has conducted the majority of its business activities in accordance with the Articles of Association, including the following:

Kelompok Kegiatan Usaha Group of Commercial Activities		Uraian Elucidation
	Industri Industry	Produk farmasi, bahan farmasi, alat kesehatan dan produk <i>Life Science</i> lainnya Pharmaceutical items, pharmaceutical materials, medical gadgets, and other things relating to <i>Life Science</i>
	Penelitian dan pengembangan Research and development	Penelitian dan pengembangan ilmu pengetahuan alam, ilmu teknologi dan rekayasa, khususnya di bidang bioteknologi dan produk <i>Life Science</i> Natural sciences, technical sciences, and engineering research and development, particularly in the domains of biotechnology and <i>Life Science</i> goods
	Aktivitas profesional, ilmiah dan teknis Professional, scientific and technical activities	Barang/jasa yang berkaitan dengan Industri <i>Life Science</i> dan <i>healthcare</i> Products and services associated with the <i>Life Sciences</i> and healthcare industries
	Aktivitas kesehatan manusia Human health activities	Apotek, laboratorium, Klinik, layanan vaksinasi dan pelayanan kesehatan Pharmacies, labs, clinics, immunisation services and health services
	Aktivitas Informasi dan komunikasi Activities involving information and communication	Pengembangan portal web dan/atau platform digital untuk healthcare dan industri <i>Life Science</i> Web portal and/or digital platform development for the healthcare and <i>Life Science</i> sectors
	Perdagangan Trading	Pemasaran dan distribusi baik hasil produksi sendiri maupun hasil produksi pihak lain, baik di dalam maupun di luar negeri, khususnya untuk produk-produk <i>Life Science</i> . Marketing and distribution of both in-house and third-party manufacturing, both domestically and internationally, with a particular emphasis on <i>Life Science</i> goods
	Aktivitas pertanian, pergudangan, pendidikan, penyediaan akomodasi, real estat, rekreasi Agriculture, warehousing, education, housing, real estate, and recreation	Aktivitas pertanian, pergudangan, pendidikan, penyediaan akomodasi, real estat, rekreasi dan aktivitas penunjang usaha lainnya serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas Agricultural activities, warehousing, education, providing housing, real estate, recreation, and other business support activities, as well as optimising the Company's resource utilisation to produce high-quality, highly competitive goods and/or services in order to earn profits and increase the Company's value through the application of Limited Liability Company principles

Beberapa kegiatan usaha dalam Anggaran Dasar masih dalam tahap perencanaan dan pengembangan.

Several of the Articles of Association's commercial operations are currently in the planning and development stages.



Produk dan Jasa

Products and Services

Vaksin Virus Viral Vaccine



Vaksin Poliomyelitis Oral Bivalen Tipe 1 & 3 (bOPV)
Pencegahan terhadap penyakit Poliomyelitis tipe 1 & 3.

Bivalent Oral Poliomyelitis Type 1 & 3 (bOPV) Vaccine
Prevention of Poliomyelitis type 1 & 3.



Vaksin Campak
Pencegahan terhadap penyakit Campak.

Measles Vaccine
Measles prevention.



Vaksin Oral Polio Monovalent Tipe 1 (mOPV1)
Untuk pencegahan terhadap penyakit poliomyelitis tipe 1.

Monovalent Type 1 Oral Polio Vaccine (mOPV)
Prevention of type 1 poliomyelitis.



Vaksin Hepatitis B Rekombinan (0.5 mL dan 1 mL)
Imunisasi aktif pada semua usia untuk mencegah infeksi yang disebabkan oleh virus hepatitis B, tetapi tidak dapat mencegah infeksi yang disebabkan oleh virus Hepatitis A, Hepatitis C atau virus lain yang dapat menginfeksi hati.

Recombinant Hepatitis B Vaccine (0.5 mL and 1 mL)
Active immunisation at all ages to prevent infections caused by the hepatitis B virus, but cannot prevent infections caused by the Hepatitis A virus, Hepatitis C or other viruses that can infect the liver.



Vaksin Flubio (Vaksin Influenza HA)
Pencegahan terhadap penyakit seasonal influenza.

Flubio Vaccine (HA Influenza Vaccine)
Prevention of seasonal influenza.



Vaksin Novel Oral Poliomyelitis (nOPV 2)
Mengandung *live attenuated* virus Polio tipe 2 (*Modified Sabin Strains*) sebagai pencegahan terhadap penyakit poliomyelitis.

Novel Oral Poliomyelitis Vaccine (nOPV 2)
Contains live attenuated Polio virus type 2 (*Modified Sabin Strains*) as a preventive against poliomyelitis.



Vaksin Polimyelitis Inaktif (IPV)
Pencegahan terhadap poliomyelitis berupa suspensi untuk injeksi dalam multidosis.

Inactivated Polymyelitis Vaccine (IPV)
Prevention of poliomyelitis in the form of suspension for injection in multidose.



Vaksin COVID-19 Bio Farma
Pencegahan terhadap COVID-19 yang diakibatkan oleh infeksi virus SARS CoV-2

Bio Farma COVID-19 Vaccine
Prevention of COVID-19 caused by infection with the SARS CoV-2 virus



Vaksin Bakteri Bacterial Vaccine



Vaksin TT

Pencegahan terhadap penyakit Tetanus dan perlindungan terhadap Tetanus neonatal pada bayi baru lahir.

TT Vaccine

Tetanus Disease prevention and protection against Neonatal tetanus in newborn babies.



Vaksin Jerap Td (*multidose*)

Pencegahan terhadap penyakit Tetanus dan Difteri pada individu mulai usia 7 tahun.

Vaksin Jerap Td (*multidose*)

Pencegahan terhadap penyakit Tetanus dan Difteri pada individu mulai usia 7 tahun.



Vaksin Jerap DTP

Pencegahan penyakit Difteri, Tetanus, dan Pertusis (batuk rejan) secara simultan pada bayi dan anak-anak.

DTP Absorb Vaccine

Simultaneous prevention of diphtheria, tetanus and pertussis (whooping cough) in infants and children.



Vaksin BCG

Pencegahan terhadap penyakit Tuberkulosa.

BCG Vaccine

Prevention of tuberculosis.



Vaksin Bio-TT

Pencegahan terhadap penyakit Tetanus dan perlindungan terhadap Tetanus neonatorum pada wanita usia subur.

Bio-TT Vaccine

Tetanus prevention and protection against tetanus neonatorum in women of childbearing age.



Vaksin Bio-Td

Pencegahan terhadap penyakit Tetanus dan Difteri pada individu mulai usia 7 tahun.

Bio-Td Vaccine

Prevention of Tetanus and Diphtheria in individuals starting at the age of 7 years.



Vaksin Jerap DT

Pencegahan terhadap penyakit Difteri dan Tetanus untuk usia < 7 tahun.

DT Absorb Vaccine

Prevention of Diphtheria and Tetanus for < 7 years of age.

Vaksin Kombinasi Combination Vaccine



Pentabio Vaksin (DTP-HB-HiB)

Pencegahan terhadap penyakit Difteri, Tetanus, Pertusis, Hepatitis B, dan Haemophilus Influenza tipe B.

Pentabio Vaccine (DTP-HB-HiB)

Prevention of Diphtheria, Tetanus, Pertussis, Hepatitis B, and Haemophilus Influenza Type B.



Diagnostik Diagnostic



Tuberkulin PPD RT 23 SSI (2 TU)

Uji Mantoux untuk menentukan apakah seseorang pernah terinfeksi oleh *Mycobacterium tuberculosis*.

Tuberkulin PPD RT 23 SSI (2 TU)

Mantoux test to determine whether a person has ever been infected by *Mycobacterium tuberculosis*.



mBioCoV-19 RT-PCR Kit

Kit one step real time Reverse Transcription Polymerase Chain Reaction (RT-PCR) multiplex untuk mendeteksi keberadaan virus SARS-CoV 2.

mBioCoV-19 RT-PCR Kit

One step real time Reverse Transcription Polymerase Chain Reaction (RT-PCR) multiplex kit to detect the presence of the SARS-CoV 2 virus.



BioVTM

Media pembawa virus yang berupa cairan jernih steril yang digunakan sebagai media perantara dalam pemeriksaan SARS-CoV-2.

BioVTM

Virus carrier media in the form of sterile clear liquid used as an intermediate medium in the examination of SARS-CoV-2.



BioSaliva

Media pembawa virus metode gargle yang digunakan sebagai media perantara dalam pemeriksaan SARS-CoV-2.

BioSaliva

Gargle method virus carrier media used as an intermediate medium in the examination of SARS-CoV-2.

Antisera Antisera



BioSAVE

Pengobatan terhadap gigitan ular berbisa dari jenis Ular Kobra (*Naja sputatrix*), Ular Belang (*Bungarus fasciatus*), dan Ular Tanah (*Agkistrodon rhodostoma*).

BioSAVE

Treatment for venomous snake bites from the Cobra (*Naja sputatrix*), Striped Snake (*Bungarus fasciatus*), and Ground Snake (*Agkistrodon rhodostoma*).



BioSAT

Pencegahan dan pengobatan terhadap Tetanus yang disebabkan oleh infeksi *Clostridium tetani*.

BioSAT

Prevention and treatment of Tetanus caused by *Clostridium tetani* infection.



BioADS

Pengobatan terhadap penyakit Difteri.

BioADS

Treatment of Diphtheria.



Produk Partnership Partnership Products



Menivax ACYW 135
Pencegahan terhadap
penyakit Radang Selaput
Otak.

Menivax ACYW
Prevention of Meningitis of the
Brain.



Varicella Vaccine, Live
Pencegahan terhadap penyakit
varicella (cacar air).

Varicella Vaccine, Live
Prevention of varicella disease
(chickenpox).



**Polyvalent Snake Antivenom
(Serum Anti Bisa Ular II)**

Pengobatan dari gigitan ular
berbisa di wilayah Indonesia
Timur.

**Polyvalent Snake Antivenom
(Snake Antivenom Serum II)**
Treatment of venomous snake
bites in Eastern Indonesia.



**Vaksin Measles dan Rubella,
Live**
Pencegahan terhadap penyakit
campak dan rubella.

**Vaksin Measles and Rubella,
Live**
Prevention of measles and
rubella.



**Japanese Encephalitis Vaccine,
Live**
Pencegahan terhadap penyakit
Japanese Encephalitis (radang
otak Jepang).

**Japanese Encephalitis Vaccine,
Live**
Prevention of Japanese
Encephalitis (inflammation of
the Japanese brain).



Bio Liv Gamma

Bio Liv Gamma mengandung
Human Normal Immunoglobulin
G yang diindikasikan untuk
sindrom imunodefisiensi primer,
Imunodefisiensi sekunder,
trombositopenia imun primer,
sindrom guillain barre, penyakit
kawasaki, CIDP dan MMN

Bio Liv Gamma

Bio Liv Gamma contains Human
Normal Immunoglobulin G
which is indicated for primary
immunodeficiency syndrome,
secondary immunodeficiency,
primary immune
thrombocytopenia, Guillain Barre
syndrome, Kawasaki disease,
CIDP and MMN.

Biosimilar



Enoxaparin Sodium

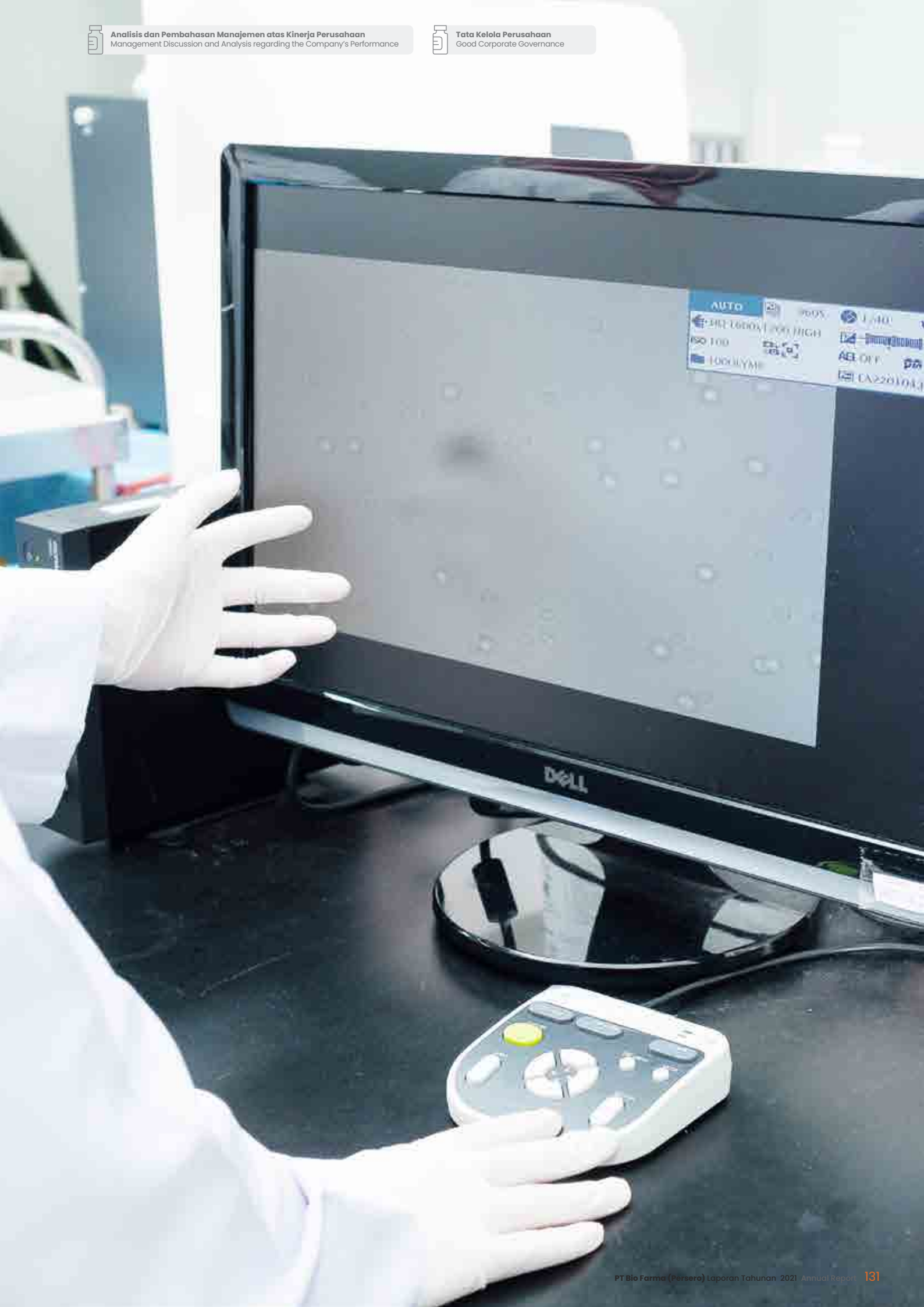
Low Molecular Weight Heparin yang
diindikasikan untuk pengobatan infark
miokard peningkatan segmen ST (STEMI),
thrombosis vena dalam (DVT), dan
angina yang tidak stabil. Terdiri dari dosis
40, 60 dan 100 mg.

Enoxaparin Sodium

Low Molecular Weight Heparin is
indicated for the treatment of ST-
segment elevation myocardial infarction
(STEMI), deep vein thrombosis (DVT), and
unstable angina. Consists of doses of 40,
60 and 100 mg.

**Kami menjamin
tidak terdapat
produk atau jasa
yang dilarang di
pasar tertentu.**

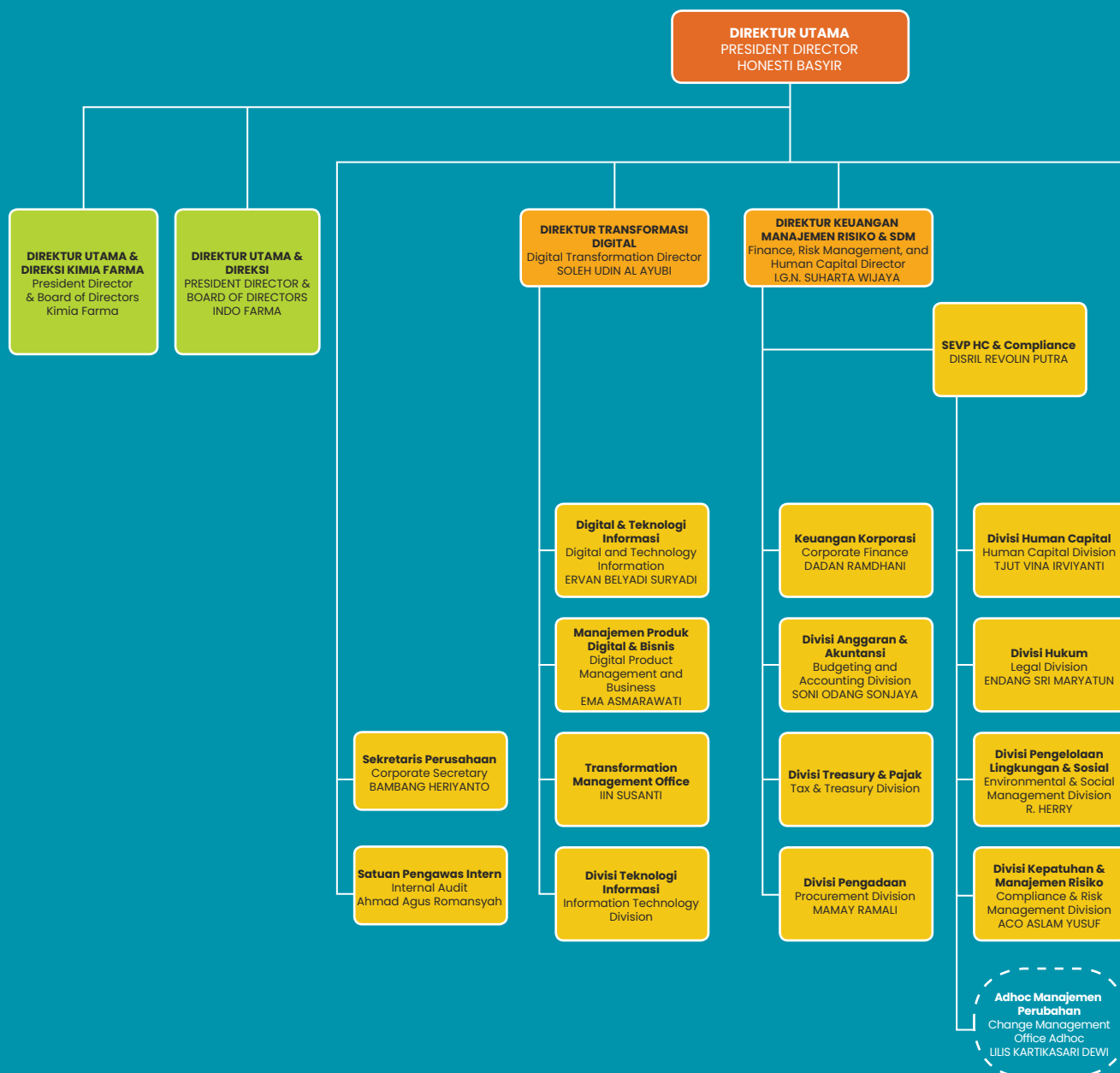
We ensure that no items or
services are forbidden in
certain areas.

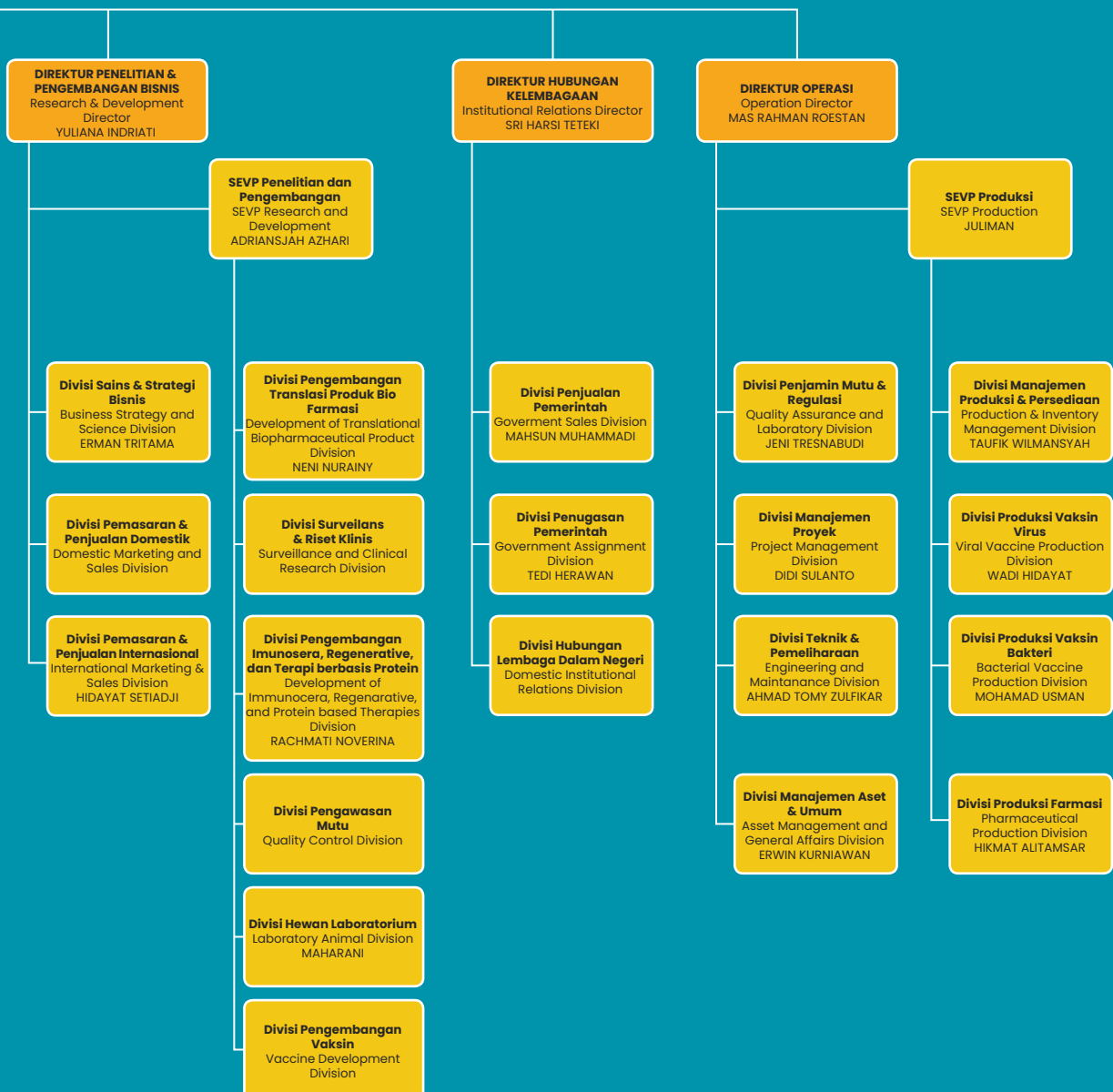




Struktur Organisasi

Organisational Structure







Visi, Misi dan Nilai-nilai

Vision, Mission and Values

Visi dan Misi Bio Farma ditinjau secara berkala dengan melibatkan Direksi, Dewan Komisaris dan Kepala Divisi untuk memastikan keberlanjutan relevansinya.

The Vision and Mission of Bio Farma are evaluated on a regular basis with input from the Board of Directors, the Board of Commissioners, and Division Heads to guarantee their continuous relevance.

Filosofi Kami

"Dedikasi untuk
meningkatkan
kualitas hidup"

"Dedicated to
improving quality
of life"

VISI VISION

Menjadi perusahaan *Life Science* Kelas Dunia yang Berdaya Saing Global

To be a world-class, globally competitive Life Science company.

MISI MISSION

Menyediakan dan Mengembangkan Produk *Life Science* Berstandar Internasional untuk Meningkatkan Kualitas Hidup.

Providing and Developing International-standard Life Science Products to Improving the Quality of Life.



Nilai-Nilai dan Budaya Perusahaan

Corporate Culture

Bio Farma menjunjung tinggi integritas dalam menjalankan tugas serta meyakini nilai-nilai inti "AKHLAK" sebagai wujud dari Budaya Perusahaan yang terdiri dari:

Bio Farma upholds honesty in the performance of its responsibilities and believes in the "AKHLAK" basic principles as an expression of the Corporate Culture, which includes the following:

AKHLAK

Amanah | **K**ompeten | **H**armonis | **L**oyal | **A**daptif | **K**olaboratif

AMANAHAH

Kami memegang teguh kepercayaan yang diberikan

Trust

Upholding the trust given

KOMPETEN

Kami terus belajar dan mengembangkan kapabilitas

Competent

Proceeding to learn and to develop capabilities

HARMONIS

Kami saling peduli dan menghargai perbedaan

Harmonious

Caring for each other and respecting diversity

LOYAL

Kami berdedikasi dan mengutamakan kepentingan Bangsa dan Negara

Loyal

Dedicating and prioritizing the State's interests

ADAPTIF

Kami terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan

Adaptive

Being innovative and enthusiastic in starting or facing changes

KOLABORATIF

Kami membangun kerja sama yang sinergis

Collaborative

Building synergetic collaboration

Kebijakan Sistem Manajemen

Management System Policies

- Produk Bermutu Tinggi
- Produk Ramah Lingkungan
- Berdaya Saing Global
- Kepuasan Pelanggan
- Perbaikan Berkesinambungan
- Perlindungan Lingkungan
- Pencegahan Kecelakaan dan Penyakit Akibat Kerja
- Penghematan Energi dan Sumber Daya Alam
- Melakukan Kegiatan Bisnis Perusahaan Sesuai dengan Prinsip-Prinsip Tata Kelola Perusahaan yang Baik
- Patuh Peraturan Perundangan dan Persyaratan Lainnya
- High Quality Products
- Environmentally-Friendly Products
- Global Competitiveness
- Customer Satisfaction
- Continual Improvement
- Environmental Protection
- Prevention of Injury and Ill-Health
- Conservation of Energy and Natural Resources
- Implementing Good Corporate Governance
- Compliance with Regulations and Other Requirements

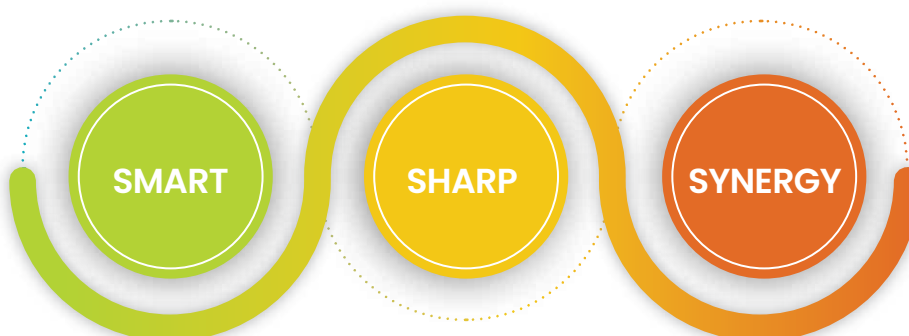
Kompetensi Inti

Core Competencies

1. **Affordable Life Science (Biopharmaceutical)**
2. **Innovation**
3. **Employee Engagement**
4. **Green Product/Process**
5. **Global Marketing**

Salam Bio Farma

Greetings of Bio Farma



Salam Bio Farma merupakan salam yang biasa diucapkan Insan Bio Farma untuk menambah semangat kebersamaan. Salam Bio Farma diucapkan pada waktu pembukaan rapat, *safety talk* ataupun *event* korporasi lainnya. Bio Farma greetings are typical pleasantries used by Bio Farma employees to foster a sense of community. Bio Farma's greetings are used to begin meetings, safety presentations, and other business events.



Keanggotaan Asosiasi

Membership in an Association

Perseroan berkomitmen menjadi perusahaan yang senantiasa memerhatikan faktor ESG dalam bisnis. Namun, komitmen Perusahaan tidak diwujudkan melalui keikutsertaan Perusahaan dalam sebuah asosiasi, melainkan mewujudkan inisiatif ESG melalui ragam program-program unggulan Perusahaan.

The Company is devoted to becoming an ESG-conscious business. The Company's commitment, however, is demonstrated not by membership in an association, but rather through the implementation of ESG initiatives through a range of the Company's core projects.



Identitas dan Riwayat Singkat Dewan Komisaris

Identities and Brief Histories of Bio Farma's Members of the Board of Commissioners



Tanri Abeng, MBA
Komisaris Utama
President Commissioner

Kewarganegaraan
Warga Negara Indonesia

Nationality
Indonesian Citizen

Domisili
Jl. Taman Metro Alam, PL 4/15
RT 011 RW 016 Pondok Pinang
Kebayoran Lama Jakarta Selatan 12310

Domicile
Jl. Taman Metro Alam, PL 4/15
RT 011 RW 016 Pondok Pinang
Kebayoran Lama Jakarta Selatan 12310

Usia, Tempat dan Tanggal Lahir
79 Tahun, Selayar dan 07 Maret 1942

Age, Date and Place of Birth
79 years of age, Selayar, March 7, 1942

Riwayat Pendidikan

1. Beasiswa AFS "American Field Service", yang saat ini, untuk Indonesia, dilaksanakan oleh Bina Antarbudaya
2. Fakultas Ekonomi Universitas Hasanuddin, Makassar
3. Program Master of Business Administration, University of New York Buffalo.
4. Doktor, Ilmu Multidisiplin, Universitas Gadjah Mada.

Educational Background

1. AFS Scholarship "American Field Service", which is currently, for Indonesia, implemented by Bina Antarkultur.
2. Faculty of Economics, Hasanuddin University, Makassar.
3. Master of Business Administration Program, University of New York Buffalo.
4. Doctorate, Multidisciplinary Science, Gadjah Mada University.

Dasar Hukum Pengangkatan
SK-149/MBU/05/2021

Legal Basis of Appointment
SK-149/MBU/05/2021

Pengalaman Jabatan

1. Direktur PT. Union Carbide Indonesia & Singapore (1969-1979)
2. Presiden Direktur PT. Multi Bintang Indonesia (1980-1990)
3. CEO Grup Bakrie & Brothers (1991)
4. Anggota Majelis Permusyawaratan Rakyat (MPR) mewakili Golkar (1991-1998)
5. Direktur Asia Pacific Brewery, Singapura (1981-1991),

Work Experience

1. Director of PT. Union Carbide Indonesia & Singapore (1969-1979).
2. President Director of PT. Multi Bintang Indonesia (1980-1990)
3. Bakrie & Brothers Group CEO (1991).
4. Members of the People's Consultative Assembly (MPR) representing Golkar (1991-1998).
5. Director of Asia Pacific Brewery, Singapore (1981-1991).



6. Komisaris Bata Indonesia (1993-1998),
7. Komisaris Utama B.A.T Indonesia (1995-1998)
8. Komisaris Utama Mitratel Indonesia (1994-1998).
9. Anggota Badan Pertimbangan Pendidikan Nasional (1993 - 1998),
10. Dewan Riset Nasional (1990 - 1998),
11. Ketua Badan Promosi Pariwisata (1990 - 1998),
12. Yayasan Dana Mitra Lingkungan (1993 - 1998)
13. Executive Chairman for Global Leadership (2003-sekarang)
14. Chairman Indonesia-Malaysia Business Council (2003-sekarang)
15. Menteri Negara Pendayagunaan BUMN Kabinet Pembangunan VII (1998)
16. Menteri Negara Pendayagunaan BUMN Kabinet Reformasi Pembangunan (1998-1999)
17. 2004 Komisaris Utama PT. Telkom Indonesia (2004-2010)
18. Komisaris Utama PT Pertamina (Persero) (2015-2019)

Rangkap Jabatan

—

Penghargaan

- 1995 menerima Piala "Adikarya Pariwisata" sebagai Ketua Indonesian Tourism Promotion Board dari Presiden Soeharto
- 1999 menerima "Bintang Maha Putra Adi Perdana" dari Presiden BJ Habibie
- 2006 Menerima *Lifetime Achievement Award* for Leadership in Public Services dari World Chinese Economic Summit
- 2007 Menerima *Lifetime Achievement Award* untuk Kepemimpinan dalam Manajemen dari Universitas Indonesia

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

—

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

—

6. Commissioner of Bata Indonesia (1993-1998).
7. President Commissioner of B.A.T Indonesia (1995-1998).
8. President Commissioner of Mitratel Indonesia (1994-1998).
9. Member of the National Education Advisory Board (1993 - 1998).
10. 10. National Research Council (1990 - 1998).
11. Chairman of the Tourism Promotion Board (1990 - 1998).
12. Environmental Partner Fund Foundation (1993 - 1998).
13. Executive Chairman for Global Leadership (2003-present).
14. Chairman of Indonesia-Malaysia Business Council (2003-present).
15. State Minister for the Utilization of BUMN Development Cabinet VII (1998).
16. State Minister for the Utilization of BUMN Development Reform Cabinet (1998-1999).
17. 2004 President Commissioner of PT Telkom Indonesia (2004-2010).
18. President Commissioner of PT Pertamina (Persero) (2015-2019).

Concurrent Position

—

Awards

- 1995 received the "Adikarya Wisata" Trophy as Chairman of the Indonesian Tourism Promotion Board from President Soeharto.
- 1999 received "Bintang Maha Putra Adi Perdana" from President BJ Habibie.
- 2006 Received the Lifetime Achievement Award for Leadership in Public Services from the World Chinese Economic Summit.
- 2007 Received the Lifetime Achievement Award for Leadership in Management from the University of Indonesia.

Affiliate Relationship

He has no any affiliation with members of the Board of Directors nor other members of the Board of Commissioners nor shareholders.

Share Ownership in Bio Farma

—

Education or Training to Improve Competence

—



Dr. Nizar Yamanie Sp.S (K)

Komisaris
Commissioner

Kewarganegaraan

Warga Negara Indonesia

Domisili

Jl. Tunda Bara/Intan C5A, Cilandak
Jakarta Selatan 12430

Usia, Tempat dan Tanggal Lahir

69 Tahun, Surabaya, 23 Desember 1952

Riwayat Pendidikan

1. 2003 Konsultan Neurofisiologi Klinis
2. 1994 Fakultas Kedokteran, Universitas Indonesia, Jakarta, Indonesia. Menyelesaikan Spesialisasi Kedokteran di Program Studi Ilmu Saraf (Neurologi).
3. 1991-1992 Oxford University, Oxford, England. Mahasiswa Neurofisiologi Klinis (mempelajari Neurofisiologi perifer). Pengamat Aktif di Dept Of Clinical Neurophysiology (yaitu mempelajari EEG dan potensi yang dibangkitkan di departemen EEG, mempelajari EEG pediatrik di Park Hospital, anggota tim proyek penelitian di departemen universitas tentang stimulasi otak magnetik dan stimulasi akar motorik dan reguler menghadiri pertemuan klinis).
4. 1982 Menyelesaikan Pemeriksaan Dokter dan layak untuk menggunakan Gelar Dokter Fakultas Kedokteran Universitas Airlangga, Surabaya, Indonesia.

Dasar Hukum Pengangkatan

SK-149/MBU/05/2021

Pengalaman Jabatan

1. 2018-2019 Anggota dewan komisaris PT Indofarma. Tbk. (BUMN).
2. 2011-2015 Anggota dewan komisaris PT Surveyor Carbon Consulting.
3. 2011-2016 (2 Kali) Anggota Dewan Komisaris RS Sanglah Bali.
4. 2012-2016 Anggota dewan komisaris PT Bio Farma (Persero).
5. 2016-2020 Anggota Dewan komisaris RS Kanker Dharmais.

Nationality

Indonesian Citizen

Domicile

Jl. Tunda Bara/Intan C5A, Cilandak
South Jakarta 12430

Age, Date and Place of Birth

69 years of age, Surabaya, December 23, 1952

Educational Background

1. 2003 Consultant Clinical Neurophysiology
2. 1994 Faculty of Medicine, University of Indonesia, Jakarta, Indonesia. Completed a Medical Specialization in Neuroscience (Neurology) Study Program.
3. 1991 -1992 Oxford University, Oxford, England. Clinical Neurophysiology student (studying peripheral neurophysiology). Active Observer in Dept Of Clinical Neurophysiology (i.e. studied EEG and its generated potential in EEG department, studied pediatric EEG at Park Hospital, member of research project team in university department on magnetic brain stimulation and motor root stimulation and regularly attended clinical meetings).
4. 1982 Completed the Doctor's Examination and was eligible to use the Doctor's Degree, Faculty of Medicine, Airlangga University, Surabaya, Indonesia.

Legal Basis of Appointment

SK-149/MBU/05/2021

Work Experiences

1. 2018-2019 Member of the Board of Commissioners of PT Indofarma. Tbk. (BUMN).
2. 2011-2015 Member of the Board of Commissioners of PT Surveyors Carbon Consulting.
3. 2011-2016 (2 Times) Member of the Board of Commissioners of Sanglah Hospital Bali.
4. 2012-2016 Member of the Board of Commissioners of PT Bio Farma (Persero).
5. 2016-2020 Member of the Board of Commissioners of Dharmais Cancer Hospital.



6. 2013–2019 Ketua Komite Medis National Brain Center Prof.Dr.dr. Mahar Mardjono.
7. 2008–2019 Sekretaris Tim Konsultan Medis untuk Kementerian RI dan Dirjen.
8. 2007–2011 Wakil Presiden Perhimpunan Dokter Saraf Indonesia (PERDOSSI)
9. 1994–2011 Dosen Neurofisiologi Klinik, Departemen Neurologi, Fakultas Kedokteran Universitas Indonesia.
10. 2002–2005 Ketua Perhimpunan Penanggulangan Epilepsi Indonesia (PERPEI), Cabang Indonesia.
11. 2005–2008 Kepala Departemen Neurologi, Fakultas Kedokteran Universitas Indonesia/Rumah Sakit Umum Cipto Mangunkusumo.
12. 2003–2006 Bendahara Perhimpunan Dokter Saraf Indonesia (PERDOSSI), Distrik Nasional.
13. 2003–2006 Diangkat kembali sebagai dosen Neurologi Olahraga dalam Departemen Kedokteran Olahraga, Bagian Departemen Neurologi, Fakultas Kedokteran, Universitas Indonesia.
14. 2002–2004 Diangkat oleh Menteri Kesehatan Republik Indonesia sebagai Direktur Proyek upaya meningkatkan kesehatan di Rumah Sakit Umum Cipto Mangunkusumo.
15. 2000–2004 Ketua Perhimpunan Penanggulangan Epilepsi Indonesia Luar Negeri (PERPEI), Distrik Nasional.
16. 2000–2003 Bendahara Ketiga Ikatan Dokter Indonesia, Distrik Nasional
17. 1999–2004 Koordinator Administrasi dan Keuangan Departemen Neurologi, Fakultas Kedokteran Universitas Indonesia.
18. 1999–2003 Ketua I Perhimpunan Dokter Saraf Indonesia (PERDOSSI), Distrik Nasional.
19. 1997 Panitia Kerja Dies Natalis ke-48 Fakultas Kedokteran Universitas Indonesia.
20. 1995 Diberikan izin untuk praktek sebagai praktisi medis (Spesialisasi dalam Neurologi) oleh Departemen Kesehatan Republik Indonesia.
21. 1994–1998 Ditunjuk sebagai Dokter Pribadi untuk Menteri Keuangan Republik Indonesia.
22. 1994 Diberikan kembali izin untuk praktek sebagai praktisi medis (Spesialisasi dalam Neurologi) oleh Departemen Kesehatan Republik Indonesia.
23. Dokter Medis untuk Tim Olimpiade Bulutangkis Indonesia.
24. 1990 Dokter Medis Tim Sepakbola Indonesia untuk KING'S CUP di Thailand.
25. 1990 Dokter Medis Tim Sepakbola Indonesia untuk 27th Asian Youth Football Tournament.
26. 1989 Dokter Medis Tim Bulutangkis Indonesia untuk Swedish Open and All England events.
27. 1988 Wakil Ketua dan Anggota Panitia Pelaksanaan Pelatihan (Coach Clinic) untuk Instruktur Olahraga Disabilitas.
6. 2013–2019 Chairman of the National Brain Center Medical Committee Prof.Dr.dr. Mahar Mardjono.
7. 2008–2019 Secretary of the Medical Consultant Team for the Ministry of RI and the Director General.
8. 2007–2011 Vice President of the Indonesian Neuroscientist Association (PERDOSSI).
9. 1994–2011 Lecturer of Clinical Neurophysiology, Department of Neurology, Faculty of Medicine, University of Indonesia.
10. 2002–2005 Chairman of the Indonesian Epilepsy Management Association (PERPEI), Indonesia Branch.
11. 2005–2008 Head of Department of Neurology, Faculty of Medicine, University of Indonesia/Cipto Mangunkusumo General Hospital.
12. 2003–2006 Treasurer of the Indonesian Association of Neurologists (PERDOSSI), National District.
13. 2003–2006 Reappointed as a lecturer in Sports Neurology in the Department of Sports Medicine, Department of Neurology, Faculty of Medicine, University of Indonesia.
14. 2002–2004 Appointed by the Minister of Health of the Republic of Indonesia as Project Director of efforts to improve health at Cipto Mangunkusumo General Hospital.
15. 2000–2004 Chairman of the Overseas Indonesian Epilepsy Management Association (PERPEI), National District.
16. 2000–2003 Third Treasurer of the Indonesian Doctors Association, National District.
17. 1999–2004 Coordinator of Administration and Finance Department of Neurology, Faculty of Medicine, University of Indonesia.
18. 1999–2003 Chairman I of the Association of Indonesian Neurologists (PERDOSSI), National District.
19. 1997 Working Committee for the 48th Anniversary of the Faculty of Medicine, University of Indonesia.
20. 1995 Granted permission to practice as a medical practitioner (Specialization in Neurology) by the Ministry of Health of the Republic of Indonesia.
21. 1994–1998 Appointed as Personal Physician for the Minister of Finance of the Republic of Indonesia.
22. 1994 Re-given permission to practice as a medical practitioner (Specialization in Neurology) by the Ministry of Health of the Republic of Indonesia.
23. Medical Doctor for Indonesian Badminton Olympiad Team.
24. 1990 Indonesian Football Team Medical Doctor for the KING'S CUP in Thailand.
25. 1990 Indonesian Football Team Medical Doctor for the 27th Asian Youth Football Tournament.
26. 1989 Indonesian Badminton Team Medical Doctor for Swedish Open and All England events.
27. 1988 Deputy Chair and Member of the Coach Clinic for Sports Instructors with Disabilities.



28. 1988 Koordinator Tim Medis untuk Pertemuan Olahraga Disabilitas.
29. 1987–1991 Anggota Komisi Kesehatan dan Psikologi Persatuan Sepak Bola Seluruh Indonesia
30. 1987 Dokter Medis Tim Bulutangkis Indonesia untuk Thomas/Uber Cup untuk merayakan HUT Australia.
31. 1987 Dokter Lapangan di Kejuaraan Tenis Junior Internasional Indonesia.
32. 1987 Konsultan Dokter Medis untuk Asosiasi Sepak Bola, Bulu Tangkis, dan Pacuan Kuda Yayasan Pelita Jaya.
33. 1986 Dokter Medis di Kejuaraan Tenis Junior Internasional Indonesia.
34. 1983 Dokter Medis Lepas Pantai untuk Eksplorasi Minyak dan Gas Alam Nasional.

Rangkap Jabatan

- Konsultan Direksi Bidang Pelayanan, Pendidikan dan Pengembangan National Brain Center Hospital Prof.Dr.dr. Mahar Mardjono.
- Anggota Dewan Pengawas RSUP Sanglah Denpasar.

Penghargaan

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Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

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Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

1. Februari 2004 Sertifikat Kehadiran; AAN Western Winter Conference, Lake Tahoe, California, USA.
2. Oktober 2003 Sertifikat Kehadiran; 25th International Epilepsy Congress, Lisbon, Portugal.
3. September 2003 Sertifikat Kehadiran; American Association of Electrodiagnostic Medicine (AAEM) Pertemuan ilmiah Pendidikan Kedokteran Berkelanjutan, San Francisco, AS.
4. April 2003 Sertifikat Partisipasi; Pembicara dalam Seminar Invigorating and Upgrading of Medical Science Knowledge Seminar yang diadakan oleh Universitas Indonesia, Jakarta, Indonesia.
5. Maret 2003 Sertifikat Kehadiran; Pertemuan Tahunan Akademi Neurologi Amerika ke-55.
6. Juni 2002 Sertifikat Partisipasi; Update Management Symposium Pencegahan Stroke Sekunder yang diselenggarakan oleh Kelompok Studi Serebrovaskuler-Neurogeriatri, Perhimpunan Dokter Spesialis Saraf Indonesia, Jakarta, Indonesia.
7. April 2002 Sertifikat Kehadiran; Pertemuan Tahunan American Academy of Neurology ke-54 dan lulus tiga (3) program pendidikan terkait ilmu saraf, Denver, Colorado, USA.

28. 1988 Coordinator of the Medical Team for the Meeting of Sports with Disabilities.
29. 1987–1991 Member of the Health and Psychology Commission of the Indonesian Football Association.
30. 1987 Indonesian Badminton Team Medical Doctor for Thomas/Uber Cup to celebrate Australia's Anniversary.
31. 1987 Field Doctor at the Indonesia International Junior Tennis Championships.
32. 1987 Consultant Medical Doctor for Football, Badminton and Horse Racing Association Pelita Jaya Foundation.
33. 1986 Medical Doctor at the Indonesia International Junior Tennis Championships.
34. 1983 Offshore Medical Doctor for National Oil and Natural Gas Exploration.

Concurrent Position

- Consultant to the Board of Directors for Services, Education and Development of the National Brain Center Hospital Prof.Dr.dr. Mahar Mardjono.
- Member of the Supervisory Board of Sanglah Hospital Denpasar.

Awards

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Affiliate Relationship

He has no any affiliation with members of the Board of Directors nor other members of the Board of Commissioners nor shareholders.

Share Ownership in Bio Farma

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Education or Training to Improve Competence

1. February 2004 Certificate of Attendance; AAN Western Winter Conference, Lake Tahoe, California, USA.
2. October 2003 Certificate of Attendance; 25th International Epilepsy Congress, Lisbon, Portugal.
3. September 2003 Certificate of Attendance; American Association of Electrodiagnostic Medicine (AAEM) Continuing Medical Education scientific meeting, San Francisco, USA.
4. April 2003 Certificate of Participation; Speaker at the Invigorating and Upgrading of Medical Science Knowledge Seminar held by the University of Indonesia, Jakarta, Indonesia.
5. March 2003 Certificate of Attendance; 55th Annual Meeting of the American Academy of Neurology.
6. June 2002 Certificate of Participation; Update Management Symposium on Secondary Stroke Prevention organized by the Cerebrovascular-Neurogeriatric Study Group, Association of Indonesian Neuroscientists, Jakarta, Indonesia.
7. April 2002 Certificate of Attendance; 54th Annual Meeting of the American Academy of Neurology and graduated three (3) neuroscience related education programs, Denver, Colorado, USA.



8. April 2002 Sertifikat Penghargaan; atas perannya sebagai pembicara, moderator, anggota panitia dan peserta pada neurogeriatric summit yang diselenggarakan oleh Perhimpunan Dokter Spesialis Saraf Indonesia, Jakarta, Indonesia.
9. Oktober 2001 Sertifikat Partisipasi; Pembicara dalam Update on Medical Emergency 2nd yang diselenggarakan oleh Universitas Indonesia, Jakarta, Indonesia.
10. Mei 2001 Sertifikat Kehadiran; Pertemuan Tahunan American Academy of Neurology ke-53 dan lulus enam (6) program pendidikan terkait ilmu saraf, Philadelphia, AS.
11. April 2000 Sertifikat Kehadiran; Pertemuan Tahunan ke-52 American Academy of Neurology, San Diego, California, AS
12. Juni 1999 Sertifikat Kehadiran; EMG Komprehensif, Naantali, Finlandia.
13. April 1999 Sertifikat Kehadiran; Pertemuan Tahunan ke-51 American Academy of Neurology, Toronto, Ontario, Kanada.
14. Maret 1999 Sertifikat Kehadiran; Simposium dan Lokakarya Neurofisiologi Klinis komprehensif, Cleveland, Ohio, AS.
15. November 1998 Sertifikat Partisipasi; Seminar Kunci Medtronics Dantec, diselenggarakan oleh Departemen. Neurofisiologi Klinis di Rumah Sakit Universitas, Uppsala, Swedia.
16. September 1998 Sertifikat Kehadiran; International Course on Single Fiber EMG and VI, International Conference on Computerized & Quantitative EMG, diselenggarakan oleh University of Vigo dan University of Santiago De Compostela, Vigo, Spain.
17. April 1998 Sertifikat Kehadiran; Pertemuan Tahunan ke-50 American Academy of Neurology, Minneapolis, AS.
18. Maret 1998 Sertifikat Kehadiran; 6th International Evoked Potentials Symposium, diselenggarakan oleh Dept.of Integrative Physiology, National Institute for Physiological Sciences, Okazaki, Jepang.
19. November 1995 Sertifikat Partisipasi; sebagai Sekretaris pada Simposium Multi Infark Dimensi yang diselenggarakan oleh Bagian Saraf Fakultas Kedokteran Universitas Indonesia dan Pusat Pengembangan Otak Indonesia, Jakarta, Indonesia.
20. Februari 1995 Sertifikat Kehadiran; Neuroscience Update, diselenggarakan oleh Singapore General Hospital Brain Centre bekerja sama dengan Royal Melbourne Hospital, Singapura.
21. Februari 1993 Sertifikat Penghargaan; Diskusi Panel Stroke, diselenggarakan oleh Universitas Indonesia, Jakarta, Indonesia.
22. September 1990 Sertifikat Penghargaan; peserta Pengaruh Asam Laktat dan Zat Besi pada Simposium Olahragawan yang diselenggarakan oleh Pengurus Nasional Ikatan Dokter Indonesia, Jakarta, Indonesia.
23. Juli 1990 Sertifikat Penghargaan; Pemeriksaan Kesehatan Tenaga Kerja dalam Praktek Kerja Aman, Kementerian Tenaga Kerja Republik Indonesia, Jakarta, Indonesia.
8. April 2002 Award Certificate; for his role as speaker, moderator, committee member and participant at the neurogeriatric summit organized by the Indonesian Neuroscientist Association, Jakarta, Indonesia.
9. October 2001 Certificate of Participation; Speaker at the 2nd Update on Medical Emergency organized by the University of Indonesia, Jakarta, Indonesia.
10. May 2001 Certificate of Attendance; 53rd Annual Meeting of the American Academy of Neurology and passed six (6) neuroscience-related educational programs, Philadelphia, USA.
11. April 2000 Certificate of Attendance; 52nd Annual Meeting of the American Academy of Neurology, San Diego, California, USA.
12. June 1999 Certificate of Attendance; Comprehensive EMG, Naantali, Finland.
13. April 1999 Certificate of Attendance; 51st Annual Meeting of the American Academy of Neurology, Toronto, Ontario, Canada.
14. March 1999 Certificate of Attendance; Comprehensive Clinical Neurophysiology Symposium and Workshop, Cleveland, Ohio, USA.
15. November 1998 Certificate of Participation; Medtronics Dantec Key Seminar, organized by the Department. Clinical Neurophysiology at University Hospital, Uppsala, Sweden.
16. September 1998 Certificate of Attendance; International Course on Single Fiber EMG and VI, International Conference on Computerized & Quantitative EMG, organized by the University of Vigo and the University of Santiago De Compostela, Vigo, Spain.
17. April 1998 Certificate of Attendance; 50th Annual Meeting of the American Academy of Neurology, Minneapolis, USA.
18. March 1998 Certificate of Attendance; 6th International Evoked Potentials Symposium, organized by the Dept. of Integrative Physiology, National Institute for Physiological Sciences, Okazaki, Japan.
19. November 1995 Certificate of Participation; as Secretary at the Multi-Dimensional Infarct Symposium organized by the Neurology Department, Faculty of Medicine, University of Indonesia and the Indonesian Brain Development Center, Jakarta, Indonesia.
20. February 1995 Certificate of Attendance; Neuroscience Update, organized by the Singapore General Hospital Brain Center in collaboration with the Royal Melbourne Hospital, Singapore.
21. February 1993 Certificate of Award; Stroke Panel Discussion, organized by the University of Indonesia, Jakarta, Indonesia.
22. September 1990 Award Certificate; participants in the Influence of Lactic Acid and Iron at the Athlete Symposium organized by the National Board of the Indonesian Doctors Association, Jakarta, Indonesia.
23. July 1990 Award Certificate; Health Examination of Workers in Safe Work Practices, Ministry of Manpower of the Republic of Indonesia, Jakarta, Indonesia.



24. Maret 1990 Sertifikat Partisipasi; Pelatihan Kesehatan dan Kebersihan Tempat Kerja, diadakan oleh Ergonomie, Pusat Pelayanan Kesehatan dan Keselamatan Kerja, Jakarta, Indonesia.
 25. September 1989 Sertifikat Penghargaan; sebagai pembicara pada seminar Peningkatan Pengembangan Potensi Otak Anak yang diselenggarakan oleh Ikatan Wanita di Ibu Kota Daerah Khusus Jakarta, Jakarta, Indonesia.
 26. April 1989 Sertifikat Penghargaan; Seminar Dementia, diselenggarakan oleh Dewan Nasional Kesejahteraan Sosial Indonesia dan Divisi Neurologi, Fakultas Kedokteran, Universitas Indonesia, Jakarta, Indonesia.
 27. Oktober 1988
 - Sertifikat Penghargaan; Peran Calcium Entry Blocker dalam Simposium Neurologi, Kongres Nasional Perhimpunan Ahli Saraf Indonesia, Ujung Pandang, Indonesia.
 - Sertifikat Penghargaan; Simposium Perkembangan Pengobatan Penyakit Serebrovaskular Terbaru, Ujung Pandang, Indonesia.
 - Sertifikat Partisipasi untuk menghadiri kuliah pada:
 - Hubungan antara Analisis Spektral EEG dan Temuan Klinis
 - Nicergoline vs Placebo pada pasien dementia, hasil pendekatan metodologis yang berbeda, diselenggarakan oleh Departemen. Neurologi, Fakultas Kedokteran, Universitas Indonesia dan The Indonesian Neurological Association (Cabang Jakarta), Jakarta Indonesia.
 - Sertifikat Partisipasi; Kursus Pasca Sarjana Neurologi, diselenggarakan oleh Departemen Neurologi, Fakultas Kedokteran, Universitas Indonesia dan Janssen Research Council, Jakarta, Indonesia.
 28. November 1987 Sertifikat Partisipasi; Kursus Singkat Kedaruratan Non-Traumatic, diselenggarakan oleh Fakultas Kedokteran Universitas Indonesia, Jakarta, Indonesia.
 29. Juni 1987 Sertifikat Penghargaan; Calcium Entry Blockers, Simposium Pengobatan Baru Beberapa Penyakit Saraf, yang diselenggarakan oleh The Indonesian Neurological Association (Cabang Jakarta), Jakarta, Indonesia.
 30. November 1986 Sertifikat Partisipasi; Kursus Singkat Cedera Kepala dan Tulang Belakang Serviks, diselenggarakan oleh Fakultas Kedokteran Universitas Indonesia, Jakarta, Indonesia.
 31. Juni 1986 Sertifikat Partisipasi; Simposium Pengobatan Sakit Pinggang yang diselenggarakan oleh Fakultas Kedokteran Universitas Indonesia, Jakarta, Indonesia.
 32. Desember 1985 Sertifikat Partisipasi; Kursus Pengembangan Program Imunisasi, Lampung, Indonesia
24. March 1990 Certificate of Participation; Workplace Health and Hygiene Training, held by Ergonomie, Occupational Health and Safety Service Center, Jakarta, Indonesia.
 25. September 1989 Award Certificate; as a speaker at the seminar on Increasing the Development of Children's Brain Potential organized by the Women's Association in the Capital City of the Special Region of Jakarta, Jakarta, Indonesia.
 26. April 1989 Award Certificate; Dementia Seminar, organized by the Indonesian National Council for Social Welfare and the Division of Neurology, Faculty of Medicine, University of Indonesia, Jakarta, Indonesia.
 27. October 1988
 - Award Certificate; The Role of Calcium Entry Blockers in Neurology Symposium, National Congress of the Indonesian Neurologist Association, Ujung Pandang, Indonesia.
 - Award Certificate; Recent Symposium on the Development of Cerebrovascular Disease Treatment, Ujung Pandang, Indonesia.
 - Certificate of Participation to attend lectures on:
 - Relationship between EEG Spectral Analysis and Clinical Findings.
 - Nicergoline vs Placebo in dementia patients, results of different methodological approaches, organized by the Department. Neurology, Faculty of Medicine, University of Indonesia and The Indonesian Neurological Association (Jakarta Branch), Jakarta Indonesia.
 - Participation Certificate; Neurology Postgraduate Course, organized by the Department of Neurology, Faculty of Medicine, University of Indonesia and Janssen Research Council, Jakarta, Indonesia.
 28. November 1987 Certificate of Participation; Non-Traumatic Emergency Short Course, organized by the Faculty of Medicine, University of Indonesia, Jakarta, Indonesia.
 29. June 1987 Award Certificate; Calcium Entry Blockers, Symposium on New Treatments for Several Neurological Diseases, organized by The Indonesian Neurological Association (Jakarta Branch), Jakarta, Indonesia.
 30. November 1986 Certificate of Participation; Head and Cervical Spine Injury Short Course, organized by the Faculty of Medicine, University of Indonesia, Jakarta, Indonesia.
 31. June 1986 Certificate of Participation; Back Pain Treatment Symposium organized by the Faculty of Medicine, University of Indonesia, Jakarta, Indonesia.
 32. December 1985 Certificate of Participation; Immunization Program Development Course, Lampung, Indonesia.



Made Arya Wijaya SE, MSc.

Anggota Dewan Komisaris

Member of Board of Commissioners

Kewarganegaraan

Warga Negara Indonesia

Domisili

Rumah Susun Menara Cawang Blok C15 No. 14
Jl. SMA 14 Cililitan, Jakarta 13640

Usia, Tempat dan Tanggal Lahir

56 tahun, Singaraja, 17 Agustus 1965

Riwayat Pendidikan

1. Diploma III, Sekolah Tinggi Akuntansi Negara, Jakarta, 1987
2. Sarjana Ekonomi, Universitas Islam Jakarta, Jakarta, 1995
3. Master of Science in Finance, University of Colorado at Denver, USA, 2001

Dasar Hukum Pengangkatan

SK-102/MBU/04/2018

Pengalaman Jabatan

1. Pelaksana, Direktorat Anggaran Lain-lain, Ditjen Anggaran, 1988-1990.
2. Koordinator Pelaksana, Direktorat Anggaran Lain-lain, Ditjen Anggaran, 1990-1996.
3. Koordinator Pelaksana, Direktorat Dana Luar Negeri, Ditjen Anggaran, 1996-1997.
4. Koordinator Pelaksana, Kantor Tata Usaha Anggaran Denpasar, Kanwil Ditjen Anggaran Denpasar, 1997-1998.
5. Koordinator Pelaksana, Kantor Perbendaharaan dan Kas Negara Denpasar, Kanwil Ditjen Anggaran Denpasar, 1998-2000.
6. Sekolah ke USA beasiswa Program Master, 2000-2001.
7. Koordinator Pelaksana, Sekretariat Ditjen Anggaran, Ditjen Anggaran, 2002-2003.
8. Kepala Subbagian Pengembangan Pegawai, Sekretariat Ditjen Anggaran, Ditjen Anggaran, 2003-2005.
9. Kepala Seksi Anggaran Kementerian Pekerjaan Umum, Direktorat Anggaran I, Ditjen Anggaran, 2005-2008.
10. Kepala Sub Direktorat Pengembangan Sistem Penganggaran, Direktorat Sistem Penganggaran, Ditjen Anggaran, 2008-2011.

Nationality

Indonesian Citizen

Domicile

Rumah Susun Menara Cawang Blok C15 No. 14
Jl. SMA 14 Cililitan, Jakarta 13640

Age, Date and Place of Birth

56 years of age, Singaraja, August 17, 1965

Educational Background

1. Diploma III, State College of Accountancy, Jakarta, 1987.
2. Bachelor of Economics, Islamic University of Jakarta, Jakarta, 1995.
3. Master of Science in Finance, University of Colorado at Denver, USA, 2001.

Legal Basis of Appointment

SK-102/MBU/04/2018

Work Experiences

1. Executor, Directorate of Other Budgets, Directorate General of Budget, 1988-1990.
2. Implementing Coordinator, Directorate of Other Budgets, Directorate General of Budget, 1990-1996.
3. Implementing Coordinator, Directorate of Foreign Funds, Directorate General of Budget, 1996-1997.
4. Implementing Coordinator, Denpasar Budget Administration Office, Denpasar Regional Office of the Directorate General of Budget, 1997-1998.
5. Implementing Coordinator, Denpasar State Treasury and Treasury Office, Denpasar Regional Office of the Directorate General of Budget, 1998-2000.
6. School to USA Master's Program Scholarship, 2000-2001.
7. Implementing Coordinator, Sekretariat of DG Budget, DG Budget, 2002-2003.
8. Head of Subdivision of Employee Development, Sekretariat of the Directorate General of Budget, Directorate General of Budget, 2003-2005.
9. Head of Budget Section of the Ministry of Public Works, Directorate of Budget I, Directorate General of Budget, 2005-2008.
10. Head of Sub-Directorate of Budgeting System Development, Directorate of Budgeting System, Directorate General of Budget, 2008-2011.



11. Kepala Sub Direktorat Transformasi Sistem Penganggaran, Direktorat Sistem Penganggaran, Ditjen Anggaran, 2011–September 2014.
12. Plt. Direktur Harmonisasi Peraturan Penganggaran, Direktorat Harmonisasi Peraturan Penganggaran, Ditjen Anggaran, September 2014 – November 2015.
13. Direktur Harmonisasi Peraturan Penganggaran, Direktorat Harmonisasi Peraturan Penganggaran, Ditjen Anggaran, November 2015 – September 2018.
14. Direktur Anggaran Bidang Perekonomian dan Kemaritiman, Direktorat Anggaran Bidang Perekonomian dan Kemaritiman, September 2018 – sekarang.

Rangkap Jabatan

Direktur Anggaran Bidang Perekonomian dan Kemaritiman.

Penghargaan

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Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

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Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

1. Training on “The Use of Consulting Service” by ADB, Jakarta, 1992.
2. Training on “Public Expenditure Management and Budgeting” by Colombo Plan, India, 2003.
3. Training on “Budget System Reforms and Development Programs” by World Bank, Bangkok, 2005.
4. Workshop “Public Financial Management and Budgeting for Developing Countries” by the Ministry of Commerce of People Republic of China, Beijing, 2007.
5. Workshop and Study Visit on “Performance-Based Budgeting and Medium Term Expenditure Framework of South Africa” by World Bank, Pretoria and Cape Town, South Africa, 2007.
6. Workshop on “Public Expenditure and Financial Analysis” by World Bank, Jakarta, 2007.
7. Workshop on “Budgeting for Performance-Modernizing Public Financial Management in Indonesia” by World Bank, IMF and OECD, Jakarta, 2008.

11. Head of Sub-Directorate of Budgeting System Transformation, Directorate of Budgeting System, Directorate General of Budget, 2011–September 2014.
12. Acting Director of Harmonization of Budgeting Regulations, Directorate of Harmonization of Budgeting Regulations, Directorate General of Budget, September 2014 – November 2015.
13. Director of Harmonization of Budgeting Regulations, Directorate of Harmonization of Budgeting Regulations, Directorate General of Budget, November 2015 – September 2018.
14. Budget Director for the Economy and Maritime Affairs, Directorate of Budget for the Economy and Maritime Affairs, September 2018 – present.

Concurrent Position

Director of Budget for the Economy and Maritime Affairs.

Awards

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Affiliate Relationship

He has no any affiliation with members of the Board of Directors and other members of the Board of Commissioners or shareholders.

Share Ownership in Bio Farma

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Education or Training to Improve Competence

1. Training on “The Use of Consulting Service” by ADB, Jakarta, 1992.
2. Training on “Public Expenditure Management and Budgeting” by Colombo Plan, India, 2003.
3. Training on “Budget System Reforms and Development Programs” by World Bank, Bangkok, 2005.
4. Workshop on “Public Financial Management and Budgeting for Developing Countries” by the Ministry of Commerce of People Republic of China, Beijing, 2007.
5. Workshop and Study Visit on “Performance-Based Budgeting and Medium Term Expenditure Framework of South Africa” by World Bank, Pretoria and Cape Town, South Africa, 2007.
6. Workshop on “Public Expenditure and Financial Analysis” by World Bank, Jakarta, 2007.
7. Workshop on “Budgeting for Performance-Modernizing Public Financial Management in Indonesia” by World Bank, IMF and OECD, Jakarta, 2008.



8. Training for Emotional Spiritual Quotient Leadership by 165, Jakarta, 2006.
9. Workshop and Study Visit on "Performance-Based Budgeting and Medium Term Expenditure Framework of France and United Kingdom" by World Bank, Paris and London, 2009.
10. Workshop and Study Visit on "Performance-Based Budgeting and Medium Term Expenditure Framework of France and Denmark" by World Bank, Paris and Copenhagen, 2010.
11. Training on "Performance-Based Budgeting in Japan" by JICA, Japan, 2010 and 2011.
12. Third Country Training on "Performance-Based Budgeting in USA" by JICA, USA, 2011.
13. Third Country Training on "Performance-Based Budgeting in Canada" by JICA, Canada, 2012.
14. Workshop and Study Visit on "Implementasi Program Jaminan Kesehatan di Philipina " by BPJS Kesehatan, Manila Philipppines, 2015.

8. Training for Emotional Spiritual Quotient Leadership by 165, Jakarta, 2006.
9. Workshop and Study Visit on "Performance-Based Budgeting and Medium-Term Expenditure Framework of France and United Kingdom" by World Bank, Paris and London, 2009.
10. Workshop and Study Visit on "Performance-Based Budgeting and Medium-Term Expenditure Framework of France and Denmark" by World Bank, Paris and Copenhagen, 2010.
11. Training on "Performance-Based Budgeting in Japan" by JICA, Japan, 2010 and 2011.
12. Third Country Training on "Performance-Based Budgeting in USA" by JICA, USA, 2011.
13. Third Country Training on "Performance-Based Budgeting in Canada" by JICA, Canada, 2012.
14. Workshop and Study Visit on "Implementation of Health Insurance Program in the Philippines" by BPJS Kesehatan, Manila Philipppines, 2015.





Prof. Dr. Ahmad M. Ramli, S.H., M.H., FCB.Arb

Anggota Dewan Komisaris

Member of Board of Commissioners

Kewarganegaraan

Warga Negara Indonesia

Domisili

Serenia Hills R-17, Jl. Karang Tengah RT. 001/ RW.003,
Lebak Bulus, Cilandak Jakarta Selatan

Usia, Tempat dan Tanggal Lahir

60 tahun, Bandung, 4 Juli 1961

Riwayat Pendidikan

1. S1 Ilmu Hukum (lulus cum laude) di Universitas Padjadjaran.
2. S2 Ilmu Hukum (lulus cum laude) di Universitas Padjadjaran.
3. Doktor Ilmu Hukum (lulus cum laude) di Universitas Padjadjaran.
4. Visiting Scholar Program di University of California Berkeley Amerika Serikat.
5. Certificate Program on Intellectual Property di Japan Patent office Tokyo.

Dasar Hukum Pengangkatan

SK-258/MBU/08/2020

Pengalaman Jabatan

1. Direktur Jenderal Penyelenggaraan Pos dan Informatika, Kementerian Komunikasi dan Informatika RI.
2. Direktur Jenderal Kekayaan Intelektual, Kepala Badan Pembinaan Hukum Nasional (BPHN).
3. Plt. Dirjen Peraturan Perundang-undangan, Kementerian Hukum dan HAM RI, dan Ketua Badan Regulasi Telekomunikasi Indonesia (BRTI).
4. Ketua Tim Pemerintah dalam pembahasan berbagai RUU bersama DPR RI seperti: RUU Hak Cipta, RUU Merek, RUU Paten, RUU Keterbukaan Informasi Publik, RUU Tindak Pidana Pencucian Uang dan lain-lain.
5. Dalam bidang Profesi saat ini menjadi Arbiter pada Badan Arbitrase Nasional Indonesia (BANI).
6. Dalam keorganisasian menduduki posisi sebagai Dewan Pakar Ikatan Sarjana Hukum Indonesia (ISHI), dan Dewan Pembina Ikatan Alumni Universitas Padjadjaran.

Nationality

Indonesian Citizen

Domicile

Serenia Hills R-17, Jl. Karang Tengah RT. 001/ RW.003,
Lebak Bulus, Cilandak South Jakarta

Age, Date and Place of Birth

60 years, Bandung, July 4, 1961

Educational Background

1. Bachelor of Law (graduated cum laude) at Padjadjaran University.
2. Master of Law (graduated cum laude) at Padjadjaran University.
3. Doctor of Law (graduated cum laude) at Padjadjaran University.
4. Visiting Scholar Program at University of California Berkeley USA.
5. Certificate Program on Intellectual Property at Japan Patent office Tokyo.

Legal Basis of Appointment

SK-258/MBU/08/2020

Work Experiences

1. Director General of Post and Information Technology, Ministry of Communication and Information Technology RI.
2. Director General of Intellectual Property, Head of the National Legal Development Agency (BPHN).
3. Plt. Director General of Legislation, Ministry of Law and Human Rights, and Chairman of the Indonesian Telecommunications Regulatory Body (BRTI).
4. Head of the Government Team in discussing various bills with the DPR RI such as: Copyright Bill, Trademark Bill, Patent Bill, Public Information Disclosure Bill, Money Laundering Crime Bill etc.
5. In the field of Profession, he is currently an Arbitrator at the Indonesian National Arbitration Board (BANI).
6. In the organization, he holds positions as the Expert Board of the Indonesian Law Scholars Association (ISHI), and the Board of Trustees of the Padjadjaran University Alumni Association.



7. Ketua Delegasi Indonesia dalam berbagai sidang internasional Kekayaan Intelektual di World Intellectual Organization (WIPO) dan setidaknya telah menandatangani 3 perjanjian internasional multilateral mewakili Pemerintah RI dengan kuasa khusus dari Menteri Luar Negeri yaitu, Beijing Treaty on Audiovisual Performances (BTAP) pada tanggal 18 Desember 2012, The Protocol Relating to the Madrid Agreement Concerning the International Registration of Marks pada 2 Oktober 2012, dan Marrakesh Treaty to Facilitate Access to Published Works for Persons who are Blind, Visually Impaired, or Otherwise Print Disabled (Marrakesh Treaty) pada tanggal 24 September 2013 yang seluruhnya dilakukan di Markas Besar WIPO di Jenewa pada saat Sidang WIPO.

Rangkap Jabatan

Staf Khusus (Eselon I) Menteri Komunikasi dan Informatika RI. Pengalamannya sebagai Regulator di bidang Telekomunikasi dan Transformasi digital menjadikannya sebagai akademisi sekaligus praktisi.

Penghargaan

1. Tahun 2019 dianugerahi oleh Presiden Joko Widodo penghargaan Satya Lencana Wirakarya
2. Penghargaan Satya Lencana Karya Satya X, XX, dan XXX Tahun dari Presiden RI, dan
3. Satya Karya Bakti Pendidikan dari Rektor UNPAD.
4. Di UNPAD pernah menjabat sebagai Dekan Fakultas Hukum, sewaktu mahasiswa, tercatat sebagai Ketua Senat Mahasiswa Fakultas Hukum UNPAD, dan terpilih sebagai mahasiswa Teladan I UNPAD,
5. Penghargaan nasional mahasiswa Teladan dari Menteri Pendidikan dan Kebudayaan RI.

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

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Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

–

7. Chairman of the Indonesian Delegation in various international Intellectual Property sessions at the World Intellectual Organization (WIPO) and has signed at least 3 multilateral international agreements representing the Government of Indonesia with special powers from the Minister of Foreign Affairs, namely, the Beijing Treaty on Audiovisual Performances (BTAP) on 18 December 2012, the Protocol Relating to the Madrid Agreement Concerning the International Registration of Marks on October 2, 2012, and the Marrakesh Treaty to Facilitate Access to Published Works for Persons who are Blind, Visually Impaired, or Otherwise Print Disabled (Marrakesh Treaty) on September 24, 2013 all of which were conducted at WIPO Headquarters in Geneva during the WIPO Session.

Concurrent Position

Special Staff (Echelon I) of the Republic of Indonesia's Minister of Communication and Information. His expertise as a Telecommunications and Digital Transformation Regulator qualifies him as both an academic and a practitioner.

Awards

1. In 2019 was awarded by President Joko Widodo the Satya Lencana Wirakarya award.
2. Satya Lencana Karya Satya X, XX, and XXX Year Award from the President of the Republic of Indonesia, and
3. Satya Karya Bakti Pendidikan from the Chancellor of UNPAD.
4. At UNPAD, he served as the Dean of the Faculty of Law, when he was a student, he was listed as the Chair of the UNPAD Faculty of Law Student Senate, and was elected as an Exemplary student I UNPAD.
5. Exemplary student national award from the Minister of Education and Culture of the Republic of Indonesia.

Affiliate Relationship

He has no any affiliation with members of the Board of Directors nor other members of the Board of Commissioners nor shareholders.

Share Ownership in Bio Farma

–

Education or Training to Improve Competence

–



Drg. Oscar Primadi

Anggota Dewan Komisaris

Member of Board of Commissioners

Kewarganegaraan

Warga Negara Indonesia

Domisili

Jakarta Garden City Cluster Cassia No. 36
RT 001/ RW 014 Kelurahan Cakung Timur
Kecamatan Cakung Jakarta Timur

Usia, Tempat dan Tanggal Lahir

60 Tahun, Pontianak, 20 Oktober 1961

Riwayat Pendidikan

1. Lulus Tahun 1979: SMA N 1 Pontianak
2. Lulus Tahun 1986: Universitas Indonesia, Jakarta Fakultas Kedokteran Gigi (FKGUI)
3. 1998–2000: Master in Public Health Mahidol University, Bangkok

Dasar Hukum Pengangkatan

SK-150/MBU/07/2019

Pengalaman Jabatan

1. Dokter Gigi di RSUD Soedarso Pontianak
2. Kepala Dinas Kesehatan Kota Pontianak
3. Kepala Dinas Kesehatan Prov. Kalimantan Barat
4. Direktur RS Jiwa Kalimantan Barat
5. Kepala Pusat Standardisasi dan Pendidikan Berkelanjutan BPPSDMK, Kementerian Kesehatan RI
6. Kepala Pusat Data dan Informasi
7. Sekretariat Jenderal, Kementerian Kesehatan RI
8. Kepala Biro Komunikasi dan Pelayanan Masyarakat
9. Sekretariat Jenderal, Kementerian Kesehatan RI
10. Inspektur Jenderal, Kementerian Kesehatan RI
11. Sekretaris Jenderal, Kementerian Kesehatan RI

Rangkap Jabatan

Analisis Kebijakan Ahli Utama, Kementerian Kesehatan.

Penghargaan

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Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

–

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

–

Nationality

Indonesian Citizen

Domicile

Jakarta Garden City Cluster Cassia No. 36
RT 001/ RW 014 Kelurahan Cakung Timur
Kecamatan Cakung East Jakarta

Age, Date and Place of Birth

60 years of age, Pontianak, October 20, 1961

Educational Background

1. Graduated in 1979: SMA N 1 Pontianak.
2. Graduated in 1986: University of Indonesia, Jakarta Faculty of Dentistry (FKGUI).
3. 1998–2000: Master in Public Health Mahidol University, Bangkok.

Legal Basis of Appointment

SK-150/MBU/07/2019

Work Experiences

1. Dentist at RSUD Soedarso Pontianak.
2. Head of Pontianak City Health Office.
3. Head of Provincial Health Office. West Kalimantan.
4. Director of West Kalimantan Mental Hospital.
5. Head of Center for Standardisation and Continuing Education BPPSDMK, Ministry of Health RI.
6. Head of Data and Information Center.
7. Secretariat General, Ministry of Health RI.
8. Head of Communication and Community Service Bureau.
9. Secretariat General, Ministry of Health RI.
10. Inspector General, Ministry of Health RI.
11. Secretary General, Ministry of Health RI.

Concurrent Position

Principal Expert Policy Analyst, Ministry of Health.

Awards

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Affiliate Relationship

He has no any affiliation with members of the Board of Directors nor other members of the Board of Commissioners nor shareholders.

Share Ownership in Bio Farma

–

Education or Training to Improve Competence

–



Dr. Ir. Roni Dwi Susanto., M.Si

Anggota Dewan Komisaris

Member of Board of Commissioners

Kewarganegaraan

Warga Negara Indonesia

Domisili

KPP IPB Baranangsiang IV BLOK D-30 RT 02 RW 10 Tanah Baru Bogor Utara Bogor 16154

Usia, Tempat dan Tanggal Lahir

54 Tahun, Malang, 08 Desember 1967

Riwayat Pendidikan

1. S1 Ekonomi Pertanian dan Sumber Daya Alam - Institut Pertanian Bogor
2. S2 Magister Perencanaan dan Kebijakan Publik - Universitas Indonesia
3. S3 Ilmu Ekonomi Pertanian - Institut Pertanian Bogor

Dasar Hukum Pengangkatan

SK-323/MBU/10/2021

Pengalaman Jabatan

1. 2019 Kepala Lembaga - LKPP
2. 2017 Inspektur Utama - Bappenas
3. 2015 Deputi Menteri Bidang Pemantauan, Evaluasi, dan Pengendalian Pembangunan - Bappenas
4. 2013 Direktur Penelitian dan Pengembangan - KPK

Rangkap Jabatan

Kepala LKPP

Penghargaan

- 2018 Satyalancana Wira Karya oleh PRESIDEN RI
- 2017 Prestasi Terbaik Peringkat I pada Diklatpim Tingkat I Angkatan XXXVII oleh KEPALA LAN
- 2012 Satyalancana Karya Satya XX oleh PRESIDEN RI
- 2003 Satyalancana Karya Satya X oleh PRESIDEN RI

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

-

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

-

Nationality

Indonesian Citizen

Domicile

KPP IPB Baranangsiang IV BLOK D-30 RT 02 RW 10 Tanah Baru North Bogor, Bogor 16154

Age, Date and Place of Birth

54 years of age, Malang, December 8, 1967

Educational Background

1. Bachelor's Degree of Agricultural Economics and Natural Resources - Bogor Agricultural University.
2. Master's Degree of Planning and Public Policy - University of Indonesia.
3. Doctoral Degree of Agricultural Economics - Bogor Agricultural University.

Legal Basis of Appointment

SK-323/MBU/10/2021

Work Experience

1. 2019 Head of Institution - LKPP.
2. 2017 Principal Inspector - Bappenas.
3. 2015 Deputy Minister for Development Monitoring, Evaluation and Control - Bappenas.
4. 2013 Director of Research and Development - KPK.

Concurrent Position

Head of LKPP

Awards

- 2018 Satyalancana Wira Karya by THE PRESIDENT OF THE REPUBLIC OF INDONESIA.
- 2017 Best Achievement Rank I at Level I Training and Education Class XXXVII by HEAD LAN.
- 2012 Satyalancana by Satya XX by THE PRESIDENT OF THE REPUBLIC OF INDONESIA.
- 2003 Satyalancana by Satya X by THE PRESIDENT OF THE REPUBLIC OF INDONESIA.

Affiliate Relationship

He has no any affiliation with members of the Board of Directors nor other members of the Board of Commissioners nor shareholders.

Share Ownership in Bio Farma

-

Education or Training to Improve Competence

-

Identitas dan Riwayat Singkat Direksi

Identities and Brief Histories of the Members of the Board of Directors

Perusahaan dipimpin oleh Direksi yang susunannya ditetapkan berdasarkan Keputusan Menteri Negara Badan Usaha Milik Negara Republik Indonesia (BUMN) sebagai berikut:

The Company is governed by a Board of Directors whose membership is set in accordance with the following Decree of the state minister for State-Owned Enterprises in the Republic of Indonesia (BUMN):



Honesti Basyir
Direktur Utama
President Director

Kewarganegaraan
Warga Negara Indonesia

Nationality
Indonesian Citizen

Domisili
Bandung

Domicile
Bandung

Usia, Tempat dan Tanggal Lahir
53, Padang, 24 Juni 1968

Age, Date and Place of Birth
53, Padang, June 24, 1968

Riwayat Pendidikan

1. S-2 Corporate Finance, Institut Manajemen TELKOM
2. S-1 Industrial Engineering, Institut Teknologi Bandung

Educational Background

1. Master's Degree of Corporate Finance, TELKOM Management Institute.
2. Bachelor's Degree of Industrial Engineering, Bandung Institute of Technology.

Dasar Hukum Pengangkatan
Surat Keputusan Menteri BUMN nomor: SK 203/MBU/09/2019 tanggal 13 September 2019.

Legal Basis of Appointment
Ministerial Decree No. SK 203/MBU/09/2019, issued September 13, 2019.

Pengalaman Jabatan

1. Sep. 2019 – now, CEO of PT Bio Farma (Persero).
2. Apr. 2017 – Sep. 2019, CEO of PT Kimia Farma Tbk.
3. Dec. 2014 – Apr. 2017, CMO Wholesale and International Business TELKOM Group.
4. Oct. 2016 – Apr. 2017, President Commissioner of Metra.

Work Experience

1. September 2019 – now, CEO of PT Bio Farma (Persero).
2. April 2017 – September 2019, CEO of PT Kimia Farma Tbk.
3. December 2014 – April 2017, CMO Wholesale and International Business TELKOM Group.
4. October 2016 – April 2017, President Commissioner of Metra.



5. Jan. 2015 – Apr. 2017, President Commissioner of TELIN
6. May 2012 – Dec. 2014, CFO TELKOM Group

Rangkap Jabatan

Rangkap jabatan tidak bertentangan dengan Peraturan Menteri BUMN No. PER-03/MBU/02/2015 BAB IV, tanggal 17 Februari 2015 Tentang Persyaratan & Tata Cara & Pemberhentian Anggota Direksi BUMN – Alasan dan Tata Cara Pemberhentian Direksi BUMN.

Penghargaan

- The Best CFO : Finance Asia (2013)
- The Best Financial Performance, Indonesian Listed Company : Business Review Magazine (2013)
- Marketeer of the Year (2020)

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham

Kepemilikan Saham di Bio Farma

–

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

- Onboarding Directorship
- Strategic Performance Management

5. January 2015 – April 2017, President Commissioner of TELIN.
6. May 2012 – December 2014, CFO of TELKOM Group.

Concurrent Position

Concurrent positions do not conflict with the Regulation of the Minister of SOEs No. PER-03/MBU/02/2015 CHAPTER IV, dated 17 February 2015 Regarding Requirements & Procedures & Dismissal of Members of the Board of Directors of SOEs – Reasons and Procedures for Dismissing Directors of SOEs.

Awards

- The Best CFO: Finance Asia (2013).
- The Best Financial Performance, Indonesian Listed Company: Business Review Magazine (2013).
- Marketeer of the Year (2020).

Affiliate Relationship

He has no any affiliation with members of the Board of Directors nor other members of the Board of Commissioners nor shareholders.

Share Ownership in Bio Farma

–

Education or Training to Improve Competence

- Onboarding Directorship
- Strategic Performance Management



M. Rahman Roestan

Direktur Operasi
Director of Operation

Kewarganegaraan

Warga Negara Indonesia

Domisili

Bandung

Usia, Tempat dan Tanggal Lahir

52 tahun. Lahir di Bandung, 5 Agustus 1970

Riwayat Pendidikan

1. Meraih gelar Sarjana Farmasi dan Apoteker dari Universitas Padjadjaran Bandung tahun 1996.
2. Meraih gelar Master of Business Administration (MBA) dari ITB tahun 2004.
3. Meraih gelar Program Doktorat Management Strategic dari Universitas Padjadjaran tahun 2016.

Dasar Hukum Pengangkatan

Surat Keputusan Menteri BUMN nomor: SK 203/MBU/09/2019 tanggal 13 September 2019.

Pengalaman Jabatan

1. Mengawali karir di Bio Farma tahun 1998, pernah menjabat berbagai posisi struktural dan strategis diantaranya sebagai Kepala Bagian Formulasi dan Kepala Bagian Pengemasan tahun 2001-2004.
2. Menjabat sebagai Kepala Bagian Quality Assurance System tahun 2004-2006.
3. Menjabat sebagai Kepala Divisi Perencanaan dan Pengendalian Produksi tahun 2006-2008.
4. Menjabat sebagai Management Representative untuk Integrated Management System ISO 9001, ISO 14001, OHSAS 18001 sejak tahun 2008-2017.
5. Menjabat sebagai Corporate Secretary tahun 2008-10 Juli 2017.
6. Diangkat sebagai Direktur Pemasaran Bio Farma tanggal 10 Juli 2017 sampai dengan tanggal 23 Januari 2018.
7. Diangkat sebagai menjadi Direktur Utama Bio Farma menggantikan Plt. Direktur Utama tanggal 23 Januari 2018 dan telah berakhir masa jabatannya tanggal 12 September 2019.
8. Diangkat menjadi Direktur Operasi tanggal 13 September 2019 sampai dengan saat ini.
9. Aktif sebagai narasumber dan trainer di berbagai forum baik dalam maupun luar negeri, serta aktif menulis beberapa jurnal internasional.
10. Aktif juga di beberapa organisasi baik tingkat nasional maupun Internasional, diantaranya:

Nationality

Indonesian Citizen

Domicile

Bandung

Age, Date and Place of Birth

52 years of age, born in Bandung, August 5, 1970

Educational Background

1. Earned his Bachelor of Pharmacy and Pharmacy degree from Padjadjaran University Bandung in 1996.
2. Earned a Master of Business Administration (MBA) from ITB in 2004.
3. Earned a Doctoral Program in Strategic Management from Padjadjaran University in 2016.

Legal Basis of Appointment

Ministerial Decree No. SK 203/MBU/09/2019, issued September 13, 2019.

Work Experiences

1. Starting his career at Bio Farma in 1998, he has held various structural and strategic positions including Head of Formulation and Head of Packaging Division in 2001-2004.
2. Served as Head of Quality Assurance System in 2004-2006.
3. Served as Head of Production Planning and Control Division 2006-2008.
4. Served as Management Representative for Integrated Management System ISO 9001, ISO 14001, OHSAS 18001 since 2008-2017.
5. Served as Corporate Secretary in 2008-10 July 2017.
6. Appointed as Marketing Director of Bio Farma from 10 July 2017 to 23 January 2018.
7. Appointed as President Director of Bio Farma replacing Plt. President Director on January 23, 2018 and his term of office has ended on September 12, 2019.
8. Appointed as Director of Operations on September 13, 2019 until now.
9. Active as resource person and trainer in various forums both at home and abroad, and actively writes in several international journals.
10. Also active in several organisations both national and international levels, including:



- 2014–Sekarang Vice Chairman Organisation Islamic Cooperation) Vaccine Manufacturer Group (OIC – VMG).
- 2012 sd 2018 dilibatkan sebagai delegasi RI untuk pertemuan Internasional bidang Kesehatan di World Health Assembly World Health Organization (WHO) Jenewa.
- Delegasi RI untuk OIC Health Minister Conference Jeddah pada tahun 2013, 2015, 2017, 2019.
- Dosen Praktisi Farmasi UNPAD, Research Advisor School of Business and Management of ITB (SBM ITB).
- PP IAI menjabat sebagai Dewan Pakar 2018 sd sekarang.
- Aktif di Gabungan Pengusaha Farmasi Indonesia, Komite Hubungan Pemerintah dan Kelembagaan tahun 2016–2018.
- Aktif di Yayasan Indonesian Quality Award (IQAF) sebagai Examiner untuk Malcolm Baldrige Criteria for Excellence tahun 2010 – 2011.
- The author of Towards Pharma 2030, Toward Advancement of Pharmaceutical Industry Competitive Advantage, several articles in National and International Journal.

- 2014–Present Vice Chairman of Organization Islamic Cooperation) Vaccine Manufacturer Group (OIC – VMG).
- 2012 to 2018 was involved as the Indonesian delegation for the international meeting in the field of Health at the World Health Assembly World Health Organization (WHO) Geneva.
- The Indonesian delegation for the OIC Health Minister Conference Jeddah in 2013, 2015, 2017, 2019.
- UNPAD Pharmacy Practitioner Lecturer, Research Advisor to the School of Business and Management of ITB (SBM ITB).
- PP IAI has served as Expert Council 2018 until now.
- Active in the Indonesian Pharmaceutical Entrepreneurs Association, Government and Institutional Relations Committee 2016–2018.
- Active in Indonesian Quality Award Foundation (IQAF) as Examiner for Malcolm Baldrige Criteria for Excellence in 2010 – 2011.
- Penulis buku Towards Pharma 2030, Menuju Peningkatan Daya Saing Industri Farmasi Nasional, beberapa tulisan di jurnal nasional dan internasional.

Rangkap Jabatan

Rangkap jabatan tidak bertentangan dengan Peraturan Menteri BUMN No. PER-03/MBU/02/2015 BAB IV, tanggal 17 Februari 2015 Tentang Persyaratan & Tata Cara & Pemberhentian Anggota Direksi BUMN – Alasan dan Tata Cara Pemberhentian Direksi BUMN.

Concurrent Position

Concurrent positions do not conflict with the Regulation of the Minister of SOEs No. PER-03/MBU/02/2015 CHAPTER IV, dated 17 February 2015 Regarding Requirements & Procedures & Dismissal of Members of the Board of Directors of SOEs – Reasons and Procedures for Dismissing Directors of SOEs.

Penghargaan

- MBA Award kategori Best research advisor dari SBM ITB tahun 2021.
- Padjadjaran Utama dari UNPAD tahun 2020.
- Pemimpin Inspiratif dan Inovatif Indonesia dari 7Sky Media Award, tahun 2019.
- Green CEO Kategori Farmasi dari Warta Ekonomi, tahun 2019.
- Inspiring Leader of Change & Executive Figure of The Year dari Indonesia Most Leading Award, tahun 2019.
- Top Leader on IT Leadership dari IT Works CEO, tahun 2018.
- Penulis buku Towards pharma 2030, menuju kemandirian farmasi nasional.

Awards

- MBA Award for Best research advisor category from SBM ITB in 2021.
- Padjadjaran Utama from UNPAD in 2020.
- Indonesia's Inspirational and Innovative Leader from 7Sky Media Award, 2019.
- Green CEO Pharmacy Category from Warta Ekonomi, 2019.
- Inspiring Leader of Change & Executive Figure of The Year from Indonesia Most Leading Award, 2019.
- Top Leader on IT Leadership from IT Works CEO, 2018.
- Author of the book 'Towards Pharma 2030, Towards National Pharmaceutical Independence'.

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Affiliate Relationship

He has no any affiliation with members of the Board of Directors nor other members of the Board of Commissioners nor shareholders.

Kepemilikan Saham di Bio Farma

–

Share Ownership in Bio Farma

–

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

Vaccine global trends, potential and threats.

Education or Training to Improve Competence

Vaccine global trends, potential and threats



Sri Harsi Teteki

Direktur Hubungan Kelembagaan
Director of Institutional Relations

Kewarganegaraan

Warga Negara Indonesia

Domisili

Bandung

Usia, Tempat dan Tanggal Lahir

Usia 58, Jogjakarta, 28 Juni 1964

Riwayat Pendidikan

1. Ajun Ahli Asuransi Kesehatan (AAAK), 27 Desember 2007.
2. Magister Kesehatan Universitas Diponegoro 2003.
3. Fakultas Kedokteran Universitas Diponegoro 1989.

Dasar Hukum Pengangkatan

Surat Keputusan Menteri BUMN Nomor S-194/DHK.MBU.A/10/2021 Tanggal 01 Oktober 2021.

Pengalaman Jabatan

1. 2021 – sekarang : Direktur Hubungan Kelembagaan.
2. 2020– 2021 : Direktur Pemasaran, Penelitian dan Pengembangan.
3. 2019 – 2020 : Direktur Pemasaran, Penelitian dan Pengembangan I.
4. 2018 – 2019 : Direktur Pemasaran PT Bio Farma (Persero).
5. 2017 – 2018 : Direktur Utama TelkoMedika.
6. 2013 – 2016 : Direktur Marketing dan Operasional TelkoMedika.
7. 2008 – 2013 : Manager Area Jakarta Yakes Telkom.
8. 2007 – 2008 : Manager Area Jateng & DIY Yakes Telkom.
9. 1999 – 2007 : Kapusdalmed YAKES Area Jateng & DIY.
10. 1995 – 1998 : Dokter Poliklinik PT TELKOM Semarang.
11. 1993 – 1995 : PTT / Kepala Puskesmas Perawatan Mijen Demak.
12. 1989 – 1993 : Staf / Dokter Poliklinik PT TELKOM Semarang.

Nationality

Indonesian Citizen

Domicile

Bandung

Age, Date and Place of Birth

58 years of age, Yogyakarta, June 28, 1964

Educational Background

1. Adjunct Health Insurance Expert (AAAK), December 27, 2007.
2. Master of Health, Diponegoro University 2003.
3. Faculty of Medicine, Diponegoro University 1989.

Legal Basis of Appointment

SOE Minister Decree Number S-194/DHK.MBU.A/10/2021 Dated October 1, 2021.

Work Experience

1. 2021 – present: Director of Institutional Relations.
2. 2020–2021: Director of Marketing, Research and Development.
3. 2019 – 2020: Director of Marketing, Research and Development I.
4. 2018 – 2019: Marketing Director of PT Bio Farma (Persero).
5. 2017 – 2018: President Director of TelkoMedika.
6. 2013 – 2016: Director of Marketing and Operations of TelkoMedika.
7. 2008 – 2013: Jakarta Area Manager Yakes Telkom.
8. 2007 – 2008: Central Java & DIY Area Manager Yakes Telkom.
9. 1999 – 2007: Head of YAKES Central Java & DIY Area.
10. 1995 – 1998: Doctor Polyclinic PT TELKOM Semarang.
11. 1993 – 1995: PTT / Head of Mijen Demak Health Center.
12. 1989 – 1993: Staff / Doctor of the Polyclinic of PT TELKOM Semarang.



Rangkap Jabatan

Rangkap jabatan tidak bertentangan dengan Peraturan Menteri BUMN No. PER-03/MBU/02/2015 BAB IV, tanggal 17 Februari 2015 Tentang Persyaratan & Tata Cara & Pemberhentian Anggota Direksi BUMN – Alasan dan Tata Cara Pemberhentian Direksi BUMN.

Penghargaan

- Penghargaan Dewi BUMN 2020 kategori The Best Marketing Champion 2020.
- Marketers of The Year 2020.
- Best Manager Telkom.
- Kepala Puskesmas Berprestasi.

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

–

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

- Utilization Review PMPK.
- Utilization Review & Peningkatan Efisiensi Pelayanan.
- Efektif Supervision Workshop in Prasetya Mulya Eksekutif Development Program.
- Customer Value Management.
- Konvensi Nasional Kesehatan dan Keselamatan Kerja.
- Evidence Based Medicine.
- Strategic Performance Management.

Concurrent Positions

Concurrent positions do not conflict with the Regulation of the Minister of SOEs No. PER-03/MBU/02/2015 CHAPTER IV, dated 17 February 2015, Regarding Requirements & Procedures & Dismissal of Members of the Board of Directors of SOEs – Reasons and Procedures for Dismissing Directors of SOEs.

Awards

- Dewi BUMN Award 2020 for The Best Marketing Champion 2020 category.
- Marketers of the Year 2020.
- Best Manager Telkom.
- Head of Public Health Center with Achievement.

Affiliate Relationships

She has no affiliation with any members of the Board of Directors nor other members of the Board of Commissioners nor shareholders.

Share Ownership in Bio Farma

–

Education or Training to Improve Competence

- Utilization Review PMPK.
- Utilization Review & Improvement of Service Efficiency.
- Supervision Effectiveness Workshop in Prasetya Mulya Executive Development Program.
- Customer Value Management.
- National Convention on Occupational Health and Safety.
- Evidence Based Medicine.
- Strategic Performance Management.



I.G.N. Suharta Wijaya

Direktur Keuangan, Manajemen Risiko dan SDM
Director of Finance, Risk Management, and HR

Kewarganegaraan

Warga Negara Indonesia

Domisili

DKI Jakarta

Usia, Tempat dan Tanggal Lahir

55 Tahun, Singaraja, 15 Agustus 1967

Riwayat Pendidikan

1. S2 IPB Manajemen.
2. S1 UNPAD Ekonomi Studi Pembangunan.
3. SMA 5 Bandung.

Dasar Hukum Pengangkatan

Surat Keputusan Menteri BUMN nomor: SK 203/MBU/09/2019 tanggal 13 September 2019.

Pengalaman Jabatan

1. Direktur Keuangan di PT Kimia Farma (Persero) Tbk
2. Direktur Keuangan di PTPN III
3. Direktur Keuangan di PTPN VIII
4. Direktur Keuangan di PTPN VIII

Rangkap Jabatan

Rangkap jabatan tidak bertentangan dengan Peraturan Menteri BUMN No. PER-03/MBU/02/2015 BAB IV, tanggal 17 Februari 2015 Tentang Persyaratan & Tata Cara & Pemberhentian Anggota Direksi BUMN – Alasan dan Tata Cara Pemberhentian Direksi BUMN.

Penghargaan

-

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

-

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

- CFO School, periode Maret – Juni 2022.
- Onboarding Indonesia Global Talent Internship batch 1 2022batch 1 2022.

Nationality

Indonesian Citizen

Domicile

DKI Jakarta

Age, Date and Place of Birth

55 years of age, Singaraja, August 15, 1967

Educational Background

1. Master of Management, IPB.
2. Bachelor of Economics Development Studies, UNPAD.
3. SMA 5 Bandung.

Legal Basis of Appointment

SOE Minister Decree number: SK 203/MBU/09/2019 dated 13 September 2019.

Work Experience

1. Director of Finance at PT Kimia Farma (Persero) Tbk.
2. Director of Finance at PTPN III.
3. Director of Finance at PTPN VIII.
4. Director of Finance at PTPN VIII.

Concurrent Positions

Concurrent positions do not conflict with the Regulation of the Minister of SOEs No. PER-03/MBU/02/2015 CHAPTER IV, dated 17 February 2015 Regarding Requirements & Procedures & Dismissal of Members of the Board of Directors of SOEs – Reasons and Procedures for Dismissing Directors of SOEs.

Awards

-

Affiliate Relationships

He has no affiliation with any members of the Board of Directors nor other members of the Board of Commissioners nor shareholders.

Share Ownership in Bio Farma

-

Education or Training to Improve Competence

- CFO School, period March – June 2022.
- Onboarding Indonesia Global Talent Internship batch 1 2022.



Yuliana Indriati

Direktur Penelitian dan Pengembangan Bisnis
Director of Research & Development

Kewarganegaraan

Warga Negara Indonesia

Domisili

DKI Jakarta

Usia, Tempat dan Tanggal Lahir

53 tahun, Jakarta, 23 November 1968

Riwayat Pendidikan

1. S-2 Manajemen, Institut Manajemen Prasetya Mulya.
2. S-1 Farmasi, Universitas Gajah Mada, Yogyakarta.

Dasar Hukum Pengangkatan

Surat Keputusan Menteri BUMN nomor: SK-322/MBU/10/2021 tanggal 01 Oktober 2021.

Pengalaman Jabatan

1. Okt. 2021 – sekarang, Direktur Penelitian & Pengembangan Bisnis PT Bio Farma (Persero).
2. Feb. 2020 – Sept. 2021, Direktur Licensing & RA PT Kalbe Genexine Biologics.
3. Jan. 2016 – Jan. 2020, Direktur Utama PT Kalbe Genexine Biologics.
4. Jan. 2013 – Des. 2015, Deputy Director – Emerging Business Operation PT Kalbe International Pte. Ltd, Jakarta.
5. Jan. 2015 – Apr. 2012, Director Deputy, Kalbe Vision Pte. Ltd, Jakarta.

Rangkap Jabatan

Rangkap jabatan tidak bertentangan dengan Peraturan Menteri BUMN No. PER-03/MBU/02/2015 BAB IV, tanggal 17 Februari 2015 Tentang Persyaratan & Tata Cara & Pemberhentian Anggota Direksi BUMN – Alasan dan Tata Cara Pemberhentian Direksi BUMN.

Penghargaan

–

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

–

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

- Quality needs for Biotech Products from First in Human to Phase III, Fleming International/Vena, Austria, 2019.
- Advanced Business Development, EBD Academy, Copenhagen, 2018.
- CMC Regulatory Compliance for Biopharmaceuticals, The centre of Professional Innovation & Education, Philadelphia, 2018.
- Practitioner of Neuro-Linguistik Programming, Univesity of California, Santa Cruz, 2018.
- IP right and generic drug strategies, Universal Network Intelligence, Singapore, 2017.
- Kalbe – NUS general management programme, National University, Singapore, 2016.

Nationality

Indonesian Citizen

Domicile

DKI Jakarta

Age, Date and Place of Birth

53 years of age, Jakarta, November 23, 1968

Educational Background

1. Master of Management, Prasetya Mulya Institute of Management.
2. Bachelor of Pharmacy, Gajah Mada University, Yogyakarta.

Legal Basis of Appointment

SOE Minister Decree number: SK-322/MBU/10/2021 dated 01 October 2021.

Work Experience

1. October 2021 – present, Director of Research & Business Development of PT Bio Farma (Persero).
2. February 2020 – September 2021, Director of Licensing & RA PT Kalbe Genexine Biologics.
3. January 2016 – January 2020, President Director of PT Kalbe Genexine Biologics.
4. January 2013 – December 2015, Deputy Director – Emerging Business Operation PT Kalbe International Pte. Ltd., Jakarta.
5. January 2015 – April 2012, Director Deputy, Kalbe Vision Pte. Ltd., Jakarta.

Concurrent Positions

Concurrent positions do not conflict with the Regulation of the Minister of SOEs No. PER-03/MBU/02/2015 CHAPTER IV, dated 17 February 2015, Regarding Requirements & Procedures & Dismissal of Members of the Board of Directors of SOEs – Reasons and Procedures for Dismissing Directors of SOEs

Awards

–

Affiliate Relationships

He has no affiliation with any members of the Board of Directors nor other members of the Board of Commissioners nor shareholders.

Share Ownership in Bio Farma

–

Education or Training to Improve Competence

- Quality needs for Biotech Products from First in Human to Phase III, Fleming International/Vena, Austria, 2019
- Advanced Business Development, EBD Academy, Copenhagen, 2018.
- CMC Regulatory Compliance for Biopharmaceuticals, The centre of Professional Innovation & Education, Philadelphia, 2018.
- Practitioner of Neuro-Linguistik Programming, Univesity of California, Santa Cruz, 2018.
- IP right and generic drug strategies, Universal Network Intelligence, Singapore, 2017.
- Kalbe – NUS general management programme, National University, Singapore, 2016.



Soleh Ayubi

Direktur Transformasi & Digital
Director of Digital Healthcare

Kewarganegaraan

Warga Negara Indonesia

Domisili

DKI Jakarta

Usia, Tempat dan Tanggal Lahir

39 Tahun, Pemalang, 07 Juli 1982

Riwayat Pendidikan

1. PhD in Health Sciences, University of Pittsburgh.
2. S2 Sistem Informasi, Institut Teknologi Bandung.
3. S1 Teknik Informatika, Institut Teknologi Bandung

Dasar Hukum Pengangkatan

Surat Keputusan Menteri BUMN Nomor SK-272/MBU/09/2020 tanggal 24 Agustus 2020.

Pengalaman Jabatan

1. Mei 2021 – Sekarang: Direktur Transformasi dan Digital PT Bio Farma (Persero).
2. Apr 2021– Sekarang: Ketua BUMN Muda, KBUMN.
3. Apr 2021– Sekarang: Komisaris Utama, PT Kimia Farma Apotek.
4. 2017 – Sekarang: Digital Healthcare Mentor, Mentor dan advisor untuk MD, PhD, dan Postdoc yang akan membawa hasil riset mereka ke industri Harvard Medical School, Harvard University.
5. 2018– Sekarang: Industry Mentor, Mentor dan advisor untuk MD, PhD, Postdoc, dan engineer untuk pengembangan produk digital MIT Hacking Medicine.
6. 2020 – Sekarang: Adjunct Faculty Member, Pengajar untuk Sekolah Bisnis dan Manajemen, Sekolah Bisnis Manajemen, ITB.
7. Aug 2020 – Mei 2021: Direktur Digital Healthcare PT Bio Farma (Persero).
8. Jun 2019 – Aug 2020: Director, Head of Digital Therapeutics & Data Science, Novo Nordisk.

Nationality

Indonesian Citizen

Domicile

DKI Jakarta

Age, Date and Place of Birth

39 years of age, Pemalang, July 7, 1982

Educational Background

1. PhD in Health Sciences, University of Pittsburgh.
2. Master's Degree in Information Systems, Bandung Institute of Technology.
3. Bachelor of Informatics Engineering, Bandung Institute of Technology.

Legal Basis of Appointment

SOE Minister Decree Number SK-272/MBU/09/2020 dated August 24, 2020.

Work Experience

1. May 2021 – Present) Director of Transformation and Digital PT Bio Farma (Persero).
2. (April 2021–present) Chairman of the Young BUMN, KBUMN.
3. (April 2021– Present) President Commissioner, PT Pharmacy Pharmacy.
4. (2017 – Present) Digital Healthcare Mentors, Mentors and advisors for MD, PhD, and Postdoc who will bring their research results to industry, Harvard Medical School, Harvard University.
5. (2018– Present) Industry Mentor, Mentor and advisor for MD, PhD, Postdoc, and engineer for MIT Hacking Medicine digital product development.
6. (2020 – Present) Adjunct Faculty Member, Lecturer for School of Business and Management, School of Business Management, ITB.
7. (Aug 2020 – May 2021) Director of Digital Healthcare PT Bio Farma (Persero).
8. (June 2019 – August 2020) Director, Head of Digital Therapeutics & Data Science, Novo Nordisk.



9. Januari 2017 – June 2019: Director of Engineering, Innovation R&D – UnitedHealth Group.
10. Juni 2013 – Jan 2017: Technical Innovation Lead/Manager – Boston Children's Hospital.
11. Sep 2008 – Jun 2013: Senior Software Engineer – Technical Lead – University of Pittsburgh, University of Pittsburgh Medical Center, Veterans Affairs Hospital.

Rangkap Jabatan

Rangkap jabatan tidak bertentangan dengan Peraturan Menteri BUMN No. PER-03/MBU/02/2015 BAB IV, tanggal 17 Februari 2015 Tentang Persyaratan & Tata Cara & Pemberhentian Anggota Direksi BUMN – Alasan dan Tata Cara Pemberhentian Direksi BUMN.

Penghargaan

- INDI 4.0 Award Kementerian Perindustrian 2021.
- Make Things Happen Award, UHG, Global 2019.
- Cultural Ambassador Award, UHG, USA 2018.
- Most Innovative Idea @Optum Day, UHG, Boston 2018.
- Interview with MIT Tech Review, MIT Tech. Review 2018.

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

–

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

- Onboarding Directorship, Angkatan 2 tahun 2021, FHCI KBUMN.
- People Leadership, Novo Nordisk.
- Value Chain Academy, Novo Nordisk.
- Innovation Leadership, UnitedHealth Group.
- Data Science for Business, UnitedHealth Group.
- Innovation Management, UnitedHealth Group.
- Disruptive Innovation, UnitedHealth Group.

9. (January 2017 – June 2019) Director of Engineering, Innovation R&D – UnitedHealth Group.
10. (June 2013 – January 2017) Technical Innovation Lead/Manager – Boston Children's Hospital.
11. (September 2008 – June 2013) Senior Software Engineer – Technical Lead – University of Pittsburgh, University of Pittsburgh Medical Center, Veterans Affairs Hospital.

Concurrent Positions

Concurrent positions do not conflict with the Regulation of the Minister of SOEs No. PER-03/MBU/02/2015 CHAPTER IV, dated 17 February 2015, Regarding Requirements & Procedures & Dismissal of Members of the Board of Directors of SOEs – Reasons and Procedures for Dismissing Directors of SOEs.

Awards

- INDI 4.0 Award Ministry of Industry 2021.
- Make Things Happen Award, UHG, Global 2019.
- Cultural Ambassador Award, UHG, USA 2018.
- Most Innovative Idea @Optum Day, UHG, Boston 2018.
- Interview with MIT Tech Review, MIT Tech. 2018 review.

Affiliate Relationship

He has no affiliation with any members of the Board of Directors nor other members of the Board of Commissioners nor shareholders.

Share Ownership in Bio Farma

–

Education or Training to Improve Competence

- Onboarding Directorship, Batch 2 2021, FHCI KBUMN.
- People Leadership, Novo Nordisk.
- Value Chain Academy, Novo Nordisk.
- Innovation Leadership, United Health Group.
- Data Science for Business, United Health Group.
- Innovation Management, United Health Group.
- Disruptive Innovation, United Health Group.

Identitas & Riwayat Singkat SEVP (Senior Executive Vice President)

Identities and Brief Histories of SEVP (Senior Vice President)



Untuk membantu jajaran Direksi Perseroan dalam menjalankan perusahaan, mewakili perusahaan di dalam dan di luar pengadilan, perlu difasilitasi dengan menempatkan Senior Executive Vice President. Senior Executive Vice President yang selanjutnya disebut SEVP adalah pejabat eksekutif di bawah Direksi yang diberikan tugas, wewenang, kewajiban, dan tanggung jawab untuk membantu Direksi dalam menjalankan fungsi utama (*core business*) dan fungsi pendukung (*business support*).

Dalam melaksanakan tugasnya, SEVP wajib mencurahkan tenaga, pikiran, perhatian dan pengabdian secara penuh pada tugas, kewajiban dan pencapaian tujuan Perusahaan; wajib mematuhi peraturan perundang-undangan serta wajib melaksanakan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban serta kewajiban; wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugas untuk kepentingan dan usaha Perusahaan dengan mengindahkan ketentuan peraturan perundang-undangan; dan SEVP bertanggung jawab kepada Direksi.

Nomenklatur jabatan SEVP terdiri dari:

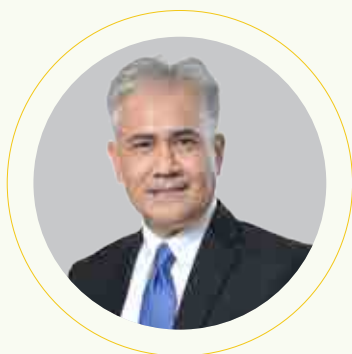
1. Senior Executive Vice President (SEVP) HC dan Compliance.
2. Senior Executive Vice President (SEVP) Produksi.
3. Senior Executive Vice President (SEVP) Penelitian dan Pengembangan.

To support the Company's Board of Directors in managing the corporation and defending the company both within and outside the court, it is important to hire a Senior Executive Vice President. SEVP, or Senior Executive Vice President, is an executive officer reporting to the Board of Directors who is charged with the job, authority, obligation, and responsibility of assisting the Board of Directors in carrying out the primary functions (*core business*) and support functions (*business support*).

The SEVP is required to devote their full energy, thought, attention, and dedication to their duties, obligations, and the achievement of the Company's goals; to comply with applicable laws and regulations and to uphold the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness; and to carry out their duties in good faith and with full responsibility for the Company's interests and business by adhering to the Company's policies and procedures.

SEVP nomenclature consists of the following:

1. Senior Executive Vice President (SEVP) of HC and Compliance.
2. Senior Executive Vice President (SEVP) of Production.
3. Senior Executive Vice President (SEVP) of Research and Development.



Disril Revolin Putra

SEVP Human Capital & Compliance
Senior Executive Vice President (SEVP) of HC and Compliance

Kewarganegaraan

Warga Negara Indonesia

Domisili

DKI Jakarta

Usia, Tempat dan Tanggal Lahir

57 tahun. Lahir di Tanjung Pinang, 18 Desember 1965

Riwayat Pendidikan

1. Pendidikan; Sarjana Hukum, Universitas Islam Jakarta, 1989
2. Pascasarjana; Hukum Ekonomi Universitas Indonesia, 1998

Dasar Hukum Pengangkatan

KEP-05779/DIR/IX/2019

Pengalaman Jabatan

1. Legal Officer Divisi Sumber Daya Manusia di BNI; Tahun 1991 – 1995.
2. Manager Pengelolaan Kebijakan Divisi Sumber Daya Manusia di BNI; Tahun 1995–2000.
3. Wakil Pimpinan Cabang BNI Wonogiri ; Tahun 2000–2002.
4. Wakil Pimpinan Cabang Utama BNI Tangerang; Tahun 2002–2004.
5. Pimpinan Cabang Jembatan Ampera BNI Palembang; Tahun 2004–2005.
6. Pimpinan Cabang Utama BNI Tebet Jakarta; Tahun 2005–2006.
7. Wakil Pemimpin Divisi Hukum BNI Jakarta; Tahun 2006–2008.
8. Pimpinan Divisi Sumber Daya Manusia BNI Jakarta; Tahun 2008 – 2010.
9. Pimpinan Divisi Organizational Learning BNI; Tahun 2010 – 2011.
10. Pimpinan Divisi Hukum BNI Jakarta; Tahun 2011–2015.
11. Pimpinan Wilayah BNI Jakarta Kota; Tahun 2015–2016.
12. SEVP Jaringan dan Layanan BNI Jakarta; Tahun 2016.
13. Direktur SDM dan Hukum PT Pelabuhan Indonesia II (Persero); Tahun 2016–2017.

Nationality

Indonesian Citizen

Domicile

DKI Jakarta

Age, Date and Place of Birth

57 years of age, Tanjung Pinang, December 18, 1965

Educational Background

1. Education; Bachelor of Law, Jakarta Islamic University, 1989
2. Postgraduate; Economic Law University of Indonesia, 1998

Legal Basis of Appointment

KEP-05779/DIR/IX/2019

Work Experience

1. Legal Officer of the Human Resources Division at BNI; 1991–1995.
2. Policy Management Manager of the Human Resources Division at BNI; 1995–2000.
3. BNI Wonogiri Branch Manager Deputy; 2000–2002.
4. Deputy Head of BNI Tangerang Main Branch; 2002–2004.
5. Branch Manager of BNI Palembang Ampera Bridge; Year 2004–2005.
6. Main Branch Manager of BNI Tebet Jakarta; 2005–2006.
7. Deputy Head of Legal Division at BNI Jakarta; 2006–2008.
8. Head of BNI Jakarta Human Resources Division; Year 2008–2010.
9. Head of BNI's Organizational Learning Division; Year 2010–2011.
10. Head of BNI Jakarta Legal Division; Year 2011–2015.
11. Regional Head of BNI Jakarta City; 2015–2016.
12. BNI Jakarta Network and Service SEVP; 2016.
13. HR and Legal Director of PT Pelabuhan Indonesia II (Persero); 2016–2017.



14. Komisaris Utama PT Pendidikan Maritim & Logistik Indonesia; Tahun 2016–2017
15. Komisaris Utama PT Rumah Sakit Pelabuhan Pelindo II; Tahun 2016–2017
16. Direktur SDM dan Umum PT Bio Farma (Persero); Tahun 2017–2019
17. SEVP Human Capital & Compliance; Tahun 2019–sekarang

Rangkap Jabatan

–

Penghargaan

–

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

–

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

- Meningkatkan sinergi BOC dan BOD dalam menghadapi persaingan global dan transformasi bisnis perusahaan.
- Berbagai Training Sumber Daya Manusia.
- *Trade Finance*.
- *Branch Credit Management*.
- Simposium Internasional Anti Korupsi.
- Sespi Bank Angkatan 45.
- *Leadership Development Program*.
- Sertifikasi Management Risiko.
- ASEAN Global *leadership program* Europe, London – UK.

14. President Commissioner of PT Pendidikan Maritim & Logistik Indonesia; 2016–2017.
15. President Commissioner of PT Pelindo II Hospital Port; 2016–2017.
16. Director of Human Resources and General Affairs of PT Bio Farma (Persero); Year 2017–2019.
17. SEVP Human Capital & Compliance; 2019–now.

Concurrent Position

–

Awards

–

Affiliate Relationship

He has no affiliation with any members of the Board of Directors nor other members of the Board of Commissioners nor shareholders.

Share Ownership in Bio Farma

–

Education or Training to Improve Competence

- Increasing BOC and BOD synergies in facing global competition and corporate business transformation.
- Various Human Resources Trainings.
- *Trade Finance*.
- *Branch Credit Management*.
- International Anti-Corruption Symposium.
- Sespi Bank Force 45.
- *Leadership Development Program*.
- Risk Management Certification.
- ASEAN Global *leadership program* Europe, London – UK.



Juliman

SEVP Produksi
SEVP Production

Kewarganegaraan

Warga Negara Indonesia

Domisili

Bandung

Usia, Tempat dan Tanggal Lahir

59 tahun. Lahir di Pangkal Pinang, 23 September 1962.

Riwayat Pendidikan

1. Meraih gelar Sarjana Farmasi dari ITB tahun 1988.
2. Meraih gelar Apoteker dari ITB tahun 1989.
3. Meraih gelar Master of Operation dari Univ Padjadjaran tahun 2005

Dasar Hukum Pengangkatan

KEP-05779/DIR/IX/2019

Pengalaman Jabatan

1. Menjabat sebagai Kepala Bagian Produksi Vaksin Campak dari Juli 1998–Februari 2002.
2. Menjabat sebagai Kepala Divisi Teknik & Pemeliharaan dari Maret 2002–September 2003.
3. Menjabat sebagai Kepala Divisi Pemasaran Ekspor dari September 2003–Agustus 2012.
4. Menjabat sebagai Kepala Divisi Logistik dari Agustus 2012 –April 2013.
5. Menjabat sebagai Direktur Produksi dari April 2013–Juli 2017.
6. Aktif sebagai GAVI Board Member selama periode Juli 2013–Juni 2017.
7. Menjabat sebagai Plt. Direktur Utama dari Juli 2017–15 September 2019.
8. Menjabat sebagai Direktur Produksi dari Januari 2018–15 September 2019.
9. Menjabat sebagai SEVP Produksi dari 16 September 2019–saat ini.

Nationality

Indonesian Citizen

Domicile

Bandung

Age, Date and Place of Birth

59 years of age, born in Pangkal Pinang, September 23, 1962.

Educational Background

1. Obtained his Bachelor of Pharmacy degree from ITB in 1988.
2. Obtained the title of Pharmacist from ITB in 1989.
3. Received Master of Operation degree from Univ Padjadjaran in 2005.

Legal Basis of Appointment

KEP-05779/DIR/IX/2019

Work Experience

1. Served as Head of Measles Vaccine Production Division from July 1998–February 2002.
2. Served as Head of Engineering & Maintenance Division from March 2002–September 2003.
3. Served as Head of Export Marketing Division from September 2003–August 2012.
4. Served as Head of Logistics Division from August 2012–April 2013.
5. Served as Production Director from April 2013–July 2017.
6. Active as a GAVI Board Member during the period July 2013–June 2017.
7. Served as Acting President Director from July 2017–September 15, 2019.
8. Served as Production Director from January 2018–September 15, 2019.
9. Served as SEVP Production from 16 September 2019–present.



Rangkap Jabatan

Rangkap jabatan tidak bertentangan dengan Peraturan Menteri BUMN No. PER-03/MBU/02/2015 BAB IV, tanggal 17 Februari 2015 Tentang Persyaratan & Tata Cara & Pemberhentian Anggota Direksi BUMN–Alasan dan Tata Cara Pemberhentian Direksi BUMN.

Penghargaan

–

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

–

Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

- Meningkatkan sinergi BOC dan BOD dalam menghadapi persaingan global dan transformasi bisnis perusahaan.
- Training Pendalaman Interpretasi Kriteria Malcolm Baldrige 2010.
- In House Training Outing Kadiv–Kabag "Dancing Leadership for More Success".
- Workshop Finalisasi Coaching I–X Enterprise Risk Management.
- Two Day Workshop on Quick Response System for Productivity.
- Good Corporate Governance.
- GMP/QC/QA Training Course.
- Management Skills Assessment.

Concurrent Positions

Concurrent positions do not contradict with the Minister of SOEs' Regulation No. PER-03/MBU/02/2015, Chapter IV, dated 17 February 2015, on the Requirements & Procedures & Dismissal of Members of the Board of Directors of SOEs–Reasons and Procedures for Dismissing Directors of SOEs.

Awards

–

Affiliate Relationships

He has no affiliation with any members of the Board of Directors and other members of the Board of Commissioners or shareholders.

Share Ownership in Bio Farma

–

Education or Training to Improve Competence

- Increasing BOC and BOD synergies in facing global competition and corporate business transformation.
- Malcolm Baldrige Criteria Interpretation Deepening Training 2010.
- In House Training Outing Head of Division–Head of "Dancing Leadership for More Success".
- I–X Enterprise Risk Management Coaching Finalization Workshop.
- Two Day Workshop on Quick Response System for Productivity.
- Good Corporate Governance.
- GMP/QC/QA Training Course.
- Management Skills Assessment.



Adriansjah Azhari

SEVP Penelitian dan Pengembangan
SEVP of Research and Development

Kewarganegaraan

Warga Negara Indonesia

Domisili

Bandung

Usia, Tempat dan Tanggal Lahir

59 tahun. Lahir di Indiana, USA, 5 September 1963

Riwayat Pendidikan

1. Meraih gelar Sarjana Farmasi dari ITB tahun 1987.
2. Meraih gelar Apoteker dari ITB tahun 1988.
3. Meraih gelar *Master of Operation* dari Univ Padjadjaran tahun 2005.

Dasar Hukum Pengangkatan

KEP-05779/DIR/IX/2019

Pengalaman Jabatan

1. Menjabat sebagai Senior Executive Vice President Penelitian dan Pengembangan dari September 2019-Sekarang.
2. Menjabat sebagai Direktur Perencanaan dan Pengembangan dari April 2018-September 2019.
3. Menjabat sebagai Kepala Divisi Perencanaan dan Strategi Bisnis dari Desember 2017-April 2018.
4. Menjabat sebagai Kepala Divisi Matriks Riset & Pengembangan Produk dari Agustus 2012-Desember 2017.
5. Menjabat sebagai Kepala Divisi Quality Assurance dari Agustus 2007-Agustus 2012.
6. Menjabat sebagai Kepala Divisi Vaksin Bakteri dari Maret 2004-Agustus 2007.
7. Menjabat sebagai Kepala Divisi Produksi Farmasi dari Januari 2002-Februari 2004.
8. Menjabat sebagai Kepala Bagian Teknologi Terapan dari Jan 2001-Desember 2001.
9. Menjabat sebagai Kepala Bagian Pengemasan dari Juli 1998-Desember 2000.
10. Menjabat sebagai Kepala Bagian Vaksin Tetanus dari Desember 1993 – Juni 1998.

Nationality

Indonesian Citizen

Domicile

Bandung

Age, Date and Place of Birth

59 years of age, born in Indiana, USA, September 5, 1963

Educational Background

1. Obtained his Bachelor of Pharmacy degree from ITB in 1987.
2. Obtained the title of Pharmacist from ITB in 1988.
3. Received Master of Operation degree from Univ Padjadjaran in 2005.

Legal Basis of Appointment

KEP-05779/DIR/IX/2019

Work Experience

1. Served as Senior Executive Vice President Research and Development from September 2019-Present.
2. Served as Director of Planning and Development from April 2018-September 2019.
3. Served as Head of Business Planning and Strategy Division from December 2017-April 2018.
4. Served as Head of Matrix Product Research & Development Division from August 2012-December 2017.
5. Served as Head of Quality Assurance Division from August 2007-August 2012.
6. Served as Head of Bacterial Vaccine Division from March 2004-August 2007.
7. Served as Head of Pharmaceutical Production Division from January 2002-February 2004.
8. Served as Head of Applied Technology Division from Jan 2001-December 2001.
9. Served as Head of Packaging Division from July 1998-December 2000.
10. Served as Head of the Tetanus Vaccine Division from December 1993-June 1998.



Pengalaman Jabatan Eksternal

- Menjabat sebagai Executive Committee Board Member/Advisory Committee di DCVMN (Developing Countries Vaccines Manufacturers Network) dari tahun 2020–2023 (sekarang).
- Anggota COVID-19 Vaccine Manufacturing Working Group di CEPI (Coalition for Epidemic Preparedness Innovations) dari 2021–Sekarang.
- Anggota di Future Vaccine Manufacturing Research Hub (Vax-Hub) dari 2019–Sekarang.
- WHO Temporary Advisor 20–23 Juli 2019.
- Anggota tim CPOB Nasional di bawah BPOM pada tahun 2011–2013.
- Anggota Internasional Society for Pharmaceutical Engineering (ISPE) pada tahun 2009–2012.
- Anggota Ikatan Apoteker Indonesia.

Rangkap Jabatan

Rangkap jabatan tidak bertentangan dengan Peraturan Menteri BUMN No. PER-03/MBU/02/2015 BAB IV, tanggal 17 Februari 2015 Tentang Persyaratan & Tata Cara & Pemberhentian Anggota Direksi BUMN – Alasan dan Tata Cara Pemberhentian Direksi BUMN.

Penghargaan

- IIRD Award tahun 2019/MenRisTek.
- Farmakovigilans tahun 2019/Kepala BPOM.
- Kategori Gold dalam “Asia Sustainability Reporting” tahun 2018/Kepala BAPPENAS.

Hubungan Afiliasi

Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham.

Kepemilikan Saham di Bio Farma

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Pendidikan atau Pelatihan untuk Meningkatkan Kompetensi

- *Innovation trip to center of excellence in Europe*
- *International workshop on predictive markers of safety and immunogenicity of adjuvanted vaccine.*
- *World vaccine congress & expo.*
- *International symposium on pneumococci and pneumococcal and pneumococcal diseases ke 9.*
- *Participant, product development vaccine advisory committee (PDVAC) meeting, WHO*
- *Participant, Product development challenge workshop, BMGF.*
- *Participant, WHO consultation on R&D blue print for outbreak of infectious pathogens, WHO.*
- *Participant, WHO consultation on standards for Biosimilars, WHO.*

External Position Experiences

- Served as Executive Committee Board Member/Advisory Committee in DCVMN (Developing Countries Vaccines Manufacturers Network) from 2020–2023 (now).
- Member of the COVID-19 Vaccine Manufacturing Working Group at CEPI (Coalition for Epidemic Preparedness Innovations) from 2021–Present.
- Member of Future Vaccine Manufacturing Research Hub (Vax-Hub) from 2019–Present.
- WHO Temporary Advisor 20–23 July 2019.
- Member of the National CPOB team under BPOM in 2011–2013.
- Member of the International Society for Pharmaceutical Engineering (ISPE) in 2009–2012.
- Member of the Indonesian Pharmacists Association.

Concurrent Positions

Concurrent positions do not contradict with the Minister of SOEs' Regulation No. PER-03/MBU/02/2015, Chapter IV, dated 17 February 2015, on the Requirements & Procedures & Dismissal of Members of the Board of Directors of SOEs – Reasons and Procedures for Dismissing Directors of SOEs.

Awards

- IIRD Award tahun 2019/MenRisTek.
- Farmakovigilans tahun 2019/Kepala BPOM.
- Kategori Gold dalam “Asia Sustainability Reporting” tahun 2018/Kepala BAPPENAS.

Affiliate Relationships

He has no affiliation with any members of the Board of Directors and other members of the Board of Commissioners or shareholders.

Share Ownership in Bio Farma

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Education or Training to Improve Competence

- Innovation trip to a center of excellence in Europe.
- International workshop on predictive markers of safety and immunogenicity of adjuvanted vaccine.
- World vaccine congress & expo.
- International symposium on pneumococci and pneumococcal and pneumococcal diseases ke –9.
- Participant, product development vaccine advisory committee (PDVAC) meeting, WHO.
- Participant, Product development challenge workshop, BMGF.
- Participant, WHO consultation on R&D blue print for outbreak of infectious pathogens, WHO.
- Participant, WHO consultation on standards for Biosimilars, WHO.



- Participant, Seminar on Quality By Design, ISPE.
- In-House workshop on "Enterprise Risk Management".
- Two Day Workshop on Quick Response System for Productivity.
- Good Corporate Governance.
- GMP/QC/QA Training Course.
- Management Skills Assessment.

- Participant, Seminar on Quality By Design, ISPE.
- In-House workshop on "Enterprise Risk Management".
- Two Day Workshop on Quick Response System for Productivity.
- Good Corporate Governance.
- GMP/QC/QA Training Course.
- Management Skills Assessment.



Pengelolaan Sumber Daya Manusia

Management of Human Resources

Bio Farma meyakini bahwa kekuatan sumber daya manusia sangat dibutuhkan dalam mendorong pertumbuhan usaha guna menciptakan daya saing yang tinggi di bidang pertambangan dan perdagangan batubara, jasa kontraktor penambangan serta angkutan laut dan bongkar muat batubara di tanah air. Perseroan senantiasa menyelaraskan peningkatan kapasitas dan kapabilitas sumber daya manusia seiring dengan rencana pengembangan Perseroan di masa yang akan datang.

Perseroan melaksanakan program-program untuk meningkatkan sumber daya manusia melalui pelatihan, mempertahankan kepuasan karyawan melalui remunerasi yang kompetitif, dan menanamkan motivasi melalui program manajemen kinerja.

Perseroan menyadari bahwa keberhasilan operasional dan keuangan secara berkelanjutan sangat tergantung dari tim SDM yang tepat (karyawan yang tepat pada peran yang tepat pula). Untuk itu, Perseroan akan selalu berupaya untuk menjaga hubungan industrial yang produktif, melakukan proses perekrutan dari bakat-bakat terbaik serta mempertahankan bakat-bakat tersebut.

Sumber daya manusia merupakan aset utama Perseroan dan memiliki peran yang sangat penting dalam menentukan keberhasilan kegiatan usaha Perseroan. Menyadari hal tersebut Perseroan berkeyakinan bahwa untuk mencapai misi Perseroan, maka mutlak diperlukan usaha-usaha yang dapat menunjang pengembangan dan peningkatan kualitas sumber daya manusia sehingga dapat dicapai pendayagunaan Sumber Daya Manusia secara optimal.

Untuk mencapai tujuan pengembangan SDM tersebut, Perseroan melaksanakan program-program untuk meningkatkan kualitas sumber daya manusia. Kebijakan pengembangan pegawai dijelaskan di dalam buku peraturan Perseroan sebagai berikut:

1. Perseroan memberikan program pelatihan sesuai dengan kebutuhan bisnis Perseroan.
2. Identifikasi kebutuhan pelatihan merupakan tanggung jawab atasan bersama dengan Departemen Sumber Daya Manusia.

Bio Farma thinks that human capital strength is critical in fostering corporate growth and ensuring the country's competitiveness in the fields of coal mining and trade, mining contractor services, sea transportation, and coal loading and unloading. The Company has consistently aligned the expansion of human resource capacity and competence with the Company's future development ambitions.

The Company conducts initiatives to develop human resources through training, to retain employees through competitive compensation, and to instil motivation through performance management systems.

The Company recognises that long-term operational and financial performance are strongly dependent on the selection of suitable personnel (the right employees in the right roles). As a result, the Company will constantly try to preserve positive labour relations, and attract and retain the best employees.

Human resources are the Company's primary asset and play a critical role in determining the success of its commercial activities. Recognizing this, the Company believes that in order to accomplish the Company's objective, it is critical that efforts be made to develop and enhance the quality of the human resources in order to achieve optimal use of human resources.

To accomplish these human resource development objectives, the Company executes programmes designed to enhance the quality of human resources. The Company's rule book has the following description of its employee development policy:

1. The Company offers customised training programmes to meet the business demands of its employees.
2. The superior, in collaboration with the Human Resources Department, is responsible for identifying training requirements.



Perseroan yakin bahwa dengan memberikan perhatian yang cukup pada kesejahteraan karyawan dapat menjaga loyalitas dan dedikasi karyawan. Hal ini merupakan bentuk apresiasi Perseroan dan Entitas Anak terhadap kerja keras karyawan. Sebagai salah satu upaya dalam memberikan kesejahteraan dan melindungi keselamatan karyawan serta memberikan jaminan kepastian bagi karyawan, Perseroan dan Entitas Anak menyediakan sejumlah fasilitas dan program kesejahteraan, berupa asuransi kesehatan, transportasi, akomodasi dan konsumsi di lokasi penambangan, fasilitas olahraga, fasilitas kesehatan (klinik), sistem roster kerja karyawan dan fasilitas peribadatan.

Perseroan juga telah memenuhi peraturan di bidang ketenagakerjaan, antara lain pemberian standar gaji memenuhi ketentuan upah minimum kota/kabupaten, pembayaran gaji dan THR tepat waktu, program BPJS untuk seluruh karyawan baik kesehatan maupun ketenagakerjaan, hak-hak cuti karyawan telah diatur di dalam Peraturan Perusahaan.

Pada tahun buku 2021, jumlah karyawan mengalami peningkatan sebesar 10 % dari tahun 2020 sebanyak 1.493 orang menjadi 1.643 orang. Komposisi karyawan dapat dijelaskan pada tabel di bawah ini:

The Company thinks that by paying enough attention to employee welfare, it can ensure staff loyalty and commitment. This is a way for the Company and its Subsidiaries to show their appreciation for the hard work of its workers. To ensure employee welfare and safety, the Company and its Subsidiaries provide a variety of welfare facilities and programmes, including health insurance, transportation, lodging, and consumption on mining sites, sports facilities, health facilities (clinics), an employee work roster system, and worship facilities.

Additionally, the Company has complied with regulations governing human resources, including the provision of standard salaries that meet the requirements of the city/district minimum wage, timely payment of salaries and THR, BPJS programmes for all employees, both health and employment, and employee leave rights, which are governed by Company Regulations.

The total number of employees grew by 10% from 1,493 to 1,643 during the fiscal year 2021. The following table summarises the employee composition:

Komposisi Karyawan Menurut Level Jabatan

Employee Composition by Position

Keterangan	2021	2020	%	Description
Manajer	151	151	-	Manager
Supervisor	256	234	9,4%	Supervisor
Staf	273	240	13,8%	Staff
Non-Staf	963	868	10,9%	Non-Staff
Jumlah	1.643	1.493	10%	Total

Komposisi Karyawan Menurut Jenjang Pendidikan

Employees Composition by Educational Level

Keterangan	2021	2020	%	Description
S3	10	11	(9,1%)	Doctoral Degree
S2	135	143	(5,6%)	Master's Degree
S1	528	475	11,2%	Bachelor's Degree
D3	420	363	15,7%	Diploma
SMA (atau setara)	550	501	9,8%	High School (or equivalent)
Jumlah	1.643	1.493	10%	Total

Komposisi Karyawan Menurut Usia

Employee Composition by Age

Keterangan	2021	2020	%	Description
≤ 25 Tahun	277	186	48,9%	≤ 25 years of age
26–35 Tahun	570	535	6,5%	26–35 years of age
36–45 Tahun	437	419	4,3%	36–45 years of age
46–55 Tahun	314	315	(0,3 %)	46–55 years of age
> 56 Tahun	45	38	18,4%	> 56 years of age
Jumlah	1.643	1.493	10%	Total

Komposisi Karyawan Menurut Jenis Kelamin

Employee Composition by Gender

Keterangan	2021	2020	%	Description
Pria	1.194	1.106	8%	Male
Wanita	449	387	16%	Female
Jumlah	1.643	1.493	10%	Total

Komposisi Karyawan Menurut Jenis Status Kepegawaian

Employee Composition by Employment Status

Keterangan	2021	2020	%	Description
Tetap	1.255	1.261	(0,5 %)	Permanent
Tidak Tetap	388	232	67,2%	Non-Permanent
Jumlah	1.643	1.493	10%	Total

Pelatihan dan Pengembangan Kompetensi Karyawan

Strategi pengembangan dan peningkatan kapasitas SDM juga ditempuh melalui strategi hilir dengan dilaksanakannya pelatihan dan pendidikan bagi karyawan-karyawan yang membutuhkan. Perusahaan memiliki komitmen kuat untuk meningkatkan kompetensi dan kualitas Sumber Daya Manusia melalui program pelatihan dan pengembangan yang berkesinambungan. Perusahaan memberikan kesempatan yang sama kepada setiap karyawan untuk mengikuti program pendidikan dan pelatihan dalam rangka mengembangkan kompetensinya. Tahun 2021, Perusahaan menyelenggarakan 50 program pendidikan dan pelatihan yang diikuti oleh 751 karyawan. Realisasi Biaya Pendidikan dan Pelatihan tahun 2021 adalah sebesar Rp12 miliar.

Training and Development of Employee Competence

The approach of growing and enhancing human resource capability is also pursued downstream by performing training and education for in-need personnel. Through continuing training and development initiatives, the Company is committed to enhancing the competence and quality of its Human Resources. Every employee has an equal opportunity to engage in education and training programmes designed to help them build their abilities. In 2021, the Company will host 50 educational and training events for 751 workers. In 2021, the total cost of education and training will be Rp12 billion.



Dalam rangka membentuk karyawan yang tumbuh dari dalam dengan karakter yang tepat dan memadai, Perusahaan telah merancang dan melaksanakan program pengembangan kompetensi kepemimpinan yang terstruktur, komprehensif dan berjenjang sejak tahap awal. Beberapa bentuk program yang dicanangkan seperti program pelatihan, monitoring, rotasi, pengembangan karir, pembinaan kepemimpinan dan sesi umpan balik, serta diperkuat dengan konten budaya Perseroan.

STRUKTUR GRUP PERUSAHAAN

PT Bio Farma (Persero) merupakan Perusahaan NonListed, sehingga baik masyarakat, Direksi, maupun Dewan Komisaris PT Bio Farma (Persero) tidak mempunyai kepemilikan saham atas PT Bio Farma (Persero). Kepemilikan saham seluruhnya dimiliki oleh Pemerintah Republik Indonesia 100%.

Berdasarkan hal berikut di bawah ini, PT Bio Farma (Persero) beralih menjadi Holding BUMN Farmasi sejak 2020:

1. PP 76 tahun 2019 memuat adanya penambahan penyertaan modal Negara pada Bio Farma yang berasal dari pengalihan saham seri B milik Negara pada Kimia Farma dan pada Indofarma;
2. KMK 862 2019 memuat nilai dari penambahan penyertaan modal Negara pada Bio Farma sebagaimana dimaksud pada angka 1 di atas;
3. Akta Pernyataan Perjanjian Pengalihan Saham Nomor 37 tanggal 31 Januari 2020 yang dibuat oleh Notaris Aulia Taufani, SH, yang memuat Perjanjian Pengalihan Hak atas Saham Negara RI pada Kimia Farma dan Indofarma kepada Bio Farma;
4. Akta Pernyataan Keputusan Pemegang Saham Perubahan Anggaran Dasar Perusahaan Perseroan (Persero) PT Bio Farma Nomor 36 tanggal 31 Januari 2020 yang dibuat oleh Notaris Aulia Taufani, SH, yang telah mendapatkan persetujuan berdasarkan Keputusan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU- 0008814.AH.01.02. TAHUN 2020 tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas Perusahaan Perseroan (Persero) PT Bio Farma disingkat PT Bio Farma (Persero), yang memuat Perubahan Anggaran Dasar Bio Farma terakhir. Mengingat adanya penambahan penyertaan modal Negara sebagaimana dimaksud pada angka 1, 2 dan 3 di atas, maka terdapat perubahan pada modal dan anggaran dasar Bio Farma.

PT Kimia Farma Tbk. dan PT Indofarma Tbk. resmi masuk Holding BUMN Farmasi setelah Presiden Joko Widodo menandatangani PP No.76/2019 pada 15 Oktober 2019. dan menunjuk PT Bio Farma (Persero) sebagai induk holding. Penambahan penyertaan modal negara sebagaimana dimaksud berasal

To develop people with relevant and adequate personalities from within, the Company has developed and implemented an organised, comprehensive, and tiered leadership competence development programme from its inception. Numerous programmes have been implemented, including training, monitoring, rotation, career development, leadership coaching, and feedback sessions, all of which are complemented by the Company's cultural content.

STRUCTURE OF THE COMPANY GROUP

PT Bio Farma (Persero) is a Non-Listed Company, which means that neither the general public, the Board of Directors, nor the Board of Commissioners own any shares in PT Bio Farma (Persero). The Government of the Republic of Indonesia owns 100% of the company.

PT Bio Farma (Persero) has evolved into a Pharmaceutical BUMN Holding since 2020, as follows:

1. PP 76 of 2019 includes an increase in the State's equity stake in Bio Farma as a result of the transfer of State-owned series B shares to Kimia Farma and Indofarma;
2. KMK 862 2019 comprises the value of the extra State equity stake in Bio Farma mentioned in number 1 above;
3. Deed of Statement of Share Transfer Agreement No. 37 dated January 31, 2020, prepared by Notary Aulia Taufani, SH, including the Agreement on the Transfer of Indonesian State Shares in Kimia Farma and Indofarma to Bio Farma;
4. Deed of Statement of Shareholders' Decision on Amendment to the Articles of Association of the Limited Liability Company (Persero) PT Bio Farma Number 36 dated January 31, 2020, prepared by Notary Aulia Taufani, SH, and approved pursuant to the Decree of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0008814.AH.01.02.TAHUN 2020 on Approval of Amendments to the Articles of Association of the Due to the increased State equity involvement alluded to in numbers 1, 2 and 3, Bio Farma's capital and articles of association will be amended.

PT Kimia Farma Tbk. and PT Indofarma Tbk. joined the Pharmaceutical BUMN Holdings formally on October 15, 2019, when President Joko Widodo signed PP No. 76/2019, appointing PT Bio Farma (Persero) as the holding parent. The addition of state equity

dari pengalihan seluruh saham seri B milik negara Republik Indonesia pada: Pasal 2 Ayat (1) PP tersebut menyebutkan, penambahan penyertaan modal negara sebagaimana dimaksud sebesar 4,99 miliar saham Seri B pada Perusahaan Perseroan (Persero) PT Kimia Farma Tbk., serta sebesar 2,50 miliar saham Seri B pada Perusahaan Perseroan (Persero) PT Indonesia Farma Tbk. yang telah ditempatkan dan disetor penuh oleh negara, dengan rincian sebagai berikut:

involvement alluded to in paragraph (1) results from the Republic of Indonesia's transfer of all series B shares to: according to Article 2 Paragraph (1) of the PP, the extra state capital involvement is 4.99 billion Series B shares in PT Kimia Farma Tbk. and 2.50 billion Series B shares in the Limited Liability Company (Persero). PT Indonesia Farma Tbk., having the following details:

Kepemilikan Saham Bio Farma di Anak Perusahaan
Bio Farma's Subsidiaries

No.	Nama Entitas Subsidiaries	Jumlah Saham Total Shares	Persentase Percentage
1.	PT Kimia Farma Tbk (Persero)	4.999.999.999	90,025%
2.	PT Indonesia Farma Tbk (Persero)	2.500.790.027	80,69%





Profil Anggota Holding

Profile of Holding Members

Nama Perusahaan

Company's Name

PT Kimia Farma Tbk

Alamat Perusahaan

Address

Jl. Veteran No. 9, Central Jakarta, DKI Jakarta,
Indonesia - 10110

Bidang Usaha

Field of Business

Berdasarkan Anggaran Dasar, perusahaan bergerak dalam bidang industri; pertambangan; perdagangan besar dan eceran; aktivitas kesehatan manusia; penyediaan akomodasi; pendidikan; aktivitas profesional, ilmiah, dan teknis; aktivitas keuangan dan asuransi; pertanian; informasi dan komunikasi; serta aktivitas jasa lainnya. Untuk mencapai maksud dan tujuan tersebut, perusahaan dapat melaksanakan kegiatan usaha:

- Memproduksi sediaan farmasi (obat, bahan obat, obat tradisional, dan kosmetika)
- Memproduksi alat kesehatan dan bahan kimia
- Memproduksi minyak nabati, yodium dan garam-garamnya
- Memproduksi produk makanan dan minuman
- Memproduksi pengemas dan bahan pengemas
- Menyelenggarakan kegiatan pemasaran, perdagangan dan distribusi dari hasil produksi seperti di atas, baik hasil produksi sendiri maupun hasil produksi pihak lain, baik di dalam maupun di luar negeri
- Melakukan kegiatan pelayanan kesehatan (*Healthcare Services*)
- Melakukan kegiatan lain yang lazim dilakukan oleh industri farmasi, healthcare, kimia, biologi, alat kesehatan, makanan dan minuman sepanjang tidak bertentangan dengan peraturan dan perundang-undangan

According to the Articles of Association, the company is engaged in industry, mining, wholesale and retail trade, human health activities, housing, education, professional, scientific, and technical activities, financial and insurance activities, agriculture, information and communication technology, and other service activities. The organisation may engage in the following business activities to accomplish these goals and objectives:

- Pharmaceutical preparations manufacturing (drugs, medicinal ingredients, traditional medicines, and cosmetics).
- Medical device and chemical manufacturing.
- Manufacturing vegetable oil, iodine, and salts of iodine.
- Manufacturing foods and beverages.
- Packaging and packaging materials production.
- Organising marketing, trade, and distribution operations for the aforementioned items, both their own and those of other parties, both locally and internationally.
- Providing health care services (*Healthcare Services*).
- Engaging in additional activities often associated with the pharmaceutical, healthcare, chemical, biological, medical device, and food and beverage sectors, provided they do not violate applicable laws and regulations.



Persentase Kepemilikan Saham

Share Ownership Percentage

KEPEMILIKAN SAHAM PER 31 DESEMBER 2021

Saham Seri A Dwiwarna

Pemerintah Republik Indonesia: 1 lembar saham.

Saham Seri B

- PT Bio Farma (Persero): 4.999.999.999 lembar saham (90,025%).
- Masyarakat: 554.000.000 lembar saham (9,975%).

SHARE OWNERSHIP AS OF DECEMBER 31, 2021

Series A Dwiwarna Shares

Government of the Republic of Indonesia: 1 share.

Series B Saham Shares

- PT Bio Farma (Persero): 4,999,999,999 shares (90.025%).
- Public: 554,000,000 shares (9.975%).

Susunan Manajemen

List of Management

DIREKSI

- **Direktur Utama:** Verdi Budidarmo.
- **Direktur Keuangan & Manajemen Risiko:** Lina Sari.
- **Direktur Umum & Human Capital:** Dharma Syahputra.
- **Direktur Produksi & Supply Chain:** Andi Prazos.
- **Direktur Pemasaran & Komersial:** Imam Fathorrahman.
- **Direktur Portofolio & Pengembangan Bisnis:** Jasmine Karsono.

KOMISARIS

- **Komisaris Utama:** Abdul Kadir.
- **Komisaris Independen:** Musthofa Fauzi.
- **Komisaris:** Subandi.
- **Komisaris:** Dwi Ary Purnomo.
- **Komisaris Independen:** Kamelia Faisal.
- **Komisaris Independen:** Rahmat Hidayat Pulungan.

BOARD OF DIRECTORS

- **President Director:** Verdi Budidarmo.
- **Director of Finance & Risk Management:** Lina Sari.
- **Director General & Human Capital:** Dharma Syahputra.
- **Director of Production & Supply Chain:** Andi Prazos.
- **Director of Marketing & Commercial:** Imam Fathorrahman.
- **Director of Portfolio & Business Development:** Jasmine Karsono.

BOARD OF COMMISSIONERS

- **President Commissioner:** Abdul Kadir.
- **Independent Commissioner:** Musthofa Fauzi.
- **Commissioner:** Subandi.
- **Commissioner:** Dwi Ary Purnomo.
- **Independent Commissioner:** Kamelia Faisal.
- **Independent Commissioner:** Rahmat Hidayat Pulungan.

Kinerja Singkat 2021

Performance Highlight in 2021

Pencapaian 2021:

- Jumlah komersialisasi produk melalui transfer teknologi dengan pihak ketiga sebanyak 5 produk.
- Penambahan *new open channel (outlet)* sebanyak 3.370 *outlet* dari target 2.122 outlet.
- Jumlah pusat layanan kesehatan yang terintegrasi dengan IHC sebanyak 56 Rumah Sakit.
- Jumlah Produk baru yang diluncurkan sebanyak 70 dan mendapat NIE.
- Penurunan impor Bahan Baku Obat sebesar 10,76%.

Achievements in 2021:

- Five items have been commercialised via technology transfer with third parties.
- Increased the number of open channels (outlets) by 3,370, exceeding the objective of 2,122 outlets.
- IHC is affiliated with 56 health service facilities.
- The company launches 70 new goods and earns NIE.
- 10.76 percent decrease in imports of pharmaceutical raw materials.



Maksud dan tujuan perusahaan tertuang dalam Anggaran Dasar meliputi bidang industri; pertambangan; perdagangan besar dan eceran; aktivitas kesehatan manusia; penyediaan akomodasi; pendidikan; aktivitas profesional, ilmiah, dan teknis; aktivitas keuangan dan asuransi; pertanian; informasi dan komunikasi; serta aktivitas jasa lainnya.

Dalam rangka mencapai kegiatan usaha utama Kimia Farma memiliki kegiatan usaha sebagaimana telah diatur di dalam Pasal 3 ayat 2 Anggaran Dasar yang telah diperbaharui pada tanggal 31 Januari 2020, sebagai berikut:

- a. Kegiatan Usaha Utama Perseroan, yang meliputi industri bahan farmasi; industri produk farmasi untuk manusia; industri bahan baku obat tradisional; industri produk obat tradisional; industri minyak mentah dan lemak nabati; industri kosmetik, termasuk pasta gigi; industri kimia dasar organik lainnya; pertambangan yodium; perdagangan besar dan eceran; perdagangan besar obat tradisional; perdagangan besar kosmetik; perdagangan besar bahan makanan dan minuman hasil pertanian lainnya; perdagangan besar produk roti; perdagangan besar susu dan produk susu; perdagangan besar minyak dan lemak hewani; perdagangan besar alat laboratorium, farmasi dan kedokteran; perdagangan besar bahan dan barang kimia dasar; perdagangan besar minuman non alkohol bukan susu; perdagangan besar makanan dan minuman lainnya; perdagangan besar gula, coklat dan kembang gula; perdagangan eceran barang farmasi di apotek, perdagangan eceran

The Articles of Association define the company's aims and objectives, which include the industrial sector; mining; wholesale and retail trade; human health activities; accommodation provision; education; professional, scientific, and technical activities; financial and insurance activities; agriculture; information and communication technology; and other service activities.

To carry out the primary business operations, Kimia Farma engages in the following business activities, as specified in Article 3 paragraph 2 of the Articles of Association, which were revised on January 31, 2020:

- a. The Company's Main Business Activities include: pharmaceutical materials industry; pharmaceutical products industry for humans; traditional medicine raw material industry; traditional medicinal product industry; crude oil and vegetable oil industry; cosmetic industry, including toothpaste; other chemical industry organic bases; iodine mining; wholesale and retail trade; wholesale traditional medicine; wholesale cosmetics; grocery wholesale and other agricultural products; bakery products wholesale; milk and dairy products wholesale; animal oils and fat wholesales; laboratory equipment wholesale, pharmacy and medicine; basic chemical materials and goods wholesale; non-alcoholic beverages wholesale (non milk); other food and beverage wholesale; sugar wholesale, chocolate and confectionery; retail trade pharmaceutical goods in pharmacies, retail trade cosmetics; retail trade through media for food, beverage, tobacco, chemical, pharmaceutical, cosmetic,





kosmetik; perdagangan eceran melalui media untuk komoditi makanan, minuman, tembakau, kimia, farmasi, kosmetik, dan alat laboratorium; aktivitas pelayanan penunjang kesehatan; aktivitas rumah sakit swasta; aktivitas poliklinik swasta; aktivitas rumah sakit lainnya; aktivitas praktek dokter umum; aktivitas praktek dokter spesialis; aktivitas praktek dokter gigi; aktivitas pelayanan kesehatan yang dilakukan oleh paramedis; serta aktivitas pengembangan aplikasi perdagangan melalui internet (*ecommerce*).

and laboratory equipment; health support service activities; private hospital activities; private polyclinic activity; other hospital activities; general practitioner practice; specialist doctor's practice; dental practice; health services activity provided by paramedic; and marketplace application development over the internet (*e-commerce*).

- b. Kegiatan Usaha Penunjang Perseroan, yang meliputi industri minyak ikan; industri pengolahan produk dari susu lainnya; industri produk roti dan kue; industri makanan bayi; industri ransum makanan hewan; industri konsentrat makanan hewan; industri minuman ringan; industri minuman lainnya; hotel bintang satu; hotel bintang dua; hotel bintang tiga; hotel bintang empat; hotel bintang lima; hotel melati; apartemen hotel; pendidikan kesehatan swasta; penelitian dan pengembangan bioteknologi; penelitian dan pengembangan ilmu pengetahuan alam dan teknologi rekayasa lainnya; dana pensiun pemberi kerja; modal ventura (*Ventura Capital*); pertanian tanaman obat atau *Bio Farmaka non rimpang*; aktivitas spa (*Sante Par Aqua*); serta aktivitas kebugaran lainnya.
- c. Selain kegiatan sebagaimana dimaksud pada ayat (2), Perusahaan dapat melakukan kegiatan penyertaan modal pada perusahaan lain di bidang farmasi, asuransi kesehatan, Rumah Sakit, pengolahan limbah industri farmasi dan usaha pendukung untuk melakukan segala kegiatan yang diperlukan usahanya sebagaimana dimaksud dalam ayat (2) di atas.

- b. The Company's Supporting Business Activities include: fish oil industry; other dairy products processing industry; bakery and cakes products industry; baby food industry; pet food ration industry; pet food concentrate industry; soft drink industry; other drink industries; one star hotels; two star hotels; three-star hotels; four star hotels; five-star hotels; budget hotels; apartments; private health education; study and biotechnology development; study and development of natural science and other engineering technologies; employer pension fund; venture capital (*Ventura Capital*); medicinal plant farming or non-bio-pharmaceutical rhizome; spa activities (*Sante Par Aqua*); as well as other fitness activities.
- c. In addition to the operations described in paragraph (2), the Company may invest in additional businesses in the domains of pharmacy, health insurance, hospitals, pharmaceutical industry waste treatment, and supporting businesses in order to execute all of the activities described in paragraph (2).



Nama Perusahaan

Company's Name

PT Indofarma Tbk

Alamat Perusahaan

Address

Jl. Indofarma No. 1 Cikarang Barat, Bekasi, Jawa Barat, Indonesia - 17530

Bidang Usaha

Field of Business

Berdasarkan Anggaran Dasar, perusahaan bergerak di bidang Industri, Perdagangan Besar dan Eceran, Aktivitas Kesehatan Manusia, Penyediaan Akomodasi, Pendidikan, Aktivitas Profesional, Ilmiah dan Teknis, Pertanian, Peternakan, Informasi dan Komunikasi, serta Aktivitas Keuangan.

Guna mencapai maksud dan tujuan tersebut, perusahaan dapat melaksanakan kegiatan usaha sebagai berikut:

- Industri produk farmasi untuk manusia.
- Industri bahan baku obat tradisional.
- Industri produk obat tradisional.
- Industri alat-alat laboratorium, farmasi dan kesehatan dari kaca.
- Industri furnitur untuk operasi, perawatan kedokteran, dan kedokteran gigi.
- Industri peralatan kedokteran dan kedokteran gigi, perlengkapan orthopedic dan prosthetic.
- Industri peralatan kedokteran dan kedokteran gigi, perlengkapan lainnya.
- Reparasi peralatan iradiasi, elektromedis dan elektroterapi.
- Industri peralatan elektromedikal dan elektroterapi.
- Industri pengolahan herbal.
- Industri peralatan iradiasi/sinar X, perlengkapan dan sejenisnya.
- Perdagangan besar alat laboratorium, farmasi dan kedokteran.

Based on the Articles of Association, the company is engaged in Industry, Wholesale and Retail Trade, Human Health Activities, Accommodation Provision, Education, Professional, Scientific and Technical Activities, Agriculture, Livestock, Information and Communication, and Financial Activities.

In order to achieve these aims and objectives, the Company may carry out the following business activities:

- Manufacture of pharmaceutical products for humans.
- Traditional medicine raw material industry.
- Traditional medicinal product industry.
- Manufacture of laboratory, pharmaceutical and medical equipment from glass.
- Furniture industry for surgery, medical treatment and dentistry.
- Manufacture of medical and dental equipment, orthopedic and prosthetic equipment.
- Manufacture of medical and dental equipment, other equipment.
- Repair of irradiation, electromedical and electrotherapy equipment.
- Industry of electromedical and electrotherapy equipment.
- Herbal processing industry.
- Manufacture of irradiation/X-ray equipment, equipment and the like.
- Wholesale of laboratory, pharmaceutical and medical equipment.



Persentase Kepemilikan Saham

Share Ownership Percentage

KEPEMILIKAN SAHAM PER 31 DESEMBER 2021

Saham Seri A Dwiwarna

Pemerintah Republik Indonesia: 1 lembar saham (0,00000003%).

Saham Seri B Biasa

- PT Bio Farma (Persero): 2.499.999.999 lembar saham (80,66422143%).
- PT ASABRI (Persero): 227.533.850 lembar saham (7,34153635%).
- Masyarakat (masing-masing kurang dari 5%): 371.733.650 lembar saham (11,99424219%).

SHARE OWNERSHIP AS OF DECEMBER 31, 2021

Series A Dwiwarna Shares

Government of the Republic of Indonesia: 1 share (0.00000003%).

Series B Ordinary Shares

- PT Bio Farma (Persero): 2,499,999,999 shares (80.66422143%).
- PT ASABRI (Persero): 227,533,850 shares (7.34153635%).
- Public (less than 5% each): 371,733,650 shares (11,99424219%).

Susunan Manajemen

List of Management

DIREKSI

- **Direktur Utama:** Arief Pramuhanto.
- **Direktur Keuangan, Manajemen Risiko dan SDM:** Sahat Sihombing.
- **Direktur Produksi dan Supply Chain:** Jejen Nugraha.

DIREKSI

- **Komisaris Utama:** Laksono Trisnantoro.
- **Komisaris:** Didi Agus Mintadi.
- **Komisaris Independen:** Teddy Wibisana.

DIRECTOR

- **President Director:** Arief Pramuhanto.
- **Director of Finance, Risk Management and HR:** Sahat Sihombing.
- **Director of Production and Supply Chain:** Jejen Nugraha.

DIRECTOR

- **President Commissioner:** Laksono Trisnantoro.
- **Commissioner:** Didi Agus Mintadi.
- **Independent Commissioner:** Teddy Wibisana.

Kinerja Singkat 2021

Performance Highlight in 2021

Pencapaian 2021:

- Sertifikasi Halal—Produk Ekstrak Bahan Alam (3 Sertifikat).
- Produk baru yang diluncurkan sebanyak 20 item.

Achievements in 2021:

- Halal Certification—Products Containing Natural Ingredients (3 Certificates).
- Up to twenty new goods released.



Sesuai dengan anggaran dasar perusahaan PT Indofarma Tbk, maksud dan tujuan Perseroan diantaranya yaitu melakukan usaha di bidang industri, perdagangan besar dan eceran, aktivitas kesehatan manusia, aktivitas profesional, ilmiah dan teknis, serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

Untuk mencapai maksud dan tujuan tersebut di atas, Perseroan dapat melaksanakan kegiatan usaha utama, di antaranya sebagai berikut:

- a. Industri bahan farmasi, industri produk farmasi untuk manusia, industri bahan baku obat tradisional, industri produk obat tradisional, industri kosmetik, serta Industri alat-alat laboratorium, farmasi dan kesehatan.
- b. Perdagangan besar farmasi, perdagangan besar dan eceran, perdagangan besar obat tradisional, perdagangan besar kosmetik, perdagangan besar alat laboratorium, farmasi, dan kedokteran, perdagangan eceran barang farmasi di apotek, perdagangan eceran kosmetik, perdagangan eceran obat tradisional, serta perdagangan eceran alat laboratorium, farmasi dan kesehatan.
- c. Berusaha di bidang jasa yang ada hubungannya dengan yang tertera pada huruf a dan b.

Selain kegiatan usaha utama sebagaimana tersebut di atas, Perseroan dapat melakukan kegiatan usaha penunjang/pendukung serta kegiatan usaha dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan, diantaranya untuk aktivitas pelayanan kesehatan, aktivitas pelayanan penunjang kesehatan, properti, pendidikan, penelitian, dan pertanian.

KRONOLOGIS PENCATATAN SAHAM

Sampai dengan 31 Desember 2021, Bio Farma merupakan salah satu BUMN Non-Kuangan Non-Listed atau belum mencatatkan saham di Bursa efek. Dengan demikian tidak terdapat informasi tentang tindakan korporasi (corporate action), harga penawaran saham untuk masing-masing tindakan korporasi, jumlah saham tercatat setelah masing-masing tindakan korporasi, dan nama bursa tempat saham perusahaan dicatatkan.

According to PT Indofarma Tbk's articles of association, the Company's aims and objectives include conducting business in the fields of industry, wholesale and retail trade, human health activities, professional, scientific, and technical activities, as well as optimising the use of the Company's resources to produce goods and/or services of high quality and competitiveness in order to gain/pursue profits in order to increase the value of the Company.

To accomplish the aforementioned goals and objectives, the Company may engage in the following primary business activities:

- a. The pharmaceutical raw material and pharmaceutical product industries; the traditional medicine raw material and pharmaceutical product industries; the cosmetics business; and the laboratory, pharmaceutical, and health equipment industries.
- b. Pharmaceutical wholesaler, wholesale and retail trade, wholesale trade in traditional medicines, wholesale trade in cosmetics, wholesale trade in laboratory, pharmaceutical, and medical equipment, retail trade in pharmaceutical goods in pharmacies, retail trade in cosmetics, retail trade in traditional medicines, and retail trade in laboratory, pharmaceutical, and medical equipment.
- c. Conducting business in the field of comparable services to those indicated in letters a and b.

In addition to the aforementioned primary business activities, the Company may engage in supporting business activities as well as business activities aimed at optimising the Company's resource utilisation, including health service activities, health support service activities, property, education, research, and agriculture.

SHARE LISTING CHRONOLOGY

Bio Farma is one of the Non-Financial Non-Listed SOEs that has not listed its shares on the Stock Exchange as of December 31, 2021. Thus, there is no information on corporate actions, their share offering prices, the number of shares listed following each corporate action, or the name of the stock market on which the company's shares are listed.

KRONOLOGIS PENERBITAN DAN/ATAU PENCATATAN OBLIGASI DARI AWAL PENERBITAN SAMPAI DENGAN AKHIR TAHUN BUKU

Sampai dengan 31 Desember 2021, Bio Farma tidak menerbitkan obligasi, dengan demikian Bio Farma tidak dapat menginformasikan mengenai kronologis penerbitan dan/atau pencatatan obligasi.

Informasi Sukuk

Sampai dengan 31 Desember 2020, Bio Farma tidak menerbitkan sukuk atau surat berharga negara yang diterbitkan berdasarkan prinsip syariah, dengan demikian Bio Farma tidak dapat menginformasikan mengenai sukuk.

Informasi Obligasi Konversi

Sampai dengan 31 Desember 2021, Bio Farma tidak menerbitkan Obligasi Konversi, dengan demikian Bio Farma tidak dapat menginformasikan mengenai Obligasi Konversi.

Kronologis Penerbitan dan/atau Pencatatan Efek Lainnya

Sampai dengan 31 Desember 2021, Bio Farma tidak memiliki efek - efek lainnya dan selain obligasi. Sehingga tidak terdapat informasi kronologi penerbitan dan/atau pencatatan efek - efek lainnya dan selain obligasi.

NAMA DAN ALAMAT LEMBAGA DAN/ATAU PROFESI PENUNJANG

Sampai dengan 31 Desember 2021, Bio Farma merupakan Badan Usaha Milik Negara (BUMN) yang sahamnya 100% dimiliki oleh Negara Republik Indonesia. Dengan demikian, sampai dengan 31 Desember 2021, Bio Farma tidak memiliki lembaga dan/atau profesi penunjang pasar modal, kecuali Kantor Akuntan Publik dan Notaris berikut:

CHRONOLOGY OF BOND ISSUANCE AND/OR LISTING FROM THE START TO THE END OF THE FISCAL YEAR

Bio Farma has not issued bonds as of December 31, 2021, and hence cannot provide a timeline for the issuance and/or listing of bonds.

Information on Sukuk

As of December 31, 2020, Bio Farma does not issue sukuk or other sharia-compliant state securities, and so cannot provide information regarding sukuk.

Information about Convertible Bonds

Bio Farma does not issue Convertible Bonds as of December 31, 2021, and hence cannot provide information regarding Convertible Bonds.

Other Securities Issuance and/or Listing Chronology

Bio Farma does not own any other securities other than bonds as of December 31, 2021. As a result, there is no information on the chronology of the issue and/or listing of non-bond securities.

SUPPORTING INSTITUTIONS AND/OR PROFESSIONS

As of December 31, 2021, Bio Farma is a State-Owned Enterprise (BUMN) with 100% Indonesian ownership. Thus, as of December 31, 2021, Bio Farma does not have any institutions or professions that assist the capital market, with the exception of the following Public Accounting Firms and Notaries:

Lembaga/ Profesi	Nama dan Alamat Name and Address	Jasa yang Diberikan Services Provided	Periode Penugasan Assignment Period	Institution/ Profession
Akuntan Publik	KAP Kreston Hendrawinata Hanny Erwin dan Sumargo HHES. Intiland Tower 18th Floor Jln. Jend. Sudirman Kav. 32, Jakarta 10220, Indonesia.	Audit Laporan Keuangan Holding BUMN Farmasi 2021 Financial Report Audit Pharmaceuticals SOEs Holding in 2021	Oktober 2021-Maret 2021 October 2021-March 2021.	Public Accountant
Notaris	Notaris Aulia Taufani, SH Menara Sudirman Lantai 18 Lot ABD Jl. Sudirman Kavling 60 Jakarta Selatan 12190, Indonesia	Pembuatan Akta Notaris Notary Deed Creation	Januari 2020 s.d Desember 2021 January 2020 to December 2021	Notary



INFORMASI PADA WEBSITE PERUSAHAAN

Bio Farma terus berupaya untuk meningkatkan pelayanan dalam penyediaan informasi secara terintegrasi melalui situs Perusahaan. Bio Farma memberikan kemudahan untuk dapat mengakses informasi secara cepat, tepat, akurat dan transparan kepada seluruh *stakeholder* baik itu pemegang saham, regulator maupun masyarakat luas. Bio Farma berupaya untuk menjaga dan meningkatkan kehandalan dalam penyediaan informasi secara terintegrasi melalui situs Bio Farma.

Situs resmi Bio Farma telah memenuhi informasi yang harus dimuat sesuai dengan Undang-undang Nomor 14 tahun 2008 tentang Keterbukaan Informasi Publik dan pasal 3 Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011, transparansi didefinisikan sebagai keterbukaan dalam mengungkapkan informasi material dan relevan mengenai perusahaan.

Situs-situs resmi Bio Farma sebagai berikut:

- Website: www.biofarma.co.id
- Corporate blog: www.infoimunisasi.com
- Vaksinasi, Klinik & Laboratorium: <http://imunicare.biofarma.co.id/>

Selain melalui *website*, keterbukaan informasi publik juga dilakukan melalui media cetak dan media sosial seperti Facebook, Instagram, Twitter, Youtube dan TikTok @biofarmaid yang dikelola oleh *Corporate Secretary* – Bagian Komunikasi Perusahaan.

INFORMATION AVAILABLE ON THE COMPANY'S WEBSITE

Bio Farma is committed to continuously improving its services by delivering integrated information on the Company's website. Bio Farma makes it simple for all stakeholders to have access to information quickly, precisely, correctly, and openly, whether they are shareholders, regulators, or the broader community. Bio Farma is committed to maintaining and improving the veracity of the information provided on the Bio Farma website.

The official website of Bio Farma complies with the information that must be published in accordance with Law No. 14 of 2008 concerning the Openness of Public Information and Article 3 of the Minister of State-Owned Enterprises Regulation No. PER-01/MBU/2011. Transparency is defined as openness in disclosing material and relevant information about the company.

The following are the official websites of Bio Farma:

- Website: www.biofarma.co.id
- Corporate blog: www.infoimunisasi.com
- Vaksinasi, Klinik & Laboratorium: <http://imunicare.biofarma.co.id/>

Apart from the website, public information is disclosed via print media and social media platforms such as Facebook, Instagram, Twitter, YouTube, and TikTok @biofarmaid, all of which are administered by the Corporate Secretary – Corporate Communications Section.



Analisis dan Pembahasan Manajemen

Management Discussion and Analysis

03

Dasar kebijakan struktur permodalan Bio Farma ditujukan untuk mempertahankan kemampuannya dalam menjaga kelangsungan usaha jangka panjang sekaligus menghasilkan imbal hasil yang memadai bagi pemegang saham.

The fundamental policy guiding Bio Farma's capital structure is to ensure long-term company survival while producing sufficient returns for shareholders.

Tinjauan Perekonomian dan Industri

Overview of the Economy and Industry

TINJAUAN PEREKONOMIAN GLOBAL DAN NASIONAL

Ekonomi global tumbuh sesuai prakiraan pada 2021 dan berlanjut pada 2022, meski masih dibayangi gangguan rantai pasok dan kenaikan kasus COVID-19. Proses pemulihan ekonomi domestik diperkirakan terus berlanjut dan akan meningkat lebih tinggi pada 2022. Neraca Pembayaran Indonesia (NPI) diperkirakan tetap baik. Nilai tukar Rupiah terjaga didukung oleh ketahanan sektor eksternal Indonesia dan langkah-langkah stabilisasi Bank Indonesia, di tengah ketidakpastian di pasar keuangan global yang meningkat. Inflasi tetap rendah dan mendukung stabilitas perekonomian. Kondisi likuiditas sangat longgar didorong kebijakan moneter yang akomodatif dan dampak sinergi Bank Indonesia dengan Pemerintah dalam mendukung pemulihan ekonomi nasional. Suku bunga kebijakan moneter yang tetap rendah dan likuiditas yang sangat longgar mendorong suku bunga kredit perbankan terus dalam tren menurun. Ketahanan sistem keuangan tetap terjaga dan fungsi intermediasi perbankan melanjutkan perbaikan secara bertahap. Bank Indonesia akan terus memperluas digitalisasi sistem pembayaran untuk mempercepat integrasi ekosistem ekonomi dan keuangan digital termasuk untuk mendorong ekonomi-keuangan inklusif dan pertumbuhan ekonomi.

EKONOMI GLOBAL TUMBUH SESUAI PRAKIRAAN PADA 2021 DAN BERLANJUT PADA 2022, MESKI MASIH DIBAYANGI GANGGUAN RANTAI PASOK DAN KENAIKAN KASUS COVID-19

Pertumbuhan ekonomi global diperkirakan akan berlangsung lebih seimbang, tidak hanya bertumpu pada pemulihan ekonomi Amerika Serikat (AS) dan Tiongkok, namun juga disertai dengan perbaikan ekonomi Eropa, Jepang, dan India. Perkembangan tersebut didorong oleh akselerasi tingkat vaksinasi, stimulus kebijakan, dan pemulihan kegiatan usaha secara bertahap. Berbagai indikator ekonomi pada November 2021, antara lain *Purchasing Managers' Index* (PMI), keyakinan konsumen, dan penjualan ritel, menunjukkan pemulihan yang terus berlangsung, di tengah indikator waktu transportasi (*PMI Suppliers' Delivery Times Index*) barang global yang masih tertahan. Dengan perkembangan tersebut, Bank Indonesia memprakirakan ekonomi dunia tumbuh sesuai proyeksi

GLOBAL AND NATIONAL ECONOMIC OVERVIEW

Global economic growth in 2021 is consistent with projections and expected to persist in 2022 despite ongoing supply chain disruptions and increasing cases of COVID-19. The domestic economic recovery process is predicted to endure and accelerate in 2022. Indonesia's Balance of Payments (BOP) is predicted to remain favorable. The Rupiah exchange rate was maintained, supported by the resilience of Indonesia's external sector and Bank Indonesia's stabilization measures, amidst increasing uncertainty in global financial markets. Inflation remains low and supports economic stability. Very loose liquidity conditions were driven by accommodative monetary policy and the impact of the synergy between Bank Indonesia and the Government in supporting the national economic recovery. Monetary policy in low-interest rates and extremely loose liquidity conditions pushed bank lending rates to continue a downward trend. The resilience of the financial system was maintained, and the banking intermediation function continued to improve gradually. Bank Indonesia will continue to expand the digitalization of the payment system to accelerate the integration of the digital economy and finance ecosystem, including promoting a financially inclusive economy and economic growth.

GLOBAL ECONOMIC GROWTH IN 2021 IS CONSISTENT WITH PROJECTIONS AND IS EXPECTED TO PERSIST IN 2022 DESPITE ONGOING SUPPLY CHAIN DISRUPTIONS AND INCREASING CASES OF COVID-19

Less divergent global economic growth is expected moving forward, with economic gains in Europe, Japan and India accompanying the recoveries in the United States and China. Such developments have been made possible by higher vaccination rates, policy stimuli and a gradual recovery of business activity. Several economic indicators in November 2021, including the *Purchasing Managers Index* (PMI), consumer confidence and retail sales, pointed to an ongoing recovery, despite a sluggish *PMI Suppliers' Delivery Times Index*. Bank Indonesia, therefore, projects global economic growth in 2021 at 5.7% and 4.4% in 2022. World trade volume and international commodity prices continue to rise, thereby supporting the export outlook in developing economies.



sekitar 5,7% pada 2021 dan 4,4% pada 2022. Kenaikan volume perdagangan dan harga komoditas dunia masih berlanjut, sehingga menopang prospek ekspor negara berkembang. Ketidakpastian pasar keuangan global masih berlanjut di tengah penyebaran COVID-19 varian Omicron dan pengumuman siklus pengetatan kebijakan moneter the Fed yang lebih cepat. Hal tersebut mengakibatkan terbatasnya aliran modal dan tekanan nilai tukar negara berkembang, termasuk Indonesia.

PROSES PEMULIHAN EKONOMI DOMESTIK DIPRAKIRAKAN TERUS BERLANJUT DAN AKAN MENINGKAT LEBIH TINGGI PADA 2022

Pertumbuhan ekonomi diperkirakan membaik pada triwulan IV 2021 sejalan dengan meningkatnya mobilitas pasca langkah-langkah penanganan yang ditempuh Pemerintah dalam pengendalian COVID-19 varian Delta. Kinerja konsumsi swasta, investasi, serta konsumsi Pemerintah diperkirakan terus meningkat, di tengah tetap terjaganya kinerja ekspor. Pertumbuhan ekonomi juga didukung oleh kinerja Lapangan Usaha utama, antara lain Industri Pengolahan, Perdagangan, dan Pertambangan yang diperkirakan tetap baik. Sejumlah indikator hingga Desember 2021 menunjukkan proses pemulihan yang berlanjut, seperti peningkatan mobilitas masyarakat di berbagai daerah, kenaikan penjualan eceran, penguatan keyakinan konsumen, serta ekspansi PMI Manufaktur. Secara keseluruhan, pertumbuhan ekonomi 2021 berada dalam kisaran proyeksi Bank Indonesia yaitu 3,2-4,0%. Pada 2022, perbaikan ekonomi terutama didukung konsumsi swasta yang meningkat, dan kinerja ekspor serta belanja fiskal Pemerintah yang tetap terjaga. Hal tersebut sejalan dengan mobilitas yang terus meningkat, pembukaan ekonomi yang semakin luas, serta stimulus kebijakan yang berlanjut. Dengan perkembangan tersebut, Bank Indonesia memprakirakan ekonomi domestik 2022 tumbuh lebih tinggi menjadi 4,7-5,5%.

NERACA PEMBAYARAN INDONESIA (NPI) DIPRAKIRAKAN TETAP BAIK

Kinerja transaksi berjalan pada triwulan IV 2021 diperkirakan membaik didorong oleh surplus neraca barang yang berlanjut. Neraca perdagangan November 2021 mencatat surplus sebesar 3,5 miliar dolar AS, didukung oleh kinerja ekspor komoditas utama, seperti batu bara, besi dan baja, dan kimia organik. Sementara itu, terdapat penyesuaian aliran modal asing di pasar keuangan domestik, tercermin dari investasi portofolio yang mencatat net *outflows* sebesar 2,3 miliar dolar AS pada periode Oktober hingga 14 Desember 2021. Posisi cadangan devisa Indonesia akhir November 2021 meningkat, yakni 145,9 miliar dolar AS, setara pembiayaan 8,3 bulan impor atau 8,1 bulan impor dan pembayaran utang luar negeri Pemerintah, serta berada di atas

Global financial market uncertainty continued in response to the Omicron variant of COVID-19 and the announcement by the Fed concerning an earlier monetary policy tightening cycle than planned, thus restricting capital flows and intensifying currency pressures in developing countries, including Indonesia.

THE DOMESTIC ECONOMIC RECOVERY PROCESS IS PROJECTED TO ENDURE AND ACCELERATE IN 2022

Economic growth is projected to improve in the fourth quarter of 2021 in line with increasing mobility after the Government successfully introduced measures to break the domestic chain of Delta variant transmission. Private consumption, investment and government consumption are set to increase amid maintained export performance. In addition, economic performance is also supported by the major economic sectors, including the manufacturing industry, trade and mining which are projected to remain favorable. As of December 2021, several indicators confirmed the recovery is intact, such as increasing community mobility in several regions, higher retail sales, growing consumer confidence and an expansionary Manufacturing PMI. Overall, economic growth in 2021 remains in line with Bank Indonesia's projection, namely 3.2-4.0%. Economic gains in 2022 will primarily stem from increasing private consumption, exports, and fiscal spending, which are in line with increasing mobility, broader economic reopening and ongoing policy stimuli. Bank Indonesia, therefore, projects stronger domestic economic growth in 2022 in the 4.7-5.5% range.

INDONESIA'S BALANCE OF PAYMENTS (BOP) REMAINS SOLID

Current account performance improved in the fourth quarter of 2021 given the ongoing goods trade surplus. The trade balance in November 2021 recorded a USD3.5 billion surplus, supported by strong exports of major commodities, including coal, iron, and steel as well as organic chemicals. Meanwhile, foreign capital inflows to domestic financial markets recorded a net outflow totaling USD2.3 billion in the period from October to 14th December 2021. Notwithstanding, the position of reserve assets at the end of 2021 increased to USD145.9 billion, equivalent to 8.3 months of imports or 8.1 months of imports and servicing government external debt, which is well above the 3-month international adequacy standard. Looking ahead, Bank Indonesia

standar kecukupan internasional sekitar 3 bulan impor. Ke depan, transaksi berjalan diperkirakan dalam kisaran surplus 0,3% sampai dengan defisit 0,5% dari PDB pada 2021, dan akan tetap rendah dalam kisaran defisit 1,1% – 1,9% dari PDB pada 2022, sehingga mendukung ketahanan sektor eksternal Indonesia.

NILAI TUKAR RUPIAH TERJAGA DIDUKUNG OLEH KETAHANAN SEKTOR EKSTERNAL INDONESIA DAN LANGKAH-LANGKAH STABILISASI BANK INDONESIA, DI TENGAH KETIDAKPASTIAN DI PASAR KEUANGAN GLOBAL YANG MENINGKAT

Nilai tukar Rupiah pada 15 Desember 2021 melemah terbatas 0,07% secara *point to point* dan 0,70% secara rerata dibandingkan dengan level November 2021. Perkembangan nilai tukar Rupiah tersebut disebabkan oleh aliran modal keluar dari negara berkembang di tengah terjaganya pasokan valas domestik dan persepsi positif terhadap prospek perekonomian domestik. Dengan perkembangan ini, Rupiah sampai dengan 15 Desember 2021 mencatat depresiasi sekitar 1,97% (ytd) dibandingkan dengan level akhir 2020, lebih rendah dibandingkan depresiasi mata uang sejumlah negara berkembang lainnya, seperti India (3,93% ytd), Filipina (4,51% ytd), dan Malaysia (4,94% ytd). Bank Indonesia terus memperkuat kebijakan stabilisasi nilai tukar Rupiah sesuai dengan fundamentalnya dan bekerjanya mekanisme pasar, melalui efektivitas operasi moneter dan ketersediaan likuiditas di pasar.

INFLASI TETAP RENDAH DAN MENDUKUNG STABILITAS PEREKONOMIAN

Indeks Harga Konsumen (IHK) pada November 2021 tercatat inflasi 0,37% (mtm) sehingga inflasi IHK sampai November 2021 mencapai 1,30% (ytd). Secara tahunan, inflasi IHK tercatat 1,75% (yoy), meningkat dari inflasi Oktober 2021 sebesar 1,66% (yoy). Inflasi inti tetap rendah sebesar 1,44% (yoy) di tengah permintaan domestik yang mulai meningkat, didukung oleh pasokan yang terkendali, nilai tukar yang stabil, dan ekspektasi inflasi yang terjaga. Inflasi kelompok *volatile food* melambat didukung pasokan barang yang memadai. Inflasi kelompok *administered prices* meningkat dipengaruhi kenaikan tarif angkutan udara sejalan mobilitas yang membaik. Inflasi diperkirakan berada di bawah batas bawah kisaran sarannya 3,0±1% pada 2021 dan terjaga dalam kisaran sasaran 3,0±1% pada 2022. Bank Indonesia berkomitmen menjaga stabilitas harga dan memperkuat koordinasi kebijakan dengan Pemerintah melalui Tim Pengendalian Inflasi Pusat dan Daerah (TPIP dan TPID) guna menjaga inflasi IHK dalam kisaran targetnya.

projects a current account in the surplus 0.3% to deficit 0.5% of GDP range in 2021 and a deficit of 1.1–1.9% of GDP in 2022, thus supporting external sector resilience in Indonesia.

IN RESPONSE TO EXTERNAL SECTOR RESILIENCE AND BANK INDONESIA'S STABILIZATION MEASURES, RUPIAH EXCHANGE RATE MOVEMENTS REMAIN UNDER CONTROL DESPITE CONTINUED GLOBAL FINANCIAL MARKET UNCERTAINTY

As of 15th December 2021, the value of the rupiah depreciated slightly by 0.07% (ptp) and 0.70% on average compared with the November 2021 level. The weaker rupiah stems from foreign capital outflows despite a maintained domestic supply of foreign exchange and the positive perception of investors concerning the promising domestic economic outlook. Compared with the level at the end of 2020, therefore, the rupiah has depreciated by 1.97% (ytd), which is relatively lower than the depreciation experienced in several other developing economies, namely India (3.93% ytd), the Philippines (4.51% ytd) and Malaysia (4.94% ytd). Bank Indonesia continues to strengthen rupiah exchange rate stabilization policy in line with the currency's fundamental value and market mechanisms through effective monetary operations and adequate market liquidity.

INFLATION REMAINS LOW, THEREBY REINFORCING ECONOMIC STABILITY

In November 2021, the Consumer Price Index (CPI) recorded 0.37% (mtm) inflation, thus bringing headline inflation to 1.30% (ytd) for the year. Annually, CPI inflation stood at 1.75% (yoy), up from 1.66% (yoy) in October 2021. Despite early signs of growing domestic demand, core inflation remains low at 1.44% (yoy), supported by maintained supply, exchange rate stability and anchored inflation expectations. Lower volatile food inflation was recorded due to adequate supply, while inflationary pressures on administered prices have intensified on rising airfares in line with greater mobility. Inflation is projected, therefore, below the lower bound of the 3.0%±1% target corridor in 2021 and within the target range in 2022. Bank Indonesia is firmly committed to maintaining price stability and strengthening policy coordination with the central and regional governments through national and regional inflation control teams (TPI and TPID) to control headline inflation within the target.



Tinjauan Umum Industri Farmasi

General Overview of Pharmaceutical Industry

Pandemi, secara tak terduga, telah membuka mata kita akan pentingnya obat-obatan, perangkat medis, dan tenaga kesehatan. Perlombaan untuk mengembangkan vaksin COVID-19 telah mendorong banyak negara berinvestasi lebih besar pada program penelitian kesehatan dan pengadaan vitamin, suplemen, dan obat peningkat kekebalan tubuh.

Di Indonesia, farmasi merupakan sektor yang menjanjikan. Akibat meningkatnya permintaan, Pemerintah telah memasukkan sektor perangkat medis dan farmasi sebagai bagian dari sektor prioritas dalam upaya merealisasikan program Making Indonesia 4.0. Pemerintah Indonesia berupaya meningkatkan daya saing sektor perangkat medis dan farmasi dengan mendorong terselenggaranya transformasi digital berbasis teknologi.

Sebagai contoh, perusahaan induk farmasi milik negara telah memanfaatkan teknologi digital mulai dari proses produksi hingga distribusinya. Perusahaan tersebut menggunakan sistem yang saling terhubung untuk menumbuhkan jaringan; menyelenggarakan proses administratif digital; dan mendorong terwujudnya kinerja yang lebih efektif dan efisien.

PELUANG UNTUK MEREALISAKAN KETAHANAN

Menteri Perindustrian menyatakan ada 220 perusahaan di industri farmasi di Indonesia dan 90 persen di antaranya berfokus pada sektor hilir (*downstream*) dalam produksi obat-obatan di tahun 2021. Sementara itu, pemerintah terus mengupayakan pengurangan impor sebesar 35 persen hingga akhir tahun 2022. Pemerintah berharap upaya tersebut dapat mengatasi ketergantungan pada impor bahan baku.

Menurut data dari Kementerian Kesehatan, hingga tahun 2021, ada 241 industri pembuatan obat-obatan, 17 industri bahan baku obat-obatan, 132 industri obat-obatan tradisional, dan 18 industri ekstraksi produk alami.

Pertumbuhan fasilitas produksi peralatan medis juga terus meningkat. Dari tahun 2015 hingga 2021, jumlah perusahaan yang memproduksi perangkat medis meningkat dari 193 menjadi 891 perusahaan. Lebih jauh, dalam lima tahun terakhir, industri perangkat medis dalam negeri mengalami pertumbuhan sebesar 361,66 persen atau kira-kira sejumlah 698 perusahaan.

The pandemic, unexpectedly, has opened our eyes to the importance of medicines, medical devices, and healthcare workers. The race to develop a COVID-19 vaccine has prompted countries to invest more heavily in health research programs and the procurement of vitamins, supplements, and immune-boosting drugs.

In Indonesia, Pharmaceuticals is a promising sector. Due to the increasing demand, the Government has included the medical device and pharmaceutical sectors as part of the priority sector in an effort to realize the Making Indonesia 4.0 program. The Indonesian government seeks to improve the competitiveness of the medical device and pharmaceutical sectors by encouraging technology-based digital transformation.

For example, state-owned pharmaceutical holding companies have utilized digital technology from the production process to distribution. The company uses interconnected systems to grow its network; carry out digital administrative processes; and encourage the realization of more effective and efficient performance.

OPPORTUNITIES TO REALIZE RESILIENCE

The Minister of Industry has stated that there are 220 companies in the pharmaceutical industry in Indonesia and 90 percent of these companies focus on the downstream sector in the production of drugs. Meanwhile, the government continues to seek to reduce imports by 35 percent by the end of 2022. The government hopes that these efforts can overcome dependence on imported raw materials.

According to data from the Ministry of Health, as of 2021, there are 241 pharmaceutical manufacturing industries, 17 pharmaceutical raw material industries, 132 traditional medicine industries, and 18 natural product extraction industries.

The growth of medical equipment production facilities also continues to increase. From 2015 to 2021, the number of companies producing medical devices increased from 193 to 891 companies. Furthermore, in the last five years, the domestic medical device industry has grown by 361.66 percent or approximately 698 companies.

Indonesia mengekspor produk farmasi dan perangkat medis ke beberapa negara, yaitu Belanda, Inggris, Polandia, Nigeria, Kamboja, Vietnam, Filipina, Myanmar, Singapura, Korea Selatan, dan Amerika Serikat.

Indonesia exports pharmaceutical products and medical devices to several countries, namely the Netherlands, England, Poland, Nigeria, Cambodia, Vietnam, Philippines, Myanmar, Singapore, South Korea, and the United States.

AKSELERASI PEMBERIAN IZIN

Pemerintah telah menyiapkan peta jalan untuk mempercepat pembangunan industri farmasi, termasuk prosedur serta sasaran pengembangan produk dan jangka waktunya. Sasaran peta jalan ini adalah produksi bahan baku berteknologi tinggi. Fokus jangka panjangnya adalah membantu industri farmasi dan perangkat medis menjadi industri mandiri dan dapat memenuhi kebutuhan penduduk, disamping menurunkan ketergantungan pada produk impor.

Kepala Badan Koordinasi Penanaman Modal (BKPM) Indonesia dan Menteri Kesehatan telah sepakat untuk mempercepat pemberian izin bagi penyedia peralatan medis guna membantu negara menanggulangi pandemi COVID-19. Pemberian izin usaha untuk peralatan medis di Indonesia dapat dipercepat hingga menjadi 1x24 jam (satu hari) hanya dengan mengakses sistem *Online Single Submission* (OSS) dan Pusat Komando Investasi dan Pengawasan Investasi BKPM.

Penyedia akan menerima Nomor Induk Berusaha (NIB), Izin Usaha Industri, dan Izin Komersial atau Operasional. Selanjutnya, sistem Kementerian Kesehatan akan memproses permintaan mereka atas Sertifikat Produksi dan Izin Distribusi.

Beberapa produk yang termasuk dalam layanan percepatan ialah masker bedah, Alat Pelindung Diri (APD), dan penyanitasi tangan (*hand sanitizer*). BKPM memperkirakan bahwa penyedia peralatan medis akan memanfaatkan peluang ini untuk membantu mencegah penyebaran COVID-19.

Pemerintah akan memberikan insentif fiskal dan nonfiskal kepada investor yang hendak berinvestasi di Indonesia. Pengurangan pajak penghasilan badan (*tax holiday*), pengurangan pajak penghasilan untuk penanaman modal (*tax allowance*), insentif pengurangan pajak super (*super tax deduction*), dan bea impor merupakan beberapa insentif yang tersedia.

PENGEMBANGAN BAHAN BAKU OBAT

Sebagian besar industri farmasi di Indonesia sampai saat ini masih fokus pada sektor hilir, kebanyakan industri farmasi masih melakukan formulasi produk akhir menjadi sediaan farmasi, sedangkan bahan bakunya sekitar 96% masih impor, baik untuk bahan baku aktif (*Active Pharmaceutical Ingredients*/API) maupun bahan pembantu (*excipient*). Dari data

ACCELERATION OF LICENSING

The government has prepared a roadmap to accelerate the development of the pharmaceutical industry, including procedures and product development targets and timelines. The goal of this roadmap is the production of high-tech raw materials. The long-term focus is to help the pharmaceutical and medical device industries become independent industries that can meet the needs of the population while reducing dependence on imported products.

Both the Head of the Investment Coordinating Board (BKPM) Indonesia and the Health Minister have agreed to accelerate the granting of permits for medical equipment providers to help the country cope with the COVID-19 pandemic. The granting of business licenses for medical equipment in Indonesia can be accelerated to 1x24 hours (one day) only by accessing the Online Single Submission (OSS) system and the BKPM Investment Control and Operation Command Center.

The provider will receive a Business Identification Number (NIB), an Industrial Business Permit, and a Commercial or Operational Permit. Later, the Ministry of Health system will process their requests for Production Certificates and Distribution Permits.

Several products included in the accelerated service include surgical masks, Personal Protective Equipment (PPE), and hand sanitizers. BKPM estimates that medical equipment providers will take advantage of this opportunity to help prevent the spread of COVID-19.

The government provides fiscal and non-fiscal incentives to investors wishing to invest in Indonesia. The available incentives include tax holidays, tax allowances, super tax deductions, and import duty incentives.

DRUG RAW MATERIAL DEVELOPMENT

Most of the pharmaceutical industries in Indonesia only focus on the downstream sector, as the pharmaceutical industries mostly carry out the formulation of the end-product into pharmaceutical preparations, while around 96% of the raw materials are imported, including active pharmaceutical ingredients (API) and excipient. Based on data released by BPOM in 2021, there are only 5.8% or 13



yang dirilis oleh BPOM tahun 2021, hanya ada sekitar 5,8% atau 13 industri yang memproduksi bahan baku obat dari seluruh industri farmasi di Indonesia. Industri farmasi telah ditetapkan sebagai salah satu dari sepuluh industri prioritas dalam Rencana Induk Pengembangan Industri Nasional (RIPIN) 2015–2035. Penetapan industri prioritas didasarkan pada kriteria kuantitatif dan kualitatif:

1. Kriteria kuantitatif, terdiri dari:
 - a. Memenuhi kebutuhan dalam negeri dan substitusi impor, atau memiliki potensi pasar yang tumbuh pesat di dalam negeri;
 - b. Meningkatkan kuantitas dan kualitas penyerapan tenaga kerja, atau berpotensi dan/atau mampu menciptakan lapangan kerja produktif;
 - c. Memiliki daya saing internasional, atau memiliki potensi untuk tumbuh dan bersaing di pasar global;
 - d. Memberikan nilai tambah yang tumbuh progresif di dalam negeri, atau memiliki potensi untuk tumbuh pesat dalam kemandirian;
 - e. Memperkuat, memperdalam, dan menyehatkan struktur industri; dan
 - f. Memiliki keunggulan komparatif, penguasaan bahan baku, dan teknologi.
2. Kriteria kualitatif, terdiri dari:
 - a. Memperkokoh konektivitas ekonomi nasional;
 - b. Menopang ketahanan pangan, kesehatan dan energi; dan
 - c. Mendorong penyebaran dan pemerataan industri.

Berdasarkan kriteria tersebut pula, industri farmasi masuk ke dalam kelompok Industri Andalan, yakni industri prioritas yang berperan besar sebagai penggerak utama (*prime mover*) perekonomian di masa yang akan datang. Selain memperhatikan potensi sumber daya alam sebagai sumber keunggulan komparatif, industri andalan tersebut memiliki keunggulan kompetitif yang mengandalkan sumber daya manusia yang berpengetahuan dan terampil, serta ilmu pengetahuan dan teknologi.

Namun, impor di sektor farmasi masih sangat besar, pemenuhan bahan baku obat yang berasal dari impor masih di atas 90%. Impor bahan baku obat terbesar berasal dari Tiongkok (60%), kemudian diikuti impor dari India (30%), sedangkan sisanya berasal dari Amerika Serikat dan negara-negara benua Eropa. Sementara itu, biaya bahan baku (bahan aktif, bahan tambahan dan bahan pengemas) menyumbang sekitar 25–30% dari seluruh biaya produksi obat yang terdiri dari biaya bahan baku, biaya operasional, biaya marketing dan promosi, biaya distribusi serta biaya lain (administrasi). Dengan besarnya porsi impor bahan baku obat, maka sangat terpengaruh oleh kurs

industries that produce medicinal raw materials within the entire pharmaceutical industry in Indonesia. Thus, the pharmaceutical industry has been designated as one of the ten priority industries in the 2015–2035 National Industry Development Master Plan (RIPIN). Determination of such priority industry is based on quantitative and qualitative criteria, as follows:

1. Quantitative criteria, consisting of:
 - a. Meeting domestic needs and import substitution, or having a fast-growing market potential in the country;
 - b. Increasing the quantity and quality of employment absorption, or having the potential and/or being able to create productive employment opportunities;
 - c. Having international competitiveness, or potential to grow and compete in the global market;
 - d. Providing added value for progressive growth in the country, or having the potential for rapid growth independently;
 - e. Strengthening, deepening, and nourishing industrial structures; and
 - f. Having a comparative advantage, mastery of raw materials, and technology.
2. Qualitative criteria, consisting of:
 - a. Strengthening national economic connectivity;
 - b. Supporting food, health and energy security;
 - c. Encouraging industrial dispersion and equity.

Based on these criteria, the pharmaceutical industry is included in the Mainstay Industry group, a priority industry playing a major role as the prime mover of the economy in the future. In addition to taking into account the potential of natural resources as a source of comparative advantage, this flagship industry has a competitive advantage that relies on knowledgeable and skilled human resources, as well as science and technology.

However, Indonesia is still very much dependent on imported pharmaceutical raw materials. The fulfillment of imported pharmaceutical raw materials is above 90%. The largest imports of pharmaceutical raw materials came from China (60%), followed by imports from India (30%), while the rest came from the United States and European countries. Meanwhile, the cost of raw materials (active ingredients, additives, and packaging materials) accounts for around 25–30% of the total cost of drug production consisting of raw material costs, operating costs, marketing and promotion costs, distribution costs and other costs (administration). The rupiah exchange rate is

rupiah, apabila rupiah melemah, maka biaya impor akan semakin bertambah.

Pengembangan bahan baku obat di Indonesia terutama terkendala dengan teknologi dan kemampuan sumber daya manusia. Kemandirian bahan baku obat saat ini masih sangat sulit diimplementasikan di Indonesia, dikarenakan masih minimnya bahan baku obat terutama hasil sintesa (berasal dari bahan kimia) yang diproduksi di Indonesia, mengingat kurangnya dukungan dari industri kimia hulu. Peluang yang lebih besar berada pada pengembangan bahan baku obat berbasis bioteknologi, dengan memanfaatkan kekayaan keanekaragaman hayati di Indonesia yang merupakan sumber daya yang potensial di sektor farmasi.

Keanekaragaman hayati tanaman, mikro organisme dan biota laut berkorelasi langsung dengan keragaman kimia yang memiliki potensi yang sangat besar bagi pengembangan obat. Permasalahan yang dihadapi dalam pengembangan bahan baku obat antara lain:

1. Kurangnya dukungan kimia dasar yang digunakan untuk proses sintesis obat serta untuk proses isolasi, pemisahan, pemurnian obat pada obat yang diproduksi secara bioproses.
2. Industri bahan baku obat memerlukan investasi yang besar dengan tingkat kegagalan yang tinggi (ketidakpastian keberhasilan pengembangan bahan baku obat).
3. Perkembangan jenis obat dan turunannya yang sangat cepat, sehingga diperlukan research and development yang mumpuni.
4. Kurangnya sinergi antara *Academia – Business – Government* (ABG).
5. Pasar bahan baku nasional yang relatif kecil dibandingkan dengan kapasitas minimal produksi untuk satu industri bahan baku obat sehingga tidak akan dapat memenuhi skala ekonomi.

Dalam rangka pengembangan bahan baku obat, dibutuhkan sinergi yang baik antar komponen *triple helix*. Perlu untuk meningkatkan peran masing-masing *stakeholder*. Penelitian di bidang pengembangan bahan baku obat masih sangat sedikit, berdasarkan data Kemenristek Dikti pada tahun 2015, dari total sekitar 13.000 kegiatan penelitian, hanya ada 11 riset yang terkait dengan pengembangan bahan baku obat, dan masih dalam skala laboratorium sehingga belum banyak dapat dimanfaatkan oleh industri. Pelaku industri perlu bekerja sama dengan para peneliti serta membutuhkan investasi dalam pengembangan obat. Sedangkan, peran pemerintah adalah dengan dukungan insentif penelitian, kebijakan insentif terhadap industri serta adanya jaminan pasar domestik serta manfaat dari pasar global.

highly influenced by the large proportion of imported pharmaceutical raw materials. If the Rupiah weakens, the import costs will increase.

The development of pharmaceutical raw materials in Indonesia is mainly constrained by technology and human resource capabilities. The independence of pharmaceutical raw materials is currently hard to implement in Indonesia, due to the lack of pharmaceutical raw materials, especially synthetic products (derived from chemicals) produced in Indonesia, given the lack of support from the upstream chemical industry. A bigger opportunity lies in the development of biotechnology-based pharmaceutical raw materials, by utilizing Indonesia's rich biodiversity as a potential resource in the pharmaceutical sector.

The biodiversity of plants, micro-organisms and marine biota is directly correlated with chemical diversity with enormous potential for drug development. The problems faced in the development of medicinal raw materials include:

1. Lack of basic chemical support used for the drug synthesis process as well as for the isolation, separation, and purification of drugs manufactured through bioprocesses.
2. The pharmaceutical raw material industry requires a large investment with a high failure rate (uncertainty about the success of developing pharmaceutical raw materials).
3. The rapid development of drug types and its derivatives requires qualified research and development.
4. Lack of synergy between *Academia – Business – Government* (ABG).
5. The national raw material market is relatively small compared to the minimum production capacity for a single pharmaceutical raw material industry. Thus, it may not be able to meet economies of scale.

To develop pharmaceutical raw materials, a good synergy between the triple helix components is needed. It is necessary to increase the role of each stakeholder. Research to develop pharmaceutical raw materials is still lacking. Based on data from the Ministry of Research, Technology and Higher Education, in 2015, from a total of approximately 13,000 research activities, only 11 were related to the development of pharmaceutical raw materials. Moreover, such research takes place only at a laboratory scale. Thus, the research cannot be utilized by the industry. Industry players need to work closely with researchers and need to invest in drug development. Meanwhile, the government's role is to support research incentives, and incentive policies for the industry, as well as guarantees for the domestic market and benefits from the global market.



Keterangan Description	2020	2021	2022	2023	2024	2025
Consumables	172,3	189,3	218,4	250,8	282,2	324,4
Diagnostic Imaging	273,7	313,9	356,7	400,7	438,7	489,6
Dental Products	27,0	31,4	35,9	40,4	44,4	49,6
Orthopaedics & Prosthetics	29,2	33,7	40,0	46,7	53,5	61,3
Patient Aids	117,4	127,8	142,9	160,2	173,9	195,0
Other Medical Devices	515,9	543,2	620,3	695,4	760,8	848,1
Total	1.135,5	1.239,3	1.414,2	1.594,2	1.753,5	1.968,0

Source: IQVIA

Sesuai dengan Instruksi Presiden Republik Indonesia Nomor 6 tahun 2016 tentang Percepatan Pengembangan Industri Farmasi dan Alat Kesehatan, industri farmasi dan alat kesehatan merupakan salah satu sektor ekonomi yang masih menjadi prioritas Pemerintah sebagai motif penggerak perekonomian nasional di masa yang akan datang.

Di sisi lain, melalui Kementerian Perindustrian, Pemerintah berupaya untuk mendorong sektor industri farmasi di tanah air dengan memperluas akses pasar dan meningkatkan utilitasnya. Selain melalui penerbitan Ketentuan dan Tata Cara Penghitungan Nilai Tingkat Kandungan Dalam Negeri (TKDN) oleh Kementerian Perindustrian di tahun 2021, Kementerian Kesehatan juga turut mengeluarkan Peraturan Menteri Kesehatan Republik Indonesia Nomor 21 tahun 2020 tentang Rencana Strategis Kementerian Kesehatan Tahun 2020-2024 yang dirancang untuk memenuhi kebutuhan pelayanan dasar berupa kesehatan bagi masyarakat Indonesia.

In accordance with the Presidential Instruction of the Republic of Indonesia No. 6 of 2016 on the Acceleration of the Development of the Pharmaceutical and Medical Devices Industry, the pharmaceutical and medical device industry is a government priority in the economic sector as a motivator for driving the national economy in the future.

On the other hand, through the Ministry of Industry, the Government is seeking to encourage the pharmaceutical industry sector in the country by expanding market access and increasing its utilization. In addition to the issuance of Provisions and Procedures for the Calculation of the Domestic Component Level (TKDN) by the Ministry of Industry in 2021, the Ministry of Health has also issued the Minister of Health Regulation of the Republic of Indonesia No. 21 of 2020 on 'The Strategic Plan of the Ministry of Health for 2020-2024' which is designed to meet the needs of basic services in the form of health for the communities in Indonesia.

TUJUAN UMUM DAN STRATEGI PENGGUNAAN VAKSIN TERHADAP COVID-19

Pandemi COVID-19 telah mengakibatkan morbiditas dan mortalitas yang signifikan di seluruh dunia, serta gangguan sosial, pendidikan, dan ekonomi yang besar. Terdapat kebutuhan global yang mendesak untuk mengembangkan vaksin yang efektif dan aman dan membuat vaksin tersebut tersedia sesuai kebutuhan dan secara merata di semua negara. Berdasarkan uji klinis fase 3 di Inggris, Brazil, dan Afrika Selatan, vaksin ChAdOx1-S [rekombinan] terhadap COVID-19 ini memiliki efikasi sebesar 63% (selang kepercayaan 95%: 51-72%) terhadap infeksi SARS-CoV-2 simptomatik, sebagaimana ditunjukkan oleh analisis data primer terlepas dari interval antar-dosis (data hingga 7 Desember 2020) dari peserta uji klinis yang menerima dua dosis standar dengan interval antara empat hingga 12 minggu.

GENERAL OBJECTIVES AND STRATEGIES FOR USING VACCINES AGAINST COVID-19

The COVID-19 pandemic has resulted in significant global morbidity and mortality, as well as major social, educational and economic disruption. There is an urgent global need to develop effective and safe vaccines and make them available as needed and equitably in all countries. Based on the phase 3 trials in the UK, Brazil and South Africa, the ChAdOx1-S [recombinant] vaccine against COVID-19 has an efficacy of 63% (95% CI: 51-72%) against symptomatic SARS-CoV-2 infection, as shown by the primary analysis of data irrespective of interdose interval (data cutoff, 7 December 2020) from trial participants who received 2 standard doses with an interval varying from about 4 to 12 weeks.

Efikasi vaksin cenderung lebih tinggi jika jarak antardosis lebih lama. Temuan ini, beserta dengan temuan bahwa tingkat antibodi menjadi lebih tinggi seiring semakin lamanya jarak antar-dosis, mendukung kesimpulan bahwa jarak dosis yang lebih lama dalam rentang 4–12 minggu berkaitan dengan efikasi vaksin yang lebih baik. Tidak ada orang yang divaksin yang dirawat di rumah sakit sejak 22 hari setelah dosis pertama, sedangkan 14 orang yang tidak divaksin dirawat di rumah sakit akibat COVID-19 dalam kerangka waktu yang sama. Pada saat analisis dilakukan, median waktu tindak lanjut setelah dosis kedua adalah 80 hari.

Data yang lebih terperinci tentang efikasi dan keamanan vaksin ini dapat dilihat di *Background document on AZD1222 vaccine against COVID-19 developed by Oxford University and AstraZeneca* tanggal 1 Maret 2021. Per tanggal 8 April 2021, data tambahan dari analisis interim uji klinis fase 3 yang dilaksanakan oleh AstraZeneca di Amerika Serikat tersedia untuk SAGE (data hingga 5 Maret 2021). Uji klinis ini melibatkan 32 449 peserta, di mana 22% di antaranya berusia 65 tahun atau lebih. Analisis primer mencakup kejadian dari 15 hari sejak dosis kedua, dengan interval antar-dosis sepanjang 28 hari. Definisi kasus infeksi SARS-CoV-2 simptomatik dalam uji klinis AstraZeneca ini sedikit berbeda dengan definisi di uji klinis yang dipimpin oleh Oxford University.

Efikasi vaksin terhadap infeksi SARS-CoV-2 simptomatik adalah 76% (selang kepercayaan 95%: 68–82%). Tidak ada kasus sakit berat atau kritis yang terjadi di kelompok yang divaksinasi; delapan kasus terjadi di kelompok plasebo. Efikasi vaksin pada peserta uji klinis berusia 65 tahun atau lebih adalah 85% (selang kepercayaan 95%: 58–94%). Data yang dikaji oleh WHO mendukung kesimpulan bahwa manfaat yang diketahui dan kemungkinan manfaat vaksin ini lebih besar dibandingkan risikonya yang diketahui dan kemungkinan risikonya. Karena vaksin tidak akan langsung tersedia dalam jumlah yang cukup bagi semua orang yang dapat mendapat manfaat dari vaksin, negara-negara dianjurkan untuk menggunakan Prioritization Roadmap WHO (4) dan Values Framework WHO (5) sebagai panduan dalam memprioritaskan kelompok sasaran. Selama persediaan vaksin masih sangat terbatas (tahap I dalam Prioritization Roadmap WHO), di wilayah-wilayah dengan transmisi komunitas, Roadmap ini merekomendasikan agar tenaga kesehatan dan orang lanjut usia (lansia) baik yang mengalami maupun tidak mengalami komorbiditas diprioritaskan. Seiring tersedianya vaksin dalam jumlah yang lebih besar, kelompok prioritas lain harus divaksinasi sesuai penjabaran Prioritization Roadmap WHO (4), dengan mempertimbangkan data epidemiologis nasional, karakteristik masing-masing vaksin sebagaimana dijabarkan dalam informasi produk yang disetujui oleh otoritas regulasi, dan pertimbangan-pertimbangan relevan lainnya.

Vaccine efficacy tended to be higher when the interval between doses was longer. This, together with the finding of higher antibody levels with increasing interdose interval, supports the conclusion that longer dose intervals within the 4–12 week range are associated with greater vaccine efficacy against COVID-19. None of the vaccinated people were hospitalized 22 days after the first dose, while the 14 unvaccinated people were hospitalized for COVID-19 in the same time frame. At the time of analysis, the median follow-up time after the second dose was 80 days.

Detailed data on the efficacy and safety of the vaccine can be found in the Background document on AZD1222 vaccine against COVID-19 developed by Oxford University and AstraZeneca dated 1 March 2021. As of 8 April 2021, additional data from the interim analysis of phase 3 clinical trials carried out by AstraZeneca in the United States is available for SAGE (data up to 5 March 2021). The clinical trial involved 32,449 participants. Amongst participants in the interim analysis, 22% were 65 years or older. The primary analysis included events from 15 days since the second dose, with an interdose interval of 28 days. The definition of a case of symptomatic SARS-CoV-2 infection in the AstraZeneca clinical trial is slightly different from the definition in a clinical trial led by Oxford University.

Vaccine efficacy against symptomatic SARS-CoV-2 infection was 76% (95% CI: 68–82%). No cases of serious or critical illness occurred in the vaccinated group; eight cases occurred in the placebo group. Vaccine efficacy in clinical trial participants aged 65 years or older was 85% (95% CI: 58–94%). Data reviewed by WHO supports the conclusion that the known and possible benefits of this vaccine outweigh the known and probable risks. As vaccines will not immediately be available in sufficient quantities to all who could benefit from the vaccine, countries are encouraged to use the WHO Prioritization Roadmap (4) and the WHO Values Framework (5) as guidelines for prioritizing target groups. As long as vaccine supplies are still very limited (phase I in the WHO Prioritization Roadmap), in areas with community transmission, this Roadmap recommends that health workers and the elderly experiencing and not experiencing comorbidities should be prioritized. As vaccines become available in greater numbers, other priority groups should be vaccinated according to the elaboration of the WHO Prioritization Roadmap (4), taking into account national epidemiological data, the characteristics of each vaccine as described in product information approved by regulatory authorities, and other relevant considerations.



TINJAUAN OPERASIONAL MENURUT SEGMENT USAHA/ENTITAS KONSOLIDASI

DASAR PENETAPAN SEGMENT USAHA

Berdasarkan "Laporan Keuangan Audit Konsolidasi" Perseroan, segmen operasi Grup *Holding* Farmasi Bio Farma dapat dibedakan menjadi tujuh kegiatan utama, yaitu: (a) Obat ethical, lisensi dan narkotika; (b) Vaksin dan Sera; (c) Obat generik; (d) Alat Kesehatan; (e) Obat over the counter (OTC) dan kosmetik; (f) Bahan baku (minyak nabati, yodium dan kina); dan (g) Pil KB, alat kesehatan dan lain-lain.

Tujuh segmen operasional menurut jenis produk tersebut direpresentasikan oleh tiga entitas perusahaan konsolidasi, yakni PT Bio Farma, PT Kimia Farma Tbk, PT Indofarma Tbk. Seluruh transaksi antar segmen menurut produk tersebut telah dieliminasi. Pembahasan kinerja operasional menurut segmen berikut selanjutnya disampaikan menurut entitas perusahaan konsolidasi.

KONTRIBUSI MASING-MASING ENTITAS KONSOLIDASI

Total pendapatan konsolidasi Grup *Holding* PT Bio Farma di tahun 2021 bersama entitas anak konsolidasi adalah sebesar Rp43.436,97 miliar, sementara nilai total aset konsolidasi adalah sebesar Rp40.444,18 miliar.

REVIEW OF OPERATIONS BY BUSINESS SEGMENT/CONSOLIDATED ENTITY

BASIS FOR DETERMINING BUSINESS SEGMENT

Based on the "Consolidated Audited Financial Statements" of the Company, the operating segment of Bio Farma Pharmaceutical Holding Group can be divided into seven main activities, namely: (a) ethical drugs, licenses, and narcotics; (b) Vaccines and sera; (c) Generic drugs; (d) Medical devices; (e) Over the counter (OTC) drugs and cosmetics; (f) Raw materials (vegetable oil, iodine, and quinine); and (g) Birth control pills, medical devices and others.

The seven operational segments by product type are represented by three consolidated company entities, namely PT Bio Farma, PT Kimia Farma Tbk, PT Indofarma Tbk. All transactions between segments by product have been eliminated. The consolidated company entity then presents the discussion of operational performance by segment.

CONTRIBUTION OF EACH CONSOLIDATED ENTITY

The total consolidated revenue of State-Owned Pharmaceutical Holding Company PT Bio Farma in 2021 with its consolidated subsidiaries was Rp43,436.97 billion, while total consolidated assets were Rp40,444.18 billion.





BIO FARMA, PRODUSEN VAKSIN UNTUK INDONESIA DAN GLOBAL

Bio Farma kini telah menjangkau lebih dari 150 negara di dunia dengan kapasitas produksi lebih dari 3,2 miliar dosis per tahun untuk memenuhi kebutuhan program vaksinasi nasional dan pemenuhan kebutuhan vaksinasi global melalui diplomasi kesehatan dengan meningkatkan kerja sama bilateral maupun multilateral melalui WHO dan UNICEF. Bio Farma yang memiliki kemampuan untuk memproduksi beragam vaksin yang sudah lulus Prakuifikasi WHO, yang merupakan bentuk pengakuan Internasional kepada Bio Farma sebagai produsen vaksin untuk masyarakat global.

Terdapat 12 produk Bio Farma diakui oleh Badan Kesehatan Dunia (WHO). Vaksin terbarunya yaitu Pentabio, vaksin yang memiliki lima antigen dalam satu kemasan menjadi terobosan yang mengurangi intensitas suntikan imunisasi dan sampah biologi. Produk Bio Farma yang telah diekspor antara lain produk bOPV, tOPV, Campak, TT, TD, DTP, DT, dan Bio TT. Bio Farma juga mengekspor intermediate product (*bulk*), di antaranya *bulk* tetanus, *bulk* campak, *bulk* pertusis, *bulk* difteri, *bulk* polio dan produk lainnya. Berikut adalah daftar negara tujuan ekspor produk Vaksin Bio Farma.

BIO FARMA, AN INDONESIAN GLOBAL VACCINE MANUFACTURER

Bio Farma's products have reached more than 150 countries in the world with a production capacity of more than 3.2 billion doses per year to meet the needs of national vaccination programs and fulfill global vaccination needs through health diplomacy by increasing bilateral and multilateral cooperation through WHO and UNICEF. Bio Farma has the ability to produce various vaccines that have passed the WHO Prequalification. This represents a form of international recognition for Bio Farma as a vaccine manufacturer for the global community.

There are 12 Bio Farma products which are recognized by the World Health Organization (WHO). The newest vaccine is Pentabio, a vaccine that has five antigens in one package which is a breakthrough that reduces the intensity of immunization injections and biological waste. Products that Bio Farma has been exported includes bOPV products, tOPV, Measles, TT, TD, DTP, DT, and Bio TT. Bio Farma also exports intermediate products (*bulk*), including *bulk* tetanus, *bulk* measles, *bulk* pertussis, *bulk* diphtheria, *bulk* polio and other products. Here is the list of countries/export destinations for Bio Farma Vaccine products.

Daftar Negara Tujuan Ekspor Produk Vaksin Bio Farma – 2021

List of Export Destination Countries for Bio Farma Vaccine Products – 2021

No	Negara Country
1	Afghanistan
2	Albania
3	Algeria
4	Angola
5	Anguilla
6	Antigua & Barbuda
7	Argentina
8	Australia
9	Azerbaijan
10	Bahamas
11	Bahrain
12	Bangladesh
13	Barbados
14	Belgium
15	Belize
16	Benin

No	Negara Country
17	Bhutan
18	Bhutan
19	Bolivia
20	Bosnia and Herzegovina
21	Botswana
22	Brazil
23	Brunei Darussalam
24	Burkina Faso
25	Burundi
26	Cambodia
27	Cameroon
28	Cape Verde
29	Central Africa
30	Chad
31	China
32	Colombia

No	Negara Country
33	Comoros
34	Congo
35	Cuba
36	Curacao
37	Djibouti
38	Dominica
39	Dominican Rep.
40	DR Congo
41	(East Timor (Timor Leste
42	Ecuador
43	Egypt
44	El Salvador
45	Equatorial guinea
46	Eritrea
47	Ethiopia
48	Fiji



No	Negara Country
49	France
50	Gabon
51	Gambia
52	Georgia
53	Germany
54	Ghana
55	Grenada
56	Guam
57	Guatemala
58	Guinea
59	Guinea Bissau
60	Guyana
61	Haiti
62	Honduras
63	Hong kong
64	India
65	Iran
66	Israel
67	Ivory Coast
68	Jamaica
69	Kenya
70	Kosovo
71	Kuwait
72	Kyrgyzstan
73	Laos
74	Lebanon
75	Lesotho
76	Liberia
77	Libya
78	Macau
79	Madagascar
80	Malawi
81	Malaysia
82	Maldives
83	Mali

No	Negara Country
84	Mauritania
85	Mauritius
86	Mexico
87	Micronesia
88	Mongolia
89	Montserrat
90	Morocco
91	Mozambique
92	Myanmar
93	Namibia
94	Nepal
95	Netherlands
96	Netherlands Antilles
97	Nicaragua
98	Niger
99	Nigeria
100	North Korea
101	Oman
102	Pakistan
103	Palestine
104	Panama
105	Papua New Guinea
106	Paraguay
107	Peru
108	Philippines
109	Qatar
110	Russia
111	Rwanda
112	Saint Kitts & Nevis
113	Saint Lucia
114	Saint Vincent and the Grenadines
115	Sao Tome and Principe
116	Saudi Arabia
117	Senegal

No	Negara Country
118	Seychelles
119	Sierra Leone
120	Singapore
121	Solomon Island
122	Somalia
123	South Africa
124	South Korea
125	South Sudan
126	Srilanka
127	Sudan
128	Suriname
129	Swaziland
130	Syria
131	Taiwan
132	Tajikistan
133	Tanzania
134	Thailand
135	Togo
136	Trinidad
137	Tunisia
138	Turkey
139	Turkmenistan
140	Turks & Caicos
141	Uganda
142	Ukraine
143	United Arab Emirates
144	United States of America
145	Uruguay
146	Uzbekistan
147	Vanuatu
148	Venezuela
149	Vietnam
150	Yemen
151	Zambia
152	Zimbabwe

Bio Farma juga telah mengeksport vaksin-vaksinnya ke negara yang tergabung dalam Organisasi Kerjasama Islam (OKI). Tidak mudah untuk menembus pasar tersebut karena vaksin yang diproduksi Bio Farma, harus dibuat dari bahan-bahan halal, sehingga layak digunakan oleh umat Muslim. Oleh karenanya, saat ini semua vaksin produk Bio Farma sudah diarahkan untuk mendapatkan sertifikat halal dari Majelis Ulama Indonesia (MUI). Bio Farma juga menyediakan vaksin untuk melindungi masyarakat yang sedang dalam ibadah haji dan umrah.

Selain untuk negara-negara OKI, Bio Farma pun mengambil posisi sebagai produsen vaksin untuk negara-negara berkembang yang pangsa pasarnya cukup besar dan Bio Farma mensuplai vaksin yang berkualitas dengan harga terjangkau sesuai dengan kebutuhan untuk negara berkembang.

Pandemi COVID-19 yang mulai melanda sejak akhir tahun 2019 hingga sekarang membuat pasar negara-negara tujuan ekspor terkendala oleh berbagai regulasi di masing-masing negara, termasuk terkendala oleh penerapan kebijakan *lockdown* di berbagai negara. Untuk mengkompensasi pasar tujuan ekspor tersebut, Bio Farma kemudian memfokuskan pemasaran produknya ke pasar dalam negeri. Sebagai hasilnya pada tahun 2021, angka nilai penjualan dalam negeri menjadi mayoritas, dengan porsi nilai penjualan produk Bio Farma (Entitas Induk) di dalam negeri meningkat sebesar 1.622% disebabkan adanya penugasan dari Pemerintah terkait pengadaan dan pendistribusian vaksin COVID-19 sesuai Peraturan Presiden Indonesia No. 99 Tahun 2020 tentang Pengadaan Vaksin dan Pelaksanaan Vaksinasi dalam rangka Penanggulangan Pandemi Corona Virus Disease 2019 (COVID-19). Berikut perkembangan porsi nilai penjualan produk Bio Farma (Entitas Induk) menurut area pemasaran.

Additionally, Bio Farma has exported its vaccinations to members of the Organization of Islamic Cooperation (OIC). It is not simple to get into this market since Bio Farma's vaccines must be manufactured with halal components to be acceptable for usage by Muslims. As a result, all Bio Farma vaccines are now required to acquire a halal accreditation from the Indonesian Ulema Council (MUI). Bio Farma also offers vaccinations to safeguard pilgrims and umrah pilgrims.

In addition to the OIC member states, Bio Farma serves as a vaccine manufacturer for developing countries, with a significant market share, and Bio Farma provides high-quality vaccines at reasonable rates to meet the requirements of developing countries.

The COVID-19 pandemic, which began at the end of 2019, has restricted export destination countries' markets through different restrictions in each country, including the adoption of lockdown measures in several countries. Bio Farma has therefore concentrated on promoting its products to the local market in order to compensate for the export destination market. As a consequence, domestic sales value reached a majority in 2021, with an increase in the domestic sales value of Bio Farma (Parent Entity) products by 1,622%, due to an assignment from the Government related to the procurement and distribution of the COVID-19 vaccine in accordance with Indonesian Presidential Regulation No. 99 of 2020 concerning Vaccine Procurement and Vaccination Implementation in the Context of Combating the 2019 Corona Virus Disease (COVID-19) Pandemic. The following chart illustrates the growth in sales value of Bio Farma (Parent Entity) products by marketing area.

Porsi Nilai Penjualan Bio Farma (Entitas Induk) Menurut Area Pemasaran
Table of Sales Value of Bio Farma (Parent Entity) by Marketing Area

Area Pemasaran	Satuan Unit	2021	2020	2019	2018	Marketing Area
Dalam Negeri	%	95	64	42	33	Domestic
Ekspor	%	5	36	58	67	Export

RINGKASAN KINERJA PT BIO FARMA

Ringkasan kinerja PT Bio Farma secara mandiri di tahun 2021 dari sisi penjualan mencapai Rp30,32 triliun naik sebesar 986,74% dari tahun 2020 (Audited) dan mencapai 801,67% dari anggarannya, sedangkan beban pokok penjualan & jasa sebesar Rp26,53 triliun naik 1.517,41% dibandingkan realisasi tahun 2020 (Audited) dan mencapai 1.288,75% dari anggarannya, sehingga laba bersih Bio Farma mengalami kenaikan sebesar 439,63% dari realisasi tahun 2020 (Audited) menjadi sebesar Rp1,92 triliun atau mencapai 410,04% dari anggarannya.

SUMMARY OF PT BIO FARMA'S PERFORMANCE IN 2021

Summary of PT Bio Farma's independent performance in 2021 in terms of sales reached Rp30.32 trillion, an increase of 986.74 percent from 2020 (Audited), and accounted for 801.67 percent of its budget, while the cost of goods sold and services accounted for Rp26.53 trillion, an increase of 1,517.41 percent from realization in 2020 (Audited), and accounted for 1,288.75 percent of the budget, indicating that Bio Farma's net profit increased by 439.63% from the realization in 2020 (Audited) to Rp1.92 trillion or accounted for 410.04 percent of its budget.



Adapun tingkat kesehatan Perusahaan tahun 2021 (Audited) mendapat skor 81,38 dengan kriteria "SEHAT AA". Sedangkan untuk pencapaian *Key Performance Indicator* (KPI) memperoleh nilai 92,96 dari total nilai 100.

The company's soundness level in 2021 (Audited) obtained a score of 81.38 with the criteria of "HEALTHY AA". Meanwhile, the achievement of *Key Performance Indicators* (KPI) obtained a score of 92.96 out of a total score of 100.

Tinjauan Operasional Bio Farma – 2021

Bio Farma's Operational Review – 2021

Seluruh produk Bio Farma telah memenuhi Standar Internasional, baik dari unsur pengawasan mutu (*Quality Control*) dan jaminan mutu (*Quality Assurance*). Selain itu, proses produksi dan pengawasan mutu vaksin selalu dipantau oleh National Control Authority (NCA)/Badan POM (BPOM) RI yang diakui oleh WHO.

All of Bio Farma's products have met International Standards, both in terms of quality control and quality assurance. In addition, the production process and quality control of vaccines are monitored by the National Control Authority (NCA)/Badan POM (BPOM) of the Republic of Indonesia, recognized by WHO.

	Vaksin Vaccine	Perbedaan Differences	Sera Sera
	Mencegah Long-Term Mikroorganisme yang Dilemahkan Imunisasi Aktif Prevent Long-Term Attenuated Microorganisms Active Immunization	Fungsi Utama Kekebalan Sumber Jenis Imunisasi Main Function Immunity Source Type of Immunization	Mengobati Short-Term Serum Hewan atau Manusia Imunisasi Pasif Treat Short-Term Animal or Human Serum Passive Immunization

FASILITAS DAN KUALITAS PRODUKSI BIO FARMA

Sebagai Perusahaan yang berbasis bio teknologi, Bio Farma merupakan entitas yang mulai bergerak menjadi Perusahaan Life Science dengan menempatkan posisinya di kancah internasional sebagai produsen vaksin Indonesia. Mengacu pada standar Badan Pengawasan Obat dan Makanan (BPOM), Standar Internasional dan Sistem Manajemen Mutu terkini, Bio Farma menghasilkan vaksin yang didasari oleh proses riset yang berkesinambungan.

Selama lebih dari dua dekade, Bio Farma mengukuhkan eksistensinya sebagai salah satu dari 30 produsen vaksin di dunia yang telah mendapatkan Prakuifikasi WHO. Beragam mekanisme dan metode terintegrasi telah dicanangkan oleh Bio Farma untuk

BIO FARMA'S PRODUCTION FACILITIES AND PRODUCT QUALITY

As a biotechnology-based company, Bio Farma has begun to change into a Life Science Company by positioning itself in the international arena as an Indonesian vaccine manufacturer. Bio Farma produces vaccines based on a continuous research process, referring to the National Agency of Drug and Food Control (NA-DFC/ BPOM), International Standards, and the latest Quality Management System.

For more than two decades, Bio Farma has established its existence as one of the 30 vaccine manufacturers globally that have received WHO Prequalification. The Company has implemented various integrated mechanisms and methods to maintain the quality of products and services for the wider community,



menjaga kualitas produk dan jasa untuk masyarakat luas, antara lain: CPOB (Cara Pembuatan Obat yang Baik) dari Badan POM dan current Good Manufacturing Practices (cGMP) dari Badan Kesehatan Dunia (WHO), Good Laboratory Practices (GLP), Good Clinical Practices (GCP), Good Distribution Practices (GDP), sistem manajemen terpadu ISO 9001:2015, ISO 14001:2015, dan ISO 45001:2018. Di sisi lain, untuk mendukung penerapan sistem integrasi yang sudah dilakukan, Bio Farma mengacu pada panduan world class standard lainnya, seperti ISO 26000 guidance for CSR, Enterprise Risk Management ISO 31000, International Financial Reporting Standard (IFRS) dan Teknologi Informasi 27000.

Aktivitas bisnis Bio Farma beroperasi berada di dua lokasi yang berbeda, yaitu Jalan Pasteur No. 28 Bandung dengan luas lahan 91.058 m² yang digunakan untuk fasilitas Produksi, Penelitian dan Pengembangan, Pemasaran, serta Administrasi; serta lokasi yang digunakan untuk pengembangbiakan dan pemeliharaan hewan laboratorium dan produksi bahan asal hewan sebagai bahan baku produksi sera dan produksi bahan asal hewan sebagai bahan baku produksi sera yang berlokasi di Cisarua, Lembang, Kabupaten Bandung Barat dengan luas lahan 282.441 m². Untuk mendukung kelancaran operasional tersebut, Bio Farma memiliki juga Kantor Perwakilan di Gedung Pakarti Centre, Jl. Tanah Abang III No. 23-27, Jakarta.

PROSES PRODUKSI DAN PENGUJIAN VAKSIN BIO FARMA

Vaksin merupakan antigen (mikroorganisma) yang diinaktivasi atau dilemahkan. Jika vaksin diberikan kepada orang yang sehat, maka akan membentuk kekebalan atau antibodi spesifik terhadap mikroorganisma tersebut. Jika terpapar, akan kebal dan tidak sakit. Bahan dasar untuk membuat vaksin memerlukan mikroorganisma, baik virus maupun bakteri. Menumbuhkan mikroorganisma memerlukan media tumbuh yang disimpan pada suhu tertentu.

Proses produksi vaksin Bio Farma dilakukan melalui proses yang sangat ketat dan berstandar tinggi, mulai dari penyediaan bahan baku yang berasal dari rekanan yang memiliki kualitas tertentu. Fasilitas produksi yang harus tervalidasi, baik alat dan penunjang lainnya sehingga fasilitas penyimpanan barang jadi dan proses distribusi dimonitor secara ketat agar tetap memenuhi faktor kualitas, keamanan dan efektivitas yang konsisten.

Proses produksi vaksin, diawali dengan pemilihan dan penanaman bibit/mikroorganisma/virus dan bakteri terpilih yang tumbuh kemudian dipanen, diinaktivasi, dimurnikan, diformulasi dan kemudian

including Good Manufacturing Practices (GMP) from the National Agency for Drug and Food Control (BPOM) and current Good Manufacturing Practices (cGMP) from the World Health Organization (WHO), Good Laboratory Practices (GLP), Good Clinical Practices (GCP), Good Distribution Practices (GDP), and integrated management systems ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018. On the other hand, to support the implementation of the integrated systems, Bio Farma refers to other world-class standard guidelines, including the ISO 26000 guidance standard on Social Responsibility, the Enterprise Risk Management ISO 31000, the International Financial Reporting Standard (IFRS) and the Information Technology 27000.

At present, Bio Farma operates in two different locations: firstly, Jalan Pasteur No. 28 Bandung, with a land area of 91,058 m² which is used for Production, Research and Development, Marketing, and Administration facilities; and secondly, a location in Cisarua, Lembang, West Bandung Regency, with a land area of 282,441 m² which is used for breeding and rearing laboratory animals, and for the production of animal-derived materials as raw materials for the production of sera. To support smooth operations, the Company also has a Representative Office at Gedung Pakarti Center, Jl. Tanah Abang III No. 23-27, Jakarta.

BIO FARMA'S VACCINE PRODUCTION AND TESTING PROCESS

Vaccines contain inactivated or attenuated antigens (microorganisms). If the vaccine is administered to healthy people, it will trigger immunity or specific antibodies against these microorganisms. If individuals are exposed to coronavirus, the vaccine will provide them with immunity so that they do not get ill. The key ingredient for making vaccines is microorganisms, either viruses or bacteria. Growing microorganisms requires a growth medium stored at a certain temperature.

Bio Farma's vaccine production process is carried out through a rigorous and high standard process, starting from the supply of raw materials coming from suppliers with certain quality standards. Production facilities must also be validated, both in terms of the tools and other forms of support. The finished goods storage facilities and distribution processes are closely monitored to meet consistent quality, safety, and effectiveness standards.

The vaccine production process begins with selecting and planting selected sources/microorganisms/viruses and then with bacteria that is grown, harvested, inactivated, purified, formulated, and then packaged.



dikemas. Rangkaian proses pembuatan vaksin tersebut dipantau dengan regulasi cara pembuatan obat yang baik atau disebut standar CPOB, juga dikenal *Good Manufacturing Practice (GMP)* sehingga produk terjaga dalam kualitas yang baik. Setiap *batch* yang diproduksi harus lulus pengujian mutu (*Quality Control*), dan jaminan mutu (*Quality Assurance*). Setiap *batch* produk yang dihasilkan akan dilaporkan ke BPOM untuk kemudian diperiksa dan bila sudah lulus, BPOM akan mengeluarkan sertifikat lulus uji untuk setiap *batch* vaksin. Dengan demikian, dapat dilihat bagaimana setiap *batch* yang dihasilkan sangat terjaga kualitasnya.

Vaksin produksi Bio Farma yang digunakan Pemerintah untuk program imunisasi nasional (Pentabio (dtp-hb-hib), DT, Td, TT, Hepatitis b, Campak, Polio, dan BCG) adalah vaksin dengan proses pembuatan yang sangat ketat sesuai standar WHO serta sudah mendapatkan status *release* dari Badan POM.

Membuat vaksin jenis baru bukanlah hal yang mudah. Membuat vaksin diawali dari riset beban penyakit (*diseases burden*), hingga menemukan bibit mikroorganisma yang baik. Formulasinya dapat memakan waktu 10 sampai dengan 12 tahun. Setiap tahap pengembangan ini senantiasa harus dalam tatanan CPOB. Sistem CPOB dan dokumentasi harus terimplementasi dengan baik. Riset yang lama dikarenakan bibit yang dipakai nantinya harus terbukti mempunyai karakter yang aman dan efektif.

REALISASI PRODUKSI

Kondisi tingkat kesehatan masyarakat dunia maupun domestik berbanding terbalik dengan situasi di mana terjadi penurunan volume produksi virus dan sera Bio Farma yang telah diaktualisasi beberapa tahun terakhir. Hal ini terlihat dari menurunnya produksi vaksin dan sera yang dilaksanakan secara mandiri di tahun 2019 dan 2020. Namun, sepanjang tahun 2021, produk reguler dan produk lainnya mengalami kenaikan volume produksi secara keseluruhan.

Pemerintah memberikan amanah kepada Bio Farma untuk gesit dalam menyediakan vaksin maupun reagent dan alat deteksi COVID-19. Untuk mendukung tugas tersebut, Bio Farma berkolaborasi dengan berbagai lembaga penelitian maupun produsen vaksin lainnya di berbagai negara, seperti Cina, India dan negara maju lainnya. Mitra bisnis tersebut berperan dalam melakukan coproduksi vaksin yang telah lulus uji sesuai persyaratan WHO.

Perkembangan volume produksi vaksin dan sera baik dalam skema produksi sendiri maupun dalam skema *Partnership*, disajikan dalam tabel berikut:

This series of steps in vaccine manufacturing processes are monitored according to the regulations on Good Manufacturing Practice (GMP), to maintain good quality. Each batch produced must pass both Quality Control and Quality Assurance. Each batch of product delivered is reported to BPOM for inspection. If it passes the test, BPOM will issue a certificate for each batch of vaccines. Thus, the quality of each batch produced is maintained.

The Bio Farma's vaccines used by the Government for the national immunization program (Pentabio (dtp-hb-hib), DT, Td, TT, Hepatitis b, Measles, Polio, and BCG) are vaccines with a very strict manufacturing process according to WHO standards and have obtained a status release from BPOM.

Making a new type of vaccine is not easy. Making vaccines starts with researching the disease burden and requires finding good sources for microorganisms. The formulation can take 10 to 12 years to develop. Each stage of this development must always be in the right GMP order, and the documentation must be implemented properly. The research takes a long time because the sources used must be proven to be safe and effective.

PRODUCT REALIZATION

The condition of global and domestic public health is inversely proportional to the situation where there has been a decrease in the volume of production of viruses and Bio Farma sera which have been actualized in recent years. This can be seen from the decline in the production of vaccines and sera which were carried out independently in 2019 and 2020. However, throughout 2021, regular products and other products experienced an increase in overall production volume.

The government has entrusted Bio Farma to be agile in providing vaccines as well as reagents and COVID-19 detection tools. To support the task, Bio Farma has collaborated with various research institutions and other vaccine manufacturers in multiple countries, such as China, India and other developed countries, to play a role in the co-production of vaccines that have passed the tests according to WHO requirements.

The development of vaccine and sera production volumes, both in the self-production and partnership schemes, is presented in the following table.

**Volume Produksi Vaksin dan Sera Bio Farma 2017–2021**

Bio Farma's Production Volume of Vaccines and Sera in 2017–2021

Deskripsi	Satuan Unit	2021	2020	2019	2018	2017	Description
Produksi Vaksin Virus	Juta Dosis Million Dose	1.343,11	2.242,54	1.374,22	2.117,50	2.898,95	Production of Virus Vaccine
Pertumbuhan	%	(40,11%)	63,19%	(54,09%)	(26,96%)	(26,37%)	Growth
Produksi Vaksin Bakteri	Juta Dosis Million Dose	200,71	424,07	449,59	543,54	392,70	Production of Bacterial Vaccine
Pertumbuhan	%	(52,67%)	(5,68%)	(17,28%)	38,41%	(26,87%)	Growth
Produksi Vaksin Kombinasi	Juta Dosis Million Dose	21,78	0,81	21,78	38,82	25,85	Production of Combination Vaccine
Pertumbuhan	%	2.587,99%	(96,28%)	(43,89%)	50,13%	24,80%	Growth
Produksi Sera dan Diagnostik	Juta Dosis Million Dose	0,25	0,64	0,68	0,97	0,72	Production of Sera and Diagnostic
Pertumbuhan	%	(60,04%)	(6,63%)	(29,51%)	34,56%	(25,60%)	Growth
Produksi Biosimilar	Juta Dosis Million Dose	0,15	–	–	–	–	Production of Biosimilar
Pertumbuhan	%	0.00%	0.00%	–	–	–	Growth
Produksi Partnership	Juta Dosis Million Dose	110,52	59,06	44,21	101,74	87,05	Production of Partnership Products
Pertumbuhan	%	87,11%	33,59%	(56,54%)	16,88%	218,17%	Growth
Total Produksi	Juta Dosis Million Dose	1.676,53	2.727,12	1.890,49	2.802,55	3.405,26	Total Production
Pertumbuhan	%	(38,52%)	44,25%	(32,54%)	(17,70%)	(24,72%)	Growth

Selaras dengan perkembangan volume produksi, nilai beban produksi vaksin dan sera Bio Farma sejak tahun 2018 cenderung menurun. Namun di tahun 2021, nilai beban produksi ini meningkat 1.104,52% menjadi sebesar Rp24.685,80 miliar dari Rp2.049,43 miliar di tahun 2020.

Kontributor kenaikan yang paling tinggi berasal dari produksi vaksin virus naik senilai Rp 13.634,94 miliar. Hal ini dikarenakan di tahun 2021 ada realisasi produksi bulk nOPV senilai Rp 13.324,62 miliar.

Kenaikan beban produksi sera ini berkaitan dengan realisasi produksi peralatan deteksi Pandemi COVID-19. Adapun gambaran perkembangan baban produksi Bio Farma selama periode 2017–2021 adalah sebagai berikut:

In line with the development of production volume, Bio Farma's production costs for vaccines and sera has decreased since 2018. However, the production costs in 2021 increased by 1,104.52% to Rp24,685.80 billion from Rp2,049.43 billion in 2020.

The highest uplift contributor is coming from virus vaccines production in value of Rp 13.634,94 billion. It is an impact of bulk nOPV production realization in 2021 in value of Rp 13.324,62 billion.

The increase in the production cost of sera was related to the realization of the COVID-19 detection tools. An overview of the development of Bio Farma's production costs during the 2017–2021 period is as follows:



Perkembangan Beban Produksi Bio Farma 2017-2021

Table of Development of Bio Farma's Production Costs in 2017-2021

Realisasi Beban Produksi	Satuan Unit	2021	2020	2019	2018	2017	Realization of Production Costs
Beban Produksi Vaksin Virus	Rp Miliar Rp Billion	14.264,58	629,64	681.44	426.87	532,84	Production Cost of Viral Vaccine
Pertumbuhan	%	2.165,52%	(7,60%)	59.64%	(19.89%)	0,62%	Growth
Beban Produksi Vaksin Bakteri	Rp Miliar Rp Billion	185,32	271.30	275.52	59,64%	215,05	Production Cost of Bacterial Vaccine
Pertumbuhan	%	(31,69%)	(1,53%)	3,31%	24,02%	(9,23%)	Growth
Beban Produksi Vaksin Kombinasi	Rp Miliar Rp Billion	264,40	21,72	215,19	307,89	205,28	Production Cost of Combination Vaccine
Pertumbuhan	%	1.117,57%	(89,91%)	(30,11%)	49,99%	38,01%	Growth
Beban Produksi Sera	Rp Miliar Rp Billion	202,30	177,98	39,53	23,42	58,57	Production Cost of Sera
Pertumbuhan	%	13,67%	350,23%	68,79%	(89,91%)	53,08%	Growth
Beban Produksi Biosimilar	Rp Miliar Rp Billion	8,63	-	-	-	-	Production Cost of Biosimilar
Pertumbuhan	%	0%	-	-	-	-	Growth
Beban Produksi Partnership	Rp Miliar Rp Billion	9.760,57	948,81	337,52	809,32	713,27	Production Cost of Partnership Products
Pertumbuhan	%	928,72%	181,11%	(58,30%)	13,47%	809,32	Growth
Total Beban Produksi	Rp Miliar Rp Billion	24.685,80	2.049,43	1.549,20	1.834,20	1.725,01	Production Costs
Pertumbuhan	%	1.104,52%	32,29%	(15,54%)	6,33%	47,19%	Growth

PEMASARAN

Nilai realisasi pemasaran Bio Farma di tahun 2021 meningkat 986,74% menjadi sebesar Rp30.320,45 miliar dari senilai Rp2.790,04 miliar di tahun sebelumnya. Nilai penjualan produk-produk perusahaan tetap mendominasi dengan kontribusi hingga 58,53% dari nilai total penjualan di tahun 2021.

MARKETING

Bio Farma's marketing realization in 2021 was Rp30,320.45 billion, which increased by 986.74% from Rp2,790.04 billion in the previous year. The Company's product sales continued to dominate, contributing 58.53% of the total sales in 2021.

Nilai Penjualan Bio Farma Menurut Kelompok Produk tahun 2017-2021

Table of Bio Farma's Sales by Product Group in 2017-2021

Realisasi Beban Produksi	Satuan Unit	2021	2020	2019	2018	2017	Marketing by Product Group
Produk Perusahaan							Company Products
Vaksin Virus	Rp Miliar Rp Billion	16.785,85	1.287,59	1.526,15	1.193,81	1.290,96	Virus Vaccines
Vaksin Bakteri	Rp Miliar Rp Billion	115,95	157,14	189,58	229,32	186,82	Bacterial Vaccines
Vaksin Kombinasi	Rp Miliar Rp Billion	318,51	218,84	272,51	536,57	318,58	Combination Vaccines
Sera & Diagnostik	Rp Miliar Rp Billion	523,52	482,49	71,61	78,33	75,75	Sera & Diagnostics



Realisasi Beban Produksi	Satuan Unit	2021	2020	2019	2018	2017	Marketing by Product Group
Biosimilar	Rp Miliar Rp Billion	2,04	-	-	-	-	Biosimilar
Subtotal Produk Perusahaan	Rp Miliar Rp Billion	17.745,87	2.146,06	2.059,84	2.038,04	1.872,11	Sub-total of Company Products
Pertumbuhan	%	726,90%	4,19%	1,07%	8,86%	(2,88%)	Growth
Produk Partnership	Rp Miliar Rp Billion	10.469,36	477,50	456,54	1.133,98	1.111,03	Partnership Products
Pertumbuhan	%	2.092,54%	4,59%	(59,74%)	2,07%	209,52%	Growth
Trading Partnership	Rp Miliar Rp Billion	1.704,05	104,00	14,59	53,11	20,12	Trading Partnerships
Pertumbuhan	%	1.538,51%	612,66%	(72,52%)	163,97%	(15,33%)	Growth
Jasa Layanan Klinik & Imunisasi	Rp Miliar Rp Billion	12,34	17,83	11,62	10,10	8,31	Clinical & Immunization Services
Pertumbuhan	%	(30,78%)	53,42%	14,98%	21,59%	56,35%	Growth
Jasa Layanan Distribusi	Rp Miliar Rp Billion	388,83	44,66	-	-	-	Distribution Services
Pertumbuhan	Rp Miliar Rp Billion	770,69%	-	-	-	-	Growth
Total Realisasi Pemasaran	Rp Miliar Rp Billion	30.320,45	2.790,04	2.542,59	3.235,23	3.011,57	Total Marketing Realization
Pertumbuhan	%	986,74%	9,73%	(21,41%)	7,43%	30,05%	Growth

Sebagaimana tampak dalam tabel tersebut di atas, peningkatan nilai penjualan sebesar Rp27.530,41 miliar atau kenaikan nilai sebesar 986,74% menjadi senilai Rp30.320,45 miliar tersebut dikontribusikan oleh masing-masing kelompok produksi sebagai berikut:

1. Produk Perusahaan.

Penjualan produk perusahaan naik 726,90% atau senilai Rp15.599,81 miliar karena realisasi penjualan vaksin virus naik sebesar 1.203,66% atau senilai Rp15.498,26 miliar. Lebih lanjut lagi, peningkatan ini dikontribusikan oleh adanya realisasi penjualan vaksin kombinasi, sera dan diagnostik, serta biosimilar.

2. Produk Partnership

Penjualan produk Partnership meningkat 2.092,54% atau bertambah senilai Rp9.991,86 miliar.

3. Trading Partnership

Penjualan trading Partnership di tahun 2021 naik 1.538,51% atau bertambah Rp1.600,05 miliar menjadi sebesar Rp1.704,05 miliar dari senilai Rp104,00 miliar di tahun sebelumnya.

4. Jasa Layanan Klinik dan Imunisasi

Penjualan Jasa Layanan Klinik dan Imunisasi turun -30,78 % atau berkurang menjadi sebesar Rp12,34 miliar dari Rp17,83 miliar.

As shown in Table above, the increase in sales by Rp27,530.41 billion or 986,74% to Rp30,320.45 billion was contributed to by each production group as follows:

1. Company Products

Sales of the Company's products increased by 726.90% or Rp15,599.81 billion, by 1,203.66% or Rp15,498.26 billion. Furthermore, the increase in derived by realization of combination Vaccines, sera and diagnostic, and biosimilar

2. Partnership Products

Sales of partnership products increased by 2,092.54%, or Rp9,991.86 billion.

3. Trading Partnership

Sales of trading partnerships in 2021 increased by 1,538.51% or Rp1,600.05 billion to Rp1,704.05 billion from Rp104.00 billion in the previous year.

4. Clinical and Immunization Services

Clinical and Immunization Services sales decreased by -30.78 % to Rp12.34 billion from Rp17.83 billion in the previous year.



5. Jasa Distribusi

Realisasi Jasa Distribusi senilai Rp388,83 miliar yang merupakan nilai penjualan di sektor Pemerintah, Swasta dan Ekspor merupakan catatan kinerja hasil perhitungan yang merujuk pada PSAK 72.

Sementara itu, jika merujuk pada hasil penjualan menurut sektor pasar tujuan pemasaran produk, penjualan kepada Pemerintah tetap mendominasi, diikuti dengan realisasi penjualan ke pasar ekspor kemudian penjualan kepada pasar sektor swasta, sebagaimana disajikan pada tabel berikut.

5. Distribution Services

The realization of Distribution Services was Rp388.83 billion, derived from the sales in the Government, Private, and Export sectors. Presentation of the realization of Distribution Services in the Financial statements refers to PSAK 72.

Meanwhile, when referring to sales by market sector and for each product marketing target, sales to the Government dominated, followed by sales realization to export markets and sales to private sector markets, as presented in the following table.

Penjualan Produk Bio Farma Menurut Sektor tahun 2017–2021

Table of Bio Farma's Sales of Products by Sector in 2017–2021

Sektor Konsumen	Satuan Unit	2021	2020	2019	2018	2017	Consumer Sector
Produk Perusahaan							Company's Product
Pemerintah	Rp Miliar Rp Billion	27.346,8	1.007,34	831,94	1.859,15	1.359,28	Government
Pertumbuhan	Rp Miliar Rp Billion	2.614,75%	21,08%	(55,25%)	36,77%	99,49%	Growth
Swasta	Rp Miliar Rp Billion	1.114,07	741,43	234,86	298,01	409,38	Private
Pertumbuhan	Rp Miliar Rp Billion	50,26%	215,69%	(21,19%)	(27,20%)	6,05%	Growth
Ekspor	Rp Miliar Rp Billion	1.470,75	996,61	1.475,80	1.078,06	1.242,91	Export
Pertumbuhan	%	47,58%	(32,47%)	36,89%	(13,21%)	(0,44%)	Growth
Jasa Distribusi	Rp Miliar Rp Billion	388,83	44,66				Distribution Service
Pertumbuhan		770,69%					Growth
Total	Rp Miliar Rp Billion	30.320,45	2.790,04	2.542,59	3.235,23	3.011,57	Total
Pertumbuhan	%	986,74%	9,73%	(21,41%)	7,43%	30,05%	Growth

1. Realisasi Penjualan Kepada Sektor Pemerintah

a. Realisasi penjualan sektor pemerintah tahun 2021 mencapai 2.541,11% atau senilai Rp27,35 triliun dibandingkan dengan RKAP Tahun 2021 dikarenakan adanya realisasi penjualan vaksin COVID-19 yang sebelumnya tidak dianggarkan.

b. Dibandingkan dengan periode yang sama tahun lalu naik sebesar 2.614,75% atau senilai Rp26,34 triliun terutama karena adanya realisasi penjualan vaksin penugasan Pemerintah yaitu vaksin COVID-19-BF, Corona-Vac dan COVID-19 Astrazeneca masing-masing senilai Rp15,15 triliun, Rp9,97 triliun dan Rp831,02 miliar.

1. Realization of Sales to the Government Sector

a. Realization of government sector sales in 2021 reached 2,541.11% or Rp. 27.35 trillion compared to the 2021 RKAP due to the realization of sales of COVID-19 vaccines which were not previously budgeted.

b. Compared to the same period last year, it increased by 2,614.75% or Rp. 26.34 trillion, mainly due to the realization of sales of vaccines assigned by the Government, which are the COVID-19-BF, Corona-Vac and COVID-19 Astrazeneca vaccines, each valued at Rp. 15.15 trillion, Rp9.97 trillion and Rp831.02 billion.



2. Realisasi Penjualan Sektor Swasta

- a. Dibandingkan dengan RKAP Tahun 2021, penjualan sektor swasta mencapai 137,51% atau senilai Rp1,11 triliun terutama adanya realisasi penjualan COVID-19 vaccine Sinopharm (vaksin gotong royong/VGR) dan HPV Gardasil masing-masing senilai Rp825,39 miliar dan Rp22,35 miliar.
- b. Dibandingkan dengan Tahun 2020, naik sebesar 50,26% atau senilai Rp372,64 miliar terutama dikarenakan adanya realisasi penjualan COVID-19 vaccine Sinopharm (vaksin gotong royong/VGR) dan HPV Gardasil masing-masing senilai Rp825,39 miliar dan Rp22,35 miliar.

3. Realisasi Penjualan Ekspor

- a. Dibandingkan dengan RKAP Tahun 2021, penjualan sektor ekspor mencapai 77,85% atau senilai Rp1,47 triliun, terutama karena:
 - Pencapaian penjualan Produk Jadi mencapai Rp692,06 miliar terutama dikarenakan pencapaian penjualan bOPV 20 ds, Campak 10 ds, dan nOPV2 50 ds masing-masing senilai Rp47,64 miliar, Rp70,18 miliar dan Rp338,18 miliar
 - Pencapaian penjualan Bulk mencapai Rp778,70 miliar terutama dikarenakan adanya pembatalan penjualan Bulk Campak dari Biological E India.
- b. Dibandingkan dengan tahun 2020, penjualan sektor ekspor naik sebesar 47,58% atau senilai Rp518,91 miliar dikarenakan adanya kenaikan realisasi penjualan nOPV2 50 ds dan Bulk Polio masing-masing naik senilai Rp299,39 miliar dan Rp159,64 miliar serta adanya realisasi penjualan bulk nOPV2 senilai Rp178,23 miliar dimana sebelumnya tidak ada realisasi penjualan.

4. Realisasi Jasa Distribusi

- Sesuai dengan penerapan PSAK 72 bahwa penyajian penjualan atas produk dan jasa dilakukan secara terpisah. Hal tersebut memberikan dampak ke masing-masing sektor penjualan sehingga penyajiannya adalah sebagai berikut:
- a. Total penjualan produk dan jasa ke sektor pemerintah adalah sebesar Rp 27,62 triliun terdiri dari penjualan atas produk sebesar Rp 27,35 triliun dan jasa distribusi sebesar Rp 271,08 miliar.
 - b. Total penjualan produk dan jasa ke sektor swasta adalah sebesar Rp 1,17 triliun terdiri dari penjualan atas produk sebesar Rp 1,11 triliun dan jasa distribusi sebesar Rp 55,80 miliar.

2. Realization of Sales to the Private Sector

- a. Compared to the 2021 Annual Work Plan and Budget, private sector sales reached 137.51% or Rp. 1.11 trillion, especially due to the realization of sales of the COVID-19 vaccine Sinopharm (Gotong Royong Vaccines/VGR) and HPV Gardasil worth Rp. 825.39 billion and Rp22.35 billion.
- b. Compared to 2020, there was an increase of 50.26% or Rp. 372.6 billion mainly derived from the realization of Sinopharm COVID-19 Vaccines sales (Gotong Royong Vaccines/VGR) and HPV Gardasil worth Rp. 825.39 billion and Rp22.35 billion respectively.

3. Realization of Export Sales

- a. Compared to the 2021 Annual Work Plan and Budget, export sector sales reached 77.85% or Rp1.47 trillion, mainly due to:
 - Sales of finished products, which reached Rp692.06 billion, mainly due to sales of bOPV 20 ds, Measles 10 ds, and nOPV2 50 ds valued at Rp47.64 billion, Rp70.18 billion and Rp338.18 billion respectively.
 - Bulk sales reached Rp778.70 billion, mainly due to the cancellation of Bulk Measles sales from Biological E India.
- b. Compared to 2020, export sector sales increased by 47.58% or Rp518.91 billion due to an increase in sales realization of nOPV2 50 ds and Bulk Polio an increase of Rp299.39 billion and Rp. 159.64 billion respectively, as well as the realization of bulk sales of nOPV2 worth Rp. 178.23 billion, where previously there was no sales realization.

4. Realization of Service Distribution in 2021:

- According to PSAK 72 Implementation regarding the sales of product and services presented separately. It impacts each sector sales in term of presentation as follows:
- a. Total sales of product and services in government sector is Rp 27.62 trillion consists of products sales Rp 27.35 trillion and distribution services Rp 271.08 billion.
 - b. Total sales of product and services in public sector is Rp 1.17 trillion consists of product sales Rp 1.1 trillion and distribution services Rp 55.80 billion.



- c. Total penjualan produk dan jasa ke sektor ekspor adalah sebesar Rp 1,53 triliun terdiri dari penjualan atas produk sebesar Rp1,47 triliun dan jasa distribusi sebesar Rp61,96 miliar.

PROGRAM PEMASARAN

Sebagai wujud dalam menjaga stabilitas dan kualitas penjualan produk-produk unggulan, Bio Farma mencanangkan ragam program pemasaran untuk memperkuat STP Perusahaan sesuai dengan sektor pasar yang dituju, sebagai berikut:

1. Pemasaran dan Penjualan Domestik

Beragam program pemasaran sebanyak 50 lebih program telah direalisasikan oleh Bio Farma untuk mempertahankan volume maupun penjualan di pasar domestik. Realisasi beragam program tersebut membuat Bio Farma mencatatkan penambahan jumlah pelanggan sektor swasta melalui marketer, yaitu 1.984 pelanggan atau senilai 10,25%.

Berikut program-program pemasaran yang dilaksanakan Bio Farma di pasar domestik:

- Mengikuti proses pengadaan di Kemenkes dan LKPP
- Meeting koordinasi dengan Kemenkes terkait rencana kebutuhan vaksin Program Nasional
- Kontrak pengadaan vaksin Nasional dengan Kemenkes dan LKPP
- Distribusi Vaksin program Nasional sesuai alokasi
- Kegiatan *monitoring* kualitas vaksin ke seluruh Dinas Kesehatan Provinsi
- Mengikuti proses penugasan pengadaan dan distribusi vaksin COVID-19
- Kegiatan monitoring kualitas vaksin ke seluruh Dinas Kesehatan Provinsi dan Hub
- Meeting koordinasi dengan seluruh *stakeholder* yang terlibat, terkait rencana kebutuhan vaksin COVID-19 tahun 2022
- Kontrak penugasan pengadaan vaksin COVID-19 dan kontrak distribusi vaksin COVID-19 dengan Kementerian Kesehatan RI
- Distribusi Vaksin COVID-19 sesuai alokasi
- Penetapan program diskon khusus, *bundling*, konsinyasi, *compliment* produk, penawaran program eksklusif, dan evaluasi harga pokok produksi untuk mengoptimalkan produk dengan ED pendek dan *slow moving* agar terserap pasar

- c. Total sales of product and services in export sector is Rp1.53 trillion consists of product sales Rp1.47 trillion and distribution services Rp 61.96 billion.

MARKETING PROGRAMS

To maintain the stability and quality of superior product sales, Bio Farma has launched various marketing programs to strengthen the Company's STP in accordance with the targeted market sector, as follows:

1. Domestic Marketing and Sales

More than 50 programs have been realized by Bio Farma in maintaining the volume of domestic market sales. Bio Farma has recorded 1.984 private customers or 10.25% contribution through the realization of marketing programs.

Bio Farma has conducted several marketing programs in the domestic market, including:

- Follow the procurement process at the Ministry of Health and National Public Procurement Agency
- Coordination meeting with the Ministry of Health regarding the plan for the National Program vaccine needs
- National vaccine procurement contract with the Ministry of Health and National Public Procurement Agency
- Distribution of National program Vaccines according to the allocation
- Vaccine quality monitoring activities throughout the Provincial Health Office
- Following the assignment process for the procurement and distribution of COVID-19 vaccines
- Vaccine quality monitoring activities throughout the Provincial Health Office and Hub
- Coordination meeting with all stakeholders involved, related to the planned fulfillment of the need for the COVID-19 vaccine in 2022
- Contract for the procurement of the COVID-19 vaccine and the distribution contract for the COVID-19 vaccine with the Indonesian Ministry of Health
- Distribution of COVID-19 Vaccine according to allocation
- Determination of special discount programs, bundling, consignment, product compliments, exclusive program offers, and evaluation of the cost of production to optimize products with short and slow moving EDs to be absorbed by the market



- l. Alignment intensif dengan *stakeholder* terkait untuk percepatan ketersediaan produk, sebagai bentuk optimalisasi produk dengan kondisi *out of stock*
- m. Finalisasi Kerjasama pemasaran produk baru Bio Farma Bersama *stakeholder* terkait serta koordinasi untuk menjamin rilis produk tepat waktu
- n. Menambah chanel penjualan dengan mengajukan negosiasi ulang produk di e-katalog, mengajukan produk baru agar masuk ke dalam e-katalog, serta ikut serta dalam program formularium Rumah Sakit dan jejaring Imunicare
- o. Mengembangkan dan menyempurnakan program Vaksin Gotong Royong (VGR) dengan cara membentuk tim SDM yang memadai untuk percepatan proses bisnis VGR, serta mengoptimalkan *customer* baru dari program VGR untuk penyerapan produk perusahaan (Bio Farma) lainnya
- p. Melakukan *monitoring* lapangan (regional) sebagai bentuk peningkatan distributor *competency*
- q. Menambah *sales marketer* di daerah potensial, melakukan *training product knowledge* dan *training* peningkatan *skills* sebagai bentuk pengembangan tenaga *marketer*
- r. Program *customer gathering* (Distributor *meeting*, *monitoring* produk dan *event marketing*) dan *loyalty price* program sebagai bentuk usaha membangun loyalitas dan pertumbuhan *end customer*
- s. Berkolaborasi dengan Asosiasi maupun *customer pareto* untuk meningkatkan *customer engagement* dan penyerapan produk, sebagai bentuk usaha *me-maintain* konsumen dalam rangka optimalisasi produk Bio Farma
- t. Evaluasi berkala performa *distributor existing*, penyempurnaan mekanisme *distributorship* dan program *Distributor Championship* dalam rangka pengembangan distributor

2. Pemasaran dan Penjualan Internasional

Bio Farma merealisasikan tidak kurang dari 12 program pemasaran untuk memenuhi target penjualan produk-produk di pasar ekspor, antara lain:

- a. Komunikasi intensif dengan *customer* untuk menjaga dan meningkatkan *relationship* melalui *e-mail*, telepon, *teleconference*, *face to face meeting* (setelah kondisi normal)
- b. Peningkatan kompetensi personil Divisi PPI melalui *online training* dan *workshop*

- l. Intensive alignment with relevant stakeholders to accelerate product availability, as a form of product optimization with out of stock conditions
- m. Finalization of Bio Farma's new product marketing collaboration with relevant stakeholders and coordination to ensure timely product release
- n. Adding sales channels by submitting product renegotiations in the e-catalog, submitting new products to be included in the e-catalog, as well as participating in the Hospital formulary program and the Imunicare network
- o. Develop and improve the Gotong Royong Vaccine (VGR) program by forming an adequate HR team to accelerate the VGR business process, as well as optimizing new customers from the VGR program for absorption of other company products (Bio Farma)
- p. Conducting field monitoring (regional) as a form of increasing distributor competency
- q. Hiring sales marketers in potential areas, conducting product knowledge training and skills improvement training as a form of developing marketers
- r. Customer gathering programs (Distributor meetings, product monitoring and event marketing) and loyalty price programs as an effort to build loyalty and growth of end customer
- s. Collaborating with Associations and Pareto customers to increase customer engagement and product absorption, as a form of effort to maintain consumers in order to optimize Bio Farma product
- t. Periodic evaluation of existing distributor performance, improvement of distributorship mechanism and Distributor Championship program in order to develop distributors

2. International Marketing and Sales

To meet the product sales target in the export market, Bio Farma realized no less than 12 marketing programs, including:

- a. Intensive communication with customers to maintain and improve relationships via email, telephone, teleconference, face to face meeting (after normal conditions)
- b. Improving the competence of PPI Division personnel through online training and workshops



- c. Membuat analisa pasar dalam rangka perluasan pasar internasional
- d. Meningkatkan hubungan baik dengan lembaga/instansi nasional maupun internasional terkait dengan perluasan ekspor, seperti Kemenlu RI, Kemenkes RI, KBRI, *Embassy*.
- e. Mencari potensi atau kesempatan pemasaran dan/atau bisnis internasional, baik secara jangka pendek, menengah maupun jangka panjang

- c. Create market analysis in the context of international market expansion
- d. Improve good relations with national and international institutions/agencies related to export expansion, such as the Indonesian Ministry of Foreign Affairs, the Indonesian Ministry of Health, and the Indonesian Embassy
- e. Finding business potential or international marketing and/or business opportunities, both in the short, medium and long term

3. *Regulatory Affair* dan Komunikasi Pemasaran dan Distribusi
Pada area ini, Bio Farma merealisasikan 35 program kegiatan, mencakup di antaranya:
 - a. Melakukan registrasi produk biofarma baik di Indonesia maupun di negara tujuan ekspor, dan juga produk *Partnership* di Indonesia sehingga memperoleh 39 izin edar selama tahun 2021.

3. Regulatory Affairs, Marketing Communication, and Distribution
In this area, Bio Farma has realized 35 programs, as follows:
 - a. Registering Bio Farma products in Indonesia and in export destination countries, as well as partnership products in Indonesia and obtaining 39 distribution licenses during 2021.

Nama Produk Product Name	Pabrikan Manufacturer	Negara tempat produk terdaftar Country where the product is registered	Nomor dan Tanggal Persetujuan Number and Approval Date
Coronavac (Dus, 40 vial@ 0.5 mL (1 ds)) Coronavac (Box, 40 vials@ 0.5 mL (1 ds))	Sinovac Life Sciences Co., Ltd, China (Tianfu site)	Indonesia	EUA2057300143A1, 11 Januari 2021 January 11, 2021
COVID-19 Vaccine (Dus, 10 vial @5 mL (10 ds)) COVID-19 Vaccine (Box, 10 vials @5 mL (10 ds))	PT Bio Farma (Persero), Indonesia	Indonesia	EUA2102907543A1, 16 Februari 2021 February 16, 2021
COVID-19 Vaccine AstraZeneca (Dus, 10 vial @ 5 ml (10 ds)) COVID-19 Vaccine AstraZeneca (Box, 10 vials @ 5 ml (10 ds))	SK Bioscience co., Ltd, Korea	Indonesia	EUA2158100143A1, 22 Februari 2021 February 22, 2021
Vaksin Jerap Td (Dus, 10 vial @ 10 ds) Adsorbed Td Vaccine (Box, 10 vials @ 10 ds)	PT Bio Farma (Persero), Indonesia	Gulf Cooperation Council	GRD/572/001/20, 06-Des-2020 (email diterima Bio Farma pada tanggal 24 Januari 2021 GRD/572/001/20, 6 December 2020 (email was received by Bio Farma on January 24, 2021)
bOPV Tipe 1 dan 3 (Dus, 50 vial @ 20 ds) bOPV Type 1 and 3 (Box, 50 vials @ 20 ds)	PT Bio Farma (Persero), Indonesia	Egypt	EGY/BP/Aug.2015/0088/01, 17-Aug-2020 (email diterima Bio Farma pada tanggal 21- Jan-2021) EGY/BP/Aug.2015/0088/01, 17 August 2020 (email was received by Bio Farma on January 21, 2021)
bOPV Tipe 1 dan 3 (Dus, 50 vial @ 20 ds) bOPV Type 1 and 3 (Box, 50 vials @ 20 ds)	PT Bio Farma (Persero), Indonesia	Gulf Cooperation Council	GRD/572/001/20, 06-Des-2020 (email diterima Bio Farma pada tanggal 24 Januari 2021) GRD/572/001/20, 6 December 2020 (email was received by Bio Farma on January 24, 2021)



Nama Produk Product Name	Pabrikan Manufacturer	Negara tempat produk terdaftar Country where the product is registered	Nomor dan Tanggal Persetujuan Number and Approval Date
BioSaliva	PT Bio Farma (Persero), Indonesia	Indonesia	KEMENKES RI AKD 10302120673, 1-Apr-2021 MINISTRY OF HEALTH OF RI AKD 10302120673, April 1, 2021
Bio Liv Gamma SN (Dus, 1 vial @ 50 mL) Bio Liv Gamma SN (Box, 1 vial @ 50 mL)	SK PLASMA, CO., LTD., ANDONG-SI, Korea Selatan	Indonesia	DKI2155300243A1, 1 April 2021 April 1, 2021
Bio Liv Gamma SN (Dus, 1 vial @ 100 mL) Bio Liv Gamma SN (Box, 1 vial @ 100 mL)	SK PLASMA, CO., LTD., ANDONG-SI, Korea Selatan	Indonesia	DKI2155300243A1, 1 April 2021 April 1, 2021
Enoxaparin Sodium (Dus, 2 prefilled syringe @ 0,4 mL + 2 needles) Enoxaparin Sodium (Box, 2 prefilled syringe @ 0.4 mL + 2 needles)	PT Bio Farma (Persero), Indonesia	Indonesia	GKL2102907743A1, 05 April 2021 April 5, 2021
Enoxaparin Sodium 0.6 mL (Dus, 2 prefilled syringe @ 0,6 mL + 2 needles) Enoxaparin Sodium 0.6 mL (Box, 2 prefilled syringe @ 0.6 mL + 2 needles)	PT Bio Farma (Persero), Indonesia	Indonesia	GKL2102907743A1, 05 April 2021 April 5, 2021
Enoxaparin Sodium 1.0 mL (Dus, 2 prefilled syringe @ 1 mL + 2 needles) Enoxaparin Sodium 1.0 mL (Box, 2 prefilled syringe @ 1 mL + 2 needles)	PT Bio Farma (Persero), Indonesia	Indonesia	GKL2102907743A1, 05 April 2021 April 5, 2021
Vaksin TT (Dus, 10 vial @ 10 ds (5 mL)) TT Vaccine (Box, 10 vials @ 10 ds (5 mL))	PT Bio Farma (Persero), Indonesia	Ukraine	UA/18674/01/01, 13 April 2021 April 13, 2021
Antiten-A (0,4 mL) (Dus, 2 prefilled syringe @ 0,4 ml + 2 needles) Antiten-A (0.4 mL) (Box, 2 prefilled syringe @ 0,4 ml + 2 needles)	PT Bio Farma (Persero), Indonesia	Indonesia	DKL2102907843A1, 23 April 2021 April 23, 2021
Antiten-A (0,6 mL) (Dus, 2 prefilled syringe @ 0,6 ml + 2 needles) Antiten-A (0,6 mL) (Box, 2 prefilled syringe @ 0.6 ml + 2 needles)	PT Bio Farma (Persero), Indonesia	Indonesia	DKL2102907843A1, 23 April 2021 April 23, 2021
Antiten-A (1.0 mL) (Dus, 2 prefilled syringe @ 1 ml + 2 needles) Antiten-A (1.0 mL) (Box, 2 prefilled syringe @ 1 ml + 2 needles)	PT Bio Farma (Persero), Indonesia	Indonesia	DKL2102907843A1, 23 April 2021 April 23, 2021
COVID-19 Vaccine AstraZeneca (Dus, 10 vial @ 5 ml (10 ds)) COVID-19 Vaccine AstraZeneca (Box, 10 vials @ 5 ml (10 ds))	Catalent Anagni S.R.L., Anagni, Italy	Indonesia	EUA2157200243A1 16 Mei 2021 May 16, 2021
COV2BIO (Dus, 1 vial @ 5 ml (10 dosis)) (Box, 1 vial @ 5 ml (10 doses))	PT Bio Farma (Persero), Indonesia	Indonesia	EUA2102907643A1, 24 Juni 2021 June 24, 2021



Nama Produk Product Name	Pabrikan Manufacturer	Negara tempat produk terdaftar Country where the product is registered	Nomor dan Tanggal Persetujuan Number and Approval Date
MODERNA COVID-19 Vaccine (Dus, 10 vial @ maximum 11 dosis: range 10-11 dosis) MODERNA COVID-19 Vaccine (Box, 10 vials @ maximum 11 doses: range 10-11 doses)	MODERNATX, INC., UNITED STATES OF AMERICA	Indonesia	EUA2159700143A1, 01 Juli 2021 EUA2159700143A1, July 1, 2021
MODERNA COVID-19 Vaccine (Dus, 10 vial @ maximum 15 dosis: range 13-15 dosis) MODERNA COVID-19 Vaccine (Box, 10 vials @ maximum 15 doses: range 13-15 doses)	MODERNATX, INC., UNITED STATES OF AMERICA	Indonesia	EUA2159700143A1, 01 Juli 2021 EUA2159700143A1, July 1, 2021
COVID-19 Vaccine AstraZeneca (Dus, 10 vial @ 5 ml (10 dosis)) COVID-19 Vaccine AstraZeneca (Box, 10 vials @ 5 ml (10 doses))	UNIVERSAL FARMA, S.L., SPAIN	Indonesia	EUA2159800143A1, 05 Juli 2021 EUA2159800143A1, July 5, 2021
Coronavac (Dus, 40 vials@ 1 ml (2 dosis)) Coronavac (Box, 40 vials@ 1 ml (2 doses))	SINOVAC LIFE SCIENCES CO., LTD CHINA (Yongda Site)	Indonesia	EUA2057300143A1, 11 Agustus 2021 August 11, 2021
Comirnaty (DUS, 195 VIALS @ 6 DOSIS + DUS, 25 DILUENT VIALS @ 2 ML NACL 0.9%) Comirnaty (BOX, 195 VIALS @ 6 DOSES + BOX, 25 DILUENT VIALS @ 2 ML NACL 0.9%)	PHARMACIA & UPJOHN COMPANY LLC, UNITED STATES OF AMERICA	Indonesia	EUA2172101043A1, 25 Agustus 2021 August 25, 2021
CONVIDECIA (Dus, 1 vial @ 0.5 ml (1 dosis)) CONVIDECIA (Box, 1 vial @ 0.5 ml (1 dose))	CANSINO BIOLOGICS INC., CHINA	Indonesia	EUA2160300143A1, 07 September 2021 September 7, 2021
CONVIDECIA (Dus, 1 vial @ 1.5 ml (3 dosis)) CONVIDECIA (Box, 1 vial @ 1.5 ml (3 doses))	CANSINO BIOLOGICS INC., CHINA	Indonesia	EUA2160300143A1, 07 September 2021 September 7, 2021
Vaksin Jera Td (Dus, 10 vial @ 10 ds) Adsorbed Td Vaccine (Box, 10 vials @ 10 ds)	PT Bio Farma (Persero), Indonesia	SAUDI ARABIA	0000011817, 13 September 2021 September 13, 2021
Tuberculin PPD RT 23 SSI (Dus, 5 vial@ 1,5 ml (15 dosis)) Tuberculin PPD RT 23 SSI (Box, 5 vials@ 1.5 ml (15 doses))	AJ VACCINE A/S, COPENHAGEN, DENMARK	Indonesia	DKI0052700243B1, 13 September 2021 September 13, 2021
Coronavac (Dus, 40 vials@ 1 ml (2 dosis)) Coronavac (Box, 40 vials@ 1 ml (2 doses))	SINOVAC LIFE SCIENCES CO., LTD, CHINA (Tianfu Site)	Indonesia	EUA 2057300143A1 21 September 2021 September 21, 2021
Coronavac (Dus, 40 vials@ 1 ml (2 dosis)) Coronavac (Box, 40 vials@ 1 ml (2 doses))	SINOVAC LIFE SCIENCES CO., LTD, CHINA (Xiangrui Site)	Indonesia	EUA 2057300143A1 21 September 2021 September 21, 2021
FastBio-RBD FIA Meter	GUANGZHOU WONDFO BIOTECH CO., LTD., China	Indonesia	KEMENKES RI AKL 20304127374, 27 November 2021 MINISTRY OF HEALTH OF RI AKL 20304127374, November 27, 2021



Nama Produk Product Name	Pabrikan Manufacturer	Negara tempat produk terdaftar Country where the product is registered	Nomor dan Tanggal Persetujuan Number and Approval Date
MODERNA COVID-19 VACCINE (Dus, 10 vial @ maximum 15 dosis: range 13-15 dosis) MODERNA COVID-19 VACCINE (Box, 10 vials @ maximum 15 doses: range 13-15 doses)	BAXTER PHARMACEUTICAL SOLUTIONS LLC, UNITED STATES OF AMERICA	Indonesia	EUA2161400143A1, 29 November 2021 November 29, 2021
MODERNA COVID-19 VACCINE (Dus, 10 vial @ maximum 15 dosis: range 13-15 dosis) MODERNA COVID-19 VACCINE (Box, 10 vials @ maximum 15 doses: range 13-15 doses)	CATALENT INDIANA LLC, USA	Indonesia	EUA2122000343A1, 29 November 2021 November 29, 2021
MODERNA COVID-19 VACCINE (Dus, 10 vial @ maximum 11 dosis: range 10-11 dosis) MODERNA COVID-19 VACCINE (Box, 10 vials @ maximum 11 doses: range 10-11 doses)	RECIPHARM MONTS, FRANCE	Indonesia	EUA2181400843A1, 29 November 2021 November 29, 2021
MODERNA COVID-19 VACCINE (Dus, 10 vial @ maximum 11 dosis: range 10-11 dosis) MODERNA COVID-19 VACCINE (Box, 10 vials @ maximum 11 doses: range 10-11 doses)	ROVI PHARMA INDUSTRIAL SERVICES, SPAIN	Indonesia	EUA2161500143A1, 29 November 2021 November 29, 2021
PFIZER-BIONTECH COVID-19 VACCINE (Dus, 195 vial @ 6 dosis + dus, 25 diluent vial @ 10 ml nacl 0.9%) PFIZER-BIONTECH COVID-19 VACCINE (Dus, 195 vials @ 6 doses + box, 25 diluent vials @ 10 ml nacl 0.9%)	HOSPIRA, INC.,USA	Indonesia	EUA2111901543A1, 29 November 2021 November 29, 2021
FastBio-RBD (2019-nCoV Neutralizing Antibody Test) (Dus, kit, isi 25 tes) FastBio-RBD (2019-nCoV Neutralizing Antibody Test) (Box, kit, content: 25 tess)	GUANGZHOU WONDFO BIOTECH CO., LTD., China	Indonesia	KEMENKES RI AKL 20303127373, 08 Desember 2021 MINISTRY OF HEALTH OF RI AKL 20303127373, December 8, 2021
PFIZER-BIONTECH COVID-19 VACCINE (Dus, 195 vial @ 6 dosis + dus, 25 diluent vial @ 10 ml nacl 0.9%) PFIZER-BIONTECH COVID-19 VACCINE (Box, 195 vials @ 6 doses + box, 25 diluent vials @ 10 ml nacl 0.9%)	PHARMACIA & UPJOHN COMPANY LLC, KALAMAZOO, USA	Indonesia	EUA2172101143A1, 27 Desember 2021 December 27, 2021
KCONECAVAC (Dus, 10 vial @ 5 ml (10 dosis)) KCONECAVAC (Box, 10 vials @ 5 ml (10 doses))	SHENZHEN KANGTAI BIOLOGICAL PRODUCT CO., LTD.,China	Indonesia	EUA2161000143A1, 31 Oktober 2021 October 31, 2021
DIPHtheria ANTITOXIN B.P (DUS, 1 VIAL @ 10 ML) DIPHtheria ANTITOXIN B.P (BOX, 1 VIAL @ 10 ML)	VINS BIOPRODUCTS LTD., INDIA	Indonesia	DKI2160500143A1, 30 Oktober 2021 October 30, 2021

b. Melakukan registrasi ulang (*renewal*) untuk produk yang masa berlaku izin edarnya perlu diperpanjang, sehingga selama 2021 diperoleh 21 persetujuan perpanjangan sesuai tabel di bawah ini.

b. Carrying out re-registration (*renewal*) for products whose distribution license validity period needs to be extended. During 2021, 21 extension approvals were obtained as seen in table below.



Nama Produk Product Name	Pabrikan, Asal Manufacturer, Origin	Negara tempat produk terdaftar Country where the product is registered	Nomor dan Tgl Persetujuan Number and Approval Date
BIOSAT 1,5 (Dus, 10 ampul @ 1ml (1500 UI)) BIOSAT 1,5 (Box, 10 ampoules @ 1ml (1500 UI))	PT Bio Farma (Persero), Indonesia	Indonesia	DKL1102906643A1, 15 Februari 2021 February 15, 2021
BIOSAT 20 (Dus, 1 vial @ 4 ml) BIOSAT 20 (Box, 1 vial @ 4 ml)	PT Bio Farma (Persero), Indonesia	Indonesia	DKL1102906643B1, 15 Februari 2021 February 15, 2021
BIOADS (Dus, 1 vial @ 10 ml) BIOADS (Box, 1 vial @ 10 ml)	PT Bio Farma (Persero), Indonesia	Indonesia	DKL1102906743A1, 15 Februari 2021 February 15, 2021
Vaksin DTP (Dus, 10 vial@ 5 ml (10 dosis)) DTP Vaccine (Box, 10 vials@ 5 ml (10 doses))	PT Bio Farma (Persero), Indonesia	Mesir Egypt	EGY/BP/July.2015/0085/01, 07 April 2021 April 7, 2021
Shan IPV (Dus, 50 vial@ 2,5 ml (5 dosis)) (Box, 50 vials@ 2,5 ml (5 dosis))	SANOFI HEALTHCARE INDIA PRIVATE LIMITED, India	Indonesia	DKI1627100143A1, 28 April 2021 April 28, 2021
Shan IPV (Dus, 50 vial @ 5 ml (10 dosis)) (Box, 50 vials@ 2,5 ml (5 dosis))	SANOFI HEALTHCARE INDIA PRIVATE LIMITED, India	Indonesia	DKI1627100143A1, 28 April 2021 April 28, 2021
Bulk Polio Tipe 1 dan 3 (POL) Bulk Polio Type 1 and 3 (POL)	PT Bio Farma (Persero), Indonesia	India	IL/BIO-000017 - RC/BIO-000002, 11 May 2021 May 11, 2021
Bulk Tetanus (PTT)	PT Bio Farma (Persero), Indonesia	India	IL/BIO-000071 - RC/BIO-000002, 10 May 2021 May 10, 2021
Bulk Polio Tipe 1 dan 3 (POL) Bulk Polio Type 1 and 3 (POL)	PT Bio Farma (Persero), Indonesia	India	IL/BIO-000007 - RC/BIO-000002, 19 May 2021 May 19, 2021
Vaksin TT (Dus, 10 vial@ 5 ml (10 dosis)) TT Vaccine (Box, 10 vials@ 5 ml (10 doses))	PT Bio Farma (Persero), Indonesia	Mesir	EGY/BP/Jun.2015/0083/01, 17 Juni 2020 (email diterima Bio Farma pada Juni 2021) June 17, 2020 (email was received by Bio Farma in June 2021)
Bulk Toksoid Difteri (PDT) Bulk Purified diphtheria toxoid (PDT)	PT Bio Farma (Persero), Indonesia	India	RC/BIO-000002, 11 Mei 2021 May 11, 2021
Bulk Toksoid Tetanus (PTT) Bulk Purified Tetanus Toxoid (PTT)	PT Bio Farma (Persero), Indonesia	India	RC/BIO-000002, 11 Mei 2021 May 11, 2021
Bulk Pertussis (wPFB)	PT Bio Farma (Persero), Indonesia	India	RC/BIO-000002, 11 Mei 2021 May 11, 2021
Bulk Polio Tipe 1 Bulk Polio Type-1	PT Bio Farma (Persero), Indonesia	India	RC/BIO-000002, 11 Mei 2021 May 11, 2021
Bulk Polio Tipe 3 Bulk Polio Type-3	PT Bio Farma (Persero), Indonesia	India	RC/BIO-000002, 11 Mei 2021 May 11, 2021
Bulk Hib (CHL)	PT Bio Farma (Persero), Indonesia	India	RC/BIO-000002, 11 Mei 2021 May 11, 2021



Nama Produk Product Name	Pabrikan, Asal Manufacturer, Origin	Negara tempat produk terdaftar Country where the product is registered	Nomor dan Tgl Persetujuan Number and Approval Date
VAKSIN DTP-HB 10 (Dus, 10 vial @ 10 dosis (5 ml)) DTP-HB 10 VACCINE (Box, 10 vials @ 10 doses (5 ml))	PT Bio Farma (Persero), Indonesia	Indonesia	GKL0302906043B1, 5 Juli 2021 July 5, 2021
mBioCov-19 RT-PCR Kit	PT Bio Farma (Persero), Indonesia	Indonesia	KEMENKES RI AKD 20303021507, 01 Juli 2021 MINISTRY OF HEALTH OF RI AKD 20303021507, July 5, 2021
BioVTM	PT Bio Farma (Persero), Indonesia	Indonesia	KEMENKES RI AKD 10302020808, 01 Juli 2021 MINISTRY OF HEALTH OF RI AKD 10302020808, July 1, 2021
Vaksin Hepatitis B rekombinan 1 mL (Dus, 10 pouch @ 1 prefilled syringe (uniject) @ 1 mL) Recombinant hepatitis B vaccine 1 mL (Box, 10 pouches @ 1 prefilled syringe (uniject) @ 1 mL)	PT Bio Farma (Persero), Indonesia	Indonesia	GKL9802905543A1, 14 Desember 2021 December 14, 2021
HBV (Dus, 1 pouch @ 1 prefilled syringe (uniject) @ 1 mL) (Box, 1 pouch @ 1 prefilled syringe (uniject) @ 1 mL)	PT Bio Farma (Persero), Indonesia	Indonesia	DKL0302905943A1, 14 Desember 2021 December 14, 2021

c. Melakukan registrasi variasi kepada *authority* terkait sesuai dengan disposisi *change control management* dan juga melakukan *routine report* WHO PQVAR sesuai dengan jadwal di bawah ini untuk produk – produk biofarma dengan status WHO PQ-ed.

c. Carrying out registration of variations to the relevant authorities in accordance with the disposition of change control management and also carrying out routine WHO PQVAR according to the schedule below for Bio Farma products with WHO PQ-ed status.

Produk Product	Date of PQ by WHO	PQVAR Timeline
TT Uniject 1 ds	29 Oktober October 2003	Januari January
mOPV1 20 ds	3 November 2009	Januari January
Pentabio 5 & 10 ds	19 December 2014	Januari January
bOPV 10 ds	05 November 2015	Januari January
TT Vaccine 10 & 20 ds	11 Maret March 1999	Mei May
DT Vaccine 10 ds	11 Maret March 1999	Mei May
OPV (trivalent) 10 & 20 ds	31 Agustus August 2020 (Reactivation)	Mei May
DTP Vaccine 10 ds	6 April 2001	Mei May
Measles Vaccine 10 ds	9 April 1997	Mei May
Measles Vaccine 20 ds	4 September 2006	Mei May
bOPV 20 ds	26 Mei May 2010	Mei May
Td Vaccine 10 ds	6 Juli July 2011	September
mOPV2 20 ds	21 Juni June 2019	September



- d. Mengembangkan berbagai kegiatan penjualan dengan menggunakan media *online/offline* seperti:
 - Membuat konten promosi di *website* dan social media Imunicare
 - Menggunakan sarana *email blast*
 - Membuat desain konten promosi untuk informasi dan edukasi
 - Koordinasi operasional layanan *Call Center / Bio Care 1500810*
 - Penerapan SEO, SEM dan SMM untuk *website* dan social media Imunicare
 - e. Melaksanakan program kegiatan promosi yang terintegrasi seperti:
 - *Sponsorship* kegiatan ilmiah dan komunitas yang relevan (*Webinar, Talkshow, Symposium, dll*)
 - Mengikuti kegiatan pameran virtual yang relevan (*World Heart Day PERKI, Hannover Messe 2021, KONIKA XVIII IDAI, dll*)
 - *Launching* produk dan *brand activation* produk baru (*Biosaliva*)
 - Pembuatan video-video produk dan konten animasi
 - *Launching* mitra Imunicare
 - Membuat dan mendistribusikan material promosi (*gimmick / merchandise*) untuk mendukung 373 kegiatan pemasaran.
 - f. Melakukan total 7.186 kali pengiriman vaksin, sera, *bulk*, dan alkes tujuan dalam dan luar negeri untuk kontrak dan tender.
 - g. Melakukan distribusi sebanyak 300 juta dosis vaksin COVID-19 sepanjang tahun 2021.
 - h. Pemutakhiran fasilitas penunjang proses distribusi dengan mengimplementasi dan *update* sistem *track and trace* (TnT), *generate barcode* untuk jumlah sisa vaksin, penambahan fasilitas penyimpanan vaksin dan pelarut vaksin COVID-19 Pfizer, dan implementasi aplikasi BOSNET dalam menunjang transaksi PBF.
 - i. Melakukan penjualan dan pendistribusian vaksin, serum, alkes, dan obat melalui PBF Bio Farma ke Dinas Kesehatan, Apotek, Rumah Sakit, Laboratorium, dan instansi lainnya di wilayah Jawa Barat dan DKI Jakarta.
 - j. PBF Bio Farma menjadi salah satu hub dalam pendistribusian vaksin COVID-19 untuk tujuan Dinas Kesehatan Kabupaten/Kota di area Jawa Barat.
 - k. Melakukan kerjasama distribusi Vaksin Gotong Royong dari Sinopharm dengan PT Kimia Farma.
 - l. Melaksanakan *monitoring* kualitas vaksin ke beberapa Dinas Kesehatan Provinsi.
- d. Developing several sales activities using online/offline media such as:
 - Creating promotional contents on the Imunicare website and social media
 - Using email blasts
 - Designing promotional content for information and education
 - Operational coordination of Call Center/Bio Care 1500810 services
 - Implementing SEO, SEM and SMM for Imunicare website and social media
 - e. Melaksanakan program kegiatan promosi yang terintegrasi seperti:
 - Sponsoring relevant scientific and community programs (*Webinars, Talk shows, Symposiums, etc.*)
 - Participating in relevant virtual exhibition programs (*World Heart Day PERKI, Hannover Messe 2021, KONIKA XVIII IDAI, etc.*)
 - Launching new products and new product brand activation (*Biosaliva*)
 - Creating product videos and animated contents
 - Launching Imunicare partners
 - Creating and distributing promotional materials (*gimmicks/merchandise*) to support 373 marketing activities.
 - f. Carrying out a total of 7,186 domestic and international shipments of vaccines, sera, bulk and medical supplies for contracts and tenders.
 - g. Distributing 300 million doses of COVID-19 vaccine throughout 2021.
 - h. Updating the distribution process support facilities through the implementation and update of track and trace (TnT) system, generating barcodes for the remaining amount of vaccine, adding Pfizer vaccine storage facilities and COVID-19 vaccine solvents, and implementing the BOSNET application to support PBF transactions.
 - i. Selling and distributing vaccines, serum, medical devices, and drugs through PBF Bio Farma to the Health Offices, Pharmacies, Hospitals, Laboratories, and other agencies in West Java and DKI Jakarta.
 - j. PBF Bio Farma is one of the hubs in the distribution of COVID-19 vaccines for the destination of Health Offices in Regencies/Municipalities in the West Java area.
 - k. Carrying out collaboration on the distribution of Mutual Cooperation Vaccination from Sinopharm with PT Kimia Farma.
 - l. Carrying out monitoring of vaccine quality to several Provincial Health Offices.



- m. Menyusun protokol validasi pengiriman vaksin COVID-19 Coronavac, COVID-19 Bio Farma, COVID-19 AstraZeneca dan vaksin nOPV 20 ds serta melakukan analisis risiko pengepakan vaksin COVID-19 Pfizer.
- n. Melakukan validasi kendaraan *reefer truck* untuk angkutan vaksin kondisi *fully loaded*.
- o. Melaksanakan audit baik dari pihak internal maupun eksternal.
- p. Memberikan pelatihan ke beberapa Dinas Kesehatan dan *sharing knowledge* kepada tamu yang melakukan kunjungan ke Bio Farma terkait penanganan *cold chain system*.
- q. Efisiensi biaya distribusi dengan melakukan perubahan pola *distributorship* penjualan sektor swasta melalui penunjukan distributor utama di setiap ibukota provinsi.

4. Divisi Ritel & Pelayanan

Untuk memasarkan Produk & Jasa di Divisi Ritel & Pelayanan Bio Farma merealisasikan berbagai kegiatan, yakni:

- a. Kerjasama kemitraan Imunicare dengan Fasilitas kesehatan yang dimiliki Holding Farmasi BUMN, IHC dan BUMN lainnya serta swasta yang telah melaksanakan Vaksinasi Gotong Royong (VGR)
- b. Kerjasama Penyediaan Vaksin dan Kit Diagnostik (PCR, VTM dll) di seluruh fasilitas kesehatan Holding Farmasi BUMN, IHC dan Sinergi BUMN
- c. Meningkatkan Promosi dan mengembangkan penjualan melalui online
- d. Penambahan layanan Pemeriksaan Covid-19 (Swab Antigen dan PCR)
- e. Meningkatkan Kerja sama ke Perusahaan dan Instansi untuk program vaksinasi dewasa seperti Vaksin FLU, Vaksin Hepatitis B dan lainnya)

PENELITIAN DAN PENGEMBANGAN

1. Penelitian dan Pengembangan Produk
Bio Farma merealisasikan penelitian dan pengembangan produk-produk:
 - a. Pengembangan vaksin.
 - b. Pengembangan translasi produk Bio Farma.
 - c. Pengembangan produk Imunoser, Regeneratif, dan *Therapy* berbasis protein.

Perusahaan saat ini sedang mengembangkan vaksin COVID-19, sehubungan dengan adanya penugasan yang diterima oleh Perusahaan dari Pemerintah untuk penyediaan kebutuhan atas vaksin COVID-19.

2. Inovasi Produk

Berbagai kegiatan inovasi produk sepanjang tahun 2021:

- a. Studi pendahuluan medium halal produksi *single harvest*.

- m. Developing a validation protocol for shipments of COVID-19 Coronavac, COVID-19 Bio Farma, COVID-19 AstraZeneca and nOPV 20 ds vaccines and carrying out a packaging risk analysis of Pfizer COVID-19 vaccine.
- n. Performing validation of reefer trucks for vaccine transportation in fully loaded conditions.
- o. Carrying out audits by internal and external parties.
- p. Providing training to several Health Offices and sharing knowledge with guests visiting Bio Farma regarding the handling of the cold chain system.
- q. Distribution cost efficiency by changing the distribution pattern of private-sector sales by appointing a main distributor in each provincial capital.

4. Retail & Service Division

To market Products & Services in the Retail & Service Division, Bio Farma realized ... programs, including:

- a. Imunicare Coownership with health facilities under Pharmaceutical SOEs Holding, IHC, and other SOEs as well as public sector who has participated in Gotong Royong Vaccination (VGR)
- b. Partnership in Vaccines Supply and Diagnostic Kit (PCR, VTM, etc) in all health facilities of Pharmaceutical SOEs Holding, IHC, and SOEs Synergy.
- c. Increasing Promotion and Development of sales through online platform.
- d. Addition of Covid-19 testing facilities (Swab, Antigen, and PCR)
- e. Increasing Partnership with Companies and Agency regarding adult vaccination program such as Flu Vaccines, Hepatitis B Vaccines, and others.

RESEARCH AND DEVELOPMENT

1. Product Research and Development
Bio Farma realizes research and development of the following products:
 - a. Vaccine development.
 - b. Development of translation of Bio Farma products.
 - c. Development of protein-based Immunose, Regenerative, and Therapy products.

The company is currently developing a COVID-19 vaccine, in relation to the assignment received by the Company from the Government for the provision of the need for a COVID-19 vaccine.

2. Product Innovation

Product innovation activities throughout 2021 included.

- a. Preliminary study of halal medium for single harvest production.



- b. Studi proses pemekatan toksoid.
- c. Penggantian koneksi aseptis.
- d. Pembuatan *working seed lot*.
3. Surveilans dan Evaluasi Produk
Selama tahun 2021, Bio Farma merealisasikan berbagai kegiatan surveilans dan uji klinis, yakni:
 - a. Melakukan uji laboratorium serologi/isolasi & identifikasi molekuler virus polio/campak/rubella/rotavirus dari program Surveilans AFP (Acute Flaccid Paralysis), Polio Lingkungan, Campak, Rubella, Congenital Rubella Syndrome (CRS) dan Rotavirus.
 - b. Melakukan uji laboratorium isolasi & identifikasi molekuler virus polio/campak/rotavirus dari sampel internal Bio Farma
 - c. Melakukan Uji klinis vaksin Typhoid (Vi-DT) fase III, vaksin Rotavirus fase III, *bridging study* vaksin Pentabio dengan hepatitis B vendor baru, vaksin Hepatitis B Monovalent Bio Farma fase III, *bridging study* vaksin Pentabio (Bulk Hepatitis B Bio Farma), Kinetical Ab Vi-DT, *bridging study* BCG, vaksin SARS-CoV2 (Sinovac) Fase III, vaksin COVID BUMN (RBD+Alum) Fase I pada usia 18 tahun ke atas
 - d. Melakukan pemeriksaan titer antibodi karyawan
 - e. Melakukan manajemen data farmakovigilans baik dalam maupun luar negeri.
 - f. Menyusun dokumen-dokumen farmakovigilans (PSUR/ *Periodic Safety Update Reports*, PSMF, PBRER/ *Periodic Benefit-Risk Evaluation Report*, profil KIPI/Kejadian Ikutan Pasca Imunisasi tahunan)
 - g. Melakukan *Post Marketing Surveillance* (PMS) Vaksin COVID-19
 - h. Melakukan aktivitas terkait komitmen Post EUL nOPV2 (Enhanced AESI/Adverse Event Special Interest surveillance, Enhanced AFP surveillance, Enhanced environmental surveillance, dll)
 - i. Melakukan pemantauan keamanan vaksin TOPV ekspor UNICEF

- b. Study of the toxoid concentration process.
- c. Aseptic connection replacement.
- d. Produce working seed lots.
3. Product Surveillance and Evaluation
During 2021, Bio Farma realized several surveillance activities and clinical trials, including:
 - a. Perform serology/isolation laboratory tests & virus molecular identification polio/measles/rubella/rotavirus from the AFP (Acute Flaccid Paralysis) Surveillance program, Environmental Polio, Measles, Rubella, Congenital Rubella Syndrome (CRS) and Rotavirus.
 - b. Performing virus isolation & molecular identification laboratory tests polio/measles/rotavirus from Bio Farma's internal samples
 - c. Conducting clinical trials of Typhoid vaccine (Vi-DT) phase III, Rotavirus vaccine phase III, bridging Pentabio vaccine study with new vendor hepatitis B, Bio Farma Monovalent Hepatitis B vaccine phase III, Pentabio vaccine bridging study (Bulk Hepatitis B Bio Farma), Kinetic Ab Vi-DT, BCG bridging study, SARS-CoV2 vaccine (Sinovac) Phase III, BUMN COVID vaccine (RBD+Alum) Phase I at the age of 18 years and above
 - d. Conduct employee antibody titer checks
 - e. Perform pharmacovigilance data management both at domestic level and international level
 - f. Prepare pharmacovigilance documents (PSUR/ *Periodic Safety Update Reports*, PSMF, PBRER/ *Periodic Benefit-Risk Evaluation Report*, AEFI/Event profile Follow-up after annual immunization)
 - g. Doing Post Marketing Surveillance (PMS) for the COVID-19 Vaccine
 - h. Carry out activities related to Post EUL nOPV2 (Enhanced AESI/Adverse Event Special Interest surveillance, Enhanced AFP surveillance, Enhanced environmental surveillance, etc.
 - i. Monitoring the safety of UNICEF's export TOPV vaccine

KERJA SAMA

Kerja Sama Baru

Aspek Pemasaran

Bio Farma menjalin kerjasama baru dalam rangka memasarkan produk-produknya dengan berbagai distributor dan mitra, baik di dalam negeri, maupun luar negeri terkait registrasi, pemasaran, dan penjualan produk untuk memenuhi kebutuhan pasar, seperti kerja sama penjualan vaksin dan alat kesehatan dengan Kementerian Kesehatan Republik Indonesia

COLLABORATION

New Collaborations

Marketing Aspects

Bio Farma has established a new partnership to market its products with various domestic and internal distributors and partners regarding registration, marketing, and product sales to meet market needs, such as collaboration in the sale of vaccines and medical devices with the Ministry of Health of the Republic of Indonesia to be used for the Routine

yang akan digunakan untuk Program Imunisasi Rutin, dan untuk Program vaksinasi COVID-19. Bio Farma juga telah menandatangani perjanjian kerja sama distribusi Produk dengan PT Indofarma Global Medika dan PT Kimia Farma Trading and Distribution sebagai distributor utama produk-produk Bio Farma.

Bio Farma juga mengadakan penajakan kerja sama baru dengan mitra internasional seperti Biovaccines Nigeria Limited dalam hal registrasi vaksin, pemasaran, dan penjualan produk.

Kerjasama baru yang dilakukan oleh Bio Farma dengan menggandeng provider digital untuk mendukung pengembangan ekosistem *Healthcare* di Indonesia. Bio Farma berupaya melakukan transformasi digital dengan bekerjasama dengan ConnectedLife Health Pte. Ltd yang berkedudukan di Singapura dan FitBit LCC. Yang berkedudukan di Amerika Serikat. Inisiasi awal dari Kerjasama ini dalam pengembangan produk pelacakan kesehatan (*Tracking*) dan aktivitas kebugaran (*Wellness*), cakupan di awal dengan mengembangkan *platform digital* Preventive Care System dengan *scoop* fase awal untuk penyakit Diabetes Melitus.

Platform digital Preventive Care System dengan menggabungkan *wearable device* berupa *smartwatch* yang dikembangkan oleh FitBit dan pengembangan aplikasi ConnectedCare berupa aplikasi Medwell yang dapat diampu oleh pasien melalui telepon genggam yang terhubung dengan *dashboard* di tenaga kesehatan ataupun fasilitas kesehatan. Sehingga aktivitas fisik, kebiasaan makan dan minum, kualitas tidur dan metabolisme dari pasien dapat dikontrol berdasarkan Preventive Care System.

Penelitian dan Pengembangan

Di tahun 2021, Bio Farma mendapatkan program *grant* lanjutan dari Bill & Melinda Gates Foundation sehubungan dengan peningkatan kapasitas dan *stockpile* nOPV2. Keberhasilan proyek nOPV2 hingga berhasil diterima sebagai vaksin dengan sertifikasi EUL oleh WHO, mengantarkan kepercayaan dan *grant* lainnya yang juga diberikan oleh BMGF untuk pengembangan produksi vaksin nOPV1 dan 3. Melalui BMGF, Biofarma juga bekerja sama untuk pelaksanaan uji klinis fase 2 vaksin nOPV2 di Bangladesh.

Bio Farma juga terlibat secara aktif dalam kerjasama penelitian dengan pihak eksternal pada tingkat nasional dan internasional. Pada tingkat Nasional, Biofarma terlibat pada konsorsium Riset Vaksin Nasional untuk pengembangan produk-produk vaksin bersama beberapa institusi penelitian dan universitas di dalam negeri. Kerjasama penelitian lainnya pada skala nasional juga dilakukan Bio Farma dalam penelitian dan pengembangan yang berkaitan dengan COVID-19, yaitu dalam pengembangan Vaksin COVID-19 Merah Putih dengan BRIN/Lembaga

Immunization Program and the COVID-19 vaccination Program. The Company has also signed a product distribution cooperation agreement with PT Indofarma Global Medika and PT Kimia Farma Trading and Distribution as the main distributors of the Company's products.

In addition, the Company has explored new collaborations with international partners such as Biovaccines Nigeria Limited in terms of vaccine registration, marketing, and product sales.

A new collaboration carried out by Bio Farma together with digital providers to support the development of the Healthcare ecosystem in Indonesia. Bio Farma seeks to carry out digital transformation by collaborating with ConnectedLife Health Pte. Ltd, domiciled in Singapore and FitBit LCC. Domiciled in the United States. The initiation of this collaboration was in the development of tracking products and fitness activities (*Wellness*), the initial coverage was to develop a digital platform for the Preventive Care System with an early phase *scoop* for Diabetes Mellitus.

The Preventive Care System digital platform combines a wearable device in the form of a smartwatch developed by FitBit and the development of the ConnectedCare application in the form of the Medwell application which can be assisted by patients via mobile phones connected to dashboards in health workers or health facilities. So that physical activity, eating and drinking habits, sleep quality and metabolism of the patient can be controlled based on the Preventive Care System.

Research and Development

In 2021, Bio Farma received a follow-up grant program from the Bill & Melinda Gates Foundation in relation to capacity building and nOPV2 stockpile. The success of the nOPV2 project up until the point at which it was successfully accepted as a vaccine with EUL certification by WHO, led to the trust and other grants that were also given by BMGF for the development of the production of nOPV1 and 3 vaccines. Through BMGF, Biofarma is also cooperating in the implementation of phase 2 clinical trials of the nOPV2 vaccine in Bangladesh.

Bio Farma is also actively involved in collaborative research with external parties at national and international levels. At the national level, Biofarma is involved in the National Vaccine Research consortium for the development of vaccine products with several research institutions and universities in the country. Other research collaborations on a national scale are also being carried out by Bio Farma in research and development related to COVID-19, including in the development of the Red and White COVID-19 Vaccine with BRIN / the Eijkman Institute and also the



Eijkman dan juga pengembangan kit diagnostik untuk deteksi COVID-19 yang bekerjasama dengan BPPT dan lembaga riset lainnya. Selain itu, penelitian uji klinis vaksin juga bekerjasama dengan beberapa universitas juga dilakukan.

Kerjasama penelitian pada tingkat internasional dilakukan oleh Biofarma yaitu di antaranya dengan Baylor College of Medicine (BCM) di Amerika untuk pengembangan vaksin COVID-19 BUMN sebagai salah satu upaya percepatan penyediaan vaksin COVID-19 secara mandiri di Indonesia. Kerja sama luar negeri lainnya dilakukan sebagai strategi jangka menengah dan panjang dalam pengembangan Vaksin Pandemi dan Vaksin lainnya. Salah satu kerjasama pada area ini ialah kerjasama dengan Lipotek dari Australia untuk vaksin TB. Bio Farma juga berusaha mendapatkan *platform* teknologi baru dalam pengembangan *Rapid Response*, berupa teknologi mRNA dan adenovirus. Selain itu, salah satu upaya peningkatan *capacity building* bidang pengembangan vaksin, Bio Farma menjadi salah satu member Vax-Hub, suatu konsorsium di bidang pengembangan vaksin berbasis di United Kingdom (UK).

Kerja Sama Lanjutan Pemasaran

Bio Farma melanjutkan kerjasama dengan berbagai mitra perusahaan untuk registrasi, pemasaran, penjualan serta distribusi produk untuk wilayah Indonesia. Bio Farma juga tetap melanjutkan kerjasama dengan UNICEF, PAHO, dan *international partner* yang ditunjuk untuk pemasaran di pasar global melalui kerja sama bilateral.

TINJAUAN KINERJA KEUANGAN PT BIO FARMA (INFORMASI HANYA UNTUK ENTITAS INDUK)

Laporan Keuangan Audited PT Bio Farma (Persero) (Entitas Induk saja) pada tanggal 31 Desember 2020 dan 2021 menjadi basis dalam pembahasan dan analisis kinerja keuangan sebagaimana terlampir dalam buku Laporan Tahunan ini. Laporan Keuangan Audited tersebut telah diaudit oleh Kantor Akuntan Publik Kreston Hendrawinata Hanny Erwin dan Sumargo HHES member *firm* dari KRESTON HHES dengan pendapat wajar dalam semua hal yang material, posisi keuangan PT Bio Farma (Persero), Entitas Induk saja tertanggal 31 Desember 2021, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Pembahasan dan analisis kinerja keuangan Bio Farma, Entitas Induk, disajikan dalam empat bagian, yakni:

1. Laporan Laba Rugi dan Penghasilan Komprehensif Lain

development of a diagnostic kit for COVID-19 detection in collaboration with the Agency for the Assessment and Application of Technology and other research institutes. In addition, vaccine clinical trials are also being conducted in collaboration with several universities.

Research collaborations at the international level are also being carried out by Biofarma, including Baylor College of Medicine (BCM) in America for the development of a BUMN COVID-19 vaccine as one of the efforts to accelerate the provision of COVID-19 vaccines independently in Indonesia. Other foreign cooperation is carried out as a medium and long term strategy in the development of Pandemic Vaccines and other Vaccines. One of the collaborations in this area is the collaboration with Lipotek from Australia for the TB vaccine. Bio Farma is also trying to get a new technology platform in the development of Rapid Response, in the form of mRNA and adenovirus technology. In addition, as an effort to increase capacity building in the field of vaccine development, Bio Farma is a member of Vax-Hub, a consortium in the field of vaccine development based in the United Kingdom (UK).

Continued Collaborations Marketing

Bio Farma continues to collaborate with various company partners for registration, marketing, sales and product distribution in the various regions of Indonesia. Bio Farma also continues to collaborate with UNICEF and appointed distributors for marketing in the global market through bilateral cooperation.

FINANCIAL PERFORMANCE REVIEW OF PT BIO FARMA (PARENT ENTITY ONLY)

As of December 31, 2020, and 2021, the Audited Financial Statement of PT Bio Farma (Persero) (Parent Entity only) was the basis for discussion and analysis of financial performance as attached in this Annual Report. The Audited Financial Statement has been audited by a Public Accounting Firm Kreston Hendrawinata Hanny Erwin and Sumargo HHES firm member from KRESTON HHES with a fair opinion in all material respects. The financial position of PT Bio Farma (Persero) (Parent Entity only), financial performance and cash flows for the year expires on December 31, 2021, in accordance with Indonesian Financial Accounting Standards.

Discussion and analysis of Bio Farma (Parent Entity)'s financial performance is presented in four parts as follows:

1. Income Statement and Other Comprehensive Income



2. Perubahan Posisi Keuangan Perusahaan
3. Arus Kas Perusahaan, dan
4. Rasio-rasio Keuangan Utama Perseroan

2. Changes in the Company's Financial Position
3. The Company's Cash Flow, and
4. The Company's Main Financial Ratios

LAPORAN LABA RUGI ENTITAS INDUK DAN PENGHASILAN KOMPREHENSIF LAIN

PARENT ENTITY'S INCOME STATEMENT AND OTHER COMPREHENSIVE INCOME

Laporan Laba Rugi Bio Farma 2020-2021 (Rp Juta)

Bio Farma (Parent Entity)'s Income Statement in 2020-2021 (Rp Million)

Keterangan	2021	2020	Pertumbuhan % Growth %	Description
1	2	1/2		
PENJUALAN BERSIH		NET SALES		
Produk Perusahaan	17.745.868	2.146.059	726,90	Company Product
Produk <i>Partnership</i>	10.469.364	477.497	2.092,55	Product <i>Partnership</i>
<i>Trading Partnership</i>	1.704.049	104.001	1.538,49	Trading <i>Partnership</i>
Jasa	401.173	62.485	542,03	Service
TOTAL PENJUALAN BERSIH	30.320.454	2.790.043	986,74	TOTAL NET SALES
BEBAN POKOK PENJUALAN		COST OF GOODS SOLD		
Produk Perusahaan	(14.517.093)	(1.117.664)	1.198,88	Company Product
Produk <i>Partnership</i>	(10.191.244)	(380.263)	2.580,05	Product <i>Partnership</i>
<i>Trading Partnership</i>	(1.542.630)	(88.101)	1.650,98	Trading <i>Partnership</i>
Jasa	(281.227)	(54.383)	417,12	Service
TOTAL BEBAN POKOK PENJUALAN	(26.532.194)	(1.640.410)	1.517,41	TOTAL COST OF GOODS SOLD
LABA BRUTO	3.788.260	1.149.633	229,52	GROSS PROFIT
Penghasilan/(Beban) Lain-lain		Other Income/(Expenses)		
Penghasilan Lain-lain	388.046	210.427	84,41	Other Income
Beban Penjualan	(244.577)	(121.209)	10.101,78	Selling Expenses
Beban Administrasi dan Umum	(772.179)	(413.503)	86,74	General and Administrative Expenses
Beban Penelitian, Pengembangan dan Surveilans	(257.101)	(158.002)	62,72	Research, Development, and Surveillance Expense
Beban Lain-lain	(234.631)	(175.457)	33,73	Other Expense
Beban Bunga	(176.608)	(89.601)	97,10	Interest Expense
PENGHASILAN LAIN-LAIN BERSIH	(1.297.050)	(747.345)	73,55	OTHER INCOME, NET
LABA SEBELUM PAJAK PENGHASILAN	2.491.210	402.287	519,26	PROFIT BEFORE TAX
MANFAAT/(BEBAN) PAJAK PENGHASILAN		TAX BENEFITS/(EXPENSE)		
Pajak Kini	(1.036.651)	(105.125)	886,11	Current Tax
Beban Pajak Tangguhan	462.016	58.005	696,51	Deferred Tax Expense
Total Beban Pajak, Bersih	574.635	(47.121)	(1.119,49)	Total Tax Burden, Net
LABA BERSIH RUGI KOMPREHENSIF LAIN	1.916.575	355.166	439,63	NET PROFIT OTHER COMPREHENSIVE LOSS
Pos-pos yang tidak akan Direklasifikasi ke Laba Rugi				Items that Will not be Reclassified to Profit or Loss
Keuntungan (Kerugian) Aktuarial Atas Imbalan Paska Kerja				Actuarial Gains (Loss) on Post-Employment Benefits
Beban/(Manfaat) Pajak Terkait	7.958	10.534	(24,45)	Related Tax Expense/(Benefits)
Jumlah Rugi Komprehensif Lain				Total Other Comprehensive Loss
TOTAL PENGHASILAN KOMPREHENSIF	1.888.361	317.819	494,16	TOTAL INCOME



PENJUALAN BERSIH

Nilai Penjualan Bersih Bio Farma (Entitas Induk saja), di tahun 2021 tetap mencatatkan pertumbuhan, yakni meningkat 1.086,74% atau bertambah Rp27.530.411 juta menjadi senilai Rp30.320.454 juta dari Rp2.790,04 miliar di tahun sebelumnya. Kontribusi paling besar dari produk perusahaan sebesar Rp17.745.868 juta.

Sementara pertumbuhan signifikan dikontribusikan oleh segmen *Partnership* dan segmen jasa yang masing-masing tumbuh 2.192,55% dan 642,03% dengan nilai sebesar Rp10.469.364 miliar dan Rp401.173 miliar dari senilai Rp477.497 miliar dan Rp62.485 miliar di tahun sebelumnya.

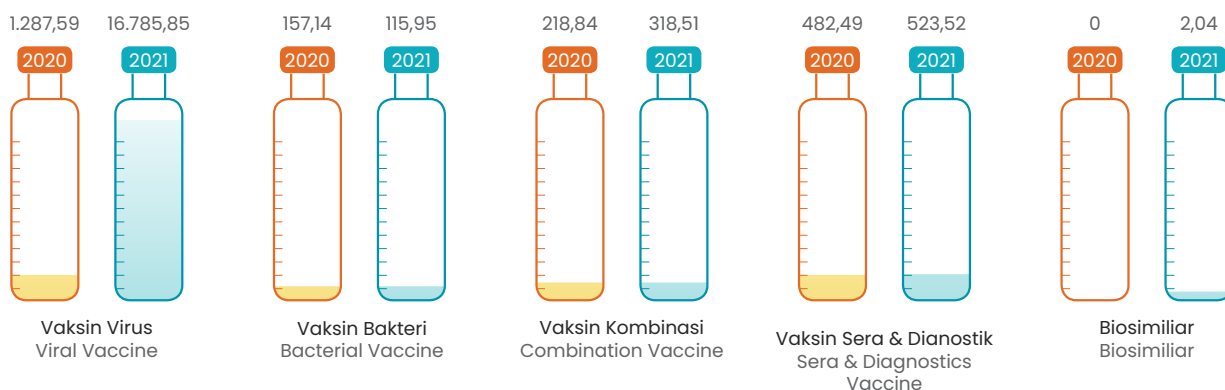
NET SALES

In 2021, Bio Farma (Parent Entity only) recorded Net Sales of Rp30,320,454 million, which increased by 1,086.74% or Rp27,530,411 million compared to 2020 of Rp2,790.04 billion. The biggest contribution from company product is Rp17.745.868 million.

Meanwhile, the trading partnership segment and service segment contributed a significant growth of 2,192.55% and 642.03%, respectively, with a value of Rp10,469,364 billion and Rp401,173 billion compared to Rp477,497 billion and Rp. 62,485 billion in the previous year.

Realisasi Penjualan Bersih Produk Perusahaan Per Tahun (Rp Miliar)

Realization of Net Sales of the Company's Products Per Year (Rp Billion)



Sementara dilihat dari masing-masing jenis produknya, vaksin virus memberi kontribusi terbesar, yakni mencapai 1.203,66%, diikuti produk vaksin kombinasi dengan kontribusi sebesar 45,54% dari nilai penjualan tahun 2021.

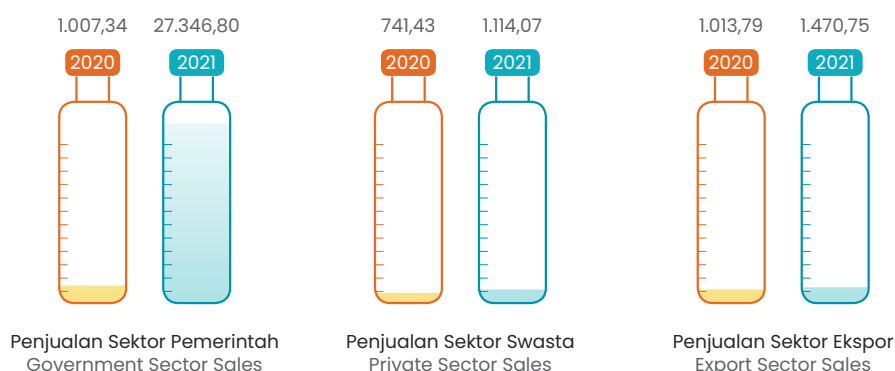
Gambaran realisasi penjualan Bio Farma (Entitas Induk saja) menurut pasar yang dituju adalah sebagai berikut.

Meanwhile, in terms of each type of product, virus vaccines made the largest contribution, reaching 1,203.66%, followed by combination vaccine products with a contribution of 45.54% of the sales value in 2021.

The description of the realization of Bio Farma's (Parent Entity only) sales according to the target market is as follows.

Realisasi Penjualan Produk Bersih Per Sektor Per Tahun (Rp Triliun)

Net Product Sales Realization Per Sector Per Year (Rp Trillion)





BEBAN POKOK PENDAPATAN

Sejalan dengan adanya peningkatan produk-produk obat-obatan yang berkaitan dengan penanganan pandemi, selain adanya hambatan pengadaan bahan baku obat selama pandemi, Bio Farma (Entitas Induk) mencatatkan persentase kenaikan beban pokok penjualan lebih besar dari kenaikan total pendapatan. Beban pokok penjualan meningkat 1.617,41%, atau bertambah Rp24.891.784 miliar menjadi sebesar Rp26.532.194 miliar, sedangkan nilai penjualan bersih hanya meningkat sebesar 1.086,74% atau bertambah Rp27.530.411 miliar.

LABA KOTOR

Persentase kenaikan nilai beban pokok yang lebih tinggi dari persentase kenaikan nilai penjualan tersebut membuat Bio Farma (Entitas Induk) mencatatkan penurunan laba kotor sebesar 329,52% atau berkurang Rp2.638.627 miliar menjadi sebesar Rp3.778.260 miliar dari senilai Rp1.149.633 miliar di tahun 2020.

PENGHASILAN/(BEBAN) LAIN-LAIN

Bio Farma (Entitas Induk) berhasil mengelola beban lain-lain, sehingga secara keseluruhan hanya meningkat 73,55% atau bertambah Rp549,71 miliar menjadi sebesar Rp1,30 triliun dari Rp747,35 miliar di tahun sebelumnya. Penurunan beban lain-lain yang turun 133,73% atau berkurang hingga Rp59.17 miliar berkontribusi signifikan dalam membuat rendahnya persentase kenaikan beban lain-lain.

Sementara itu, komponen beban administrasi dan umum (termasuk gaji dan tunjangan karyawan) dengan porsi mencapai 186,74% komponen beban lain-lain menjadi kontributor utama bagi naiknya beban lain-lain, dengan mencatatkan peningkatan sebesar 133,73% atau sebesar Rp234,63 miliar menjadi senilai Rp175,46 miliar di tahun sebelumnya.

LABA SEBELUM PAJAK PENGHASILAN

Di tahun 2021, Bio Farma (Entitas Induk) mencatatkan peningkatan laba sebelum pajak sebesar 519,26% atau bertambah senilai Rp2,09 triliun menjadi sebesar Rp2,49 triliun dari senilai Rp402,29 miliar di tahun 2020.

JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN

Jumlah penghasilan komprehensif tahun berjalan Bio Farma (Entitas Induk) adalah sebesar Rp1,89 triliun, dari nilai Rp317 miliar di tahun sebelumnya.

COST OF REVENUE

In line with the increase in medicinal products related to the handling of the pandemic, despite the obstacles in the procurement of medicinal raw materials during the pandemic, Bio Farma (the Parent Entity) recorded a percentage increase in the cost of goods sold which was greater than the increase in total revenue. The cost of goods sold was Rp26,532,194 billion, increased by 1,617.41% or Rp24,891,784 billion, while net sales only increased by 1,086.74% or Rp27,530,411 billion.

GROSS PROFIT

Due to the higher percentage increase in the cost of goods than the percentage increase in sales value, Bio Farma (Parent Entity) recorded a decline in gross profit of 329.52% or Rp2,638,627 billion, from Rp1,149,633 billion in 2020 to Rp3,778,260 billion in 2021.

OTHER INCOME/EXPENSES

Bio Farma (Parent Entity) successfully managed other expenses, so that total other income was Rp1.30 trillion, which increased by 73.55% or Rp549.71 billion compared to Rp747.35 million from in the previous year. The decrease in other expenses by 133.73% or Rp59.17 billion contributed significantly to the low percentage increase in other income.

Meanwhile, the components of general and administrative expenses (including salary and employee benefits) had a proportion of 186.74%, while other expense components were the key contributor to the increase in other expenses, recording an increase of 133.73% or Rp234.63 billion to Rp175.46 billion in the previous year.

EARNINGS BEFORE TAX

In 2021, Bio Farma (the Parent Company) recorded an increase in profit before tax of 519.26% or an increase of Rp2.09 trillion to Rp2.49 trillion from Rp402.29 billion in 2020.

TOTAL COMPREHENSIVE INCOME FOR THE YEAR

Total Comprehensive Income for Bio Farma (Parent Entity) in 2021 was Rp 1.89 Trillion, which is a tremendous increase from Rp317 billion in the previous year.



LAPORAN PERUBAHAN POSISI KEUANGAN BIO FARMA (ENTITAS INDUK)

BIO FARMA'S (PARENT ENTITY) STATEMENT OF CHANGES IN FINANCIAL POSITION

Perubahan Aset Bio Farma (Entitas Induk) 2020-2021 (Rp Juta)
Changes in Assets of Bio Farma (Parent Entity) in 2020-2021 (Rp Million)

Uraian	2021	2020	Pertumbuhan % Growth %	Description
1	2			
ASET				ASSETS
I. ASET LANCAR:				I. CURRENT ASSETS:
Kas dan Setara Kas	6.430.503	3.193.763	101,35%	Cash and Cash Equivalents
Setoran Jaminan	-	2.373	(100,00%)	Guarantee Deposit
Piutang Usaha	2.034.283	259.842	682,89%	Accounts Receivable
Piutang Lain-lain	85.244	9.843	766,04%	Other Receivables
Persediaan	5.934.547	1.971.768	200,98%	Inventory
Uang Muka	500.989	2.417.769	(79,28%)	Advance Payment
Biaya Dibayar Dimuka	8.105	16.424	(50,65%)	Prepaid Expenses
Pajak Dibayar Dimuka	104.613	72.534	44,23%	Prepaid Taxes
Pendapatan yang Masih Akan Diterima	328.719	196	167281,80%	Accrued Revenue
Aset Lancar Lainnya	-	-	0,00%	Other Current Assets
Jumlah Aset Lancar	15.427.002	7.944.511	94,18%	Total Current Assets
II. ASET TIDAK LANCAR				II. NON-CURRENT ASSETS
Aset Pajak Tangguhan	553.584	83.611	562,09%	Deferred Tax Assets
Investasi pada Entitas Anak	12.479.821	12.479.821	0,00%	Investment in Subsidiaries
Aset Tetap:				Fixed Assets:
Tanah	2.115.152	2.099.451	0,75%	Land
Bangunan	1.330.254	1.069.197	24,42%	Building
Peralatan Pabrik & Peralatan Lainnya	2.808.134	2.469.925	13,69%	Factory Equipment & Other Equipment
Peralatan Kantor dan Kendaraan Bermotor	213.736	194.003	10,17%	Office Supplies and Motor Vehicles
Aset Dalam Pelaksanaan	843.142	1.201.129	(29,80%)	Assets Under Constructions
Akumulasi Penyusutan Aset Tetap	(1.890.187)	(1.618.304)	16,80%	Accumulation of Fixed Assets
Nilai Buku Aset Tetap	5.420.232	5.415.401	0,09%	Fixed Assets Book Value
Aset Hak Guna	40.384	9.644	288,62%	Right of Use Assets
Aset Leasing	-	748		Asset Leasing
Aset Takberwujud	93.584	41.377	126,17%	Intangible Assets
Aset Agrikultur dan Pengembangan	1.462	2.161	(32,36%)	Agricultural and Developmental Assets
Aset Tidak Lancar Lainnya	23.660	69.379	(65,90%)	Other Non-Current Assets
Jumlah Aset Tidak Lancar	19.058.434	18.102.142	5,28%	Total Non-Current Assets
TOTAL ASET	34.485.436	26.046.653	32,40%	TOTAL ASSETS



Bio Farma (Entitas Induk) membukukan kenaikan total aset signifikan hingga 32,40% atau bertambah sebesar Rp8,44 triliun miliar, dari Rp26,05 triliun di tahun 2020 menjadi Rp34,49 triliun di tahun 2021. Kenaikan ini dikontribusikan oleh meningkatnya jumlah aset lancar sebesar 94,18% menjadi senilai Rp15,43 triliun miliar di tahun 2021 dari posisi Rp7,94 triliun miliar di tahun sebelumnya. Selain itu, dikontribusikan oleh naiknya aset tidak lancar sebesar 5,28% menjadi sebesar Rp19,06 triliun miliar di tahun 2021 dari sebesar Rp18,10 triliun.

ASET LANCAR

Kas dan Setara Kas

Kas dan Setara Kas terdiri dari kas, bank dan semua investasi yang jatuh tempo dalam jangka waktu tiga bulan atau kurang dari tanggal perolehannya dan yang tidak dijaminan serta tidak dibatasi penggunaannya. Kas dan setara kas Bio Farma (Entitas Induk) di tahun 2021 mencatatkan kenaikan hingga 101,35% menjadi senilai Rp6,43 triliun dari Rp3,19 triliun di tahun 2020.

Piutang Usaha

Sekalipun nilai penjualan meningkat, di tahun 2021 Bio Farma (Entitas Induk) mencatatkan penurunan nilai akun piutang usaha 682,98% atau bertambah Rp1,78 triliun menjadi sebesar Rp2,03 triliun dari senilai Rp259 miliar di tahun 2020. Penyebabnya adalah karena Bio Farma memprioritaskan penjualan produk secara kredit, terutama atas penjualan vaksin COVID-19 pemerintah.

Persediaan

Selaras dengan kenaikan penjualan di tahun 2021, nilai persediaan Bio Farma (Entitas Induk) meningkat 200,98% menjadi Rp5,93 triliun dari senilai Rp1,97 triliun di tahun sebelumnya.

Uang Muka

Pada tahun 2021, Bio Farma (Entitas Induk) mencatatkan penurunan signifikan untuk akun uang muka, yakni hingga 79,28% menjadi sebesar Rp500,99 miliar dari senilai Rp2,42 triliun di tahun 2020.

Aset Tidak Lancar

Aset tidak lancar Bio Farma (Entitas Induk) dengan nilai melonjak menjadi sebesar Rp19,06 triliun di tahun 2021 sebagian besar, yakni 5,28, didominasi oleh nilai akun investasi pada entitas anak. Akun aset tak lancar lain dengan nilai dominan adalah Aset tetap, dengan kontribusi 0,09% dengan nilai sebesar Rp5 triliun.

Investasi pada Entitas Anak

Pada Tahun 2021, adanya *shareholder loan* dari Bio Farma ke Indofarma dan Kimia Farma di mana aset keuangan tersebut diukur pada nilai wajar (*fair value*) melalui laba rugi - OCI (*other comprehensive income*). Akun ini merepresentasikan pencatatan pengambilalihan saham-saham Pemerintah Indonesia pada PT Kimia Farma Tbk dan PT Indofarma Tbk oleh Bio Farma (Entitas Induk) yang kemudian menjadi Holding BUMN Farmasi dengan PT Bio Farma (Persero) bertindak sebagai induk holding dimaksud.

Bio Farma (Parent Entity) posted a significant increase in total assets of 32.40% or Rp8.44 trillion, from Rp26.05 trillion in 2020 to Rp34.49 trillion in 2021. This increase was due to an increase in total current assets by 94.18% to Rp15.43 trillion in 2021 from Rp19.06 trillion in the previous year. In addition, it was due to an increase in non-current assets by 5.28% to Rp19.06 trillion in 2021 from Rp18.10 trillion in the previous year.

CURRENT ASSETS

Cash and Cash Equivalents

Cash and Cash Equivalents consist of cash on hand and cash in banks as well as all investments with maturities of three months or less from the date of placements, and which are not used as collateral and are not restricted. Bio Farma (Parent Entity)'s cash and cash equivalents in 2021 recorded an increase of 101.35% to Rp6.43 trillion from Rp3.19 trillion in 2020.

Accounts Receivable

Despite the increasing sales value, in 2021, Bio Farma (Parent Entity) recorded a decrease in accounts receivable of 682.98% or Rp1.78 trillion to Rp2.03 trillion from Rp259 billion in 2020. This was because Bio Farma prioritized product sales on credit, especially on sales of the government's COVID-19 vaccine.

Inventory

In line with the increase in sales in 2021, Bio Farma (Parent Entity)'s inventory increased by 200.98% to Rp5.93 trillion from Rp1.97 trillion in the previous year.

Advance Payments

In 2021, Bio Farma (the Parent Entity) recorded a significant decrease in advance payments of accounts of 79.28% to Rp500.99 from Rp2.42 trillion in 2020.

Non-Current Assets

Bio Farma's (Parent Entity) non-current assets soared with a value of Rp19.06 trillion in 2021. Non-current assets were mostly dominated by investment account in subsidiaries 5.28%. Other non-current asset accounts with a dominant value were fixed assets, with a contribution of 0.09% or Rp5 trillion.

Investment in Subsidiaries

In 2021, shareholder loans were recorded from Bio Farma to both Indofarma and Kimia Farma, wherein the financial assets were measured as fair value through profit and loss - using the OCI (Other Comprehensive Income) method. This account represents the recording of the takeover of the Indonesian Government's shares in PT Kimia Farma Tbk and PT Indofarma Tbk by Bio Farma (the Parent Entity), which later became an SOE Pharmaceutical Holding with PT Bio Farma (Persero) acting as the holding parent.



Aset Tetap-Neto

Nilai perolehan aset tetap dan aset tetap dalam pelaksanaan (ADP) pada tahun 2021 bertambah sebesar Rp276,7 miliar. Peningkatan perolehan nilai aset tetap tahun 2021 berasal dari pembelian langsung sebesar Rp99,8 miliar dan reklasifikasi ADP sebesar Rp48,9 miliar. Penambahan beban penyusutan cukup signifikan per 31 Desember 2021 berasal dari penyusutan aset tetap berupa gedung dan peralatan pabrik/mesin/utilitas/kantor yang terkait Gedung Produksi 43 telah dimanfaatkan sejak tahun 2020.

Aset dalam pelaksanaan terdiri dari bangunan yang sedang dalam proses konstruksi dan peralatan pabrik/mesin/utilitas/kantor yang masih dalam proses pengerjaan/instalasi, yang berlokasi di Pasteur dan Cisarua Bandung. Peningkatan perolehan nilai aset tetap dalam pelaksanaan tahun 2021 berasal dari penambahan bangunan dalam pelaksanaan senilai Rp64,6 miliar dan penambahan mesin/pabrik/utility dalam pelaksanaan senilai Rp63,4 miliar.

Perolehan bangunan dalam pelaksanaan terdiri dari proyek pembangunan gedung fasilitas produksi vaksin dan pengemasan, fasilitas *upstream* PV BCG, fasilitas KIT PCR dan fasilitas produksi atau administrasi lainnya. Perolehan mesin/pabrik/utility/kantor terdiri dari peralatan fasilitas pabrik untuk meningkatkan kapasitas/kualitas produksi, penggantian peralatan mesin/pabrik/mesin/utility pada fasilitas penunjang produksi.

Aset Tak Berwujud

Nilai perolehan perangkat lunak dan aset tak berwujud dalam penyelesaian (ATDP) pada tahun 2021 bertambah sebesar Rp58,9 miliar. Peningkatan perolehan nilai perangkat lunak tahun 2021 berasal dari reklasifikasi ATDP sebesar Rp4,6 miliar. Perangkat lunak terdiri dari aplikasi *Track and Trace*, aplikasi *Marketing & Distribution Management*, aplikasi EQMS dan aplikasi lainnya.

Aset tak berwujud dalam penyelesaian terdiri dari perangkat lunak/sistem yang masih dalam proses pengembangan dan biaya pengembangan teknologi BCG. Peningkatan perolehan nilai aset tak berwujud dalam penyelesaian pada tahun 2021 senilai Rp54,3 miliar.

Aset Hak Guna

Merupakan pencatatan terhadap sewa properti sebagai representasi terhadap pemberlakuan PSAK 73 yang mulai berlaku di tahun 2020. Nilai yang tercatat di tahun 2021 adalah sebesar Rp40,38 miliar.

Liabilitas

Selaras dengan naiknya nilai aset, Bio Farma (Entitas Induk) mencatatkan pertumbuhan total liabilitas sebesar 128,06% atau bertambah Rp6,63 triliun miliar menjadi sebesar Rp11,80 triliun dari senilai Rp5,18 triliun di tahun 2020. Kontributor utama kenaikan tersebut adalah peningkatan signifikan pada liabilitas lancar hingga sebesar 150,25%.

Fixed Asset-Net

The value of current assets and non-current assets in the ADP implementation for 2021 increased by Rp 276.7 Billion. The increase in the current assets for 2021 was due to direct purchasing in the amount of Rp99.8 Billion and reflections of ADP in the amount of Rp48.9 Billion. Depreciation expenses increased significantly as of December 31st, 2021 due to current assets being listed in the form of a building and factory equipment/machinery/utility/offices related to Production Building 43 starting from 2020.

The assets listed here consist of buildings under construction, the plant equipment, machinery, utilities and the offices that are under development/installation, and which are located in Pasteur and Cisarua Bandung. The increase in current asset value in 2021 came from the addition of buildings in the amount of Rp64.6 billion and the addition of machinery, factories, utilities and offices in the amount of Rp63.4 billion.

The acquisition of buildings consists of building construction projects for vaccine production and packaging facilities, BCG PV upstream facilities, PCR KIT facilities and other production or administration facilities. The acquisition of machinery, factories, utilities and offices consists of factory facility equipment to increase production capacity/quality, and replacement of machine tools/factories/machines/utilities at production support facilities.

Intangible Assets

The value of acquiring software and intangible assets in settlement (ATDP) in 2021 increased by Rp58.9 billion. The increase in software value in 2021 came from the ATDP reclassification of Rp4.6 billion. The software consists of a Track and Trace application, a Marketing & Distribution Management application, an EQMS application and other applications.

The intangible assets in the settlement consist of software/systems that are still in the process of development and the cost of developing BCG technology. The increase in the acquisition of the value of intangible assets in settlements in 2021 was worth Rp54.3 billion.

Right of Use Assets

Right of Use Assets relates to the recording of property leases as a representation of the implementation of PSAK 73 which came into effect in 2020. In 2021, the recorded right of use asset value was Rp40.38 billion.

Liability

In line with the increase in assets, Bio Farma (the Parent Entity) recorded a growth in total liabilities of 128.06% or Rp6.63 trillion to Rp11.80 trillion from Rp5.18 trillion in 2020. The main contributor to the increase was a significant increase in current liabilities of 150.25%.

Perubahan Posisi Liabilitas Bio Farma (Entitas Induk) 2020-2021 (Rp Juta)

Changes in the Position of Bio Farma's (Parent Entity) Liabilities in 2020-2021 (Rp million)

Keterangan	2021	2020	Pertumbuhan Growth %	Description
1	2			
LIABILITAS LANCAR		CURRENT LIABILITIES		
Utang Usaha	1.486.263	256.044	480,47%	Account Payable
Utang Pajak	944.943	75.879	1145,32%	Tax Payable
Biaya yang Masih Harus Dibayar	59.399	89.850	(33,89%)	Accrual Payable
Pendapatan Diterima Dimuka	6.731.331	644.029	945,19%	Prepaid Income
Utang Jangka Pendek	-	2.563.900	(100,00%)	Short-Term Debt
Liabilitas Lancar lainnya	311.735	13.088	2.281,84%	Other Current Liabilities
Pendapatan Hibah Ditangguhkan	525.949	-		Deferred Grant Income
Liabilitas Imbalan Kerja Jangka Pendek	353.293	105.763	234,04%	Short-Term Employee Benefits Liabilities
Jumlah Liabilitas Lancar	10.507.005	4.303.189	144,17%	Total Current Liabilities
LIABILITAS TIDAK LANCAR		NON-CURRENT LIABILITIES		
Utang Bank Jangka Panjang	354.960	-		Long-Term Debt
Liabilitas Diestimasi Atas Imbalan Pasca Kerja	424.483	355.814	19,30%	Estimated Liabilities for Post Employment Benefits
Jumlah Liabilitas Jangka Panjang	1.295.185	871.858	48,55%	Total Non-Current Liabilities
TOTAL LIABILITAS	11.802.190	5.175.048	128,06%	TOTAL LIABILITAS

LIABILITAS JANGKA PENDEK

Utang Jangka Pendek

Bio Farma (Entitas Induk) di tahun 2021 tidak memiliki nilai akun Utang Jangka pendek atau membukukan porsi sebesar minus 100% dibanding tahun sebelumnya. Bio Farma (Entitas Induk) membukukan nilai utang jangka pendek hingga sebesar minus 100% menjadi sebesar Rp0 miliar dari Rp3,013 miliar di tahun 2020.

Pendapatan diterima Dimuka

Nilai akun pendapatan diterima dimuka Bio Farma (Entitas Induk) meningkat signifikan, menjadi sebesar Rp6,73 triliun dari senilai Rp644,03 miliar di tahun 2020.

Utang Usaha

Peningkatan kegiatan pembelian vaksin COVID-19 Astrazeneca dan pembelian vaksin Sinopharm dari Kimia Farma secara kredit yang berkontribusi pada kenaikan utang usaha sebesar 480,47% menjadi senilai Rp1,49 triliun dari Rp256,04 miliar di tahun 2020.

Pendapatan Hibah Ditangguhkan

Akun pendapatan hibah ditangguhkan menjadi sebesar Rp525,94 miliar di tahun 2021. Penambahan ini berkaitan dengan diterimanya hibah dari Bill and Melinda Gates Foundation (BMGF) dan PATH dalam pelaksanaan produksi nOPV2 untuk mendukung program WHO.

CURRENT LIABILITIES

Short-Term Debt

In 2021, Bio Farma (the Parent Entity) reduced its short term debts by 100% compared to the previous year. Bio Farma's (the Parent Entity) short term debts for 2021 are recorded as becoming Rp0 billion down from Rp3.013 billion in 2020.

Prepaid Income

Bio Farma's (the Parent Entity) prepaid income account increased significantly, to Rp6.73 trillion from Rp644.03 billion in 2020.

Accounts Payable

The increase in purchases of COVID-19 vaccine Astrazeneca and Sinopharm from Kimia Farma on credit contributed to the increase of accounts payable by 480.47% in the amount of Rp1.49 Trillion, up greatly from Rp256.04 in 2020.

Deferred Grant Income

Deferred grant income is Rp 525.94 billion in 2021. The addition was related to the receipt of grants from the Bill and Melinda Gates Foundation (BMGF) and PATH in the implementation of nOPV2 production to support the WHO program.



KEWAJIBAN JANGKA PANJANG

Utang Jangka Panjang

Akun pinjaman jangka panjang perbankan setelah dikurangi bagian jatuh tempo dalam 1 tahun di tahun 2021 menjadi Rp354,96 miliar.

NON-CURRENT LIABILITIES

Long Term Debt

Long-term bank loan accounts, after deducting the portion that will come due within 1 (one) year in 2021 was Rp354.96 billion.

EKUITAS

EQUITY

Perubahan Posisi Ekuitas Bio Farma (Entitas Induk) 2020-2021 (Rp juta) Changes in Bio Farma (Parent Entity)'s Equity Position in 2020-2021 (Rp million)

Keterangan	2021	2020	Pertumbuhan Growth %	Description
	1	2		
EKUITAS		EQUITY:		
Modal Saham Ditempatkan & Disetor:		Issued and Paid-Up Share Capital:		
Modal Saham	15.479.821	15,479,821	0,00%	Share Capital
Modal Saham Ditempatkan	2.000.000	2,000,000	0,00%	Issued Share Capital
Komponen Ekuitas Lainnya	1.806.986	1,835,200	(1,54%)	Other Equity Components
Saldo Laba		Retained Earnings		
Dicadangkan	1.479.864	1,201,418	23,18%	Appropriated
Belum dicadangkan	1.916.575	355.166	439,63%	Unappropriated
JUMLAH EKUITAS	22.683.246	20,871,605	8,68%	TOTAL EQUITY

Pada tahun 2021 ekuitas Bio Farma (Entitas Induk) meningkat signifikan sebesar 8,68% hingga mencapai Rp22,68 triliun dari Rp20,87 triliun di tahun 2020.

In 2021, Bio Farma's (Parent Entity) equity was Rp22.68 trillion, which increased significantly by 8.68% compared to 2020 of Rp20.87 trillion.

LAPORAN ARUS KAS

CASH FLOW STATEMENT

Arus Kas Bio Farma (Entitas Induk) 2020 - 2021 (Rp Juta) Bio Farma (Parent Entity)'s Cash Flow in 2020 - 2021 (Rp Million)

Keterangan	2021	2020	Pertumbuhan Growth %	Description
	1	2		
ARUS KAS		CASH FLOW		
Arus kas bersih yang (digunakan untuk) diperoleh dari aktivitas operasi	6.590.878	(1.046.351)	(729,89%)	Net cash flow provided by (used in) operating activities
Arus kas bersih yang digunakan untuk aktivitas investasi	(338.897)	(259.465)	30,61%	Net cash flow used in investing activities
Arus kas bersih yang digunakan untuk aktivitas pendanaan	(3.100.160)	3.992.712	(177,65%)	Net cash flow used in financing activities
(PENURUNAN)/KENAIKAN	3.151.820	2.686.896	17,30%	(DECREASE)/INCREASE IN NET
BERSIH KAS DAN SETARA KAS	84.920	(26.895)	(415,74%)	CASH AND CASH EQUIVALENTS
Pengaruh selisih kurs kas dan setara kas	3.193.762	533.761	498,35%	Effect of Exchange Rate Changes on Cash and Cash Equivalents
KAS DAN SETARA KAS PADA	6.430.502	3.193.762	101,35%	CASH AND CASH EQUIVALENTS AT



Arus Kas dari Aktivitas Operasi

Bio Farma (Entitas Induk) membukukan saldo kas positif dari aktivitas operasi sebesar Rp6,60 triliun di tahun 2021, dari sebelumnya mencatatkan saldo kas negatif sebesar Rp1,05 triliun miliar di tahun 2020. Saldo kas positif tersebut terjadi karena adanya peningkatan penerimaan dari pelanggan dan penerimaan *grant* (hibah).

Arus Kas dari Aktivitas Investasi

Untuk mendukung pengembangan usaha, di tahun 2021 Bio Farma (Entitas Induk) merealisasikan pengeluaran kas total sebesar Rp338,90 miliar yang digunakan untuk pembayaran kredit investasi jangka panjang, membangun beberapa fasilitas produksi, lengkap mesin-mesin produksi vaksin dan peralatan pendukung lainnya.

Arus Kas dari Aktivitas Pendanaan

Dari aktivitas pendanaan, Bio Farma (Entitas Induk) mencatatkan penerimaan arus kas bersih di tahun 2021 sebesar Rp3,10 triliun, menurun signifikan dari nilai sebesar Rp3,99 triliun di tahun 2020. Peningkatan ini terjadi karena Bio Farma merealisasikan penarikan pinjaman jangka pendek hingga sebesar Rp13,06 triliun atau bertambah sebesar Rp8,92 triliun dari tahun sebelumnya. Sementara itu, pengeluaran dominan dari aktivitas pendanaan, hanyalah pembayaran pinjaman jangka pendek, yakni sebesar Rp15,62 triliun atau bertambah sebesar Rp13,55 triliun. Kemudian, pada tahun 2021 terdapat *shareholder loan* ke anak perusahaan.

Kenaikan/Penurunan Bersih Arus Kas

Bio Farma (Entitas Induk) membukukan kenaikan bersih kas dan setara kas sebesar Rp3,15 triliun, dari sebelumnya hanya sebesar Rp2,69 triliun. Sehingga setelah memperhitungkan pengaruh selisih kurs sebesar Rp3,19 triliun, Bio Farma (Entitas Induk) membukukan kas dan setara kas sebesar Rp6,43 triliun.

Cash Flow from Operating Activities

Bio Farma (Parent Entity) posted a positive cash balance from operating activities of Rp6.60 trillion in 2021 compared to a negative cash balance of Rp1.05 trillion in 2020. The positive earnings result from the increase in receipts from customers and grant receipts.

Cash Flow from Investing Activities

To support business development, in 2021, Bio Farma (Parent Entity) realized a total cash disbursement of Rp338.90 billion which was utilized to pay long term investment debts, as well as to build several production facilities, and complete the installation of vaccine production machinery and other supporting equipment.

Cash Flow from Funding Activities

In terms of funding activities, Bio Farma (the Parent Entity) recorded net cash flow receipts of Rp3.10 trillion in 2021, a significant decrease from Rp3.99 trillion in 2020. This increase was because Bio Farma realized short-term loan withdrawals of Rp13.06 trillion or an increase of Rp8.92 trillion from the previous year. Meanwhile, dominant expenses from funding activities came from short term debts repayment in the amount of 15.62 trillion which was an increase of Rp13.55 trillion. Furthermore, in 2021 there were shareholder loans to the subsidiaries.

Net Increase/Decrease in Cash Flow

Bio Farma (Parent Entity) posted a net increase in cash and cash equivalents of Rp3.15 trillion compared to Rp2.69 trillion in the previous year. After taking into account the effect of exchange rate differences of Rp3.19 trillion, Bio Farma (Parent Entity) recorded cash and cash equivalents of Rp6.43 trillion.



Rasio-Rasio Keuangan, Rentabilitas dan Kemampuan Membayar Hutang
Financial Ratios, Rentability, and Ability to Pay Debt

Keterangan	YTD Desember December	YTD Desember December	YTD Desember December	%		Description
	Realisasi Realisation 2021	Budget 2021	Realisasi Realisation 2020	1:2	1:3	
	(1)	(2)	(3)			
EBITDA (Rp Miliar)	4.027,39	2.693,37	1.314,99	149,53%	306,27%	EBITDA (Rp Billion)
CFO (Rp Miliar)	6.596,76	1.828,98	19,17	360,68%	34407,42%	CFO (Rp Billion)
Interest Bearing DEBT (Rp Miliar)	8.705,81	8.728,16	11.281,57	99,74%	77,17%	Interest Bearing DEBT (Rp Billion)
Debt/EBITDA (Kali)	2,16	3,24	8,58	66,71%	25,20%	Debt/EBITDA (Kali)
Debt to Equity (%)	50,09%	51,47%	71,22%	97,31%	70,33%	Debt to Equity (%)
Gross Margin (%)	19,28%	39,03%	35,70%	49,39%	54,00%	Gross Margin (%)
EBIT Margin (%)	7,62%	12,12%	5,79%	62,86%	131,66%	EBIT Margin (%)
EBITDA Margin (%)	9,27%	15,73%	9,18%	58,94%	101,02%	EBITDA Margin (%)
Net Profit Margin (%)	4,45%	6,03%	2,02%	73,68%	220,29%	Net Profit Margin (%)
Days Receivable Turnover (Hari)	32,08	45,84	58,35	69,99%	54,99%	Days Receivable Turnover (Hari)
Days Inventory Turnover (Hari)	90,52	128,02	177,48	70,71%	51,00%	Days Inventory Turnover (Day)
Days Payable Turnover (Hari)	25,38	55,12	82,53	46,05%	30,75%	Days Payable Turnover (Day)
Interest Coverage (EBIT/Interest) (Kali)	4,00	3,04	1,14	131,65%	350,18%	Interest Coverage (EBIT/Interest) (Kali)
Return on Invested Capital (%)	8,18%	7,01%	2,54%	116,76%	322,65%	Return on Invested Capital (%)
Return on Equity (%)	11,11%	6,09%	1,83%	182,37%	608,66%	Return on Equity (%)



Pada umumnya, rasio-rasio keuangan perusahaan dengan memperhitungkan penugasan COVID-19 di Tahun 2021 menunjukkan nilai yang lebih baik dari RKAP Tahun 2021 dimana pada RKAP 2021 belum ada dampak terhadap rasio keuangan atas transaksi penugasan COVID-19. Berikut diantaranya gambaran kinerja rasio dan parameter keuangan pada *audited* 2021:

1. EBITDA s.d. tahun 2021 sebesar Rp4,03 triliun atau mencapai 149,53% dari RKAP 2021 Rp2,69 Triliun. Posisi pencapaian EBITDA terbilang sangat tinggi bahkan sudah jauh melebihi target RKAP tahun 2021 diakibatkan adanya penugasan COVID -19 di mana secara RKAP tahun 2021 belum tercatat.
2. CFO Tahun 2021 Positif Rp6,60 triliun atau mencapai 360,68% dari Target RKAP 2021 sebesar Rp1,83 triliun.
3. *Interest Bearing Debt* secara Konsolidasi tahun 2021 sebesar Rp8,7 triliun atau 99,74% dari RKAP tahun 2021 diakibatkan adanya penarikan Pinjaman Jangka Pendek untuk Penugasan COVID - 19.
4. *Debt to EBITDA* Tahun 2021 sebesar 2,16 kali, lebih rendah dari target RKAP tahun 2021 di mana hal ini terpengaruh dari pembayaran atas pelaksanaan penugasan COVID-19.
5. Target rasio-rasio profitabilitas tahun 2021 memiliki angka yang relatif lebih rendah dibandingkan RKAP tahun 2021 karena dampak penugasan yang dibatasi marginnya lebih rendah dari bisnis reguler. EBITDA Margin s.d tahun 2021 sebesar 9,27% dari target RKAP tahun 2021 sebesar 15,73%. *Net Profit Margin* tahun 2021 secara konsolidasi sebesar 4,45% dari Target RKAP 2021 sebesar 6,03%.
6. Rasio *Working Capital* secara konsolidasi memiliki hasil yang masih cukup terjaga bahkan sedikit lebih baik dari Target RKAP 2021 setahun di mana Pencapaian *Days Receivable* sebesar 32,08 hari lebih kecil dari Target RKAP 2021 sebesar 45,84 hari, *Day Inventory* mencapai 90,52 hari lebih kecil dari Target RKAP 2021 sebesar 128,02 hari dan *Days Payable* mencapai 25,38 hari lebih tinggi dari Target RKAP 2021 sebesar 55,12 hari.

In general terms, the financial ratio represents positive results in achieving the Company's Long Term Plan during 2021, although the financial risk due to Covid-19 had not been included in the plan. Below are the ratio performance figures and financial parameters, as audited for 2021:

1. In 2021, EBITDA amounted to IDR 4.03 trillion or reached 149.53% of the 2021 RKAP estimate of IDR 2.69 trillion. The EBITDA achievement is very high and has far exceeded the RKAP target for 2021 due to the COVID-19 assignment.
2. CFO is positive in 2021, showing a figure of Rp 6.60 trillion and thus achieving 360.68% of its RKAP target for 2021 of Rp1.83 trillion.
3. Interest Bearing Debt, according to the consolidated accounts for 2021, is at Rp8.7 trillion or 99.74% of the RKAP target for 2021 causing the withdrawal from short term debts for the Covid-19 assignment.
4. Debt to EBITDA in 2021 is 2.16 times lower than its RKAP target for 2021 wherein it was impacted by the payment for implementing the Covid-19 assignment.
5. The Profitability Ratio for 2021 has moved relatively lower in value compared to the RKAP for 2021 due to assignments with limited margins compared to regular business. The EBITDA margin until 2021 was 9.27% down from its RKAP target in 2021 of 15.73%. The consolidated net profit margin in 2021 was 4.45%, thus down from its RKAP target of 6.03%.
6. The Consolidated Working Capital Ratio is well maintained and slightly lower than its RKAP target for 2021 wherein the achievement of Days Receivables is 32.08 days, and thus lower than its RKAP target for 2021 of 45.84 days. Day Inventory is 90.52 days, and thus lower than its RKAP target for 2021 of 128.02 days. Days Payable achieved 25.38 days higher than its 2021 RKAP target of 55.12 days.



PT KIMIA FARMA TBK

Dalam struktur *Holding* BUMN Farmasi, Bio Farma sebagai induk *Holding*, memiliki kepemilikan langsung sebesar 90,025% saham PT Kimia Farma Tbk di tahun 2020. Aset Kimia Farma per akhir 2021 adalah senilai Rp17.760,19 miliar atau berarti 32,73% dari total aset *Holding* BUMN Farmasi sebelum eliminasi.

Sebagai salah satu entitas anak usaha dalam *Holding* Group Bio Farma, di tahun 2021 Kimia Farma memberi kontribusi pendapatan sebesar Rp12.857,63 miliar, atau 27,90% dari total pendapatan grup *Holding* BUMN Farmasi sebelum eliminasi. Sumber pendapatan Kimia Farma berasal dari lima jenis produk utama, yakni: obat generik, obat ethical, obat OTC, bahan baku obat dan produk lainnya.

Kimia Farma merupakan salah satu pemain terbesar di industri farmasi nasional. Kimia Farma melakukan pengembangan usaha secara terintegrasi dari hulu ke hilir, mulai dari produksi bahan baku obat hingga ritel farmasi dan layanan kesehatan. Pada Laporan Keuangan Kimia Farma yang telah diaudit oleh Kantor Akuntan Publik Hendrawinata Hanny Erwin & Sumargo Kreston Indonesia, Kimia Farma menerapkan PSAK 5 (Penyesuaian 2015) tentang Segmen Operasi, dan membagi segmen operasi menjadi empat, yakni: 1. Manufaktur (Produksi); 2. Distribusi; 3. Retail dan; 4. Jasa Lainnya.

Hingga akhir tahun 2021, Segmen Ritel masih menjadi kontributor terbesar terhadap pendapatan Perseroan dengan kontribusi mencapai 36,19%.

PT KIMIA FARMA TBK

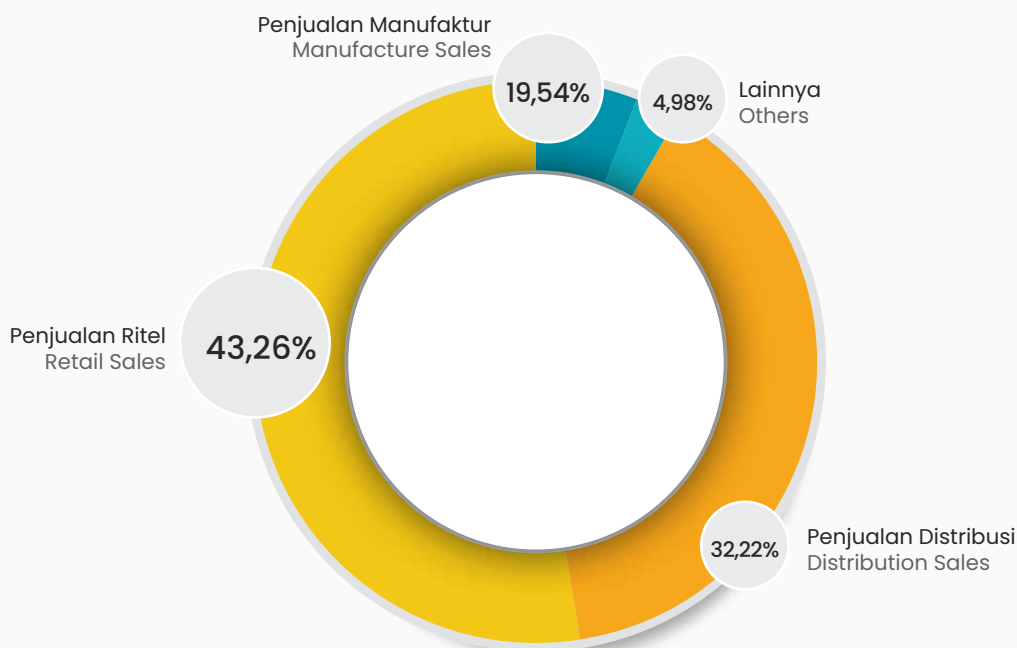
In the State-Owned Pharmaceutical Holding Company structure, Bio Farma, as the parent holding company, had direct ownership of 90.025% shares of PT Kimia Farma Tbk in 2020. As of the end of 2021, Kimia Farma's asset was worth 17,760.19 billion or 32.73% of the total assets of the SOE Pharmaceutical Holding before elimination.

As a subsidiary in the SOE Pharmaceutical Holding Company Bio Farma, Kimia Farma contributed revenue in 2021 of Rp12,857.63 billion or 27.90% of the total income of the SOE Pharmaceutical Holding before elimination. Kimia Farma's revenue stream is derived from five main types of products: generic drugs, ethical drugs, OTC drugs, medicinal raw materials, and other products.

Kimia Farma is one of the biggest players in the national pharmaceutical industry. Kimia Farma carries out integrated business development from upstream to downstream, from the production of medicinal raw materials to pharmaceutical retail and health services. In Kimia Farma's Financial Statements audited by Public Accounting Firm Hendrawinata Hanny Erwin & Sumargo Kreston Indonesia, Kimia Farma applies PSAK 5 (2015 Adjustment) regarding Operating Segments. The Company divides the operating segments into four, namely: 1. Manufacturing (Production); 2. Distribution; 3. Retail and; 4. Other Services.

As of the end of 2021, the Retail Segment was the largest contributor to the Company's revenue, with a contribution of 36.19%.

Kontribusi Pendapatan PT Kimia Farma Tbk Tahun 2021
Kimia Farma's Revenue Contribution by Operating Segment





SEGMENT MANUFAKTUR KIMIA FARMA

Kimia Farma mengembangkan fasilitas produksi di beberapa lokasi lain, yakni:

Pabrik Banjaran

Merupakan pabrik farmasi yang memiliki kapasitas terbesar se-Asia Tenggara yang mengimplementasikan IoT untuk menuju "Industri 4.0". Mulai dilakukan peletakan batu pertama pada tahun 2015, saat ini telah mendapatkan sertifikat produksi industri farmasi dari Kementerian Kesehatan dan Sertifikat CPOB, CPOTB untuk seluruh fasilitas produksi di Gedung Pharma dan gedung herbal dari Badan Pengawas Obat dan Makanan Republik Indonesia. Plant Banjaran sudah mulai produksi di tahun 2020, dan pengiriman perdana di bulan Juni 2020.

Pabrik Bahan Baku Obat, Cikarang, Jawa Barat

Merupakan perusahaan *joint venture* dengan Sung Wun Pharmacopia, Co., Ltd. (PT Kimia Farma Sung Wun Pharmacopia) dalam menghasilkan Bahan Baku Obat (BBO) di Indonesia. Fasilitas produksi ini mulai dibangun tahun 2016. Jenis Bahan Baku Obat yang akan diproduksi ada 8 (delapan) item yaitu: Simvastatin, Atorvastatin, Rosuvastatin, Pantoprazole, Esomeprazole, Rabeprazole, Clopidogrel dan Sarpogrelate dengan total kapasitas produksi 30 ton per tahun. Sebagian produksi Bahan Baku Obat ini untuk memenuhi 100% kebutuhan seluruh industri farmasi di Indonesia untuk ke delapan bahan baku tersebut dan selebihnya untuk pasar ekspor.

Selain memproduksi Bahan Baku Obat (BBO), pabrik ini juga akan memproduksi *High Function Chemical* (HFC) yang dapat digunakan sebagai bahan baku kosmetika dan *food supplement*, yang seluruh hasil produk HFC ini akan diekspor ke Korea, Jepang dan Amerika.

Pabrik Rapid Test, Bali

Merupakan pabrik yang memproduksi alat diagnosis yang telah dibangun sejak tahun 2016. Di tahun 2021 dipercaya untuk memproduksi alat *rapid test* untuk pemeriksaan COVID-19.

Seluruh fasilitas produksi yang dimiliki Kimia Farma telah dilengkapi dengan sertifikasi baik yang berlaku di tingkat nasional maupun internasional, seperti Cara Pembuatan Obat yang Baik (CPOB), Cara Pembuatan Obat Tradisional yang Baik (CPOTB), Cara Pembuatan Kosmetika yang Baik (CPKB), ISO 9001:2015, dan ISO 14001:2015, serta sertifikat Halal dari lembaga independen di dalam dan luar negeri, seperti Llyod's, SGS dan TUV.

KIMIA FARMA'S MANUFACTURING SEGMENT

Kimia Farma has developed production facilities in several other locations, including:

Banjaran Plant

The Banjaran plant is a pharmaceutical plant with the largest capacity in Southeast Asia. The plant implements IoT towards Industry 4.0. The groundbreaking was held in 2015. Currently, the plant has received a pharmaceutical industry production certificate from the Ministry of Health and GMP, Good Manufacturing Practices for Traditional Medicine (CPOTB) certificates for all production facilities in the Pharma Building, and the herbal building from the Indonesian Food and Drug Supervisory Agency. Banjaran plant started production in 2020, and the first delivery was in June 2020.

Pharmaceutical Raw Material Manufacturing Plant, Cikarang, West Java

The plant is a Joint Venture Company with Sung Wun Pharmacopia, Co., Ltd. (PT Kimia Farma Sung Wun Pharmacopia) in producing Active Pharmaceutical Ingredients (API) in Indonesia. The commencement of production facility construction was in 2016. The plant produces 8 (eight) items of pharmaceutical raw materials, including Simvastatin, Atorvastatin, Rosuvastatin, Pantoprazole, Esomeprazole, Rabeprazole, Clopidogrel and Sarpogrelate with a total production capacity of 30 tons per year. Part of the Pharmaceutical Raw Materials production is to meet 100% of the needs of the entire pharmaceutical industry in Indonesia for the eight raw materials, while the rest is for the export market.

In addition to producing Active Pharmaceutical Ingredients (API), the plant also produces High Function Chemicals (HFCs) that can be used as raw materials for cosmetics and food supplements. All HFC products are exported to Korea, Japan and the US.

Rapid Test Plant, Bali

The plant produces diagnostic tools and was established in 2016. In 2021, the plant was trusted to produce Rapid Test Kits for COVID-19 tests.

All production facilities owned by Kimia Farma have been equipped with national and international certifications, such as Good Manufacturing Practices (GMP), Good Manufacturing Practices for Traditional Medicine (CPOTB), Good Manufacturing Practices for Cosmetics (CPKB), ISO 9001:2015, and ISO 14001:2015, as well as Halal certificates from local and international independent institutions, such as Llyod's, SGS and TUV.



Segmen Distribusi

Untuk menunjang kinerja segmen manufaktur, Kimia Farma mengembangkan kegiatan usaha distribusi produk farmasi, sebagai bagian implementasi strategi pengembangan usaha yang terintegrasi dari hulu ke hilir. Kegiatan usaha distribusi dijalankan oleh entitas anak Perseroan, yaitu PT Kimia Farma Trading & Distribution (KFTD). Dalam menjalani kegiatan usaha ini, Perseroan telah mengantongi sertifikasi Cara Distribusi Obat yang Baik (CDOB).

Distribusi produk farmasi yang dilakukan Perseroan tidak terbatas hanya pada pasar domestik, tapi juga telah merambah pasar internasional, antara lain Arab Saudi, Amerika Serikat, Belanda, Inggris, Tiongkok, Malaysia dan beberapa negara lainnya.

Jalur distribusi Kimia Farma diawali dari Pabrik Kimia Farma yang kemudian disalurkan kepada Pedagang Besar Farmasi (PBF). Selanjutnya, PBF akan menyalurkan atau mendistribusikan obat tersebut kepada PBF cabang, Apotek, Instalasi Farmasi Rumah Sakit dan Fasilitas Kesehatan.

Khusus untuk sediaan farmasi berupa narkotika dan psikotropika memiliki jalur distribusi khusus, dengan mengacu pada Undang-undang No. 35 tahun 2009 untuk Narkotika.

Segmen Ritel Kimia Farma

Segmen Ritel adalah penjualan obat-obatan dan produk farmasi langsung kepada pelanggan. Kegiatan usaha ini dijalankan oleh entitas anak Perseroan yaitu PT Kimia Farma Apotek (KFA). KFA mengelola jaringan apotek dengan merek Apotek Kimia Farma.

Menghadapi tantangan di masa pandemi, jaringan apotek Kimia Farma menerapkan protokol yang ketat di seluruh *outlet*. Selain itu, untuk menghadapi tantangan menurunnya kunjungan pelanggan ke *outlet*, pada tahun 2020, Kimia Farma meningkatkan penjualan di jalur digital dengan meluncurkan aplikasi Kimia Farma Mobile.

Segmen Lain Kimia Farma

Segmen lainnya didapatkan dari kegiatan usaha yang dijalankan oleh PT Kimia Farma Diagnostika (KFD), yang menyediakan laboratorium klinik dengan layanan meliputi pemeriksaan laboratorium (rutin, rujukan, dan penunjang penelitian), pemeriksaan non-laboratorium (fisik lengkap, Spirometri, Audiometri, Rontgen, Panoramic, Elektrokardiogram atau EKG, Ultrasonography atau USG, *Treadmill*, dan lain-lain), serta Konsultasi Kesehatan Kerja dan Konsultasi Gizi.

Adapun pemeriksaan laboratorium yang dapat dilakukan di antaranya *Test Drug Monitoring* (TDM), Narkotest, Alergi Test, Tumor Marker, Cardio Marker, Uji Fertilitas, Imunologi, Serologi, Urinalisa, Hematologi,

Distribution Segment

To support the manufacturing segment performance, Kimia Farma has developed a pharmaceutical product distribution business as part of the implementation of an integrated business development strategy from upstream to downstream. The Company carries out the pharmaceutical product distribution through PT Kimia Farma Trading & Distribution (KFTD) as its subsidiary. In carrying out these business activities, the Company has obtained a certification of Good Pharmaceutical Distribution Practice (CDOB).

The Company carries out distribution of the pharmaceutical products to domestic markets and international markets, including Saudi Arabia, the United States, the Netherlands, the UK, China, Malaysia, and several other countries.

The distribution channel starts from the Kimia Farma Plant and extends through to the Pharmaceutical Wholesalers (PBF). Then, Pharmaceutical Wholesalers distribute the drugs to Pharmaceutical Wholesaler branches, pharmacies, Hospital Pharmacy Installations, and Health Centers.

Pharmaceutical supplies in the form of narcotics drugs and psychotropic substances have special distribution channels in accordance with Law No. 35 of 2009 on Narcotics.

Kimia Farma's Retail Segment

The retail segment involves the sale of medicines and pharmaceutical products directly to customers. This business activity is carried out by the Company's subsidiary, PT Kimia Farma Apotek (KFA). KFA manages a pharmacy network under the brand Apotek Kimia Farma.

Facing challenges during the pandemic, Kimia Farma's pharmacy network now implements strict protocols at all outlets. In addition, to face the challenge of decreasing customer visits to outlets, the Company increased sales through the digital channel by launching the Kimia Farma Mobile application in 2020.

Kimia Farma's Other Segments

Other business segments are carried out by PT Kimia Farma Diagnostika (KFD) to provide clinical laboratories with services including laboratory examinations (routine, referral, and research support), non-laboratory examinations (complete physical examination, Spirometry, Audiometry, X-ray, Panoramic, Electrocardiogram or ECG, Ultrasonography or USG, *Treadmill*, etc.), through to Occupational Health Consultation and Nutrition Consultation.

The laboratory tests include a Drug Monitoring (TDM) Test, Narcotic Test, Allergy Test, Tumor Marker, Cardio Marker, Fertility Test, Immunology, Serology, Urinalysis,

Kimia Klinik (antara lain Tes Fungsi Ginjal, Tes Fungsi Hati, Diabetes Mellitus), Biomolekuler Virus & Onkologi dan lain sebagainya. KFD juga melayani testing terkait COVID-19 di antaranya *rapid test* antibodi, *rapid test* antigen dan *Swab PCR test*.

Laboratorium klinik KFD mengusung konsep One Stop pemeriksaan laboratorium dan *Medical Check Up*. Layanan ini dilengkapi dengan beragam fasilitas terpadu yang dibangun dengan konsep modern sebagai upaya memberikan kenyamanan dan kepuasan kepada pelanggan.

KFD merupakan unit usaha laboratorium klinik yang dibuka sejak tahun 2003 guna melengkapi portofolio bisnis Perseroan sebagai *Healthcare Provider*.

Ringkasan Kinerja Keuangan Kimia Farma

Di tahun 2021, Kimia Farma mencatatkan total pendapatan sebesar Rp12.857,63 miliar, tumbuh 28,50% dari Rp10.006,17 miliar di tahun 2020. Total pendapatan 2021 tersebut dikontribusikan dari pendapatan di pasar lokal sebesar Rp12.657,27 miliar yang naik 29,38% dan penjualan produk di pasar ekspor senilai Rp200,36 miliar, turun 10,20% yoy.

Ditinjau dari lini produksinya, kenaikan pendapatan di antaranya dikontribusikan oleh penjualan produk generik yang tumbuh 18,46% yoy dan penjualan bahan baku yang turun 29,26% yoy. Sementara penurunan penjualan dikontribusikan oleh produk OTC yang naik sebesar 0,56% yoy, penjualan produk *ethical* naik 16,86% yoy dan penurunan penjualan yang tertinggi dicatatkan oleh lini produk Pil KB, Alat Kesehatan, Jasa Diagnostik dan lain-lain, naik sebesar 30% yoy.

Hematology, Clinical Chemistry (including Kidney Function Test, Liver Function Test, Diabetes Mellitus), Biomolecular Viruses & Oncology and others. KFD also provides COVID-19 tests, including a Rapid Antibody Test, Rapid Antigen Test, and Swab PCR test.

The KFD Clinical Laboratory carries the concept of One-Stop Laboratory Examination and Medical Check-Up. This service is equipped with a variety of integrated facilities built with a modern concept to provide comfort and satisfaction to customers.

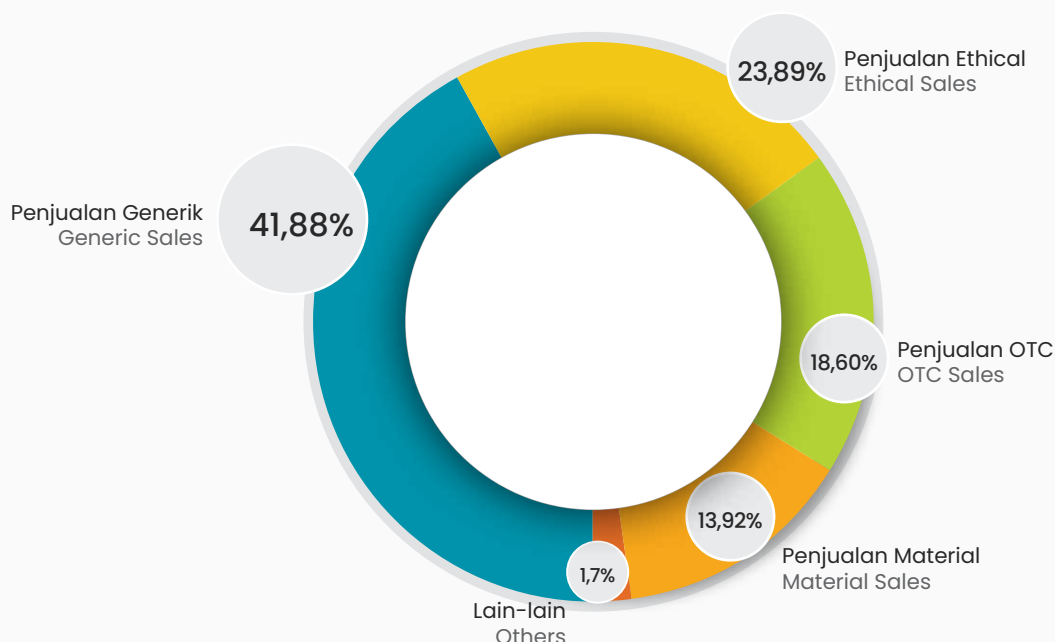
The KFD is a clinical laboratory business unit established in 2003 to complete the Company's business portfolio as a Healthcare Provider.

Summary of Kimia Farma's Financial Performance

In 2021, Kimia Farma recorded total revenue of Rp12,857.63 billion, which increased by 28.50% compared to the 2020 figure of Rp10,006.17. Total revenue in 2021 was derived from the local market income of Rp12,657.27 billion, which increased by 29.38%, and product sales in the export market of RpRp200.36 billion, which decreased by 10.20% yoy.

In terms of production lines, the increase in revenue was due to an increase in sales of generic products by 18.46% yoy and a decrease in sales of raw materials by 29.26% yoy. Meanwhile, the decline in sales was due to an increase in OTC products by 0.56% yoy, an increase in sales of ethical products by 16.86% yoy, and the highest sales declines which were recorded by the product lines of Birth Control Pills, Medical Devices, Diagnostic Services, and others by 30% yoy.

Komposisi Penjualan Kimia Farma Tbk Tahun 2021
Kimia Farma TBK Sales Composition in 2021





Kimia Farma mencatatkan pertumbuhan laba usaha 50,93% dibanding tahun 2020 menjadi sebesar Rp985.639,32 miliar, sementara beban usaha mencatatkan kenaikan sebesar 50,93%. Pada sisi pendanaan, Kimia Farma mencatatkan peningkatan beban keuangan sebesar 1,75% menjadi Rp606,81 miliar dibandingkan dengan tahun 2020 sebesar Rp596,38 miliar. Sehingga pada tahun 2021, Kimia Farma mencatatkan laba bersih sebesar Rp289,89 miliar, naik 1.419,23% dari tahun 2020 yang senilai Rp20.425,76 miliar.

PT INDOFARMA TBK

Dalam struktur *Holding* BUMN Farmasi, Perseroan sebagai induk *Holding*, memiliki kepemilikan langsung sebesar 80,66% saham PT Indofarma Tbk di tahun 2021. Aset Indofarma per akhir 2021 adalah senilai Rp2.011,88 miliar atau 3,71% dari total aset *Holding* BUMN Farmasi sebelum eliminasi. Sementara nilai pendapatan Indofarma di tahun 2021 adalah Rp2.901,99 miliar atau berarti berkontribusi sebesar 6,30% total pendapatan grup *Holding* BUMN Farmasi sebelum eliminasi.

Kegiatan usaha utama Indofarma adalah produksi obat-obat esensial, alat-alat kesehatan dan telah memiliki persetujuan izin edar obat yang terdiri dari kategori Obat Generik Berlogo (OGB), *Over The Counter* (OTC), obat generik bermerek, Alat Kesehatan, Non-Alat Kesehatan, dan Perbekalan Kesehatan Rumah Tangga (PKRT). Dalam laporan keuangan tahun buku 2021 yang telah diaudit oleh Kantor Akuntan Publik Hendrawinata Hanny Erwin & Sumargo Kreston Indonesia, Indofarma telah menerapkan PSAK 5 (Penyesuaian 2015) tentang Segmen Operasi. Berdasarkan PSAK 5 (Penyesuaian 2015), Perseroan memiliki 3 (tiga) segmen usaha, yaitu segmen usaha berdasarkan produk yang dihasilkan, segmen usaha berdasarkan wilayah distribusi secara geografis dan segmen usaha Entitas Anak.

Segmen usaha berdasarkan produk yang dihasilkan terdiri dari segmen usaha obat dan segmen alat kesehatan lainnya. Segmen alat kesehatan dan produk lainnya terdiri dari *diagnostic and medical equipment*, serta *extract and natural medicine*. Sedangkan segmen usaha berdasarkan wilayah distribusi secara geografis mencakup 5 (lima) wilayah yang terdiri dari wilayah Sumatera, Jawa, Kalimantan, Sulawesi dan Bali, Nusa Tenggara Barat, serta Indonesia Timur.

Kimia Farma recorded an operating profit growth of 50.93% when compared to 2020 to Rp985,639.32 billion, while operating expenses also recorded an increase of 50.93%. In terms of financing, Kimia Farma recorded financial costs of Rp606.81 billion, which increased by 1.75% compared to the 2020 figure of Rp596.38 billion. Thus, Kimia Farma recorded a net income in 2021 of Rp289.89 billion, which was an increase of 1,419.23% compared to the 2020 figure of Rp20,425.76 billion.

PT INDOFARMA TBK

In the SOE Pharmaceutical Holding Company structure, PT Bio Farma, as the holding parent, had direct ownership of 80.66% shares of PT Indofarma Tbk in 2021. As of the end of 2021, the Company's assets were worth Rp2,011.88 billion or 3.71% of the total assets of the SOE Pharmaceutical Holding Company before elimination. Meanwhile, Indofarma's revenue in 2021 was Rp2,901.99 billion, meaning that the Company contributed 6.30% of the total revenue of the SOE Pharmaceutical Holding before elimination.

Indofarma's main business activity is the production of essential medicines and the company has marketing authorization for drugs consisting of Logo Generic Drugs (OGB), *Over The Counter* (OTC), Branded Generic Drugs, Medical Devices, Non-Medical Devices, and Household Health Products (PKRT) categories. In the financial statements for the 2021 fiscal year audited by the Public Accounting Firm Hendrawinata Hanny Erwin & Sumargo Kreston Indonesia, Indofarma has implemented PSAK 5 (2015 Adjustment) on these Operating Segments. Based on PSAK 5 (2015 Adjustment), the Company has 3 (three) business segments: a business segment by product, a business segment by geographical distribution area, and a business segment made up of the Subsidiaries.

The business segment by-products consist of the pharmaceutical business segment and other medical devices business segments. The medical devices and other products segment consists of diagnostic and medical devices as well as extracts and natural medicine. Meanwhile, the business segment by geographical distribution area covers 5 (five) regions consisting of Sumatra, Java, Kalimantan, Sulawesi and Bali, West Nusa Tenggara, and Eastern Indonesia.



SEGMENT USAHA MENURUT PRODUK

Segmen Usaha Obat

Di bidang produksi obat-obatan, Indofarma memproduksi obat produk sendiri maupun berdasarkan kerja sama untuk produk obat jadi seperti obat-obatan esensial, obat generik berlogo, obat generik dengan nama dagang, obat tradisional, alat kesehatan, diagnostik, serta produk makanan baik yang ada hubungannya dengan pemeliharaan dan peningkatan kesehatan maupun yang bersifat pemulihan kesehatan. Indofarma memiliki fasilitas untuk melakukan penelitian dan pengembangan produk baru, pengujian bahan dan produk serta fasilitas produksi obat dan obat tradisional.

Realisasi Produksi Obat tahun 2021 tercatat sebanyak 552.843.558 unit, turun 32.832.154 unit atau 5,61% dibandingkan tahun 2020 sebanyak 585.675.712 unit. Hal tersebut disebabkan oleh menurunnya permintaan produk-produk yang tidak terkait COVID-19 dan terganggunya pasokan bahan baku dari negara-negara pemasok bahan baku farmasi seperti Tiongkok dan India yang memberlakukan *lockdown* di awal diumumkannya Pandemi COVID-19. Seluruh produksi obat-obatan Indofarma telah mendapatkan sertifikasi cara Pembuatan Obat Tradisional yang Baik (CPOTB) dan Cara Pembuatan Obat yang Baik (CPOB).

Hingga akhir tahun 2021, Indofarma memiliki 240 item produk dengan persetujuan izin edar baik yang dikeluarkan oleh Badan POM RI maupun Kementerian Kesehatan RI. Realisasi tahun 2021 tersebut bertambah 18 produk atau 8,11% dari 222 item di tahun 2020. Peningkatan tersebut terutama berasal dari penambahan 12 (5,4%) produk *Over The Counter* (OTC) dan penambahan 9 (4%) produk *Ethical Branded*.

Komposisi kelompok produk Obat di tahun 2021 didominasi oleh produk *Ethical Generic* (OGB) dengan komposisi sebesar 47,92% diikuti oleh produk *Over The Counter* (OTC) sebesar 29,17% dan produk *Ethical Branded* sebesar 22,92%. Sampai dengan akhir tahun 2021, Perseroan mencatatkan 240 produk yang telah mendapatkan Nomor Izin Edar (NIE).

Nilai penjualan Segmen Produk Obat di tahun 2021 tercatat sebesar Rp2.099,89 miliar, naik Rp1.234,02 miliar atau 58,77% dari senilai Rp865,86 miliar di tahun 2020. Realisasi nilai penjualan obat di tahun 2021 memberikan kontribusi terhadap nilai Penjualan Bersih Perseroan sebesar 72,36%.

BUSINESS SEGMENT BY PRODUCT

Medicine Business Segment

In the field of medicinal products, Indofarma produces medicinal products either independently or through collaborations for finished medicinal products such as essential medicines, generic medicines with logos, branded generic medicines, traditional medicines, medical devices, diagnostics, as well as existing food products in relation to maintenance and health promotion as well as health recovery. Furthermore, Indofarma has facilities to conduct research and development of new products, to test materials and products and production facilities for drugs and traditional medicines.

The realization of Drug Production in 2021 was recorded at 552,843,558 units, which decreased by 32,832,154 units or 5.61 percent compared to the 2020 figure of 585,675,712 units. This was due to the decline in demand for products unrelated to COVID-19 and disruption in the supply of raw materials from pharmaceutical raw materials supplying countries such as China and India due to a lockdown imposition since the announcement of the COVID-19 Pandemic. The Company's drug production has received certifications of Good Manufacturing Practices for Traditional Medicine (CPOTB) and Good Manufacturing Practices (CPOB).

As of the end of 2021, Indofarma had 240 product items with distribution licenses issued by the National Agency for Drug and Food Control (BPOM) and the Indonesian Ministry of Health. The realization in 2021 increased by 18 products or 8.11% compared to the 2020 figure of 222 items. The increase was mainly due to the addition of 12 Over Counter (OTC) products 5.4% and the addition of 9 Ethical Branded products (4%).

The composition of the drug product group in 2021 was dominated by Logo Generic Drug (OGB) products by 47.92%, followed by Over the Counter (OTC) products by 29.17% and Ethical Branded products by 22.92%. As of the end of 2021, the Company had recorded 240 products with a Marketing Authorization Number (NIE).

The Company recorded sales of the Drug Products Segment in 2021 of Rp58,77 billion, which increased by Rp1,234.02 billion or 58.77% compared to the 2020 figure of Rp865.85 billion. Realization of Drug sales in 2021 contributed 72.36% to the Company's Net Sales.



Segmen Usaha Alat Kesehatan dan Produk Lainnya

Selama tahun 2021, Indofarma memproduksi 5.000.632 SKU Alat Kesehatan dan Produk Lainnya, yang terdiri dari kategori *Manufacturing* sebesar 4.962.182 SKU dan *Assembling* sebesar 38.450 SKU. Perseroan melakukan strategi pengembangan produk alat kesehatan mulai dari *Trading* – OEM – *Assembling* – *Manufacturing*. Dari sisi jumlah, realisasi produk tersebut mengalami penurunan dari tahun 2020 yang mencapai 3.613.581 SKU.

Namun demikian, dari sisi nilai, realisasi produksi tersebut mengalami peningkatan signifikan hingga 126,20%. Kenaikan tersebut terutama dikontribusikan oleh peningkatan nilai penjualan Alat Kesehatan terkait COVID-19, seperti *Masker*, *Rapid test*, dan *Isolation Transport*.

Seluruh produksi alat kesehatan dan produk lain dari Indofarma telah mendapatkan sertifikat fasilitas produksi Alat Kesehatan, sertifikat produksi PKRT, dan sertifikat distribusi Alat Kesehatan yang dikeluarkan oleh Direktur Jenderal Kefarmasian dan Alat Kesehatan Kementerian Kesehatan Republik Indonesia.

Pada tahun 2021, sebanyak 107 produk dari kelompok produk Alat Kesehatan dan Produk Lainnya telah memperoleh Nomor Izin Edar (NIE). Jumlah ini mengalami peningkatan sebanyak 1 produk dibandingkan jumlah produk Alat Kesehatan dan Produk Lainnya yang telah memperoleh NIE di tahun 2020 yang tercatat sebanyak 106 produk.

Sepanjang tahun 2021, Indofarma meluncurkan 15 produk baru Alat Kesehatan dan Produk Lainnya sebagai bagian dari strategi diferensiasi produk.

Nilai penjualan Segmen Alat Kesehatan dan Produk Lainnya di tahun 2021 tercatat sebesar Rp802,10 miliar, turun Rp47,62 miliar atau 5,60% dari senilai Rp849,73 miliar di tahun 2020. Hal tersebut disebabkan oleh peningkatan permintaan produk selama pandemi COVID-19. Realisasi nilai penjualan Alat Kesehatan dan Produk Lainnya tersebut merepresentasikan 27,64% nilai Penjualan Bersih Indofarma di tahun 2021.

Medical Devices and Other Product Segments

During 2021, the Company produced 5,000,632 SKUs of Medical Devices and Other Products, consisting of 4,962,182 SKUs in the Manufacturing category and 38,450 SKUs in the Assembling category. The Company also implemented product development strategies for medical devices starting from Trading – OEM – Assembling – Manufacturing. In terms of quantity, the realization of the products decreased compared to the 2020 production figure of 3,613,581 SKUs.

However, sales increased significantly by 126.20%. The increase was mainly due to the rise in sales of Medical Devices related to COVID-19, such as Masks, Rapid Test Kits, and Isolation Transport.

All of Indofarma's medical devices and other products have received the certification level for Medical Device production, Household Health Product (PKRT) manufacture, and the Medical Device distribution certificates issued by the Directorate General of Pharmaceutical and Medical Devices – the Ministry of Health of the Republic of Indonesia.

In 2021, 107 products in the Medical Devices and Other Products group had obtained a Marketing Authorization Number (NIE), which increased by 1 product compared to the 2020 figure of 106 products.

In 2021, Indofarma launched 15 new Medical Devices and Other Products as part of the Company's product differentiation strategy.

Sales in the Medical Devices and Other Products Segment in 2021 were recorded at Rp802.10 billion, which decreased by Rp47.62 billion or 5.60% compared to the 2020 figure of Rp849.73 billion. This was due to an overall increase in product demand during the COVID-19 pandemic. Realization of Medical Devices and Other Products sales contributed 27.64% to the Company's Net Sales in 2021.



Hingga saat ini, Perseroan masih berfokus untuk memenuhi pasar Alat Kesehatan dan Produk Lainnya di dalam negeri karena masih tingginya permintaan domestik atas Alat Kesehatan dan Produk Lainnya.

Segmen Usaha Berdasarkan Geografis Distribusi

Informasi segmen berdasarkan wilayah geografis yang dibagi ke dalam 5 (lima) wilayah yakni Jawa, Sumatra, Kalimantan, Sulawesi, Bali, Nusa Tenggara Barat (NTB), dan Indonesia Timur. Dari seluruh wilayah geografis tersebut, penjualan produk di wilayah Jawa mendominasi, dengan nilai sebesar Rp1.793,35 miliar atau berarti 89,14% total penjualan Indofarma di tahun 2021, baru diikuti oleh wilayah Sumatera, Kalimantan, Sulawesi serta wilayah Bali dan NTB.

Ringkasan Kinerja Keuangan Indofarma

Sebagaimana disinggung sebelumnya, di tahun 2021 Indofarma mencatatkan total pendapatan sebesar Rp2.901,99 miliar atau 69,15% dari nilai sebesar Rp1.715,59 miliar di tahun 2020. Peningkatan Penjualan Bersih tersebut terutama berasal dari penjualan Alat Kesehatan dan Obat untuk penanganan COVID-19.

Adapun beban pokok penjualan Indofarma di tahun 2021 meningkat 86,34% atau bertambah Rp1.135,34 miliar menjadi sebesar Rp2.450,33 miliar dari senilai Rp1.314,99 miliar di tahun 2020. Keberhasilan pengelolaan beban pokok penjualan membuat Indofarma mencatatkan kenaikan laba bruto sebesar 12,74% menjadi sebesar Rp451,65 miliar atau bertambah Rp51.054,20 miliar dari senilai Rp400,60 miliar di tahun 2020.

Namun demikian di tahun 2021, Indofarma mencatatkan kenaikan beban usaha cukup signifikan, yakni bertambah sebesar Rp34,44 miliar menjadi sebesar Rp301,69 miliar dari Rp267,25 miliar di tahun 2020, sehingga Laba Usaha hanya mengalami peningkatan 12,46% menjadi sebesar Rp149,96 miliar dari Rp133,35 miliar di tahun 2020.

Pada tahun 2021, Indofarma mencatatkan adanya beban keuangan sebesar Rp43.305,70 miliar, selain itu, juga mencatatkan kenaikan Beban Pajak Penghasilan dan adanya beban Cadangan Kerugian Penurunan Nilai (CKPN) Piutang sebagai dampak dari penerapan PSAK 71 senilai Rp42,92 miliar yang menjadi kerugian tahun buku 2021. Sehingga di akhir tahun 2021 Indofarma mencatatkan Rugi bersih sebesar Rp37,32 Miliar, di mana tahun 2020 perusahaan mencatatkan laba bersih tahun 2020 sebesar Rp30 Juta.

To date, the Company has been focusing on meeting high demand in the domestic Medical Devices and Other Products market due to the high domestic demand for Medical Devices and Other Products.

Business Segment by Geographical Distribution Area

The Company's business segment by geographical distribution area is divided into 5 (five) regions comprising Java, Sumatra, Kalimantan, Sulawesi, Bali, West Nusa Tenggara (NTB), and Eastern Indonesia. Out of all these geographical areas, it was Java that dominated in 2021, with product sales of Rp1,793.35 billion or 89.14% of the Company's total sales in 2021, followed by product sales in Sumatra, Kalimantan, Sulawesi, as well as Bali, and NTB.

Summary of Indofarma's Financial Performance

As previously mentioned, Indofarma recorded total revenue of Rp2,901.99 billion in 2021, an increase of 69.15% compared to the 2020 figure of Rp1,715.59 billion. The increase in net sales was mainly derived from the sales of Medical Devices and Drugs to treat COVID-19.

The Company's cost of goods sold in 2021 was Rp2,450.33 billion, which increased by 86.34% or Rp1,135.34 billion compared to the 2020 figure of Rp1,314.99 billion. As a result of the successful management of the cost of goods sold, the Company recorded a gross profit of Rp451.65 billion, which increased by 12.74% or Rp51,054.20 billion when compared to the 2020 figure of Rp400.60 billion.

However, the Company recorded operating expenses of Rp301.69 billion, which increased significantly Rp34.44 billion when compared to the 2020 figure of Rp267.25 billion. Thus, The Company's Operating Profit was Rp149.96 billion, which increased by 12.46% when compared to the 2020 figure of Rp133.35 billion.

In 2021, the Company recorded financial expenses of Rp43,305.70 billion. In addition, the Company also recorded an increase in Income Tax Expenses and Allowances for Impairment Losses (CKPN) for Trade Receivables as a result of the implementation of PSAK 71 of Rp42.92 billion, which was a loss for the 2021 financial year. As of the end of 2021, the Company only recorded a net loss of Rp37.32 billion, compared to the net income in 2020 of Rp30 million.



Tinjauan Kinerja Keuangan Konsolidasi

Consolidated Financial Performance Review

Pembahasan dan analisis kinerja keuangan berikut mengacu pada Laporan Keuangan *Audited* Perusahaan pada tanggal 31 Desember 2020 dan 2021 sebagaimana terlampir dalam buku Laporan Tahunan ini. Laporan Keuangan *Audited* tersebut telah diaudit oleh Kantor Akuntan Publik Hendrawinata Hanny Erwin & Sumargo Kreston Indonesia dengan pendapat wajar dalam semua hal yang material, posisi keuangan PT Bio Farma (Persero) tanggal 31 Desember 2021, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Pembahasan kinerja keuangan Perseroan disajikan dengan memperhatikan penjelasan pada catatan Laporan Keuangan dari pihak eksternal auditor tersebut sebagai bagian yang tidak terpisahkan dari Laporan Tahunan ini. Pembahasan dan analisis kinerja keuangan disajikan dalam empat bagian, yakni:

1. Laporan Laba Rugi dan Penghasilan Komprehensif Lain
2. Perubahan Posisi Keuangan Perusahaan
3. Arus Kas Perusahaan, dan
4. Rasio-rasio Keuangan Utama Perseroan

The following discussion and analysis of financial performance refers to the Company's Audited Financial Statements as of December 31, 2020, and 2021 as attached in this Annual Report. The Financial Statements have been audited by the Public Accounting Firm Hendrawinata Hanny, Erwin & Sumargo Kreston Indonesia with a fair opinion in all material respects, PT Bio Farma (Persero)'s financial position as of December 31, 2021, as well as financial performance and cash flows for the year ended on that date, are in accordance with Indonesian Financial Accounting Standards.

The discussion on the Company's financial performance is presented by taking into account the explanation in the notes to the Financial Statements from the external auditors as an integral part of this Annual Report. The discussion and the analysis of financial performance are presented in four parts, namely:

1. Statements of Income and Other Comprehensive Income
2. Changes in the Company's Financial Position
3. The Company's Cash Flow, and
4. The Company's Key Financial Ratios

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN

STATEMENTS OF INCOME AND OTHER COMPREHENSIVE INCOME

Laporan Laba Rugi Konsolidasi Bio Farma 2020-2021 (Rp Miliar)
Bio Farma's Consolidated Statements of Income in 2020-2021 (Rp Billion)

Keterangan	Audited 2021	2020	Perubahan Change	Pertumbuhan % Growth	Description
Pendapatan Usaha			Operating Profit		
- Penjualan Luar Negeri	1.739,96	1.238,05	501,91	40,54%	- Export Sales
- Penjualan Dalam Negeri	41.697,01	13.089,92	28.607,09	218,54%	- Domestic Sales
PENDAPATAN	43.436,97	14.327,96	29.109,01	203,16%	REVENUE
BEBAN POKOK PENDAPATAN	(35.063,95)	(9.213,10)	(25.850,85)	280,59%	COST OF REVENUE
LABA KOTOR	8.373,01	5.114,87	3.258,14	63,70%	GROSS PROFIT
BEBAN PENJUALAN	(2.498,97)	(2.331,34)	(167,63)	7,19%	COST OF GOODS SOLD



Keterangan	Audited 2021	2020	Perubahan Change	Pertumbuhan % Growth	Description
BEBAN ADMINISTRASI DAN UMUM & LITBANG	(2.565,49)	(1.954,64)	(610,88)	31,25%	GENERAL AND ADMINISTRATIVE & R&D EXPENSES
BEBAN USAHA	(5.064,46)	(4.285,98)	(778,48)	18,16%	OPERATING EXPENSES
LABA USAHA	3.308,55	828,89	2.479,66	299,15%	OPERATING PROFIT
EBITDA	4.027,39	1.314,99	2.712,40	206,27%	EBITDA
JUMLAH PENDAPATAN (BEBAN) KEUANGAN - BERSIH	(753,10)	(694,60)	(58,50)	8,42%	TOTAL FINANCIAL INCOME (EXPENSES) - NET
JUMLAH PENDAPATAN LAIN-LAIN	99,80	273,00	173,2	(63,44%)	TOTAL OTHER INCOME
LABA (RUGI) USAHA SEBELUM PAJAK	2.655,26	407,29	2.247,96	551,92%	OPERATING PROFIT (LOSS) BEFORE TAXABLE
Manfaat (Beban) Pajak	(723,97)	(118,11)	(605,86)	551,92%	Tax Benefit (Expenses)
Laba Proforma dari Transaksi Kombinasi Bisnis Entitas Sepengendali					Pro Forma Profit from Business Combinations Under Common Control Transaction
Laba Tahun Berjalan	1.931,29	289,19	1.642,10	567,83%	Current Year Profit

PENDAPATAN BERSIH

Perseroan membukukan total pendapatan bersih sebesar Rp1.739,96 miliar, bertambah Rp501,91 miliar atau naik 40,54% dari Rp1.238,5 miliar di tahun 2020.

Kenaikan total pendapatan bersih tersebut dikontribusikan oleh 6 jenis produk Perseroan bersama entitas anak, yakni: Vaksin dan Sera; Obat Generik; Alat kesehatan; obat OTC dan Kosmetik; Bahan Baku (minyak nabati, yodium dan kina); dan Pil KB, alat kesehatan dan lain-lain. Satu jenis produk Perseroan, yakni obat ethical, lisensi dan narkotika mencatatkan penurunan nilai penjualan. Kondisi pandemi turut memengaruhi penurunan nilai penjualan jenis produk ini.

NET INCOME

The Company recorded a total net income of Rp1,739.96 billion, which was an increase of Rp501.91 billion or 40.54% when compared to the 2020 figure of Rp1,238.5 billion.

The increase in total net income was contributed by 6 product types manufactured by the Company and its subsidiaries, namely: Vaccines and Sera; Generic Drugs; Medical Devices; OTC Drugs and Cosmetics; Raw Materials (vegetable oil, iodine, and quinine); and birth control pills, medical devices and others. One type of the Company's products, namely ethical drugs, licenses, and narcotics, recorded a decrease in sales.

Penjualan Perseroan Menurut Jenis Produk 2020–2021 (Rp Miliar)

The Company's Sales by Product Type in 2020–2021 (Rp Billion)

Keterangan	Audited 2021	2020	Perubahan Change	Pertumbuhan Growth	Description
Obat <i>ethical</i> , lisensi dan narkotika	4.762,39	4.053,29	(667,63)	(16,47%)	Ethical drugs, license, and narcotics
Vaksin dan Sera	30.110,39	2.619,55	27.490,84	1.049,45%	Vaccines and sera
Obat generik	3.071,72	2.593,14	478,58	18,46%	Generic drugs
Alat Kesehatan	3.069,65	2.593,88	475,77	18,34%	Medical devices
Obat <i>Over The Counter</i> (OTC) dan kosmetik	2.202,80	2.157,10	(310,05)	(14,37%)	Over The Counter (OTC) drugs and cosmetics
Bahan baku (minyak nabati, yodium dan kina)	220,00	311,00	(91,00)	(29,26%)	Raw materials (vegetable oil, iodine, and quinine)
TOTAL	43.436,97	14.327,96	29.109,01	203,16%	TOTAL



BEBAN POKOK PENDAPATAN

Untuk tahun 2021, sejalan dengan peningkatan produk-produk vaksin, obat-obatan yang berkaitan dengan penanganan pandemi, Perseroan mencatatkan kenaikan beban pokok penjualan lebih besar dari kenaikan total pendapatan yakni meningkat 280,59% atau bertambah senilai Rp25.850,85 miliar menjadi sebesar Rp35.063,95 miliar. Komponen nilai persediaan barang tersedia untuk dijual dan biaya produksi menjadi kontributor utama pada kenaikan total beban pokok penjualan.

Meningkatnya nilai persediaan barang tersedia untuk dijual di antaranya dipengaruhi oleh melemahnya permintaan produk-produk obat *ethical*, lisensi dan narkotika, obat OTC dan kosmetik.

LABA KOTOR

Persentase kenaikan nilai beban pokok yang lebih tinggi dari kenaikan nilai penjualan tersebut membuat Perseroan hanya mencatatkan pertumbuhan laba kotor sebesar 63,70% atau bertambah Rp3.258,14 miliar menjadi sebesar Rp8.373,01 miliar dari senilai Rp5.114,87 miliar di tahun 2020.

BEBAN USAHA

Beban Usaha Perseroan yang terdiri dari beban penjualan serta beban administrasi umum dan Litbang, beban penjualan menunjukkan peningkatan sebesar 7,19% di tahun 2021 menjadi Rp2.498,97 miliar, beban administrasi umum dan litbang menunjukkan peningkatan sebesar 31,25% menjadi Rp2.565,49 miliar. Komponen gaji dan tunjangan karyawan menjadi kontributor terbesar peningkatan beban penjualan. Dengan porsi sebesar 57,10% dari total beban penjualan, pengeluaran gaji dan tunjangan ini meningkat 7,48% atau bertambah sebesar Rp99,26 miliar menjadi senilai Rp1.427,01 miliar dari Rp1.327,74 miliar di tahun 2020.

Sementara pada akun beban umum dan administrasi, komponen gaji dan tunjangan yang memiliki porsi sebesar 51,36%, di tahun 2021 hanya meningkat sebesar 42,09% atau bertambah senilai Rp351,23 miliar menjadi sebesar Rp1.185,62 miliar dari Rp834,39 miliar di tahun sebelumnya. Kontributor utama peningkatan beban umum dan administrasi yang bertambah sebesar Rp172,75 miliar adalah pengeluaran untuk beban kantor dan penyusutan aset tetap yang masing-masing meningkat 69,00% dan 25,16% menjadi masing-masing sebesar Rp274,99 miliar dan Rp323,37 miliar.

LABA USAHA

Persentase kenaikan beban usaha 18,16% yang lebih kecil dari persentase kenaikan laba kotor 63,70% di tahun 2021 tersebut membuat Bio Farma mencatatkan kenaikan laba usaha sebesar 299,15% atau bertambah Rp2.479,66 miliar, menjadi sebesar Rp3.308,55 miliar dari Rp828,89 miliar di tahun 2020.

COST OF GOODS SOLD

In 2021, in line with the increase in vaccine products, and medicinal products related to the handling of the pandemic, the Company recorded an increase in the cost of goods sold which was greater than the increase in total revenue, which increased by 280.59% or Rp25,850.85 billion to Rp35,063.95 billion. The components of inventory available for sale and production costs were the key contributors to the increase in the total cost of goods sold.

The increase in the inventory of goods available for sale was influenced by the weakening demand for ethical drugs, licenses and narcotics, OTC drugs, and cosmetic products.

GROSS PROFIT

The percentage increase in the cost of goods was higher than the increase in the Company's sales. The Company only recorded a gross profit of Rp8,373.01 billion, an increase of 63.70% or Rp3,258.14 billion compared to the 2020 figure of Rp5,114.87 billion.

OPERATING EXPENSES

The Company's Operating Expenses consisted of sales expenses and general, administrative and R&D expenses. Sales expenses in 2021 amounted to Rp 2,498.97 billion, an increase of 7.19%. Meanwhile, general, administrative and R&D expenses amounted to Rp2,565.49 billion, an increase of 31.25%. The twin components of employee salaries and allowances were the largest contributors to the increase in the sales expenses. With a proportion of 57.10% of total sales expenses, the salary and allowance expenses amounted to Rp1,427.01 billion, which was an increase of 7.48% or Rp99.26 billion if compared to the 2020 figure of Rp1,327.74 billion.

Meanwhile, in terms of the general and administrative expense account, the twin components of employee salaries and allowances which made up 51.36% of expenses in 2021 only increased by 42.09%, from Rp351.23 billion to Rp1,185.62 billion, compared to a total of Rp834.39 billion in the previous year. The key contributors to this increase in general and administrative expenses by Rp172.75 billion were office expenses and fixed asset depreciation of 69.00% and 25.16% or Rp274.99 billion and 323.37 billion, respectively.

OPERATING PROFIT

The percentage increase in operating expenses of 18.16% was smaller than the percentage increase in gross profit of 63.70% in 2021. Thus, Bio Farma recorded an operating profit of Rp3,308.55 billion, which was an increase of 299.15% or Rp2,479.66 billion compared to the 2020 figure of Rp828.89 billion.



PENDAPATAN DAN BEBAN LAIN-LAIN

Secara kumulatif, akun ini terutama dipengaruhi oleh beban keuangan bersih dan penghasilan lainnya. Seiring dengan bertambahnya saldo pinjaman untuk mendukung pengembangan usaha berupa pembangunan fasilitas produksi baik yang dilaksanakan oleh Bio Farma maupun Kimia Farma, pada tahun 2021, Perseroan mencatatkan peningkatan beban keuangan bersih sebesar 8,42 % atau bertambah Rp58,50 miliar menjadi senilai Rp753,10 miliar dari Rp694,60 miliar di tahun 2020.

Perseroan sejatinya mencatatkan pendapatan bunga, namun jumlahnya relatif terbatas dan mengalami penurunan, mengingat sebagian besar kas dan setara kas adalah berupa giro yang memberi imbal hasil minimal.

Pada tahun 2021, Perseroan membukukan kenaikan pendapatan lain-lain sebesar 48,18% menjadi senilai Rp628,11 miliar, terutama berasal dari pencatatan akun pemulihan cadangan penurunan nilai piutang lain-lain serta *listing fee* dan *brand activity fee*.

Dengan demikian di tahun 2021, secara keseluruhan Perseroan membukukan beban lain-lain bersih sebesar Rp454,67 miliar.

LABA SEBELUM PAJAK PENGHASILAN

Dengan memperhitungkan laba usaha dikurangi dengan beban lain-lain (bersih) senilai Rp99.809,95 miliar, maka di tahun 2021 Perseroan mencatatkan peningkatan laba sebelum pajak sebesar 551,92% atau meningkat senilai Rp2.247,96 miliar menjadi sebesar Rp2.622,26 miliar dari senilai Rp407,29 miliar di tahun 2020.

LABA BERSIH TAHUN BERJALAN DAN JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN

Setelah dikurangi dengan beban pajak masing-masing sebesar Rp723,97 miliar di tahun 2021 dan Rp118,11 miliar di tahun 2020, maka Bio Farma sebagai perusahaan Holding BUMN Farmasi mencatatkan laba bersih tahun berjalan sebesar Rp1.931,29 miliar, naik 567,83% dari sebesar Rp289,19 miliar di tahun sebelumnya.

Dengan memperhitungkan rugi komprehensif lain di tahun 2021 senilai Rp303,27 miliar, jumlah penghasilan komprehensif tahun berjalan Perseroan adalah sebesar Rp1.628,02 miliar, naik 1.002,49% dari nilai di tahun sebelumnya, sebesar Rp162,40 miliar.

EBITDA

Selaras dengan naiknya nilai penjualan sebagaimana yang telah dijelaskan di atas EBITDA Perseroan meningkat menjadi sebesar Rp4.027,39 miliar, naik 206,27% dari pencapaian di tahun sebelumnya yang senilai Rp1.314,99 miliar.

OTHER INCOME AND EXPENSES

Cumulatively, the account was mainly affected by net financial expenses and other income. Along with an overall increase in loan balances to support business developments in the form of the construction of production facilities as carried out by Bio Farma and Kimia Farma, the Company recorded net financial expenses in 2021 of Rp753.10 billion, which was an increase of 8.42% or Rp58.50 billion when compared to the 2020 figure of Rp694.60 billion.

The Company also recorded interest income, but the amount was relatively limited and has since decreased, considering that most of the cash and cash equivalents were in the form of current accounts with minimum returns.

In 2021, the Company posted other income of Rp628.11 billion, which increased by 48.18%. This was mainly due to the recording of recovery of impairment losses from other receivables accounts, as well as listing fees and brand activity fees.

Overall, the Company recorded other expenses - net of Rp454.67 billion in 2021.

PROFIT BEFORE TAX

By taking into account operating profits minus other expenses (net) of Rp99,809.95 billion, the Company recorded a profit before tax in 2021 of Rp2,622.26 billion, which was an increase of 551.92% or Rp2,247.96 billion when compared to the 2020 figure of Rp 407.29 billion.

NET PROFIT FOR THE YEAR AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR

After deducting tax expenses of Rp723.97 billion in 2021 and Rp118.11 billion in 2020, Bio Farma as the SOE Pharmaceutical Holding company recorded a net profit for the year of Rp1,931.29 billion, which was an increase of 567.83% when compared to the figure of Rp289.19 billion in the previous year.

By taking into account other comprehensive losses in 2021 of Rp303.27 billion, the Company's total comprehensive income for the year was Rp1,628.02 billion, which was an increase of 1,002.49% when compared to the 2020 figure of Rp162.40 billion.

EBITDA

In accordance with the increase in sales as described above, the Company's EBITDA was Rp4,027.39 billion, which therefore increased by 206.27% when compared to Rp1,314.99 billion in the previous year.

**LAPORAN PERUBAHAN POSISI KEUANGAN
PERSEROAN****STATEMENT OF CHANGES IN THE COMPANY'S
FINANCIAL POSITION****TOTAL ASET****TOTAL ASSETS**

Perubahan Aset Konsolidasi Bio Farma 2020-2021 (Rp Miliar)
Changes in the Company's Consolidated Assets in 2020-2021 (Rp Billion)

ASET (Rp Miliar)
ASSETS (Rp Billion)

Keterangan	Audited 2021	2020	Perubahan Change	Pertumbuhan% Growth	Description
	1	2	1-2	1/2	
ASET LANCAR					
CURRENT ASSETS					
A. Kas/Bank/Deposito	7.559,80	4.601,93	2.957,87	64,27%	A. Cash/Bank/Deposit
B.Setoran Jaminan	0,00	2,37	(2,37)	(100,00%)	B. Counter Guarantee
C. Piutang Usaha	3.818,16	2.290,34	1.527,82	66,71%	C. Accounts Receivables
D. Piutang Lainnya	262,92	259,34	3,58	1,38%	D. Other Receivables
E. Persediaan	8.696,06	4.479,87	4.216,19	94,11%	E. Inventory
F. Uang Muka Pembelian	646,07	2.610,25	(1.964,18)	(75,25%)	F. Advances
G. Biaya Dibayar Dimuka	170,19	137,65	32,54	23,64%	G. Prepaid Expenses
H. Pajak Dibayar Dimuka	698,49	639,48	59,01	9,23%	H. Prepaid Tax
I. Aset Kontrak	328,72	0,20	328,52	164.260,00%	I. Contract Assets
J. Aset Pengembalian dana	12,85	6,16	6,69	108,60%	J. Right of Return Assets
H. Aset Lancar Lainnya	61,46	0,00	61,46	61.360,00%	H. Other Current Assets
JUMLAH ASET LANCAR	22.254,70	15.027,59	7.227,11	48,09%	TOTAL CURRENT ASSETS
ASET TIDAK LANCAR					
NON-CURRENT ASSETS					
A. Aset Pajak Tangguhan	743,07	223,03	520,04	233,17%	A. Deferred Tax Assets
B. Investasi pada Entitas Asosiasi	1,22	1,12	0,10	8,93%	B. Investment in Associates
C. Aset Keuangan pada Nilai Wajar melalui Penghasilan Komprehensif Lain	166,17	166,17	0,00	0,00%	C. Financial Asset at Its Fair Value through Other Comprehensive Income
D. Aset Tetap	15.348,80	15.285,85	62,95	0,41%	D. Fixed Assets
E. Aset Hak Guna	471,54	422,30	49,24	11,66%	E. Right of Use Assets
F. Properti Investasi	1.073,73	1.013,64	60,09	5,93%	F. Investment Property
G. Aset Tidak Lancar yang Akan Ditinggalkan	2,09	2,21	(0,12)	(5,43%)	G. Abandoned Non-Current Asset
H. Aset Tidak Berwujud	299,27	248,28	50,99	20,54%	H. Intangible Assets
I. Aset Agrikultur dan Pengembangan	3,76	4,45	(0,69)	(15,51%)	I. Agricultural and Development Assets
J. Aset Tidak Lancar Lainnya	79,84	298,05	(218,21)	(73,21%)	J. Other Non-Current Assets
JUMLAH ASET TIDAK LANCAR	18.819,57	17.665,09	1.154,48	6,54%	TOTAL NON-CURRENT ASSETS
JUMLAH ASET	40.444,18	32.692,68	7.751,50	23,71%	TOTAL ASSETS



Perseroan membukukan kenaikan total aset sebesar 23,71% atau bertambah sebesar Rp7.751,50 miliar, dari Rp32.692,68 miliar di tahun 2020 menjadi Rp40.444,18 miliar di tahun 2021. Kenaikan ini terutama dikontribusikan oleh meningkatnya jumlah aset lancar sebesar 48,09% menjadi senilai Rp22,254,70 miliar di tahun 2021 dari posisi tahun sebelumnya sebesar Rp15.027,59 miliar. Selain itu, meski dengan tingkat pertumbuhan lebih kecil, aset tetap Perseroan naik 0,41% menjadi sebesar Rp15.348,80 miliar di tahun 2021 dari sebesar Rp15.285,85 miliar di tahun sebelumnya.

ASET LANCAR

Kas dan Setara Kas

Posisi kas dan setara kas Perseroan termasuk di dalamnya deposito berjangka di tahun 2021 mengalami kenaikan sebesar 64,27% menjadi senilai Rp7.559,80 miliar dari Rp4.601,93 miliar di tahun 2020. Kenaikan kas dan setara kas di tahun 2021 tersebut terutama dikontribusikan oleh bertambahnya saldo kas berupa giro di sejumlah bank jumlah nasional hingga 75,85% atau bertambah sebesar Rp3.218,86 miliar menjadi senilai Rp7.462,58 miliar dari Rp4.243,72 miliar di tahun 2020. Pertambahan nilai kas ini berkaitan dengan penerapan kebijakan penjualan produk yang mendahulukan pembayaran secara tunai sebagai bagian dari mitigasi kondisi bisnis dimasa pandemi.

Sementara itu, untuk deposito berjangka justru terjadi penurunan 14,81% menjadi senilai Rp47,62 miliar dari sejumlah Rp321,65 miliar di tahun sebelumnya.

Penurunan nilai deposito tersebut membuat pendapatan bunga Perseroan menurun, sekalipun saldo kas dan setara kas (termasuk deposito) meningkat signifikan.

Piutang Usaha

Sekalipun nilai penjualan meningkat, di tahun 2021 Perseroan mencatatkan peningkatan nilai akun piutang usaha 66,71% atau bertambah Rp1.527,82 miliar menjadi sebesar Rp3.818,16 miliar dari senilai Rp2.290,34 miliar di tahun 2020. Peningkatan ini disebabkan karena adanya peningkatan piutang usaha dari Kementerian Kesehatan RI senilai Rp1.637,46 miliar yang merupakan penugasan.

The Company recorded an increase in total assets of 23.71% or Rp7,751.50 billion, from Rp32,692.68 billion in 2020 up to Rp40,444.18 billion in 2021. This increase was mainly due to having total current assets in 2021 of Rp22,254.70 billion, which was an increase of 48.09% when compared to the 2020 figure of Rp15,027.59 billion. In addition, despite the lower growth rate, the Company's fixed assets increased by 0.41% to Rp15,348.80 billion in 2021 from Rp15,285.85 billion in the previous year.

CURRENT ASSETS

Cash and Cash Equivalents

The Company's cash and cash equivalents, including time deposits in 2021 amounted to Rp7,559.80 billion, which was an increase of 64.27% when compared to the 2020 figure of Rp4,601.93 billion. The increase in cash and cash equivalents in 2021 was mainly due to the increase in cash balances in current accounts held at several national banks by 75.85% or Rp3,218.86 billion, from a total of Rp4,243.72 billion in 2020 up to Rp7,462.58 billion in 2021. The increase in cash balances was related to the implementation of product sales policies that prioritized cash payments to mitigate the impact of COVID-19 on the business.

Meanwhile, the Company's time deposit balance was Rp47.62 billion, which decreased by 14.81% compared to Rp321.65 billion in the previous year.

The decrease in the time deposit balance caused the Company's interest income to decrease, despite the significant increase in the balance of cash and cash equivalents (including time deposits).

Accounts Receivable

Despite the increase in sales, in 2021, the Company posted an accounts receivable account of Rp3,818.16 billion, which increased by 66.71% or Rp1,527.82 billion compared to the 2020 figure of Rp2,290.34 billion. The increase was due to an increase in trade receivables as a result of an assignment from the Ministry of Health of the Republic of Indonesia of Rp1,637.46 billion.

Piutang Usaha Bio Farma Menurut Umur (Rp Miliar)
The Company's Accounts Receivable by Age (Rp Billion)

Keterangan	Audited 2021	2020	Perubahan Change	Pertumbuhan % Growth	Description
Lancar	1.136,76	718,91	417,85	58,12%	Current
Jatuh Tempo					Due Date
1 - 30 Hari	1.506,22	943,88	562,34	59,58%	1 - 30 Days
31-90 Hari	977,31	385,04	592,27	153,82%	31-90 Days



Keterangan	Audited 2021	2020	Perubahan Change	Pertumbuhan % Growth	Description
Lebih dari 90 Hari	420,33	428,15	(7,82)	(1,83%)	More than 90 Days
Subtotal	4.040,62	2.475,98	1.564,64	63,19%	Sub-Total
Cadangan Kerugian Penurunan Nilai	(222,46)	(185,64)	(36,82)	19,83%	Allowance for Impairment Losses
Jumlah	3.818,16	2.290,34	1.527,82	66,71%	Total

PERSEDIAAN

Selaras dengan kenaikan penjualan Perseroan di tahun 2021, nilai persediaan mengalami peningkatan sebesar 94,11% menjadi Rp8.696,06 miliar dari senilai Rp4.479,87 miliar di tahun sebelumnya.

Kenaikan ini terutama dikontribusikan oleh peningkatan nilai barang dalam proses yang naik sebesar 7,10% menjadi senilai Rp8.696,06 miliar di tahun 2021 dari Rp4.479,87 miliar di tahun sebelumnya. Kenaikan lainnya dibukukan oleh barang jadi yang tumbuh 13,00% menjadi sebesar Rp2.279,82 miliar dari senilai Rp2.017,60 miliar di tahun 2020. Kedua nilai persediaan tersebut belum memasukan perhitungan cadangan penurunan nilai.

UANG MUKA PEMBELIAN

Pada tahun 2021, Perseroan mencatatkan penurunan signifikan untuk akun uang muka, yakni hingga 75,25% menjadi sebesar Rp646,07 miliar dari senilai Rp2.610,25 miliar di tahun 2020.

Penurunan signifikan tersebut berkaitan erat dengan upaya penanggulangan COVID-19, yakni dalam rangka pembelian barang impor terutama dari transaksi pembelian *Ready to Fill Bulk of SARS-CoV-2* kepada Sinovac Life Sciences senilai AS\$165.000.000 atau setara dengan Rp2.327,33 miliar yang di tahun sebelumnya yang di tahun 2021 sudah tidak ada. Vaksin dimaksud tiba di tanah air pada awal bulan Januari 2021 namun uang pembelian dilakukan di tahun 2020.

ASET TIDAK LANCAR

Aset tidak lancar Perseroan dengan nilai sebesar Rp17.665,09 miliar di tahun 2021 sebagian besar, yakni 84,38%, didominasi oleh nilai Aset tetap yang mencapai nilai sebesar Rp15.348,80 miliar. Menyusul aset tetap, besaran nilai aset tidak lancar Perseroan dikontribusikan oleh Properti Investasi, Aset tidak berwujud, Aset Hak Guna dan Aset tidak lancar lainnya.

INVENTORY

In accordance with the increase in the Company's sales in 2021, the inventory increased by 94.11% up to Rp 8,696.06 billion from Rp4,479.87 billion in the previous year.

This increase was mainly due to an increase in work in process of 7.10% up to Rp 8,696.06 billion in 2021 from Rp 4,479.87 billion in the previous year. In addition, the Company posted an increase in finished goods by 13.00% from Rp 2,017.60 billion in 2020 to Rp2,279.82 billion in 2021. Both inventories did not include the calculation of allowance for impairment.

ADVANCES TO SUPPLIERS

In 2021, the Company recorded a significant decrease in the advance account by 75.25%, from Rp2,610.25 billion in 2020 to Rp646.07 billion.

This significant decrease was closely related to efforts to overcome COVID-19 in the context of purchasing imported goods, and especially from the purchase transaction of *Ready to Fill Bulk of SARS-CoV-2* to Sinovac Life Sciences of US\$165,000,000 or Rp2,327.33 billion while the Company did not make such a purchase in 2021. The vaccination in issue arrived in the country at the beginning of January 2021, yet the money for its purchase was spent in 2020.

NON-CURRENT ASSETS

The Company's non-current assets in 2021 were 17,665.09 billion; and 84.38% of the non-current assets were dominated by fixed assets of Rp15,348.80 billion. In addition to fixed assets, the Company's non-current assets were contributed by Investment Properties, Intangible Assets, Right to Use Assets and other non-current assets.



ASET TETAP-NETO

Aset tetap Perseroan di tahun 2021 mencatatkan kenaikan sebesar 0,41% atau bertambah senilai Rp62,95 miliar menjadi sebesar Rp15.348,80 miliar. Penambahan tersebut terutama berasal dari realisasi pembangunan fasilitas produksi baru, meliputi bangunan, mesin-mesin produksi dan peralatan pendukung. Total penambahan investasi pembangunan sarana produksi dimaksud mencapai nilai sebesar Rp1.528,34 miliar.

Namun demikian, penambahan nilai investasi aset tetap tersebut dikompensasikan oleh adanya penyusutan nilai aset, selain oleh adanya reklasifikasi aset tetap dan adanya perhitungan aset dalam penyelesaian.

PROPERTI INVESTASI

Akun ini merepresentasikan pencatatan tanah dan bangunan properti investasi di 58 titik lokasi dengan nilai wajar per 31 Desember 2021 sebesar Rp1.073,73 milik Entitas Anak (KF). Kimia Farma menggunakan model nilai wajar dalam mencatat nilai properti investasi.

ASET TAK BERWUJUD

Aset Tak Berwujud merepresentasikan pencatatan nilai pengembangan produk dan nilai inovasi, *goodwill* maupun nilai transfer teknologi formulasi. Termasuk dalam pencatatan ini adalah nilai transfer teknologi dan pengisian vaksin IPV milik Entitas Induk dan biaya uji klinis untuk produk Pioglitazone, Clopidogrel, Rifampicin, dan Captopril milik Entitas Anak (KAEF) serta biaya yang terkait dengan pengujian uji ekuivalensi untuk membuktikan kesetaraan produk baru terhadap produk obat inovator milik Entitas Anak (INAF). Biaya pengembangan ini diamortisasi masa manfaatnya selama 3 (tiga) – 5 (lima) tahun.

Untuk tahun 2021, nilai aset tak berwujud Perseroan adalah sebesar Rp299,27 miliar naik 20,54% dari tahun sebelumnya yang sebesar Rp248,28 miliar.

ASET HAK GUNA

Merupakan pencatatan terhadap sewa properti sebagai representasi terhadap pemberlakuan PSAK tertentu yang mulai berlaku di tahun 2021. Nilai yang tercatat di tahun 2021 adalah sebesar Rp422,30 miliar.

LIABILITAS

Selaras dengan naiknya nilai aset, Perseroan mencatatkan pertumbuhan total liabilitas sebesar 36,86% atau bertambah Rp6.211,38 miliar menjadi sebesar Rp23.062,71 miliar dari senilai Rp16.851,33 miliar di tahun 2020. Kontributor utama kenaikan tersebut adalah peningkatan pada liabilitas lancar sebesar 43,06%. Dengan porsi yang lebih dominan, yakni 70,40% di tahun 2021, peningkatan liabilitas lancar membuat total liabilitas juga meningkat cukup besar. Adapun liabilitas tidak lancar hanya meningkat sebesar 22,11%.

FIXED ASSETS – NET

In 2021, the Company recorded fixed assets of Rp15,348.80 billion, which was an increase of 0.41% or Rp62.95 billion. This addition was mainly derived from the realization of new production facilities construction, including buildings, production machines and supporting equipment. Total additional investment in production facilities construction was Rp1,528.34 billion.

However, the increase in investment in fixed assets was compensated for by the depreciation of the assets and the reclassification of property and equipment and the calculation of assets in progress.

INVESTMENT PROPERTY

This account represents the recording of land and building investment properties in 58 locations with a fair value as of December 31, 2021 of Rp1,073.73 belonging to the Subsidiary (KF). Kimia Farma has used the fair value model in recording investment properties.

INTANGIBLE ASSETS

Intangible Assets represent the recording of product development and innovation values, goodwill and technology transfer for formulation. The recording includes technology transfer and IPV vaccine filling owned by the Parent Entity and clinical trial costs for the Subsidiary's Pioglitazone, Clopidogrel, Rifampicin and Captopril (KAEF) products as well as costs associated with equivalence tests to prove the equivalence of the new products on the innovator drug product line belonging to the Subsidiary (INAF). These development costs were amortized over a period of 3 (three) – 5 (five) years.

In 2021, the Company's intangible assets were Rp299.27 billion, which was an increase of 20.54% compared to Rp248.28 billion in the previous year.

RIGHT OF USE ASSETS

Right of Use Assets was the recording of property leases to represent the implementation of certain PSAK that became effective in 2021. The recorded value in 2021 was Rp422.30 billion.

LIABILITIES

In accordance with the increase in assets, the Company recorded total liabilities of Rp23,062.71 billion, an increase of 36.86% or Rp6,211.38 billion compared to the 2020 figure of Rp16,851.33 billion. The increase was mainly due to an increase in current liabilities of 43.06%. With a more dominant portion of 70.40% in 2021, the increase in current liabilities caused a significant increase in total liabilities. Meanwhile, non-current liabilities only increased by 22.11%.



Perubahan Posisi Kewajiban Perseroan 2020–2021
Changes in the Company's Liability Position in 2020–2021

Liabilitas (Rp Miliar)
Liabilities (Rp Billion)

Keterangan	Audited 2021	2020	Perubahan Change	Pertumbuhan % Growth	Description
LIABILITAS JANGKA PENDEK			CURRENT LIABILITIES		
B. Pinjaman Bank Jangka Pendek	3.756,95	7.035,44	(3.278,49)	(46,60%)	B. Short Term Bank Loan
A. Utang Usaha	2.438,27	2.083,11	355,16	17,05%	A. Account Receivable
C. Utang Lain-lain	331,98	132,04	199,94	151,42%	C. Other Receivables
D. Utang Pajak	1.213,03	220,43	992,60	450,30%	D. Tax Payable
E. Beban yang Masih Harus Dibayar	186,79	224,29	(37,50)	(16,72%)	E. Accrued Expenses
F. Liabilitas Imbalan Kerja Jangka Pendek	503,48	167,76	335,72	200,12%	F. Short-Term Employee Benefit Liabilities
G. Liabilitas Kontrak	6.734,27	646,28	6.087,99	942,01%	G. Contract Liability
H. Liabilitas Pengembangan Dana	39,03	7,78	31,25	401,67%	H. Fund Development Liability
I. Bagian liabilitas jangka panjang yang jatuh tempo dalam satu tahun	1.767,59	1.345,88	421,71	31,33%	I. Current portion of long term liabilities
JUMLAH LIABILITAS JANGKA PENDEK	16.971,39	11.863,01	5.108,38	43,06%	TOTAL CURRENT LIABILITIES
LIABILITAS TIDAK LANCAR			NON-CURRENT LIABILITIES		
A. Liabilitas jangka panjang, setelah dikurangi bagian yang jatuh tempo dalam satu tahun	3.821,14	2.960,53	860,61	29,07%	A. Long-term liabilities, net of current portion
B. Pendapatan hibah yang Ditangguhkan	485,45	511,17	(25,72)	(5,03%)	B. Deferred Grant Income
C. Liabilitas Pajak Tangguhan	414,65	438,13	(23,48)	(5,36%)	C. Deferred Tax Liability
D. Liabilitas Imbalan Kerja Jangka Panjang	1.370,08	1.078,48	291,60	27,04%	D. Long-Term Employee Benefits Liability
JUMLAH LIABILITAS TIDAK LANCAR	6.091,32	4.988,31	1.103,01	22,11%	TOTAL NON-CURRENT LIABILITIES
TOTAL LIABILITAS	23.062,71	16.851,33	6.211,38	36,86%	TOTAL LIABILITIES

LIABILITAS JANGKA PENDEK

Pinjaman Bank Jangka Pendek

Nilai akun Pinjaman Bank jangka pendek cukup mendominasi terhadap total liabilitas jangka pendek, yakni memiliki porsi sebesar 73,59% di tahun 2021. Perseroan membukukan penurunan nilai pinjaman bank jangka pendek hingga sebesar 46,60% menjadi sebesar Rp3.756,95 miliar dari Rp7.035,44 miliar di tahun 2020. Pengurangan saldo sebesar Rp3.278,49 miliar ini karena di tahun sebelumnya adanya kebutuhan modal kerja Perseroan yang meningkat selaras dengan meningkatnya permintaan produk, juga dalam rangka memenuhi tugas penyiapan vaksin COVID-19 yang diberikan oleh Pemerintah sedangkan di tahun 2021 kebutuhan di tahun 2021 tersebut sudah mengalami penurunan.

CURRENT LIABILITIES

Short-Term Bank Loans

The short-term bank loan account dominated total current liabilities, with a proportion of 73.59% in 2021. The Company recorded short-term bank loans of Rp 3,756.95 billion, a decrease of 46.60% compared to the 2020 figure of Rp7,035.44 billion. A reduction in the balance of Rp3,278.49 billion was needed to meet the Company's increasing working capital needs, in accordance with the increasing demand for products, as well as to fulfill the duty of preparing the COVID-19 vaccine as provided by the Government, while such demand has decreased in 2021.



Utang Usaha

Peningkatan kegiatan penyiapan vaksin dan naiknya permintaan produk alat deteksi maupun pencegahan COVID-19 yang berkontribusi pada naiknya pendapatan, membuat Perseroan di tahun 2021 juga membukukan kenaikan utang usaha sebesar 17,05% menjadi senilai Rp2.438,27 miliar dari Rp2.083,11 miliar di tahun 2020, atau bertambah sebesar Rp355,16 miliar.

Peningkatan utang usaha tersebut mayoritas berkaitan erat dengan upaya Bio Farma dalam menyiapkan vaksin COVID-19.

Liabilitas Kontrak

Liabilitas kontrak merupakan uang muka yang diterima dari pelanggan sehubungan dengan penjualan produk dari Perseroan. Pada tahun 2021, nilai liabilitas kontrak ini melonjak hingga 942,01% menjadi sebesar Rp6.734,27 miliar dari senilai Rp646,28 miliar di tahun 2020, dikarenakan adanya penerimaan uang muka dari Pemerintah RI bagi penyiapan hingga pendistribusian vaksin COVID-19.

Pinjaman Jangka Panjang yang Akan Jatuh Tempo Dalam Jangka Satu Tahun

Akun ini mencatat perubahan posisi berbagai fasilitas pinjaman dari bank dan institusi keuangan yang akan jatuh tempo di tahun 2021. Nilai pinjaman jangka panjang yang akan jatuh tempo dalam jangka satu tahun di akhir 2021 adalah sebesar Rp1.767,59 miliar naik 31,33% dari Rp1.345,88 miliar di tahun 2020. Perseroan telah mempersiapkan sejumlah skenario pembiayaan bagi pelunasan hutang yang akan jatuh tempo tersebut, termasuk mencari sumber pendanaan baru dari kalangan perbankan.

KEWAJIBAN JANGKA PANJANG

Pinjaman Jangka Panjang Perbankan

Akun pinjaman jangka panjang perbankan setelah dikurangi bagian jatuh tempo dalam 1 tahun mendominasi catatan liabilitas tidak lancar Perseroan di tahun 2021 dengan porsi mencapai 62,73%. Nilainya di tahun 2021 adalah sebesar Rp3.821,14 miliar, naik 29,07% dari Rp2.960,53 miliar di tahun 2020.

Pendapatan Hibah yang Ditangguhkan

Akun ini merepresentasikan pendapatan atas grant dalam proses realisasi yang dananya merupakan pemberian dari Bill and Melinda Gates Foundation (BMGF) dan PATH sebagai penunjang sarana dalam pelaksanaan produksi nOPV2 untuk mendukung program WHO. Masing-masing nilainya untuk akhir tahun 2021 dan 2020 adalah sebesar Rp485,45 miliar dan Rp511,17 miliar.

Accounts Receivable

The increase in vaccine preparation activities and the increasing demand for COVID-19 detection and prevention products contributed to the increase in revenue. In 2020, the Company recorded accounts receivable of Rp 2,438.27 billion, an increase of 17.05% or Rp355.16 billion compared to the 2020 figure of Rp2,083.11 billion.

The increase in accounts receivable was closely related to Bio Farma's efforts in preparing the COVID-19 vaccine.

Contract Liability

Contract liabilities represent advances received from customers in connection with the sale of products from the Company. In 2021, the Company's contract liability was Rp6,734.27 billion, which increased by 942.01% compared to the 2020 figure of Rp646.28 billion. This was due to the receipt of advances from the Indonesian Government to prepare and distribute the COVID-19 vaccine.

Long-Term Loans that Mature Within One Year

This account recorded changes in various loan facilities from banks and financial institutions that will mature in 2021. The long-term loans that matured within one year at the end of 2021 amounted to Rp1,767.59 billion, an increase of 31.33% compared to 2020 of Rp1,345.88 billion. The Company has prepared a number of financing scenarios for the repayment of these maturing debts, including seeking new funding sources from the banking sector.

NON-CURRENT LIABILITIES

Long-Term Bank Loans

After deducting the proportion with maturity within 1 year, the long-term bank loan account dominated the Company's non-current liabilities in 2021, with a proportion reaching 62.73%. Long-term bank loans in 2021 amounted to Rp3,821.14 billion, which was an increase of 29.07% compared to the 2020 figure of Rp2,960.53 billion.

Deferred Grant Income

This account represents grant income in the realization process, and the funds were sourced from grants from the Bill and Melinda Gates Foundation (BMGF) and PATH as supporting facilities in the implementation of nOPV2 production to support the WHO program. As of the end of 2021 and 2020, deferred Grant Incomes were Rp485.45 billion and Rp511.17 billion, respectively.



EKUITAS

EQUITY

Perubahan Posisi Ekuitas Perseroan 2020-2021 (Rp Miliar)
Changes in the Company's Equity Position in 2020-2021 (Rp Billion)

Keterangan	2020	Audited 2021	Perubahan Change	Pertumbuhan % Growth	Description
EKUITAS			EQUITY		
A. Modal Ditempatkan dan Disetor	17.479,82	17.479,82	0,00	0,00%	A. Issued and Paid Up Capital
B. Tambahan Modal Disetor	(6.370,72)	(6.370,72)	0,00	0,00%	B. Additional Paid-In Capital
C. Modal Proforma yang Timbul Karena Transaksi Akuisisi Entitas Sepengendali	0,00	0,00	0,00	0,00%	C. Pro Forma Capital Arising from the Acquisition of Entities Under Common Control Transaction
D. Komponen Ekuitas Lainnya	1.961,03	1.681,60	(279,43)	(14,25%)	D. Other Equity Components
E. Saldo Laba Tahun Berjalan					E. Retained Earnings for the Year
Dicadangkan	1.201,42	1.409,33	207,91	17,31%	Appropriated
Belum Dicadangkan	284,63	1.920,78	1.636,15	574,83%	Unappropriated
Jumlah Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk	14.556,18	16.120,81	1.564,63	10,75%	Total Equity Attributable to the Owner of the Parent Entity
F. Kepentingan Non Pengendali	1.285,17	1.260,66	(24,51)	(1,91%)	F. Non-Controlling Interest
JUMLAH EKUITAS	15.841,35	17.381,47	1.540,12	9,72%	TOTAL EQUITY
TOTAL LIABILITAS DAN EKUITAS	32.692,68	40.444,18	7.751,50	23,71%	TOTAL LIABILITIES AND EQUITY

Sehubungan dengan realisasi pembentukan holding industri farmasi di mana PT Bio Farma (Persero) bertindak sebagai induk holding, maka di tahun 2020 Bio Farma mengambil alih seluruh saham PT Kimia Farma Tbk dan PT Indofarma Tbk milik Pemerintah RI.

In connection with the realization of the establishment of a pharmaceutical holding company where PT Bio Farma (Persero) acts as the holding parent, in 2020, Bio Farma took over all shares of PT Kimia Farma Tbk and PT Indofarma Tbk owned by the Government of the Republic of Indonesia.

Mekanisme pengambilalihan tersebut dilakukan melalui penerbitan Peraturan Pemerintah Republik Indonesia No. 76 tahun 2019 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham PT Bio Farma (Persero) dan Keputusan Menteri Keuangan Republik Indonesia No. 862/KMK.06/2019 tentang Penetapan Nilai Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham PT Bio Farma (Persero), serta ditandatanganinya akta Penyertaan Perjanjian Pengalihan Saham No. 36 tanggal 31 Januari 2020 yang dibuat di hadapan Aulia Taufani, Sarjana Hukum, Notaris di Kota Administrasi Jakarta Selatan. Dengan terbitnya PP tersebut maka seluruh saham seri B KAEF dan INAF milik Negara Republik Indonesia di Perseroan dialihkan kepada PT Bio Farma (Persero) sebesar Rp12.479,82 miliar sebagai penambah penyertaan Modal Negara ke dalam modal saham PT Bio Farma (Persero). Pada tanggal 30 Desember 2021, Perseroan telah menerima modal saham ditempatkan dari Pemerintah Republik Indonesia berjumlah Rp2.000,00 miliar serta mengkapitalisasi cadangan senilai Rp1.000,00 miliar ke modal disetor. Sehingga secara keseluruhan Modal Ditempatkan dan disetor Perseroan bertambah sebesar Rp15.479,82 miliar.

The takeover mechanism was carried out through the issuance of Government Regulation of the Republic of Indonesia No. 76 of 2019 concerning Additional State Equity Participation of the Republic of Indonesia into PT Bio Farma (Persero) and the Minister of Finance Decree of the Republic of Indonesia No. 862/KMK.06/2019 concerning Determination of the Value of Additional State Equity Participation of the Republic of Indonesia into Share Capital of PT Bio Farma (Persero), and the signing of the Deed of Participation in the Share Transfer Agreement No. 36 dated January 31, 2020, made before Aulia Taufani, Bachelor of Law, Notary in the City Administration of South Jakarta. With the issuance of the Government Regulation, all series B shares of KAEF and INAF owned by the Republic of Indonesia in the Company were transferred to PT Bio Farma (Persero) in the amount of Rp12,479.82 billion as Additional State Equity Participation in the share capital of PT Bio Farma (Persero). On December 30, 2021, the Company received issued share capital from the Indonesian Government amounting to Rp2,000.00 billion and capitalized reserves of Rp1,000 billion to the paid-up capital. Thus, the total issued and paid-up capital of the Company increased by Rp15,479.82 billion.



Sehubungan dengan pengambil alihan tersebut, Bio Farma juga mencatatkan selisih restrukturisasi entitas sepengendali sebagai perbedaan harga perolehan nilai aktiva bersih dari Kimia Farma dan Indofarma total sebesar Rp5.447,76 miliar, kemudian juga mencatatkan selisih nilai transaksi dengan kepentingan non-pengendali senilai Rp952,84 miliar, namun mencatatkan penambahan nilai aset pengampunan pajak dari kedua entitas total sebesar Rp6,02 miliar. Sehingga Bio Farma secara keseluruhan harus mengurangi nominal akun tambahan modal disetor sebesar Rp6.370,72 miliar.

Dengan seluruh catatan perubahan posisi modal disetor, pada akhir tahun 2021, Perseroan membukukan kenaikan nilai ekuitas sebesar Rp1.540,12 miliar sehingga total ekuitas konsolidasi Bio Farma di akhir tahun 2021 menjadi sebesar Rp17.381,47 miliar.

Perubahan komponen ekuitas tersebut ditegaskan dalam Pernyataan Keputusan Risalah Rapat Umum Pemegang Saham (RUPS) No.8 tanggal 8 Maret 2021 dan Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU-AH.01.03-0157656 Tahun 2021 tanggal 10 Maret 2021, tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT Bio Farma (Persero), modal dasar Perseroan meningkat dari semula Rp61.000.000.000 (terdiri dari 61.000.000 lembar saham (nilai penuh) menjadi Rp63.000.000.000 (terdiri dari 63.000.000 lembar saham (nilai penuh) dan modal ditempatkan dan disetor Perusahaan meningkat dari semula Rp15.479.821.000 (terdiri dari 15.479.821 lembar saham (nilai penuh) menjadi Rp17.479.821.000 (terdiri dari 17.479.821 lembar saham (nilai penuh)).

In connection with the takeover, Bio Farma also recorded the difference in the restructuring of entities under common control as the difference in the acquisition cost of net assets of Kimia Farma and Indofarma amounting to Rp5,447.76 billion. Further, the Company also recorded the difference in the transaction with a non-controlling interest of Rp 952.84 billion but recorded an increase in the tax amnesty assets of the two entities amounting to Rp6.02 billion. Overall, Bio Farma must deduct the nominal of the additional paid-in capital account by Rp6,370.72 billion.

With all of these recorded changes in the position of paid-in capital, as of the end of 2021, the Company recorded an increase in equity of Rp 1,540.12 billion. Thus, as of the end of 2021, the Company's total consolidated equity was Rp 17,381.47 billion.

The change in the equity component was confirmed in the Decision Statement of the Minutes of the General Meeting of Shareholders (GMS) No. 8 dated March 8, 2021, and the Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number AHU-AH.01.03-0157656 of 2021 dated 10 March 2021, concerning Approval of Amendment in the Articles of Association of Limited Liability Company PT Bio Farma (Persero), the Company's authorized capital increased from Rp61,000,000,000 (consisting of 61,000,000 shares (full amount)) to Rp63,000,000,000 (consisting of 63,000,000 shares (full amount)) and the Company's issued and paid-up capital increased from Rp15,479,821,000 (consisting of 15,479,821 shares (full amount)) to Rp17,479,821,000 (consisting of 17,479,821 shares (full amount)).

LAPORAN ARUS KAS

CASH FLOW STATEMENT

Arus Kas Bio Farma 2020 – 2021 (Rp Miliar)
Bio Farma's Cash Flow in 2019 – 2020 (Rp Million)

Keterangan	2020	Audited 2021	Perubahan Change	Pertumbuhan % Growth	Description
Arus Kas Bersih yang Diperoleh (Digunakan Untuk) Aktivitas Operasi	19,17	6.596,76	6.577,59	34,311,89%	Net Cash Flow Provided by (Used in Operating Activities)
Arus Kase Bersih yang Digunakan untuk Aktivitas Investasi	(808,46)	(1.060,67)	(252,21)	31,20%	Net Cash Flow Used in Investing Activities
Arus Kas Bersih yang Diperoleh dari Aktivitas Pendanaan	3.371,86	(2.669,67)	(6.041,53)	(179,17%)	Net Cash Flow Provided by Financing Activities
KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS	2.582,57	2.866,43	283,86	10,99%	INCREASE (DECREASE) IN NET CASH AND CASH EQUIVALENTS
Pengaruh Selisih Kurs Kas dan Setara Kas	(26,06)	91,43	117,49	(450,84%)	Effect of Exchange Rate Changes on Cash and Cash Equivalents
KAS DAN SETARA KAS PADA AWAL TAHUN	2.045,42	4.601,93	2.556,51	124,99%	CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR
KAS DAN SETARA KAS PADA AKHIR TAHUN	4.601,93	7.559,80	2.957,87	64,27%	CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR

ARUS KAS DARI AKTIVITAS OPERASI

Perseroan membukukan saldo kas bersih yang diperoleh dari aktivitas operasi sebesar Rp6.596,76 miliar di tahun 2021, dari sebelumnya mencatatkan saldo kas sebesar Rp19,17 miliar di tahun 2020. Saldo kas positif tersebut diperoleh berkat adanya peningkatan nilai penerimaan dari pelanggan menjadi sebesar Rp50.352,59 miliar, selain adanya penerimaan *grant*, restitusi pajak dan lainnya, yang dapat mengkompensasi pengeluaran untuk pemasok sebesar Rp39.376,59 miliar maupun karyawan senilai Rp2.701,62 miliar maupun beban lainnya.

ARUS KAS DARI AKTIVITAS INVESTASI

Untuk mendukung pengembangan usaha, Perseroan merealisasikan pengeluaran kas total sebesar Rp1.060,67 miliar yang digunakan untuk membangun beberapa fasilitas produksi, lengkap mesin-mesin produksi obat dan peralatan pendukung lainnya.

ARUS KAS DARI AKTIVITAS PENDANAAN

Arus kas bersih yang diperoleh dari aktivitas pendanaan di tahun 2021 adalah sebesar negatif Rp2.669,67 miliar, menurun dari nilai sebesar Rp3.371,86 miliar di tahun 2020. Penurunan ini terjadi karena Perseroan harus melunasi kewajiban pinjaman jangka pendek, sebagian kewajiban jangka panjang dan *medium term note*. Kendati Perseroan melakukan penarikan pinjaman jangka pendek sebesar Rp32.070,79 miliar, menerima pinjaman jangka panjang sebesar Rp2.089,56 miliar dan menerima tambahan penanaman modal negara sebesar Rp2.000,00 miliar, jumlah dana bersih yang diterima masih sedikit lebih rendah dari dana bersih di tahun sebelumnya.

Dengan demikian maka di akhir tahun 2021, Perseroan membukukan kenaikan bersih kas dan setara kas sebesar Rp2.866,43 miliar. Sehingga setelah memperhitungkan pengaruh selisih kurs sebesar Rp91,43 miliar dan saldo kas di awal tahun sebesar Rp4.601,93 miliar, di akhir tahun 2021, Perseroan membukukan kas dan setara kas sebesar Rp7.559,80 miliar.

CASH FLOW FROM OPERATING ACTIVITIES

The Company posted a net cash balance from operating activities of Rp 6,596.76 billion in 2021 compared to a cash balance of Rp 19.17 billion in 2020. The positive cash balance was due to an increase in the value of receipts from customers to Rp50,352.59 billion, in addition to receiving grants, tax refunds and others, which can compensate for expenses for suppliers of Rp39,376.59 billion and employees of Rp2,701.62 billion as well as other expenses.

CASH FLOW FROM INVESTING ACTIVITIES

To support business development, the Company realized a total cash disbursement of Rp1,060.67 billion which was used for construction of several production facilities, complete with drug production machines and other supporting equipment.

CASH FLOW FROM FUNDING ACTIVITIES

The Company posted a net cash flow from funding activities in 2021 of negative Rp2,669.67 billion, a decrease from Rp3,371.86 billion in 2020. This decrease was because the Company had to pay off current liabilities, partly non-current liabilities and medium-term notes. Despite making short-term loan withdrawals of Rp32,070.79 billion, the Company received long-term loans of Rp2,089.56 billion and received additional state equity participation of Rp2,000.00 billion, the total net funds received were slightly lower than net funds in the previous year.

Thus, as of the end of 2021, the Company posted a net increase in cash and cash equivalents of Rp2,866.43 billion. After taking into account the effect of foreign exchange differences of Rp91.43 billion and a cash balance at the beginning of the year of Rp4,601.93 billion, as of the end of 2021, the Company posted cash and cash equivalents of Rp7,559.80 billion.





Rasio-Rasio Keuangan, Rentabilitas dan Kemampuan Membayar Hutang

Financial Ratios, Rentability, and Ability to Pay Debt

Keterangan	2020	Audited 2021	Pertumbuhan % Growth	Description
EBITDA (Rp Miliar)	1.314,99	4.027,39	186,68%	EBITDA (Rp Billion)
CFO (Rp Miliar)	19,17	6.596,76	34.311,89%	CFO (Rp Billion)
Interest Bearing DEBT (Rp Miliar)	11.281,57	8.705,81	(22,94%)	Interest Bearing DEBT (Rp Billion)
Debt/EBITDA (Kali)	8,04	2,16	(73,13%)	Debt / EBITDA (Time)
Debt to Equity (%)	71,31%	50,09%	(29,76%)	Debt to Equity (%)
Cash Ratio (kali)	0,39	0,45	15,38%	Cash Ratio (Time)
Current Ratio (kali)	1,27	1,31	3,15%	Current Ratio (Time)
Gross Margin (%)	35,70%	19,28%	(45,99%)	Gross Margin (%)
EBIT Margin (%)	5,83%	7,62%	30,70%	EBIT Margin (%)
EBITDA Margin (%)	9,80%	9,27%	(5,41%)	EBITDA Margin (%)
Net Profit Margin (%)	2,02%	4,45%	(120,30%)	Net Profit Margin (%)
Days Receivable Turnover (hari)	58,37	32,08	(45,04%)	Days Receivable Turnover (hari)
Days Inventory Turnover (hari)	177,48	90,52	(49,00%)	Days Inventory Turnover (hari)
Days Payable Turnover (hari)	83,40	25,38	(69,57%)	Days Payable Turnover (hari)
Interest Coverage (EBIT/Interest) (kali)	1,15	4,00	247,83%	Interest Coverage (EBIT / Interest) (kali)
Return on Invested Capital (%)	2,55%	8,18%	220,78%	Return on Invested Capital (%)
Return on Equity (%)	1,83%	11,11%	507,10%	Return on Equity (%)

RASIO LIKUIDITAS

Rasio likuiditas mengukur kemampuan Perseroan untuk melunasi semua kewajiban yang harus segera dipenuhi (liabilitas jangka pendek). Untuk menganalisa kemampuan membayar utang Perseroan, rasio likuiditas yang digunakan adalah rasio lancar, rasio kas dan Kolektibilitas Piutang.

Pada akhir tahun 2021, Perseroan memiliki likuiditas yang semakin kuat dengan nilai kas dan setara kas sebesar Rp7.559,80 miliar naik 64,27% dari Rp4.601,93 miliar di tahun 2020. Dengan posisi kas dan setara kas sebesar itu, maka rasio lancar Perseroan di tahun adalah 131,13% dengan rasio kas 44,54%, posisi ini membaik dari 126,68% dan 38,79% di tahun sebelumnya.

LIQUIDITY RATIO

The liquidity ratio measures the Company's ability to pay its current liabilities. To analyze the ability to pay liabilities, the liquidity ratios used are the current ratio, cash ratio, and accounts receivables collectibility.

As of the end of 2021, Bio Farma had higher liquidity with cash and cash equivalents of Rp7,559.80 billion, which increased by 64.27 % from Rp4,601.93 billion in 2020. With such a large cash and cash equivalent position, Bio Farma's current ratio in 2021 was 131.13% with a cash ratio of 44.54%, compared to the positions of the current ratio and cash ratio of 126.68 % and 126.68 %, respectively, in the previous year.

Likuiditas Perseroan juga didukung dengan periode pembayaran piutang yang semakin membaik, dari rata-rata selama 58,37 hari atau dikenakan menjadi 58 hari menjadi 32,08 hari atau 32 hari.

RASIO SOLVABILITAS

Rasio solvabilitas mengukur kemampuan Perseroan dalam memenuhi segala kewajibannya baik dalam jangka pendek maupun jangka panjang apabila Perseroan akan dilikuidasi. Rasio solvabilitas yang digunakan adalah *Debt Ratio* dan *Debt to Equity Ratio*.

Pada akhir tahun 2021, Perseroan menunjukkan solvabilitas yang baik dengan rasio liabilitas terhadap ekuitas sebesar 50,09% dan rasio liabilitas terhadap aset sebesar 21,53%.

PROFITABILITAS DAN RENTABILITAS

Rasio Profitabilitas dan Rentabilitas mengukur kemampuan Perseroan dalam menghasilkan laba dari pengelolaan seluruh aset perusahaan. Rasio yang dapat dilihat dari tabel rasio tersebut adalah *Gross Margin* (GM), *Net Profit Margin* (NPM) dan *EBITDA Margin* untuk profitabilitas, sementara untuk rentabilitas yang dapat dilihat adalah rasio *Return on Investment Capital* (ROIC) dan *Return on Equity* (ROE).

Pada tahun 2021, dari sisi profitabilitas Perseroan membukukan *Gross Margin*, NPM dan *EBITDA Margin* masing-masing senilai 19,28%, 4,45% dan 9,27%. Sementara untuk rentabilitas, Perseroan mencatatkan ROIC dan ROE masing-masing sebesar 8,18% dan 11,11%.

The Company's liquidity was also supported by better payment of accounts receivables, from an average of 58.37 days or rounded up to 58 days to 32.08 days or 32 days.

SOLVENCY RATIO

The solvency ratio measures the Company's ability to pay off its current and non-current liabilities if the Company enters liquidation. Solvency ratios used are *Debt Ratio* and *Debt to Equity Ratio*.

As of the end of 2021, Bio Farma indicated a good solvency ratio with a *Debt to Equity Ratio* of 50.09% and a *Debt to Assets Ratio* of 21.53%.

PROFITABILITY AND RENTABILITY

Profitability and Profitability Ratios measure the Company's ability to generate profits from the management of all company assets. As seen from the table, the profitability ratio consists of a *Gross Margin* (GM), *Net Profit Margin* (NPM) and *EBITDA Margin*, while the rentability ratio consists of *Return on Investment Capital* (ROIC) and *Return on Equity* (ROE).

In 2021, in terms of profitability, Bio Farma recorded a *Gross Margin*, NPM and *EBITDA Margin* of 19.28%, 4.45% and 9.27%, respectively. Meanwhile, in terms of rentability, Bio Farma recorded ROIC and ROE of 8.18% and 11.11%, respectively.





Struktur Modal dan Kebijakan Manajemen atas Struktur Modal

Capital Structure and Management Policy on Capital Structure

Struktur modal yang kuat memiliki daya dukung terhadap kelangsungan usaha Perusahaan yang tinggi. Terdapat delapan kriteria yang dipertimbangkan dalam menetapkan struktur modal Perseroan sebagai berikut:

1. Tingkat Penjualan
2. Struktur Aktiva
3. Tingkat Pertumbuhan Perusahaan
4. Profitabilitas
5. Variabel Laba & Perlindungan Pajak
6. Penggunaan hutang memberi manfaat perlindungan pajak
7. Skala Perusahaan
8. Kondisi internal Perusahaan & ekonomi makro

DASAR PEMILIHAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Rencana Permodalan disusun oleh Direksi sebagai bagian dari rencana Bisnis Perusahaan dan disetujui oleh Dewan Komisaris. Kebutuhan permodalan direncanakan dan didiskusikan secara rutin dengan didukung data-data analisis. Tujuan Perusahaan mengelola permodalan adalah untuk melindungi kemampuan dalam mempertahankan kelangsungan usaha sehingga Perusahaan dapat tetap memberikan imbal hasil bagi Pemegang saham dan manfaat bagi pemangku kepentingan lainnya dan mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal.

Untuk mempertahankan atau menyesuaikan struktur permodalannya, Perusahaan menyesuaikan jumlah dividen yang dibayar kepada Pemegang saham, Perusahaan harus memonitor modal berdasarkan rasio hutang terhadap modal. Rasio ini dihitung dengan membagi jumlah hutang dengan total modal. Hutang merupakan jumlah liabilitas pada laporan posisi keuangan konsolidasian.

Modal Perseroan terdiri dari seluruh komponen ekuitas yang ada sebagaimana jumlah dalam laporan posisi keuangan konsolidasian. Struktur modal merupakan perimbangan antara pengguna modal sendiri dengan pinjaman/hutang yang terdiri dari hutang jangka pendek dan hutang jangka panjang.

A healthy capital structure has a high carrying capacity for the Company's business continuity. There are eight criteria in determining the Company's capital structure, as follows:

1. Sales Rate
2. Assets Structure
3. Company Growth Rate
4. Profitability
5. Profit Variables and Tax Shield
6. Taking on debt creates a tax shield
7. Company Scale
8. Company internal conditions and macroeconomics

BASIS FOR SELECTING MANAGEMENT POLICY ON CAPITAL STRUCTURE

The Capital Plan has been prepared by the Board of Directors as part of the Company's business plan and approved by the Board of Commissioners. The Company conducts planning and discussion on capital requirements on a regular basis, supported by analytical data. The Company's objective for capital management is to protect its ability to maintain business continuity so that the Company can continue to provide returns for shareholders and benefits for other stakeholders as well as maintain an optimal capital structure to reduce the capital cost.

To maintain or adjust its capital structure, the Company adjusts the number of dividends paid to shareholders, as it must monitor capital based on the debt-to-equity ratio. The ratio is calculated by dividing total debts by total capital. Debt represents total liabilities in the consolidated statement of financial position.

The Company's capital consists of all existing equity components as stated in the consolidated statement of financial position. The capital structure is a balance between users of own capital and loan/debt consisting of short-term and long-term debts.



KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Kebijakan permodalan ditetapkan untuk memenuhi ketentuan kecukupan permodalan yang ditetapkan oleh regulator serta memastikan agar struktur permodalan Perseroan telah efektif dan efisien.

Perseroan menetapkan sejumlah modal sesuai proporsi terhadap risiko. Perseroan mengelola struktur modal dan membuat penyesuaian dengan memperhatikan perubahan kondisi ekonomi dan karakteristik risiko aset yang mendasari. Oleh karena itu Bio Farma menetapkan kebijakan struktur permodalan yang optimal agar dapat memaksimalkan nilai Perusahaan.

RASIO HUTANG TERHADAP MODAL

Rasio Hutang Terhadap Modal menunjukkan proporsi relatif antara ekuitas dan hutang yang digunakan untuk membiayai aset perusahaan. Rasio *Debt to Equity* digunakan untuk mengukur seberapa baik struktur investasi, menilai posisi keuangan perusahaan dan menjadi ukuran kemampuan perusahaan dalam melunasi kewajibannya. Rasio *Debt to Equity* penting untuk diperhatikan pada saat memeriksa kesehatan keuangan perusahaan. Semakin kecil nilai rasio *Debt/Equity*, maka risiko bagi penyandang dana juga semakin berkurang.

Selama tahun 2021, Bio Farma mempertahankan strategi yang diterapkan selama ini yaitu mempertahankan rasio hutang terhadap modal maksimal pada posisi tertentu. Rasio liabilitas terhadap ekuitas Perseroan di tahun 2021 adalah sebesar 50,09% sementara di tahun sebelumnya adalah 71,31%.

STRUKTUR MODAL

MANAGEMENT POLICY ON CAPITAL STRUCTURE

The capital policy is set to meet the capital adequacy requirements set by the regulator and ensure that the Company's capital structure has been effective and efficient.

The Company determined the amount of capital in proportion to risk. The Company managed the capital structure and made adjustments by taking into account changes in economic conditions and the risk characteristics of the underlying assets. Therefore, Bio Farma has established an optimal capital structure policy to maximize the company's value.

DEBT TO EQUITY RATIO

The Debt to Equity Ratio indicates the relative proportion of equity and debt used to finance the Company's assets. The Debt to Equity Ratio is used to measure investment structure, assess the Company's financial position, and measure the Company's ability to pay its liabilities. The debt to equity ratio is an important aspect to assess the Company's financial health. A lower Debt/Equity ratio indicates a lower potential risk for funders.

In 2021, the Company has maintained the implementation of the strategy to maintain the maximum debt to equity ratio at a certain position. The Company's debt to equity ratio in 2021 was 50.09% compared to 2020 at 71.31%.

CAPITAL STRUCTURE

Struktur Modal Konsolidasi Bio Farma (2020-2021)
Consolidated Capital Structure of Bio Farma (2020-2021)

Keterangan	2021	2020	Description
Jumlah Liabilitas Jangka Pendek (Rp Miliar)	16.971,39	11.863,01	Total Current Liabilities (Rp Billion)
Jumlah Liabilitas Jangka Panjang (Rp Miliar)	6.091,32	4.988,31	Total Non-Current Liabilities (Rp Billion)
Total Liabilitas (Rp Miliar)	23.062,71	16.851,33	Total Liabilities (Rp Billion)
Total Ekuitas (Rp Miliar)	17.381,47	15.841,35	Total Equity (Rp Billion)
TOTAL LIABILITAS & EKUITAS (Rp Miliar)	40.444,18	32.692,68	TOTAL LIABILITIES AND EQUITY (Rp Billion)
STRUKTUR MODAL			CAPITAL STRUCTURE
Liabilitas to Total Liabilitas & Ekuitas (%)	57,023 %	51,54 %	Total Liabilities to Total Liabilities & Equity (%)
Total Ekuitas to Total Liabilitas & Ekuitas (%)	42,98 %	48,46 %	Total Equity to Total Liabilities & Equity (%)



Ikatan yang Material untuk Investasi Barang Modal Pada Tahun Buku Terakhir

Material Commitments for Investment of Capital Goods in the Last Fiscal Year



Setiap tahun operasional, Perseroan merealisasikan investasi berupa barang modal (*Capital Expenditure*), yakni aktivitas pengeluaran dana yang digunakan untuk membeli sejumlah aset tetap atau menambah nilai aset tetap yang diharapkan dapat memberikan nilai manfaat di masa depan.

NAMA PIHAK YANG MELAKUKAN IKATAN

Perseroan melakukan ikatan material untuk investasi barang modal dengan dengan beberapa rekanan Bio Farma/pihak-pihak berelasi sepanjang tahun 2021. Kebijakan Perusahaan mengatur bahwa penetapan harga atas transaksi-transaksi tersebut sama dengan transaksi-transaksi yang dilakukan dengan pihak ketiga.

TUJUAN DARI IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL PADA TAHUN BUKU 2021

Selama tahun 2021, Perseroan melakukan ikatan material untuk investasi barang modal dengan beberapa rekanan dengan tujuan pengadaan terkait dengan Penilaian *Assessment* WHO & GMP, Pemeliharaan Peralatan Produksi/Bangunan, Penggantian Peralatan Produksi, Fasilitas IPAL/K3/Lingkungan, Peningkatan Kapasitas Produksi, Pembangunan Fasilitas Produksi, Pembangunan Fasilitas Litbang dan Produk Baru.

Every operating year, the Company realizes investment in the form of capital goods (*Capital Expenditure*) through fund disbursement to purchase a number of fixed assets or increase the number of fixed assets expected to provide benefits in the future.

PARTY CONDUCTING THE COMMITMENT

During 2021, the Company carried out material commitments for capital goods investment with several partners/related parties. The Company's policy stipulated that the pricing for these transactions was the same as for transactions with third parties.

THE OBJECTIVE OF MATERIAL COMMITMENT FOR CAPITAL GOODS INVESTMENT IN FISCAL YEAR 2021

During 2021, the Company made material commitments for capital goods investment with several partners with the objective of procurement related to WHO & GMP Assessment, Maintenance of Production Equipment/Buildings, Replacement of Production Equipment, WWTP/OHS/Environmental Facilities, Production Capacity Improvement, Construction of Production Facilities, Construction of R&D Facilities and New Products.

Realisasi Investasi Barang Modal di Tahun 2021

Realization of Capital Goods Investment in 2021

Pada Tahun 2021, realisasi investasi *Group Holding* BUMN Farmasi mencapai 65,82% atau Rp1,08 triliun dari target RKAP 2021 sebesar Rp1,64 triliun. Realisasi Capex rutin tahun 2021 mencapai 31,65% dari target atau sebesar Rp166,19 Miliar dari target Rp525,04 miliar, sedangkan untuk Capex pengembangan tahun 2021 mencapai 81,86% atau sebesar Rp916,04 miliar dari target Rp1,12 triliun.

In 2021, Investment realization of *Group Holding* SOEs pharmaceuticals reaching 65.82% or Rp1.08 Trillion of Company Work Plan; Budget 2021 in total Rp 1.64 Trillion. Routine Capex realization in 2021 reaching 31.65% of its target or in number Rp166.19 millions of targetted Rp525.04 million, while for Capex development in 2021 reaching 81.86% or in total Rp916.04 million of its target of Rp1.12 trillion.

Realisasi Belanja Barang Modal Perseroan Menurut Peruntukan, 2021 Realization of the Company's Capital Goods Expenditure by Designation in 2021

Detail Belanja Modal	Realisasi (Rp Miliar) Realisation (Rp Billion)	Details of Capital Expenditure
Belanja Modal Rutin		Routine Capital Expenditure
Tanah	12,40	Land
Bangunan	12,22	Building
Peralatan Pabrik & Mesin	69,87	Plant Equipment and Machinery
Peralatan Kantor	18,75	Office Supplies
Kendaraan Bermotor	13,04	Motor Vehicle
Peralatan Utilitas	35,02	Utility Equipment
Aset Tak Berwujud	-	Intangible Assets
Aset Biologis	-	Biological Assets
Lain-lain	4,90	Others
Total Belanja Modal Rutin	166,19	Total Routine Capital Expenditure
Belanja Modal Pengembangan		Development Capital Expenditure
Tanah	15,70	Land
Bangunan	68,64	Building
Peralatan Pabrik & Mesin	104,72	Plant Equipment and Machinery
Peralatan Kantor	6,62	Office Supplies
Peralatan Utilitas	3,42	Utility Equipment
Kendaraan Bermotor	-	Motor Vehicle
Aset Tak Berwujud	58,26	Intangible Assets
Aset Biologis	0,10	Biological Assets
Lain - lain	658,59	Others
Total Belanja Modal Pengembangan	916,04	Total Development Capital Expenditure
TOTAL BELANJA MODAL	1.082,24	TOTAL CAPITAL EXPENDITURE



SUMBER DANA UNTUK MEMENUHI IKATAN DAN REALISASI BELANJA MODAL

Sumber pendanaan untuk belanja modal berasal dari dana intern Perseroan dan dianggarkan dalam RKAP.

MATA UANG YANG MENJADI DENOMINASI

Mata uang yang menjadi denominasi adalah Rupiah. Transaksi-transaksi dalam mata uang asing dijabarkan dalam mata uang rupiah dengan menggunakan kurs pada tanggal transaksi. Pada tanggal laporan posisi keuangan, posisi keuangan dalam mata uang asing dijabarkan dalam mata uang Rupiah dengan menggunakan kurs tengah Bank Indonesia pada tanggal tersebut, sebagai berikut:

Konversi Kurs Mata Uang yang Menjadi Denominasi Posisi Keuangan Perseroan, 2020 & 2021

Foreign Exchange Rate Conversion as Denomination for the Company's Financial Position, 2020 & 2021

Mata Uang	Kurs Konversi (Rp) Conversion Rate (Rp)		Currency
	2021	2020	
1 Dollar Amerika Serikat (USD)	14.269	14.105	1 United States Dollar (USD)
1 Euro (EUR)	16.127	17.33	1 Euro (EUR)
1 Yuan China (CNY)	2.238	2.161	1 Chinese Yuan Renminbi (CNY)
1 Riyal Saudi Arabia (SAR)	3.801	3.759	1 Saudi Arabian Riyal (SAR)
1 Yen Jepang (JPY)	123,89	13.647	1 Japanese Yen (JPY)
1 Poundsterling Inggris (GBP)	19.200	19.085	1 British Pound Sterling (GBP)

Keuntungan atau kerugian yang timbul dari penjabaran aset dan liabilitas keuangan dalam mata uang asing diakui dalam laporan laba rugi dan penghasilan komprehensif lainnya tahun berjalan.

LANGKAH-LANGKAH YANG DIRENCANAKAN PERUSAHAAN UNTUK MELINDUNGI RISIKO DARI POSISI MATA UANG ASING YANG TERKAIT

Manajemen Risiko – Risiko Keuangan

Risiko keuangan utama yang dihadapi Perseroan risiko kredit, risiko mata uang, risiko suku bunga dan risiko likuiditas. Melalui pendekatan manajemen risiko, Perusahaan mencoba meminimalkan potensi dampak negatif dari risiko-risiko di atas.

Risiko Kredit

Risiko kredit adalah risiko di mana salah satu pihak atas instrumen keuangan akan gagal memenuhi kewajibannya dan menyebabkan pihak lain mengalami kerugian keuangan. Instrumen keuangan Perseroan yang mempunyai potensi atas risiko kredit terdiri dari kas dan setara kas di bank, piutang usaha, dan piutang lain. jumlah eksposur risiko kredit maksimum sama dengan nilai tercatat atas akun-akun tersebut.

SOURCES OF FUNDING TO MEET THE COMMITMENTS AND REALIZATION OF CAPITAL EXPENDITURE

Sources of funding for capital expenditure were derived from the Company's internal funds and were budgeted for in the Company's Work Plan and Budget (RKAP).

CURRENCY DENOMINATION

The currency denomination is Rupiah. Transactions denominated in foreign currencies are converted into Rupiah using the exchange rate at the date of the transaction. At statement of financial position date, the financial position denominated in foreign currencies is converted into Rupiah using Bank Indonesia's foreign exchange middle rate at that date, as follows:

Profit or loss arising from the translation of financial assets and liabilities in foreign currencies are recognized in the statement of profit or loss and other comprehensive income for the year.

MEASURES TAKEN BY THE COMPANY TO PROTECT AGAINST RELATED FOREIGN EXCHANGE RISKS

Risk Management – Financial Risk

The key financial risks faced by the Company include credit risk, currency risk, interest rate risk, and liquidity risk. Through a risk management approach, the Company strives to reduce the potential negative impact of the above risks.

Credit Risk

Credit risk is the risk to a financial instrument that may arise from a party failing to make required debt payments and causing the other party to suffer financial losses. The Company's financial instruments with potential credit risks consist of cash and cash equivalents in banks, accounts receivable, and other receivables. The maximum exposure of credit risk is the carrying amount of these accounts.



Untuk risiko penjualan kredit, Perusahaan mensyaratkan adanya bank garansi atau IC dengan limit tertentu. Untuk risiko kredit yang berhubungan dengan bank, hanya bank dengan predikat baik yang dipilih. Selain itu, kebijakan Perusahaan adalah untuk tidak membatasi eksposur hanya kepada satu institusi tertentu, sehingga Perusahaan memiliki kas dan setara kas di berbagai bank.

Risiko Mata Uang

Merupakan risiko fluktuasi nilai instrumen keuangan yang disebabkan perubahan nilai tukar mata uang asing. Perseroan menggunakan mata uang asing dalam transaksi pengadaan barang/jasa dan penjualan ekspor dengan pihak luar negeri serta pengeluaran biaya operasional sehingga terdapat risiko fluktuasi nilai tukar mata uang asing terhadap rupiah yang berlangsung sejak transaksi terjadi sampai dengan pembayaran dilakukan atau diterima.

Di samping terkena eksposur transaksi yang dapat menyebabkan kerugian arus kas di masa yang datang pada saat menerima atau melakukan pembayaran, Perseroan juga akan terkena eksposur ekonomi karena melakukan transaksi perdagangan internasional. Perseroan akan menghadapi risiko penurunan nilai pendapatan atau peningkatan biaya akibat fluktuasi nilai tukar sehingga harga jual produk menjadi tidak kompetitif dibanding pesaing baik di pasar global atau pesaing asing di pasar domestik.

Penerimaan hasil penjualan ekspor yang didominasi oleh mata uang Dolar AS (USD) secara tidak langsung merupakan lindung nilai alami (*natural hedging*) terhadap eksposur fluktuasi nilai tukar. Namun demikian, karena posisi penerimaan dalam valuta asing lebih besar dibanding kebutuhan (*long position*) serta terdapat pengeluaran untuk pengadaan barang impor dalam mata uang asing non USD, maka Perseroan mempunyai eksposur yang signifikan terhadap fluktuasi mata uang asing.

Untuk menghindari risiko fluktuasi nilai tukar di atas, Perseroan melakukan lindung nilai alami dengan menyeimbangkan penerimaan dan pengeluaran mata uang asing dengan cara memelihara saldo mata uang asing sesuai kebutuhan, mengalihkan harga beli barang/jasa dengan *Vendor* luar negeri dari non USD ke USD, dan menjual sisa kebutuhan USD secara bertahap sesuai proyeksi kebutuhan arus kas dan harga pasar.

In terms of credit sales risk, the Company requires a bank guarantee or IC with a particular limit. For bank-related credit risk, only banks with a good predicate are selected. In addition, the Company's policy is not to limit risk exposure to only one particular institution, therefore the Company has cash and cash equivalents held in several banks.

Currency Risk

The current risk is that the fair value or future cash flows of a financial instrument will fluctuate because of foreign currency exchange rates. The Company uses foreign currencies in transactions for the procurement of goods/services and export sales with foreign parties, as well as for operating expenses, so that it may have a risk of fluctuations in the exchange rate of foreign currencies against the Rupiah that lasts from the time the transaction is made until payment has been made or received.

Besides being exposed to transaction exposures that may cause future cash flow losses when receiving or making payments, the Company may also be exposed to economic exposure due to conducting international trade transactions. The Company may face the risk of a decrease in revenue or an increase in costs due to fluctuations in the exchange rate so that the product selling price is uncompetitive compared to competitors in the global market or foreign competitors in the domestic market.

Export sales receipts were denominated in US Dollars (USD), which indirectly represented a natural hedge on exposure to fluctuations in the foreign exchange rate. However, due to foreign currency receipts that were greater than the need (*long position*) and expenditures for procurement of imported goods in non-USD foreign currencies, the Company had significant exposure to exchange rate fluctuations.

To avoid the risk of exchange rate fluctuations as above, the Company used a natural hedge to balance out foreign currency receipts and expenditures by maintaining foreign currency balances as needed, shifting the purchase price of goods/services with foreign vendors from non-USD to USD, and selling the remaining USD needs in stages according to the projected cash flow needs and market prices.



Risiko Suku Bunga

Merupakan risiko fluktuasi nilai instrumen keuangan yang disebabkan perubahan suku bunga pasar. Perseroan melakukan pengawasan terhadap dampak pergerakan tingkat suku bunga untuk meminimalisasi dampak negatif terhadap Bio Farma.

Risiko Likuiditas

Risiko Likuiditas adalah risiko di mana Perseroan akan mengalami kesulitan dalam rangka memperoleh dana untuk memenuhi komitmennya terkait dengan instrumen keuangan. Bio Farma mengelola risiko likuiditas dengan mempertahankan kas dan setara kas yang mencukupi untuk memungkinkan Perseroan memenuhi komitmen kepada semua pihak dan melakukan pengawasan proyeksi dan arus kas aktual secara terus menerus serta pengawasan tanggal jatuh tempo aset dan kewajiban keuangan.

Menindaklanjuti program WHO tahun 2013–2018 terkait eradikasi Polio Global yang telah disetujui oleh dewan eksekutif WHO di tahun 2013. Salah satu keputusannya yang harus dilaksanakan adalah melakukan penghapusan semua vaksin Polio oral secara bertahap. Strategi untuk meminimalkan risiko adalah melalui penghentian produksi tOPV (*trivalent Oral Polio Vaccine*) secara bertahap oleh para produsen dan pembatasan produk tOPV ke bOPV (*bivalent Oral Polio Vaccine*) selesai dilakukan pada april 2016.

Komitmen Indonesia untuk eradikasi Polio nasional tahun 2021 sudah ditindaklanjuti melalui edaran Kemenkes mengenai peralihan pemakaian vaksin tOPV ke bOPV secara bertahap sampai batas waktu 4 april 2016, melalui pengenalan produk pengganti IPV (*Inactivated Polio Vaccine*) pada program imunisasi rutin, pencabutan izin edar dan penarikan tOPV serta pemusnahannya mulai tanggal 4–30 April 2016 di seluruh Indonesia baik di sektor swasta maupun Pemerintah.

Perseroan sudah menindaklanjuti edaran tersebut melalui percepatan atas realisasi kontrak pemerintah tahun 2016 untuk produk tOPV melalui program imunisasi yang dilakukan serentak di seluruh Indonesia tanggal 8–11 Maret 2016 dan penarikan secara bertahap produk tOPV di distributor sampai dengan 28 Maret 2016 serta melakukan penggantian secara serentak dengan produk bOPV mulai 4 April 2016.

Interest Rate Risk

Interest rate risk is the risk when the fair value or future cash flows of a financial instrument fluctuate due to changes in market interest rates. The Company conducted monitoring of the impact of interest rate movements to reduce the negative impact on the Company.

Liquidity Risk

Liquidity risk is the risk that the Company will experience difficulties obtaining funds to fulfill its commitments related to a financial instrument. The Company manages liquidity risk by maintaining sufficient cash and cash equivalents to enable the Company to fulfill its commitments to all parties, monitor projected and actual cash flows on an ongoing basis, and track the maturity date of financial assets and liabilities.

Following up on the 2013–2018 WHO program related to the eradication of Global Polio approved by the WHO executive board in 2013, one of the decisions to be implemented is a gradual cessation of all oral polio vaccines. The strategy to minimize the risk was through the gradual cessation of production of tOPV (*trivalent oral Polio Vaccine*) by manufacturers and the transition of tOPV product to bOPV (*bivalent oral Polio Vaccine*) and this was completed in April 2016.

Indonesia's commitment to the national eradication of Polio by 2021 has been followed up through the Ministry of Health circular concerning the gradual transition of the use of tOPV vaccine to bOPV by the deadline of 4 April 2016, through the introduction of a substitute product for IPV (*Inactivated Polio Vaccine*) in the routine immunization program. Revocation of distribution permits and withdrawal of tOPV and its destruction was carried out on 4–30 April 2016 throughout Indonesia, both in the private and government sectors.

The Company has followed up on this circular by accelerating the realization of a government contract in 2016 for tOPV products through an immunization program carried out simultaneously throughout Indonesia from 8–11 March 2016, and gradual withdrawal of tOPV products from distributors until 28 March 2016 as well as simultaneous replacement with bOPV products starting from 4 April 2016.

Perbandingan antara Target dengan Realisasi

Comparison of Target and Realization

PERBANDINGAN TARGET DAN REALISASI 2021

Perbandingan kinerja keuangan Perseroan antara target dan realisasi tahun 2021 ditampilkan dalam tabel berikut.

COMPARISON OF TARGET AND REALIZATION IN 2021

The comparison of the Company's financial performance between the target and realization in 2021 is shown in the following table.

Target vs. Realisasi Kinerja Keuangan 2020 (Rp Miliar)

Target vs. Realization of Financial Performance 2020 (Rp Billion)

Deskripsi	2020	RKAP 2021 2021 Company's Work Plan and Budget (RKAP)	Audited 2021	3/2	3/1	Description
	(1)	(2)	(3)			
Penjualan	14.327,96	17.120,44	43.436,97	253,71 %	303,16 %	Sales
Beban Pokok Penjualan	(9.213,10)	(10.493,11)	(35.063,95)	334,16 %	380,59 %	Cost of Goods Sold
Laba Kotor	5.114,87	6.681,33	8.373,01	125,32 %	163,70 %	Gross Profit
Laba Usaha	828,89	2.074,61	3.308,56	159,48 %	339,16 %	Operating Profit
EBITDA	1.314,99	2.693,37	4.027,39	149,53 %	286,68 %	EBITDA
Laba Bersih	289,19	1.033,09	1.931,29	186,94 %	667,83 %	Net Income

Target dan Realisasi Posisi Keuangan 2021 (Rp Miliar)

Target and Realization of Financial Position 2021 (Rp Billion)

Deskripsi	2020	RKAP 2021 2021 Company's Work Plan and Budget (RKAP)	Audited 2021	3/2	3/1	Description
	(1)	(2)	(3)			
Aset Lancar	15.027,58	9.909,40	22.254,70	224,58 %	148,09 %	Current Assets
Aset Tidak Lancar	17.665,09	19.700,77	18.189,47	92,33 %	102,97 %	Non-Current assets
Total Aset	32.692,68	29.610,18	40.444,18	136,59 %	123,71 %	Total Assets
Liabilitas Lancar	11.863,01	6.835,48	16.971,39	248,28 %	143,06 %	Current Liabilities
Liabilitas Tidak Lancar	4.988,32	5.818,07	6.091,32	104,70 %	122,11 %	Non-Current Liabilities
Total Liabilitas	16.851,33	12.653,55	23.062,71	182,26 %	136,86 %	Total Liabilities
Ekuitas	15.841,34	16.956,63	17.381,47	102,51 %	109,72 %	Equity
Total Liabilitas dan Ekuitas	32.692,68	29.610,18	40.444,18	136,59 %	123,71 %	Total Liabilities and Equity



Strategi Pengembangan Usaha

Business Development Strategy

ASPIRASI HOLDING BUMN FARMASI

Objektif utama pembentukan holding BUMN Farmasi sebagai berikut:

1. Memperkuat kemandirian Industri Farmasi nasional:
Meningkatkan kemandirian farmasi nasional dengan mengurangi ketergantungan impor serta memperluas aktivitas bisnis di pasar internasional.
2. Meningkatkan ketersediaan produk di seluruh pelosok Indonesia: Mengelola rantai nilai secara keseluruhan untuk memastikan ketersediaan produk dengan melakukan integrasi vertikal.
3. Mengedepankan inovasi dan menyediakan produk farmasi berkualitas: Membangun keunggulan kompetitif melalui penelitian dan pengembangan untuk menjadi yang terbaik di bidangnya.
4. Mendukung keterjangkauan produk farmasi bagi seluruh lapisan masyarakat: Meningkatkan efisiensi dengan memanfaatkan *economies of scale* sepanjang rantai nilai, serta meningkatkan produktivitas.
5. Meningkatkan skala bisnis BUMN Farmasi: Meningkatkan produksi, jenis, dan jangkauan produk.
6. Memperkuat sinergi dengan Sektor Kesehatan nasional: Membangun kerja sama dengan pemain kunci di sektor kesehatan dan memperluas penawaran jasa lainnya.

Guna memenuhi obyektif yang telah ditetapkan tersebut, Bio Farma sebagai Holding BUMN Farmasi menetapkan aspirasi sebagai berikut:

1. Memperkuat kemandirian industri farmasi nasional dengan target menurunkan impor bahan baku obat dari 90% menjadi 75% dalam 5 tahun ke depan.
2. Meningkatkan ketersediaan produk di seluruh pelosok Indonesia melalui upaya peningkatan kapabilitas dan kapasitas *end-to-end* holding BUMN Farmasi dengan mengurangi *gap* kapabilitas dan duplikasi produk & jasa yang signifikan dari masing-masing entitas holding di sepanjang rantai nilai.

ASPIRATIONS OF THE SOE PHARMACEUTICAL HOLDING

The key objectives of the establishment of the SOE Pharmaceutical Holding are as follows:

1. Strengthening the self-reliance of the national Pharmaceutical Industry: Increasing the self-reliance of the national pharmaceutical industry by reducing dependence on imports and expanding business activities in the international market.
2. Increasing product availability throughout Indonesia: Managing the entire value chain to ensure product availability by performing vertical integration.
3. Prioritizing innovation and providing quality pharmaceutical products: Building a competitive advantage through research and development to be the best in the field.
4. Supporting the affordability of pharmaceutical products to all levels of society: Increasing efficiency by leveraging economies of scale throughout the value chain and increasing productivity.
5. Increasing the business scale of SOE Pharmaceutical Holding: Increasing production, types, and product range.
6. Strengthening synergies with the national Health Sector: Building partnerships with key players in the health sector and expanding other service offerings.

To achieve the established objectives, Bio Farma as the SOE Pharmaceutical Holding has set out the following aspirations.:

1. Strengthening the self-reliance of the national pharmaceutical industry with the target of reducing imports of medicinal raw materials from 90% to 75% in the next 5 years.
2. Increasing the availability of products throughout Indonesia through efforts to increase the end-to-end capability and capacity of the SOE Pharmaceutical Holding by reducing the capability gap and by significant duplication of products and services from each holding entity throughout the value chain.



3. Mengedepankan inovasi dan menyediakan produk farmasi berkualitas; dalam 5 tahun ke depan Holding BUMN Farmasi akan mampu meluncurkan ± 400 produk *healthcare*, termasuk obat dan alat kesehatan.
4. Mendukung keterjangkauan produk farmasi bagi seluruh lapisan masyarakat melalui efisiensi biaya hingga 12%.
5. Meningkatkan skala bisnis sebagai upaya untuk menjadi perusahaan manufaktur Farmasi nomor 1, terbesar di Indonesia.
6. Memperkuat sinergi dengan sektor kesehatan nasional, khususnya sinergi dengan IHC (*Indonesia Healthcare Corporation*) menuju pembentukan Holding Sektor Kesehatan dalam jangka Panjang.

7 (TUJUH) VALUE DRIVERS UNTUK MENDUKUNG ASPIRASI HOLDING BUMN FARMASI

Untuk mencapai aspirasi yang telah dicanangkan, Holding BUMN Farmasi mendorong penciptaan nilai melalui tujuh area utama. Area utama penciptaan nilai atau *value drivers* yang difokuskan oleh Holding BUMN Farmasi mencakup:

1. Determinasi Pasar sesuai Area Fokus
2. Integrasi Rantai Nilai
3. Mengurangi Impor dan Meningkatkan Ekspor
4. Penciptaan Ekosistem Industri Kesehatan
5. Diversifikasi Bisnis *Lifestyle*
6. Efisiensi dan Produktivitas
7. Memajukan Inovasi & Sains melalui Litbang

Ketujuh area tersebut bersama-sama menciptakan nilai bagi Industri Farmasi maupun ekosistem sektor Kesehatan nasional, serta mampu menciptakan *multiplier effect* bagi negara secara keseluruhan. Multiplier effect tersebut mencakup peningkatan kesehatan dan kesejahteraan masyarakat, peningkatan kualitas layanan kesehatan, serta pengembangan kapabilitas sumber daya manusia dalam sains dan teknologi.

INISIATIF STRATEGIS HOLDING BUMN FARMASI

Untuk mendukung pencapaian aspirasi strategis melalui ketujuh *value driver*, Holding BUMN Farmasi memiliki 19 inisiatif sebagai berikut:

VISI

Menjadi Perusahaan Layanan Kesehatan Berdaya Saing Global yang Berkelanjutan untuk Meningkatkan Kualitas Hidup

3. Prioritizing innovation, and providing quality pharmaceutical products: In the next 5 years, the SOE Pharmaceutical Holding will be able to launch ± 400 healthcare products, including both drugs and medical devices.
4. Supporting affordability of pharmaceutical products for all levels of society through cost efficiency of up to 12%.
5. Increasing business scale in an effort to become the leading and largest pharmaceutical manufacturing company in Indonesia.
6. Strengthening the synergy with the national health sector, particularly the synergy with IHC (*Indonesia Healthcare Corporation*) towards the establishment of a Health Sector Holding in the long term.

7 (SEVEN) VALUE DRIVERS TO SUPPORT THE ASPIRATIONS OF THE SOE PHARMACEUTICAL HOLDING

To achieve the proclaimed aspirations, the SOE Pharmaceutical Holding encourages value drivers through seven key areas. The SOE Pharmaceutical Holding focuses on the following key areas of value drivers:

1. Market Determination according to Focus Area
2. Value Chain Integration
3. Reducing Imports and Increasing Exports
4. Creation of a Health Industry Ecosystem
5. Lifestyle Business Diversification
6. Efficiency and Productivity
7. Advancing Innovation and Science through Research and Development.

These seven areas together create value for the Pharmaceutical Industry and the national health sector ecosystem and can create a multiplier effect across the country. The multiplier effect includes improvement of public health and welfare, improvement of the quality of health services, and development of human resource capabilities in science and technology.

STRATEGIC INITIATIVES OF SOE PHARMACEUTICAL HOLDING

To support the achievement of strategic aspirations through the seven value drivers, the SOE Pharmaceutical Holding has 19 initiatives as follows:

VISION

To become a Sustainable Global Competitive Healthcare Company to Improve the Quality of Life



Visi/Vision

Menjadi Perusahaan Layanan Kesehatan Berdaya Saing Global yang Berkelanjutan untuk Meningkatkan Kualitas Hidup

To be a Sustainable Global Competitive Healthcare Company to Improve the Quality of Life

10 Inisiatif Strategis/ 10 Strategic Initiatives

Strategic Pillar Initiatives

Determinasi Pasar Sesuai Area Fokus

Market Determination According to Focus Area

- B1** Penataan portofolio sesuai fokus area
Portfolio management according to focus area
- D1** Pengembangan produk sektor farma dan alat kesehatan
Product development in the pharmaceutical and medical device sector

Integrasi Rantai Nilai

Value Chain Integration

- B4** Digitalisasi penjualan
Sales digitization
- B5** Menambah fokus distribusi alat kesehatan
Increase the focus of distribution of medical devices

Mengurangi Impor & Meningkatkan Ekspor

Reducing Imports & Increasing Exports

- D2** Mengembangkan produk API/BBO
Developing API/BBO products
- D3** Peningkatan portofolio
Increasing export portfolio

Penciptaan Ekosistem Industri Kesehatan

Creation of Health Industry Ecosystem

- D4** Peningkatan pangsa pasar alat kesehatan
Increasing market share of medical devices
- B6** Mengembangkan ekosistem industri kesehatan
Developing the health industry ecosystem

Diversifikasi Bisnis Lifestyle

Lifestyle Business Diversification

- A3** Mengembangkan bisnis kosmetika dan *healthy food*
Developing the cosmetics and healthy food business
- C3** Mengembangkan penguasaan teknologi produk herbal
Developing technological mastery of herbal product

Efisiensi dan Produktivitas

Efficiency and Productivity

- B2** Membangun *Integrated Operational and Financial System* untuk Holding
Building an Integrated Operation and Financial System for Holding
- C2** Otomatisasi proses produksi
Production process automation

- B3** *Joint Procurement*
Joint Procurement
- A1** Peningkatan layanan kesehatan
Improvement of health services

- C1** Sistem IT terintegrasi untuk pengembangan proses bisnis
Integrated IT system for business process development
- D5** Optimalisasi aset
Asset optimization

Memajukan Inovasi & Sains melalui Litbang

Advancing Innovation & Science through R&D

- A2** Akselerasi penguasaan teknologi dan pengembangan produk baru
Acceleration of technological mastery and new product development

- E1** Mengembangkan skema *triple helix* dalam litbang dan perpanjangan talenta
Developing a triple helix scheme in R&D and talent screening

- E2** Internalisasi Budaya Unggul dan tata kelola (GCG)
Internalizing Culture of Excellence and Good Corporate Governance (GCG)

9 Inisiatif Strategis/ 9 Strategic Initiatives

Strategic Foundation Initiatives

Strategic House Holding BUMN Farmasi mengandung 19 (sembilan belas) Inisiatif Strategis yang terbagi menjadi 10 (sepuluh) inisiatif strategis yang merupakan *Strategic Pillar Initiatives* dan 9 (sembilan) inisiatif strategis yang merupakan *Strategic Foundation Initiatives*. 19 (sembilan belas) inisiatif strategis prioritas Holding BUMN Farmasi selaras dalam mendukung 5 (lima) prioritas BUMN sebagai berikut:

The *Strategic House* of the SOE Pharmaceutical Holding contains 19 (nineteen) Strategic Initiatives divided into 10 (ten) strategic initiatives as Strategic Pillar Initiatives and 9 (nine) strategic initiatives as Strategic Foundation Initiatives. 19 (nineteen) strategic initiatives of the SOE Pharmaceutical Holding are aligned in supporting 5 (five) priorities of the Ministry of SOEs as follows:

Shield Inisiatif Prioritas Holding BUMN Farmasi Mendukung 5 Prioritas KBUMN

Shield of Priority Initiatives of SOE Pharmaceutical Holding Supports 5 Priorities of the Ministry of SOEs



● Strategic Pillar Initiatives
● Strategic Foundation Initiatives



A Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia

- 1 Peningkatan layanan kesehatan
Improvement of health services
- 2 Akselerasi penguasaan teknologi dan pengembangan produk baru
Acceleration of technological mastery and new product development
- 3 Mengembangkan bisnis kosmetika dan *healthy food*
Developing the cosmetics and healthy food business



B Inovasi Model Bisnis Business Model Innovation

- 1 Penataan portofolio sesuai *focus area*
Portfolio management according to the focus area
- 2 Membangun *Integrated Operational and Financial System* untuk holding
Building an Integrated Operational and Financial System for Holding
- 3 *Joint Procurement*
Joint Procurement
- 4 Digitalisasi Penjualan
Sales Digitalization
- 5 Menambah fokus distribusi alat kesehatan
Increasing the focus of distribution of medical devices
- 6 Mengembangkan ekosistem industri kesehatan
Developing the health industry ecosystem



C Kepemimpinan Teknologi Technology Leadership

- 1 Sistem IT terintegrasi untuk pengembangan proses bisnis
Integrated IT system for business process development
- 2 Otomatisasi proses produksi
Production process automation
- 3 Mengembangkan penguasaan teknologi produk herbal
Developing technological mastery of herbal product



D Pengembangan Investasi Energize Investment

- 1 Pengembangan produk sektor farma dan alat kesehatan
Product development in the pharmaceutical and medical device sector
- 2 Mengembangkan produk API/BBO
Developing API/BBO products
- 3 Peningkatan portofolio ekspor
Increasing export portfolio
- 4 Peningkatan pangsa pasar alat kesehatan
Increasing market share of medical devices
- 5 Optimalisasi aset
Asset optimization



E Pengembangan Talenta Unleash Talent

- 1 Mengembangkan skema *triple helix* dalam lubang dan penjangkaran talenta
Developing a triple helix scheme in R&D and talent screening
- 2 Internalisasi Budaya Unggul dan tata kelola (GCG)
Internalizing of Culture of Excellence and Good Corporate Governance (GCG)



Rencana Pengembangan Strategis di Tingkat Entitas Korporasi

Strategic Development Plan At Corporate Entity Level

Berbagai aspirasi strategis di tingkat Holding BUMN Farmasi tersebut, kemudian dijabarkan ke dalam Rencana Pengembangan Strategis Masing-masing Entitas Korporasi sebagai berikut.

Various strategic aspirations at the SOE Pharmaceutical Holding level are then translated into the Strategic Development Plan of each Corporate Entity as follows.

STRATEGI UMUM PENGEMBANGAN USAHA BIO FARMA

Strategi korporasi Bio Farma untuk 2020-2024 adalah mempertahankan pertumbuhan pendapatan yang berkelanjutan melalui percepatan *time to market* diversifikasi produk *Life Science*. Bio Farma secara konsisten akan melakukan strategi untuk dapat menjadi perusahaan *Life Science* kelas dunia yang berdaya saing global, sesuai dengan visi Perusahaan. Strategi yang akan dilakukan, antara lain:

1. Meningkatkan portofolio produk melalui kemitraan strategis di bidang riset, produksi dan pemasaran.
2. Percepatan pengembangan kapasitas produksi/manufaktur dengan menambah kapasitas dan meningkatkan kualitas produk serta mengefektifkan pemanfaatan aset.
3. Menerapkan kepatuhan terhadap regulasi internasional dan dalam negeri serta sistem mutu sesuai standar internasional.
4. Mempertahankan pasar dengan memenuhi permintaan Pemerintah, meningkatkan pasar swasta dan ekspor, serta mengembangkan jaringan distribusi dalam dan luar negeri.
5. Mengembangkan infrastruktur dan perangkat pendukung pengembangan karyawan melalui penataan organisasi berbasis produk.
6. Mempertahankan pertumbuhan pendapatan.
7. Pertumbuhan investasi dan pengendalian biaya operasional.

Untuk mencapai visi Perusahaan, Bio Farma juga secara konsisten melakukan diversifikasi produk *Life Science* lainnya seperti *blood product*, biosimilar, *stem cell*, dan *kit diagnostic* dengan tetap mempertahankan dan mengembangkan *core business* Perusahaan di bidang vaksin dan antisera.

Strategi umum pengembangan usaha Bio Farma mengacu pada pencapaian 4 (empat) pilar tujuan utama yang harus diimplementasikan, yakni:

GENERAL STRATEGY FOR BIO FARMA'S BUSINESS DEVELOPMENT

Bio Farma's corporate strategy for 2020-2024 is to maintain sustainable revenue growth through an acceleration of time to market of life science products diversification. Bio Farma will consistently implement the strategies to become a world-class life science company with global competitiveness, in accordance with the Company's vision. The strategies include:

1. Increasing the product portfolio through strategic partnerships in research, production, and marketing.
2. Accelerating the development of production/manufacturing capacity by increasing capacity and improving product quality as well as streamlining asset utilization.
3. Implementing compliance with international and domestic regulations as well as quality systems according to international standards.
4. Maintaining the market by meeting the Government's demands, increasing private and export markets, and developing domestic and global distribution networks.
5. Developing infrastructure and supporting tools for employee development through product-based organizational structuring.
6. Maintaining revenue growth.
7. Investment growth and operational cost control.

To achieve the Company's vision, Bio Farma also consistently diversifies other life science products, such as blood products, biosimilar, stem cell, and diagnostic kits, while maintaining and developing the Company's core business on vaccines and antisera.

Bio Farma's general business development strategy refers to the achievement of 4 (four) main pillars that must be implemented, namely:



4 PILAR UTAMA BIO FARMA

1. Pencapaian target penjualan/peningkatan omzet
2. Penyelesaian proyek investasi tepat waktu
3. Percepatan *time to market* produk baru
4. Pengendalian Biaya

IMPLEMENTASI STRATEGI BIO FARMA

Aspek Produk

1. Meningkatkan *market share* swasta dan ekspor melalui penetrasi pasar baru dan pelanggan baru.
2. Mempertahankan tingkat kepuasan pelanggan sesuai model bisnis (Distributor DN/LN, UN Agencies, Manufactures dan Pasien Klinik).
3. Mempertahankan pasar pemerintah (*captive market*).
4. Meningkatkan kemitraan guna mendukung peningkatan pendapatan perusahaan melalui percepatan realisasi *pipeline* produk baru (vaksin, biosimilars dan *stemcell*) yang mendukung rencana penjualan.

Aspek Pengembangan Bisnis

1. Percepatan pengembangan kapasitas produksi, melalui:
Percepatan pengembangan kapasitas produksi, melalui pembangunan Gedung Fasilitas Produksi Vaksin dan Pengemasan (Gedung no. 43), dan Gedung Fasilitas Pengembangan Produk skala Pilot (Gedung no. 34), Gedung *upstream* produksi vaksin BCG dan gedung fasilitas untuk proyek nOPV2.
2. Menyesuaikan program produksi yang mendukung pemasaran:
 - a. Produksi sesuai dengan jadwal ditetapkan dan mendukung pemasaran.
 - b. Memproduksi vaksin secara mandiri fokus program pemerintah sesuai rencana diantaranya vaksin IPV dan Pentabio.
 - c. Memproduksi vaksin secara mandiri fokus program penjualan swasta sesuai rencana di antaranya Flubio Prev Trivalen, BIOSAVE, BIOSAT dan Meningitis.
 - d. Memproduksi produk untuk penjualan ekspor sesuai rencana diantaranya vaksin nOPV2.
3. Melakukan tindakan preventif dan kuratif terhadap sarana dan prasarana produksi agar dapat berfungsi mendukung rencana produksi.
4. Melakukan pengendalian kualitas berkelanjutan.
5. Meningkatkan standar produksi & pendokumentasian sesuai standar negara yang dituju.
6. Kepatuhan terhadap model bisnis Perusahaan.
7. Melakukan *re-engineering* proses internal pengelolaan *human capital*.
8. Meningkatkan kualitas penerapan nilai-nilai perusahaan.

4 MAIN PILLARS OF BIO FARMA

1. Achievement of sales targets/increase in turnover
2. Timely completion of investment projects
3. Acceleration of time to market for new products
4. Cost control

BIO FARMA'S STRATEGY IMPLEMENTATION

Product Aspects

1. Increasing private and export market share through penetration of new markets and new customers.
2. Maintaining the level of customer satisfaction according to the business model (Domestic/ Global Distributors, UN Agencies, Manufacturers, and Clinical Patients).
3. Maintaining the government market (*captive market*).
4. Increasing partnerships to support increasing company revenues by accelerating the realization of new product pipelines (vaccines, biosimilars, and stem cells) that support sales plans.

Business Development Aspects

1. Acceleration of production capacity development, through:
Acceleration of production capacity development by constructing a Vaccine Production and Packaging Facility Building (Building no. 43) and a Pilot-scale Product Development Facility Building (Building no. 34), a building for upstream BCG vaccine production, and a facility building for the nOPV2 project.
2. Adjusting production programs to support marketing:
 - a. Production according to established schedule and supporting marketing.
 - b. Producing vaccines independently is the focus of government programs as planned, including IPV and Pentabio vaccines.
 - c. Producing vaccines independently, focusing on private sales programs as planned, including Flubio Prev Trivalent, BIOSAVE, BIOSAT, and Meningitis.
 - d. Producing products for export sales as planned, including the nOPV2 vaccine.
3. Performing preventative and curative actions on production facilities and infrastructure to support the production plan.
4. Carrying out continuous quality control.
5. Improving production and documentation standards according to the standards of destination countries.
6. Compliance with the Company's business model.
7. Re-engineering the internal processes of human capital management.
8. Improving the quality of implementation of corporate values.



Aspek Keuangan

1. Memastikan pertumbuhan pendapatan dan realisasi pendapatan.
2. Mengendalikan tingkat kesehatan perusahaan.
3. Mengendalikan *Operating Expenditure* (OPEX).
4. Mengendalikan ketersediaan *cash*.
5. Mengendalikan kebutuhan dana untuk investasi.
6. Memastikan efektivitas *Capital Expenditure* (CAPEX) sesuai rencana.

Aspek Kebijakan Perusahaan

1. Prioritas penyediaan vaksin untuk mendukung program imunisasi Pemerintah.
2. Menyediakan produk *Partnership* untuk mengisi kekosongan pasar sebelum dapat menghasilkan sendiri
3. Prioritas penelitian dan pengembangan (litbang) yang sejalan dengan kebijakan Pemerintah di samping mengikuti *global trend* (WHO dan UNICEF).
4. Melakukan kerjasama litbang dengan pola *Academic Business Government and Community* (ABCG).
5. Investasi selektif sesuai *timeline* untuk mendukung target penjualan dan pertumbuhan perusahaan.
6. *Human Capital* berbasis kompetensi dan kinerja dengan *benchmark* global.
7. Pengembangan aplikasi teknologi informasi secara swadaya dan terintegrasi.
8. Menerapkan sistem mutu secara konsisten dan terpadu.
9. Mengikuti regulasi WHO dan Badan Pengawasan Obat dan Makanan (BPOM) terkait kualitas produk.

STRATEGI UMUM PENGEMBANGAN USAHA KIMIA FARMA

Fokus utama Kimia Farma di tahun 2022 adalah mewujudkan empat tujuan pokok, yaitu menjadi *National Leader Manufacture, Excellent Distribution, Leading Pharmacy Retail and Best Service Clinic & Clinical Laboratory*. Untuk mewujudkan hal tersebut, Kimia Farma berupaya untuk menciptakan efisiensi dan meningkatkan produktivitas dengan menjalankan digitalisasi, pengadaan yang terpusat dengan pengawasan Holding, layanan kesehatan yang terintegrasi dan optimalisasi fasilitas produksi.

Sebagai pondasi untuk mewujudkan tujuan tersebut, Kimia Farma akan bertumpu pada empat hal pokok, yaitu riset dan pengembangan, otomatisasi dan teknologi, sumber daya manusia dan tata kelola perusahaan yang baik.

STRATEGI UMUM PENGEMBANGAN USAHA INDOFARMA

Indofarma mempersiapkan langkah-langkah strategis dengan mempertimbangkan risiko internal dan eksternal yang ada. Berikut adalah rangkaian strategi yang telah dipersiapkan Indofarma untuk memperkuat kinerjanya di masa yang akan datang.

Financial Aspects

1. Ensuring revenue growth and revenue realization.
2. Controlling the company's soundness level.
3. Controlling Operating Expenditure (OPEX).
4. Controlling cash availability.
5. Controlling the need for investment funds.
6. Ensuring the effectiveness of Capital Expenditure (CAPEX) according to plan.

Company Policy Aspects

1. Priority for providing vaccines to support the Government's immunization program.
2. Providing product partnerships to fill market gaps before the Company can produce its products.
3. Research and Development (R&D) priorities that are in line with Government policies in addition to following global trends (WHO and UNICEF).
4. Conducting R&D collaboration with the Academic Business Government and Community (ABCG) patterns.
5. Selective investments according to timelines that support sales targets and company growth.
6. Human Capital based on competence and performance with global benchmarks.
7. Development of independent and integrated information technology applications.
8. Implementing a consistent and integrated quality system.
9. Adhering to WHO and National Agency for Drug and Food Control (BPOM) regulations concerning product quality.

KIMIA FARMA'S GENERAL BUSINESS DEVELOPMENT STRATEGY

Kimia Farma's main focus in 2022 is to realize four main goals: to become a National Leader for Manufacture, Excellent Distribution, Leading Pharmacy Retail, and Best Service Clinic & Clinical Laboratory. To achieve these goals, Kimia Farma strives to create efficiency and increase productivity by implementing digitalization, centralized procurement with Holding supervision, integrated health services, and optimization of production facilities.

As the foundation for achieving the goals, Kimia Farma will rely on four main aspects: research and development, automation and technology, human resources, and good corporate governance.

INDOFARMA'S GENERAL BUSINESS DEVELOPMENT STRATEGY

Indofarma has prepared strategic measures by taking into account the existing internal and external risks. The following are a series of strategies that have been prepared by Indofarma to strengthen its performance in the future.



INTERNAL

STRATEGI

EKSTERNAL

S

STRENGTH

- Kapabilitas di seluruh rantai nilai
 - Portofolio produk lengkap
 - Kapabilitas produk bahan baku obat
 - Akses luas terhadap mitra strategis (lokal dan global). Aktif pada dunia serta keterlibatan Direksi di organisasi Global
 - Kapabilitas R&D untuk produk bioteknologi kuat dan aktif mengembangkan produk
 - Produsen vaksin terbesar di Asia Tenggara dan telah mengekspor ke lebih dari 150 negara.
 - Kapabilitas dalam produk herbal
- Capabilities across the value chain
 - Complete product portfolio
 - Capability of medicinal raw material products
 - Broad access to strategic partners (both local and global). Active in the world and involvement of Directors in Global organizations
 - Strong R&D capability for biotechnology products and actively developing products
 - The largest vaccine manufacturer in Southeast Asia and has exported to more than 150 countries.
 - Capability in herbal products

W

WEAKNESS

- Penetrasi & kehadiran produk pada channel modern
 - Keterbatasan kapabilitas & inovasi dalam layanan kesehatan
 - HPP sangat dipengaruhi biaya tenaga kerja yang selalu mengalami kenaikan
 - Belum terbentuknya sistem manajemen obat yang terintegrasi dengan rantai nilai rumah sakit
 - Memiliki produk herbal yang beragam, akan tetapi market share yang dimiliki sangat kecil
 - Keselarasan regulasi yang perlu ditingkatkan.
- Product penetration & presence on modern channels
 - Limited capabilities & innovation in healthcare
 - COGS is strongly influenced by increasing labor costs
 - Integrated drug management system with the hospital value chain is not available.
 - Has a variety of herbal products but has a low market share.
 - Regulatory alignment needs to be improved

O

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T

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 - Akses luas terhadap mitra strategis (lokal dan global). Aktif pada dunia serta keterlibatan Direksi di organisasi Global
 - Kapabilitas R&D untuk produk bioteknologi kuat dan aktif mengembangkan produk
 - Produsen vaksin terbesar di Asia Tenggara dan telah mengekspor ke lebih dari 150 negara.
 - Kapabilitas dalam produk herbal
- Capabilities across the value chain
 - Complete product portfolio
 - Capability of medicinal raw material products
 - Broad access to strategic partners (both local and global). Active in the world and involvement of Directors in Global organizations
 - Strong R&D capability for biotechnology products and actively developing products
 - The largest vaccine manufacturer in Southeast Asia and has exported to more than 150 countries.
 - Capability in herbal products

STRENGTH

- Kapabilitas di seluruh rantai nilai
 - Portofolio produk lengkap
 - Kapabilitas produk bahan baku obat
 - Akses luas terhadap mitra strategis (lokal dan global). Aktif pada dunia serta keterlibatan Direksi di organisasi Global
 - Kapabilitas R&D untuk produk bioteknologi kuat dan aktif mengembangkan produk
 - Produsen vaksin terbesar di Asia Tenggara dan telah mengekspor ke lebih dari 150 negara.
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 - Strong R&D capability for biotechnology products and actively developing products
 - The largest vaccine manufacturer in Southeast Asia and has exported to more than 150 countries.
 - Capability in herbal products

WEAKNESS

- Penetrasi & kehadiran produk pada channel modern
 - Keterbatasan kapabilitas & inovasi dalam layanan kesehatan
 - HPP sangat dipengaruhi biaya tenaga kerja yang selalu mengalami kenaikan
 - Belum terbentuknya sistem manajemen obat yang terintegrasi dengan rantai nilai rumah sakit
 - Memiliki produk herbal yang beragam, akan tetapi market share yang dimiliki sangat kecil
 - Keselarasan regulasi yang perlu ditingkatkan.
- Product penetration & presence on modern channels
 - Limited capabilities & innovation in healthcare
 - COGS is strongly influenced by increasing labor costs
 - Integrated drug management system with the hospital value chain is not available.
 - Has a variety of herbal products but has a low market share.
 - Regulatory alignment needs to be improved



Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan atau Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang atau Modal

Material Information on Investment, Expansion, Divestment, Merger or Business Consolidation, Acquisition, and Debt or Capital Restructuring

INVESTASI

Tidak terdapat informasi dan fakta material yang terjadi sepanjang tahun 2021 terkait investasi.

INVESTMENT

There is no material information nor any facts related to investments that occurred throughout 2021.

EKSPANSI

Informasi mengenai ekspansi diuraikan pada pembahasan "Pengembangan Usaha" dan "Realisasi Investasi Barang Modal", yakni ekspansi dalam rangka meningkatkan kapasitas produksi agar dapat memenuhi permintaan pasar akan produk-produk Perseroan.

EXPANSION

Information on expansion is described in the discussion of "Business Development" and "Realization of Capital Goods Investment," namely, it is expansion to increase production capacity in order to meet market demand for the Company's products.

DIVESTASI

Tidak terdapat informasi dan fakta material yang terjadi sepanjang tahun 2021 terkait divestasi.

DIVESTMENT

There is no material information nor any facts related to divestments that occurred throughout 2021.

PENGABUNGAN/PELEBURAN USAHA

Tidak terdapat informasi dan fakta material yang terjadi sepanjang tahun 2021 terkait divestasi.

MERGER/BUSINESS CONSOLIDATION

There is no information and material facts that occurred throughout 2021 related to divestment.

AKUISISI

Akuisisi yang terjadi adalah dengan diambil alihnya saham Pemerintah Indonesia pada PT Kimia Farma Tbk dan PT Indofarma Tbk oleh PT Bio Farma (Persero) yang kemudian bertindak sebagai Induk Holding BUMN Farmasi.

ACQUISITION

The acquisition was the takeover of the Indonesian Government's shares in PT Kimia Farma Tbk and PT Indofarma Tbk by PT Bio Farma (Persero), acting as the parent of the SOE Pharmaceutical Holding Company.

Informasi Transaksi Material yang Mengandung Benturan Kepentingan

Information on Material Transactions Containing Conflict of Interest

Sampai dengan 31 Desember 2021, Perseroan tidak memiliki transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi. Dengan demikian Perseroan tidak menyajikan informasi yang diungkapkan.

As of December 31, 2021, Bio Farma had no material transactions containing conflict of interest and/or transactions with affiliated parties. Therefore, the Company does not disclose such information.

TRANSAKSI BERELASI

TUJUAN TRANSAKSI DAN NAMA PIHAK YANG BERTRANSAKSI

Perseroan mempunyai transaksi dengan pihak-pihak berelasi. Definisi pihak-pihak berelasi adalah orang atau entitas yang terkait dengan entitas yang menyiapkan laporan keuangannya, sesuai dengan PSAK No. 7 (Penyesuaian 2015).

Adapun tujuan utama dilakukannya transaksi dengan pihak berelasi secara umum adalah demi kepentingan dan keberlanjutan bisnis Perseroan.

Dalam kegiatan usaha, Perseroan melakukan transaksi dengan pihak-pihak berelasi. Kebijakan Perseroan mengatur bahwa penetapan harga atas transaksi-transaksi tersebut sama dengan transaksi-transaksi yang dilakukan dengan pihak ketiga lainnya.

RELATED PARTY TRANSACTIONS

PURPOSE OF TRANSACTION AND NAME OF RELATED PARTIES

The Company has had transactions with related parties. A related party is defined as a person or entity that is related to the entity preparing its financial statements, in accordance with PSAK No. 7 (2015 Adjustment).

In general, the main purpose of conducting transactions with related parties is for the interest and sustainability of the Company's business.

In business activities, the Company conducts transactions with related parties. The Company's policy stipulates that the pricing for the transactions is the same as for transactions made with other third parties.

SIFAT HUBUNGAN DENGAN PIHAK-PIHAK BERELASI

1. Pemerintah RI yang diwakili Menteri BUMN yang merupakan pemegang saham Perusahaan, Perusahaan atau BUMN lainnya yang memiliki hubungan afiliasi melalui Penyertaan Modal Pemerintah.
2. Perseroan menempatkan dana atau memiliki pinjaman dana pada bank yang dimiliki Pemerintah atau BUMN/D dengan persyaratan dan tingkat bunga normal sebagaimana yang berlaku untuk nasabah pihak ketiga.
3. Mempunyai anggota, pengurus yang sama dengan Entitas Anak, yaitu Direksi Perusahaan menjadi Komisaris pada Entitas Anak.
4. Perseroan mengadakan perjanjian dalam rangka usaha dengan BUMN lain maupun Entitas Anak BUMN serta badan/lembaga-lembaga Pemerintah.

NATURE OF THE RELATIONSHIPS WITH RELATED PARTIES

1. The Indonesian Government, as represented by the Minister of SOEs, is the Company's shareholder. Companies or other SOEs have an affiliated relationship through State Equity Participation.
2. The Company places funds or has loan funds at banks owned by the Government or SOEs/ROEs with the terms and normal interest rates as applicable to third party customers.
3. Having the same members and management as the Subsidiary, namely the Company's Directors as Commissioner of the Subsidiary.
4. The Company enters into business agreements with other SOEs and its subsidiaries as well as government agencies/institutions.



SIFAT HUBUNGAN

NATURE OF RELATIONSHIPS

Berikut nama-nama pihak yang berelasi dengan Bio Farma dan sifat hubungannya:

Below are the names of related parties to Bio Farma and the nature of their relationships:

Pihak yang Berikatan The Related Party	Hubungan dengan Perseroan Relationship with the Company	Tipe Transaksi Type of Transaction
PT Bank Negara Indonesia (Persero) Tbk	BUMN SOE	Penempatan dana di rekening bank/ Pinjaman dan Penjualan Obat Placement of Funds in a Bank Account/Loan and Drug Sales
PT Bank Mandiri (Persero) Tbk	BUMN SOE	Penempatan dana di rekening bank/ Pinjaman dan Penjualan Vaksin/Obat Placement of Funds in Bank Account/Loan and Vaccines/Drugs Sales
PT Bank Tabungan Negara (Persero) Tbk	BUMN SOE	Penempatan dana di rekening bank Placement of Funds in a Bank Account
PT Bank Rakyat Indonesia (Persero) Tbk	BUMN SOE	Penempatan dana di rekening bank/ Pinjaman Placement of Funds in a Bank Account/Loans
PT Bank Syariah Mandiri	Entitas Anak BUMN SOE Subsidiary	Penempatan dana di rekening bank Placement of Funds in a Bank Account
BPJS Kesehatan	Layanan Umum Pemerintah Government Public Service	Penjualan obat menggunakan kartu ASKES Drug Sales Using ASKES Card
PT Perusahaan Listrik Negara (Persero)	BUMN SOE	Piutang Usaha dan Penjualan Obat Accounts Receivable and Drug Sales
PT Angkasa Pura I (Persero)	BUMN SOE	Piutang Usaha dan Penjualan Obat Accounts Receivable and Drug Sales
BPJS Ketenagakerjaan	Layanan Umum Pemerintah Government Public Service	Penjualan Obat Drug Sales
PT Aneka Tambang Tbk.	BUMN SOE	Penjualan Obat Drug Sales
PT Telekomunikasi Indonesia (Persero) Tbk	BUMN SOE	Penjualan Obat dan Sinergi Digitalisasi Drug Sales and Digitization Synergy
PT Pertamina (Persero)	BUMN SOE	Penjualan Obat Drug Sales
PT Timah (Persero) Tbk	BUMN SOE	Penjualan Obat Drug Sales
PT Pos Indonesia (Persero)	BUMN SOE	Penjualan Obat Drug Sales
PT Kereta Api Indonesia (Persero)	BUMN SOE	Penjualan Obat Drug Sales
PT Pelabuhan Indonesia II (Persero)	BUMN SOE	Penjualan Obat Drug Sales
PT Asuransi Jasa Indonesia (Persero)	BUMN SOE	Penjualan Obat Drug Sales
PT Bank Negara Indonesia Syariah	Entitas Anak BUMN SOE Subsidiary	Penempatan dana di rekening bank/ Pinjaman Placement of Funds in a Bank Account/Loans
PT Rajawali Nusantara Indonesia (Persero)	BUMN SOE	Pembelian Penjualan vaksin dan obat Purchase of Vaccines and Drugs
Indonesia Eximbank	BUMN SOE	Fasilitas Pinjaman Loan Facilities
PT Bank BRI Syariah Tbk	Entitas Anak BUMN SOE Subsidiary	Penempatan dana di rekening bank dan Fasilitas Pinjaman Placement of Funds in a Bank Account and Loan Facilities
PT Bank Rakyat Indonesia Agroniaga Tbk	Entitas Anak BUMN SOE Subsidiary	Penempatan dana di rekening bank Placement of Funds in a Bank Account
PT Perusahaan Gas Negara (Persero) Tbk	BUMN SOE	Piutang Usaha dan Penjualan Obat Accounts Receivable and Drug Sales



Pihak yang Berikatan The Related Party	Hubungan dengan Perseroan Relationship with the Company	Tipe Transaksi Type of Transaction
PT Perkebunan Nusantara VIII (Persero)	BUMN SOE	Utang Usaha Accounts Payable
PT Perkebunan Nusantara VI (Persero)	BUMN SOE	Penjualan Obat Drug Sales
PT Perkebunan Nusantara IV	BUMN SOE	Piutang Usaha Accounts Receivable
PT Perusahaan Perdagangan Indonesia (Persero)	BUMN SOE	Utang usaha dan Pembelian vaksin dan obat Accounts Payable and Purchase of Vaccines and Drugs
PT Iglas (Persero)	BUMN SOE	Utang Usaha Accounts Payable
PT Adhi Karya (Persero) Tbk	BUMN SOE	Utang Usaha Accounts Payable
PT Pelayaran Nasional Indonesia (Persero)	BUMN SOE	Penjualan Obat Drug Sales
PT Angkasa Pura II (Persero)	BUMN SOE	Piutang Usaha dan Penjualan Obat Accounts Receivable and Drug Sales
PT Pembangunan Perumahan (Persero)	BUMN SOE	Utang Usaha Accounts Payable

KEWAJARAN DAN ALASAN DILAKUKANNYA TRANSAKSI

Seluruh transaksi yang dilakukan pada tahun 2021 dilakukan secara wajar (*Arm's Length*) dan sesuai dengan persyaratan komersial normal. Kewajaran transaksi dengan pihak terkait atau mengandung benturan kepentingan telah dilakukan secara wajar sesuai peraturan perundang-undangan. Transaksi dilakukan atas dasar alasan kebutuhan Perseroan dan bebas dari konflik kepentingan.

KEBIJAKAN PERSEROAN TERKAIT DENGAN MEKANISME REVIEW ATAS TRANSAKSI DAN PEMENUHAN PERATURAN DAN KETENTUAN TERKAIT

Perseroan memiliki kebijakan mengenai persyaratan dan kondisi transaksi dengan pihak berelasi. Secara umum persyaratan dan kondisi transaksi dengan pihak berelasi dilakukan sebagaimana dilakukan dengan pihak ketiga. Selama tahun 2021 tidak terdapat pelanggaran atas peraturan perundang-undangan terkait dengan transaksi dengan pihak berelasi serta tidak terdapat transaksi yang mengandung benturan kepentingan.

Mekanisme *review* terhadap transaksi dengan pihak berelasi dilaksanakan melalui proses audit, baik yang dilakukan oleh auditor internal maupun auditor eksternal. Sebagai upaya untuk memastikan tingkat kewajaran transaksi dan kesesuaian dengan standar akuntansi yang berlaku umum di Indonesia, laporan transaksi afiliasi di atas telah diaudit oleh auditor. Salah satu tujuan pengungkapan transaksi pihak berelasi adalah upaya pemenuhan PSAK No. 7 (Penyesuaian 2015).

FAIRNESS AND REASON FOR CONDUCTING THE TRANSACTION

All transactions made in 2021 were carried out fairly (*Arm's Length*) and conformed to normal commercial requirements. The fairness of transactions with related parties, or potentially containing conflicts of interest, has been conducted fairly in accordance with the laws and regulations. Transactions were conducted based on the Company's needs and were free from conflicts of interest.

COMPANY POLICY RELATED TO THE REVIEW MECHANISM FOR TRANSACTIONS AND COMPLIANCE WITH RELATED REGULATIONS AND CONDITIONS

The Company has a policy regarding the terms and conditions of transactions with related parties. In general, the terms and conditions of transactions with related parties are carried out in the same way as those made with third parties. During 2021, there were no violations of laws and regulations related to transactions with related parties, and there were no transactions containing a conflict of interest.

The review mechanism for transactions with related parties is carried out through an audit process conducted by internal and external auditors. In an effort to ensure the fairness of transactions and conformity with generally accepted accounting standards in Indonesia, the affiliated transaction reports above have been audited by the auditor. Disclosure of related party transactions aims to serve as an effort to comply with PSAK No. 7 (2015 Adjustment).



PROSPEK USAHA

Dengan mempertimbangkan kemajuan penanganan pandemi COVID-19 yang telah semakin melandai dan keberhasilan implementasi berbagai program stimulus terhadap realisasi pertumbuhan perekonomian di tahun 2021, lembaga keuangan skala global, seperti IMF, ADB dan World Bank memprediksikan bahwa perekonomian global di tahun-tahun mendatang akan kembali tumbuh positif. Namun, demikian berbagai lembaga ekonomi global tersebut memprediksikan pertumbuhan ekonomi global akan diwarnai langkah-langkah koreksi terhadap program stimulasi yang diterapkan pada periode 2020-2021 di berbagai negara, disamping kondisi perang Rusia dengan Ukraina yang dimulai sejak akhir Februari 2022.

Pada akhirnya baik Bank Dunia maupun IMF dan lembaga ekonomi skala global lainnya, seperti ADB, memprediksikan pertumbuhan ekonomi global di tahun 2022 akan sedikit lebih rendah dari realisasi pertumbuhan ekonomi global di tahun 2021. Bank Dunia memproyeksikan pertumbuhan sebesar 3,2% dari 5,5% di tahun 2021, dan IMF memproyeksikan di angka 3,6% dari 5,9% di 2021.

Selaras dengan berlanjutnya kenaikan perekonomian global, perekonomian nasional juga diprakirakan akan terus membaik dengan tingkat pertumbuhan yang lebih besar. Bank Dunia dan IMF meyakini perekonomian Indonesia di tahun 2022 akan tumbuh pada kisaran 5,1 – 5,4%, sementara Bank Indonesia memproyeksikan di kisaran 4,5 – 5,3%.

Mengikuti tren pemulihan perekonomian global maupun nasional tersebut, industri farmasi, diyakini juga akan terus melanjutkan pertumbuhan. Berbagai trend utama yang mempengaruhi pertumbuhan permintaan sektor kesehatan secara global akan terus berlangsung, seperti: terus bertumbuhnya jumlah penderita penyakit tidak menular seperti kanker dan diabetes; naiknya populasi kelas menengah di negara berkembang yang semakin sadar pentingnya menjaga kesehatan; berkembangnya layanan kesehatan secara digital; perkembangan terapi baru dan fokus pengendalian biaya oleh perusahaan farmasi besar. Permintaan layanan kesehatan secara digital diyakini tumbuh semakin pesat, dipacu oleh pemberlakuan berbagai pembatasan saat pandemi.

BUSINESS PROSPECTS

Considering the advances made in controlling Covid-19 and the success rate in the implementation of various stimulus programs towards the realization of economic growth in 2021, Global Financial Institutions such as the IMF, ADB, and World Bank have predicted that the global economy in upcoming years will experience positive growth. Nevertheless, these Global Economic Institutions have also predicted that global economic growth will experience corrections related to stimulus programs implemented during the 2020-2021 period in various countries, besides the issue of the Russia-Ukraine war which started at the end of February, 2022.

Eventually, the World Bank, IMF and other Global Economic Institutions, particularly the ADB, have predicted that global economic growth in 2022 will be lower than the realization of global economic growth in 2021. The World Bank projected a growth rate of 3.2% down from 5.5% in 2021, and the IMF projected 3.6% down from 5.9% in 2021.

In line with the continuation of global economic growth, the National Economy is predicted to grow at a higher rate. The World Bank and the IMF believe the Indonesian Economy in 2022 will grow within the range of 5.1-5.4%, while the Bank of Indonesia has projected a growth rate of 4.5-5.3%.

Following the trend of global and national economic recovery, it is believed that the pharmaceutical industry will continue to experience growth. Various key trends impact the growth in demand of the Global Healthcare sector, particularly the continued growth of non-communicable diseases such as cancer and diabetes; the rising levels of middle class populations in developing countries that are aware of the importance of maintaining great health; growth in digital health services; the advancement of new therapies and a new focus on controlling the fees of big pharmaceutical companies. The demand of digital healthcare programs is thus expected to grow rapidly, aided by the freeing of the limitations experienced during the pandemic.



Semua trend tersebut mendorong pelaku industri penyedia layanan kesehatan, termasuk industri farmasi, mengembangkan model bisnis baru, berinovasi untuk memberi layanan maupun produk baru yang lebih sesuai.

Adapun Industri Farmasi Indonesia masih tetap dihadapkan berbagai tantangan, mencakup: ketimpangan akses layanan kesehatan dan kurang meratanya distribusi obat-obatan antar wilayah, sekalipun memiliki potensi paling besar untuk berkembang diantara berbagai negara di ASEAN, mengingat besarnya populasi penduduk dan stabilnya pertumbuhan ekonomi yang didukung dengan kekayaan sumber daya alam yang melimpah.

Besarnya potensi pertumbuhan tersebut terbukti dari tingginya kenaikan permintaan produk-produk farmasi ethical, OTC maupun generic di tahun 2021 setelah tertekan di tahun sebelumnya. Tingginya komitmen Pemerintah Indonesia dalam mendukung peningkatan kualitas kesehatan masyarakat melalui penyelenggaraan Jaminan Kesehatan Nasional (JKN) dan berbagai ekspansi dan investasi dalam infrastruktur kesehatan, diyakini akan semakin mempercepat pulihnya tingkat pertumbuhan industri farmasi ke masa sebelum pandemi, bahkan berpeluang untuk tumbuh lebih tinggi.

PROSPEK INDUSTRI FARMASI

Dalam mendukung implementasi arah kebijakan dan strategi Rencana Pembangunan Jangka Panjang Nasional (RPJMN) 2020 – 2024, salah satu tanggung jawab Program Kefarmasian dan Alkes adalah pengembangan obat, produk biologi, reagen, dan vaksin. Dalam hal ini, Kemenkes sangat mendorong industri farmasi produsen vaksin untuk dapat memproduksi vaksin dalam negeri yang bersertifikat halal. Dalam hal ini, sistem produksi perlu didukung oleh penelitian dan pengembangan life sciences dan pengembangan produksi. Dalam Rencana Strategis Kementerian Kesehatan 2020 – 2024, peningkatan kemandirian dan penggunaan produk farmasi dan alkes dalam negeri merupakan salah satu prioritas. Untuk itu disusun arah kebijakan Ditjen Farmalkes dimana salah satunya berupa peningkatan sinergitas lintas sektor, pusat dan daerah, untuk menuju konvergensi dalam upaya menjamin kemandirian sediaan farmasi dan alat kesehatan dalam negeri.

Hal ini kemudian dijabarkan dalam strategi operasional:

1. Meningkatkan daya saing dan kemandirian industri farmasi dan alat kesehatan dalam negeri, melalui penciptaan iklim ramah investasi, optimalisasi

All of these trends encourage the healthcare industry, including the pharmaceutical industry, to develop new business models, and to innovate in providing new services and products that are more suitable.

The Indonesian Pharmaceutical Industry is still facing various challenges, including: inequality in access to healthcare services and the uneven distribution of medicines across regions, even though Indonesia has the greatest potential to develop among various countries in ASEAN, given the large population and stable economic growth supported by abundant natural resources.

The magnitude of the growth potential is a proven factor in the increase of demand for ethical pharmacies, OTC and generic pharmaceutical products in 2021 after having been depressed in the previous year. The high commitment of the Government of Indonesia in supporting the improvement of the quality of public health through the implementation of the National Health Insurance (JKN) and various expansions and investments in health infrastructure, are believed to further accelerate the recovery of the growth rate of the pharmaceutical industry to the pre-pandemic period, and even provide the opportunity to grow higher.

PHARMACEUTICAL INDUSTRY PROSPECTS

In supporting the implementation of the policy and strategy of the National Long-Term Development Plan (RPJMN) 2020 – 2024, one of the responsibilities of the Pharmaceutical and Medical Equipment Program is the development of drugs, biological products, reagents, and vaccines. In this case, the Ministry of Health strongly encourages the pharmaceutical industry of vaccine manufacturers to produce domestic vaccines that are halal certified. Thus, the production system needs to be supported by the research and development of life sciences and the development of production. In the Strategic Plan of the Ministry of Health 2020 – 2024, increasing independence and the use of domestic pharmaceutical and medical devices and products is one of the priorities. For this reason, the policy direction of the Directorate General of Pharmaceuticals and Medical Devices is more prepared for these changes, especially in the form of increasing synergy across sectors, central and regional, to achieve convergence in an effort to ensure the independence of pharmaceutical preparations and domestic medical devices.

It is subsequently explained in the operational strategy:

1. Increasing the competitiveness and independence of the domestic pharmaceutical and medical devices industry, through the creation of an investment-friendly environment, optimizing foreign cooperation, building synergies of



hubungan kerjasama luar negeri, membangun sinergi Academic, Business, Government, Community, dan Innovator (A-B-G-C-I), hilirisasi, serta fasilitasi pengembangan industri farmasi dan alat kesehatan ke arah biopharmaceutical, vaksin, natural, Active Pharmaceutical Ingredients (API) kimia dan industri alat kesehatan teknologi tinggi.

2. Mendorong tersedianya vaksin halal melalui penyusunan roadmap vaksin halal.

Kebijakan Ditjen Farmalkes tersebut tentunya mendukung pencapaian Kementerian Kesehatan melaksanakan dan menjabarkan visi tersebut di bidang kesehatan, yaitu menciptakan manusia yang sehat, produktif, mandiri, dan berkeadilan sesuai Visi Presiden sebagaimana tertuang dalam Rencana Pembangunan Jangka Menengah Nasional (RPJMN) 2020 – 2024 yaitu “Terwujudnya Indonesia Maju yang Berdaulat, Mandiri, dan Berkepribadian, Berlandaskan Gotong Royong”. Peran sediaan farmasi dalam pembangunan kesehatan sangat vital bagi berjalannya roda Sistem Kesehatan Nasional. Peran tersebut perlu difasilitasi oleh Direktorat Produksi dan Distribusi Kefarmasian sehingga bergerak sinergis dengan subsistem lain menuju pencapaian tujuan pembangunan nasional.

Pelaksanaan Rencana Aksi Kegiatan Direktorat Produksi dan Distribusi Kefarmasian dilaksanakan melalui inventarisasi, pengorganisasian, pelaksanaan, koordinasi, monitoring, evaluasi, dan pelaporan secara komprehensif dan berkelanjutan. Implementasi program yang dilaksanakan berdasarkan evidence-based policy sangat diperlukan sedemikian sehingga capaian program dan kinerja bisa dicapai dengan output dan outcome yang valid, kredibel, dan dapat memberikan impact yang positif terhadap masyarakat maupun mendukung pertumbuhan ekonomi. Kerjasama dan aliansi yang kuat dan sinergis juga diperlukan sebagai salah satu support system pelaksanaan program dan kebijakan. Oleh karenanya, dokumen rencana aksi kegiatan ini diharapkan dapat digunakan oleh seluruh stakeholder dalam pelaksanaan program serta pengawalan pencapaian sasaran organisasi dan target indikator kinerja kegiatan yang telah ditetapkan.

Rencana Aksi Kegiatan ini disusun dan diimplementasikan secara khusus sebagai acuan arah dalam pengembangan dan peningkatan bidang produksi dan distribusi kefarmasian di Indonesia. Sebagai salah satu industri strategis, industri farmasi

Academic, Business, Government, Community, and Innovator (A-B-G-C-I), downstreaming, and facilitating the development of the pharmaceutical and medical device industry towards biopharmaceutical, vaccine, natural, Active Pharmaceutical Ingredients (API) chemical and high-tech medical device industries.

2. Encouraging the availability of halal vaccines through the preparation of a halal vaccine roadmap.

The policy of the Directorate General of Pharmaceuticals and Medical Devices supports the achievements of the Ministry of Healthcare in conducting and translating the vision for the Healthcare division, through seeking to form a society with healthy people; one that is productive, independent, and fair in accordance with the Presidential vision in the National Medium Term of Development (RPJMN) 2020-2024 and particularly the “Realization of an Advanced Indonesia that is Sovereign, Independent, and Humane, Based on Consensus”. The Pharmacy Industry has a vital role in developing healthcare in the National Health System. The role is facilitated by the Directorate of Pharmaceutical Production and Distribution to synergize with the subsystem in accomplishing the National Development Objectives.

The Implementation of Activity Planning of the Directorate of Pharmaceutical Production and Distribution is conducted through inventoring, organizing, implementing, coordinating, monitoring, evaluating, and through comprehensive and sustainable reporting. Program implementation is conducted according to the evidence-based policy needed to achieve outputs and outcomes that are valid, credible, and provide positive impact to society and economic growth. Strong and synergized partnerships are one of the required support systems in implementing program and policy. Therefore, this activity action plan document is expected to be used by all stakeholders in the implementation of the program as well as escorting the achievement of the organizational goals and targets of the performance indicators for the activities that have been set.

This Activity Action Plan has been specially prepared and implemented as a reference for direction in the development and improvement of pharmaceutical production and distribution in Indonesia. As one of the strategic industries, the pharmaceutical industry is expected to support the acceleration of Indonesia's



utamanya diharapkan dapat mendukung percepatan pemulihan ekonomi Indonesia serta secara bersamaan mendukung peran pemerintah dalam penyediaan sediaan farmasi untuk mendukung pelayanan kesehatan di Indonesia.

INDUSTRI VAKSIN GLOBAL

Kombinasi pemberian stimulus ekonomi dan vaksinasi massal di berbagai negara, termasuk di Indonesia, yang membuat kasus penularan COVID-19 relatif semakin terkendali, membuat perekonomian global maupun nasional terus menunjukkan proses pemulihan yang mulai tampak sejak kuartal ke-3 tahun 2020 lalu. Kendati di tahun 2021 jumlah kasus sempat meningkat akibat adanya varian baru virus COVID-19, yakni Delta dan kemudian Omicron, perekonomian global maupun nasional pada akhirnya terkonfirmasi mencatatkan pemulihan dari resesi.

Beberapa lembaga ekonomi dunia berpengaruh seperti International Monetary Fund (IMF) memproyeksikan perekonomian global di tahun 2021 akan tumbuh hingga di kisaran 5,9% dari kontraksi hingga sebesar -3,9% di tahun 2020. Selain mencatatkan pertumbuhan, perekonomian global di tahun 2021 juga ditandai dengan adanya lonjakan tajam harga-harga berbagai produk komoditas utama, seperti minyak bumi, gas, batubara, timah dan lain sebagainya.

Sebagaimana terjadi pada perekonomian global, perekonomian nasional di tahun 2021, juga terus menunjukkan sinyal penguatan, sehingga secara keseluruhan mencatatkan pertumbuhan sebesar 3,69%, dari terkontraksi sebesar -2,7% di tahun 2020. Perekonomian Indonesia juga mencatatkan perbaikan fundamental makro ekonomi, dimana cadangan devisa mencatatkan nilai tertinggi sepanjang sejarah, senilai US\$144,90 miliar, depresiasi nilai tukar tetap terkendali, yakni hanya melemah sebesar 1,23% menjadi Rp14.278/US\$ dari Rp14.105/US\$, inflasi tetap terkendali dikisaran 1,68% dari 2,72%, suku bunga 7 hari repo rate turun ke kisaran 3,50%.

Pelonggaran pembatasan mobilitas masyarakat melalui kebijakan Perberlakuan Pembatasan Kegiatan Masyarakat (PPKM) Level 1 – 4, yang lebih fleksibel, ditambah implementasi kebijakan program Pemulihan Ekonomi Nasional (PEN) lanjutan dan berbagai kebijakan makroekonomi yang prudent, membuat hampir seluruh sektor ekonomi menunjukkan perbaikan. Hal ini ditunjukkan oleh posisi kredit perbankan yang juga mencatatkan pertumbuhan, setelah di tahun 2020 mengalami kontraksi.

economic recovery and simultaneously support the government's role in providing pharmaceutical preparations to support health services in Indonesia.

GLOBAL VACCINES INDUSTRIES

The combination of both economic stimulus and mass vaccination in various countries, including Indonesia, which has made covid-19 transmission cases relatively more controlled, has allowed the global and national economies to continue to show the recovery process that began to be seen since the 3rd quarter of 2020. Although in 2021 the number of cases had increased due to the new variants of the COVID-19 virus, namely Delta and then Omicron, the global and national economies were finally confirmed to record a recovery from the recession.

Several influential world economic institutions such as the International Monetary Fund (IMF) have projected that the global economy in 2021 will grow in the range of 5.9% from a contraction to -3.9% in 2020. In addition to recording growth, the global economy in 2021 is also marked by a sharp spike in the prices of various major commodity products, such as oil, gas, coal, tin and others.

As happened in the global economy, the national economy in 2021, also continues to show strengthening signals, so that overall it recorded growth of 3.69%, from a contraction of -2.7% in 2020. Indonesia's economy also recorded an improvement in macroeconomic fundamentals, where foreign exchange reserves recorded their highest value in history, valued at US\$ 144.90 billion, exchange rate depreciation remained under control, namely only weakening by 1.23% to Rp14,278 / US \$ from Rp14,105 / US \$, inflation remained under control in the range of 1.68% from 2.72%, with an interest rate of 7 days of repo rate drop to 3.50%.

The easing of restrictions on public mobility through the Implementation of Community Activity Restrictions (PPKM) Level 1 – 4 policy, which have become more flexible, plus the implementation of the follow-up National Economic Recovery (PEN) program policies and various prudent macroeconomic policies, has made almost all economic sectors show improvement. This is shown by the credit position of the banking industry which also recorded growth, after contracting in 2020.



Sektor farmasi juga mulai menunjukkan perbaikan. Kendati tingkat kunjungan ke rumah sakit masih tetap terbatas, karena masih merebaknya pandemi yang disebabkan adanya virus varian baru, permintaan produk-produk farmasi secara keseluruhan menunjukkan peningkatan. Hal ini ditunjukkan oleh data Indonesia Pharmaceutical Market Overview Update Q4 2021 yang dirilis IQVIA.

Merujuk pada data dari IQVIA tersebut, pasar farmasi tahun 2021 di Indonesia tumbuh hingga 18,9% dari tahun sebelumnya. Pasar obat ethical meningkat hingga 16,5% sedangkan obat bebas tumbuh hingga 23,6% dengan total pasar mencapai Rp124,26 triliun. Selain pertumbuhan permintaan produk obat-obatan tersebut, industri farmasi juga masih dihadapkan pada kesulitan pemenuhan bahan baku, yang telah berlangsung sejak tahun 2020 lalu. Kehadiran varian baru yang membuat pandemi masih berlangsung, membuat negara produsen bahan baku tersebut, terutama China dan India, masih menerapkan pembatasan pasokan ke pasar global, demi mengamankan kebutuhan dalam negeri. Akibatnya pelaku industri farmasi, masih harus menghadapi risiko kenaikan biaya dalam rangka mencari alternatif pasokan bahan baku.

Selain masalah bahan baku, sebagaimana terjadi pada sektor-sektor lain, transaksi digital juga mewarnai pertumbuhan sektor farmasi. Kecenderungan para konsumen produk farmasi dan layanan kesehatan lainnya menggunakan transaksi berbasis teknologi digital ini semakin menguat dimasa pandemi, saat kebijakan pembatasan sosial diberlakukan. Pemenuhan layanan kesehatan dan produk-produk farmasi secara digital menjadi solusi bagi para konsumen maupun para produsen.

PROSPEK BIO FARMA

Bio Farma sebagai perusahaan BUMN berperan strategis dalam meningkatkan daya saing industri farmasi dan keterjangkauan pelayanan kesehatan bagi masyarakat Indonesia. Guna mewujudkan peran tersebut, Bio Farma mencanangkan program strategis untuk mendukung kemandirian vaksin dan produk Life Science. Saat ini vaksin untuk imunisasi dasar dapat dipenuhi oleh Bio Farma, akan tetapi vaksin baru dan produk bioteknologi belum dapat terpenuhi sehingga masih dibutuhkan impor. Pilar ini bertujuan untuk memenuhi gap dari kebutuhan tersebut. Bio Farma dapat berkontribusi untuk memenuhi pilar ini melalui sinergi riset dan investasi infrastruktur untuk riset dan pengembangan.

The pharmaceutical sector has shown improvement. Besides the level of hospital visits is still limited, due to the pandemic situation caused by a new variant of covid-19, the demands of overall pharmaceutical products showing positive growth. It is represented in Data of Indonesia Pharmaceutical Market Overview Update Q4 2021 released by IQVIA.

Referring to IQVIA data, the pharmaceutical market in 2021 has grown by 18.9% compared to the previous year. The ethical drugs market has increased by 16.5% while over the counter drugs has grown by 23.6% with total market capitalization reaching Rp 124.26 trillion. Besides the increase in the demand for medicines, the pharmaceutical industry is still facing limitations in fulfilling raw materials, starting in 2020. The new variant of Covid has caused raw material producing countries, especially China and India, to still limit their supply to the global market to secure their national needs. As a result Pharmaceutical Industry players are on the verge of facing potential price increases while exploring alternative suppliers for raw materials.

In addition to the raw materials impacts happening to various sectors, digital transactions also took part in pharmaceutical sector growth. Consumers' tendency to transact pharmaceutical products and services with digital platforms strengthened during the pandemic situation, where public socialization was limited. The fulfilment of medical services and other pharmaceutical products through digital provides a solution to consumers and producers.

BIO FARMA PROSPECTS

Bio Farma as an SOE has a strategic role in increasing the Pharmaceutical Industry's competitive advantages and the reachability of health services to the Indonesian people. In order to realize the role, Bio Farma has upheld strategic programs to support vaccines independence and Life Science products. Currently, vaccines for basic immunization can be met by Bio Farma, but new vaccines and biotechnology products cannot be fulfilled thus imports are still needed. This pillar aims to meet the gap of these needs. Bio Farma can contribute to fulfilling this pillar through synergy of research and infrastructure investment for research and development.



Saat ini, tingkat keterjangkauan produk-produk farmasi masih relatif rendah bagi masyarakat Indonesia apabila dibandingkan dengan negara-negara ASEAN lainnya. Hal ini dikarenakan terdapat kesenjangan persebaran channel distribusi antar-pulau di Indonesia karena sifat cakupan wilayah Indonesia yang sangat luas dan berbentuk kepulauan. Pembentukan Holding BUMN Farmasi dengan melibatkan Kimia Farma dan Indofarma diharapkan dapat mengatasi kendala jalur distribusi tersebut, mengingat kedua entitas anak usaha tersebut memiliki jaringan distribusi yang kuat hingga ke berbagai pelosok daerah di Indonesia.

Dengan demikian, Bio Farma sebagai induk holding BUMN Farmasi kini memiliki kesempatan lebih luas dalam memenuhi program imunisasi nasional Pemerintah Indonesia untuk vaksin dasar. Bio Farma menjadi satu-satunya perusahaan vaksin nasional yang dipercaya untuk memenuhi kebutuhan vaksin atas program tersebut.

Bio Farma, sebagai satu-satunya BUMN produsen vaksin di Indonesia dan yang terbesar di Asia Selatan, mempunyai peluang yang sangat besar untuk dapat tetap bertahan bahkan terus meningkatkan pertumbuhan penjualannya. Terlebih lagi, hingga saat ini vaksin Bio Farma sudah digunakan di lebih dari 150 negara.

Kami meyakini prediksi perkembangan positif tersebut akan membuat permintaan produk-produk Bio Farma seperti sera dan vaksin, termasuk vaksin COVID-19 maupun produk-produk entitas konsolidasi seperti obat ethical, obat-obat OTC, obat-obat generik, juga peralatan kesehatan dari Kimia Farma maupun Indofarma, akan terus meningkat. Kami juga meyakini pengalaman berharga dari pelaksanaan mandat sebagai garda terdepan dalam menanggulangi dan mencegah penyebaran pandemi COVID-19 di sepanjang tahun 2021 akan memberi manfaat besar bagi Perseroan dalam meraih kinerja optimal dari membaiknya permintaan produk farmasi dimasa mendatang.

In the present, the affordability rate of pharmaceutical products is relatively low for the people of Indonesia when compared to other ASEAN countries. It is because there is a gap in the distribution channels across islands in Indonesia due to the wide nature of Indonesia's coverage area and in the form of an archipelago. The establishment of a Pharmaceutical SOEs Holding involving Kimia Farma and Indofarma is expected to overcome the constraints of the distribution channel, considering that the two subsidiaries have strong distribution networks to various remote areas in Indonesia.

Thus, Bio Farma as the holding company of Pharmaceutical SOEs now has a wider opportunity to fulfill the Indonesian Government's national immunization program for basic vaccines. Bio Farma is the only national vaccine company trusted to meet the vaccine needs program.

Bio Farma, as the SOEs vaccine producer in Indonesia and the biggest in Southeast Asia, has higher opportunities to survive and thrive in increasing sales growth. Moreover, Bio Farma vaccines have been utilized in more than 150 countries.

We predict that positive growth will create demand for Bio Farma products particularly sera and vaccines, including Covid-19 vaccines and consolidated entity products such as ethical drugs, OTC drugs, generic drugs, as well as health equipment from Kimia Farma and Indofarma, which will continue to increase. We also believe that the valuable experience of implementing the mandate as the frontline in overcoming and preventing the spread of the Covid-19 pandemic throughout 2021 will provide great benefits for the Company in achieving optimal performance from the increase in demand for pharmaceutical products in the future.



Aspek Pemasaran

Business Prospects

Untuk mendukung pencapaian target penjualan strategi yang dijalankan oleh Bio Farma adalah sebagai berikut:

1. Penetrasi Pasar

Untuk produk vaksin dewasa seperti vaksin influenza, hepatitis B, meningitis, dan yang lainnya. Di pasar domestik sektor swasta, Direktorat Pemasaran, Penelitian dan Pengembangan melakukan penetrasi pasar melalui aktivitas *Geographical Marketing Team* dan menawarkan program vaksinasi di berbagai instansi pemerintah/swasta dalam negeri. Selain itu, dilakukan penawaran produk vaksin, serum, dan alat kesehatan di berbagai instansi pemerintah dalam negeri.

2. Pengembangan Pasar

Mengembangkan area pemasaran produk di pasar internasional yakni ke negara-negara anggota OIC (Organization of Islamic Conference) dan Amerika Latin melalui Pan American Health Organization (PAHO).

3. Peningkatan Pangsa Pasar

Menambah penjualan produk lama dan produk baru untuk meningkatkan pangsa pasar domestik. Upaya menambah penjualan produk melalui kebijakan harga yang kompetitif serta program penjualan seperti diskon dan konsinyasi.

4. Strategi Media

Menerapkan strategi pemberitaan di media yang terpadu untuk meningkatkan *awareness* pelanggan terhadap perusahaan dan produk-produk yang ditawarkannya melalui berbagai media *above the line*, *below the line* dan *through the line*.

To support the achievement of our sales targets, Bio Farma has implemented the following strategies:

1. Market Penetration

For adult vaccine products such as influenza vaccine, hepatitis B, meningitis, and others. The Directorate of Marketing, Research, and Development penetrates the market through *Geographical Marketing Team* activities in the domestic private sector market and offers vaccination programs in various domestic government/private agencies. In addition, the company offers vaccines, serums, and medical devices to various domestic government agencies.

2. Market Development

Developing the areas of product marketing in the international market, including OIC (Organisation of Islamic Cooperation) member states and Latin America through the Pan American Health Organization (PAHO).

3. Market Share Increase

Increasing sales of old and new products to increase domestic market share. The efforts to increase product sales were through competitive pricing policies and sales programs, such as discounts and consignment.

4. Media Strategy

Implementing an integrated media reporting strategy to increase customer awareness of the company and the products offered through various media *above the line*, *below the line*, and *through the line*.





Kebijakan Dividen dan Pembagian Dividen

Dividend and Dividend Distribution Policy

Penggunaan Laba Bersih termasuk jumlah penyisihan untuk cadangan kerugian diputuskan oleh RUPS dan seluruh laba bersih setelah dikurangi penyisihan untuk cadangan kerugian dibagikan kepada Pemegang Saham sebagai dividen, kecuali ditentukan lain oleh RUPS.

The use of Net Profit, including the amount of allowance for impairment losses, is decided by the GMS. After deducting the allowance for impairment losses, net profit is distributed to Shareholders as dividends unless otherwise determined by the GMS.

Faktor-faktor yang Mempengaruhi Kebijakan Dividen

1. *Dividend Payout Ratio* industri
2. Kesempatan investasi
3. Profitabilitas dan likuiditas
4. Akses ke pasar keuangan
5. Pertumbuhan pendapatan perusahaan
6. Stabilitas pendapatan
7. Preferensi pemegang saham dan keleluasaan untuk menyimpang dari maksimisasi kemakmuran
8. Ketersediaan dan biaya alternatif sumber dana, apabila biaya modal tinggi, maka penggunaan laba ditahan akan semakin menarik
9. Pembatasan-pembatasan yang diberikan kreditur
10. Harapan mengenai kondisi bisnis pada umumnya

Factors Affecting Amount of Dividend Distributed

1. Dividend Payout Ratio of industry
2. Investment opportunities
3. Profitability and liquidity
4. Access to financial markets
5. Growth in company revenue
6. Income stability
7. Shareholder preferences and discretion to deviate from the maximization of prosperity
8. Availability and cost of alternative sources of funds, if the capital cost is high, the use of retained earnings will be more attractive
9. Restrictions imposed by creditors
10. Expectations regarding business conditions in general

KEBIJAKAN PEMBAGIAN DIVIDEN

Pembayaran dividen ke negara ditentukan dalam keputusan RUPS, dibayarkan maksimal 1 bulan setelah putusan RUPS ditetapkan.

DIVIDEND PAYOUT RATIO (DPR) DAN TANGGAL PENGUMUMAN DAN PEMBAYARAN DIVIDEN KAS

Pembagian atas laba bersih tahun 2020 dan 2019 ditetapkan dalam RUPS tentang persetujuan laporan keuangan tahunan, pengesahan perhitungan dan pembagian laba bersih tahun buku 2020 pada tanggal 27 April 2021.

DIVIDEND DISTRIBUTION POLICY

Dividend payment to the state is determined in the GMS resolutions, paid no later than 1 month after the GMS resolutions are determined.

DIVIDEND PAYOUT RATIO (DPR), DATE OF ANNOUNCEMENT, AND PAYMENT OF CASH DIVIDEND

The distribution of net profit for 2020 and 2019 was stipulated in the GMS regarding the approval of the annual financial statements, ratification of the calculation, and distribution of net profit for the 2020 financial year on April, 27th 2021.



Struktur Modal Konsolidasi Bio Farma 2018-2021

Consolidated Capital Structure of Bio Farma 2018-2021

Keterangan	2021	2020	2019	2018	Perubahan Change	Description
	4	3	2	1		
Dividen	150,00	106,78	162,97	236,4	95,51%	Dividends
Cadangan	1.780	249,16	380,26	288,95	738,4%	Reserves
Laba Bersih Setelah Pajak	1.930	355,94	543,23	525,36	567,85%	Net Profit After Tax
Dividend Payout Ratio	24,62%		42,86%	45,00%	18,77%	Dividend Payout Ratio
Dividen Kas Per Saham	-	-	-	-	-	Cash Dividend Per Share
Tanggal Pengumuman	10 Mei 2022	27 April 2021	7 Agustus August 2020	10 Mei May 2019	10 Mei 2022	Announcement Date
Tanggal Pembayaran	7 Juni June 2022	25 Mei May 2021	24 Juni June 2020	28 Mei May 2019	Juni June 2022	Payment Date

Program Kepemilikan Saham oleh Karyawan dan atau Manajemen

Share Ownership Program by Employees and/or Management

Sampai akhir tahun 2021 Bio Farma bukan merupakan perusahaan terbuka, kepemilikan saham Perseroan adalah 100% milik negara Republik Indonesia, sehingga tidak ada program kepemilikan saham oleh karyawan dan/atau manajemen.

As of the end of 2021, Bio Farma is no longer a public company. The Company's share ownership is 100% owned by the Republic of Indonesia. Therefore, there is no share ownership program by employees and/or management.

Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of the Use of Proceeds From Initial Public Offering

Bio Farma bukan perusahaan terbuka, sehingga tidak ada dana hasil penawaran saham umum yang diperoleh.

Bio Farma is not a public company. Therefore, no proceeds from Initial Public Offering are obtained.



Informasi dan Fakta Material Setelah Tanggal Laporan Akuntan

Material Information and Facts After the Accountant's Report Date

Tidak ada informasi dan fakta material yang terjadi setelah tanggal laporan akuntan.

There is no material information nor facts to report that occurred after the accountant's report date.

Perubahan Peraturan Perundang-Undangan yang Relevan dan Dampaknya Terhadap Kinerja Perseroan

Changes In Relevant Laws and Regulations and Its Impact on the Company's Performance

Berikut adalah Daftar Peraturan dan Perundang-Undangan yang berdampak pada aktivitas bisnis PT Bio Farma (Persero) yang terbit di tahun 2021. Perseroan telah melakukan penyesuaian terhadap implementasi seluruh peraturan perundangan dimaksud, sesuai dengan ketentuan yang berlaku.

The following is a list of laws and regulations that had an impact on PT Bio Farma (Persero)'s business activities in 2021. The Company has made adjustments to the implementation of the relevant laws and regulations in accordance with the applicable regulations.

Judul Peraturan List of Regulations

PERMEN KEUANGAN NO. 8/PMK.03/2021 TENTANG TATA CARA PEMUNGUTAN, PENYETORAN DAN PELAPORAN PAJAK PERTAMBAHAN NILAI ATAU PAJAK PERTAMBAHAN NILAI DAN PAJAK PENJUALAN ATAS BARANG MEWAH OLEH BADAN USAHA MILIK NEGARA DAN PERUSAHAAN TERTENTU YANG DIMILIKI SECARA LANGSUNG OLEH BADAN USAHA MILIK NEGARA SEBAGAI PEMUNGUT PAJAK PERTAMBAHAN NILAI

The Minister of Finance Regulation No. 8/PMK.03/2021 on Procedures for the Withholding, Remittance, and Reporting of Value Added Tax or Value Added Tax and Sales Tax on Luxury Goods by State-Owned Enterprises and Certain Companies Directly Owned by State-Owned Enterprises as Value Added Tax Withholding Agents

KEPUTUSAN DIRJEN PENCEGAHAN DAN PENANGGULANGAN PENYAKIT NO. HK.02.02/4/423/2021 TENTANG PETUNJUK TEKNIS PELAKSANAAN VAKSINASI DALAM RANGKA PENANGGULANGAN PANDEMI CORONA VIRUS DISEASE 2019 (COVID-19)

The Decree of the Directorate General of Disease Prevention and Control No. HK.02.02/4/423/2021 on the Technical Guidelines for the Implementation of Vaccination in the Context of Combating the Corona Virus Disease 2019 (COVID-19) Pandemic

PERATURAN DIRJEN PAJAK NO. PER-03/PJ/2021 TENTANG TATA CARA PENGAJUAN DAN PENERBITAN KEPUTUSAN MENGENAI PENGGUNAAN NILAI BUKU ATAS PENGALIHAN DAN PEROLEHAN HARTA DALAM RANGKA PENGGABUNGAN, PELEBURAN, PEMEKARAN, ATAU PENGAMBILALIHAN USAHA

Director General of Taxes Regulation No. PER-03/PJ/2021 on Procedures for Submission and Issuance of Decisions Regarding the Use of Book Value for the Transfer and Acquisition of Assets in the Context of Merger, Consolidation, Expansion, or Business Acquisition

PERMEN BUMN NO. PER-1/MBU/03/2021 TENTANG PEDOMAN PENGUSULAN, PELAPORAN, PEMANTAUAN, DAN PERUBAHAN PENGGUNAAN TAMBAHAN PENYERTAAN MODAL NEGARA KEPADA BADAN USAHA MILIK NEGARA DAN PERSEROAN TERBATAS

The Minister of SOEs Regulation No. PER-1/MBU/03/2021 on Guidelines for Proposing, Reporting, Monitoring and Changes in the Use of Additional State Equity Participation to State-Owned Enterprises to State-Owned Enterprises and Limited Liability Companies



Judul Peraturan List of Regulations

PERMEN KEUANGAN NO. 18/PMK.03/2021 TENTANG PELAKSANAAN UNDANG-UNDANG NOMOR 11 TAHUN 2020 TENTANG CIPTA KERJA DI BIDANG PAJAK PENGHASILAN, PAJAK PERTAMBAHAN NILAI DAN PAJAK PENJUALAN ATAS BARANG MEWAH, SERTA KETENTUAN UMUM DAN TATA CARA PERPAJAKAN

THE MINISTER OF FINANCE REGULATION NO. 18/PMK.03/2021 ON THE IMPLEMENTATION OF LAW NO. 11 OF 2020 CONCERNING JOB CREATION IN THE FIELDS OF INCOME TAX, VALUE ADDED TAX, AND SALES TAX ON LUXURY GOODS, AS WELL AS GENERAL TAX PROVISIONS AND PROCEDURES

PERMEN KESEHATAN NO. 10 TAHUN 2021 TENTANG PELAKSANAAN VAKSINASI DALAM RANGKA PENANGGULANGAN PANDEMI CORONA VIRUS DISEASE 2019 (COVID-19)

THE MINISTER OF HEALTH REGULATION NO. 10 OF 2021 ON THE IMPLEMENTATION OF VACCINATION IN THE CONTEXT OF COMBATING THE 2019 CORONA VIRUS DISEASE (COVID-19) PANDEMIC

PERPRES NO. 12 TAHUN 2021 TENTANG PERUBAHAN ATAS PERATURAN PRESIDEN NOMOR 16 TAHUN 2018 TENTANG PENGADAAN BARANG/JASA PEMERINTAH

PRESIDENTIAL REGULATION NO. 12 OF 2021 ON AMENDMENT TO THE PRESIDENTIAL REGULATION NO. 16 OF 2018 ON PROCUREMENT OF GOVERNMENT GOODS/SERVICES

PERATURAN PEMERINTAH NO. 16 TAHUN 2021 TENTANG PERATURAN PELAKSANAAN UNDANG-UNDANG NOMOR 28 TAHUN 2002 TENTANG BANGUNAN GEDUNG

GOVERNMENT REGULATION NO. 16 OF 2021 ON THE IMPLEMENTING REGULATION OF LAW NO. 28 OF 2002 ON BUILDINGS

PERATURAN PEMERINTAH NO. 39 TAHUN 2021 TENTANG PENYELENGGARAAN BIDANG JAMINAN PRODUK HALAL

GOVERNMENT REGULATION NO. 39 OF 2021 ON THE IMPLEMENTATION OF HALAL PRODUCT ASSURANCE

PERMEN KESEHATAN NO. 3 TAHUN 2021 TENTANG PERUBAHAN PENGGOLONGAN, PEMBATASAN, DAN KATEGORI OBAT

THE MINISTER OF HEALTH REGULATION NO. 3 OF 2021 ON CHANGES IN CLASSIFICATION, RESTRICTIONS, AND CATEGORIES OF DRUGS

KEPMEN KESEHATAN NO. HK.01.07/MENKES/3602/2021 TENTANG PERUBAHAN ATAS KEPUTUSAN MENTERI KESEHATAN NOMOR HK.01.07/MENKES/446/2021 TENTANG PENGGUNAAN RAPID DIAGNOSTIC TEST ANTIGEN DALAM PEMERIKSAAN CORONA VIRUS DISEASE 2019 (COVID-19)

MINISTER OF HEALTH DECREE NO. HK.01.07/MENKES/3602/2021 ON THE AMENDMENT TO THE MINISTER OF HEALTH DECREE NO. HK.01.07/MENKES/446/2021 ON THE USE OF ANTIGEN RAPID DIAGNOSTIC TEST IN CORONA VIRUS DISEASE 2019 (COVID-19) EXAMINATION

SE LKPP NO. 1 TAHUN 2021 TENTANG PENJELASAN ATAS PELAKSANAAN PERATURAN PRESIDEN NOMOR 12 TAHUN 2021 TENTANG PERUBAHAN ATAS PERATURAN PRESIDEN NOMOR 16 TAHUN 2018 TENTANG PENGADAAN BARANG/JASA PEMERINTAH

LKPP CIRCULAR NO. 1 OF 2021 ON THE ELUCIDATION OF THE IMPLEMENTATION OF PRESIDENTIAL REGULATION NO. 12 OF 2021 ON AMENDMENTS TO PRESIDENTIAL REGULATION NUMBER 16 OF 2018 CONCERNING THE PROCUREMENT OF GOVERNMENT GOODS/SERVICES

PERMEN BUMN NO. PER-03/MBU/03/2021 TENTANG PERUBAHAN KETIGA ATAS PERATURAN MENTERI BADAN USAHA MILIK NEGARA NOMOR PER-02/MBU/2010 TENTANG TATA CARA PENGHAPUSBUKUAN DAN PEMINDAHTANGINAN AKTIVA TETAP BADAN USAHA MILIK NEGARA

MINISTER OF STATE-OWNED ENTERPRISES REGULATION NO. PER-03/MBU/03/2021 ON THE THIRD AMENDMENT TO THE MINISTER OF STATE-OWNED ENTERPRISES REGULATION NO. PER-02/MBU/2010 ON PROCEDURES FOR WRITE-OFF AND TRANSFER OF FIXED ASSETS OF STATE-OWNED ENTERPRISES

PERMEN HUKUM DAN HAM NO. 21 TAHUN 2021 TENTANG SYARAT DAN TATA CARA PENDAFTARAN PENDIRIAN, PERUBAHAN, DAN PEMBUBARAN BADAN HUKUM PERSEROAN TERBATAS

MINISTER OF LAW AND HUMAN RIGHTS NO. 21 OF 2021 ON REQUIREMENTS AND PROCEDURES ON ESTABLISHMENT REGISTRATION, AMENDMENT, AND DISSOLUTION OF A LIMITED LIABILITY COMPANIES LEGAL ENTITY

KEPMEN KESEHATAN NO. HK.01.07/MENKES/4643/2021 TENTANG PENETAPAN BESARAN HARGA PEMBELIAN VAKSIN PRODUKSI SINOPHARM MELALUI PENUNJUKAN PT BIO FARMA (PERSERO) DALAM PELAKSANAAN PENGADAAN VAKSIN CORONA VIRUS DISEASE 2019 (COVID-19) DAN TARIF MAKSIMAL PELAYANAN UNTUK PELAKSANAAN VAKSINASI GOTONG ROYONG

MINISTER OF HEALTH DECREE NO. HK.01.07/MENKES/4643/2021 ON DETERMINATION OF THE PURCHASE PRICE OF SINOPHARM PRODUCTION VACCINES THROUGH THE APPOINTMENT OF PT BIO FARMA (PERSERO) IN THE IMPLEMENTATION OF THE PROCUREMENT OF THE CORONA VIRUS DISEASE 2019 (COVID-19) VACCINE AND THE MAXIMUM SERVICE RATE FOR THE IMPLEMENTATION OF MUTUAL COOPERATION VACCINATION

PERMEN BUMN NO. PER-05/MBU/04/2021 TENTANG PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN BADAN USAHA MILIK NEGARA

MINISTER OF STATE-OWNED ENTERPRISES REGULATION NO. PER-05/MBU/04/2021 ON THE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM OF STATE-OWNED ENTERPRISES.

PERATURAN BKPM NO. 3 TAHUN 2021 TENTANG SISTEM PERIZINAN BERUSAHA BERBASIS RISIKO TERINTEGRASI SECARA ELEKTRONIK

BKPM REGULATION NO.3 OF 2021 ON THE ELECTRONIC-INTEGRATED RISK-BASED BUSINESS LICENSING SYSTEM

PERATURAN PEMERINTAH NO 5 TAHUN 2021 PENYELENGGARAAN PERIZINAN BERUSAHA BERBASIS RISIKO

GOVERNMENT REGULATION NO. 5 YEAR 2021 IMPLEMENTATION OF RISK-BASED BUSINESS LICENSES

PERATURAN MENTERI LINGKUNGAN HIDUP 1 TAHUN 2021 PROGRAM PENILAIAN PERINGKAT KINERJA PERUSAHAAN DALAM PENGELOLAAN LINGKUNGAN HIDUP

REGULATION OF THE MINISTER OF ENVIRONMENT 1 YEAR 2021 PROGRAM FOR ASSESSING COMPANY PERFORMANCE RANKING IN ENVIRONMENTAL MANAGEMENT

PERATURAN KEPALA BPOM NO.24 TAHUN 2021 TENTANG PENGAWASAN PENGELOLAAN OBAT, BAHAN OBAT, NARKOTIKA, PSIKOTROPIKA, DAN PREKURSOR FARMASI DI FASILITAS PELAYANAN KEFARMASIAN

REGULATION OF THE HEAD OF BPOM NO.24 YEAR 2021 CONCERNING SUPERVISION OF MANAGEMENT OF DRUGS, DRUG MATERIALS, NARCOTICS, PSYCHOTROPICS, AND PHARMACEUTICAL PRECURSORS IN PHARMACEUTICAL SERVICE FACILITIES



Judul Peraturan List of Regulations

PERATURAN MENTERI BUMN PER-01/MBU/03/2021 TENTANG PEDOMAN PENGUSULAN, PELAPORAN, PEMANTAUAN, DAN PERUBAHAN PENGGUNAAN TAMBAHAN PENYERTAAN MODAL NEGARA KEPADA BADAN USAHA MILIK NEGARA DAN PERSEROAN TERBATAS
REGULATION OF THE MINISTER OF SOEs PER-01/MBU/03/2021 CONCERNING GUIDELINES FOR PROPOSING, REPORTING, MONITORING, AND CHANGING THE USE OF ADDITIONAL STATE EQUITY PARTICIPATION IN STATE-OWNED ENTERPRISES AND LIMITED COMPANIES

PERATURAN MENTERI BUMN PER-03/MBU/03/2021 TENTANG PERUBAHAN KETIGA ATAS PERATURAN MENTERI BADAN USAHA MILIK NEGARA NOMOR PER-02/MBU/2010 TENTANG TATA CARA PENGHAPUSBUKUAN DAN PEMINDAHTANGANNAN AKTIVA TETAP BADAN USAHA MILIK NEGARA
REGULATION OF THE MINISTER OF BUMN PER-03/MBU/03/2021 CONCERNING THE THIRD AMENDMENT TO REGULATION OF THE MINISTER OF STATE-OWNED ENTERPRISE NUMBER PER-02/MBU/2010 CONCERNING PROCEDURES FOR THE APPLICATION OF AUTHORITY AND TRANSFER OF PERMANENT ASSETS

PERATURAN MENTERI BUMN PER-06/MBU/04/2021 TENTANG PERUBAHAN ATAS PERATURAN MENTERI BADAN USAHA MILIK NEGARA NOMOR PER-12/MBU/2012 TENTANG ORGAN PENDUKUNG DEWAN KOMISARIS/DEWAN PENGAWAS BADAN USAHA MILIK NEGARA
REGULATION OF THE MINISTER OF BUMN PER-06/MBU/04/2021 CONCERNING AMENDMENT TO REGULATION OF THE MINISTER OF STATE-OWNED BUSINESS AGENCY NUMBER PER-12/MBU/2012 CONCERNING SUPPORTING ORGANS OF THE BOARD OF COMMISSIONERS/SUPERVISORY BOARD OF STATE-OWNED ENTERPRISE.

PERATURAN MENTERI BUMN PER-07/MBU/04/2021 TENTANG PERUBAHAN KEDUA ATAS PERATURAN MENTERI BADAN USAHA MILIK NEGARA NOMOR PER-03/MBU/08/2017 TENTANG PEDOMAN KERJA SAMA BADAN USAHA MILIK NEGARA
REGULATION OF THE MINISTER OF BUMN PER-07/MBU/04/2021 CONCERNING THE SECOND AMENDMENT TO REGULATION OF THE MINISTER OF STATE-OWNED ENTERPRISE NUMBER PER-03/MBU/08/2017 CONCERNING GUIDELINES FOR COOPERATION WITH STATE-OWNED ENTERPRISE

PERATURAN MENTERI BUMN PER-11/MBU/07/2021 TENTANG PERSYARATAN, TATA CARA PENGANGKATAN, DAN PEMBERHENTIAN ANGGOTA DIREKSI BADAN USAHA MILIK NEGARA
REGULATION OF THE MINISTER OF SOEs PER-11/MBU/07/2021 CONCERNING REQUIREMENTS, PROCEDURES FOR APPOINTMENT, AND TERMINATION OF MEMBERS OF THE BOARD OF DIRECTORS OF STATE-OWNED ENTERPRISES

PERATURAN MENTERI BUMN PER-13/MBU/09/2021 TENTANG PERUBAHAN KEENAM ATAS PERATURAN MENTERI BADAN USAHA MILIK NEGARA NOMOR PER-04/MBU/2014 TENTANG PEDOMAN PENETAPAN PENGHASILAN DIREKSI, DEWAN KOMISARIS, DAN DEWAN PENGAWAS BADAN USAHA MILIK NEGARA
REGULATION OF THE MINISTER OF BUMN PER-13/MBU/09/2021 CONCERNING THE SIXTH AMENDMENT TO REGULATION OF THE MINISTER OF STATE-OWNED ENTERPRISE NUMBER PER-04/MBU/2014 CONCERNING GUIDELINES FOR ESTABLISHING INCOME OF THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS, AND SUPERVISORY BOARD OF STATE-OWNED ENTERPRISE

PERATURAN MENTERI BUMN PER-14/MBU/10/2021 TENTANG PERUBAHAN KEDUA ATAS PERATURAN MENTERI BADAN USAHA MILIK NEGARA NOMOR PER-12/MBU/2012 TENTANG ORGAN PENDUKUNG DEWAN KOMISARIS/DEWAN PENGAWAS BADAN USAHA MILIK NEGARA UNDUH
REGULATION OF THE MINISTER OF BUMN PER-14/MBU/10/2021 CONCERNING THE SECOND AMENDMENT TO REGULATION OF THE MINISTER OF STATE-OWNED ENTERPRISE NUMBER PER-12/MBU/2012 CONCERNING SUPPORTING ORGANS OF THE BOARD OF COMMISSIONERS/SUPERVISORY BOARD OF STATE-OWNED ENTERPRISE

PERATURAN MENTERI KESEHATAN NOMOR 10 TAHUN 2021 TENTANG PELAKSANAAN VAKSINASI DALAM RANGKA PENANGGULANGAN PANDEMI CORONA VIRUS DISEASE 2019 (COVID-19)
REGULATION OF THE MINISTER OF HEALTH NUMBER 10 YEAR 2021 CONCERNING IMPLEMENTATION OF VACCINATIONS IN THE FRAMEWORK OF MANAGING THE CORONA VIRUS DISEASE PANDEMIC 2019 (COVID-19)

PERATURAN MENTERI KESEHATAN NOMOR 16 TAHUN 2021 TENTANG PELAKSANAAN PENGADAAN VAKSIN DALAM RANGKA PENANGGULANGAN PANDEMI CORONA VIRUS DISEASE 2019 (COVID-19)
REGULATION OF THE MINISTER OF HEALTH NUMBER 16 YEAR 2021 CONCERNING IMPLEMENTATION OF VACCINE PROCUREMENT IN MANAGEMENT OF THE CORONA VIRUS DISEASE PANDEMIC 2019 (COVID-19)

PERATURAN MENTERI KESEHATAN NOMOR 18 TAHUN 2021 TENTANG PERUBAHAN ATAS PERATURAN MENTERI KESEHATAN NOMOR 10 TAHUN 2021 TENTANG PELAKSANAAN VAKSINASI DALAM RANGKA PENANGGULANGAN PANDEMI CORONA VIRUS DISEASE 2019 (COVID-19)
REGULATION OF THE MINISTER OF HEALTH NUMBER 18 YEAR 2021 CONCERNING AMENDMENT TO REGULATION OF THE MINISTER OF HEALTH NUMBER 10 YEAR 2021 CONCERNING IMPLEMENTATION OF VACCINATIONS IN THE FRAMEWORK CORONA VIRUS DISEASE PANDEMIC MANAGEMENT 2019 (COVID-19)

PERATURAN PRESIDEN NOMOR 14 TAHUN 2021 TENTANG PERUBAHAN ATAS PERATURAN PRESIDEN NOMOR 99 TAHUN 2020 TENTANG PENGADAAN VAKSIN DAN PELAKSANAAN VAKSINASI DALAM RANGKA PENANGGULANGAN PANDEMI CORONA VIRUS DISEASE 2019 (COVID-19)
PRESIDENTIAL REGULATION NUMBER 14 YEAR 2021 CONCERNING AMENDMENT TO PRESIDENTIAL REGULATION NUMBER 99 YEAR 2020 CONCERNING PROCUREMENT OF VACCINES AND IMPLEMENTATION OF VACCINATIONS IN THE MANAGEMENT OF THE CORONA VIRUS DISEASE PANDEMIC 2019 (COVID-19)

PERATURAN PRESIDEN NOMOR 50 TAHUN 2021 TENTANG PERUBAHAN KEDUA ATAS PERATURAN PRESIDEN NOMOR 99 TAHUN 2020 TENTANG PENGADAAN VAKSIN DAN PELAKSANAAN VAKSINASI DALAM RANGKA PENANGGULANGAN PANDEMI CORONA VIRUS DISEASE 2019 (COVID-19)
PRESIDENTIAL REGULATION NUMBER 50 OF 2021 CONCERNING SECOND AMENDMENT TO PRESIDENTIAL REGULATION NUMBER 99 OF 2020 CONCERNING PROCUREMENT OF VACCINES AND IMPLEMENTATION OF VACCINATIONS IN THE FRAMEWORK OF CORONA VIRUS DISEASE PANDEMIC 2019 (COVID-19)



Perubahan Standar Akuntansi dan Pengungkapan

Changes in Financial Accounting Standards and Disclosure

Pada tahun 2021, Perseroan sebagai induk holding farmasi menerapkan beberapa Pernyataan Standar Akuntansi Keuangan (PSAK) dan interpretasi (ISAK) baru dan amandemen yang berlaku efektif mulai 1 Januari 2021. Penerapan PSAK maupun ISAK baru tersebut ada yang menimbulkan perubahan substansial terhadap kebijakan akuntansi Kelompok Usaha dan pengaruh yang material atas jumlah yang dilaporkan atas tahun berjalan atau tahun sebelumnya, namun ada juga yang tidak berpengaruh.

Berikut adalah beberapa penerapan PSAK dan ISAK baru maupun revisi yang tidak memberikan pengaruh substansial.

1. Amandemen PSAK 71
2. Amandemen PSAK 55
3. Amandemen PSAK 60
4. Amandemen PSAK 62
5. Amandemen PSAK 73

In 2021, as the parent of the pharmaceutical holding, the Company adopted new Statements of Financial Accounting Standards (PSAK) and Interpretation of Financial Accounting Standards (ISAK) and amendments effective as of January 1, 2021. The adoption of the new standards and interpretations has resulted in substantial changes to the Group's accounting policies and has had a material effect on the amounts reported for the current year or previous year, except for the changes described below.

The following are the adoption of new and revised standards and interpretations that had no substantial impact.

1. Amendment to PSAK 71
2. Amendment to PSAK 55
3. Amendment to PSAK 60
4. Amendment to PSAK 62
5. Amendment to PSAK 73

Informasi Kelangsungan Usaha

Business Continuity Information

Berdasarkan hasil penilaian berbagai risiko yang senantiasa dipantau, dikenali dan dimitigasi di sepanjang tahun 2021, secara umum dapat dikatakan tingkat maturity risiko Perseroan masih berada pada level yang baik. Selain itu, kondisi lingkungan internal dan eksternal Perseroan juga masih cukup mendukung bagi Perseroan untuk terus tumbuh dan berkembang. Terlebih sejak awal pandemi COVID-19 melanda, Perseroan telah ditugaskan menjadi institusi yang bertanggung jawab untuk menyediakan, memproduksi dan mendistribusikannya ke seluruh wilayah Indonesia bersama-sama dengan seluruh entitas anak konsolidasi yang memiliki kapabilitas mumpuni berkat jaringan distribusi yang mereka kelola selama ini.

Based on the results of the various risk assessments that were continuously monitored, identified, and mitigated throughout 2021, in general, it can be said that the Company had a good risk maturity level. In addition, the Company's internal and external environmental conditions are supportive of the Company's growth and development. Since the early COVID-19 pandemic, the Company has been assigned to be the institution responsible for providing, producing, and distributing vaccines throughout Indonesia together with all consolidated subsidiaries with high capabilities due to their distribution network management.







Tata Kelola Perusahaan

Corporate Governance

04

Menjaga kualitas SDM dan stabilitas Perusahaan merupakan landasan utama dalam penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*). Bio Farma senantiasa memanifestasikan *Best Practice* tersebut demi mewujudkan lingkungan kerja yang dinamis dan profesional.

Maintaining the Company's excellent human resources and stability is the primary tenet of our Good Corporate Governance (GCG) strategy. Bio Farma is committed to implementing Best Practices in order to maintain a dynamic and professional work environment.



Tata Kelola Perusahaan yang baik (*Good Corporate Governance/GCG*) merupakan fondasi strategis bagi pencapaian keunggulan daya saing berkelanjutan. GCG merupakan sistem, struktur, mekanisme, dan budaya yang akan melindungi kepentingan shareholders dan *stakeholders*. Melalui komitmen seluruh Insan Perusahaan, Perusahaan tidak hanya telah memenuhi berbagai ketentuan terkait penerapan GCG tetapi juga menerapkan praktik-praktik terbaik, sehingga menjadi salah satu perusahaan terdepan dalam penerapan GCG sekaligus sebagai perusahaan yang menjadi rujukan/*benchmarking* dari perusahaan lainnya.

GCG is a strategic basis for establishing long-term competitive advantage. GCG is a system, structure, method, and culture that safeguards shareholders and stakeholders' interests. Through the devotion of all Firm employees, the Company has not only met numerous GCG implementation requirements but has also adopted best practises, establishing the Company as a leader in GCG implementation and one that serves as a reference/benchmark for other organisations.

TUJUAN PENERAPAN TATA KELOLA PERUSAHAAN

Bio Farma berkomitmen menerapkan prinsip-prinsip tata kelola secara konsisten dengan tujuan sebagai berikut:

1. Mengoptimalkan nilai Perusahaan agar memiliki daya saing yang kuat, baik secara nasional maupun internasional, sehingga mampu mempertahankan keberadaannya dan hidup berkelanjutan untuk mencapai maksud dan tujuan Perusahaan;
2. Mendorong pengelolaan Perusahaan secara profesional, efisien, dan efektif, serta memberdayakan fungsi dan meningkatkan kemandirian Organ Perusahaan;
3. Mendorong agar Organ Perusahaan dalam membuat keputusan dan menjalankan tindakan dilandasi nilai moral yang tinggi dan kepatuhan terhadap peraturan perundang-undangan, serta kesadaran akan adanya tanggung jawab sosial Perusahaan terhadap Pemangku Kepentingan (*stakeholders*) maupun kelestarian lingkungan di sekitar Perusahaan;
4. Meningkatkan kontribusi Perusahaan di lingkungan sekitar Perusahaan dan dalam perekonomian nasional;
5. Meningkatkan iklim yang kondusif di lingkungan sekitar Perusahaan.

Secara berkala, Bio Farma melakukan penilaian atas implementasi GCG melalui 2 (dua) pendekatan. Hal ini bertujuan untuk mengetahui serta menguji efektivitas penerapan GCG dan sekaligus untuk memastikan bahwa tujuan tersebut tercapai.

Berikut hasil penilaian atas penerapan GCG melalui 2 (dua) metode selama 5 (lima) tahun terakhir:

OBJECTIVES OF CORPORATE GOVERNANCE IMPLEMENTATION

Bio Farma is committed to adopting corporate governance principles consistently in order to accomplish the following goals:

1. Maximising the Company's worth to ensure its continued existence and viability on both the national and the global stage in order to accomplish the Company's aims and objectives;
2. Promoting professional, efficient, and effective management of the Company, as well as empowering and strengthening the functions and independence of the Company's organs;
3. Encouraging the Company's organs to make choices and perform actions based on strong moral principles and compliance with applicable laws and regulations, as well as a knowledge of the Company's corporate social responsibility and environmental sustainability obligations to stakeholders;
4. Increasing the Company's contribution to the environment and the national economy;
5. Improving the environment's supportive atmosphere.

Bio Farma evaluates the deployment of GCG on a periodic basis using 2 (two) methodologies. This project attempts to discover and evaluate the success of GCG implementation while also ensuring that these objectives are met.

The following are the findings from an assessment of GCG implementation over the last five years using 5 (five) methods:

Komposisi Karyawan Menurut Level Jabatan Employee Composition by Position

Uraian	2021	2020	2019	2018	2017	Description
Asesmen Penerapan GCG	94,754 "Sangat Baik" "Excellent"	90,173 "Sangat Baik" "Excellent"	91,19 "Sangat Baik" "Excellent"	90,938 "Sangat Baik" "Excellent"	90,53 "Sangat Baik" "Excellent"	GCG Implementation Assessment
Penilaian Tingkat Kesehatan	90,50 "Sehat (AA)" "Healthy (AA)"	74,64 "Sehat (A)" "Healthy (A)"	77,10 "Sehat (A)" "Healthy (A)"	90,35 "Sehat (AA)" "Healthy (AA)"	86 "Sehat (AA)" "Healthy (AA)"	Risk-Based Rating Level



IKHTISAR AKTIVITAS GCG 2021

Perusahaan telah melaksanakan kegiatan-kegiatan implementasi Tata Kelola Perusahaan pada tahun 2021 antara lain:

1. Penandatanganan Pakta Integritas (aspek komitmen) oleh insan Bio Farma.
2. Mengukur tingkat kepatuhan Perusahaan terhadap kelengkapan dan pelaksanaan kebijakan.
3. Sosialisasi penerapan GCG (pedoman perilaku, pengendalian gratifikasi, WBS, benturan kepentingan, dan Anti Penyuapan).
4. Sosialisasi larangan gratifikasi pada hari raya keagamaan.
5. Asesmen GCG periode penilaian tahun 2020.
6. *Audit Surveillance* Internal SMAP tahun 2021.
7. *Audit Surveillance* Eksternal SMAP tahun 2021.
8. Integrasi *Whistleblowing System* (WBS) dengan tahapan implementasi yaitu penandatanganan Perjanjian Kerjasama antara Komisi Pemberantasan Korupsi dengan PT Bio Farma (Persero) tentang penanganan pengaduan dalam upaya pemberantasan tindak pidana korupsi.

LANDASAN PENERAPAN GCG

1. Undang-Undang Nomor 19 Tahun 2003 tanggal 19 Juni 2003 Tentang Badan Usaha Milik Negara.
2. Undang-Undang Nomor 40 Tahun 2007 Tentang Perseroan Terbatas.
3. PP Nomor 1 Tahun 1997 Tentang Pengalihan Bentuk Perusahaan Umum Bio Farma menjadi Perusahaan Perseroan (Persero) (Lembaran Negara RI Tahun 1997 Nomor 4).
4. PP Nomor 45 Tahun 2005 Tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran BUMN.
5. Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.
6. Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 Tanggal 6 Juli 2012 Tentang Perubahan Atas Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.
7. Surat Sekretaris Kementerian Negara BUMN No S-168/MBU/2008 tanggal 27 Juni 2008 Tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan *Good Corporate Governance* yang diperbaharui dengan Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012.

OVERVIEW OF GCG ACTIVITIES IN 2021

In 2021, the Company implemented Good Corporate Governance, which included the following:

1. Signing of the Integrity Pact (commitment aspect) by Bio Farma's staff.
2. Measuring the Company's level of compliance with the completeness and implementation of policies.
3. Dissemination of GCG implementation (guidelines of behaviour, gratification control, WBS, conflict of interest, and Anti-Bribery).
4. Dissemination of the prohibition of gratuities on religious holidays.
5. GCG assessment for the 2020 assessment period.
6. SMAP Internal Surveillance Audit in 2021.
7. SMAP External Surveillance Audit in 2021.
8. Integration of the Whistleblowing System (WBS) with the implementation stage, namely the signing of a Cooperation Agreement between the Corruption Eradication Commission and PT Bio Farma (Persero) on the treatment of complaints related to the fight against corruption.

FOUNDATION FOR GCG IMPLEMENTATION

1. Law Number 19 of 2003 dated June 19, 2003 concerning State-Owned Enterprises.
2. Law Number 40 of 2007 concerning Limited Liability Companies.
3. Government Regulation Number 1 of 1997 concerning the Transfer of Bio Farma's Public Company Form to a Limited Liability Company (Persero) (State Gazette of the Republic of Indonesia Year 1997 Number 4).
4. PP Number 45 of 2005 concerning the Establishment, Management, Supervision and Dissolution of BUMN.
5. Regulation of the Minister of BUMN Number: PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in BUMN.
6. Regulation of the Minister of BUMN Number: PER-09/MBU/2012 dated July 6, 2012 concerning Amendments to the Regulation of the Minister of BUMN Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in BUMN.
7. Letter of the Secretary of the Ministry of State-Owned Enterprises No. S-168/MBU/2008 dated 27 June 2008 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance which was updated by Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012.



8. Anggaran Dasar PT Bio Farma (Persero).

Di samping itu, Bio Farma juga telah memiliki Kebijakan/Pedoman sebagai berikut:

1. Pedoman GCG
2. Pedoman Perilaku (mengatur juga Kebijakan Pengendalian Gratifikasi, Kebijakan Anti Suap dan Korupsi, Kebijakan Benturan Kepentingan, dan Kebijakan Sistem Pelaporan Pelanggaran (*Whistleblowing System*)).
3. Pedoman Direksi dan Dewan Komisaris (*Board Manual*).
4. *Charter* Komite Risiko, Pengembangan dan GCG dan *Charter* Komite Audit.
5. *Charter* SPI.
6. Tata Kelola Holding BUMN Farmasi.
7. Kebijakan Pengelolaan Anak Perusahaan.
8. Kebijakan Sistem Manajemen Perusahaan.
9. Kebijakan Tata Naskah di Lingkungan PT Bio Farma (Persero).
10. Kebijakan Pengelolaan Penyampaian Informasi Melalui Media Massa, Kebijakan Pemutakhiran Konten Website, Kebijakan Distribusi Informasi Internal, Kebijakan Penetapan Klasifikasi Informasi dan Kebijakan Keterbukaan Informasi Publik.
11. Kebijakan Manajemen Risiko.
12. Kebijakan Akuntansi.
13. Kebijakan Teknologi Informasi.
14. Kebijakan Sumber Daya Manusia.
15. Kebijakan LHKPN.
16. Kebijakan lainnya.
17. Pedoman dan Prosedur Baku Setiap Unit Kerja.

STRUKTUR TATA KELOLA BIO FARMA

Sesuai Undang-Undang No. 40 Tahun 2007 Tentang Perseroan Terbatas, struktur tata kelola Bio Farma terdiri atas tiga organ utama yakni Pemegang Saham melalui Rapat Umum Pemegang Saham (RUPS) sebagai forum pengambilan keputusan tertinggi bagi Pemegang Saham, Dewan Komisaris sebagai pengawas jalannya pengelolaan Perusahaan, dan Direksi sebagai pengelola Perusahaan.

8. Articles of Association of PT Bio Farma (Persero).

Furthermore, Bio Farma has the following policies/ standards:

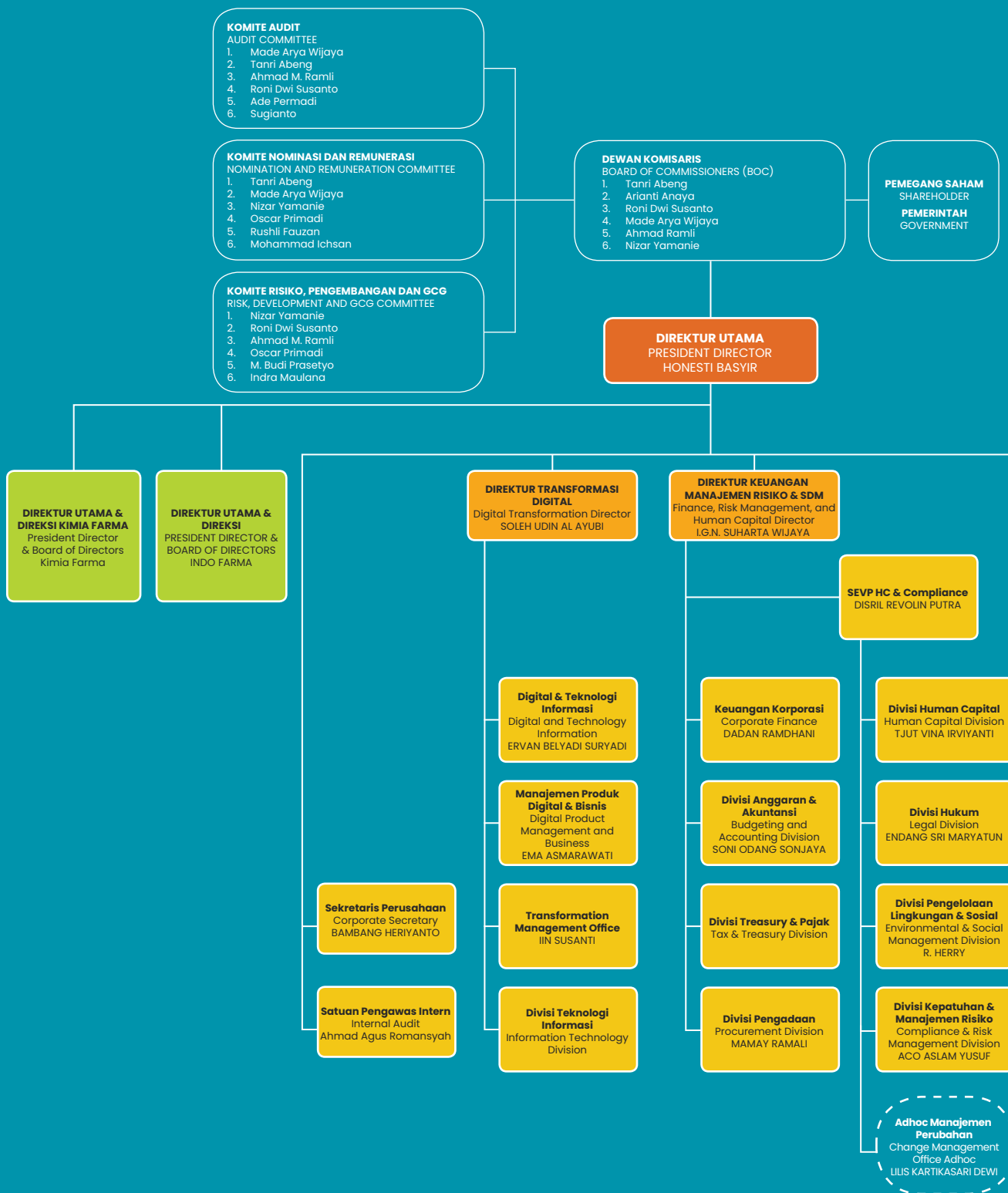
1. GCG Guidelines
2. Code of Conduct (also regulates Gratification Control Policy, Anti-Bribery and Corruption Policy, Conflict of Interest Policy, and Whistleblowing System Policy).
3. Guidelines for the Board of Directors and the Board of Commissioners (*Board Manual*).
4. Risk, Development and GCG Committee Charter and Audit Committee Charter.
5. SPI Charters.
6. Governance of Pharmaceutical BUMN Holding.
7. Subsidiary Management Policy.
8. Company Management System Policy.
9. Manuscript Policy in PT Bio Farma (Persero).
10. Policy on Management of Information Submission through Mass Media, Policy on Website Content Updating, Policy on Internal Information Distribution, Policy on Determining Classification of Information and Policy on Public Information Disclosure.
11. Risk Management Policy.
12. Accounting Policies.
13. Information Technology Policy.
14. Human Resources Policy.
15. LHKPN Policy.
16. Other Policies.
17. Standard Guidelines and Procedures for Each Work Unit.

GOVERNANCE STRUCTURE OF BIOFARMA

According to Law No. 40 of 2007 on Limited Liability Companies, Bio Farma's governance structure is composed of three primary organs: the Shareholders acting through the General Meeting of Shareholders (GMS), the Board of Commissioners acting as the supervisor of the Company's management, and the Board of Directors acting as the manager of the Company.



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to Improve
Quality of Life



PEDOMAN POKOK PENERAPAN TATA KELOLA PERUSAHAAN

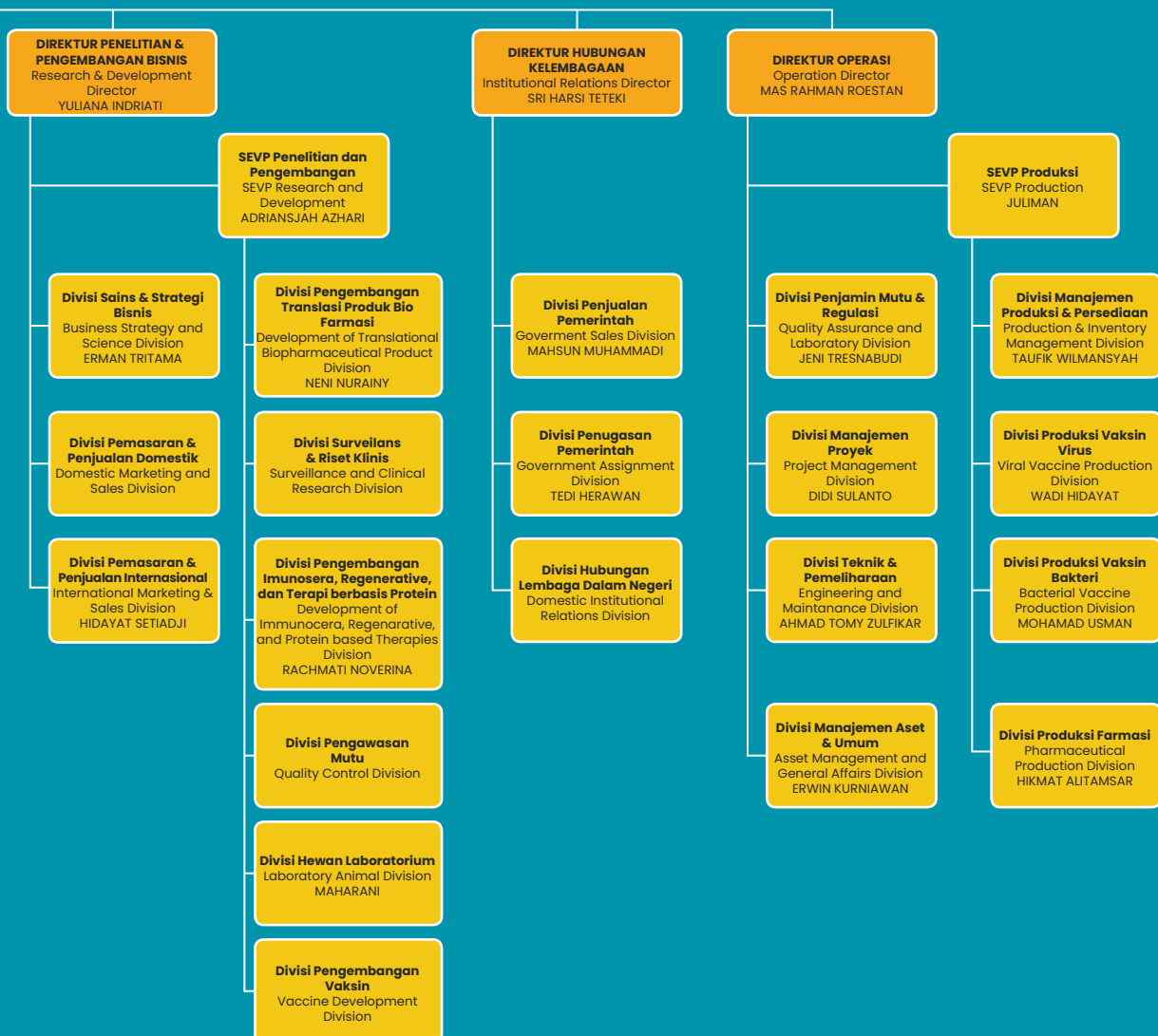
Pedoman Tata Kelola Perusahaan (GCG) diterapkan secara konsisten di seluruh lini dan aspek pengelolaan usaha Perusahaan sebagai standar landasan operasionalnya. Melalui penerapan Pedoman GCG, diharapkan semua nilai-nilai perusahaan dapat ditingkatkan secara optimal dan menghasilkan pola hubungan yang menguntungkan.

Agar pelaksanaan GCG dapat berjalan efektif, diikutsertakan semua pihak dalam perusahaan dengan tahapan sebagai berikut:

PRINCIPLES FOR IMPLEMENTING CORPORATE GOVERNANCE

The Corporate Governance Guidelines (GCG) are consistently followed across all business lines and facets of the Company's management as the standard operating procedure. The GCG Guidelines are intended to optimise all business values and result in a pattern of profitable connections.

To ensure the successful implementation of GCG, all partners within the organisation are involved in the following activities:



1. Membangun pemahaman, kepedulian dan komitmen untuk melaksanakan GCG oleh semua anggota Direksi dan Dewan Komisaris, serta Pemegang Saham Pengendali, dan semua karyawan.
2. Melakukan kajian terhadap kondisi perusahaan yang berkaitan dengan pelaksanaan GCG dan tindakan korektif yang diperlukan.

1. Ensuring that all members of the Board of Directors and Board of Commissioners, as well as Controlling Shareholders and all staff, understand, care about, and are committed to implementing GCG.
2. Conducting a study of the company's current state of readiness for GCG adoption and the necessary remedial actions.



3. Menyusun program dan pedoman pelaksanaan GCG perusahaan.
4. Melakukan internalisasi pelaksanaan GCG sehingga terbentuk rasa memiliki dari semua pihak dalam perusahaan, serta pemahaman atas pelaksanaan pedoman GCG dalam kegiatan sehari-hari.
5. Melakukan penilaian sendiri atau dengan menggunakan jasa pihak eksternal yang independen untuk memastikan penerapan GCG secara berkesinambungan. Hasil penilaian tersebut diungkapkan dalam laporan tahunan dan dilaporkan dalam RUPS tahunan.

3. Creating programmes and standards to assist the organisation in implementing GCG.
4. Internalising the GCG implementation in order to foster a sense of belonging among all parties in the organisation, as well as an awareness of how the GCG standards are implemented in everyday operations.
5. Conducting self-assessment or engaging the services of an impartial third party to guarantee continuous compliance with GCG. The assessment's findings are included in the annual report and discussed at the annual GMS.

PRINSIP-PRINSIP TATA KELOLA PERUSAHAAN

Bio Farma terus meningkatkan kualitas penerapan GCG berdasarkan prinsip:

PRINCIPLES OF CORPORATE GOVERNANCE

Bio Farma is committed to continuously improving the quality of GCG implementation in accordance with the following principles:



KETERBUKAAN

Transparansi ialah keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai Perusahaan. Bio Farma menerapkan prinsip transparansi dengan selalu berusaha untuk memolopori pengungkapan informasi keuangan dan non keuangan kepada pemangku kepentingan termasuk informasi yang tidak diwajibkan namun sudah menjadi praktik umum (*best practice*). Pengungkapan informasi tersebut dilakukan Perusahaan dengan tetap mematuhi peraturan perundang-undangan yang berlaku dan sesuai dengan praktik *Good Corporate Governance*.

TRANSPARENCY

Transparency refers to the openness with which decisions are made and the openness with which substantial and important information about the Company is disclosed. Bio Farma adheres to the idea of openness by always seeking to pioneer the disclosure of financial and non-financial information to stakeholders, including information that is not needed but has become standard practise to disclose. The Company discloses this information in line with the relevant laws and regulations and good corporate governance standards.



AKUNTABILITAS

Akuntabilitas adalah kejelasan fungsi, pelaksanaan dan pertanggungjawaban organ Perseroan sehingga pengelolaan Perusahaan terlaksana secara efektif. Perseroan meyakini bahwa akuntabilitas berhubungan dengan keberadaan sistem yang mengendalikan hubungan antara individu dan/atau organ yang ada di Perseroan maupun hubungan antara Perseroan dengan pihak yang berkepentingan. Perseroan menerapkan prinsip akuntabilitas sebagai salah satu solusi mengatasi *agency problem* yang timbul sebagai konsekuensi logis perbedaan kepentingan individu dengan kepentingan Perseroan dengan pihak yang berkepentingan. Akuntabilitas dapat dicapai melalui pengawasan efektif yang didasarkan pada keseimbangan antar Organ Perseroan (RUPS, Dewan Komisaris dan Direksi). RUPS memegang semua kekuasaan yang tidak diberikan kepada organ lain. Dewan Komisaris melakukan tugas pengawasan dan pemberian nasehat. Direksi bertanggung jawab dalam pengurusan Perseroan. Akuntabilitas seluruh jajaran Perseroan berarti setiap orang bertanggung jawab atas setiap tugas yang diamanatkan kepadanya.

Perusahaan menerapkan akuntabilitas dengan mendorong seluruh individu dan/atau organ Perseroan untuk menyadari hak dan kewajiban, tugas dan tanggungjawab serta kewenangannya. Implementasi prinsip akuntabilitas diwujudkan dengan pembagian tugas yang jelas antar organ Perseroan, meliputi:

1. RUPS antara lain berwenang untuk menyetujui laporan tahunan, menetapkan pembagian keuntungan dan dividen yang dibayarkan, serta memutuskan hal-hal penting yang memerlukan persetujuan RUPS sebagaimana diatur oleh Anggaran Dasar Perseroan serta peraturan perundang-undangan yang berlaku.
2. Dewan Komisaris berwenang untuk mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP), melakukan pengawasan terhadap pengurusan Perseroan yang dilakukan oleh Direksi serta memberi nasehat kepada Direksi termasuk rencana pengembangan, serta pelaksanaan ketentuan Anggaran Dasar dan tindak lanjut Keputusan RUPS.
3. Direksi memiliki tugas pokok memimpin dan mengurus Perseroan sesuai dengan maksud dan tujuan Perseroan dan senantiasa berusaha untuk meningkatkan efisiensi dan efektivitas Perseroan untuk menguasai, memelihara dan mengurus kekayaan Perusahaan.

PERTANGGUNGJAWABAN

Pertanggungjawaban yaitu kesesuaian di dalam pengelolaan Perusahaan dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat. Perseroan bertanggungjawab untuk mematuhi hukum dan perundang-undangan yang berlaku, termasuk ketentuan yang berhubungan dengan ketenagakerjaan, perpajakan, persaingan usaha, kesehatan dan keselamatan kerja, dan lain sebagainya.

ACCOUNTABILITY

Accountability refers to the clarity of the functions, implementation, and accountability of the Company's organs in order to facilitate the Company's management. The Company believes that accountability is contingent upon the presence of a system that governs the interactions of persons and/or organs inside the Company, as well as the interactions between the Company and interested parties. The Company employs the accountability principle as a means of resolving agency issues that develop as a logical result of conflicts between individual interests and those of the Company and interested parties. Accountability is possible through effective supervision that is based on the balance between the Company's organs (GMS, Board of Commissioners and Board of Directors). The GMS possesses all abilities not delegated to other organs. The Board of Commissioners is responsible for supervising and advising. The Board of Directors is accountable for the Company's management. Accountability at all levels of the organisation implies that each individual is accountable for the tasks allocated to them.

Accountability is implemented by encouraging all persons and/or organs of the Company to be aware of their respective rights and obligations, duties and responsibilities, and authority. The accountability concept is implemented by a defined separation of responsibilities across the Company's organs, including:

1. The GMS has the ability to approve the annual report, determine the division of profits and dividends paid, and make critical decisions that require GMS approval under the Company's Articles of Association and applicable laws and regulations.
2. The Board of Commissioners has the authority to ratify the Company's Work Plan and Budget (RKAP), to supervise the Board of Directors' management of the Company, and to advise the Board of Directors on matters such as development plans, compliance with the Articles of Association, and follow-up on GMS resolutions.
3. The Board of Directors' primary responsibility is to lead and manage the Company in line with the Company's purposes and objectives and to constantly seek to enhance the Company's efficiency and effectiveness in controlling, maintaining, and managing the Company's assets.

RESPONSIBILITY

Compliance with applicable rules and regulations, as well as sound corporate values, constitutes responsibility in the administration of the Company. The Company is responsible for adhering to all applicable laws and regulations, including those governing employment, taxation, commercial competition, and occupational health and safety.



Implementasi prinsip pertanggungjawaban diwujudkan dengan cara antara lain:

1. Mematuhi ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku pada pelaksanaan kegiatan Perseroan.
2. Melaksanakan kewajiban perpajakan dengan baik dan tepat waktu.
3. Melaksanakan tanggung jawab sosial perusahaan (*corporate social responsibility*), melaksanakan kemitraan dengan masyarakat serta bina lingkungan, misalnya dengan melakukan pembinaan usaha kecil dan koperasi.
4. Melaksanakan kewajiban keterbukaan informasi sesuai regulasi di bidang pasar modal.

KEMANDIRIAN

Kemandirian adalah suatu keadaan dimana Perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat.

Perusahaan melakukan implementasi terhadap prinsip kemandirian dengan selalu menghormati hak dan kewajiban, tugas dan tanggung jawab serta kewenangan masing-masing organ Perusahaan. Bio Farma meyakini bahwa dengan implementasi prinsip kemandirian secara optimal, seluruh organ Perusahaan dapat bertugas dengan baik dan maksimal dalam membuat keputusan dan pengelolaan yang terbaik bagi Perusahaan.

Implementasi prinsip kemandirian oleh Perusahaan antara lain:

1. Saling menghormati hak, kewajiban, tugas, wewenang serta tanggung jawab masing-masing antar organ Perusahaan.
2. Selain organ Perusahaan tidak boleh mencampuri pengurusan Perusahaan.
3. Dewan Komisaris, Direksi serta pegawai Perusahaan dalam pengambilan keputusan selalu menghindari terjadinya benturan kepentingan.
4. Kegiatan Perusahaan yang mempunyai benturan kepentingan harus memperoleh persetujuan terlebih dahulu dari Pemegang Saham Independen atau wakil mereka yang diberi wewenang untuk itu dalam Rapat Umum Pemegang Saham sebagaimana diatur dan mematuhi peraturan di bidang pasar modal yang mengatur tentang benturan kepentingan.

KEADILAN/KEWAJARAN

Fairness ialah keadilan dan kesetaraan di dalam memenuhi hak-hak Pemangku Kepentingan (*stakeholders*) yang timbul berdasarkan perjanjian dan peraturan perundang-undangan. Bio Farma menjamin bahwa setiap pihak yang berkepentingan

The responsibility concept is implemented in the following ways:

1. Adhering to the terms of the Company's Articles of Association and applicable laws and regulations in the conduct of business.
2. Adhering to tax duties in a timely and efficient manner.
3. Conducting corporate social responsibility through collaborations with the community and through environmental development, for example, through the development of small enterprises and cooperatives.
4. Fulfilling information disclosure requirements in line with capital market legislation.

INDEPENDENCE

Independence refers to a state in which the business is conducted professionally and without conflict of interest or influence/pressure from any party that is not compliant with applicable rules and regulations and solid business principles.

The Company upholds the idea of independence by constantly respecting each organ's rights and obligations, duties and responsibilities, and authority. Bio Farma believes that by applying the concept of independence fairly, all Company organs will work properly and optimally in making choices and managing the Company's best interests.

The following are some of the ways in which the Company adheres to the idea of independence:

1. Through mutual respect for each of the Company's organs' rights, obligations, duties, authority, and responsibilities.
2. By disallowing interventions in the management of the Company, save via its organs.
3. By having the Board of Commissioners, the Board of Directors, and staff of the Company constantly working to prevent conflicts of interest from arising while making decisions.
4. By ruling that Company operations that involve a conflict of interest must get prior permission from Independent Shareholders or their authorised representatives at the General Meeting of Shareholders and must comply with capital market legislation governing conflicts of interest.

FAIRNESS

Fairness entails fairness and equity in the exercise of stakeholder rights derived from existing agreements and statutory rules. Bio Farma assures that all interested parties are treated fairly and in compliance with existing laws and regulations. The Company



mendapatkan perlakuan yang adil sesuai ketentuan peraturan perundang-undangan yang berlaku. Perusahaan memperlakukan setiap pegawai secara adil dan bebas dengan tidak membedakan suku, agama, ras, asal-usul, jenis kelamin atau hal-hal lain yang tidak berkaitan dengan kinerja.

Implementasi dari prinsip fairness antara lain melakukan pemenuhan segala hak seluruh pemegang saham dan pemangku kepentingan lainnya secara wajar dan setara sehingga tidak terjadi dominasi yang tidak wajar dari pihak mana pun.

treats all employees fairly and equally, without discrimination on grounds of ethnic origin, religion, race, origin, gender, or any other factor unrelated to performance.

Fairness requires that all shareholders and other stakeholders may exercise their rights fairly and equitably, with no party exercising excessive dominance.

DISEMINASI KEBIJAKAN TATA KELOLA PERUSAHAAN

Sebagai langkah nyata dari komitmen Bio Farma dalam pelaksanaan GCG, pada tanggal 03 Februari 2021 dan 29 Maret 2021 telah dilakukan sosialisasi atas Pedoman Penerapan Tata Kelola Perusahaan (*Good Corporate Governance*), Pedoman Perilaku (*Code of Conduct*) (yang di dalamnya mengatur Kebijakan Penerapan Sistem Pelaporan Pelanggaran (*Whistleblowing System*) dan Pedoman Pengendalian Gratifikasi), dan Pedoman Direksi dan Dewan Komisaris (*Board Manual*) kepada Dewan Komisaris, Organ Pendukung Dewan Komisaris, Direksi dan seluruh tenaga kerja Bio Farma dan penandatangan Pakta

DISSEMINATION OF CORPORATE GOVERNANCE POLICIES

As part of Bio Farma's commitment to GCG implementation, the Guidelines for the Implementation of Good Corporate Governance and the Code of Conduct (which governs the System Implementation Policy) were socialised on 03 February 2021 and 29 March 2021. These include the Whistleblowing System for reporting violations, the Guidelines for Gratification Control, the Guidelines for the Board of Directors and the Board of Commissioners (Board Manual), as well as the Board of Commissioners' Supporting Organs, Directors, and all Bio Farma employees and signatories to the Integrity Pact. Into the bargain, GCG values are





Integritas. Penanaman nilai-nilai GCG juga dilakukan melalui portal internal Perusahaan, *e-mail* kepada seluruh insan Bio Farma, pemasangan *banner*, poster, penayangan video GCG, Pedoman Perilaku dan Gratifikasi, serta publikasi pada *website* Perusahaan yang dapat dilihat dan diunduh dengan mudah oleh insan Bio Farma maupun Stakeholders. Sosialisasi tersebut bertujuan untuk memberikan pemahaman tentang penerapan tata kelola Perusahaan yang baik.

PENERAPAN GCG

Sampai dengan tahun 2021, Bio Farma telah menyempurnakan dan melengkapi perangkat kebijakan (*soft structure*) GCG yang dimiliki, meliputi:

1. Disusunnya GCG manual sebagai bentuk komitmen manajemen terhadap pelaksanaan prinsip-prinsip GCG, yaitu:
 - a. Pedoman GCG
 - b. Pedoman Perilaku (mengatur juga Kebijakan Pengendalian Gratifikasi, Kebijakan Anti Suap dan Korupsi, Kebijakan Benturan Kepentingan, dan Kebijakan Sistem Pelaporan Pelanggaran (*Whistleblowing System*)).
 - c. Pedoman Direksi dan Dewan Komisaris (*Board Manual*)
 - d. *Charter* Komite Risiko, Pengembangan dan GCG dan *Charter* Komite Audit
 - e. *Charter* SPI
 - f. Tata Kelola Holding BUMN Farmasi
 - g. Kebijakan Pengelolaan Anak Perusahaan
 - h. Kebijakan Sistem Manajemen Perusahaan
 - i. Kebijakan Tata Naskah di Lingkungan PT Bio Farma (Persero)
 - j. Kebijakan Pengelolaan Penyampaian Informasi Melalui Media Massa, Kebijakan Pemutakhiran Konten *Website*, Kebijakan Distribusi Informasi Internal, Kebijakan Penetapan Klasifikasi Informasi dan Kebijakan Keterbukaan Informasi Publik.
 - k. Kebijakan Manajemen Risiko.
 - l. Kebijakan Akuntansi.
 - m. Kebijakan Teknologi Informasi.
 - n. Kebijakan Sumber Daya Manusia.
 - o. Kebijakan LHKPN
2. Penyempurnaan *Standard Operating Procedures* (SOP) Perusahaan yang mengacu pada struktur, proses kerja, dan kebutuhan organisasi Perusahaan.
3. Penyampaian informasi terkini Perusahaan kepada para pemangku kepentingan melalui *website* dan buletin internal.
4. Menjalankan peran dan fungsi Direksi, Dewan Komisaris, dan Pemegang Saham sebagai organ utama GCG sesuai aturan hukum dan anggaran dasar Perusahaan.
5. Meningkatkan peran dan fungsi Sekretaris Dewan Komisaris, Komite Audit, Komite Risiko, Pengembangan dan GCG, *Corporate Secretary*, Satuan Pengawasan Internal (SPI) dan Divisi

constantly instilled in the corporate culture through the Company's internal portal, e-mails sent to all Bio Farma personnel, the installation of banners and posters displaying GCG videos, the Code of Conduct, rules on Gratuities, as well as publications on the Company's website that are easily viewed and downloaded by Bio Farma staff and Stakeholders. The dissemination process is designed to instil an awareness of how to adopt sound corporate governance.

GCG IMPLEMENTATION

In 2021, Bio Farma perfected and completed its GCG soft structure, including:

1. The preparation of a GCG manual as a form of managerial commitment to the implementation of GCG principles, containing:
 - a. GCG Guidelines
 - b. Code of Conduct (also regulates Gratification Control Policy, Anti-Bribery and Corruption Policy, Conflict of Interest Policy, and Whistleblowing System Policy)
 - c. Guidelines for the Board of Directors and the Board of Commissioners (Board Manual)
 - d. Risk, Development and GCG Committee Charter and Audit Committee Charter
 - e. SPI charter
 - f. Governance of Pharmaceutical BUMN Holding
 - g. Subsidiary Management Policy
 - h. Company Management System Policy
 - i. Manuscript Policy in PT Bio Farma (Persero)
 - j. Policy on Management of Information Submission through Mass Media, Policy on Website Content Updating, Policy on Internal Information Distribution, Policy on Determining Classification of Information and Policy on Public Information Disclosure
 - k. Risk Management Policy
 - l. Accounting Policy
 - m. Information Technology Policy
 - n. Human Resources Policy
 - o. LHKPN Policy
2. Completion of the Company's Standard Operating Procedures (SOP), which pertain to the organisation's structure, work procedures, and organisational requirements.
3. Provision of up-to-date information to stakeholders via the Company's website and internal newsletters.
4. Performance of the duties and responsibilities of the Board of Directors, the Board of Commissioners, and the Shareholders as the primary GCG organs in accordance with applicable legislation and the Company's articles of association.
5. Enhancement of the Secretary to the Board of Commissioners' position and function as a GCG supporting organ, as well as the Audit Committee, the Risk, Development, and GCG Committee, the



Kepatuhan & Manajemen Risiko sebagai organ pendukung GCG.

6. Melakukan evaluasi berkala atas penerapan GCG baik melalui kegiatan asesmen yang dilakukan pihak internal (*Self-Assessment*) sebagai bagian dari upaya perbaikan berkelanjutan.

Corporate Secretary, the Internal Control Unit (SPI), and the Compliance & Risk Management Division.

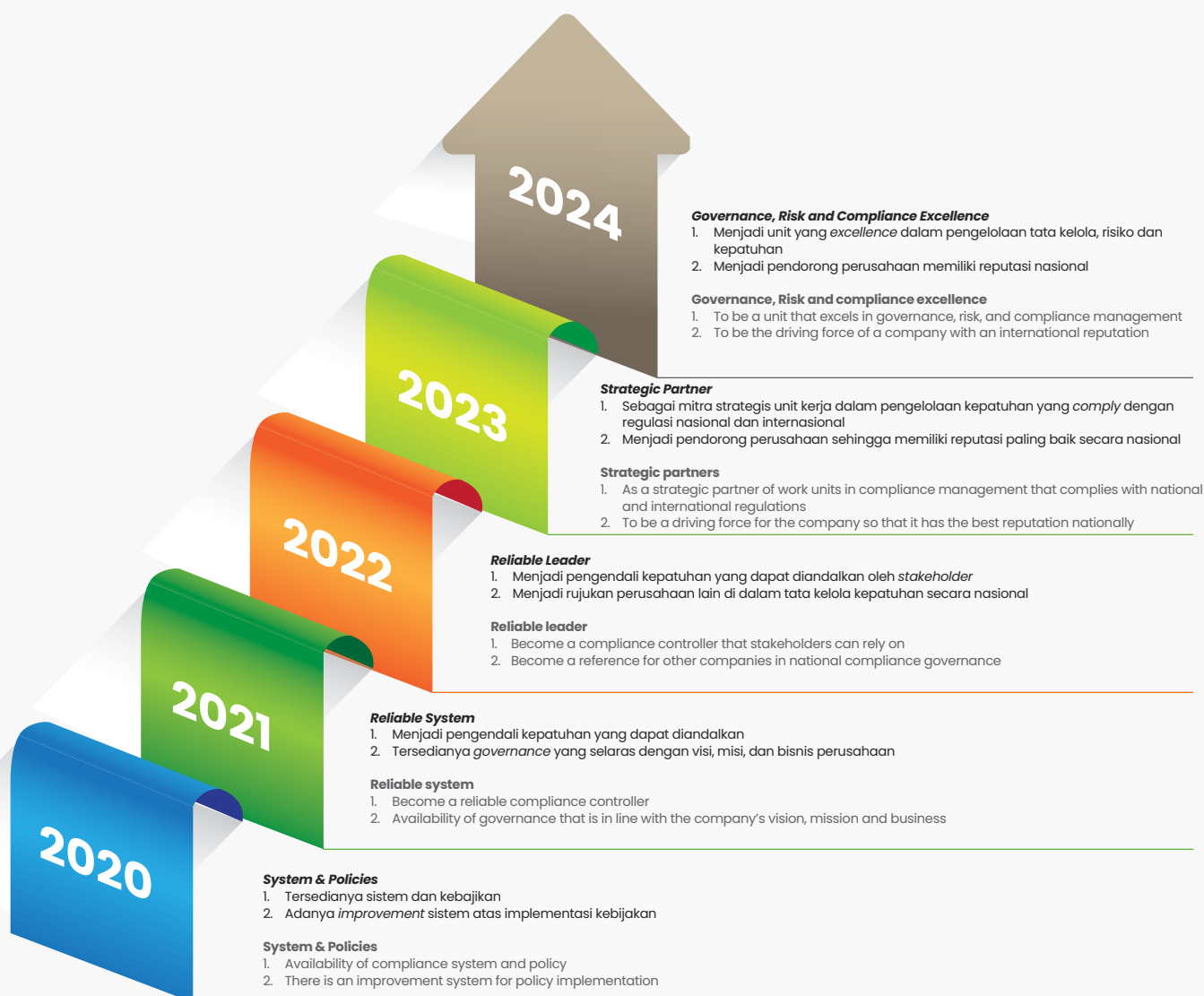
6. Periodic assessments of GCG implementation, either through external assessment activities (*Self-Assessment*) or through internal assessment activities (*Self-Assessment*) as part of ongoing improvement efforts.

ROADMAP KEPATUHAN BIO FARMA

Untuk meningkatkan kualitas penerapan GCG sehingga menjadi semakin baik lagi, manajemen Bio Farma telah menetapkan *Roadmap* Kepatuhan tahun 2020–2024 yang terbagi atas 5 fase yang diselaraskan dengan Rencana Jangka Panjang Perusahaan (RJPP) 5 tahun. Sasaran akhir yang hendak dicapai adalah *Governance, Risk and Compliance Excellence*.

ROADMAP TO BIOFARMA COMPLIANCE

To further enhance the quality of GCG implementation, Bio Farma's management has designed a Compliance Roadmap for 2020–2024 that is divided into five phases in line with the Company's five-year Long-Term Plan (RJPP). The ultimate goal is to achieve excellence in governance, risk, and compliance.





PENERAPAN TATA KELOLA PERUSAHAAN SECARA BERKESINAMBUNGAN

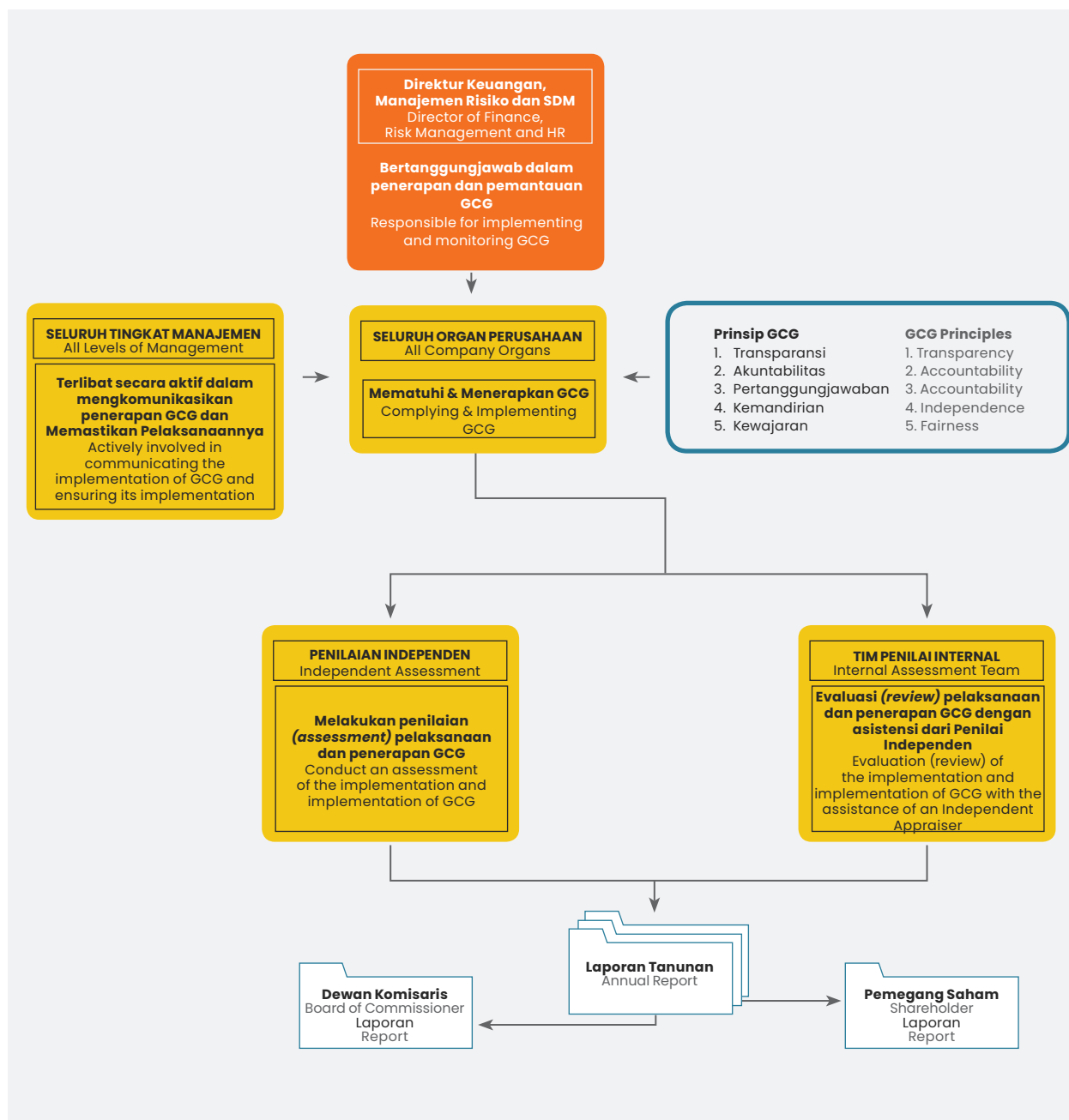
Pada prinsipnya, penerapan GCG di Bio Farma berjalan dengan baik dan dilaksanakan oleh Dewan Komisaris, Organ Pendukung Dewan Komisaris, Direksi, dan seluruh jajarannya dengan tujuan untuk melindungi kepentingan Perseroan, *shareholders* dan *stakeholders*. Perseroan senantiasa melakukan evaluasi penerapan GCG secara berkelanjutan, sehingga penerapan GCG akan selalu mengalami peningkatan.

Mekanisme pelaksanaan implementasi GCG digambarkan dalam siklus implementasi berikut:

SUSTAINABLE IMPLEMENTATION OF CORPORATE GOVERNANCE

The excellent implementation of GCG at Bio Farma is carried out by the Board of Commissioners, the Supporting Organs of the Board of Commissioners, the Directors, and all staff members, with the aim of protecting the interests of the Company, shareholders and stakeholders. The Company consistently evaluates the implementation of GCG on an ongoing basis, so that the sustainable implementation of GCG will always proliferate.

The mechanism of GCG implementation is described by the following cycle:





PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN

Dalam penilaian level implementasi GCG, Perusahaan mengacu pada ketentuan Surat Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012. Penilaian penerapan GCG tahun 2021 dilaksanakan pada akhir bulan Februari 2022, maka saat ini dengan skor 94,754, di mana penilaian yang dilakukan oleh pihak eksternal dilakukan secara berkala selama 2 (dua) tahun sekali. Hasil *assessment* pada tahun buku 2021 dapat dilihat di bawah ini:

ASSESSMENT OF CORPORATE GOVERNANCE IMPLEMENTATION

The Company's assessment of GCG execution is based on the provisions of the Secretary of the Ministry of SOE's Decree Number: SK-16/S.MBU/2012 dated June 6, 2012. The evaluation of GCG implementation for 2021 will take place at the end of February 2022. The assessment is presently in good standing, with a score of 94.754 from the external parties that conduct their periodic assessments every 2 (two) years. The assessment results for the 2021 fiscal year are as follows:

Hasil Assessment GCG Pada Tahun Buku 2021
GCG Assessment Results for the Fiscal Year 2021

Aspek Governance	Bobot Weight	Skor Score	Persentase Capaian Achievement Percentage	Penjelasan Description	Governance Aspect
Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan	7	6.892	98.460	Sangat Baik Excellent	Commitment to Long-Term Corporate Governance Implementation
Pemegang Saham dan RUPS	9	8.798	97.755	Sangat Baik Excellent	Shareholders and GMS
Dewan Komisaris	35	32.191	91.975	Sangat Baik Excellent	Board of Commissioners
Direksi	35	33.632	96.092	Sangat Baik Excellent	Board of Directors
Pengungkapan Informasi dan Transparansi	9	8.865	98.504	Sangat Baik Excellent	Transparency and Disclosure of Information
Sub Total	95	90.378			Sub Total
Aspek Lainnya	5	4.375	87.500	-	Other Aspects
Total	100	94.754	94.754	Sangat Baik Excellent	Total

Pada tahun buku 2021 total nilai yang diperoleh PT Bio Farma (Persero) adalah sebesar 94,754 dari nilai bobot yaitu sebesar 100,00 yang setara dengan 94,754% sehingga secara *overall* hasil *assessment* implementasi GCG PT Bio Farma (Persero) Periode Penilaian Pada Tahun 2021 mendapatkan Klasifikasi Kualitas Penerapan GCG "Sangat Baik".

In the 2021 fiscal year, PT Bio Farma (Persero) obtained a total value of 94.754 percent of the weighted value of 100.00. The result of the PT Bio Farma (Persero) Assessment for the 2021 period is the overall classification of "Excellent" for GCG Implementation Quality.

RAPAT UMUM PEMEGANG SAHAM (RUPS)

Rapat Umum Pemegang Saham (RUPS) merupakan pemegang kekuasaan tertinggi dalam struktur kepengurusan Perseroan dan memiliki wewenang yang tidak dimiliki oleh Dewan Komisaris dan Direksi. Sesuai Anggaran Dasar Perusahaan, wewenang tersebut antara lain termasuk mengambil keputusan terkait perubahan Anggaran Dasar Perusahaan,

GENERAL MEETING OF SHAREHOLDERS (GMS)

The General Meeting of Shareholders (GMS) is the supreme authority in the Company's management system, having a jurisdiction that neither the Board of Commissioners nor the Board of Directors possess. According to the Company's Articles of Association, this authority includes, but is not limited to, making decisions regarding the Company's Articles of



mengangkat dan memberhentikan Direktur dan Anggota Dewan Komisaris, memutuskan pembagian tugas dan wewenang pengurusan di antara Direktur dan hal-hal lain terkait penggabungan, peleburan, pengambilalihan, kepailitan, dan pembubaran Perusahaan.

Rapat Umum Pemegang Saham berhak memperoleh seluruh informasi tentang jalannya Perusahaan dan meminta pertanggungjawaban kepada Dewan Komisaris dan Direksi atas pengelolaan Perusahaan.

Rapat Umum Pemegang Saham (RUPS) merupakan organ Perseroan yang memiliki semua kewenangan yang tidak didelegasikan kepada Komisaris dan Direksi. RUPS merupakan wadah bagi pemegang saham dalam mempengaruhi Perseroan. RUPS merupakan forum di mana Dewan Komisaris dan Direksi melaporkan dan bertanggung jawab terhadap pelaksanaan tugas serta kinerjanya kepada Pemegang Saham. Berbagai agenda yang dibahas dalam RUPS antara lain adalah penetapan arah dan strategi jangka panjang Perseroan, penilaian kinerja operasional dan keuangan, penetapan anggota Dewan Komisaris dan Direksi serta remunerasi mereka dan agenda lain yang diusulkan oleh Pemegang Saham.

PENYELENGGARAAN RUPS TAHUN 2021

Pada tahun 2021, RUPST dilaksanakan pada tanggal 27 April 2021 mengenai Persetujuan Laporan Tahunan Perseroan dan Laporan Pelaksanaan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020 dan pada tanggal 8 Januari 2021 mengenai Rencana Kerja dan Anggaran Perusahaan.

Pada pelaksanaan RUPST, rapat dipimpin oleh Komisaris Utama. Tata tertib pelaksanaan RUPS mengacu aturan yang berlaku. Pimpinan Rapat memberikan kesempatan kepada pemegang saham atau yang mewakili untuk mengajukan pertanyaan atau tanggapan maupun usulan pada setiap mata acara. Direksi diberi kesempatan untuk menjawab atau menanggapi pertanyaan pemegang saham.

Association, appointing and dismissing Directors and Members of the Board of Commissioners, determining the division of tasks and management authority among the Directors, and other matters relating to mergers, consolidations, takeovers, bankruptcy, and the dissolution of the Company.

The General Meeting of Shareholders has the right to access all information pertaining to the Company's operations and to hold the Board of Commissioners and the Board of Directors accountable for the Company's management.

The General Meeting of Shareholders (GMS) is the Company's supreme organ, exercising all powers not assigned to the Commissioners and Directors. The GMS provides a mechanism for shareholders to exert influence on the Company. The GMS is the venue through which the Board of Commissioners and the Board of Directors report and by which they are accountable to the Shareholders for the execution of their duties and performance. The GMS discusses a variety of agendas: establishing the Company's direction and long-term strategy, evaluating operational and financial performance, electing members of the Board of Commissioners and the Board of Directors and determining their compensation, and other agendas proposed by Shareholders.

AGMS IN 2021

In 2021, the AGMS met on 27 April to approve the Company's annual report and to report on the Partnership and Community Development Program's implementation for the 2020 fiscal year, and on 8 January to approve the Company's work plan and budget.

At the AGMS, the President Commissioner chairs the meeting. The regulations governing the implementation of the AGMS refer to the applicable rules. The Chairperson provides an opportunity for shareholders or their representatives to address each agenda item with questions, comments, or ideas. The Board of Directors is given the chance to reply to or answer queries from shareholders.



TAHAPAN PENYELENGGARAAN RUPS TAHUN 2021

Bio Farma mengirimkan surat undangan kepada pemegang saham, sebagai berikut:

STAGES OF IMPLEMENTATION OF THE GMS 2021

Bio Farma distributed a written invitation to shareholders, as follows:

1. Surat Undangan Nomor: SD-028.29/DIR/I/2021 tanggal 29 Januari 2021 perihal Undangan Rapat Umum Pemegang Saham Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 PT Bio Farma (Persero) Holding BUMN Farmasi ("RUPS RKAP").
2. Surat Undangan Nomor SD-017.26/DIR/IV/2021 tanggal 26 April 2021, perihal Undangan Rapat Umum Pemegang Saham Laporan Manajemen Perusahaan Tahunan dan Laporan Kegiatan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020 PT Bio Farma (Persero) ("RUPS LMP").
1. Invitation Letter Number : SD-028.29/DIR/I/2021 dated January 29th 2021 regarding the invitation to the General Meeting of Shareholders for the 2021 Company Work Plan and Budget (RKAP) of PT Bio Farma (Persero) Holding BUMN Pharmaceuticals ("RUPS RKAP").
2. Invitation Letter Number SD-017.26/DIR/IV/2021 dated April 26th 2021, regarding the invitation to the General Meeting of Shareholder, the Annual Company Management Report and the Activity Report for the Partnership and Community Development Program for the 2020 Financial Year of PT Bio Farma (Persero) ("GMS LMP").

Pemberitahuan kepada Pemegang Saham mengenai Pelaksanaan RUPS
Notice to Shareholders regarding the Implementation of the GMS

1. RUPS RKAP dilaksanakan tanggal 30 Januari 2021
2. RUPS LMP dilaksanakan tanggal 26 April 2021
1. The GMS RKAP was held on January 30th 2021
2. The GMS LMP was held on April 26th 2021
1. RUPSRKAP dilaksanakan secara *Virtual Meeting* melalui *Zoom teleconference* dengan *Meeting ID*: 914 2626 7959.
2. RUPS LMP dilaksanakan di Gedung Equity Tower, Lantai 26 Nomor 26E, SCBD, Senayan Jakarta Selatan dan dilaksanakan secara *Virtual Meeting* melalui *Zoom teleconference* dengan *Meeting ID*: 932 2244 6881.
1. The GMS RKAP was held virtually by Zoom Meeting teleconference with Meeting ID : 914 2626 7959
2. The GMS LMP was held in Equity Tower, Floor 26 Number 26E SCBD, Senayan, Jakarta Selatan and was held virtually by Zoom Meeting teleconference with Meeting ID : 932 2244 6881.

Pelaksanaan RUPS
GMS Implementation

1. Berita Acara RUPS RKAP dimuat dalam Akta No. 03 tanggal 08 Maret 2021 oleh Notaris Nanda Fauz Iwan tentang Akta Penyimpanan Risalah Rapat Umum Pemegang Saham (RUPS) Persetujuan dan Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 Perusahaan Perseroan (Persero) PT Bio Farma Holding BUMN Farmasi.
2. Berita Acara RUPS LMP dimuat dalam Akta No. 15 tanggal 27 April 2021 oleh Notaris Nanda Fauz Iwan tentang Berita Acara Rapat Umum Pemegang Saham Tahunan Perusahaan Perseroan (Persero) PT Bio Farma tentang Pengesahan Laporan Manajemen Perusahaan Tahunan dan Laporan Kegiatan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020.
1. Minutes of the RKAP GMS are contained in the Deed No. 03 dated March 8, 2021 by Notary Nanda Fauz Iwan regarding the Deed of Depositing the Minutes of the General Meeting of Shareholders (GMS) Approval and Ratification of the Company's Work Plan and Budget (RKAP) 2021 Company Company (Persero) PT Bio Farma Holding BUMN Pharmaceutical.
2. Minutes of GMS LMP are contained in the deed No. 15 dated April 27th 2021 by Notary Nanda Fauz Iwan regarding the Minutes of the General Meeting of the Shareholders PT Bio Farma on the Ratification of the Annual Company Management Report and Report on Partnership and Community Development Program Activities for Fiscal Year 2020.

Penyampaian Risalah/Berita Acara
Event Deliveries



RAPAT UMUM PEMEGANG SAHAM (RUPS) TENTANG PERSETUJUAN LAPORAN KEUANGAN DAN KEGIATAN PROGRAM TANGGUNG JAWAB LINGKUNGAN DAN SOSIAL (TJSL) TAHUN 2021

PENYELENGGARAAN RUPS LAPORAN KEUANGAN & TJSL TAHUN 2021

Sesuai dengan surat undangan Asisten Deputi Bidang Tanggung Jawab Sosial dan Lingkungan Kementerian BUMN dengan Nomor: SD-017.26/DIR/IV/2021 tanggal 26 April 2021 telah diselenggarakan RUPS PT Bio Farma (Persero) pada:

Hari/Tanggal : Selasa/27 April 2021
Waktu : 16.00 WIB – Selesai
Tempat : Gedung Equity Tower, Lantai 26 No. 26E. SCBD Senayan Jakarta.

DASAR PENYELENGGARAAN RUPS LAPORAN KEUANGAN & TJSL TAHUN 2021

1. UU RI Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara (Lembaran Negara Tahun 2003 Nomor 70; Tambahan Lembaran Negara Nomor 4297).
2. UU RI Nomor 40 Tahun 2007 tentang Perseroan Terbatas (Lembaran Negara Tahun 2007 Nomor 106, Tambahan Lembaran Negara Nomor 4756).
3. Pasal 77 UU RI Nomor 40 Tahun 2007 tentang Perseroan Terbatas, RUPS dapat dilakukan melalui media telekonferensi, video konferensi, atau sarana media elektronik lainnya yang memungkinkan semua peserta RUPS saling melihat dan mendengar secara langsung serta berpartisipasi dalam rapat.
4. PP RI Nomor 41 Tahun 2003 tentang Pelimpahan Kedudukan, Tugas dan Kewenangan Menteri Keuangan pada Perusahaan Perseroan (PERSERO) dan Perusahaan Umum (PERUM) dan Perusahaan Jawatan (PERJAN) kepada Menteri Negara Badan Usaha Milik Negara (Lembaran Negara Tahun 2003 Nomor 82; Tambahan Lembaran Negara Nomor 4305).
5. PP RI Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran BUMN (Lembaran Negara Tahun 2005 Nomor 117; Tambahan Lembaran Negara Nomor 4556).
6. Anggaran Dasar Perusahaan Perseroan (Persero) PT BIO FARMA, yang beberapa kali telah diubah, terakhir dengan Akta Notaris AULIA TAUFANI, SH, Nomor 36, tanggal 31 Januari 2020, yang telah mendapat Persetujuan oleh Menteri Hukum dan Hak Asasi Manusia RI Nomor AHU-0008814.AH.01.02. Tahun 2020 dan Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar telah diterima Kementerian Hukum dan Hak Asasi Manusia RI Nomor AHU-AH.01.03-0058687, keduanya tanggal 31 Januari 2020.

GENERAL MEETING OF SHAREHOLDERS (GMS) CONCERNING THE APPROVAL OF FINANCIAL STATEMENTS AND THE ENVIRONMENTAL AND SOCIAL RESPONSIBILITY PROGRAM (TJSL) IN 2021

FINANCIAL REPORT & ENVIRONMENTAL SOCIAL RESPONSIBILITY AGMS IN 2021

According to the invitation letter from the Deputy Assistant of Environmental and Social Responsibility in Ministry of BUMN Number: SD-017.26/DIR/IV/2021 dated April 26th 2021 GMS PT Bio Farma (Persero) has been held on:

Day/Date : Tuesday/ April 27th 2021
Time : 16.00 WIB – Finish
Place : Equity Tower, Floor 26 No. 26E. SCBD Senayan Jakarta

BASIS FOR ORGANIZING THE GMS FINANCIAL REPORT & THE ENVIRONMENTAL AND SOCIAL RESPONSIBILITY REPORT 2021

1. Law of the Republic of Indonesia Number 19 of 2003 concerning State-Owned Enterprises (State Gazette of 2003 Number 70; Supplement to the State Gazette Number 4297).
2. Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies (State Gazette of 2007 Number 106, Supplement to the State Gazette Number 4756).
3. Article 77 of the Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies, stating that the GMS can be held through teleconference media, video conferences, or other electronic media facilities that allow all GMS participants to see and hear each other directly and participate in meetings.
4. PP RI Number 41 of 2003 concerning the Delegation of the Position, Duties and Authorities of the Minister of Finance in Public Companies (PERSERO) and Public Companies (PERUM) and Service Companies (PERJAN) to the state minister for State-Owned Enterprises (State Gazette of 2003 Number 82; Supplement to the State Gazette Number 4305).
5. PP RI Number 45 of 2005 concerning the Establishment, Management, Supervision and Dissolution of BUMN (State Gazette Year 2005 Number 117; Supplement to the State Gazette Number 4556).
6. The Articles of Association of the Company (Persero) PT BIO FARMA, which have been amended several times, most recently by Deed of Notary AULIA TAUFANI, SH, Number 36, dated January 31, 2020, which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia Number AHU -0008814.AH.01.02.Year 2020 and the Letter of Acceptance of Notification of Amendment to the Articles of Association that have both been received by the Ministry of Law and Human Rights of the Republic of Indonesia Number AHU-AH.01.03-0058687, both dated January 31, 2020.



7. Surat Undangan Nomor: SD-017.26/DIR/IV/2021 tanggal 26 April 2021, Perihal Undangan Rapat Umum Pemegang Saham Laporan Tahunan Kegiatan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020 (Audited) PT Bio Farma (Persero).

7. Invitation Letter Number: UND-68/DSI.MBU.B/04/2021 dated April 13, 2021, Regarding the Invitation to the General Meeting of Shareholders Annual Report on Partnership and Community Development Program Activities for the Financial Year 2020 (Audited) of PT Bio Farma (Persero).

PESERTA RUPS LAPORAN KEUANGAN & TJSL TAHUN 2021

RUPS Pengesahan Laporan Keuangan dan Laporan Kegiatan PKBL Tahunan 2021 dihadiri oleh Komisaris Utama dan anggota Dewan Komisaris, Direktur Utama dan seluruh jajaran Direksi, Pemegang Saham dan Para Undangan.

FINANCIAL REPORT & ENVIRONMENTAL AND SOCIAL RESPONSIBILITY REPORT PARTICIPANTS IN 2021

The President Commissioner and members of the Board of Commissioners, the President Director, the whole Board of Directors, Shareholders and other invited guests attended the GMS Ratification of Financial Statements and Annual PKBL Activity Report 2021.

Nama Name	Jabatan Position	Keanggotaan Pada Komite Committee Membership	Kehadiran Attendance	
			Hadir Present	Tidak Absent
Kuasa Pemegang Saham Shareholder Authority				
Aditya Dhanwantara	Kuasa Pemegang Saham Shareholder Authority	-	✓	
Dewan Komisaris Board of Commissioners				
Saud Usman Nasution	Komisaris Independen Independent Commissioner	Ketua Komite Risiko, Pengembangan dan GCG Chairman of Risk Development and GCG Committee	✓	
Elen Setiadi	Komisaris Commissioner	Wakil Ketua II Komite Risiko, Pengembangan & GCG Deputy Chairman II of Risk Development and GCG Committee	✓	
Made Arya Wijaya	Komisaris Commissioner	Ketua Komite Audit Chairman of Audit Committee	✓	
Direksi Board of Directors				
Honesti Basyir	Direktur Utama President Director		✓	
Mas Rahman Roestan	Direktur Operasi Director of Operations		✓	
I.G.N Suharta Wijaya	Direktur Keuangan & Mitra Bisnis Director of Finance & Business Partner		✓	
Sri Harsi Teteki	Direktur Pemasaran, Penelitian dan Pengembangan I Director of Marketing, Research and Development I		✓	
Soleh Ayubi	Direktur Digital Healthcare Director of Digital Healthcare		✓	

AGENDA PEMBAHASAN DAN KEPUTUSAN RUPS LAPORAN MANAJEMEN PERUSAHAAN TAHUNAN DAN LAPORAN KEGIATAN PKBL TAHUN BUKU 2021 PT BIO FARMA (PERSERO)

Rincian agenda pembahasan dan keputusan RUPS tahun 2021, sebagai berikut:

1. Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020, serta Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris Tahun Buku 2020.

AGENDA OF DISCUSSION AND DECISIONS OF GMS ANNUAL COMPANY MANAGEMENT REPORT AND PKBL ACTIVITY REPORT 2021 FISCAL YEAR PT BIO FARMA (PERSERO)

Agenda of discussion and decisions of the GMS 2021, as follows:

1. The Approval of Annual Report and Ratification of Consolidated Financial Report of Persero on the Fiscal Year 2020, and the Implementation of the Supervisory Duties of the Board of Commissioners for the Fiscal Year 2020.



2. Persetujuan dan Pengesahan Laporan Program Kemitraan dan Bina Lingkungan Perseroan Tahun Buku 2020.
3. Persetujuan dan Pengesahan atas Penyajian Kembali (Restatement) Laporan Keuangan Tahun Buku 2018 dan 2019 sebagai dampak penerapan PSAK 38 Kombinasi Bisnis Entitas Sepengendali.
4. Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2020.
5. Penetapan Gaji/Honorarium berikut fasilitas dan tunjangan lainnya untuk Direksi dan Dewan Komisaris Perseroan Tahun 2021 serta Tantiem Direksi dan Dewan Komisaris atas Kinerja Tahun Buku 2020.
6. Penunjukan Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku 2021.

KEPUTUSAN RUPS LAPORAN KEUANGAN & TJSL TAHUN 2021

Berdasarkan Berita Acara RUPS LMP yang dimuat dalam Akta No. 15 tanggal 27 April 2021 oleh Notaris Nanda Fauz Iwan tentang Berita Acara Rapat Umum Pemegang Saham Tahunan Perusahaan Perseroan (Persero) PT Bio Farma tentang Pengesahan Laporan Manajemen Perusahaan Tahunan dan Laporan Kegiatan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020, hasil Rapat dengan suara bulat memutuskan:

AGENDA I

Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020 (dua ribu dua puluh), serta Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris Tahun Buku 2020 (dua ribu dua puluh).

KEPUTUSAN

1. Menyetujui dan Mengesahkan Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2020 (dua ribu dua puluh) yang telah diaudit oleh Kantor Akuntan Publik (KAP) Hendrawinata Hanny Erwin & Sumargo sesuai dengan laporannya Nomor 000104/2.1127/AU.1/04/0336-1/1/IV/2021 tanggal 16-04-2021 (Enam Belas April Dua Ribu Dua Puluh Satu) dengan opini laporan keuangan konsolidasian menyajikan secara wajar, dalam semua hal yang material, dan sepanjang bukan merupakan tindak pidana dan tercermin dalam buku-buku laporan Perseroan.
2. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledigacquit et de charge*) kepada para anggota Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2020 (dua ribu dua puluh) sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin dalam buku-buku laporan Perseroan.

2. Approval and Ratification of company's partnership and community development program report for the Fiscal Year 2020.
3. Approval and Ratification of Restatement of Annual Reports for Fiscal Years 2018 and 2019 as a result of the implementation of PSAK 38 Business Combination of Entities Under Common Control.
4. Determination of the Use of the Company's Net Profit for the Fiscal Year of 2020.
5. Determination of Salary/Honorarium along with other facilities and allowances for the Board of Directors and Board of Commissioners of the Company in 2021 as well as Tantiem for the Board of Directors and Board of Commissioners for the Performance of the Fiscal Year of 2020.
6. Appointment of a Public Accounting Firm (KAP) to audit the Company's Consolidated Financial Statements and the Financial Statements of the Partnership and Community Development Program Implementation for the Fiscal Year of 2021.

DECISION OF THE GMS FINANCIAL REPORT & TJSL 2021

According to the Minutes of the GMS LMP stated on deed No. 15 April 27th 2021 by Notary Nanda Fauz Iwan regarding Minutes of Annual General Meeting of Shareholders PT Bio Farma Persero about the ratification of Annual Management Report and Company Partnership Program Report and Community Program Report for Fiscal Year of 2020, the results of the meeting as decided are as follows:

AGENDA I

Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements for Fiscal Year 2020 (two thousand and twenty), and Report on the Implementation of the Supervisory Duties of the Board of Commissioners for Fiscal Year 2020 (two thousand and twenty).

DECISION

1. Approved and ratified the Company's Consolidated Financial Statements for Fiscal Year 2020 (two thousand and twenty) which had been audited by the Public Accounting Firm (KAP) Hendrawinata Hanny Erwin & Sumargo in accordance with its report Number 000104/2.1127/AU.1/04/0336-1/1 /IV/2021 dated 16-04-2021 (Sixteen April Two Thousand Twenty One) with the opinion that the consolidated financial statements present fairly, in all material respects, as long as it is not a criminal act and is reflected in the books of the Company's reports.
2. Provide full settlement and release of responsibility (*volledigacquit et de charge*) to members of the board of Directors and the board of Commissioners for management and supervision carried out throughout Fiscal Year of 2020 (Two Thousand and Twenty) as long as it is not a criminal act and is reflected in the books of the Company's reports.



AGENDA II

Persetujuan dan Pengesahan Laporan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020 (dua ribu dua puluh).

KEPUTUSAN

1. Menyetujui dan Mengesahkan Laporan Tahunan Program Kemitraan dan Bina-Lingkungan Perseroan Tahun Buku 2020 (dua ribu dua puluh), dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Perseroan Tahun Buku 2020 (dua ribu dua puluh) yang diaudit oleh Kantor Akuntan Publik (KAP) Hendrawinata Hanny Erwin & Sumargo sesuai Japorannya Nomor 00056/2.1127/AU. 2/04/0336-1/1/III/2021 tanggal 22-03-2021 (dua puluh dua Maret dua ribu dua puluh satu) dengan opini laporan keuangan konsolidasian menyajikan secara wajar, dalam semua hal yang material, dan sepanjang bukan merupakan tindak pidana dan tercermin dalam buku-buku laporan Perseroan.
2. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledigacquit et de charge*) kepada para anggota Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2020 (dua ribu dua puluh) sepanjang tindakan tersebut-bukan merupakan tindak pidana dan tercermin dalam buku-buku laporan Perseroan.

AGENDA III

Persetujuan dan Pengesahan atas penyajian kembali (*restatement*) Laporan Keuangan Tahun Buku 2018 (dua ribu delapan belas) dan 2019 (dua ribu sembilan belas) sebagai dampak penerapan PSAK 38 Kombinasi Bisnis Entitas Sepengendali.

KEPUTUSAN

Menyetujui dan mengesahkan penyajian kembali (*restatement*) Laporan Keuangan Tahun Buku 2018 (dua ribu delapan belas) dan 2019 (dua ribu sembilan belas) sebagai dampak penerapan PSAK 38 Kombinasi Bisnis Entitas Sepengendali.

AGENDA IV

Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2020 (dua ribu dua puluh).

KEPUTUSAN

Menyetujui penetapan penggunaan laba bersih yang dapat diatribusikan kepada pemilik entitas induk untuk Tahun Buku 2020 (dua ribu dua puluh) sebesar Rp284.631.044.372,00 (dua ratus delapan puluh empat miliar enam ratus tiga puluh satu juta empat puluh empat ribu tiga ratus tujuh puluh dua rupiah) sebagai berikut:

1. Dividen sebesar 26,9% (dua puluh enam koma sembilan persen) atau Rp76.720.000.000,00 (tujuh puluh enam miliar tujuh ratus dua puluh juta rupiah).

AGENDA II

Approval and Ratification of the Company's Partnership and Community Development Report for the Fiscal Year 2020 (two thousand and twenty).

DECISION

1. Approved and Ratified the Company's Partnership and Community Development Report for the Fiscal Year 2020 (two thousand and twenty), and the Financial Report on the Company's Partnerships and Community Development for Fiscal Year of 2020 (two thousand and twenty) audited by Public Accounting Firm (KAP) Hendrawinata hanny Erwin & Sumargo in accordance to Report No. 00056/2.1127/AU. 2/04/0336-1/1/III/2021 22-03-2021 (twenty-second of March two thousand and twenty) with the opinion that the consolidated financial statements present fairly, in all material respects, and as long as it is not a criminal act and is reflected in the books of the Company's reports.
2. Provide full settlement and release of responsibility (*volledigacquit et de charge*) to members of the board of Directors and the board of Commissioners for management and supervision carried out throughout the Fiscal Year of 2020 (two thousand and twenty) as long as it is not a criminal act and is reflected in the books of the Company's reports.

AGENDA III

Approval and Ratification Restatement of Financial Report Fiscal Year 2018 (two thousand and eighteen) and 2019 (two thousand and nineteen) as results of implementation of the PSAK 38 Business Combinations of Entities Under Common Control.

DECISION

Approved and ratified the Restatement of Financial Report for the Fiscal Years of 2018 (two thousand and eighteen) and 2019 (two thousand and nineteen) as a result of implementation of the PSAK 38 Business Combinations of Entities Under Common Control.

AGENDA IV

Determination of the utilization of Perseroan's Net Profit for the Fiscal Year of 2020 (two thousand and twenty).

DECISION

Approved the determination of the utilization of the Net Profit that is available to be distributed to stakeholders for the Fiscal year of 2020 (two thousand and twenty) in the amount of Rp Rp284,631,044,372.00 (two hundred eighty four billion, six hundred and thirty-one million, forty-four thousand and three hundred and seventy-two rupiah) as follows:

1. Dividends in the amount of 26.9% (twenty six point nine percent) or Rp76,720,000,000.00 (seventy-six billion seven hundred and twenty million rupiah).



2. Sisanya sebesar 73,1% (tujuh puluh tiga koma satu persen) atau Rp207.911.044.372,00 (dua ratus tujuh miliar sembilan ratus sebelas juta empat puluh empat ribu tiga ratus tujuh puluh dua rupiah) ditetapkan sebagai cadangan.

AGENDA V

Penetapan Gaji/Honorarium berikut fasilitas dan tunjangan lainnya untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2021 (dua ribu dua puluh satu), serta Tantiem untuk Direksi dan Dewan Komisaris atas kinerja Tahun Buku 2020 (dua ribu dua puluh).

KEPUTUSAN

Penetapan Gaji/Honorarium berikut fasilitas dan tunjangan lainnya untuk Direksi dan Dewan Komisaris Perseroan Tahun Buku 2021 (dua ribu dua puluh satu), serta tantiem untuk Direksi dan Dewan Komisaris atas kinerja Tahun Buku 2020 (dua ribu dua puluh), akan ditetapkan secara tersendiri.

AGENDA VI

Penunjukkan Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku 2021 (dua ribu dua puluh satu).

KEPUTUSAN

1. Menetapkan Kantor Akuntan Publik Hendrawinata Hanny Erwin & Sumargo member of Kreston International), sebagai Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perseroan dan Laporan Keuangan Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku 2021 (dua ribu dua puluh satu).
2. Melimpahkan wewenang kepada Dewan Komisaris Perseroan untuk menetapkan besaran imbalan jasa audit, penambahan ruang lingkup pekerjaan yang diperlukan dan persyaratan penunjukkan lainnya yang wajar bagi Kantor Akuntan Publik tersebut

REALISASI/TINDAK LANJUT ARAHAN RUPS LAPORAN KEUANGAN DAN LAPORAN KEGIATAN PROGRAM KEMITRAAN & BINA LINGKUNGAN (PKBL) PT BIO FARMA (PERSERO) TAHUN BUKU 2021

Dalam rangka peningkatan penerapan tata kelola perusahaan yang baik, Direksi dan Dewan Komisaris telah menindak lanjuti Keputusan/Arahan RUPS tentang Pengesahan Laporan Keuangan dan Laporan Kegiatan Program Kemitraan & Bina Lingkungan (PKBL) PT Bio Farma (Persero) Tahun Buku 2021.

2. The remaining 73.1% (seventy-three point one percent) or Rp207,911,044,372.00 (two hundred and seven billion, nine hundred and eleven million, forty-four thousand three hundred and seventy-two rupiah) is designated as reserve.

AGENDA V

Determination of Salary/Honorarium along with other facilities and allowances for the Board of Directors and Board of Commissioners of the Company for the Fiscal Year of 2021 (two thousand and twenty one), and Tantiem for Directors and Board of Commissioners for their performance over Fiscal Year 2020 (two thousand and twenty).

DECISION

The determination of the Salary/Honorarium along with other facilities and allowances for the Board of Directors and the Board of Commissioners of the Company for the Fiscal Year 2021 (two thousand and twenty-one), and Tantiem for the Directors and Board of Commissioners for their performance over the 2020 Fiscal Year (two thousand and twenty), will be determined separately.

AGENDA VI

Appointment of a Public Accounting Firm (KAP) to audit the Company's Consolidated Financial Statements and the Financial Statements of the Implementation of the Partnership and Community Development Program for the 2021 (two thousand and twenty-one) Fiscal Year.

DECISION

1. Appointed the Public Accounting Firm Hendrawinata Hanny Erwin & Sumargo, member of Kreston International), as the Public Accounting Firm that will audit the Company's Consolidated Financial Statements and the Financial Statements of the Partnership and Community Development Program Implementation for the 2021 Financial Year (two thousand and twenty one).
2. Delegating authority to the Company's Board of Commissioners to determine the amount of compensation for audit services, additional scope of work required and other reasonable appointment requirements for the Public Accounting Firm

FINANCIAL STATEMENTS AND ACTIVITY REPORTS FOR PT BIO FARMA (PERSERO)'S PARTNERSHIP & COMMUNITY DEVELOPMENT PROGRAM (PKBL) FOR THE FISCAL YEAR 2021

To ensure the continued implementation of sound corporate governance, the Board of Directors and the Board of Commissioners have followed up on the GMS's Decisions/Directions regarding the Ratification of the Financial Statements and Activity Report of PT Bio Farma (Persero)'s Partnership & Community Development Program (PKBL) for the Financial Year 2021.



No.	Arahan Pemegang Saham Shareholder Directive	Status		Tindak Lanjut Arahan Pemegang Saham Shareholder Direction Follow Up	Batas Waktu Penyelesaian Completion Deadline
		Efektif Effective	Belum Efektif Not Effective		
1	Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 yang telah disahkan merupakan pedoman kerja bagi Direksi dan pedoman pengawasan bagi Dewan Komisaris. Selanjutnya Direksi dan Dewan Komisaris agar menyampaikan laporan pelaksanaan/pengawasan kepada pemegang saham atas pelaksanaan/pengawasan atas RKAP Tahun 2021 secara tepat waktu baik secara bulanan, triwulanan, semesteran dan laporan berkala lainnya sesuai dengan ketentuan yang berlaku The 2021 Company Work and Budget Plan (RKAP) which has been ratified is a work guideline for the Board of Directors and a supervisory guideline for the Board of Commissioners. Furthermore, the Board of Directors and the Board of Commissioners are required to submit implementation/supervision reports to shareholders on the implementation/supervision of the 2021 RKAP in a timely manner, monthly, quarterly, semi-annually and other periodic reports in accordance with applicable regulations.	✓		- Laporan Pelaksanaan dan Pengawasan Terhadap Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 telah dilakukan sesuai arahan RUPS. - Lampiran berikut merupakan aktivitas Penyampaian Kinerja Bulanan dan RKAP sesuai arahan RUPS kepada Pemegang Saham yang dilakukan secara Online mengikuti jadwal yang diberikan oleh Keasdepan Industri Kesehatan selama Periode Januari – Mei 2021. Secara resmi Laporan Monitoring Bulanan telah disampaikan kepada Pemegang Saham melalui Keasdepan Industri Kesehatan. Untuk Laporan Triwulan I, Manajemen telah menyampaikan Laporan Manajemen Perusahaan, Laporan Keuangan Konsolidasian dan Data Dokumen Pendukung kepada Menteri BUMN melalui surat SD- 008.26/DIR/IV/2021 tanggal 26 April 2021 melalui Portal Aplikasi SILABA KBUMN. (Tanda Terima Elektronik Pendok KBUMN Tanggal 30 April 2021). - Report on the Implementation and Supervision of the Company's Work Plan and Budget (RKAP) 2021 has been carried out in accordance with the direction of the GMS. - The following attachments are activities for Submission of Monthly Performance and RKAP according to the direction of the GMS to Shareholders which are carried out online following the schedule given by the Future Health Industry throughout January – May 2021 Period. Officially the Monthly Monitoring Report has been submitted to the Shareholders through the Future Health Industry. For the 1st Quarter Report, Management has submitted Company Management Report, Consolidated Financial Statements and Supporting Document Data to the Minister of SOEs via letter SD-008.26/DIR/IV/2021 dated 26 April 2021 through the KBUMN SILABA Application Portal. (Pendok KBUMN Electronic Receipt dated April 30, 2021).	2021
2	Penyaluran dana Program Kemitraan dan Program Bina Lingkungan (TJSL) agar dilaksanakan secara tepat sasaran dengan mengutamakan kepada masyarakat sekitar operasional perusahaan. The distribution of funds for the Partnership Program and Community Development Program (TJSL) is to be carried out in a targeted manner by prioritizing the community around the company's operations.	✓		Penyaluran Program TJSL diprioritaskan bagi masyarakat di sekitar perusahaan dan wilayah Jawa Barat yang diarahkan untuk pencapaian Tujuan Pembangunan Berkelanjutan (TPB). The distribution of the TJSL Program is prioritized for the community around the company and the West Java area which is directed toward achieving the Sustainable Development Goals (TPB).	2021
3	Direksi agar mengupayakan pencapaian target pada RKAP Tahun 2021 secara maksimal dengan tetap mengacu pada prinsip-prinsip GCG dan profesionalisme sesuai dengan ketentuan peraturan perundang-undangan serta menyiapkan langkah antisipasi (<i>contingency plan</i>) sehingga target RKAP dimaksud tetap dapat tercapai.	✓		- Dilakukan Monev program target RKAP 2021 secara berkala - Dilaksanakannya <i>Executive</i> FGD yang dihadiri seluruh Manajemen Holding bulan Juli 2021 untuk menetapkan langkah antisipasi (<i>contingency plan</i>) atas pencapaian target RKAP 2021 dan RJPP 2021 – 2025.	2021



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	The Board of Directors should strive to achieve the target in the 2021 RKAP optimally while still following the principles of GCG and professionalism in accordance with the provisions of the legislation and preparing contingency plans so that the RKAP target can still be achieved.			- Monitoring and evaluation of the 2021 RKAP target program is carried out regularly. - Implementation of Executive FGD attended by all Holding Management in July 2021 to determine contingency plans for achieving RKAP 2021 and RJPP 2021-2025 targets.	
4	Direksi agar memastikan program integrasi bisnis antara Holding BUMN Farmasi dengan Holding Rumah Sakit BUMN dapat terwujud sesuai dengan jadwal yang telah ditetapkan oleh Wakil Menteri BUMN I. The Board of Directors is to ensure that the business integration program between the Holding Pharmaceutical SOE and the Holding Hospital SOE can be realized according to the schedule set by the Deputy Minister of SOE I.	✓		- Sudah dilakukan kolaborasi bisnis antara Holding Farmasi dengan Holding Rumah Sakit berupa formularium produk, apotek jejaring, kerjasama <i>Telemedicine</i> dan sistem Rujuk-rujuk balik. - PKS induk sudah ditandatangani pada tanggal 8 September 2021. - Kerjasama Formularium (per Desember 2021): - Jumlah pembelian produk oleh IHC: Rp67.093.460.605,- (termasuk pembelian obat COVID-19 di luar daftar formularium) - Jumlah SKU produk: 520 item (termasuk pembelian obat COVID-19 di luar daftar formularium). - Jumlah IFRS yang bertransaksi: 66 IFRS IHC - Kerjasama Apotek Jejaring: 20 RS IHC - Omset s/d Desember 2021: Rp13,81 M - Kerjasama <i>Telemedicine</i>-Telekonsultasi Antar Fasilitas Kesehatan: sudah diplot di 50 titik klinik. - Rujuk merujuk laboratorium: belum berjalan. - Business collaborations have been carried out between the Holdings Pharmaceutical and Holding Hospital in the form of product formularies, network pharmacies, Telemedicine collaborations and a referral system. - The parent PKS was signed on September 8, 2021. - Formulary cooperation (as of December 2021): - Total product purchased by IHC: Rp 67,093,460,605,- (including purchases of COVID-19 drugs outside the formulary list) - Number of product SKUs: 520 items (including purchases of COVID-19 drugs outside the formulary list). - Number of IFRS transacted: 66 IFRS IHC - Network Pharmacy Cooperation: 20 IHC Hospitals - Revenues until December 2021: IDR 13.81 M - Telemedicine Cooperation - Teleconsultation Between Health Facilities: already plotted at 50 clinic points. - Referral laboratory: not yet running.	2021



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5	Direksi agar berkoordinasi dengan <i>stakeholders</i> terkait terutama dengan Kementerian Kesehatan untuk dapat memastikan dukungan terhadap program pemerintah terkait pengadaan, distribusi dan pelaksanaan vaksinasi terlaksana dengan optimal dan meminimalisir terjadinya permasalahan. Directors coordinate with relevant stakeholders, especially the Ministry of Health to ensure support for government programs related to procurement, distribution and implementation of vaccinations is carried out optimally and minimizes problems.	✓		- Bio Farma telah melakukan komunikasi intensif dengan Kementerian Kesehatan untuk percepatan kontrak Vaksin Reguler, dan pada Triwulan I sudah terealisasi Kontrak Pengadaan Vaksin BOPV, sehingga pada bulan Maret Bio Farma sudah mulai mendistribusikan Vaksin BOPV ke Dinas Kesehatan Provinsi. - Sampai dengan Triwulan III, telah terealisasi kontrak untuk produk BOPV, IPV (APBN), Pentabio, VHB, MR, DT dan BCG, serta telah didistribusikan sesuai alokasi <i>e-purchase</i>. - Untuk kontrak IPV anggaran GAVI terdiri dari 2 kontrak, yaitu tanggal 11 November 2021 sejumlah 284.760 vial dengan nilai kontrak Rp41.159.210.400,- dan tanggal 7 Desember 2021 sebanyak 519.040 vial dengan nilai kontrak Rp75.022.041.600,-. Sedangkan untuk proses penagihan seluruh vaksin reguler sudah dilaksanakan pada bulan Desember 2021. - Bio Farma has carried out intensive communication with the Ministry of Health to accelerate the Regular Vaccine contract, and in Quarter I the BOPV Vaccine Procurement Contract has been realized, so that in March Bio Farma has started distributing the BOPV Vaccine to the Provincial Health Office. - As of Quarter III, contracts have been realized for BOPV, IPV (APBN), Pentabio, VHB, MR, DT and BCG products, and have been distributed according to the e-purchase allocation - For the IPV contract, GAVI's budget consists of 2 contracts, namely on November 11, 2021 a total of 284,760 vials with a contract value of Rp. 41,159,210,400, - and on December 7, 2021 as many as 519,040 vials with a contract value of Rp. 75,022,041,600,-. Meanwhile, the billing process for all regular vaccines has been carried out in December 2021.	2021



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6	Direksi agar memastikan seluruh penyaluran dana PMN sebesar Rp2 triliun dapat tepat waktu dan tepat sasaran sesuai dengan peruntukan yang diusulkan dalam kajian bersama dan melakukan <i>monitoring</i> dan evaluasi atas penyalurannya dengan berpedoman pada peraturan Menteri BUMN Nomor PER-08/MBU/09/2015 jo. Nomor PER-II/MBV/09/2015 tentang Pedoman Pelaporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara kepada Badan Usaha Milik Negara dan Perseroan Terbatas. The Board of Directors is to ensure that all PMN funds disbursement of IDR 2 trillion can be on time and on target in accordance with the designation proposed in the joint study and monitor and evaluate the distribution by referring to the regulation of the Minister of SOEs Number PER-08/MBU/09/2015 jo. Number PER-II/MBV/09/2015 concerning Guidelines for Reporting the Realization of the Use of Additional State Equity Participation Funds to State-Owned Enterprises and Limited Liability Companies.	✓		- Penyaluran Dana PMN sampai dengan saat ini masih dalam proses kajian mekanisme penyaluran bersama pihak – pihak terkait. Dalam hal ini UMBRA yang telah ditunjuk sebagai konsultan manajemen dan legal terkait PMN yang diterima oleh Bio Farma. PT Bio Farma (Persero) telah melakukan pelaporan Penggunaan Tambahan Dana PMN kepada RUPS periode TW I 2021 melalui surat penyampaian SD-001.10/DIR/V/2021 tanggal 10 Mei 2021 kepada Menteri BUMN. - The distribution of PMN funds is still in the process of reviewing the distribution mechanism with related parties. In this case, UMBRA has been appointed as a management and legal consultant regarding PMN which has been accepted by Bio Farma. PT Bio Farma (Persero) has reported the Use of Additional PMN Funds to the GMS for the first quarter of 2021 through the submission letter SD-001.10/DIR/V/2021 dated 10 May 2021 to the Minister of SOEs.	2021
7	Direksi dengan pengawasan Dewan Komisaris agar mengutamakan optimalisasi pemanfaatan dana yang berasal dari pinjaman sehingga Perseroan dan perusahaan afiliasi mampu menyelesaikan kewajiban pada saat jatuh tempo dan pembiayaan tersebut dapat memperkuat struktur keuangan perusahaan. Penarikan pinjaman ini beserta penggunaannya agar dilakukan dengan memperhatikan Manajemen risiko dan tata kelola perusahaan yang baik sehingga tidak menimbulkan permasalahan hukum di kemudian hari. The Board of Directors with the supervision of the Board of Commissioners prioritizes optimizing the use of funds from loans so that the Company and affiliated companies are able to settle obligations when they fall due and the financing can strengthen the company's financial structure. Withdrawal of this loan and its use must be carried out with due regard to risk management and good corporate governance so as not to cause legal problems in the future.	✓		- Untuk pemenuhan pendanaan Direksi melakukan optimalisasi pemanfaatan dana dari pihak ketiga baik pinjaman bank, surat utang atau dalam bentuk lainnya yang sesuai dengan kebutuhan. Dalam pemenuhan pendanaan untuk meminimalkan pendanaan yang tidak tepat sasaran maka diperlukan kajian setiap pengajuannya dari aspek bisnis dan risiko dari kemampuan entitas dalam pemenuhan kewajiban. - To fulfill funding, the Board of Directors optimizes the use of funds from third parties, either bank loans, debt securities or in other forms as needed. In fulfilling funding to minimize funding that is not on target, it is necessary to review each submission from the business and risk aspects of the entity's ability to fulfill obligations.	2021



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8	Direksi bersama Dewan Komisaris agar memperhatikan pelaksanaan semua kegiatan investasi baik di induk maupun di anak perusahaan agar tetap dapat berjalan sesuai dengan target waktu yang telah dicanangkan serta tepat dalam realisasi pendanaan sesuai anggaran. The Board of Directors together with the Board of Commissioners pay attention to the implementation of all investment activities, both in the parent company and in the subsidiaries, so that they can continue to run according to the targeted time that has been proclaimed and in the realization of funding according to the budget.	✓		- Project Management will follow up on the direction of the GMS through: 1) Meningkatkan intensitas monitoring Investasi yang dilakukan secara lebih intensif pada berbagai pihak yang terlibat, baik internal Bio Farma ataupun eksternal. 2) Menyikapi tindak lanjut nomor 1 diatas dan peraturan perusahaan terkait program kerja WFH dan WFO dalam situasi pandemi, sementara sirkulasi dokumen proyek yang membutuhkan approval dan evaluasi dari berbagai pihak harus tetap berjalan tepat waktu, Divisi Manajemen Proyek telah menyiapkan system evaluasi dan <i>approval</i> secara <i>online</i> berupa Aplikasi <i>Monitoring Project Online</i> yang ditujukan untuk mempermudah proses sirkulir, evaluasi dan <i>approval</i> dokumen proyek yang pada TW III ini sudah mulai digunakan untuk investasi Proyek. 3) Per Oktober 2021 Divisi Manajemen Proyek mendapatkan SDM baru sebanyak 5 orang. SDM ini sudah didedikasikan sebagai PIC proyek yang berbeda pada setiap orangnya, sehingga <i>monitoring</i> investasi baik proyek ataupun non proyek bisa lebih maksimal. 4) Di Triwulan IV ini Manajemen Proyek bersinergi dengan Divisi Anggaran dalam persiapan dan pendataan kebutuhan Investasi CAPEX 2022. untuk mengurangi <i>delay</i> waktu, di 2022 pengajuan investasi tidak usah menggunakan <i>form</i> URPA, sehingga <i>user</i> bisa lebih cepat dalam mengajukan PR. - Project Management will follow up on the direction of the GMS through: 1) Increasing the intensity of investment monitoring carried out more intensively on the various parties involved, both internally and externally by Bio Farma. 2) Responding to follow-up number 1 above and company regulations related to WFH and WFO work programs in a pandemic situation, while the circulation of project documents that require approval and evaluation from various parties must continue on time, the Project Management Division has prepared an online evaluation and approval system in the form of an application. Online Project Monitoring which is intended to facilitate the process of circulation, evaluation and approval of project documents which in Quarter III has already been used for project investment.	2021



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				3) As of October 2021, the Project Management Division received 5 employees.. These employees have been dedicated as PIC for different projects for each person, so that monitoring of investment, both project and non-project, can be maximized. 4) In Quarter IV, Project Management synergizes with the Budget Division in the preparation and data collection of 2022 CAPEX Investment needs. To reduce time delays, in 2022 investment submissions do not need to use the URPA form, so users can submit purchase requests faster.	
9	Direksi bersama Dewan Komisaris agar mengakselerasi penataan struktur organisasi holding termasuk integrasi kegiatan bisnis maupun proses bisnis guna mengacu kinerja untuk mewujudkan maksud dan tujuan pembentukan holding. The Board of Directors and the Board of Commissioners should accelerate the arrangement of the holding organizational structure, including the integration of business activities and business processes in order to realize the performance according to set targets and objectives of the establishment of the holding.	✓		• Penataan struktur organisasi ini masuk dalam salah satu program strategis perusahaan yang di koordinir oleh unit Transformasi <i>Management Offices</i> dalam hal ini untuk inisiatif strategis dalam bidang <i>organization & culture</i>; • Perusahaan saat ini sedang melakukan kajian untuk penataan struktur organisasi didampingi oleh pihak independen. Progressnya adalah telah melakukan pengumpulan data organisasi dan analisis awal seluruh entitas di Holding Farmasi. • This organizational structure arrangement is included in one of the company's strategic programs coordinated by the Transformation Management Offices unit in this case for strategic initiatives in the field of organization & culture; • The company is currently conducting a study to reorganize the organizational structure accompanied by an independent party. The progress has been to collect organizational data and initial analysis of all entities in Holding Pharmaceutical.	2021
10	Direksi dan pengawasan Dewan Komisaris agar membuat KPI turunan yang meliputi KPI individu Direksi, KPI Direksi anak perusahaan dan sampai tingkat individu karyawan dengan mengacu pada Kontrak Manajemen antara Direksi, Dewan Komisaris dan Pemegang Saham. The Board of Directors and the supervision of the Board of Commissioners are to make derivative KPIs which include individual KPIs for Directors, KPIs for Directors of subsidiaries and up to the level of individual employees by referring to the Management Contract between the Board of Directors, Board of Commissioners and Shareholders.	✓		• Perusahaan menerapkan integrasi antara program kerja dengan KPI di Holding Farmasi tahun 2021, berdasarkan pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER – 11/MBU/11/2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara. • Dalam penyusunan KPI tahun 2021 untuk Holding Farmasi dan entitas di group Holding Farmasi dilakukan sinkronisasi kontrak manajemennya, • Untuk monitoring pencapaian KPI tahun 2021 dilakukan secara periodik (triwulan) dan dilaporkan secara periodik melalui Dewan Komisaris.	2021



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				- The company implements integration between work programs and KPIs at Pharmaceutical Holding in 2021, based on the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER – 11/MBU/11/2020 concerning Management Contracts and Annual Management Contracts for Directors of State-Owned Enterprises. - In the preparation of the 2021 KPI for Pharmaceutical Holding and entities in the Pharmaceutical Holding group, the management contracts are synchronized, - Monitoring of KPI achievements in 2021 is carried out periodically (quarterly) and reported periodically through the Board of Commissioners.	
11	Direksi agar melakukan program optimalisasi aset dan melakukan penyelesaian permasalahan - permasalahan hukum atas aset yang dikuasai, dikelola maupun dioperasikan. The Board of Directors is required to carry out an asset optimization program and to resolve legal issues regarding assets that are controlled, managed or operated.	✓		- Renovasi Tahap I Bangunan Produksi Eks Flu Burung telah selesai dilaksanakan dan saat ini dimanfaatkan untuk Fasilitas Kit diagnostik. - Proses PMN Bangunan Eks Flu Burung menunggu persetujuan Pemerintah. - Pagar Pembatas lahan indotaisei sudah selesai dilaksanakan, Desain Fasilitas disesuaikan dengan pengembangan bisnis Perusahaan. - Untuk Aset tetap berupa tanah sudah memiliki Bukti kepemilikan yang sah berupa sertifikat HGB yang masih berlaku dan Aset Tetap lain memiliki dokumen yang sah. - The renovation of Phase I of the Ex-Avian flu Production Building has been completed and is currently being used for the Diagnostic Kit Facility. - The PMN process for ex-avian flu buildings is waiting for the government's approval. - The indotaisei land boundary fence has been completed, the Facility Design is adjusted to the Company's business development. - Fixed assets in the form of land already have valid proof of ownership in the form of a valid HGB certificate and other fixed assets have valid documents.	2021
12	Direksi dengan pengawasan Dewan Komisaris diminta untuk meningkatkan dan mengutamakan penggunaan barang dan jasa dalam negeri dengan tetap memperhatikan kualitas dan efektivitasnya, di samping tetap berpedoman kepada ketentuan perundang-undangan yang berlaku. The Board of Directors, under the supervision of the Board of Commissioners, are requested to improve and prioritize the use of domestic goods and services while still paying attention to their quality and effectiveness, while still being guided by the provisions of the applicable laws and regulations.	✓		Berdasarkan pada Pasal 2 ayat (2) huruf g, Pasal 4 ayat (2) dan ayat (3), Pasal 5 ayat (1) huruf e, Pasal 11 Peraturan Direksi PT Bio Farma (Persero) Nomor : PER-001.11/DIR/1/2021 Tentang Pengadaan Barang/ Jasa di PT Bio Farma (Persero) yang merujuk pada Peraturan Menteri BUMN RI, Nomor: PER-08/MBU/12/2019 tanggal 16 Desember 2019 Tentang Pedoman Umum Pelaksanaan Pengadaan Barang dan Jasa BUMN disebutkan bahwa, dalam pengadaan Barang/Jasa Perusahaan mengutamakan produk dalam negeri sesuai ketentuan pendayagunaan produksi dalam negeri, sepanjang kualitas, harga, dan tujuannya dapat dipertanggung jawabkan dengan tetap berpedoman pada ketentuan peraturan perundang-undangan yang berlaku.	2021



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				Based on Article 2 paragraph (2) letter g, Article 4 paragraph (2) and paragraph (3), Article 5 paragraph (1) letter e, Article 11 of the Regulation of the Board of Directors of PT Bio Farma (Persero) Number: PER-001.11/DIR/ 1/2021 Regarding the Procurement of Goods/Services at PT Bio Farma (Persero) which refers to the Regulation of the Minister of SOEs of the Republic of Indonesia, Number: PER-08/MBU/12/2019 dated December 16, 2019 concerning General Guidelines for the Implementation of the Procurement of Goods and Services for SOEs, it is stated that, in the procurement of goods/services, the company prioritizes domestic products in accordance with the provisions for the utilization of domestic production, as long as the quality, price and purpose can be accounted for while still being guided by the provisions of the applicable laws and regulations.	
13	Direksi agar menindaklanjuti dan menyelesaikan secara tuntas temuan, saran dan rekomendasi auditor baik auditor eksternal (BPK RI dan/atau KAP) maupun auditor internal (SPI) di tahun 2020 dan tahun-tahun sebelumnya. Tindak lanjut penyelesaian temuan/saran auditor agar dibahas secara komprehensif dengan Dewan Komisaris dan dilaporkan secara tertulis kepada Pemegang Saham. The Board of Directors to follow up and complete the findings, suggestions and recommendations of the auditors, both external auditors (BPK RI and/or KAP) and internal auditors (SPI) in 2020 and previous years. Follow-up to the completion of the auditor's findings/suggestions to be discussed comprehensively with the Board of Commissioners and reported in writing to the Shareholders.			- Untuk temuan auditor eksternal (BPK/KAP) secara rutin dilaporkan dalam Laporan Kegiatan Divisi SPI yang dikirimkan secara Triwulan Ke Divisi Anggaran dan Akuntansi. - Data tersebut digunakan sebagai bahan Laporan Manajemen Perusahaan. - The findings of the external auditor (BPK/KAP) are routinely reported in the SPI Division Activity Report which is sent on a quarterly basis to the Budget and Accounting Division. - The data is used as material for the Company's Management Report.	2021



Uraian Dewan Komisaris

Description of the Board of Commissioners

Sesuai dengan tugas dan wewenang Dewan Komisaris yang diatur dalam Peraturan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas dan Program Kerja Dewan Komisaris, Dewan Komisaris memiliki fungsi pengawasan terhadap aktivitas pengelolaan yang dilaksanakan oleh Direksi beserta jajarannya. Selain sebagai organ pengawasan, Dewan Komisaris juga memiliki tanggung jawab dalam hal pemberian saran dan pandangan terkait rencana atau keputusan yang dibuat bagi Perusahaan. Secara umum, Dewan Komisaris merupakan salah satu organ penyeimbang agar berjalannya kegiatan usaha sesuai dengan Anggaran Dasar dan standar yang telah ditetapkan.

Dewan Komisaris bertugas mengawasi pengelolaan Perseroan dan memberikan nasihat kepada Direksi jika dipandang perlu demi kepentingan Perseroan. Dewan Komisaris bertanggung jawab memastikan agar Direksi dalam kondisi apapun memiliki kemampuan menjalankan tugasnya.

Dewan Komisaris dalam menjalankan tugasnya berkewajiban memberikan pendapat dan saran kepada Direksi pada saat pembahasan Rencana Kerja dan Anggaran Perseroan yang diusulkan Direksi, mengikuti perkembangan kegiatan Perseroan, melaporkan dengan segera kepada Pemegang Saham apabila terjadi gejala menurunnya kinerja Perseroan atau hal-hal lain yang dipandang perlu untuk segera mendapat perhatian Pemegang Saham. Dalam melaksanakan tugasnya Dewan Komisaris selalu berpegang teguh pada Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku. Dewan Komisaris dapat menggunakan saran professional mandiri dan/atau membentuk Komite Khusus atas biaya Perseroan sesuai dengan prosedur yang telah ditentukan oleh Dewan Komisaris sendiri.

Kedudukan masing-masing anggota Dewan Komisaris termasuk Komisaris Utama adalah setara. Tugas Komisaris Utama sebagai *primus inter pares* adalah mengkoordinasikan kegiatan Dewan Komisaris.

PROSES PENGANGKATAN DEWAN KOMISARIS

Proses pengangkatan calon anggota Dewan Komisaris mengikuti proses uji kelayakan dan kepatutan Dewan Komisaris berdasarkan Peraturan Menteri BUMN Nomor PER-02/MBU/02/2015 tanggal 17 Februari 2015 Tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas BUMN.

In accordance with the Board of Commissioners' duties and authorities as defined in Law No. 40 of 2007 on Limited Liability Companies and the Board of Commissioners' Work Program, the Board of Commissioners has a supervisory role over management activities conducted by the Board of Directors and their staff. Apart from its supervisory role, the Board of Commissioners is also responsible for offering advice and views on Company strategies and actions. By and large, the Board of Commissioners serves as a check and balance, ensuring that business activities adhere to the Articles of Association and established standards.

The Board of Commissioners is responsible for overseeing the operation of the Company and advising the Board of Directors as appropriate to the Company's best interests. The Board of Commissioners is responsible for ensuring that the Board of Directors is capable of carrying out their duties in whatever event.

The Board of Commissioners is required to provide opinions and suggestions to the Board of Directors when discussing the Company's Work Plan and Budget as proposed by the Board of Directors, to monitor the Company's activities and to report to the Shareholders immediately if there are signs of declining Company performance or other matters deemed necessary to improve the Company's performance, and to attract the attention of Shareholders instantly. The Board of Commissioners always acts in accordance with the Company's Articles of Association and applicable laws and regulations. The Board of Commissioners may seek independent professional advice and/or establish a Special Committee at the expense of the Company, subject to the Board of Commissioners' own procedures.

Each member of the Board of Commissioners, including the President Commissioner, holds an equal role. The President Commissioner's role as *primus inter pares* is to coordinate the Board of Commissioners' actions.

PROCESS OF APPOINTMENT TO THE BOARD OF COMMISSIONERS

Appointing potential members of the Board of Commissioners is based on the Minister of SOE's Regulation PER-02/MBU/02/2015 dated 17 February 2015 about the Requirements and Procedures for Appointing and Dismissing Members of the Board of Commissioners and the Supervisory Board of SOEs.

PENILAIAN KEMAMPUAN DAN KEPATUTAN DEWAN KOMISARIS

Seluruh Anggota Dewan Komisaris Bio Farma telah memenuhi kriteria dan persyaratan yang ditentukan dalam uji kepatutan dan kelayakan (*fit & proper test*) berdasarkan Undang-undang Perseroan Terbatas, Anggaran Dasar Perusahaan, peraturan terkait tata kelola perusahaan yang baik, serta peraturan dan ketentuan lainnya. Seluruh anggota Dewan Komisaris Bio Farma memiliki integritas, kompetensi, dan reputasi yang baik. Hal tersebut terbukti dengan lulusnya *fit and proper test*.

FIT AND PROPER TEST OF THE BOARD OF COMMISSIONERS

All members of Bio Farma's Board of Commissioners have met the criteria and requirements set forth in the fit and proper test, which are based on the Limited Liability Company Act, the Company's Articles of Association, regulations governing good corporate governance, and other applicable rules and regulations. Each member of Bio Farma's Board of Commissioners possesses decency, expertise, and a constructive reputation. This is demonstrated by successful completion of the fit and proper test.

Nama Komisaris Member of Board of Commissioners	Jabatan Position	Masa Jabatan Term of Office	Pelaksana Organiser	Representasi Representation	Lulus Fit & Proper Test Passed the Fit & Proper Test
Farid Wajdi Husain	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	20 April 2018 – 23 Maret 2021 April 20, 2018 – March 23, 2021	Kementerian BUMN Ministry of SOE	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
Saud Usman Nasution*	Komisaris Independen Independent Commissioner	20 April 2018 – 7 Mei 2021 April 20, 2018 – May 7, 2021	Kementerian BUMN Ministry of SOE	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
Tanri Abeng	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	7 Mei 2021 – sekarang May 7, 2021 – present	Kementerian BUMN Ministry of SOE	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
Nizar Yamanie	Komisaris Independen Independent Commissioner	7 Mei 2021 – Sekarang May 7, 2021 – present	Kementerian BUMN Ministry of SOE	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
Made Arya Wijaya	Komisaris Commissioner	20 April 2018 – sekarang April 20, 2018 – present	Kementerian BUMN Ministry of SOE	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
Oscar Primadi	Komisaris Commissioner	16 Juli 2019 – sekarang July 16, 2019 – present	Kementerian BUMN Ministry of SOE	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
Ahmad M. Ramli	Komisaris Commissioner	3 Agustus 2020 – sekarang August 3, 2020 – present	Kementerian BUMN Ministry of SOE	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
Elen Setiadi	Komisaris Commissioner	8 Januari 2019 – 01 Oktober 2021 January 8, 2019 – October 01, 2021	Kementerian BUMN Ministry of SOE	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
Roni Dwi Susanto	Komisaris Commissioner	7 April 2021 – sekarang April 7, 2021 – present	Kementerian BUMN Ministry of SOE	Negara Republik Indonesia Republic of Indonesia	Lulus Passed

*Sebagai Pejabat yang Melaksanakan Tugas (Pynt) Komisaris Utama dengan masa jabatan 7 April 2021 – 7 Mei 2021 berdasarkan Surat Keputusan Dewan Komisaris No. S-08/DK/BF/04/2021
*As Acting President Commissioner with a term of office 7 April 2021 – 7 May 2021 based on the Decree of the Board of Commissioners No. S-08/DK/BF/04/2021

PENGANGKATAN DAN PEMBERHENTIAN DEWAN KOMISARIS

Pengangkatan dan pemberhentian anggota Dewan Komisaris dilakukan berdasarkan prinsip-prinsip profesionalisme dan tata kelola perusahaan yang baik (*Good Corporate Governance*). Pengangkatan Dewan Komisaris dilakukan melalui tahap *fit & proper test*. Dewan Komisaris diangkat dan diberhentikan oleh Pemegang Saham melalui RUPS melalui proses yang transparan serta memenuhi persyaratan umum dan khusus yang ditetapkan dalam Anggaran Dasar

APPOINTMENT AND DISMISSAL OF THE BOARD OF COMMISSIONERS

Appointing and dismissing members of the Board of Commissioners is guided by professional standards and sound corporate governance. The Board of Commissioners is appointed via a fit and proper test. The Shareholders, through the GMS, appoint and remove the Board of Commissioners through a transparent procedure that complies with the general and particular standards that are set out in the Company's Articles of Association, Board Manual, and other legislation. All



Perusahaan, Board Manual dan ketentuan yang berlaku. Seluruh anggota Dewan Komisaris diangkat dan diberhentikan dengan pertimbangan aspek integritas, kompetensi, dan reputasi yang memadai sesuai dengan kebutuhan bisnis Bio Farma.

members of the Board of Commissioners are appointed and dismissed based on their integrity, competence, and ability to maintain a good reputation consistent with Bio Farma's business needs.

SUSUNAN DEWAN KOMISARIS BIO FARMA

Dewan Komisaris diangkat dan diberhentikan melalui RUPS dan memiliki masa jabatan selama 5 (lima) tahun. Komposisi Dewan Komisaris Perusahaan per 31 Desember 2021 telah sesuai dengan peraturan POJK sebagaimana disajikan dalam tabel berikut ini:

COMPOSITION OF THE BOARD OF COMMISSIONERS

The Board of Commissioners is appointed and dismissed by the GMS and serves a five-year term. The following table summarises the composition of the Company's Board of Commissioners as of December 31, 2021, in accordance with POJK regulations:

Nama Komisaris Member of Board of Commissioners	Jabatan Position	Domisili Domicile	Masa Jabatan Term of Office	Dasar Pengangkatan Basis of Appointment
Farid Wajdi Husain*)	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Sulawesi Selatan South Sulawesi	20 April 2018 – 23 Maret 2021 April 20, 2018 – March 23, 2021	- Keputusan Menteri BUMN Selaku RUPS Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-102/MBU/04/2018 Tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Bio Farma - Keputusan Menteri BUMN Selaku RUPS Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-13/MBU/01/2019 Tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris, Serta Penetapan Komisaris Independen Perusahaan Perseroan (Persero) PT Bio Farma - Decree of the Minister of SOEs as the GMS of the Company (Persero) PT Bio Farma Number: SK-102/MBU/04/2018 Concerning the Dismissal and Appointment of Members of the Board of Commissioners of the Company (Persero) PT Bio Farma - Decree of the Minister of BUMN as the GMS of the Company (Persero) PT Bio Farma Number: SK-13/MBU/01/2019 concerning the Dismissal and Appointment of Members of the Board of Commissioners, as well as the Appointment of Independent Commissioners of the Company (Persero) PT Bio Farma
Saud Usman **)	Komisaris Independen Independent Commissioner	Jakarta	20 April 2018 – 7 Mei 2021 April 20, 2018 – May 7, 2021	Keputusan Menteri BUMN Selaku RUPS Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-102/MBU/04/2018 Tentang Pemberhentian dan Pengangkatan Anggota-anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Bio Farma Decree of Minister of BUMN as the GMS of the Company (Persero) PT Bio Farma Number : SK-102/MBU/04/2018 regarding the dismissal and appointment of members of the Board of Commissioners of Company (Persero) PT Bio Farma
Tanri Abeng	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Jakarta	27 Mei 2021 – sekarang May 27, 2021 – present	Keputusan Menteri BUMN Nomor: KEP-14/DK/BF/05/2021 Decree of Minister of BUMN Number : KEP-14/DK/BF/05/2021
Nizar Yamanie	Komisaris Independen Independent Commissioner	Jakarta	27 Mei 2021 – sekarang May 27, 2021 – present	Keputusan Menteri BUMN Nomor: KEP-13/DK/BF/05/2021 Decree of Minister of BUMN Number : KEP-13/DK/BF/05/2021



Nama Komisaris Member of Board of Commissioners	Jabatan Position	Domisili Domicile	Masa Jabatan Term of Office	Dasar Pengangkatan Basis of Appointment
Made Arya Wijaya	Komisaris Commissioner	Jakarta	20 April 2018 – sekarang April 8, 2018 – present	Keputusan Menteri BUMN Selaku RUPS Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-102/MBU/04/2018 Tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Bio Farma Decree of the Minister of BUMN as the GMS of the Company (Persero) PT Bio Farma Number: SK-102/MBU/04/2018 Regarding the Dismissal and Appointment of Members of the Board of Commissioners of the Company (Persero) PT Bio Farma
Oscar Primadi	Komisaris Commissioner	Jakarta	16 Juli 2019 – sekarang July 16, 2019 – present	Keputusan Menteri BUMN Selaku RUPS Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-150/MBU/07/2019 Tentang Pemberhentian dan Pengangkatan Anggota – Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Bio Farma Decree of the Minister of BUMN as the GMS of the Company (Persero) PT Bio Farma Number: SK-150/MBU/07/2019 Regarding Dismissal and Appointment of Members – Members of the Board of Commissioners of the Company (Persero) PT Bio Farma
Ahmad M. Ramli	Komisaris Commissioner	Jakarta	3 Agustus 2020 – sekarang August 3, 2020 – present	Keputusan Menteri BUMN Selaku RUPS Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-258/MBU/08/2020 Tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Bio Farma Decree of Minister of BUMN at the GMS of the Company (Persero) PT Bio Farma Number: SK-258/MBU/08/2020 concerning the Dismissal and Appointment of Members of the Board of Commissioners of the Company (Persero) PT Bio Farma
Ellen Setiadi	Komisaris Commissioner	Jakarta	8 Januari 2019 – sekarang January 8, 2018 – present	Keputusan Menteri BUMN Selaku RUPS Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-13/MBU/01/2019 Tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris, Serta Penetapan Komisaris Independen Perusahaan Perseroan (Persero) PT Bio Farma Decree of the Minister of BUMN at the GMS of the Company (Persero) PT Bio Farma Number: SK-13/MBU/01/2019 concerning the Dismissal and Appointment of Members of the Board of Commissioners, and Appointment of Independent Commissioners of the Company (Persero) PT Bio Farma
Roni Dwi Susanto	Komisaris Commissioner	Bogor	12 Oktober 2021 – sekarang October 12, 2021 – present	Keputusan Menteri BUMN Selaku RUPS Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-323/MBU/10/2021 Decree of the Minister of BUMN at the GMS of the Company (Persero) PT Bio Farma Number: SK-323/MBU/10/2019

Catatan:

*Meninggal dunia pada tanggal 23 Maret 2021

** Sebagai Pejabat yang Melaksanakan Tugas (Pynt) Komisaris Utama dengan masa jabatan 7 April 2021 – 7 Mei 2021 berdasarkan Surat Keputusan Dewan Komisaris No. S-08/DK/BF/04/2021

Notes:

*Passed away on March 23rd 2021

**As Acting President Commissioner with a term of office 7 April 2021 – 7 May 2021 based on the Decree of the Board of Commissioners No. S-08/DK/BF/04/2021



MASA JABATAN DEWAN KOMISARIS

Anggota Dewan Komisaris diangkat untuk jangka waktu terhitung sejak tanggal pengangkatan dan berakhir sesuai dengan Permen BUMN Nomor: PER-02/MBU/02/2015, ditetapkan 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan, namun dengan tidak mengurangi hak dari RUPS untuk sewaktu-waktu dapat memberhentikan para anggota Dewan Komisaris sebelum masa jabatannya berakhir.

TANGGUNG JAWAB DEWAN KOMISARIS

PEMBAGIAN TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Pembagian tugas Dewan Komisaris Bio Farma sesuai dengan komposisi Dewan Komisaris tahun 2020 dirinci berdasarkan kebijakannya.

Berdasarkan Keputusan Dewan Komisaris PT Bio Farma (Persero) Nomor: KEP-10/DK/BF/07/2019 tanggal 30 Juli 2019 tentang Perubahan Kedua atas Keputusan Dewan Komisaris Nomor: KEP-01/DK/BF/04/2018 Tentang Pembagian Kerja Anggota-Anggota Dewan Komisaris PT Bio Farma (Persero), pembagian kerja Dewan Komisaris sebagai berikut:

SERVICE PERIOD FOR THE BOARD OF COMMISSIONERS

Members of the Board of Commissioners are appointed for a period of 5 (five) years beginning on the date of appointment and ending on the date specified in SOE Ministerial Regulation Number: PER-02/MBU/02/2015, and may be reappointed for 1 (one) term of office, but this does not affect the GMS's right to dismiss any member of the Board of Commissioners at any time prior to the expiration of their term of office.

RESPONSIBILITIES OF COMMISSIONERS

DISTRIBUTION OF DUTIES AND RESPONSIBILITIES

The responsibilities of Biofarma's Board of Commissioners have been defined based on its policies and the membership of the Board of Commissioners in 2020.

According to the Board of Commissioners' Decision KEP-10/DK/BF/07/2019 dated 30 July 2019 regarding the Second Amendment to the Board of Commissioners' Decision KEP-01/DK/BF/04/2018 regarding the Division of Work Members of the Board of Commissioners of PT Bio Farma (Persero), the Board of Commissioners' division of work is as follows:

Nama Komisaris Name	Bidang Kerja Field of Work
Farid W. Husain	1. Mengkoordinasikan tugas-tugas anggota Dewan Komisaris 2. Melakukan pengawasan serta memberikan arahan dan nasihat kepada Direksi dalam melakukan tugasnya secara keseluruhan termasuk ketaatan pada ketentuan Anggaran Dasar, peraturan perundang-undangan yang berlaku 1. Coordination of the members of the Board of Commissioners and their responsibilities. 2. Supervising and advising the Board of Directors in carrying out their overall responsibilities, which include compliance with the Articles of Association, applicable laws, and regulations.
Tanri Abeng	1. Mengkoordinasikan tugas-tugas anggota Dewan Komisaris 2. Melakukan pengawasan serta memberikan arahan dan nasihat kepada Direksi dalam melakukan tugasnya secara keseluruhan termasuk ketaatan pada ketentuan Anggaran Dasar, peraturan perundang-undangan yang berlaku 1. Coordination of the members of the Board of Commissioners and their responsibilities. 2. Supervising and advising the Board of Directors in carrying out their overall responsibilities, which include compliance with the Articles of Association, applicable laws, and regulations.
Saud Usman	1. Membidangi SDM dengan tugas melakukan pengawasan dan memberikan nasihat terhadap segala aspek yang berkaitan dengan sistem dan prosedur penyiapan SDM, mulai dari sistem rekrutmen, penegakan disiplin sistem penggajian dan pemberian insentif, serta diklat pegawai organisasi perusahaan 2. Sebagai Ketua Komite Risiko, Pengembangan dan GCG dengan tugas sebagaimana diatur dalam <i>Charter</i> Komite Risiko, Pengembangan dan GCG 1. In charge of human resources, with the responsibility of managing and advising on all elements of human resource preparation systems and processes, beginning with recruiting, enforcing payroll system discipline, and giving incentives, as well as providing training for corporate personnel. 2. As Chairman of the Risk, Development, and GCG Committee, responsible for carrying out the responsibilities set out in the Risk, Development, and GCG Committee Charter.



Nama Komisaris Name	Bidang Kerja Field of Work
Nizar Yamanie	1. Membidangi SDM dengan tugas melakukan pengawasan dan memberikan nasihat terhadap segala aspek yang berkaitan dengan sistem dan prosedur penyiapan SDM, mulai dari sistem rekrutmen, penegakan disiplin sistem penggajian dan pemberian insentif, serta diklat pegawai organisasi perusahaan 2. Sebagai Ketua Komite Risiko, Pengembangan dan GCG dengan tugas sebagaimana diatur dalam <i>Charter</i> Komite Risiko, Pengembangan dan GCG 1. In charge of human resources, with the responsibility of managing and advising on all elements of human resource preparation systems and processes, beginning with recruiting, enforcing payroll system discipline, and giving incentives, as well as providing training for corporate personnel. 2. As Chairman of the Risk, Development, and GCG Committee, responsible for carrying out the responsibilities set out in the Risk, Development, and GCG Committee Charter.
Oscar Primadi	1. Membidangi Penelitian dan Pengembangan dengan tugas melakukan pengawasan dan memberikan nasihat terhadap segala aspek yang berkaitan dengan penelitian dan pengembangan produk vaksin dan antisera, dan produk <i>life science</i> lainnya. 2. Sebagai Wakil Ketua I Komite Risiko, Pengembangan, dan GCG dengan tugas sebagaimana diatur dalam <i>Charter</i> Komite Risiko, Pengembangan dan GCG 1. Responsible for Research and Development, with the added responsibility of supervising and advising on all aspects of vaccine and antisera research and development, as well as other life science products. 2. Acting as the Risk, Development, and GCG Committee's Deputy Chair I, with the responsibilities set out in the Risk, Development, and GCG Committee Charter.
Elen Setiadi	1. Membidangi Produksi dengan tugas melakukan pengawasan dan memberikan nasihat terhadap segala aspek yang berkaitan dengan kegiatan produksi meliputi proses produksi termasuk rencana investasi untuk meningkatkan kapasitas produksi, ketersediaan barang jadi, barang dalam proses bahan baku serta pengendalian barang persediaan kadaluarsa. 2. Sebagai Wakil Ketua II Komite Risiko, Pengembangan dan GCG dengan tugas sebagaimana diatur dalam <i>Charter</i> Komite Risiko, Pengembangan, dan GCG 1. Acting as Production Manager, responsible for supervising and advising on all aspects of production activities, including the manufacturing process, investment plans to increase production capacity, the availability of finished goods, goods in process, and raw materials, as well as the control of expired inventory items. 2. Acting as the Risk, Development, and GCG Committee's Deputy Chair II, with the responsibilities set out in the Risk, Development, and GCG Committee Charter.
Made Arya Wijaya	1. Membidangi Keuangan dengan tugas melakukan pengawasan dan memberikan nasihat terhadap segala aspek yang berkaitan dengan tata cara proses penyusunan rencana kerja dan anggaran, rencana jangka panjang, pertanggungjawaban keuangan serta penyusunan pelaporan yang meliputi laporan manajemen triwulanan dan laporan keuangan tahunan dengan memperhatikan standar pelaporan yang berlaku 2. Sebagai Ketua Komite Audit dengan tugas sebagaimana diatur dalam <i>Charter</i> Komite Audit 1. In charge of Finance with the task of supervising and providing advice on all aspects related to the procedures for the preparation of work plans and budgets, long-term plans, financial accountability and preparation of reports which include quarterly management reports and annual financial reports with due observance of applicable reporting standards. 2. Acting as Chairman of the Audit Committee with duties as stipulated in the Audit Committee Charter.
Ahmad M. Ramli	1. Membidangi Pemasaran dan Teknologi Informasi dengan tugas melakukan pengawasan dan memberikan nasihat terhadap segala aspek yang berkaitan dengan pemasaran dalam dan luar negeri serta pengawasan penyusunan dan implementasi IT <i>Masterplan</i> dan <i>Digital Healthcare</i>. 2. Sebagai Wakil Ketua Komite Audit dengan tugas sebagaimana diatur dalam <i>Charter</i> Komite Audit 1. In charge of Marketing and Information Technology with the task of supervising and providing advice on all aspects related to domestic and foreign marketing, as well as supervising the preparation and implementation of the IT Masterplan and Digital Healthcare. 2. Acting as Deputy Chairman of the Audit Committee with duties as stipulated in the Audit Committee Charter.



PENGUNGKAPAN MENGENAI BOARD CHARTER / MANUAL (PEDOMAN DAN TATA TERTIB KERJA DEWAN KOMISARIS)

Berdasarkan kesepakatan bersama antara Direksi dan Dewan Komisaris, Keputusan No. PER-07/DK/BF/2018, No. PER-06964/DIR/XII/2018 tanggal 31 Desember 2018 Tentang Pedoman Dewan Komisaris dan Direksi (*Board Manual*) PT Bio Farma (Persero).

Board Charter/Manual merupakan kompilasi dari prinsip-prinsip hukum korporasi, peraturan perundang-undangan yang berlaku, arahan Pemegang Saham dan Anggaran Dasar yang mengatur tata kerja Dewan Komisaris dan Direksi. *Board Charter/Manual* merupakan hasil kodifikasi dari berbagai peraturan yang berlaku bagi Perusahaan dan praktek-praktek terbaik (*best practices*) prinsip-prinsip *Good Corporate Governance*.

PROGRAM PELATIHAN DAN PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

Program pengembangan kompetensi dan pengetahuan diri bagi Dewan Komisaris baru dimaksudkan untuk meningkatkan profesionalisme, kinerja, pengembangan potensi diri dan menunjang pelaksanaan tugas Dewan Komisaris serta sejalan dengan program pengembangan Dewan Komisaris. Dewan Komisaris harus senantiasa menambah dan memutakhirkan pengetahuannya melalui kegiatan pelatihan, *workshop*, seminar, conference, ataupun dalam bentuk kunjungan kerja serta banding kaji (*benchmark*). maka pada tahun 2021 realisasi Program Pelatihan dan Pengembangan yang dilakukan oleh Dewan Komisaris yakni:

Program Pelatihan dan Pengembangan Kompetensi Dewan Komisaris
Competency Training and Development Program for the Board of Commissioners

Nama Name	Jabatan Position	Tanggal Date	Topik Topic	Tempat Pelatihan Place of Training	Tempat Pelatihan Penyelenggara Organiser	Jenis Pelatihan Type of Training
Tanri Abeng	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	1 Agustus 2021 August 1, 2021	Mentoring BUMN Muda: Strategic Orientation Mentoring BUMN Muda: Strategic Orientation	Daring Online	Kementerian BUMN Ministry of BUMN	-
		18 Oktober 2021 October 18, 2021	Strategi Pengembangan Bisnis Judgment Rule dalam Perspective Perilaku Usaha Judgment Rule Business Development Strategy in Business Behavior Perspective	Hotel Holiday Inn, Kemayoran	PT Pelabuhan Indonesia (Persero)	-
		27 Oktober 2021 October 21, 2021	Onboarding Commissioner Program Angkatan III Onboarding Commissioner Program Batch III	Daring Online	Kementerian BUMN, BUMN Learning and Management Institute, dan Forum Human Capital Indonesia Ministry of BUMN, BUMN Learning and Management Institute, and Indonesian Human Capital Forum	-

DISCLOSURES REGARDING THE BOARD MANUAL/CHARTER (GUIDELINES AND CODE OF WORK OF THE BOARD OF COMMISSIONERS)

Based on mutual agreement between the Board of Directors and the Board of Commissioners, PT Bio Farma issued Decree No. PER-07/DK/BF/2018 and No. PER-06964/DIR/XII/2018 on 31 December 2018 establishing the Guidelines for the Board of Commissioners and Directors (*Board Manual*) (Persero).

The Board Charter/Manual is a compendium of corporate law principles, applicable rules and regulations, Shareholder guidance, and the Articles of Association, which govern the Board of Commissioners and the Board of Directors' work methods. The Board Charter / Manual is the outcome of the codification of numerous regulatory requirements relevant to the Company and best practises for Good Corporate Governance principles.

COMPETENCY TRAINING AND DEVELOPMENT PROGRAM FOR THE BOARD OF COMMISSIONERS

The competency and self-development programme for the new Board of Commissioners is designed to enhance their professionalism and performance, develop their self-potential, and generally assist the Board of Commissioners in carrying out their duties. It is consistent with the Board of Commissioners' development programme. The Board of Commissioners' knowledge base must be regularly expanded and updated through training events, workshops, seminars, and conferences, as well as through working visits and benchmarking. In 2021, the Board of Commissioners' Training and Development Program was implemented as follows:



Nama Name	Jabatan Position	Tanggal Date	Topik Topic	Tempat Pelatihan Place of Training	Tempat Pelatihan Penyelenggara Organiser	Jenis Pelatihan Type of Training
		16 Desember 2021 December 16, 2021	Corporate Management	Bandung	PT Len Industri	-
		21 Desember 2021 December 21, 2021	Transformasi BUMN di Tengah Tantangan Bisnis Indonesia BUMN Transformation Amid Indonesia's Business Challenges	Daring Online	Bisnis Indonesia	-
Roni Dwi Susanto	Komisaris Commissioner	27 Oktober 2021 October 27, 2021	Onboarding Commissioner Program Angkatan III Onboarding Commissioner Program Batch III	Daring Online	Kementerian BUMN, BUMN Learning and Management Institute, dan Forum Human Capital Indonesia Ministry of BUMN, BUMN Learning and Management Institute, and Indonesian Human Capital Forum	-
Ahmad M. Ramli	Komisaris Commissioner	18 November 2021 November 18, 2021	Arbitrase dan Transformasi Digital Arbitration and Digital Transformation	Daring Online	Universitas Pelita Harapan	-
		9 Desember 2021 December 9, 2021	Solve the World Recover Together, Recover Stronger and Smarter (Digitalization, Governance and Empowerment) Solve the World Recover Together, Recover Stronger and Smarter (Digitalization, Governance and Empowerment)	Daring Online	Diskominfo Prov. Jawa Barat	-

INDEPENDENSI DEWAN KOMISARIS

Hubungan Afiliasi Antara Dewan Komisaris Dengan Anggota Dewan Komisaris Lainnya, Dewan Komisaris dengan Anggota Direksi serta Dewan Komisaris dengan Pemegang Saham Utama (Pengendali).

Setiap anggota Dewan Komisaris membuat pernyataan independensi pada tiap awal tahun untuk menyatakan status independensinya dan pada setiap akhir tahun untuk menyatakan apakah selama tahun terakhir terdapat situasi yang memiliki benturan kepentingan oleh Dewan Komisaris atas tindakan yang dilakukan.

Sepanjang tahun 2021, tidak terdapat situasi dengan potensi benturan kepentingan yang dihadapi oleh anggota Dewan Komisaris dalam pengambilan keputusannya sebagaimana tercantum pada Surat Pernyataan Bertindak Independen dalam Pengawasan Operasional Perusahaan yang telah dipublikasikan dalam situs Perusahaan.

INDEPENDENCE OF THE BOARD OF COMMISSIONERS

Affiliation of the Board of Commissioners with Other Board Members, the Board of Commissioners with Members of the Board of Directors, and the Board of Commissioners with Major (Controlling) Shareholders.

Each member of the Board of Commissioners submits an independence statement at the start of each year and a report at the end of the year stating whether the Board of Commissioners encountered any scenario involving a conflict of interest regarding the activities performed during the previous year.

Throughout 2021, members of the Board of Commissioners had no situations with potential conflicts of interest in making their judgments, as indicated in the Statement of Acting Independently provided in the Company's Operational Supervision report published on the Company's website.



RAPAT DEWAN KOMISARIS

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT YANG DIHADIRI MAYORITAS ANGGOTA PADA RAPAT DEWAN KOMISARIS

Rapat Dewan Komisaris telah diagendakan sebelum tahun berjalan seperti tercantum dalam program kerja Dewan Komisaris tahun 2021.

PEDOMAN PELAKSANAAN RAPAT DEWAN KOMISARIS

1. Anggaran Dasar Perusahaan.
2. Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah terakhir melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.
3. Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012 Tentang Indikator/Parameter Penilaian Dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN Sekretaris Kementerian BUMN.
4. Keputusan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) Nomor: PER-07/DK/BF/II/2018, Nomor: PER-06964/DIR/XII/2018 Tanggal 31 Desember 2018 Tentang Pedoman Dewan Komisaris dan Direksi (*Board Manual*) PT Bio Farma (Persero) dan Keputusan Dewan Komisaris PT Bio Farma (Persero) Nomor: 07/DK/BF/03/2016 Tentang Tata Tertib Rapat Internal Dewan Komisaris PT Bio Farma (Persero).

RAPAT DEWAN KOMISARIS SEBAGAIMANA DIATUR DALAM BOARD MANUAL DEWAN KOMISARIS

Agenda Rapat Dewan Komisaris

1. Dewan Komisaris yang mengusulkan untuk diselenggarakan Rapat Dewan Komisaris, menentukan acara dan menyiapkan bahan/berkas yang diperlukan dibahas dalam Rapat Dewan Komisaris.
2. Agenda untuk Rapat Dewan Komisaris dapat disampaikan secara lisan atau secara tertulis berupa memo, surat dan lain sebagainya, disertai dengan bahan/berkas yang diperlukan dalam Rapat Dewan Komisaris.

Kuorum Rapat Dewan Komisaris

1. Rapat Dewan Komisaris sah dan dapat mengambil keputusan yang mengikat apabila dihadiri oleh lebih dari setengah jumlah anggota Dewan Komisaris atau wakilnya yang sah.
2. Dalam Rapat Dewan Komisaris, diupayakan selalu dihadiri oleh seluruh anggota Dewan Komisaris.

BOARD OF COMMISSIONERS MEETING

FREQUENCY AND RATE OF ATTENDANCE BY THE MAJORITY OF MEMBERS AT MEETINGS OF THE BOARD OF COMMISSIONERS

The Board of Commissioners meeting was arranged prior to the current year, as mentioned in the Board of Commissioners' work programme for 2021.

DIRECTIVES FOR THE CONDUCT OF MEETINGS OF THE BOARD OF COMMISSIONERS

1. Articles of Association.
2. Regulation No. PER-01/MBU/2011 of the Minister of State-Owned Enterprises dated August 1, 2011 concerning the implementation of good corporate governance in BUMN, as amended by Regulation No. PER-09/MBU/2012 of the Minister of BUMN dated 6 July 2012 concerning Amendments to the Minister of BUMN Regulation No. PER-01/MBU/2011 concerning the implementation of good corporate governance in BUMN.
3. Decree No. SK-16/S.MBU/2012 of the Secretary of the Ministry of SOE on Indicators/Parameters for Assessing and Evaluating the Implementation of Good Corporate Governance in SOE.
4. Decree of the Board of Commissioners and Directors of PT Bio Farma (Persero) No. PER-07/DK/BF/II/2018 and No. PER-06964/DIR/XII/2018 dated December 31, 2018. Regarding the Guidelines for the Board of Commissioners and Directors (*Board Manual*) of PT Bio Farma (Persero) and the Decree of the Board of Commissioners of PT Bio Farma (Persero) No. 07/DK/BF/03/2016 regarding the Rules of the Internal Meeting of the Board of Commissioners of PT Bio Farma (Persero).

MEETINGS OF THE BOARD OF COMMISSIONERS AS DEFINED IN THE BOARD MANUAL

Agenda for Meetings of the Board of Commissioners

1. The Board of Commissioners proposes a Board of Commissioners Meeting and establishes the agenda and gathers the relevant materials/files for discussion during the Board of Commissioners Meeting.
2. The agenda for the Board of Commissioners meeting may be presented orally or in writing in the form of memoranda, letters, or other documents, and accompanied by any materials/files deemed necessary at the meeting.

Quorum for Meetings of the Board of Commissioners

1. Meetings of the Board of Commissioners are lawful and have the authority to make binding decisions only if more than half of the Board of Commissioners members or their legal representatives attend.
2. It is always hoped that all members of the Board of Commissioners will attend the Board of Commissioners' Meeting.



3. Seorang anggota Dewan Komisaris dapat diwakili dalam Rapat Dewan Komisaris, hanya oleh anggota Dewan Komisaris lain yang hadir dalam Rapat Dewan Komisaris yang bersangkutan, berdasarkan kuasa tertulis yang khusus untuk keperluan Rapat Dewan Komisaris yang bersangkutan.
4. Seorang anggota Dewan Komisaris hanya dapat mewakili seorang anggota Dewan Komisaris lainnya.

Risalah Rapat Dewan Komisaris

1. Untuk setiap Rapat Dewan Komisaris harus dibuatkan Risalah Rapat.
2. Risalah Rapat Dewan Komisaris harus mencantumkan:
 - a. Alasan ketidakhadiran anggota Dewan Komisaris, apabila ada Dewan Komisaris yang tidak hadir.
 - b. Hasil evaluasi terhadap seluruh pelaksanaan keputusan hasil Rapat Dewan Komisaris sebelumnya.
 - c. Dinamika rapat sebagai proses pengambilan keputusan Rapat Dewan Komisaris termasuk pendapat-pendapat yang berkembang dalam rapat, baik pendapat yang mendukung maupun yang tidak mendukung atau pendapat yang berbeda (*dissenting opinion*) jika ada.
 - d. Pertimbangan dan/atau analisis dalam pengambilan keputusan Rapat Dewan Komisaris.
 - e. Hal-hal yang diputuskan dalam Rapat Dewan Komisaris.
3. Risalah Rapat Dewan Komisaris ditandatangani oleh pimpinan rapat, seluruh anggota Dewan Komisaris yang hadir dalam rapat dan Notulis.
4. Risalah Rapat Dewan Komisaris diperbanyak dan disampaikan kepada seluruh anggota Dewan Komisaris, baik yang bersangkutan hadir maupun tidak hadir dalam Rapat Dewan Komisaris tersebut.
5. Risalah asli dari setiap Rapat Dewan Komisaris disimpan dan dipelihara oleh Direksi. Direksi dapat menugaskan Sekretaris Perusahaan (*Corporate Secretary*). Salinan Risalah Rapat Dewan Komisaris disimpan dan dipelihara oleh Sekretaris Dewan Komisaris.

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS

Selama tahun 2021, Dewan Komisaris telah melaksanakan rapat internal Dewan Komisaris sebanyak 12 (dua belas) kali.

3. A member of the Board of Commissioners may only be represented at a meeting of the Board of Commissioners by another member of the Board of Commissioners who is present at the meeting, pursuant to a written power of attorney specifically provided for the purpose of the meeting of the Board of Commissioners concerned.
4. Only a member of the Board of Commissioners may represent another member of the Board of Commissioners.

Minutes of Meetings of the Board of Commissioners

1. Minutes shall be kept for each meeting of the Board of Commissioners.
2. The minutes of each meeting of the Board of Commissioners shall include the following:
 - a. An explanation for the absence of any member of the Board of Commissioners, if any are not present.
 - b. The findings from an examination of the implementation of the previous resolutions of the Board of Commissioners' Meetings.
 - c. Detail of the Board of Commissioners Discussion and the meeting's dynamics as a decision-making process, including the viewpoints expressed throughout the meeting, both supporting and critical, as well as any dissenting opinions.
 - d. Consideration and/or analysis of the Board of Commissioners Meeting's decision-making process.
 - e. Decisions made by the Board of Commissioners.
3. Minutes of Meetings shall be signed by the chairperson, all members of the Board of Commissioners present, and the note taker.
4. Minutes of Meetings are duplicated and sent to all members of the Board of Commissioners, regardless of whether those individuals were present or not present at the Board of Commissioners meeting.
5. The Board of Directors keeps and maintains the original minutes of each meeting of the Board of Commissioners. The Board of Directors has the authority to appoint a Corporate Secretary. The Secretary of the Board of Commissioners keeps and maintains a copy of the Board of Commissioners' Minutes of Meetings.

MEETINGS OF THE BOARD OF COMMISSIONERS AND ATTENDANCE

Throughout 2021, the Board of Commissioners conducted internal meetings of the Board of Commissioners a total of 12 times.



Kehadiran Anggota pada Rapat Dewan Komisaris Tahun 2021

Attendance of Members at the Board of Commissioners Meeting in 2021

Nama Komisaris Commissioners Name	Jabatan Position	Total Rapat Total Meetings	Frekuensi Kehadiran Attendance Frequency	Persentase Kehadiran Attendance Percentage (%)
Tanri Abeng	Komisaris Utama/Komisaris Independen President Commissioner/ Independent Commissioner	10	10	100%
Nizar Yamanie	Komisaris Independen Independent Commissioner	10	10	100%
Made Arya Wijaya	Komisaris Commissioner	12	12	100%
Roni Dwi Susanto	Komisaris Commissioner	5	5	100%
Ahmad M. Ramli	Komisaris Commissioner	12	12	100%
Oscar Primadi	Komisaris Commissioner	12	12	100%
Saud Usman	Plt. Komisaris Utama Acting President Commissioner	2	2	100%
Elen Setiadi	Komisaris Commissioner	7	7	100%

TANGGAL, AGENDA RAPAT, KEPUTUSAN, TEMPAT DAN NAMA PESERTA RAPAT

DATES, MINUTES OF MEETING, DECISIONS, LOCATIONS, AND NAMES OF MEETING PARTICIPANTS

Rapat Internal Dewan Komisaris

Internal Board of Commissioners Meeting 2021

Waktu Pelaksanaan, Agenda Rapat, dan Peserta Rapat Internal Dewan Komisaris 2021

Date of Implementation, Agenda, and Participants of the Board of Commissioners' 2021 Internal Meeting

No.	Waktu Pelaksanaan Time	Agenda Agenda	Peserta Participants
1.	Jumat, 30 April 2021 Friday, April 30, 2021	Koordinasi Pemilihan Anggota Komite Resiko, Pengembangan dan GCG Coordinated election of Risk, Development, and GCG Committee members	1. Saud Usman Nasution: Plt Komisaris Utama (Video Conference/Vidcon) 2. Made Arya Wijaya: Anggota Dewan Komisaris (Vidcon) 3. Elen Setiadi: Anggota Dewan Komisaris (Vidcon) 4. Oscar Primadi: Anggota Dewan Komisaris (Vidcon) 5. Ahmad M. Ramli: Anggota Dewan Komisaris (Vidcon) 1. Saud Usman Nasution: Acting President Commissioner (Video Conference/Vidcon) 2. Made Arya Wijaya: Board of Commissioner Member (Vidcon) 3. Elen Setiadi: Board of Commissioner Member (Vidcon) 4. Oscar Primadi: Board of Commissioner Member (Vidcon) 5. Ahmad M. Ramli: Board of Commissioner Member (Vidcon)
2.	Sabtu, 01 Mei 2021 Saturday, May 01, 2021	Koordinasi Pemilihan Anggota Komite Nominasi dan Remunerasi Coordinated the election of Nomination and Remuneration Committee	1. Saud Usman Nasution: Plt Komisaris Utama (Video Conference/Vidcon) 2. Made Arya Wijaya: Anggota Dewan Komisaris (Vidcon) 3. Elen Setiadi: Anggota Dewan Komisaris (Vidcon) 4. Oscar Primadi: Anggota Dewan Komisaris (Vidcon) 5. Ahmad M. Ramli: Anggota Dewan Komisaris (Vidcon) 1. Saud Usman Nasution: Acting President Commissioner (Video Conference/Vidcon) 2. Made Arya Wijaya: Board of Commissioner Member (Vidcon) 3. Elen Setiadi: Board of Commissioner Member (Vidcon) 4. Oscar Primadi: Board of Commissioner Member (Vidcon) 5. Ahmad M. Ramli: Board of Commissioner Member (Vidcon)



No.	Waktu Pelaksanaan Time	Agenda Agenda	Peserta Participants
3.	Kamis, 27 Mei 2021 Thursday, May 27, 2021	- Pembahasan Struktur Organ Dewan Komisaris PT Bio Farma (Persero); (Persero); - Pembahasan <i>Directive</i> Wakil Menteri BUMN I dan Pandangan dari Komisaris Utama PT Bio Farma - Lain-lain dari Dewan Komisaris PT Bio Farma (Persero) - Discussion on the Organ Structure of the Board of Commissioners of PT Bio Farma (Persero); (Persero); - Discussion of the Directive of the Deputy Minister of BUMN I and the Views of the President Commissioner of PT Bio Farma - Others from the Board of Commissioners of PT Bio Farma (Persero)	- Tanri Abeng: Komisaris Utama/Komisaris Independen - Elen Setiadi: Anggota Dewan Komisaris - Ahmad M. Ramli: Anggota Dewan Komisaris - Nizar Yamanie: Anggota Dewan Komisaris - Made Arya Wijaya: Anggota Dewan Komisaris (Vidcon) - Oscar Primadi: Anggota Dewan Komisaris (Vidcon) - Tanri Abeng: President Commissioner/ Independent Commissioner - Elen Setiadi: Board of Commissioner Member - Ahmad M. Ramli: Board of Commissioner Member - Nizar Yamanie: Board of Commissioner Member - Made Arya Wijaya: Board of Commissioner Member (Vidcon) - Oscar Primadi: Board of Commissioner Member (Vidcon)
4.	Jumat, 04 Juni 2021 Friday, June 04, 2021	- Koordinasi internal Komite Audit PT Bio Farma (Persero); - Kesimpulan dan Beberapa Pandangan dari Komisaris Utama PT Bio Farma (Persero). - Internal coordination of the Audit Committee of PT Bio Farma (Persero); - Conclusions and Some Views from the President Commissioner of PT Bio Farma (Persero).	- Tanri Abeng: Komisaris Utama/Komisaris Independen - Made Arya Wijaya: Anggota Dewan Komisaris (Vidcon) - Elen Setiadi: Anggota Dewan Komisaris (Vidcon) - Ahmad M. Ramli: Anggota Dewan Komisaris (Vidcon) - Tanri Abeng: President Commissioner/ Independent Commissioner - Made Arya Wijaya: Board of Commissioner Member (Vidcon) - Elen Setiadi: Board of Commissioner Member (Vidcon) - Ahmad M. Ramli: Board of Commissioner Member (Vidcon)
5.	Rabu, 16 Juni 2021 Wednesday, June 16, 2021	Penetapan anggota Komite Audit dan Komite Risiko Appointment of members of the Audit Committee and Risk Committee	- Tanri Abeng: Komisaris Utama - Made Arya Wijaya: Anggota Dewan Komisaris - Elen Setiadi: Anggota Dewan Komisaris - Oscar Primadi: Anggota Dewan Komisaris - Ahmad M. Ramli: Anggota Dewan Komisaris - Nizar Yamanie: Anggota Dewan Komisaris - Tanri Abeng: President Commissioner - Made Arya Wijaya: Board of Commissioner Member - Elen Setiadi: Board of Commissioner Member - Oscar Primadi: Board of Commissioner Member - Ahmad M. Ramli: Board of Commissioner Member - Nizar Yamanie: Board of Commissioner Member
6.	Senin, 25 Juni 2021 Monday, June 25, 2021	- Pembahasan Laporan Manajemen s.d. Bulan Mei 2021 - Penutup dan beberapa pandangan dari Komisaris Utama PT Bio Farma (Persero) - Discussion of Management Reports until May 2021 - Closing and some views from the President Commissioner of PT Bio Farma (Persero)	- Tanri Abeng: Komisaris Utama/Komisaris Independen - Elen Setiadi: Anggota Dewan Komisaris - Ahmad M. Ramli: Anggota Dewan Komisaris - Nizar Yamanie: Anggota Dewan Komisaris - Made Arya Wijaya: Anggota Dewan Komisaris - Oscar Primadi: Anggota Dewan Komisaris - Tanri Abeng: President Commissioner/ Independent Commissioner - Made Arya Wijaya: Board of Commissioner Member - Elen Setiadi: Board of Commissioner Member - Oscar Primadi: Board of Commissioner Member - Ahmad M. Ramli: Board of Commissioner Member - Nizar Yamanie: Board of Commissioner Member



No.	Waktu Pelaksanaan Time	Agenda Agenda	Peserta Participants
7.	Rabu, 28 Juli 2021 Wednesday, July 28, 2021	- Pembahasan Laporan Manajemen Perusahaan s.d bulan Juni 2021; - Penyampaian pandangan dan kesimpulan Komisaris Utama. - Discussion of the Company's Management Report until June 2021; - Presentation of the views and conclusions of the President Commissioner.	- Tanri Abeng: Komisaris Utama/Komisaris Independen - Elen Setiadi: Anggota Dewan Komisaris - Ahmad M. Ramli: Anggota Dewan Komisaris - Nizar Yamanie: Anggota Dewan Komisaris - Made Arya Wijaya: Anggota Dewan Komisaris - Oscar Primadi: Anggota Dewan Komisaris - Tanri Abeng: President Commissioner/ Independent Commissioner - Made Arya Wijaya: Board of Commissioner Member - Elen Setiadi: Board of Commissioner Member - Oscar Primadi: Board of Commissioner Member - Ahmad M. Ramli: Board of Commissioner Member - Nizar Yamanie: Board of Commissioner Member
8.	Selasa, 31 Agustus 2021 Tuesday, August 31, 2021	- Pembahasan Laporan Manajemen Perusahaan s.d bulan Juli 2021; - Penyampaian pandangan dan kesimpulan Komisaris Utama. - Discussion of the Company's Management Report until July 2021; - Presentation of the views and conclusions of the President Commissioner.	- Tanri Abeng: Komisaris Utama/Komisaris Independen - Elen Setiadi: Anggota Dewan Komisaris - Ahmad M. Ramli: Anggota Dewan Komisaris - Nizar Yamanie: Anggota Dewan Komisaris - Oscar Primadi: Anggota Dewan Komisaris - Tanri Abeng: President Commissioner/ Independent Commissioner - Elen Setiadi: Board of Commissioner Member - Ahmad M. Ramli: Board of Commissioner Member - Nizar Yamanie: Board of Commissioner Member - Oscar Primadi: Board of Commissioner Member
9.	Selasa, 14 September 2021 Tuesday, September 14, 2021	- Pembahasan Bio Farma Holding; - Penyampaian pandangan dan kesimpulan Komisaris Utama - Discussion of Bio Farma Holding; - Presentation of the views and conclusions of the President Commissioner	- Tanri Abeng: Komisaris Utama/Komisaris Independen - Elen Setiadi: Anggota Dewan Komisaris (Vidcon) - Ahmad M. Ramli: Anggota Dewan Komisaris (Vidcon) - Nizar Yamanie: Anggota Dewan Komisaris - Made Arya Wijaya: Anggota Dewan Komisaris (Vidcon) - Oscar Primadi: Anggota Dewan Komisaris (Vidcon) - Tanri Abeng: President Commissioner/Independent Commissioner - Elen Setiadi: Board of Commissioner Member (Vidcon) - Ahmad M. Ramli: Board of Commissioner Member (Vidcon) - Nizar Yamanie: Board of Commissioner Member (Vidcon) - Made Arya Wijaya: Board of Commissioner Member (Vidcon) - Oscar Primadi: Board of Commissioner Member
10.	Selasa, 26 Oktober 2021 Tuesday, October 26, 2021	- Pembahasan usulan kandidat direksi PT Kimia Farma Diagnostika Cicit Perusahaan PT Bio Farma (Persero). - Pembahasan surat Direksi tentang usulan perubahan struktur organisasi - Discussion of the proposed candidates for directors of PT Kimia Farma Diagnostics of the great-grandchildren of PT Bio Farma (Persero) - Discussion of the Board of Directors' letter regarding the proposed organizational structure change	- Tanri Abeng: Komisaris Utama/Komisaris Independen - Roni Dwi Susanto: Anggota Dewan Komisaris - Ahmad M. Ramli: Anggota Dewan Komisaris (Vidcon) - Nizar Yamanie: Anggota Dewan Komisaris (Vidcon) - Made Arya Wijaya: Anggota Dewan Komisaris (Vidcon) - Oscar Primadi: Anggota Dewan Komisaris - Tanri Abeng: President Commissioner/Independent Commissioner - Roni Dwi Susanto: Board of Commissioner Member - Ahmad M. Ramli: Board of Commissioner Member (Vidcon) - Nizar Yamanie: Board of Commissioner Member (Vidcon) - Made Arya Wijaya: Board of Commissioner Member (Vidcon) - Oscar Primadi: Board of Commissioner Member



No.	Waktu Pelaksanaan Time	Agenda Agenda	Peserta Participants
11	Kamis, 25 November 2021 Thursday, November 25, 2021	- Pembahasan Struktur Organisasi; dan - Pembahasan Rencana Kerja dan Anggaran Tahun 2022 Dewan Komisaris PT Bio Farma (Persero) - Discussion of Organizational Structure; and - Discussion of the 2022 Work Plan and Budget Board of Commissioners PT Bio Farma (Persero)	- Tanri Abeng: Komisaris Utama/Komisaris Independen - Roni Dwi Susanto: Anggota Dewan Komisaris - Ahmad M. Ramli: Anggota Dewan Komisaris - Nizar Yamanie: Anggota Dewan Komisaris - Made Arya Wijaya: Anggota Dewan Komisaris - Oscar Primadi: Anggota Dewan Komisaris - Tanri Abeng: President Commissioner/Independent Commissioner - Roni Dwi Susanto: Board of Commissioner Member - Ahmad M. Ramli: Board of Commissioner Member - Nizar Yamanie: Board of Commissioner Member - Made Arya Wijaya: Board of Commissioner Member - Oscar Primadi: Board of Commissioner Member
12	Senin, 20 Desember 2021 Monday, December 20, 2021	Pembahasan Struktur Organisasi Holding PT Bio Farma (Persero) Discussion on the Organizational Structure of PT Bio Farma Holding (Persero)	- Tanri Abeng: Komisaris Utama/Komisaris Independen - Roni Dwi Susanto: Anggota Dewan Komisaris - Ahmad M. Ramli: Anggota Dewan Komisaris (Vidcon) - Nizar Yamanie: Anggota Dewan Komisaris (Vidcon) - Made Arya Wijaya: Anggota Dewan Komisaris (Vidcon) - Oscar Primadi: Anggota Dewan Komisaris - Tanri Abeng: President Commissioner/Independent Commissioner - Roni Dwi Susanto: Board of Commissioner Member - Ahmad M. Ramli: Board of Commissioner Member - Nizar Yamanie: Board of Commissioner Member - Made Arya Wijaya: Board of Commissioner Member - Oscar Primadi: Board of Commissioner Member

KOMISARIS INDEPENDEN

Dalam rangka memberdayakan fungsi pengawasan Dewan Komisaris, keberadaan Komisaris Independen adalah sangat diperlukan. Secara langsung keberadaan Komisaris Independen menjadi penting, karena di dalam praktek sering ditemukan transaksi yang mengandung benturan kepentingan yang mengabaikan kepentingan pemegang saham publik (pemegang saham minoritas) serta stakeholder lainnya, terutama pada perusahaan di Indonesia yang menggunakan dana masyarakat di dalam pembiayaan usahanya.

Komisaris Independen adalah anggota Dewan Komisaris/Dewan Pengawas yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris/Dewan Pengawas lainnya, anggota Direksi dan/atau pemegang saham pengendali atau hubungan dengan Bio Farma, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

Disadari bahwa menurut UUPT semua komisaris pada hakekatnya harus bersikap independen dan diharapkan mampu melaksanakan tugasnya secara independen, semata-mata untuk kepentingan perusahaan, terlepas dari pengaruh berbagai pihak yang memiliki kepentingan yang dapat berbenturan dengan kepentingan pihak lain. Dengan demikian tanpa harus mempertentangkan, pengertian Komisaris Independen di dalam UUPT sama dengan anggota Dewan Komisaris.

INDEPENDENT COMMISSIONER

The establishment of an Independent Commissioner is critical in order to empower the Board of Commissioners' supervisory duty. The existence of an Independent Commissioner is critical, as it is frequently discovered in practise that transactions involving conflicts of interest disregard the interests of public shareholders (minority shareholders) and other stakeholders, particularly in Indonesian companies that rely on public financing to finance their operations.

Independent Commissioners are members of the Board of Commissioners/Supervisory Board who have no financial, management, share ownership, or family ties to other members of the Board of Commissioners/Supervisory Board, members of the Board of Directors, or controlling shareholder, or any other relationship with Bio Farma that could impair their ability to act independently.

It is recognised that all commissioners are fundamentally autonomous and are required to carry out their tasks independently, only for the benefit of the business, regardless of the influence of other parties whose interests may clash with those of the firm. Thus, without being contradictory, the Company Law defines an Independent Commissioner as having the same status as a member of the Board of Commissioners.



KRITERIA PENENTUAN KOMISARIS INDEPENDEN

Sesuai dengan Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 Tanggal 1 Agustus 2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah terakhir melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 Tanggal 6 Juli 2012 Tentang Perubahan Atas Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN, Komisaris Independen Bio Farma telah memenuhi kriteria yang ditetapkan, yaitu:

1. Tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan BUMN yang bersangkutan, yang dapat mempengaruhi kemampuannya untuk bertindak independen.
2. Tidak menjabat sebagai Direksi di perusahaan yang terafiliasi dengan Perusahaan.
3. Tidak bekerja pada pemerintah termasuk departemen, lembaga dan kemiliteran dalam kurun waktu 3 (tiga) tahun terakhir.
4. Tidak bekerja pada pemerintah termasuk departemen, lembaga dan kemiliteran dalam kurun waktu 3 (tiga) tahun terakhir.
5. Tidak mempunyai keterkaitan finansial, baik langsung maupun tidak langsung, dengan Perusahaan atau perusahaan yang menyediakan jasa dan produk kepada Perusahaan dan afiliasinya.
6. Bebas dari kepentingan dan aktivitas bisnis atau hubungan lain yang dapat menghalangi atau mengganggu kemampuan Dewan Komisaris untuk bertindak atau berpikir secara bebas di lingkup Perusahaan.

KOMPOSISI DEWAN KOMISARIS INDEPENDEN

Anggota Dewan Komisaris Bio Farma telah memenuhi jumlah, komposisi, kriteria dan independensi sesuai dengan Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 Tanggal 1 Agustus 2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah terakhir melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 Tanggal 6 Juli 2012 Tentang Perubahan Atas Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) Pada BUMN yaitu paling sedikit 20% (dua puluh persen) dari anggota Dewan Komisaris harus merupakan Komisaris Independen. Jumlah anggota Dewan Komisaris Bio Farma saat ini adalah 6 (enam) orang, 2 (dua) orang diantaranya atau sama dengan 33% anggota Dewan Komisaris adalah Komisaris Independen. Dengan demikian, komposisi tersebut juga telah sesuai dengan peraturan yang ditetapkan oleh Kementerian BUMN mengenai Komisaris Independen.

INDEPENDENT COMMISSIONER SELECTION CRITERIA

In accordance with the Minister of State-Owned Enterprises' Regulation No. PER-01/MBU/2011 dated August 1, 2011 on the Implementation of Good Corporate Governance in SOEs, as amended by the Minister of State-Owned Enterprises' Regulation No. PER-09/MBU/2012 dated July 6, 2012 on the Implementation of Good Corporate Governance in SOEs, Concerning the Amendments to the Minister of SOEs' Regulation No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance in SOEs, the Independent Commissioner of Bio Farma has satisfied the set conditions, namely:

1. S/he does not have any financial, management, share ownership, or familial ties to other members of the Board of Commissioners, members of the Board of Directors, or Controlling Shareholder, or to the relevant BUMN, which might impair her/his capacity to act independently.
2. S/he is not a director of a company with which the Company is linked.
3. S/he has not worked for the government in the previous 3 (three) years, including any government departments, institutions, or the military.
4. S/he has no financial ties to the Company or to other firms that offer services and products to the Company and its affiliates, either directly or indirectly.
5. S/he is devoid of commercial interests, activities, or other affiliations that might obstruct or impair the Board of Commissioners' capacity to act or think freely inside the Company.
6. Free of interest and business activities or other relationships that prevent or disrupt the board of Commissioners capabilities to act and think freely in the company.

COMPOSITION OF THE INDEPENDENT BOARD OF COMMISSIONERS

Members of Bio Farma's Board of Commissioners have been appointed in accordance with the Minister of State-Owned Enterprises Regulation Number: PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in SOEs, as amended by the Minister of SOE Regulation Number: PER-09/MBU/2012 dated July 6, 2012 concerning Amendments to the Minister of SOE Regulation Number: PER-01/MBU/2011 dated August 1, 2011. The Board of Commissioners of Bio Farma now consists of 6 (six) members, wherein 2 (two) of them are Independent Commissioners, accounting for 33% of the Board's members. As a result, the composition complies with the Ministry of SOEs' requirements governing Independent Commissioners.

**Susunan Dewan Komisaris Independen**

Composition of the Independent Board of Commissioners

Nama Name	Jabatan Position	Domisili Domicile	Masa Jabatan Term of Office	Dasar Pengangkatan Basis of Appointment
Tanri Abeng	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	Jakarta	27 Mei 2021 – sekarang May 27, 2021 – present	KEP-14/DK/BF/05/2021
Nizar Yamanie	Komisaris Independen Independent Commissioner	Jakarta	27 Mei 2021 – sekarang May 27, 2021 – present	KEP-13/DK/BF/05/2021

TANGGUNGJAWAB DEWAN KOMISARIS INDEPENDEN

Komisaris Independen memiliki tanggung jawab pokok untuk mendorong diterapkannya prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) di dalam Perusahaan melalui pemberdayaan Dewan Komisaris agar dapat melakukan tugas pengawasan dan pemberian nasihat kepada Direksi secara efektif dan lebih memberikan nilai tambah bagi Perusahaan.

Dalam upaya untuk melaksanakan tanggung jawabnya dengan baik, maka Komisaris Independen harus secara proaktif mengupayakan agar Dewan Komisaris melakukan pengawasan dan memberikan nasehat kepada Direksi yang terkait, namun tidak terbatas pada hal-hal sebagai berikut:

1. Memastikan bahwa perusahaan memiliki strategi bisnis yang efektif, termasuk di dalamnya memantau jadwal, anggaran dan efektivitas strategi tersebut.
2. Memastikan bahwa perusahaan mengangkat eksekutif dan manajer-manajer profesional.
3. Memastikan bahwa perusahaan memiliki informasi, sistem pengendalian, dan sistem audit yang bekerja dengan baik.
4. Memastikan bahwa perusahaan mematuhi hukum dan perundangan yang berlaku maupun nilai-nilai yang ditetapkan perusahaan dalam menjalankan operasinya.
5. Memastikan resiko dan potensi krisis selalu diidentifikasi dan dikelola dengan baik.
6. Memastikan prinsip-prinsip dan praktek *Good Corporate Governance* dipatuhi dan diterapkan dengan baik.

TUGAS DEWAN KOMISARIS INDEPENDEN

1. Menjamin transparansi dan keterbukaan laporan keuangan perusahaan.
2. Perlakuan yang adil terhadap pemegang saham minoritas dan *stakeholder* yang lain.
3. Diungkapkannya transaksi yang mengandung benturan kepentingan secara wajar dan adil.
4. Kepatuhan perusahaan pada perundangan dan peraturan yang berlaku.
5. Menjamin akuntabilitas organ perseroan.

RESPONSIBILITIES OF THE INDEPENDENT BOARD OF COMMISSIONERS

The Independent Commissioner's primary job is to promote the Company's application of Good Corporate Governance principles by empowering the Board of Commissioners to successfully perform out supervisory duties, give advice to the Board of Directors, and provide value to the Company.

To carry out their obligations effectively, the Independent Commissioner must seek out the Board of Commissioners to oversee and advise the necessary Directors on a variety of subjects, including but not limited to the following:

1. Ensure that the business has a successful business plan, which includes evaluating the strategy's timeline, budget, and effectiveness.
2. Ensure that executives and professional managers are appointed to the organisation.
3. Ensure that the company's information, control, and audit systems are all functioning properly.
4. Ensure that the organisation conforms with all applicable rules and regulations, as well as the ideals it espouses in conducting business.
5. Ensure that risks and possible crises are detected and managed effectively at all times.
6. Ensure that Good Corporate Governance concepts and practises are adhered to and executed appropriately.

DUTIES OF THE INDEPENDENT BOARD OF COMMISSIONERS

1. Ensuring the financial accounts of the firm are transparent and accessible.
2. Treating minority shareholders and other stakeholders fairly.
3. Transparency in the disclosure of transactions with potential conflicts of interest.
4. Adherence to applicable rules and regulations by the business.
5. Ensuring that the company's organs are accountable.



WEWENANG DEWAN KOMISARIS INDEPENDEN

1. Komisaris independen mengetuai Komite Audit dan/atau Komite Risiko, Pengembangan dan GCG.
2. Komisaris independen berdasarkan pertimbangan yang rasional dan kehati-hatian berhak menyampaikan pendapat yang berbeda dengan anggota Dewan Komisaris lainnya yang wajib dicatat dalam Berita Acara Rapat Dewan Komisaris dan pendapat yang berbeda yang bersifat material, wajib dimasukkan dalam laporan tahunan.

HUBUNGAN AFILIASI DEWAN KOMISARIS

Kriteria hubungan afiliasi antara anggota Dewan Komisaris, Direksi dan Pemegang Saham Pengendali meliputi:

1. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya;
2. Hubungan afiliasi antara anggota Dewan Komisaris dan Direksi
3. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau pengendali.

AUTHORITY OF THE SELECT COMMISSION OF COMMISSIONERS

1. The Audit Committee and/or the Risk, Development, and GCG Committee are chaired by an Independent Commissioner.
2. Independent Commissioners have the right, based on logical and prudent reasons, to voice opinions that differ from those of other board members, which must be documented in the Board of Commissioners' Meeting Minutes, and materially contrasting viewpoints must be published in the annual report.

AFFILIATE RELATIONS OF THE BOARD OF COMMISSIONERS

The following requirements apply to members of the Board of Commissioners, the Board of Directors, and the Controlling Shareholders:

1. Relationships between Board of Commissioners members and other Board of Commissioners members;
2. Affiliation between members of the Board of Commissioners and members of the Board of Directors;
3. Relationships between Board of Commissioners members and Major and/or Controlling Shareholders.

Hubungan Afiliasi antar Dewan Komisaris, Direksi dan Pemegang saham
Affiliation of the Board of Commissioners, Board of Directors, and Shareholders

Nama Komisaris Member of Board of Commissioners	Jabatan Position	Masa Jabatan Term of Office	Hubungan Keluarga Dengan Family Relationship with						Hubungan Keluarga dengan Financial Relationship with					
			Dewan Komisaris lainnya Other Board of Commissioners		Direksi Board of Directors		Pemegang Saham Shareholders		Dewan Komisaris lainnya Other Board of Commissioners		Direksi Board of Directors		Pemegang Saham Shareholders	
			Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Tantri Abeng	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	27 Mei 2021 – sekarang May 27, 2021 – present	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Farid Wajdi Husain*)	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	20 April 2018 – 23 Maret 2021 April 20, 2018 – March 23, 2021	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Saud Usman **)	Komisaris Independen Independent Commissioner	20 April 2018 – 7 Mei 2021 April 20, 2018 – May 7, 2021	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Nizar Yamanie	Komisaris Independen Independent Commissioner	27 Mei 2021 – sekarang May 27, 2021 – present	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Made Arya Wijaya	Komisaris Commissioner	20 April 2018 – sekarang April 20, 2018 – present	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Ahmad M. Ramli	Komisaris Commissioner	3 Agustus 2020 – sekarang August 3, 2020 – present	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Oscar Primadi	Komisaris Commissioner	16 Juli 2019 – sekarang July 16, 2019 – present	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Ellen Setiadi	Komisaris Commissioner	8 Januari 2019 – sekarang January 8, 2019 – present	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓
Roni Dwi Susanto	Komisaris Commissioner	12 Oktober 2021 – sekarang October 12, 2021 – present	-	✓	-	✓	-	✓	-	✓	-	✓	-	✓

Catatan :

*Meninggal dunia pada tanggal 23 Maret 2021

** Sebagai Pejabat yang Melaksanakan Tugas (Pynt) Komisaris Utama dengan masa jabatan 7 April 2021 – 7 Mei 2021 berdasarkan Surat Keputusan Dewan Komisaris No. S-08/DK/BF/04/2021

Notes:

*Passed away on March 23rd 2021

**As Acting President Commissioner with a term of office 7 April 2021 – 7 May 2021 based on the Decree of the Board of Commissioners No. S-08/DK/BF/04/2021

**Kepemilikan Saham Anggota Dewan Komisaris**

Share Ownership of Members of the Board of Commissioners

Nama Komisaris Member of Board of Commissioners	Jabatan Position	Masa Jabatan Term of Office	Kepemilikan Saham (Lembar) Share Ownership (Sheet)					
			PT Bio Farma (Persero)		BUMN Lain Other SOEs		Perusahaan Lain Other Companies	
			Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Tanri Abeng	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	27 Mei 2021 – sekarang May 27, 2021 – present	-	✓	-	✓	-	✓
Farid Wadjudi Husain*)	Komisaris Utama/ Komisaris Independen President Commissioner/ Independent Commissioner	20 April 2018 – 23 Maret 2021 April 20, 2018 – March 23, 2021	-	✓	-	✓	-	✓
Saud Usman**)	Komisaris Independen Independent Commissioner	20 April 2018 – 7 Mei 2021 20 April 2018 – 7 May 2021	-	✓	-	✓	-	✓
Nizar Yamanie	Komisaris Independen Independent Commissioner	27 Mei 2021 – sekarang May 27, 2021 – present	-	✓	-	✓	-	✓
Made Arya Wijaya	Komisaris Commissioner	20 April 2018 – sekarang April 20, 2018 – present	-	✓	-	✓	-	✓
Oscar Primadi	Komisaris Commissioner	16 Juli 2019 – sekarang July 16, 2019 – present	-	✓	-	✓	-	✓
Ahmad M. Ramli	Komisaris Commissioner	3 Agustus 2020 – sekarang August 3, 2020 – present	-	✓	-	✓	-	✓
Ellen Setiadi	Komisaris Commissioner	8 Januari 2019 – sekarang January 8, 2019 – present	-	✓	-	✓	-	✓
Roni Dwi Susanto	Komisaris Commissioner	12 Oktober 2021 – sekarang October 12, 2021 – present	-	✓	-	✓	-	✓

REMUNERASI DEWAN KOMISARIS**KEBIJAKAN REMUNERASI DEWAN KOMISARIS**

Remunerasi Dewan Komisaris tahun 2021 merupakan kewenangan Pemegang Saham dan ditetapkan dalam RUPS Tahun Buku 2020 dengan basis formula yang telah disetujui oleh Pemegang Saham. Besaran remunerasi Dewan Komisaris yang diusulkan oleh Dewan Komisaris kepada Pemegang Saham berdasarkan hasil kajian Komite Audit dengan memperhatikan realisasi pencapaian KPI Tahun Buku 2020.

DASAR PENETAPAN REMUNERASI

Remunerasi bagi Dewan Komisaris mengacu kepada:

1. Peraturan Menteri BUMN Nomor: PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, Dan Dewan Pengawas Badan Usaha Milik Negara.
2. Peraturan Menteri BUMN Nomor: PER-06/MBU/04/2021 Tentang Perubahan Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-12/MBU/2012 Tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.
3. Peraturan Menteri BUMN Nomor: PER13/MBU/09/2021 tanggal 24 September 2021 tentang Perubahan Keenam atas Peraturan Menteri BUMN Nomor PER-04/MBU/2014 tentang Pedoman Penetapan

REMUNERATION OF THE BOARD OF COMMISSIONERS**REMUNERATION POLICY OF THE BOARD OF COMMISSIONERS**

The Board of Commissioners' remuneration in 2021 was set by the Shareholders and was calculated at the 2020 Fiscal Year GMS using a methodology established by the Shareholders. The Board of Commissioners proposed to Shareholders a remuneration package for the Board of Commissioners based on the findings of the Audit Committee's evaluation, taking into consideration the attainment of KPI targets for Fiscal Year 2020.

METHOD BY WHICH THE REMUNERATION IS DETERMINED

Determination of the remuneration for the Board of Commissioners respects the following:

1. Regulation of the Minister of SOEs Number: PER-04/MBU/2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Boards of State-Owned Enterprises.
2. Regulation of the Minister of State-Owned Enterprises Number: PER-06/MBU/04/2021 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-12/MBU/2012 concerning Supporting Organs of the Board of Commissioners/Supervisory Board of State-Owned Enterprises.
3. Minister of SOE Regulation Number: PER13/MBU/09/2021 dated 24 September 2021 concerning the Sixth Amendment to the Regulation of the Minister of State-Owned Enterprises Number PER-04/MBU/2014 concerning



Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN.

4. Surat Keputusan Menteri BUMN Nomor: SK-324/MBU/10/2021 tanggal 1 Oktober 2021 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2021.
5. Surat Keputusan Menteri BUMN Nomor: SR-21/Wk1.MBU.E/10/2021 tentang Penetapan Penghasilan Direksi dan Dewan Komisaris PT Bio Farma (Persero) Tahun 2021.

PROSEDUR PENGUSULAN SAMPAI DENGAN PENETAPAN REMUNERASI DEWAN KOMISARIS

Perseroan mengusulkan sampai dengan menetapkan remunerasi bagi Dewan Komisaris mengacu pada ketentuan Peraturan Menteri Badan Usaha Milik Negara. Sesuai Peraturan Menteri tersebut, besaran penghasilan Dewan Komisaris ditetapkan oleh Rapat Umum Pemegang Saham (RUPS):

1. Pendelegasian RUPS kepada Dewan Komisaris terkait besaran gaji/honorarium.
2. Dewan Komisaris menugaskan Komite Risiko, Pengembangan dan GCG untuk melakukan kajian remunerasi bagi anggota Direksi dan Dewan Komisaris.
3. Komite Risiko, Pengembangan dan GCG melakukan koordinasi dengan Divisi SDM dan unit kerja terkait dalam rangka menyusun usulan Remunerasi Direksi dan Dewan Komisaris.
 - a. Komite Risiko, Pengembangan dan GCG menyusun rekomendasi Remunerasi Direksi dan Dewan Komisaris serta kemudian disampaikan kepada Dewan Komisaris.
 - b. Dewan Komisaris membahas usulan Komite Risiko, Pengembangan dan GCG tentang usulan Remunerasi Direksi dan Dewan Komisaris.
 - c. Dewan Komisaris menyampaikan usulan Remunerasi Direksi dan Dewan Komisaris dalam RUPS dan RUPS memberikan kewenangan dan kuasa kepada Dewan Komisaris untuk menetapkan Remunerasi Direksi dan Dewan Komisaris Bio Farma. RUPS menetapkan penghasilan Direksi dan Dewan Komisaris berdasarkan Surat Kementerian BUMN Nomor : SR-21/Wk1.MBU.E/10/2021 tanggal 4 Oktober 2021 Hal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Bio Farma (Persero) Tahun 2021.
 - d. Dewan Komisaris menetapkan Remunerasi Direksi dan Dewan Komisaris.

Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises.

4. Decree of the Minister of SOE Number: SK-324/MBU/10/2021 dated October 1, 2021 regarding the Determination of Income for Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises in 2021.
5. Decree of the Minister of SOE Number: SR-21/Wk1.MBU.E/10/2021 concerning the Determination of Income for the Directors and Board of Commissioners of PT Bio Farma (Persero) in 2021.

PROCEDURES PROPOSED FOR DETERMINING REMUNERATION FOR THE BOARD OF COMMISSIONERS

The Company seeks to calculate the compensation of the Board of Commissioners in accordance with the terms of the Minister of State-Owned Enterprises' Regulation. The amount of money earned by the Board of Commissioners is established by the General Meeting of Shareholders in line with the Ministerial Regulation (GMS) as stipulated below:

1. Delegation of the GMS's salary/honorarium to the Board of Commissioners.
2. The Board of Commissioners charges the Risk, Development, and GCG Committee with the responsibility of reviewing the compensation of members of the Board of Directors and the Board of Commissioners.
3. The Risk, Development, and GCG Committee collaborates with the Human Resources Division and allied work groups to provide suggestions for the Board of Directors and the Board of Commissioners' remuneration.
 - a. The Risk, Development, and GCG Committee makes and provides recommendations to the Board of Commissioners on the compensation of the Board of Directors and the Board of Commissioners.
 - b. The Board of Commissioners examines the Risk, Development, and GCG Committee's recommendation for the Board of Directors and the Board of Commissioners' recommended remuneration.
 - c. The Board of Commissioners submits the recommendation for the remuneration of the Board of Directors and the Board of Commissioners in the GMS and the GMS grants authority and power to the Board of Commissioners to determine the remuneration of the Board of Directors and Board of Commissioners of Bio Farma. The GMS determines the income of the Board of Directors and the Board of Commissioners based on the Letter of the Ministry of SOE Number: SR-21/Wk1.MBU.E/10/2021 dated October 4, 2021. Regarding the Determination of Income for the Directors and Board of Commissioners of PT Bio Farma (Persero) in 2021.
 - d. The Board of Commissioners decides the Board of Directors' and the Board of Commissioners' compensation.



Gaji/honorarium berikut fasilitas dan tunjangan lainnya untuk Dewan Komisaris Tahun Buku 2021 termasuk di dalamnya tantiem atas kinerja Perusahaan tahun buku 2020, berdasarkan Akta Notaris Nanda Fauz Iwan No. 5 Tanggal 27-04-2021 tentang Berita Acara Rapat Umum Pemegang Saham Tahunan Perusahaan Perseroan PT Bio Farma (Persero) tentang Pengesahan Laporan Manajemen Perusahaan Tahunan dan Laporan Kegiatan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020 memutuskan bahwa penetapan gaji/honorarium berikut fasilitas dan tunjangan lainnya untuk Dewan Komisaris akan ditetapkan tersendiri, yaitu berdasarkan Surat Kementerian BUMN Nomor: SR-21/Wk1.MBU.E/10/2021 tanggal 4 Oktober 2021 Perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Bio Farma (Persero) Tahun 2021.

Indikator untuk Penetapan Remunerasi Dewan Komisaris

Penetapan Penghasilan berupa gaji/honorarium, tunjangan dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor pendapatan, aktiva, kondisi dan kemampuan keuangan perusahaan, tingkat inflasi, dan faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan. Penetapan penghasilan berupa tunjangan dan tantiem yang bersifat *variable*, dilakukan dengan mempertimbangkan faktor pencapaian target, tingkat kesehatan dan kemampuan keuangan serta faktor lain yang relevan. Pemberian remunerasi kepada Dewan Komisaris dilaksanakan dengan memperhatikan realisasi pencapaian *Key Performance Indicator* (KPI) Dewan Komisaris atas pencapaian kinerja Perusahaan tahun 2020.

STRUKTUR REMUNERASI DEWAN KOMISARIS

Remunerasi yang diberikan kepada Dewan Komisaris Bio Farma sesuai ketentuan remunerasi Dewan Komisaris meliputi gaji/honorarium, tunjangan, fasilitas dan tantiem/insentif kinerja. Remunerasi yang diberikan kepada Dewan Komisaris sesuai dengan Peraturan Menteri BUMN.

REMUNERASI YANG DIBERIKAN KEPADA DEWAN KOMISARIS SESUAI DENGAN KETENTUAN RUPS SEBAGAI BERIKUT:

1. Gaji/Honorarium.
 - a. Honorarium Komisaris Utama ditetapkan sebesar 45% dari Gaji Direktur Utama, dan honorarium anggota Dewan Komisaris ditetapkan sebesar 90% dari honorarium Komisaris Utama.
 - b. Gaji/honorarium serta tunjangan dan/atau fasilitas bagi Direksi untuk tahun 2021 berlaku efektif sejak tanggal 1 Januari 2021
2. Tunjangan.
 - a. Tunjangan Hari Raya Keagamaan sebesar 1 (satu) kali Honorarium.
 - b. Tunjangan transportasi sebesar 20% dari honorarium per bulan.

Salary/honorarium, as well as other benefits and allowances for the Board of Commissioners for the fiscal year 2021, including bonuses for the Company's performance in fiscal year 2020, pursuant to the Notarial Deed of Nanda Fauz Iwan No. 5 dated 27-04-2021 regarding the Minutes of the Annual General Meeting of Shareholders of the Company PT Bio Farma (Persero) regarding the Ratification of the Annual Company Management Report and the Partnership and Community Report Other provisions for the Board of Directors will be decided independently, specifically in accordance with the Ministry of SOE letter SR-21/Wk1.MBU.E/10/2021 dated October 4, 2021 regarding the Determination of Income for Directors and Board of Commissioners of PT Bio Farma (Persero) in 2021.

Indicators for Determining the Board of Commissioners' Remuneration

Income in the form of salary/honorarium, allowances, and permanent facilities is determined by taking into account factors such as income, assets, the company's financial condition and capability, the inflation rate, and other relevant factors, and may not conflict with applicable laws and regulations. Income in the form of variable allowances and bonuses is determined by taking into consideration criteria such as achievement of the aim, level of health, and financial capability, as well as other relevant factors. Remuneration for the Board of Commissioners is determined by the Board's Key Performance Indicators (KPI) for attaining the Company's performance in 2020.

STRUCTURE OF THE BOARD OF COMMISSIONERS' REMUNERATION

The Board of Commissioners of Bio Farma is compensated in line with the requirements of the Board of Commissioners' compensation plan, which includes salary/honorarium, allowances, facilities, and tantiem/performance incentives. The Board of Commissioners is compensated in line with the Minister of SOEs' Regulation.

THE BOARD OF COMMISSIONERS RECEIVES THE FOLLOWING REMUNERATION IN ACCORDANCE WITH THE GMS PROVISIONS:

1. Salary/Honorarium.
 - a. The honorarium for the President Commissioner is set at 45% of the salary of the President Director, and the honorarium for the members of the Board of Commissioners is set at 90% of the honorarium for the President Commissioner.
 - b. Salary/honorarium as well as allowances and/or facilities for the Board of Directors for 2021 are effective as of January 1, 2021.
2. Allowances.
 - a. Religious Holiday Allowance of 1 (one) time Honorarium.
 - b. Transportation allowance of 20% of the honorarium per month.



c. Asuransi Purna Jabatan: premi yang ditanggung oleh perusahaan sebesar 25% dari Gaji dalam 1 (satu) tahun.

3. Fasilitas.

a. Kesehatan: Fasilitas kesehatan diberikan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (*at cost*)

b. Bantuan Hukum: sebesar pemakaian (*at cost*).

4. Tantiem/Insentif Kinerja.

a. Tantiem/Insentif Kinerja didasarkan atas kinerja tahun buku 2020.

b. Tantiem/IK Komisaris Utama sebesar 45% dari Tantiem/IK Direktur Utama dan Tantiem/IK anggota Dewan Komisaris sebesar 90% dari tantiem/IK Komisaris Utama.

Besaran tantiem/IK dihitung proporsional sesuai dengan masa jabatan masing-masing Direksi dan Dewan Komisaris dalam Tahun Buku 2020.

c. Pajak penghasilan (PPH) atas Tantiem/IK menjadi beban penerima dan tidak diperkenankan untuk dibebankan sebagai biaya perusahaan.

c. Retirement Insurance: the premium borne by the company is 25% of salary in 1 (one) year.

3. Facilities.

a. Health: Health facilities are provided in the form of health insurance or reimbursement of medical expenses (*at cost*).

b. Legal Aid: as much as usage (*at cost*).

4. Tantiem/Performance Incentives.

a. Tantiem/Performance Incentives are based on the performance of the 2020 financial year.

b. The Tantiem/IK of the President Commissioner is 45% of the Tantiem/IK of the President Director and the Tantiem/IK of the members of the Board of Commissioners is 90% of the Tantiem/IK of the President Commissioner.

The amount of Bonus/IK is calculated proportionally in accordance with the term of office of each Board of Directors and Board of Commissioners in the 2020 Fiscal Year.

c. Income tax (PPH) on Tantiem/IK becomes the burden of the recipient and is not allowed to be charged as a company expense.

Remunerasi Dewan Komisaris Tahun 2021 (dalam Rupiah)
Board of Commissioners Remuneration in 2021 (in Rupiah)

Nama Name	Posisi Position	Gaji/Honorarium Salary/Honorarium			Tunjangan Transportasi Transportation Allowance			Tantiem / Insentif Incentive	Asuransi Purna Jabatan Post-Service Insurance			Total per Tahun Total per Year
		Perbulan Per month	Kali Times	Jumlah Total	Perbulan Per month	Kali Times	Jumlah Total		Perbulan Per month	Kali Times	Jumlah Total	
Farid Wadji Husain	Komisaris Utama President Commissioner	92.250.000	4	369.000.000	18.450.000	4	73.800.000	733.361.512	11.692.890	4	46.771.560	1.222.933.072
Tanri Abeng	Komisaris Utama President Commissioner	92.250.000	8	738.000.000	18.450.000	8	147.600.000	-	11.692.890	8	93.543.120	979.143.120
Oscar Primad	Anggota Komisaris Member of Commissioner	83.025.000	12	996.300.000	16.605.000	12	199.260.000	660.025.361	18.445.845	12	221.350.140	2.076.935.501
Ellen setiadi	Anggota Komisaris Member of Commissioner	83.025.000	9	747.225.000	16.605.000	9	149.445.000	660.025.361	10.348.509	9	93.136.581	1.649.831.942
Made Arya Wijaya	Anggota Komisaris Member of Commissioner	83.025.000	12	996.300.000	16.605.000	12	199.260.000	660.025.361	18.270.136	12	219.241.632	2.074.826.993
Nizar Yamanie	Anggota Komisaris Member of Commissioner	83.025.000	8	664.200.000	16.605.000	8	132.840.000	10.523.601	10.523.601	8	84.188.808	881.228.808
Ahmad M. Ramly	Anggota Komisaris Member of Commissioner	83.025.000	12	996.300.000	16.605.000	12	199.260.000	18.445.845	18.445.845	12	221.350.140	1.689.215.685
Roni Dwi Susanto	Anggota Komisaris Member of Commissioner	83.025.000	3	249.075.000	16.605.000	3	49.815.000	20.756.250	20.756.250	3	62.268.750	361.158.750
TOTAL				5.756.400.000			1.077.480.000	2.985.743.139	120.175.966		1.041.850.731	10.935.273.871

Uraian Direksi

Board of Directors

Direksi merupakan organ Perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan Perusahaan untuk kepentingan terbaik Perusahaan sesuai maksud dan tujuannya, mewakili Perusahaan baik di dalam maupun di luar pengadilan, memastikan agar Perusahaan melaksanakan tanggung jawab sosialnya, serta memperhatikan kepentingan dari berbagai pemangku kepentingan sesuai dengan peraturan perundang-undangan yang berlaku. Direksi melaksanakan tugas dan mengambil keputusan sesuai dengan pembagian tugas dan wewenangnya. Posisi jabatan masing-masing anggota Direksi termasuk Direktur Utama adalah setara.

Masing-masing anggota Direksi dapat melaksanakan tugas dan mengambil keputusan sesuai dengan pembagian tugas dan wewenangnya. Namun, pelaksanaan tugas oleh masing-masing anggota Direksi tetap merupakan tanggung jawab bersama. Kedudukan masing-masing anggota Direksi termasuk Direktur Utama adalah setara. Tugas Direktur Utama sebagai *primus inter pares* adalah mengkoordinasikan kegiatan Direksi.

PENGUNGKAPAN MENGENAI BOARD MANUAL (PEDOMAN DAN TATA TERTIB KERJA) DIREKSI

Dalam rangka melaksanakan peran dan fungsi kepengurusan perseroan serta mengelola hubungan dengan Dewan Komisaris, Direksi berpedoman pada Pedoman Direksi yang termuat dalam *Board Manual* Dewan Komisaris dan Direksi. *Board Manual* merupakan *living document* sehingga secara berkala harus selalu dilakukan pengembangan sesuai kebutuhan Perusahaan dan peraturan perundang-undangan yang berlaku.

Pedoman dan Tata Tertib Kerja diatur berdasarkan Peraturan Bersama Dewan Komisaris dan Direksi Nomor PER-07/DK/BF/2018, Nomor PER-06964/DIR/XII/2018 tanggal 31 Desember 2018 Tentang Pedoman Dewan Komisaris Dan Direksi (*Board Manual*) PT Bio Farma (Persero).

Board Manual Dewan Komisaris dan Direksi yang senantiasa dievaluasi secara berkala agar sejalan dengan perubahan peraturan perundang-undangan yang berlaku dan disesuaikan dengan kebutuhan Perusahaan dan telah diunggah ke situs Perusahaan.

The Board of Directors is the organ of the Company that is fully authorised and responsible for: managing the Company according to its objectives and goals; working for the best interests of the Company; representing the Company both inside and outside the court; and vouching that the Company undertakes its social responsibilities and pays attention to the interests of various stakeholders in accordance with the relevant regulations. The Board of Directors conducts its duties and makes its decisions in compliance with the division of duties and authorities.

Each member of the Board of Directors can perform his/her duties and make decisions that are in accordance with the appropriate division of duties and authorities. The implementation of duties by each member of the Board of Directors, however, remains a shared responsibility. The position of each member of the Board of Directors including the President Director is equal. The duty of the President Director as *primus inter pares* is to harmonise the activities of the Board of Directors.

DISCLOSURE REGARDING THE BOARD MANUAL (GUIDELINES AND WORK PROCEDURES) OF THE BOARD OF DIRECTORS

In order to better accomplish the roles and functions of the management of the Company and to manage the relationship with the Board of Commissioners, the Board of Directors is guided by the Board of Directors Guidelines as covered in the Board Manual of the Board of Commissioners and the Board of Directors. The Board Manual is a living document; thus, it must be periodically updated in accordance with the exigencies of the Company and the applicable laws and regulations.

The Work Guidelines and the Code of Conduct are regulated based on the Joint Regulation of the Board of Commissioners and the Board of Directors Number PER-07/DK/BF/2018, and Number PER-06964/DIR/XII/2018 dated December 31, 2018 concerning Guidelines for the Board of Commissioners and Directors (*Board Manual*) of PT Bio Farma (Persero).

The Board Manual of the Board of Commissioners and the Board of Directors is evaluated periodically in line with any changes in to the applicable laws and regulations and adapted to the changing needs of the Company and it has been uploaded to the Company's website.



MAKSUD DAN TUJUAN BOARD MANUAL DIREKSI

Maksud ditetapkan *Board Manual* adalah sebagai panduan bagi Dewan Komisaris dan Direksi dalam melaksanakan tugasnya secara profesional dan bertanggung jawab.

Tujuan ditetapkan *Board Manual* adalah untuk menjabarkan hubungan kerja Dewan Komisaris dan Direksi dalam melaksanakan tugas agar tercipta pengelolaan Perusahaan yang profesional dan sesuai dengan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*).

KEBIJAKAN PERUSAHAAN TENTANG PEDOMAN PELAKSANAAN BOARD MANUAL DIREKSI

1. Anggaran Dasar Perusahaan.
2. *Board Manual* Direksi dan Dewan Komisaris Bio Farma ditetapkan berdasarkan Peraturan Bersama Dewan Komisaris dan Direksi Nomor PER-07/DK/BF/2018, Nomor PER-06964/DIR/XII/2018 tanggal 31 Desember 2018 Tentang Pedoman Dewan Komisaris Dan Direksi (*Board Manual*) PT Bio Farma (Persero).

PEDOMAN DIREKSI YANG DIATUR DALAM BOARD MANUAL ANTARA LAIN MENGATUR ASPEK

1. Program Pelatihan Dewan Komisaris dan Direksi
2. Hubungan kerja Dewan Komisaris dan Direksi.
3. Direksi
 - 3.1 Pengangkatan dan Pemberhentian
 - 3.2 Tujuan dan Kedudukan dalam Organisasi
 - 3.3 Masa Jabatan
 - 3.4 Rangkap Jabatan
 - 3.5 Ketentuan Pelaksanaan Tugas Jabatan Direksi yang Lowong
 - 3.6 Tugas, Wewenang dan Kewajiban Direksi
 - 3.7 Pembagian Tugas Direksi
 - 3.8 Perbuatan-Perbuatan Direksi yang Tidak Memerlukan Persetujuan dari RUPS
 - 3.9 Kewenangan Direksi dalam Bertindak Mewakili Perusahaan
 - 3.10 Kewajiban Direksi yang Berkaitan dengan Penyusunan Laporan Manajemen Perusahaan
 - 3.11 Laporan Manajemen Perusahaan Triwulanan
 - 3.12 Laporan Manajemen Perusahaan Tahunan
 - 3.13 Laporan Tahunan (*Annual Report*)
 - 3.14 Laporan Program Kemitraan dan Bina Lingkungan (PKBL)
 - 3.15 Penyelenggara Daftar-Daftar dan Dokumen oleh Direksi
 - 3.16 Pakta Integritas
 - 3.17 Benturan Kepentingan
 - 3.18 Pelaksanaan Cuti Direksi

COMMITMENT AND PURPOSE OF THE BOARD OF DIRECTORS' MANUAL

The commitment in the stipulation of the Board Manual is that it should act as a guide for the Board of Commissioners and the Board of Directors towards performing their duties professionally and responsibly.

The purpose of establishing the Board Manual is to provide an clear guidance regarding towards the working relationship of the Board of Commissioners and the Board of Directors to assist them in carrying out their duties in order to create a highly professional management body for the Company and in accordance with the principles of Good Corporate Governance.

CORPORATE POLICY CONCERNING GUIDELINES FOR IMPLEMENTATION OF THE BOARD MANUAL OF THE BOARD OF DIRECTORS

1. Company's Articles of Association.
2. The Board Manual of the Board of Directors and the Board of Commissioners of Bio Farma is determined based on the Joint Regulation of the Board of Commissioners and the Board of Directors Number PER-07/DK/BF/2018, Number PER-06964/DIR/XII/2018 dated December 31, 2018 concerning Guidelines for the Board of Commissioners and Directors (Board Manual) PT Bio Farma (Persero).

GUIDELINES OF THE BOARD OF DIRECTORS AS REGULATED IN THE BOARD MANUAL AND CONCERNING MANAGEMENT ASPECTS

1. The Training Program for the Board of Commissioners and the Board of Directors.
2. The working relationship of the Board of Commissioners and the Board of Directors.
3. The following stipulations regarding the Board of Directors:
 - 3.1 Appointment and Dismissal
 - 3.2 Purpose and Position in the Organisation
 - 3.3 Term of Office
 - 3.4 Multiple Positions
 - 3.5 Provisions for the Implementation of Vacant Directors' Positions
 - 3.6 Duties, Authorities and Obligations of the Board of Directors
 - 3.7 Division of Duties of the Board of Directors
 - 3.8 Acts of the Board of Directors that Do Not Require Approval from the GMS
 - 3.9 Authority of the Board of Directors in Acting on Behalf of the Company
 - 3.10 Obligations of the Board of Directors Related to the Preparation of Company Management Reports
 - 3.11 Quarterly Company Management Report
 - 3.12 Annual Company Management Report
 - 3.13 Annual Report
 - 3.14 Partnership and Community Development Program Report (PKBL)
 - 3.15 Organising Lists and Documents by the Board of Directors
 - 3.16 Integrity Pact
 - 3.17 Conflict of Interest
 - 3.18 Implementation of Board of Directors Leave



4. Dewan Komisaris

- 4.1 Pengangkatan dan Pemberhentian
- 4.2 Tujuan dan Kedudukan dalam Organisasi
- 4.3 Masa Jabatan
- 4.4 Rangkap Jabatan
- 4.5 Larangan Hubungan Keluarga
- 4.6 Tugas, Wewenang dan Kewajiban Dewan Komisaris
- 4.7 Pembagian Tugas Dewan Komisaris
- 4.8 Ketentuan Pelaksanaan Tugas Jabatan Dewan Komisaris yang Lowong
- 4.9 Pengawasan dan Pemberian Nasihat atas Kebijakan Manajemen risiko dan Pelaksanaannya
- 4.10 Pengawasan dan Pemberian Nasihat atas Rancangan Sistem Pengendalian Intern dan Pelaksanaannya
- 4.11 Informasi yang Harus Disediakan oleh Direksi kepada Dewan Komisaris serta Keterbukaan dan Kerahasiaan informasi
- 4.12 Merespon Saran, Harapan, Permasalahan dan Keluhan dari Stakeholders dan Menyampaikan Saran Penyelesaian kepada Direksi
- 4.13 Pengawasan dan Pemberian Nasihat atas Kebijakan Sistem Teknologi Informasi Perusahaan dan Pelaksanaannya
- 4.14 Pengawasan dan Pemberian Nasihat atas Kebijakan Pengelolaan Sumber Daya Manusia
- 4.15 Pengawasan dan Pemberian Nasihat atas Kebijakan Akuntansi dan Penyusunan Laporan Keuangan
- 4.16 Pengawasan dan Pemberian Nasihat atas Kebijakan Pengadaan Barang dan Jasa serta Pelaksanaannya
- 4.17 Pengawasan dan Pemberian Nasihat atas Kebijakan Mutu dan Pelayanan serta Pelaksanaannya
- 4.18 Pengawasan dan Pemberian Nasihat atas Kepatuhan Perusahaan dalam Menjalankan Peraturan Perundang-undangan dan Perjanjian dengan Pihak Ketiga
- 4.19 Pemantauan atas Kepatuhan Direksi dalam Menjalankan Pengurusan Perusahaan terhadap RKAP dan/atau RJPP
- 4.20 Proses Penunjukan Akuntan Publik
- 4.21 Penilaian atas Efektivitas Pelaksanaan Audit Eksternal dan Audit Internal, serta Pelaksanaan Telaah atas Pengaduan yang berkaitan dengan Perusahaan yang Diterima oleh Dewan Komisaris.
- 4.22 Pelaporan kepada Pemegang Saham jika terjadi Gejala Menurunnya Kinerja Perusahaan
- 4.23 Pengawasan dan Pemberian Nasihat atas Kebijakan Pengelolaan Anak Perusahaan dan Pelaksanaannya
- 4.24 Pengangkatan Direksi dan Dewan Komisaris Anak Perusahaan
- 4.25 Seleksi dan Pengusulan Calon Direksi kepada Pemegang Saham

4. Board of Commissioners

- 4.1 Appointment and Dismissal
- 4.2 Purpose and Position in the Organisation
- 4.3 Term of Office
- 4.4 Multiple Positions
- 4.5 Prohibition of Family Relations
- 4.6 Duties, Authorities and Obligations of the Board of Commissioners
- 4.7 Division of Duties of the Board of Commissioners
- 4.8 Provisions for the Implementation of Vacant Board of Commissioners Positions
- 4.9 Supervision and Advising on Risk Management Policies and Their Implementation
- 4.10 Supervision and Providing Advice on the Design of the Internal Control System and its Implementation
- 4.11 Information to be Provided by the Board of Directors to the Board of Commissioners as well as Disclosure and Information Confidentiality
- 4.12 Responding to Suggestions, Expectations, Problems and Complaints from Stakeholders and Submitting Suggestions Settlement to the Board of Directors
- 4.13 Supervision and Providing Advisory on Company Information Technology System Policies and Implementation
- 4.14 Monitoring and Advising on Human Resource Management Policies
- 4.15 Supervision and Providing Advisory on Accounting Policies and Preparation of Financial Statements
- 4.16 Supervision and Providing Advice on Policies for the Procurement of Goods and Services and their Implementation
- 4.17 Supervision and Advising on Quality and Service Policies and their Implementation
- 4.18 Supervision and Providing Advice on Company Compliance in Implementing Regulations Legislation and Agreements with Third Parties
- 4.19 Monitoring the Compliance of the Board of Directors in Running the Company's Management of the Company's Work Plan and Budget (RKAP) and/or the Company's Long-Term Plan (RJPP)
- 4.20 Process for Appointing Public Accountants
- 4.21 Assessment of the Effectiveness of the Implementation of the External Audit and Internal Audit, as well as the Implementation of the Review on Complaints Relating to the Company as Received by the Board of Commissioners
- 4.22 Reporting to Shareholders should there be Symptoms of Deteriorating Company Performance
- 4.23 Supervision and Providing Advice on Subsidiary Management Policies and Their Implementation
- 4.24 Appointment of the Board of Directors and Board of Commissioners of Subsidiaries
- 4.25 Selection and Nomination of Candidates for Directors to Shareholders



4.26 Penilaian Kinerja Direksi dan Pelaporan kepada Pemegang Saham 4.27 Pengusulan Remunerasi Direksi 4.28 Benturan Kepentingan yang Dapat Mengganggu Pelaksanaan Tugas Dewan Komisaris 4.29 Pemantauan Penerapan Prinsip-Prinsip Tata Kelola Perusahaan yang Baik (<i>Good Corporate Governance</i>) 4.30 Pengukuran dan Penilaian Kinerja Dewan Komisaris 5. Organ Pendukung Dewan Komisaris 5.1 Sekretariat Dewan Komisaris 5.2 Komite Audit 5.3 Komite Lain 5.4 Tata Kerja Komite 5.5 Rencana Kerja dan Penganggaran 5.6 Rapat-Rapat Komite 5.7 Pelaporan 5.8 Akses dan Kerahasiaan Informasi 5.9 Evaluasi Kinerja Komite 6. Rapat Direksi 6.1 Waktu dan Tempat Penyelenggara Rapat 6.2 Peserta Rapat Direksi 6.3 Agenda Rapat Direksi 6.4 Undangan Rapat Direksi 6.5 Kuorum Rapat Direksi 6.6 Pimpinan Rapat Direksi 6.7 Pengambilan Keputusan dalam Rapat Direksi 6.8 Tata Cara Menjalankan Rapat Direksi 6.9 Risalah Rapat Direksi 6.10 Prinsip-Prinsip Pengambilan Keputusan Direksi 6.11 Pencatat/Notulis Rapat Dewan Direksi 7. Rapat Dewan Komisaris 7.1 Waktu dan Tempat Penyelenggara Rapat 7.2 Peserta Rapat Dewan Komisaris 7.3 Agenda Rapat Dewan Komisaris 7.4 Undangan Rapat Dewan Komisaris 7.5 Kuorum Rapat Dewan Komisaris 7.6 Pimpinan Rapat Dewan Komisaris 7.7 Pengambilan Keputusan dalam Rapat Dewan Komisaris 7.8 Tata Cara Menjalankan Rapat Dewan Komisaris 7.9 Risalah Rapat Dewan Komisaris 7.10 Pencatat/Notulis Rapat Dewan Komisaris 8. Rapat Gabungan Direksi dan Dewan Komisaris 8.1 Waktu dan Tempat Penyelenggara Rapat 8.2 Peserta Rapat Gabungan Direksi dan Dewan Komisaris 8.3 Agenda Rapat Gabungan Direksi dan Dewan Komisaris 8.4 Undangan Rapat Gabungan Direksi dan Dewan Komisaris 8.5 Kuorum Rapat Gabungan Direksi dan Dewan Komisaris 8.6 Pimpinan Rapat Gabungan Direksi dan Dewan Komisaris	4.26 Board of Directors Performance Assessment and Reporting to Shareholders 4.27 Proposed Directors' Remuneration 4.28 Conflicts of Interest that Can Disrupt the Implementation of the Duties of the Board of Commissioners 4.29 Monitoring the Implementation of Good Corporate Governance Principles 4.30 Performance Measurement and Assessment of the Board of Commissioners 5. Supporting Organs of the Board of Commissioners 5.1 Secretariat of the Board of Commissioners 5.2 Audit Committee 5.3 Other Committees 5.4 Committee Work Procedure 5.5 Work Plan and Budgeting 5.6 Committee Meetings 5.7 Reporting 5.8 Access and Confidentiality of Information 5.9 Committee Performance Evaluation 6. Board of Directors Meeting 6.1 Time and Place of Meeting Organiser 6.2 Board of Directors Meeting Participants 6.3 Board of Directors Meeting Agenda 6.4 Invitation to Board of Directors Meeting 6.5 Board of Directors Meeting Quorum 6.6 Chairman of the Board of Directors Meeting 6.7 Decision Making in the Board of Directors Meeting 6.8 Procedures for Conducting a Board of Directors Meeting 6.9 Minutes of Board of Directors Meeting 6.10 Principles of Decision Making of the Board of Directors 6.11 Recorder/Minister of Board of Directors Meeting 7. Board of Commissioners Meeting 7.1 Time and Place of Meeting Organiser 7.2 Board of Commissioners Meeting Participants 7.3 Board of Commissioners Meeting Agenda 7.4 Invitation to the Board of Commissioners Meeting 7.5 Board of Commissioners Meeting Quorum 7.6 Chairman of the Board of Commissioners Meeting 7.7 Decision Making in the Board of Commissioners Meeting 7.8 Procedures for Conducting a Meeting of the Board of Commissioners 7.9 Minutes of Meeting of the Board of Commissioners 7.10 Recorder/Minister of Board of Commissioners Meeting 8. Joint Meeting of the Board of Directors and Board of Commissioners 8.1 Meeting Organiser Time and Place 8.2 Participants of the Joint Meeting of the Board of Directors and the Board of Commissioners 8.3 Agenda for the Joint Meeting of the Board of Directors and the Board of Commissioners 8.4 Invitation to the Joint Meeting of the Board of Directors and the Board of Commissioners 8.5 Joint Meeting Quorum of the Board of Directors and the Board of Commissioners 8.6 Chairperson of the Joint Meeting of the Board of Directors and the Board of Commissioners



- 8.7 Pengambilan Keputusan dalam Rapat Gabungan Direksi dan Dewan Komisaris
- 8.8 Tata Cara Menjalankan Rapat Gabungan Direksi dan Dewan Komisaris
- 8.9 Risalah Rapat Gabungan Direksi dan Dewan Komisaris
- 8.10 Pencatat/Notulis Rapat antara Direksi dengan Dewan Komisaris
9. Rapat Antara Komite Dewan Komisaris dengan *Counterpart* Komite Dewan Komisaris
 - 9.1 Komite Dewan Komisaris dan *Counterpart* Komite Dewan Komisaris
 - 9.2 Waktu dan Tempat Penyelenggara Rapat
 - 9.3 Peserta Rapat antara Komite Dewan Komisaris dengan *Counterpart* Komite Dewan Komisaris
 - 9.4 Agenda Rapat antara Komite Dewan Komisaris dengan *Counterpart* Komite Dewan Komisaris
 - 9.5 Undangan Rapat antara Komite Dewan Komisaris dengan *Counterpart* Komite Dewan Komisaris
 - 9.6 Kuorum Rapat antara Komite Dewan Komisaris dengan *Counterpart* Komite Dewan Komisaris
 - 9.7 Pimpinan Rapat antara Komite Dewan Komisaris dengan *Counterpart* Komite Dewan Komisaris
 - 9.8 Pengambilan Keputusan dalam Rapat antara Komite Dewan Komisaris dengan *Counterpart* Komite Dewan Komisaris
 - 9.9 Tata Cara Menjalankan Rapat antara Komite Dewan Komisaris dengan *Counterpart* Komite Dewan Komisaris
 - 9.10 Risalah Rapat antara Komite Dewan Komisaris dengan *Counterpart* Komite Dewan Komisaris
 - 9.11 Pencatat/Notulis Rapat antara Komite Dewan Komisaris dengan *Counterpart* Komite Dewan Komisaris
10. Penyusunan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP)
 - 10.1 Penyusunan Rencana Kerja dan Anggaran Tahunan Dewan Komisaris Perusahaan

- 8.7 Decision Making in the Joint Meeting of the Board of Directors and the Board of Commissioners
- 8.8 Procedures for Conducting Joint Meetings of the Board of Directors and the Board of Commissioners
- 8.9 Minutes of the Joint Meeting of the Board of Directors and the Board of Commissioners
- 8.10 Recorder/Minister of Meetings between the Board of Directors and the Board of Commissioners
9. Meeting between the Committee of the Board of Commissioners and the *Counterpart* Committee of the Board of Commissioners
 - 9.1 Committee of the Board of Commissioners and *Counterpart* Committee of the Board of Commissioners
 - 9.2 Time and Place of Meeting Organiser
 - 9.3 Meeting Participants between the Committee of the Board of Commissioners and the *Counterpart* Committee of the Board of Commissioners
 - 9.4 Meeting Agenda between the Committee of the Board of Commissioners and the *Counterpart* Committee of the Board of Commissioners
 - 9.5 Meeting Invitation between the Committee of the Board of Commissioners and the *Counterpart* Committee of the Board of Commissioners
 - 9.6 Meeting Quorum between the Committee of the Board of Commissioners and the *Counterpart* Committee of the Board of Commissioners
 - 9.7 Chairperson of the Meeting between the Committee of the Board of Commissioners and the *Counterpart* Committee of the Board of Commissioners
 - 9.8 Decision Making in Meetings between the Committee of the Board of Commissioners and the *Counterpart* Committee of the Board of Commissioners
 - 9.9 Procedures for Conducting Meetings between the Committee of the Board of Commissioners and the *Counterpart* Committee of the Board of Commissioners
 - 9.10 Minutes of Meeting between the Committee of the Board of Commissioners and the *Counterpart* Committee of the Board of Commissioners
 - 9.11 Recorder/Minister of Meeting between the Committee of the Board of Commissioners and the *Counterpart* Committee of the Board of Commissioners
10. Preparation of the Company's Long-Term Plan (RJPP) and the Company's Work Plan and Budget (RKAP)
 - 10.1 Preparation of the Company's Board of Commissioners Annual Work Plan and Budget

SUSUNAN DAN KOMPOSISI DIREKSI

Berdasarkan Keputusan Menteri BUMN Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-272/MBU/08/2020 tanggal 24 Agustus 2020 tentang Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi Perusahaan Perseroan (Persero) PT Bio Farma, susunan Direksi per 24 Agustus 2020 – sekarang adalah sebagai berikut:

COMPOSITION OF THE BOARD OF DIRECTORS

On the basis of the Decree of the Minister of SOEs as the General Meeting of Shareholders of the Company (Persero) PT Bio Farma Number: SK-272/MBU/08/2020 dated August 24, 2020 concerning Changes in Position Nomenclature, Transfer of Tasks, and Appointment of Members of the Board of Directors of the Company (Persero) PT Bio Farma, the composition of the Board of Directors as of August 24, 2020 – present is as follows:



No.	Nama Name	Jabatan Position	Tanggal Pertama Kali Menjabat Commencement Date	Masa Jabatan Length of Service	Dasar Pengangkatan Basis of Appointment
1	Honesti Basyir	Direktur Utama President Director	13 September 2019 September 13, 2019	13 September 2019 – sekarang September 13, 2019 – present	Keputusan Menteri BUMN Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-203/MBU/09/2019 tanggal 13 September 2019 Decree of the Minister of BUMN as the General Meeting of Shareholders of the Company (Persero) PT Bio Farma Number: SK-203/MBU/09/2019 dated 13 September 2019
2	I.G.N. Suharta Wijaya	Direktur Keuangan dan Mitra Bisnis Director of Finance and Business Partner	13 September 2019 September 13, 2019	13 September 2019 – sekarang September 13, 2019 – present	Keputusan Menteri BUMN Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-203/MBU/09/2019 tanggal 13 September 2019 Decree of the Minister of BUMN as the General Meeting of Shareholders of the Company (Persero) PT Bio Farma Number: SK-203/MBU/09/2019 dated 13 September 2019
3	Mas Rahman Roestan	Direktur Operasi Director of Operations	10 Juli 2017 July 10, 2017	10 Juli 2017 – sekarang July 10, 2017 – present	Keputusan Menteri BUMN Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-127/ MBU/07/2017 tanggal 10 Juli 2017 Decree of the Minister of BUMN as the General Meeting of Shareholders of the Company (Persero) PT Bio Farma Number: SK-127/MBU/07/2017 dated 10 July 2017
4	Sri Harsi Teteki	Direktur Pemasaran, Penelitian dan Pengembangan Director of Marketing, Research and Development	22 Januari 2018 January 22, 2018	22 Januari 2018 – sekarang January 22, 2018 – present	Keputusan Menteri BUMN Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-27/ MBU/01/2018 tanggal 22 Januari 2018 Decree of the Minister of BUMN as the General Meeting of Shareholders of the Company (Persero) PT Bio Farma Number: SK-27/MBU/01/2018 dated January 22, 2018
5	Soleh Udin Al Ayubi	Direktur Digital Healthcare Director of Digital Healthcare	24 Agustus 2020 August 24, 2020	22 Agustus 2020 – sekarang August 24, 2020 – present	Keputusan Menteri BUMN Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Bio Farma Nomor: SK-272/ MBU/08/2020 tanggal 24 Agustus 2020 Decree of the Minister of BUMN as the General Meeting of Shareholders of the Company (Persero) PT Bio Farma Number: SK-272/MBU/08/2020 dated 24 August 2020
6	Yuliana Indriati	Direktur Penelitian dan Pengembangan Bisnis Director of Research and Business Development	01 Oktober 2021 October 01, 2021	01 Oktober 2021 – sekarang October 01, 2021 – present	Surat Keputusan Menteri BUMN Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Bio Farma nomor: SK-322/MBU/10/2021 tanggal 01 Oktober 2021 Decree of the Minister of BUMN as the General Meeting of Shareholders of the Company (Persero) PT Bio Farma number: SK-322/MBU/10/2021 dated October 1, 2021



Adapun pada masa jabatan 16 September 2019 – sekarang, Direksi dibantu pengurusan Perseroan oleh *Senior Executive Vice President*, dengan susunan sebagai berikut:

As for the tenure of September 16, 2019 – present, the Board of Directors is assisted in the management of the Company by the Senior Executive Vice President, with the following composition:

No.	Nama Name	Jabatan Position	Tanggal Pertama Kali Menjabat Commencement Date	Masa Jabatan Length of service	Dasar Pengangkatan Basis of Appointment
1	Disril Revolin Putra	SEVP <i>Legal & Compliance</i> SEVP of Legal & Compliance	16 September 2019 September 16, 2019	16 September 2019 – sekarang September 16, 2019 – present	Keputusan Direksi PT Bio Farma (Persero) Nomor: KEP-05777/DIR/IX/2019 tanggal 16 September 2019 Decision of the Board of Directors of PT Bio Farma (Persero) Number: KEP-05777/DIR/ IX/2019 dated 16 September 2019
2	Juliman	SEVP Produksi SEVP of Production	16 September 2019 September 16, 2019	16 September 2019 – sekarang September 16, 2019 – present	Keputusan Direksi PT Bio Farma (Persero) Nomor: KEP-05779/DIR/IX/2019 tanggal 16 September 2019 Decision of the Board of Directors of PT Bio Farma (Persero) Number: KEP-05779/DIR/ IX/2019 dated 16 September 2019
3	Adriansjah Azhari	SEVP Penelitian dan Pengembangan SEVP of Research and Development	16 September 2019 September 16, 2019	16 September 2019 – sekarang September 16, 2019 – present	Keputusan Direksi PT Bio Farma (Persero) Nomor: KEP-05778/DIR/IX/2019 tanggal 16 September 2019 Decision of the Board of Directors of PT Bio Farma (Persero) Number: KEP-05778/DIR/ IX/2019 dated 16 September 2019

MASA JABATAN DIREKSI

Anggota Direksi diangkat untuk jangka waktu terhitung sejak tanggal pengangkatan dan berakhir pada penutupan RUPS Tahunan yang ke-5 (lima) setelah tanggal pengangkatannya dengan syarat tidak boleh melebihi jangka waktu 5 (lima) tahun dengan memperhatikan peraturan perundang-undangan yang berlaku, namun dengan tidak mengurangi hak dari RUPS untuk sewaktu-waktu dapat memberhentikan para Anggota Direksi sebelum masa jabatannya berakhir. Setelah masa jabatannya berakhir, Direksi tersebut dapat diangkat kembali oleh RUPS untuk 1 (satu) kali masa jabatan.

KEBIJAKAN TERKAIT PENGUNDURAN DIRI DIREKSI APABILA TERLIBAT DALAM KEJAHATAN KEUANGAN

Apabila dalam menjalankan tugasnya Direksi terlibat dalam kejahatan keuangan, maka tindak lanjut yang dilakukan Perusahaan mengacu pada ketentuan dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

WEWENANG DAN TANGGUNG JAWAB DIREKSI

Direksi merupakan bagian dari Perusahaan yang berwenang dan bertanggung jawab penuh atas pelaksanaan operasional Perusahaan. Direksi memiliki tanggung jawab dalam pencapaian rencana kerja jangka pendek yang tercantum dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Jangka Panjang Perusahaan (RJPP). Direksi harus mampu mengambil keputusan secara efektif, tepat, cepat dan bertindak independen sekaligus bertanggung jawab dalam penerapan tata kelola

TERM OF OFFICE

Members of the Board of Directors are appointed for a period commencing from the date of appointment and ending at the close of the 5th (fifth) Annual GMS after the date of appointment provided that it may not exceed a period of 5 (five) years with due observance of the prevailing laws and regulations, but without reducing the rights of the GMS to dismiss members of the Board of Directors at any time before their term of office ends. After the term of office ends, the Board of Directors may be reappointed by the GMS for 1 (one) further term of office.

POLICY REGARDING REMOVAL OF THE BOARD OF DIRECTORS IF ENGAGED IN FINANCIAL FELONIES

In carrying out their duties, should any member of the Board of Directors be involved in a financial fraud, the follow-up actions taken by the Company shall refer to the provisions in the Company's Articles of Association and the prevailing laws and regulations.

AUTHORITY AND RESPONSIBILITY OF THE BOARD OF DIRECTORS

The Board of Directors is that part of the Company which is authorised and fully responsible for the implementation of the Company's operations. The Board of Directors is responsible for achieving the short-term work plans as listed in the Company's Work Plan and Budget (RKAP) and the Company's Long-Term Plan (RJPP). The Board of Directors must be able to make decisions effectively, accurately, and quickly, and must act independently as well as be responsible



perusahaan yang baik serta sistem manajemen risiko secara konsisten dan berkesinambungan.

PEDOMAN DAN KEBIJAKAN PENETAPAN TUGAS, WEWENANG DAN KEWAJIBAN DIREKSI

Direksi melaksanakan fungsi pengawasan kinerja Perusahaan mengacu kepada Pedoman Kerja Direksi (*Board Manual*). *Board Manual* menjelaskan secara garis besar pola kerja antara Dewan Komisaris dan Direksi berdasarkan peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perusahaan sebagai wujud dari komitmen Perusahaan untuk mengimplementasikan Tata Kelola Perusahaan yang baik. Sebagai BUMN yang baik dan menerapkan GCG yang berkelanjutan, dalam penetapan tugas, wewenang dan kewajiban Direksi Bio Farma mengacu pada pedoman dan kebijakan sebagai berikut:

1. Peraturan Menteri Negara BUMN Nomor: Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah terakhir melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN
2. Anggaran Dasar Perusahaan.
3. Peraturan Bersama Dewan Komisaris dan Direksi Nomor PER-07/DK/BF/2018, Nomor PER-06964/DIR/XII/2018 tanggal 31 Desember 2018 Tentang Pedoman Dewan Komisaris dan Direksi (*Board Manual*) PT Bio Farma (Persero).

TUGAS, WEWENANG DAN KEWAJIBAN DIREKSI BIO FARMA

Direksi bertugas dan bertanggung jawab secara kolektif dalam mengelola Perusahaan. Tugas dan tanggung jawab Direksi tertuang dalam Anggaran Dasar Perusahaan dan *Board Manual* Direksi yang telah diunggah pada situs Perusahaan.

Tugas, Wewenang dan Kewajiban Direksi diatur di dalam Peraturan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) Nomor: PER-07/DK/BF/12/2018 Nomor: PER-06964/DIR/XII/2018 tanggal 31 Desember 2018 tentang Pedoman Dewan Komisaris dan Direksi (*Board Manual*).

Tugas

Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perusahaan untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar Pengadilan tentang segala hal

for implementing good corporate governance and risk management systems consistently and continuously.

GUIDELINES AND POLICIES OF ASSISTANCE OF DUTIES, AUTHORITIES AND OBLIGATIONS OF THE BOARD OF DIRECTORS

The Board of Directors carries out the function of supervising the Company's performance in accordance with the Board Manual. The Board Manual outlines the work pattern between the Board of Commissioners and the Board of Directors based on the prevailing laws and regulations and the Company's Articles of Association as a manifestation of the Company's commitment to implementing good corporate governance. As a good SOE and in implementing sustainable GCG, and in determining the duties, authorities and obligations of the Board of Directors of Bio Farma, it refers to the following guidelines and policies:

1. Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 dated August 1, 2011, concerning the Implementation of Good Corporate Governance in BUMN as last amended by Regulation of the Minister of SOEs Number: PER-09/MBU/2012 dated July 6, 2012 concerning Amendments to the Minister of SOEs Regulation Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOE.
2. The Company's Articles of Association.
3. Joint Regulation of the Board of Commissioners and Directors Number PER-07/DK/BF/2018, Number PER-06964/DIR/XII/2018 dated on December 31, 2018, concerning Guidelines for the Board of Commissioners and Directors (*Board Manual*) of PT Bio Farma (Persero).

DUTIES, AUTHORITIES, AND OBLIGATIONS OF THE BOARD OF DIRECTORS OF BIO FARMA

The Board of Directors has a collegiate duty and responsibility in managing the Company. The duties and responsibilities of the Board of Directors are stated in the Articles of Association of the Company and the Board Manual of the Board of Directors which have been uploaded on the Company's website.

The duties, authorities and obligations of the Board of Directors are regulated in the Joint Regulation of the Board of Commissioners and the Board of Directors of PT Bio Farma (Persero) Number: PER-07/DK/BF/12/2018 and Number: PER-06964/DIR/XII/2018 dated December 31, 2018 concerning Guidelines for the Board of Commissioners and Directors (*Board Manual*).

Duties

The Board of Directors is assigned with undertaking all actions related to the management of the Company for the benefit of the Company and in compliance with the purposes and objectives of the Company and representing the Company both inside and outside



dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan RUPS.

Wewenang

1. Menetapkan kebijakan pengurusan Perusahaan;
2. mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang anggota Direksi untuk mengambil keputusan atas nama Direksi atau mewakili Perusahaan di dalam dan di luar pengadilan;
3. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang pekerja Perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain, untuk mewakili Perusahaan di dalam dan di luar pengadilan;
4. Mengatur ketentuan-ketentuan tentang kepegawaian Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja Perusahaan berdasarkan peraturan perundang-undangan yang berlaku, dengan ketentuan penetapan gaji, pensiun dan jaminan hari tua dan penghasilan lain bagi pekerja yang melampaui kewajiban yang ditetapkan peraturan perundang-undangan, harus mendapat persetujuan terlebih dahulu dari RUPS;
5. Mengangkat dan memberhentikan Karyawan Perusahaan berdasarkan Peraturan di Perusahaan dan perundang-undangan yang berlaku;
6. Mengangkat dan memberhentikan Sekretaris Perusahaan;
7. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perusahaan, mengikat Perusahaan dengan pihak lain dan/atau pihak lain dengan Perusahaan, serta mewakili Perusahaan di dalam dan di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan RUPS;
8. Untuk melakukan tindakan tertentu, Direksi terlebih dahulu harus mendapatkan persetujuan tertulis dari Dewan Komisaris. Beberapa hal yang membutuhkan persetujuan tertulis dari Dewan Komisaris sebagai berikut:
 - a. Mengagunkan aktiva tetap untuk penarikan kredit jangka pendek;
 - b. Mengadakan kerjasama dengan badan usaha atau pihak lain berupa kerjasama lisensi, kontrak manajemen, menyewakan aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (*Build Operate Transfer* / BOT), Bangun Milik Serah (*Build Own Transfer*/BOWT), Bangun Serah Guna (*Build Transfer Operate*/BTO) dan kerjasama lainnya dengan nilai atau jangka waktu tertentu yang ditetapkan RUPS;
 - c. Menerima atau memberikan pinjaman jangka menengah/panjang, kecuali pinjaman (utang atau piutang) yang timbul karena transaksi bisnis dan pinjaman yang diberikan kepada anak

the Court on all matters and all events with restrictions as stipulated in the laws and regulations, Articles of Association and/or GMS Resolutions.

Authorities

1. Determining the Company's management policy;
2. Regulating the transfer of power of the Board of Directors to one or several members of the Board of Directors to make decisions on behalf of the Board of Directors or to represent the Company inside and outside the court;
3. Regulating the transfer of power of the Board of Directors to one or several employees of the Company, either individually or jointly or to other people, to represent the Company inside and outside the court;
4. Regulating the provisions regarding the Company's employment including the determination of salaries, pensions or old-age benefits and other income for the Company's employees based on the prevailing laws and regulations, with provisions for determining salaries, pensions and old-age benefits and other income for employees that exceed their obligations. As stipulated by laws and regulations, they must obtain prior approval from the GMS;
5. Appointing and dismissing Company employees based on Company Regulations and applicable laws and regulations;
6. Appointing and dismissing the Corporate Secretary;
7. Performing all other actions and actions regarding the management and ownership of the Company's assets, bind the Company with other parties and/or other parties with the Company, and represent the Company inside and outside the court regarding all matters and all events, with restrictions as stipulated in the laws and regulations, Articles of Association and/or GMS resolutions.
8. Taking certain actions, the Board of Directors must first obtain written approval from the Board of Commissioners. Several matters that require written approval from the Board of Commissioners are as follows:
 - a. Collateralising fixed assets for short-term credit withdrawals.
 - b. Cooperating with business entities or other parties in the form of licensing agreements, management contracts, leasing assets, Joint Operations (KSO), Build Operate Transfers (BOT), Build Own Transfers (BOWT), Build Handover (Build Transfer Operate/BTO) and other cooperation agreements with a certain value or period, as determined by the GMS.
 - c. Receiving or providing medium/long term loans, except loans (debts or receivables) arising from business transactions and loans given



perusahaan dari Perusahaan, dengan ketentuan pinjaman kepada anak perusahaan dari Perusahaan dilaporkan kepada Dewan Komisaris.

- d. Menghapuskan dari pembukuan piutang macet dan persediaan barang mati;
- e. Melepaskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun;
- f. Menetapkan struktur organisasi 1 (satu) tingkat di bawah Direksi;
9. Direksi terlebih dahulu harus mendapatkan tanggapan tertulis dari Dewan Komisaris dan persetujuan dari RUPS, untuk melakukan tindakan – tindakan sebagai berikut:
 - Mengagunkan aktiva tetap untuk penarikan kredit jangka menengah/panjang;
 - Melakukan penyertaan modal pada Perusahaan lain;
 - Mendirikan anak Perusahaan dan/atau perusahaan patungan;
 - Melepaskan penyertaan modal pada anak Perusahaan dan/atau perusahaan patungan;
 - Mengikat Perusahaan sebagai penjamin (*borg* atau *avalist*);
 - Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi, kontrak manajemen, menyewakan aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (*Build Operate Transfer / BOT*), Bangun Milik Serah (*Build Own Transfer/ BOWT*), Bangun Serah Guna (*Build Transfer Operate/BTO*) dan kerjasama lainnya dengan nilai atau jangka waktu tertentu melebihi penetapan RUPS.
 - Tidak menagih lagi piutang macet yang telah dihapusbukukan;
 - Melepaskan dan menghapuskan aktiva tetap Perusahaan, kecuali aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun;
 - Menetapkan *blueprint* organisasi Perusahaan;
 - Mengubah logo Perusahaan;
 - Melakukan tindakan-tindakan lain dan tindakan sebagaimana dimaksud yang belum ditetapkan dalam RKAP;
 - Membentuk yayasan, organisasi dan/atau perkumpulan baik yang berkaitan langsung maupun tidak langsung dengan Perusahaan yang berdampak bagi Perusahaan
 - Pembebanan biaya Perusahaan yang bersifat tetap dan rutin untuk kegiatan yayasan, organisasi dan/atau perkumpulan baik yang berkaitan langsung maupun tidak langsung dengan Perusahaan.

to subsidiaries of the Company, provided that loans to subsidiaries from the Company are reported to the Board of Commissioners.

- d. Writing off bad debts and dead goods from the books.
- e. Disposing of movable fixed assets with an economic life that is generally applicable in the industry up to 5 (five) years.
- f. Determining the organisational structure of 1 (one) level below the Board of Directors.
9. The Board of Directors must first obtain a written response from the Board of Commissioners and approval from the GMS, to take the following actions:
 - Collateralising fixed assets for medium/ long-term credit withdrawals.
 - Conducting equity participation in other companies.
 - Establishing subsidiaries and/or joint ventures.
 - Releasing equity participation in subsidiaries and/or joint ventures.
 - Bind the Company as guarantor (*borg* or *avalist*).
 - Cooperating with business entities or other parties in the form of licensing agreements, management contracts, leasing assets, Joint Operations (KSO), Build Operate Transfers (BOT), Build Own Transfers (BOWT), Build Handover (Build Transfer Operate/ BTO) and other cooperation with a certain value or time period exceeding the GMS determination.
 - No longer collecting bad debts that have been written off.
 - Releasing and writing off the Company's fixed assets, except for movable fixed assets with an economic life that is generally applicable in the industry up to 5 (five) years.
 - Determining the blueprint of the Company's organisation.
 - Changing the Company logo.
 - Take other actions and actions as intended that have not been stipulated in the Company's Work Plan and Budget (RKAP).
 - Establishing foundations, organisations and/or associations that are directly or indirectly related to the Company which have an impact on the Company.
 - The imposition of fixed and routine Company fees for the activities of foundations, organisations and/or associations either directly or indirectly related to the Company.



- Pengusulan wakil Perusahaan untuk menjadi anggota Direksi dan Dewan Komisaris pada perusahaan patungan dan/atau anak perusahaan yang memberikan kontribusi signifikan kepada Perusahaan dan/atau bernilai strategis yang ditetapkan RUPS;
- Mengalihkan kekayaan atau menjadikan jaminan utang kekayaan Perusahaan yang jumlahnya lebih dari 50% jumlah kekayaan bersih Perusahaan yang berkaitan satu sama lain maupun tidak.

- Proposing Company representatives to become members of the Board of Directors and Board of Commissioners in joint ventures and/or subsidiaries that make significant contributions to the Company and/or have strategic value as determined by the GMS.
- Transferring assets or making collateral for the Company's assets, which amount to more than 50% of the Company's net assets, whether or not related to each other.

Pelaksanaan kewenangan sebagaimana dimaksud di atas, harus disertai dengan Pakta Integritas yang berisi pernyataan Direksi dan/atau Dewan Komisaris bahwa pelaksanaan tindakan tersebut telah dipertimbangkan dengan cermat dan dengan itikad baik, tanpa pengaruh pihak lain dan tanpa benturan kepentingan, serta dengan penuh kehati-hatian untuk kepentingan terbaik bagi Perusahaan dengan mengindahkan ketentuan yang berlaku dan prinsip-prinsip GCG.

Kewajiban

1. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya.
2. Menyiapkan pada waktunya Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan, dan perubahannya serta menyampaikannya kepada Dewan Komisaris dan Pemegang Saham untuk mendapatkan pengesahan RUPS.
3. Memberikan penjelasan kepada RUPS mengenai Rencana Jangka Panjang Perusahaan dan Rencana Kerja dan Anggaran Perusahaan.
4. Membuat Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, dan Risalah Rapat Direksi.
5. Membuat Laporan Tahunan sebagai wujud pertanggungjawaban pengelolaan perusahaan, serta dokumen keuangan perusahaan sebagaimana dimaksud dalam Undang-Undang tentang Dokumen Perusahaan.
6. Menyusun Laporan Keuangan berdasarkan Standar Standar Akuntansi Keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit.
7. Menyampaikan Laporan Tahunan termasuk Laporan Keuangan kepada RUPS untuk disetujui dan disahkan.
8. Memberikan penjelasan kepada RUPS mengenai Laporan Tahunan.
9. Menyampaikan Neraca dan Laporan Laba Rugi yang telah disahkan oleh RUPS kepada Menteri yang membidangi Hukum dan HAM sesuai dengan ketentuan peraturan perundang-undangan.
10. Menyampaikan laporan perubahan susunan Pemegang Saham, Direksi dan Dewan Komisaris kepada Menteri yang membidangi Hukum dan HAM.

The exercise of the aforementioned authorities must be accompanied by an Integrity Pact containing a statement from the Board of Directors and/or the Board of Commissioners that the implementation of the action has been performed judiciously deemed and in good faith, without the influence of other parties and without a conflict of interest, and with great care to the best interests of the Company by observing applicable regulations and GCG principles.

Obligations

1. Endeavouring and ensuring the implementation of the Company's business and activities in accordance with the aims and objectives as well as its business activities.
2. Preparing on time the Company's Long-Term Plan, Company's Work Plan and Budget, and amendments thereto and submitting it to the Board of Commissioners and Shareholders for approval of the GMS.
3. Providing an explanation to the GMS regarding the Company's Long-Term Plan and the Company's Work Plan and Budget.
4. Making a Register of Shareholders, Special Register, Minutes of GMS, and Minutes of Meeting of the Board of Directors.
5. Preparing an Annual Report as a form of accountability for the management of the company, as well as the company's financial documents as referred to in the Law on Company Documents.
6. Preparing Financial Statements based on Financial Accounting Standards and submitting to Public Accountants to be audited.
7. Submitting the Annual Report including Financial Statements to the GMS for approval and ratification.
8. Providing an elucidation to the GMS regarding the Annual Report.
9. Submitting the Balance Sheet and Profit and Loss Report which has been ratified by the GMS to the Minister in charge of Law and Human Rights in accordance with the provisions of the legislation.
10. Submitting a report on changes in the composition of Shareholders, Directors and Board of Commissioners to the Minister in charge of Law and Human Rights.



11. Memelihara Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan Perusahaan dan dokumen Perusahaan lainnya. 12. Menyimpan di tempat kedudukan Perusahaan: Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan Perusahaan dan dokumen Perusahaan lainnya. 13. Menyusun sistem akuntansi sesuai dengan Standar Akuntansi Keuangan dan berdasarkan prinsip-prinsip pengendalian intern, terutama fungsi pengurusan, pencatatan, penyimpanan, dan pengawasan. 14. Memberikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap kali diminta oleh Dewan Komisaris dan/atau Pemegang Saham. 15. Menyiapkan susunan organisasi Perusahaan lengkap dengan perincian dan tugasnya. 16. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta anggota Dewan Komisaris dan para Pemegang Saham. 17. Menyusun dan menetapkan <i>blueprint</i> organisasi Perusahaan. 18. Menyusun indikator Pencapaian Kinerja (<i>Key Performance Indicators</i>) Direksi guna dimintakan persetujuan RUPS. 19. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan yang diatur dalam Anggaran Dasar ini dan yang ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan.	11. Maintaining the Register of Shareholders, Special Register, Minutes of GMS, Minutes of Meeting of the Board of Commissioners and Minutes of Meeting of the Board of Directors, Annual Report and Company financial documents and other Company documents. 12. Keeping at the domicile of the Company: Register of Shareholders, Special Register, Minutes of GMS, Minutes of Meeting of the Board of Commissioners and Minutes of Meeting of the Board of Directors, Annual Report and Company financial documents and other Company documents. 13. Developing an accounting system in accordance with Financial Accounting Standards and based on the principles of internal control, especially the functions of management, recording, storage, and supervision. 14. Providing periodic reports according to the method and time in accordance with applicable regulations, as well as other reports whenever requested by the Board of Commissioners and/or Shareholders. 15. Preparing the organisational structure of the Company complete with details and duties. 16. Providing an explanation of all matters asked or requested by members of the Board of Commissioners and the Shareholders. 17. Developing and determining the blueprint of the Company's organisation. 18. Preparing Key Performance Indicators for the Board of Directors for approval from the GMS. 19. Performing other obligations in accordance with the provisions stipulated in this Articles of Association and determined by the GMS based on the laws and regulations.

PEMBAGIAN TUGAS DAN TANGGUNG JAWAB DIREKSI BIO FARMA

Sesuai dengan Peraturan Bersama Dewan Komisaris dan Direksi Nomor PER-07/DK/BF/2018, Nomor PER-06964/DIR/XII/2018 tanggal 31 Desember 2018 Tentang Pedoman Dewan Komisaris Dan Direksi (*Board Manual*) PT Bio Farma (Persero). Pembagian tugas dan wewenang setiap anggota Direksi dijabarkan dalam Struktur Organisasi Perusahaan yang penetapannya melalui persetujuan Dewan Komisaris namun tidak menghilangkan tanggung jawab Direksi secara kolektif dalam pengurusan Perusahaan sesuai dengan ketentuan dalam pengambilan keputusan.

Sesuai dengan Keputusan Direksi PT Bio Farma (Persero) Nomor: KEP-003.27/DIR/X/2020 tanggal 27 Oktober 2020 tentang Struktur Organisasi PT Bio Farma (Persero), tugas dan tanggung jawab masing-masing Direktur adalah sebagai berikut:

DISTRIBUTION OF DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS OF BIO FARMA

In accordance with the Joint Regulation of the Board of Commissioners and the Board of Directors Number PER-07/DK/BF/2018, and Number PER-06964/DIR/XII/2018 dated December 31, 2018 concerning Guidelines for the Board of Commissioners and Directors (*Board Manual*) of PT Bio Farma (Persero). The division of duties and authorities of each member of the Board of Directors is described in the Company's Organizational Structure which is determined through the approval of the Board of Commissioners but does not eliminate the collegiate responsibility of the Board of Directors in managing the Company in accordance with the provisions in decision making.

In accordance with the Decree of the Directors of PT Bio Farma (Persero) Number: KEP-003.27/DIR/X/2020 dated 27 October 2020 concerning the Organisational Structure of PT Bio Farma (Persero), the duties and responsibilities of each Director are as follows:

**Tugas Pokok, Fungsi dan Tanggung Jawab Direksi****Main Duties, Functions and Responsibilities of the Board of Directors**

No.	Nama Direksi Name of Directors	Jabatan Position	Bidang Tugas Task Field
1	Honesti Basyir	Direktur Utama President Director	Memastikan arah dan pencapaian kinerja bisnis Holding BUMN Farmasi dan Bio Farma Operasional telah sesuai dengan visi, misi, nilai-nilai, dan budaya Perusahaan yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP), Indikator Kinerja yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan sesuai dengan ketentuan Anggaran Dasar Perusahaan, serta memastikan strategi, perencanaan, implementasi dan evaluasi tata kelola Perusahaan di Holding BUMN Farmasi, Bio Farma Operasional dan seluruh jajaran Direksi/SEVP dilaksanakan berdasarkan penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG) dan kepatuhan kepada peraturan perundang-undangan. Melakukan koordinasi dengan Direksi/SEVP lainnya dalam pencapaian kinerja bisnis Perusahaan. Adapun yang menjadi tanggung jawabnya adalah: - Bertanggung jawab terhadap kinerja bisnis perusahaan; - Bertanggung jawab terhadap pengembangan dan keberlangsungan (<i>sustainability</i>) organisasi dan bisnis perusahaan; - Bertanggung jawab terhadap penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG), dan kepatuhan kepada peraturan perundang-undangan dalam menjalankan organisasi perusahaan. The President Director ensures that the direction and achievement of the BUMN Pharmaceutical Holding Company and all Bio Farma Operations are in accordance with the vision, mission, values, and corporate culture as stated in the Company's Long Term Plan (RJPP), the Company's Work Plan and Budget (RKAP), and the Performance Indicators determined by the General Meeting of Shareholders (GMS), as well as in accordance with the provisions of the Company's Articles of Association. Furthermore, the President Director is also responsible for ensuring the strategy, planning, implementation and evaluation of corporate governance in the BUMN Pharmaceutical Holding Company, and that all Bio Farma Operations and all levels of the Board of Directors/SEVP are implemented based on the principles of <i>Good Corporate Governance</i> (GCG) and compliance with all of the applicable laws and regulations. The President Director coordinates with other Directors/SEVPs in achieving the Company's business performance. The responsibilities of the President Director are: - Responsible for the company's business performance; - Responsible for the development and sustainability of the company's organization and business; - Responsible for the implementation of the principles of <i>Good Corporate Governance</i> (GCG), and compliance with all applicable laws and regulations in running the company as an organization.
2	M. Rahman Roestan	Direktur Operasi Director of Operations	Memastikan arah dan pencapaian kinerja bisnis Perusahaan telah sesuai dengan visi, misi, nilai-nilai, dan budaya Perusahaan yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Indikator Kinerja yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS) sesuai dengan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan, serta memastikan strategi, perencanaan, implementasi dan evaluasi tata kelola Perusahaan di Direktorat Operasi dilaksanakan berdasarkan penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG) dan kepatuhan kepada peraturan perundang-undangan. Adapun yang menjadi tanggung jawabnya adalah : - Bertanggung jawab terhadap kinerja bisnis Perusahaan; - Bertanggung jawab terhadap pengembangan dan keberlangsungan (<i>sustainability</i>) di Direktorat Operasi dan Perusahaan; - Bertanggung jawab atas pengelolaan kegiatan yang menjadi ruang lingkup pejabat dan unit kerja yang dikelola dan disupervisi oleh Direktur Operasi dengan ketentuan dan batasan sebagaimana diatur dalam Peraturan Internal Perusahaan; - Bertanggung jawab terhadap penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG), dan kepatuhan kepada peraturan perundang-undangan dalam menjalankan organisasi perusahaan. - Memastikan penggunaan anggaran secara efektif, efisien dan akuntabel.



No.	Nama Direksi Name of Directors	Jabatan Position	Bidang Tugas Task Field
			The Director of Operations ensures that the direction and achievement of the Company's business performance are in accordance with the vision, mission, values, and corporate culture as stated in the Company's Long Term Plan (RJPP), the Company's Work Plan and Budget (RKAP) and the Performance Indicators determined by the General Meeting of Shareholders (GMS) in accordance with the provisions of the Company's Articles of Association and laws and regulations, as well as ensuring that the strategy, planning, implementation and evaluation of corporate governance in the Operations Directorate is carried out based on the principles of Good Corporate Governance (GCG) and compliance with the laws and regulations. The responsibilities of the Director of Operations are: 1. Responsible for the Company's business performance; 2. Responsible for the development and sustainability of the Directorate of Operations at the Company; 3. Responsible for the management of activities that are within the scope of officials and work units managed and supervised by the Director of Operations within the provisions and limits stipulated in the Company's Internal Regulations; 4. Responsible for the implementation of the principles of Good Corporate Governance (GCG), and compliance with laws and regulations in running the company's organization. 5. Responsible for ensuring effective, efficient and accountable use of the budget.
3	Sri Harsi Teteki	Direktur Hubungan Kelembagaan Director of Institutional Relations	Memastikan arah dan pencapaian kinerja bisnis Perusahaan telah sesuai dengan visi, misi, nilai-nilai, dan budaya Perusahaan yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Indikator Kinerja yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS) sesuai dengan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan, serta memastikan strategi, perencanaan, implementasi dan evaluasi tata kelola Perusahaan di Direktorat Hubungan Kelembagaan termasuk pengelolaan unit bisnis strategis dilaksanakan berdasarkan penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG) dan kepatuhan kepada peraturan perundang-undangan. Adapun yang menjadi tanggung jawabnya adalah : 1. Bertanggung jawab terhadap kinerja bisnis Perusahaan; 2. Bertanggung jawab terhadap pengembangan dan keberlangsungan (<i>sustainability</i>) di Direktorat Hubungan Kelembagaan dan Perusahaan; 3. Bertanggung jawab atas pengelolaan kegiatan yang menjadi ruang lingkup pejabat dan unit kerja yang dikelola dan disupervisi oleh Direktur Hubungan Kelembagaan dengan ketentuan dan batasan sebagaimana diatur dalam Peraturan Internal Perusahaan; 4. Bertanggung jawab terhadap penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG), dan kepatuhan kepada peraturan perundang-undangan dalam menjalankan organisasi perusahaan. The Director of Institutional Relations ensures that the direction and achievement of the Company's business performance are in accordance with the vision, mission, values, and corporate culture as stated in the Company's Long Term Plan (RJPP), the Company's Work Plan and Budget (RKAP) and the Performance Indicators determined by the General Meeting of Shareholders (GMS) in accordance with the provisions of the Company's Articles of Association and laws and regulations, as well as ensuring that the strategy, planning, implementation and evaluation of corporate governance in the Directorate of Institutional Relations - including the management of strategic business units - are carried out based on the implementation of the principles of Good Corporate Governance (GCG) and compliance to the laws and regulations. The responsibilities of the Director of Institutional Relations are: 1. Responsible for the Company's business performance; 2. Responsible for the development and sustainability of the Directorate of Institutional and Corporate Relations; 3. Responsible for the management of activities that are within the scope of officials and work units managed and supervised by the Director of Institutional Relations within the provisions and limits stipulated in the Company's Internal Regulations; 4. Responsible for the implementation of the principles of Good Corporate Governance (GCG), and compliance with applicable laws and regulations in running the company's organization.



No.	Nama Direksi Name of Directors	Jabatan Position	Bidang Tugas Task Field
4	I.G.N. Suharta Wijaya	Direktur Keuangan, Manajemen Risiko & SDM Director of Finance, Risk Management and HR	Memastikan arah dan pencapaian kinerja bisnis Perusahaan dan Holding BUMN Farmasi telah sesuai dengan visi, misi, nilai-nilai, dan budaya Perusahaan yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Indikator Kinerja yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS) sesuai dengan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan, serta memastikan strategi, perencanaan, implementasi dan evaluasi tata kelola Perusahaan di Direktorat Keuangan dan Mitra Bisnis Bio Farma Operasional dan Holding BUMN Farmasi dilaksanakan berdasarkan penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG) dan kepatuhan kepada peraturan perundang-undangan sesuai dengan arah dan pencapaian kinerja bisnis Perusahaan. Adapun yang menjadi tanggung jawabnya adalah : - Bertanggung jawab terhadap kinerja bisnis Perusahaan; - Bertanggung jawab terhadap pengembangan dan keberlangsungan (<i>sustainability</i>) di Direktorat Keuangan, Manajemen Risiko dan SDM dan Perusahaan; - Bertanggung jawab atas pengelolaan kegiatan yang menjadi ruang lingkup pejabat dan unit kerja yang dikelola dan disupervisi oleh Direktur Keuangan, Manajemen Risiko dan SDM, dengan ketentuan dan batasan sebagaimana diatur dalam Peraturan Internal Perusahaan; - Bertanggung jawab terhadap penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG), dan kepatuhan kepada peraturan perundang-undangan dalam menjalankan organisasi perusahaan The Director of Finance, Risk Management and HR ensures that the direction and achievement of the BUMN Pharmaceutical Holding Company's business performance are in accordance with the vision, mission, values, and corporate culture as stated in the Company's Long Term Plan (RJPP), the Company's Work Plan and Budget (RKAP) and the Performance Indicators as set by the General Meeting of Shareholders (GMS) in accordance with the provisions of the Company's Articles of Association and all applicable laws and regulations. Furthermore, the Director of Finance, Risk Management and HR is also responsible for ensuring that the strategy, planning, implementation and evaluation of corporate governance in the Directorate of Finance and Business Partners of all Bio Farma Operations and the BUMN Pharmaceutical Holding Company are carried out based on the application of the principles <i>Good Corporate Governance</i> (GCG) and in compliance with all applicable laws and regulations in accordance with the direction and achievement of the Company's business performance. The responsibilities of the Director of Finance, Risk Management and HR are: - Responsible for the Company's business performance; - Responsible for the development and sustainability of the Directorate of Finance, Risk Management and Human Resources at the Company; - Responsible for the management of all activities that fall within the scope of the relevant officials and work units that are managed and supervised by the Director of Finance, Risk Management and HR, within the provisions and limits as stipulated in the Company's Internal Regulations; - Responsible for the implementation of the principles of <i>Good Corporate Governance</i> (GCG), and compliance with laws and regulations in running the company's organization.
5	Soleh Udin Al Ayubi	Direktur Transformasi dan Digital Director of Transformation and Digitalization	Memastikan arah dan pencapaian kinerja bisnis Perusahaan dan Bisnis Holding BUMN Farmasi telah sesuai dengan visi, misi, nilai-nilai, dan budaya Perusahaan yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Indikator Kinerja yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS) sesuai dengan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan, serta memastikan strategi, perencanaan, implementasi dan evaluasi tata kelola Perusahaan di Direktorat Transformasi dan Digital, Bio Farma Operasional dan Holding BUMN Farmasi dilaksanakan berdasarkan penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG) dan kepatuhan kepada peraturan perundang-undangan. Adapun yang menjadi tanggung jawabnya adalah : - Bertanggung jawab terhadap kinerja bisnis Perusahaan; - Bertanggung jawab terhadap pengembangan dan keberlangsungan (<i>sustainability</i>) di Direktorat Transformasi dan Digital dan Perusahaan; - Bertanggung jawab atas pengelolaan kegiatan yang menjadi ruang lingkup pejabat dan unit kerja yang dikelola dan disupervisi oleh Direktur Transformasi dan Digital, dengan ketentuan dan batasan sebagaimana diatur dalam Peraturan Internal Perusahaan; - Bertanggung jawab terhadap penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG), dan kepatuhan kepada peraturan perundang-undangan dalam menjalankan organisasi perusahaan.



No.	Nama Direksi Name of Directors	Jabatan Position	Bidang Tugas Task Field
			The Director of Transformation and Digitalization ensures that the direction and achievement of the BUMN Pharmaceutical Holding Company's business performance are in accordance with the vision, mission, values, and corporate culture as stated in the Company's Long Term Plan (RJPP), the Company's Work Plan and Budget (RKAP) and the Performance Indicators established by the General Meeting of Shareholders (GMS) as well as in accordance with the provisions of the Company's Articles of Association and all applicable laws and regulations. Furthermore, the Director of Transformation and Digitalization is also responsible for ensuring the strategy, planning, implementation and evaluation of corporate governance in the Directorate of Transformation and Digitalization, and that all Bio Farma Operations and the BUMN Pharmaceutical Holding Company's activities are carried out based on the implementation of the principles of Good Corporate Governance (GCG) and compliance with all applicable laws and regulations. The responsibilities of the Director of Transformation and Digitalization are: - Responsible for the Company's business performance; - Responsible for the development and sustainability of the Directorate of Transformation and Digitalization at the Company; - Responsible for the management of all activities that lie within the scope of the relevant officials and work units as managed and supervised by the Director of Transformation and Digitalization, within the provisions and limits stipulated in the Company's Internal Regulations; - Responsible for the implementation of the principles of Good Corporate Governance (GCG), and compliance with all applicable laws and regulations in running the company's organization.
6	Disril Revolin Putra	SEVP Human Capital (HC) & Kepatuhan SEVP of Human Capital (HC) & Compliance	Memastikan arah dan pencapaian kinerja bisnis Perusahaan telah sesuai dengan visi, misi, nilai-nilai, dan budaya serta memastikan strategi, perencanaan, implementasi dan evaluasi tata kelola Perusahaan di Bio Farma Operasional dan Holding BUMN Farmasi dilaksanakan berdasarkan penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG) dan kepatuhan kepada peraturan perundang-undangan sesuai dengan arah dan pencapaian kinerja bisnis Perusahaan yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Indikator Kinerja yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS) sesuai dengan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan. Adapun yang menjadi tanggung jawabnya adalah : - Bertanggung jawab terhadap kinerja bisnis Perusahaan; - Bertanggung jawab terhadap pengembangan dan keberlangsungan (<i>sustainability</i>) atas unit kerja yang dikelola dan disupervisi oleh SEVP <i>Human Capital</i> (HC) & Kepatuhan dan Perusahaan; - Bertanggung jawab atas pengelolaan kegiatan yang menjadi ruang lingkup pejabat dan unit kerja yang dikelola dan disupervisi oleh SEVP <i>Human Capital</i> (HC) & Kepatuhan dengan ketentuan dan batasan sebagaimana diatur dalam Peraturan Internal Perusahaan; - Bertanggung jawab terhadap penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG), dan kepatuhan kepada peraturan perundang-undangan dalam menjalankan organisasi perusahaan. The SEVP Human Capital (HC) & Compliance ensures that the direction and achievement of the Company's business performance are in accordance with the vision, mission, values, and corporate culture as well as ensuring that the strategy, planning, implementation and evaluation of corporate governance in Bio Farma Operations and the BUMN Pharmaceutical Holding Company are carried out based on the implementation of the principles of Good Corporate Governance (GCG) and in compliance with all applicable laws and regulations and in accordance with the direction and achievement of the Company's business performance as stated in the Company's Long Term Plan (RJPP), the Company's Work Plan and Budget (RKAP) and the Performance Indicators as determined by the General Meeting of Shareholders (GMS) in accordance with the provisions of the Company's Articles of Association and laws and regulations. The responsibilities of the SEVP Human Capital (HC) & Compliance are: - Responsible for the Company's business performance; - Responsible for the development and sustainability of the work units managed and supervised by SEVP Human Capital (HC) & Compliance at the Company; - Responsible for the management of activities within the scope of the relevant officials and work units managed and supervised by SEVP Human Capital (HC) & Compliance within the provisions and limits stipulated in the Company's Internal Regulations; - Responsible for the implementation of the principles of Good Corporate Governance (GCG), and compliance with laws and regulations in running the company's organization.



No.	Nama Direksi Name of Directors	Jabatan Position	Bidang Tugas Task Field
7	Juliman	SEVP Produksi SEVP of Production	Memastikan arah dan pencapaian kinerja bisnis Perusahaan telah sesuai dengan visi, misi, nilai-nilai, dan budaya Perusahaan serta memastikan strategi, perencanaan, implementasi dan evaluasi tata kelola Perusahaan di SEVP Produksi dilaksanakan berdasarkan penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG) dan kepatuhan kepada peraturan perundang-undangan sesuai dengan arah dan pencapaian kinerja bisnis Perusahaan yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Indikator Kinerja yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS) sesuai dengan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan. Adapun yang menjadi tanggung jawabnya adalah : 1. Bertanggung jawab terhadap kinerja bisnis Perusahaan; 2. Bertanggung jawab terhadap pengembangan dan keberlangsungan (<i>sustainability</i>) di unit kerja yang dikelola dan disupervisi oleh SEVP Produksi dan Perusahaan; 3. Bertanggung jawab atas pengelolaan kegiatan yang menjadi ruang lingkup pejabat dan unit kerja yang dikelola dan disupervisi oleh SEVP Produksi dengan ketentuan dan batasan sebagaimana diatur dalam Peraturan Internal Perusahaan; 4. Bertanggung jawab terhadap penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG), dan kepatuhan kepada peraturan perundang-undangan dalam menjalankan organisasi perusahaan. The SEVP Production ensures the direction and achievement of the Company's business performance are in accordance with the vision, mission, values, and corporate culture as well as ensuring that the strategy, planning, implementation and evaluation of corporate governance in SEVP Production is carried out based on the implementation of the principles of Good Corporate Governance (GCG) and in compliance with laws and regulations in accordance with the direction and achievement of the Company's business performance as stated in the Company's Long Term Plan (RJPP), the Company's Work Plan and Budget (RKAP) and the Performance Indicators determined by the General Meeting of Shareholders (GMS) in accordance with the provisions of the Articles of Association Company and laws and regulations. The responsibilities of the SEVP Production are: 1. Responsible for the Company's business performance; 2. Responsible for development and sustainability in the work unit which is managed and supervised by the Production and Company SEVP; 3. Responsible for the management of activities that are within the scope of officials and work units that are managed and supervised by the Production SEVP with the provisions and limits as stipulated in the Company's Internal Regulations; 4. Responsible for the implementation of the principles of Good Corporate Governance (GCG), and compliance with the applicable laws and regulations in running the company's organization.
8	Adriansjah Azhari	SEVP Penelitian & Pengembangan SEVP of Research & Development	Memastikan arah dan pencapaian kinerja bisnis Perusahaan telah sesuai dengan visi, misi, nilai-nilai, dan budaya Perusahaan serta memastikan strategi, perencanaan, implementasi dan evaluasi tata kelola Perusahaan di SEVP Penelitian dan Pengembangan dilaksanakan berdasarkan penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG) dan kepatuhan kepada peraturan perundang-undangan sesuai dengan arah dan pencapaian kinerja bisnis Perusahaan yang tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Indikator Kinerja yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS) sesuai dengan ketentuan Anggaran Dasar Perusahaan dan peraturan perundang-undangan. Adapun yang menjadi tanggung jawabnya adalah : a. Bertanggung jawab terhadap kinerja bisnis Perusahaan; b. Bertanggung jawab terhadap pengembangan dan keberlangsungan (<i>sustainability</i>) di unit kerja yang dikelola dan disupervisi oleh SEVP Penelitian & Pengembangan dan Perusahaan; c. Bertanggung jawab atas pengelolaan kegiatan yang menjadi ruang lingkup pejabat dan unit kerja yang dikelola dan disupervisi oleh SEVP Penelitian & Pengembangan dengan ketentuan dan batasan sebagaimana diatur dalam Peraturan Internal Perusahaan; d. Bertanggung jawab terhadap penerapan prinsip-prinsip <i>Good Corporate Governance</i> (GCG), dan kepatuhan kepada peraturan perundang-undangan dalam menjalankan organisasi perusahaan.



No.	Nama Direksi Name of Directors	Jabatan Position	Bidang Tugas Task Field
			The SEVP Research & Development ensures that the direction and achievement of the Company's business performance are in accordance with the vision, mission, values, and corporate culture as well as ensuring that the strategy, planning, implementation and evaluation of corporate governance in SEVP Research and Development are carried out based on the implementation of the principles of Good Corporate Governance (GCG) and in compliance with applicable laws and regulations in accordance with the direction and achievement of the Company's business performance as stated in the Company's Long Term Plan (RJPP), the Company's Work Plan and Budget (RKAP) and the Performance Indicators determined by the General Meeting of Shareholders (GMS) in accordance with the provisions Company's Articles of Association and laws and regulations. The responsibilities of the SEVP Research & Development are: - Responsible for the Company's business performance; - Responsible for the development and sustainability of the work unit managed and supervised by the SEVP Research & Development at the Company; - Responsible for the management of activities within the scope of the officials and work units managed and supervised by SEVP Research & Development within the provisions and limits stipulated in the Company's Internal Regulations; - Responsible for the implementation of the principles of Good Corporate Governance (GCG), and compliance with applicable laws and regulations in running the company's organization.

RAPAT DIREKSI

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT YANG DIHADIRI MAYORITAS ANGGOTA PADA RAPAT DIREKSI DAN RAPAT GABUNGAN DEWAN KOMISARIS DENGAN DIREKSI

Frekuensi dan Tingkat Kehadiran Rapat Direksi

Rapat Direksi telah diagendakan sebelum tahun berjalan seperti tercantum dalam program kerja Direksi tahun 2021.

PEDOMAN PELAKSANAAN RAPAT DIREKSI

- Anggaran Dasar Perusahaan.
- Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah terakhir melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN.
- Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012 Tentang Indikator/Parameter Penilaian Dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN Sekretaris Kementerian BUMN.
- Keputusan Bersama Dewan Komisaris Dan Direksi PT Bio Farma (Persero) Nomor: PER-07/DK/BF/II/2018, Nomor: PER-06964/DIR/XII/2018 Tanggal 31 Desember 2018 Tentang Pedoman Dewan Komisaris dan Direksi (*Board Manual*) PT Bio Farma (Persero).

BOARD OF DIRECTORS MEETING

FREQUENCY AND ATTENDANCE RATE OF MEETINGS ATTENDED BY THE MAJORITY OF MEMBERS AT MEETINGS OF THE BOARD OF DIRECTORS AND JOINT MEETINGS OF THE BOARD OF COMMISSIONERS WITH THE BOARD OF DIRECTORS

Frequency and Attendance Rate of Board of Directors' Meetings

The Board of Directors meeting was scheduled before the current year as stated in the 2021 work program of the Board of Directors.

GUIDELINES FOR IMPLEMENTING BOARD OF DIRECTORS' MEETINGS

- The Company's Articles of Association.
- Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in BUMN as last amended by Regulation of the Minister of BUMN Number: PER-09/MBU/2012 dated 6 July 2012 concerning Amendments to the Minister of BUMN Regulation Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in BUMN.
- Decree of the Secretary of the Ministry of SOEs Number: SK-16 /S.MBU/2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of Good Corporate Governance in SOEs Secretary of the Ministry of SOEs.
- Joint Decree of the Board of Commissioners and Directors of PT Bio Farma (Persero) Number: PER-07/DK/BF/II/2018, Number: PER-06964/DIR/XII/2018 Dated December 31, 2018 Regarding Guidelines for the Board of Commissioners and Directors (*Board Manual*) PT Bio Farma (Persero).



RAPAT DIREKSI SEBAGAIMANA DIATUR DALAM BOARD MANUAL DIREKSI

PESERTA RAPAT DIREKSI

1. Peserta Rapat Direksi terdiri dari semua anggota Direksi.
2. Apabila Direksi menganggap perlu, pihak lainnya dapat dihadirkan dalam Rapat Direksi untuk memberikan penjelasan yang diperlukan.

AGENDA RAPAT DIREKSI

1. Direksi yang mengusulkan untuk diselenggarakan Rapat Direksi, menentukan acara dan menyiapkan bahan/berkas yang perlu dibahas dalam Rapat Direksi.
2. Agenda untuk Rapat Direksi dapat disampaikan secara lisan atau secara tertulis berupa memo, surat dan lain sebagainya disertai dengan bahan/berkas yang diperlukan dalam Rapat Direksi.
3. Direksi yang mengusulkan untuk diselenggarakan Rapat Direksi, menentukan agenda yang perlu dibahas/diputuskan dalam Rapat Direksi, yang untuk itu – apabila dianggap perlu oleh anggota Direksi yang bersangkutan – dapat menugaskan Sekretaris Perusahaan (*Corporate Secretary*) agar melaksanakan penyusunan acara dan menyiapkan bahan/berkas untuk Rapat Direksi.
4. Acara yang belum selesai dibahas/diputuskan pada Rapat Direksi sebelumnya, dapat diajukan ke dalam Rapat Direksi berikutnya oleh anggota Direksi yang terkait/berkepentingan.
5. Setiap anggota Direksi dapat menambah acara Rapat Direksi di luar acara yang telah disusun sebelumnya, untuk dibahas/diputuskan dalam Rapat Direksi, dengan ketentuan bahan/berkasnya telah disiapkan oleh anggota Direksi yang bersangkutan dan semua anggota Direksi atau wakilnya yang sah, hasil dan menyetujui penambahan mata acara rapat.
6. Semua bahan/berkas yang perlu dibahas dalam Rapat Direksi disampaikan oleh Sekretaris Perusahaan kepada para anggota Direksi sebelum Rapat Direksi diselenggarakan.

MEETINGS OF THE BOARD OF DIRECTORS AS SET FORTH IN THE BOARD OF DIRECTORS' MANUAL

BOARD OF DIRECTORS MEETING PARTICIPANTS

1. Participants in the Board of Directors Meeting consist of all members of the Board of Directors.
2. If the Board of Directors deems it necessary, other parties may be present at the Board of Directors Meeting to provide the necessary explanations.

BOARD OF DIRECTORS MEETING AGENDA

1. The Board of Directors proposes to hold a Board of Directors Meeting, determines the agenda and prepares the materials/files that need to be discussed during the Board of Directors Meeting.
2. The agenda for the Board of Directors Meeting may be submitted orally or in writing in the form of memos, letters and other communications accompanied by the materials/files required at the Board of Directors Meeting.
3. The Board of Directors proposes to hold a Board of Directors Meeting and determines the agenda that needs to be discussed/decided at the Board of Directors Meeting, for which—if deemed necessary by the relevant member of the Board of Directors—may assign the Corporate Secretary to carry out the preparation of events and prepare materials/file for the Board of Directors Meeting.
4. Events that have not been discussed/decided at the previous Board of Directors Meeting, may be submitted to the next Board of Directors Meeting by the relevant/interested member of the Board of Directors.
5. Each member of the Board of Directors may add further matters to those in the agenda of the Meeting of the Board of Directors other than the agenda that has been prepared previously, to be discussed/decided at the Meeting of the Board of Directors, provided that the materials/files have been prepared by the member of the Board of Directors concerned and all members of the Board of Directors or their legal representatives, with the resulting approval of the additional meeting agenda.
6. All materials/files that need to be discussed in the Board of Directors Meeting are submitted by the Corporate Secretary to the members of the Board of Directors before the Board of Directors Meeting is held.



KUORUM RAPAT DIREKSI

1. Rapat Direksi sah dan dapat mengambil keputusan yang mengikat apabila dihadiri oleh lebih dari setengah anggota Direksi atau wakilnya yang sah.
2. Dalam Rapat Direksi, diupayakan selalu dihadiri oleh seluruh anggota Direksi.
3. Seorang anggota Direksi dapat diwakili dalam Rapat Direksi, hanya oleh anggota Direksi lain dalam Rapat Direksi yang bersangkutan, berdasarkan kuasa tertulis yang khusus untuk keperluan Rapat Direksi yang bersangkutan.
4. Seorang anggota Direksi hanya dapat mewakili seorang anggota Direksi lainnya.

RISALAH RAPAT DIREKSI

1. Untuk setiap Rapat Direksi harus dibuatkan Risalah Rapat.
2. Risalah Rapat Direksi harus mencantumkan:
 - a. Alasan ketidakhadiran anggota Direksi, apabila ada Direksi yang tidak hadir.
 - b. Hasil evaluasi terhadap seluruh pelaksanaan keputusan hasil Rapat Direksi sebelumnya.
 - c. Dinamika rapat sebagai proses pengambilan keputusan Rapat Direksi termasuk pendapat-pendapat yang berkembang dalam rapat, baik pendapat yang mendukung maupun yang tidak mendukung atau pendapat yang berbeda (*dissenting opinion*) jika ada.
 - d. Pertimbangan dan/atau analisis dalam pengambilan keputusan Rapat Direksi.
 - e. Hal-hal yang diputuskan dalam Rapat Direksi.
3. Risalah Rapat Direksi ditandatangani oleh pimpinan rapat, seluruh anggota Direksi yang hadir dalam rapat dan Notulis.
4. Risalah Rapat Direksi diperbanyak dan disampaikan kepada seluruh anggota Direksi, baik yang bersangkutan hadir maupun tidak hadir dalam Rapat Direksi tersebut.
5. Risalah asli dari setiap Rapat Direksi disimpan dan dipelihara oleh Direksi. Direksi dapat menugaskan Sekretaris Perusahaan (*Corporate Secretary*).

BOARD OF DIRECTORS MEETING QUORUM

1. Meetings of the Board of Directors are valid and can make binding decisions if attended by more than half of the members of the Board of Directors or their legal representatives.
2. Members of the Board of Directors shall always attempt to attend all Meetings of the Board of Directors.
3. A member of the Board of Directors may be represented at the Board of Directors Meeting, only by another member of the Board of Directors in the relevant Board of Directors Meeting, based on a written power of attorney specifically for the purposes of the relevant Board of Directors Meeting.
4. Only a member of the Board of Directors may only represent another member of the Board of Directors.

MINUTES OF THE BOARD OF DIRECTORS

1. For each Board of Directors Meeting, a Minutes of Meeting must be made.
2. The Minutes of the Board of Directors Meeting must include:
 - a. The reason for the absence of members of the Board of Directors, if there are Directors who are not present.
 - b. The results of the evaluation of the entire implementation of the decisions of the previous Board of Directors Meetings.
 - c. The dynamics of the meeting as a decision-making process for the Board of Directors Meeting that includes the opinions that developed in the meeting, both supportive and non-supportive opinions or dissenting opinions if any.
 - d. Consideration and/or analysis of the decision making of the Board of Directors Meeting.
 - e. Matters decided in the Board of Directors Meeting.
3. Minutes of the Meeting of the Board of Directors shall be signed by the chairperson of the meeting, all members of the Board of Directors who were present at the meeting and the note taker.
4. Minutes of the Board of Directors Meetings are reproduced and submitted to all members of the Board of Directors, whether those concerned are present or not present at the Board of Directors Meeting.
5. The original minutes of each meeting of the Board of Directors are kept and maintained by the Board of Directors. The Board of Directors may assign a Corporate Secretary.



FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DIREKSI

Selama tahun 2021, Direksi telah melaksanakan rapat Internal Direksi sebanyak enam puluh tiga (63) kali.

Daftar kehadiran anggota Direksi dalam Rapat Direksi selama tahun 2021 adalah sebagai berikut:

FREQUENCY AND ATTENDANCE RATE OF BOARD OF DIRECTORS' MEETINGS

During 2021, the Board of Directors held Internal Board of Directors meetings 63 (sixty-three) times.

The attendance list of members of the Board of Directors at the Board of Directors Meetings during 2021 is as follows:

Rekapitulasi Kehadiran Anggota Direksi dalam Rapat Direksi Tahun 2021

Recapitulation of Attendance of Members of The Board of Directors in The Meeting of The Board of Directors In 2021

No.	Nama Name	Jabatan Position	Masa Jabatan Board of Directors Internal Meeting			Keterangan Information
			Jumlah Rapat / Tahun Number of Meetings/Year	Jumlah Kehadiran Number of Meetings Attend	% Kehadiran % Presence	
1	Honesti Basyir	Direktur Utama President Director	63	63	100 %	-
2	I.G.N. Suharta Wijaya	Direktur Keuangan dan Mitra Bisnis Director of Finance, Risk Management and HR	63	63	100 %	-
3	M. Rahman Roestan	Direktur Operasi Director of Operations	63	63	100 %	-
4	Sri Harsi Teteki	Direktur Pemasaran, Penelitian dan Pengembangan Marketing, Research, and Development Director	63	63	100 %	-
5	Soleh Udin Al Ayubi	Direktur Digital Healthcare Digital Healthcare Director	63	63	100 %	-
6	Yuliana Indriati	Direktur Penelitian dan Pengembangan Bisnis Director of Research and Business Development	16	16	100 %	-
7	Disril Revolin Putra	SEVP Legal & Compliance SEVP of Legal and Compliance	63	63	100 %	-
8	Juliman	SEVP Produksi SEVP of Production	63	63	100 %	-
9	Adriansjah Azhari	SEVP Penelitian dan Pengembangan SEVP of Research and Development	63	63	100 %	-



TANGGAL, AGENDA RAPAT, KEPUTUSAN, TEMPAT DAN NAMA PESERTA RAPAT DIREKSI

RAPAT INTERNAL DIREKSI

Sepanjang tahun 2021, rapat Direksi membahas tentang berbagai masalah yang dihadapi Perusahaan, kinerja dan strategi yang berkaitan dengan pengurusan perusahaan dengan rincian tanggal, agenda rapat, keputusan, tempat dan nama peserta rapat Rapat Internal Direksi sebagai berikut:

DATE, MEETING AGENDA, DECISION, PLACE AND NAMES OF PARTICIPANTS OF THE BOARD OF DIRECTORS MEETING

INTERNAL MEETING OF THE BOARD OF DIRECTORS

Throughout 2021, the Board of Directors discussed various problems faced by the Company. The meeting performance and the strategies related to the management of the company are provided here, together with details of the date, meeting agenda, decisions, place and names of participants in the for each Internal Meeting of the Board of Directors as follows:

Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
1	04 Januari 2021 January 04, 2021	Agenda Utama : 1. <i>Update</i> Uji Klinis Vaksin COVID-19 2. <i>Advance Purchase Agreement</i> Vaksin COVID-19 Astra Zeneca 3. <i>Update</i> Performansi Pemasaran dan Penjualan Internasional 4. <i>Update</i> Performansi Divisi Pemasaran Penjualan & Domestik 5. <i>Update</i> Distribusi CoronaVac 6. Rencana Program Kerja Pengawasan Tahunan (PKPT) Tahun 2021 Main Agenda: 1. COVID-19 Vaccine Clinical Trial Update 2. Advance Purchase Agreement for COVID-19 Vaccine Astra Zeneca 3. International Marketing and Sales Performance Update 4. Performance Update of Sales & Domestic Marketing Division 5. CoronaVac Distribution Update 6. 2021 Annual Supervision Work Program Plan (PKPT)	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
2	11 Januari 2021 January 11, 2021	Agenda Utama 1. <i>Update</i> Uji Klinis COVID-19 2. <i>Update</i> Vaksin Sinovac Supply RTF 3. <i>Update</i> Vaksin Novavax 4. <i>Containment Control Strategy</i> Produksi Vaksin COVID-19 5. Laporan Kemajuan Pekerjaan Tahap 1 KAP Main Agenda 1. COVID-19 Clinical Trial Update 2. Sinovac Supply RTF Vaccine Update 3. Novavax Vaccine Update 4. Containment Control Strategy for COVID-19 Vaccine Production 5. KAP Phase 1 Work Progress Report	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
3	18 Januari 2021 January 18, 2021	Tindak Lanjut Rapat Sebelumnya 1. <i>Update</i> Uji Klinis 2. <i>Update</i> Produksi Vaksin COVID-19 3. Usulan Distribusi Vaksin COVID-19 Sampai Fasyankes Agenda Utama 1. Risiko Korporat Bio Farma Tahun 2021 Lain-lain 1. Rencana Pembelian Lahan di Jalan Pasteur 20-21A Bandung Follow up on the previous meeting 1. Clinical Trial Update 2. Update on COVID-19 Vaccine Production 3. Proposed Distribution of COVID-19 Vaccines to Health Facilities Main Agenda 1. Bio Farma Corporate Risk in 2021 Etc 1. Land Purchase Plan on Jalan Pasteur 20-21A Bandung	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
4	26 Januari 2021 January 26, 2021	Tindak Lanjut Rapat Sebelumnya (<i>Update Progress</i> Vaksin COVID-19) 1. PMS Covid-19 2. Usulan Vaksinasi COVID-19 Untuk Karyawan 3. Progres Produksi Vaksin COVID-19 Agenda Utama 1. LMP Tahun 2020 <i>Unaudited</i> 2. Risiko Korporat Bio Farma Tahun 2021 3. <i>Update</i> RKAP 2021 4. Kerjasama Dengan <i>Reliance-India</i> Usulan Penyerapan Persediaan <i>Bulk Hep-B</i> Follow-up to Previous Meetings (Update on COVID-19 Vaccine Progress) 1. PMS COVID-19 2. Proposed COVID-19 Vaccination for Employees 3. COVID-19 Vaccine Production Progress Main Agenda 1. LMP 2020 Unaudited 2. Bio Farma Corporate Risk in 2021 3. Update RKAP 2021 4. Cooperation with <i>Reliance-India</i> Proposed Absorption of Hep-B Bulk Inventory	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
5	01 Februari 2021 February 01, 2021	Tindak Lanjut Rapat Sebelumnya (<i>Update Progress Vaksin COVID-19</i>) 1. Format Pemberian untuk Subjek, Ketersediaan Vaksin untuk Subjek dan Peneliti, Kartu Imunisasi 2. Kesiapan Data untuk EUA Kelompok <i>Elderly</i> Agenda Utama 1. Laporan Kajian Implementasi Q100+ 2. <i>Update</i> Varian Baru Virus COVID-19 3. <i>Update Supply</i> BULK Rtf Sinovac 4. Distribusi Vaksin COVID-19 Sampai ke Fasyankes 5. <i>Update</i> Enoxaparin Follow-up to Previous Meetings (Update on Covid-19 Vaccine Progress) 1. Format of Administration for Subjects, Vaccine Availability for Subjects and Researchers, Immunization Cards 2. Data Readiness for the Elderly Group EUA Main Agenda 1. Q100+ Implementation Study Report 2. Update the New Variant of the COVID-19 Virus 3. Update Supply BULK Rtf Sinovac 4. Distribution of COVID-19 Vaccines to Health Facilities 5. Enoxaparin Update	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
6	03 Februari 2021 February 03, 2021	Agenda Utama 1. Rencana Pelaksanaan Kegiatan Vaksinasi Masal untuk Tenaga Kesehatan DKI Jakarta Main Agenda 1. Plan for the Implementation of Mass Vaccination Activities for DKI Jakarta Health Workers	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
7	09 Februari 2021 February 09, 2021	Tindak Lanjut Rapat Sebelumnya (<i>Update</i> Progres Vaksin COVID-19) 1. <i>Update</i> Uji Klinis 2. <i>Update</i> Produksi Vaksin COVID-19 Agenda Utama 1. Usulan Perubahan Tata Kelola Direktorat <i>Digital Healthcare</i> 2. Rencana Pembelian Tanah Jl. Pasteur No. 20 3. Proposal Survei Litbang Kompas Lain-lain 1. Rencana <i>Senior Leader Meeting</i> 2. Rencana Pemesanan Bahan Baku Kit PCR Follow-up to the Previous Meeting (COVID-19 Vaccine Progress Update) 1. Clinical Trial Update 2. Update on COVID-19 Vaccine Production Main Agenda 1. Proposed Changes in Governance of the Digital Healthcare Directorate 2. Land Purchase Plan Jl. Pasteur No. 20 3. Compass Research and Development Survey Proposal Etc 1. Senior Leaders Meeting Plan 2. PCR Kit Raw Material Order Plan	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
8	15 Februari 2021 February 15, 2021	Tindak Lanjut Rapat Sebelumnya 1. <i>Update</i> Uji Klinis 2. <i>Update</i> Produksi Vaksin COVID-19 3. Proses <i>Costing</i> Vaksin COVID-19 Agenda Utama 1. <i>Update</i> Uji Klinis Vaksin COVID-19 2. <i>Update</i> Produksi Vaksin COVID-19 3. Laporan Insiden TI 4. Juknis Vaksin COVID-19 dan Pembagian kab/kota distributor 5. Proses <i>Costing</i> Vaksin COVID-19 6. Kerjasama Nusantic terkait sampel Bio Saliva untuk deteksi COVID-19 Lain-lain 1. Penampilan <i>Draft Video Company Profile</i> Follow up on the previous meeting 1. Clinical Trial Update 2. Update on COVID-19 Vaccine Production 3. COVID-19 Vaccine <i>Costing</i> Process Main Agenda 1. COVID-19 Vaccine Clinical Trial Update 2. Update on COVID-19 Vaccine Production 3. IT Incident Report 4. COVID-19 Vaccine Guidelines and Distribution of District/City distributors 5. COVID-19 Vaccine <i>Costing</i> Process 6. Nusantic's collaboration regarding Bio Saliva samples for COVID-19 detection Etc 1. Appearance of <i>Draft Video Company Profile</i>	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
9	16 Februari 2021 February 16, 2021	Agenda Utama 1. Program Rekrutmen Bersama <i>Group Holding</i> BUMN Farmasi 2. Usulan Struktur Organisasi Bio Farma Holding 3. Alih status Karyawan PKWT Rekrut 2015 4. Rencana Penandatanganan Kontrak Vaksin COVID-19 Sinovac Main Agenda 1. Joint Recruitment Program for Pharmaceutical BUMN Holding Group 2. Proposed Organizational Structure of Bio Farma Holding 3. Transfer of PKWT Recruitment Employee status 2015 4. Sinovac COVID-19 Vaccine Contract Signing Plan	Ruang Equity 26E, Equity Tower SCBD, Jakarta Equity Room 26E, Equity Tower SCBD, Jakarta	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
10	22 Februari 2021 February 22, 2021	Update Progres Vaksin COVID-19 1. <i>Update</i> Uji Klinis 2. <i>Update</i> Produksi Vaksin COVID-19 Sinovac Agenda Utama 1. Laporan Manajemen Perusahaan Tahun 2020 <i>Audited</i> 2. Performansi <i>Marketing</i> Lain-lain 1. <i>Resume</i> Rapat Kemenko-Kemenkes: Percepatan Vaksin COVID-19 COVID-19 Vaccine Progress Update 1. Clinical Trial Update 2. Sinovac COVID-19 Vaccine Production Update Main Agenda 1. Company Management Report 2020 <i>Audited</i> 2. Marketing Performance Etc 1. Resume of the Coordinating Ministry of Health-Ministry of Health's Meeting: Acceleration of the COVID-19 Vaccine	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
11	01 Maret 2021 01 March 2021	Agenda Utama 1. <i>Update</i> Uji Klinis 2. <i>Update</i> Produksi Vaksin COVID-19 3. Rencana Pengembangan Vaksin COVID-19 Merah Putih di Bio Farma Main Agenda 1. Clinical Trial Update 2. Update on COVID-19 Vaccine Production 3. Red and White COVID-19 Vaccine Development Plan at Bio Farma	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
12	08 Maret 2021 March 08, 2021	Agenda Utama 1. <i>Update</i> Uji Klinis 2. <i>Update</i> Produksi Vaksin COVID-19 Main Agenda 1. Clinical Trial Update 2. Update on COVID-19 Vaccine Production	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
13	09 Maret 2021 March 09, 2021	Agenda Utama 1. Penyampaian Laporan Final LMP dan Laporan Kepatuhan dari KAP ke BoE 2. Distribusi Vaksin COVID-19 Sampai Fasyankes 3. <i>Update</i> Vaksin Merah Putih 4. Vaksin Gotong Royong Lain-lain 1. Perjanjian Penugasan Distribusi Vaksin COVID-19 Tahun 2021 yang diadakan melalui COVAX Facility Main Agenda 1. Submission of LMP Final Report and Compliance Report from KAP to BoE 2. Distribution of COVID-19 Vaccines to Health Facilities 3. Red and White Vaccine Update 4. Mutual Cooperation Vaccine Etc 1. 2021 COVID-19 Vaccine Distribution Assignment Agreement held through the COVAX Facility	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
14	22 Maret 2021 March 22, 2021	Agenda Utama 1. <i>Update</i> Progres Uji Klinis 2. Realisasi Vaksinasi Vaksin COVID-19 di Bio Farma 3. Rencana Sentra Vaksinasi Jabar 4. <i>Update</i> Supply Bulk RTF Sinovac, <i>Update</i> Vaksin COVID-19 Cansino dan Sinopharm 5. <i>Update</i> Produksi dan Rencana Tambahan Vaksin COVID-19 6. Kesiapan Bio Farma dalam Vaksinasi Gotong Royong Main Agenda 1. Clinical Trial Progress Update 2. Realization of COVID-19 Vaccine Vaccination at Bio Farma 3. West Java Vaccination Center Plan 4. Sinovac RTF Bulk Supply Update, Cansino and Sinopharm COVID-19 Vaccine Update 5. Update on Production and Additional Plans for COVID-19 Vaccines 6. Bio Farma Readiness in Mutual Cooperation Vaccination	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
15	24 Maret 2021 March 24, 2021	Tindak Lanjut Rapat Sebelumnya 1. Kajian Risiko Produksi Tambahan 4 Batch Vaksin COVID-19 2. Update Usulan Struktur Organisasi Bio Farma Agenda Utama 1. Persiapan Fasilitas Filling RTF Vaksin COVID-19 Merah Putih untuk Uji Klinis Fase 3 2. Rencana Distribusi Vaksinasi COVID-19 ke Kabupaten/kota 3. Penggunaan Dana Penugasan COVID-19 4. Laporan Proses PMN terkait Pengembangan Vaksin mRNA dan Viral Vektor Follow up on the previous meeting 1. Risk Study of Additional Production of 4 Batch of COVID-19 Vaccines 2. Update on the Proposed Organizational Structure of Bio Farma Main Agenda 1. Preparation of the Red and White COVID-19 Vaccine RTF Filling Facility for Phase 3 Clinical Trials 2. COVID-19 Vaccination Distribution Plan to Regencies/Cities 3. Use of COVID-19 Assignment Funds 4. PMN Process Report related to the Development of mRNA and Viral Vector Vaccines	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur Digital Healthcare 6. SEVP Produksi 7. SEVP Legal & Compliance 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
16	29 Maret 2021 March 29, 2021	Agenda Utama 1. Update Produksi Vaksin COVID-19 2. Update Suplai Vaksin Sinovac dan Cansino 3. Update Uji Klinis Vaksin COVID-19 (Sinovac) 4. Update Kontrak Vaksin COVID-19 5. Update Arcturus Therapeutic (RNA Technology for Vaccines and Therapeutic) Main Agenda 1. Update on COVID-19 Vaccine Production 2. Sinovac and Cansino Vaccine Supply Update 3. COVID-19 Vaccine Clinical Trial Update (Sinovac) 4. Covid-19 Vaccine Contract Update 5. Update Arcturus Therapeutic (RNA Technology For Vaccines and Therapeutic)	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur Digital Healthcare 6. SEVP Produksi 7. SEVP Legal & Compliance 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
17	30 Maret 2021 March 30, 2021	Agenda Utama 1. Laporan Keuangan Perusahaan s.d. Februari 2021 2. Performansi Marketing dan Persediaan a. Performansi Penjualan Ekspor s.d. Februari 2021 b. Performansi Penjualan Dalam Negeri s.d. Februari 2021 c. Persediaan s.d. Februari 2021 Main Agenda 1. Company Financial Report up to February 2021 2. Marketing and Inventory Performance a. Export Sales Performance up to February 2021 b. Domestic Sales Performance until February 2021 c. Stock up to February 2021	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur Digital Healthcare 6. SEVP Produksi 7. SEVP Legal & Compliance 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
18	05 April 2021 April 05, 2021	Agenda Utama 1. <i>Update</i> Produksi Vaksin COVID-19 2. Performansi Produk Jadi 3. Progress Uji Klinis 4. Rencana <i>Plan of Action</i> RKAP Tahun 2021 dan <i>Management Review Meeting</i> 5. Rencana Usulan Konsultan <i>Corporate Communication</i> 6. <i>Update</i> Struktur Organisasi Main Agenda 1. Update on COVID-19 Vaccine Production 2. Finished Product Performance 3. Clinical Trial Progress 4. 2021 RKAP Plan of Action and Management Review Meeting 5. Corporate Communication Consultant Proposal Plan 6. Organizational Structure Update	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
19	12 April 2021 April 12, 2021	Agenda Utama 1. <i>Update</i> Uji Klinis 2. <i>Update</i> Produksi Vaksin COVID-19 3. <i>Update</i> Vaksin Sinovac dan Cansino 4. <i>Update</i> Kesiapan Vaksin Gotong Royong 5. <i>Update</i> Vaksin Merah Putih Main Agenda 1. Clinical Trial Update 2. Update on COVID-19 Vaccine Production 3. Sinovac and Cansino Vaccine Update 4. Update on Vaccine Readiness Gotong Royong 5. Red and White Vaccine Update	Ruang Rapat Atas 1 PT Bio Farma (Persero) Ruang Rapat Atas 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
20	19 April 2021 April 19, 2021	Agenda Utama 1. <i>Update</i> Uji Klinis 2. <i>Update</i> Produksi Vaksin COVID-19 3. <i>Update</i> Progres Pengembangan Vaksin Merah Putih 4. Skema Transaksi Penugasan Pengadaan Vaksin COVID-19 (Corovax) yang di Produksi SII Berdasarkan lisensi dari Novavax Inc Agenda Lainnya 1. Laporan Kinerja Perusahaan Tahun 2020 Konsolidasi 2. Pedoman Pengusulan, Pelaporan, Pemantauan dan Perubahan Penggunaan Tambahan PMN Kepada BUMN Main Agenda 1. Clinical Trial Update 2. Update on COVID-19 Vaccine Production 3. Update Progress of Red and White Vaccine Development 4. Transaction Scheme for the Assignment of the COVID-19 Vaccine Procurement (Corovax) produced by SII Based on a license from Novavax Inc. Other Agenda 1. Consolidated 2020 Company Performance Report 2. Guidelines for proposals, reporting, monitoring and changes to the additional use of PMN to SOEs	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
21	26 April 2021 April 26, 2021	Agenda Utama 1. Skema Transaksi Vaksin Gotong Royong 2. <i>Update</i> Progres Uji Klinis Vaksin COVID-19 3. <i>Update</i> Progres Produksi Vaksin COVID-19 4. <i>Update</i> Performansi Pemasaran 5. Laporan Hasil Asesmen GCG Main Agenda 1. Mutual Cooperation Vaccine Transaction Scheme 2. Update Progress of COVID-19 Vaccine Clinical Trials 3. Update on COVID-19 Vaccine Production Progress 4. Marketing Performance Update 5. GCG Assessment Results Report	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
22	27 April 2021 April 27, 2021	Agenda Utama 1. Usulan Struktur Organisasi Holding Bio Farma Main Agenda 1. Proposed Organizational Structure of Holding Bio Farma	Ruang Rapat Atas 1 PT Bio Farma (Persero) Equity Tower, Jakarta	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
23	03 Mei 2021 May 03, 2021	Agenda Utama 1. Tindak Lanjut Surat BPOM 2. <i>Update</i> Uji Klinis 3. <i>Update</i> Produksi Vaksin COVID-19 4. <i>Update</i> Vaksin COVID-19 Bio Farma Lain-lain 1. <i>New Business Proposal</i> 2. Kajian Implementasi <i>Cloud Platform</i> Main Agenda 1. Follow-up to BPOM's Letter 2. Clinical Trial Update 3. Update on COVID-19 Vaccine Production 4. Bio Farma COVID-19 Vaccine Update Etc 1. <i>New Business Proposal</i> 2. <i>Cloud Platform Implementation Study</i>	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero) and Equity Tower	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
24	11 Mei 2021 May 11, 2021	Agenda Utama Terkait COVID-19 1. <i>Update</i> Uji Klinis Vaksin COVID-19 2. <i>Update</i> Produksi Vaksin COVID-19 3. Harga Produk Vaksin COVID-Sinopharm 4. <i>Update</i> Cansino dan Usulan ADB Agenda Lainnya 1. <i>Update</i> Vaksin Rotavirus 2. Performansi <i>Marketing</i> Main Agenda 1. Follow-up to BPOM's Letter 2. Clinical Trial Update 3. Update on COVID-19 Vaccine Production 4. Bio Farma COVID-19 Vaccine Update Other: 1. Rotavirus Vaccine Update 2. Marketing Performance	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur Digital Healthcare 6. SEVP Produksi 7. SEVP Legal & Compliance 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
25	15 Mei 2021 May 15, 2021	Agenda Utama 1. <i>Update</i> Uji Klinis 2. <i>Update</i> Produksi Vaksin COVID-19 3. <i>Update</i> Distribusi Vaksin COVID-19 Lain-lain 1. Laporan Kinerja Keuangan sampai dengan April 2021 Main Agenda 1. Clinical Trial Update 2. Update on COVID-19 Vaccine Production 3. COVID-19 Vaccine Distribution Update Etc 1. Financial Performance Report up to April 2021	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero) and Equity Tower	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
26	24 Mei 2021 May 24, 2021	Agenda Utama Terkait Vaksin COVID-19 1. <i>Update</i> Uji Klinis Vaksin COVID-19 2. <i>Update</i> Distribusi Vaksin COVID-19 3. <i>Update</i> Cansino dan Astra Zeneca (AZ) 4. <i>Update</i> Produksi Vaksin COVID-19 Lainnya 1. Laporan Kinerja Pemasaran 2. Tindak Lanjut Laporan Kasus Kualanam 3. Konsultan <i>Corporate Identity</i> Main Agenda Related to Covid-19 Vaccine 1. COVID-19 Vaccine Clinical Trial Update 2. COVID-19 Vaccine Distribution Update 3. Cansino and Astra Zeneca (AZ) updates 4. Update on COVID-19 Vaccine Production Other 1. Marketing Performance Report 2. Follow-up to the Kualanam Case Report 3. Corporate Identity Consultant	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
27	02 Juni 2021 June 02, 2021	Agenda Utama Rutin: <i>Update</i> Progres Vaksin COVID-19 1. <i>Update</i> Uji Klinis 2. <i>Update</i> Produksi Vaksin COVID-19 3. <i>Update</i> Distribusi Vaksin COVID-19 dan Atensi BPOM dan Kemkes terkait Mitra PBF 4. <i>Update</i> Sinovac dan Astra Zeneca Routine Main Agenda: COVID-19 Vaccine Progress Update 1. Clinical Trial Update 2. Update on COVID-19 Vaccine Production 3. Update on COVID-19 Vaccine Distribution and Attention of BPOM and Ministry of Health regarding PBF Partners 4. Sinovac and Astra Zeneca updates Addition 1. MP/BUMN Vaccine Preclinical and Clinical Trial Plan 2. Domestic and Export Marketing Performance Report	Ruang Rapat Atas 1 PT Bio Farma (Persero) dan Equity Tower Top Meeting Room 1 PT Bio Farma (Persero) and Equity Tower	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
28	07 Juni 2021 June 07, 2021	Agenda Utama Rutin: <i>Update</i> Progress Vaksin COVID-19 1. <i>Update</i> Uji Klinis Tambahan 1. Kajian HJP dan HPP Produk Perusahaan 2. Rencana Produksi nOPV2 & Rotavirus Routine Main Agenda: COVID-19 Vaccine Progress Update 1. Clinical Trial Update Addition 1. Study of HJP and HPP of Company Products 2. nOPV2 & Rotavirus Production Plan	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
29	14 Juni 2021 June 14, 2021	Agenda Utama Rutin: <i>Update</i> Progres Vaksin COVID-19 1. <i>Update</i> Uji Klinis Vaksin COVID-19 2. <i>Update</i> Vaksin BUMN 3. <i>Update</i> Vaksin Sinovac dan Cansino 4. <i>Update</i> WHO hub mRNA Tambahan 1. Rencana Produksi <i>Campaign</i> Rotavirus dan nOPV2 Routine Main Agenda: Covid-19 Vaccine Progress Update 1. Covid-19 Vaccine Clinical Trial Update 2. SOE Vaccine Update 3. Sinovac and Cansino Vaccine Update 4. Update WHO hub mRNA Mine 1. Rotavirus and nOPV2 Campaign Production Plan	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero))	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
30	21 Juni 2021 June 21, 2021	Agenda Utama Rutin: <i>Update</i> Progres Vaksin COVID-19 1. <i>Update</i> Produksi Vaksin COVID-19 2. <i>Update</i> Status COVID-19 Karyawan Bio Farma 3. <i>Update</i> Distribusi Vaksin COVID-19 Agenda Utama Lainnya 1. Performansi <i>Marketing</i> Ekspor dan Domestik 2. Kinerja Keuangan Bio Farma s/d Bulan Mei 2021 Routine Main Agenda: COVID-19 Vaccine Progress Update 1. Update on COVID-19 Vaccine Production 2. Bio Farma Employee COVID-19 Status Update 3. COVID-19 Vaccine Distribution Update Other Main Agenda 1. Export and Domestic Marketing Performance 2. Bio Farma's Financial Performance up to May 2021	Ruang Rapat Atas 1 PT Bio Farma (Persero) dan Equity Tower Top Meeting Room 1 PT Bio Farma (Persero) and Equity Tower	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
31	28 Juni 2021 June 28, 2021	Agenda Utama Rutin: <i>Update</i> Progres Vaksin COVID-19 1. <i>Update</i> Situasi COVID-19 di Perusahaan 2. <i>Update</i> Uji Klinis 3. <i>Update</i> Vaksin Sinovac 4. <i>Update</i> Produksi Vaksin COVID-19 5. <i>Update</i> Distribusi Vaksin COVID-19 Routine Main Agenda: COVID-19 Vaccine Progress Update 1. Update on the COVID-19 Situation in the Company 2. Clinical Trial Update 3. Sinovac Vaccine Update 4. Update on COVID-19 Vaccine Production 5. COVID-19 Vaccine Distribution Update	Ruang Rapat Atas 1 PT Bio Farma (Persero) dan Equity Tower Top Meeting Room 1 PT Bio Farma (Persero) and Equity Tower	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
32	05 Juli 2021 July 05, 2021	Agenda Utama Rutin: <i>Update</i> Progres Vaksin COVID-19 1. <i>Update</i> Vaksin Gotong Royong 2. <i>Update</i> Produksi Vaksin COVID-19 3. Data Vaksin COVID-19 dan Kapasitas <i>Storage</i> 4. Rencana Ekspor Produk Biologi Diagnostik Lain-lain 1. Performansi <i>Marketing</i> Ekspor dan Domestik 2. Stok Bahan Baku mBiocov, BioVTM dan Bio Saliva Routine Main Agenda: COVID-19 Vaccine Progress Update 1. Mutual Cooperation Vaccine Update 2. Update on COVID-19 Vaccine Production 3. COVID-19 Vaccine Data and Storage Capacity 4. Diagnostic Biology Product Export Plan Etc 1. Export and Domestic Marketing Performance 2. Stock of mBiocov, BioVTM and Bio Saliva Raw Materials	Ruang Rapat Atas 1 PT Bio Farma (Persero) dan Equity Tower Top Meeting Room 1 PT Bio Farma (Persero) and Equity Tower	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
33	06 Juli 2021 July 06, 2021	Agenda Utama 1. Strategi Bisnis Kit Diagnostik COVID-19 Termasuk Rencana Ekspor Produk mBioCov Agenda Lainnya 1. <i>Monitoring</i> dan Evaluasi PMN Program Pemulihan Ekonomi Nasional Triwulan II tahun 2021 oleh BPKP Main Agenda 1. COVID-19 Diagnostic Kit Business Strategy Including mBioCov Product Export Plan Other Agenda 1. Monitoring and Evaluation of PMN for the Second Quarter 2021 National Economic Recovery Program by BPKP	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
34	12 Juli 2021 July 12, 2021	Tindak Lanjut Rapat Sebelumnya 1. Strategi Bisnis Kit Diagnostic, termasuk rencana Ekspor mBioCov Agenda Utama Terkait Progres Vaksin COVID-19 1. <i>Update</i> Uji Klinis 2. <i>Update</i> Produksi Vaksin COVID-19 3. <i>Update</i> Pengadaan Vaksin Sinovac Agenda Lain 1. Revisi RKAP Tahun 2021 Konsolidasi 2. Timeline Penyaluran Dana PMN Lain-lain 1. Rencana Kerjasama dengan Quratis- Produk New TB Vaccine 2. Rencana Kerjasama Kits Diagnostik Kanker Colorectal "ColoMelt-DX" PT Bio Farma - PT PathGen Follow up on the previous meeting 1. Diagnostic Kit Business Strategy, including mBioCov Export plan Main Agenda Regarding COVID-19 Vaccine Progress 1. Clinical Trial Update 2. Update on COVID-19 Vaccine Production 3. Sinovac Vaccine Procurement Update Other Agenda 1. Revised RKAP 2021 Consolidated 2. PMN Fund Distribution Timeline Etc 1. Cooperation Plan with Quratis-New TB Vaccine Products 2. Cooperation Plan for Colorectal Cancer Diagnostic Kits "ColoMelt-DX" PT Bio Farma - PT PathGen	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
35	19 Juli 2021 July 19, 2021	Tindak Lanjut Rapat Sebelumnya 1. <i>Update</i> Kerjasama Kit Diagnostik Kanker Colorectal 'ColoMelt-Dx' PT. Bio Farma - PT PathGen 2. <i>Update</i> rencana telaahan HPP-HJP Agenda Utama 1. <i>Update</i> Supply Sinovac 2. <i>Update</i> Produksi Vaksin COVID-19 3. <i>Update</i> Uji Klinis 4. Laporan Kinerja Keuangan Bio Farma as is Semester 1/2021 5. Hasil Audit BPK atas penugasan Vaksin CoronaVac 3 Juta Dosis Follow up on the previous meeting 1. Cooperation Update Colorectal Cancer Diagnostic Kit 'ColoMelt-Dx' PT. Bio Farma - PT PathGen 2. Update the HPP-HJP study plan Main Agenda 1. Update Supply Sinovac 2. Update on COVID-19 Vaccine Production 3. Clinical Trial Update 4. Bio Farma Financial Performance Report as is Semester 1/2021 5. BPK Audit Results on the assignment of 3 Million Doses of CoronaVac Vaccine	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
36	23 Juli 2021 July 23, 2021	Agenda Utama 1. <i>Update</i> Tambahan Supply 50 Juta Dosis Vaksin Jadi Sinovac 2. Kajian Perjanjian Bio Farma - Astra Zeneca 3. Usulan Harga Vaksin Gotong Royong Main Agenda 1. Additional Update Supply of 50 Million Vaccine Doses of Sinovac 2. Bio Farma Agreement Review - Astra Zeneca 3. Proposed Vaccine Prices for Gotong Royong	<i>Virtual Meeting</i> Virtual Meeting	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
37	26 Juli 2021 July 26, 2021	Agenda Utama 1. <i>Update</i> Produksi Vaksin COVID-19 2. <i>Update</i> Situasi COVID-19 di Bio Farma 3. <i>Update</i> Pembayaran Sinovac 4. Laporan Kinerja Keuangan Bio Farma Holding Semester I Thn 2021 5. Performansi <i>Marketing</i> Ekspor dan Domestik 6. <i>Update</i> Distribusi Vaksin COVID-19 Main Agenda 1. Update on COVID-19 Vaccine Production 2. Update on the COVID-19 situation at Bio Farma 3. Sinovac Payment Update 4. Bio Farma Holding Financial Performance Report Semester I Year 2021 5. Export and Domestic Marketing Performance 6. COVID-19 Vaccine Distribution Update	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
38	02 Agustus 2021 August 02, 2021	Agenda Utama 1. Laporan Kontrak Penugasan Penyediaan Vaksin COVID-19 Produksi Astra Zeneca 2. Permohonan Persetujuan Fasilitas Pembiayaan Maybank 3. <i>Update</i> Kerjasama Blood Product 4. Kerjasama Finansial dan <i>Legal Blood Product</i> Agenda Lainnya 1. Pembahasan HUT PT Bio Farma (Persero) ke-131 Main Agenda 1. Report on the Assignment Contract for the Provision of COVID-19 Vaccine Production by Astra Zeneca 2. Maybank Financing Facility Approval Application 3. Blood Product Collaboration Update 4. Blood Product Financial and Legal Cooperation Other Agenda 1. Discussion of the 131st Anniversary of PT Bio Farma (Persero)	Ruang Rapat Atas 1 PT Bio Farma (Persero) dan Equity Tower Top Meeting Room 1 PT Bio Farma (Persero) and Equity Tower	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
39	09 Agustus 2021 August 09, 2021	Agenda Utama 1. <i>Update</i> Produksi Vaksin COVID-19 2. <i>Update</i> Distribusi Vaksin COVID-19 3. Usulan Sentralisasi Fungsi Digital & TI Holding BUMN Farmasi 4. Revisi RKAP 2021 Holding BUMN Farmasi 5. Permohonan Persetujuan Penggunaan Fasilitas <i>Term Loan</i> PT Bio Farma 6. Permohonan Persetujuan Perpanjangan Fasilitas Kredit Modal Kerja dan Kredit Jangka Pendek dan Pengagungan PT Bio Farma 7. Laporan Kondisi Kesehatan Karyawan Main Agenda 1. Update on COVID-19 Vaccine Production 2. COVID-19 Vaccine Distribution Update 3. Proposed Centralization of Digital & IT Functions Holding Pharmaceutical SOEs 4. Revised RKAP 2021 Holding Pharmaceutical SOEs 5. Application for Approval of Use of Term Loan Facility PT Bio Farma 6. Application for Approval of Extension of Working Capital Credit Facility and Short Term Credit and Collateral PT Bio Farma 7. Employee Health Condition Report	Ruang Rapat Atas 1 PT Bio Farma (Persero) dan Equity Tower Top Meeting Room 1 PT Bio Farma (Persero) and Equity Tower	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
40	16 Agustus 2021 August 16, 2021	Agenda Utama 1. <i>Update Supply</i> Vaksin AZ Bilateral 2. <i>Update Supply</i> Vaksin Cansino 3. Rencana Penyaluran <i>Shareholder Loan</i> Dana PMN dari Bio Farma ke Kimia Farma dan Indofarma 4. Struktur Cost Vaksin Reguler 5. Performansi Pemasaran Follow up on the previous meeting 1. RKAP 2021 Priority Project 2. Procurement Plan Main Agenda 1. Bilateral AZ Vaccine Supply Update 2. Cansino Vaccine Supply Update 3. Plan for Distribution of PMN Shareholder Loans from Bio Farma to Kimia Farma and Indofarma 4. Regular Vaccine Cost Structure 5. Marketing Performance	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
41	23 Agustus 2021 August 23, 2021	Tindak Lanjut Rapat Sebelumnya 1. <i>Project Prioritas</i> RKAP 2021 2. <i>Procurement Plan</i> Agenda Utama 1. <i>Update Supply</i> Vaksin AZ Bilateral 2. <i>Update Supply</i> Vaksin Cansino 3. Rencana Penyaluran <i>Shareholder Loan</i> Dana PMN dari Bio Farma ke Kimia Farma dan Indofarma 4. Struktur Cost Vaksin Reguler 5. Performansi Pemasaran Main Agenda 1. Covid-19 Vaccine Distribution Update 2. Sinovac Vaccine Schedule Update 3. Update on BUMN Covid-19 Vaccine Development 4. BUMN Vaccine Clinical Trial Etc 1. BPK Walkthrough 2. Company Performance Report as is July 2021 3. Video Company Profile	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



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42	30 Agustus 2021 August 30, 2021	Agenda Rutin: <i>Update</i> 1. <i>Update</i> Produksi Vaksin COVID-19 2. Peta Kolaborasi Internasional Pengembangan Vaksin COVID/<i>Beyond</i> COVID Agenda Lainnya 1. Survey Pendahuluan BPKP Jabar Routine Agenda: Update 1. Update on COVID-19 Vaccine Production 2. Map of International Collaboration for COVID/Beyond COVID Vaccine Development Other Agenda 1. Preliminary Survey of West Java BPKP	Ruang Rapat Atas 1 PT Bio Farma (Persero) dan Equity Tower Top Meeting Room 1 PT Bio Farma (Persero) and Equity Tower	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
43	31 Agustus 2021 August 31, 2021	Agenda Utama 1. Usulan Penyempurnaan Struktur Organisasi di Divisi Manajemen Produksi dan Persediaan 2. Permohonan Sampel Vaksin COVID-19 Main Agenda 1. Proposed Improvement of Organizational Structure in Production and Inventory Management Division 2. COVID-19 Vaccine Sample Application	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
44	6 September 2021 September 6, 2021	Tindak Lanjut Rapat Sebelumnya 1. Vaksinasi COVID-19 melalui Mekanisme CSR Agenda Utama 1. <i>Update</i> Vaksin-19 Sinovac 2. Revitalisasi Pengembangan Vaksin <i>Whole Cell Pneumococcus</i> (wcP) Follow up on the previous meeting 1. COVID-19 Vaccination Through CSR Mechanism Main Agenda 1. Sinovac-19 Vaccine Update 2. Revitalization of Whole Cell Pneumococcus (wcP) Vaccine Development	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
45	13 September 2021 September 13, 2021	Tindak Lanjut Rapat Sebelumnya 1. Usulan Sentra Vaksinasi 2. Surat Permohonan Sampel Vaksin Sinovac dari Universitas Airlangga (Unair) yang akan digunakan untuk <i>technical benchmarking</i> Unair dan Biotis Agenda Utama 1. <i>Update</i> Produksi Vaksin COVID-19 Follow up on the previous meeting 1. Vaccination Center Proposal 2. Sinovac Vaccine Sample Application Letter from Airlangga University (Unair) which will be used for Unair and Biotis technical benchmarking Main Agenda 1. Update on COVID-19 Vaccine Production	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
46	20 September 2021 September 26, 2021	Tindak Lanjut Rapat Sebelumnya 1. Fasilitas BSL3 untuk <i>Drug Substance</i> COVID-19 Agenda Utama 1. Update Progres Vaksin COVID-19 2. Laporan Kinerja Keuangan per 31 Agustus 2021 Lain-lain 1. Rencana <i>Follow Up Retreat</i> Follow up on the previous meeting 1. BSL3 Facility for Covid-19 Drug Substance Main Agenda 1. Covid-19 Vaccine Progress Update 2. Financial Performance Report as of August 31, 2021 Etc 1. Follow Up Retreat Plan	Ruang Rapat Atas 1 PT Bio Farma (Persero) dan Equity Tower Top Meeting Room 1 PT Bio Farma (Persero) and Equity Tower	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development



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47	27 September 2021 September 27, 2021	Tindak Lanjut Rapat Sebelumnya (Persiapan Rapat Gabungan 1 Oktober 2021) 1. Diskusi dengan tim Produksi dan Peninjauan Lapangan 2. Evaluasi tindak lanjut hasil retreat a. Konsep strategi holding yang akan dijabarkan dalam RJPP 2022-2027 dan RKAP 2020 b. Struktur organisasi holding dalam mendukung pelaksanaan kegiatan usaha yang dilaksanakan oleh holding c. Pengembangan research and technology di Bio Farma Holding, termasuk pengembangan SDM serta status transformasi dan digitalisasi Agenda Utama 1. <i>Update</i> Kolaborasi pengadaan Vaksin COVID-19 2. Progres Pengembangan Vaksin BUMN 3. Permohonan persetujuan fasilitas pembiayaan (<i>Term Loan</i>) Bio Farma untuk dapat digunakan oleh Kimia Farma Follow-up to Previous Meetings (Preparation for Joint Meeting October 1, 2021) 1. Discussion with Production and Field Review team 2. Follow-up evaluation of retreat results a. The concept of holding strategy which will be elaborated in RJPP 2022-2027 and RKAP 2020 b. Holding organizational structure in supporting the implementation of business activities carried out by the holding c. Research and technology development at Bio Farma Holding, including human resource development as well as the status of transformation and digitization Main Agenda 1. Update on the Collaborative Procurement of Covid-19 Vaccines 2. BUMN Vaccine Development Progress 3. Application for approval of Bio Farma's financing facility (<i>Term Loan</i>) to be used by Kimia Farma	Ruang Rapat Atas 1 PT Bio Farma (Persero) dan Equity Tower Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Operasi 3. Direktur Keuangan dan Mitra Bisnis 4. Direktur Pemasaran, Penelitian dan Pengembangan 5. Direktur <i>Digital Healthcare</i> 6. SEVP Produksi 7. SEVP <i>Legal & Compliance</i> 8. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Operations 3. Director of Finance and Business Partner 4. Director of Marketing, Research and Development 5. Director of Digital Healthcare 6. SEVP of Production 7. SEVP of Legal & Compliance 8. SEVP of Research and Development
48	04 Oktober 2021 October 04, 2021	Agenda Utama 1. <i>Update</i> Vaksin BUMN 2. <i>Review</i> Uji Klinis Vaksin Arcturus 3. Usulan <i>termsheet</i> dari Arcturus untuk <i>Supply</i> Vaksin sebanyak 10 juta dosis dan transfer teknologi 4. Usulan <i>Termsheet</i> dari BKT untuk <i>Supply</i> Vaksin COVID-19 AZ sebanyak 30 Juta Dosis 5. <i>Feasibility Study</i> Gedung 34 Main Agenda 1. SOE Vaccine Update 2. Arcturus Vaccine Clinical Trial Review 3. Proposed <i>termsheet</i> from Arcturus for Vaccine Supply of 10 million doses and technology transfer 4. <i>Termsheet</i> proposal from BKT for the supply of 30 million doses of COVID-19 AZ Vaccine 5. 34 Building Feasibility Study	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
49	11 Oktober 2021 October 11, 2021	Tindak Lanjut Rapat Sebelumnya 1. Utilisasi Fasilitas Gedung 21 2. Progress Hasil Uji Preklinis Vaksin BUMN dan Rencana Adjuvant CpG di Bio Farma 3. <i>Update Feasibility Study</i> Gedung 34 Agenda Utama 1. Usulan Perubahan Struktur Organisasi Bio Farma Follow up on the previous meeting 1. 21 Building Facility Utilization 2. Progress of SOE Vaccine Preclinical Test Results and CpG Adjuvant Plan at Bio Farma 3. Update Feasibility Study Building 34 Main Agenda 1. Proposed Changes to Bio Farma's Organizational Structure	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development
50	18 Oktober 2021 October 18, 2021	Agenda Utama 1. <i>Update</i> Vaksin BUMN Main Agenda 1. SOE Vaccine Update	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
51	19 Oktober 2021 October 19, 2021	Agenda Utama 1. Rancangan RKAP Tahun 2022 Holding BUMN Farmasi 2. Laporan Kinerja Perusahaan s.d. September 2021 3. Performansi Pemasaran Main Agenda 1. Draft RKAP 2022 for Holding Pharmaceutical SOEs 2. Company Performance Report until September 2021 3. Marketing Performance	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development
52	22 Oktober 2021 October 22, 2021	Tindak Lanjut Rapat Sebelumnya 1. Progres Pengembangan Vaksin BUMN Main Agenda 1. BUMN Vaccine Development Progress	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
53	25 Oktober 2021 October 25, 2021	Agenda Utama 1. <i>Feedback</i> Komunikasi dengan Biological E 2. <i>Update</i> Progres Pengembangan Vaksin BUMN Main Agenda 1. Feedback Communication with Biological E 2. Update on BUMN Vaccine Development Progress	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development
54	01 November 2021 November 01, 2021	Agenda Utama 1. Usulan Perubahan Struktur Organisasi 2. <i>Engineering</i> Estimasi RAB Gedung 34 3. Laporan Kinerja Perusahaan Holding Triwulan III/2021 4. Proyek Indotaisei untuk Biosimilar dan CDMO Lain-lain 1. Laporan Kondisi Kesehatan Karyawan Main Agenda 1. Proposed Changes in Organizational Structure 2. Engineering Estimated RAB Building 34 3. Holding Company Performance Report Quarter III/2021 4. Indotaisei Project for Biosimilars and CDMO Etc 1. Employee Health Condition Report	Virtual Meeting	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
55	08 November 2021 November 08, 2021	Agenda Utama 1. <i>Update</i> Vaksin BUMN 2. Vaksin COVID-19 dan ToT 3. FS Biosimilar dan <i>Blood Product</i> Lain-lain 1. Kondisi <i>Supply</i> Vaksin COVID-19 2. Vaksin Gotong Royong 3. Laporan Kondisi Kesehatan Karyawan Main Agenda 1. SOE Vaccine Update 2. COVID-19 Vaccine and ToT 3. FS Biosimilar and Blood Products Etc 1. Condition of Supply of COVID-19 Vaccine 2. Mutual Cooperation Vaccine 3. Employee Health Condition Report	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development
56	15 November 2021 November 15, 2021	Agenda Utama 1. Rencana Pengadaan UCC Tambahan dan Distribusi Vaksin COVID-19 Pfizer 2. Update Kolaborasi Pengadaan Vaksin COVID 3. RKAP Bio Farma Holding Tahun 2022 Main Agenda 1. Plans for Additional UCC Procurement and Distribution of Pfizer COVID-19 Vaccines 2. Update on the Collaborative Procurement of COVID Vaccines 3. RKAP Bio Farma Holding in 2022	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
57	23 November 2021 November 23, 2021	Agenda Utama 1. <i>Update</i> Vaksin BUMN 2. <i>Update</i> Kolaborasi Cansino 3. <i>Strategic Execution for a New Bio Farma</i> 4. Laporan Kinerja s/d Oktober 2021 5. Performansi <i>Marketing</i> Ekspor dan Domestik Main Agenda 1. SOE Vaccine Update 2. Cansino Collaboration Update 3. Strategic Execution for a New Bio Farma 4. Performance Report until October 2021 5. Export and Domestic Marketing Performance	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development
58	29 November 2021 November 29, 2021	Tindak Lanjut Rapat Sebelumnya 1. <i>Update</i> Vaksin BUMN 2. <i>Update</i> Colaborasi Cansino Agenda Utama 1. Rencana <i>Partnership</i> dengan Neoclone Australia dalam Co-Development dan Commercialization Biosimilar Globally 2. Laporan Kinerja Perusahaan s.d. Oktober 2021 Konsolidasi 3. Performansi Laporan <i>Marketing</i> Domestik dan Ekspor Lain-lain 1. Rencana <i>Executive</i> FGD Holding Farmasi Follow up on the previous meeting 1. SOE Vaccine Update 2. Cansino Collaboration Update Main Agenda 1. Partnership Plan with Neoclone Australia in Global Biosimilar Co-Development and Commercialization 2. Consolidated Company Performance Report up to October 2021 3. Domestic and Export Marketing Report Performance Etc 1. Pharmacy Holding FGD Executive Plan	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
59	06 Desember 2021 December 06, 2021	Agenda Utama 1. <i>Update</i> Progres Pengembangan Vaksin COVID-19 dan SDM 2. <i>Update</i> Kerjasama <i>Blood Product</i> 3. Laporan Kerjasama Bio Farma dengan Sinovac/AZI/Sinopharm 4. Rencana Kerjasama Bio Farma dengan Afrika dan Pakistan Main Agenda 1. <i>Update</i> on COVID-19 Vaccine Development Progress and HR 2. Blood Product Collaboration Update 3. Report on Cooperation between Bio Farma and Sinovac/AZI/Sinopharm 4. Bio Farma Cooperation Plan with Africa and Pakistan	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development
60	07 Desember 2021 December 07, 2021	Agenda Utama 1. Struktur Organisasi PT Bio Farma (Persero) Main Agenda 1. Organizational Structure of PT Bio Farma (Persero)	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
61	13 Desember 2021 December 13, 2021	Agenda Utama 1. <i>Update</i> Pengembangan Vaksin COVID-19 BUMN 2. Kolaborasi <i>Platform</i> Adenovirus dan mRNA Etana 3. Kolaborasi <i>Platform</i> Adenovirus dan mRNA Etana 4. Performansi Penjualan Domestik dan Ekspor Main Agenda 1. Update on BUMN COVID-19 Vaccine Development 2. Adenovirus and Ethane mRNA Platform Collaboration 3. Adenovirus and Ethane mRNA Platform Collaboration 4. Domestic and Export Sales Performance	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development
62	21 Desember 2021 December 21, 2021	Agenda Utama 1. <i>Update</i> Progres Vaksin BUMN 2. <i>Update Supply</i> 20 Juta Dosis Vaksin Coronavac 3. Laporan Hasil Asesmen IT <i>Maturity Level</i> Holding BUMN Farmasi Tahun 2021 4. Laporan Kinerja Keuangan Bio Farma November 2021 5. Persetujuan <i>Term Loan</i> Kepada Indofarma 6. Performansi Pemasaran Domestik dan Ekspor Main Agenda 1. SOE Vaccine Progress Update 2. Update Supply of 20 Million Doses of Coronavac Vaccine 3. Report on IT Maturity Level Holding of Pharmaceutical SOEs in 2021 4. Bio Farma Financial Performance Report November 2021 5. Approval of Term Loan to Indofarma 6. Domestic and Export Marketing Performance	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development



Radir Ke The Director's Meeting	Tanggal Date	Agenda	Tempat The place	Direksi Yang Hadir Attending Directors
63	29 Desember 2021 December 29, 2021	Agenda Utama 1. Struktur Organisasi 2. <i>Update</i> Progres Vaksin BUMN 3. Harga Vaksin Covovax 4. Potensi Omset Tahun 2022 5. Arahan Wamen I Terkait RKAP 2022 6. KPI Tahun 2021 s.d. Oktober 2021 7. Kinerja Konsol sampai dengan November 2021 Main Agenda 1. Organizational structure 2. SOE Vaccine Progress Update 3. Covovax Vaccine Price 4. Turnover Potential in 2022 5. Deputy Minister I Instructions Regarding the 2022 RKAP 6. KPI 2021 to October 2021 7. Console Performance until November 2021	Ruang Rapat Atas 1 PT Bio Farma (Persero) Top Meeting Room 1 PT Bio Farma (Persero)	1. Direktur Utama 2. Direktur Keuangan, Manajemen Risiko dan SDM 3. Direktur Operasi 4. Direktur Hubungan Kelembagaan 5. Direktur Transformasi dan Digital 6. Direktur Penelitian dan Pengembangan Bisnis 7. SEVP <i>Human Capital</i> dan <i>Compliance</i> 8. SEVP Produksi 9. SEVP Penelitian dan Pengembangan 1. President Director 2. Director of Finance, Risk Management and HR 3. Director of Operations 4. Director of Institutional Relations 5. Director of Transformation and Digital 6. Director of Research and Business Development 7. SEVP of Human Capital and Compliance 8. SEVP of Production 9. SEVP of Research and Development



RENCANA KERJA DIREKSI TAHUN 2021

Mengacu kepada peraturan dan ketentuan yang berlaku, Anggaran Dasar Perusahaan serta prinsip *Good Corporate Governance* bahwa tugas, fungsi dan tanggung jawab Direksi adalah sebagai pengelola Perusahaan untuk kepentingan dan tujuan Perusahaan.

1. Program Kerja Strategis PT Bio Farma (Persero)
 - a. Melakukan *partnership* untuk mendapatkan teknologi sebagai bentuk peningkatan portofolio produk.
 - b. Penataan portofolio produk (*overlapping*) dan peningkatan utilisasi fasilitas produksi.
 - c. Melakukan efisiensi pada sistem procurement, Lean & integrated manufacturing system, sinkronisasi perencanaan SC dan inventory management, dan peningkatan kompetensi logistik.
 - d. Peningkatan *market share* produk Holding Farmasi.
 - e. Menyatukan mata rantai healthcare melalui Sinergi Holding Farmasi dengan IHC dan pusat-pusat layanan kesehatan.
 - f. Peningkatan portofolio produk.
 - g. Penambahan negara tujuan ekspor.
2. Program Kerja Strategis PT Kimia Farma, Tbk
 - a. Ekspansi dan optimalisasi kinerja cabang apotek, klinik dan lab.
 - b. Peningkatan kapabilitas melalui penambahan *Principal dan Channel* distribusi.
 - c. Pengembangan fasilitas *stemcell*, klinik kecantikan, pengembangan produk farma *branded*, kosmetik, OTC dan alkes.
 - d. Mengikuti *tender* di pasar ekspor.
3. Program Kerja Strategis PT Indofarma Tbk
 - a. Meningkatkan porsi pendapatan dari alat kesehatan sebagai *lead integrator* alat kesehatan.
 - b. Mendorong herbal sebagai *revenue stream* berkelanjutan.
 - c. Penyediaan solusi terintegrasi alat kesehatan dan alat diagnostic terkini.
4. Program kerja per bidang PT Bio Farma (Persero) sebagai berikut:
Organisasi & Proses bisnis
 - a. Perencanaan Strategis.
 - b. Implementasi *Good Corporate Governance* (GCG).
 - c. Implementasi Sistem Manajemen Mutu, Lingkungan dan K3.
 - d. Integrasi sistem informasi perusahaan.
 - e. Melakukan Optimalisasi Aset Tetap Perusahaan

BOARD OF DIRECTORS' WORK PLAN 2021

Referring to the applicable rules and regulations, the Articles of Association of the Company and the Good Corporate Governance principles stating that the duty, function, and responsibilities of the Board of Directors actions as the Company's manager are for the interests and objectives of the Company.

1. Strategic Work Program PT Bio Farma (Persero)
 - a. Partnering to get technology as a form of increasing the product portfolio.
 - b. Structuring the product portfolio (*overlapping*) and increasing the utilization of production facilities.
 - c. Performing efficiency in the procurement system, lean & integrated manufacturing system, synchronize SC planning and inventory management, and increase logistics competence.
 - d. Increasing the market share of Pharmaceutical Holding products.
 - e. Unifying healthcare chains through Pharmaceutical Holding synergies with IHC and healthcare centers.
 - f. Increasing the product portfolio.
 - g. Adding export destination countries.
2. Strategic Work Program of PT Kimia Farma, Tbk
 - a. Expansion and optimization of the performance of pharmacy branches, clinics and labs.
 - b. Increasing capability through the addition of Principals and Distribution Channels.
 - c. Developing the stem-cell facilities, beauty clinics, development of branded pharma products, cosmetics, OTC and medical devices.
 - d. Participating in tenders in the export market.
3. Strategic Work Program of PT Indofarma Tbk
 - a. Increase the portion of revenue from medical devices as the lead integrator of medical devices.
 - b. Encourage herbal treatments as a sustainable revenue stream.
 - c. Provision of integrated solutions for medical devices and the latest diagnostic tools.
4. The work program per field of PT Bio Farma (Persero) is as follows:
Organization & Business Processes
 - a. Strategic Planning.
 - b. Implementation of Good Corporate Governance (GCG).
 - c. Implementation of a Quality, Environmental and K3 Management System.
 - d. Integration of company information systems.
 - e. Optimizing the Company's Fixed Assets.



REALISASI PELAKSANAAN TUGAS, WEWENANG DAN KEWAJIBAN DIREKSI TAHUN 2021

Sepanjang tahun 2021, Direksi Bio Farma telah melaksanakan tugas dan tanggung jawab sesuai Anggaran Dasar Perseroan sebagai berikut:

1. Pemasaran dan Penjualan Domestik:
 - Melaksanakan penandatanganan Kontrak Penyediaan Vaksin Reguler untuk vaksin bOPV, Hepatitis B, IPV APBN, MR, DPT-HB-Hib, DT, BCG, IPV (GAVI) dan IPV (GAVI – Buffer Pusat).
 - Melaksanakan pembuatan dan penandatanganan dokumen perpanjangan Kontrak katalog Nasional Komoditas Obat Tahun 2021-2022.
 - Melakukan pengawalan ke dinas terkait demi percepatan perilisan produk agar kebutuhan dari Dinkes Daerah selalu terpenuhi tepat waktu.
 - Stand by 24 jam dalam koordinasi distribusi vaksin COVID-19 sampai ke Kabupaten/Kota di seluruh Indonesia.
 - Peningkatan kepuasan pelanggan melalui kontinuitas ketersediaan produk dan proses pengiriman yang tepat waktu sesuai dengan jadwal pemenuhan kebutuhan vaksin yang dikeluarkan oleh Ditjen P2P.
 - Mengadakan distributor *meeting* mengenai *Kick Off Meeting*: Target dan Strategi Penjualan Distributor dan mengenai Sosialisasi Perjanjian *Distributorship* 2021.
 - Koordinasi secara intens dengan:
 - Bagian Manajemen Persediaan untuk penyediaan stok secara Kontinu.
 - Divisi QA dan Divisi Renstra untuk penyediaan produk Enoxaparin, Flubio Halal, IVIG Liv Gamma (intravenous Immunoglobulin therapy), IVIG Liv Gamma SN Injection, Biosaliva, Antiten-A, Urokinase dan FastBio RBD (test titer anti body).
 - Divisi Litbang dan manpro untuk Biosaliva.
 - Bagian Penjualan Swasta untuk strategi penyerapan Menivax, Hepatitis B dan Flubio; terkait dengan penjualan Havrix, Cervarix, Liv Gamma, Vaksin COVID-19 dan Bio Saliva; terkait enoxaparin dan terkait penetapan harga produk di 2022.
 - Bagian Manajemen Produk untuk rencana penjualan produk baru Biosaliva dan untuk melakukan evaluasi/test berkala kepada Marketer atas pemahaman Product Knowledge produk baru seperti Havrix, Cervarix, Liv Gamma, Vaksin COVID-19, Bio Saliva dan Diagnostik COVID-19.
 - Kemenkes RI untuk menyusun *draft* kontrak distribusi vaksin AstraZeneca hibah Pemerintah Negara Jepang.

REALIZATION OF THE IMPLEMENTATION OF THE DUTIES, AUTHORITIES AND OBLIGATIONS OF THE BOARD OF DIRECTORS IN 2021

Throughout 2021, Board of Directors of Bio Farma have carried out their duties and responsibilities according to the company articles of association as follows:

1. Domestic Marketing and Sales:
 - Carry out the signing of the Regular Vaccine Supply Contract for bOPV, Hepatitis B, IPV APBN, MR, DPT-HB-Hib, DT, BCG, IPV (GAVI) and IPV (GAVI – Central Buffer) vaccines.
 - Carry out the manufacture and signing of the contract extension document for the National Catalog of Drug Commodities for the Year 2021-2022.
 - Conduct escorts to related agencies for the sake of accelerating product release to fulfill the needs of the Regional Health Office are always on time.
 - Stand by 24 hours in coordination of the distribution of COVID-19 vaccines to districts/cities throughout Indonesia.
 - Increase customer satisfaction through the continuity of product availability and timely delivery processes in accordance with the schedule for meeting vaccine needs issued by the Directorate General of P2P.
 - Held a distributor meeting regarding the Kick Off Meeting: Target and Distributor Sales Strategy and regarding the Dissemination of the 2021 Distributorship Agreement.
 - Coordinate intensively with:
 - Inventory Management Division for continuous supply of stock.
 - QA Division and Strategic Planning Division for the supply of Enoxaparin, Flubio Halal, IVIG Liv Gamma (intravenous Immunoglobulin therapy) products, IVIG Liv Gamma SN Injection, Biosaliva, Antiten-A, Urokinase and FastBio RBD (antibody titer test).
 - R & D and Manpro Division for Biosaliva.
 - Private Sales Department for Menivax, Hepatitis B and Flubio absorption strategies; related to sales of Havrix, Cervarix, Liv Gamma, COVID-19 Vaccine and Bio Saliva; related to enoxaparin and related to product pricing in 2022.
 - Product Management Department for sales plans for new Biosaliva products and to conduct periodic evaluations/tests to Marketers on understanding Product Knowledge of new products such as Havrix, Cervarix, Liv Gamma, COVID-19 Vaccine, Bio Saliva and COVID-19 Diagnostics.
 - The Ministry of Health of the Republic of Indonesia to prepare a draft contract for the distribution of the AstraZeneca vaccine, a grant from the Government of Japan.



- KF terkait dengan vaksin gotong royong.
- Bagian terkait dan Marketer untuk percepatan penyerapan produk Flubio dan HBV dengan mekanisme konsinyasi.
- Penetapan harga yang kompetitif yaitu dengan Penetapan harga baru Tahun 2021, pemberlakuan gardasil diskon sesuai jumlah pembelian, penetapan harga khusus dan kebijakan Konsinyasi.
- *Recruitment marketer* area Bandung, Medan, Batam, Jakarta, Yogya dan Mataram.
- Pembagian marketer menjadi produk Vaksin dan Non Vaksin di area *pilot Project* (Jakarta, Surabaya, Bandung dan Palembang).
- Pemenuhan permintaan sample MBiocov dan BioVTM untuk konsumen seperti Dinkes Banjarmasin, BBTCLP Banjarbaru, Dinkes Manado, Klinik Medilab, RS olahraga Nasional, RSUD Siti Fatimah Palembang dan Laboratorium Universitas Tarumanegara Jakarta.
- Meeting koordinasi dengan Bagian Penjualan Swasta terkait penjualan Havrix, Cervarix, Liv Gamma, Vaksin COVID-19 dan Bio Saliva.
- Penyelenggaraan kegiatan Pharmaceutical Marketing Outlook 2022.
- Marketer melakukan sosialisasi kepada konsumen, calon konsumen, faskes, institusi Pendidikan melalui *event marketing* sebanyak 255 kali selama Tahun 2021.
- Melakukan Proses Perpanjangan dan Pengajuan Formularium di beberapa Rumah Sakit.
- *Review* Produk dan identifikasi pasar enoxaparin dan IVIG.
- Melakukan pendataan untuk beberapa perusahaan untuk membantu proses vaksin Gotong Royong COVID-19.
- Melakukan uji komparasi dan penjajakan pasar Biosaliva.
- Melakukan pendampingan troubleshooting penggunaan aplikasi BIOCRM dan perbaikan langsung sesuai kondisi di lapangan.
- Mencari mitra imunicare baru (PKS dengan Imunicare Klinik DK Yogyakarta, Imunicare Klinik Imuni Jakarta Utara, Imunicare Klinik Utama Medika Antapani Bandung).
- Penetapan target tiap triwulan untuk Regional Jababodebek, Regional Indonesia Barat, Indonesia Tengah dan Indonesia Timur sebagai dasar acuan target yang akan disesuaikan sesuai kondisi pasar.
- Kolaborasi dengan tim Pemerintah untuk pelaksanaan *monitoring* vaksin COVID-19 ke DINKES.
- KF related to mutual cooperation vaccines.
- Related departments and marketers to accelerate the absorption of Flubio and HBV products by consignment mechanism.
- Competitive pricing implementation through setting new prices for 2021, applying gradations discount according to the number of purchases, setting special prices and consignment policies.
- Recruiting Marketer in several areas such as Badnang, Medan, Batam, Jakarta, Yogya, and Mataram.
- Diversifying Marketing team into two Vaccines Related and Non Vaccines in pilot project are (Jakarta, Surabaya, Bandung, and Palembang)
- Fulfilling sampling request of MBiocov and BioVTM for several customers such as Banjarmasin Health Office, Banjarbaru BBTCLP, Manado Health Office, Medilab Clinic, National Sports Hospital, Siti Fatimah Hospital Palembang and Tarumanegara University Laboratory Jakarta.
- Coordination meeting with Private Sales Department regarding Sales performance of Havrix, Cervarix, Liv Gamma, COVID-19 Vaccines and Bio Saliva
- Organizing Pharmaceutical Marketing Outlook 2022 activities.
- Marketers conduct socialization to consumers, potential customers, health facilities, educational institutions through marketing events in total 255 times during 2021.
- Conduct the Extension Process and Formulary Submission in several Hospitals.
- Product review and market identification of enoxaparin and IVIG.
- Collecting data for several companies to help process the COVID-19 gotong royong vaccine.
- Conduct comparative tests and market assessments of Biosaliva.
- Assisting in troubleshooting the use of the BIOCRM application and direct repairs according to conditions in the field.
- Finding new immunicare partners (PKS with DK Clinic Imunicare Yogyakarta, Imunicare Clinic Imuni North Jakarta, Imunicare Main Clinic Medika Antapani Bandung).
- Setting quarterly targets for Jababodebek Region, West Indonesia Region, Central Indonesia and East Indonesia as the baseline target reference which will be adjusted according to market conditions.
- Collaboration with the Government team for the implementation of monitoring the COVID-19 vaccine to the Health Office.



- Sosialisasi Kebijakan, pendataan dan pelayanan vaksin Gotong Royong kepada Badan Hukum/Badan Usaha.
- Sosialisasi Produk *Knowledge* dan penetrasi pasar Produk Liv Gamma melalui proses SAS.
- Menyusun harga distribusi AstraZeneca hibah Pemerintah Negara Jepang dengan pendampingan dan dari Badan Pengawasan Keuangan dan Pembangunan Provinsi Jawa Barat.
- Melakukan koordinasi peninjauan pilot project outlet produk Biosaliva.
- Penandatanganan kontrak atas:
 - Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease 2019 (COVID-19) Tahun 2021 yang diadakan Melalui COVAX Facility.
 - Perjanjian penugasan distribusi vaksin COVID-19 tahun 2021 yang diperoleh melalui hibah dari Pemerintah Jepang, Persatuan Emirat Arab, Inggris, Belanda, Australia, Republik Rakyat Tiongkok, dan dari Sinovac Life Sciences Co., Ltd, Pemerintah Prancis, Res Cross Society of China.
 - Perjanjian Penugasan Pengadaan vaksin COVID-19 Tahun 2021.
 - Perjanjian Penugasan Distribusi vaksin COVID-19 yang diadakan melalui kerja sama antara Kementerian Kesehatan dengan The Global Alliance for Vaccine and Immunization (GAVI).
- Penerbitan skema insentif penyesuaian terkait perubahan harga produk Mbiocov dan skema insentif vaksin Gotong Royong.
- Menjual produk selain produk Bio Farma yang ditetapkan dalam RKAP 2020 yaitu IVIG dan BioSaliva.
- Memberikan sample enoxaparin dan Bio Saliva untuk mengenalkan produk baru tersebut.
- Mengadakan campaign terkait Mbiocov untuk *big customer* agar loyal.
- Mempelajari adanya peluang produk baru Fastbio dengan Renstra.
- Membuka komunikasi dengan APL untuk peluang Kerjasama pendistribusian vaksin Bio Farma.

2. Pemasaran dan Penjualan Internasional

- Telah diterimanya sertifikat Registrasi Vaksin Td 10 ds Nigeria melalui BioVaccines Nigeria Limited (BVNL) berlaku 5 tahun.
- Telah diterimanya persetujuan transfer license registrasi vaksin Campak di Nigeria dari Kebs Pharmacy ke BioVaccines Nigeria Limited (BVNL) untuk mendukung program kemandirian vaksin pada 15 September 2021.

- Socialization of Policies, data collection and vaccine service Gotong Royong to Legal Entity/ Business Entity.
- Socializaion Product knowledge and market penetration of Liv Gamma products through the SAS process.
- Arrange distribution prices for AstraZeneca grants by the Government of Japan with assistance from the Financial and Development Supervisory Agency of West Java Province.
- Coordinate exploration of pilot project outlets for Biosaliva products.
- Signing the contract for:
 - Agreement on the Distribution of the Corona Virus Disease 2019 (COVID-19) Vaccine Distribution in 2021 which was held through the COVAX Facility.
 - The 2021 COVID-19 vaccine distribution assignment agreement was obtained through a grant from the Government of Japan, United Arab Emirates, United Kingdom, Netherlands, Australia, People's Republic of China, and from Sinovac Life Sciences Co., Ltd, Government of France, Res Cross Society of China
 - Agreement on the Assignment of the Procurement of the COVID-19 vaccine in 2021.
 - Agreement on the Assignment of the Distribution of COVID-19 vaccines held in collaboration between the Ministry of Health and The Global Alliance for Vaccine and Immunization (GAVI).
- Issuance of an adjustment incentive scheme related to changes in the price of Mbiocov products and Gotong Royong vaccine incentive scheme.
- Selling products other than Bio Farma products stipulated in the 2020 RKAP, such as IVIG and BioSaliva.
- Provide samples of enoxaparin and Bio Saliva to introduce the new product.
- Holding campaigns related to Mbiocov for big customers maintain their loyalty.
- Learn about new product opportunities for Fastbio with the Strategic Plan.
- Opening communication with APL for cooperation opportunities in the distribution of Bio Farma vaccines.

2. International Marketing and Sales

- The Nigerian Td 10 ds Vaccine Registration certificate has been received through BioVaccines Nigeria Limited (BVNL) valid for 5 years.
- Received approval for the transfer of license to register measles vaccine in Nigeria from Kebs Pharmacy to BioVaccines Nigeria Limited (BVNL) to support the vaccine independence program on September 15, 2021.



- Penjualan produk baru yaitu *bulk* nOPV2.
 - Melakukan registrasi vaksin:
 - Td-10 ds di Uganda dengan Bahari Pharma.
 - Measles 10 ds, TT 10 ds, DTP 10 ds, bOPV 10 & 20 ds di Pakistan melalui BioNet-Asia.
 - Td 1 ds, Hepatitis B Ped & Adult dan Pentabio 1 ds di Nigeria melalui BioVaccines Nigeria Limited (BVNL).
 - Memberikan penawaran harga vaksin Penta 1 ds dan 5 ds kepada Sidney University – Australia.
 - Td 10 ds dan bOPV 20 ds di Saudi Arabia melalui Arabio.
 - DT 10 ds dan Pentabio 5 ds di Syria melalui Arabio.
 - DT 10 ds dan Pentabio 5 ds di Ukraine melalui Pube Global.
 - Campak 10 ds di Belarus melalui Unikmed.
 - bOVP 10 ds di Ukraine melalui Mbiotech.
 - Melakukan inisiasi pembuatan kontrak kerjasama dengan Bahari Pharmacy Limited untuk kegiatan:
 - Registrasi dan pemasaran produk vaksin di Tanzania.
 - Registrasi produk Td untuk keperluan penjualan ke UNICEF (melalui Bagian Penjualan Ekspor Institusi) di Uganda.
3. Regulatory Affair dan Komunikasi Pemasaran dan Distribusi
- Melaksanakan pengiriman vaksin, sera, bulk dan alat kesehatan untuk konsumen dalam negeri dan luar negeri sebanyak 4.755 kali pengiriman.
 - Update track and trace system sebagai penunjang proses distribusi; Go live dan Implementasi aplikasi BossNet untuk menunjang transaksi PBF; Pengembangan aplikasi *track & trace* untuk pengiriman vaksin *buffer* pusat dan vaksin yang tidak melalui proses di pengemasan (Moderna, Pfizer, Janssen).
 - Penambahan fasilitas penyimpanan vaksin Pfizer berupa 40 Unit UCC (Ultra Cold Chain) di area Gedung Bio Farma di Jalan Pasteur No.20.
 - Implementasi transaksi penjualan dan administrasi PBF untuk wilayah Jawa Barat dan DKI Jakarta.
 - Menyusun protokol validasi pengepakan Vaksin Coronavac.
 - Melakukan validasi vaksin COVID-19 Bio Farma, COVID-19 AstraZeneca dan Vaksin nOPV 20 ds.
 - Melakukan validasi Kendaraan *Reefer Truck* Untuk Angkutan Vaksin Kondisi *Fully Loaded*.
 - Perubahan pola *distributorship* penjualan sektor Swasta melalui penunjukan distributor utama di setiap ibukota provinsi membuat ongkos angkutan dan *embalage* menjadi lebih efisien.
- Sales of new products, called *bulk* nOPV2.
 - Registration of vaccines:
 - Td-10 ds in Uganda with Bahari Pharma.
 - Measles 10 ds, TT 10 ds, DTP 10 ds, bOPV 10 & 20 ds in Pakistan via BioNet-Asia.
 - Td 1 ds, Hepatitis B Ped & Adult and Pentabio 1 ds in Nigeria via BioVaccines Nigeria Limited (BVNL).
 - Provide quotations for Penta 1 ds and 5 ds vaccines to Sidney University – Australia.
 - Td 10 ds and bOPV 20 ds in Saudi Arabia via Arabio.
 - DT 10 ds and Pentabio 5 ds in Syria via Arabio.
 - DT 10 ds and Pentabio 5 ds in Ukraine via Pube Global.
 - Measles 10 ds in Belarus via Unimed.
 - bOVP 10 ds in Ukraine via Mbiotech.
 - Initiate the creation of a cooperation contract with Bahari Pharmacy Limited for the following activities:
 - Registration and marketing of vaccine products in Tanzania.
 - Registration of Td products for sale to UNICEF (through the Export Sales Department of the Institute) in Uganda.
3. Regulatory Affair and Marketing and Distribution Communication
- Implementing the delivery of vaccines, sera, bulk and medical devices for domestic and foreign consumers in total 4,755 times.
 - Update track and trace system to support the distribution process; Go live and Implementation of BossNet application to support PBF transactions; Development of track & trace applications for delivery of centrally buffered vaccines and unprocessed vaccines in packaging (Moderna, Pfizer, Janssen).
 - Added Pfizer vaccine storage facilities in the form of 40 UCC (Ultra Cold Chain) units in the area of the Bio Farma Building on Jalan Pasteur No.20.
 - Implementation of PBF sales and administration transactions for the West Java and DKI Jakarta areas.
 - Develop a packaging validation protocol for Coronavac Vaccine.
 - Validate Bio Farma's COVID-19 vaccine, AstraZeneca's COVID-19 and nOPV 20 ds vaccine.
 - Validating Reefer Truck Vehicles for Vaccine Transport in Fully Loaded Conditions.
 - Changes in the distribution pattern of private sector sales through the appointment of a main distributor in each provincial capital to make transportation costs and *embalage* more efficient.



- Melaksanakan penjualan dan pengiriman vaksin, Sera dan produk lainnya melalui distributor untuk Dinkes, Apotek, RS dan instansi lainnya yang berada di wilayah Jawa Barat dan DKI Jakarta.
- Memberikan pelatihan Produk dan *sharing knowledge* mengenai *cold chain management system* kepada Dinas Kesehatan, Distributor Maupun Marketer Bio Farma, pelatihan ini dilakukan secara *online* maupun *offline*, di antaranya:
 - Dinkes Provinsi Sulawesi Barat – Penanganan *Cold Chain System* Pasca Gempa.
 - Distributor Meeting – *Cold Chain System* Vaksin COVID-19.
 - Marketer Meeting – *Cold Chain System* Vaksin COVID-19.
 - Dinkes Provinsi Bengkulu dan Kalimantan Utara – Sistem distribusi vaksin COVID-19.
- Penegasan dan penyesuaian kembali isi Pedoman dan SOP sesuai dengan kondisi riil pekerjaan yang ada di Bagian Distribusi/PBF serta struktur organisasi yang terbaru serta hasil masukan/saran pada saat dilakukan audit dari pihak eksternal maupun internal.
- Pembuatan SOP pengepakan vaksin COVID-19.
- Pembuatan SOP Penggunaan Alat dan Sistem Track & Trace di Bagian Distribusi.
- Melakukan proses pendistribusian 3mds Vaksin Coronavac dan COVID-19 AstraZeneca.
- Akan bekerja sama dengan mitra PBF untuk melakukan penerusan pengiriman vaksin COVID-19 Bio Farma hingga Dinas Kesehatan Kota/Kabupaten.
- Bekerja sama dengan Kimia Farma untuk penjualan dan distribusi Vaksin Gotong Royong dari Sinopharm.
- Melakukan distribusi vaksin COVID-19 sebanyak 300 mds.
- Melakukan pengelolaan vaksin Gotong Royong Sinopharm.
- Mengembangkan berbagai kegiatan penjualan dengan menggunakan internal portal, *online/website*, *e-mail marketing/marketing blast*.
- Melaksanakan program kegiatan promosi yang terintegrasi sebanyak 58 kegiatan.
- Melaksanakan Kegiatan dan *Sponsorship* menunjang Bagian Pemasaran Geografis/Divisi PDN dan menunjang kegiatan Bagian Ekspor/Divisi PPI.
- Melaksanakan sosialisasi produk sebanyak 104 kegiatan/*event*.
- Kajian strategi produk baru 2021 (Havrix, Cervarix, Biosaliva, IVIg, Enoxaparin).
- Carry out sales and delivery of vaccines, Sera and other products through distributors for Health Offices, Pharmacies, Hospitals and other agencies located in West Java and DKI Jakarta.
- Providing product training and sharing knowledge on cold chain management systems to the Health Office, Distributors and Marketers of Bio Farma, this training is carried out online and offline, including:
 - Health Office of West Sulawesi Province – Handling of Cold Chain Post-Earthquake System.
 - Distributor Meeting – Cold Chain System for COVID-19 Vaccines.
 - Marketer Meeting – Cold Chain System for COVID-19 Vaccines.
 - Health Office of Bengkulu and North Kalimantan Provinces – COVID-19 vaccine distribution system.
- Confirmation and realignment of the contents of the Guidelines and SOPs in accordance with the real conditions of work in the Distribution Division/PBF as well as the latest organizational structure as well as the results of input/suggestions during audits from external and internal parties.
- Preparation of SOP for packing COVID-19 vaccines.
- Creating SOPs for the Use of Track & Trace Tools and Systems in the Distribution Section.
- Conducting the distribution process of 3MDS Coronavac and COVID-19 AstraZeneca Vaccines.
- Will work with PBF partners to forward the delivery of Bio Farma's COVID-19 vaccine to the City/Regency Health Office.
- Cooperating with Kimia Farma for the sale and distribution of the Gotong Royong Vaccine from Sinopharm.
- Distribute 300 mds of COVID-19 vaccines.
- Manage Sinopharm Gotong Royong Vaccines.
- Develop various sales activities using internal portal, on-line/web-site, email marketing/marketing blast.
- Implement an integrated promotional activity program of 58 activities.
- Carry out Activities and Sponsorships to support the Geographical Marketing Division/PDN Division and support the activities of the Export Division/PPI Division.
- Carry out product socialization as many as 104 activities/events.
- Review of 2021 new product strategy (Havrix, Cervarix, Biosaliva, IVIg, Enoxaparin).



- Mendistribusikan material promosi sebanyak 373 kegiatan/*event*.
- Melaksanakan survei pasar dan Kajian Bisnis.
- Melaksanakan pemenuhan informasi produk sebanyak 47 kegiatan.
- Melakukan *review* dan sirkulasi desain kemasan.
- Evaluasi Harga Jual Produk (HJP) tahun 2021.
- Penyusunan Harga Penawaran Penyimpanan & Pengiriman Vaksin Prevenar 13 (PCV13).
- Penyusunan *Feasibility Study* atas Tanah dan Bangunan Jl. Pasteur No 20 A.
- Penyusunan *Dashboard* Performansi Direktorat Pemasaran dengan menggunakan Data Studio Google.
- Melakukan registrasi dalam negeri:
 - Produk lokal yang terdiri dari registrasi baru sebanyak 9 (sembilan) kali, dan registrasi variasi sebanyak 78 (tujuh puluh delapan) kali.
 - Produk impor yang terdiri dari registrasi baru sebanyak 36 (tiga puluh enam) kali, dan registrasi variasi sebanyak 144 kali.
- Melakukan registrasi luar negeri yang terdiri dari registrasi baru sebanyak 98 (sembilan puluh delapan) kali, registrasi ulang sebanyak 24 (dua puluh empat) kali dan registrasi variasi sebanyak 58 (tig apuluh delapan) kali.
- Melakukan Daftar Persetujuan Registrasi Baru Yang Diperoleh Selama Januari – September 2021 sebanyak 39 (tiga puluh sembilan) kali dan registrasi ulang sebanyak 19 (sembilan belas kali).
- Melakukan registrasi baru alat Kesehatan sebanyak 11 (sebelas) kali.

4. Ritel dan Pelayanan

- Melakukan beberapa kegiatan sesuai jenis layanan yang tersedia yaitu Layanan Imunisasi, Layanan Imunisasi klinik, Layanan Laboratorium Mikrobiologi, Layanan Poliklinik, Layanan Apotek dan Layanan Bisnis lainnya.
- Terjalin kerjasama:
 - Kemitraan Imunicare sejumlah 74 *Outlet*.
 - Penyediaan vaksin melalui apotek Bio Farma ke Klinik di Kota Bandung sejumlah 1 (satu).
 - Dengan principal (GSK, Pfizer) untuk pengadaan vaksin non Bio Farma ke Mitra Imunicare.
 - Produk Kit DM sedang ditinjau ulang akurasi dan lainnya. Untuk Kit PCR dan VTM, mitra Imunicare tidak memiliki fasilitas untuk uji PCR.
- Adanya penambahan parameter layanan untuk uji COVID-19 di Lab Klinik Bio Farma yaitu Swab Antigen, Swab PCR dan Rapid antibodi.

- Distributed promotional materials in total 373 activities/*events*.
- Carry out market surveys and business studies.
- Carry out the fulfillment of product information as many as 47 activities.
- Reviewing and circulating packaging designs.
- Evaluation of Product Selling Price (HJP) in 2021.
- Preparation of Prevenar 13 Vaccine Storage & Delivery Offer Price (PCV13).
- Preparation of *Feasibility Study* on Land and Building Jl. Pasteur No. 20A.
- Preparation of Marketing Directorate Performance Dashboard using Google Data Studio.
- Doing domestic registration:
 - Local products consisting of 9 (nine) new registrations, and 78 (seventy eight) variations of registration.
 - Imported products consisting of 36 (thirty six) new registrations and 144 variations of registration.
- International Registration consists of new registrations 98 (ninety eight) times, re-registration 24 (twenty four) times and variation registrations 58 (thirty eight) times.
- List of New Registration Approvals Obtained in January – September 2021 39 (thirty nine) times and re-registration 19 (nineteen times).

- Registration of new medical devices 11 (eleven) times.

4. Retail and Services

- Carry out several activities according to the types of services available, such as Immunization Services, Clinical Immunization Services, Microbiology Laboratory Services, Polyclinic Services, Pharmacy Services and other Business Services.
- Collaboration:
 - Imunicare Partnership with 74 Outlets.
 - Provision of vaccines through Bio Farma pharmacies to clinics in the city of Bandung in the amount of 1 (one).
 - With principals (GSK, Pfizer) for the procurement of non-Bio Farma vaccines to Imunicare Partners.
 - DM Kit products are being reviewed for accuracy and others. For PCR and VTM Kits, Imunicare partners do not have facilities for PCR assays.
- There are additional service parameters for COVID-19 testing at the Bio Farma Clinical Lab, such as Antigen Swab, PCR Swab, and Rapid antibody.



- Adanya penambahan layanan *treadmill* dan Audiometri di Lab Klinik Bio Farma.
- Penambahan *customer* baru sektor *corporate* dan institusi serta individu.
- *Joint Marketing* untuk pasar Uji Mikrobiologi Industri, Laboratorium Klinik, Apotek dan lain-lain.
- Melakukan Analisis harga pasar dan kompetitor, Menetapkan harga kompetitif untuk memasuki pasar, Menetapkan strategi harga khusus untuk promo produk tertentu dan promo pada hari besar kesehatan dan lainnya.
- Digitalisasi proses registrasi dan pembayaran serta antrian *online*, *Training Service Excellent*, Standarisasi Pelayanan, Perbaikan Fasilitas Pelayanan.
- Mengembangkan Promo dan penjualan *online* melalui: *Website/ Online advertising/ Online appointment, Social Media* (WA Center, FB marketing, IG marketing, dll), *Call Center* Bio Farma.
- Mengembangkan *Digital Healthcare Service Platform*, Optimalisasi SEM (*Search Engine Marketing*) dan SEO (*Search Engine Optimization*), Kerjasama dengan *Marketplace* seperti Voltras dan lainnya.
- *Selling out* mitra imunicare melalui Distributor.
- Melakukan Sosialisasi Biosaliva.

- The addition of treadmill and audiometry services at the Bio Farma Clinical Lab.
- Adding new customers in the corporate and institutional sector as well as individuals.
- Joint Marketing for the Industrial Microbiology Test market, Clinical Laboratories, Pharmacies and others.
- Analyzing market prices and competitors, setting competitive prices to enter the market, setting special pricing strategies for certain product promos and promos on health related holidays and others.
- Digitalization of registration and payment processes as well as online queues, Excellent Service Training, Standardization of Services, Improvement of Service Facilities.
- Developing online promotions and sales through: Web Site/Online advertising/Online appointments, Social w3 Media (WA Center, FB marketing, IG marketing, etc.), Bio Farma Call Center.
- Developing a Digital Healthcare Service Platform, Optimizing SEM (Search Engine Marketing) and SEO (Search Engine Optimization), Cooperation with Market Places such as Voltras and others.
- Selling out immunocare partners through distributors.
- Conducting Biosaliva Socialization.

Penelitian dan Pengembangan Produk

Selama Tahun 2021 terdapat kegiatan penelitian dan pengembangan produk, antara lain:

1. Pengembangan Vaksin.
2. Pengembangan Translasi Produk Bio Farmasi.
3. Pengembangan Produk Imunosera, Regeneratif & Therapy Berbasis Protein.

Perusahaan saat ini sedang mengembangkan vaksin COVID-19, sehubungan dengan adanya penugasan yang diterima oleh Perusahaan dari Pemerintah untuk penyediaan kebutuhan atas vaksin COVID-19.

Surveilans dan Evaluasi Produk

Terdapat beberapa kegiatan surveilans dan uji klinis yang dilakukan selama Tahun 2021 antara lain:

1. Surveilans Polio, Lingkungan, Campak, Rubella, Congenital Rubella Syndrome (CRS) dan Rotavirus.
2. Clinical trial vaksin Typhoid (Vi-DT), Rotavirus, vaksin sIPV, Hepatitis B Monovalent Bio Farma, Pentabio dan Kinetical Ab Vi-DT.
3. Melakukan Bridging Study vaksin Pentabio dan BCG.
4. Melakukan manajemen data farmakovigilans baik dalam maupun luar negeri.
5. Menyusun dokumen farmakovigilans; PSUR, PSMF, Profil KIPI Tahunan, termasuk juga PBRER, Proku farmakovigilans.

Product Research and Development

During 2021 there will be research and product development activities, including:

1. Vaccine Development.
2. Development of Bio-Pharmaceutical Product Translation.
3. Development of Protein-Based Immunose, Regenerative & Therapy Products.

The Company is currently developing a COVID-19 vaccine, in connection with an assignment received by the Company from the Government to provide the needs for a COVID-19 vaccine.

Product Surveillance and Evaluation

There are several surveillance activities and clinical trials conducted during 2021, including:

1. Surveillance of Polio, Environment, Measles, Rubella, Congenital Rubella Syndrome (CRS) and Rotavirus.
2. Clinical trial of Typhoid vaccine (Vi-DT), Rotavirus, sIPV vaccine, Hepatitis B Monovalent Bio Farma, Pentabio and Kinetical Ab Vi-DT.
3. Conducting Bridging Study on Pentabio and BCG vaccines.
4. Perform pharmacovigilance data management both domestically and abroad.
5. Preparing pharmacovigilance documents; PSUR, PSMF, Annual AEFI Profile, including PBRER, pharmacovigilance Proku.



6. PMS Vaksin COVID-19.
7. Pemantauan keamanan vaksin tOPV.
8. Melakukan proses pengolahan sampel air terkait *change over/cleaning validation* fasilitas produksi vaksin Bio Farma.
9. Melakukan uji isolasi/identifikasi virus polio/campak internal Bio Farma.
10. Melakukan pemeriksaan sampel karyawan.
11. Penelitian vaksin influenza.
12. Melakukan Uji Klinis vaksin SARS-CoV2 dan *Booster* vaksin SARSCoV2.
13. Melakukan Uji Klinis Vaksin COVID-19 BUMN.
14. Persiapan uji klinis Vaksin COVID-19 BUMN Alum+CPG.
15. Melakukan PMS Vaksin COVID-19 pada Lansia, Persiapan Post-Authorization *Safety Study* (PASS) Vaksin COVID-19 Moderna, Persiapan *Post-Authorization Safety Study* (PASS) Vaksin COVID-19 pada Anak dan Remaja (Usia 6-17 tahun) dan PMS DAT.
16. Pemeriksaan sampel polio lingkungan dari BTKL Yogyakarta, BTKL Makassar, BTKL Manado, BTKL Ambon, dan BTKL Jakarta.

Organisasi

Implementasi *Good Corporate Governance* (GCG)

Pada Tahun 2021 kegiatan yang telah dilakukan antara lain sebagai berikut:

1. Monitoring dan evaluasi Laporan Tindak Lanjut Penanganan Risiko Unit Semester II Tahun 2020, Semester I Tahun 2021 dan Semester II Tahun 2021.
2. Monitoring dan evaluasi Laporan Tindak Lanjut Penanganan Risiko Korporat Semester II Tahun 2020, Semester I Tahun 2021 dan Semester II Tahun 2021.
3. Melakukan pembahasan Risiko Korporat dengan Komite Risiko, Pengembangan & GCG Dekom.
4. Menyelaraskan Risiko Korporat dengan Risiko Unit/Bagian terkait.
5. Penyusunan Kajian Risiko:
 - a. Distribusi Vaksin COVID-19 dari Dinkes Provinsi Sampai ke Dinkes Kabupaten/Kota.
 - b. Produksi tambahan 4 *batch* vaksin COVID-19 pada saat hasil uji media *fill* belum terbit.
 - c. Pelaksanaan Vaksinasi Gotong Royong (VGR) dan tingkat persediaan.
 - d. Potensi Tidak Terserapnya Vaksin COVID-19 pada Program Vaksinasi Gotong Royong (VGR).
 - e. Percepatan Investasi RKAP Tahun 2021.
 - f. Penyaluran Dana Penyertaan Modal Negara (PMN).

6. PMS COVID-19 Vaccine.
7. Monitoring the safety of the tOPV vaccine.
8. Conducting water sample processing related to *change over/cleaning validation* of Bio Farma vaccine production facilities.
9. Conducting the isolation/identification test of Bio Farma's internal polio/measles virus.
10. Conducting employee sample checks.
11. Influenza vaccine research.
12. Conducting clinical trials of SARS-CoV2 vaccine and SARS-CoV2 vaccine boosters.
13. Conducting a BUMN COVID-19 Vaccine Clinical Trial.
14. Preparation of a COVID-19 vaccine clinical trial for BUMN Alum+CPG.
15. Conducting PMS for COVID-19 Vaccine in the Elderly, Preparation for Post-Authorization *Safety Study* (PASS) for Moderna COVID-19 Vaccine, Preparation of Post-Authorization *Safety Study* (PASS) for COVID-19 Vaccine in Children and Adolescents (Age 6-17 years) and PMS DAT.
16. Examination of environmental polio samples from BTKL Yogyakarta, BTKL Makassar, BTKL Manado, BTKL Ambon, and BTKL Jakarta.

Organization

Good Corporate Governance (GCG)

In 2021 there were several activities conducted such as the following:

1. Monitoring and evaluation of the Unit Risk Handling Follow-up Reports for Semester II Year 2020, Semester I Year 2021 and Semester II Year 2021.
2. Monitoring and evaluation of Corporate Risk Management Follow-up Reports for Semester II Year 2020, Semester I Year 2021 and Semester II Year 2021.
3. Discussing Corporate Risk with the Risk, Development, & GCG Committee of the Board of Commissioners.
4. Aligning Corporate Risk with related Unit/Section Risks.
5. Preparation of Risk Assessment:
 - a. Distribution of the COVID-19 Vaccine from the Provincial Health Office to the District/City Health Office.
 - b. Additional production of 4 batches of COVID-19 vaccine when the results of the media fill test have not yet been published.
 - c. Implementation of Mutual Cooperation Vaccination (VGR) and inventory levels.
 - d. The Potential for Not Absorbing the COVID-19 Vaccine in the Mutual Cooperation Vaccination Program (VGR).
 - e. Acceleration of RKAP Investment in 2021.
 - f. Distribution of State Capital Participation Funds (PMN).



- g. Transfer Teknologi "Coy Rbd-2 Vaccine Construct" Baylor College Of Medicine (BCM)-USA.
 - h. Pendanaan kepada Kimia Farma untuk pengadaan vaksin COVID-19 dari Sinopharm.
 - i. Permohonan Pinjaman dana dari PT Indofarma Global Medika kepada PT Bio Farma (Persero).
 - j. Kerjasama produk vaksin Tuberkulosis.
 - k. Kerjasama suplai vaksin COVID-19 Astrazeneca dengan Shenzhen Kangtai Biological Products Co. LTD.
 - l. Permohonan Peminjaman fasilitas pembiayaan untuk PT Bio Farma (Persero) kepada PT Kimia Farma Tbk.
 - m. *Distributorship*.
6. Pembahasan Risiko Korporat dengan Komite Risiko, Pengembangan & GCG Dekom PT Bio Farma dengan topik:
- a. Pembahasan distribusi Vaksin COVID-19 dari Dinkes Provinsi hingga ke Fasyankes.
 - b. Perkembangan hasil uji klinis vaksin COVID-19 Sinovac tahap 3.
 - c. Kontinuitas mendapatkan suplai bulk RTF dan vaksin jadi COVID-19 dari produsen LN.
 - d. Progress penugasan distribusi vaksin hingga ke Kabupaten/Kota.
 - e. Perkembangan kondisi persediaan.
 - f. Kondisi terakhir penerapan Manajemen Risiko dan GCG.
 - g. Pengadaan dan operasional vaksin Gotong Royong (VGR).
 - h. E-Sertifikat vaksin.
 - i. Pembahasan *Right Issue* PT Kimia Farma Tbk.
 - j. Pengembangan R & D di PT Bio Farma (Persero).
 - k. Laporan Transformasi Digital PT Bio Farma(Persero).
 - l. Kesiapan vaksin booster.
 - m. Isu-isu jenis vaksin dalam kaitannya dengan persyaratan umroh, haji, visa luar negeri dll.
 - n. *Booster* vaksin COVID-19 dan vaksin COVID-19 untuk umrah Haji dan visa luar negeri.
 - o. Pendanaan pengembangan vaksin BUMN.
 - p. Inovasi dan Transformasi di PT Bio Farma (persero) Pasca COVID-19.
 - q. Rencana *Joint Procurement* PBJ.
 - r. Masa transisi Struktur Organisasi baru Perusahaan.

- g. Transfer of Technology "Coy Rbd-2 Vaccine Construct" Baylor College Of Medicine (BCM)-USA.
 - h. Funding for Kimia Farma for the procurement of COVID-19 vaccine from Sinopharm.
 - i. Application for loan funds from PT Indofarma Global Medika to PT Bio Farma (Persero).
 - j. Cooperation in Tuberculosis vaccine products.
 - k. Cooperation in supplying Astrazeneca's COVID-19 vaccine with Shenzhen Kangtai Biological Products Co. LTD.
 - l. Application for loan of financing facilities for PT Bio Farma (Persero) to PT Kimia Farma Tbk.
 - m. *Distributorship*.
6. Discussion of Corporate Risk with the Risk, Development & GCG Committee of the Board of Commissioners of PT Bio Farma with the following topics:
- a. Discussion of the distribution of the COVID-19 vaccine from the Provincial Health Office to Health Facilities.
 - b. Development of the results of the Sinovac phase 3 COVID-19 vaccine clinical trial.
 - c. Continuity to get bulk supplies of RTF and COVID-19 vaccines from foreign producers.
 - d. Progress of the assignment of vaccine distribution to districts/cities.
 - e. Development of inventory conditions.
 - f. Last condition of implementation of Risk Management and GCG.
 - g. Procurement and operation of the Gotong Royong (VGR) vaccine.
 - h. Vaccine E-Certificate.
 - i. Discussion of the Rights Issue of PT Kimia Farma Tbk.
 - j. Development of R & D at PT Bio Farma (Persero).
 - k. PT Bio Farma (Persero) Digital Transformation Report.
 - l. The readiness of booster vaccines.
 - m. Vaccine type issues in relation to the requirements for Umrah, Hajj, overseas visas etc.
 - n. Covid-19 vaccine boosters and COVID-19 vaccines for Hajj Umrah and overseas visas.
 - o. Funding for SOE vaccine development.
 - p. Innovation and Transformation at PT Bio Farma (Persero) Post COVID-19.
 - q. PBJ Joint Procurement Plan.
 - r. The transition period for the company's new organizational structure.



7. Pengukuran *Risk Maturity Index* (RMI) tahun 2020.
 8. Rapat Koordinasi Divisi Kepatuhan dan Manajemen Risiko Holding BUMN Farma (Bio Farma, Kimia Farma, Indofarma) dengan tema Sinergi dalam Penyusunan Platform dan Sistem Informasi Kepatuhan dan Manajemen Risiko di Holding BUMN Farma.
 9. Penandatanganan Pakta Integritas karyawan dan tenaga kontrak; Direksi, Dekom dan Organ Pendukung Dewan Komisaris.
 10. Mengukur tingkat kepatuhan perusahaan terhadap kelengkapan dan pelaksanaan Kebijakan.
 11. Melakukan *review* atau pemutakhiran atas Peraturan/Keputusan Direksi sebanyak 35 dokumen, *review* Pedoman sebanyak 10 dokumen dan Prosedur Baku sebanyak 19 dokumen.
 12. Sosialisasi GCG, Pedoman Perilaku (*Code of Conduct*) dan Sistem Manajemen Anti Penyuapan (SMAP) kepada seluruh karyawan dan tenaga kontrak, Dewan Komisaris dan *Board of Executives* dan sosialisasi larangan Gratifikasi pada Hari Raya Keagamaan (Idul Fitri 1442 H).
 13. Melakukan pemetaan pemenuhan dokumen sesuai SK-16/S.MBU/2012 tentang indikator/Parameter Penilaian dan Evaluasi Penerapan GCG yaitu menyusun list dokumen tahun 2020 berdasarkan aspek, indikator, parameter, fuk dan sub fuk.
 14. Melakukan koordinasi dengan asesor GCG dalam rangka asesmen untuk menyusun kerangka acuan Kerja dan Rencana Anggaran Biaya Asesmen GCG PT Bio Farma periode penilaian Tahun 2020.
 15. Menyusun kerangka Acuan Kerja dan Rencana Anggaran Biaya Asesmen GCG PT Bio Farma (Persero) Periode penilaian tahun 2020.
 16. Menyusun laporan:
 - a. Tingkat kepatuhan PT Bio Farma (Persero) Semester I Tahun 2021.
 - b. Pengendalian Gratifikasi kepada KPK.
 - c. Atas Sistem Terintegrasi Pelaporan Pelanggaran (*Whistleblowing System*).
 - d. *Annual Report* Tahun 2020 mengenai tata Kelola perusahaan.
 - e. *Sustainability Report* Tahun 2020 mengenai tata Kelola perusahaan.
 - f. Laporan profil risiko korporat dan unit/bagian PT Bio Farma (Persero) Tahun 2022.
 - g. *Self assessment* Kebijakan bagian Manajemen Risiko.
 17. Melakukan *monitoring* dan melaksanakan Audit Eksternal pelaksanaan SMAP (Sistem Manajemen Anti Penyuapan) tahun 2021.
 18. *Update (review)* sistem tata kelola perusahaan antara induk dan anak perusahaan.
7. Measurement of the Risk Maturity Index (RMI) in 2020.
 8. Coordination Meeting of the Compliance and Risk Management Division of Holding Pharmaceutical SOEs (Bio Farma, Kimia Farma, Indofarma) with the theme Synergy in the Preparation of Platforms and Compliance Information Systems and Risk Management in Holding Pharmaceutical SOEs.
 9. Signing of the Integrity Pact of employees and contract workers; Board of Directors, Board of Commissioners and Supporting Organs of the Board of Commissioners.
 10. Measuring the company's level of compliance with the completeness and implementation of Policy.
 11. Reviewing or updating 35 documents of the Regulations/Decrees of the Board of Directors, reviewing the Guidelines as many as 10 documents and Standard Procedures as many as 19 documents.
 12. Socialization of GCG, Code of Conduct and Anti-Bribery Management System (SMAP) to all employees and contractors, Board of Commissioners and Board of Executives and socialization of the prohibition of Gratification on Religious Holidays (Idul Fitri 1442 H).
 13. Mapping the fulfillment of documents in accordance with SK-16/S.MBU/2012 concerning indicators/Parameters for Assessment and Evaluation of GCG Implementation, with compiling a list of 2020 documents based on aspects, indicators, parameters, FUK and sub-Fuk.
 14. Coordinate with GCG assessors in the context of an assessment to prepare the terms of reference and Budget Plan for PT Bio Farma's GCG assessment for the 2020 assessment period.
 15. To draw up the terms of reference and the Budget Plan for the GCG Assessment of PT Bio Farma (Persero) for the 2020 assessment period.
 16. Organizing Report :
 - a. Level of compliance Pt Bio Farma Persero Semester I in 2021
 - b. Gratification control to the KPK.
 - c. On the Integrated Whistleblowing System (*Whistleblowing System*).
 - d. Annual Report 2020 regarding corporate governance.
 - e. Sustainability Report 2020 regarding corporate governance.
 - f. Report on the corporate risk profile and units/ sections of PT Bio Farma (Persero) in 2022.
 - g. Self assessment of the Risk Management section of the Policy.
 17. Monitor and carry out an External Audit of the implementation of the SMAP (Anti-Bribery Management System) in 2021.
 18. Update (review) the corporate governance system between the parent and subsidiary.



19. Melaksanakan kegiatan rapat dengan Komite RPG, TMO dan SEVP HC & Kepatuhan terkait issue serta Tata Kelola Holding BUMN.
20. *Monitoring* pelaksanaan pengendalian Gratifikasi.
21. Melaksanakan FGD terkait rencana pembangunan *Whistleblowing system* terintegrasi antara KPK dan PT Bio Farma (Persero).
22. Rapat pembahasan terkait *term sheet* BKT dan Arcturus dengan TMO, Divisi PSB dan Divisi Hukum.
23. Rapat evaluasi dan pelaksanaan program VGR dengan entitas Holding BUMN Farmasi, agenda *exposure* risiko program VGR.
24. Analisis aspek risiko dalam Laporan Kajian Kerja sama produk jadi vaksin SARS-COV2 "Coronavac" Multidosis Tahap III.
25. Analisis risiko sebagai bagian dari Laporan Kajian Implementasi Aplikasi *Telemedicine* Holding BUMN Farmasi.

Sistem Informasi Manajemen

Pada Tahun 2021 kegiatan yang telah dilakukan antara lain sebagai berikut:

- a. Digitalisasi area produksi melalui serangkaian pengembangan aplikasi/sistem/platform, yaitu:
 - Pengembangan Sistem *Manufacturing Machine Learning* Penentuan Masa Panen Virus Polio Optimal.
 - Pengembangan Sistem *AIoT Body Thermal Scanning*.
 - Pengembangan *platform Q100+*.
Pengembangan Aplikasi *Q100+ Platform*.
- b. Pendampingan pengembangan aplikasi serta *upgrade* sistem:
 - Pengembangan aplikasi *pharmacovigilance*
 - Pengembangan Aplikasi *Marketing & Distribution*.
 - *Upgrade* versi aplikasi eQMS: Status: *kick-off meeting* M-3 Oktober 2021
- c. Pengembangan aplikasi baru:
 - Pengembangan Aplikasi PKBL.
 - *Corporate Portal*: 9,8%. Penambahan *Chat Bot Website* sudah Go-Live.
 - Perpustakaan: Proses: Redefinisi *user requirement* dengan Pemilik Proses; diusulkan dilakukan pengembangan tahun 2022.
 - ERM: Pengembangan Aplikasi *Enterprise Risk Management* (ERM) ditangguhkan sesuai informasi dari Divisi KMR menunggu standarisasi dari BUMN.
 - *Training record* (*Quality Learning Management System*).
 - *Meeting Analytics* / Meemo.

19. Organize meetings with the RPG, TMO and SEVP HC & Compliance Committees related to issues and Governance of BUMN Holding.
20. Monitor the implementation of Gratification control.
21. Conduct FGD related to the plan to develop an integrated Whistleblowing system between the KPK and PT Bio Farma (Persero).
22. Discussion meeting related to term sheet BKT and Acturus with TMO, PSB Division and Legal Division.
23. Evaluation and implementation of the VGR program meeting with the Pharmaceutical SOE Holding entity, the VGR program risk exposure agenda.
24. Analysis of risk aspects in the Study Report of the finished product for the multidose SARS-COV2 vaccine "Coronavac" Phase III.
25. Risk analysis as part of the Report on the Implementation of the Telemedicine Holding Application for Pharmaceutical BUMN.

Management information System

In 2021, conducted activities are as the following:

- a. Digitalization of the production area through a series of application/system/platform developments, such as:
 - Development of Manufacturing Machine Learning System for Determining Optimal Polio Virus Harvest Period.
 - Development of AIoT Body Thermal Scanning System.
 - Q100+ platform development:
Q100+ Platform Application Development.
- b. Assistance in application development and system upgrades:
 - Pharmacovigilance application development
 - Marketing & Distribution Application Development
 - Upgrade to the latest eQMS version: Status: Kick - off Meeting M-3 Oktober 2021
- c. New application development :
 - Development of the PKBL application.
 - Corporate Portal: 9.8%. Added Chat Bot. The website is already Go-Live.
 - Library: Process: Redefinition of user requirements with Process Owner; proposed development in 2022.
 - ERM: Enterprise Risk Management (ERM) Application Development is suspended according to information from the KMR Division awaiting standardization from SOEs.
 - Training record (Quality Learning Management System).
 - Meeting Analytics / Meemo.



- d. Memelihara aplikasi berjalan:
- ERP (25,71%). Dari *Change Request* (CR) yang masih *open* s.d. 30 Desember 2021 (70 CR), diselesaikan 18 CR, selama periode 1 Januari s.d. 30 Desember 2021.
 - e-CRF (100 %).
 - BioAudit.
 - *Track & Trace* (Pemeliharaan): Pengembangan Aplikasi *Track and Trace*.
 - HCM – Modul *Organization Management*.
 - HCM – Modul *Time Management*
 - HCM – Modul *Career Management*
- e. Pengembangan lanjutan aplikasi yang berjalan:
- HCMS: Pengembangan Aplikasi *Human Capital Management*.
 - BioESS v2
 - *Customer Care* v2: Pengembangan Aplikasi *Customer Care*.
 - *Inventory Management* v2
 - *Asset Management*: Go-Live Modul *Inventarization*, pengembangan modul *Mutation*, progres
 - *Production Planning*: Pengembangan Aplikasi *Production Planning*. Pengembangan Aplikasi Tahap 2.
- f. Penyediaan perangkat komputer atau laptop sewa menggantikan perangkat PC desktop sewa.
- g. Menyusun dan mereview TOR/URS OPEX/CAPEX TI serta merealisasikan anggaran proyek TI:
- Aplikasi UR: 6, URS: 2, TOR: 16
 - Infrastruktur URS/TOR: 23 URS, 15 TOR
 - DED Pembangunan Fasilitas Upstream Vaksin BCG Gedung 37
- h. Memberikan Layanan TI berbasis SLA
- i. Menyediakan dukungan infrastruktur TI:
- Renovasi Gedung Pakarti:
 - Penentuan spesifikasi *switch & access point*.
 - Desain pemasangan perangkat jaringan.
 - Panitia pelaksanaan PoA 2021:
 - *Monitoring* performa Wifi GSG sebagai tempat pelaksanaan PoA.
 - Menyediakan aplikasi absensi untuk peserta offline.
 - Menyediakan *platform quiz*
 - Infrastruktur Q100+:
 - Penarikan & konfigurasi jalur Wi-Fi area produksi gedung 36 lantai 1
 - Penarikan & konfigurasi jalur Wi-Fi area produksi gedung 43 lantai 3
- j. Sentralisasi *backup server* BMS-GMS dengan progres pemasangan fisik *server* di *Data Center* Bio Farma serta penarikan dan konfigurasi jalur jaringan BMS-GMS.
- k. Pembangunan, Pemeliharaan, Implementasi dan Pengadaan Infrastruktur TI, Progress sebagai berikut:
- Pembangunan

- d. Keeping application running:
- ERP (25,71%). From the *Change Request* (CR) which is still open until December 30, 2021 (70 CR), 18 CRs are completed, during the period from January 1 to. December 30, 2021.
 - e-CRF (100%).
 - BioAudit.
 - *Track & Trace* (Maintenance): *Track and Trace* Application Development
 - HCM – *Organization Management* Module.
 - HCM – *Time Management* Module
 - HCM – *Career Management* Module
- e. Advanced development of running applications:
- HCM: *Human Capital Management* Application Development.
 - BioESS v2.
 - *Customer Care* v2: Development of *Customer Care* Application.
 - *Inventory Management* v2
 - *Asset Management*: Go-Live *Inventory* Module, *Mutation* module development.
 - *Production Planning*: The development of the *Production Planning* Application Application Development stage 2.
- f. Provision of rental computers or laptops to replace rental desktop PCs.
- g. Compile and review IT TOR/URS OPEX/CAPEX and realize IT project budgets:
- Application UR: 6, URS: 2, TOR: 16
 - URS/TOR infrastructure: 23 URS, 15 TOR
 - DED Construction of Upstream Vaccine Facility for BCG Building 37
- h. Providing SLA-based IT Services
- i. Provide IT infrastructure support:
- Renovation of Pakarti Building:
 - Determination of *switch & access point* specifications.
 - Design of network device installation.
 - Committee for implementing PoA 2021:
 - Monitoring the performance of Wifi GSG as a place for PoA implementation.
 - Provide an attendance application for offline participants.
 - Provide a quiz platform
 - Q100+ Infrastructure:
 - Withdrawal & configuration of WIFI line production area building 36 floor 1
 - Withdrawal & configuration of WIFI line production area building 43 floor 3
- j. Centralization of BMS-GMS server backup with the progress of the physical server installation at the Bio Farma Data center as well as withdrawal and configuration of the BMS-GMS network path.
- k. Development, Maintenance, Implementation and Procurement of IT Infrastructure, the Progress are as follows:
- Development



- Pembangunan dan Pemindahan *Data Center*
- Konsultan Perencana telah selesai 100%
- Konsultan pengawas sudah ditentukan
- Pembuatan TOR Implementor sudah selesai namun masih *review* dokumen oleh Divisi Teknik
- Renovasi Ruang Workshop IT
- Pengukuran tata ruang
- Desain Kebutuhan Perangkat Infrastruktur Gedung Kimia Farma Cihampelas, meliputi: Desain infrastruktur TI dan Desain kebutuhan perangkat TI.
- Pengadaan
 - *Seat Management* (Sewa Laptop) tahap I, Status: Realisasi 100%
 - *Seat Management* (Sewa Laptop) tahap II, Status: proses *procurement*
 - Pengadaan *Enclosure Storage* I, status: proses *procurement*
 - Pengadaan *Enclosure Storage* II, status: proses *procurement*
 - Pengadaan UPS, status: terealisasi
 - Pengadaan *Access Control*, status: terealisasi
 - Pengadaan *Notebook Engineering* (9 unit), status: terealisasi
 - Pengadaan *Notebook Engineering* (23 unit) untuk PMN, status: proses *procurement*
 - Pengadaan *Video Conference*, status: terealisasi
 - Tablet untuk Q100+ (100 unit) untuk PMN, status: terealisasi
- Implementasi
 - Perencanaan dan Implementasi Wi-Fi, status: terealisasi
 - Implementasi Zimbra, status: proses *Design Qualification* dan penerapan pada Google Cloud.
 - Backup CCTV area nOPV dan COVID-19, status: pengadaan *core & distribution switch*.
 - Konsultan Perencana CCTV untuk area Produksi, status: selesai TOR, realisasi di tahun 2022.
 - Pengembangan Jaringan Wi-Fi area *Heritage* Bio Farma, status: terealisasi
 - *Testing* DRC ERP, status: terealisasi
 - *Mobile Apps* Android dan iOS untuk Aplikasi ExDrive, status: terealisasi
 - *Reconfigure Backup Website* Bio Farma, status: terealisasi
 - Koordinasi Migrasi *Billing GCP Project* Q100+, status: terealisasi
- Development and relocation of *Data Center*
- Planning Consultant has completed 100%
- Supervisory consultant has been appointed
- The making of the Implementor TOR has been completed but the document is still being reviewed by the Engineering Division
- Renovation of IT Workshop Room
- Spatial measurement
- Design of Infrastructure Equipment Needs for Kimia Farma Cihampelas Building, including: Design of IT infrastructure and Design of IT equipment requirements.
- Procurement
 - *Seat Management* (Laptop Rental) phase I, Status: 100% Realization
 - *Seat Management* (Laptop Rental) phase II, Status: procurement process
 - Procurement of *Enclosure Storage* I, status: procurement process
 - Procurement of *Enclosure Storage* II, status: procurement process
 - UPS procurement, status: realized
 - Procurement of *Access Control*, status: realized
 - Procurement of *Engineering Notebooks* (9 units), status: realized
 - Procurement of *Engineering Notebooks* (23 units) for PMN, status: procurement process
 - Procurement of *Video Conference*, status: realized
 - Tablet for Q100+ (100 units) for PMN, status: realized
- Implementation
 - Wifi Planning and Implementation, status: realized
 - Implementation of Zimbra, status: Qualification design process and implementation on Google Cloud.
 - CCTV backup for nOPV and COVID-19 areas, status: core procurement & distribution switch.
 - CCTV Planning Consultant for Production area, status: complete TOR, realization in 2022.
 - Development of Bio Farma Heritage Area Wifi Network, status: realized
 - DRC ERP testing, status: realized
 - Mobile Apps Android and IOS for ExDrive Apps, status: realized
 - Reconfigure Bio Farma Website Backup, status: realized
 - GCP Project Q100+ Billing Migration Coordination, status: realized



- *Reconfigure Firewall* Aplikasi eCRF, status: terealisasi
- Perhitungan kebutuhan perangkat TI GD R & D Kimia Farma, status: terealisasi
- Koordinasi pemasangan Jaringan GD. baru Bio Farma, status: terealisasi
- Penambahan Pemasangan *Access Point* ADM2 LT.3, status: terealisasi
- Pengelolaan *Electronic signature* aplikasi Digisign, status: *input data user 75%*
- Pemeliharaan
Perbaikan mesin autoklaf Bagian FPVS
 - *Cloning* PC mesin autoklaf, status: terealisasi
 - *Setting software* mesin autoklaf, status: terealisasi
- I. Melaksanakan Validasi Sistem Komputerisasi sesuai Validasi Master Plan tahun 2021.

Sumber Daya Manusia

- a. Melaksanakan Penerapan pembatasan secara ketat jumlah peserta dalam kegiatan *public training*. Dengan menerapkan satu topik untuk satu peserta *training*, kecuali *training mandatory* yang telah ditetapkan oleh pemerintah seperti sertifikasi kompetensi yang memperhitungkan rasio jumlah karyawan tersertifikasi dengan jumlah karyawan/ waktu kerja dan mengidentifikasi *training-training* sejenis yang pernah diikuti karyawan lainnya agar dilakukan *sharing*.
- b. Menyelenggarakan *training* secara *inhouse* diselenggarakan secara *online* dan *offline* dengan protokol yang ketat sebanyak 35 *event*.
- c. Pelaksanaan pembelajaran dilakukan dengan pendekatan *e-Learning* yaitu tentang *Product Knowledge* dan *e-learning* AKHLAK dan tentang bekerjasama dengan ACHI ACT dalam pengukuran AKHLAK dan melakukan FGD dan *Workshop* Sosialisasi Industri 4.0 dengan bekerja sama dengan PT Surveyor Indonesia.
- d. Menyusun *Individual Development Plan* (IDP) berdasarkan kebutuhan pengembangan karier dan adanya *gap* kompetensi serta memenuhi syarat kompetensi dalam *Distinct Job Profile* (DJP), IDP akan dimasukkan dalam *Change Control* SOP Perencanaan dan Pelaksanaan Pembelajaran.
- e. Menerbitkan 19 kebijakan Peraturan Direksi/ Keputusan Direksi (Final) dan 2 (dua) SK masih *draft* (belum final).
- f. Jumlah *ad hoc learning* dalam bentuk pelatihan publik selama tahun 2021 adalah sebanyak 35 topik.

- Reconfigure eCRF Application Firewall, status: realized
- Calculation of the needs of Kimia Farma GD R & D IT equipment, status: realized
- Coordination of GD Network installation. new Bio Farma, status: realized
- Addition of ADM2 LT.3 Access Point Installation, status: realized
- Electronic signature management for Digisign application, status: user data input 75%
- Maintenance
FPVS Parts autoclave repair machine
 - PC autoclave machine clone, status: realized
 - Autoclave machine software settings, status: realized
- I. Carrying out Computerized System Validation according to the 2021 Master Plan Validation.

Human Resources

- a. Implement strict restrictions on the number of participants in public training activities. By applying one topic for one training participant, except for mandatory training that has been set by the government such as competency certification which takes into account the ratio of the number of certified employees to the number of employees/ working time and identifies similar training that other employees have participated in for sharing.
- b. Organizing in-house training held online and offline with a strict protocol of 35 events.
- c. The implementation of learning is carried out using an e-Learning approach about Product Knowledge and e-learning AKHLAK and about collaborating with ACHI ACT in measuring AKHLAK and conducting FGDs and Industry 4.0 Socialization Workshops in collaboration with PT Surveyor Indonesia.
- d. Prepare an Individual Development Plan (IDP) based on career development needs and the existence of a competency gap and meet the competency requirements in the Distinct Job Profile (DGT), IDP will be included in the Change Control SOP for Learning Planning and Implementation.
- e. Issued 19 policies on Board of Directors Regulations/ Decision of Directors (Final) and 2 (two) SK still on draft (not final).
- f. The number of ad hoc learning in the form of public training during 2021 is 35 topics.



- g. Penempatan peserta Rekrutmen Bersama BUMN Wilayah Timur Indonesia sebanyak 4 Orang.
- h. Telah dilaksanakan Pengisian Posisi Jabatan Kosong, pergerakan lateral, pengangkatan karyawan tetap dan penyesuaian nama posisi jabatan karyawan.
- i. Sesuai instruksi Kementerian BUMN, *learning development center* akan ditransformasikan menjadi Bio Farma Life Science School dalam Indonesia Health Institute (IHI).
- j. Implementasi budaya direkonseptualisasi sehubungan perubahan status Bio Farma yang menjadi parent holding BUMN Farmasi dan membawahi Kimia farma serta Indofarma, maka konsep dan program internalisasi nilai-nilai budaya perusahaan disesuaikan dengan kondisi organisasi yang baru. Kegiatan rutin yang telah berjalan adalah Leader Talk, dan pemasangan artefak AKHLAK.
- k. Melakukan rekapitulasi penyelesaian Hubungan Industrial, pengelolaan BPJS Kesehatan dan Ketenagakerjaan, penyediaan fasilitas penunjang Kesehatan sebagai tindakan pencegahan COVID-19 dan pengobatan karyawan dan keluarga yang terpapar virus COVID-19, melaksanakan vaksinasi COVID-19.
- l. Mengelola Laporan Harta Penyelenggara Negara (LHKPN) Komisi Pemberantasan Korupsi (KPK) di lingkungan PT Bio Farma. Semua wajib lapor telah melaksanakan laporan LHKPN tepat waktu sehingga pencapaian 100%.
- m. Mengelola BPJS Kesehatan dan BPJS Ketenagakerjaan.
- n. Melaksanakan migrasi data Karyawan, Tenaga Kontrak, Direksi, Komisaris dan Pensiunan dari aplikasi lama Biosis ke aplikasi *softlife* BioHR untuk Integrasi aplikasi SDM.
- o. Mengembangkan aplikasi BIOESS, BIOHRV2, BioESS Versi 2 dan *Time Management*; Integrasi data dengan aplikasi Pelayanan Jasa/Poliklinik; Hadir (presensi berbasis GPS dan *Smartphone*) serta *Training record*.
- p. Menyediakan informasi demografi karyawan dan kontrak, surat keterangan bekerja, Sponsor *Letter* untuk keperluan Visa dan Keterangan pengantar pembuatan Paspor.
- q. Mengelola Presensi Karyawan & Tenaga Kontrak dan Cuti Karyawan.
- r. Melaksanakan program pengendalian Uang Lembur, Pelatihan, Biaya Fasilitas Kesehatan, Perjalanan Dinas dan Dana Pensiun Lembaga Keuangan (DPLK).
- g. The placement of 4 participants in the Joint Recruitment of BUMN for the Eastern Region of Indonesia.
- h. Filling of vacant positions has been carried out, lateral movement, appointment of permanent employees and adjustment of the names of employee positions.
- i. According to the instructions of the Ministry of SOEs, the learning development center will be transformed into a Bio Farma Life Science School within the Indonesia Health Institute (IHI).
- j. The implementation of culture was reconceptualized in connection with the change in the status of Bio Farma which became the parent holding of Pharmaceutical SOEs and in charge of Kimia Farma and Indofarma, so the concept and program of internalizing corporate cultural values were adapted to the new organizational structure. Routine activities that have been running are Leader Talk, and installation of AKHLAK artifacts.
- k. Recapitulate the settlement of Industrial Relations, managing BPJS Health and Employment, providing health support facilities as a preventive measure against COVID-19 and treating employees and families exposed to the COVID-19 virus, implementing COVID-19 vaccinations.
- l. Manage the State Administration Property Report (LHKPN) of the Corruption Eradication Commission (KPK) within PT Bio Farma. All reporting obligations have carried out the LHKPN report on time with the achievement 100%.
- m. Manage BPJS Health and BPJS Employment.
- n. Implement data migration of Employees, Contract Workers, Directors, Commissioners and Retirees from the old Biosis application to the BioHR *softlife* application for HR application integration.
- o. Develop BIOESS, BIOHRV2, BioESS Version 2 and Time Management applications; Data integration with Service/Polyclinic Service applications; Present (GPS and Smartphone-based attendance) and training records.
- p. Provide employee demographic information and contracts, employment certificates, Sponsor Letters for Visa purposes and introductory information for making Passports.
- q. Manage the Attendance of Employees & Contract Workers and Leave Employees.
- r. Implement programs to control Overtime, Training, Health Facility Costs, Official Travel and Financial Institution Pension Funds (DPLK).



Satuan Pengawasan Intern

Realisasi kegiatan Satuan Pengawasan *Intern* pada tahun 2021 antara lain sebagai berikut:

- a. Pendampingan Auditor Eksternal (Auditor diluar KAP & BPK) yang melakukan kegiatan Audit di Perusahaan.
- b. Melaksanakan audit sesuai Program Kerja Pengawasan Tahunan (PKPT), yaitu:
 - Pemeriksaan Operasional atas Implementasi Peraturan SDM.
 - Pemeriksaan Operasional atas Risiko Ketidaktercapaian Target Investasi.
 - Pemeriksaan Operasional atas Kegiatan Koperasi.
 - Pemeriksaan Operasional atas Pengelolaan *Cash Flow*.
 - Pemeriksaan Operasional atas Risiko kegagalan/Keterlambatan Pengadaan/penyediaan Vaksin Jadi COVID-19 sebanyak 3 juta dosis dan *Bulk RTF* dari Sinovac.
 - Pemeriksaan Operasional atas Risiko Target Penjualan Tidak Tercapai (terutama dari sektor ekspor).
 - Pemeriksaan Operasional atas Risiko Terpaparnya Perusahaan dari Pandemi COVID-19.
 - Pemeriksaan Operasional atas Implementasi Aplikasi BICEPS.
 - Pemeriksaan Operasional atas Risiko Pencemaran Lingkungan.
 - Pemeriksaan Operasional atas Risiko Keterlambatan dalam Riset dan Pengembangan produk vaksin COVID-19 baik vaksin Merah Putih-Eijkman, Baylor Collage medicine-USA, UCL VaxHub-UK.
 - Pemeriksaan Operasional atas Kegiatan Proyek yang Pendanaannya dari PMN.
 - Pemeriksaan Operasional atas Kegiatan *Digital Healthcare*.
- c. Melakukan pemantauan pelaksanaan tindak lanjut hasil audit, baik atas temuan hasil audit SPI (Satuan Pengawasan *Intern*) maupun atas hasil audit Auditor Eksternal, dan melaporkan hasil pemantauan pelaksanaan tindak lanjut tersebut.
 - Atas LHP Tahun 2020
LHP Tahun 2020 terdiri dari 10 LHP dengan 48 temuan dan 91 Rekomendasi. 85 Rekomendasi telah ditindaklanjuti pada triwulan IV tahun 2021, sehingga tersisa 6 Rekomendasi.
 - Atas LHP Tahun 2021
LHP Tahun 2021 terdiri dari 7 LHP dengan 38 temuan dan 68 Rekomendasi. 32 Rekomendasi telah ditindaklanjuti sampai dengan triwulan IV tahun 2021, sehingga tersisa 36 Rekomendasi.

Internal Auditors

The realization of the activities of the Internal Auditor in 2021 are as follows:

- a. Assistance of External Auditors (auditors outside of KAP & BPK) who carry out audit activities in the Company.
- b. Carry out audits in accordance with the Annual Supervision Work Program (PKPT), as follows:
 - Operational Inspection on the Implementation of HR Regulations.
 - Operational Inspection on the Risk of Failure to Achieve Investment Targets.
 - Operational Inspection of Cooperative Activities.
 - Operational Checks on Cash Flow Management.
 - Operational Checks on the Risk of Failure/Delays Procurement/Procurement of 3 million doses of COVID-19 Vaccines and Bulk RTF from Sinovac.
 - Operational Checks on the Risk of Not Achieved Sales Targets (especially from the export sector).
 - Operational Examination of the Company's Exposure Risks from the COVID-19 Pandemic.
 - Operational Inspection on the Implementation of the BICEPS Application.
 - Operational Inspection of Environmental Pollution Risks.
 - Operational Checks on the Risk of Delays in Research and Development of COVID-19 vaccine products, both the Merah Putih-Eijkman vaccine, Baylor Collage medicine-USA, UCL VaxHub-UK.
 - Operational Inspection of Project Activities Funded by PMN.
 - Operational Inspection of Digital Healthcare Activities.
- c. Monitor the implementation of follow-up audit results, both on the findings of the audit results of the Internal Audit Unit (SPI) and on the results of the External Auditor audit, and report the results of monitoring the implementation of the follow-up.
 - On Audit Report Year 2020
The 2020 LHP consists of 10 LHPs with 48 findings and 91 recommendations. 85 Recommendations have been followed up in the fourth quarter of 2021, leaving 6 recommendations.
 - On Audit Report Year 2021
The 2021 LHP consists of 7 LHPs with 38 findings and 68 recommendations. 32 Recommendations have been followed up until the fourth quarter of 2021, leaving 36 Recommendations.



- d. Melakukan koordinasi dengan Divisi terkait guna mengidentifikasi, menyepakati dan menyusun tindak lanjut atas rekomendasi auditor internal dan eksternal.
- e. Pemeriksaan/audit diluar PKPT yaitu:
 - Pemeriksaan Operasional atas Kegiatan di Divisi Retail & Pelayanan, serta Divisi Komunikasi Pemasaran & Distribusi.
 - Pemantauan Tindak Lanjut atas Saran BPKP pada Laporan Hasil *Monitoring* dan Evaluasi Pengelolaan PMN Program PEN sd Triwulan I Tahun 2021.
- f. Melakukan pemeriksaan rutin sebagai berikut:
 - *Cash Opname* terhadap Kas Besar dan Kas Kecil Perusahaan.
 - *Stock Opname* atas bahan baku/penolong di Gudang Bagian, bahan baku dan barang jadi di Gudang Manajemen Persediaan.
- g. Melakukan kegiatan Konsultatif sesuai kebutuhan perusahaan.
- h. Melakukan *review* lainnya.

Keuangan dan Akuntansi

Pada Tahun 2021 kegiatan yang telah dilakukan antara lain sebagai berikut:

- a. Menyusun laporan keuangan dan laporan manajemen perusahaan Un-Audited maupun *Audited* tahun Buku 2020, Triwulan I Tahun 2021, Semester I tahun 2021, Triwulan III Tahun 2021 dan Un-Audited tahun 2021.
- b. Menyusun *Monthly Review* Perusahaan.
- c. Menyusun Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2022.
- d. Menghitung realisasi Tingkat Kesehatan Perusahaan tahun 2021.
- e. Penyusunan Laporan Keuangan dan Laporan Monitoring bulanan PT Bio Farma As Is.
- f. Melakukan pencatatan atas biaya-biaya penugasan yang terpisah dari biaya operasional regular Perusahaan.
- g. Menerima restitusi pendahuluan PPN untuk masa pajak Juli - September 2020 sebesar Rp37,47 miliar, masa pajak Oktober - Desember 2020 sebesar Rp25,68 miliar, masa pajak Januari 2021 sebesar Rp 20,12 miliar, masa pajak Februari - Juni 2021 Rp48,88 miliar dan masa pajak Juli - Agustus 2021 Rp24,47 miliar.
- h. Pengadaan Jasa Asuransi.
- i. Melakukan jual beli valuta asing sesuai kebutuhan.
- j. Menerbitkan LC untuk pembelian investasi/bahan baku melalui Bank Mandiri, Bank Rakyat Indonesia dan Bank Maybank dengan saldo akhir bahan baku/penolong sebesar Rp1,52 triliun dan saldo akhir barang investasi sebesar Rp 15,09 miliar.

- d. Coordinate with related Divisions in order to identify, agree and develop follow-up actions on the recommendations of internal and external auditors.
- e. Examination/audit outside of PKPT as follows:
 - Operational Inspection of Activities in the Retail & Service Division, as well as the Marketing & Distribution Communication Division.
 - Follow-up Monitoring on BPKP's Suggestions on Monitoring and Evaluation Results of the Management of PMN PEN Program up to Quarter I of 2021.
- f. Carry out routine inspections as follows:
 - Cash Opname to the Company's Big Cash and Petty Cash.
 - Stock opname of raw/auxiliary materials in the Part Warehouse, raw materials and finished goods in the Inventory Management Warehouse.
- g. Conducting consultative activities according to company needs.
- h. Doing other reviews.

Accounting and Finance

In 2021 implemented activities are as the following:

- a. Compile financial reports and management reports for Unaudited and Audited companies for the 2020 Financial Year, the First Quarter of 2021, the First Semester of 2021, the Third Quarter of 2021 and the Unaudited of 2021.
- b. Compiling the Company's Monthly Review
- c. Prepare the Company's Budget Work Plan (RKAP) for 2022.
- d. Calculate the realization of the Company's Health Level in 2021.
- e. Preparation of monthly financial reports and monitoring reports of PT Bio Farma As Is.
- f. Keeping records of assignment costs separate from the Company's regular operational costs.
- g. Received a pre-refund of VAT for the July - September 2020 tax period of Rp 37.47 billion, the October - December 2020 tax period of Rp 25.68 billion, the January 2021 tax period of Rp 20.12 billion, the February - June 2021 tax period IDR 48.88 billion and the tax period from July to August 2021 is IDR 24.47 billion.
- h. Provision of Insurance Services.
- i. Conducting sales and purchases of foreign exchange as needed.
- j. Issuing LC for the purchase of investment/raw materials through Bank Mandiri, Bank Rakyat Indonesia and Bank Maybank with a final balance of raw/auxiliary materials of Rp. 1.52 trillion and a final balance of investment goods of Rp. 15.09 billion.



- k. Melakukan pengelolaan penempatan dana.
- l. Melakukan pengelolaan fasilitas pembiayaan.
- m. Melakukan transaksi penerimaan dan pengeluaran kas secara tunai.
- n. Melakukan pengelolaan piutang dan utang usaha.
- o. E-PPT - aplikasi integrasi data perpajakan antara PT Bio Farma (Persero) dengan Dirjen Pajak melalui Penyedia Jasa Aplikasi Perpajakan (PJAP) yaitu Telkom Pajakku.
Aplikasi berbasis web untuk Mengolah PPh secara Terpadu.
- p. E-tarra - aplikasi integrasi data perpajakan antara PT Bio Farma (Persero) dengan Dirjen Pajak melalui Penyedia Jasa Aplikasi Perpajakan (PJAP) yaitu Telkom Pajakku.
Aplikasi berbasis web untuk Mengolah PPN secara Terpadu.
- q. Pemanfaatan aplikasi BIO ESS untuk menyerahkan Bukti Potong 1721-AI karyawan tahun 2020.

- k. To manage the placement of funds.
- l. To manage financing facilities.
- m. Perform cash receipts and disbursements transactions.
- n. To manage accounts receivable and accounts payable.
- o. E-PPT-application of tax data integration between PT Bio Farma (Persero) and the Director General of Taxes through the Tax Application Service Provider (PJAP), called Telkom Taxku.
Web-based application for Integrated Income Tax Processing.
- p. E-tarra-application of tax data integration between PT Bio Farma (Persero) and the Director General of Taxes through the Tax Application Service Provider (PJAP), called Telkom Taxku.
Web-based application to Process VAT in an Integrated way.
- q. Utilization of the BIO ESS application to submit Proof of Withholding 1721-AI employees in 2020.

RENCANA KERJA DIREKSI TAHUN 2022

1. Produk
 - a. Prioritas utama Strategi Implementasi ("Way to Play") dalam 5 tahun ke depan difokuskan pada produk *life science* yaitu: Vaksin dan Antisera; Biosimilar; *Stemcell based product*; Diagnostic Kit dan *Blood Products*
 - b. Meningkatkan portofolio produk melalui kemitraan strategis di bidang riset, produksi dan pemasaran
 - c. Produk baru yang mendukung program vaksinasi nasional dan global
2. Bisnis
 - a. Pengembangan bisnis In Organik melalui *spin off Life Science Product Manufacture (2023)*, sinergi dan kolaborasi untuk mempercepat *ontime product* melalui *partnership* atau *trading*.
 - b. Menambah kapasitas produksi, fasilitas produksi dan meningkatkan kualitas produk serta mengefektifkan proses produksi.
 - c. Menerapkan Kepatuhan terhadap regulasi internasional dan dalam negeri serta sistem mutu sesuai standar internasional.
 - d. Mengembangkan kemampuan kemandirian bahan baku, riset, produksi, jaringan distribusi dan pelayanan kesehatan.
3. Pemasaran
 - a. Perluasan pasar dengan memenuhi permintaan pemerintah serta meningkatkan pasar swasta dan ekspor.
 - b. Mengembangkan jaringan distribusi dan pelayanan dalam dan luar negeri.

BOARD OF DIRECTORS' WORK PLAN 2022

1. Product
 - a. The main priority of the Implementation Strategy ("Way to Play") in the next 5 years is focused on life science products, such as: Vaccines and Antisera; Biosimilars; Stem Cell based products; Diagnostic Kits and Blood Products
 - b. Increasing the product portfolio through strategic partnerships in the fields of research, production and marketing
 - c. New products that support national and global vaccination programs
2. Business
 - a. In Organic business development through spin off Life Science Product Manufacturing (2023), synergy and collaboration conducted to accelerate product ontime through partnership or trading.
 - b. Increase production capacity, production facility, and improve product quality and streamline the production process.
 - c. Implement compliance with international and domestic regulations and quality systems according to international standards.
 - d. Develop to be self-sufficient in raw materials, research, production, distribution networks and health services.
3. Marketing
 - a. Market expansion through fulfilling government demands and expanding private and export markets.
 - b. Develop distribution networks and services at home and abroad.



4. SDM

- a. Menyediakan tenaga professional di bidang *life science* untuk mengakselerasi fungsi riset dan bisnis.
- b. Sinkronisasi pengelolaan Organisasi dan Kebijakan pengelolaan HC yang fit dengan holding dan kebutuhan bisnis.
- c. Meningkatkan infrastruktur dan sistem pengembangan serta Integrasi *database* holding.
- d. *Upskilling platform* teknologi *life science* terbaru melalui *Short Course*/Sertifikasi dan Pendidikan Formal di Lembaga Pendidikan dengan reputasi dunia atau Perguruan Tinggi top 100 *world rank*.
- e. *Upskilling* dan *Reskilling* Talenta serta Individual Development Program (IDP) terkait kompetensi Bisnis Acumen dan *Digital Mindset* terhadap Milenial, Perempuan, BoD-1, BoD-2, dan BoD-3.
- f. *Setup* Budaya Core Values AKHLAK.
- g. Meningkatkan *employee engagement* dan *employee experience* melalui peningkatan benefit dan layanan SDM (HCMS) berbasis digital.
- h. Memfasilitasi Program pembelajaran Bersama dan koordinasi riset di tingkat holding farmasi/klaster BUMN serta meningkatkan Kerjasama Triple helix yang dapat menguatkan peran IHRI dan IHLI.

5. Keuangan

- a. Optimalisasi *Capital Expenditure* (CAPEX) dan pengendalian *Operating Expenditure* (OPEX).

6. Program kerja per bidang PT Bio Farma (Persero) sebagai berikut:

- a. Organisasi & Proses Bisnis
 - i. Perencanaan Strategi
 - ii. Implementasi *Good Corporate Governance* (GCG)
 - iii. Implementasi Sistem Manajemen Mutu, Lingkungan dan K3
 - iv. Sistem Informasi Manajemen
 - v. Optimalisasi Aset Tetap Perusahaan
- b. Penelitian dan Pengembangan
 - i. Pengembangan Translasi Produk Bio Farmasi
 - a. Akan melanjutkan pengembangan:
 - Vaksin new TB Recombinant.
 - Biosimilar Trastuzumab.
 - Vaksin Dengue.
 - Vaksin HPV.
 - b. Akan melakukan pengembangan:
 - Vaksin COVID-19.
 - Vaksin berbasis viral vector (adenovirus).
 - Vaksin berbasis mRNA.

4. Human Resources

- a. Provide professional staff in the field of life science to accelerate research and business functions.
- b. Synchronization of Organizational management and HC management policies that are in line with the holding and business needs.
- c. Improving infrastructure and development systems and integration of holding databases.
- d. Upskilling of the latest life science technology platforms through Short Courses/Certifications and Formal Education in Educational Institutions with worldwide reputations or top 100 world ranking universities.
- e. Upskilling and Reskilling Talent and Individual Development Program (IDP) related to Acumen Business competence and Digital Mindset for Millennials, Women, BoD-1, BoD-2, and BoD-3.
- f. Setup Culture Core Values AKHLAK.
- g. Increasing employee engagement and employee experience through increasing digital-based HR benefits and services (HCMS).
- h. Facilitating joint learning programs and coordinating research at the pharmaceutical holding/SOEs cluster level as well as enhancing Triple helix Cooperation which can strengthen the roles of IHRI and IHLI.

5. Finance

- a. Optimization of Capital Expenditure (CAPEX) and Control of Operating Expenditure (OPEX).

6. The work program of PT Bio Farma (Persero) is as follows:

- a. Organization & Business Process
 - i. Strategic Planning
 - ii. Implementation of Good Corporate Governance (GCG)
 - iii. Implementation of Quality, Environment and OHS Management System
 - iv. Management Information System
 - v. Optimization of Company's Fixed Assets
- b. Research and development
 - i. Development of Biopharmaceutical Product Translation
 - a. Plan to continue development:
 - New TB Recombinant Vaccine.
 - Trastuzumab biosimilar.
 - Dengue vaccine.
 - HPV vaccine.
 - b. Will do development:
 - The COVID-19 vaccine.
 - Vaccines based on viral vectors (adenovirus).
 - mRNA-based vaccines.



- ii. Pengembangan Vaksin
 - a. Akan melanjutkan pengembangan:
 - Vaksin Kombinasi,
 - Vaksin Tifoid.
 - b. Akan melakukan:
 - Pengembangan vaksin nOPV2, nOPV1, nOPV3, MR, Rotavirus, Vaksin TB dan MR Halal.
 - Persiapan fasilitas, dokumen dan validasi uji Vaksin sIPV.
 - Uji stability vaksin Hepatitis B.
 - Pengembangan vaksin aP.
- iii. Pengembangan Produk Imunosera, Regeneratif dan Terapi Berbasis Protein
 - a. Melakukan kegiatan Preklinis.
 - b. Formulasi CM untuk *wound healing*.
 - c. Pengembangan produksi Kit Kondrosit, osteosit dan adiposity.
 - d. Pengembangan IgY.
 - e. Pengembangan anti bisa ular hijau.
- iv. Surveillance dan Uji Klinis
- f. Pemasaran
 - i. Pemasaran dan Penjualan Domestik
 - ii. Penjualan Internasional
 - iii. Komunikasi Pemasaran dan Distribusi
 - iv. Ritel dan Pelayanan
- g. Produksi dan Penunjang Produksi
 - Perencanaan Produksi
- h. Pengadaan
- i. *Human Capital*
- j. Keuangan dan Akuntansi
- k. Satuan Pengawasan Intern

- ii. Vaccine Development
 - a. Plan to continue development:
 - Combination Vaccines,
 - Typhoid Vaccine.
 - b. Plan to do:
 - Development of Halal nOPV2, nOPV1, nOPV3, MR, Rotavirus, TB and MR vaccines.
 - Preparation of facilities, documents and validation of the sIPV Vaccine test.
 - Hepatitis B vaccine stability test.
 - AP vaccine development.
- iii. Development of Immunose, Regenerative, and Protein-Based Therapy Products
 - a. Conduct preclinical activities.
 - b. CM formulation for wound healing.
 - c. Development of Chondrocyte, osteocyte and adipocyte production kit.
 - d. IgY Development.
 - e. Development of antidote for green snake venom
- iv. Surveillance and Clinical Trial
- f. Marketing
 - i. Domestic Marketing and Sales
 - ii. International Sales
 - iii. Marketing Communications and Distribution
 - iv. Retail and Service
- g. Production and Production Support
 - Production Planning
- h. Procurement
- i. Human Capital
- j. Accounting and Finance
- k. Internal Auditors

PENILAIAN KEMAMPUAN DAN KEPATUHAN DIREKSI

Seluruh Anggota Direksi Bio Farma telah memenuhi kriteria dan persyaratan yang ditentukan dalam uji kepatutan dan kelayakan (*fit & proper test*) berdasarkan Undang-undang Perseroan Terbatas, Anggaran Dasar Perusahaan, peraturan terkait tata kelola perusahaan yang baik serta peraturan dan ketentuan lainnya. Hal tersebut terbukti dengan lulusnya *fit and proper test*.

BOARD OF DIRECTORS' FIT AND PROPER TEST

All members of the Board of Directors at Bio Farma have met the criteria and requirements as set out in the 'fit and proper' test and in accordance with the Limited Liability Company Laws, the Articles of Association of Company, the Good Corporate Governance regulations and other applicable rules and regulations. All of the members are proven to have passed the fit and proper test.





No.	Nama Name	Jabatan Position	Tanggal Pertama Kali Menjabat Commencement Date	Pelaksana Organiser	Representasi Representation	Hasil Fit & Proper Test Fit & Proper Test Result
1	Honesti Basyir	Direktur Utama President Director	13 September 2019 September 13, 2019	Kementerian BUMN Ministry of SOEs	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
2	M. Rahman Roestan	Direktur Operasi Director of Operations	10 Juli 2017 July 10, 2017	Kementerian BUMN Ministry of SOEs	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
3	Sri Harsi Teteki	Direktur Pemasaran, Penelitian & Pengembangan Director of Marketing, Research, & Development	22 Januari 2018 January 22, 2018	Kementerian BUMN Ministry of SOEs	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
4	I.G.N. Suharta Wijaya	Direktur Keuangan & Mitra Bisnis Director of Finance and Business Partner	13 September 2019 September 13, 2019	Kementerian BUMN Ministry of SOEs	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
5	Soleh Udin Al Ayubi	Direktur Digital HealthCare Director of Digital HealthCare	24 Agustus 2020 August 24, 2020	Kementerian BUMN Ministry of SOEs	Negara Republik Indonesia Republic of Indonesia	Lulus Passed
6	Yuliana Indriati	Direktur Penelitian dan Pengembangan Bisnis Director of Research and Business Development	1 Oktober 2021 October 1, 2021	Kementerian BUMN Ministry of SOEs	Negara Republik Indonesia Republic of Indonesia	Lulus Passed

PENGANGKATAN DAN PEMBERHENTIAN DIREKSI

Pengangkatan dan pemberhentian anggota Direksi Badan Usaha Milik Negara dilakukan berdasarkan prinsip-prinsip profesionalisme dan tata kelola perusahaan yang baik (*Good Corporate Governance*). Direksi diangkat dan diberhentikan oleh Pemegang Saham melalui Rapat Umum Pemegang Saham (RUPS). Pengangkatan Direksi dilakukan melalui tahap *fit & proper test*.

KRITERIA/PERSYARATAN PENGANGKATAN DIREKSI

Kriteria persyaratan calon anggota Direksi sebagaimana tercantum dalam Anggaran Dasar Perusahaan sebagai berikut:

1. Persyaratan Formal
 - Cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatan pernah:
 - a. Dinyatakan pailit.
 - b. Menjadi anggota Direksi atau anggota Dewan Komisaris/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu BUMN dan/atau Perusahaan dinyatakan pailit.
 - c. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara, BUMN, Perusahaan, dan/atau yang berkaitan dengan sektor keuangan.

APPOINTMENT AND DISMISSAL OF MEMBERS OF THE BOARD OF DIRECTORS

The appointment and dismissal of members of the Board of Directors of State-Owned Enterprises is carried out based on the principles of professionalism and good corporate governance. Members of the Board of Directors are appointed and dismissed by the Shareholders through the General Meeting of Shareholders (GMS). Appointments to the Board of Directors are subject to the *fit & proper test* stage.

CRITERIA/REQUIREMENTS FOR APPOINTMENTS TO THE BOARD OF DIRECTORS

The criteria for candidates for the Board of Directors are stated in the Company's Articles of Association as follows:

1. Formal Requirement
 - Being able to carry out legal actions. Therefore, the following are disallowed within 5 (five) years prior to the appointment:
 - a. Being declared bankrupt.
 - b. Being a member of the Board of Directors or a member of the Board of Commissioners/Supervisory Board who has been found guilty of causing a State-Owned Enterprise and/or Company to be declared bankrupt.
 - c. Being sentenced for committing a crime that is detrimental to state finances, SOEs, Company, and/or related to the financial sector.



2. Persyaratan Materiil, yaitu:
 - a. Keahlian.
 - b. Integritas.
 - c. Kepemimpinan.
 - d. Pengalaman.
 - e. Jujur.
 - f. Perilaku yang Baik; dan
 - g. Dedikasi yang Tinggi untuk Memajukan dan Mengembangkan Perusahaan
3. Persyaratan Lain adalah sebagai berikut:
 - a. Bukan pengurus Partai Politik dan/atau calon anggota legislatif dan/atau anggota legislatif. Calon anggota legislatif atau anggota legislatif terdiri dari calon/anggota DPR, DPD, DPRD Tingkat I, dan DPRD Tingkat II.
 - b. Bukan calon kepala/wakil kepala daerah dan/atau kepala/wakil kepala daerah.
 - c. Tidak menjabat sebagai Direksi pada BUMN yang bersangkutan selama 2 (dua) periode berturut-turut.
 - d. Memiliki dedikasi dan menyediakan waktu sepenuhnya untuk melakukan tugasnya; dan
 - e. Sehat jasmani dan rohani (tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai Direksi BUMN), yang dibuktikan dengan surat keterangan sehat dari Dokter.

PENILAIAN ATAS KINERJA MASING-MASING KOMITE YANG BERADA DI BAWAH DIREKSI DAN DASAR PENILAIANNYA

Bio Farma tidak memiliki Komite yang berada di bawah Direksi. Pelaksanaan tugas dan tanggung jawab Direksi oleh unit kerja yang dipimpin oleh Kepala Divisi, Ahli Utama, Kepala Bagian, Ahli Madya, Kepala Seksi dan Ahli Muda. Dengan demikian, Bio Farma tidak menyajikan informasi tentang penilaian atas kinerja masing-masing komite yang berada di bawah Direksi dan dasar penilaiannya.

PROGRAM ORIENTASI BAGI DIREKSI BARU

Perusahaan memiliki program pengenalan untuk anggota direksi yang baru yang bertujuan agar dapat membantu direksi dalam hal penerapan GCG, peningkatan kinerja, pemahaman visi, misi, dan strategi usaha perusahaan. Tanggung jawab terhadap program pengenalan ini berada pada Sekretaris Perusahaan. Implementasi program tersebut dilaksanakan melalui presentasi, pertemuan, dan kunjungan kerja ke fasilitas perusahaan. Program pengenalan Direksi baru.

Program pengenalan yang diberikan kepada anggota Direksi baru antara lain akan meliputi hal-hal sebagai berikut:

2. Material Requirements, namely:
 - a. Expertise.
 - b. Integrity.
 - c. Leadership.
 - d. Experience.
 - e. Honesty.
 - f. Good Behaviour.
 - g. High Dedication to Advancing and Developing the Company.
3. Other Requirements are as follows:
 - a. Not being an administrator of a Political Party nor a candidate for a member of the legislature nor a member of the legislature. Candidates for legislative members or members of the legislature consist of candidates/members of House of Representatives (DPR), Regional Representative Council (DPD), Regional Representative Assembly Level I (DPRD), and Regional Representative Assembly Level II (DPRD).
 - b. Not being a candidate for regional head/deputy head and/or regional head/deputy head.
 - c. Not serving as a Board of Directors in the relevant SOE for 2 (two) consecutive periods.
 - d. Being dedicated and devoted full time to doing their job.
 - e. Being physically and mentally healthy (not suffering from an illness that can hinder the implementation of duties as a SOE Director), as evidenced by a health certificate from a doctor.

ASSESSMENT OF THE PERFORMANCE OF EACH COMMITTEE UNDER THE BOARD OF DIRECTORS AND THE BASIS OF THE RATING

Bio Farma does not have a Committee under the Board of Directors. The implementation of the duties and responsibilities of the Board of Directors is done by a work unit led by the Head of Division, Main Expert, Head of Section, Associate Expert, Section Head and Junior Expert. Accordingly, Bio Farma does not provide information on the assessment of the performance of each committee under the Board of Directors and the basis for their assessment.

ORIENTATION PROGRAM FOR NEW DIRECTORS

The Company has an introduction program for new members of the Board of Directors which aims to assist the Board of Directors in implementing GCG, improving performance, understanding the company's vision, mission, and business strategy. The responsibility for this introduction program rests with the Corporate Secretary. The implementation of the program is carried out through presentations, meetings, and working visits to company facilities.

The introduction program that is given to new members of the Board of Directors includes the following:



Prinsip-prinsip dan implementasi *good corporate governance*:

1. Gambaran perusahaan berkaitan dengan tujuan, sifat, lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya.
2. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit.
3. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal yang tidak diperbolehkan.
4. Penjelasan mengenai hak-hak dan kewajiban Dewan Komisaris dan Direksi.

On the principles and implementation of good corporate governance:

1. Company description related to objectives, nature, scope of activities, financial and operating performance, strategy, short-term and long-term business plans, competitive position, risks and other strategic issues.
2. Information relating to the delegated authority, internal and external audits, and internal control systems and policies, including the Audit Committee.
3. Information regarding the duties and responsibilities of the Board of Commissioners and the Board of Directors as well as things that are not allowed.
4. Explanation of the rights and obligations of the Board of Commissioners and the Board of Directors.

PROGRAM PELATIHAN DAN PENGEMBANGAN KOMPETENSI DIREKSI

Program Pelatihan Dewan Komisaris dan Direksi diatur di dalam Peraturan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) Nomor: PER-07/DK/BF/12/2018; Nomor: PER-06964/DIR/XII/2018 tanggal 31 Desember 2018 Tentang Pedoman Dewan Komisaris dan Direksi (*Board Manual*). Selain diatur di dalam *Board Manual*, diatur juga di dalam Keputusan Direksi PT Bio Farma (Persero) Nomor: 06920/DIR/XI/2012 tanggal 23 November 2012 Tentang Kebijakan Program Pelatihan Direksi.

TRAINING PROGRAM AND COMPETENCY DEVELOPMENT OF THE BOARD OF DIRECTORS

The Board of Commissioners and Board of Directors Training Program is regulated in the Joint Regulation of the Board of Commissioners and Directors of PT Bio Farma (Persero) Number: PER-07/DK/BF/12/2018; Number: PER-06964/DIR/XII/2018 dated on December 31, 2018, Regarding the Board Manual. Apart from being regulated in the Board Manual, it is also regulated in the Decree of the Board of Directors of PT Bio Farma (Persero) Number: 06920/DIR/XI/2012 dated November 23, 2012 concerning the Board of Directors Training Program Policy.

No.	Nama Name of Board of Directors	Jabatan Position	Tanggal Date	Topik Topic	Tempat Pelatihan Training Venue	Penyelenggara Organiser	Jenis Pelatihan Type of Training
1	Honesti Basyir	Direktur Utama President Director	26-11-2021	Mental Health Awareness for Organizational	Online, Bandung, Indonesia	Bio Farma	Manajemen Management
2	Soleh Ayubi	Direktur Transformasi & Digital Director of Transformation & Digital	01-04-2021	Workshop DHC Town Hall & Human Capital PT Bio Farma (PERSERO)	Intercontinental Hotel Bandung, Bandung, Indonesia	Bio Farma	Manajemen Management
3	Yuliana Indrianti	Direktur Penelitian & Pengembangan Director of Research & Business Development	26-11-2021	Mental Health Awareness for Organizational Well-Being	Online, Bandung, Indonesia	Bio Farma	Fungsional Functional
			02-12-2021	Overview Teknologi & Kandidat Produk Baru (mRNA-based, Bispesific Antibody, Cytokine & Antibody Drug Conjugate) Overview of Technology & New Candidate Products (mRNA-based, Biospecific Antibody, Cytokine & Antibody Drug Conjugate)	Online, Bandung, Indonesia	Eksternal External	Fungsional Functional
			22-12-2021	Workshop Stemcell	Online, Bandung, Indonesia	Eksternal External	Fungsional Functional
			12-10-2021	Corporate Culture & AKHLAK Change Agent	Online, Bandung, Indonesia	Internal Internal	Fungsional Functional



No.	Nama Name of Board of Directors	Jabatan Position	Tanggal Date	Topik Topic	Tempat Pelatihan Training Venue	Penyelenggara Organiser	Jenis Pelatihan Type of Training
4	Disril Revolin Putra	SEVP HC dan Compliance SEVP of HC and Compliance	01-04-2021	Workshop DHC Town Hall & Human Capital PT Bio Farma (PERSERO)	Intercontinental Hotel Bandung, Bandung, Indonesia	Internal Internal	Fungsional Functional
			17-09-2021	Reinforcement Wawasan Kebangsaan dan Pencegahan Paham Radikalisme di Lingkungan Kerja Reinforcement of National Insights and Prevention of Radicalism in the Workplace	Online, Bandung, Indonesia	Eksternal External	Kepemimpinan Leadership
			12-10-2021	Corporate Culture & AKHLAK Change Agent	Online, Bandung, Indonesia	Internal Internal	Manajemen Management
			03-03-2021	Introduction Learning Process 5.1	Online, Bandung, Indonesia	FHCI	Fungsional Functional
			17-02-2021	Social Development Through Gamification	Online, Bandung, Indonesia	FHCI	Fungsional Functional
			26-11-2021	Mental Health Awareness for Organizational Well-Being	Online, Bandung, Indonesia	Bio Farma Bio Farma	Manajemen Management
5	Adriansjah Azhari	SEVP Penelitian dan Pengembangan SEVP of Research and Development	22-12-2021	Workshop Stemcell	Online, Bandung, Indonesia	Eksternal External	Fungsional Functional
			02-12-2021	Overview Teknologi & Kandidat Produk Baru (mRNA-based, Bispesific Antibody, Cytokine & Antibody Drug Conjugate) Technology Overview & New Product Candidates (mRNA-based, Biospecific Antibody, Cytokine & Antibody Drug Conjugate)	Online, Bandung, Indonesia	Eksternal External	Fungsional Functional

PENILAIAN KINERJA DIREKSI

Penilaian kinerja Direksi dilaksanakan secara kolektif dan individu. Direksi berkomitmen untuk senantiasa meningkatkan pencapaian kinerjanya. Untuk mendukung hal tersebut, telah dilakukan penilaian kinerja Direksi melalui *Key Performance Indicator* (KPI) Direksi tahun 2020 yang telah disahkan oleh Pemegang Saham melalui kontrak manajemen. Selain itu, penilaian kinerja Direksi juga dilakukan melalui *Assessment GCG*.

PEDOMAN PENILAIAN KINERJA DIREKSI

Untuk penilaian kinerja Direksi mengacu pada:

1. Peraturan Menteri Badan Usaha Milik Negara RI Nomor: PER-11/MBU/11/2020 tanggal 12 November 2020 Tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

Performance appraisal of the Board of Directors is carried out both collegially and individually. The Board of Directors is committed to continuously improving its performance achievements. To support this, an assessment of the performance of the Board of Directors was carried out in 2021 through the Key Performance Indicators (KPI) Board of Directors in 2021 which has been approved by the Shareholders through a management contract. In addition, the performance assessment of the Board of Directors is also carried out through the GCG Assessment.

BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT GUIDELINES

The performance appraisal of the Board of Directors refers to:

1. The Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number: PER-11/MBU/11/2020 dated November 12, 2020 concerning Management Contracts and Annual Management Contracts for Directors of State-Owned Enterprises.



2. Surat Menteri BUMN Nomor: S-703/MBU/09/2020 tanggal 11 September 2020 hal Persetujuan Penetapan KPI PT Bio Farma (Persero) Tahun 2020.

KRITERIA YANG DIGUNAKAN UNTUK PENILAIAN KINERJA DIREKSI DAN PIHAK YANG MELAKUKAN PENILAIAN

1. Kriteria yang digunakan dalam pelaksanaan asesmen atas kinerja Direksi didasarkan pada pedoman yang dikeluarkan oleh Menteri BUMN melalui Surat Keputusan Menteri Badan Usaha Milik Negara nomor KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang penilaian tingkat kesehatan Badan Usaha Milik Negara.
2. Setiap awal tahun, pelaksanaan tugas Direksi direncanakan dalam suatu program kerja yang tercantum dalam RKAP. Pada akhir tahun, Direksi menyusun Laporan Manajemen Perusahaan yang disampaikan kepada Dewan Komisaris dan Pemegang Saham dalam RUPS untuk dievaluasi dan disahkan.
3. Kriteria yang ditetapkan di dalam Lampiran II Peraturan Menteri BUMN Nomor: PER-11/MBU/11/2020 Tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi BUMN.

PIHAK YANG MELAKUKAN ASSESSMENT

Pihak yang melakukan penilaian terhadap kinerja Direksi dilakukan oleh sendiri (*self*), Dewan Komisaris dan RUPS. Dalam melakukan penilaian terhadap kinerja Direksi, Dewan Komisaris mengacu kepada indikator KPI Direksi sebagaimana uraian di atas. Direksi mempertanggungjawabkan pencapaian kinerja pada periode tahun buku, termasuk di dalamnya pelaksanaan tugas dan tanggung jawab Direksi dalam RUPS Laporan Tahunan Perseroan dan Laporan Pelaksanaan Program Kemitraan dan Bina Lingkungan Tahun Buku 2021 yang dilaksanakan di tahun 2022.

PENILAIAN KINERJA DIREKSI BERDASARKAN KEY PERFORMANCE INDICATOR (KPI)

Penilaian kinerja Direksi melalui *Key Performance Indicator* (KPI) tahun 2021 yang dilakukan di tahun 2022 telah disahkan oleh Pemegang Saham melalui Kontrak Manajemen.

PROSEDUR PELAKSANAAN ASSESSMENT KINERJA DIREKSI

Kinerja Direksi dievaluasi oleh Pemegang Saham dalam RUPS secara kolektif berdasarkan kinerja perusahaan yang dituangkan dalam persetujuan dan pengesahan Laporan Tahunan Perusahaan oleh RUPS. Pada setiap awal tahun, Direksi wajib menyusun *Key Performance Indicator* (KPI) yang merupakan penjabaran dari RKAP yang disahkan RUPS dan dituangkan dalam kontrak manajemen. Penyusunan

2. The Letter of the Minister of SOE Number: S-703/MBU/09/2020 dated September 11, 2020 regarding Approval for Determination of KPI PT Bio Farma (Persero) in 2020.

CRITERIA USED FOR ASSESSING THE PERFORMANCE OF THE BOARD OF DIRECTORS AND THE PARTY PERFORMING THE ASSESSMENT

1. The criteria used in the assessment of the performance of the Board of Directors are based on the guidelines issued by the Minister of State-Owned Enterprises through the Decree of the Minister of State-Owned Enterprises number KEP-100/MBU/2002 dated June 4, 2002 regarding the assessment of the soundness of State-Owned Enterprises.
2. At the beginning of each year, the implementation of the duties of the Board of Directors is planned in a work program listed in the RKAP. At the end of the year, the Board of Directors prepares a Company Management Report which is submitted to the Board of Commissioners and Shareholders at the GMS for evaluation and approval.
3. The criteria set out in Attachment II to the Regulation of the Minister of SOEs Number: PER-11/MBU/11/2020 concerning Management Contracts and Annual Management Contracts for Directors of SOE.

THE PARTIES CONDUCTING THE ASSESSMENT

The Board of Directors, the Board of Commissioners, and the GMS all evaluate the performance of the Board of Directors. The Board of Commissioners evaluates the Board of Directors' performance using the KPI indicators indicated above. The Board of Directors is accountable for the financial year's performance, including the fulfillment of the Board of Directors' duties and responsibilities as set forth in the Company's GMS Annual Report and the Report on the Implementation of the Partnership and Community Development Program for the 2021 Financial Year, which will be held in 2022.

PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS BASED ON THE KEY PERFORMANCE INDICATOR (KPI)

The performance assessment of the Board of Directors through the 2021 Key Performance Indicator (KPI) conducted in 2022 has been approved by the Shareholders through a Management Contract.

PROCEDURE FOR IMPLEMENTING THE PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

The Board of Directors' performance is reviewed collaboratively by Shareholders in the GMS based on the company's performance as detailed in the GMS's approval and ratification of the Company's Annual Report. Each year, the Board of Directors is expected to develop a Key Performance Indicator (KPI) that is an expansion of the RKAP approved by the GMS and detailed in a management contract. The term "KPI" refers to the Annual Management Contract, which contains



KPI mengacu pada Kontrak Manajemen Tahunan yang Memuat KPI Direksi secara Kolegial antara Pemegang Saham dan Direksi Perusahaan PT Bio Farma Tahun 2021 tertanggal 30 Januari 2021 yang bertujuan sebagai alat penilaian bagi pemegang saham atas kinerja Direksi sampai dengan akhir tahun. Hasil kinerja Direksi secara kolegial dan individu dilaporkan oleh Dewan Komisaris kepada RUPS di dalam Laporan Tugas Pengawasan Dewan Komisaris.

the Board of Directors' KPI in a collaborative manner between the Shareholders and the Board of Directors of PT Bio Farma Company 2021 dated January 30, 2021, and serves as an assessment tool for shareholders on the Board of Directors' performance through the end of the year. The Board of Commissioners reports to the GMS the outcomes of the Board of Directors' collective and individual performance in the Supervisory Task Report of the Board of Commissioners.

Penilaian Key Performance Indicator (KPI) Direksi Tahun 2021

Assessment of Key Performance Indicators (KPI) of the Board of Directors in 2021

Indikator	Satuan Units	RKAP Company's Work Plan and Budget		Realisasi Realization		Indicators
		Nilai / Hasil Value/ Result	Skor Score	Nilai / Hasil Value/ Result	Skor Score	
		(a)	(b)	(c)	(d)	
A. Nilai Ekonomi dan Sosial untuk Indonesia						A. Economic and Social Value for Indonesia
EBITDA	Rp miliar Rp Billion	2.693,37	4,00	4.027,39	4,40	EBITDA
ROIC dengan tingkat jangka panjang ROIC ≥ WACC	% Gap ROIC - WACC	1,29	3,00	1,27	2,96	ROIC with long term ROIC rate ≥ WACC
interest bearing debt to invested capital	Persentase Percentage	29,48	3,00	21,53	3,30	Interest bearing debt to invested capital
Pinterest Bearing Debt to EBITDA dalam rentang kisaran rasio <i>Investment grade rated companies</i>	X (Kali) x (Times)	3,24	3,00	2,16	3,30	Pinterest Bearing Debt to EBITDA within the range of Investment grade rated companies
(CFO) <i>Cash From Operation</i>	Rp miliar Rp Billion	2.491,76	3,00	7.307,74	3,30	(CFO) Cash From Operation
Jumlah komersialisasi produk melalui transfer teknologi dengan pihak ketiga	Jumlah Produk Total Product	9	3,00	8	2,67	Number of product commercialization through technology transfer with third parties
Pengadaan Bulk Vaksin COVID Pemerintah	Jumlah Dosis Total Dosage	140	3,00	153,90	3,30	Government Procurement of Bulk COVID Vaccines
Program Distribusi Vaksin COVID (Pemerintah dan/atau Vaksin Gotong Royong)	Waktu Time	Desember December 2021	3,00	Desember December 2021	3,00	COVID Vaccine Distribution Program (Gotong Royong Vaccine and/or Gotong Royong)
			25,00		26,23	
B. Inovasi Model Bisnis						B. Business Model Innovation
Konsolidasi PT INUKI ke Holding BUMN Farmasi	Waktu Time	Q2 – 2021	2,00	Q3 – 2021	1,33	Consolidation of PT INUKI to Holding SOEs Pharmaceuticals
Peningkatan utilisasi rata-rata fasilitas produksi	Persentase Percentage	58,00	5,00	57,77	4,98	Increased average utilization of production facilities
Integrasi Operational dan Financial System						Operational and Financial System Integration
EBITDA Margin	Persentase Percentage	15,73	3,00	9,27	1,77	EBITDA Margin



Indikator	Satuan Units	RKAP Company's Work Plan and Budget		Realisasi Realization		Indicators
		Nilai / Hasil Value/ Result	Skor Score	Nilai / Hasil Value/ Result	Skor Score	
		(a)	(b)	(c)	(d)	
Pengadaan yang dilakukan bersama-sama dari barang/ jasa yang digunakan bersama	Persentase Percentage	25,00	3,00	25,00	3,00	Joint procurement of goods/ services that are used together
Total pendapatan dari re-design dan re-branding dari perubahan bentuk layanan baru	Rp miliar Rp Billion	450,00	3,00	134,33	0,90	Total revenue from re-design and re-branding from changing the form of new services
Jumlah pusat layanan kesehatan yang terintegrasi dengan IHC	Jumlah Apotek Number of Pharmacies	25,00	4,00	56,00	4,40	Number of health care centers integrated with IHC
			20,00		16,38	
C. Kepemimpinan Teknologi						C. Leadership of Technologies
Penerapan bussiness process document dan HC management system	Waktu Time	Desember 2021	12,00	Desember 2021	12,00	Application of business process documents and HC management system
Digitalisasi Proses Produksi dan Layanan	Waktu Time	Desember 2021	8,00	Maret 2022	6,00	Digitizing Production Processes and Services
			20,00		18,00	
D. Pengembangan Investasi						D. Investment Development
Jumlah produk baru yang diluncurkan	Jumlah Produk Total Product	95,00	3,00	111,00	3,30	Number of new products launched
Penurunan impor dan peningkatan ekspor						Decrease in imports and increase in exports
Penurunan impor BBO	Persentase Percentage	6,00	3,00	10,76	3,30	Decrease in BBO imports
Peningkatan negara dan atau jenis produk yang dapat diekspor	Jumlah Negara Total Countries	2,00	3,00	5,00	3,30	Increased countries and or types of products that can be exported
Peningkatan pangsa pasar alat kesehatan						Increasing market share of medical devices
Peningkatan pendapatan produk alat kesehatan	Rp miliar Rp Billion	750,00	4,00	377,47	2,01	Increased revenue for medical device products
Proporsi distribusi produk alat kesehatan terhadap total distribusi produk	Persentase Percentage	51,00	3,00	13,01	0,77	Proportion of distribution of medical device products to total product distribution
Total pendapatan produk herbal	Rp miliar Rp Billion	60,00	3,00	58,76	2,94	Total revenue of herbal products
Jumlah aset yang dapat dioptimalisasi	Jumlah Total	4,00	3,00	2,00	1,50	Number of assets that can be optimized
			22,00		17,12	
E. Pengembangan Talenta						E. Talent Development
Pengembangan kerjasama dan komersialisasi hasil kerjasama	Jumlah Produk Total Product	2,00	4,00	3,00	4,40	Cooperation development and commercialization of collaboration results



Indikator	Satuan Units	RKAP Company's Work Plan and Budget		Realisasi Realization		Indicators
		Nilai / Hasil Value/ Result	Skor Score	Nilai / Hasil Value/ Result	Skor Score	
		(a)	(b)	(c)	(d)	
Penerapan Indonesia Healthcare Institute sebagai <i>center of Excellence</i>	Persentase Percentage	20,00	3,00	68,42	3,30	Implementation of the Indonesia Healthcare Institute as a center of excellence
Talent Pool						Talent Pool
<i>Talent Development</i> BoD – 1, BoD – 2 dan BoD – 3	Persentase Percentage	20,00	1,00	21,00	1,05	Talent Development BoD – 1, BoD – 2 dan BoD – 3
% Milenial (<40 tahun) dalam Top Talent	Persentase Percentage	15,00	1,50	22,00	1,65	% Millennial (<40 Years) in Top Talent
% Perempuan dalam Nominated Talent	Persentase Percentage	10,00	1,50	18,00	1,65	% Women in Nominated Talent
24. <i>Good Corporate Governance</i> (GCG) score	Skor Score	92,00	2,00	90,17	1,96	Good Corporate Governance (GCG) score
			13,00		14,01	
Total			100,00		91,74	Total

PENGUNGKAPAN TUNJANGAN DAN FASILITAS YANG DITERIMA DEWAN KOMISARIS

Selain memperoleh gaji, Dewan Komisaris juga memperoleh Tunjangan Hari Raya Keagamaan (THR), honorarium, asuransi purna jabatan, tunjangan transportasi serta fasilitas kesehatan dan bantuan hukum dengan rincian sebagai berikut:

HONORARIUM, TUNJANGAN DAN FASILITAS DEWAN KOMISARIS

DISCLOSURE OF BENEFITS AND FACILITIES RECEIVED BY THE BOARD OF COMMISSIONERS

In addition to receiving a salary, the Board of Commissioners also receives a Religious Holiday Allowance (THR), an honorarium as post-employment insurance, a transportation allowance as well as health facilities and legal assistance with the following details:

HONORARIUM, ALLOWANCES AND FACILITIES FOR THE BOARD OF COMMISSIONERS

Honorarium Honorarium	Tunjangan Allowance	Fasilitas Facilities
Komisaris Utama President Commissioner Rp57.150.000/bulan Rp57,150,000/month	Tunjangan Hari Raya Keagamaan: 1 (satu) kali Gaji/Honorarium. Religious holiday allowance: 1 (one) time Salary/Honorarium Asuransi Purna Jabatan: Premi yang ditanggung oleh perusahaan sebesar 25% gaji/honorarium per tahun Post-Service Insurance: The premium borne by the company is 25% of salary/honorarium per year	Fasilitas kesehatan: Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (<i>at cost</i>) Medical facility: In the form of health insurance or reimbursement of medical expenses (<i>at cost</i>)
Komisaris Komisaris Rp51.435.000/bulan Rp51,435,000/month	Tunjangan Transportasi: 20% dari honorarium per bulan Transportation Allowance: 20% of honorarium per month	Fasilitas bantuan hukum: Sebesar pemakaian (<i>at cost</i>) Legal aid facilities: Amount of usage (<i>at cost</i>)



Sesuai dengan Peraturan Menteri BUMN No. PER-06/MBU/06/2018 Tanggal 4 Juni 2018 Tentang Perubahan Ketiga Atas Peraturan Menteri BUMN No. PER-04/MBU/2014 Tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN.

Sampai dengan 31 Desember 2021, di Bio Farma tidak terdapat bonus kinerja, bonus non kinerja yang diterima oleh setiap anggota Dewan Komisaris Dan Direksi.

Sampai dengan 31 Desember 2021, Bio Farma merupakan Badan Usaha Milik Negara (BUMN) yang sahamnya 100% dimiliki oleh Negara Republik Indonesia. Dengan demikian opsi saham tidak diterima oleh Anggota Dewan Komisaris dan Direksi Bio Farma.

URAIAN KEBIJAKAN REMUNERASI BAGI DIREKSI

ACUAN DAN INDIKATOR PENETAPAN REMUNERASI

Remunerasi Direksi tahun 2021, merupakan kewenangan Pemegang Saham dan ditetapkan dalam RUPS Tahun Buku 2020 dengan basis formula yang telah disetujui oleh Pemegang Saham. Besaran remunerasi yang diusulkan oleh Dewan Komisaris kepada Pemegang Saham berdasarkan hasil kajian Komite Audit dengan memperhatikan realisasi pencapaian KPI Tahun Buku 2020. Usulan Remunerasi menggunakan beberapa pertimbangan antara lain perbandingan dengan besaran remunerasi tahun sebelumnya, kenaikan kompleksitas operasional Perusahaan, serta perbandingan besaran remunerasi dengan perusahaan yang sejenis, pencapaian KPI serta tingkat kesehatan Perusahaan.

DASAR PENETAPAN REMUNERASI

Penetapan remunerasi Direksi mengacu pada:

1. Peraturan Menteri BUMN Nomor: PER-04/MBU/2014 tanggal 10 Mei 2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN sebagaimana telah beberapa kali diubah, terakhir dengan Peraturan Menteri BUMN Nomor: Per-01/MBU/05/2019 tanggal 31 Mei 2019 tentang Perubahan Keempat atas Peraturan Menteri BUMN Nomor: PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN.

In accordance with the Minister of SOE Regulation No. PER-06/MBU/06/2018 Dated June 4, 2018 Regarding the Third Amendment to the Decree of the Minister of SOEs No. PER-04/MBU/2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners and Supervisory Board of SOEs.

As of December 31, 2021, Bio Farma provides no performance bonuses, nor non-performance bonuses for members of the Board of Commissioners and Board of Directors.

As of December 31, 2021, Bio Farma is a State-Owned Enterprise (BUMN) whose shares are 100% owned by the Republic of Indonesia. Therefore, share options are not accepted by the members of the Board of Commissioners and the Board of Directors of Bio Farma.

DESCRIPTION OF REMUNERATION POLICY FOR THE BOARD OF DIRECTORS

REMUNERATION REFERENCES AND INDICATORS

The remuneration of the Board of Directors in 2021 is within authority of the Shareholders to decide upon and is determined at the 2020 Fiscal Year GMS on the basis of a formula that has been approved by the Shareholders. The amount of remuneration proposed by the Board of Commissioners to Shareholders is based on the results of the Audit Committee's review by taking into account the realisation of KPI achievements for the 2020 Fiscal Year. The proposed remuneration involves several considerations, including comparison with the amount of remuneration in the previous year, the increase in the complexity of the Company's operations, as well as a comparison of the amount of remuneration with other companies' of the same type, the achievement of the KPIs and the level of health of the Company.

BASIS OF REMUNERATION DETERMINATION

Determination of remuneration for the Board of Directors refers to:

1. Regulation of the Minister of BUMN Number: PER-04/MBU/2014 dated May 10, 2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of BUMN as amended several times, most recently by Regulation of the Minister of BUMN Number: Per-01/MBU/05/2019 dated May 31, 2019 concerning the Fourth Amendment to the Regulation of the Minister of SOEs Number: PER-04/MBU/2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Boards of BUMN.



2. Peraturan Menteri BUMN Nomor: PER-13/MBU/09/2021 tanggal 24 September 2021 Tentang Perubahan Keenam Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 Tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, Dan Dewan Pengawas Badan Usaha Milik Negara.
3. Akta Notaris Nanda Fauz Iwan No. 5 Tanggal 27-04-2021 tentang Berita Acara Rapat Umum Pemegang Saham Tahunan Perusahaan Perseroan PT Bio Farma (Persero) tentang Pengesahan Laporan Manajemen Perusahaan Tahunan dan Laporan Kegiatan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020.
4. Surat Keputusan Menteri BUMN Nomor: SR-21/Wk1.MBU.E/10/2021 tanggal 4 Oktober 2021 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara Tahun 2021.

PROSEDUR PENGUSULAN SAMPAI DENGAN PENETAPAN REMUNERASI DIREKSI

Perseroan mengusulkan sampai dengan menetapkan remunerasi bagi Direksi mengacu pada ketentuan Peraturan Menteri Badan Usaha Milik Negara. Sesuai Peraturan Menteri tersebut, besaran penghasilan Direksi ditetapkan oleh Rapat Umum Pemegang Saham (RUPS).

1. Pendelegasian RUPS kepada Dewan Komisaris terkait besaran gaji/honorarium
2. Dewan Komisaris menugaskan Komite Risiko, Pengembangan dan GCG untuk melakukan kajian remunerasi bagi anggota Direksi dan Dewan Komisaris.
3. Komite Risiko, Pengembangan dan GCG melakukan koordinasi dengan Divisi SDM dan unit kerja terkait dalam rangka menyusun usulan Remunerasi Direksi dan Dewan Komisaris.
 - a. Komite Risiko, Pengembangan dan GCG menyusun rekomendasi Remunerasi Direksi dan Dewan Komisaris serta kemudian disampaikan kepada Dewan Komisaris.
 - b. Dewan Komisaris membahas usulan Komite Risiko, Pengembangan dan GCG tentang usulan Remunerasi Direksi dan Dewan Komisaris.
 - c. Dewan Komisaris menyampaikan usulan Remunerasi Direksi dan Dewan Komisaris dalam RUPS dan RUPS memberikan kewenangan dan kuasa kepada Dewan Komisaris untuk menetapkan Remunerasi Direksi dan Dewan Komisaris Bio Farma. RUPS

2. Regulation of the Minister of SOE Number: PER-13/MBU/09/2021 dated September 24, 2021 concerning the Sixth Amendment to the Regulation of the Minister of State-Owned Enterprises Number PER-04/MBU/2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Board of Supervisors State Owned Enterprises.
3. Deed of Notary Nanda Fauz Iwan No. 5 Date 27-04-2021 regarding Minutes of the Annual General Meeting of Shareholders of the Company PT Bio Farma (Persero) regarding the Ratification of the Annual Company Management Report and the Report on Partnership and Community Development Program Activities for the Financial Year 2020.
4. Decree of the Minister of SOE Number: SR-21/Wk1.MBU.E/10/2021 dated October 4, 2021 concerning Determination of Income for the Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises in 2021.

PROPOSED PROCEDURE UNTIL THE DETERMINATION OF THE REMUNERATION OF THE BOARD OF DIRECTORS

The Company proposes to stipulate remuneration for the Board of Directors in accordance with the provisions of the Regulation of the Minister of State-Owned Enterprises. In accordance with the Ministerial Regulation, the amount of income for the Board of Directors is determined by the General Meeting of Shareholders (GMS).

1. Delegation of the GMS to the Board of Commissioners regarding the amount of salary/honorarium.
2. The Board of Commissioners assigns the Risk, Development and GCG Committee to review the remuneration for members of the Board of Directors and Board of Commissioners.
3. The Risk, Development and GCG Committee coordinates with the HR Division and related work units in order to formulate proposals for the remuneration of the Board of Directors and the Board of Commissioners.
 - a. The Risk, Development and GCG Committee prepares recommendations for the Remuneration of the Board of Directors and the Board of Commissioners and then submits it to the Board of Commissioners.
 - b. The Board of Commissioners discusses the proposal of the Risk, Development and GCG Committee regarding the proposed Remuneration for the Board of Directors and the Board of Commissioners.
 - c. The Board of Commissioners submits the recommendation for the remuneration of the Board of Directors and the Board of Commissioners in the GMS and the GMS grants authority and power to the Board of Commissioners to determine the remuneration of the Board of Directors and



menetapkan penghasilan Direksi dan Dewan Komisaris berdasarkan Surat Kementerian BUMN Nomor : SR-21/Wk1.MBU.E/10/2021 tanggal 4 Oktober 2021 Hal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Bio Farma (Persero) Tahun 2021.

Board of Commissioners of Bio Farma. The GMS determines the income of the Board of Directors and the Board of Commissioners based on the Letter of the Ministry of SOE Number: SR-21/Wk1.MBU.E/10/2021 dated October 4, 2021. Regarding the Determination of Income for the Directors and Board of Commissioners of PT Bio Farma (Persero) in 2021.

Gaji/honorarium berikut fasilitas dan tunjangan lainnya untuk Direksi Tahun Buku 2021 termasuk di dalamnya tantiem atas kinerja Perusahaan tahun buku 2020, berdasarkan Akta Notaris Nanda Fauz Iwan No. 5 Tanggal 27-04-2021 tentang Berita Acara Rapat Umum Pemegang Saham Tahunan Perusahaan Perseroan PT Bio Farma (Persero) tentang Pengesahan Laporan Manajemen Perusahaan Tahunan dan Laporan Kegiatan Program Kemitraan dan Bina Lingkungan Tahun Buku 2020 memutuskan bahwa penetapan gaji/honorarium berikut fasilitas dan tunjangan lainnya untuk Direksi akan ditetapkan tersendiri, yaitu berdasarkan Surat Kementerian BUMN Nomor: SR-21/Wk1.MBU.E/10/2021 tanggal 4 Oktober 2021 Perihal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Bio Farma (Persero) Tahun 2021.

Salary/honorarium, as well as other benefits and allowances for the Board of Directors for the fiscal year 2021, including bonuses for the Company's performance in fiscal year 2020, pursuant to the Notarial Deed of Nanda Fauz Iwan No. 5 dated 27-04-2021 regarding the Minutes of the Annual General Meeting of Shareholders of the Company PT Bio Farma (Persero) regarding the Ratification of the Annual Company Management Report and the Partnership and Community Report Other provisions for the Board of Directors will be decided independently, specifically in accordance with the Ministry of SOE letter SR-21/Wk1.MBU.E/10/2021 dated October 4, 2021 regarding the Determination of Income for Directors and Board of Commissioners of PT Bio Farma (Persero) in 2021.

INDIKATOR UNTUK PENETAPAN REMUNERASI DIREKSI

Penetapan Penghasilan berupa gaji/honorarium, tunjangan dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor pendapatan, aktiva, kondisi dan kemampuan keuangan perusahaan, tingkat inflasi, dan faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan. Penetapan penghasilan berupa tunjangan dan tantiem yang bersifat variabel, dilakukan dengan mempertimbangkan faktor pencapaian target, tingkat kesehatan dan kemampuan keuangan serta faktor lain yang relevan. Pemberian remunerasi kepada Direksi dilaksanakan dengan memperhatikan realisasi pencapaian *Key Performance Indicator* (KPI) Direksi atas pencapaian kinerja Perusahaan tahun 2020.

INDICATORS FOR DETERMINATION OF REMUNERATION FOR DIRECTORS

Determination of income in the form of salary/honorarium, allowances and facilities that are permanent is carried out by considering factors of income, assets, condition and financial capability of the company, inflation rate, and other relevant factors, and may not conflict with the laws and regulations. Determination of income in the form of allowances and bonuses that are variable, is carried out by taking into account the factors of achieving the target, level of health and financial ability and other relevant factors. The provision of remuneration to the Board of Directors is carried out by taking into account the realisation of the Board of Directors' *Key Performance Indicators* (KPI) for achieving the Company's performance in 2020.

STRUKTUR REMUNERASI DIREKSI

Remunerasi yang diberikan kepada Direksi Bio Farma sesuai ketentuan remunerasi Direksi meliputi gaji/honorarium, tunjangan, fasilitas dan tantiem/insentif kinerja. Remunerasi yang diberikan kepada Direksi sesuai dengan Peraturan Menteri BUMN.

BOARD OF DIRECTORS' REMUNERATION STRUCTURE

The remuneration given to the Directors of Bio Farma in accordance with the provisions of the remuneration of the Directors includes salary/honorarium, allowances, facilities and tantiem/performance incentives. The remuneration given to the Board of Directors is in accordance with the Regulation of the Minister of SOEs.



Rincian Remunerasi Direksi Tahun 2021 (dalam Rupiah)

Details of Remuneration of The Board of Directors for 2021 (in Rupiah)

No	Nama Name	Posisi Position	Gaji/Honorarium Salary/Honorarium			Uang Perumahan Housing Money			Tantiem/ Insentif Tantiem / Insentif	Asuransi Purna Jabatan Asuransi Purna Jabatan			Total Per Tahun Total Per Year
			Per Bulan Per Month	Kali Times	Jumlah Total	Per Bulan Per Month	Kali Times	Jumlah Total		Per Bulan Per Month	Kali Times	Jumlah Total	
1	Honesti Basyir	Direktur Utama President Director	205.000.000	12	2.460.000.000	25.000.000	12	300.000.000	1.629.692.249	41.764.206	12	501.170.472	4.890.862.721
2	Sri Harsi Teteki	Anggota Direksi Member of Board of Directors	174.250.000	12	2.091.000.000	25.000.000	12	300.000.000	1.385.238.412	38.537.793	12	462.453.514	4.238.691.928
3	I.G.N. Suharta Wijaya	Anggota Direksi Member of Board of Directors	174.250.000	12	2.091.000.000	25.000.000	12	300.000.000	1.385.238.412	38.537.793	12	462.453.514	4.238.691.928
4	Soleh Udin Al Ayubi	Anggota Direksi Member of Board of Directors	174.250.000	12	2.091.000.000	25.000.000	12	300.000.000	492.024.572	38.537.793	12	462.453.514	3.345.478.088
5	Mas Rahman Roestan	Anggota Direksi Member of Board of Directors	174.250.000	12	2.091.000.000	25.000.000	12	300.000.000	1.385.238.412	38.537.793	12	462.453.514	4.238.691.928
6	Disril Revolvin Putra	SEVP	143.500.000	12	1.722.000.000	25.000.000	12	300.000.000	1.140.784.574	30.850.292	12	370.203.514	3.532.988.078
7	Juliman	SEVP	143.500.000	12	1.722.000.000	25.000.000	12	300.000.000	1.140.784.574	30.850.292	12	370.203.514	3.532.988.078
8	Adriansjah Azhari	SEVP	143.500.000	12	1.722.000.000	25.000.000	12	300.000.000	1.140.784.574	30.850.292	12	370.203.514	3.532.988.078
9	Yuliana Indriati	Anggota Direksi Member of Board of Directors	174.250.000	3	522.750.000	25.000.000	3	75.000.000	-	38.537.793	12	462.453.514	1.060.203.516
Total Total			1.506.750.000	99	16.512.750.000	225.000.000	99	2.475.000.000	9.699.785.779	327.004.047	108	3.924.048.564	32.611.584.343

PENGUNGKAPAN TUNJANGAN DAN FASILITAS YANG DITERIMA DIREKSI

Selain memperoleh gaji, Direksi juga memperoleh Tunjangan Hari Raya (THR), tunjangan purna jabatan, tunjangan perumahan, serta fasilitas kendaraan, kesehatan dan bantuan hukum dengan rincian sebagai berikut:

DISCLOSURE OF BENEFITS AND FACILITIES RECEIVED BY THE BOARD OF DIRECTORS

In addition to receiving a salary, the Board of Directors also receives a holiday allowance (THR), post-employment allowance, housing allowance, as well as vehicle facilities, health and legal assistance with the following details:

Gaji, Tunjangan dan Fasilitas Direksi Board of Directors' Salaries, Benefits and Facilities

Gaji per Tahun Salary per Year	Tunjangan Allowance	Fasilitas Facilities
Direktur Utama Rp205.000.000/bulan President Director Rp205,000,000/month	Tunjangan Hari Raya Keagamaan: 1 (satu) kali Gaji Religious Holiday Allowance: 1 (one) time Salary	Fasilitas kendaraan: 1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi perusahaan. Spesifikasi dan jenis kendaraan diatur oleh Dewan Komisaris dengan batas maksimal 3.500 cc dengan memperhatikan kemampuan perusahaan serta asas kepatutan Vehicle facilities: 1 (one) unit along with maintenance costs and operational costs, taking into account the condition of the company. The specifications and types of vehicles are regulated by the Board of Commissioners with a maximum limit of 3,500 cc by taking into account the company's capabilities and the principle of propriety
Direktur SDM Rp174.250.000/bulan Director of HR Rp174,250,000/month	Asuransi Purna Jabatan: Premi yang ditanggung oleh perusahaan sebesar 25% dari gaji dalam 1 tahun Post-Service Insurance: The premium borne by the company is 25% of salary in 1 year	Fasilitas kesehatan: Dalam bentuk asuransi kesehatan atau pengganti biaya pengobatan (at cost) Medical facility: In the form of health insurance or reimbursement of medical expenses (at cost)
Direksi lainnya Rp174.250.000/bulan Other Directors Rp174,250,000/month	Tunjangan Perumahan: Rp25.000.000 per bulan, apabila menyediakan rumah jabatan maka wajib digunakan sampai masa jabatan Direksi berakhir dan yang bersangkutan tidak diberikan Tunjangan Perumahan Housing Allowance: Rp25,000,000 per month, if providing a house of office, it must be used until the term of office of the Board of Directors ends and the person concerned is not given a Housing Allowance	Fasilitas bantuan hukum: sebesar pemakaian (at cost) Legal aid facilities: by usage (at cost)



Sampai dengan 31 Desember 2021, di Bio Farma tidak terdapat bonus kinerja, bonus non kinerja yang diterima oleh setiap anggota Dewan Komisaris dan Direksi.

As of December 31, 2021, at Bio Farma there are no performance bonuses, non-performance bonuses received by each member of the Board of Commissioners and Board of Directors.

Sampai dengan 31 Desember 2021, Bio Farma merupakan Badan Usaha Milik Negara (BUMN) yang sahamnya 100% dimiliki oleh Negara Republik Indonesia. Dengan demikian opsi saham tidak diterima oleh Anggota Dewan Komisaris dan Direksi Bio Farma.

As of December 31, 2021, Bio Farma is a State-Owned Enterprise (BUMN) whose shares are 100% owned by the Republic of Indonesia. Therefore, the share options are not accepted by the members of the Board of Commissioners and the Board of Directors of Bio Farma.

HASIL PENILAIAN KINERJA DIREKSI UNTUK PENERAPAN GCG TAHUN 2020

Pada tahun 2021, hasil penilaian kinerja penerapan GCG Di Bio Farma yang dilakukan untuk periode penilaian tahun 2020 mencapai skor 90,173 berada dalam kategori predikat "Sangat Baik", dengan skor untuk aspek Direksi sebesar 32,833 dalam kategori predikat "Sangat Baik".

RESULTS OF THE BOARD OF DIRECTORS PERFORMANCE ASSESSMENT FOR THE IMPLEMENTATION OF GCG IN 2020

In 2021, the results of the GCG implementation performance assessment at Bio Farma conducted for the 2020 assessment period reached a score of 90.173 in the "Excellent" category, with a score for the Board of Directors aspect of 32.833 in the "Excellent" category.

ASSESSMENT IMPLEMENTASI GCG

PIHAK YANG MELAKUKAN PENILAIAN

Penilaian yang menggunakan jasa instansi pemerintah yang berkompeten di bidang GCG dilakukan oleh Badan Pengawasan Keuangan dan Pembangunan (BPKP) Perwakilan Jawa Barat yang telah melakukan asesmen GCG secara berkala selama 7 periode. Pada tahun 2021, BPKP Perwakilan Jawa barat melakukan asesmen GCG untuk menilai implementasi GCG tahun 2020.

ASSESSMENT OF GCG IMPLEMENTATION

PARTY THAT CONDUCTS THE ASSESSMENT

The assessment that uses the services of a competent government agency in the field of GCG is carried out by the West Java Representative Finance and Development Supervisory Agency (BPKP), which has conducted periodic GCG assessments for 7 periods. In 2022, the West Java Representative Office of the BPKP will conduct a GCG assessment to assess the implementation of GCG in 2021.

PIHAK YANG MELAKUKAN PENILAIAN KINERJA GCG

Mulai tanggal 8 Maret 2021 sampai dengan 30 April 2021, Badan Pengawasan Keuangan dan Pembangunan (BPKP) telah melakukan *Assessment* penerapan GCG di Bio Farma.

PARTIES THAT CONDUCT GCG PERFORMANCE ASSESSMENT

Starting from March 8 to April 30, 2021, the West Java Representative Finance and Development Supervisory Agency (BPKP) has assessed the implementation of GCG at Bio Farma.

SKOR PENILAIAN MASING-MASING KRITERIA

Hasil Asesmen Implementasi GCG – BPKP Perwakilan Jawa Barat pada PT Bio Farma (Persero) tahun 2019 dan 2020.

SCORE FOR EACH CRITERIA

Results of the GCG Implementation Assessment – BPKP West Java Representative at PT Bio Farma (Persero) in 2019 and 2020.



Aspek Governance	Bobot Weight	Capaian Tahun 2019 Achievement in 2019			Bobot Weight	Capaian Tahun 2020 Achievement in 2020			Governance Aspects
		Skor Score	% Capaian % Achievement	Penjelasan Ranking		Skor Score	% Capaian % Achievement	Penjelasan Ranking	
I Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan	7	6,93	99,00	Sangat Baik Excellent	7	6,886	98,371	Sangat Baik Excellent	Commitment to Sustainable Implementation of Good Corporate Governance
II Pemegang Saham dan RUPS	9	8,39	93,22	Sangat Baik Excellent	9	8,103	90,033	Sangat Baik Excellent	Shareholders and GMS
III Dewan Komisaris	35	32,02	91,49	Sangat Baik Excellent	35	31,228	89,223	Sangat Baik Excellent	Board of Commissioners
IV Direksi	35	33,48	95,66	Sangat Baik Excellent	35	32,833	93,809	Sangat Baik Excellent	Board of Directors
V Pengungkapan Informasi dan Transparansi	9	7,87	87,44	Sangat Baik Excellent	9	7,998	88,867	Sangat Baik Excellent	Information Disclosure and Transparency
Sub Total	95	88,69			95	87,048			Sub Total
VI Aspek Lainnya	5	2,50			5	3,125			Other Aspects
Total	100	91,19		Sangat Baik Excellent	100	90,173		Sangat Baik Excellent	Total

Keterangan	2021	2020	2019 (self assessment)	2018	2017 (self assessment)	Description
Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan	98,460	6,886	6,93	6,778	6,81	Commitment to Sustainable Implementation of Good Corporate Governance
Pemegang Saham dan RUPS	97,755	8,103	8,39	8,445	7,76	Shareholders and GMS
Dewan Komisaris	91,975	31,228	32,02	31,722	32,06	Board of Commissioners
Direksi	96,092	32,833	33,48	32,832	32,82	Board of Directors
Pengungkapan Informasi dan Transparansi	98,504	7,998	7,87	8,661	8,59	Information Disclosure and Transparency
Aspek Lainnya	87,500	3,125	2,50	2,500	2,5	Other Aspects
TOTAL	94,754	90,173	91,19	90,938	90,54	TOTAL

REKOMENDASI HASIL PENILAIAN ASESMEN DAN TINDAK LANJUT REKOMENDASI PENERAPAN GCG SERTA ALASAN BELUM/ TIDAK DITERAPKANNYA REKOMENDASI

Pada tahun 2021, BPKP Perwakilan Jawa barat melakukan asesmen GCG untuk periode penilaian tahun 2020 dengan rekomendasi dan tindak lanjut dari rekomendasi sebagai berikut:

RECOMMENDATIONS REGARDING ASSESSMENT RESULTS AND FOLLOW-UP RECOMMENDATIONS FOR THE IMPLEMENTATION OF GCG AND REASONS FOR NOT IMPLEMENTING THE RECOMMENDATIONS

In 2021, the West Java Representative Office of the BPKP conducted a GCG assessment for the 2020 assessment period with recommendations and follow-up on the following recommendations:



Rekomendasi Hasil Penilaian Penerapan GCG

Recommendations for GCG Implementation Assessment Results

No.	Rekomendasi Recommendation	Penanggung jawab Tindak Lanjut PIC on the Follow-Up			Tindak Lanjut Follow-Up
		PS/ RUPS Shareholders/ GMS	Komisaris Board of Commissioners	Direksi Board of Directors	
1	Melakukan pemutakhiran Peraturan Menteri BUMN Nomor PER-03/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi BUMN tanggal 17 Februari 2015 disesuaikan dengan Peraturan Menteri BUMN Nomor PER-01/MBU/03/2020 tanggal 31 Maret 2020 tentang Organisasi dan Tata Kerja Kementerian Badan Usaha Milik Negara Updating the Regulation of the Minister of SOE Number PER-03/MBU/02/2015 concerning Requirements, Procedures for Appointment, and Dismissal of Members of the Board of Directors of SOEs dated February 17, 2015 adjusted to the Regulation of the Minister of SOEs Number PER-01/MBU/03/2020 dated March 31, 2020 about the Organisation and Work Procedure of the Ministry of State-Owned Enterprises	✓			Proses pemutakhiran Updating process
2	Menetapkan Pengaturan jumlah maksimum jabatan Dewan Komisaris dan Dewan Pengawas yang boleh dipegang oleh seorang anggota Dewan Komisaris/Dewan Pengawas di perusahaan swasta atau perusahaan/badan lain misal BUMN/BLU Setting the maximum number of positions for the Board of Commissioners and the Supervisory Board that may be held by a member of the Board of Commissioners/Supervisory Board in a private company or other company/entity such as SOEs/BLU	✓			Proses pengaturan Setup process
3	Melakukan update atas KEP-101/M-BUMN/2002 tanggal; 4 Juni 2002 tentang Penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) BUMN dengan kondisi terkini dan <i>Best Practice</i> dalam pengelolaan perusahaan Updating the KEP-101/M-BUMN/2002 dated on June 4, 2002 concerning the Preparation of the Work Plan and Corporate Budget (RKAP) of BUMN with the latest conditions and Best Practice in company management	✓			Proses pemutakhiran Updating process
4	Mendokumentasikan Pembahasan usulan aksi korporasi Direksi dan memberikan Persetujuan usulan aksi korporasi Direksi secara tepat waktu yaitu paling lambat 30 hari setelah dokumen usulan dan penjelasan diterima secara lengkap Documenting the discussion of the Board of Directors' corporate action proposals and providing Approval of the Board of Directors' corporate action proposals in a timely manner, namely no later than 30 days after the complete proposal and explanation documents are received	✓			Proses Process
5	Menetapkan KPI Direksi secara Individu dan melakukan penilaian pencapaian KPI Direksi yang hasilnya dituangkan dalam risalah RUPS Determining the KPI of the Board of Directors individually and evaluate the achievement of the KPI of the Board of Directors, the results of which are stated in the minutes of the GMS	✓			Dalam proses In process
6	Menetapkan pedoman penyusunan KPI Dewan Komisaris dan Pedoman penyusunan laporan tugas pengawas Dewan Komisaris, serta melakukan penilaian kinerja Dewan Komisaris sesuai dengan Pedoman yang telah ditetapkan Establishing guidelines for the preparation of KPIs for the Board of Commissioners and Guidelines for compiling reports on the duties of supervisors for the Board of Commissioners, as well as assessing the performance of the Board of Commissioners in accordance with established guidelines.	✓			Dalam proses In process



No.	Rekomendasi Recommendation	Penanggung jawab Tindak Lanjut PIC on the Follow-Up			Tindak Lanjut Follow-Up
		PS/ RUPS Shareholders/ GMS	Komisaris Board of Commissioners	Direksi Board of Directors	
7	Mendokumentasikan pembahasan dan upaya-upaya menindaklanjuti <i>area of improvement</i> yang dihasilkan dari <i>assessment</i> tahun sebelumnya dan melaksanakan tindak lanjut atas <i>areas of improvement</i> yang dihasilkan dari <i>assessment</i> atas pelaksanaan Tata Kelola Perusahaan yang Baik pada Perusahaan yang bersangkutan Documenting the discussion and efforts to follow up on areas of improvement resulting from the previous year's assessment and carry out follow-up on areas of improvement resulting from the assessment on the implementation of Good Corporate Governance in the company concerned.	✓			Dalam proses In process
8	Konsisten dalam melaksanakan pelatihan/peningkatan kompetensi setiap anggota Dewan Komisaris yang dinyatakan dalam Laporan Pelatihan Dewan Komisaris sesuai dengan RKA Dewan Komisaris Being consistent in carrying out training/competency improvement of each member of the Board of Commissioners as stated in the Training Report of the Board of Commissioners in accordance with the RKA of the Board of Commissioners				Adanya executive FGD pada tanggal 24 – 25 Juli 2021 Executive FGD on 24-25 July 2021
9	Memuat dalam Program Kerja Dewan Komisaris terkait: - Proses persetujuan RJPP yang disampaikan Direksi - Pembahasan kepatuhan Direksi terhadap peraturan per-uu-an dan perjanjian dengan pihak ketiga - Pembahasan Tindakan Direksi yang harus mendapat tanggapan dan persetujuan Dekom - Pengawasan efektivitas pelaksanaan audit eksternal dan audit internal - Pelaksanaan telaah atas pengaduan yang berkaitan dengan BUMN yang diterima oleh Dewan Komisaris dalam RKA Komisaris - Pembahasan mengenai kebijakan dan pelaksanaan pengelolaan anak perusahaan Including in the Work Program of the Board of Commissioners related to: - RJPP approval process submitted by the Board of Directors - Discussion on the compliance of the Board of Directors with regulations and agreements with third parties - Discussion on the actions of the Board of Directors which must receive a response and approval from the Board of Commissioners - Supervision of the effectiveness of the implementation of external audits and internal audits - Implementation of a review of complaints related to SOEs received by the Board of Commissioners in the RKA Commissioner - Discussion on policies and implementation of subsidiary management		✓		



No.	Rekomendasi Recommendation	Penanggung jawab Tindak Lanjut PIC on the Follow-Up			Tindak Lanjut Follow-Up
		PS/ RUPS Shareholders/ GMS	Komisaris Board of Commissioners	Direksi Board of Directors	
10	Menginstruksikan Sekretaris Dewan Komisaris agar Konsisten dalam: - Mendokumentasikan proses penyusunan Rencana Kerja dan Anggaran Dekom dalam Risalah Rapat atau dokumentasi lainnya. - Mendokumentasikan proses pembahasan Pemberian Tanggapan RJPP oleh Dewan Komisaris - Mendokumentasikan evaluasi atas tindak lanjut hasil rapat sebelumnya dan dituangkan dalam Risalah rapat - Mendokumentasikan <i>monitoring</i> tindak lanjut direksi atas Hasil rapat Dewan Komisaris sebelumnya.. - Konsisten dalam mengadministrasikan surat keluar dan surat masuk ke Dewan Komisaris dan dokumen lainnya. Konsisten dalam mengadministrasikan data informasi yang berkaitan dengan dukungan administrasi dan <i>monitoring</i> yang berkaitan dengan hal-hal yang harus mendapatkan persetujuan Dewan Komisaris - Konsisten dalam mengadministrasikan surat keluar dan surat masuk ke Dewan Komisaris dan dokumen lainnya. Konsisten dalam mengadministrasikan data Informasi yang berkaitan dengan dukungan administrasi dan <i>monitoring</i> yang berkaitan dengan hal-hal yang harus mendapatkan persetujuan Dewan Komisaris - Segera menyampaikan risalah rapat sehingga dapat dilakukan validasi risalah rapat oleh dewan Komisaris sesuai tata tertib yang ditetapkan (selambat-lambatnya 7 hari setelah rapat selesai) - Konsisten dalam mengadministrasikan data/informasi yang berkaitan dengan dukungan administrasi dan <i>monitoring</i> yang berkaitan dengan hal-hal yang harus mendapatkan persetujuan Dewan Komisaris - Mendokumentasikan pembahasan mengenai muatan GCG pada Laporan Tahunan Perusahaan dan lebih aktif dalam menindaklanjuti <i>area of improvement</i> hasil <i>assessment</i> GCG yang menjadi kewenangan Dewan Komisaris Instructing the Secretary to the Board of Commissioners to be consistent in: - Documenting the process of preparing the Work Plan and Budget of the Board of Commissioners in the Minutes of Meeting or other documentation. - Documenting the process of discussing the Provision of RJPP Responses by the Board of Commissioners - Documenting the evaluation of the follow-up to the results of the previous meeting and stated in the Minutes of the meeting - Documenting the follow-up monitoring of the board of directors on the results of the previous meeting of the Board of Commissioners. - Being consistent in administering outgoing and incoming letters to the Board of Commissioners and other documents. Consistent in administering information data related to administrative support and monitoring related to matters that must obtain approval from the Board of Commissioners - Being consistent in administering outgoing and incoming letters to the Board of Commissioners and other documents. Consistent in administering data Information relating to administrative support and monitoring relating to matters that must obtain approval from the Board of Commissioners - Immediately submitting the minutes of the meeting so that the Board of Commissioners can validate the minutes of the meeting according to the established rules (no later than 7 days after the meeting is over) - Being consistent in administering data/information related to administrative support and monitoring related to matters that must be approved by the Board of Commissioners - Documenting discussions regarding GCG content in the Company's Annual Report and being more active in following up areas of improvement from the GCG assessment results which are under the authority of the Board of Commissioners	✓			



No.	Rekomendasi Recommendation	Penanggung jawab Tindak Lanjut PIC on the Follow-Up			Tindak Lanjut Follow-Up
		PS/ RUPS Shareholders/ GMS	Komisaris Board of Commissioners	Direksi Board of Directors	
11	Memuat simpulan keselarasan rancangan RKAP selaras dan/atau tidak selaras dengan RJPP dan tanggapan atas rancangan RKAP Containing conclusions on the alignment of the RKAP draft in line with and/or not in line with the RJPP and responses to the RKAP draft		✓		
12	Melaksanakan telaahan kesesuaian visi dan misi perusahaan dengan perubahan lingkungan bisnis dan permasalahannya yang mempengaruhi usaha perusahaan Undertaking a study of the suitability of the company's vision and mission with changes in the business environment and its problems that affect the company's business		✓		
13	Melakukan telaahan atas hasil evaluasi atas efektivitas pengendalian <i>intern</i> pada tingkat entitas dan <i>internal control report</i> Reviewing the evaluation results on the effectiveness of internal control at the entity level and internal control reports.		✓		
14	Menyusun dan menyampaikan Tanggapan Dewan Komisaris atas Laporan Manajemen Triwulan kepada RUPS Preparing and submitting the Board of Commissioners' Response to the Quarterly Management Report to the GMS		✓		
15	Konsisten dalam memberikan persetujuan atas Tindakan Direksi yang harus mendapat tanggapan/persetujuan Dewan Komisaris Being consistent in giving approval to the actions of the Board of Directors which must receive a response/approval from the Board of Commissioners		✓		
16	Melakukan telaahan atas efektivitas pemantauan tindak lanjut hasil auditor eksternal, dan telaah atas kesesuaian pelaksanaan audit dengan standar audit internal Reviewing the effectiveness of the follow-up monitoring of the results of the external auditor, and reviewing the suitability of the audit implementation with internal audit standards		✓		
17	Memberikan masukan/pendapat tertulis kepada Direksi tentang bakal calon Direksi dan Dewan Komisaris anak perusahaan/ perusahaan patungan sesuai Anggaran Dasar Perusahaan dan Peraturan Menteri BUMN Nomor PER.04/MBU/06/2020 tentang Perubahan atas Peraturan menteri Negara BUMN Nomor PER-03/MBU/2012 tentang Pedoman Pengangkatan Anggota Direksi dan Anggota Dekom Anak Perusahaan BUMN. Providing written input/opinions to the Board of Directors regarding prospective Directors and Board of Commissioners of subsidiaries/ joint ventures in accordance with the Articles of Association of the Company and Regulation of the Minister of SOEs Number PER.04/MBU/06/2020 concerning Amendments to the Regulation of the Minister of State-Owned Enterprises Number PER-03/MBU/2012 concerning Guidelines for the Appointment of Members of the Board of Directors and Members of the Board of Commissioners of BUMN Subsidiaries.		✓		
18	Melampirkan Pakta integritas Dewan Komisaris dalam Usulan Tindakan Direksi yang harus mendapatkan persetujuan pemegang Saham. Attaching the Integrity Pact of the Board of Commissioners in the Proposed Action of the Board of Directors which must be approved by the shareholders.		✓		
19	Melakukan pembahasan evaluasi pencapaian kinerja masing-masing anggota Dewan Komisaris serta Komite Dewan Komisaris dan mendokumentasikannya Discussing the evaluation of the performance achievements of each member of the Board of Commissioners and the Committee of the Board of Commissioners and documenting it		✓		



No.	Rekomendasi Recommendation	Penanggung jawab Tindak Lanjut PIC on the Follow-Up			Tindak Lanjut Follow-Up
		PS/ RUPS Shareholders/ GMS	Komisaris Board of Commissioners	Direksi Board of Directors	
20	Menginstruksikan Komite audit agar: 1. Memutakhirkan Piagam Komite Audit. 2. Melengkapi program kerja Komite Audit dengan memuat program kerja <i>Self-assessment</i> kinerja Komite Audit. 3. Melengkapi Laporan Triwulanan Komite dengan memuat perbandingan antara realisasi kegiatan dengan program kerja. 4. Berperan dalam penyusunan RKA Dewan Komisaris. 5. Berperan dalam memberikan masukan terhadap Kebijakan dan pelaksanaan Sistem teknologi informasi. Instructing the audit committee to: 1. Updating the Audit Committee Charter. 2. Completing the work program of the Audit Committee by including the work program of Self-assessment of the performance of the Audit Committee. 3. Completing the Committee's Quarterly Report by containing the comparison between the realization of activities and the work program. 4. Playing a role in the preparation of the RKA of the Board of Commissioners. 5. Playing a role in providing input on the policy and implementation of information technology systems.		✓		
21	Menginstruksikan Komite RPG agar melengkapi Laporan Triwulanan Komite dengan memuat perbandingan antara realisasi kegiatan dengan program kerja. Instructing the RPG Committee to complete the Committee's Quarterly Report by including a comparison between the realisation of activities and the work program.		✓		
22	Konsisten dalam melaksanakan kegiatan pelatihan bagi direksi sesuai rencana kerja dan anggaran yang sudah ditetapkan. Being consistent in carrying out training activities for directors according to the work plan and budget that has been set.			✓	
23	Konsisten dalam melaksanakan Prosedur Operasional perusahaan sehingga tidak terdapat temuan Audit Internal, Audit ISO dan audit KAP, serta melaksanakan Reviu Dokumen Berkala tepat waktu terhadap seluruh dokumen yang masuk masa reviu berkala. Being consistent in implementing the company's Operational Procedures so that there are no Internal Audit findings, ISO audits and KAP audits, as well as carrying out Periodic Document Reviews on time for all documents that enter the periodic review period.			✓	
24	Menetapkan Pengaturan terkait ketentuan komunikasi keputusan direksi ke jenjang di bawahnya. Stipulating arrangements related to the communication provisions of the board of directors' decisions to the lower levels.			✓	
25	Melakukan <i>Update/Rolling</i> RJPP 2020-2024 disesuaikan dengan pencapaian RKAP, Program dan isu terkini perusahaan di antaranya kegiatan-kegiatan yang berasal dari PMN Program PEN dan Pengadaan vaksin sehubungan dengan Penugasan Pemerintah. Updating/Rolling RJPP 2020-2024 adjusted to the achievement of the RKAP, program and the company's latest issues including activities originating from PMN PEN Program and Vaccine Procurement in connection with Government Assignments.			✓	
26	Melaksanakan penempatan karyawan pada setiap level jabatan dalam organisasi perusahaan segera setelah Jabatan tersebut kosong Implementing employee placement at every level of position in the company organization immediately after the position is vacant			✓	



No.	Rekomendasi Recommendation	Penanggung jawab Tindak Lanjut PIC on the Follow-Up			Tindak Lanjut Follow-Up
		PS/ RUPS Shareholders/ GMS	Komisaris Board of Commissioners	Direksi Board of Directors	
27	Memuat Pencapaian kinerja Unit yang dihasilkan dari Aplikasi PMS dalam Laporan Kegiatan Unit Triwulan sehingga dapat dilakukan analisis dan evaluasi perkembangan kinerja jabatan/unit di bawah Direksi yang mencakup kesesuaian pelaksanaan program kerja dan anggaran yang telah ditetapkan dalam RKAP masing-masing unit. Including Unit Performance Achievements resulting from the PMS Application in the Quarterly Unit Activity Report so that analysis and evaluation of the performance development of positions/units under the Board of Directors can be carried out which includes the suitability of the implementation of work programs and budgets that have been determined in the RKAP of each unit.			✓	
28	Konsisten dalam menerapkan sistem TI dengan kebutuhan perusahaan dan hasil rekomendasi audit TI Being consistent in implementing IT systems with company needs and the results of IT audit recommendations			✓	
29	Konsisten dalam melaksanakan Pengadaan barang dan Jasa sesuai dengan Pedoman barang dan jasa perusahaan dan menindaklanjuti Temuan Audit terkait pengadaan barang dan jasa perusahaan Being consistent in carrying out the procurement of goods and services in accordance with the company's guidelines for goods and services and following up on audit findings related to the procurement of company goods and services			✓	
30	Memberikan kesempatan yang memadai untuk menduduki posisi tertentu yang sesuai dengan kompetensi di antaranya mengatur <i>job tender</i> untuk jabatan tertentu atau 1 level di bawah direksi Providing adequate opportunities to occupy certain positions according to competence, including arranging job tenders for certain positions or 1 level below the board of directors			✓	
31	- Konsisten dalam menerapkan PER.04/MBU/06/2020 ttg Perubahan atas Peraturan Menteri Negara BUMN Nomor PER-03/MBU/06/2012 tentang Pedoman Pengangkatan Anggota Direksi dan Anggota Dekom Anak Perusahaan BUMN pada proses pengangkatan dan penetapan Direksi Anak Perusahaan PT Bio Farma (Persero) - Menetapkan sistem/pedoman penilaian kinerja Direksi (kolegial dan individu) dan Dewan Komisaris (Kolegial) Anak Perusahaan, yang memuat sekurang-kurangnya indikator kinerja utama dan kriteria keberhasilan dalam RUPS masing-masing Anak Perusahaan - Being consistent in implementing PER.04/MBU/06/2020 concerning Amendments to the State-Owned Enterprises Regulation Number PER-03/MBU/06/2012 concerning Guidelines for Appointing Members of the Board of Directors and Members of the Board of Commissioners of BUMN Subsidiaries in the process of appointment and determination of Directors of Subsidiaries of PT Bio Farma (Persero) - Establishing a system/guideline for evaluating the performance of the Board of Directors (collegial and individual) and the Board of Commissioners (collegial) of Subsidiaries, which contains at least the main performance indicators and criteria for success in the GMS of each Subsidiary				
32	Memutakhirkan Kebijakan 06909/DIRIXII/2018 tanggal 28 Desember 2018 Tentang Kebijakan Akuntansi di PT Bio Farma (Persero) dengan kondisi terkini perusahaan diantaranya pengaturan penyusunan laporan keuangan konsolidasian dan PSAK yang berlaku efektif tahun 2020 Updating Policy 06909/DIRIXII/2018 dated December 28, 2018 Regarding Accounting Policies at PT Bio Farma (Persero) with the company's current conditions including arrangements for the preparation of consolidated financial statements and PSAK which are effective in 2020			✓	
33	Konsisten dalam melaksanakan tindak lanjut dari rekomendasi SPI dan auditor eksternal. Being consistent in carrying out the follow-up to the recommendations of SPI and external auditors.			✓	
34	Menyusun program kerja untuk menindaklanjuti hasil survei kepuasan karyawan dan melaksanakan Tindak lanjut hasil survei kepuasan karyawan. Developing a work program to follow up on the results of the employee satisfaction survey and carry out the follow up on the results of the employee satisfaction survey.			✓	



No.	Rekomendasi Recommendation	Penanggung jawab Tindak Lanjut PIC on the Follow-Up			Tindak Lanjut Follow-Up
		PS/ RUPS Shareholders/ GMS	Komisaris Board of Commissioners	Direksi Board of Directors	
35	Mengambil langkah-langkah strategis untuk meningkatkan pencapaian RKAP, KPI dan Dividen. Taking strategic steps to increase the achievement of RKAP, KPI and Dividends.			✓	
36	Menyampaikan Laporan Manajemen Perusahaan Triwulanan ke Dewan Komisaris 5 hari sebelum batas penyampaian ke Pemegang Saham paling lambat 30 hari setelah berakhirnya periode triwulan tersebut sesuai <i>Board Manual</i> Submitting the Quarterly Company Management Report to the Board of Commissioners 5 days before the deadline for submission to the Shareholders no later than 30 days after the end of the quarterly period according to the Board Manual			✓	
37	- Menyusun Pedoman Tata Tertib Direksi yang sekurang-kurangnya memuat etika rapat dan Pembahasan/telaah atas arahan/usulan dan/atau tindak lanjut pelaksanaan atas keputusan Dewan Komisaris terkait dengan usulan Direksi. - Membuat aplikasi dalam memantau tindak lanjut atas arahan dan/atau keputusan Dewan Komisaris. - Preparing the Board of Directors' Code of Conduct which at least contains meeting ethics and discussion/review of the direction/proposal and/or follow-up on the implementation of the Board of Commissioners' decisions related to the Board of Directors' proposals. - Making an application to monitor the follow-up to the direction and/or decision of the Board of Commissioners.			✓	
38	Melaksanakan asesmen internal program jaminan kualitas dan peningkatan fungsi Audit internal (SPI). Conducting internal assessment of the quality assurance program and improvement of the Internal Audit (SPI) function.			✓	
39	- Meningkatkan pengetahuan dan keahlian staf auditor internal/kualitas tenaga auditor/personil yang ditugaskan di SPI. - Meningkatkan kontribusi terhadap perbaikan/peningkatan proses Tata Kelola (<i>governance</i>), manajemen risiko, dan pengendalian <i>intern</i> dengan meningkatkan kualitas rekomendasi hasil audit SPI - Improving the knowledge and expertise of internal auditor staff/quality of auditors/personnel assigned to SPI. - Increasing contribution to improvement/improvement of governance, risk management, and internal control processes by improving the quality of SPI audit recommendations			✓	

EVALUASI INTERNAL PENERAPAN GCG

Pelaksanaan evaluasi pada prinsipnya dilakukan oleh BUMN yang bersangkutan (*Self-Assessment*) yang pelaksanaannya dapat didiskusikan dengan atau meminta bantuan (asisten) kepada penilai independen atau menggunakan jasa instansi pemerintah yang berkompeten di bidang GCG. Evaluasi terhadap implementasi GCG yang dilakukan Bio Farma adalah evaluasi internal (*Self-Assessment*), antara lain dilakukan oleh Tim *Counterpart*. *Self-Assessment* penerapan GCG periode tahun 2021 telah dilaksanakan mulai tanggal 18 Maret sampai dengan 19 April 2022.

PENILAIAN TINGKAT KESEHATAN PERUSAHAAN

Berdasarkan Surat Keputusan Menteri Badan Usaha Milik Negara Nomor KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang penilaian tingkat kesehatan Badan Usaha Milik Negara, maka realisasi kinerja Perusahaan selama tahun 2021 (*Audited*) pada kriteria "Sehat AA" dengan skor 90,50.

INTERNAL EVALUATION OF GCG IMPLEMENTATION

In principle, the internal evaluation is carried out by the relevant BUMN (*Self-Assessment*) whose implementation can be discussed with, or assisted by, an independent appraiser or using the services of a competent government agency in the field of GCG. The evaluation of the implementation of GCG conducted by Bio Farma is an internal evaluation (*Self-Assessment*), which is among others, carried out by the Counterpart Team. The self-assessment of the implementation of GCG for the 2021 period was carried out from March 18 to April 19, 2022.

COMPANY HEALTH LEVEL ASSESSMENT

Based on the Decree of the Minister of State-Owned Enterprises Number KEP-100/MBU/2002 dated June 4, 2002 regarding the assessment of the soundness of State-Owned Enterprises, the realization of the Company's performance during 2021 (*Audited*) is on the "Healthy AA" criteria with a score of 90.50.



Penilaian Tingkat Kesehatan Perusahaan Tahun 2020

Company Health Level Assessment

No.	Indikator	Bobot Weight	RKAP 2020 RKAP 2020		Realisasi Realization		Perbandingan Comparison		Indicators	
			Nilai Value	Skor Score	Nilai Nilai	Skor Score	%			
			(a)	(b)	(a)	(b)	(c:a)	(d:b)		
I. ASPEK KEUANGAN										I. FINANCIAL ASPECTS
	1. Imbalan kepada Pemegang Saham (ROE))	20	6,09	8,50	13,87	18,00	227,79	211,76	1. Return on Equity	
	2. Imbalan Investasi (ROI)	15	9,17	7,50	10,79	9,00	117,72	120,00	2. Return on Investment	
	3. Rasio Kas	5	24,80	3,00	45,97	5,00	185,36	166,67	3. Cash Ratio	
	4. Rasio Lancar	5	141,43	5,00	135,32	5,00	95,68	100,00	4. Liquidity Ratio	
	5. Collection Periods	5	45,84	5,00	32,08	5,00	142,88	100,00	5. Collection Periods	
	6. Perputaran Persediaan	5	128,02	3,00	73,07	4,50	175,20	150,00	6. Inventory Turnover	
	7. Perputaran Total Aset	5	57,62	2,50	111,62	5,00	193,04	200,00	7. Total Asset Turnover	
	8. Rasio Modal Sendiri Terhadap Total Aktiva	10	58,71	8,50	43,54	9,00	74,16	105,88	8. Ratio of Own Capital to Total Assets	
	Nilai Kinerja Keuangan (NKK)	70		43,00		60,50		140,70	Financial Performance Value	
II. ASPEK OPERASIONAL										II. OPERATIONAL ASPECTS
	1. Produktivitas Tenaga Kerja (EMPRO)	5	1.852.2599.589,05	5,00	5.108.428.397,87	5,00	275,79	100,00	1. Labor Productivity	
	2. Sertifikasi	5		5,00	100	5,00	100,00	100,00	2. Certification	
	3. Penelitian & Pengembangan	5		5,00	100	5,00	100,00	100,00	3. Research and Development	
	Nilai Kinerja Operasional (NKK)	15		15,00		15,00		100,00	Operational Performance Value	
III. ASPEK ADMINISTRASI										ADMINISTRATION ASPECTS
	1. Laporan Perhitungan Tahunan	3	100,00	3,00	100,00	3,00	100,00	100,00	1. Annual Calculation Report	
	2. Rancangan RKAP	3	100,00	3,00	100,00	3,00	100,00	100,00	2. Company Work Plan & Budget Draft	
	3. Laporan Periodik	3	100,00	3,00	100,00	3,00	100,00	100,00	3. Periodic Report	



No.	Indikator	Bobot Weight	RKAP 2020 RKAP 2020		Realisasi Realization		Perbandingan Comparison		Indicators
			Nilai Value	Skor Score	Nilai Nilai	Skor Score	%		
			(a)	(b)	(a)	(b)	(c:a)	(d:b)	
4. Kinerja PKBL:									4. The Partnership and Community Development Program of SOE
	- Efektifitas Penyaluran Dana	3	100,00	3,00	92,86	3,00	92,86	100,00	- Effectiveness of Funding
	- Tingkat Kolektibilitas Penyaluran Pinjaman	3	75,00	3,00	80,85	3,00	107,80	100,00	- Loan Disbursement Collectability Rate
	Nilai Kinerja Administrasi (NKA)	15		15,00		15,00		100,00	Administration Performance Value
TOTAL SKOR				73,00		90,50		123,97	SCORE
	KRITERIA KESEHATAN PERUSAHAAN		A			AA			COMPANY HEALTH CRITERIA

Kriteria Sehat terdiri dari:
Healthy Criteria consists of:

AAA= Apabila total skor (TS) > 99
Should the Total Score be: (TS) > 99

AA= Apabila 80 < TS <= 95
Should the Total Score be: 80 < TS <= 95

A= Apabila 65 < TS <= 80
Should the Total Score be: 65 < TS <= 80

Kriteria Kurang Sehat terdiri dari:
Less Healthy Criteria consists of:

BBB = Apabila 50 < TS <= 65
Should the total score be: 50 < TS <= 65

BB = Apabila 40 < TS <= 50
Should the total score be: 40 < TS <= 50

B = Apabila 30 < TS <= 40
Should the total score be: 30 < TS <= 40

Kriteria Tidak Sehat terdiri dari:
Unhealthy Health Criteria Consists of:

CCC = Apabila 20 < TS <= 30
Should the total score be: 20 < TS <= 30

CC = Apabila 10 < TS <= 20
Should the total score be: 10 < TS <= 20

C = Apabila <= 10
Should the total score be <= 10

Dengan dicapainya total skor indikator kinerja perusahaan sebesar 90,50 maka tingkat kinerja perusahaan adalah sehat AA. Progress pencapaian tersebut berkontribusi dari pencapaian skor indikator aspek keuangan sebesar 60,50 dari target skor RKAP 2021 sebesar 43,00 dimana pencapaian ini terdampak dari adanya realisasi transaksi penugasan COVID-19 di tahun 2021 yang belum dianggarkan dalam RKAP 2021. Pencapaian aspek operasional sebesar 15,00 dari target skor RKAP 2021 sebesar 15,00. Pencapaian indikator aspek administrasi sebesar 15,00 dari target RKAP 2021 sebesar 15,00.

Having achieved a total score of 90.50 through the company's performance indicators, the company's performance level ranks as a healthy AA. This progress was partly contributed to by the achievement of a financial aspect indicator score of 60.50 from the overall 2021 Company Work Plan & Budget score target of 43.00 wherein this achievement was positively affected by the realization of the COVID-19 assignment transaction in 2021 which had not been budgeted for in the 2021 Company's Work Plan & Budget. The achievement level from the operational indicator was 15.00 from the target score of RKAP 2021 of 15.00. The achievement level from the administrative indicator is 15.00 from the 2021 RKAP target of 15.00.

REMUNERASI DIREKSI

KEBIJAKAN REMUNERASI DIREKSI

Remunerasi Direksi tahun 2021 merupakan kewenangan Pemegang Saham dan ditetapkan dalam RUPS Tahun Buku 2020 dengan basis formula yang telah disetujui oleh Pemegang Saham. Besaran remunerasi Direksi yang diusulkan oleh Dewan Komisaris kepada Pemegang Saham berdasarkan hasil kajian Komite Audit dengan memperhatikan realisasi pencapaian KPI Tahun Buku 2020.

REMUNERATION FOR THE BOARD OF DIRECTORS

BOARD OF DIRECTORS' REMUNERATION POLICY

Remuneration of the Board of Directors for 2021 is the authority of the Shareholders and is determined at the GMS for the 2020 Financial Year on the basis of a formula that has been approved by the Shareholders. The amount of remuneration for the Board of Directors proposed by the Board of Commissioners to the Shareholders is based on the results of the Audit Committee's review by taking into account the realisation of KPI achievements for the 2020 Fiscal Year.



DASAR PENETAPAN REMUNERASI

Remunerasi bagi Direksi mengacu kepada:

- Peraturan Menteri BUMN Nomor: PER-04/MBU/2014 tanggal 10 Mei 2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN sebagaimana telah beberapa kali diubah, terakhir dengan Peraturan Menteri BUMN Nomor: Per-01/MBU/05/2019 tanggal 31 Mei 2019 tentang Perubahan Keempat atas Peraturan Menteri BUMN Nomor: PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN;
- Peraturan Menteri BUMN Nomor: PER-13/MBU/09/2021 tentang Perubahan Keenam Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas Badan Usaha Milik Negara;
- Surat Kementerian Badan Usaha Milik Negara Republik Indonesia Nomor: SR-21/Wk1.MBU.E/10/2021 perihal: penetapan penghasilan Direksi dan Dewan Komisaris PT Bio Farma (Persero) Tahun 2021

PROSEDUR PENGUSULAN SAMPAI DENGAN PENETAPAN REMUNERASI DIREKSI

Perseroan mengusulkan sampai dengan menetapkan remunerasi bagi Direksi mengacu pada ketentuan Peraturan Menteri Badan Usaha Milik Negara. Sesuai Peraturan Menteri tersebut, besaran penghasilan Direksi ditetapkan oleh Rapat Umum Pemegang Saham (RUPS).

BASIS OF REMUNERATION DETERMINATION

Remuneration for the Board of Directors refers to:

- Regulation of the Minister of BUMN Number: PER-04/MBU/2014 dated May 10, 2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Board of BUMN as amended several times, most recently by Regulation of the Minister of BUMN Number: Per-01/MBU/05/2019 dated May 31, 2019 concerning the Fourth Amendment to the Regulation of the Minister of SOEs Number: PER-04/MBU/2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Boards of BUMN;
- Regulation of the Minister of SOE Number: PER-13/MBU/09/2021 concerning the Sixth Amendment to the Regulation of the Minister of State-Owned Enterprises Number PER-04/MBU/2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners, and Supervisory Boards of State-Owned Enterprises;
- Letter of the Ministry of State-Owned Enterprises of the Republic of Indonesia Number: SR-21/Wk1.MBU.E/10/2021 regarding: determination of the income of the Directors and Board of Commissioners of PT Bio Farma (Persero) in 2021.

PROPOSED PROCEDURE UNTIL THE DETERMINATION OF THE REMUNERATION OF THE BOARD OF DIRECTORS

The Company proposes to stipulate remuneration for the Board of Directors in accordance with the provisions of the Regulation of the Minister of State-Owned Enterprises. In accordance with the Ministerial Regulation, the amount of income for the Board of Directors is determined by the General Meeting of Shareholders (GMS).





1. Pendelegasian RUPS kepada Dewan Komisaris terkait besaran gaji/honorarium
2. Dewan Komisaris menugaskan Komite Risiko, Pengembangan dan GCG untuk melakukan kajian remunerasi bagi anggota Direksi dan Dewan Komisaris.
3. Komite Risiko, Pengembangan dan GCG melakukan koordinasi dengan Divisi SDM dan unit kerja terkait dalam rangka menyusun usulan Remunerasi Direksi dan Dewan Komisaris.
 - a. Komite Risiko, Pengembangan dan GCG menyusun rekomendasi Remunerasi Direksi dan Dewan Komisaris serta kemudian disampaikan kepada Dewan Komisaris.
 - b. Dewan Komisaris membahas usulan Komite Risiko, Pengembangan dan GCG tentang usulan Remunerasi Direksi dan Dewan Komisaris.
 - c. Dewan Komisaris menyampaikan usulan Remunerasi Direksi dan Dewan Komisaris dalam RUPS dan RUPS memberikan kewenangan dan kuasa kepada Dewan Komisaris untuk menetapkan Remunerasi Direksi dan Dewan Komisaris Bio Farma. RUPS menetapkan penghasilan Direksi dan Dewan Komisaris berdasarkan Surat Kementerian BUMN Nomor: SR-21/Wk1.MBU.E/10/2021 tanggal 4 Oktober 2021 Hal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Bio Farma (Persero) Tahun 2021.

Gaji/honorarium dan tunjangan untuk Direksi Tahun Buku 2021 termasuk di dalamnya tantiem atas kinerja Perusahaan tahun buku 2020 ditetapkan berdasarkan Surat Kementerian BUMN Nomor: SR-21/Wk1.MBU.E/10/2021 tanggal 4 Oktober 2021 Hal Penetapan Penghasilan Direksi dan Dewan Komisaris PT Bio Farma (Persero) Tahun 2021.

INDIKATOR UNTUK PENETAPAN REMUNERASI DIREKSI

Penetapan Penghasilan berupa gaji/honorarium, tunjangan dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor pendapatan, aktiva, kondisi dan kemampuan keuangan perusahaan, tingkat inflasi, dan faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan. Penetapan penghasilan berupa tunjangan dan tantiem yang bersifat *variable*, dilakukan dengan mempertimbangkan faktor pencapaian target, tingkat kesehatan dan kemampuan keuangan serta faktor lain yang relevan. Pemberian remunerasi kepada Direksi dilaksanakan dengan memperhatikan realisasi pencapaian Key Performance Indicator (KPI) Direksi atas pencapaian kinerja Perusahaan tahun 2020.

1. Delegation of the GMS to the Board of Commissioners regarding the amount of salary/honorarium.
2. The Board of Commissioners assigns the Risk, Development and GCG Committee to review the remuneration for members of the Board of Directors and Board of Commissioners.
3. The Risk, Development and GCG Committee coordinates with the HR Division and related work units in order to formulate proposals for the remuneration of the Board of Directors and the Board of Commissioners.
 - a. The Risk, Development and GCG Committee prepares recommendations for the Remuneration of the Board of Directors and the Board of Commissioners and then submits it to the Board of Commissioners.
 - b. The Board of Commissioners discusses the proposal of the Risk, Development and GCG Committee regarding the proposed Remuneration for the Board of Directors and the Board of Commissioners.
 - c. The Board of Commissioners submits the recommendation for the remuneration of the Board of Directors and the Board of Commissioners in the GMS and the GMS grants authority and power to the Board of Commissioners to determine the remuneration of the Board of Directors and Board of Commissioners of Bio Farma. The GMS determines the income of the Board of Directors and the Board of Commissioners based on the Letter of the Ministry of SOE Number: SR-21/Wk1.MBU.E/10/2021 dated October 4, 2021. Regarding the Determination of Income for the Directors and Board of Commissioners of PT Bio Farma (Persero) in 2021.

The salary/honorarium and allowances for the Directors for the 2021 Financial Year including bonuses for the Company's performance for the 2020 financial year are determined based on the SOE Ministry Letter Number: SR-21/Wk1.MBU.E/10/2021 dated October 4, 2021 Terms of Determination of Income for Directors and Boards Commissioner of PT Bio Farma (Persero) in 2021.

INDIKATOR UNTUK PENETAPAN REMUNERASI DIREKSI

Penetapan Penghasilan berupa gaji/honorarium, tunjangan dan fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor pendapatan, aktiva, kondisi dan kemampuan keuangan perusahaan, tingkat inflasi, dan faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan. Penetapan penghasilan berupa tunjangan dan tantiem yang bersifat *variable*, dilakukan dengan mempertimbangkan faktor pencapaian target, tingkat kesehatan dan kemampuan keuangan serta faktor lain yang relevan. Pemberian remunerasi kepada Direksi dilaksanakan dengan memperhatikan realisasi pencapaian Key Performance Indicator (KPI) Direksi atas pencapaian kinerja Perusahaan tahun 2020.



STRUKTUR REMUNERASI DIREKSI

Remunerasi yang diberikan kepada Direksi Bio Farma sesuai ketentuan remunerasi Direksi meliputi gaji/honorarium, tunjangan, fasilitas dan tantiem/insentif kinerja. Remunerasi yang diberikan kepada Direksi sesuai dengan Peraturan Menteri BUMN.

REMUNERASI YANG DIBERIKAN KEPADA DIREKSI SESUAI DENGAN KETENTUAN RUPS SEBAGAI BERIKUT:

1. Gaji/Honorarium
 - a. Gaji Direktur Utama ditetapkan sebesar Rp205.000.000 (dua ratus lima juta rupiah) per bulan.
 - b. Gaji Direktur yang membidangi Sumber Daya Manusia sebesar 90% dari gaji Direktur Utama dan Anggota Direksi lainnya sebesar 85% dari gaji Direktur Utama.
 - c. Gaji SEVP sebesar 70% dari Gaji Direktur Utama.
 - d. Gaji/honorarium serta tunjangan dan/atau fasilitas bagi Direksi untuk tahun 2021 berlaku efektif sejak tanggal 1 Januari 2021.
2. Tunjangan.
 - a. Tunjangan Hari Raya Keagamaan sebesar 1 (satu) kali Gaji.
 - b. Tunjangan perumahan sebesar Rp25.000.000 per bulan.
 - c. Asuransi Purna Jabatan: premi yang ditanggung oleh perusahaan sebesar 25% dari Gaji dalam 1 (satu) tahun.
3. Fasilitas
 - a. Kesehatan: Fasilitas kesehatan diberikan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (*at cost*)
 - b. Kendaraan: 1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan perusahaan.
 - c. Bantuan Hukum: sebesar pemakaian (*at cost*).
4. Tantiem/Insentif Kinerja
 - a. Tantiem/Insentif Kinerja didasarkan atas kinerja tahun buku 2020.
 - b. Tantiem/IK Direktur Utama, Direktur yang membidangi SDM, Anggota Direksi lainnya, masing-masing sebesar 100%, 90%, dan 85% dari Tantiem/IK Direktur Utama khusus untuk SEVP 70% dari Direktur Utama. Besaran tantiem/IK dihitung proporsional sesuai dengan masa jabatan masing-masing Direksi dan Dewan Komisaris dalam Tahun Buku 2020.
 - c. Pajak penghasilan (PPH) atas Tantiem/IK menjadi beban penerima dan tidak diperkenankan untuk dibebankan sebagai biaya perusahaan.

BOARD OF DIRECTORS' REMUNERATION STRUCTURE

The remuneration given to the Directors of Bio Farma is in accordance with the provisions of the remuneration of the Directors, and includes salary/honorarium, allowances, facilities and tantiem/performance incentives. The remuneration given to the Board of Directors is in accordance with the Regulation of the Minister of SOEs.

THE REMUNERATION GIVEN TO THE BOARD OF DIRECTORS IS IN ACCORDANCE WITH THE PROVISIONS OF THE GMS AS FOLLOWS:

1. Salary/Honorarium
 - a. The salary of the President Director is set at Rp205,000,000 (two hundred and five million rupiah) per month.
 - b. The salary of the Director in charge of Human Resources is 90% of the salary of the President Director and other members of the Board of Directors are 85% of the salary of the President Director.
 - c. The salary of SEVP is 70% of the President Director's salary.
 - d. Salary/honorarium as well as allowances and/or facilities for the Board of Directors for 2021 are effective as of January 1, 2021.
2. Allowances
 - a. Religious holiday allowance of 1 (one) time salary.
 - b. Housing allowance of Rp25,000,000 per month.
 - c. Retirement Insurance: the premium borne by the company is 25% of the salary in 1 (one) year.
3. Facilities
 - a. Health: Health facilities are provided in the form of health insurance or reimbursement of medical expenses (*at cost*).
 - b. Vehicle: 1 (one) unit along with maintenance and operational costs, taking into account the company's financial condition.
 - c. Legal Aid: as much as usage (*at cost*).
4. Tantiem/Performance Incentives
 - a. Tantiem/Performance Incentives are based on the 2020 financial year performance.
 - b. Tantiem/IK President Director, Director in charge of HR, other members of the Board of Directors, respectively by 100%, 90%, and 85% of the Tantiem/IK of the President Director. The amount of bonus/IK is calculated proportionally in accordance with the term of office of each Board of Directors and Board of Commissioners in the 2020 Fiscal Year.
 - c. Income Tax (PPH) on Tantiem/IK becomes the burden of the recipient and is not allowed to be charged as a company expense.

Rapat Gabungan Direksi-Dewan Komisaris

Joint Meetings Between the Board of Directors and the Board of Commissioners

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

Berdasarkan Keputusan Bersama Dewan Komisaris Dan Direksi PT BioFarma (Persero) Nomor: PER-07/DK/BF/II/2018, Nomor: PER-06964/DIR/XII/2018 Tanggal 31 Desember 2018 Tentang Pedoman Dewan Komisaris dan Direksi (*Board Manual*) PT BioFarma (Persero) diatur mengenai Rapat Antara Direksi Dengan Dewan Komisaris.

FREQUENCY AND ATTENDANCE RATES AT JOINT MEETINGS

Based on the Joint Decree of the Board of Commissioners and Directors of PT Bio Farma (Persero) Number: PER-07/DK/BF/II/2018 and Number: PER-06964/DIR/XII/2018 Dated December 31, 2018 Regarding Guidelines for the Board of Commissioners and Directors (*Board Manual*) of PT Bio Farma (Persero) the Company has regulations regarding Joint Meetings between the Board of Directors and the Board of Commissioners.

RAPAT GABUNGAN ANTARA DIREKSI DENGAN DEWAN KOMISARIS

PESERTA RAPAT DALAM RAPAT ANTARA DIREKSI DENGAN DEWAN KOMISARIS

1. Peserta Rapat antara Direksi dengan Dewan Komisaris terdiri dari semua anggota Direksi dan anggota Dewan Komisaris.
2. Apabila Direksi dan/atau Dewan Komisaris menganggap perlu, pihak lainnya dapat dihadirkan dalam Rapat antara Direksi dengan Dewan Komisaris untuk memberikan penjelasan yang diperlukan.

JOINT MEETINGS BETWEEN THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

PARTICIPANTS IN JOINT MEETINGS

1. Should consist of all of the members of the Board of Directors and all of the members of the Board of Commissioners.
2. Should the Board of Directors and/or the Board of Commissioners deem it necessary, other parties may be present at the Joint Meetings between the Board of Directors and the Board of Commissioners so as to provide any necessary explanations.

KUORUM RAPAT ANTARA DIREKSI DENGAN DEWAN KOMISARIS

1. Rapat antara Direksi dengan Dewan Komisaris sah dan dapat mengambil keputusan yang mengikat apabila dihadiri oleh lebih dari setengah jumlah anggota Direksi atau wakilnya yang sah dan lebih dari setengah jumlah anggota Dewan Komisaris atau wakilnya yang sah.
2. Dalam Rapat antara Direksi dengan Dewan Komisaris, diupayakan selalu dihadiri oleh seluruh anggota Direksi dan Dewan Komisaris.
3. Seorang anggota Direksi dapat diwakili dalam Rapat antara Direksi dengan Dewan Komisaris, hanya oleh anggota Direksi lain yang hadir dalam Rapat antara Direksi dengan Dewan Komisaris yang bersangkutan, berdasarkan kuasa tertulis yang khusus untuk keperluan Rapat antara Direksi dengan Dewan Komisaris yang bersangkutan.
4. Seorang anggota Direksi hanya dapat mewakili seorang anggota Direksi lainnya.

THE QUORUM REQUIRED FOR JOINT MEETINGS

1. Meetings between the Board of Directors and the Board of Commissioners are considered valid and are allowed to make binding decisions only if attended by more than half of the members of the Board of Directors or their legal representatives and more than half of the members of the Board of Commissioners or their legal representatives.
2. All members of the Board of Directors, and all members of the Board of Commissioners, should attempt to attend every Joint Meeting.
3. A member of the Board of Directors may be represented by another member of the Board of Directors who is present at the Joint Meeting based on a written power of attorney that serves specifically for the purposes of the Joint Meeting between the Board of Directors and the Board of Commissioners concerned.
4. A member of the Board of Directors may only be represented by another member of the Board of Directors.



5. Seorang anggota Dewan Komisaris dapat diwakili dalam Rapat antara Direksi dengan Dewan Komisaris, hanya oleh anggota Dewan Komisaris lain yang hadir dalam Rapat antara Direksi dengan Dewan Komisaris yang bersangkutan, berdasarkan kuasa tertulis yang khusus untuk keperluan Rapat Gabungan antara Direksi dengan Dewan Komisaris yang bersangkutan.
6. Seorang anggota Dewan Komisaris hanya dapat mewakili seorang anggota Dewan Komisaris lainnya.

RISALAH RAPAT ANTARA DIREKSI DENGAN DEWAN KOMISARIS

1. Untuk setiap Rapat antara Direksi dengan Dewan Komisaris harus dibuatkan Risalah Rapat.
2. Risalah Rapat antara Direksi dengan Dewan Komisaris harus mencantumkan:
 - a. Alasan ketidakhadiran anggota Direksi dan/atau Dewan Komisaris, apabila ada Direksi dan/atau Dewan Komisaris yang tidak hadir.
 - b. Hasil evaluasi terhadap seluruh pelaksanaan keputusan hasil Rapat antara Direksi dengan Dewan Komisaris sebelumnya.
 - c. Dinamika rapat sebagai proses pengambilan keputusan Rapat antara Direksi dengan Dewan Komisaris termasuk pendapat-pendapat yang berkembang dalam rapat, baik pendapat yang mendukung maupun yang tidak mendukung atau pendapat yang berbeda (*dissenting opinion*) jika ada.
 - d. Pertimbangan dan/atau analisis dalam pengambilan keputusan Rapat antara Direksi dengan Dewan Komisaris.
 - e. Hal-hal diputuskan dalam Rapat antara Direksi dengan Dewan Komisaris.
3. Risalah Rapat antara Direksi dengan Dewan Komisaris ditandatangani oleh pimpinan rapat, seluruh anggota Direksi dan Dewan Komisaris yang hadir dalam rapat dan Notulis.
4. Risalah Rapat antara Direksi dengan Dewan Komisaris diperbanyak dan disampaikan kepada seluruh anggota Direksi dan Dewan Komisaris, baik yang bersangkutan hadir maupun tidak hadir dalam Rapat antara Direksi dengan Dewan Komisaris tersebut.
5. Risalah asli dari setiap Rapat antara Direksi dengan Dewan Komisaris disimpan oleh Sekretaris Perusahaan.

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

Selama tahun 2021, Direksi telah melaksanakan Rapat Gabungan dengan Dewan Komisaris sebanyak 17 (tujuh belas) kali dengan rincian sebagai berikut:

5. A member of the Board of Commissioners may be represented by another member of the Board of Commissioners who is present at the Joint Meeting based on a written power of attorney that serves specifically for the purposes of the Joint Meeting between the Board of Directors and the Board of Commissioners concerned.
6. A member of the Board of Commissioners may only be represented by another member of the Board of Commissioners.

MINUTES OF JOINT MEETINGS

1. For every Joint Meeting between the Board of Directors and the Board of Commissioners, a Minutes of Meeting must be made.
2. The Minutes of Meetings between the Board of Directors and the Board of Commissioners must include:
 - a. The reasons for the absence of any members of the Board of Directors and/or Board of Commissioners, if there are any Directors and/or members of the Board of Commissioners who are not present.
 - b. The results of the evaluation of the implementation of all of the resolutions made at the previous Joint Meeting between the Board of Directors and the Board of Commissioners.
 - c. Documentation of the dynamics of the Joint Meeting as a decision-making process, including the opinions that were developed in the meeting, including both supportive and non-supportive opinions, or, dissenting opinions if any.
 - d. Consideration and/or analysis of the decision-making process undertaken during the Joint Meeting.
 - e. A written record of the substantive matters decided in the Meeting between the Board of Directors and the Board of Commissioners.
3. The Minutes of the Meeting shall be signed by the chairperson of the meeting, and all of the members of the Board of Directors and the Board of Commissioners present at the meeting as well as the note taker.
4. The Minutes of the Meeting are to be reproduced and submitted to all members of the Board of Directors and Board of Commissioners, irrespective of whether they were present or not present at the Joint Meeting.
5. The original minutes of each meeting between the Board of Directors and the Board of Commissioners are to be kept by the Corporate Secretary.

FREQUENCY AND ATTENDANCE RATES AT JOINT MEETINGS

During 2021, the Board of Directors held 17 (seventeen) Joint Meetings with the Board of Commissioners. The frequency and attendance rates are as follows:



No.	Tanggal Date	Agenda Agenda	Komisaris yang Hadir Participants from Board of Commissioners	%	Keterangan Description	Direksi yang Hadir Participants from Board of Directors	%	Keterangan Description
1	27 Januari 2021 January 27, 2021	1. Laporan Manajemen Perusahaan Tahun 2020 <i>unaudited</i> 2. Update RKAP tahun 2021 3. Lain-lain: Persiapan RUPS 1. Company Management Report 2020 <i>unaudited</i> 2. Update RKAP 2021 3. Others: GMS Preparation	1. Farid Wadjadi Husain 2. Saud Usman Nasution 3. Made Arya Wijaya 4. Elen Setiadi 5. Oscar Primadi 6. Ahmad M. Ramli	100%	-	1. Honesti Basyir 2. Sri Harsi Teteki 3. M. Rahman Roestan 4. I.G.N. Suharta Wijaya 5. Soleh Udin Al Ayubi 6. Juliman Disril Revolin Putra 7. Adriansjah Azhari	100%	
2	24 Februari 2021 February 24, 2021	1. Laporan Kinerja Perusahaan Bio Farma Tahun Buku 2020 <i>Audited</i> 2. Lain-lain: Vaksin Mandiri dan Vaksin Merah Putih 1. Bio Farma Company Performance Report for Fiscal Year 2020 Audited 2. Others: Independent Vaccine and Red and White Vaccine	1. Farid Wadjadi Husain 2. Saud Usman Nasution 3. Made Arya Wijaya 4. Ahmad M. Ramli	67%	1. Elen Setiadi (berhalangan) (unable to attend) 2. Oscar Primadi (berhalangan) (unable to attend)	1. Honesti Basyir 2. Sri Harsi Teteki 3. M. Rahman Roestan 4. I.G.N. Suharta Wijaya 5. Soleh Udin Al Ayubi 6. Juliman 7. Adriansjah Azhari	88%	Disril Revolin Putra (dinas) (on duty)
3	31 Maret 2021 March 31, 2021	1. Laporan Kinerja Perusahaan s/d Februari 2021 2. Laporan Kinerja Perusahaan as Holding tahun Buku 2020 3. Lain-lain: Vaksin Gotong Royong dan Usulan Penyesuaian Remunerasi BoE Holding BUMN Farmasi 1. Company Performance Report up to February 2021 2. Performance Report of the Company as Holding for Fiscal Year 2020 3. Others: Mutual Cooperation Vaccines and Proposals for Adjusting the Remuneration of BoE Holding Pharmaceutical SOEs	1. Saud Usman Nasution 2. Made Arya Wijaya 3. Elen Setiadi 4. Oscar Primadi 5. Ahmad M. Ramli	100%	-	1. Honesti Basyir 2. Sri Harsi Teteki 3. M. Rahman Roestan 4. I.G.N. Suharta Wijaya 5. Soleh Udin Al Ayubi 6. Juliman 7. Disril Revolin Putra 8. Adriansjah Azhari	100%	



No.	Tanggal Date	Agenda Agenda	Komisaris yang Hadir Participants from Board of Commissioners	%	Keterangan Description	Direksi yang Hadir Participants from Board of Directors	%	Keterangan Description
4	21 April 2021 April 21, 2021	- Laporan Manajemen Perusahaan tahun 2020 (<i>Audited</i> Konsolidasi) - Laporan Manajemen Triwulan I Tahun 2021; dan - Lain-lain: Persiapan RUPS.	- Saud Usman Nasution - Made Arya Wijaya - Elen Setiadi - Oscar Primadi - Ahmad M. Ramli	100%	-	- Honesti Basyir - Sri Harsi Teteki M. Rahman Roestan - I.G.N. Suharta Wijaya - Soleh Udin Al Ayubi - Juliman - Disril Revolin Putra - Adriansjah Azhari	100%	
5	21 Mei 2021 May 21, 2021	- Pengenalan Perusahaan oleh Direksi PT Bio Farma (Persero) dan pemaparan Direksi atas RJPP dan RKAP Tahun 2021 PT Bio Farma (Persero); - Laporan Manajemen s.d. Bulan April 2021 - Penutup dan Beberapa Pandangan dari Komisaris Utama PT Bio Farma (Persero).	- Tanri Abeng - Elen Setiadi - Ahmad M. Ramli - Nizar Yamanie - Made Arya Wijaya - Oscar Primadi	100%	-	- Honesti Basyir - Sri Harsi Teteki M. Rahman Roestan - I.G.N. Suharta Wijaya - Soleh Udin Al Ayubi - Juliman - Disril Revolin Putra - Adriansjah Azhari	100%	



No.	Tanggal Date	Agenda Agenda	Komisaris yang Hadir Participants from Board of Commissioners	%	Keterangan Description	Direksi yang Hadir Participants from Board of Directors	%	Keterangan Description
6	11 Juni 2021 June 11, 2021	- Laporan Perjalanan Dinas Guiyang, China - Updating perkembangan Holding - Paparan pemetaan <i>portfolio</i> bisnis masing-masing unit usaha secara singkat oleh Direktur Utama PT Bio Farma (Persero); - Diskusi kemungkinan adanya <i>quick win</i> yang bisa ditindaklanjuti; - Penentuan agenda <i>retreat</i> di Bandung - Guiyang, China Official Travel Report - Updating the development of Holding - Display of business portfolio mapping of each unit briefly by the President Director of PT Bio Farma (Persero); - Discussion of the possibility of a quick win that can be done followed up; - Determination of the retreat agenda in Bandung	- Tanri Abeng - Elen Setiadi - Ahmad M. Ramli - Nizar Yamanie - Made Arya Wijaya - Oscar Primadi	100%	...	- Honesti Basyir - Sri Harsi Teteki M. Rahman Roestan - I.G.N. Suharta Wijaya - Soleh Udin Al Ayubi - Juliman - Disril Revolin Putra - Adriansjah Azhari	100%	...
7	21 Juni 2021 June 21, 2021	Quick Win Vaksin Gotong Royong dan Mitigasi Risikonya Quick Win Vaccine Mutual Cooperation and Mitigation of the Risks	- Tanri Abeng - Elen Setiadi - Ahmad M. Ramli - Nizar Yamanie - Made Arya Wijaya - Oscar Primadi	100%	...	Undangan Terbatas - Honesti Basyir - Sri Harsi Teteki - I.G.N. Suharta Wijaya - Soleh Udin Al Ayubi - Disril Revolin Putra	100%	...
8	25 Juni 2021 June 25, 2021	- Pembahasan Laporan Manajemen s.d. Bulan Mei 2021 - Penutup dan beberapa pandangan dari Komisaris Utama PT Bio Farma (Persero) - Discussion of Management Reports to. May 2021 - Closing and some views from the President Commissioner PT Bio Farma (Persero)	- Tanri Abeng - Elen Setiadi - Ahmad M. Ramli - Nizar Yamanie - Made Arya Wijaya - Oscar Primadi	100%	...	- Honesti Basyir - Sri Harsi Teteki M. Rahman Roestan - I.G.N. Suharta Wijaya - Soleh Udin Al Ayubi - Juliman - Disril Revolin Putra - Adriansjah Azhari	100%	...



No.	Tanggal Date	Agenda Agenda	Komisaris yang Hadir Participants from Board of Commissioners	%	Keterangan Description	Direksi yang Hadir Participants from Board of Directors	%	Keterangan Description
9	14 Juli 2021 July 14, 2021	Updating Vaksin Pemerintah & Gotong Royong Government Vaccine Updating and Mutual Cooperation	1. Tanri Abeng 2. Elen Setiadi 3. Ahmad M. Ramli 4. Nizar Yamanie 5. Made Arya Wijaya 6. Oscar Primadi	100%		1. Honesti Basyir 2. Sri Harsi Teteki 3. M. Rahman Roestan 4. I.G.N. Suharta Wijaya 5. Soleh Udin Al Ayubi 6. Juliman 7. Disril Revolin Putra 8. Adriansjah Azhari	100%	
10	28 Juli 2021 July 28, 2021	1. Pembahasan Laporan Manajemen Perusahaan s.d. bulan Juni 2021; 2. Penyampaian pandangan dan kesimpulan Komisaris Utama. 1. Discussion of the Company's Management Report until June 2021; 2. Presentation of the views and conclusions of the President Commissioner.	1. Tanri Abeng 2. Elen Setiadi 3. Ahmad M. Ramli 4. Nizar Yamanie 5. Made Arya Wijaya 6. Oscar Primadi	100%		1. Honesti Basyir 2. Sri Harsi Teteki 3. M. Rahman Roestan 4. I.G.N. Suharta Wijaya 5. Soleh Udin Al Ayubi 6. Juliman 7. Disril Revolin Putra 8. Adriansjah Azhari	100%	
11	31 Oktober 2021 October 31, 2021	1. Pembahasan Laporan Manajemen Perusahaan s.d. bulan Juli 2021 – Holding Farmasi dan As Is; 2. Penyampaian pandangan dan kesimpulan Komisaris Utama. 1. Discussion of the Company's Management Report up to July 2021 – Holding Pharmaceuticals and As Is; 2. Presentation of the views and conclusions of the President Commissioner.	1. Tanri Abeng 2. Elen Setiadi 3. Ahmad M. Ramli 4. Nizar Yamanie 5. Made Arya Wijaya 6. Oscar Primadi	100%		1. Honesti Basyir 2. Sri Harsi Teteki 3. M. Rahman Roestan 4. I.G.N. Suharta Wijaya 5. Soleh Udin Al Ayubi 6. Juliman 7. Disril Revolin Putra 8. Adriansjah Azhari	100%	



No.	Tanggal Date	Agenda Agenda	Komisaris yang Hadir Participants from Board of Commissioners	%	Keterangan Description	Direksi yang Hadir Participants from Board of Directors	%	Keterangan Description
12	1 Oktober 2021 October 1, 2021	1. Pembahasan Laporan Manajemen Perusahaan s.d bulan Agustus 2021; 2. Koordinasi tindak lanjut <i>retreat</i> . 1. Discussion of the Company's Management Report until August 2021; 2. Coordination of follow-up retreats.	1. Tanri Abeng 2. Elen Setiadi 3. Ahmad M. Ramli 4. Nizar Yamanie 5. Made Arya Wijaya 6. Oscar Primadi	100%		1. Honesti Basyir 2. Sri Harsi Teteki 3. M. Rahman Roestan 4. I.G.N. Suharta Wijaya 5. Soleh Udin Al Ayubi 6. Juliman 7. Disril Revolin Putra 8. Adriansjah Azhari	100%	
13	4 November 2021 November 4, 2021	1. Pembahasan Laporan Manajemen Perusahaan s.d. bulan September 2021; dan 2. Pembahasan RKAP 2022. 1. Discussion of the Company's Management Report up to September 2021; and 2. Discussion of the 2022 RKAP.	1. Tanri Abeng 2. Elen Setiadi 3. Ahmad M. Ramli 4. Nizar Yamanie 5. Made Arya Wijaya 6. Oscar Primadi	100%		1. M. Rahman Roestan 2. I.G.N. Suharta Wijaya 3. Soleh Udin Al Ayubi 4. Yuliana Indriati 5. Juliman 6. Disril Revolin Putra 7. Adriansjah Azhari	78%	1. Honesti Basyir (dinas) (on duty) 2. Sri Harsi Teteki (dinas) (on duty)
14	22 November 2021 November 22, 2021	1. Pembahasan RKAP PT Bio Farma (Persero) Tahun 2022; dan 2. Pembahasan Struktur Organisasi PT Bio Farma (Persero)/Presentasi dari Direksi. 1. Discussion on the RKAP of PT Bio Farma (Persero) for 2022; and 2. Discussion on the Organizational Structure of PT Bio Farma (Persero) / Presentation from the Board of Directors.	1. Tanri Abeng 2. Elen Setiadi 3. Ahmad M. Ramli 4. Nizar Yamanie 5. Made Arya Wijaya 6. Oscar Primadi	100%		1. Honesti Basyir 2. Sri Harsi Teteki 3. M. Rahman Roestan 4. I.G.N. Suharta Wijaya 5. Soleh Udin Al Ayubi 6. Yuliana Indriati 7. Juliman 8. Disril Revolin Putra 9. Adriansjah Azhari	100%	



No.	Tanggal Date	Agenda Agenda	Komisaris yang Hadir Participants from Board of Commissioners	%	Keterangan Description	Direksi yang Hadir Participants from Board of Directors	%	Keterangan Description
15	8 Desember 2021 December 8, 2021	1. Pembahasan Laporan Manajemen s.d. Bulan Oktober 2021; 2. Pembahasan <i>Updating</i> RKAP PT Bio Farma (Persero) 2022; 3. Evaluasi pelaksanaan RJPP PT Bio Farma (Persero); 4. Penutup dan beberapa pandangan dari Komisaris Utama PT Bio Farma (Persero). 1. Management Report Discussion until October 2021; 2. Discussion on updating the RKAP of PT Bio Farma (Persero) 2022; 3. Evaluation of the implementation of PT Bio Farma's RJPP (Persero); 4. Closing and some views from the President Commissioner PT Bio Farma (Persero).	1. Tanri Abeng 2. Elen Setiadi 3. Ahmad M. Ramli 4. Nizar Yamanie 5. Made Arya Wijaya 6. Oscar Primadi	100%		1. Honesti Basyir 2. Sri Harsi Teteki 3. M. Rahman Roestan 4. I.G.N. Suharta Wijaya 5. Soleh Udin Al Ayubi 6. Yuliana Indriati 7. Juliman 8. Disril Revolin Putra 9. Adriansjah Azhari	100%	



No.	Tanggal Date	Agenda Agenda	Komisaris yang Hadir Participants from Board of Commissioners	%	Keterangan Description	Direksi yang Hadir Participants from Board of Directors	%	Keterangan Description
16	21 Desember 2021 December 21, 2021	- Pembahasan struktur PT Bio Farma (Persero) Holding; - Pembahasan atas kebijakan dan regulasi baru pemerintah atas penugasan pemerintah kepada PT Bio Farma (Persero) khususnya Vaksin COVID-19 Gotong Royong dan Program; - Kebijakan Kementerian Kesehatan atas Program Vaksin COVID-19 untuk anak dan booster; - Kesiapan PT Bio Farma (Persero) atas kebutuhan reagen Omicron; Penutup dan beberapa pandangan dari Komisaris Utama PT Bio Farma (Persero). - Discussion on the structure of PT Bio Farma (Persero) Holding; - Discussion on the government's new policies and regulations for the government's assignment to PT Bio Farma (Persero), especially the Covid 19 Mutual Cooperation Vaccine and Program; - The Ministry of Health's policy on the Covid-19 Vaccine Program for children and boosters; - Readiness of PT Bio Farma (Persero) for the need for Omicron reagents; Closing and some views from the President Commissioner PT Bio Farma (Persero).	- Tanri Abeng - Elen Setiadi - Ahmad M. Ramli - Nizar Yamanie - Made Arya Wijaya - Oscar Primadi	100%		- Honesti Basyir - Sri Harsi Teteki M. Rahman Roestan - I.G.N. Suharta Wijaya - Soleh Udin Al Ayubi - Yuliana Indriati - Juliman - Disril Revolin Putra - Adriansjah Azhari	100%	



No.	Tanggal Date	Agenda Agenda	Komisaris yang Hadir Participants from Board of Commissioners	%	Keterangan Description	Direksi yang Hadir Participants from Board of Directors	%	Keterangan Description
17	31 Desember 2021 December 31, 2021	1. <i>Updating</i> Vaksin sejalan dengan Kebijakan Pemerintah; 2. Alokasi Vaksin untuk PT Bio Farma (Persero); dan 3. Penutup dan beberapa pandangan dari Komisaris Utama PT Bio Farma (Persero). 1. Updating Vaccines in line with Government Policy; 2. Vaccine allocation for PT Bio Farma (Persero); and 3. Closing and some views from the President Commissioner of PT Bio Farma (Persero).	1. Tanri Abeng 2. Elen Setiadi 3. Ahmad M. Ramli 4. Nizar 5. Made Arya Wijaya 6. Oscar Primadi	100%		1. Honesti Basyir 2. Sri Harsi Teteki 3. M. Rahman Roestan 4. I.G.N. Suharta Wijaya 5. Soleh Udin Al Ayubi 6. Yuliana Indriati 7. Juliman 8. Disril Revolin Putra 9. Adriansjah Azhari	100%	

INFORMASI MENGENAI PEMEGANG SAHAM UTAMA DAN PENGENDALI, BAIK LANGSUNG MAUPUN TIDAK LANGSUNG, SAMPAI KEPADA PEMILIK INDIVIDU

Sampai dengan 31 Desember 2021, Bio Farma merupakan Perusahaan Badan Usaha Milik Negara (BUMN) *Non-Listed* yang sahamnya 100% dimiliki oleh Negara Republik Indonesia yang diwakili oleh Menteri Badan Usaha Milik Negara (BUMN) Republik Indonesia. Dengan demikian tidak terdapat informasi mengenai Pemegang Saham Utama dan Saham Pengendali, baik langsung maupun tidak langsung sampai kepada pemilik individu di Bio Farma.

KOMITE AUDIT

Komite Audit Bio Farma dibentuk pada tanggal 29 Agustus 2003, fungsinya membantu Dewan Komisaris dalam melaksanakan tugas pengawasan terhadap pengelolaan Perusahaan sesuai dengan prinsip-prinsip tata kelola perusahaan yang baik, memberikan nasihat dalam pelaksanaan pengendalian internal dan audit perusahaan, serta membuat laporan secara tertulis atas setiap penugasan yang diberikan oleh Dewan Komisaris, laporan pelaksanaan kegiatan Komite Audit dan tingkat pencapaian kinerjanya untuk diungkapkan dalam Laporan Tahunan Perusahaan. Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS. Anggota Komite yang berasal dari Dewan Komisaris berhenti dengan sendirinya apabila masa jabatannya sebagai anggota Dewan Komisaris berakhir.

INFORMATION ABOUT THE MAJOR AND CONTROLLING SHAREHOLDERS, EITHER DIRECTLY OR INDIRECTLY, TO THE INDIVIDUAL OWNERS

As of December 31, 2021, Bio Farma is a Non-Listed State-Owned Enterprise (SOE) with 100% ownership by the Republic of Indonesia, as represented by the Minister of State-Owned Enterprises (SOE). As a result, no information on the Major Shareholders and Controlling Shares is available to the individual shareholders of Bio Farma, either directly or indirectly.

AUDIT COMMITTEE

The Bio Farma Audit Committee was formed on August 29, 2003, its function is to assist the Board of Commissioners in carrying out supervisory duties on the management of the Company in accordance with the principles of good corporate governance, providing advice on the implementation of internal control and corporate audits, as well as preparing a written report on each assignment given by the Board of Commissioners, and reports on the implementation of the Audit Committee's activities and the level of performance achievement to be disclosed in the Company's Annual Report. Members of the Audit Committee are appointed and dismissed by the Board of Commissioners and reported to the GMS. Committee members originating from the Board of Commissioners cease automatically when their term of office as a member of the Board of Commissioners ends.



DASAR PEMBENTUKAN KOMITE AUDIT

1. Pembentukan Komite Audit mengacu pada Undang-Undang Nomor 19 tahun 2003 tentang BUMN pasal 70 ayat 1 yang menyebutkan bahwa Dewan Komisaris wajib membentuk Komite Audit yang bekerja secara kolektif dan berfungsi sebagai pengawas perusahaan.
2. Peraturan Menteri BUMN Nomor: PER-05/MBU/2006 tanggal 20 Desember 2006 tentang Komite Audit Bagi Badan Usaha Milik Negara yang diperbarui dengan Peraturan Menteri BUMN Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas BUMN.
3. Komite Audit PT Bio Farma (Persero) telah dibentuk sejak tahun 2003, sesuai dengan Surat Keputusan No. 023/KEP/DK/BF/2003 tanggal 29 Agustus 2003 tentang Pembentukan Komite Audit PT Bio Farma (Persero). Komite Audit berfungsi membantu Dewan Komisaris dalam melaksanakan tugas pengawasan terhadap pengelolaan Perusahaan sesuai dengan prinsip-prinsip tata kelola perusahaan yang baik.
4. Keputusan Dewan Komisaris PT Bio Farma (Persero) Nomor: KEP-08/DK/BF/10/2020 tanggal 9 Oktober 2020 Tentang Susunan Komite Audit PT Bio Farma (Persero).

PENGANGKATAN DAN PEMBERHENTIAN KOMITE AUDIT

Pengangkatan dan pemberhentian anggota Komite Audit mengacu pada Peraturan Menteri BUMN No. PER-12/MBU/2012 tanggal 24 Agustus 2012, yang menyatakan bahwa Ketua dan Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS.

Masa jabatan anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris Perusahaan paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

KOMPOSISI KOMITE AUDIT

Anggota Komite Audit Bio Farma terdiri dari 4 (empat) orang yaitu 2 (dua) orang berasal dari anggota Dewan Komisaris sebagai Ketua dan Wakil Ketua merangkap anggota dan 2 (dua) orang anggota dari pihak eksternal. Anggota Komite Audit Bio Farma tidak berasal dari karyawan Bio Farma dan tidak mempunyai benturan kepentingan, bukan pelanggan dan bukan vendor Bio Farma. Dewan Komisaris mengangkat dan memberhentikan Ketua/Anggota Komite melalui Surat Keputusan Komisaris dan disampaikan pada Kementerian BUMN selaku pemegang saham. Komposisi Komite Audit Bio Farma adalah sebagai berikut:

BASIS FOR ESTABLISHING THE AUDIT COMMITTEE

1. The establishment of the Audit Committee refers to Law Number 19 of 2003 concerning BUMN Article 70 paragraph 1 which states that the Board of Commissioners is obliged to form an Audit Committee that works collectively and functions as a company supervisor.
2. Regulation of the Minister of SOEs Number: PER-05/MBU/2006 dated December 20, 2006 regarding the Audit Committee for State-Owned Enterprises which was updated with the Regulation of the Minister of SOEs Number: PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs for the Board of Commissioners/SOE Supervisory Board.
3. The Audit Committee of PT Bio Farma (Persero) has been established since 2003, in accordance with Decree No. 023/KEP/DK/BF/2003 dated August 29, 2003 regarding the Establishment of the Audit Committee of PT Bio Farma (Persero). The Audit Committee functions to assist the Board of Commissioners in carrying out supervisory duties on the management of the Company in accordance with the principles of good corporate governance.
4. Decision of the Board of Commissioners of PT Bio Farma (Persero) Number: KEP-08/DK/BF/10/2020 dated October 9, 2020 concerning the composition of the Audit Committee of PT Bio Farma (Persero).

APPOINTMENT AND TERMINATION OF THE AUDIT COMMITTEE

The appointment and dismissal of members of the Audit Committee refers to the Regulation of the Minister of SOEs No. PER-12/MBU/2012 dated on August 24, 2012, which states that the Chairman and Members of the Audit Committee are appointed and dismissed by the Board of Commissioners and reported to the GMS.

The term of office for members of the Audit Committee who are not members of the Company's Board of Commissioners is a maximum of 3 (three) years and can be extended once for a period of 2 (two) years, without prejudice to the right of the Board of Commissioners to dismiss them at any time.

COMPOSITION OF THE AUDIT COMMITTEE

The members of the Bio Farma Audit Committee consist of 4 (four) people, namely 2 (two) members of the Board of Commissioners as Chairman and Vice Chairman concurrently as members, and 2 (two) members from external parties. The members of the Bio Farma Audit Committee are not Bio Farma employees and do not have a conflict of interest, are not customers and are not Bio Farma vendors. The Board of Commissioners appoints and dismisses the Chair/Members of the Committee through a Decree of the Commissioner and submits it to the Ministry of SOEs as the shareholder. The composition of the Bio Farma Audit Committee is as follows:



Audit Committee Composition Audit Committee Composition

No.	Nama Name	Jabatan Position	Masa Jabatan Term of Office	Keterangan Description
1	Made Arya Wijaya	Ketua Komite Audit Chairman of the Audit Committee	0 Tahun 10 Bulan 0 Year 10 Months	-
2	Tanri Abeng	Wakil Ketua Komite Audit Deputy Chairman of the Audit Committee	0 Tahun 10 Bulan 0 Year 10 Months	-
3	Ahmad M. Ramli	Anggota Komite Audit Audit Committee Member	0 Tahun 10 Bulan 0 Year 10 Months	-
4	Roni Dwi Susanto	Anggota Komite Audit Audit Committee Member	0 Tahun 5 Bulan 0 Year 10 Months	-
5	Ade Permadi	Anggota Komite Audit Audit Committee Member	1 Tahun 5 Bulan 1 Year 5 Months	Eksternal External
6	Sugianto	Anggota Komite Audit Audit Committee Member	1 Tahun 10 Bulan 1 Year 10 Month	Eksternal External

Berikut adalah riwayat singkat dari komite audit:

The Audit Committee's brief history is as follows:

Made Arya Wijaya

Ketua Komite Audit

Chairman of the Audit Committee

Profil Profile	Profil Ketua Komite Audit dapat dilihat pada Identitas & Riwayat Singkat Dewan Komisaris Laporan Tahunan ini. The Chairman of the Audit Committee's biography may be found in this Annual Report's Identity and Brief History of the Board of Commissioners.
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-14/DK/BF/05/2021
Rangkap Jabatan Concurrent Position	Direktur Anggaran Bidang Perekonomian dan Kemaritiman Director of Budgeting for the Economy and Maritime Affairs
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak memiliki saham di PT Bio Farma He is not a shareholder in PT Bio Farma
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	1. Training on "The Use of Consulting Service" by ADB, Jakarta, 1992. 2. Training on "Public Expenditure Management and Budgeting" by Colombo Plan, India, 2003. 3. Training on "Budget System Reforms and Development Programs" by World Bank, Bangkok, 2005. 4. Workshop "Public Financial Management and Budgeting for Developing Countries" by the Ministry of Commerce of People Republic of China, Beijing, 2007. 5. Workshop and Study Visit on "Performance-Based Budgeting and Medium Term Expenditure Framework of South Africa" by World Bank, Pretoria and Cape Town, South Africa, 2007. 6. Workshop on "Public Expenditure and Financial Analysis" by World Bank, Jakarta, 2007. 7. Workshop on "Budgeting for Performance-Modernizing Public Financial Management in Indonesia" by World Bank, IMF and OECD, Jakarta, 2008. 8. Training for Emotional Spiritual Quotient Leadership by 165, Jakarta, 2006. 9. Workshop and Study Visit on "Performance-Based Budgeting and Medium Term Expenditure Framework of France and United Kingdom" by World Bank, Paris and London, 2009. 10. Workshop and Study Visit on "Performance-Based Budgeting and Medium Term Expenditure Framework of France and Denmark" by World Bank, Paris and Copenhagen, 2010. 11. Training on "Performance-Based Budgeting in Japan" by JICA, Japan, 2010 and 2011. 12. Third Country Training on "Performance-Based Budgeting in USA" by JICA, USA, 2011. 13. Third Country Training on "Performance-Based Budgeting in Canada" by JICA, Canada, 2012. 14. Workshop and Study Visit on "Implementasi Program Jaminan Kesehatan di Philipina" by BPJS Kesehatan, Manila Philipina, 2015.



Tanri Abeng

Anggota Komite Audit

Audit Committee Member

Profil Profile	Profil Anggota Komite Audit dapat dilihat pada Identitas & Riwayat Singkat Dewan Komisaris Laporan Tahunan ini. The Audit Committee member's profile may be found in this Annual Report's Identity and Brief History of the Board of Commissioners.
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-14/DK/BF/05/2021
Rangkap Jabatan Concurrent Position	Tidak ada None
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak memiliki saham di PT Bio Farma He is not a shareholder in PT Bio Farma
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	1. Mentoring BUMN Muda: Strategic Orientation tanggal 1 Agustus 2021 yang diselenggarakan oleh Kementerian BUMN 2. Strategi Pengembangan Bisnis <i>Judgement Rule</i> dalam Perspective Perilaku Usaha tanggal 18 Oktober 2021 yang diselenggarakan oleh PT Pelabuhan Indonesia (Persero) 3. <i>Onboarding Commissioner</i> Program Angkatan III tanggal 27 Oktober 2021 yang diselenggarakan oleh Kementerian BUMN, <i>BUMN Learning and Management Institute</i>, dan <i>Forum Human Capital Indonesia</i> 4. <i>Corporate Management</i> tanggal 16 Desember 2021 yang diselenggarakan oleh PT Len Industri 5. Transformasi BUMN di Tengah Tantangan Bisnis Indonesia tanggal 21 Desember 2021 yang diselenggarakan oleh Bisnis Indonesia. 1. Mentoring of Young SOEs: Strategic Orientation on August 1, 2021, organized by the Ministry of SOEs 2. Judgment Rule Business Development Strategy in the Perspective of Business Behavior on 18 October 2021 organized by PT Pelabuhan Indonesia (Persero) 3. Onboarding Commissioner Program Batch III on 27 October 2021 organized by the Ministry of SOEs, SOEs Learning and Management Institute, and the Indonesian Human Capital Forum 4. Corporate Management on December 16, 2021 organized by PT Len Industri 5. SOE Transformation Amid Indonesia's Business Challenges on December 21, 2021, organized by Bisnis Indonesia.

Ahmad M. Ramli

Anggota Komite Audit

Audit Committee Member

Profil Profile	Profil Anggota Komite Audit dapat dilihat pada Identitas & Riwayat Singkat Dewan Komisaris Laporan Tahunan ini. The Audit Committee member's profile may be found in this Annual Report's Identity and Brief History of the Board of Commissioners.
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-14/DK/BF/05/2021
Rangkap Jabatan Concurrent Position	Staf Khusus (Eselon I) Menteri Komunikasi dan Informatika RI. Pengalamannya sebagai Regulator di bidang Telekomunikasi dan Transformasi digital menjadikannya sebagai akademisi sekaligus praktisi Special Staff (Echelon I) of the Minister of Communication and Information of the Republic of Indonesia. His experience as a Regulator in the field of Telecommunication and Digital Transformation has made him an academic as well as a practitioner.



Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak memiliki saham di PT Bio Farma He is not a shareholder in PT Bio Farma
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	1. Pelatihan Arbitrase dan Transformasi Digital di tanggal 18 November 2021 yang diselenggarakan oleh Universitas Pelita Harapan 2. Pelatihan Solve the World Recover Together, Recover Stronger and Smarter (Digitalization, Governance and Empowerment) tanggal 9 Desember 2021 yang diselenggarakan oleh Diskominfo Prov. Jawa Barat 1. Arbitration and Digital Transformation Training on November 18, 2021 organized by Universitas Pelita Harapan 2. Training of Solve the World Recover Together, Recover Stronger and Smarter (Digitalization, Governance and Empowerment) on 9 December 2021 organized by Diskominfo Prov. West Java

Roni Dwi Susanto

Anggota Komite Audit
Audit Committee Member

Profil Profile	Profil Anggota Komite Audit dapat dilihat pada Identitas & Riwayat Singkat Dewan Komisaris Laporan Tahunan ini. The Audit Committee member's profile may be found in this Annual Report's Identity and Brief History of the Board of Commissioners.
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-07/DK/BF/10/2020
Rangkap Jabatan Concurrent Position	Kepala LKPP (Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah) Chairman of LKPP (National Public Procurement Agency)
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak memiliki saham di PT Bio Farma He is not a shareholder in PT Bio Farma
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	<i>Onboarding Commissioner</i> Program Angkatan III tanggal 27 Oktober 2021 yang diselenggarakan oleh Kementerian BUMN, <i>BUMN Learning and Management Institute</i> , dan Forum <i>Human Capital</i> Indonesia Onboarding Commissioner Program Batch III on 27 October 2021 organized by the Ministry of SOEs, SOEs Learning and Management Institute, and the Indonesian Human Capital Forum



Sugianto

Anggota Komite Audit

Audit Committee Member

Profil Profile	Warga Negara Indonesia berdomisili di Kota Bekasi Jawa Barat. Lahir di Tegal 57 tahun yang lalu, tepatnya 2 Februari 1965. Pendidikan Diploma IV/Spesialisasi Akuntansi dari Sekolah Tinggi Akuntansi Negara (STAN) Jakarta tahun 1994. Bekerja di Kementerian BUMN sebagai Fungsional Analis Manajemen Risiko. Indonesian national residing in Bekasi, West Java. Born in Tegal 57 years ago, on February 2, 1965. Diploma IV/Specialization in Accounting obtained in 1994 from the State College of Accountants (STAN) in Jakarta. Worked as a Functional Risk Management Analyst at the Ministry of SOEs.
Dasar Hukum Pengangkatan Legal Basis of Appointment	Diangkat sebagai anggota Komite Audit PT Bio Farma (Persero) sejak 08 Juni 2020 dengan Surat Keputusan Dewan Komisaris KEP-04/DK/BF/06/2020, tanggal 08 Juni 2020 Appointed as a member of PT Bio Farma (Persero)'s Audit Committee on 08 June 2020 by Decree of the Board of Commissioners KEP-04/DK/BF/06/2020, 08 June 2020
Rangkap Jabatan Concurrent Position	Fungsional Analis Manajemen Risiko pada Kementerian BUMN Functional Risk Management Analyst at the Ministry of SOEs
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak memiliki saham di PT Bio Farma He is not a shareholder in PT Bio Farma
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	1. Sertifikasi profesi manajemen risiko (CRMP) – PT RAP Indonesia/LSPMR 2. Sertifikasi profesional tata Kelola perusahaan (CGP) – PT Sinergi Daya Prima/LSP MKS 3. Pelatihan Legal Due Diligence – PT Justika Siar Publika (hukum.online.com) 4. FGD Manajemen Risiko BUMN Karya dan BoC Charter pada BUMN Perbankan – Kementerian BUMN. 1. Risk management professional certification (CRMP) – PT RAP Indonesia/LSPMR 2. Corporate Governance Professional Certification (CGP) – PT Sinergi Daya Prima/LSP MKS 3. Legal Due Diligence Training – PT Justika Siar Publica (law.online.com) 4. FGD Risk Management for BUMN Karya and BoC Charter for BUMN Banking – Ministry of BUMN.



Ade Permadi

Anggota Komite Audit

Audit Committee Member

Profil Profile	Warga Negara Indonesia, berdomisili di Larangan Selatan Kota Tangerang Usia, tempat tanggal lahir: Berusia 49 tahun dilahirkan di Cirebon, 14 Juni 1972 Riwayat Pendidikan: Menyelesaikan Program Diploma III Keuangan (BPPK/STAN) Jurusan Anggaran Tahun 1994 Meraih gelar Sarjana Ekonomi Jurusan Manajemen dari Universitas Terbuka (UT) Tahun 1999 Meraih gelar Sarjana Sains Terapan Akuntansi Jurusan Akuntansi dari Sekolah Tinggi Akuntansi Negara (STAN) tahun 2005 Meraih gelar Magister Sains Ekonomi Jurusan Ilmu Ekonomi dari Universitas Indonesia (UI) tahun 2010 Meraih gelar Master of Arts Jurusan International Relation dari International University of Japan di Niigata Jepang tahun 2010 Pengalaman Pekerjaan: Bekerja pada Direktorat Jenderal Perbendaharaan Kemenkeu dan; Bekerja pada Direktorat Jenderal Anggaran Kemenkeu Indonesian citizen, domiciled in South Larangan, Tangerang City Age, place of birth: 49 years of age born in Cirebon, June 14, 1972 Educational background: Completed the Diploma III Finance Program (BPPK/STAN) Department of Budget 1994 Earned a Bachelor of Economics, Majoring in Management from the Open University (UT) in 1999 He holds a Bachelor of Applied Science in Accounting majoring in Accounting from the State College of Accountancy (STAN) in 2005 Earned a Master of Economics degree in Economics from the University of Indonesia (UI) in 2010 Earned a Master of Arts degree in International Relations from the International University of Japan in Niigata Japan in 2010 Work experience: Work at the Directorate General of Treasury, Ministry of Finance and; Works at the Directorate General of Budget, Ministry of Finance
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-07/DK/BF/10/2020
Rangkap Jabatan Concurrent Position	Kasubdit pada Direktorat Jenderal Anggaran Head of Sub-Directorate at the Directorate General of Budget
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak memiliki saham di PT Bio Farma He is not a shareholder in PT Bio Farma
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	Tidak ada None



INDEPENDENSI ANGGOTA KOMITE AUDIT

Independensi anggota Komite Audit tertuang dalam pada Pedoman Kerja (Charter) Komite Audit yaitu bahwa anggota Komite Audit harus memenuhi kualifikasi sebagai berikut:

1. Memiliki integritas yang tinggi, kemampuan, pengetahuan dan pengalaman yang memadai sesuai dengan latar belakang pendidikannya serta mampu berkomunikasi dengan baik.
2. Salah seorang dari Anggota Komite Audit memiliki latar belakang pendidikan akuntansi atau keuangan.
3. Memiliki pengetahuan yang cukup dalam membaca dan memahami laporan keuangan.
4. Memiliki pengetahuan yang memadai tentang peraturan perundangan di bidang pasar modal dan peraturan perundang-undangan terkait lainnya.
5. Mampu berkomunikasi secara efektif.
6. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
7. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, atau pihak lain yang memberi jasa audit, jasa non audit dan atau jasa konsultasi lain kepada Perseroan dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Komisaris.
8. Bukan orang yang mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin atau mengendalikan kegiatan Perseroan dalam waktu 12 (dua belas) bulan terakhir.
9. Tidak merangkap sebagai anggota Komite Audit pada BUMN/Perusahaan lain.
10. Tidak mempunyai:
 - a. Hubungan keluarga karena perkawinan dan keturunan sampai derajat kedua, baik secara horizontal maupun vertikal dengan komisaris, direksi atau pemegang saham utama Perseroan, dan atau
 - b. Hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Semua anggota Komite Audit tidak mempunyai afiliasi dengan anggota Komite Audit Lainnya, dengan Komite Risiko Pengembangan dan GCG, dengan Direksi, dengan Dewan Komisaris dan Pemegang Saham Utama dan/atau Pengendali.

INDEPENDENCE OF AUDIT COMMITTEE MEMBERS

The independence of the members of the Audit Committee is as stated in the Audit Committee Charter: namely, that members of the Audit Committee must meet the following qualifications:

1. Have a high level of personal integrity, ability, adequate knowledge and experience according to their educational background and able to communicate well.
2. One of the members of the Audit Committee must have an educational background in accounting or finance.
3. Have sufficient knowledge in reading and understanding financial statements.
4. Have adequate knowledge of the laws and regulations in the capital market and other related laws and regulations.
5. Able to communicate effectively.
6. Can provide sufficient time to complete the necessary duties.
7. Not be a person in a Public Accounting Firm, Legal Consulting Firm, or other party providing audit services, non-audit services and or other consulting services to the Company within the last 6 (six) months prior to being appointed by the Board of Commissioners.
8. Not be a person who has the authority and responsibility to plan, lead or control the activities of the Company within the last 12 (twelve) months.
9. Do not concurrently serve as a member of the Audit Committee in another SOEs/Company.
10. Do not have:
 - a. Any family relationship due to marriage and descent to the second degree, neither horizontally and vertically with the Board of Commissioners, Board of Directors, or major shareholders of the Company, nor
 - b. Any business relationships, either directly or indirectly, related to the Company's business activities.

All members of the Audit Committee are to have no affiliation with other members of the Audit Committee, with the Development Risk and GCG Committee, with the Board of Directors, with the Board of Commissioners and the Major and/or Controlling Shareholders.



Surat Pernyataan Independensi Potensi Benturan Kepentingan Komite Audit Statement of Independence regarding Potential Conflict of Interest within the Audit Committee

1. Made Arya Wijaya 2. Tanri Abeng 3. Ahmad M. Ramli 4. Roni Dwi Susanto 5. Sugianto 6. Ade Permadi	a. Tidak memiliki keterikatan keuangan, pengurusan, dan/atau kepemilikan saham. b. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap BUMN yang bersangkutan. c. Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3 (ke-tiga) baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perkawinan dengan Anggota Dewan Komisaris atau dengan Direksi, Komite Yang Lain & Pemegang Saham Utama dan/atau Pengendali. d. Tidak merangkap sebagai anggota komite pada Perusahaan lain. e. Jika anggota Komite Audit berasal dari sebuah institusi tertentu, maka institusi dimana anggota Komite Audit berasal tidak boleh memberikan jasa pada Perusahaan. f. Tidak memiliki aktivitas sebagai berikut: • Menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah. • Jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan dengan Perusahaan. • Menghindari benturan kepentingan yang dapat berpengaruh pada pengawasan sebagai Komite Audit PT Bio Farma (Persero).
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- a. Have no financial, management, and/or share ownership.
 - b. Do not have any personal interests/relationships that can have a negative impact and/or conflict of interest on the SOE concerned.
 - c. Do not have any blood/family relationship up to the 3rd (third) degree either in a straight line or a sideways line or any relationship arising from a marriage with a Member of the Board of Commissioners or with the Board of Directors, Other Committees & Major Shareholders and/or Controlling Shareholders.
 - d. Do not concurrently serve as a committee member in other companies.
 - e. If any of the members of the Audit Committee come from a certain institution, the institution where the members of the Audit Committee come from may not provide services to the Company.
 - f. Do not engage in any of the following activities:
 - Serve as the administrator of a political party and/or candidate/member of the legislature and/or is a candidate or serving as head/deputy head of the regional government.
 - Hold other positions that may cause a conflict of interest related to positions with the Company.
 - Conflicts of interest that may affect the supervision of the Audit Committee of PT Bio Farma (Persero).

URAIAN TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Dalam menjalankan tugasnya, Komite Audit telah memiliki Piagam Komite Audit yang disahkan pada tanggal 1 Juli 2014. Piagam Komite Audit berisi latar belakang, visi, misi, maksud dan tujuan, kedudukan, keanggotaan, hak dan kewenangan, tugas dan tanggung jawab, hubungan dengan pihak yang terkait, rapat, laporan, serta konflik dan kode etik sebagai pedoman bagi Komite Audit.

TUGAS POKOK KOMITE AUDIT

Komite Audit bertugas untuk memberikan pendapat kepada Dewan Komisaris terhadap laporan atau hal-hal yang disampaikan oleh Direksi, mengidentifikasi hal-hal yang memerlukan perhatian Dewan Komisaris dan melaksanakan tugas-tugas lain yang berkaitan dengan tugas Dewan Komisaris.

Tugas pokok Komite Audit adalah sebagai berikut:

1. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor.

DESCRIPTION OF THE DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

In carrying out its duties, the Audit Committee refers to the Audit Committee Charter which was ratified on July 1, 2014. The Audit Committee Charter explains the background, vision, mission, aims and objectives, positions, memberships, rights and authorities, duties and responsibilities, relationships with other parties, and related matters such as the conduct of meetings, making of reports, as well as dealing with conflicts and maintaining a code of ethics as a guideline for the Audit Committee.

MAIN DUTIES OF THE AUDIT COMMITTEE

The Audit Committee is tasked with providing opinions to the Board of Commissioners on the reports or other matters that are submitted by the Board of Directors, identifying those matters requiring the attention of the Board of Commissioners and carrying out other tasks related to the duties of the Board of Commissioners.

The main duties of the Audit Committee are as follows:

1. Assisting the Board of Commissioners to ensure the effectiveness of the internal control system and the effectiveness of the external and internal auditors' duties.



2. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh satuan pengawasan intern maupun auditor eksternal.
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
4. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap informasi yang dikeluarkan perusahaan.
5. Melakukan identifikasi hal-hal yang memerlukan perhatian dewan komisaris serta tugas-tugas dewan komisaris lainnya.
6. Menyusun jenis dan jumlah gaji atau honorarium tunjangan dan fasilitas yang sudah/akan diberikan kepada Direksi dan Dewan Komisaris untuk diajukan Dewan Komisaris kepada RUPS.
7. Melakukan evaluasi dan analisis atas sistem penggajian, honorarium tunjangan fasilitas yang sudah/akan diberikan kepada level manajemen dan karyawan.

Komite Audit juga melaksanakan tugas lain yang diberikan oleh Dewan Komisaris antara lain sebagai berikut, namun tidak terbatas pada:

1. Melakukan penelaahan atas informasi mengenai Perusahaan serta RJPP, RKAP, Laporan Manajemen Perusahaan dan informasi lainnya.
2. Melakukan penelaahan atas ketaatan Perusahaan terhadap peraturan perundang-undangan yang berlaku dengan kegiatan Perusahaan.
3. Melakukan penelaahan atas pengaduan yang berkaitan dengan Perusahaan.
4. Mengkaji kecukupan fungsi audit internal termasuk jumlah auditor, rencana kerja tahunan, dan penugasan yang telah dilaksanakan.
5. Mengkaji kecukupan fungsi audit eksternal termasuk di dalamnya perencanaan audit dan jumlah auditornya.

HAK DAN KEWENANGAN KOMITE AUDIT

1. Kepada Anggota Komite Audit baru diberikan orientasi atau program pengenalan mengenai peran, tanggung jawab dan kerangka kerja Komite Audit.
2. Komite Audit menerima otoritas dan penugasan dari Dewan Komisaris dengan memperhatikan peraturan yang terkait dengan Badan Usaha Milik Negara.
3. Dalam menjalankan tugasnya Komite Audit berwenang untuk mengakses catatan atau informasi tentang karyawan, dana, aset serta sumber daya perseroan lainnya yang berkaitan dengan pelaksanaan tugasnya.
4. Komite Audit, berdasarkan Surat Tugas dari Komisaris, memiliki hak akses atas informasi yang ada di Perusahaan dari Direksi, SPI dan

2. Assessing the implementation of activities and the results of audits as carried out by the internal control unit and external auditors.
3. Providing recommendations regarding the improvement of the management control system and its implementation.
4. Ensuring that there is a satisfactory evaluation procedure for the information issued by the company.
5. Identifying matters that require the attention of the Board of Commissioners and other duties of the Board of Commissioners.
6. Preparing the type and amount of salary or honorarium for allowances and facilities that have been/will be given to the Board of Directors and the Board of Commissioners to be submitted by the Board of Commissioners to the GMS.
7. Evaluating and scrutinising the payroll system, honorarium for facility allowances that have been/will be given to management and employees.

The Audit Committee also carries out other duties assigned by the Board of Commissioners, including but not limited to:

1. Reviewing information regarding the Company as well as the RJPP, RKAP, Company Management Reports and other information.
2. Reviewing the Company's compliance with applicable laws and regulations with the Company's activities.
3. Reviewing complaints related to the Company.
4. Reviewing the adequacy of the internal audit function including the number of auditors, annual work plans, and assignments that have been carried out.
5. Reviewing the adequacy of the external audit function including audit planning and the number of auditors.

RIGHTS AND AUTHORITIES OF THE AUDIT COMMITTEE

1. New members of the Audit Committee are given an orientation or an introduction program regarding the roles, responsibilities and framework of the Audit Committee.
2. The Audit Committee receives its authority and assignments from the Board of Commissioners with due observance of regulations related to State-Owned Enterprises.
3. In carrying out its duties, the Audit Committee is authorised to access records and/or information about employees, funds, assets and other company resources related to the implementation of their duties.
4. The Audit Committee, based on the Letter of Assignment from the Commissioner, has the right to access information in the Company from the Board of Directors, SPI and all organisational units



semua satuan organisasi perusahaan. Jika terjadi kasus/indikasi penyimpangan komite audit perlu meneliti/klarifikasi kasus-kasus tersebut.

5. Komite Audit dengan persetujuan Komisaris dapat meminta saran dan bantuan dari tenaga ahli dan profesional lain atas beban Perseroan.

of the company. If there are cases/indications of irregularities, the audit committee needs to examine/clarify these cases.

5. The Audit Committee, with the approval of the Commissioner, may seek advice and assistance from experts and other professionals at the expense of the Company.

PEDOMAN KERJA KOMITE AUDIT

Agar Komite Audit dapat berperan secara efisien dan efektif, maka disusun Pedoman Kerja Komite Audit yang dimutakhirkan dan disahkan terakhir oleh Dewan Komisaris pada tanggal 1 Juli 2014. Pedoman Kerja tersebut mencakup struktur keanggotaan, persyaratan keanggotaan termasuk persyaratan kompetensi dan independensi, tugas, tanggung jawab dan wewenang, serta rapat, pelaporan dan anggaran.

AUDIT COMMITTEE WORK GUIDELINES

In order for the Audit Committee to play an efficient and effective role, the Audit Committee Work Guidelines were compiled and were updated and last approved by the Board of Commissioners on July 1, 2014. The Work Guidelines cover membership structure, and membership requirements including competency and independence requirements, duties, responsibilities and authority, as well as meetings, reporting and budgets.

URAIAN PELAKSANAAN KEGIATAN KOMITE AUDIT PADA TAHUN 2021

Selama tahun 2021, Komite Audit telah melaksanakan tugas dan tanggung jawabnya sesuai Pedoman Kerja Komite Audit serta Rencana Kerja Komite Audit (RKKA) yang disetujui Dewan Komisaris. Realisasi pelaksanaan tugas Komite Audit di tahun 2021 di antaranya:

DESCRIPTION OF THE IMPLEMENTATION OF THE AUDIT COMMITTEE ACTIVITIES IN 2021

During 2021, the Audit Committee has carried out its duties and responsibilities in accordance with the Audit Committee Work Guidelines and the Audit Committee Work Plan (RKKA) as approved by the Board of Commissioners. The implementation of the duties of the Audit Committee in 2021 includes:

No.	Tanggal Date	Keterangan Description	Agenda Agenda
1	13 Januari 2021 January 13, 2021	Rapat Komite Audit Audit Committee Meeting	Rencana PKPT 2021 PKPT 2021 Plan
2	13 Januari 2021 January 13, 2021	Rapat Komite Audit Audit Committee Meeting	Laporan Interim I KAP 2020 Interim Report I KAP 2020
3	13 Januari 2021 January 13, 2021	Rapat Komite Audit Audit Committee Meeting	Pembiayaan ADB (<i>Asian Development Bank</i>) dan ITFC (<i>International Islamic Trade Finance Corporation</i>) ADB (<i>Asian Development Bank</i>) and ITFC (<i>International Islamic Trade Finance Corporation</i>) financing
4	26 Januari 2021 January 26, 2021	Rapat Komite Audit Audit Committee Meeting	Monitoring Keuangan PT Bio Farma (Persero) PT Bio Farma (Persero) Financial Monitoring
5	24 Februari 2021 February 24, 2021	Rapat Komite Audit Audit Committee Meeting	1. LMP Audited Tahun 2020 2. Rencana Pembiayaan Vaksin COVID-19 3. Updated Produksi Vaksin COVID-19 1. LMP Audited 2020 2. COVID-19 Vaccine Financing Plan 3. Updated COVID-19 Vaccine Production
6	26 Maret 2021 March 26, 2021	Rapat Komite Audit Audit Committee Meeting	Laporan Manajemen Perusahaan Februari 2021 Company Management Report February 2021
7	13 April 2021 April 13, 2021	Rapat Komite Audit Audit Committee Meeting	1. Pembahasan Evaluasi atas Pelaksanaan Tugas Audit KAP Tahun Buku 2020 2. Pembahasan Laporan Kepatuhan (PSA 62) 1. Discussion on Evaluation of the Implementation of KAP Audit Tasks for Fiscal Year 2020 2. Discussion of the Compliance Report (PSA 62)
8	20 April 2021 April 20, 2021	Rapat Komite Audit Audit Committee Meeting	1. Laporan Keuangan Konsolidasi Tahun 2020 Audited 2. Laporan Manajemen Perusahaan Triwulan I 2021 Bio Farma 1. Consolidated Financial Statements 2020 Audited 2. Company Management Report Quarter I 2021 Bio Farma



No.	Tanggal Date	Keterangan Description	Agenda Agenda
9	19 Mei 2021 May 19, 2021	Rapat Komite Audit Audit Committee Meeting	1. Laporan Manajemen Perusahaan Konsolidasi Triwulan I 2021 2. Laporan Manajemen Perusahaan Bio Farma April 2021 3. Laporan Penggunaan PMN Triwulan I 2021 4. Progres Produksi Vaksin COVID-19 5. LHP Triwulan I 2021 1. Consolidated Company Management Report Quarter I 2021 2. Bio Farma Company Management Report April 2021 3. Report on the Use of PMN Quarter I 2021 4. Progress of COVID-19 Vaccine Production 5. LHP Quarter I 2021
10	22 Mei 2021 May 22, 2021	Rapat Komite Audit Audit Committee Meeting	Kasus Kualanamu dan Mitigasi Risiko untuk Kasus yang serupa Kualanamu Case and Risk Mitigation for Similar Cases
11	3 Juni 2021 June 3, 2021	Sharing Session	Sharing session dengan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN Sharing session with the Deputy for Finance and Risk Management of the Ministry of SOEs
12	24 Juni 2021 June 24, 2021	Rapat Komite Audit Audit Committee Meeting	1. Laporan Kinerja bulan Mei Tahun 2021 Bio Farma as is 2. Laporan Kinerja bulan Mei Tahun 2021 Holding BUMN Farmasi 3. Progres Pencapaian Program Kerja Strategis 4. Progres Produksi dan Distribusi Vaksin COVID-19 1. Performance Report for May 2021 Bio Farma 2. Performance Report for May 2021 SOE Pharmaceuticals Holding 3. Progress of Achievement of Strategic Work Programs 4. Progress of COVID-19 Vaccine Production and Distribution
13	27 Juli 2021 July 27, 2021	Rapat Komite Audit Audit Committee Meeting	1. Laporan Kinerja Semester I Tahun 2021 PT Bio Farma (Persero) 2. Laporan Kinerja Holding BUMN Farmasi Semester I Tahun 2021 3. Laporan KPI Semester I Tahun 2021 1. First Semester Performance Report 2021 PT Bio Farma (Persero) 2. Performance Report of SOE Pharmaceuticals Holding Semester I of 2021 3. First Semester KPI Report 2021
14	11 Agustus 2021 August 11, 2021	Rapat Komite Audit Audit Committee Meeting	1. Revisi RKAP 2021 Holding BUMN Farmasi 2. Revisi KPI 2021 Holding BUMN Farmasi 3. Penambahan Fasilitas KMK dan Penggunaan Fasilitas Term Loan 1. Revised RKAP 2021 SOE Pharmaceuticals Holding 2. Revision of KPI 2021 SOE Pharmaceuticals Holding 3. Addition of KMK Facilities and Use of Term Loan Facilities
15	27 Agustus 2021 August 27, 2021	Rapat Komite Audit Audit Committee Meeting	1. Laporan Kinerja Holding BUMN Farmasi Juli 2021 2. Laporan Kinerja PT Bio Farma (Persero) Juli 2021 1. Performance Report of SOE Pharmaceuticals Holding July 2021 2. Performance Report of PT Bio Farma (Persero) July 2021
16	7 September 2021 September 7, 2021	Menghadiri undangan rapat Asdep Industri Kesehatan Attending the meeting invitation of the Deputy for Health Industry	Monthly Review Kinerja Juli 2021 Monthly Performance Review July 2021
17	29 September 2021 September 29, 2021	Rapat Komite Audit Audit Committee Meeting	1. Pembahasan Laporan Manajemen Perusahaan Agustus 2021 Bio Farma as is 2021 2. Pembahasan Laporan Manajemen Perusahaan PT Bio Farma (Persero) Agustus 2021 Konsolidasi Holding BUMN Farmasi 3. Permohonan Persetujuan Pinjaman Jangka Panjang Fasilitas Pembiayaan (Term Loan) untuk dapat digunakan oleh Kimia Farma 1. Discussion of the Company's Management Report August 2021 Bio Farma as is 2021 2. Discussion on the Company's Management Report PT Bio Farma (Persero) August 2021 Consolidation of SOE Pharmaceuticals Holding 3. Application for approval of a long-term financing facility (Term Loan) to be used by Kimia Farma



No.	Tanggal Date	Keterangan Description	Agenda Agenda
18	4 Oktober 2021 October 4, 2021	Rapat Komite Audit Audit Committee Meeting	1. Pembahasan Laporan Manajemen Perusahaan PT Bio Farma (Persero) bulan September 2021 Konsolidasi Holding BUMN Farmasi 2. Realisasi dan Prognosa 2021 KPI PT Bio Farma (Persero) 1. Discussion of PT Bio Farma (Persero) Company Management Report for September 2021 Consolidation of SOE Pharmaceuticals Holding 2. Realisation and Prognosis 2021 KPI PT Bio Farma (Persero)
19	29 Oktober 2021 October 29, 2021	Rapat Komite Audit Audit Committee Meeting	1. Pembahasan Laporan Manajemen Perusahaan PT Bio Farma (Persero) as is Triwulan III Tahun 2021 2. Pembahasan Realisasi KPI PT Bio Farma (Persero) Triwulan III Tahun 2021 3. Pemaparan KAP untuk Audit Laporan Keuangan Konsolidasi dan Entitas Anak untuk tahun buku 2021 1. Discussion of the Company Management Report of PT Bio Farma (Persero) as is Quarter III of 2021 2. Discussion on the realization of PT Bio Farma (Persero) KPIs for the third quarter of 2021 3. KAP Exposure for Audit of Consolidated Financial Statements and Subsidiaries for fiscal year 2021
20	11 November 2021 November 11, 2021	Menghadiri undangan rapat Asdep Industri Kesehatan Attending the meeting invitation of the Deputy for Health Industry	<i>Monthly monitoring</i> September 2021 dan Triwulan III Tahun 2021 <i>Monthly monitoring</i> September 2021 and Quarter III 2021
21	17 November 2021 November 17, 2021	Rapat Komite Audit Rapat Komite Audit	1. Pembahasan rancangan RKAP 2022 PT Bio Farma (Persero) as is 2. Pembahasan rancangan RKAP 2022 PT Bio Farma (Persero) Holding BUMN Farmasi 1. Discussion on the draft RKAP 2022 PT Bio Farma (Persero) as is 2. Discussion of the 2022 RKAP draft for PT Bio Farma (Persero) SOE Pharmaceuticals Holding
22	1 Desember 2021 December 1, 2021	Rapat Komite Audit Rapat Komite Audit	1. Pembahasan Laporan Manajemen Perusahaan PT Bio Farma (Persero) as is bulan Oktober 2021 2. Pembahasan Laporan Manajemen Perusahaan PT Bio Farma (Persero) Konsolidasi bulan Oktober 2021 3. Pembahasan Pencapaian KPI s.d. Bulan Oktober 2021 1. Discussion of the Company Management Report of PT Bio Farma (Persero) as is October 2021 2. Discussion of the Consolidated Company Management Report of PT Bio Farma (Persero) for October 2021 3. Discussion on KPI Achievements up to October 2021
23	28 Desember 2021 December 28, 2021	Rapat Komite Audit Rapat Komite Audit	1. Pembahasan Laporan Manajemen Perusahaan bulan November 2021 PT Bio Farma (Persero) as is 2. Pembahasan Laporan Manajemen Perusahaan PT Bio Farma (Persero) Holding BUMN Farmasi bulan November 2021 3. Pembahasan Rencana Program Kerja Pengawasan Tahunan Tahun 2022 1. Discussion of the November 2021 Company Management Report PT Bio Farma (Persero) 2. Discussion on the Management Report of PT Bio Farma (Persero) SOE Pharmaceuticals Holding for November 2021 3. Discussion on the 2022 Annual Supervision Work Program Plan

FREKUENSI PERTEMUAN DAN TINGKAT KEHADIRAN KOMITE AUDIT

Ketentuan Rapat Komite Audit tercantum dalam Pedoman Kerja (*Charter*) Komite Audit. Rapat Komite Audit terdiri dari Rapat Pleno yang dihadiri oleh Ketua, Wakil Ketua dan anggota Komite Audit dan Rapat Khusus yang hanya dihadiri oleh Anggota Komite Audit. Kedua jenis rapat tersebut dapat mengundang Divisi atau pihak terkait lainnya sesuai kebutuhan.

Komite Audit mengadakan rapat secara berkala, baik berupa rapat internal, atau rapat dengan Dewan Komisaris, Direksi, Kepala SPI, Kepala Divisi atau Auditor Eksternal. Setiap rapat Komite Audit dituangkan dalam risalah rapat yang ditandatangani oleh semua yang hadir.

Selama tahun 2021, Komite Audit mengadakan/mengikuti rapat sebanyak 12 kali berupa rapat internal, rapat dengan SPI, rapat dengan eksternal auditor, rapat dengan unit/divisi di PT Bio Farma (Persero), menghadiri rapat Dewan Komisaris dan rapat gabungan Dewan Komisaris bersama Direksi. Data kehadiran masing-masing anggota Komite dalam rapat adalah sebagai berikut:

MEETING FREQUENCY AND ATTENDANCE RATE OF THE AUDIT COMMITTEE

The provisions of the Audit Committee Meeting are stated in the Audit Committee Charter. The Audit Committee Meeting consists of a Plenary Meeting which is attended by the Chairman, Vice Chairman and members of the Audit Committee and a Special Meeting which is only attended by the Audit Committee Members. Both types of meetings can invite Divisions or other related parties as needed.

The Audit Committee holds regular meetings, either in the form of internal meetings, or meetings with the Board of Commissioners, Directors, Head of SPI, Head of Division or External Auditor. Each Audit Committee meeting is stated in the minutes of the meeting which is signed by all present.

During 2021, the Audit Committee held/participated in 12 meetings in the form of internal meetings, meetings with SPI, meetings with external auditors, meetings with units/divisions at PT Bio Farma (Persero), attending meetings of the Board of Commissioners and joint meetings of the Board of Commissioners with the Board of Directors. The attendance data for each member of the Committee at the meeting is as follows:

Frekuensi dan Kehadiran Rapat Komite Audit
Frequency of Audit Committee Meetings and Attendance

No.	Nama Name	Jabatan Position	Total Rapat Total Meetings	Frekuensi Kehadiran Attendance Frequency	Persentase (%) Kehadiran Percentage (%) Attendance
1	Made Arya Wijaya	Ketua Komite Audit Chairman of Audit Committee	23	23	100%
2	Ahmad M. Ramli	Anggota Komite Audit Chairman of Audit Committee	23	23	100%
3	Tanri Abeng	Anggota Komite Audit Chairman of Audit Committee	13	13	100%
4	Elen Setiadi	Anggota Komite Audit Chairman of Audit Committee	8	8	100%
5	Roni Dwi Susanto	Anggota Komite Audit Chairman of Audit Committee	5	5	100%
6	Sugianto	Anggota Komite Audit Chairman of Audit Committee	23	23	100%
7	Ade Permadi	Anggota Komite Audit Chairman of Audit Committee	23	23	100%



PELAKSANAAN RAPAT KOMITE AUDIT

Sepanjang tahun 2021, rincian tanggal, agenda rapat, dan nama peserta Rapat Komite Audit sebagai berikut:

IMPLEMENTATION OF AUDIT COMMITTEE MEETINGS

For the 2021 reporting period, the details of the dates, meeting agendas, and names of the participants of the Audit Committee Meetings are as follows:

No.	Tanggal Date	Keterangan Description	Agenda Agenda	Peserta Rapat Participants
1	13 Januari 2021 January 13, 2021	Rapat Komite Audit Audit Committee Meeting	Rencana PKPT 2021 PKPT 2021 Plan	Made Arya Wijaya Ahmad M. Ramli Sugianto Ade Permadi
2	13 Januari 2021 January 13, 2021	Rapat Komite Audit Audit Committee Meeting	Laporan Interim I KAP 2020 Interim Report I KAP 2020	
3	13 Januari 2021 January 13, 2021	Rapat Komite Audit Audit Committee Meeting	Pembiayaan ADB (<i>Asian Development Bank</i>) dan ITFC (<i>International Islamic Trade Finance Corporation</i>) ADB (<i>Asian Development Bank</i>) and ITFC (<i>International Islamic Trade Finance Corporation</i>) financing	
4	26 Januari 2021 January 26, 2021	Rapat Komite Audit Audit Committee Meeting	Monitoring Keuangan PT Bio Farma (Persero) PT Bio Farma (Persero) Financial Monitoring	Made Arya Wijaya Ahmad M. Ramli Sugianto Ade Permadi
5	24 Februari 2021 February 24, 2021	Rapat Komite Audit Audit Committee Meeting	1. LMP Audited Tahun 2020 2. Rencana Pembiayaan Vaksin COVID-19 3. <i>Updated</i> Produksi Vaksin COVID-19 1. LMP Audited 2020 2. Covid -19 Vaccine Financing Plan 3. Updated Covid -19 Vaccine Production	Made Arya Wijaya Ahmad M. Ramli Sugianto Ade Permadi
6	26 Maret 2021 March 26, 2021	Rapat Komite Audit Audit Committee Meeting	Laporan Manajemen Perusahaan Februari 2021 Company Management Report February 2021	Made Arya Wijaya Ahmad M. Ramli Sugianto Ade Permadi
7	13 April 2021 April 13, 2021	Rapat Komite Audit Audit Committee Meeting	1. Pembahasan Evaluasi atas Pelaksanaan Tugas Audit KAP Tahun Buku 2020 2. Pembahasan Laporan Kepatuhan (PSA 62) 1. Discussion on Evaluation of the Implementation of KAP Audit Tasks for Fiscal Year 2020 2. Discussion of the Compliance Report (PSA 62)	Made Arya Wijaya Ahmad M. Ramli Sugianto Ade Permadi
8	20 April 2021 April 20, 2021	Rapat Komite Audit Audit Committee Meeting	1. Laporan Keuangan Konsolidasi Tahun 2020 <i>Audited</i> 2. Laporan Manajemen Perusahaan Triwulan I 2021 Bio Farma 1. Consolidated Financial Statements 2020 Audited 2. Company Management Report Quarter I 2021 Bio Farma	Made Arya Wijaya Ahmad M. Ramli Sugianto Ade Permadi
9	19 Mei 2021 May 19, 2021	Rapat Komite Audit Audit Committee Meeting	1. Laporan Manajemen Perusahaan Konsolidasi Triwulan I 2021 2. Laporan Manajemen Perusahaan Bio Farma April 2021 3. Laporan Penggunaan PMN Triwulan I 2021 4. Progres Produksi Vaksin COVID-19 5. LHP Triwulan I 2021 1. Consolidated Company Management Report Quarter I 2021 2. Bio Farma Company Management Report April 2021 3. Report on the Use of PMN Quarter I 2021 4. Progress of Covid -19 Vaccine Production 5. LHP Quarter I 2021	Made Arya Wijaya Ahmad M. Ramli Sugianto Ade Permadi
10	22-May-21	Rapat Komite Audit Audit Committee Meeting	Kasus Kualanamu dan Mitigasi Risiko untuk Kasus yang serupa Kualanamu Case and Risk Mitigation for Similar Cases	Made Arya Wijaya Ahmad M. Ramli Sugianto Ade Permadi
11	3-Jun-21	Sharing session	Sharing session dengan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN Sharing session with the Deputy for Finance and Risk Management of the Ministry of SOEs	Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Elen Setiadi Sugianto Ade Permadi



No.	Tanggal Date	Keterangan Description	Agenda Agenda	Peserta Rapat Participants
12	24 June 2021 June 24, 2021	Rapat Komite Audit Audit Committee Meeting	1. Laporan Kinerja bulan Mei Tahun 2021 Bio Farma <i>as is</i> 2. Laporan Kinerja bulan Mei Tahun 2021 Holding BUMN Farmasi 3. Progres Pencapaian Program Kerja Strategis 4. Progres Produksi dan Distribusi Vaksin COVID-19	Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Elen Setiadi Sugianto Ade Permadi
13	27 Juli 2021 July 27, 2021	Rapat Komite Audit Audit Committee Meeting	1. Laporan Kinerja Semester I Tahun 2021 PT Bio Farma (Persero) 2. Laporan Kinerja Holding BUMN Farmasi Semester I Tahun 2021 3. Laporan KPI Semester I Tahun 2021	Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Elen Setiadi Sugianto Ade Permadi
14	11 Agustus 2021 August 11, 2021	Rapat Komite Audit Audit Committee Meeting	1. Revisi RKAP 2021 Holding BUMN Farmasi 2. Revisi KPI 2021 Holding BUMN Farmasi 3. Penambahan Fasilitas KMK dan Penggunaan Fasilitas <i>Term Loan</i>	
15	27 Agustus 2021 August 27, 2021	Rapat Komite Audit Audit Committee Meeting	1. Laporan Kinerja Holding BUMN Farmasi Juli 2021 2. Laporan Kinerja PT Bio Farma (Persero) Juli 2021	Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Elen Setiadi Sugianto Ade Permadi
16	7 September 2021 September 7, 2021	Menghadiri undangan rapat Asdep Industri Kesehatan Attending the meeting invitation of the Deputy for Health Industry	<i>Monthly Review</i> Kinerja Juli 2021 Monthly Performance Review July 2021	Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Elen Setiadi Sugianto Ade Permadi
17	29 September 2021 September 29, 2021	Rapat Komite Audit Audit Committee Meeting	1. Pembahasan Laporan Manajemen Perusahaan Agustus 2021 Bio Farma <i>as is</i> 2021 2. Pembahasan Laporan Manajemen Perusahaan PT Bio Farma (Persero) Agustus 2021 Konsolidasi Holding BUMN Farmasi 3. Permohonan Persetujuan Pinjaman Jangka Panjang Fasilitas Pembiayaan (<i>Term Loan</i>) untuk Dapat digunakan oleh Kimia Farma	Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Elen Setiadi Sugianto Ade Permadi
18	4 Oktober 2021 October 4, 2021	Rapat Komite Audit Audit Committee Meeting	1. Pembahasan Laporan Manajemen Perusahaan PT Bio Farma (Persero) bulan September 2021 Konsolidasi Holding BUMN Farmasi 2. Realisasi dan Prognosa 2021 KPI PT Bio Farma (Persero)	Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Elen Setiadi Sugianto Ade Permadi



No.	Tanggal Date	Keterangan Description	Agenda Agenda	Peserta Rapat Participants
19	29 Oktober 2021 October 29, 2021	Rapat Komite Audit Audit Committee Meeting	1. Pembahasan Laporan Manajemen Perusahaan PT Bio Farma (Persero) <i>as is</i> Triwulan III Tahun 2021 2. Pembahasan Realisasi KPI PT Bio Farma (Persero) Triwulan III Tahun 2021 3. Pemaparan KAP untuk Audit Laporan Keuangan Konsolidasi dan Entitas Anak untuk tahun buku 2021	Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Roni Dwi Susanto Sugianto Ade Permadi
20	11 November 2021 November 11, 2021	Menghadiri undangan rapat Asdep Industri Kesehatan Attending the meeting invitation of the Deputy for Health Industry	<i>Monthly monitoring September 2021 dan Triwulan III Tahun 2021</i> Monthly monitoring September 2021 and Quarter III 2021	Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Roni Dwi Susanto Sugianto Ade Permadi
21	17 November 2021 November 17, 2021	Rapat Komite Audit Audit Committee Meeting	1. Pembahasan rancangan RKAP 2022 PT Bio Farma (Persero) <i>as is</i> 2. Pembahasan rancangan RKAP 2022 PT Bio Farma (Persero) Holding BUMN Farmasi	Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Roni Dwi Susanto Sugianto Ade Permadi
22	1 Desember 2021 December 1, 2021	Rapat Komite Audit Audit Committee Meeting	1. Pembahasan Laporan Manajemen Perusahaan PT Bio Farma (Persero) <i>as is</i> bulan Oktober 2021 2. Pembahasan Laporan Manajemen Perusahaan PT Bio Farma (Persero) Konsolidasi bulan Oktober 2021 3. Pembahasan Pencapaian KPI s.d. Bulan Oktober 2021	Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Roni Dwi Susanto Sugianto Ade Permadi
23	28 Desember 2021 December 28, 2021	Rapat Komite Audit Audit Committee Meeting	1. Pembahasan Laporan Manajemen Perusahaan bulan November 2021 PT Bio Farma (Persero) <i>as is</i> 2. Pembahasan Laporan Manajemen Perusahaan PT Bio Farma (Persero) Holding BUMN Farmasi bulan November 2021 3. Pembahasan Rencana Program Kerja Pengawasan Tahunan Tahun 2022	Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Roni Dwi Susanto Sugianto Ade Permadi Made Arya Wijaya Tanri Abeng Ahmad M. Ramli Roni Dwi Susanto Sugianto Ade Permadi

PENILAIAN KINERJA (KPI) KOMITE AUDIT

Penilaian kinerja Komite Audit dilakukan dengan berpedoman pada Keputusan Dewan Komisaris tentang Tata Cara Penilaian Kinerja Komite Penunjang Dewan Komisaris. Proses penilaian Komite Audit dilakukan melalui mekanisme *self-assessment* dengan menggunakan metode evaluasi dalam suatu sistem yang diterapkan dalam Keputusan Dewan Komisaris. Hasil pencapaian KPI Komite Audit di tahun 2021 adalah sebagai berikut:

PERFORMANCE ASSESSMENT (KPI) OF THE AUDIT COMMITTEE

The performance appraisal of the Audit Committee is carried out with reference to the Decision of the Board of Commissioners regarding the Procedure for Performance Assessment of the Supporting Committees of the Board of Commissioners. The assessment process of the Audit Committee is carried out through a self-assessment mechanism. This uses an evaluation method/system applied in the Decision of the Board of Commissioners. The results of the Audit Committee's KPI achievements in 2021 are as follows:



No.	Key Performance Indicator (KPI)	Bobot Indikator Indicator Weight	Pencapaian Nilai Achievement Score	Bobot Indikator x Pencapaian Nilai Indicator Weight x Achievement Score
1	Realisasi penyelenggaraan Rapat Komite Audit Realization of the implementation of the Audit Committee Meeting	10	166%	16,60
2	Tingkat kehadiran anggota Komite Audit dalam Rapat Komite Audit dan rapat lain sebagai undangan Attendance level of members of the Audit Committee in Audit Committee Meetings and other meetings as an invitation	10	100%	30,00
3	Substansi agenda rapat yang direncanakan dalam Rencana Kerja Tahunan Komite Audit The substance of the planned meeting agenda in the Annual Work Plan of the Audit Committee	30	92,30%	27,69
4	Ketepatan waktu penyampaian pendapat dan saran Komite Audit Timeliness of submission of opinions and suggestions of the Audit Committee	30	100%	30,00

REMUNERASI KOMITE AUDIT

REMUNERATION OF AUDIT COMMITTEE MEMBERS

No.	Jenis Penghasilan Type of Income	Besaran Quantity
1	Honorarium bulanan bagi anggota Komite Audit Monthly Honorarium for Members of the Audit Committee	20% x gaji Direktur Utama= Rp41.000.000 20% x President Director's salary= Rp41,000,000
2	Tunjangan: 1. Tunjangan Hari Raya 2. Tunjangan Komunikasi 3. Santunan Purna Jabatan 4. Tunjangan Transportasi Allowance: 1. Holiday Allowance 2. Communication Allowance 3. Post-Service Compensation 4. Transport	1. Ada 2. Tidak Ada 3. Tidak Ada 4. Tidak Ada 1. Available 2. Unavailable 3. Unavailable 4. Unavailable
3	Fasilitas Fasilitas Kesehatan Facilities: Medical facility	Tidak ada Unavailable
4	Tantiem/Insentif Kinerja Tantiem/Performance Incentives	Tidak ada Unavailable



Remunerasi Komite Audit Tahun 2021 (Dalam Rupiah) Audit Committee Remuneration in 2021 (In Rupiah)

No.	Nama Name	Remunerasi Bulanan Monthly Remuneration			Tunjangan Hari Raya Holiday Allowance	Total Honor & Tunjangan 2021 Total Honorarium & Allowances 2021
		Honor Honorarium	Tunjangan Bulanan Monthly Allowance	Total Total		
		1	2	3=1+2	4	5=3+4
1	Muhammad Budi Prasetyo	41.000.000,00	-	41.000.000,00	41.000.000,00	82.000.000,00
2	Sugianto	41.000.000,00	-	41.000.000,00	41.000.000,00	82.000.000,00
3	Ade Permadi	41.000.000,00	-	41.000.000,00	41.000.000,00	82.000.000,00
4	Mohammad Ichsan	41.000.000,00	-	41.000.000,00	41.000.000,00	82.000.000,00
5	Indra Maulana	41.000.000,00	-	41.000.000,00	41.000.000,00	82.000.000,00
6	Rushli Fauzan	41.000.000,00	-	41.000.000,00	41.000.000,00	82.000.000,00
Total		246.000.000,00		246.000.000,00	246.000.000,00	492.000.000,00

PROGRAM PELATIHAN DALAM RANGKA MENINGKATKAN KOMPETENSI KOMITE AUDIT

PROGRAM PELATIHAN DAN PENGEMBANGAN KOMPETENSI KOMITE AUDIT

Dalam rangka peningkatan kompetensi diri bagi anggota Komite Audit dimaksudkan untuk meningkatkan profesionalisme, kinerja, pengembangan potensi diri dan menunjang pelaksanaan tugas Komite Audit. Sepanjang tahun 2021, anggota Komite Audit tidak mengikuti program pelatihan.

KOMITE NOMINASI DAN/ATAU REMUNERASI

Pada tahun 2011, Dewan Komisaris Bio Farma membentuk Komite Nominasi dan Remunerasi berdasarkan Surat Keputusan No. KEP-02/DK/BF/V/2011 tanggal 12 Mei 2011.

Pada tahun 2012, Dewan Komisaris Bio Farma mengubah Komite Nominasi dan Remunerasi menjadi 2 (dua) Komite yaitu Komite Audit & Remunerasi Dan Komite Risiko & Nominasi.

Untuk membantu tugas Dewan Komisaris dalam melakukan perencanaan, pengawasan dan pengendalian kegiatan usaha Bio Farma yang efisien, berdaya guna dan berhasil guna, maka berdasarkan Surat Keputusan No. KEP-10/DK/BF/IV/2013 tanggal 15 April 2013, Dewan Komisaris merubah nama Komite Audit & Remunerasi menjadi Komite Audit serta Komite Risiko & Nominasi menjadi Komite Risiko.

COMPETENCY TRAINING FOR THE AUDIT COMMITTEE

AUDIT COMMITTEE COMPETENCY TRAINING AND DEVELOPMENT PROGRAM

In the context of increasing the competency of all members of the Audit Committee, this program is intended to improve their professionalism and performance, as well as to develop their self-potential and support the implementation of the duties of the Audit Committee. However, in 2021, the members of the Audit Committee did not participate in the training program.

NOMINATION AND/OR REMUNERATION COMMITTEE

In 2011, the Board of Commissioners of Bio Farma established the Nomination and Remuneration Committee based on Decree No. KEP-02/DK/BF/V/2011 dated 12 May 2011.

In 2012, the Board of Commissioners of Bio Farma changed the Nomination and Remuneration Committee into 2 (two) Committees: namely, the Audit & Remuneration Committee and the Risk & Nomination Committee.

To assist the duties of the Board of Commissioners in planning, monitoring and controlling Bio Farma's business activities in an efficient and effective manner, and based on Decree No. KEP-10/DK/BF/IV/2013 dated April 15, 2013, the Board of Commissioners then further changed the name of the Audit & Remuneration Committee to the Audit Committee, and the Risk & Nomination Committee to the Risk Committee.



Pada tahun 2020, Dewan Komisaris membentuk Komite Nominasi dan Remunerasi berdasarkan Keputusan Dewan Komisaris PT Bio Farma (Persero) Nomor: KEP-01/DK/BF/04/2020 tanggal 20 April 2020.

Adapun susunan Komite Nominasi dan Remunerasi sebagai berikut :

No.	Nama Name	Jabatan Position
1	Tanri Abeng	Ketua Chairman
2	Made Arya Wijaya	Anggota Member
3	Nizar Yamanie	Anggota Member
4	Oscar Primadi	Anggota Member
5	Rushli Fauzan	Anggota Member
6	Mohammad Ichsan	Anggota Member

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi sebagai berikut :

1. Terkait dengan fungsi Nominasi :
 - a. Menyusun dan memberikan rekomendasi mengenai sistem serta prosedur pemilihan dan/atau penggantian Direksi kepada Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham.
 - b. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
 - i. Komposisi jabatan anggota Direksi;
 - ii. Usulan nominasi calon anggota Direksi;
 - iii. Kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi; dan
 - iv. Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris.
 - c. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi
 - d. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris
 - e. Memberikan rekomendasi atau mengusulkan calon yang memenuhi syarat sebagai anggota Direksi kepada Dewan Komisaris untuk disampaikan kepada RUPS

In 2020, the Board of Commissioners established the Nomination and Remuneration Committee based on the Decree of the Board of Commissioners of PT Bio Farma (Persero) Number: KEP-01/DK/BF/04/2020 dated April 20, 2020.

The composition of the Nomination and Remuneration Committee is as follows:

The duties and responsibilities of the Nomination and Remuneration Committee are as follows:

1. Related to the Nomination function:
 - a. Prepare and provide recommendations regarding the system and procedure for the election and/or replacement of the Board of Directors to the Board of Commissioners to be submitted to the General Meeting of Shareholders.
 - b. Provide recommendations to the Board of Commissioners regarding:
 - i. Composition of the positions of members of the Board of Directors;
 - ii. Proposed nomination of candidates for members of the Board of Directors;
 - iii. Policies and criteria required in the Nomination process; and
 - iv. Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners.
 - c. Assist the Board of Commissioners in assessing the performance of members of the Board of Directors and/or members of the Board of Commissioners based on benchmarks that have been prepared as evaluation material.
 - d. Provide recommendations to the Board of Commissioners regarding the capacity building program for members of the Board of Directors and/or members of the Board of Commissioners.
 - e. Provide recommendations or propose candidates who meet the requirements as members of the Board of Directors to the Board of Commissioners to be submitted to the GMS.



- f. Memberikan rekomendasi kepada Dewan Komisaris mengenai calon wakil Perseroan yang akan dijadikan pengurus Perusahaan Anak yang diusulkan oleh Direksi.
- g. Memberikan rekomendasi kepada Dewan Komisaris mengenai pihak independen yang akan menjadi anggota Komite yang berada di bawah Dewan komisaris.
2. Terkait dengan fungsi Remunerasi:
 - a. Memberikan rekomendasi kepada Dewan Komisaris mengenai struktur, kebijakan, dan besaran atas remunerasi bagi anggota Direksi.
 - b. Memberikan rekomendasi kepada Dewan Komisaris mengenai evaluasi atas kebijakan remunerasi bagi anggota Direksi untuk disampaikan kepada Rapat Umum Pemegang Saham.
 - c. Memberikan rekomendasi kepada Dewan Komisaris mengenai evaluasi atas kebijakan remunerasi bagi Pejabat Eksekutif dan pegawai secara keseluruhan untuk disampaikan kepada Direksi.
 - d. Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi. Melakukan evaluasi dan analisis atas sistem penggajian, honorarium, tunjangan, fasilitas yang sudah / akan diberikan kepada level manajemen dan karyawan.

Komite Nominasi dan Remunerasi yang berasal dari anggota Dewan Komisaris tidak diberikan honorarium bulanan dan fasilitas.

- f. Provide recommendations to the Board of Commissioners regarding candidates for representatives of the Company who will be the management of the Subsidiary Company proposed by the Board of Directors
- g. Provide recommendations to the Board of Commissioners regarding independent parties who will become members of the Committee under the Board of Commissioners.
2. Related to the Remuneration function:
 - a. Provide recommendations to the Board of Commissioners regarding the structure, policies, and amount of remuneration for members of the Board of Directors.
 - b. Provide recommendations to the Board of Commissioners regarding the evaluation of the remuneration policy for members of the Board of Directors to be submitted to the General Meeting of Shareholders.
 - c. Provide recommendations to the Board of Commissioners regarding the evaluation of the remuneration policy for Executive Officers and employees as a whole to be submitted to the Board of Directors.
 - d. Assist the Board of Commissioners in assessing performance in accordance with the remuneration received by each member of the Board of Directors. Evaluate and analyse the salary system, honorarium, allowances, facilities that have been/will be provided to the management and employee levels.

The Nomination and Remuneration Committee from members of the Board of Commissioners is not given a monthly honorarium and facilities.

PROFIL KOMITE NOMINASI DAN REMUNERASI

Informasi profil Komite Nominasi dan Remunerasi dapat dilihat pada bab Dewan Komisaris pada laporan tahunan ini.

NOMINATION AND REMUNERATION COMMITTEE PROFILE

Information on the profile of the Nomination and Remuneration Committee can be seen in the Board of Commissioners chapter of this annual report.

Susunan Komite Nominasi dan Remunerasi
Composition of the Nomination and Remuneration Committee

No.	Nama Name	Jabatan Position	Masa Jabatan Terms of Office	Keterangan Description
1	Tanri Abeng	Ketua Komite Nominasi dan Remunerasi Chairman of Nomination and Remuneration Committee	0 Tahun 10 Bulan 0 Year 10 Months	-
2	Made Arya Wijaya	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	0 Tahun 10 Bulan 0 Year 10 Months	-
3	Nizar Yamanie	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	0 Tahun 10 Bulan 0 Year 10 Months	-
4	Oscar Primadi	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	0 Tahun 10 Bulan 0 Year 10 Months	-
5	Rushli Fauzan	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	0 Tahun 11 Bulan 0 Year 11 Months	Eksternal External
6	Mohammad Ichsan	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	0 Tahun 9 Bulan 0 Year 9 Months	Eksternal External



RIWAYAT SINGKAT KOMITE NOMINASI DAN REMUNERASI

BRIEF HISTORY OF THE NOMINATION AND REMUNERATION COMMITTEE

Tanri Abeng

Ketua Komite Nominasi dan Remunerasi

Chairman of Nomination and Remuneration Committee

Profil Profile	Profil Ketua Komite Nominasi dan Remunerasi dapat dilihat pada Identitas & Riwayat Singkat Dewan Komisaris Laporan Tahunan ini. The profile of the Chairperson of the Remuneration and Nomination Committee can be seen in the Identity & Brief History of the Board of Commissioners of this Annual Report.
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-12/DK/BF/05/2021
Rangkap Jabatan Concurrent Position	Tidak ada None
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak memiliki saham di PT Bio Farma He is not a shareholder in PT Bio Farma
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	1. <i>Mentoring BUMN Muda: Strategic Orientation</i> tanggal 1 Agustus 2021 yang diselenggarakan oleh Kementerian BUMN 2. Strategi Pengembangan Bisnis <i>Judgment Rule</i> dalam <i>Perspective</i> Perilaku Usaha tanggal 18 Oktober 2021 yang diselenggarakan oleh PT Pelabuhan Indonesia (Persero) 3. <i>Onboarding Commissioner</i> Program Angkatan III tanggal 27 Oktober 2021 yang diselenggarakan oleh Kementerian BUMN, <i>BUMN Learning and Management Institute</i>, dan <i>Forum Human Capital Indonesia</i> 4. <i>Corporate Management</i> tanggal 16 Desember 2021 yang diselenggarakan oleh PT Len Industri 5. Transformasi BUMN di Tengah Tantangan Bisnis Indonesia tanggal 21 Desember 2021 yang diselenggarakan oleh Bisnis Indonesia.



Made Arya Wijaya

Anggota Komite Nominasi dan Remunerasi

Member of Nomination and Remuneration Committee

Profil Profile	Profil Anggota Komite Nominasi dan Remunerasi dapat dilihat pada Identitas & Riwayat Singkat Dewan Komisaris Laporan Tahunan ini. The profile of the Member of the Remuneration and Nomination Committee can be seen in the Identity & Brief History of the Board of Commissioners of this Annual Report.
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-12/DK/BF/05/2021
Rangkap Jabatan Concurrent Position	Direktur Anggaran Bidang Perekonomian dan Kemaritiman Director of Budgeting for the Economy and Maritime Affairs
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak memiliki saham di PT Bio Farma He is not a shareholder in PT Bio Farma
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	1. Training on "The Use of Consulting Service" by ADB, Jakarta, 1992. 2. Training on "Public Expenditure Management and Budgeting" by Colombo Plan, India, 2003. 3. Training on "Budget System Reforms and Development Programs" by World Bank, Bangkok, 2005. 4. Workshop "Public Financial Management and Budgeting for Developing Countries" by the Ministry of Commerce of People Republic of China, Beijing, 2007. 5. Workshop and Study Visit on "Performance-Based Budgeting and Medium Term Expenditure Framework of South Africa" by World Bank, Pretoria and Cape Town, South Africa, 2007. 6. Workshop on "Public Expenditure and Financial Analysis" by World Bank, Jakarta, 2007. 7. Workshop on "Budgeting for Performance-Modernizing Public Financial Management in Indonesia" by World Bank, IMF and OECD, Jakarta, 2008. 8. Training for Emotional Spiritual Quotient Leadership by 165, Jakarta, 2006. 9. Workshop and Study Visit on "Performance-Based Budgeting and Medium Term Expenditure Framework of France and United Kingdom" by World Bank, Paris and London, 2009. 10. Workshop and Study Visit on "Performance-Based Budgeting and Medium Term Expenditure Framework of France and Denmark" by World Bank, Paris and Copenhagen, 2010. 11. Training on "Performance-Based Budgeting in Japan" by JICA, Japan, 2010 and 2011. 12. Third Country Training on "Performance-Based Budgeting in USA" by JICA, USA, 2011. 13. Third Country Training on "Performance-Based Budgeting in Canada" by JICA, Canada, 2012. 14. Workshop and Study Visit on "Implementasi Program Jaminan Kesehatan di Philipina " by BPJS Kesehatan, Manila Philipina, 2015.



Nizar Yamanie

Anggota Komite Nominasi dan Remunerasi

Member of Nomination and Remuneration Committee

Profil Profile	Profil Anggota Komite Nominasi dan Remunerasi dapat dilihat pada Identitas & Riwayat Singkat Dewan Komisaris Laporan Tahunan ini. The profile of the Member of the Remuneration and Nomination Committee can be seen in the Identity & Brief History of the Board of Commissioners of this Annual Report.
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-12/DK/BF/05/2021
Rangkap Jabatan Concurrent Position	- Konsultan Direksi Bidang Pelayanan, Pendidikan dan Pengembangan National Brain Center Hospital Prof. Dr. dr. Mahar Mardjono - Anggota Dewan Pengawas RSUP Sanglah Denpasar - Consultant to the Board of Directors for Services, Education and Development of the National Brain Center Hospital Prof. Dr. dr. Mahar Mardjono - Member of the Supervisory Board of Sanglah Hospital Denpasar
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
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Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	1. Februari 2004: Sertifikat Kehadiran; AAN Western Winter Conference, Lake Tahoe, California, USA. 2. Oktober 2003: Sertifikat Kehadiran; 25th International Epilepsy Congress, Lisbon, Portugal. 3. September 2003: Sertifikat Kehadiran; American Association of Electrodiagnostic Medicine (AAEM) Pertemuan ilmiah Pendidikan Kedokteran Berkelanjutan, San Francisco, AS. 4. April 2003: Sertifikat Partisipasi; Pembicara dalam Seminar Invigorating and Upgrading of Medical Science Knowledge Seminar yang diadakan oleh Universitas Indonesia, Jakarta, Indonesia. 5. Maret 2003: Sertifikat Kehadiran; Pertemuan Tahunan Akademi Neurologi Amerika ke-55 6. Juni 2002: Sertifikat Partisipasi; <i>Update Management</i> Simposium Pencegahan Stroke Sekunder yang diselenggarakan oleh Kelompok Studi Serebrovaskuler-Neurogeriatri, Perhimpunan Dokter Spesialis Saraf Indonesia, Jakarta, Indonesia. 7. April 2002: Sertifikat Kehadiran; Pertemuan Tahunan American Academy of Neurology ke-54 dan lulus tiga (3) program pendidikan terkait ilmu saraf, Denver, Colorado, USA. 8. April 2002: Sertifikat Penghargaan; atas perannya sebagai pembicara, moderator, anggota panitia dan peserta pada neurogeriatric summit yang diselenggarakan oleh Perhimpunan Dokter Spesialis Saraf Indonesia, Jakarta, Indonesia. 9. Oktober 2001: Sertifikat Partisipasi; Pembicara dalam <i>Update on Medical Emergency 2nd</i> yang diselenggarakan oleh Universitas Indonesia, Jakarta, Indonesia. 10. Mei 2001: Sertifikat Kehadiran; Pertemuan Tahunan American Academy of Neurology ke-53 dan lulus enam (6) program pendidikan terkait ilmu saraf, Philadelphia, AS. 11. April 2000: Sertifikat Kehadiran; Pertemuan Tahunan ke-52 American Academy of Neurology, San Diego, California, AS 12. Juni 1999: Sertifikat Kehadiran; EMG Komprehensif, Naantali, Finlandia. 13. April 1999: Sertifikat Kehadiran; Pertemuan Tahunan ke-51 American Academy of Neurology, Toronto, Ontario, Kanada. 14. Maret 1999: Sertifikat Kehadiran; Simposium dan Lokakarya Neurofisiologi Klinis komprehensif, Cleveland, Ohio, AS. 15. November 1998: Sertifikat Partisipasi; Seminar Kunci Medtronics Dantec, diselenggarakan oleh Departemen. Neurofisiologi Klinis di Rumah Sakit Universitas, Uppsala, Swedia. 16. September 1998: Sertifikat Kehadiran; International Course on Single Fiber EMG and VI, International Conference on Computerized & Quantitative EMG, diselenggarakan oleh University of Vigo dan University of Santiago De Compostela, Vigo, Spain. 17. April 1998: Sertifikat Kehadiran; Pertemuan Tahunan ke-50 American Academy of Neurology, Minneapolis, AS. 18. Maret 1998: Sertifikat Kehadiran; 6th International Evoked Potentials Symposium, diselenggarakan oleh Dept.of Integrative Physiology, National Institute for Physiological Sciences, Okazaki, Jepang. 19. November 1995: Sertifikat Partisipasi; sebagai Sekretaris pada Simposium Multi Infark Dimensi yang diselenggarakan oleh Bagian Saraf Fakultas Kedokteran Universitas Indonesia dan Pusat Pengembangan Otak Indonesia, Jakarta, Indonesia. 20. Februari 1995: Sertifikat Kehadiran; Neuroscience Update, diselenggarakan oleh Singapore General Hospital Brain Centre bekerja sama dengan Royal Melbourne Hospital, Singapura. 21. Februari 1993: Sertifikat Penghargaan; Diskusi Panel Stroke, diselenggarakan oleh Universitas Indonesia, Jakarta, Indonesia.



22. September 1990: Sertifikat Penghargaan; peserta Pengaruh Asam Laktat dan Zat Besi pada Simposium Olahragawan yang diselenggarakan oleh Pengurus Nasional Ikatan Dokter Indonesia, Jakarta, Indonesia.
23. Juli 1990 Sertifikat Penghargaan; Pemeriksaan Kesehatan Tenaga Kerja dalam Praktek Kerja Aman, Kementerian Tenaga Kerja Republik Indonesia, Jakarta, Indonesia.
24. Maret 1990 Sertifikat Partisipasi; Pelatihan Kesehatan dan Kebersihan Tempat Kerja, diadakan oleh Ergonomie, Pusat Pelayanan Kesehatan dan Keselamatan Kerja, Jakarta, Indonesia.
25. September 1989: Sertifikat Penghargaan; sebagai pembicara pada seminar Peningkatan Pengembangan Potensi Otak Anak yang diselenggarakan oleh Ikatan Wanita di Ibu Kota Daerah Khusus Jakarta, Jakarta, Indonesia.
26. April 1989: Sertifikat Penghargaan; Seminar Dementia, diselenggarakan oleh Dewan Nasional Kesejahteraan Sosial Indonesia dan Divisi Neurologi, Fakultas Kedokteran, Universitas Indonesia, Jakarta, Indonesia.
27. Oktober 1988:
 - a. Sertifikat Penghargaan; Peran Calcium Entry Blocker dalam Simposium Neurologi, Kongres Nasional Perhimpunan Ahli Saraf Indonesia, Ujung Pandang, Indonesia.
 - b. Sertifikat Penghargaan; Simposium Perkembangan Pengobatan Penyakit Serebrovaskular Terbaru, Ujung Pandang, Indonesia.
 - c. Sertifikat Partisipasi untuk menghadiri kuliah pada:
 - d. Hubungan antara Analisis Spektral EEG dan Temuan Klinis
 - e. Nicergoline vs Placebo pada pasien dementia, hasil pendekatan metodologis yang berbeda, diselenggarakan oleh Departemen. Neurologi, Fakultas Kedokteran, Universitas Indonesia dan The Indonesian Neurological Association (Cabang Jakarta), Jakarta Indonesia.
 - f. Sertifikat Partisipasi; Kursus Pasca Sarjana Neurologi, diselenggarakan oleh Departemen Neurologi, Fakultas Kedokteran, Universitas Indonesia dan Janssen Research Council, Jakarta, Indonesia.
28. November 1987: Sertifikat Partisipasi; Kursus Singkat Kedaruratan Non-Traumatic, diselenggarakan oleh Fakultas Kedokteran Universitas Indonesia, Jakarta, Indonesia.
29. Juni 1987: Sertifikat Penghargaan; Calcium Entry Blockers, Simposium Pengobatan Baru Beberapa Penyakit Saraf, yang diselenggarakan oleh The Indonesian Neurological Association (Cabang Jakarta), Jakarta, Indonesia.
30. November 1986 Sertifikat Partisipasi; Kursus Singkat Cedera Kepala dan Tulang Belakang Serviks, diselenggarakan oleh Fakultas Kedokteran Universitas Indonesia, Jakarta, Indonesia.
31. Juni 1986 Sertifikat Partisipasi; Simposium Pengobatan Sakit Pinggang yang diselenggarakan oleh Fakultas Kedokteran Universitas Indonesia, Jakarta, Indonesia.
32. Desember 1985 Sertifikat Partisipasi; Kursus Pengembangan Program Imunisasi, Lampung, Indonesia
1. February 2004 Certificate of Attendance; AAN Western Winter Conference, Lake Tahoe, California, USA.
2. October 2003 Certificate of Attendance; 25th International Epilepsy Congress, Lisbon, Portugal.
3. September 2003 Certificate of Attendance; American Association of Electrodiagnostic Medicine (AAEM) Continuing Medical Education scientific meeting, San Francisco, USA.
4. April 2003 Certificate of Participation; Speaker at the Invigorating and Upgrading of Medical Science Knowledge Seminar held by the University of Indonesia, Jakarta, Indonesia.
5. March 2003 Certificate of Attendance; 55th Annual Meeting of the American Academy of Neurology
6. June 2002 Certificate of Participation; Update Management Symposium on Secondary Stroke Prevention organized by the Cerebrovascular-Neurogeriatric Study Group, Association of Indonesian Neuroscientists, Jakarta, Indonesia.
7. April 2002 Certificate of Attendance; 54th Annual Meeting of the American Academy of Neurology and graduated three (3) neuroscience related education programs, Denver, Colorado, USA.
8. April 2002 Award Certificate; for his role as speaker, moderator, committee member and participant at the neurogeriatric summit organized by the Indonesian Neuroscientist Association, Jakarta, Indonesia.
9. October 2001 Certificate of Participation; Speaker at the 2nd Update on Medical Emergency organized by the University of Indonesia, Jakarta, Indonesia.
10. May 2001 Certificate of Attendance; 53rd Annual Meeting of the American Academy of Neurology and passed six (6) neuroscience-related educational programs, Philadelphia, USA.
11. April 2000 Certificate of Attendance; 52nd Annual Meeting of the American Academy of Neurology, San Diego, California, USA
12. June 1999 Certificate of Attendance; Comprehensive EMG, Naantali, Finland.
13. April 1999 Certificate of Attendance; 51st Annual Meeting of the American Academy of Neurology, Toronto, Ontario, Canada.
14. March 1999 Certificate of Attendance; Comprehensive Clinical Neurophysiology Symposium and Workshop, Cleveland, Ohio, USA.
15. November 1998 Certificate of Participation; Medtronics Dantec Key Seminar, organized by the Department. Clinical Neurophysiology at University Hospital, Uppsala, Sweden.



16. September 1998 Certificate of Attendance; International Course on Single Fiber EMG and VI, International Conference on Computerized & Quantitative EMG, organized by the University of Vigo and the University of Santiago De Compostela, Vigo, Spain.
17. April 1998 Certificate of Attendance; 50th Annual Meeting of the American Academy of Neurology, Minneapolis, USA.
18. March 1998 Certificate of Attendance; 6th International Evoked Potentials Symposium, organized by the Dept. of Integrative Physiology, National Institute for Physiological Sciences, Okazaki, Japan.
19. November 1995 Certificate of Participation; as Secretary at the Multi-Dimensional Infarct Symposium organized by the Neurology Department, Faculty of Medicine, University of Indonesia and the Indonesian Brain Development Center, Jakarta, Indonesia.
20. February 1995 Certificate of Attendance; Neuroscience Update, organized by the Singapore General Hospital Brain Center in collaboration with the Royal Melbourne Hospital, Singapore.
21. February 1993 Certificate of Award; Stroke Panel Discussion, organized by the University of Indonesia, Jakarta, Indonesia.
22. September 1990 Award Certificate; participants in the Influence of Lactic Acid and Iron at the Athlete Symposium organized by the National Management of the Indonesian Doctors Association, Jakarta, Indonesia.
23. July 1990 Award Certificate; Health Examination of Workers in Safe Work Practices, Ministry of Manpower of the Republic of Indonesia, Jakarta, Indonesia.
24. March 1990 Certificate of Participation; Workplace Health and Hygiene Training, held by Ergonomie, Occupational Health and Safety Service Center, Jakarta, Indonesia.
25. September 1989 Award Certificate; as a speaker at the seminar on Increasing the Development of Children's Brain Potential organized by the Women's Association in the Capital City of the Special Region of Jakarta, Jakarta, Indonesia.
26. April 1989 Award Certificate; Dementia Seminar, organized by the Indonesian National Council for Social Welfare and the Division of Neurology, Faculty of Medicine, University of Indonesia, Jakarta, Indonesia.
27. October 1988
 - a. Certificate of Award; The Role of Calcium Entry Blockers in Neurology Symposium, National Congress of the Indonesian Neurologist Association, Ujung Pandang, Indonesia.
 - b. Certificate of Award; Recent Symposium on the Development of Cerebrovascular Disease Treatment, Ujung Pandang, Indonesia.
 - c. Certificate of Participation to attend lectures on:
 - d. Relationship between EEG Spectral Analysis and Clinical Findings
 - e. Nicergoline vs Placebo in dementia patients, results of different methodological approaches, organized by the Department. Neurology, Faculty of Medicine, University of Indonesia and The Indonesian Neurological Association (Jakarta Branch), Jakarta Indonesia.
 - f. Participation Certificate; Neurology Postgraduate Course, organized by the Department of Neurology, Faculty of Medicine, University of Indonesia and Janssen Research Council, Jakarta, Indonesia.
28. November 1987 Certificate of Participation; Non-Traumatic Emergency Short Course, organized by the Faculty of Medicine, University of Indonesia, Jakarta, Indonesia.
29. June 1987 Award Certificate; Calcium Entry Blockers, Symposium on New Treatments for Several Neurological Diseases, organized by The Indonesian Neurological Association (Jakarta Branch), Jakarta, Indonesia.
30. November 1986 Certificate of Participation; Head and Cervical Spine Injury Short Course, organized by the Faculty of Medicine, University of Indonesia, Jakarta, Indonesia.
31. June 1986 Certificate of Participation; Back Pain Treatment Symposium organized by the Faculty of Medicine, University of Indonesia, Jakarta, Indonesia.
32. December 1985 Certificate of Participation; Immunization Program Development Course, Lampung, Indonesia



Oscar Primadi

Anggota Komite Nominasi dan Remunerasi

Member of Nomination and Remuneration Committee

Profil Profile	Profil Anggota Komite Nominasi dan Remunerasi dapat dilihat pada Identitas & Riwayat Singkat Dewan Komisaris Laporan Tahunan ini. The profile of the Members of the Remuneration and Nomination Committee can be seen in the Identity & Brief History of the Board of Commissioners of this Annual Report.
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-12/DK/BF/05/2021
Rangkap Jabatan Concurrent Position	Analisis Kebijakan Ahli Utama, Kementerian Kesehatan Principal Expert Policy Analyst, Ministry of Health
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak memiliki saham di PT Bio Farma He is not a shareholder in PT Bio Farma
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	Tidak ada None

Mohammad Ichsan

Anggota Komite Nominasi dan Remunerasi

Member of Nomination and Remuneration Committee

Profil Profile	Berpengalaman pada industri jasa konstruksi selama lebih dari 10 Tahun Berpengalaman pada industri MIGAS dengan posisi terakhir sebagai Staf Khusus Komisaris Utama PT. Pertamina (Persero) sebagai konsultan pada bidang Project Management, Human Capital dan Kawasan Industri. Experienced in the construction service industry for more than 10 years. Experienced in the oil and gas industry with last position as Special Staff to the President Commissioner of PT. Pertamina (Persero) and as a consultant in the fields of Project Management, Human Capital and Industrial Estate.
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-15/DK/BF/06/2021
Rangkap Jabatan Concurrent Position	Tidak ada None
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners or shareholders.
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak ada None
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	Tidak ada None



Rushli Fauzan

Anggota Komite Nominasi dan Remunerasi

Member of Nomination and Remuneration Committee

Profil Profile	Warga Negara Indonesia berdomisili di Jakarta Selatan Usia Tempat Tanggal Lahir 36 Tahun, Jakarta 5 Mei 1985 Riwayat Pendidikan Meraih Gelar Sarjana Ekonomi dari Fakultas Ekonomi UI Tahun 2008 Meraih Gelar Magister Sains Manajemen dari Fakultas Ekonomi UI Tahun 2012 Kekhususan Manajemen Strategik Pengalaman Pekerjaan Dosen di Departemen Manajemen FEB UI Deputy Head Research and Consulting LM FEB UI Indonesian citizen domiciled in South Jakarta Age Place Date of Birth 36 years of age, Jakarta May 5, 1985 Educational background Earned a Bachelor's Degree in Economics from the Faculty of Economics UI in 2008 Received a Master's Degree in Management Science from the Faculty of Economics UI in 2012 Specializing in Strategic Management Work experience Lecturer at Management Department FEB UI Deputy Head of Research and Consulting LM FEB UI
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-09/DK/BF/05/2021
Rangkap Jabatan Concurrent Position	Tidak ada None
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no affiliation with members of the Board of Directors and other members of the Board of Commissioners or shareholders.
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak ada None
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	Tidak ada None



Uraian Pelaksanaan Kegiatan Komite Nominasi dan Remunerasi

Description of the Implementation of the Activities of the Nomination and Remuneration Committee

No.	Tanggal Date	Keterangan Description	Agenda Agenda
1	4 Juni 2021 June 4, 2021	Rapat Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Meeting	Koordinasi Internal Komite Nominasi dan Remunerasi PT Biofarma (Persero) dan Pembahasan usulan kandidat Direksi Perusahaan Anak & Cucu PT Biofarma (Persero) Internal Coordination of the PT Biofarma (Persero) Nomination and Remuneration Committee and Discussion of Proposed Candidates for the PT Biofarma (Persero) Subsidiary Company's Board of Directors
2	6 Juli 2021 July 6, 2021	Rapat Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Meeting	Pembahasan laporan hasil kajian remunerasi eksekutif dan perhitungan tantiem jajaran komisaris dan direksi holding Farmasi dari Korn Ferry Discussion of the report on the results of the study of executive remuneration and calculation of bonuses for the board of commissioners and directors of Pharmaceutical Holding from Korn Ferry
3	26 Oktober 2021 October 26, 2021	Rapat Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Meeting	Pembahasan usulan kandidat direksi PT Kimia Farma Diagnostika Cicit Perusahaan PT Biofarma (Persero) Discussion of the proposed candidates for directors of PT Kimia Farma Diagnostics of the Great-grandchildren of PT Biofarma (Persero)
4	16 November 2021 November 16, 2021	Rapat Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Meeting	Pembahasan Piagam Komite Nominasi dan Remunerasi Discussion of the Nomination and Remuneration Committee Charter
5	20 Desember 2021 December 20, 2021	Rapat Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Meeting	Pembahasan Struktur Organisasi Organisational Structure Discussion

Frekuensi Pertemuan dan Tingkat Kehadiran Komite Nominasi dan Remunerasi

Meeting Frequency and Attendance Rate of the Nomination and Remuneration Committee

No.	Nama Name	Jabatan Position	Total Rapat Total Meetings	Frekuensi Kehadiran Attendance Frequency	Persentase (%) Kehadiran Percentage (%) Attendance
1	Tanri Abeng	Ketua Komite Nominasi dan Remunerasi Chairman of Nomination and Remuneration Committee	5	5	100%
2	Made Arya Wijaya	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	5	5	100%
3	Oscar Primadi	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	5	5	100%
4	Nizar Yamanie	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	5	5	100%
5	Rushli Fauzan	Anggota Komite Nominasi dan Remunerasi Anggota Komite Nominasi dan Remunerasi	5	5	100%



KINERJA KOMITE NOMINASI DAN REMUNERASI

Tidak ada pelaksanaan penilaian kinerja Komite Nominasi dan Remunerasi (*self assessment*) di tahun 2021.

PROFIL KOMITE PEMANTAUAN RISIKO

Dengan demikian Bio Farma tidak menginformasikan tentang riwayat pekerjaan seluruh anggota Komite Pemantauan Risiko tentang: pengalaman kerja, jabatan, instansi, periode menjabat karena sudah diubah namanya menjadi Komite Risiko, Pengembangan & GCG. Informasinya dapat dilihat pada bab Komite Risiko, Pengembangan dan GCG laporan tahunan ini.

KOMITE-KOMITE LAIN DI BAWAH DEWAN KOMISARIS YANG DIMILIKI OLEH BIO FARMA

KOMITE RISIKO, PENGEMBANGAN DAN GCG

Riwayat Singkat Komite Risiko, Pengembangan dan GCG

PERFORMANCE OF THE NOMINATION AND REMUNERATION COMMITTEE

There will be no performance appraisal of the Nomination and Remuneration Committee (*self-assessment*) in 2021.

PROFILE OF RISK MONITORING COMMITTEE

Thus, Bio Farma does not inform about the work history of all members of the Risk Monitoring Committee regarding: work experience, position, agency, period of service because it has changed its name to the Risk, Development & GCG Committee. Information can be found in the Risk, Development and GCG Committee chapter of this annual report.

OTHER COMMITTEES UNDER THE BOARD OF COMMISSIONERS OWNED BY BIO FARMA

THE RISK, DEVELOPMENT AND GCG COMMITTEE

Brief History of the Risk, Development and GCG Committee

Nizar Yamanie

Ketua Komite Risiko, Pengembangan dan GCG

Chairman of the Risk, Development and GCG Committee

Profil Profile	Profil Ketua Komite Risiko, Pengembangan dan GCG dapat dilihat pada Identitas & Riwayat Singkat Dewan Komisaris Laporan Tahunan ini. The profile of the Member of the Risk, Development and GCG Committee can be seen in the Identity & Brief History of the Board of Commissioners of this Annual Report.
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-12/DK/BF/05/2021
Rangkap Jabatan Concurrent Position	- Konsultan Direksi Bidang Pelayanan, Pendidikan dan Pengembangan National Brain Center Hospital Prof. Dr. dr. Mahar Mardjono - Anggota Dewan Pengawas RSUP Sanglah Denpasar - Consultant to the Board of Directors for Services, Education and Development of the National Brain Center Hospital Prof. Dr. dr. Mahar Mardjono. - Member of the Supervisory Board of Sanglah Hospital Denpasar.
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak memiliki saham di PT Bio Farma He is not a shareholder in PT Bio Farma
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	1. Februari 2004: Sertifikat Kehadiran; AAN Western Winter Conference, Lake Tahoe, California, USA. 2. Oktober 2003: Sertifikat Kehadiran; 25th International Epilepsy Congress, Lisbon, Portugal. 3. September 2003: Sertifikat Kehadiran; American Association of Electrodiagnostic Medicine (AAEM) Pertemuan ilmiah Pendidikan Kedokteran Berkelanjutan, San Francisco, AS. 4. April 2003: Sertifikat Partisipasi; Pembicara dalam Seminar Invigorating and Upgrading of Medical Science Knowledge Seminar yang diadakan oleh Universitas Indonesia, Jakarta, Indonesia. 5. Maret 2003: Sertifikat Kehadiran; Pertemuan Tahunan Akademi Neurologi Amerika ke-55 6. Juni 2002: Sertifikat Partisipasi; <i>Update Management</i> Simposium Pencegahan Stroke Sekunder yang diselenggarakan oleh Kelompok Studi Serebrovaskuler-Neurogeriatri, Perhimpunan Dokter Spesialis Saraf Indonesia, Jakarta, Indonesia. 7. April 2002: Sertifikat Kehadiran; Pertemuan Tahunan American Academy of Neurology ke-54 dan lulus tiga (3) program pendidikan terkait ilmu saraf, Denver, Colorado, USA. 8. April 2002: Sertifikat Penghargaan; atas perannya sebagai pembicara, moderator, anggota panitia dan peserta pada neurogeriatric summit yang diselenggarakan oleh Perhimpunan Dokter Spesialis Saraf Indonesia, Jakarta, Indonesia.



9. Oktober 2001: Sertifikat Partisipasi; Pembicara dalam *Update on Medical Emergency 2nd* yang diselenggarakan oleh Universitas Indonesia, Jakarta, Indonesia.
10. Mei 2001: Sertifikat Kehadiran; Pertemuan Tahunan American Academy of Neurology ke-53 dan lulus enam (6) program pendidikan terkait ilmu saraf, Philadelphia, AS.
11. April 2000: Sertifikat Kehadiran; Pertemuan Tahunan ke-52 American Academy of Neurology, San Diego, California, AS.
12. Juni 1999: Sertifikat Kehadiran; EMG Komprehensif, Naantali, Finlandia.
13. April 1999: Sertifikat Kehadiran; Pertemuan Tahunan ke-51 American Academy of Neurology, Toronto, Ontario, Kanada.
14. Maret 1999: Sertifikat Kehadiran; Simposium dan Lokakarya Neurofisiologi Klinis komprehensif, Cleveland, Ohio, AS.
15. November 1998: Sertifikat Partisipasi; Seminar Kunci Medtronic Dantec, diselenggarakan oleh Departemen Neurofisiologi Klinis di Rumah Sakit Universitas, Uppsala, Swedia.
16. September 1998: Sertifikat Kehadiran; International Course on Single Fiber EMG and VI, International Conference on Computerized & Quantitative EMG, diselenggarakan oleh University of Vigo dan University of Santiago De Compostela, Vigo, Spain.
17. April 1998: Sertifikat Kehadiran; Pertemuan Tahunan ke-50 American Academy of Neurology, Minneapolis, AS.
18. Maret 1998: Sertifikat Kehadiran; 6th International Evoked Potentials Symposium, diselenggarakan oleh Dept.of Integrative Physiology, National Institute for Physiological Sciences, Okazaki, Jepang.
19. November 1995: Sertifikat Partisipasi; sebagai Sekretaris pada Simposium Multi Infark Dimensi yang diselenggarakan oleh Bagian Saraf Fakultas Kedokteran Universitas Indonesia dan Pusat Pengembangan Otak Indonesia, Jakarta, Indonesia.
20. Februari 1995: Sertifikat Kehadiran; Neuroscience Update, diselenggarakan oleh Singapore General Hospital Brain Centre bekerja sama dengan Royal Melbourne Hospital, Singapura.
21. Februari 1993: Sertifikat Penghargaan; Diskusi Panel Stroke, diselenggarakan oleh Universitas Indonesia, Jakarta, Indonesia.
22. September 1990: Sertifikat Penghargaan; peserta Pengaruh Asam Laktat dan Zat Besi pada Simposium Olahragawan yang diselenggarakan oleh Pengurus Nasional Ikatan Dokter Indonesia, Jakarta, Indonesia.
23. Juli 1990 Sertifikat Penghargaan; Pemeriksaan Kesehatan Tenaga Kerja dalam Praktek Kerja Aman, Kementerian Tenaga Kerja Republik Indonesia, Jakarta, Indonesia.
24. Maret 1990 Sertifikat Partisipasi; Pelatihan Kesehatan dan Kebersihan Tempat Kerja, diadakan oleh Ergonomie, Pusat Pelayanan Kesehatan dan Keselamatan Kerja, Jakarta, Indonesia.
25. September 1989: Sertifikat Penghargaan; sebagai pembicara pada seminar Peningkatan Pengembangan Potensi Otak Anak yang diselenggarakan oleh Ikatan Wanita di Ibu Kota Daerah Khusus Jakarta, Jakarta, Indonesia.
26. April 1989: Sertifikat Penghargaan; Seminar Dementia, diselenggarakan oleh Dewan Nasional Kesejahteraan Sosial Indonesia dan Divisi Neurologi, Fakultas Kedokteran, Universitas Indonesia, Jakarta, Indonesia.
27. Oktober 1988:
 - a. Sertifikat Penghargaan; Peran Calcium Entry Blocker dalam Simposium Neurologi, Kongres Nasional Perhimpunan Ahli Saraf Indonesia, Ujung Pandang, Indonesia.
 - b. Sertifikat Penghargaan; Simposium Perkembangan Pengobatan Penyakit Serebrovaskular Terbaru, Ujung Pandang, Indonesia.
 - c. Sertifikat Partisipasi untuk menghadiri kuliah pada:
 - d. Hubungan antara Analisis Spektral EEG dan Temuan Klinis
 - e. Nicergoline vs Placebo pada pasien dementia, hasil pendekatan metodologis yang berbeda, diselenggarakan oleh Departemen. Neurologi, Fakultas Kedokteran, Universitas Indonesia dan The Indonesian Neurological Association (Cabang Jakarta), Jakarta Indonesia.
 - f. Sertifikat Partisipasi; Kursus Pasca Sarjana Neurologi, diselenggarakan oleh Departemen Neurologi, Fakultas Kedokteran, Universitas Indonesia dan Janssen Research Council, Jakarta, Indonesia.
28. November 1987: Sertifikat Partisipasi; Kursus Singkat Kedaruratan Non-Traumatic, diselenggarakan oleh Fakultas Kedokteran Universitas Indonesia, Jakarta, Indonesia.
29. Juni 1987: Sertifikat Penghargaan; Calcium Entry Blockers, Simposium Pengobatan Baru Beberapa Penyakit Saraf, yang diselenggarakan oleh The Indonesian Neurological Association (Cabang Jakarta), Jakarta, Indonesia.
30. November 1986 Sertifikat Partisipasi; Kursus Singkat Cedera Kepala dan Tulang Belakang Serviks, diselenggarakan oleh Fakultas Kedokteran Universitas Indonesia, Jakarta, Indonesia.
31. Juni 1986 Sertifikat Partisipasi; Simposium Pengobatan Sakit Pinggang yang diselenggarakan oleh Fakultas Kedokteran Universitas Indonesia, Jakarta, Indonesia.
32. Desember 1985 Sertifikat Partisipasi; Kursus Pengembangan Program Imunisasi, Lampung, Indonesia



1. February 2004 Certificate of Attendance; AAN Western Winter Conference, Lake Tahoe, California, USA.
2. October 2003 Certificate of Attendance; 25th International Epilepsy Congress, Lisbon, Portugal.
3. September 2003 Certificate of Attendance; American Association of Electrodiagnostic Medicine (AAEM) Continuing Medical Education scientific meeting, San Francisco, USA.
4. April 2003 Certificate of Participation; Speaker at the Invigorating and Upgrading of Medical Science Knowledge Seminar held by the University of Indonesia, Jakarta, Indonesia.
5. March 2003 Certificate of Attendance; 55th Annual Meeting of the American Academy of Neurology
6. June 2002 Certificate of Participation; Update Management Symposium on Secondary Stroke Prevention organized by the Cerebrovascular-Neurogeriatric Study Group, Association of Indonesian Neuroscientists, Jakarta, Indonesia.
7. April 2002 Certificate of Attendance; 54th Annual Meeting of the American Academy of Neurology and graduated three (3) neuroscience related education programs, Denver, Colorado, USA.
8. April 2002 Award Certificate; for his role as speaker, moderator, committee member and participant at the neurogeriatric summit organized by the Indonesian Neuroscientist Association, Jakarta, Indonesia.
9. October 2001 Certificate of Participation; Speaker at the 2nd Update on Medical Emergency organized by the University of Indonesia, Jakarta, Indonesia.
10. May 2001 Certificate of Attendance; 53rd Annual Meeting of the American Academy of Neurology and passed six (6) neuroscience-related educational programs, Philadelphia, USA.
11. April 2000 Certificate of Attendance; 52nd Annual Meeting of the American Academy of Neurology, San Diego, California, USA
12. June 1999 Certificate of Attendance; Comprehensive EMG, Naantali, Finland.
13. April 1999 Certificate of Attendance; 51st Annual Meeting of the American Academy of Neurology, Toronto, Ontario, Canada.
14. March 1999 Certificate of Attendance; Comprehensive Clinical Neurophysiology Symposium and Workshop, Cleveland, Ohio, USA.
15. November 1998 Certificate of Participation; Medtronics Dantec Key Seminar, organized by the Department. Clinical Neurophysiology at University Hospital, Uppsala, Sweden.
16. September 1998 Certificate of Attendance; International Course on Single Fiber EMG and VI, International Conference on Computerized & Quantitative EMG, organized by the University of Vigo and the University of Santiago De Compostela, Vigo, Spain.
17. April 1998 Certificate of Attendance; 50th Annual Meeting of the American Academy of Neurology, Minneapolis, USA.
18. March 1998 Certificate of Attendance; 6th International Evoked Potentials Symposium, organized by the Dept. of Integrative Physiology, National Institute for Physiological Sciences, Okazaki, Japan.
19. November 1995 Certificate of Participation; as Secretary at the Multi-Dimensional Infarct Symposium organized by the Neurology Department, Faculty of Medicine, University of Indonesia and the Indonesian Brain Development Center, Jakarta, Indonesia.
20. February 1995 Certificate of Attendance; Neuroscience Update, organized by the Singapore General Hospital Brain Center in collaboration with the Royal Melbourne Hospital, Singapore.
21. February 1993 Certificate of Award; Stroke Panel Discussion, organized by the University of Indonesia, Jakarta, Indonesia.
22. September 1990 Award Certificate; participants in the Influence of Lactic Acid and Iron at the Athlete Symposium organized by the National Management of the Indonesian Doctors Association, Jakarta, Indonesia.
23. July 1990 Award Certificate; Health Examination of Workers in Safe Work Practices, Ministry of Manpower of the Republic of Indonesia, Jakarta, Indonesia.
24. March 1990 Certificate of Participation; Workplace Health and Hygiene Training, held by Ergonomie, Occupational Health and Safety Service Center, Jakarta, Indonesia.
25. September 1989 Award Certificate; as a speaker at the seminar on Increasing the Development of Children's Brain Potential organized by the Women's Association in the Capital City of the Special Region of Jakarta, Jakarta, Indonesia.
26. April 1989 Award Certificate; Dementia Seminar, organized by the Indonesian National Council for Social Welfare and the Division of Neurology, Faculty of Medicine, University of Indonesia, Jakarta, Indonesia.



	27. October 1988 - Certificate of Award; The Role of Calcium Entry Blockers in Neurology Symposium, National Congress of the Indonesian Neurologist Association, Ujung Pandang, Indonesia. - Certificate of Award; Recent Symposium on the Development of Cerebrovascular Disease Treatment, Ujung Pandang, Indonesia. - Certificate of Participation to attend lectures on: - Relationship between EEG Spectral Analysis and Clinical Findings - Nicergoline vs Placebo in dementia patients, results of different methodological approaches, organized by the Department. Neurology, Faculty of Medicine, University of Indonesia and The Indonesian Neurological Association (Jakarta Branch), Jakarta Indonesia. - Participation Certificate; Neurology Postgraduate Course, organized by the Department of Neurology, Faculty of Medicine, University of Indonesia and Janssen Research Council, Jakarta, Indonesia. 28. November 1987 Certificate of Participation; Non-Traumatic Emergency Short Course, organized by the Faculty of Medicine, University of Indonesia, Jakarta, Indonesia. 29. June 1987 Award Certificate; Calcium Entry Blockers, Symposium on New Treatments for Several Neurological Diseases, organized by The Indonesian Neurological Association (Jakarta Branch), Jakarta, Indonesia. 30. November 1986 Certificate of Participation; Head and Cervical Spine Injury Short Course, organized by the Faculty of Medicine, University of Indonesia, Jakarta, Indonesia. 31. June 1986 Certificate of Participation; Back Pain Treatment Symposium organized by the Faculty of Medicine, University of Indonesia, Jakarta, Indonesia. 32. December 1985 Certificate of Participation; Immunization Program Development Course, Lampung, Indonesia

Roni Dwi Susanto

Wakil Ketua I Komite Risiko, Pengembangan dan GCG
Deputy Head I Committee on Risk and GCG Development

Profil Profile	Profil Komite Risiko, Pengembangan dan GCG dapat dilihat pada Identitas & Riwayat Singkat Dewan Komisaris Laporan Tahunan ini. The Profile of the Committee on Risk and GCG Development can be seen in the section on Identity and Brief History in this year's Annual Report of the Board Commissioners.
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-13/DK/BF/05/2021
Rangkap Jabatan Concurrent Position	Kepala LKPP (Lembaga Kebijakan Pengadaan Barang/Jasa Pemerintah) Chairman of LKPP (National Public Procurement Agency)
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak memiliki saham di PT Bio Farma He is not a shareholder in PT Bio Farma
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	<i>Onboarding Commissioner Program Angkatan III tanggal 27 Oktober 2021 yang diselenggarakan oleh Kementerian BUMN, BUMN Learning and Management Institute, dan Forum Human Capital Indonesia</i> Onboarding Commissioner Program Batch III on 27 October 2021 organized by the Ministry of SOEs, SOEs Learning and Management Institute, and the Indonesian Human Capital Forum



Ahmad M. Ramli

Wakil Ketua II Komite Risiko, Pengembangan dan GCG

Deputy Head II Committee on Risk and GCG Development

Profil Profile	Profil Komite Risiko, Pengembangan dan GCG dapat dilihat pada Identitas & Riwayat Singkat Dewan Komisaris Laporan Tahunan ini. The Profile of the Committee on Risk and GCG Development can be seen in the section on Identity and Brief History in this year's Annual Report of the Board Commissioners.
Dasar Hukum Pengangkatan Legal Basis of Appointment	KEP-13/DK/BF/05/2021
Rangkap Jabatan Concurrent Position	Staf Khusus (Eselon I) Menteri Komunikasi dan Informatika RI Special Staff (Echelon I) Ministry of Communication and Information Republic of Indonesia.
Hubungan Afiliasi Affiliate Relationship	Tidak memiliki hubungan afiliasi dengan anggota Direksi dan anggota Dewan Komisaris lainnya maupun pemegang saham. He has no ties to the Board of Directors, other members of the Board of Commissioners, or shareholders
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak memiliki saham di PT Bio Farma He is not a shareholder in PT Bio Farma
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	1. Pelatihan Arbitrase dan Transformasi Digital di tanggal 18 November 2021 yang diselenggarakan oleh Universitas Pelita Harapan 2. Pelatihan Solve the World Recover Together, Recover Stronger and Smarter (Digitalization, Governance and Empowerment) tanggal 9 Desember 2021 yang diselenggarakan oleh Diskominfo Prov. Jawa Barat 1. Training in Arbitrage and Digital Transformation: held on November 18th, 2021 at the University of Pelita Harapan. 2. Training entitled "Solutions for Recovery: Bringing the World Together Through Digitalization, Governance and Empowerment" held on December 9th, 2021 by Diskominfo West Java Province.



Indra Maulana

Anggota Komite Risiko, Pengembangan dan GCG (Independen)

Member of the Committee on Risk and GCG Development (Independent)

Kewarganegaraan Nationality	Warga Negara Indonesia Indonesian
Domisili Domicile	Jakarta
Usia, Tempat dan Tanggal Lahir Age, Place and Date of Birth	38 tahun, Jakarta 16 Februari 1983 38 years of age, Jakarta February 16, 1983
Riwayat Pendidikan Educational Background	- Master of Laws (LLM) on Law and Technology dari Tilburg Law School, Universiteit Van Tilburg, Netherlands tahun 2008 - Sarjana Hukum dari Fakultas Hukum Universitas Padjadjaran tahun 2005 - Master of Laws (LLM) on Law and Technology from Tilburg Law School, Universiteit Van Tilburg, Netherlands in 2008 - Bachelor of Law from the Faculty of Law, Padjadjaran University in 2005
Dasar Hukum Pengangkatan & Pemberhentian Legal Basis of Appointment & Dismissal	Keputusan Dewan Komisaris PT Bio Farma (Persero) Nomor: KEP-11/DK/BF/05/2021 tentang Pengangkatan Anggota Komite Risiko, Pengembangan dan GCG PT Bio Farma (Persero) tertanggal 1 Mei 2021 Decision of the Board of Commissioners of PT Bio Farma (Persero) Number: KEP-11/DK/BF/05/2021 regarding the Appointment of Members of the Risk, Development and GCG Committee of PT Bio Farma (Persero) dated May 1, 2021
Pengalaman Jabatan Work Experiences	- Tahun 2020 - sekarang menjabat sebagai Koordinator Hukum dan Kerja Sama, Sekretariat Direktorat Jenderal Penyelenggaraan Pos dan Informatika - Tahun 2017-2020 menjabat sebagai Kepala Bagian Hukum dan Kerjasama - Tahun 2011-2012 menjabat sebagai Kasubag Penyusunan Rancangan Peraturan, Setditjen PPI - 2020 - present serves as Coordinator of Law and Cooperation, Secretariat of the Directorate General of Post and Information Technology Administration - 2017-2020 served as Head of Legal and Cooperation Section - In 2011-2012 served as Head of the Sub-Division for Drafting Regulations, Secretariat General of PPI
Penghargaan dan Sertifikasi Awards and Certifications	- Tahun 2019 mendapat penghargaan Anugerah ASN 2019 sebagai 10 terbaik kategori The Future Leader Tahun 2019 dari Menteri PAN dan RB - Tahun 2019 mendapat penghargaan ASN Berprestasi Kategori Administrator (ESelon 3) - Received the award: 'Anugerah ASN 2019' in the Top 10 (Ten) in the category of: Future Leader for 2019 from the Ministry of PAN and RB - In 2019, received the award: 'ASN Berprestasi' in the Administration Category (Echelon 3)
Hubungan Afiliasi Affiliate Relationship	Tidak ada None
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak ada None
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	- Webinar: Memutus Mata Rantai Penyebaran Covid-19 dengan Aplikasi Pedulilindungi tahun 2020 - Workshop on Developing a 21st Century Digital Economy tahun 2017 - Webinar: Memutus Mata Rantai Penyebaran Covid-19 dengan Aplikasi Pedulilindungi tahun 2020 - Workshop on Developing a 21st Century Digital Economy tahun 2017



Muhammad Budi Prasetyo

Anggota Komite Risiko, Pengembangan dan GCG (Independen)

Member of Risk, Development, and GCG Committee (Independent)

Kewarganegaraan Nationality	Warga Negara Indonesia Indonesian
Domisili Domicile	Depok
Usia, Tempat dan Tanggal Lahir Age, Place and Date of Birth	37 tahun, Jakarta 6 Februari 1984 37 years of age, Jakarta February 6, 1984
Riwayat Pendidikan Educational Background	- Meraih gelar Sarjana Ekonomi dari FE UI tahun 2007 - Meraih gelar Master Sains Manajemen dari FE UI Tahun 2011 Kekhususan : Keuangan dan Perbankan - Earned a Bachelor of Economics from FE UI in 2007 - Earned a Master of Science in Management from FE UI in 2011 Specialty: Finance and Banking
Dasar Hukum Pengangkatan & Pemberhentian Legal Basis of Appointment & Dismissal	- Keputusan Dewan Komisaris PT Bio Farma (Persero) Nomor: KEP-09/DK/BF/07/2019 tanggal 30 Juli 2019 Tentang Perubahan Susunan Komite Risiko, Pengembangan dan GCG PT Bio Farma (Persero) - Keputusan Dewan Komisaris PT Bio Farma (Persero) Nomor: KEP-04/DK/BF/02/2019 tanggal 18 Februari 2019 tentang Pengangkatan Anggota Komite Risiko, Pengembangan dan GCG PT Bio Farma (Persero) - Mengawali karirnya sebagai Asisten Lepas di Lembaga Manajemen FEB UI tahun 2008-2010 - Sekarang sebagai Dosen di Departemen Manajemen FEB-UI serta peneliti, instruktur di Pusat Ekonomi dan Bisnis Syariah (PEBS) FEB-UI, dan Manajer Riset dan Konsultasi Pusat Ekonomi dan Bisnis Syariah (PEBS) FEB-UI - Decision of the Board of Commissioners of PT Bio Farma (Persero) Number: KEP-09/DK/BF/07/2019 dated 30 July 2019 concerning Changes in the Composition of the Risk, Development and GCG Committee of PT Bio Farma (Persero) - Decision of the Board of Commissioners of PT Bio Farma (Persero) Number: KEP-04/DK/BF/02/2019 dated 18 February 2019 concerning the Appointment of Members of the Risk, Development and GCG Committee of PT Bio Farma (Persero)
Pengalaman Jabatan Work Experiences	- Tahun 2020 - sekarang menjabat sebagai Koordinator Hukum dan Kerja Sama, Sekretariat Direktorat Jenderal Penyelenggaraan Pos dan Informatika - Tahun 2017-2020 menjabat sebagai Kepala Bagian Hukum dan Kerjasama - Tahun 2011-2012 menjabat sebagai Kasubag Penyusunan Rancangan Peraturan, Setditjen PPI - Started his career as a Freelance Assistant at the Management Institute of FEB UI in 2008-2010 - Right now, as a Lecturer at the Management Department FEB-UI as well as a researcher, instructor at the Center for Islamic Economics and Business (PEBS) FEB-UI, and Research and Consulting Manager at the Center for Islamic Economics and Business (PEBS) FEB-UI
Penghargaan dan Sertifikasi Awards and Certifications	-
Hubungan Afiliasi Affiliate Relationship	Tidak ada None
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	Tidak ada None
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	- Business Portfolio Analysis tahun 2020 - Pelatihan Analisis Kelayakan Usaha tahun 2018 - Training of Trainer Manajemen Risiko dan Sustainable Finance tahun 2017 - Business Portfolio Analysis 2020 - Business Feasibility Analysis Training in 2018 - Training of Trainers in Risk Management and Sustainable Finance in 2017



DASAR PEMBENTUKAN KOMITE RISIKO, PENGEMBANGAN DAN GCG

1. Undang-undang Nomor 19 tahun 2003 tentang BUMN Pasal 70 ayat 3, mewajibkan Dewan Komisaris membentuk komite lainnya selain Komite Audit yang berfungsi membantu Dewan Komisaris melaksanakan tugas dan tanggung jawab pengawasan di PT Bio Farma (Persero).
2. Keputusan Menteri BUMN Nomor: 117/M-MBU/2002 Tanggal 31 Juli 2002 Yang Diperbaharui Dengan Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 Tanggal 1 Agustus 2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN Sebagaimana Diubah Terakhir Melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 Tanggal 6 Juli 2012 Tentang Perubahan Atas Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN pasal 17 ayat 1 bahwa organ Dewan Komisaris terdiri dari:
 1. Sekretaris Dewan Komisaris, jika diperlukan
 2. Komite Audit
 3. Komite Lainnya, jika diperlukan
 4. Peraturan Menteri Negara BUMN Nomor: PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris.
3. Peraturan Menteri BUMN Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas BUMN dan Peraturan Menteri BUMN Nomor: PER-06/MBU/04/2021 tanggal 13 April 2021 tentang Perubahan atas Peraturan Menteri BUMN Nomor PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas BUMN.
4. Keputusan Dewan Komisaris PT Bio Farma (Persero) Nomor: KEP-09/DK/BF/07/2019 tanggal 30 Juli 2019 Tentang Perubahan Susunan Komite Risiko, Pengembangan dan GCG PT Bio Farma (Persero)

PENGANGKATAN DAN PEMBERHENTIAN KOMITE RISIKO, PENGEMBANGAN DAN GCG

Mekanisme dan tata cara pengangkatan dan pemberhentian anggota Komite Risiko, Pengembangan dan GCG diatur secara dalam Pedoman Kerja Komite Risiko Pengembangan dan GCG. Komite Risiko, Pengembangan dan GCG dibentuk Dewan Komisaris dan berfungsi membantu Dewan Komisaris dalam melaksanakan tugasnya. Komite Risiko, Pengembangan dan GCG bertanggung jawab langsung kepada Dewan Komisaris.

Komite Risiko, Pengembangan dan GCG Bio Farma melalui Surat Keputusan Dewan Komisaris Nomor: KEP-06/DK/BF/II/2014 tanggal Februari 2014 tentang Pengangkatan Komite Risiko, Pengembangan dan GCG PT Bio Farma (Persero) telah diperbaharui kembali

BASIS FOR ESTABLISHING THE RISK, DEVELOPMENT AND GCG COMMITTEE

1. Law Number 19 of 2003 concerning SOEs Article 70 paragraph 3, requires the Board of Commissioners to form other committees other than the Audit Committee whose function is to assist the Board of Commissioners in carrying out their supervisory duties and responsibilities at PT Bio Farma (Persero).
2. Decree of the Minister of SOE Number: 117/M-MBU/2002 dated July 31, 2002, which was amended by Regulation of the Minister of State for SOEs Number: PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in SOEs As Last Amended Through Regulation of the Minister of SOEs Number: PER-09/MBU/2012 dated 6 July 2012 concerning Amendments to the Regulation of the Minister of SOEs Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOEs Article 17 paragraph 1 that the organs of the Board of Commissioners consist of:
 1. Secretary to the Board of Commissioners, if required
 2. Audit Committee
 3. Other Committees, if needed
 4. Regulation of the Minister of State-Owned Enterprises Number: PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners.
3. SOE Minister Regulation Number: PER-12/MBU/2012 August 24, 2012 regarding Supporting Organs Board of Commissioners/Supervisory Board of SOE and SOE Minister Regulation Number: PER-06/MBU/04/2021 April 13, 2021 regarding Amendments to SOE Minister Regulation Number PER-12/MBU/2012 August 24, 2012 regarding Supporting Organs Board of Commissioners/Supervisory Board of SOE.
4. Decision of the Board of Commissioners of PT Bio Farma (Persero) Number: KEP-09/DK/BF/07/2019 dated 30 July 2019 concerning Changes in the Composition of the Risk, Development and GCG Committee of PT Bio Farma (Persero).

APPOINTMENT AND TERMINATION OF THE RISK, DEVELOPMENT AND GCG COMMITTEE

The mechanism and procedures for the appointment and dismissal of members of the Risk, Development and GCG Committee are regulated in the Work Guidelines for the Development Risk and GCG Committee. The Risk, Development and GCG Committee was formed by the Board of Commissioners and functions to assist the Board of Commissioners in carrying out their duties. The Risk, Development and GCG Committee reports directly to the Board of Commissioners.

Bio Farma's Risk, Development and GCG Committee, through the Decree of the Board of Commissioners Number: KEP-06/DK/BF/II/2014 dated February 2014 concerning the Appointment of the Risk, Development and GCG Committee of PT Bio Farma (Persero) has been renewed



berdasarkan Surat Keputusan Dewan Komisaris No. KEP-09/DK/BF/07/2019 Tentang Perubahan Susunan Komite Risiko, Pengembangan dan GCG PT Bio Farma (Persero) tanggal 18 Februari 2019.

Masa jabatan anggota Komite Risiko, Pengembangan dan GCG yang bukan merupakan anggota Dewan Komisaris paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu.

KOMPOSISI KOMITE RISIKO, PENGEMBANGAN & GCG

Anggota Komite Risiko, Pengembangan dan GCG Bio Farma terdiri dari 5 (lima) orang, yaitu 3 (tiga) orang berasal dari anggota Dewan Komisaris sebagai Ketua dan Wakil Ketua merangkap anggota dan 2 (dua) orang anggota dari pihak eksternal. Anggota Komite Risiko, Pengembangan dan GCG Bio Farma tidak berasal dari karyawan Bio Farma dan tidak mempunyai benturan kepentingan, bukan pelanggan dan bukan vendor Bio Farma. Dewan Komisaris mengangkat dan memberhentikan Ketua/Anggota Komite melalui Surat Keputusan Komisaris dan disampaikan pada Kementerian BUMN selaku pemegang saham.

Komposisi Komite Risiko, Pengembangan dan GCG Bio Farma adalah sebagai berikut:

based on the Board's Decree Commissioner No. KEP-09/DK/BF/07/2019 Regarding Changes in the Composition of the Risk, Development and GCG Committee of PT Bio Farma (Persero) dated February 18, 2019.

The term of office for members of the Risk, Development and GCG Committee who are not members of the Board of Commissioners is a maximum of 3 (three) years and can be extended once for 2 (two) terms of office, without prejudice to the right of the Board of Commissioners to dismiss them at any time.

COMPOSITION OF THE RISK, DEVELOPMENT & GCG COMMITTEE

Members of Bio Farma's Risk, Development and GCG Committee consist of 5 (five) people, namely 3 (three) members from the Board of Commissioners as Chairman and Vice Chairman who serve concurrently as members and 2 (two) members from external parties. Members of Bio Farma's Risk, Development and GCG Committee are not Bio Farma employees and have no conflict of interest, are not customers and are not Bio Farma vendors. The Board of Commissioners appoints and dismisses the Chair/Members of the Committee through a Decree of the Commissioner and submits it to the Ministry of SOEs as the shareholder.

The composition of Bio Farma's Risk, Development and GCG Committee is as follows:

No.	Nama Name	Jabatan Position	Masa Jabatan Term of Office	Keterangan Description
1	Nizar Yamanie	Ketua Komite Risiko, Pengembangan dan GCG Chairman of Risk, Development and GCG Committee	0 Tahun 10 Bulan 0 Year 10 Months	-
2	Roni Dwi Susanto	Anggota Komite Risiko, Pengembangan & GCG Anggota Komite Risiko, Pengembangan & GCG	0 Tahun 5 Bulan 0 Year 5 Months	-
3	Ahmad M. Ramli	Anggota Komite Risiko, Pengembangan & GCG Member of Risk, Development and GCG Committee	0 Tahun 10 Bulan 0 Year 10 Months	-
4	Oscar Primadi	Anggota Komite Risiko, Pengembangan & GCG Member of Risk, Development and GCG Committee	0 Tahun 10 Bulan 0 Year 10 Months	-
5	Muhammad Budi Prasetyo	Anggota Komite Risiko, Pengembangan & GCG Member of Risk, Development and GCG Committee	3 Tahun 1 Bulan 3 Years 1 Month	Eksternal, telah diperpanjang melalui KEP-02/DK/BF/02/2022 tanggal 18 Februari 2022 External, has been extended through KEP-02/DK/ BF/02/2022 dated 18 February 2022
6	Indra Maulana	Anggota Komite Risiko, Pengembangan & GCG Member of Risk, Development and GCG Committee	0 Tahun 11 Bulan 0 Year 11 Months	Eksternal External



Surat Pernyataan Independensi Potensi Benturan Kepentingan Komite Risiko, Pengembangan & GCG Independence of the Risk, Development and GCG committee

Nizar Yamanie	1. Tidak memiliki keterikatan keuangan, kepengurusan, dan/atau kepemilikan saham
Roni Dwi Susanto	2. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap BUMN yang bersangkutan.
Ahmad M. Ramli	3. Tidak mempunyai hubungan keluarga sedarah sampai derajat ke-3 (ke-tiga) baik menurut garis lurus maupun garis ke samping ataupun hubungan yang timbul karena perkawinan dengan Anggota Dewan Komisaris atau dengan Direksi, Pemegang Saham Utama dan/atau Pengendali.
Indra Maulana	4. Tidak merangkap sebagai anggota komite pada Perusahaan lain.
Muhammad Budi Prasetyo	5. Jika anggota Komite Risiko, Pengembangan dan GCG berasal dari sebuah institusi tertentu, maka institusi dimana anggota Komite Risiko, Pengembangan dan GCG berasal tidak boleh memberikan jasa pada Perusahaan.
Oscar Primadi	6. Tidak memiliki aktivitas sebagai berikut:
	a. Menjabat sebagai pengurus partai politik dan/atau calon/anggota legislatif dan/atau merupakan calon atau menjabat sebagai kepala/wakil kepala pemerintahan daerah.
	b. Jabatan lain yang dapat menimbulkan benturan kepentingan terkait dengan jabatan dengan Perusahaan.
	c. Menghindari benturan kepentingan yang dapat berpengaruh pada pengawasan sebagai Komite Risiko, Pengembangan & GCG PT Bio Farma (Persero).
	1. Have no financial, management, and/or share ownership
	2. Do not have any personal interests/linkages that can have a negative impact and conflict of interest on the SOE concerned.
	3. Have no blood family relationship up to the 3 rd (third) degree either in a straight line or a sideways line or a relationship arising from marriage with a Member of the Board of Commissioners or with the Board of Directors, Major Shareholders and/or Controlling Shareholders
	4. Do not concurrently serve as a committee member in other companies.
	5. If the members of the Risk, Development and GCG Committee come from a certain institution, the institution where the members of the Risk, Development and GCG Committee come from may not provide services to the Company.
	6. Do not have the following activities:
	a. Serving as the administrator of a political party and/or candidate/member of the legislature and/or is a candidate or serving as the head/deputy head of the regional government.
	b. Other positions that may cause a conflict of interest related to positions with the Company.
	c. Avoiding conflicts of interest that may affect the supervision of the Risk, Development & GCG Committee of PT Bio Farma (Persero)

URAIAN TUGAS DAN TANGGUNG JAWAB TUGAS, WEWENANG DAN TANGGUNGJAWAB KOMITE RISIKO, PENGEMBANGAN & GCG

Berdasarkan Piagam Komite Risiko, Pengembangan dan GCG PT Bio Farma (Persero), tugas dan tanggung jawab Komite Risiko, Pengembangan dan GCG sebagai berikut:

Komite Risiko, Pengembangan dan GCG bertugas dan bertanggung jawab untuk memberikan rekomendasi kepada Dewan Komisaris, termasuk namun tidak terbatas pada hal-hal sebagai berikut:

1. Melakukan dan memberikan rekomendasi atas efektivitas pelaksanaan manajemen risiko yang dilakukan oleh Divisi *Compliance* dan *Risk Management* Perusahaan.
2. Melakukan atas penilaian risiko oleh Divisi *Compliance* dan *Risk Management* terhadap rencana investasi perusahaan yang material.
3. Melakukan pengawasan atas kegiatan Divisi *Compliance* dan *Risk Management* dalam memantau pelaksanaan mitigasi risiko oleh unit-unit kerja terkait.
4. Melakukan pengawasan atas pelaksanaan rekomendasi Komite Risiko, Pengembangan dan GCG oleh Divisi *Compliance* dan *Risk Management*.
5. Melakukan evaluasi terhadap rencana pengembangan atau ekspansi bisnis.

DESCRIPTION OF DUTIES AND RESPONSIBILITIES DUTIES, AUTHORITIES AND RESPONSIBILITIES OF THE RISK, DEVELOPMENT & GCG COMMITTEE

Based on the Risk, Development and GCG Committee Charter of PT Bio Farma (Persero), the duties and responsibilities of the Risk, Development and GCG Committee are as follows:

The Risk, Development and GCG Committee is tasked with, and responsible for, providing recommendations to the Board of Commissioners, including but not limited to the following matters:

1. Conduct and provide recommendations on the effectiveness of the implementation of risk management as carried out by the Compliance and Risk Management Division of the Company.
2. Conduct a risk assessment by the Compliance and Risk Management Division on the company's material investment plans.
3. Supervise the activities of the Compliance and Risk Management Division in monitoring the implementation of risk mitigation by related work units.
4. Supervise the implementation of the recommendations of the Risk, Development and GCG Committee by the Compliance and Risk Management Division.
5. Evaluate the business development or expansion plan.



6. Melakukan pemantauan terhadap penerapan prinsip-prinsip dan kebijakan GCG serta dan mendampingi Divisi *Compliance* dan *Risk Management* (CRM) dalam *assessment* GCG oleh pihak eksternal secara berkala.
7. Melakukan analisis dan evaluasi atas usulan Rencana Kegiatan dan Anggaran Perusahaan (RKAP) dan *review* tahunan atas Rencana Jangka Panjang Perusahaan (RJPP) yang diajukan oleh Direksi.
8. Melakukan penelaahan atas informasi risiko dan manajemen risiko perusahaan dalam laporan-laporan yang akan dipublikasikan.
9. Melakukan pembahasan atas risiko-risiko penting pada unit-unit di lingkungan Perusahaan sesuai kebutuhan.
10. Menyusun sistem penilaian dan nominasi calon Direksi dan Dewan Komisaris.
11. Memberikan evaluasi dan analisa atas sistem seleksi, rekrutmen, dan suksesi karyawan perusahaan.
12. Menyusun jenis dan jumlah gaji dan honorarium, tunjangan dan fasilitas yang sudah/akan diberikan kepada Direksi dan Dewan Komisaris untuk diajukan Dewan Komisaris kepada RUPS.
13. Melakukan evaluasi dan analisa atas sistem penggajian, honorarium, tunjangan dan fasilitas yang sudah/akan diberikan kepada level manajemen dan karyawan.

WEWENANG KOMITE RISIKO, PENGEMBANGAN & GCG

Untuk menunjang pelaksanaan tugas-tugas dan kewajibannya, komite berwenang untuk:

1. Memperoleh semua dokumen dan akses penuh, independen, dan tidak terbatas tentang kebijakan perusahaan yang terkait dengan strategi pengembangan usaha, penerapan GCG, pengelolaan risiko, dan sistem nominasi dan remunerasi perusahaan.
2. Bekerjasama dengan counterpart manajemen perusahaan, termasuk anggota Direksi yang berkaitan, dan terutama dengan Divisi *Compliance* dan *Risk Management*, Divisi SDM, Corporate Strategy, SPI, dan Divisi-divisi lain terkait sebagai *Risk/Business Process Owner*.
3. Melakukan *review* atas fungsi Divisi *Compliance* dan *Risk Management* terutama dalam mengkoordinasikan pelaksanaan dan pengawasan terhadap implementasi prinsip-prinsip GCG dan keberadaan dan efektivitas implementasi ERM di PT Bio Farma (Persero).
4. Mendapatkan masukan dari profesional eksternal/pihak yang independen bila diperlukan atas biaya perusahaan.

6. Monitor the implementation of GCG principles and policies as well as assisting the Compliance and Risk Management (CRM) Division in GCG assessments by external parties on a regular basis.
7. Scrutinise and evaluate the proposed Company's Activity Plan and Budget (RKAP) and annual review of the Company's Long-Term Plan (RJPP) as submitted by the Board of Directors.
8. Review the company's risk information and risk management in the reports to be published.
9. Discuss important risks in units within the Company as needed.
10. Develop a system of assessment and nomination of candidates for the Board of Directors and the Board of Commissioners.
11. Provide evaluation and analysis of the company's employee selection, recruitment, and succession system.
12. Prepare the type and amount of salary and honorarium, allowances and facilities that have been/will be given to the Board of Directors and the Board of Commissioners to be submitted by the Board of Commissioners to the GMS.
13. Evaluate and analyse the system of salary, honorarium, allowances and facilities that have been/will be given to management and employees.

AUTHORITY OF THE RISK, DEVELOPMENT & GCG COMMITTEE

To support the implementation of its duties and obligations, the committee is authorised to:

1. Obtain all documents and full, independent, and unrestricted access to company policies related to its business development strategies, GCG implementation, risk management, and the company's nomination and remuneration system.
2. Cooperate with the company's management counterparts, including the relevant members of the Board of Directors, and especially with the Compliance and Risk Management Division, HR Division, Corporate Strategy, SPI, and other related divisions as *Risk/Business Process Owner*.
3. Review the functions of the Compliance and Risk Management Divisions, especially in coordinating the implementation and supervision of the implementation of GCG principles and the existence and effectiveness of ERM implementation at PT Bio Farma (Persero).
4. Obtain input from external professionals/independent parties, if necessary, at the Company's expense.



URAIAN PELAKSANAAN KEGIATAN KOMITE RISIKO, PENGEMBANGAN DAN GCG

Sepanjang tahun 2021, Komite Risiko, Pengembangan dan GCG telah melaksanakan tugas sesuai rencana kerja yang disetujui Dewan Komisaris sebagai berikut:

DESCRIPTION OF THE IMPLEMENTATION OF THE RISK, DEVELOPMENT AND GCG COMMITTEE ACTIVITIES

Throughout 2021, the Risk, Development and GCG Committee has carried out its duties according to the work plan approved by the Board of Commissioners as follows:

Uraian Pelaksanaan Rapat Komite Risiko, Pengembangan dan GCG Outcomes from the Risk, Development and GCG Committee Meetings

No.	Tanggal Date	Agenda Agenda	Keputusan/Hasil Decision/Result
1	20 Januari 2021 January 20, 2021	- Melakukan pembahasan kondisi persediaan/<i>inventory</i> - Melakukan pembahasan dan monitoring terkait perkembangan uji klinis tahap 3 vaksin COVID-19 - Melakukan pembahasan mengenai transportasi dan pengadaan vaksin COVID-19 - Melakukan pembahasan dan memberikan pandangan pembiayaan vaksin yang didalamnya mencakup rencana pendanaan dari ADB - Discussing the condition of inventory/<i>inventory</i> - Conducting discussions and monitoring related to the development of phase 3 clinical trials of the Covid-19 vaccine - Discussing transportation and procurement of Covid-19 vaccines - Conduct discussions and provide views on vaccine financing which includes funding plans from ADB	- Masalah keterlambatan vaksin COVID-19 dari Sinovac harus segera dipikirkan strategi penyelesaiannya karena saat ini kasus COVID-19 sedang sangat tinggi di Indonesia. Jika jumlah pengiriman dibatasi hanya sebesar 10 juta dosis dikhawatirkan akan membawa dampak besar terhadap kesuksesan program vaksinasi untuk COVID-19 yang sudah diamanatkan oleh pemerintah kepada Bio Farma. Bio Farma perlu meminta bantuan diplomasi kepada pemerintah agar masalah keterlambatan pengiriman karena <i>export permit</i> dapat diselesaikan melalui mekanisme diplomasi. - Tim peneliti sudah menyerahkan laporan interim dari uji klinis tahap 3 pada tanggal 7 Januari 2021 dimana pada laporan tersebut hasil efikasi dari vaksin Sinovac adalah sebesar 65,4%. Pada Januari 2021, BPO menerbitkan EUA untuk vaksin Sinovac. - The problem of delaying the Covid-19 vaccine from Sinovac must immediately think about a solution strategy because currently Covid-19 cases are very high in Indonesia. If the number of deliveries is limited to only 10 million doses, it is feared that it will have a major impact on the success of the vaccination program for Covid-19 that has been mandated by the government to Bio Farma. Bio Farma needs to ask for diplomatic assistance from the government so that the problem of shipping delays due to export permits can be resolved through a diplomatic mechanism. - The research team has submitted an interim report from the Phase 3 clinical trial on January 7, 2021, in which the efficacy result of the Sinovac vaccine is 65.4%. In January 2021, the BPO issued the EUA for the Sinovac vaccine.
2	23 Februari 2021 February 23, 2021	- Update Kondisi persediaan/<i>inventory</i> - Rencana penjualan/penyerapan produk tahun 2021, terutama produk yang masuk kategori <i>slow moving</i> - Progress distribusi vaksin COVID-19 - Rencana pembiayaan vaksin COVID-19 - Update the condition of inventory/<i>inventory</i> - Product sales/<i>absorption</i> plan in 2021, especially products that are in the slow moving category - Covid-19 vaccine distribution progress - Covid-19 vaccine financing plan	- Produk Hepatitis B dibutuhkan oleh masyarakat, baik untuk bayi maupun dewasa. Jika produk tersebut lambat diserap oleh pasar, perlu dilakukan evaluasi yang menyeluruh terkait proses produksi hingga pemasaran produk. - Pendekatan digital dapat digunakan untuk meningkatkan penyerapan produk <i>slow moving</i>. - Dalam merespon rencana penugasan Bio Farma oleh Kemenkes terkait distribusi vaksin COVID-19, Bio Farma perlu memperhitungkan berbagai aspek secara akurat. - Jika belum memiliki benchmark untuk biaya distribusi, Bio Farma dapat diskusi dengan KPU yang telah memiliki pengalaman dalam melakukan distribusi logistik pemilu hingga ke pelosok. - Hepatitis B products are needed by the community, both for babies and adults. If the product is slowly absorbed by the market, it is necessary to carry out a thorough evaluation of the production process to product marketing. - A digital approach can be used to increase the absorption of slow moving products. - In responding to the planned assignment of Bio Farma by the Ministry of Health regarding the distribution of the Covid-19 vaccine, Bio Farma needs to take into account various aspects accurately. - If you don't have a benchmark for distribution costs, Bio Farma can discuss with the KPU, which has experience in distributing election logistics to remote areas.



No.	Tanggal Date	Agenda Agenda	Keputusan/Hasil Decision/Result
3	10 Maret 2021 March 10, 2021	Pembahasan Distribusi Vaksin COVID-19 dari Dinkes Provinsi hingga ke Fasyankes Discussion on the Distribution of Covid-19 Vaccines from the Provincial Health Office to Health Facilities	- Aspek legalitas dari penugasan Bio Farma sebagai pihak yang harus mendistribusikan vaksin COVID-19 hingga ke Fasyankes harus jelas agar tidak terjadi masalah hukum di kemudian hari. - Selain aspek legalitas, Bio Farma juga harus segera membuat SOP yang mengatur secara detail mulai dari proses penunjukan PBF (mitra) distributor hingga proses pengiriman vaksin COVID-19 hingga ke daerah. - The legal aspect of the assignment of Bio Farma as the party that has to distribute the Covid-19 vaccine to the Health Facilities must be clear so that there are no legal problems in the future. - In addition to the legal aspect, Bio Farma must also immediately make SOPs that regulate in detail starting from the process of appointing PBF (partners) distributors to the process of sending Covid-19 vaccines to regions.
4	15 April 2021 April 15, 2021	1. Perkembangan hasil uji klinis vaksin COVID-19 Sinovac tahap 3 2. Kontinuitas mendapatkan suplai bulk RTF dan vaksin COVID -19 dari produsen LN 3. Progress penugasan distribusi vaksin hingga ke kab./kota, terutama dalam hal kontrak 4. Perkembangan kondisi persediaan terkini 1. The development of the results of the Sinovac Covid-19 vaccine clinical trial stage 3 2. Continuity to get bulk supply of RTF and Covid -19 vaccine from LN manufacturers 3. Progress of vaccine distribution assignments to districts/cities, especially in terms of contracts 4. The latest development of inventory conditions	- Terkait hasil efikasi terbaru, Bio Farma belum dapat memaparkan hasil tersebut. Sampai saat ini masih di blinding dan baru bisa dibuka pada bulan Mei 2021. Bio Farma berharap hasil efikasi terakhir akan lebih baik dibandingkan versi laporan interim. - Persediaan meskipun sudah turun namun tetap harus dicarikan solusi terbaiknya sehingga persediaan yang ada dapat segera berkurang. - Regarding the latest efficacy results, Bio Farma has not been able to present these results. Until now it is still in blinding and can only be opened in May 2021. Bio Farma hopes that the final efficacy results will be better than the interim report version. - Even though the inventory has decreased, the best solution must still be found so that the existing inventory can be reduced immediately
5	31 Mei 2021 May 31, 2021	1. Kondisi terakhir Penerapan Manajemen Risiko dan GCG di Bio Farma 2. Pengadaan dan operasional Vaksin Gotong Royong 3. Perkembangan terkini kondisi persediaan 1. The latest conditions for the Implementation of Risk Management and GCG at Bio Farma 2. Procurement and Operation of Mutual Cooperation Vaccines 3. The latest developments in inventory conditions	- Dari sisi organisasi, kondisi yang ada di Bio Farma saat ini masih mencukupi untuk mendukung tugas dan tanggung jawab Bio Farma. Namun dalam hal tata kerja, misalnya SOP, masih banyak yang harus diperbaiki. Hal tersebut juga merupakan <i>concern</i> dari Kementerian BUMN. Bio Farma sebagai holding farmasi harus memperkuat <i>three line of defence</i> yang akan menjadi target penguatan dalam waktu dekat dan menengah. - Secara garis besar, Divisi CRM melakukan beberapa aksi - From an organizational perspective, the current conditions at Bio Farma are still sufficient to support Bio Farma's duties and responsibilities. However, in terms of work procedures, such as SOPs, there are still many things that need to be improved. This is also a concern of the Ministry of SOEs. Bio Farma as a pharmaceutical holding company must strengthen the three lines of defense which will become the target for strengthening in the near and medium term. - Broadly speaking, the CRM Division performs several activities



No.	Tanggal Date	Agenda Agenda	Keputusan/Hasil Decision/Result
6	24 Juni 2021 June 24, 2021	a. Vaksin Gotong Royong (VGR) b. E-Sertifikat vaksin a. Mutual Cooperation Vaccine (VGR) b. Vaccine E-Certificate	- Fungsi sertifikat untuk memudahkan masyarakat seperti pesan tiket pesawat, traveling ke berbagai tempat, dsb. Dengan demikian masyarakat tidak perlu membawa <i>hardcopy</i> sertifikat. Prosesnya sebenarnya di lapangan sangat sederhana. Di lapangan cukup di tempat vaksinasi ada QR Code yang di-scan. Jadi kalau diserahkan ke BU boleh saja, namun Bio Farma harus memastikan bahwa BU mengupload <i>entry data</i> semua yang divaksin. - Berdasarkan data yang disampaikan, posisi Indonesia saat ini hanya 7% masyarakat yang sudah disuntik 2 kali dan hanya sekitar 12% yang disuntik 1 kali. Hal ini merupakan tanggung jawab kita bersama untuk mendukung Pemerintah mencapai <i>herd immunity</i>. Goal dan proses merupakan hal penting. Proses tetap harus comply dengan aturan, namun Bio Farma juga harus bisa membuat proses lebih sederhana dan efektif. - The function of the certificate is to make it easier for the public, such as ordering plane tickets, traveling to various places, etc. Thus, the public does not need to carry a hardcopy of certificate. The actual process in the field is very simple. In the field, it is enough at the vaccination site to have a scanned QR Code. So if it is submitted to the BU, it is okay, but Bio Farma must ensure that the BU uploads the data entry of all those who are vaccinated. - Based on the data submitted, Indonesia's current position is only 7% of the people who have been injected twice and only about 12% have been injected once. It is our collective responsibility to support the Government in achieving herd immunity. Goals and processes are important. The process still has to comply with the rules, but Bio Farma must also be able to make the process simpler and more effective.
7	23 Juli 2021 July 23, 2021	Pembahasan persiapan <i>Executive Meeting</i> BoC-BoE Holding BUMN Farmasi Discussion on the preparation for the Executive Meeting of the BoC-BoE Holding of Pharmaceutical SOEs	- Struktur organisasi Bio Farma harus mampu mendukung pengembangan R&D karena di masa depan R&D sangat penting. Dalam struktur organisasi saat ini, R&D berada di bawah Direktur Pemasaran, Penelitian, dan Pengembangan yang disupervisi langsung oleh SEVP Penelitian & Pengembangan. - Hasil kajian dari konsultan, produk farmasi memiliki potensi keuangan yang tinggi, dengan potensi ROIC berkisar antara 10-30%. Bio Farma harus serius dalam mengembangkan produknya agar potensi tersebut bisa dimanfaatkan. - Selain itu, kinerja penjualan vaksin harus diperhatikan dengan baik. Harus dipisahkan antara penugasan vaksin COVID-19 dengan regular, terutama dari sektor penjualan untuk swasta dan ekspor. Bio Farma harus memiliki kinerja yang baik di kedua sektor tersebut. - The organizational structure of Bio Farma must be able to support the development of R&D because in the future R&D is very important. In the current organizational structure, R&D is under the Director of Marketing, Research and Development who is supervised directly by the SEVP Research & Development. - The results of studies from consultants, pharmaceutical products have high financial potential, with potential ROIC ranging from 10-30%. Bio Farma must be serious in developing its products so that this potential can be utilized. - In addition, vaccine sales performance must be considered carefully. There must be a separation between the assignment of Covid-19 vaccines and regular ones, especially from the sales sector for the private sector and exports. Bio Farma must have good performance in both sectors.



No.	Tanggal Date	Agenda Agenda	Keputusan/Hasil Decision/Result
8	14 Agustus 2021 August 14, 2021	Pembahasan <i>Rights Issue</i> PT Kimia Farma Tbk. Discussion of the Rights Issue of PT Kimia Farma Tbk.	- Keputusan menggunakan atau tidak menggunakan HMETD harus diputuskan secara hati-hati. Dokumen hasil kajian hukum dan bisnis yang berkaitan dengan rencana HMETD KAEF harus lengkap. Kajian hukum sudah ada, namun kajian bisnis belum ada. Oleh karena itu, Direksi perlu meminta hasil kajian terkait hal tersebut kepada KAEF. - Konsultan hukum harus berhati-hati dalam memberikan opini hukum maupun rekomendasi hukum kepada Direksi. Jangan sampai opini dan rekomendasi yang diberikan adalah opini dan rekomendasi yang berisiko secara aturan maupun tata kelola. Aspek pertimbangan yang digunakan juga harus dirumuskan secara hati-hati. - The decision to use or not to use HMETD must be made carefully. Documents resulting from legal and business studies related to the KAEF Pre-emptive Rights plan must be complete. Legal studies already exist, but business studies do not yet exist. Therefore, the Board of Directors needs to request the results of studies related to this matter from KAEF. - Legal consultants must be careful in providing legal opinions and legal recommendations to the Board of Directors. Do not let the opinions and recommendations given are opinions and recommendations that are risky in terms of rules and governance. The considerations used must also be carefully formulated.
9	28 September 2021 September 28, 2021	a. Perkembangan R&D di PT Bio Farma (Persero) b. Laporan transformasi digital PT Bio Farma (Persero) a. Development of R&D at PT Bio Farma (Persero) b. PT Bio Farma (Persero) digital transformation report	Dewan Komisaris menginginkan selain upaya teknologi terdapat upaya terus menerus mendorong, mengkampanyekan, membuat gerakan Bio Farma masuk ke digital. Jika pendekatannya hanya teknologi tanpa diiringi oleh <i>policy</i>, <i>regulation</i>, dan <i>culture</i> maka hasilnya tidak akan maksimal. Beberapa <i>survey</i> menunjukkan bahwa satu perusahaan hanya akan masuk ke transformasi digital kalau <i>corporate culture</i>-nya juga digital. The Board of Commissioners wants that apart from technological efforts, there are continuous efforts to encourage, campaign, and make the Bio Farma movement go digital. If the approach is only technology without being accompanied by policy, regulation, and culture, the results will not be optimal. Several surveys show that a company will only enter digital transformation if its corporate culture is also digital.
10	27 Oktober 2021 October 27, 2021	a. Kesiapan Vaksin <i>booster</i> b. Isu-isu jenis vaksin dalam kaitannya dengan persyaratan umroh, haji, visa luar negeri dsb. a. Booster Vaccine Readiness b. Vaccine type issues in relation to the requirements for Umrah, Hajj, foreign visas etc.	- Perlu adanya kajian dan pemetaan terhadap kebutuhan jumlah <i>booster</i>. Jika <i>booster</i> tetap menggunakan Sinovac namun vaksin Sinovac tidak menjadi persyaratan ke luar negeri, maka hal tersebut akan menjadi permasalahan. Oleh karena itu, perlu kajian untuk memetakan jumlah Sinovac yang masih bisa digunakan dan kebutuhan vaksin merek lainnya yang dapat diterima di luar negeri. - Bio Farma harus memiliki intelijen data yang dapat memperhitungkan kebutuhan vaksin COVID-19 di seluruh dunia. Kekuatan data menjadi sangat penting. - There needs to be a study and mapping of the need for the number of boosters. If the booster continues to use Sinovac but the Sinovac vaccine is not a requirement abroad, then this will be a problem. Therefore, a study is needed to map the number of Sinovac that can still be used and the need for other brands of vaccines that can be accepted abroad. - Bio Farma must have data intelligence that can take into account the need for a Covid-19 vaccine around the world. The power of data becomes very important.



No.	Tanggal Date	Agenda Agenda	Keputusan/Hasil Decision/Result
11	23 November 2021 November 23, 2021	Inovasi dan Transformasi di PT Bio Farma (Persero) Pasca COVID-19 Innovation and Transformation at PT. Bio Farma (Persero) Post COVID-19	- Perlu adanya penataan agar tidak terjadi persaingan antar anak perusahaan. - Diperlukan evaluasi terhadap produk-produk yang <i>overlapping</i> - Perlu mengurangi pengembangan produk pada kuadran 4 dan melakukan pengembangan produk pada kuadran 1 untuk mencapai <i>revenue</i> dan margin yang tinggi. - There needs to be an arrangement so that there is no competition between subsidiaries. - Evaluation of overlapping products is needed - Need to reduce product development in quadrant 4 and carry out product development in quadrant 1 to achieve high revenue and margins.
12	27 November 2021 November 27, 2021	Pemaparan program kerja Direktur Penelitian dan Pengembangan Bisnis PT Bio Farma (Persero) Presentation of the work program of the Director of Research and Business Development of PT Bio Farma (Persero)	- <i>Quick win</i> kerjasama dengan Neclone harus benar-benar dimanfaatkan dan Bio Farma bisa memulai dari sekarang (2022) dan berkelanjutan. Jika Bio Farma bekerjasama dan melakukan <i>strategic partnership</i> maka proses inovasi akan berjalan lebih cepat. - Bio Farma sudah harus merumuskan roadmap yang tercermin dalam RJPP 2022-2026. Direksi harus mulai mempersiapkan RJPP dan semua rencana pengembangan bisnis harus masuk dalam RJPP. - <i>Quick win</i> cooperation with Neclone must be fully utilised and Bio Farma can start from now (2022) and continue. If Bio Farma cooperates and conducts strategic partnerships, the innovation process will run faster. - Bio Farma has to formulate a roadmap which is reflected in the RJPP 2022-2026. The Board of Directors must start preparing the RJPP and all business development plans must be included in the RJPP.
13	27 Desember 2021 December 27, 2021	Rapat Komite Risiko, Pengembangan dan GCG Risk, Development and GCG Committee Meeting	1. Rencana <i>joint procurement</i> PBJ, baik Bio Farma as is maupun Holding 2. Masa transisi struktur organisasi baru Bio Farma 1. PBJ joint procurement plan, both Bio Farma and Holding 2. The transition period for Bio Farma's new organisational structure

FREKUENSI PERTEMUAN DAN TINGKAT KEHADIRAN KOMITE RISIKO, PENGEMBANGAN DAN GCG

Komite Risiko, Pengembangan dan GCG mengadakan rapat setidaknya satu kali dalam sebulan yang dipimpin oleh ketua Komite. Selama tahun 2021, Komite Risiko, Pengembangan dan GCG mengadakan/mengikuti rapat sebanyak 13 (tiga belas) kali. Seluruh rapat tersebut diselenggarakan sesuai dengan ketentuan tugas dan tanggung jawab Komite Risiko, Pengembangan dan GCG. Data kehadiran masing-masing anggota Komite dalam rapat adalah sebagai berikut:

MEETING FREQUENCY AND ATTENDANCE RATE OF THE RISK, DEVELOPMENT AND GCG COMMITTEE

The Risk, Development and GCG Committee meets at least once a month, chaired by the Chairman of the Committee. During 2021, the Risk, Development and GCG Committee held/participated in 13 (thirteen) meetings. All of these meetings were held in accordance with the provisions of the duties and responsibilities of the Risk, Development and GCG Committee. The attendance data of each member of the Committee at the meeting is as follows:

**Frekuensi Pertemuan dan Tingkat Kehadiran Komite Risiko, Pengembangan dan GCG**

Frequency Meetings and Attendance of the Risk, Development and GCG Committee

No.	Nama Name	Jabatan Position	Total Rapat Total Meetings	Frekuensi Kehadiran Attendance Frequency	Persentase (%) Kehadiran Percentage (%) Attendance
1	Saud Usman	Ketua Komite Risiko, Pengembangan dan GCG Chair of Risk, Development and GCG Committee	4	4	100%
2	Elen Setiadi	Ketua Komite Risiko, Pengembangan dan GCG Chair of Risk, Development and GCG Committee	9	9	100%
3	Nizar Yamanie	Ketua Komite Risiko, Pengembangan dan GCG Chair of Risk, Development and GCG Committee	9	9	100%
4	Ahmad M. Ramli	Anggota Komite Risiko, Pengembangan dan GCG Member of Risk, Development and GCG Committee	9	9	100%
5	Oscar Primadi	Anggota Komite Risiko, Pengembangan dan GCG Member of Risk, Development and GCG Committee	9	9	100%
6	Roni Dwi Susanto	Anggota Komite Risiko, Pengembangan dan GCG Member of Risk, Development and GCG Committee	4	4	100%
7	M. Budi Prasetyo	Anggota Komite Risiko, Pengembangan dan GCG Member of Risk, Development and GCG Committee	13	13	100%
8	Indra Maulana	Anggota Komite Risiko, Pengembangan dan GCG Member of Risk, Development and GCG Committee	9	9	100%

**PELAKSANAAN RAPAT KOMITE RISIKO,
PENGEMBANGAN DAN GCG**

Sepanjang tahun 2021, rincian tanggal, agenda rapat, dan nama peserta Rapat Komite Risiko, Pengembangan dan GCG sebagai berikut:

**IMPLEMENTATION OF RISK, DEVELOPMENT
AND GCG COMMITTEE MEETINGS**

Throughout 2021, the details of the date, meeting agenda, and names of participants in the Risk, Development and GCG Committee Meetings are as follows:

No.	Agenda Agenda	Waktu Pelaksanaan Enforcement Date	Peserta Rapat Total Participants
1	Pembahasan Risiko Korporat dengan Komite Risiko, Pengembangan & GCG Dekom PT Bio Farma dengan topik a. Kondisi persediaan/inventory b. Perkembangan uji klinis tahap 3 c. Transportasi dan pengadaan vaksin d. Pembiayaan vaksin yang mencakup rencana pendanaan ADB Discussion of Corporate Risk with the Risk, Development & GCG Committee of PT Bio Farma's Board of Commissioners with the topic a. Inventory condition b. Phase 3 clinical trial development c. Vaccine transportation and procurement d. Vaccine financing that includes ADB's funding plan	20 Januari 2021 January 20, 2021	1. Saud Usman 2. Elen Setiadi 3. Judi Endjun 4. I.G.N Suharta 5. Sri Harsi Teteki 6. Disril Revolin P 7. Juliman Fuad 8. Ganjar Trisnasari 9. Iin Susanti 10. Aco Aslam Yusuf



No.	Agenda Agenda	Waktu Pelaksanaan Enforcement Date	Peserta Rapat Total Participants
			11. Drajat Alamsyah 12. Mamay Ramli 13. Endang Sri M 14. Wawan Setiawan 15. Hegar Suprayogi 16. Novilia SB 17. Sigit Prakosa 18. Syarif A 19. Pretti Lasari Y
2	Pembahasan Risiko Korporat dengan Komite Risiko, Pengembangan & GCG Dekom PT Bio Farma dengan topik a. Kondisi persediaan/ <i>inventory</i> b. Rencana penjualan/penyerapan produk tahun 2021, terutama produk slow moving yang ada di <i>inventory</i> c. Progress distribusi vaksin COVID-19 d. Rencana pembiayaan pengadaan vaksin COVID-19 untuk <i>Bulk</i> dan produk jadi Discussion of Corporate Risk with the Risk, Development & GCG Committee of PT Bio Farma's Board of Commissioners with the topic a. Inventory condition b. Product sales/absorption plan in 2021, especially slow moving products in inventory c. COVID-19 vaccine distribution progress d. The financing plan for the procurement of COVID-19 vaccines for bulk and finished products	23 Februari 2021 February 23, 2021	1. Saud Usman 2. Ahmad M. Ramli 3. Oscar Primadi 4. Elen Setiadi 5. Judi Endjun 6. M. Budi Prasetyo 7. I.G.N Suharta Wijaya 8. Sri Harsi Teteki 9. Soleh Al Ayubi 10. Disril Revolin Putra 11. Juliman Fuad 12. Aco Aslam Yusuf 13. Dadan Ramdhani 14. Drajat Alamsyah 15. Endang Sri Maryatun 16. Ganjar Trisnasari 17. Hegar Suprayogi 18. Hidayat Setiadi 19. Tedi Herawan 20. Agus Romansyah 21. Acep Tantan 22. Dede Wanda 23. Sigit Prakosa 24. Syarif Amanullah 25. Yogi Hasan 26. Ita Yuanita
3	Pembahasan Risiko Korporat dengan Komite Risiko, Pengembangan & GCG Dekom PT Bio Farma dengan topik a. Perkembangan hasil uji klinis vaksin COVID-19 Sinovac tahap 3 b. Kontinuitas mendapatkan suplai <i>bulk</i> RTF dan vaksin jadi COVID-19 dari produsen LN c. Progress penugasan distribusi vaksin hingga ke kab/kota, terutama terkait dalam hal kontrak d. Perkembangan kondisi persediaan (<i>Inventory</i>) Discussion of Corporate Risk with the Risk, Development & GCG Committee of PT Bio Farma's Board of Commissioners with the topic a. The development of the results of the Sinovac COVID-19 vaccine clinical trial stage 3 b. Continuity gets a bulk supply of RTF and vaccines for COVID-19 from LN producers c. Progress of the assignment of vaccine distribution to districts/cities, especially in terms of contracts d. Development of inventory conditions (<i>Inventory</i>)	15 April 2021 April 15, 2021	1. Saud Usman 2. Elen Setiadi 3. M Budi Prasetyo 4. I.G.N Suharta W 5. Disril Revolin 6. Sri Harsi Teteki 7. Juliman Fuad 8. Ganjar Trisnasari 9. Aco Aslam Yusuf 10. Drajat Alamsyah 11. Tedi Herawan 12. Hidayat Setiadi 13. Novilia SB 14. Endang Sri Maryatun 15. Mamay Ramli 16. Sigit Prakosa 17. Syarif Amanullah 18. Rini Mulyasari 19. Drajat Alamsyah 20. Hilman 21. Widya Artiana
4	Pembahasan Risiko Korporat dengan Komite Risiko, Pengembangan & GCG Dekom PT Bio Farma dengan topik a. Kondisi terakhir Penerapan Manajemen Risiko dan GCG di Bio Farma b. Pengadaan Vaksin Gotong Royong (Div Logistik, Div Keuangan, Div Legal) c. Operasional vaksin Gotong Royong (Div UKI dan Div PDN) d. Perkembangan kondisi persediaan (<i>Inventory</i>) Discussion of Corporate Risk with the Risk, Development & GCG Committee of PT Bio Farma's Board of Commissioners with the topic a. The latest conditions for the Implementation of Risk Management and GCG at Bio Farma b. Mutual Cooperation Vaccine Procurement (Logistics Division, Finance Division, Legal Division) c. Vaccine Operation Gotong Royong (UKI and PDN Division) d. Development of inventory conditions (<i>Inventory</i>)	31 Mei 2021 May 31, 2021	1. Nizar Yamanie 2. Ahmad M Ramli 3. Ellen Setiadi 4. I.G.N Suharta 5. Disril Revolin Putra 6. Juliman Fuad 7. Drajat Alamsyah 8. Mamay Ramali 9. Tedi Herawan 10. Mahsun Muhammadi 11. Dadan Ramdhani 12. Gandjar Trisnasari 13. Endang Sri M 14. Aco Aslam Yusuf 15. Sigit Prakosa 16. Syarif A



No.	Agenda Agenda	Waktu Pelaksanaan Enforcement Date	Peserta Rapat Total Participants
5	Pembahasan Risiko Korporat dengan Komite Risiko, Pengembangan & GCG Dekom PT Bio Farma dengan topik a. E-Sertifikat vaksin b. Vaksin Gotong Royong (VGR) Discussion of Corporate Risk with the Risk, Development & GCG Committee of PT Bio Farma's Board of Commissioners with the topic a. Vaccine E-Certificate b. Mutual Cooperation Vaccine (VGR)	24 Juni 2021 June 24, 2021	1. Nizar Yamanie 2. Ellen Setiadi 3. Ahmad M Ramli 4. M Budi Prasetyo 5. Indra Maulana 6. Disril Revolin 7. I.G.N Suharta W 8. Soleh Al Ayubi 9. Mahsun Muhammadi 10. Ganjar Trisnasari 11. Novilia Sb 12. Aco Aslam Yusuf 13. Sigit Prakosa 14. Syarif Amanullah 15. Ervan Belyandi
6	Rapat Internal Komite RPG RPG Committee Internal Meeting	Juli 2021 July 2021	
7	Pembahasan Risiko Korporat dengan Komite Risiko, Pengembangan & GCG Dekom PT Bio Farma dengan topik a. Pembahasan Rights Issue PT Kimia Farma (Persero) Discussion of Corporate Risk with the Risk, Development & GCG Committee of PT Bio Farma's Board of Commissioners with the topic a. Discussion on the Rights Issue of PT Kimia Farma (Persero)	14 Agustus 2021 August 14, 2021	1. Nizar Yamanie 2. Elen Setiadi 3. Ahmad M Ramli 4. Oscar Primadi 5. M Budi Prasetyo 6. Indra Maulana 7. I.G.N Suharta W 8. Disril Revolin Putra 9. Lina Sari 10. Aco Aslam Yusuf 11. Endang Sri M 12. Dadan Ramdhani 13. Ganjar Trisnasari 14. Iin Susanti 15. Ahmad Malino K 16. Budi Her Utomo 17. Syarif Amanullah 18. Adityanto Prayogo 19. Ahmad Agus R 20. Nadia Khaerunissa 21. Anggi Prawitasari 22. Ganti Winarto Putra 23. Ahmad Zakaria 24. Rininta Sharfina
8	Pembahasan Risiko Korporat dengan Komite Risiko, Pengembangan & GCG Dekom PT Bio Farma dengan topik a. Perkembangan R&D di PT Bio Farma (Persero) b. Laporan transformasi digital PT Bio Farma (Persero) Discussion of Corporate Risk with the Risk, Development & GCG Committee of PT Bio Farma's Board of Commissioners with the topic a. Development of R & D at PT Bio Farma (Persero) b. PT Bio Farma (Persero) digital transformation report	28 September 2021 September 28, 2021	1. Nizar Yamanie 2. Elen Setiadi 3. Ahmad M Ramli 4. Oscar Primadi 5. M Budi Prasetyo 6. Indra Maulana 7. Disril Revolin Putra 8. Soleh Al Ayubi 9. Adriansjah 10. Aco Aslam Yusuf 11. Erman Tritama 12. Neni Nuraeny 13. Filman Galuh 14. Pretti Lasari Y 15. Syarif Amanullah 16. Nadia Khaerunisa 17. Ervan Belyadi S
9	Pembahasan Risiko Korporat dengan Komite Risiko, Pengembangan & GCG Dekom PT Bio Farma dengan topik a. Kesiapan Vaksin booster b. Isu-isu jenis vaksin (Sinovac, Sinopharm, AZ, Moderna dll) dalam kaitannya dengan persyaratan umroh, haji, visa luar negeri dll.	27 Oktober 2021 October 27, 2021	1. Nizar Yamanie 2. Ahmad M Ramli 3. Oscar Primadi 4. M Budi Prasetyo 5. Roni Dwi Susanto 6. I.G.N Suharta W 7. Sri Harsi Teteki 8. Disril Revolin Putra 9. Rahman Roestan 10. Juliman Fuad



No.	Agenda Agenda	Waktu Pelaksanaan Enforcement Date	Peserta Rapat Total Participants
	a. Booster Vaccine Readiness b. Vaccine type issues (Sinovac, Sinopharm, AZ, Moderna etc.) in relation to the requirements for Umrah, Hajj, overseas visas etc.		11. Aco Aslam Yusuf 12. Mahsun Muhammadi 13. Hidayat Setiadji 14. Tedi Herawan 15. Agus Romansyah 16. Filman Galuh 17. Pretti Lasari Y 18. Syarief Amanullah 19. Nadia Khaerunisa 20. Syarief Amanullah
10	Pembahasan Risiko Korporat dengan Komite Risiko, Pengembangan & GCG Dekom PT Bio Farma dengan topik a. Inovasi dan Transformasi di PT Bio Farma (Persero) <i>Pasca</i> COVID-19 Discussion of Corporate Risk with the Risk, Development & GCG Committee of PT Bio Farma's Board of Commissioners with the topic a. Innovation and Transformation at PT. Bio Farma (Persero) Post Covid-19	23 November 2021 November 23, 2021	1. Nizar Yamanie 2. Ahmad M Ramli 3. Oscar Primadi 4. M Budi Prasetyo 5. Roni Dwi Susanto 6. Indra Maulana 7. I.G.N Suharta 8. Soleh Al Ayubi 9. Disril Revolin Putra 10. Juliman Fuad 11. Adriansjah 12. Iin Susanti 13. Neni Nurainy 14. Erman Tritama 15. Taufik Wilmansyah 16. Agus Romansyah 17. Aco Aslam Yusuf 18. Filman Galuh 19. Pretti Lasari Y 20. Nadia Khaerunisa 21. Syarief Amanullah
11	Pembahasan Risiko Korporat dengan Komite Risiko, Pengembangan & GCG Dekom PT Bio Farma dengan topik a. Rencana <i>Joint Procurement</i> PBJ, baik Bio Farma <i>as is</i> maupun Holding b. Masa Transisi Struktur Organisasi Baru Bio Farma Discussion of Corporate Risk with the Risk, Development & GCG Committee of PT Bio Farma's Board of Commissioners with the topic a. PBJ Joint Procurement Plan, both Bio Farma and Holding b. The Transition Period for Bio Farma's New Organisational Structure	27 Desember 2021 December 27, 2021	1. Nizar Yamanie 2. Ahmad M Ramli 3. Oscar Primadi 4. M Budi Prasetyo 5. Roni Dwi Susanto 6. Indra Maulana 7. Soleh Al Ayubi 8. Disril Revolin Putra 9. Iin Susanti 10. Arief M 11. Adityanto Prayogo 12. Mamay Ramali 13. Aco Aslam Yusuf 14. Filman Galuh 15. Pretti Lasari Y 16. Nadia Khaerunisa 17. Syarief Amanullah



REMUNERASI KOMITE RISIKO, PENGEMBANGAN DAN GCG

PENETAPAN PENGHASILAN BAGI ANGGOTA KOMITE RISIKO, PENGEMBANGAN DAN GCG PT BIO FARMA (PERSERO)

RISK, DEVELOPMENT AND GCG COMMITTEE REMUNERATION

INCOME DETERMINATION FOR MEMBERS OF THE RISK, DEVELOPMENT AND GCG COMMITTEE PT BIO FARMA (PERSERO)

No.	Jenis Penghasilan Type of Income	Besaran Quantity
1	Honorarium bulanan bagi anggota Komite Audit Monthly Honorarium for Members of the Audit Committee	20% x gaji Direktur Utama = Rp 41.000.000 20% x President Director's Salary = Rp 41,000,000
2	Tunjangan: 1. Tunjangan Hari Raya 2. Tunjangan Komunikasi 3. Santunan Purna Jabatan 4. Tunjangan Transportasi Allowance: 1. Holiday Allowance 2. Communication Allowance 3. Post-Service Compensation 4. Transportation Allowance	1. Ada 2. Tidak Ada 3. Tidak Ada 4. Tidak Ada 1. Available 2. Unavailable 3. Unavailable 4. Unavailable
3	Fasilitas: Fasilitas Kesehatan Facilities: Facilities Medical facility	Tidak ada Unavailable
4	Tantiem/Insentif Kinerja Tantiem/Performance Incentives	Tidak ada Unavailable



Remunerasi Komite Risiko, Pengembangan dan GCG Tahun 2021 (Dalam Rupiah)
Risk, Development and GCG Committee Remuneration in 2021 (In Rupiah)

No.	Nama Name	Remunerasi Bulanan Monthly Remuneration			Tunjangan Hari Raya Holiday Allowance	Total Honor & Tunjangan 2021 Total Honorarium & Allowances 2021
		Honor Honorarium	Tunjangan Bulanan Monthly Allowance	Total Total		
		1	2	3=1+2	4	5=3+4
1	Muhammad Budi Prasetyo	492.000.000,00	-	492.000.000,00	41.000.000,00	533.000.000,00
2	Indra Maulana	328.000.000,00	-	328.000.000,00	41.000.000,00	369.000.000,00
3	Judi Januadi Endjun	81.000.000,00	-	81.000.000,00	-	81.000.000,00
Total		901.000.000,00	-	901.000.000,00	82.000.000,00	983.000.000,00

**PROGRAM PELATIHAN DALAM RANGKA
MENINGKATKAN KOMPETENSI KOMITE RISIKO,
PENGEMBANGAN DAN GCG**

**PROGRAM PELATIHAN DAN PENGEMBANGAN
KOMPETENSI KOMITE RISIKO, PENGEMBANGAN DAN
GCG**

Dalam rangka peningkatan kompetensi diri bagi anggota Komite Risiko, Pengembangan dan GCG dimaksudkan untuk meningkatkan profesionalisme, kinerja, pengembangan potensi diri dan menunjang pelaksanaan tugas Komite Risiko, Pengembangan dan GCG. Sepanjang tahun 2021, anggota Komite Risiko, Pengembangan dan GCG tidak mengikuti berbagai program pelatihan.

**TRAINING PROGRAM IN IMPROVING THE
COMPETENCE OF THE RISK, DEVELOPMENT
AND GCG COMMITTEE**

**TRAINING AND COMPETENCY DEVELOPMENT
PROGRAM FOR THE RISK, DEVELOPMENT AND GCG
COMMITTEE**

In order to increase the competence of the members of the Risk, Development and GCG Committee, this program seeks to improve their professionalism, performance and self-development, and to support the implementation of the duties of the Risk, Development and GCG Committee. However, in 2021, the members of the Risk, Development and GCG Committee did not participate in any of the various training programs.



Sekretaris Dewan Komisaris

The Secretary of The Board of Commissioners



Fahresha Muchtar

Sekretaris Dewan Komisaris

Secretary of the Board of Commissioners

Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesia
Domisili Domicile	Jakarta
Usia, Tempat dan Tanggal Lahir Age, Place, and Date of Birth	37 Tahun, Jakarta 09 Maret 1985 37 years of age, Jakarta March 09, 1985
Riwayat Pendidikan Educational Background	Meraih gelar S2 Hukum dari Universitas Indonesia tahun 2016 Master's Degree of Law from University of Indonesia, 2016
Dasar Hukum Pengangkatan & Pemberhentian Legal Basis of Appointment & Dismissal	KEP-01/DK/BF/04/2021 Tentang Pemberhentian dan Pengangkatan Sekretariat Dewan Komisaris PT Bio Farma (Persero) KEP-01/DK/BF/04/2021 Regarding the Dismissal and Appointment of the Secretariat of the Board of Commissioners of PT Bio Farma (Persero)
Pengalaman Jabatan Work Experience	- Subkoordinator pada Biro Humas dan Fasilitas Dukungan Strategis (29 Desember 2020 - sekarang) - Pengendali Subfungsi pada Biro Humas dan Fasilitas Dukungan Strategis (09 Juni 2020 - 28 Desember 2020) - Kepala Subbagian Bantuan Hukum II (22 Oktober 2015 - 08 Juni 2020) - Analisis Hukum Subbagian Bantuan Hukum II (20 Mei 2014 - 22 Oktober 2015) - Sub-coordinator of the Bureau of Public Relations and Strategic Support Facilitation (29 December 2020 - present) - Sub-function Controller at the Bureau of Public Relations and Strategic Support Facilitation (09 June 2020 - 28 December 2020) - Head of Legal Aid Subdivision II (22 October 2015 - 08 June 2020) - Legal Analyst Legal Aid Subdivision II (20 May 2014 - 22 October 2015)
Penghargaan/Sertifikasi Awards/Certifications	-
Hubungan Afiliasi Affiliate Relationship	-
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	-
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	- Business Strategy Training - PT PricewaterhouseCoopers Consulting Indonesia - ISO 31000 ERM Fundamentals - CRMS Indonesia & Kementerian BUMN - ISO 31000 International Risk Management Standard - CRMS Indonesia & Kementerian BUMN - State Owned Enterprise Account Manager Course - PT Bank Mandiri (Persero) Tbk & Kementerian BUMN - Personal Development Training "How To Drive For Result" - Center For Corporate Leader & Kementerian BUMN - Diklat Pelatihan Prajabatan Golongan III - Kementerian Pendidikan Nasional - Ujian Profesi Advokat - Perhimpunan Advokat Indonesia - Business Strategy Training - PT PricewaterhouseCoopers Consulting Indonesia - ISO 31000 ERM Fundamentals - CRMS Indonesia & Ministry of SOEs - ISO 31000 International Risk Management Standard - CRMS Indonesia & Ministry of SOEs - State Owned Enterprise Account Manager Course - PT Bank Mandiri (Persero) Tbk & Ministry of BUMN - Personal Development Training "How To Drive For Results" - Center For Corporate Leader & Ministry of BUMN - Class III Pre-service Training and Education - Ministry of National Education - Advocate Professional Exam - Indonesian Advocates Association



DASAR HUKUM KRITERIA DAN PROSEDUR PEMBERHENTIAN & PENGANGKATAN SEKRETARIS DEWAN KOMISARIS

Kriteria dan prosedur pengangkatan Sekretaris Dewan Komisaris mengacu kepada Peraturan Menteri BUMN Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris BUMN, yang antara lain mensyaratkan Sekretaris Dewan Komisaris berasal dari luar Perusahaan, diangkat oleh Dewan Komisaris, memahami tata kelola perusahaan, dan mampu berkomunikasi dengan baik.

TUGAS DAN TANGGUNGJAWAB SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris bertanggung jawab kepada Dewan Komisaris dengan tugas dan tanggung jawab sebagai berikut:

1. Membantu Dewan Komisaris dalam menjaga agar pelaksanaan tata tertib Dewan Komisaris secara teknis dapat dilakukan secara tertib.
2. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris dan antara Dewan Komisaris dengan Direksi maupun Pemegang Saham dan/atau pihak terkait lainnya.
3. Memberikan informasi/data yang dibutuhkan oleh Dewan Komisaris dan Komite secara berkala dan/atau sewaktu-waktu apabila diminta.
4. Mengumpulkan data-data teknis yang berasal dari Komite-komite di lingkungan Dewan Komisaris untuk keperluan Dewan Komisaris.
5. Membuat risalah rapat baik rapat intern Dewan Komisaris, maupun rapat bersama Dewan Komisaris dan Direksi sesuai ketentuan anggaran dasar perusahaan.
6. Dalam hal membuat risalah rapat Dewan Komisaris dan Direksi, Sekretaris Dewan Komisaris harus bekerja sama dengan Sekretaris Perusahaan.
7. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya.
8. Menyusun Rancangan Rencana Kerja dan Anggaran Dewan Komisaris.
9. Menyusun Rancangan Laporan-Laporan Dewan Komisaris.
10. Menyampaikan kepada Komisaris Utama setiap surat yang masuk untuk mendapatkan disposisi.
11. Untuk ketertiban administrasi setiap surat yang ditandatangani oleh Dewan Komisaris, harus terlebih dahulu dikoreksi dan diparaf oleh Sekretaris Dewan Komisaris.
12. Untuk setiap kegiatan Komite-komite, Sekretaris Dewan Komisaris dapat membantu demi kelancaran tugas-tugas dimaksud.
13. Dengan berkoordinasi pihak manajemen, Sekretaris Dewan Komisaris setiap bulan Oktober mempersiapkan Rencana Kerja Anggaran Dewan Komisaris (RKAK) untuk tahun berikutnya.

LEGAL FOUNDATIONS FOR TERMINATION AND APPOINTMENT

The criteria and procedures for the appointment of the Secretary of the Board of Commissioners are based on the Minister of SOE Regulation No. PER-12/MBU/2012 dated August 24, 2012 concerning Supporting Organs for the Board of Commissioners of SOEs, which requires, among other things, that the Secretary of the Board of Commissioners come from outside the Company, be appointed by the Board of Commissioners, understand corporate governance, and be capable of effective communication.

DUTIES AND RESPONSIBILITIES

The Secretary to the Board of Commissioners reports to the Board of Commissioners and is accountable to the Board of Commissioners for the following tasks and responsibilities:

1. Assisting the Board of Commissioners to ensure that the Board's rules and regulations are implemented in a technically orderly fashion.
2. Organising meetings, including preparing the briefing papers for the Board of Commissioners and between the Board of Commissioners and the Board of Directors, as well as between the Board of Commissioners and Shareholders and/or other associated parties.
3. Providing the Board of Commissioners and the Committee with information/data on a regular basis and/or at any time upon request.
4. Collecting technical data from the Board of Commissioners' Committees for the Board's objectives.
5. Keeping minutes of meetings, including those of the internal Board of Commissioners meetings as well as the combined Board of Commissioners and Directors meetings, in line with the company's articles of organisation.
6. The Secretary of the Board of Commissioners and the Board of Directors shall collaborate with the Corporate Secretary in preparing minutes of meetings of the Board of Commissioners and the Board of Directors.
7. Managing the Board of Commissioners' records, including arriving and outgoing letters, meeting minutes, and other documents.
8. Preparation of the Board of Commissioners' draft work plan and budget.
9. Preparation of draft reports for submission to the Board of Commissioners.
10. Delivering each incoming letter to the President Commissioner for disposal.
11. Prior to being signed by the Board of Commissioners, each letter must be amended and initialled by the Board's Secretary.
12. The Secretary to the Board of Commissioners may help in the smooth operation of the Committees' activities.
13. Each October, the Secretary to the Board of Commissioners, in collaboration with the management, is to develop the Board of Commissioners' Budget Work Plan (RKAK) for the next fiscal year.



14. Dalam melaksanakan tugasnya Sekretaris Dewan Komisaris dibantu oleh staf Sekretariat Dewan Komisaris yang keberadaannya diangkat atau diberhentikan oleh Dewan Komisaris.
15. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip GCG.
16. Berkoordinasi dengan anggota Komite jika diperlukan, dalam rangka memperlancar tugas Dewan Komisaris.
17. Sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak lain.

14. The Secretary to the Board of Commissioners is aided in carrying out his/her responsibilities by the Board of Commissioners' Secretariat personnel, which is appointed or dismissed by the Board of Commissioners.
15. Ensuring that the Board of Commissioners adheres to the applicable laws and regulations and adheres to the GCG's ideals.
16. Coordinating with Committee members as appropriate to accelerate the Board of Commissioners' tasks.
17. Act as the Board of Commissioners' interface with other parties.

REMUNERASI SEKRETARIS DEWAN KOMISARIS

Remunerasi Sekretaris Dewan Komisaris ditetapkan dalam Keputusan Dewan Komisaris PT Bio Farma (Persero) Nomor: KEP-09/DK/BF/07/2016 tanggal 27 Juli 2016 Tentang Penetapan Honorarium, Tunjangan dan Fasilitas Bagi Sekretaris Dewan Komisaris PT Bio Farma (Persero) Tahun 2016, Nomor PER-06/MBU/04/21 Tentang perubahan atas peraturan menteri BUMN No PER-12/MBU/2012 Tentang organ pendukung Dewan komisaris dewan pengawas BUMN. Remunerasi yang diterima oleh Sekretaris Dewan Komisaris terdiri atas honorarium, tunjangan, fasilitas, dan tantiem/insentif kerja.

REMUNERATION OF THE SECRETARY OF BOARD OF COMMISSIONERS

The Secretary of the Board of Commissioners is compensated pursuant to the Decree of the Board of Commissioners of PT Bio Farma (Persero) Number: KEP-09/DK/BF/07/2016 dated 27 July 2016 regarding the Determination of Honorarium, Allowances, and Facilities for the Secretary to the Board of Commissioners of PT Bio Farma (Persero) for the Fiscal Year 2016, and Number PER-06/MBU/04/21 regarding amendments to The Secretary to the Board of Commissioners is compensated in the form of an honorarium, allowances, facilities, and tantiem/work incentives.

Penetapan Penghasilan Bagi Sekretaris Dewan Komisaris Determination of Income for Secretary to the Board of Commissioners

No.	Jenis Penghasilan Income Type	Besaran Quantity
1.	Honorarium	15% x gaji Direktur Utama 15% x President Director's salary
2.	Tunjangan: 1. Tunjangan Hari Raya 2. Tunjangan Komunikasi 3. Tunjangan Transportasi 4. Asuransi Purna Jabatan Allowance: 1. Holiday Allowance 2. Communication Allowance 3. Transportation Allowance 4. Post-Service Insurance	1 (satu) kali <i>Take Home Pay</i> per bulan - 20% x honorarium per bulan Asuransi purna jabatan diberikan dengan ketentuan sebagai berikut: a. Diberikan selama menjabat (mulai diangkat sampai berhenti) b. Premi yang ditanggung oleh perusahaan paling banyak 25% (dua puluh lima persen) dari honorarium dalam satu tahun c. Pemberian premi, iuran atau istilah lain yang relevan untuk asuransi purna jabatan, sudah termasuk didalamnya premi untuk asuransi kecelakaan dan kematian. 1 (one) time <i>Take Home Pay</i> per month - 20% x honorarium per month Post-employment insurance is provided with the following conditions: a. Awarded during tenure (starting from appointment and lasting until termination). b. The premium borne by the company is a maximum of 25% (twenty five percent) of the honorarium in one year. c. Provision of premiums, contributions or other relevant terms for post-employment insurance, including premiums for accident and death insurance.
3.	Fasilitas 1. Fasilitas Kesehatan 2. Bantuan Hukum Facility 1. Health Facilities 2. Legal Aid	Sekretaris Dewan Komisaris beserta seorang suami/istri dan maksimal 3 (tiga) orang anak yang belum mencapai usia 25 tahun berhak atas fasilitas kesehatan yang diberikan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan. Fasilitas kesehatan diberikan berupa: a. Rawat jalan dan obat; b. Rawat inap dan obat; dan c. <i>Medical check up</i> dalam negeri 1 (satu) kali setiap tahun untuk yang bersangkutan. Sesuai dengan ketentuan Perusahaan The Secretary to the Board of Commissioners, his or her spouse, and a maximum of 3 (three) children under the age of twenty-five years are eligible for health care benefits in the form of health insurance or reimbursement for medical expenditures. Health care is delivered in the following ways: a. Outpatient and medication services; b. Inpatient care and medicines; and c. Domestic medical check-ups for the individual involved once (one) a year. In compliance with the Company's stipulations.



No.	Jenis Penghasilan Income Type	Besaran Quantity
4.	Tantiem/Insentif Kinerja Tantiem/Performance Incentive	-
5.	Kewajiban Perpajakan Tax Liability	Pajak Penghasilan ditanggung Perusahaan Income Tax is borne by the Company.

Kewajiban perpajakan seperti pajak penghasilan ditanggung Perusahaan, kecuali pajak atas tantiem/insentif ditanggung yang bersangkutan.

The Company is responsible for tax requirements such as income tax, except for taxes on bonuses/incentives, which are payable by the individual.

Remunerasi yang diterima oleh Sekretaris Dewan Komisaris terdiri atas honorarium, tunjangan, dan fasilitas lainnya seperti asuransi. Besaran remunerasi Sekretaris Dewan Komisaris tersebut ditentukan melalui RUPS dengan perincian sebagai berikut:

The Secretary to the Board of Commissioners is compensated by an honorarium, allowances, and other benefits such as insurance. The Secretary of the Board of Commissioners' compensation is decided using the GMS and includes the following details:

Remunerasi Sekretaris Dewan Komisaris Tahun 2021 (Dalam Rupiah)
Remuneration of Secretary to the Board of Commissioners in 2021 (In Rupiah)

Nama Name	Gaji per Tahun Salary per Year	Tunjangan per Tahun Annual Allowance	Gaji Bersih per Tahun Net Salary per Year	Tunjangan Hari Raya Holiday allowance	Jumlah Total
	1	2	3 = 1 + 2	4	5 = 3 + 4
Fahresha Muchtar	276.750.000	55.350.000	332.100.000	-	332.100.000
Total	276.750.000	55.350.000	332.100.000	-	332.100.000

PROGRAM PELATIHAN DALAM RANGKA MENINGKATKAN KOMPETENSI SEKRETARIS DEWAN KOMISARIS

PROGRAM PELATIHAN DAN PENGEMBANGAN KOMPETENSI SEKRETARIS DEWAN KOMISARIS

Dalam rangka peningkatan kompetensi diri bagi sekretaris dimaksudkan untuk meningkatkan profesionalisme, kinerja, pengembangan potensi diri dan menunjang pelaksanaan tugas Sekretaris Dewan Komisaris. Sepanjang tahun 2021, Sekretaris Dewan Komisaris mengikuti pelatihan sebagai berikut:

TRAINING PROGRAM FOR IMPROVING THE COMPETENCE OF THE SECRETARY OF THE BOARD OF COMMISSIONERS

TRAINING PROGRAM AND COMPETENCE DEVELOPMENT FOR THE SECRETARY OF THE BOARD OF COMMISSIONERS

This is meant to enhance secretaries' self-competence by enhancing their professionalism, performance, self-development, and assisting them in carrying out their obligations as Secretary to the Board of Commissioners. The Secretary to the Board of Commissioners did not engage in any training programmes for the year 2021:

Nama Name	Jabatan Title	Tanggal Date	Topik Topic	Penyelenggara Organizer	Jenis Pelatihan Training Type	Training Place
Fahresha Muchtar	Sekretaris Dewan Komisaris The Secretary to the Board of Commissioners	9 Juli 2021 July 9, 2021	Managing Teams Level Muda Young Managing Teams Level	Dale Carnegie & Associates, Inc.	-	Daring Online
		26-28 Oktober 2021 October, 26-28 2021	Business Judgement Rule Young Managing Teams Level	Pertamina Training and Consulting	-	



Sekretaris Perusahaan

Corporate Secretary



Bambang Heriyanto
Sekretaris Perusahaan
Corporate Secretary

Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesian
Domisili Domicile	Bandung Bandung
Usia, Tempat dan Tanggal Lahir Age, Place, and Date of Birth	52 tahun, lahir di Cirebon 18 Januari 1970 52 years of age, born in Cirebon January 18, 1970
Riwayat Pendidikan Educational Background	• Meraih gelar Sarjana Farmasi dan Institut Teknologi Bandung tahun 1994 • Meraih gelar Apoteker Farmasi dari Institut Teknologi Bandung tahun 1995 • Meraih gelar Magister Manajemen Operasi dari Universitas Padjadjaran tahun 2005 • Earned a Bachelor of Pharmacy from Bandung Institute of Technology in 1994 • Received a Pharmacy/Pharmacist degree from the Bandung Institute of Technology in 1995 • Earned a Masters in Operations Management from Padjadjaran University in 2005
Dasar Hukum Pengangkatan & Pemberhentian Legal Basis of Appointment & Dismissal	• Dasar Hukum pengangkatan sebagai Sekretaris Perusahaan adalah berdasarkan Surat Keputusan Direksi Nomor 0501/HC/TKK/VII/2017 tanggal 19 Juli 2017 Tentang Transfer Karir Karyawan • Dasar Hukum Persetujuan Pengangkatan sebagai Sekretaris Perusahaan. Berdasarkan Surat Keputusan Dewan Komisaris Nomor : S-22/DK/BF/07/2017 tanggal 17 Juli 2017 • Legal basis for appointment as Corporate Secretary is based on the Decree of the Board of Directors Number 0501/HC/TKK/VII/2017 dated 19 July 2017 concerning Employee Career Transfers • Legal Basis for Approval of Appointment as Corporate Secretary. Based on the Decree of the Board of Commissioners Number: S-22/DK/BF/07/2017 dated 17 July 2017
Pengalaman Jabatan Work Experience	• Mengawali karirnya sebagai Staf di bagian Pemurnian & Diagnostika/Reagensia tahun 1997 • Menjabat sebagai Kepala Bagian Produksi Sera & Diagnostika tahun 2002 • Menjabat sebagai Kepala Bagian Formulasi & Pengisian tahun 2003 • Menjabat sebagai Kepala Bagian Produksi Vaksin Tetanus tahun 2009 • Menjabat sebagai Kepala Divisi Produksi Vaksin Virus tahun 2012 • Menjabat sebagai Kepala Divisi Kepatuhan & Manajemen Risiko tahun 2015 • Menjabat sebagai Kepala Divisi Pengawasan & Pengendalian Intern tanggal 15 Maret 2017 • Diangkat sebagai Sekretaris Perusahaan sejak tanggal 19 Juli 2017 – sekarang • Started his career as a Staff in Purification & Diagnostics/Reagents in 1997 • Served as Head of Sera Production & Diagnostics Division in 2002 • Served as Head of Formulation & Filling Division in 2003 • Served as Head of Tetanus Vaccine Production Division in 2009 • Served as Head of Virus Vaccine Production Division in 2012 • Served as Head of Compliance & Risk Management Division in 2015 • Served as Head of Internal Control & Supervision Division on March 15, 2017 • Appointed as Corporate Secretary since July 19, 2017 – present
Jabatan Rangkap Concurrent Positions	-
Penghargaan/sertifikasi Awards/Certifications	-
Hubungan Afiliasi Affiliate Relationship	-
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	-
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	-



Sekretaris Perusahaan bertanggung jawab langsung kepada Direksi serta diangkat dan diberhentikan berdasarkan Keputusan Direksi berdasarkan mekanisme internal Perusahaan dengan persetujuan Dewan Komisaris.

The Corporate Secretary reports directly to the Board of Directors and is appointed and removed in accordance with the internal procedures of the Board of Commissioners.

PEDOMAN PENGANGKATAN DAN PEMBERHENTIAN SEKRETARIS PERUSAHAAN

DASAR PENGANGKATAN DAN PEMBERHENTIAN SERTA FUNGSI SEKRETARIS PERUSAHAAN BIO FARMA MENGACU PADA

Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011, Pasal 29 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah terakhir melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada BUMN Surat Keputusan Direksi Nomor 0501/HC/TKK/VII/2017 Tanggal 19 Juli 2017 tentang Pengangkatan Bambang Heryanto sebagai Sekretaris Perusahaan. Surat Keputusan Dewan Komisaris Nomor: S-22/DK/BF/07/2017 tanggal 17 Juli 2017 tentang Persetujuan Pengangkatan *Corporate Secretary* (Sekretaris Perusahaan) dan Kepala Pengawasan dan Pengendalian Intern.

Berdasarkan Surat Keputusan Direksi No. 04276/DIR/XI/2017 Tanggal 17 November 2017 Tentang Struktur Organisasi PT Bio Farma (Persero) dan diperbaharui dengan Surat Keputusan Direksi No. 00117/DIR/I/2018 Tanggal 8 Januari 2018 Tentang Perubahan Keputusan Atas Keputusan Direksi No. 04276/DIR/XI/2017 Tanggal 17 November 2017 Tentang Struktur Organisasi PT Bio Farma (Persero), dan diperbaharui kembali dengan Keputusan Direksi PT Bio Farma (Persero) No. KEP-05769/DIR/IX/2019, tanggal 16 September 2019 tentang Struktur Organisasi PT Bio Farma (Persero) dan diperbaharui kembali dengan Keputusan Direksi PT Bio Farma (Persero) Nomor: KEP-003.27/DIR/X/2020 tanggal 27 Oktober 2020 Tentang Struktur Organisasi PT Bio Farma (Persero), di antaranya adalah Kedudukan Sekretaris Perusahaan berada di bawah Direktur Utama.

CORPORATE SECRETARY APPOINTMENT AND DISPOSAL GUIDELINES

THE FOLLOWING RULES CONSTITUTE THE GROUNDS FOR THE APPOINTMENT AND REMOVAL OF THE CORPORATE SECRETARY OF BIO FARMA

Regulation of the Minister of State for BUMN No. PER-01/MBU/2011, Article 29 dated August 1, 2011 concerning the implementation of good corporate governance in SOEs, as last amended by Regulation of the Minister of BUMN No. PER-09/MBU/2012 dated July 6, 2012 concerning Amendments to the Minister of SOE Regulation No. PER-01/MBU/2011 concerning the implementation of good corporate governance in SOEs. The Board of Directors issued Decree No. 0501/HC/TKK/VII/2017 on July 19, 2017 appointing Bambang Heryanto as Corporate Secretary. Decree No. S-22/DK/BF/07/2017 of the Board of Commissioners dated 17 July 2017 approving the appointment of a Corporate Secretary and Head of Internal Control and Supervision.

Based on the Decree of the Board of Directors No. 04276/DIR/XI/2017 November 17, 2017 About the Structure and Organization of PT Bio Farma (Persero) and renewed by the Decree of the Board of Directors No. 00117/DIR/I/2018 January 8, 2018 Regarding the Amendment of Decision Based on the Decision of the Board of Directors No. 04276/DIR/XI/2017 17 November 2017 About the Organizational Structure of PT Bio Farma (Persero), and renewed by Decree of the Directors of PT Bio Farma (Persero) No. KEP-05769/DIR/IX/2019, September 16, 2019 regarding the Organizational Structure of PT Bio Farma (Persero) and renewed with Decree of the Board of Directors of PT Bio Farma (Persero) Number: KEP-003.27/DIR/X/2020 October 27, 2020 About the organizational structure of PT Bio Farma (Persero), including the position of the Corporate Secretary under the President Director.

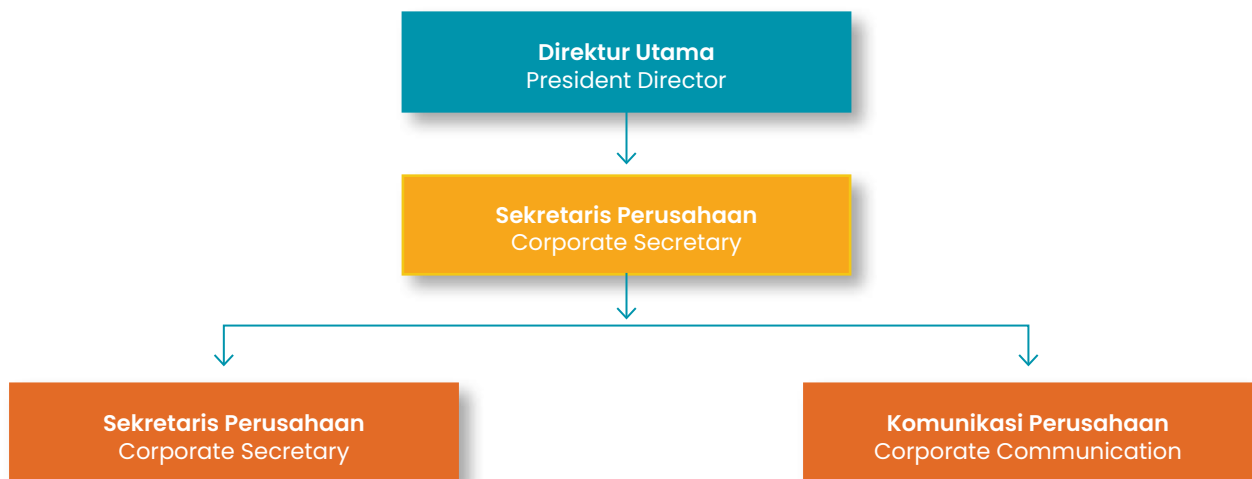


TUGAS DAN TANGGUNGJAWAB SEKRETARIS PERUSAHAAN

Tugas dan tanggung jawab Sekretaris Perusahaan diatur dalam Dokumen *Job Description & Job Specification* yang telah disahkan oleh Direktur Utama tanggal 29 Juni 2018 adalah untuk memastikan tersedianya sistem manajemen yang terintegrasi dan pelaksanaan agenda Perusahaan serta *image* Perusahaan dikelola dengan efektif dan efisien melalui perencanaan, pelaksanaan dan pengawasan. Sebagai *gatekeeper* agenda Perusahaan, memfasilitasi komunikasi antara Perusahaan dengan seluruh Pemangku Kepentingan sebagai pejabat penghubung (*liaison officer*) dalam komunikasi dengan semua Pemangku Kepentingan (*Stakeholder*) dan melakukan pengelolaan informasi (penyediaan, perolehan, pengolahan, penatausahaan informasi) yang tepat waktu, akurat dan objektif kepada Pemangku Kepentingan (*Stakeholder*).

THE CORPORATE SECRETARY'S DUTIES AND RESPONSIBILITIES

The Corporate Secretary's duties and responsibilities are defined in the Job Description & Job Specification Document, which was approved by the President Director on 29 June 2018, to ensure the availability of an integrated management system and the effective and efficient implementation of the Company's agenda, as well as the management of the Company's image, through planning, implementation, and supervision. As the gatekeeper of the Company's agenda, the Corporate Secretary is responsible for facilitating communication between the Company and all Stakeholders and for managing information (providing, obtaining, processing, and administering information) in a timely, accurate, and objective manner for the Stakeholders.



RINCIAN TUGAS POKOK SEKRETARIS PERUSAHAAN

1. Melaksanakan dan menjabarkan kebijakan Perusahaan umumnya dan kebijakan Corporate Secretary khususnya dengan memperhatikan aspek mutu, lingkungan dan K3.
2. Memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta.
3. Mewakili direksi atau perusahaan dalam menyampaikan informasi atau pernyataan kepada pihak yang berkepentingan.
4. Memastikan penerapan sistem manajemen terintegrasi.
5. Memastikan penerapan prinsip-prinsip GCG.
6. Bertanggungjawab atas pelaksanaan dan penyusunan laporan pelaksanaan program pengenalan bagi Dewan Komisaris dan Direksi.

DETAILS OF THE CORPORATE SECRETARY'S PRIMARY DUTIES

1. Implement and define corporate policies in general, and corporate secretary policies in particular, with an emphasis on quality, the environment, and K3.
2. Upon request, provide information to the Board of Directors and Board of Commissioners on a quarterly basis and/or at any time.
3. Act as a spokesperson for the board of directors or the firm when communicating with interested parties.
4. Ensure that an integrated management system is implemented.
5. Ensure that GCG principles are followed.
6. Be responsible for the implementation of the introduction programme and the creation of reports on its implementation for the Board of Commissioners and the Board of Directors.



Program pengenalan bagi Dewan Komisaris dan Direksi berjalan baik. Hal tersebut minimal meliputi pengenalan:

- Pelaksanaan prinsip-prinsip GCG
- Gambaran Perusahaan
- Kewenangan pendelegasian, audit internal dan eksternal, sistem dan kebijakan pengendalian internal termasuk Komite Audit
- Tugas dan tanggung jawab Dewan Komisaris dan Direksi.

7. Mengikuti update informasi global.
8. Merencanakan, mengkoordinasikan dan mengendalikan kegiatan kesekretariatan forum dan asosiasi internasional, pendokumentasian hasil rapat direksi, hasil rapat gabungan Direksi-Komisaris dan dokumen Dewan Komisaris.
9. Merencanakan, mengkoordinasikan dan mengendalikan kegiatan Corporate Communication, kegiatan Sekretariat dan kegiatan lainnya yang terkait, termasuk informasi keputusan rapat Direksi kepada unit terkait.
10. Mengelola dan mengamankan semua sarana/fasilitas aset perusahaan.
11. Menjalin hubungan baik dengan pihak internal dan eksternal.
12. Mereview aspek legal dan perjanjian yang terkait, baik dari sisi internal maupun dengan mitra luar negeri.
13. Mengimplementasikan persyaratan perundang-undangan dan perizinan yang berlaku.
14. Mengimplementasikan Sistem Manajemen K3.
15. Mengimplementasikan pengendalian limbah.
16. Melaksanakan penghematan SDA seperti pemakaian kertas, listrik, air, solar dan bahan baku.

Untuk mendukung visi Perusahaan menjadi produsen vaksin kelas dunia yang berdaya saing global, Sekretaris Perusahaan mengemban tugas strategis mewakili Perusahaan untuk aktif di berbagai forum internasional seperti Badan Kesehatan Dunia (WHO), Organization of Islamic Conference (OIC), DCVMN, GAVI, dan sebagainya.

REALISASI PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN PADA TAHUN 2021

Selama tahun 2021, Sekretaris Perusahaan telah melaksanakan tugas antara lain sebagai berikut:

1. Menyiapkan data/materi yang dibutuhkan oleh Direksi.
2. Menyiapkan bahan presentasi untuk Direksi, sebagai Narasumber di internal dan eksternal Perusahaan.
3. Mengkoordinasikan dan menyelenggarakan seluruh agenda korporasi selama tahun 2021 seperti Menghadiri dan Menyusun Agenda

Ensure that the Board of Commissioners and Board of Directors orientation programmes are delivered well. This includes, but is not limited to, the introduction of:

- Adherence to GCG principles
- An Overview of the Business
- Authority delegated, internal and external audits, internal control systems and regulations, including the Audit Committee
- The Board of Commissioners' and the Board of Directors' duties and responsibilities

7. Keep abreast of worldwide information changes.
8. Organise, direct, and supervise the secretarial operations of international forums and organisations, including the documentation of Board of Directors meetings, joint meetings of the Board of Directors and the Board of Commissioners, and Board of Commissioners papers.
9. Plan, coordinate, and oversee Corporate Communications, Secretariat, and other relevant operations, including providing information to connected divisions about Board of Directors meeting decisions.
10. Oversee the management and security of all the Company's assets/facilities.
11. Maintain positive relationships with both internal and external stakeholders.
12. Conduct legal and contractual reviews, both internally and with international partners.
13. Comply with all applicable legal and licencing requirements.
14. Implement an Occupational Health and Safety Management System.
15. Control waste.
16. Reduce your reliance on natural resources by conserving paper, power, water, fuel, and raw materials.

To advance the Company's vision of becoming a world-class vaccine manufacturer with global competitiveness, the Corporate Secretary has the strategic responsibility of representing the Company in various international forums, including the World Health Organization (WHO), the Organization of Islamic Conference (OIC), DCVMN, and GAVI.

IMPLEMENTATION OF THE CORPORATE SECRETARY'S TASKS IN 2021

The Corporate Secretary performed the following functions in 2021, among others:

1. Gather the data/materials that the Board of Directors need.
2. Develop presentation materials for the Board of Directors, serving as a resource for both internal and external communications.
3. Coordination and organisation of all corporate agendas in 2021, including attendance and preparation of the agenda for the Pharmaceutical BUMN Holding's 1st Birthday Celebration



Perayaan Hari Ulang Tahun Holding BUMN Farmasi ke-1 *"Transform and Synergy Towards Growth of Holding with The Spirit Champ"* pada 29 Januari 2021, Perayaan Hari Ulang Tahun PT Bio Farma (Persero) pada 06 Agustus 2021, dan agenda korporasi lainnya.

4. Mengkoordinasikan, memonitor, dan mengevaluasi implementasi aspek GCG antara lain menyampaikan Laporan Tahunan Perusahaan dan Laporan Keuangan berkala kepada Direksi dan Dewan Komisaris, penyerahan hasil penyusunan RKAP dan RJPP tahun 2022, Laporan Manajemen Perusahaan tahun 2021 secara tepat waktu dan lainnya.
5. Mengkoordinasikan dan melaksanakan kegiatan dan menyiapkan bahan/berkas untuk Rapat Direksi dan Rapat Gabungan Direksi dan Komisaris selama tahun 2021.
6. Mengkoordinasikan Rapat dengan anggota Holding, Kementerian BUMN/Pemegang Saham seperti Rapat Koordinasi, *Weekly* dan *Monthly Monitoring* serta RUPS selama tahun 2021 serta Laporan Manajemen Perusahaan Tahunan dan Laporan Kegiatan PKBL Tahun Buku 2021 PT Bio Farma (Persero), dan agenda rapat lainnya.
7. Melaksanakan program orientasi bagi Direksi dan Komisaris baru Perusahaan bekerja sama dengan Divisi SDM dan divisi terkait lainnya, disampaikan dalam bentuk presentasi, pemberian dokumen laporan tahunan, *company profile*, buku sejarah perusahaan, Dokumen terkait GCG, *product knowledge*, serta diakhiri dengan kunjungan area *factory* dan ke produksi vaksin.
8. Mewakili direksi atau perusahaan dalam menyampaikan informasi atau pernyataan kepada pihak yang berkepentingan.
9. Sebagai Management Representative untuk sistem manajemen terintegrasi ISO, OHSAS, ERM dengan menyelenggarakan QSHE *Meeting*, MR *Meeting* dan Audit Integrasi ISO selama tahun 2021
10. Memfasilitasi komunikasi antara perusahaan dengan seluruh pemangku kepentingan dengan menerima kunjungan kerja dan kunjungan kerjasama tamu Perusahaan, Audiensi dengan pihak eksternal, mendampingi Direksi dalam Rapat Dengar Pendapat (RDP) DPR, dan Kunjungan Kerja DPR, seperti seperti Rapat Dengar Pendapat DPR RI bersama Komisi VI, VII, IX, dan Ketua DPR RI Koordinator Bidang Kesejahteraan Rakyat.
11. Menjadi wakil Perusahaan dalam rapat pembahasan dan revisi Perjanjian Kerja Bersama dengan perwakilan Serikat Pekerja Bio Farma.
12. Mengkoordinasikan dan mengendalikan kegiatan Corporate Communication antara lain: menjalin kerjasama dan komunikasi dengan berbagai media dan humas K/L dalam pemberitaan Nasional dan Global, membuat rilis, melaksanakan program *coffee morning*, sosialisasi program perusahaan.

"Transformation and Synergy Towards Growth of Holding with The Spirit Champ" on 29 January 2021, PT Bio's Farma (Persero) Birthday Celebration on August 6, 2021, and other corporate agendas;

4. Coordination, monitoring, and evaluation of GCG implementation, including timely submission of the Company's Annual Report and periodic Financial Reports to the Board of Directors and the Board of Commissioners, timely submission of the results of the 2022 RKAP and RJPP preparations, and the 2021 Company Management Report, among others.
5. Coordination and execution of operations, as well as the preparation of materials/files for the Board of Directors and Joint Meetings of Directors and Commissioners in 2021.
6. Coordination of meetings with members of the Holding, the Ministry of SOEs, and shareholders, including Coordination Meetings, Weekly and Monthly Monitoring, and GMS for the fiscal year 2021 of PT Bio Farma (Persero), as well as Annual Company Management Reports and PKBL Activity Reports for the fiscal year 2021 of PT Bio Farma (Persero), and other meetings.
7. In collaboration with the Human Resources Division and other related divisions, conduct an orientation programme for the Company's new Directors and Commissioners, utilising presentations, providing annual report documents, company profiles, company history books, documents pertaining to GCG, and product knowledge, and concluding with an area visit to the factory and vaccine production.
8. Act as a spokesperson for the board of directors or the firm when communicating with interested parties.
9. Throughout 2021, serve as the management representative for ISO, OHSAS, and ERM integrated management systems by convening QSHE meetings, MR meetings, and ISO integration audits.
10. Facilitate communication between the company and all stakeholders by receiving working visits and corporate guest visits, hosting external audiences, accompanying the Board of Directors to DPR Hearing Meetings (RDP), and participating in DPR Working Visits, such as DPR RI Hearing Meetings with the Commission VI, VII, and IX, and the Chairperson of the Indonesian House of Representatives Coordinator for People's Welfare.
11. Represent the Company at meetings with representatives of the Bio Farma Workers Union to negotiate and revise the Collective Labour Agreement.
12. Coordinate and manage corporate communication efforts, which include creating and maintaining relationships with various media outlets and K/L public relations in national and international news, issuing releases, implementing coffee morning programmes, and socialising business initiatives.



13. Memantau implementasi Keterbukaan Informasi Publik Perusahaan.
14. Sebagai Juru Bicara Perusahaan dan Pemerintah terkait Program Vaksinasi Pemerintah dan COVID-19 Bio Farma, dan menjadi narasumber di berbagai acara antara lain:

13. Supervise the Company's Public Information Disclosure.

14. As a spokesperson for the company and the government about the Government Vaccination Program and Bio Farma COVID-19, as well as a resource person at numerous events, including the following:

No.	Acara Program	Penyelenggara Organizer	Tempat Place	Tanggal Date
1	Vaksinasi Kian Meniti, Indonesia Bebas Pandemi Vaccination is getting closer, Indonesia is free from pandemic	Kementerian Komunikasi dan Informatika RI Ministry of Communication and Information of the Republic of Indonesia	Online	09 Februari 2021 February 09, 2021
2	Vaksin COVID-19, Emang Aman? COVID-19 Vaccine, Is It Safe?	Kementerian Komunikasi dan Informatika RI Ministry of Communication and Information of the Republic of Indonesia	Online	11 Februari 2021 February 11, 2021
3	Webinar "Kupas Tuntas Sinovac" Webinar "Sinovac Complete Peel"	Chongqing University	Online	13 Februari 2021 February 13, 2021
4	Webinar Nasional "Kerjasama Pemerintah dan Swasta dalam Penyelenggaraan Vaksinasi untuk Percepatan Penanggulangan Pandemi COVID-19" National Webinar "Government and Private Cooperation in the Implementation of Vaccinations to Accelerate the Handling of the COVID-19 Pandemic"	Sekolah Tinggi Hukum Militer "AHM-PTM" Military Law College "AHM-PTM"	Online	13 Maret 2021 March 13, 2021
5	Edukasi Tentang Manfaat Vaksin COVID-19 Bagi Jemaat Gereja Education About the Benefits of the COVID-19 Vaccine for Church Congregations	GAMKI	Online	23 Maret 2021 March 23, 2021
6	Gerak Aktif Pemerintah, Vaksinasi Pekerja Kreatif Government Active Movement, Vaccination of Creative Workers	Kementerian Komunikasi dan Informatika RI Ministry of Communication and Information of the Republic of Indonesia	Online	20 April 2021 April 20, 2021
7	Indonesia Siap Vaksin Gotong Royong Indonesia is Ready for Mutual Cooperation Vaccines	Kementerian Komunikasi dan Informatika RI Ministry of Communication and Information of the Republic of Indonesia	Online	06 Mei 2021 May 06, 2021
8	Vaksinasi Upaya Tekan Kasus COVID-19 Vaccination Efforts to Suppress COVID-19 Cases	Kementerian Komunikasi dan Informatika RI Ministry of Communication and Information of the Republic of Indonesia	Online	15 Juni 2021 June 15, 2021
9	Ayo Vaksin, COVID-19 Makin Ganas Come on Vaccine, COVID-19 is getting more ferocious	MNC Trijaya	Online	01 Juli 2021 July 01, 2021
10	Webinar Series "Strategi Public Relations dan Perkembangan Inovasi di Masa Pandemi COVID-19" Webinar Series "Public Relations Strategy and Innovation Development in the COVID-19 Pandemic Period"	Kedaireka	Online	05 Agustus 2021 August 05, 2021



No.	Acara Program	Penyelenggara Organizer	Tempat Place	Tanggal Date
11	Diskusi Media Interaktif "Pentingnya Dukungan Keluarga dan Orang Terdekat dalam Mempercepat Program Vaksinasi COVID-19 untuk Lansia" Interactive Media Discussion "The Importance of Support from Family and Close People in Accelerating the COVID-19 Vaccination Program for the Elderly"	Kementerian Komunikasi dan Informatika RI Ministry of Communication and Information of the Republic of Indonesia	Online	13 Agustus 2021 August 13, 2021
12	Forum Dialog Produktif "Vaksin Terbaik Untuk Kita Tangguh -Percepatan Vaksinasi Untuk Indonesia Tangguh" Productive Dialogue Forum "Best Vaccine For Us Tough - Acceleration Of Vaccination For A Tough Indonesia"	Kementerian Komunikasi dan Informatika RI Ministry of Communication and Information of the Republic of Indonesia	Online	24 Agustus 2021 August 24, 2021
13	Webinar WPD 2021 WPD 2021 Webinar	Ikatan Apoteker Indonesia Indonesian Pharmacists Association	Online	25 September 2021 September 25, 2021
14	Ngobrol Bareng Apoteker "Efikasi dan Keamanan Vaksin COVID-19" Chat with Pharmacists "Efficacy and Safety of COVID-19 Vaccines"	Ikatan Apoteker Indonesia Indonesian Pharmacists Association	Online	29 September 2021 September 29, 2021
15	Dialog Spesial Indonesia Bicara "Vaksin Telah Datang; Siapa Harus Dapat" Special Indonesian Dialogue Talks "A Vaccine Has Come; Who Should Get It"	Indonesian Media	Online	18 November 2021 November 18, 2021
16	Serial Kajian Medis "Mencermati Perkembangan dan Kebijakan Vaksin COVID-19" Medical Study Series "Observing COVID-19 Vaccine Developments and Policies"	CNN Indonesia	Online	17 Desember 2021 December 17, 2021
17	Vaksinasi dan Pendidikan Madrasah: Upaya Menyelamatkan Anak Bangsa Vaccination and Madrasah Education: Efforts to Save the Nation's Children	Duo Apoteker Ganesha Airlangga Ganesha Airlangga Pharmacist Duo	Online	18 Desember 2021 December 18, 2021
18	Diskusi Virtual 5 "Peran Aktif dalam Pelaksanaan Pemberian Vaksinasi COVID-19" Virtual Discussion 5 "Active Role in the Implementation of COVID-19 Vaccination"	Asosiasi Dinas Kesehatan Seluruh Indonesia Indonesian Health Service Association	Online	19 Desember 2021 December 19, 2021
19	Kehati-hatian dalam Vaksinasi COVID-19 Caution in COVID-19 Vaccination	CNN Indonesia	Online	19 Desember 2021 December 19, 2021
20	Narasumber di berbagai acara lainnya Keynote at various other events			

- Mewakili Perusahaan untuk aktif di berbagai forum internasional;
- Memastikan penyusunan atau *update* dokumen perusahaan seperti *company profile*, *annual report*, *video profile*, BioMagz dan media sosial perusahaan telah terlaksana sesuai rencana;
- Pelaksanaan QSHE *Meeting* dan MR *Meeting* tahun 2021;
- Pertemuan-Pertemuan Strategis lainnya.

- Act as a representative of the Company in a variety of international venues.
- Ensure that all corporate documentation, such as company profiles, annual reports, video profiles, BioMagz, and company social media, are prepared or updated in a timely manner.
- Establishment of a QSHE and MR meeting in 2021.
- Additional Strategic Meetings.



PROGRAM PELATIHAN DALAM RANGKA MENGEMBANGKAN KOMPETENSI SEKRETARIS PERUSAHAAN

Guna menunjang kinerja Sekretaris Perusahaan serta menambah wawasan dalam bidang *Good Corporate Governance* maka selama tahun 2021, program pelatihan yang diberikan adalah sebagai berikut:

PROGRAM FOR DEVELOPING THE COMPETENCE OF THE CORPORATE SECRETARY

To assist the Corporate Secretary's performance and to provide insight into the topic of *Good Corporate Governance*, the following training programmes were offered in 2021:

Program Pengembangan Kompetensi Sekretaris Perusahaan Program for the Development of Corporate Secretary Competencies

No.	Nama Peserta Name	Jabatan Position	Topik Pelatihan Training Topic	Penyelenggara Organiser	Tempat Place	Tanggal Date
1	Bambang Heriyanto	Kepala Divisi Division Head	Public Health: Vaccine What To Expect	Media Group News Summit Indonesia 2021	Jakarta	27 Januari 2021 January 27, 2021
2	Bambang Heriyanto	Kepala Divisi Division Head	Pengembangan dan Penjaminan Mutu Vaksin SARS-COV-2 SARS-CoV-2 Vaccine Development and Quality Assurance	Fakultas Farmasi Universitas Airlangga Fakultas Farmasi Universitas Airlangga	Surabaya	29 Januari 2021 January 29, 2021
3	Bambang Heriyanto	Kepala Divisi Division Head	Di balik Vaksin COVID-19 dan Upaya Indonesia Mengontrol Pandemi Behind the COVID-19 Vaccine and Indonesia's Efforts to Control the Pandemic	DITLITKA PPI DUNIA	Online	06 Februari 2021 February 06, 2021
4	Bambang Heriyanto	Kepala Divisi Division Head	COVID-19 dan Vaksin: Inklusivitas Difabel COVID-19 and Vaccines: Inclusivity with Disabilities	Media Indonesia	Online	24 Februari 2021 February 24, 2021

Satuan Pengawasan Intern (SPI)/ Unit Audit Internal

Internal Supervision Unit (SPI)/Internal Audit Unit

Audit Internal merupakan kegiatan pemberian keyakinan (*Assurance*) dan konsultasi yang bersifat independen dan obyektif untuk meningkatkan nilai perusahaan dan perbaikan kinerja operasional perusahaan melalui pendekatan yang sistematis dengan cara mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian internal, dan proses tata kelola perusahaan yang baik.

Internal auditing is an objective and impartial assurance and consulting activity that aims to raise a company's value and operational performance by analysing and enhancing the efficacy of risk management, internal control, and good corporate governance practises.

PROFILE KEPALA SATUAN PENGAWASAN INTERN (SPI)

PROFILE OF THE HEAD OF INTERNAL SUPERVISION UNIT (SPI)



Gandjar Trisnasari

Kepala Satuan Pengawasan Intern (SPI)
Head of Internal Control Unit (SPI)

Kewarganegaraan Citizenship	Warga Negara Indonesia Indonesian
Domisili Domicile	Bandung
Usia, Tempat dan Tanggal Lahir Age, Place, and Date of Birth	57 tahun, Tanjung Karang 10 September 1964 57 years of age, Tanjung Karang, September 10, 1964
Riwayat Pendidikan Educational Background	• Meraih gelar Sarjana Farmasi & Apoteker dari Institut Teknologi Bandung tahun 1989 • Meraih gelar Magister Manajemen Operasi dari Universitas Padjadjaran tahun 2004 • Obtained his Bachelor's degree in Pharmacy at the Bandung Institute of Technology in 1989 • Earned a Masters in Operations Management from Padjadjaran University in 2004
Dasar Hukum Pengangkatan & Pemberhentian Legal Basis of Appointment & Dismissal	• Surat Keputusan Direksi Nomor: 0502/HC/TKK/VII/2017 tanggal 17 Juli 2017 tentang Transfer Karir Karyawan • Surat Keputusan Dewan Komisaris Nomor: 0502/HC/TKK/VII/2017 tanggal 19 Juni 2017 tentang Transfer Karir Karyawan • Surat Keputusan Dewan Komisaris Nomor: S-22/DK/BF/07/2017 tanggal 17 Juni 2017 tentang Persetujuan Pengangkatan Kepala Pengawasan dan Pengendalian Intern • Board of Directors Decree Number: 0502/HC/TKK/VII/2017 dated 17 July 2017 concerning Employee Career Transfer • Board of Commissioners Decree Number: 0502/HC/TKK/VII/2017 dated 19 June 2017 concerning Employee Career Transfer • Decree of the Board of Commissioners Number: S-22/DK/BF/07/2017 dated 17 June 2017 concerning Approval for the Appointment of the Head of Internal Control and Supervision



Pengalaman Jabatan Work Experience	• Mengawali karirnya di Bio Farma sebagai Kepala Bagian Pengujian Mutu Vaksin Bakteri tahun 1995–2001 • Menjabat sebagai Kepala Bagian Produksi Vaksin Tetanus tahun 2001–2004 • Menjabat sebagai Kepala Bagian <i>Quality Assurance Operation</i> tahun 2004–2007 • Menjabat sebagai Kepala Divisi Produksi Vaksin Bakteri tahun 2007–2015 • Menjabat sebagai Kepala Divisi Produksi Farmasi tahun 2015–2017 • Started his career at Bio Farma as Head of Bacterial Vaccine Quality Testing Division in 1995–2001 • Served as Head of Tetanus Vaccine Production Division 2001–2004 • Served as Head of Quality Assurance Operation in 2004–2007 • Served as Head of Bacterial Vaccine Production Division in 2007–2015 • Served as Head of Pharmaceutical Production Division 2015–2017
Jabatan Rangkap Concurrent Positions	–
Penghargaan/sertifikasi Awards/Certifications	Qualified Professional Internal Auditor (QPIA)
Hubungan Afiliasi Affiliate Relationship	–
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	• Pelatihan ISO 37001:2016 • Tantangan Terhadap Peran Profesi Internal Auditor di masa Krisis • ISO 37001:2016 training • Challenges to the Role of the Internal Auditor Profession in Crisis

Bio Farma membentuk Audit Internal yang disebut dengan Satuan Pengawasan Intern (SPI) dipimpin oleh seorang Kepala Satuan Pengawasan Intern (SPI) yang diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Komisaris. Satuan Pengawasan Intern (SPI) merupakan pengawas yang objektif dan independen, dibentuk untuk memberikan nilai tambah dalam meningkatkan kinerja Perusahaan dengan memperhatikan prinsip-prinsip *Good Corporate Governance*.

Bio Farma has developed an internal audit function known as the Internal Audit Unit (SPI). The Internal Audit Unit (SPI) is directed by the Head of the Internal Audit Unit (SPI), who is nominated and dismissed by the President Director with the consent of the Board of Commissioners. The Internal Audit Unit (SPI) is an impartial and independent supervisor formed to bring value to the Company's performance by adhering to Good Corporate Governance standards.

DASAR PENERAPAN SATUAN PENGAWASAN INTERN DI BIO FARMA

1. Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah terakhir melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada BUMN.
2. Surat Sekretaris Kementerian Negara BUMN No S-168/MBU/2008 tanggal 27 Juni 2008 tentang indikator/parameter penilaian dan evaluasi atas penerapan *Good Corporate Governance* yang diperbaharui dengan Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012.

BASIC IMPLEMENTATION OF THE INTERNAL SUPERVISION UNIT AT BIO FARMA

1. Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in SOEs as last amended by Regulation of the Minister of SOEs Number: PER-09/MBU/2012 dated July 6, 2012 concerning Amendments to the Minister of State-Owned Enterprises Regulation Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOEs.
2. Letter of the Secretary of the Ministry of State-Owned Enterprises No. S-168/MBU/2008 dated 27 June 2008 regarding the indicators/parameters of the assessment and evaluation of the implementation of Good Corporate Governance which was updated with the Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012.



3. Anggaran Dasar Perusahaan.
4. Peraturan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) tanggal 31 Desember 2018 Tentang Pedoman Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) di PT Bio Farma (Persero).
5. Keputusan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) Nomor: KEP-04/DK/BF/11/2018 Nomor: KEP-05574/DIR/XI/2018 tanggal 2 November 2018 Tentang Piagam Satuan Pengawasan Intern (*Internal Audit Charter*).

SECARA GARIS BESAR SPI TERDIRI ATAS 2 (DUA) ASPEK

1. Aspek Struktur

Aspek Struktur Mengatur Mengenai:

- Kedudukan, tugas dan fungsi SPI
- Wewenang SPI
- Pertanggungjawaban SPI
- Persyaratan Pengawas Internal
- Piagam Pengawasan Internal
- Hubungan SPI dengan organ Dewan Komisaris dan Komite Audit

2. Aspek Proses

Aspek Proses Mengatur Mengenai:

- Perencanaan, pelaksanaan, pelaporan Pengawasan Internal
- Pemantauan tindak lanjut hasil pengawasan intern dan pengawasan eksternal
- Pelaksanaan program *quality assurance*
- Dokumentasi dan administrasi

JUMLAH KARYAWAN (AUDITOR INTERNAL) PADA DIVISI SATUAN PENGAWASAN INTERN (SPI)

Per 31 Desember 2021, Satuan Pengawasan Intern (SPI) memiliki sebanyak 14 (empat belas) orang karyawan yang terdiri dari 1 (satu) Kepala Pengawasan Intern dan 13 (tiga belas) orang karyawan yang terkait langsung dengan pelaksanaan Internal Audit. Latar belakang auditor adalah berpendidikan Strata 2, Strata 1, dan Diploma III. Setiap Auditor telah mengikuti pelatihan di bidang audit secara berkesinambungan.

3. Company's Articles of Association.
4. Joint Regulation of the Board of Commissioners and Board of Directors of PT Bio Farma (Persero) dated December 31, 2018 concerning Guidelines for the Implementation of Good Corporate Governance at PT Bio Farma (Persero).
5. Joint Decree of the Board of Commissioners and the Board of Directors of PT Bio Farma (Persero) Number: KEP-04/DK/BF/11/2018 Number: KEP-05574/DIR/XI/2018 dated 2 November 2018 concerning the Internal Audit Charter).

SPI IS COMPRISED OF 2 (TWO) ASPECTS

1. Structural Aspects

Structural Aspects Regulate:

- Position, duties and functions of SPI
- SPI Authority
- SPI Accountability
- Internal Supervisory Requirements
- Internal Control Charter
- SPI's relationship with the organs of the Board of Commissioners and the Audit Committee

2. Process Aspects

Process Aspects Regulate:

- Planning, implementation, reporting of Internal Control
- Follow-up monitoring of the results of internal and external supervision
- Implementation of the quality assurance program
- Documentation and administration

NUMBER OF EMPLOYEES (INTERNAL AUDITORS) IN THE INTERNAL SUPERVISION UNIT (SPI) DIVISION

As of December 31, 2021, the Internal Audit Unit (SPI) had 14 (fourteen) people, including one (1) head of internal auditing and thirteen (13) individuals who are directly responsible for internal audit implementation. The auditor has a Master's Degree, Bachelor's Degree, and Diploma III educational background. Each Auditor receives continual training in the field of auditing.



No.	Nama Name	Jabatan Position	Pendidikan Education
1	Gandjar Trisnasari	Kepala Satuan Pengawasan Intern Head of Internal Audit Unit	Strata-2 Master's Degree
2	Edi Iskandar	Ahli Madya Associate	Strata-2 Master's Degree
3	Ahmad Agus Romansyah	Ahli Madya Associate	Strata-2 Master's Degree
4	Leni Lestari	Ahli Madya Associate	Strata-2 Master's Degree
5	Hapit Arie Suprpto	Ahli Madya Associate	Strata-2 Master's Degree
6	Dini Elsiana D.	Ahli Madya Associate	Strata-2 Master's Degree
7	Nurdin Wijaya	Junior Expert	Strata-2 Master's Degree
8	Dani Matias	Junior Expert	Diploma III Diploma III
9	Benny Emirald H	Junior Expert	Strata-1 Bachelor's Degree
10	Yunaningsih	Junior Expert	Diploma III Diploma III
11	Sani Ahmad Safii	Junior Expert	Strata-2 Master's Degree
12	Ahmad Saefudin	Junior Expert	Diploma III Diploma III
13	Young Darmawan	Staf Staff	Strata-1 Bachelor's Degree
14	Dyah Puspa Ayuningtyas	Staf Staff	Strata-1 Bachelor's Degree

Komposisi Karyawan Satuan Pengawasan Intern (SPI) per 31 Desember 2021

Composition of Internal Audit Unit (SPI) employees as of 31 December 2021

No.	Jabatan	Jumlah Orang Number of People	Position
1	Kepala Pengawasan Intern	1	Head of Internal Control
2	Ahli Madya Pengawasan Intern	5	Associate Expert of Internal Control
3	Ahli Muda Pengawasan Intern	6	Junior Expert of Internal Control
4	Staf	2	Staff
5	Jumlah	14	Total

SERTIFIKASI PERSONIL SPI SEBAGAI PROFESI PENGAWASAN INTERN (AUDIT INTERNAL)

Dalam melaksanakan kegiatan Audit Internal, Satuan Pengawasan Intern didukung oleh tenaga Auditor yang profesional. Sampai dengan 31 Desember 2021, kualifikasi dan kompetensi karyawan Satuan Pengawasan Intern Bio Farma sebagai berikut:

INTERNAL CONTROL UNIT PERSONNEL CERTIFICATION AS AN INTERNAL AUDIT PROFESSION

Internal Audit operations are carried out with the assistance of experienced auditors. As of December 31, 2021, the following staff of the Bio Farma Internal Control Unit possess the following credentials and competencies:



No.	Jabatan	Jumlah Personil Total Personnel	Kualifikasi Qualification	Jumlah personil yang memenuhi kualifikasi Number of Personnel who meet the qualifications	Position
1	Kepala Satuan Pengawasan Intern (SPI)	1	Qualified Professional Internal Auditor (QPIA)	1	Head of Internal Control
2	Ahli Madya Satuan Pengawasan Intern (SPI)	5	Qualified of Internal Auditor (QIA)	2	Associate Expert of Internal Control
3	Ahli Muda Satuan Pengawasan Intern (SPI)	5	Qualified of Internal Auditor (QIA)	3	Junior Expert of Internal Control
4	Staf	2	Qualified of Internal Auditor (QIA)	0	Staff
5	Jumlah	13	Jumlah Total	6	Total

PIAGAM AUDIT INTERNAL

Berdasarkan Surat Keputusan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) Nomor: KEP-04/DK/BF/11/2018; dan Nomor: KEP-05574/DIR/XI/2018 tanggal 2 November 2018 Tentang Piagam Satuan Pengawasan Intern (*Internal Audit Charter*) yaitu kedudukan Satuan Pengawasan Intern sebagai Organisasi Internal Audit, ruang lingkup tugas, tanggung jawab pelaporan, wewenang dan peranan, serta standar profesi auditor internal. *Internal Audit Charter* disusun untuk menjadi pedoman bagi para Auditor Intern agar dapat melaksanakan tugas secara optimal, serta diketahui oleh Auditee/pihak-pihak lain yang terkait agar dapat saling tercipta pengertian dan kerjasama yang baik dalam mewujudkan Visi dan Misi Bio Farma. Dengan adanya *Internal Audit Charter*, Satuan Pengawasan Intern (SPI) diharapkan dapat menghasilkan suatu laporan audit yang berkualitas untuk mendukung semua aktivitas Perusahaan.

KEDUDUKAN SATUAN PENGAWASAN INTERN (SPI) DALAM STRUKTUR ORGANISASI

STRUKTUR ORGANISASI KEPALA SATUAN PENGAWASAN INTERN (SPI)

Berdasarkan Surat Keputusan Direksi No. KEP-003.27/DIR/X/2020 tanggal 27 Oktober 2020 tentang Struktur Organisasi PT Bio Farma (Persero), kedudukan Satuan Pengawasan Intern (SPI) berada di bawah Direktur Utama.

Secara struktural Satuan Pengawasan Intern (SPI) berada di bawah Direktur Utama dan dipimpin oleh seorang Kepala Satuan Pengawasan Intern yang membawahi Auditor Internal (Ahli Madya SPI, Ahli Muda SPI, dan Staf). Auditor SPI bertanggung jawab kepada Kepala SPI. Kepala SPI diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris.

CHARTER INTERNAL AUDIT

In accordance with the Joint Decree of the Board of Commissioners and Directors of PT Bio Farma (Persero) No. KEP-04/DK/BF/11/2018 and No. KEP-05574/DIR/XI/2018 dated November 2, 2018 Concerning the Internal Audit Charter, specifically the Internal Audit Unit's status as an Internal Audit Organization, the extent of its obligations, reporting responsibilities, authority and functions, and the standards applicable to the internal auditor profession, the Internal Audit Charter is intended to serve as a reference for Internal Auditors in carrying out their responsibilities effectively, as well as to be understood by the Auditee/other associated parties in order to foster mutual understanding and collaboration in achieving Bio Farma's Vision and Mission. The Internal Audit Charter requires the Internal Audit Unit (SPI) to deliver an audit report of sufficient quality to support all Company operations.

POSITION OF THE INTERNAL SUPERVISION UNIT (SPI) WITHIN THE ORGANISATIONAL STRUCTURE

ORGANISATIONAL STRUCTURE OF THE HEAD OF THE INTERNAL SUPERVISION UNIT (SPI)

According to the Board of Directors' Decree No. KEP-003.27/DIR/X/2020 dated 27 October 2020, the Internal Control Unit (SPI) reports to the President Director.

The Internal Audit Unit (SPI) is structurally subordinate to the President Director and is overseen by an Internal Audit Unit Head who supervises the Internal Auditor (Intermediate SPI Expert, SPI Junior Expert, and Staff). The SPI Auditor reports to the Head of the SPI. The President Director appoints and dismisses the Head of the SPI with the permission of the Board of Commissioners.



Tugas, Wewenang dan Tanggung Jawab SPI

Duties, Authorities, and Responsibilities of the Internal Control Unit

TUGAS SPI

1. Menyusun dan melaksanakan Program Kerja Pemeriksaan Tahunan (PKPT).
2. Menguji dan mengevaluasi pelaksanaan pengendalian intern, manajemen risiko dan GCG sesuai dengan kebijakan Perusahaan.
3. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas terhadap operasional, keuangan, sumber daya manusia, teknologi informasi dan kegiatan lainnya di perusahaan.
4. Memberikan rekomendasi perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa kepada Manajemen.
5. Membuat laporan hasil audit dan menyampaikannya kepada Direktur Utama dan Dewan Komisaris.
6. Memantau pelaksanaan Tindak Lanjut perbaikan yang direkomendasikan.
7. Melakukan tugas konsultasi untuk memperbaiki sistem pengendalian intern.
8. Bersama dengan komite audit membahas Laporan hasil audit dan meminta masukan yang diperlukan.
9. Melakukan pemeriksaan khusus apabila diperlukan.

WEWENANG SPI

1. Mengakses ke seluruh informasi, dokumen, dan catatan, ke Direksi dan ke karyawan, ke lokasi asset perusahaan, ke sistem informasi, dan ke sistem dan prosedur yang relevan tentang perusahaan yang terkait dengan tugas dan fungsi audit.
2. Melakukan komunikasi secara langsung dengan Direksi, Dewan komisaris, Komite Audit, Komite Risiko.
3. Mengadakan rapat secara berkala dan insidental dengan Direksi, Komisaris, Komite Audit, Komite Risiko.
4. Melakukan koordinasi bila perusahaan sedang diaudit oleh auditor eksternal (KAP, BPK, dsb).
5. Mengalokasikan sumber daya audit, menentukan fokus ruang lingkup dan jadwal audit.
6. Meningkatkan pengetahuan dan keterampilan di bidang audit.
7. Mendapatkan saran dan nasihat dari tenaga profesional/ahli.

DUTIES OF THE INTERNAL CONTROL UNIT

1. Developing and implementing a work programme for annual audits (PKPT).
2. Conducting tests and evaluations of internal control, risk management, and GCG implementation in accordance with Company policy.
3. Conducting audits and evaluations of the efficiency and effectiveness of the company's operations, finance, human resources, information technology, and other functions.
4. Making recommendations for improvement and providing management with objective information regarding audited activities.
5. Preparing and submitting an audit report to the President Director and the Board of Commissioners.
6. Ensuring that the proposed follow-up changes are implemented.
7. Assisting in the improvement of the internal control system by consultation.
8. In collaboration with the audit committee, explain the audit report's findings and solicit suggestions.
9. Conducting special inspections as needed.

AUTHORITY FOR THE INTERNAL CONTROL UNIT

1. Obtaining access to all pertinent information, papers, and records, as well as to the Board of Directors and staff, as well as to the location of firm assets, information systems, and pertinent processes and procedures pertaining to audit tasks and functions.
2. Directing communication with the Board of Directors, the Board of Commissioners, the Audit and Risk Committees.
3. Meetings with the Board of Directors, Commissioners, Audit Committee, and Risk Committee on a regular and incidental basis.
4. Coordination of an external auditor's audit of the firm (KAP, BPK, etc.).
5. Allocating audit resources and establishing the scope and timing of the audit.
6. Increasing auditing knowledge and abilities.
7. Seeking professional/expert guidance.



TANGGUNGJAWAB SPI

1. Memberikan penilaian dan saran-saran mengenai kecukupan dan efektivitas proses manajemen perusahaan dalam mengendalikan kegiatannya dan pengelolaan risiko.
2. Melaporkan kejadian penting yang berkaitan dengan sistem pengendalian manajemen, dan melaporkan peningkatan/pembenahan sistem pengendalian internal yang perlu dilakukan.
3. Memberikan laporan hasil pemeriksaan sesuai program kerja pemeriksaan tahunan, secara berkala.
4. Melaporkan Pencapaian KPI unit Pengawasan Internal.

PIAGAM PENGAWASAN INTERNAL

Berdasarkan Surat Keputusan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) Nomor: KEP-04/DK/BF/11/2018; Nomor: KEP-05574/DIR/XI/2018 tanggal 2 November 2018 tentang Piagam Satuan Pengawasan Intern (*Internal Audit Charter*). Bio Farma telah memiliki Piagam Pengawasan Internal atau *Internal Audit Charter* yaitu dokumen formal yang berisi pengakuan keberadaan dan komitmen Pimpinan atas fungsi suatu Unit Satuan Pengawasan Intern (SPI) di Bio Farma.

PERSYARATAN AUDITOR

1. Memiliki integritas dan perilaku yang profesional, independen, jujur dan objektif dalam melaksanakan tugasnya.
2. Memiliki pengetahuan dan pengalaman teknis audit dan disiplin ilmu lain yang relevan dengan tugasnya.
3. Memiliki kecakapan berinteraksi dan berkomunikasi baik lisan maupun tulisan secara efektif.
4. Mempunyai keinginan untuk meningkatkan pengetahuan dan kemampuan di bidang audit.

REALISASI PELAKSANAAN KEGIATAN SATUAN PENGAWASAN INTERN (SPI) TAHUN 2021

PERENCANAAN AUDIT INTERNAL TAHUN 2021

Pada setiap akhir tahun, SPI membuat Program Kerja Pengawasan Tahunan (PKPT) untuk tahun berikutnya. SPI menyusun jadwal audit internal dengan memperhatikan tingkat risiko masing-masing bagian yang diaudit. Pada tahun 2021 SPI akan melakukan audit terhadap 12 (dua belas) objek. Rencana PKPT disetujui oleh Direktur Utama, dikomunikasikan kepada Direksi dan Dewan Komisaris c/q Komite Audit. Selain pelaksanaan audit SPI juga menyusun rencana kegiatan pengembangan kompetensi auditor. Adapun Program Kerja Pengawasan Tahunan (PKPT) & Rencana Kegiatan Pengembangan Kompetensi Auditor Bio Farma tahun 2021 adalah sebagai berikut:

RESPONSIBILITIES OF THE INTERNAL CONTROL UNIT

1. Assessing and recommending improvements to the sufficiency and effectiveness of the company's management systems for regulating its operations and risk management.
2. Reporting significant occurrences involving the management control system, as well as necessary improvements to the internal control system.
3. Providing a report on the inspection's findings on a periodic basis in accordance with the annual audit work schedule.
4. Reporting on the Internal Control Unit's KPI achievement.

CHARTER FOR INTERNAL SUPERVISION

Based on the Joint Decree of the Board of Commissioners and Directors of PT Bio Farma (Persero) dated November 2, 2018 (KEP-04/DK/BF/11/2018; KEP-05574/DIR/XI/2018) establishing the Internal Audit Charter. Bio Farma already has an Internal Audit Charter, which is a legal agreement in which the Management acknowledges the presence and commitment of an Internal Audit Unit (SPI) at Bio Farma.

REQUIREMENTS FOR AUDITORS

1. Demonstrate integrity and conduct themselves professionally, independently, honestly, and objectively in the performance of their tasks.
2. Possess knowledge and expertise in technical auditing and other related areas.
3. Possess the capacity to engage and communicate effectively both orally and in writing.
4. Demonstrate an interest in expanding one's knowledge and abilities in the subject of auditing.

IMPLEMENTATION OF INTERNAL SUPERVISION UNIT (SPI) ACTIVITIES IN 2021

INTERNAL AUDIT PLANNING FOR 2021

At the conclusion of each year, SPI develops an Annual Supervision Work Program (PKPT) for the following year. SPI develops an internal audit timetable based on the risk level associated with each component being examined. SPI will audit 12 (twelve) items in 2021. The President Director approves the PKPT plan and forwards it to the Board of Directors and the Board of Commissioners via the Audit Committee. Along with conducting the SPI audit, it develops a strategy for auditor competency development initiatives. The following summarises the Annual Supervision Work Program (PKPT) and Bio Farma Auditor Competency Development Activity Plan for 2021:



Program Kerja Pengawasan Tahunan (PKPT) & Rencana Kegiatan Pengembangan Kompetensi Auditor Bio Farma tahun 2021

Annual Supervision Work Program (PKPT) and Activity Plan for Bio Farma Auditor Competency Development for 2021

No.	Program Kerja Pengawasan Tahunan (PKPT) Annual Supervision Work Program (PKPT)	Hari Pemeriksaan Examination Day	Bulan Rencana Penerbitan Laporan (RPL) Month of Report Issuance Plan (RPL)	Jumlah LHP Number of LHP
1	Pemeriksaan Operasional atas implementasi Peraturan SDM Operational Inspection of Human Resources Regulations	30	Maret 2021 March 2021	1
2	Pemeriksaan Operasional atas Risiko Ketidaktercapaian Target Investasi Operational Assessment of the Risk of Failure to Meet the Investment Objective	30	Maret 2021 March 2021	1
3	Pemeriksaan Operasional atas Kegiatan Koperasi Cooperative Activities Operational Inspection	30	Maret 2021 March 2021	1
4	Pemeriksaan Operasional atas Pengelolaan <i>Cash Flow</i> A Check on Cash Flow Management on an Operational Level	30	Maret 2021 March 2021	1
5	Pemeriksaan Operasional atas Risiko Kegagalan/ Keterlambatan pengadaan/ Penyediaan Vaksin Jadi COVID-19 sebanyak 3 juta dosis dan <i>Bulk RTF</i> dari Sinovac Operational Risk Assessments for the Risk of Failure/Delay in the Procurement/Provision of COVID-19 Vaccines in the quantity of up to 3 million doses and Bulk RTF from Sinovac	30	Juni 2021 June 2021	1
6	Pemeriksaan Operasional atas Risiko Pencemaran Lingkungan Environmental Pollution Risk Operational Inspection	30	Juni 2021 June 2021	1
7	Pemeriksaan Operasional atas Risiko Terpaparnya Perusahaan dari Pandemi COVID-19 Examination of the Company's Operational Risk of Exposure to the COVID-19 Pandemic	30	Juni 2021 June 2021	1
8	Pemeriksaan Operasional atas Implementasi Aplikasi BICEPS Operational Review of the BICEPS Application's Implementation	30	Juni 2021 June 2021	1
9	Pemeriksaan Operasional atas Risiko Target Penjualan Tidak Tercapai (terutama dari sektor Penjualan Ekspor) Operational Review of the Risk of Missing Sales Goals (especially from the Export Sales sector)	30	September 2021 September 2021	1
10	Pemeriksaan Operasional atas Risiko Keterlambatan dalam Riset dan Pengembangan Produk Vaksin Merah Putih-Eijkman, Baylor Collage Medicine-USA, UCL VaxHub-UK Operational Examination of the Risk of Delays in Research and Development of Red and White Vaccine Products-Eijkman, Baylor Collage Medicine-USA, UCL VaxHub-UK	30	September 2021 September 2021	1
11	Pemeriksaan Operasional atas Kegiatan Proyek yang Pendanaannya dari PMN Examining the Operational Effectiveness of PMN-Funded Project Activities	30	September 2021 September 2021	1
12	Pemeriksaan Operasional atas Kegiatan Digital Healthcare Operational Check on Digital Healthcare Activities	30	September 2021 September 2021	1



Satuan Pengawasan Internal (SPI) Bio Farma menyusun dan melaksanakan Program Kerja Pemeriksaan Tahunan (PKPT) untuk pelaksanaan audit terhadap proses pengendalian kegiatan operasional, pengelolaan risiko dan Corporate Governance, memberikan konsultasi serta rekomendasi yang independen dan obyektif.

PELAKSANAAN PENGAWASAN INTERNAL TAHUN 2021

Selama tahun 2021, SPI telah melaksanakan Program Kerja Pengawasan Tahunan (PKPT) dan pemeriksaan di luar PKPT/Non PKPT, yaitu:

PKPT:

1. PKPT 1: Pemeriksaan Operasional atas Implementasi Peraturan SDM.
2. PKPT 2: Pemeriksaan Operasional atas Risiko Ketidaktercapaian Target Investasi.
3. PKPT 3: Pemeriksaan Operasional atas Kegiatan Koperasi.
4. PKPT 4: Pemeriksaan Operasional atas Pengelolaan Cash Flow.
5. PKPT 6: Pemeriksaan Operasional atas Risiko Target Penjualan Tidak Tercapai (terutama dari sektor ekspor).
6. PKPT 7: Pemeriksaan Operasional atas Risiko Terpaparnya Perusahaan dari Pandemi COVID-19.
7. PKPT 9: Pemeriksaan Operasional atas Risiko Pencemaran Lingkungan.
8. PKPT 10: Pemeriksaan Operasional atas Risiko Keterlambatan dalam Riset dan Pengembangan produk vaksin COVID-19 baik vaksin Merah Putih-Eijkman, Baylor College medicine-USA, UCL VaxHub-UK.
9. PKPT 12: Pemeriksaan Operasional atas Kegiatan *Digital Healthcare*.

Non PKPT:

1. Pemeriksaan Operasional atas Kegiatan di Divisi Retail & Pelayanan, serta Divisi Komunikasi Pemasaran & Distribusi.
2. Pemantauan Tindak Lanjut atas Saran BPKP pada Laporan Hasil Monitoring dan Evaluasi Pengelolaan PMN Program PEN sd Triwulan I Tahun 2021.

Bio Farma's Internal Monitoring Unit (SPI) compiles and implements the Annual Audit Work Program (PKPT) for audit implementation of operational activity control processes, risk management and Corporate Governance, providing independent and objective consultations and recommendations.

IMPLEMENTATION OF INTERNAL SUPERVISION IN 2021

During 2021, SPI has implemented the Annual Supervision Work Program (PKPT) and examinations outside of PKPT/Non PKPT, namely:

PKPT:

1. PKPT 1: Operational Examination of the Implementation of HR Regulations.
2. PKPT 2: Operational Inspection on the Risk of Failure to Achieve the Investment Target.
3. PKPT 3: Operational Inspection on Cooperative Activities.
4. PKPT 4: Operational Examination on Cash Flow Management.
5. PKPT 6: Operational Inspection on the Risk of Unachieved Sales Targets (especially from the export sector).
6. PKPT 7: Operational Examination of the Company's Exposure Risks from the COVID-19 Pandemic.
7. PKPT 9: Operational Inspection on Environmental Pollution Risk.
8. PKPT 10: Operational Examination of the Risk of Delays in Research and Development of COVID-19 vaccine products, both the Merah Putih vaccine-Eijkman, Baylor College medicine-USA, UCL VaxHub-UK.
9. PKPT 12: Operational Examination of Digital Healthcare Activities.

Non-PKPT:

1. Operational Checks on Activities in the Retail & Service Division, as well as the Marketing & Distribution Communications Division.
2. Follow-up Monitoring on BPKP's Suggestions on Monitoring and Evaluation Results of the Management of PMN PEN Program up to Quarter I of 2021.



PERENCANAAN DIVISI SPI TAHUN 2022

Adapun Rencana Divisi SPI Tahun 2022 adalah sebagai berikut:

SPI DIVISION PLAN FOR 2022

The SPI Division Plan for 2022 is as follows:

No.	Program Kegiatan Activities Program	Hari Pemeriksaan Examination Day	Bulan Rencana Penerbitan Laporan (RPL) Month of Report Issuance Plan (RPL)	Jumlah LHP Number of LHP
1	Pemeriksaan Operasional atas Efektivitas Pengelolaan Persediaan Bahan baku dan Penunjang Operational Inspection on Effectiveness of Inventory Management of Raw and Supporting Materials	40	Maret 2021 March 2021	1
2	Pemeriksaan Operasional atas Biaya Penugasan Pengadaan dan Distribusi Vaksin COVID-19 Tahun 2021 Operational Examination of the Cost of Procurement and Distribution of the 2021 COVID-19 Vaccine Assignment	40	Maret 2021 March 2021	1
3	Pemeriksaan Operasional atas Kinerja Marketer Operational Checks on Marketer Performance	40	Juni 2021 June 2021	1
4	Pemeriksaan Operasional atas Risiko Terjadinya Cost Overrun Capex Operational Examination of the Risk of Cost Overrun Capex	40	Juni 2021 June 2021	1
5	Pemeriksaan Operasional atas Pemenuhan Kewajiban Perpajakan Operational Audit on Fulfilment of Tax Obligations	40	Juni 2021 June 2021	1
6	Pemeriksaan Operasional atas Risiko Keterlambatan Target Realisasi Integrasi Sistem Informasi Holding BUMN Farmasi di Tahun 2022 Operational Examination of the Risk of Delays in Actualising the Realisation of Information System Integration for Pharmaceutical SOEs Holding in 2022	40	Juni 2021 June 2021	1
7	Pemeriksaan Operasional atas Penugasan Pengadaan Vaksin Covavax Operational Examination of Covavax Vaccine Procurement Assignments	40	Juni 2021 June 2021	1
8	Pemeriksaan Operasional atas Realisasi Biaya Distribusi Penugasan Vaksin COVID-19 Tahun 2022 Operational Examination on the Realisation of Distribution Costs for the COVID-19 Vaccine Assignment in 2022	40	September 2022 September 2022	1
9	Pemeriksaan Operasional atas Tata Kelola Kegiatan Pengadaan Operational Inspection on Governance of Procurement Activities	40	September 2022 September 2022	1

PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN KEPALA SATUAN PENGAWASAN INTERN

PEDOMAN PENGANGKATAN DAN PEMBERHENTIAN KEPALA SATUAN PENGAWASAN INTERN

Sesuai Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 Pasal 28 (3) tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah terakhir melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada BUMN.

PARTIES WHO APPOINT AND DISMISS THE HEAD OF INTERNAL SUPERVISION UNIT

DIRECTIVES FOR APPOINTING AND REMOVING THE HEAD OF THE INTERNAL SUPERVISION UNIT

Accordance with the Minister of State-Owned Enterprises Regulation Number: PER-01/MBU/2011, Article 28 (3), dated August 1, 2011, concerning the Implementation of Good Corporate Governance in SOEs, as amended by the Minister of SOEs Regulation Number: PER-09/MBU/2012, dated 6 July 2012, concerning Amendments to the Minister of SOE Regulation Number: PER-01/MBU/2011, concerning the Implementation of Good Corporate Governance in SOEs.



SURAT KEPUTUSAN DIREKSI PENGANGKATAN DAN PEMBERHENTIAN KEPALA SATUAN PENGAWASAN INTERN

Pengangkatan Kepala Pengawasan Internal berdasarkan Keputusan Direksi PT Bio Farma (Persero) Nomor: 0502/HC/TKK/VII/2017 tanggal 19 Juli 2017 tentang Transfer Karir Karyawan memutuskan Sdr. Gandjar Trisnasari *Grade 3* (tiga) yang semula sebagai Kepala Divisi Produksi Farmasi pada Direktorat Produksi, mengalami Transfer Karir menjadi Kepala Satuan Pengawasan Intern pada Direktorat Utama terhitung mulai tanggal 19 Juli 2017. Dan persetujuan Dewan Komisaris Np. S-22/DK/BF/07/2017 tanggal 17 Juli 2017.

Satuan Pengawasan Intern berada di bawah Direktur Utama dan dipimpin oleh seorang Kepala Satuan Pengawasan Intern (SPI) yang membawahi Auditor Internal (Ahli Madya SPI, Ahli Muda SPI, dan Staf). Auditor pada Satuan Pengawasan Intern bertanggung jawab kepada Kepala Satuan Pengawasan Intern. Kepala Satuan Pengawasan Intern diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Komisaris.

PROGRAM PELATIHAN DAN PENGEMBANGAN KAPABILITAS SDM SATUAN PENGAWASAN INTERN (SPI)

Dalam rangka meningkatkan kompetensi dan kemampuan sebagai Satuan Pengawasan Internal (SPI), sesuai dengan kebutuhan untuk pelaksanaan tugas Internal Audit, Tahun 2021, personil SPI telah mengikuti berbagai pelatihan-pelatihan, seminar maupun workshop yaitu sebagai berikut:

THE BOARD OF DIRECTORS' DECISION LETTER REGARDING THE APPOINTMENT AND TERMINATION OF THE HEAD OF THE INTERNAL SUPERVISION UNIT

The appointment of the Head of Internal Control was made pursuant to the Board of Directors of PT Bio Farma (Persero) Decree No. 0502/HC/TKK/VII/2017 dated July 19, 2017 regarding Employee Career Transfers. Mr. Gandjar Trisnasari *Grade 3* (three), who was previously the Head of the Pharmaceutical Production Division at the Directorate of Production, underwent a Career Transfer to the Internal Control Unit at the Main Directorate on July 19, 2017. Additionally, the Board of Commissioners approved Np. S-22/DK/BF/07/2017 on 17 July 2017.

Under the direction of the President Director, the Internal Audit Unit is managed by a Head of the Internal Audit Unit (SPI), who supervises the Internal Auditor (Intermediate Experts of SPI, Junior Experts of SPI, and Staff). The Internal Audit Unit's auditor reports to the Internal Audit Unit's head. The President Director appoints and dismisses the Head of the Internal Audit Unit with the agreement of the Board of Commissioners.

PROGRAM OF EDUCATION AND CAPABILITY DEVELOPMENT FOR THE INTERNAL SUPERVISION UNIT (SPI)

To enhance their knowledge and capability as an Internal Audit Unit (SPI), and to meet the requirements for the implementation of Internal Audit duties, SPI workers attended a variety of trainings, seminars, and workshops in 2021, including the following:

No.	Jadwal Pelaksanaan Dates	Topik Topic	Penyelenggara Organiser	Jenis Pelatihan Training Type	Nama Peserta Name of Participants
1	1/3/2021 s.d. 15/3/2021	Qualified Internal Auditor Tingkat Lanjutan Advanced Qualified Internal Auditor	YPIA	Training	Sani Ahmad Safii
2	5 /3/ 2021	Farmakovigilans	Bio Farma	Webinar	Leni Lestari
3	9/3/2021	Kompetensi, SPI Auditor dalam Mencegah Penyalahgunaan Aset dan Rekayasa Laporan Keuangan Competence, SPI Auditor in Preventing Misappropriation of Assets and Engineering Financial Statements	LPSI	Webinar	Hapit Arie dan Nurdin Wijaya Hapit Arie and Nurdin Wijaya
4	26/3/2021	Desain Presentasi, Sesi I Presentation Design, Session I	Tim Xpertrainer	Training	Dyah Puspa A.
5	9/4/2021	Desain Presentasi, Sesi II Presentation Design, Session II	Tim Xpertrainer	Training	Dyah Puspa A.



No.	Jadwal Pelaksanaan Dates	Topik Topic	Penyelenggara Organiser	Jenis Pelatihan Training Type	Nama Peserta Name of Participants
6	28/4/2021 s.d. 29/4/2021	Audit Internal dan Audit Forensik dalam Pendeteksian Adanya Kecurangan dan Pencegahan Tindak Pidana Korupsi serta Peran Digital Audit dalam Menurunkan <i>Fraud</i> Internal Audit and Forensic Audit in Detecting Fraud and Preventing Corruption and the Role of Digital Audit in Reducing Fraud	LPSI	Workshop	Sani Ahmad Safii dan Young Darmawan Sani Ahmad Safii and Young Darmawan
7	28/4/2021	Mewujudkan Dunia Usaha Tanpa Korupsi Realising a Business World without Corruption	LPSI	Training	Edi Iskandar, Hapit Arie S., dan Nurdin Wijaya Edi Iskandar, Hapit Arie S., and Nurdin Wijaya
8	8/6/2021 s.d. 11/6/2021	<i>Fraud Auditing 1</i>	LPSI	Training	Nurdin Wijaya, Ahmad Agus Romansyah
9	14/6/2021 s.d. 17/6/2021	<i>Fraud Auditing 2</i>	LPSI	Training	Nurdin Wijaya, Ahmad Agus Romansyah
10	21/6/2021 s.d. 26/6/2021	<i>Training Certified Legal Auditor</i>	CLA	Training	Nurdin Wijaya
11	12/7/2021 s.d. 13/7/2021	Pengembangan Kapasitas Lanjutan bagi Penyuluh Antikorupsi dan Ahli Pembangun Integritas Advanced Capacity Development for Anti-Corruption Extension and Integrity Builder Experts	KPA, API	Workshop	Nurdin Wijaya
12	31/7/2021	<i>Fraud Risk Assessment</i>	LPS	Webinar	Dini Elsiana D.
13	12/8/2021	Ekonomi Sirkular, Aktivitas yang Menguntungkan Menuju Tujuan Pembangunan Berkelanjutan Circular Economy, Profitable Activities Towards Sustainable Development Goals	LPS	Webinar	Dini Elsiana D.
14	19/8/2021	Bantuan Sosial dan Peran Pencegah Korupsi dalam Masa Pandemi Social Assistance and the Role of Preventing Corruption in a Pandemic Period	LPS	Webinar	Nurdin Wijaya
15	18/3/2021 s.d. 27/3/2021	Dasar-dasar Audit Auditing Fundamentals	PPAK	Training	Hapit Arie, Ahmad Saefudin, Dyah Puspa Arumningtyas
16	24/8/2021 s.d. 27/8/2021	<i>Fraud Auditing</i>	PPAK	Training	Nurdin Wijaya
17	31/8/2021	Menjadikan Industri Jasa Keuangan Adaptif dan Antisipatif Making the Financial Services Industry Adaptive and Anticipatory	LPS	Webinar	Nurdin Wijaya
18	1/9/2021 s.d. 8/9/2021	Pengenalan dan Penulisan Integritas (Jurnal Antikorupsi) Introduction and Writing Integrity (Journal of Anti-Corruption)	LPS	Workshop	Nurdin Wijaya
19	8/9/2021 s.d. 11/9/2021	Certificat Legal Auditor/CLA	CLA	Assessment	Nurdin Wijaya
20	23/9/2021 s.d. 24/9/2021	Business Coaching & Strategic Leadership Program	KUBIK	Training	Dini Elsiana Dewi, Hapit Arie Suprpto, Leni Lestari
21	22/11/2021 s.d.24/11/2021	Audit Forensik, Lembaga Pengembangan Fraud Auditing Forensic Audit, Fraud Auditing Development Institute	YPIA	Training	Nurdin Wijaya
22	14/12/2021 sd 16/12/2021	TAPAKSI API	KPK	Webinar	Nurdin Wijaya

Divisi Penjamin Mutu dan Regulasi

Division of Quality Assurance and Regulatory Affairs/QA-RA

Selain Satuan Pengawasan Intern (SPI), Bio Farma juga mempunyai Divisi Penjamin Mutu Dan Regulasi (*Quality Assurance & Regulatory Affair/QA-RA*) dengan tugas, wewenang & tanggung jawabnya antara lain melakukan Audit Sistem Manajemen Mutu, termasuk audit vendor maupun audit lainnya yang diperlukan dalam rangka investigasi suatu kasus terkait penyimpangan ataupun keluhan pelanggan, dan Audit Cara Pembuatan Obat yang Baik (CPOB/GMP). Dengan adanya sistem integrasi ISO, maka audit terhadap sistem Manajemen Lingkungan dan Kesehatan & Keselamatan Kerja dicantumkan ke dalam lingkup pelaksanaan internal audit yang dikelola oleh Divisi Penjamin Mutu Dan Regulasi (*Quality Assurance & Regulatory Affair/QA-RA*). Namun demikian, wewenang dan tanggung jawab terhadap Sistem Manajemen Lingkungan dan Kesehatan & Keselamatan Kerja merupakan wewenang dan tanggung jawab Divisi Pengelolaan Lingkungan dan Sosial dan/atau wakil MR Lingkungan serta wakil MR K3.

Along with the Internal Control Unit (SPI), Bio Farma has a Quality Assurance & Regulatory Affairs (QA-RA) Division with duties, authorities, and responsibilities that include conducting Quality Management System Audits, including vendor audits and other audits as necessary to investigate a case involving irregularities or customer complaints, and Auditing Good Manufacturing Practices (GMP/GMP). Audits of the Environmental Management and Occupational Health and Safety systems are included in the scope of the internal audit conducted by the Quality Assurance & Regulatory Affairs (QA-RA) Division. The Environmental and Social Management Division and/or representatives of MR Environment and MR K3, however, have authority and responsibility for the Environmental Management System and Occupational Health and Safety.

PROFIL KEPALA DIVISI PENJAMIN MUTU DAN REGULASI (QA-RA)

PROFILE OF THE HEAD OF THE QUALITY ASSURANCE AND REGULATION DIVISION (QA-RA)



Jeni Tresnabudi

Kepala Divisi Penjamin Mutu dan Regulasi (QA-RA)
Head of Quality Assurance and Regulation Division (QA-RA)

Kewarganegaraan Citizen	Warga Negara Indonesia Indonesian
Domisili Domicile	Bandung
Usia, Tempat dan Tanggal Lahir Age, Place, and Date of Birth	54 tahun, Bandung 24 Januari 1967 54 years of age, Bandung, January 24, 1967
Riwayat Pendidikan Educational Background	• Meraih gelar Sarjana Farmasi & Apoteker dari Institut Teknologi Bandung tahun 1993 • Meraih gelar Magister Manajemen Operasi dari Universitas Padjadjaran tahun 2005 • Obtained his Bachelor of Pharmacy at the Bandung Institute of Technology in 1993 • Earned a Master's Degree in Operations Management from Padjadjaran University in 2005



Dasar Hukum Pengangkatan & Pemberhentian Legal Basis of Appointment & Dismissal	Surat Keputusan Direksi Nomor: 02504/DIR/VI/2018 tanggal 02 Juli 2018 Decree of the Board of Directors Number: 02504/DIR/VI/2018 dated July 02, 2018
Pengalaman Jabatan Work Experience	• Mengawali karirnya di Bio Farma sebagai staf Bagian Pengawasan Mutu Vaksin Bakteri tahun 1996–2001 • Menjabat sebagai Kepala Bagian Pengawasan Mutu Vaksin Bakteri tahun 2001–2008 • Menjabat sebagai Kepala Bagian <i>Quality Assurance Operation</i> tahun 2008–2011 • Menjabat sebagai Kepala Bagian <i>Quality Assurance System</i> tahun 2012–2014 • Menjabat sebagai Kepala Divisi Produksi Farmasi tahun 2014 • Menjabat sebagai Kepala Divisi Produksi Vaksin Bakteri tahun 2015–2016 • Diangkat sebagai Kepala Divisi Penjamin Mutu & Regulasi tahun 2018–sekarang • Started his career at Bio Farma as a staff of the Bacterial Vaccine Quality Control Division in 1996–2001 • Served as Head of Bacterial Vaccine Quality Control Division 2001–2008 • Served as Head of Quality Assurance Operation in 2008–2011 • Served as Head of Quality Assurance System 2012–2014 • Served as Head of Pharmaceutical Production Division in 2014 • Served as Head of Bacterial Vaccine Production Division 2015–2016 • Appointed as Head of Quality Assurance & Regulation Division 2018–present
Jabatan Rangkap Concurrent Position	–
Penghargaan/sertifikasi Awards	–
Hubungan Afiliasi Affiliate Relationship	–
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	–
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	–

Bio Farma secara konsisten dan berkesinambungan melakukan pengawasan dan jaminan mutu dengan menerapkan Good Manufacturing Practices (GMP), Good Laboratory Practices (GLP), Good Regulatory Practices (GRP), Good Clinical Practices (GCP), Good Distribution Practices (GDP), ISO 9001, ISO 14001 dan ISO 45001. Prosedur pengawasan dan jaminan mutu ini dipantau secara ketat oleh National Control Authority (NCA) yang diakui oleh Badan Kesehatan Dunia (WHO), atau di Indonesia dikenal dengan Badan Pengawasan Obat dan Makanan (BPOM).

Bio Farma conducts quality control and assurance in a consistent and continuous manner by adhering to Good Manufacturing Practices (GMP), Good Laboratory Practices (GLP), Good Regulatory Practices (GRP), Good Clinical Practices (GCP), and Good Distribution Practices (GDP), as well as the ISO 9001, ISO 14001, and ISO 45001 standards. The National Control Authority (NCA), which is recognised by the World Health Organization (WHO), or in Indonesia, the Food and Drug Administration, closely monitors this monitoring and quality assurance system (BPOM).

TUGAS, WEWENANG DAN TANGGUNGJAWAB KEPALA DIVISI PENJAMIN MUTU DAN REGULASI (QA-RA)

TUGAS KEPALA DIVISI PENJAMIN MUTU DAN REGULASI (QA-RA)

1. Melakukan Audit Sistem Manajemen Mutu
2. Melakukan Audit Cara Pembuatan Obat yang Baik (CPOB/GMP)

WEWENANG KEPALA DIVISI PENJAMIN MUTU DAN REGULASI (QA-RA)

Kepala Divisi *Quality Assurance* dan/atau MR berwenang untuk menyetujui program audit serta

DUTIES, AUTHORITIES, AND RESPONSIBILITIES OF THE DIRECTOR OF QUALITY ASSURANCE AND REGULATION (QA-RA)

DUTIES OF THE HEAD OF QUALITY ASSURANCE AND REGULATION (QA-RA)

1. Conduct an audit of the quality management system
2. GMP Auditing

AUTHORITY OF THE HEAD OF QUALITY ASSURANCE AND REGULATION (QA-RA)

The Head of the Quality Assurance Division and/or the MR are authorised to approve the audit programme



menunjuk tim audit yang kompeten dan independen yang akan melakukan audit ke setiap Divisi/Bagian yang terkait dan memerintahkan audit di luar jadwal yang telah ditentukan baik dengan pemberitahuan dan/atau tanpa pemberitahuan kepada *auditee*.

TANGGUNG JAWAB KEPALA DIVISI PENJAMIN MUTU DAN REGULASI (QA-RA)

1. Bertanggung jawab terhadap penerapan ISO 9001. Implementasi ISO 14001 dan ISO 45001 merupakan tanggung jawab Kepala Divisi Pengelolaan Lingkungan dan Sosial dan/atau wakil MR Lingkungan dan wakil MR K3. Adapun integrasi ISO 9001, ISO 14001 dan ISO 45001 dipantau secara langsung oleh Management Representative (MR), yakni Kepala *Divisi Corporate Secretary*.
2. Bertanggung jawab terhadap penerapan GMP sesuai regulasi terkini yang berlaku.

Kepala Bagian Penjamin Mutu Pelayanan bertanggung jawab untuk membuat jadwal, program audit, lingkup audit dan evaluasinya termasuk penyimpanan catatan/laporan internal audit serta melaporkan pelaksanaan audit pada Kepala Divisi QA dan/atau MR. Pembuatan jadwal internal audit berdasarkan analisis risiko (Risk Analysis).

KOMPETENSI KEPALA DIVISI PENJAMIN MUTU DAN REGULASI (QA-RA)

1. Kepala Divisi Penjamin Mutu & Regulasi (QA-RA) memiliki kompetensi di bidang *Quality Management System, current GMP*, dan lain-lain.
2. Memiliki kualifikasi sebagai auditor dan *lead auditor*.

PENGANGKATAN DAN PEMBERHENTIAN KEPALA DIVISI PENJAMIN MUTU DAN REGULASI (QA-RA)

Kepala Divisi Penjamin Mutu Dan Regulasi (QA-RA) diangkat dan diberhentikan oleh Direktur Utama, Surat Keputusan Direksi Bio Farma Nomor: 02504/DIR/VI/2018 tanggal 2 Juli 2018 tentang pengangkatan Kepala Divisi Manajemen Mutu & Regulasi.

KEDUDUKAN DIVISI PENJAMIN MUTU DAN REGULASI (QA-RA) DALAM STRUKTUR ORGANISASI

STRUKTUR ORGANISASI PENJAMIN MUTU DAN REGULASI (QA)

Berdasarkan Surat Keputusan Direksi No. KEP-003.27/DIR/X/2020 tanggal 27 Oktober 2020 tentang Struktur Organisasi PT Bio Farma (Persero), secara struktural Divisi Penjamin Mutu Dan Regulasi (QA-RA) berada di bawah Direktur Operasi dan dipimpin oleh seorang Kepala Divisi yang membawahi Bagian Penjamin Mutu Operasional, Bagian Penjamin Mutu Pelayanan,

and appoint a competent and independent audit team to conduct audits of each relevant Division/Section and to order audits outside of the predetermined schedule with or without notification to the auditee.

RESPONSIBILITIES OF THE HEAD OF QUALITY ASSURANCE AND REGULATION (QA-RA)

1. Ensure that ISO 9001 is implemented properly. The Head of the Environmental and Social Management Division and/or the MR Environment representative and/or the MR OHS representative are responsible for ISO 14001 and ISO 45001 implementation. The Management Representative (MR), particularly the Head of the Corporate Secretary Division, is directly responsible for the integration of ISO 9001, ISO 14001, and ISO 45001 standards.
2. Responsibilities include ensuring that GMPs are followed in accordance with the most recent relevant legislation.

The Head of the Service Quality Assurance is responsible for developing schedules, audit programmes, audit scopes, and assessments, as well as maintaining records/internal audit reports and reporting on audit implementation to the Head of the QA and/or MR Divisions and establishing a schedule for internal audits based on risk analysis (Risk Analysis).

COMPETENCE OF THE HEAD OF QUALITY ASSURANCE AND REGULATION (QA-RA)

1. The Head of the Quality Assurance & Regulation Division (QA-RA) possesses expertise in the areas of Quality Management Systems, current Good Manufacturing Practices, and so on.
2. Also possesses auditor and lead auditor certifications.

APPOINTMENT AND DISMISSAL OF THE HEAD OF QUALITY ASSURANCE AND REGULATION (QA-RA)

The President Director, Bio Farma Directors Decree Number: 02504/DIR/VI/2018 dated 2 July 2018 regulates the appointment and dismissal of the Head of the Quality Assurance and Regulation Division (QA-RA).

THE ORGANISATIONAL STRUCTURE OF THE QUALITY ASSURANCE AND REGULATION (QA-RA) DIVISION

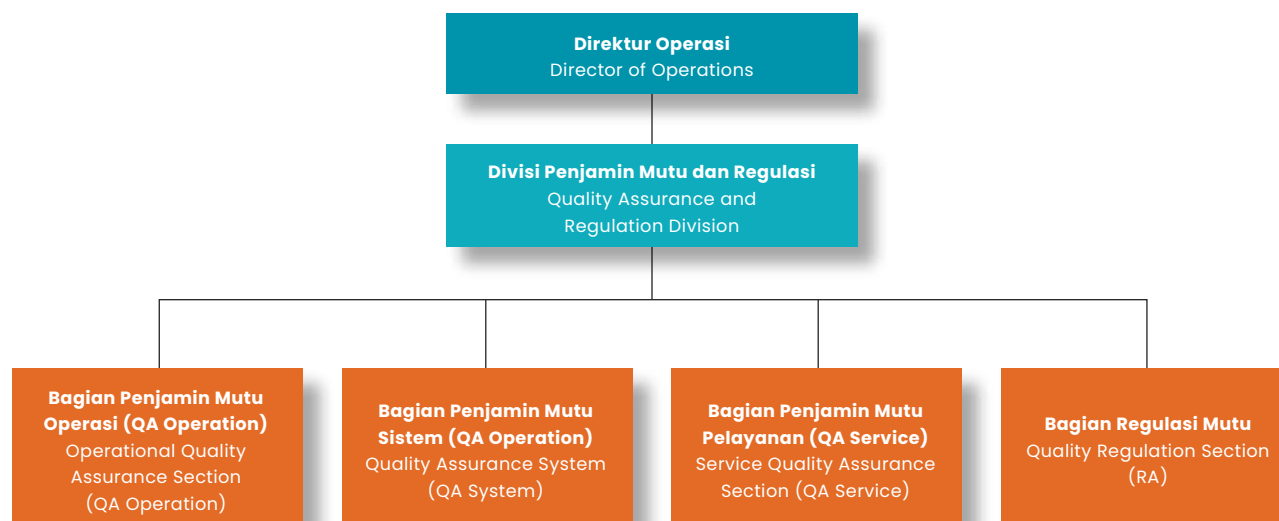
ORGANISATIONAL STRUCTURE FOR QUALITY ASSURANCE AND REGULATION (QA)

According to the Board of Directors' Decree No. KEP-003.27/DIR/X/2020 dated 27 October 2020 regarding the Organizational Structure of PT Bio Farma (Persero), the Quality Assurance and Regulation Division (QA-RA) is structurally subordinate to the Director of Operations and is led by a Division Head who is responsible for the Assurance Section Operational Quality, the



Bagian Penjamin Mutu Sistem, Bagian Regulasi Mutu, dan Fungsional Penjamin Mutu Dan Regulasi. Struktur Organisasi Divisi QA-RA Bio Farma adalah sebagai berikut:

Service Quality Assurance Section, the System Quality Assurance Section, the Quality Regulatory Section, and Functional Quality. The QA-RA Division of Bio Farma is organised as follows:



JUMLAH INTERNAL AUDITOR DIVISI PENJAMIN MUTU & REGULASI (QA-RA)

Sampai dengan 31 Desember 2021, jumlah Internal Auditor sebanyak 133 (seratus tiga puluh tiga) orang dengan jumlah lead auditor sebanyak 50 (lima puluh) orang yang merupakan perwakilan dari Divisi *Quality Assurance*, *Quality Control*, Produksi, Teknik, Hewan Laboratorium, Pengelolaan Persediaan, Pemasaran dan Administrasi lainnya dengan rincian sebagai berikut:

NUMBER OF INTERNAL AUDITORS IN THE QUALITY ASSURANCE AND REGULATION (QA-RA) DIVISION

Internal auditors' numbered 133 (one hundred and thirty-three) as of December 31, 2021, with a total of 50 (fifty) lead auditors who are representatives from the Division of *Quality Assurance*, *Quality Control*, Production, Engineering, Laboratory Animals, Inventory Management, Marketing, and other Administration:

No.	Kompetensi Auditor Auditor Competence	Jumlah Orang Total
1	Auditor GMP dan ISO Auditor GMP and ISO	123 orang 123 people
2	Auditor ISO	10 orang 10 people
3	Jumlah Total	133 orang 133 people

Latar belakang pendidikan Internal Auditor yaitu Strata 2 (S2) dan Strata 1 (S1) di bidang Farmasi, Biologi, Kedokteran, Teknik dan bidang lainnya. Setiap Auditor telah mengikuti pelatihan-pelatihan tentang audit secara berkesinambungan.

Internal auditors have a Strata 2 (S2) and Strata 1 (S1) educational background in Pharmacy, Biology, Medicine, Engineering, and other subjects. Each Auditor has received regular auditing training.



PROGRAM PELATIHAN DAN PENGEMBANGAN KOMPETENSI DIVISI PENJAMIN MUTU DAN REGULASI (QA-RA) TAHUN 2021

PROGRAM PELATIHAN DAN PENGEMBANGAN KOMPETENSI DIVISI PENJAMIN MUTU DAN REGULASI (QA-RA)

Dalam rangka peningkatan kompetensi diri bagi anggota Internal Auditor QA-RA dimaksudkan untuk meningkatkan profesionalisme, kinerja, pengembangan potensi diri dan menunjang pelaksanaan tugas Internal Auditor QA-RA. Sepanjang tahun 2021, anggota Internal Auditor QA-RA telah mengikuti berbagai program pelatihan sebagai berikut:

TRAINING AND COMPETENCY DEVELOPMENT PROGRAM FOR THE QUALITY ASSURANCE AND REGULATION (QA-RA) DIVISION IN 2021

TRAINING AND COMPETENCY DEVELOPMENT PROGRAM FOR THE QUALITY ASSURANCE AND REGULATION (QA-RA) DIVISION (QA-RA)

It is meant to increase professionalism, performance, develop self-potential, and assist members of the QA-RA Internal Auditor in carrying out their duties. Throughout 2021, members of the QA-RA Internal Auditor have participated in the following training programmes:

No.	Kelompok Training Group	Topik Topic	Peserta Participants	Pembicara Keynote	Alasan Reasons
1	Knowledge	Training QMS (ISO 9001)	Calon Auditor (Observer)	Smart Solution Consulting (Mr. Dede Gunawan)	Training pembekalan calon internal auditor terkait QMS (<i>Quality Management System</i>) Training for prospective internal auditors related to QMS (Quality Management System)
2	Knowledge	Training Sistem Manajemen Audit (ISO 19011) Audit Management System Training (ISO 19011)	Calon Auditor (Observer)	Smart Solution Consulting (Mr. Dede Gunawan)	Training pembekalan calon internal auditor terkait Sistem Manajemen Audit dan Tatacara melakukan Audit Training for the provision of prospective internal auditors related to the Audit Management System and Procedures for conducting Audits
3	Knowledge	SOP Inspeksi Diri (#100K-SIS-11 Rev.9) Self-Inspection SOP (#100K-SIS-11 Rev.9)	Auditor dan Calon Auditor (Observer) Auditor and Auditor Candidate (Observer)	Divisi QA-RA BioFarma (In-house)	Training pembekalan tatacara melakukan Internal Audit (Inspeksi Diri) sesuai SOP terbaru Training on procedures for conducting Internal Audits (Self-Inspection) according to the latest SOPs
4	Knowledge	Training Pelaksanaan Internal Audit secara Hybrid dan Sosialisasi Penggunaan E-FORM Hybrid Internal Audit Implementation Training and Dissemination of the Use of E-FORM	Auditor dan Calon Auditor (Observer) Auditor and Auditor Candidate (Observer)	Divisi QA-RA BioFarma (In-house)	Training pembekalan tatacara melakukan Internal Audit dengan menggunakan metode <i>online</i> dan/atau <i>offline</i> menyesuaikan dengan kondisi saat pandemi COVID-19. Training for the provision of procedures for conducting Internal Audits using online and/or offline methods according to conditions during the COVID-19 pandemic.



SERTIFIKASI AUDITOR PENJAMIN MUTU & REGULASI (QA-RA)

Dalam melaksanakan kegiatan Audit, QA-RA didukung oleh tenaga Auditor yang profesional. Sampai dengan 31 Desember 2021, kualifikasi dan kompetensi Auditor QA-RA Bio Farma sebagai berikut:

No.	Kompetensi Auditor Auditor Competence	Jumlah Orang Total
1	GMP dan ISO GMP and ISO	123 orang 123 people
2	ISO ISO	10 orang 10 people

Sejumlah tenaga observer lainnya yang cukup berpengalaman dan sedang proses menyelesaikan sertifikasi. Pada tahun 2021, terdapat 32 (tiga puluh dua) calon auditor sedang dalam proses kualifikasi auditor.

CERTIFICATION AS AN AUDITOR FOR QUALITY ASSURANCE & REGULATION (QA-RA)

QA-RA is assisted in conducting audits by professional auditors. As of December 31, 2021, the following credentials and competences apply to Bio Farma's QA-RA Auditor:

Several other observers are extremely seasoned and in the process of certification. In 2021, 32 potential auditors (thirty-two) came through the auditor qualification procedure.

REALISASI PELAKSANAAN KEGIATAN AUDITOR QA-RA TAHUN 2021

PENERAPAN QUALITY MANAGEMENT SYSTEM/QMS

Penerapan *Quality Management System* di Bio Farma bertujuan untuk menjaga konsistensi pemenuhan sistem mutu (CPOB/GMP) serta ISO terintegrasi. Dalam penerapan sistem ISO terintegrasi, perusahaan telah menunjuk penanggung jawab *Management Representative* (MR) yaitu *Corporate Secretary*, wakil MR *Quality* untuk membantu pelaksanaan adalah Divisi Penjamin Mutu & Regulasi, wakil MR Lingkungan yaitu Kepala Divisi Pengelolaan Lingkungan dan Sosial, serta wakil MR K3 yaitu Ketua Tim P2K3 (Panitia Pembina Keselamatan dan Kesehatan Kerja). Tim integrasi sistem ISO 9001, ISO 14001 dan ISO 45001 beranggotakan personel dari berbagai unit kerja berfungsi mengkoordinasikan serta memastikan implementasi sistem ISO terintegrasi melalui peran sertanya sebagai internal auditor maupun eksternal auditor.

REALISATION OF THE IMPLEMENTATION OF QA-RA AUDITOR ACTIVITIES IN 2021

IMPLEMENTATION OF THE QUALITY MANAGEMENT SYSTEM

The *Quality Management System* is being implemented at Bio Farma with the goal of ensuring consistency in compliance with the quality system (GMP/GMP) and integrated ISO. The company has designated the *Corporate Secretary* as the *Management Representative* (MR), the *Quality Assurance & Regulation Division* as the MR *Quality* representative, the Head of the *Environmental and Social Management Division* as the MR *Environment* representative, the Chairperson as the MR K3 representative, and Team P2K3 (*Occupational Health and Safety Trustees Committee*). The ISO 9001, ISO 14001, and ISO 45001 system integration team is comprised of employees from diverse work units tasked with the responsibility of coordinating and ensuring the execution of the integrated ISO system through their involvement as internal and external auditors.

PROGRAM KERJA AUDIT QA-RA TAHUN 2022

Perencanaan Audit yang akan dilakukan oleh Auditor QA-RA di tahun 2022 adalah sebagai berikut

1. Internal audit secara periodik sesuai jadwal yang ditetapkan.
2. Vendor audit yang sudah dijadwalkan dalam Rencana Vendor Audit Tahun 2022.

PROGRAM OF QA-RA AUDIT WORK IN 2022

The QA-RA Auditor's audit plan for 2022 is as follows:

1. Internal audits are conducted on a periodic basis in accordance with a predetermined schedule.
2. Vendors are also slated for audits in the 2022 Audit Vendor Plan.



Akuntan Publik

Public Accountant

Fungsi pengawasan independen terhadap aspek keuangan Perusahaan dilakukan dengan melaksanakan audit eksternal yang dilakukan oleh Kantor Akuntan Publik. KAP yang mengaudit Perusahaan merupakan perpanjangan tangan BPK dalam menjalankan tugas dan wewenang pemeriksaan. Namun, ranah pemeriksaan yang dapat dijangkau KAP pada Perusahaan hanya kepada pemeriksaan akan kewajaran penyajian sebuah laporan keuangan, yang pada umumnya adalah audit atas laporan keuangan atau audit keuangan Perusahaan.

Akuntan Publik adalah seseorang yang telah memperoleh izin untuk memberikan jasa sebagaimana diatur dalam Undang-Undang ini. Sedangkan Kantor Akuntan Publik (KAP), adalah badan usaha yang didirikan berdasarkan ketentuan peraturan perundang-undangan dan mendapatkan izin usaha berdasarkan Undang-Undang ini.

PEDOMAN MENGENAI AKUNTAN PUBLIK

1. Ketentuan mengenai akuntan publik di Indonesia diatur dalam Undang-Undang Republik Indonesia Nomor 5 tahun 2011 tentang Akuntan Publik dan Peraturan Menteri Keuangan Nomor 443/KMK.01/2011 tentang Penetapan Institut Akuntan Publik Indonesia sebagai Asosiasi Profesi Akuntan Publik Indonesia.
2. Undang-undang Nomor 5 Tahun 2011 mengenai Kantor Akuntan Publik.
3. UU PT Nomor 40 Tahun 2007 pasal 66 ayat (4) dan pasal 68 ayat (3) bahwa BUMN Persero juga dapat diaudit oleh Kantor Akuntan Publik (KAP).
4. Anggaran Dasar Perusahaan.

Penunjukan tersebut telah sesuai dengan Peraturan Menteri Keuangan No.17/PMK.01/2008 tanggal 5 Februari 2008 pasal 3 ayat 1 yang menyebutkan bahwa pemberian jasa audit umum atas laporan keuangan dari suatu entitas dilakukan oleh KAP paling lama untuk 6 (enam) tahun buku berturut-turut dan oleh seorang Akuntan Publik paling lama untuk 3 (tiga) tahun buku berturut-turut.

PROSES PENUNJUKAN AKUNTAN PUBLIK

Berdasarkan Piagam Komite Audit yang di dalamnya mengatur tentang proses seleksi dan penunjukan Akuntan Publik, serta ketentuan yang harus dipatuhi terkait legalitas, kompetensi dan independensi Akuntan Publik yang berlaku di Indonesia, Komite Audit bertanggung jawab dalam pemilihan Akuntan Publik.

Independent monitoring of the Company's financial operations is accomplished by the performance of an external audit by a Public Accounting Firm. The KAP auditing the Company serves as an extension of the BPK's auditing responsibilities and authority. However, KAP's audit scope in the Company is limited to examining the fairness of a financial report's presentation, which is often referred to as an audit of the financial statements or an audit of the Company's financial statements.

A public accountant is someone who has earned a license to practise accounting in accordance with the provisions of this Law. Meanwhile, a Public Accounting Firm (KAP) is a corporate entity formed in accordance with the terms of the Act and licenced pursuant to this Law.

DIRECTIVES REGARDING PUBLIC ACCOUNTANT

1. Public accountants are regulated in Indonesia by the Law of the Republic of Indonesia No. 5 of 2011 on Public Accountants and the Minister of Finance's Regulation No. 443/KMK.01/2011 on the Establishment of the Indonesian Institute of Certified Public Accountants as the Indonesian Professional Association of Public Accountants.
2. Public Accounting Firms Law No. 5 of 2011.
3. Article 66 paragraph (4) and 68 paragraph (3) of the Company Law Number 40 of 2007 provide that SOEs may also be audited by a Public Accounting Firm (KAP).
4. Articles of Association of the business.

The appointment is made in line with Article 3 paragraph 1 of Minister of Finance Regulation No.17/PMK.01/2008 dated February 5, 2008, which specifies that KAP may provide general audit services on an entity's financial statements for a maximum of 6 (six) fiscal years. consecutively and by a Public Accountant for a period of no more than 3 (three) fiscal years.

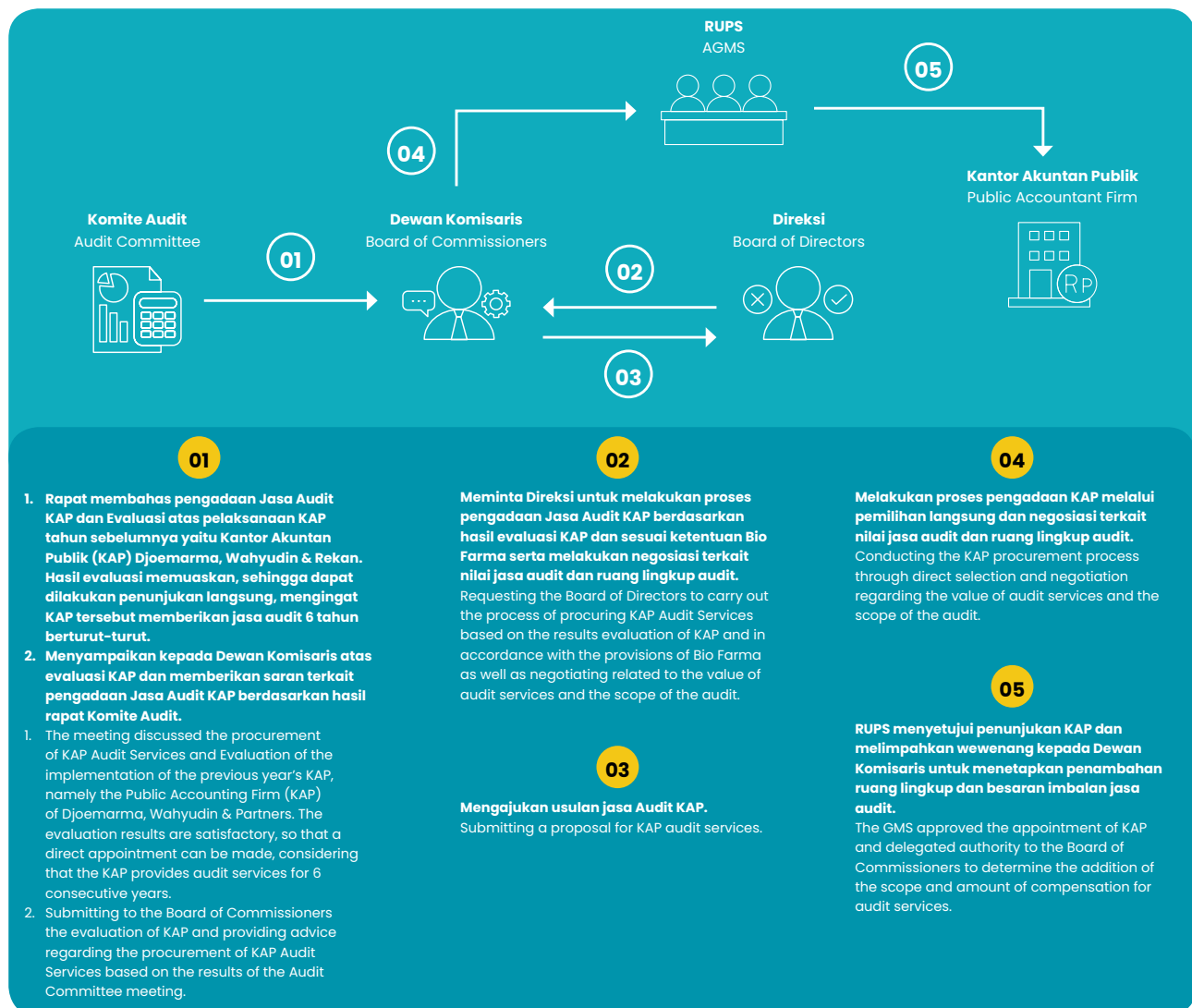
PROCESS FOR APPOINTMENTS TO PUBLIC ACCOUNTANTS

The Audit Committee is responsible for selecting Public Accountants in accordance with the Audit Committee Charter, which regulates the selection and appointment of Public Accountants, as well as the provisions applicable in Indonesia regarding the legality, competence, and independence of Public Accountants.



Adapun proses penunjukan Akuntan Publik melalui mekanisme sebagai berikut:

The following procedure is used to appoint a Public Accountant:



Proses pemilihan akuntan publik dilakukan sesuai dengan mekanisme pengadaan barang dan jasa yang berlaku di Bio Farma.

The selection procedure for public accountants is conducted in line with the Bio Farma procurement policy.

Kantor Akuntan Publik (KAP) Kreston Hendrawinata Hanny Erwin dan Sumargo HHES melaksanakan audit berdasarkan standar *auditing* yang ditetapkan oleh Institut Akuntan Publik Indonesia dan standar pemeriksaan keuangan negara yang diterbitkan Badan Pemeriksaan Keuangan Republik Indonesia. KAP Kreston Hendrawinata Hanny Erwin dan Sumargo HHES melakukan audit atas laporan keuangan, laporan keuangan program Pendanaan Usaha Mikro Kecil (PUMK) dan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) dan laporan lainnya PT Bio Farma (Persero) serta anak perusahaan tahun 2021.

Public Accounting Firms (KAP) Kreston Hendrawinata Hanny Erwin and Sumargo HHES have completed an audit in accordance with the Indonesian Institute of Certified Public Accountants' auditing standards and the Indonesian Financial Audit Board's state financial audit requirements. KAP In 2021, Kreston Hendrawinata Hanny Erwin and Sumargo HHES performed an audit of PT Bio Farma (Persero) and its subsidiaries' financial statements, financial reports for the Micro Small Business Funding (PUMK) and Social and Environmental Responsibility Program (TJSL), as well as other reports.

JASA LAIN YANG DIBERIKAN AKUNTAN SELAIN JASA AUDIT LAPORAN KEUANGAN PADA TAHUN TERAKHIR

KAP Kreston Hendrawinata Hanny Erwin dan Sumargo HHES pada tahun 2021 tidak memberikan jasa lainnya kepada Bio Farma.

ACCOUNTANCY SERVICES OTHER THAN AUDIT SERVICES ON FINANCIAL STATEMENTS IN THE LAST YEAR

In 2021, neither KAP Kreston Hendrawinata Hanny Erwin nor Sumargo HHES provided any other services to Bio Farma.



BESARNYA FEE YANG DIBERIKAN KEPADA AKUNTAN PUBLIK

Bio Farma menetapkan nilai fee Jasa Audit tahun buku 2021 sebesar Rp503.800.000,00 (sudah termasuk pajak).

NAMA DAN TAHUN AKUNTAN PUBLIK YANG MELAKUKAN AUDIT LAPORAN KEUANGAN TAHUNAN SELAMA 5 TAHUN TERAKHIR

Berikut Kantor Akuntan Publik yang mengaudit Laporan Keuangan Bio Farma sepanjang tahun 2017–2021 sebagai berikut:

AMOUNTS PAID TO PUBLIC ACCOUNTANTS

Bio Farma fixed the audit service charge for the fiscal year 2021 at Rp503,800,000.00. (tax included).

NAME AND YEAR OF THE PUBLIC ACCOUNTANTS WHO AUDITED THE ANNUAL FINANCIAL STATEMENTS FOR THE LAST FIVE YEARS

The following public accounting firms independently audited Bio Farma's financial statements from 2017 to 2021:

No.	Tahun Audit Year	Kantor Akuntan Publik Public Accounting Firm	Nama Akuntan (Partner Penanggung Jawab) Accountant Name (Partner in Charge)	No. Registrasi No. Registration	Periode Period	Fee Audit (Rp) Audit Fee (Rp)	Opini Opinion	Izin KAP KAP Permit	Jasa di Luar Audit Keuangan Service Outside of Financial Audit
1	2021	KAP Kreston Hendrawinata Hanny Erwin dan Sumargo HHES	Iskariman Supardjo, CPA	AP.0336	2	503.800.000	Laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian No. Bio Farma (Persero) dan Entitas Anaknya tanggal 31 Desember 2021, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia. The accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position No. Bio Farma (Persero) and its Subsidiaries as of December 31, 2020, as well as their consolidated financial performance and cash flows for the year then ended, in accordance with Financial Accounting Standards in Indonesia.	License No. 678/KM.1/2017	-
2	2020	KAP Hendrawinata, Hanny, Erwin dan Sumargo	Iskariman Supardjo, CPA	AP.0336	1	2.020.000.000	Laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian No. Bio Farma (Persero) dan Entitas Anaknya tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia. The accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position No. Bio Farma (Persero) and its Subsidiaries as of December 31, 2020, as well as their consolidated financial performance and cash flows for the year then ended, in accordance with Financial Accounting Standards in Indonesia.	License No. 678/KM.1/2017	-
3	2019	Roebinandini dan Rekan	Rudiana	No. Registrasi Akuntan Publik: NRAP: AP.1055 No. Public Accountant Registration: NRAP: AP.1055	2	250.800.000	Menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Bio Farma (Persero) tanggal 31 Desember 2019 serta kinerja keuangan & arus kasnya untuk tahun yang berakhir pada tanggal tersebut sesuai dengan SAK di Indonesia Present truthfully, in all relevant respects, PT Bio Farma (Persero)'s financial situation as of December 31, 2018, as well as its financial performance and cash flow for the fiscal year ended on that date, in line with Indonesian SAK.	NIUKAP.684/KM.1/2008	Jasa Assessment Mutu SPI SPI Quality Assessment Services



No.	Tahun Audit Year	Kantor Akuntan Publik Public Accounting Firm	Nama Akuntan (Partner Penanggung Jawab) Accountant Name (Partner in Charge)	No. Registrasi No. Registration	Periode Period	Fee Audit (Rp) Audit Fee (Rp)	Opini Opinion	Izin KAP KAP Permit	Jasa di Luar Audit Keuangan Service Outside of Financial Audit
4	2018	Roebiandini dan Rekan	Rudiana	No. Registrasi Akuntan Publik: NRAP: AP.1055 No. Public Accountant Registration: NRAP: AP.1055	2	250.800.000	Menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Bio Farma (Persero) tanggal 31 Desember 2018 serta kinerja keuangan & arus kasnya untuk tahun yang berakhir pada tanggal tsb sesuai dengan SAK di Indonesia Present truthfully, in all relevant respects, PT Bio Farma (Persero)'s financial situation as of December 31, 2018, as well as its financial performance and cash flow for the fiscal year ended on that date, in line with Indonesian SAK.	NIUKAP.684/KM.1/2008	Jasa Assessment Mutu SPI & Jasa Assessment Implementasi ERP SPI Quality Assessment Services & ERP Implementation Assessment Services
5	2017	Djoemarma, Wahyudin & Rekan	Djoemarma	No. Registrasi Akuntan Publik: NRAP: AP.0190 No. Public Accountant Registration: NRAP: AP.0190	6	p256.300.000	Wajar dalam semua hal yang material Reasonable in every material way.	NIUKAP: KEP-350/KM.17/2000 NIUKAP: KEP-350/KM.17/2000	Tidak Ada None

TANGGUNG JAWAB MANAJEMEN ATAS LAPORAN KEUANGAN

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan SAK di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

TANGGUNG JAWAB AUDITOR

Tanggung jawab Auditor adalah menyatakan opini atas laporan keuangan tersebut berdasarkan audit. Auditor melaksanakan audit berdasarkan SA yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan auditor untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan bebas dari kesalahan penyajian materi.

OPINI

Laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Bio Farma (Persero) dan Entitas Anaknya tanggal 31 Desember 2021, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

RESPONSIBILITY OF THE MANAGEMENT FOR FINANCIAL STATEMENTS

Management is accountable for the preparation and fair presentation of financial statements in accordance with Indonesian SAK, as well as for any internal controls that management deems necessary to ensure the preparation of financial statements that are free of material misstatement, whether due to fraud or error.

RESPONSIBILITY OF THE AUDITOR

The auditor's role is to provide an opinion on the financial statements on the basis of the audit. The auditor conducts the audit in line with the Indonesian Institute of Certified Public Accountants' Standards of Auditing. These criteria require the auditor to adhere to ethical standards and plan and conduct the audit in such a way that reasonable certainty is obtained regarding the financial statements' absence of substantial misstatement.

OPINION

The accompanying consolidated financial statements present fairly, in all material respects, PT Bio Farma (Persero) and its Subsidiaries' consolidated financial position as of December 31, 2021, as well as their consolidated financial performance and cash flows for the year then ended, in accordance with the Indonesian Accounting Standards for Finance.



Uraian Mengenai Manajemen Risiko Perusahaan

Description of The Company's Risk Management

PROFIL KEPALA DIVISI KEPATUHAN & MANAJEMEN RISIKO

PROFILE OF THE HEAD OF THE COMPLIANCE AND RISK MANAGEMENT DIVISION



Aco Aslam Yusuf

Kepala Divisi Kepatuhan & Manajemen Resiko
Head of Compliance and Risk Management Division

Kewarganegaraan Citizen	Warga Negara Indonesia Indonesia
Domisili Domicile	Cimahi
Usia, Tempat dan Tanggal Lahir Age, Place, and Date of Birth	54 tahun, Ujung Pandang 5 Agustus 1967 54 years of age, Ujung Pandang, August 5, 1967
Riwayat Pendidikan Educational Background	• Meraih gelar Sarjana Kimia di Universitas Hasanudin tahun 1995 • Meraih gelar Magister Manajemen Pemasaran di Universitas Padjadjaran tahun 2008 • Earned his Bachelor's degree in Chemistry at Hasanudin University in 1995 • Earned a Masters in Marketing Management from Padjadjaran University in 2008
Dasar Hukum Pengangkatan & Pemberhentian Legal Basis of Appointment & Dismissal	Keputusan Direksi Nomor: KEP-00053/DIR/IV/2020 tanggal 03 Mei 2020 tentang Transfer Karir sebagai Kepala Divisi Kepatuhan & Manajemen Risiko Decision of the Board of Directors Number: KEP-00053/DIR/IV/2020 dated 03 May 2020 regarding Career Transfer as Head of Compliance & Risk Management Division
Pengalaman Jabatan Work Experience	• Mengawali karirnya sebagai staf Pengawasan Mutu tahun 1998 • Menjabat sebagai Kepala Seksi Penjualan Sektor Swasta tahun 2000 • Menjabat sebagai Kepala Bagian Penjualan Sektor Swasta tahun 2003 • Menjabat sebagai Kepala Divisi Penjualan Dalam Negeri tahun 2006 • Menjabat sebagai Kepala Divisi Penunjang Pemasaran tahun 2008 • Menjabat sebagai Portfolio Management Team di Direktorat Perencanaan & Pengembangan tahun 2012 • Menjabat sebagai Ahli Utama di Direktorat SDM & Umum tahun 2018 • Started his career as Quality Control staff in 1998 • Served as Head of Private Sector Sales Section in 2000 • Served as Head of Private Sector Sales in 2003 • Served as Head of Domestic Sales Division in 2006 • Served as Head of Marketing Support Division in 2008 • Served as Portfolio Management Team at Directorate of Planning & Development in 2012 • Served as Main Expert in HR & General Directorate in 2018
Jabatan Rangkap Concurrent Position	-
Penghargaan/sertifikasi Awards	• Certified Human Capital Manager tahun 2020 • Certified Risk Governance Professional (CRGP) tahun 2019 • Certified Risk Management Professional tahun 2019 • Certified Risk Management Officer tahun 2019 • Certified Human Capital Manager 2020 • Certified Risk Governance Professional (CRGP) in 2019 • Certified Risk Management Professional in 2019 • Certified Risk Management Officer 2019
Hubungan Afiliasi Affiliate Relationship	-
Kepemilikan Saham di Bio Farma Share Ownership in Bio Farma	-
Pendidikan atau Pelatihan untuk meningkatkan kompetensi Education or training aimed towards enhancing competency	-



MANAJEMEN RISIKO KORPORAT

Manajemen Risiko Korporat adalah upaya untuk mengidentifikasi, menganalisis/mengevaluasi, mengelola dan mengkaji ulang risiko perusahaan secara efektif agar tujuan perusahaan yang telah ditetapkan dapat tercapai dengan dampak risiko seminimal mungkin.

Manajemen Risiko Korporasi di Bio Farma dituangkan di dalam Kebijakan Sistem Manajemen Perusahaan PT Bio Farma (Persero) Nomor; MBF-00001/DIR/IV/2020 tanggal 1 April 2020 dan Peraturan Direksi PT Bio Farma (Persero) Nomor: PER-00067/DIR/VI/2020 tanggal 30 Juni 2020 tentang Pedoman Umum Penerapan Manajemen Risiko di PT Bio Farma (Persero).

SISTEM MANAJEMEN RISIKO YANG DITERAPKAN BIO FARMA

Sejak tahun 2009, Sistem Manajemen Risiko yang diterapkan di Bio Farma mengacu kepada COSO *Enterprise Risk Management – Integrated Framework*. Seiring dengan perancangan Sistem Manajemen Terpadu Bio Farma, Sistem Manajemen Risiko Bio Farma mengalami perubahan *framework* dengan menerapkan ISO 31000:2018 Pedoman Manajemen Risiko sejak tahun 2020.

DASAR PENERAPAN MANAJEMEN RISIKO

1. Keputusan Menteri BUMN Nomor: 117/M-MBU/2002 tanggal 31 Juli 2002 yang diperbaharui dengan Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah terakhir melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada BUMN.
2. Manajemen Risiko Korporasi di Bio Farma dituangkan di Kebijakan Sistem Manajemen Perusahaan PT Bio Farma (Persero) Nomor; MBF-00001/DIR/IV/2020 tanggal 1 April 2020.
3. Pedoman Umum GCG yang dikeluarkan oleh KNKG (2006).
4. Anggaran Dasar Perusahaan.
5. Peraturan Direksi PT Bio Farma (Persero) Nomor: PER-00067/DIR/VI/2020 tanggal 30 Juni 2020 tentang Pedoman Umum Penerapan Manajemen Risiko di PT Bio Farma (Persero).

STRATEGI MANAJEMEN RISIKO

Dalam mencapai visi dan misi pengelolaan risiko Perusahaan, Bio Farma melakukan strategi manajemen risiko sebagai berikut:

1. Memprioritaskan tahapan penerapan manajemen risiko dari objektif yang strategis

CORPORATE RISK MANAGEMENT

Corporate risk management is an endeavour to successfully identify, analyze/evaluate, manage, and monitor corporate risks in order to ensure that the firm's goals may be accomplished with the least amount of risk.

Corporate Risk Management at Bio Farma is outlined in PT Bio Farma (Persero) Company Management System Policy Number: MBF-00001/DIR/IV/2020 dated April 1, 2020 and PT Bio Farma (Persero) Board of Directors Regulation Number: PER-00067/DIR/VI/2020 dated June 30, 2020 concerning General Guidelines for the Implementation of Risk Management at PT Bio Farma (Persero).

BIO FARMA IMPLEMENTS A RISK MANAGEMENT SYSTEM

Since 2009, Bio Farma's Risk Management System has been compliant with the COSO Enterprise Risk Management – Integrated Framework. Along with the construction of the Bio Farma Integrated Management System, the Bio Farma Risk Management System has undergone a framework change since 2020, with the implementation of ISO 31000:2018 Risk Management Guidelines.

ESSENTIAL IMPLEMENTATION OF RISK MANAGEMENT

1. Decree No. 117/M-MBU/2002 of the Minister of BUMN dated July 31, 2002, as amended by Regulation No. PER-01/MBU/2011 of the Minister of State for BUMN dated August 1, 2011 concerning the Implementation of Good Corporate Governance in SOEs, as amended by Regulation No. PER-09/MBU/2012 of the Minister of BUMN dated July 6, 2012 concerning Amendments to Regulation No. PER-01/MBU/2011 of the of the nya mohon dihapus pak, ditambahkan concerning the Implementation of Good Corporate Governance in SOEs.
2. Corporate risk management at Bio Farma is defined in PT Bio Farma (Persero) Company Management System Policy MBF-00001/DIR/IV/2020 dated April 1, 2020.
3. KNKG's General GCG Guidelines (2006).
4. Articles of Association of the business.
5. Regulation of the Board of Directors of PT Bio Farma (Persero) No. PER-00067/DIR/VI/2020 dated 30 June 2020 relating to General Guidelines for Risk Management Implementation at PT Bio Farma (Persero).

STRATEGY FOR RISK MANAGEMENT

Bio Farma employs the following risk management measures to accomplish the Company's risk management vision and mission:

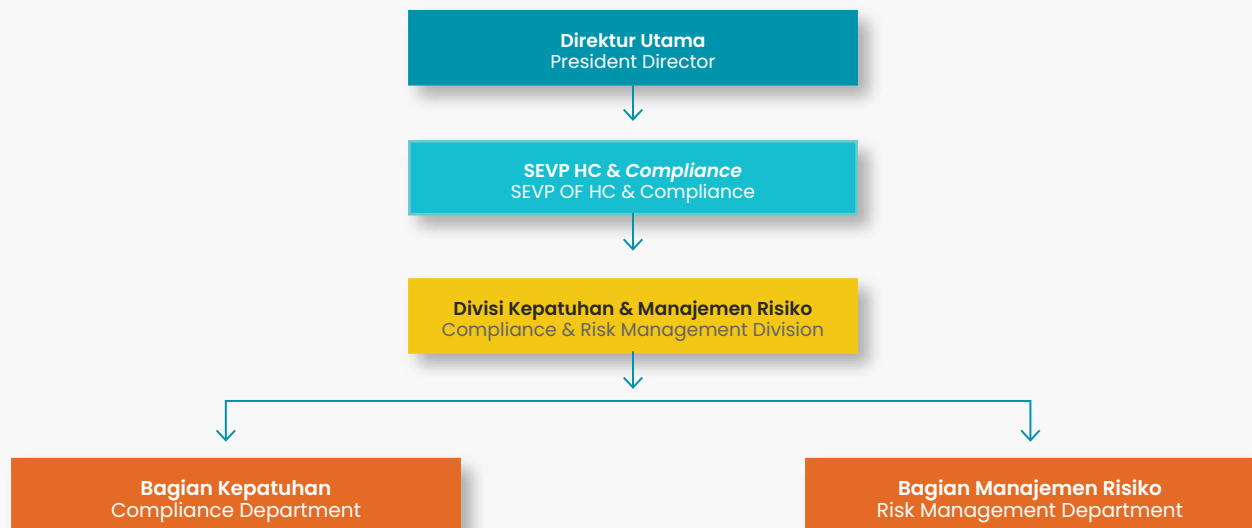
1. Prioritising the stages of risk management implementation in relation to strategic goals.



2. Menjadikan manajemen risiko sebagai bagian integral dari proses bisnis Perusahaan dan dasar dalam pengambilan keputusan manajemen Perusahaan.
3. Membangun keselarasan pengelolaan risiko antar unit kerja di Perusahaan.
4. Menentukan peta jalan (*road map*) tahapan implementasi, serta memantau dan meningkatkan secara terus-menerus tingkat kematangan risiko (*risk maturity level*) dalam implementasi manajemen risiko yaitu tingkat pemahaman, komitmen, sistem maupun penerapan manajemen risiko di Perusahaan.
5. Membangun kompetensi yang relevan secara berkelanjutan.

2. Integrating risk management into the Company's business activities and using it as a foundation for management decision-making.
3. Aligning risk management practises throughout the Company's work units.
4. Establishing a road plan for the implementation stages, as well as to monitor and constantly enhance the risk maturity level associated with risk management implementation, specifically the degree of understanding and commitment, as well as the systems and the application of risk management within the organisation.
5. Consistently developing necessary talents.

Struktur Organisasi Divisi Kepatuhan dan Manajemen Risiko Organisational Structure of The Compliance and Risk Management Division



Berdasarkan Surat Keputusan Direksi No. KEP-001.14/DIR/XII/2021 tanggal 14 Desember 2021 tentang Perubahan Ketiga atas Keputusan Direksi PT Bio Farma (Persero) Nomor KEP-003.27/DIR/X/2020 tentang Struktur Organisasi PT Bio Farma (Persero), di antaranya adalah bahwa dalam pengelolaan manajemen risiko, Bio Farma telah membentuk Divisi yang membawahi fungsi Manajemen Risiko yaitu Divisi Kepatuhan & Manajemen Risiko. Kepala Divisi Kepatuhan & Manajemen Risiko bertanggung jawab kepada SEVP HC & Compliance yang bertanggung jawab kepada Direktur Utama. Kepala Divisi Kepatuhan & Manajemen Risiko membawahi 2 Bagian yaitu Bagian Kepatuhan dan Bagian Manajemen Risiko.

According to the Board of Directors' Decree No. KEP-001.14/DIR/XII/2021 dated December 14, 2021 regarding the Third Amendment to the Board of Directors' Decision No. KEP-003.27/DIR/X/2020 concerning the Organizational Structure of PT Bio Farma (Persero), including that pertaining to risk management, Bio Farma has established a division to oversee the Risk Management function, namely the Compliance & Risk Management Division. The Compliance & Risk Management Division Head reports to the SEVP Human Capital & Compliance, who reports to the President Director. The Head of the Compliance & Risk Management Division is responsible for two divisions: compliance and risk management.



TUGAS DAN TANGGUNG JAWAB DIVISI KEPATUHAN DAN MANAJEMEN RISIKO

Tugas dan Tanggung Jawab Kepala Divisi Kepatuhan & Manajemen Risiko adalah Memastikan kebijakan dan tata kelola Perusahaan memenuhi dan mematuhi ketentuan, peraturan, regulasi dan perundang-undangan yang berlaku terutama yang berkaitan dengan transaksi Perusahaan dengan pihak-pihak eksternal dengan berdasarkan pada sistem dan strategi manajemen risiko yang disusun dan diimplementasikan secara korporasi serta memberikan saran mengenai sistem manajemen risiko, tata kelola Perusahaan dan kepatuhan bagi seluruh komponen Perusahaan. Adapun yang menjadi tanggung jawab adalah sebagai berikut:

1. Melakukan *review* kepatuhan terhadap kebijakan dan prosedur internal yang akan diterbitkan untuk memastikan kesesuaian terhadap ketentuan, peraturan dan perundang-undangan yang berlaku.
2. Memastikan kepatuhan Perusahaan terhadap peraturan internal dan peraturan eksternal yang berlaku.
3. Mengkoordinasikan penerapan Sistem Manajemen Anti Penyuapan (SMAP) di Perusahaan.
4. Menyusun kajian risiko atas rencana aksi korporasi yang akan dilakukan oleh Perusahaan dan memastikan mitigasi risiko atas aksi korporasi yang akan dilakukan oleh Perusahaan.
5. Memastikan tata kelola Perusahaan secara konsisten melalui hasil *assessment* untuk Perusahaan (seperti *assessment* GCG) secara periodik dalam mendukung keberlangsungan bisnis Perusahaan.
6. Melakukan berbagai sistem dan strategi manajemen risiko terkait dengan aksi korporasi, keuangan, konsumen, internal proses dan pembelajaran serta pengembangan di Perusahaan.

KEBIJAKAN MANAJEMEN RISIKO

Bio Farma dalam melaksanakan aktivitas kerja dan setiap pengambilan keputusan didasarkan kepada risiko. Oleh karena itu, perlu adanya kebijakan/prosedur yang mengatur implementasi manajemen risiko. Manajemen risiko korporat diatur di dalam:

1. Peraturan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) Nomor: PER-06/DK/BF/12/2018; Nomor: PER-06963/DIR/XII/2018 tanggal 31 Desember 2018 Tentang Pedoman Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) di PT Bio Farma (Persero).
2. Peraturan Bersama Dewan Komisaris dan Direksi Nomor: PER-07/DK/BF/12/2018; Nomor: PER-06964/DIR/XII/2018 tanggal 31 Desember 2018 Tentang Pedoman Dewan Komisaris dan Direksi (*Board Manual*) PT Bio Farma (Persero).

DUTIES AND RESPONSIBILITIES OF THE DIVISION OF COMPLIANCE AND RISK MANAGEMENT

The Head of Compliance & Risk Management's duties and responsibilities are to ensure that the Company's policies and governance comply with and adhere to applicable provisions, regulations, and laws, particularly those governing the Company's transactions with external parties, in accordance with the risk management system and strategy. These are to be prepared and implemented in a company-wide fashion, as well as giving advice on risk management systems, corporate governance, and compliance for the Company's many components. The following are the responsibilities:

1. Conducting a compliance evaluation of all internal policies and processes to ensure compliance with applicable requirements, regulations, and laws.
2. Assuring that the Company adheres to all applicable internal and external rules.
3. Coordination of the Company's Anti-Bribery Management System (SMAP).
4. Conducting a risk assessment of the Company's corporate action plan and ensuring risk mitigation for the Company's corporate action plan.
5. Ensuring consistent corporate governance by analysing the findings of periodic assessments conducted on the Company (such as GCG assessments) in order to ensure the Company's business continuity.
6. Developing and implementing risk management systems and strategies for the Company's corporate, financial, consumer, internal processes, and learning and development initiatives.

POLICY ON RISK MANAGEMENT

Bio Farma's work activities and all decision-making is risk-based. As a result, risk management policies/procedures must be in place to control their execution. Corporate risk management is governed by the following:

1. Joint Regulation of the Board of Commissioners and Directors of PT Bio Farma (Persero) No. PER-06/DK/BF/12/2018; No. PER-06963/DIR/XII/2018 dated December 31, 2018 on Guidelines for the Application of Good Corporate Governance at PT Bio Farma (Persero).
2. Joint Regulation of the Board of Commissioners and Directors No. PER-07/DK/BF/12/2018; No. PER-06964/DIR/XII/2018 dated 31 December 2018 Concerning the Guidelines for the Board of Commissioners and Directors of PT Bio Farma (Persero).



3. Kebijakan Sistem Manajemen Perusahaan PT Bio Farma (Persero) Nomor; MBF-00001/DIR/IV/2020 tanggal 1 April 2020.
4. Peraturan Direksi PT Bio Farma (Persero) Nomor: PER-00067/DIR/VI/2020 tanggal 30 Juni 2020 tentang Pedoman Umum Penerapan Manajemen Risiko di PT Bio Farma (Persero).
5. SM-S20 Pedoman Manajemen Risiko
6. 264K-MR-01 Prosedur Baku Penyusunan Laporan Manajemen Risiko dan Laporan Kajian Risiko.
7. 264K-MR-02 Prosedur Baku Penentuan Tingkat Kemungkinan dan Dampak Risiko.

Kebijakan Manajemen Risiko Bio Farma saat ini sudah mengadopsi standar ISO 31000:2018 yang terdiri dari Prinsip Manajemen Risiko, Kerangka Kerja Manajemen Risiko, dan Proses Manajemen Risiko yang memiliki tujuan utama:

1. Tersedianya panduan dasar bagi Perusahaan dalam pengelolaan risiko Perusahaan.
2. Terkoordinasinya proses dan kegiatan manajemen risiko yang terintegrasi dan tersinkronisasi di lingkungan Perusahaan.

MAKSUD DAN TUJUAN PENERAPAN MANAJEMEN RISIKO DI BIO FARMA

1. Meningkatkan hubungan dengan para pemangku kepentingan. Dalam menerapkan manajemen risiko wajib untuk memperhatikan para pemangku kepentingan dan harapannya. Melalui komunikasi timbal balik yang cukup intens maka dapat digalang kesamaan persepsi dan kepentingan bersama, dengan demikian dapat diperoleh hubungan yang lebih baik.
2. Meningkatkan reputasi perusahaan. Dengan adanya komunikasi yang baik dengan para pemangku kepentingan, dapat mengetahui bahwa perusahaan mampu untuk menangani risiko-risiko yang dihadapi dengan baik. Akibatnya kepercayaan pelanggan, pemasok, kreditor, komunitas bisnis serta masyarakat juga meningkat.
3. Meningkatkan efektifitas dan efisiensi manajemen. Semua risiko yang dapat menghambat proses organisasi telah diidentifikasi dengan baik. Kemudian gangguan kelancaran proses organisasi tersebut juga telah diantisipasi sebelumnya. Karenanya, bila gangguan tersebut memang terjadi, maka organisasi telah siap untuk menanganinya dengan baik.
4. Lebih memberikan jaminan yang wajar atas pencapaian sasaran perusahaan karena terselenggaranya manajemen yang lebih efektif dan efisien, hubungan dengan pemangku kepentingan yang semakin membaik, kemampuan menangani risiko perusahaan yang juga meningkat, termasuk risiko kepatuhan dan hukum.

3. PT Bio Farma (Persero) Company Management System Policy Number: MBF-00001/DIR/IV/2020 Date of Effectiveness: April 1, 2020.
4. Regulation No. PER-00067/DIR/VI/2020 of PT Bio Farma (Persero) dated 30 June 2020 concerning General Guidelines for the Implementation of Risk Management at PT Bio Farma (Persero).
5. SM-S20 Guidance on Risk Management.
6. 264K-MR-01 Standard Operating Procedures for the Preparation of Risk Management and Risk Assessment Reports.
7. 264K-MR-02 Standard Procedure for Determining the Probability and Impact of Risk.

Currently, Bio Farma's Risk Management Policy is based on the ISO 31000:2018 standard, which includes Risk Management Principles, a Risk Management Framework, and a Risk Management Process.

1. Availability of fundamental risk management rules for the Company.
2. Coordination of the Company's integrated and synchronised risk management procedures and operations.

PURPOSE AND OBJECTIVES OF RISK MANAGEMENT APPLICATION IN BIO FARMA

1. Strengthen ties with stakeholders. It is critical to consider the stakeholders and their expectations while adopting risk management. Through strong reciprocal dialogue, shared views and interests may be developed, resulting in improved relationships.
2. Enhance the organization's reputation. Through effective communication with stakeholders, it is possible to determine if the business is capable of adequately managing the risks it confronts. As a consequence, customers, suppliers, creditors, the business community, and the general public have enhanced their faith in the company.
3. Enhance managerial effectiveness and efficiency. All dangers that might obstruct organisational procedures have been recognised appropriately. Then, the disturbance to the organisation's smooth operation will have been foreseen in advance as well. As a result, if the disruption occurs, the company will be prepared to deal with it appropriately.
4. Provide more reasonable assurances on the attainment of corporate goals as a result of better management effectiveness and efficiency, enhanced stakeholder relations, and increased capacity to manage company risks, including compliance and legal risks.



5. Meningkatkan kesadaran terhadap adanya dampak dari aktivitas dan tindakan bisnis dan/atau dari faktor eksternal yang mengandung risiko. 6. Menurunkan potensi kejadian yang dinilai membahayakan yang mungkin terjadi di masa sekarang atau masa yang akan datang. 7. Meningkatkan <i>shareholder value</i>. 8. Memberikan gambaran komprehensif kepada stakeholder maupun pengelola Perusahaan mengenai potensi peluang maupun kerugian sehingga pengambil keputusan dan pembuat kebijakan internal memiliki ketersediaan data dan informasi mengenai kinerja Perusahaan untuk mengambil keputusan yang lebih efektif dan efisien. 9. Bio Farma secara berkelanjutan mengembangkan dan meningkatkan kerangka sistem pengelolaan risiko dan struktur pengendalian internal yang terpadu dan komprehensif, sehingga dapat memberikan informasi adanya potensi risiko secara lebih dini dan selanjutnya dapat diambil langkah-langkah yang memadai untuk meminimalkan dampak risiko. Kerangka manajemen risiko ini dituangkan dalam kebijakan, prosedur, kewenangan dan ketentuan lain serta berbagai perangkat manajemen risiko yang berlaku di seluruh lingkup aktivitas usaha.	5. Raise awareness of the influence of corporate operations and actions, as well as external risk factors. 6. Minimise the possibility of risky occurrences taking place in the present or future. 7. Increase value for shareholders. 8. Provide a full picture of prospective opportunities and losses to stakeholders and corporate executives so that decision makers and internal policymakers have access to facts and information about the Company's performance in order to make more effective and efficient judgments. 9. Bio Farma is constantly developing and improving an integrated and comprehensive risk management system architecture and internal control structure in order to offer early warning of potential risks and then take appropriate action to mitigate their impact. This risk management framework is defined in policies, procedures, authorities, and other requirements, as well as via the use of different risk management instruments across the breadth of corporate operations.

HASIL REVIEW YANG DILAKUKAN SISTEM MANAJEMEN RISIKO PADA TAHUN 2021

EVALUASI KINERJA DIVISI KEPATUHAN DAN MANAJEMEN RISIKO

Evaluasi yang dilakukan atas efektivitas sistem manajemen risiko dengan mengukur 8 (delapan) unsur *Key Risk Indicator*, yaitu sebagai berikut:

1. Kesadaran yaitu mengukur tingkat kesadaran para pemangku kepentingan internal, baik terhadap risiko secara umum maupun penerapan manajemen risiko yang sedang dilangsungkan.
2. Reputasi yaitu mengukur pandangan serta penerimaan para pemangku kepentingan internal terhadap penerapan Manajemen Risiko.
3. Budaya yaitu mengukur sejauh mana budaya sadar risiko telah mengakar dan melatarbelakangi pelaksanaan praktik Manajemen Risiko.
4. Keahlian yaitu mengukur tingkat kompetensi para pemangku kepentingan internal di bidang Manajemen Risiko guna menunjang penerapan manajemen risiko.
5. Kepercayaan yaitu mengukur sejauh mana tingkat kepercayaan para pemangku kepentingan internal terhadap hasil dari penerapan Manajemen Risiko.
6. Sumber Daya yaitu mengukur sumber daya khususnya SDM perusahaan yang tersedia secara memadai guna menunjang penerapan manajemen risiko.

REVIEW OF THE RISK MANAGEMENT SYSTEM'S OUTCOMES IN 2021

EVALUATION OF THE MANAGEMENT PERFORMANCE OF THE COMPLIANCE AND RISK DIVISION

The effectiveness of the risk management system is evaluated using 8 (eight) Key Risk Indicators, as follows:

1. Awareness, i.e., determining the level of awareness among internal stakeholders regarding risks in general and the current state of risk management implementation.
2. Reputation, i.e., gauging internal stakeholders' perceptions and acceptability of risk management implementation.
3. Culture, which indicates the extent to which a risk-aware culture has taken root and serves as the backdrop for risk management methods to be implemented.
4. Expertise, defined as determining the degree of competence of internal stakeholders in the field of risk management in order to facilitate risk management implementation.
5. Trust, which quantifies internal stakeholders' trust in the outcomes of risk management implementation.
6. Resources, including determining the available resources, particularly the company's human resources, to assist in risk management implementation.



7. Penerapan yaitu mengukur seberapa jauh praktik Manajemen Risiko serta pemeliharaan basis data/informasi manajemen risiko perusahaan telah didukung dengan proses otomatisasi berbasis teknologi informasi.
8. Proses yaitu mengukur seberapa jauh praktik Manajemen Risiko telah dilaksanakan dengan berbasis pada suatu metodologi yang dirujuk oleh praktik terbaik penerapan Manajemen Risiko.

7. Implementation is used to determine the extent to which an information technology-based automated method has aided in the practise of risk management and the upkeep of the company's risk management database/information.
8. Process, which is used to determine the extent to which risk management practises have been implemented in accordance with a methodology referred to in best practises for risk management implementation.

RISIKO-RISIKO YANG DIHADAPI PERUSAHAAN

Pada tahun 2021, terdapat 814 risiko operasional yang telah teridentifikasi dari 81 (delapan puluh satu) unit kerja (Divisi), kemudian diukur dan dianalisa berdasarkan nilai kemungkinan dan dampak, sehingga diperoleh prioritas risiko yang harus dikendalikan dan memerlukan tindak lanjut penanganan risiko/mitigasi, Manajemen Risiko melakukan pendampingan/advisor dalam penyusunan profil risiko unit/bagian dan rencana tindak lanjut ini.

Setelah menentukan rencana tindak lanjut penanganan risiko, Divisi Kepatuhan dan Manajemen Risiko selaku penanggung jawab penerapan sistem Manajemen Risiko akan memonitor dan meng-advise unit/Bagian dalam melakukan monitoring dan evaluasi kegiatan penanganan risiko yang dilaksanakan setiap unit/Bagian.

OPERATIONAL RISKS IDENTIFIED

In 2021, 814 operational risks were identified from 81 (eighty-one) work units (Divisions), then quantified and analysed based on probability and impact values to identify priority risks that must be controlled and require follow-up on risk handling/mitigation. Risk Management assists/advises in compiling the unit/risk section's profile and follow-up plan.

Following the establishment of a risk management follow-up plan, the Compliance and Risk Management Division, as the entity responsible for implementing the risk management system, shall monitor and advise the unit/section on the risk management activities to be carried out by each unit/section.

RINCIAN RISIKO KORPORAT BIO FARMA

Pada tahun 2021, terdapat terdapat 10 risiko kejadian yang telah teridentifikasi. Masing-masing risiko tersebut di-cascading ke unit/Bagian terkait sebagai penanggung jawab risiko dan kegiatan penanganannya yang secara keseluruhan menjadi ukuran efektivitas pelaksanaan manajemen risiko di Bio Farma. Adapun rincian risiko korporat tersebut adalah:

DETAILS ABOUT RISK FOR THE BIO FARMA CORPORATION

In 2021, ten risk occurrences were identified. Each of these hazards has been brought to the attention of the relevant unit/section and the appropriate person having the responsibility for risk mitigation, which together serves as a barometer of Bio Farma's risk management efficacy. The specifics of the company's risks are as follows:

No.	Risiko Kejadian Identified Risks	Kategori Category
1	Risiko Target Penjualan Tidak Tercapai (terutama dari sektor Penjualan Ekspor) Risk of Missing Sales Goals (especially from the Export Sales sector)	Finansial Financial
2	a. Risiko kegagalan/keterlambatan pengadaan/ penyediaan vaksin jadi COVID-19 sebanyak 3 juta dosis dari Sinovac a. Risk of failure/delay in procuring/delivering vaccines for COVID-19 from Sinovac of up to 3 million doses b. Risiko kegagalan/keterlambatan pengadaan/ penyediaan Bulk RTF (minimal 140 juta dosis) dari Sinovac b. Risk of Sinovac failing to obtain/provide Bulk RTF (minimum 140 million doses) c. Risiko kegagalan/keterlambatan pengadaan/ penyediaan vaksin jadi COVID-19 sebanyak 50 juta dosis dari AstraZeneca c. Risk of failure/delay in procuring/supplying vaccines for COVID-19 from AstraZeneca of up to 50 million doses	Operasional Operational



No.	Risiko Kejadian Identified Risks	Kategori Category
	d. Risiko kegagalan/keterlambatan pengadaan/ penyediaan vaksin jadi COVID-19 sebanyak 50 juta dosis dari Novavax d. Risk of vaccine procurement/delivery failure/delay of up to 50 million doses of COVID-19 vaccine from Novavax	
3	a. Risiko Keterlambatan Dalam Riset Dan Pengembangan Produk Vaksin COVID-19 Dalam Negeri kerjasama dengan Eijkman (Vaksin Merah Putih) a. Risk of Delays in Domestic COVID-19 Vaccine Product Research and Development in Collaboration with Eijkman (Red and White Vaccines) b. Risiko Keterlambatan Dalam Riset Dan Pengembangan Produk Vaksin COVID-19 Dalam Negeri kerjasama dengan Baylor College Medicine – USA b. Potential for Delays in the Research and Development of Domestic COVID-19 Vaccine Products in Collaboration with Baylor College of Medicine in the United States of America c. Risiko Keterlambatan Dalam Riset Dan Pengembangan Produk Vaksin COVID-19 Dalam Negeri kerjasama dengan UCL VaxHub – UK c. Potential for Delays in the Research and Development of Domestic COVID-19 Vaccine Products in Collaboration with UCL VaxHub – United Kingdom	Riset Research
4	Penyerapan Barang Persediaan (<i>Inventory Turnover</i>) yang Lambat di Bio Farma Slow Inventory Turnover at Bio Farma	Operasional Operational
5	Risiko Penyelesaian Proyek Yang Didanai PMN Tidak Tepat Waktu Dan Tidak Sesuai Peruntukan Risk of Projects Funded by PMN not being completed on schedule or in line with their designation	Proyek Project
6	Risiko Kegagalan Distribusi, Pelaksanaan, <i>Monitoring</i> dan <i>Reporting</i> Program Vaksinasi COVID-19 Risk of Failure in the COVID-19 Vaccination Program's Distribution, Implementation, Monitoring, and Reporting	Strategis Strategic
7	Risiko Menurunnya Reputasi Perusahaan Akibat Pemberitaan Media Terkait Vaksin COVID-19 Risk of Company Reputation Degradation as a Result of Media Coverage of the COVID-19 Vaccine	Strategis Strategic
8	Risiko Terjadinya <i>Cost Overrun</i> Capex Risk of Cost Overrun Capex and OHS	Proyek Project
9	Risiko Terpaparnya Perusahaan Dari Pandemi COVID-19 Company Exposure Risks from the COVID-19 Pandemic	Lingkungan dan K3 Environment
10	Risiko keterlambatan integrasi System Application and Product In Data Processing (SAP) Holding BUMN Farmasi Risk of a delay in the integration of SOEs Pharmaceuticals' System Application and Product in Data Processing (SAP) holdings	Proyek Project



PENGELOLAAN RISIKO

Bio Farma berkomitmen untuk menerapkan manajemen risiko dalam melaksanakan aktivitasnya untuk mempertahankan dan menambah nilai, dan terus melanjutkan upaya untuk menciptakan budaya risiko dan memastikan terlaksananya fungsi manajemen risiko, yang meliputi tindakan:

1. Mewujudkan terciptanya budaya risiko pada semua tingkatan organisasi dan kegiatan usaha Perusahaan.
2. Mengelola risiko korporasi secara keseluruhan untuk pencapaian tujuan Perusahaan.
3. Memastikan agar sistem manajemen risiko tersedia dan sesuai dengan perkembangan perusahaan, melingkupi kebijakan, pedoman dan prosedur kerja serta dievaluasi secara berkala sebagai peningkatan yang berkesinambungan.

PRINSIP-PRINSIP PENERAPAN MANAJEMEN RISIKO

Merujuk pada Standar Manajemen Risiko yaitu ISO 31000:2018 – *Risk Management – Principles and guidelines*, manajemen risiko Bio Farma menerapkan prinsip-prinsip sebagai berikut:

1. Menjunjung tinggi integritas.
2. Pemilik Risiko (*Risk Owner*)/Unit Risiko berkewajiban menjalankan prinsip-prinsip penerapan manajemen risiko.
3. Manajemen risiko bersifat sistematis dan berkesinambungan, yang didasarkan pada informasi/data/analisis yang tersedia serta mengikuti perubahan/perkembangan (*best practices*).
4. Penerapan manajemen risiko memerlukan komitmen manajemen, khususnya dalam hal pembentukan lingkungan penerapan yang kondusif, peningkatan kompetensi maupun penggunaan sumber daya dalam pengelolaan risiko.
5. Memperhatikan kepentingan *stakeholders*.
6. Dilaksanakan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

AKTIVITAS TERKAIT MANAJEMEN RISIKO

Selama tahun 2021, Divisi Kepatuhan dan Manajemen Risiko telah melakukan aktivitas sebagai berikut:

1. Penyusunan Laporan Profil Manajemen Risiko Korporat.
2. Pendampingan/Advisor Penyusunan Laporan Profil Manajemen Risiko unit/Bagian.
3. Monitoring dan evaluasi Tindak Lanjut Penanganan Risiko Korporat Semester 1 dan 2.
4. Pendampingan/Advisor *Monitoring* dan evaluasi Tindak Lanjut Penanganan Risiko Unit/Bagian Semester 1 dan 2.
5. Pembuatan/Review Kajian Risiko terhadap proyek/kebijakan strategis perusahaan.

RISK MANAGEMENT

Bio Farma is committed to risk management in all aspects of its operations in order to preserve and add value, and to continuing efforts to foster a risk culture and ensuring the risk management function is implemented, which includes the following actions:

1. Establishing a risk management culture throughout the organisation and its commercial operations.
2. Managing the Company's entire risk in order to achieve its objectives.
3. Ensuring that the risk management system is available and current with corporate developments, that it contains rules, guidelines, and work processes, and that it is assessed on a regular basis as part of the continuous improvement process.

PRINCIPLES OF RISK MANAGEMENT ARE APPLIED

In accordance with the Risk Management Standard, namely ISO 31000:2018 – *Risk Management – Principles and Recommendations*, Bio Farma's risk management adheres to the following principles:

1. Maintaining integrity.
2. The Risk Owner/Risk Unit is required to adhere to risk management principles.
3. Risk management is systematic and ongoing, based on existing information/data/analysis and on a continual examination of changes/developments (*best practises*).
4. Risk management implementation demands management commitment, notably in terms of creating an enabling environment, growing expertise, and allocating resources to risk management.
5. Considering stakeholders' interests.
6. Adhering to the provisions of applicable laws and regulations.

ACTIVITIES RELATED TO RISK MANAGEMENT

The Compliance and Risk Management Division completed the following actions in 2021:

1. Preparation of a report on the corporate risk management profile.
2. Assisting/giving advice in the Development of a Unit/Department of Risk Management Profile Report.
3. Corporate Risk Management Monitoring and Evaluation (Semesters 1 and 2).
4. Assisting/giving advice on Monitoring and Assessment of Follow-up Risk Management for units/sections throughout the first and second semesters.
5. Conducting/reviewing risk assessments for important projects/policies of the firm.



6. *Preliminary Self Assessment* Pengukuran Tingkat Kematangan Risiko perusahaan (RMI).
7. *Preliminary* Pengukuran Tingkat Kematangan Risiko perusahaan (RMI) oleh Konsultan *independent* dengan bobot nilai sebesar 3.0 (*Defined*).
8. Penguatan Manajemen Risiko dengan BUMN - Konsultan PwC.
9. Pembentukan Forum GRC Holding BUMN Farmasi di bulan Maret 2021.

PENGELOLAAN MANAJEMEN RISIKO BIO FARMA

Penerapan Manajemen Risiko Bio Farma terbagi atas 2 (dua) yaitu:

1. Pengelolaan Risiko Kegiatan Rutin (Korporat dan Unit/Bagian).
2. Pengelolaan Risiko Kegiatan Insidentil (Non Rutin/Proyek/Kebijakan Strategis).

PENGELOLAAN RISIKO KEGIATAN RUTIN

Pengelolaan risiko untuk kegiatan operasional rutin yaitu pengelolaan risiko yang melingkupi risiko-risiko yang ada di setiap unit/Bagian dan risiko korporat. Pengelolaan risiko rutin ini dilaporkan oleh setiap Unit Risiko/Bagian berupa Laporan Profil Manajemen Risiko Unit, sementara untuk risiko korporat dilaporkan oleh Bagian Manajemen Risiko berupa Laporan Profil Manajemen Risiko Korporat. Laporan Profil Manajemen Risiko rutin ini dilaporkan setiap tahun.

PENGELOLAAN RISIKO KEGIATAN NON RUTIN (INSIDENTIL)

Pengelolaan manajemen risiko untuk kegiatan insidentil (non rutin) yaitu pengelolaan risiko yang melingkupi risiko pada rencana kegiatan insidentil (non rutin) atau proyek dan digunakan untuk proses pengambilan keputusan, proses perencanaan dan pencapaian strategis, proses perbaikan (*improvement*) proses bisnis, proses tata kelola (*governance*) dan lain sebagainya. Laporan dari pengelolaan risiko insidentil/non rutin ini disebut dengan Laporan Kajian Risiko.

TINDAK LANJUT PENANGANAN RISIKO KORPORAT

Setelah menentukan risiko-risiko korporat secara keseluruhan (baik operasional rutin maupun non rutin/insidentil) dan menyiapkan langkah-langkah strategis yang akan diambil dalam menangani risiko-risiko tersebut, seluruh pemilik risiko/unit/Bagian/Tim Proyek dan dikoordinir oleh Divisi Kepatuhan dan Manajemen Risiko selaku penanggung jawab risiko korporat akan melakukan *monitoring* dan evaluasi kegiatan penanganan risiko secara keseluruhan menjadi ukuran efektivitas pelaksanaan Manajemen Risiko di Bio Farma.

6. Preliminary Self-Assessment of the Risk Maturity Level of the Organization (RMI).
7. Preliminary Risk Maturity Level (RMI) Assessment of the Company by an impartial Consultant using a weight value of 3.0 (*Defined*).
8. Using SOEs to Strengthen Risk Management - PwC Consultants.
9. In March 2021, the Pharmaceutical SOEs Holding GRC Forum was established.

RISK MANAGEMENT IN BIO FARMA

Bio Farma's Risk Management application is separated into 2 (two) components, namely:

1. Risk Management for Daily Operations (Corporate and Unit/Section).
2. Risk management for non-routine/project/strategic policy activities.

RISK MANAGEMENT FOR REGULAR ACTIVITIES

Risk management for everyday operational tasks, namely risk management that encompasses both unit/sectional risks and company risks. Each Risk Unit/Section reports on regular risk management via a Unit Risk Management Profile Report, while the Risk Management Division reports on corporate risk via a Corporate Risk Management Profile Report. This yearly report on the Risk Management Profile is standard.

RISK MANAGEMENT FOR OUT-OF-SCHEDULE (INCIDENTAL) ACTIVITIES

Risk management for incidental (non-routine) activities is defined as risk management that incorporates risks into incidental (non-routine) or project activity plans and is used in decision-making processes, strategic planning and achievement processes, business process improvement processes, and governance processes, among others. The Risk Assessment Report is the name given to this incidental/non-routine risk management report.

CONTINUED MONITORING OF CORPORATE RISK MANAGEMENT

After identifying overall corporate risks (both routine and non-routine/incidental operations) and developing strategic responses to these risks, all risk owners/units/sections/project teams, coordinated by the Compliance Division and Risk Management as the person in charge of corporate risk, will monitor and evaluate overall risk management activities as a proxy for the effectiveness of Bio Farma's risk management implementation.



Kegiatan Penanganan Risiko dari Setiap Risiko Korporat Bio Farma yang dilakukan pada Tahun 2021

Risk Handling Activities for Identified Corporate Risks in 2021

No.	No. Registrasi Registration	Risiko Korporat Corporate Risk	Kegiatan Penanganan (Mitigation) Handling Activities (Mitigation)	PIC
1	BF-2021-001	Risiko Target Penjualan Tidak Tercapai (terutama dari sektor Penjualan Ekspor) Risk of Missing Sales Goals (especially from the Export Sales sector)	- Koordinasi yang intens dengan institusi/negara tujuan ekspor dalam kaitan tender pengadaan dan mengantisipasi kondisi <i>lockdown</i> di situasi pandemi. - Penetapan harga produk yang kompetitif. - Mengoptimalkan unit kerja <i>Marketing Diplomacy</i> dan <i>Marketing Intelligence</i>, terutama update terkait informasi situasi global & harga vaksin dunia (<i>global competitor</i>) - Coordination with institutions/export destination nations on procurement bids and preparation for lockdown circumstances in the event of a pandemic. - Competitive pricing for products. - Optimising Marketing Diplomacy and Marketing Intelligence work units, with a particular emphasis on global situation information and vaccination costs on a worldwide scale (against global competitors).	Divisi Penjualan Ekspor Division of Export Sales
2	BF-2021-002	a. Risiko kegagalan / keterlambatan pengadaan / penyediaan vaksin jadi COVID-19 sebanyak 3 juta dosis dari Sinovac a. Risk of failure/delay in procuring/providing vaccinations for COVID-19 from Sinovac of up to 3 million doses b. Risiko kegagalan / keterlambatan pengadaan / penyediaan Bulk RTF (minimal 140 juta dosis) dari Sinovac b. Risk of failure / delay in procurement / supply of Bulk RTF (minimum 140 million doses) from Sinovac c. Risiko kegagalan / keterlambatan pengadaan / penyediaan vaksin jadi COVID-19 sebanyak 50 juta dosis dari AstraZeneca c. Risk of failure / delay in procurement / provision of vaccines for COVID-19 of up to 50 million doses from AstraZeneca d. Risiko kegagalan / keterlambatan pengadaan / penyediaan vaksin jadi COVID-19 sebanyak 50 juta dosis dari Novavax d. Risk of failure / delay in procurement / provision of vaccines for COVID-19 of up to 50 million doses from Novavax	- Memastikan kontrak dengan Sinovac terkait suplai 3 juta dosis vaksin jadi dan minimal 140 juta dosis Bulk RTF, 50 juta dosis vaksin jadi dari AstraZeneca dan 50 juta dosis vaksin jadi dari Novavax. Baik itu berupa kepastian suplai, harga, ketentuan pembayaran dan jadwal pengiriman. - Untuk produk Sinovac : Bio Farma menyiapkan fasilitas produksi, SDM dan peralatan yang telah disesuaikan dengan teknologi dan <i>know how</i> Sinovac dalam kerangka alih teknologi. - Bio Farma memastikan kesiapan pembayaran atas pembelian vaksin jadi maupun Bulk RTF vaksin COVID-19, vaksin jadi AstraZeneca serta vaksin jadi Novavax. - Untuk produk Sinovac : Koordinasi intens dengan pihak Unpad, Balitbangkes dan BPOM untuk turut memantau dan mengawal pelaksanaan uji klinis fase 3 - Memastikan kontrak antara pemerintah (Kemenkes RI) dan Bio Farma menjadi prioritas dalam pemenuhan kebutuhan Vaksin COVID-19 - Untuk produk Sinovac : Memastikan kesesuaian rencana produksi produk jadi dari Bulk RTF (internal Bio Farma) dengan jadwal distribusi Vaksin COVID-19 - Komunikasi kemungkinan kerjasama pengadaan vaksin COVID-19 dari Produsen selain Sinovac, AstraZeneca dan Novavax. Antara lain dengan : Pfizer, Sinopharm dan Moderna. - Securing a contract with Sinovac for the provision of 3 million doses of completed vaccine and a minimum of 140 million doses of Bulk RTF, 50 million doses of completed vaccine from AstraZeneca, and 50 million doses of completed vaccine from Novavax. Whether it is in the form of supply assurance, pricing certainty, payment conditions, and delivery schedule certainty. - For Sinovac products, Bio Farma adapted manufacturing facilities, human resources, and equipment to Sinovac's technology and know-how as part of the technology transfer process. - Bio Farma facilitated payment readiness for the acquisition of completed COVID-19 vaccines and bulk RTF for AstraZeneca and Novavax. - For Sinovac products: Close collaboration with Unpad, Balitbangkes, and BPOM to monitor and supervise the conduct of phase 3 clinical studies. - Ensuring that the contract between the government (Kemenkes RI) and Bio Farma is prioritised in achieving the COVID-19 Vaccine's requirements. - For Sinovac products, ensured that the completed product manufacturing plan from Bulk RTF (Internal Bio Farma) was consistent with the timeline for COVID-19 vaccine distribution. - Communication about the possibilities of collaborating with producers other than Sinovac, AstraZeneca, and Novavax in the purchase of COVID-19 vaccines. Pfizer, Sinopharm, and Moderna.	- Divisi Renstra - Divisi Legal - Divisi Pengadaan - Divisi Produksi Farmasi - Division of Strategic Planning - Division of Legal - Division of Procurement - Division of Pharmaceutical Production



No.	No. Registrasi Registration	Risiko Korporat Corporate Risk	Kegiatan Penanganan (Mitigation) Handling Activities (Mitigation)	PIC
3	BF-2021-003	a. Risiko Keterlambatan Dalam Riset Dan Pengembangan Produk Vaksin COVID-19 Dalam Negeri kerjasama dengan Eijkman (Vaksin Merah Putih)	1. Vaksin Merah Putih : a. Kesepakatan joint research dengan Eijkman b. Penggunaan Bersama fasilitas G.16 c. Renovasi fasilitas ex. Pertusis (G.14)	1. Divisi / Matriks Peneliti 2. Divisi Renstra 1. Division/Matrix of Research 2. Division of Strategic Plan
		a. Risk of Delays in Research and Development of Domestic COVID-19 Vaccine Products in collaboration with Eijkman (Red and White Vaccines)	2. Bio Farma menyiapkan fasilitas produksi, SDM dan peralatan yang telah disesuaikan dengan teknologi dan <i>know how</i> mitra riset dalam kerangka alih teknologi. 1. Red and White Vaccine (Merah Putih): a. Joint research agreement with Eijkman b. Shared use of G.16 facilities c. Renovation of facilities ex. Pertussis (G.14)	
		b. Risiko Keterlambatan Dalam Riset Dan Pengembangan Produk Vaksin COVID-19 Dalam Negeri kerjasama dengan Baylor College Medicine – USA	2. Bio Farma prepares production facilities, human resources and equipment that have been adapted to the technology and know-how of research partners within the framework of technology transfer.	
		b. Risk of Delays in Research and Development of Domestic COVID-19 Vaccine Products in collaboration with Baylor College Medicine – USA	1. a. Kesepakatan <i>joint research</i> dengan Baylor College Medicine – USA b. Apabila telah ada kesesuaian antar pihak, dilakukan peningkatan level kerjasama, dapat dimulai dari MoU atau kontrak kerjasama.	
		c. Risiko Keterlambatan Dalam Riset Dan Pengembangan Produk Vaksin COVID-19 Dalam Negeri kerjasama dengan UCL VaxHub – UK	2. Bio Farma menyiapkan fasilitas produksi, SDM dan peralatan yang telah disesuaikan dengan teknologi dan <i>know how</i> mitra riset dalam kerangka alih teknologi. 1. a. Joint research agreement with Baylor College of Medicine – USA b. If there is compatibility between the parties, an increase in the level of cooperation can be made, starting with an MoU or cooperation contract.	
		c. Risk of Delays in Research and Development of Domestic COVID-19 Vaccine Products in collaboration with UCL VaxHub – UK	2. Bio Farma prepared production facilities, human resources and equipment that have been adapted to the technology and know-how of research partners within the framework of technology transfer.	
		c. Risiko Keterlambatan Dalam Riset Dan Pengembangan Produk Vaksin COVID-19 Dalam Negeri kerjasama dengan UCL VaxHub – UK	1. a. Kesepakatan joint research dengan UCL VaxHub – UK b. Apabila telah ada kesesuaian antar pihak, dilakukan peningkatan level kerjasama, dapat dimulai dari MoU atau kontrak kerjasama.	
		c. Risk of Delays in Research and Development of Domestic COVID-19 Vaccine Products in collaboration with UCL VaxHub – UK	2. Bio Farma menyiapkan fasilitas produksi, SDM dan peralatan yang telah disesuaikan dengan teknologi dan <i>know how</i> mitra riset dalam kerangka alih teknologi. 1. a. Joint research agreement with UCL VaxHub – UK b. If there is compatibility between the parties, an increase in the level of cooperation can be made, starting with an MoU or cooperation contract.	
			2. Bio Farma prepares production facilities, human resources and equipment that have been adapted to the technology and know-how of research partners within the framework of technology transfer.	
4	BF-2021-004	Penyerapan Barang Persediaan (<i>Inventory Turnover</i>) yang Lambat di Bio Farma Slow Inventory Turnover at Bio Farma	1. Proses pengadaan bahan baku yang rutin diperlukan oleh produksi, dibuat <i>long term agreement</i> , agar barang persediaan tidak <i>over stock</i> . 2. Pemesanan barang persediaan lokal yang memiliki lead time pengadaannya tidak terlalu lama dan memiliki penyerapan yang dinamis, dilakukan pesanan secara bertahap. 3. <i>Supply demand management</i> melalui digitalisasi <i>software Production Enterprise</i> yang implementasinya meliputi: a. Proyeksi penjualan b. Perencanaan produksi c. Optimalisasi pembelian & penggunaan bahan baku 4. Penggunaan persediaan slow moving: a. <i>Bulk</i> Rubella b. <i>Bulk</i> Hepatitis B	1. Divisi MPP 2. Divisi Komunikasi Pemasaran & Distribusi 1. Division of MP2. 2. Division of Marketing and Distribution Communications



No.	No. Registrasi Registration	Risiko Korporat Corporate Risk	Kegiatan Penanganan (Mitigation) Handling Activities (Mitigation)	PIC
			- To manage the process of procuring raw materials that are routinely required by production, a long-term agreement was made, so that inventory items were not over stocked. - Ordering local supplies that have a short lead time for procurement and dynamic absorption: these were ordered in stages. - Supply demand management through the digitisation of Production Enterprise software whose implementation includes: - Sales projection - Production planning - Optimising the purchase & use of raw materials - Use of slow-moving inventory: - Bulk Rubella - Bulk Hepatitis B	
5	BF-2021-005	Risiko Penyelesaian Proyek Yang Didanai PMN Tidak Tepat Waktu Dan Tidak Sesuai Peruntukan Risk of Completion of Projects Funded by PMN is not on time and is not in accordance with its designation	- Pembuatan <i>timeline</i>, anggaran proyek dan <i>User Requirement</i> dalam FS secara jelas dan detail. - Pemilihan konsultan dan tenaga ahli yang tepat. - Bekerjasama dengan mitra yang memiliki kualifikasi dan pengalaman dalam pelaksanaan proyek terkait <i>Monitoring</i> dan evaluasi pelaksanaan proyek yang lebih intens di masa pandemi COVID-19. - Making a timeline, project budget and User Requirements in FS clearly and in detail. - Selection of appropriate consultants and experts. - Cooperating with partners who have qualifications and experience in the implementation of related projects - More intense monitoring and evaluation of project implementation during the COVID-19 pandemic.	- Divisi Treasury & Pajak - Divisi Manajemen Proyek - Divisi Pengadaan - Matriks Peneliti Divisi Teknologi Informasi - Division of Treasury & Tax - Division of Project Management - Division of Procurement - Research Matrix - Division of Information Technology
6	BF-2021-006	Risiko Kegagalan Distribusi, Pelaksanaan, Monitoring dan Reporting Program Vaksinasi COVID-19 Risk of Failure in Distribution, Implementation, Monitoring and Reporting of the Covid-19 Vaccination Program	- Pembuatan <i>timeline</i>, anggaran proyek dan <i>User Requirement</i> dalam FS secara jelas dan detail. - Pemilihan konsultan dan tenaga ahli yang tepat. - Bekerjasama dengan mitra yang memiliki kualifikasi dan pengalaman dalam pelaksanaan proyek terkait <i>Monitoring</i> dan evaluasi pelaksanaan proyek yang lebih intens dimasa pandemi COVID-19. - Making a timeline, project budget and User Requirements in FS clearly and in detail. - Selection of appropriate consultants and experts. - Cooperating with partners who have qualifications and experience in the implementation of related projects - More intense monitoring and evaluation of project implementation during the Covid-19 pandemic.	- Divisi Treasury & Pajak - Divisi Manajemen Proyek - Divisi Pengadaan - Matriks Peneliti - Divisi Teknologi Informasi - Division of Treasury & Tax - Division of Project Management - Division of Procurement - Research Matrix - Division of Information Technology
7	BF-2021-007	Risiko Menurunnya Reputasi Perusahaan Akibat Pemberitaan Media Terkait Vaksin COVID-19 Risk of Declining Company Reputation Due to Media Coverage Regarding the COVID-19 Vaccine	- Implementasi <i>Track & Trace System</i>: - Dapat memonitor produk mulai keluar dari pabrik sampai dengan <i>End Usage</i> - Dilengkapi dengan pengelolaan data vaksinasi dan <i>End User</i> - Terkoneksi dengan <i>Temperature & GPS Tracking</i> yang digunakan oleh armada pengangkut vaksin. - Mobilitas / distribusi vaksin dan segala peralatan dapat dilakukan secara <i>agile</i> dan tepat. Implementasi <i>Track & Trace System</i> memastikan: - Keaslian dan ketelusuran produk. - Produk aman dari kerusakan dan kehilangan. <i>Monitoring, controlling, reporting, dan decision support system (DSS)</i>	- Divisi Teknologi Informasi - Divisi Pengadaan - Divisi Komunikasi Pemasaran & Distribusi - Division of Information Technology - Division of Procurement - Division of Marketing & Distribution Communications



No.	No. Registrasi Registration	Risiko Korporat Corporate Risk	Kegiatan Penanganan (Mitigation) Handling Activities (Mitigation)	PIC
			2. Pemilihan konsultan/vendor yang ahli dan berpengalaman di bidang Teknologi Informasi. 3. Koordinasi dengan instansi terkait (Kemenkes, BPOM, dll) perihal integrasi sistem. Mengantisipasi Bio Farma diminta bantuan untuk penyaluran vaksin sampai Fasyankes, maka harus dimatangkan kesiapan jaringan Bio Farma & anak usahanya serta jaringan PBF swasta yang bermitra dengan Bio Farma 1. Implementation of Track & Trace System: a. can monitor products start to leave the factory until end usage b. equipped with vaccinator data management and End User c. connected to Temperature & GPS Tracking used by the vaccine carrier fleet. d. Mobility/distribution of vaccines and all equipment can be done agilely and precisely. Implementation of the Track & Trace System ensures: a. Product authenticity and traceability. b. The product is safe from damage and loss. c. Monitoring, controlling, reporting, and decision support systems (DSS) 2. Selection of consultants / vendors who are experts and experienced in the field of Information Technology. 3. Coordination with related agencies (Kemenkes, BPOM, etc.) regarding system integration. Anticipating that Bio Farma is asked for assistance in distributing vaccines to Health Facilities, the readiness of the Bio Farma network and its subsidiaries as well as the private PBF network in partnership with Bio Farma must be finalised.	
8	BF-2021-008	Risiko Terpaparnya Perusahaan dari Pandemi COVID-19 Risk of Cost Overrun Capex	1. Peningkatan peran <i>Task Force</i> untuk meng-counter info negatif yang terkait dengan vaksin COVID- 19. <i>Task Force</i> ini selayaknya bekerjasama dan berkoordinasi dengan Kemenkes RI dan BPOM serta dapat juga melibatkan asosiasi profesi dibidang kesehatan. 2. Koordinasi dan komunikasi intens dengan kalangan media massa (cetak dan elektronik) untuk kontra informasi. 3 Melaksanakan <i>Media Monitoring</i> untuk memantau pemberitaan yang berkaitan dengan perusahaan. 4. Pemanfaatan <i>brand advocate, brand ambassador, dan juga influencer.</i> 1. Increasing the role of the Task Force to counter negative information related to the COVID-19 vaccine. This Task Force should cooperate and coordinate with the Indonesian Ministry of Health and BPOM and can also involve professional associations in the health sector. 2. Intense coordination and communication with the mass media (print and electronic) for counter information. 3. Carrying out Media Monitoring to monitor news related to the company. 4. Utilisation of brand advocates, brand ambassadors, and influencers.	1. Divisi Treasury & Pajak 2. Divisi Manajemen Proyek 1. Division of Treasury & Tax 2. Division of Project Management



No.	No. Registrasi Registration	Risiko Korporat Corporate Risk	Kegiatan Penanganan (Mitigation) Handling Activities (Mitigation)	PIC
9	BF-2021-009	Risiko keterlambatan integrasi <i>System Application and Product In Data Processing (SAP)</i> Holding BUMN Farmasi Risk of delay in integration of System Applications and Products in Data Processing (SAP) Pharmaceuticals SOEs Holding	1. Melakukan sosialisasi, penerapan dan monitoring protokol kesehatan pencegahan pandemi COVID-19 secara ketat pada seluruh karyawan atau tamu di lingkungan perusahaan 2. Melakukan identifikasi dan penerapan pekerjaan yang dapat dilakukan di rumah (<i>Work From Home</i>) 3. Melakukan kontrol secara berkala (<i>Rapid Test</i> dan RT-PCR) terkait kemungkinan terpaparnya karyawan oleh virus COVID-19. 4. Menyiapkan <i>contingency plan</i> (BCP) jika terdapat situasi yang mengharuskan penghentian operasional Perusahaan sementara. 5. Melaksanakan <i>work segregation</i> serta pengurangan jam kerja. 6. Melakukan program vaksinasi COVID-19 bagi karyawan Bio Farma beserta keluarganya, dalam rangka mengantisipasi terganggunya kegiatan perusahaan	1. Divisi Human Capital 2. Divisi MAU
10	BF-2021-010	Risiko Target Penjualan Tidak Tercapai (terutama dari sektor Penjualan Ekspor) Risk of Missing Sales Goals (especially from the Export Sales sector)	1. Pembuatan <i>timeline</i>, anggaran proyek dan User Requirement dalam FS secara jelas dan detail yang melibatkan pemilik proses. 2. Pemilihan konsultan dan tenaga ahli yang tepat. 3. Bekerjasama dengan mitra yang memiliki kualifikasi dan pengalaman dalam pelaksanaan proyek terkait. 4. Upgrade kompetensi SDM PT Bio Farma terkait adanya perubahan dari Dynamic AX ke SAP. 5. Koordinasi intens antara unit kerja IT setiap entitas Holding BUMN Farmasi agar integrasi SAP berjalan proporsional dan efektif. 6. <i>Monitoring</i> dan evaluasi pelaksanaan proyek yang intens.	Divisi Teknologi Informasi Division of Information Technology



UPAYA PENINGKATAN BUDAYA RISIKO

Untuk meningkatkan efektivitas dan mencapai tujuan penerapan manajemen risiko, Divisi Kepatuhan dan Manajemen Risiko senantiasa berupaya meningkatkan komitmen pimpinan Perusahaan untuk memberi dukungan dan kontribusi penuh dalam pelaksanaan Manajemen Risiko, mengembangkan budaya sadar risiko (*corporate risk culture*) di seluruh proses Perusahaan dengan menitikberatkan konsep risiko sebagai tanggung jawab setiap orang (*risk is everybody's business*) melalui sosialisasi yang berkelanjutan serta selalu mengembangkan kompetensi dan proses pembelajaran secara berkesinambungan melalui pelatihan Manajemen Risiko baik secara umum ataupun khusus. Pada tahun 2021 telah dilaksanakan Pelatihan Pedoman dan Prosedur Baku Manajemen Risiko yang dilaksanakan pada tanggal 17 Desember 2021 bagi Kepala Divisi & Kepala Bagian di PT Bio Farma.

PROGRAM PELATIHAN DAN PENGEMBANGAN KOMPETENSI BIDANG MANAJEMEN RISIKO

Dalam rangka peningkatan kualitas manajemen risiko di lingkungan Bio Farma dan pengembangan kompetensi personil yang membidangi manajemen risiko, telah dilakukan program pelatihan berupa *public training* yang diselenggarakan oleh lembaga profesional maupun *in house training* yang bekerjasama dengan narasumber dan pelatih berpengalaman di dalam Manajemen Risiko. Program pengembangan kompetensi sebagai berikut:

EFFORTS TO IMPROVE THE RISK MANAGEMENT CULTURE

To maximise the effectiveness and accomplish the risk management objectives, the Compliance and Risk Management Division constantly strives to increase the commitment of the Company's leadership to provide full support and contribution to risk management implementation, to develop a corporate risk management culture throughout the Company's processes by emphasizing the concept of risk as everyone's responsibility (*risk is everyone's business*) through continuous socialisation. In 2021, PT Bio Farma organised a training session on Risk Management Guidelines and Standard Procedures on 17 December 2021 for Division Heads and Section Heads.

PROGRAM FOR RISK MANAGEMENT TRAINING AND COMPETENCE DEVELOPMENT

To enhance the quality of risk management within Bio Farma and to develop the competence of risk management personnel, a training programme was implemented that included public training provided by professional institutions as well as in-house training conducted in collaboration with risk management resource persons and experienced trainers. The following describes the competence development programme:

No.	Judul Training Training Title	Tanggal Date	Tempat Place	Trainer Trainer	Keterangan Description
1	Risk Maturity Assessment	5 Mei 2021 May 5, 2021	Online (Zoom meeting)	FMR BUMN	Pretti Lasari Yennita, Rian Dwi Oktavian
2	Refreshment Training ISO 31000:2018 Sistem Manajemen Risiko Refreshment Training ISO 31000:2018 Risk Management System	4 Juni 2021 June 4, 2021	Online (Zoom meeting)	Interlink	Divisi KMR Kepala Divisi terkait KMR Division Head of Related Division

SERTIFIKASI MANAJEMEN RISIKO

Karyawan Bio Farma yang sudah sertifikasi Manajemen Risiko adalah sebagai berikut:

RISK MANAGEMENT CERTIFICATION

Bio Farma employees who have been certified in Risk Management are as follows:

No.	Judul Sertifikasi Certification Title	Tanggal Date	Keterangan Description
1	Certified Risk Management Officer/CRMO (Level I)	12-15 Agustus 2019 August 12-15, 2019	Aco Aslam Yusuf, Lilis Kartikasari, Erwin Kurniawan
2	Certified Risk Management Officer/CRMO (Level II)	12-14 Oktober 2020 October 12-14, 2020	Dikdik Sodikin, Nadia Khaerunisa
3	Certified Risk Management Officer/CRMO (Level II)	9-11 November 2020 November 9-11, 2020	Pretti Lasari Yennita, Rian Dwi Oktavian
4	Certified Risk Management Professional/CRMP (Level III)	21-25 Oktober 2019 October 21-25, 2019	Aco Aslam Yusuf
5	Certified Risk Management Professional/CRMP (Level III)	9-13 Desember 2019 December 9-13, 2019	Lilis Kartikasari
6	Certified Risk Governance Professional/CRGP (Level IV)	19-21 November 2019 November 19-21, 2019	Aco Aslam Yusuf

Sistem Pengendalian Internal

Internal Control System

Sistem Pengendalian Intern merupakan suatu mekanisme proses pengawasan yang ditetapkan oleh manajemen Bio Farma secara berkesinambungan (*ongoing basis*) yang kualitas desain dan pelaksanaannya dipengaruhi oleh Dewan Komisaris, Direksi serta seluruh insan Bio Farma.

PEDOMAN PENERAPAN PENGENDALIAN INTERN DI BIO FARMA

Bio Farma telah melaksanakan sistem pengawasan dan pengendalian intern sebagaimana diamanatkan dalam:

1. Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik, pasal 26.
2. Peraturan Menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik, pasal 28.

PENERAPAN SISTEM PENGENDALIAN INTERNAL DEWAN KOMISARIS, DIREKSI DAN INSAN BIO FARMA

DEWAN KOMISARIS

Melakukan pengawasan dan pemberian nasehat terkait kecukupan dan kewajaran dalam penyusunan laporan keuangan, serta pengelolaan risiko dengan dibantu oleh Komite-komite yang dimiliki Dewan Komisaris.

DIREKSI

Menerapkan kebijakan dan prosedur Perusahaan secara konsisten dan memenuhi kepatuhan terhadap regulasi yang berlaku. Penerapan tersebut antara lain terkait dengan kegiatan operasional, manajemen risiko, rencana strategis, pembagian tugas, pendelegasian wewenang, serta kebijakan akuntansi yang memadai.

Kebijakan Tata Kelola Perusahaan Bio Farma bahwa fungsi Direksi dalam Pengendalian Internal Perusahaan adalah:

1. Direksi harus menyusun dan melaksanakan sistem pengendalian internal Perusahaan yang handal dalam rangka menjaga kekayaan dan kinerja Perusahaan serta memenuhi peraturan perundang-undangan.
2. Internal Audit melaksanakan pengujian dan review terhadap sistem pengendalian internal Perusahaan.

The Internal Control System is a supervisory process mechanism developed on an ongoing basis by the management of Bio Farma, whose design and execution quality are affected by the Board of Commissioners, the Board of Directors, and all Bio Farma workers.

GUIDELINES FOR INTERNAL CONTROL IMPLEMENTATION IN BIO FARMA

Bio Farma has established an internal monitoring and control system in accordance with the requirements of:

1. Regulation No. PER-01/MBU/2011 of the Minister of SOE on the Implementation of Good Corporate Governance, article 26.
2. Regulation No. PER-01/MBU/2011 of the Minister of SOE on the Implementation of Good Corporate Governance, article 28.

INTERNAL CONTROL SYSTEM IMPLEMENTATION BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND BIO FARMA EMPLOYEES

BOARD OF COMMISSIONERS

Supervise and advise on the accuracy and fairness of financial reporting, as well as risk management, with the support of the Board of Commissioners' Committees.

BOARD OF DIRECTORS

Consistently apply Company rules and processes and adhere to applicable requirements. These implementations pertain to operations, risk management, strategic planning, task division, authority delegation, and appropriate accounting standards.

According to Bio Farma's Corporate Governance Policy, the Board of Directors' responsibilities in terms of internal control are as follows:

1. The Board of Directors must create and execute an effective internal control system for the Company in order to safeguard its assets and performance and to ensure compliance with applicable laws and regulations.
2. Internal Audit checks and audits as the Company's internal control system.



3. Internal Audit melaporkan pelaksanaan tugasnya kepada Direktur Utama.
4. Secara struktural Internal Audit bertanggung jawab kepada Direktur Utama dan mempunyai hubungan koordinasi dengan Komite Audit.

KARYAWAN/INSAN BIO FARMA

Seluruh karyawan Bio Farma menjadi bagian tak terpisahkan dari sistem pengendalian internal dan dalam tugas fungsionalnya sehari-hari wajib mempelajari dan memahami kebijakan sistem pengendalian internal di Perusahaan. Pengendalian internal menjadi bagian yang terintegrasi dalam sistem dan prosedur pada setiap kegiatan di unit kerja sehingga setiap penyimpangan dapat diketahui secara dini sehingga dapat dilakukan langkah perbaikan oleh unit kerja yang bersangkutan.

Bio Farma memiliki Satuan Pengawasan Intern (SPI) yang berperan dalam mengevaluasi kecukupan dan efektivitas pengendalian internal yang dilakukan oleh manajemen Perusahaan. Satuan Pengawasan Intern (SPI) senantiasa melakukan pengawasan internal dengan melakukan pendekatan sistematis agar penerapan prinsip-prinsip GCG dapat berjalan sesuai secara baik.

PENGENDALIAN INTERN MENCAKUP PENGENDALIAN KEUANGAN DAN OPERASIONAL

REVIEW PELAKSANAAN SISTEM PENGENDALIAN INTERNAL DALAM PELAPORAN KEUANGAN

Pengendalian internal atas pelaporan keuangan merupakan unsur penting dalam pengelolaan Perusahaan dan menjadi dasar bagi kegiatan operasional Perusahaan yang sehat dan aman. Pengendalian internal atas pelaporan keuangan (ICOFR) dapat membantu manajemen Perusahaan meningkatkan kepatuhan Perusahaan terhadap ketentuan dan peraturan perundang-undangan yang berlaku, menjamin tersedianya laporan keuangan dan laporan manajemen yang benar, lengkap, dan tepat waktu, dan mencapai efisiensi dan efektivitas dari kegiatan penyusunan laporan keuangan Perusahaan.

Mengacu pada kerangka yang diakui secara internasional yaitu COSO-Internal-Control Framework, Audit Internal telah melakukan review atas pelaksanaan sistem pengendalian Internal dalam Pelaporan Keuangan (*Internal Control over Financial Reporting Review*), ICOFR Review.

Upaya yang dilakukan oleh Bio Farma untuk pengendalian keuangan yaitu

1. Menyusun rencana kerja yang membahas strategi Bio Farma secara keseluruhan yang mencakup arah pengembangan bisnis.

3. Internal Audit reports to the President Director on the performance of its responsibilities.
4. Internal Audit reports to the President Director and collaborates with the Audit Committee structurally.

EMPLOYEES/PEOPLE OF BIO FARMA

All Bio Farma workers are an important element of the internal control system and are obliged to study and comprehend the Company's internal control policies as part of their daily functional responsibilities. Internal control is an integrated component of the system and processes for each activity in the work unit, allowing deviations to be recognised early and corrective actions done by the work unit.

Bio Farma has an Internal Control Unit (SPI) that is responsible for examining the adequacy and effectiveness of the Company's management's internal controls. Internal control is constantly conducted in a methodical manner by the Internal Control Unit (SPI) to ensure that GCG principles are implemented appropriately.

CONTROL OF THE INTERNAL WORLD, INCLUDING FINANCIAL AND OPERATIONAL CONTROL

INTERNAL CONTROL OVER FINANCIAL REPORTING REVIEW)/COFR REVIEW

Internal control over financial reporting is a critical component of the Company's management and serves as the foundation for healthy and safe business operations. Internal control over financial reporting (ICOFR) may assist management in enhancing the Company's compliance with applicable laws and regulations, ensuring the availability of accurate, full, and timely financial and management reports, and maximising reporting efficiency and effectiveness.

Internal Audit has examined the execution of the Internal Control over Financial Reporting Review, ICOFR Review, using an internationally recognised framework, namely COSO-Internal-Control Framework.

Bio Farma's financial control efforts include the following:

1. Creating a work plan outlining Bio Farma's overall strategy, including the company's business development path.



2. Pengendalian investasi.
3. Alokasi biaya.
4. Memantau RKAP dengan realisasi dalam laporan yang dibuat secara berkala dan dibahas pada rapat Direksi saat dibutuhkan tindak lanjut Direksi.
5. Perolehan laba agar dapat berjalan sesuai dengan rencana Perusahaan.

REVIEW SISTEM PENGENDALIAN INTERNAL DALAM PELAKSANAAN KEGIATAN OPERASIONAL PERUSAHAAN

Pada tahun 2021, Satuan Pengawasan Intern dan Penjamin Mutu dan Regulasi (QA-RA) telah melakukan audit operasional di seluruh Unit Kerja yang ada di Bio Farma dan evaluasi atas penerapan manajemen risiko Perusahaan sebagaimana telah dijelaskan dalam Bab Satuan Pengawasan Intern, Divisi Pengawasan Mutu & Regulasi dan Manajemen Risiko pada laporan *Annual Report* ini.

UPAYA YANG DILAKUKAN OLEH BIO FARMA UNTUK PENGENDALIAN OPERASIONAL YAITU AGAR KEGIATAN OPERASIONAL DILAKSANAKAN SECARA EFEKTIF DAN EFISIEN

1. Pengendalian operasional Perusahaan menggunakan *standard operating procedure* (SOP) yang merinci prosedur kerja setiap aktivitas operasional yang dilakukan oleh Bio Farma terkait produk & aktivitas baru termasuk mitigasi risiko operasional terkait.
2. Aturan keputusan yang telah ditentukan lebih dahulu dalam jangka waktu yang relatif pendek. Perusahaan mengidentifikasi operasi-operasi dan aktivitas yang terkait dengan aspek penting lingkungan teridentifikasi sejalan dengan kebijakan, tujuan dan sasaran.
3. Bio Farma membuat struktur organisasi Perusahaan yang baik, dilengkapi dengan Divisi pengawasan/pengendalian sehingga dapat mendukung pengendalian operasional.

Sistem pengendalian di Bio Farma melibatkan seluruh insan Bio Farma, termasuk Dewan Komisaris dan Direksi. Kegiatan pengendalian harus direncanakan terlebih dahulu sebelum diterapkan agar dapat mengendalikan risiko yang mempengaruhi kinerja atau mengakibatkan kerugian Bio Farma. Kegiatan pengendalian juga mencakup pada penetapan kebijakan dan prosedur pengendalian serta proses verifikasi lebih dini untuk memastikan bahwa kebijakan dan prosedur tersebut secara konsisten dipatuhi, serta merupakan kegiatan yang tidak terpisahkan dari setiap fungsi atau setiap kegiatan Bio Farma sehari-hari. Kegiatan pengendalian diterapkan pada semua tingkatan fungsional sesuai struktur organisasi Perusahaan.

2. Investment management.
3. Allocation of costs.
4. Monitoring the Company's Work Plan and Budget implementation through quarterly reports that are reviewed at the Board of Directors meeting when further action by the Board of Directors is required.
5. Earning profit in order to operate in accordance with the Company's plan.

REVIEW OF THE INTERNAL CONTROL SYSTEM FOR THE PURPOSES OF IMPLEMENTING OPERATIONAL ACTIVITIES

In 2021, the Internal Control Unit and Quality Assurance and Regulation (QA-RA) conducted an operational audit of all Bio Farma work units and evaluated the Company's risk management practises, as described in this Annual Report's Chapter on Internal Control Unit, Quality Control and Regulation, and Risk Management.

BIO FARMA EFFORTS ON OPERATIONAL CONTROLS / ENSURING THAT OPERATING ACTIVITIES ARE PERFORMED EFFECTIVELY AND EFFICIENTLY

1. The Company's operational controls are based on standard operating procedures (SOPs) that outline the work procedures for each operational activity connected to new products and operations undertaken by Bio Farma, including managing associated operational risks.
2. Pre-determined decision rules were developed in a very short period of time. The firm identified operations and activities that were associated with the specified critical environmental characteristics and that were consistent with the company's policies, goals, and objectives.
3. Bio Farma built an effective business organisational structure that includes a supervisory/controlling division to assist with operational controls.

Bio Farma's control system entails all of its employees, including the Board of Commissioners and the Board of Directors. Control activities must be designed in advance in order to mitigate risks that might jeopardise Bio Farma's performance or result in losses. Additionally, control activities include the establishment of control policies and procedures, as well as an earlier verification process to ensure that these policies and procedures are consistently followed. These are activities that are inextricably linked to every function and day-to-day activity at Bio Farma. Control operations are carried out at all functional levels in accordance with the organisational structure of the Company.



KESESUAIAN SISTEM PENGENDALIAN INTERN DENGAN KERANGKA YANG DIAKUI SECARA INTERNASIONAL

TUJUAN SISTEM PENGENDALIAN INTERNAL BIO FARMA

1. Tujuan Kepatuhan yaitu untuk menjamin bahwa semua kegiatan usaha Bio Farma telah dilaksanakan sesuai ketentuan dan peraturan perundang-undangan yang berlaku, baik ketentuan yang dikeluarkan pemerintah maupun kebijakan, ketentuan, dan peraturan intern yang ditetapkan oleh Bio Farma.
2. Tujuan Informasi yaitu tersedianya informasi laporan keuangan dan manajemen yang benar, lengkap, tepat waktu dan relevan yang diperlukan dalam rangka pengambilan keputusan yang tepat dan dapat dipertanggungjawabkan.
3. Tujuan Operasional yaitu meningkatkan efektivitas dan efisiensi dalam menggunakan aset dan sumber daya lainnya dalam rangka melindungi Bio Farma dari risiko kerugian.
4. Tujuan Budaya Risiko (*risk culture*) yaitu mengidentifikasi kelemahan dan menilai penyimpangan secara dini dan menilai kembali kewajaran kebijakan dan prosedur yang ada di Bio Farma secara berkesinambungan.
5. Mengurangi dampak kerugian, penyimpangan termasuk kecurangan/*fraud* dan pelanggaran aspek kehati-hatian.

HASIL REVIEW & EVALUASI YANG DILAKUKAN ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERN TAHUN 2021

Review dan evaluasi terhadap efektivitas sistem pengendalian intern Bio Farma dilakukan pada tingkat entitas dan operasional. Review dan evaluasi atas efektivitas Sistem Pengendalian Intern dilakukan secara berkala oleh auditor Internal maupun eksternal sesuai prosedur audit yang berlaku. Divisi Satuan Pengawasan Intern (SPI) melakukan review dan evaluasi pada Bagian-Bagian yang diaudit yang ditetapkan dalam PKPT. Sedangkan secara entitas, review dan evaluasi dilakukan oleh Auditor Eksternal, yakni Kantor Akuntan Publik (KAP) pada saat pelaksanaan general audit pada setiap tutup buku. Hasil audit atas efektivitas sistem pengendalian intern dituangkan dalam Laporan Auditor Independen atas Kepatuhan terhadap Perundang-undangan dan Pengendalian Internal.

MAKSUD DAN TUJUAN REVIEW DAN EVALUASI SISTEM PENGENDALIAN INTERN

1. Memberikan keyakinan kepada Direksi dalam pemberian asersi mengenai efektivitas pengendalian intern untuk selanjutnya memberikan keyakinan kepada pemangku kepentingan lain bahwa penerapan sistem pengendalian intern perusahaan telah cukup memadai dalam mencapai tujuan yang diharapkan, yaitu kepatuhan terhadap

COMPATIBILITY OF THE INTERNAL CONTROL SYSTEM WITH THE INTERNAL CONTROL FRAMEWORK (COSO – INTERNAL CONTROL FRAMEWORK)

THE INTELLECTUAL PROPERTY OF BIO FARMA'S INTERNAL CONTROL SYSTEM

1. Controls for compliance purposes so as to guarantee that all of Bio Farma's business activities are conducted in line with applicable laws and regulations, including both government-issued legislation and internal Bio Farma policies, rules, and provisions.
2. Controls for informational purposes so as to ensure the availability of accurate, comprehensive, timely, and relevant financial statement information necessary for making sound and accountable decisions.
3. Operational objectives, include increasing the effectiveness and efficiency with which assets and other resources are used in order to safeguard Bio Farma against loss.
4. Meeting the goal of Risk Management Culture to discover flaws and deviations early and to continually examine the rationality of Bio Farma's policies and processes.
5. Mitigating the consequences of losses, irregularities, including fraud, and prudential breaches.

REVIEW AND EVALUATION OF THE INTERNAL CONTROL SYSTEM'S EFFECTIVENESS IN 2021

The efficacy of Bio Farma's internal control system is reviewed and evaluated at the entity and operational levels. Internal and external auditors conduct periodic reviews and evaluations of the Internal Control System's effectiveness in compliance with relevant audit procedures. The Internal Audit Division (SPI) performs assessments and evaluations of the PKPT's audited Sections. With regards to the entity, the assessment and evaluation are conducted by the External Auditor, particularly the Public Accounting Firm (KAP), at the close of each general audit. The Independent Auditor's Report on Compliance with Legislation and Internal Control contains the audit's findings about the efficacy of the internal control system.

PURPOSE AND OBJECTIVES OF THE REVIEW AND EVALUATION OF THE INTERNAL CONTROL SYSTEM

1. Assure the Board of Directors and other stakeholders that the company's internal control system is adequate for achieving the expected goals, namely compliance with applicable laws and regulations, availability of financial information, and accurate,



peraturan dan perundang-undangan yang berlaku, tersedianya informasi keuangan dan manajemen yang benar, lengkap dan tepat waktu, serta efisiensi/efektivitas dari kegiatan usaha Perusahaan.

2. Memberikan rekomendasi kepada Direksi menyangkut perbaikan penerapan sistem pengendalian intern perusahaan di masa yang akan datang (*areas of improvement*).

complete, and timely management, as well as the Company's efficiency/effectiveness.

2. Make suggestions to the Board of Directors for the future deployment of the company's internal control system (*areas of improvement*).

Perkara Penting yang sedang Dihadapi oleh Perusahaan, serta Anggota Dewan Komisaris dan Anggota Direksi yang Menjabat pada Periode Laporan Tahunan

Important Matters faced by the Company, as well as the Members of the Board of Commissioners and the Members of the Board of Directors Who served during the Annual Report Period

Sampai dengan 31 Desember 2021, tidak terdapat perkara penting (perdata dan pidana) yang sedang dihadapi oleh Perusahaan, anggota Direksi dan/atau anggota Dewan Komisaris yang menjabat pada periode laporan tahunan, baik permasalahan hukum perdata maupun pidana. Tidak ada dampak terhadap kondisi keuangan dan operasional Perusahaan.

Dengan demikian per 31 Desember 2021, Bio Farma tidak menyajikan informasi tentang pokok perkara/gugatan, status penyelesaian perkara/gugatan, risiko Perusahaan dan nilai nominal tuntutan/gugatan, dan sanksi administrasi yang dikenakan kepada Perusahaan, anggota Dewan Komisaris dan Direksi, oleh otorisasi (pasar modal, perbankan dan lainnya).

Hal ini menunjukkan ketaatan dan kepatuhan anggota Direksi dan Anggota Dewan Komisaris terhadap segala peraturan yang berhubungan dengan pengelolaan Perusahaan serta komitmen manajemen untuk menegakan prinsip tata kelola yang baik.

As of December 31, 2021, the Company, its directors and/or members of the Board of Commissioners who served during the annual report period were not involved in any significant civil or criminal lawsuits. There was no effect on the Company's financial situation or activities.

As a result, as of December 31, 2021, Bio Farma does not provide information regarding the subject matter of the case/lawsuit, the status of the case/settlement, lawsuit's the Company's risk, the nominal value of the claim/lawsuit, and administrative sanctions imposed on the Company, members of the Board of Commissioners, and Board of Directors (capital market, banking and others).

This demonstrates the Board of Directors' and members of the Board of Commissioners' compliance with all applicable rules governing the administration of the Company, as well as management's commitment to preserving the principles of good governance.

Permasalahan Hukum yang Melibatkan Dewan Komisaris dan Direksi

Lawsuits Concerning The Boards of Commissioners and Board of Directors

Selama tahun 2021, tidak terdapat permasalahan hukum yang melibatkan anggota Dewan Komisaris dan Direksi Perusahaan.

There were no judicial proceedings involving members of the Company's Board of Commissioners and Directors in 2021.



Sanksi Administrasi oleh Regulator

Sanctions Imposed by the Regulator

Selama tahun 2021, tidak pernah ada sanksi administrasi yang dikenakan kepada Bio Farma, anggota Dewan Komisaris dan Direksi, oleh otoritas terkait (pasar modal, perbankan dan lainnya).

Throughout 2021, no administrative consequence has been levied by the appropriate authorities on Bio Farma, its members of the Board of Commissioners or Board of Directors (capital market, banking and others).

Transaksi yang Mengandung Benturan Kepentingan

Transactions Involving Conflict of Interest

Selama tahun 2021, tidak terdapat transaksi yang mengandung benturan kepentingan yang dapat merugikan Perusahaan.

During 2021, no transactions with potential conflicts of interest harmed the Company.

Akses Informasi dan Data Perusahaan

Access to Business Data and Information

Bio Farma senantiasa memberikan kemudahan bagi *stakeholder* untuk mengakses informasi dan data Perusahaan melalui telepon, *website* (dalam bahasa Indonesia dan bahasa Inggris), media massa, *mailing list*, buletin, Facebook, Twitter, Instagram, *customer care* dan YouTube.

Bio Farma has always made it simple for stakeholders to obtain information and data about the Company via telephone, website (in Indonesian and English), mass media, mailing lists, bulletins, Facebook, Twitter, Instagram, customer service, and YouTube.

Keterbukaan Informasi Publik (KIP)

Disclosure of Public Information (KIP)

Bio Farma yang secara konsisten menerapkan Undang-Undang Nomor 14 Tahun 2008 tentang Keterbukaan Informasi Publik (KIP) yang mengharuskan Badan Publik termasuk Badan Usaha Milik Negara (BUMN) untuk menyajikan informasi yang diperuntukkan bagi kepentingan publik.

Bio Farma has continuously adhered to the provisions of Law No. 14 of 2008 on Public Information Disclosure (KIP), which oblige public bodies, including state-owned enterprises (SOE), to disclose information in the public interest.

Bio Farma banyak melakukan inovasi di bidang layanan publik baik secara *hard facilities* maupun *soft facilities* dengan didukung *Information and Technology* (IT) terintegrasi seperti penyediaan informasi yang disediakan di Museum Bio Farma dan *Exhibition Hall*. Bio Farma memiliki perangkat dan mekanisme KIP yang lengkap, diperbaharui setiap tahun.

Bio Farma has pioneered several innovations in the realm of public services, including the supply of information at the Bio Farma Museum and Exhibition Hall, which is backed by integrated information and technology (IT). Bio Farma includes comprehensive KIP tools and methods that are updated annually.



Melalui layanan informasi publik ini, hak masyarakat untuk mendapatkan berbagai informasi mengenai perusahaan, proses bisnis, tata kelola, laporan keuangan, tanggung jawab sosial perusahaan dan informasi terkait lainnya dapat terpenuhi.

The public's right to acquire many types of information about the firm, business operations, governance, financial reports, corporate social responsibility, and other related information can be satisfied through this public information service.

Komunikasi Eksternal

External Communications

Bio Farma memiliki *website* Perusahaan (www.biofarma.co.id) dalam bahasa Indonesia dan bahasa Inggris yang menyajikan informasi yang lengkap tentang Bio Farma seperti profil Perusahaan, visi, misi, strategi, produk, struktur manajemen, kebijakan GCG, CoC, berita Perusahaan, Laporan Tahunan, Laporan Keberlanjutan dan rilis media. *Website* Bio Farma menampilkan informasi terkini secara transparan, konsisten dan tepat sasaran sehingga dapat membentuk pemahaman publik mengenai Bio Farma dengan baik.

Bio Farma maintains a bilingual website (www.biofarma.co.id) in Indonesian and English that contains comprehensive information about the company, including its profile, vision, goal, strategy, products, management structure, GCG policies, code of conduct, and company news. The Bio Farma website presents the most up-to-date information in a clear, consistent, and targeted manner in order to foster a positive public perception of Bio Farma.

Sekretaris Perusahaan bertanggung jawab untuk memastikan bahwa informasi yang disampaikan melalui *website* tepat waktu, akurat, lengkap dan tidak melanggar peraturan perundang-undang yang berlaku.

The Corporate Secretary is accountable for ensuring that information supplied via the website is current, accurate, and comprehensive, and does not violate any laws and regulations.

Selain media *online*, Perusahaan juga memanfaatkan media TV dan radio dalam bentuk pemasangan *adlibs/spot* radio, info Bio Farma maupun talkshow. Selain itu Bio Farma juga menggunakan media luar ruang berupa majalah dinding (*mading*) *digital*. *Mading* digital memberikan informasi mengenai kegiatan manajemen Bio Farma dalam bentuk foto.

Along with internet media, the Company employs television and radio for advertising/spot radio installations, Bio Farma information, and conversation programmes. Additionally, Bio Farma utilises outdoor media, including digital wall magazines. The digital poster illustrates Bio Farma's management efforts.

Media cetak dimanfaatkan untuk menyebarkan informasi berupa berita dan publikasi laporan keuangan. Berita yang disebarkan berupa kegiatan Perusahaan yang perlu diketahui oleh publik termasuk laporan tahunan, *company profile* dan brosur.

The print media is used to communicate information through the publication of news and financial reports. The news is communicated in the form of publicly available information about the Company, such as annual reports, corporate profiles, and brochures.

Selama tahun 2021, Bio Farma telah mengeluarkan 23 kali siaran pers dengan perincian sebagai berikut:

Bio Farma published 23 news releases in 2021 containing the following information:

No.	Tanggal Date	Judul Rilis Release Title
1	1/01/2021	Command Center Holding BUMN Farmasi Siap Pantau Pendistribusian Vaksin Command Center Holding Pharmaceutical SOEs Ready to Monitor Vaccine Distribution
2	5/01/2021	Sistem Manajemen Distribusi Vaksin Holding BUMN Farmasi Resmi Diluncurkan Pharmacy SOEs Holding Vaccine Distribution Management System Officially Launched
3	7/01/2021	Erick Thohir : Bio Farma sudah siapkan Fasilitas Downstream Vaksin COVID-19 dengan baik Erick Thohir: Bio Farma has prepared the COVID-19 Vaccine Downstream Facility properly



No.	Tanggal Date	Judul Rilis Release Title
4	11/01/2021	Vaksin COVID-19 Sudah mulai bisa digunakan di Indonesia The COVID-19 vaccine has started to be used in Indonesia
5	12/01/2021	Bahan Baku COVID-19 Siap Diolah Bio Farma COVID-19 Raw Materials Ready for Processing Bio Farma
6	21/01/2021	Bio Farma Akan Produksi 4,7 Juta Vaksin COVID-19 untuk Digunakan pada Bulan Februari 2021 Bio Farma Will Produce 4.7 million COVID-19 Vaccines for Use in February 2021
7	2/02/2021	Bahan Baku Vaksin COVID-19 Tahap 2 Telah Tiba di Indonesia Raw Material for Phase 2 COVID-19 Vaccine Has Arrived in Indonesia
8	2/02/2021	Kolaborasi Bio Farma bersama Perbankan Himbara dan Swasta Amankan Supply Vaksin COVID-19 Bio Farma Collaboration with Himbara and Private Banking to Secure COVID-19 Vaccine Supply
9	16/02/2021	Vaksin COVID-19 Produksi Bio Farma sudah mendapatkan Izin Edar dari Badan POM Bio Farma's COVID-19 vaccine has received a distribution permit from the POM
10	20/02/2021	Wujudkan "Indonesian Healthcare Ecosystem" Yang terintegrasi berbasis Digital Realising an integrated "Indonesian Healthcare Ecosystem" based on Digital
11	28/2/2021	Holding BUMN Farmasi Siapkan Dua Jenis vaksin COVID-19 Gotong Royong Pharmaceuticals SOEs Holding Prepares Two Types of COVID-19 Vaccine Gotong Royong
12	2/03/2021	Bulan Maret 2021 Bio Farma akan olah 10 juta Bulk Vaksin COVID-19 In March 2021, Bio Farma will process 10 million bulk COVID-19 vaccines
13	22/03/2021	Bio Farma mulai Distribusikan Vaksin AstraZeneca dari Covax Bio Farma Starts Distributing AstraZeneca Vaccine from Covax
14	25/03/2021	16 Juta Dosis Bahan Baku Vaksin COVID-19 Tiba di Bio Farma 16 million Doses of COVID-19 Vaccine Raw Materials Arrive at Bio Farma
15	30/03/2021	Kolaborasi BBU Dalam Hasilkan Pakan Ternak Raih Rekor MURI BBU Collaboration in Produce Animal Feed Achieves MURI Record
16	12/04/2021	Bio Farma Bidik Pasar Eropa Timur di Hannover Messe 2021 Bio Farma Aims for Eastern European Market at Hannover Messe 2021
17	27/04/2021	Vaksin AstraZeneca Gelombang Kedua Tiba di Bio Farma AstraZeneca Vaccine 2 nd Wave Arrives at Bio Farma
18	30/04/2021	Bio Farma Siap Pasok Vaksin COVID-19 Hingga 18 Juta Dosis Bio Farma Ready to Supply COVID-19 Vaccine Up to 18 million Doses
19	25/05/2021	Bio Farma Siap Olah Bulk Vaksin COVID-19 Pengiriman ke 13 Bio Farma is ready to Process the 13 th Delivery of the COVID-19 Vaccine Bulk Supply
20	31/05/2021	Bio Farma Sudah Memproduksi 52,63 Juta Vaksin COVID-19 Bio Farma Has Produced 52.63 Million COVID-19 Vaccines
21	08/06/2021	Mitigasi Bencana Melalui Penanaman Mangrove Kolaborasi Bio Farma Srikandi, Wanadri, dan Perhutani Disaster Mitigation Through Mangrove Planting Collaboration of Bio Farma Srikandi, Wanadri, and Perhutani
22	20/06/2021	7,8 Dosis Vaksin COVID-19 Akan Segera Dihasilkan Pada Juli 2021 7.8 Million Doses of COVID-19 Vaccine Will Be Produced In July 2021
23	23/06/2021	PBF Bio Farma Raih Penghargaan Dari BPOM PBF Bio Farma Wins Award from BPOM

Bio Farma juga mendistribusikan rilis tidak hanya di dalam negeri namun Internasional melalui jaringan ACN Newswire dan Kantor Berita Indonesia (ANTARA) yang merupakan bagian dari sinergi BUMN, yang dikirimkan ke berbagai media International khususnya di Asia, Afrika dan Timur Tengah.

Bio Farma also distributes releases globally via the ACN Newswire network and the Indonesian News Agency (ANTARA), which are both part of the BUMN synergy. These releases are sent to a variety of foreign media outlets, particularly in Asia, Africa, and the Middle East.

Customer Care

Customer Care

Melalui *customer care* Bio Farma dengan nomor 1500810, stakeholder dapat menanyakan layanan – layanan yang dilaksanakan oleh Bio Farma, seperti jadwal vaksinasi dan pelayanan lainnya.

Stakeholders can enquire here about Bio Farma's services, such as immunisation schedules and other services, by calling Bio Farma's customer care line at 1500810.

Komunikasi Internal

Internal Correspondence

Keberhasilan komunikasi internal sangat ditunjang oleh media komunikasi yang digunakan dan content informasi yang disebarkan. Dengan demikian, seluruh karyawan dapat mengerti informasi yang disampaikan dengan cepat dan efektif.

The success of the internal communications has been significantly influenced by the functional communication media utilised and the good information content conveyed. As a result, all employees can quickly and efficiently comprehend the information given.

Pusat Layanan Informasi Bio Farma

Center for Bio Farma Information Services

Bio Farma membuka layanan informasi konsumen melalui berbagai media komunikasi interaktif dimana konsumen atau masyarakat lainnya dapat menyampaikan pendapat, keluhan maupun pertanyaan melalui berbagai media seperti:

Bio Farma provides consumer information services via a variety of interactive communication platforms through which customers and other members of the public can voice their ideas, concerns, or inquiries:

PPID Bio Farma
Gedung Admin 2 Lantai 4 JL. Pasteur No.28 Bandung

Telp: 022 2033755 ext. 5093
Fax: 022 2041306
@ ppid@biofarma.co.id
www.biofarma.co.id

Logos: BUMN, AHHLAH, biofarma

Social media icons: Twitter, Facebook, YouTube, Instagram, LinkedIn, @biofarmaID, HoldingBUMNFarmasi



Kode Etik (Pedoman Perilaku)

Code of Conduct

Untuk tercapainya tujuan Perusahaan dalam jangka panjang, maka pelaksanaan GCG harus dilandasi oleh integritas yang tinggi dan diperlukan pedoman perilaku yang dapat menjadi acuan bagi organ Perusahaan dan semua insan Bio Farma dalam menerapkan nilai-nilai (*values*) dan etika bisnis sehingga menjadi bagian dari budaya Perusahaan.

To achieve the Company's long-term goals, GCG implementation must be based on high integrity, and a code of conduct must be established that serves as a guide for the Company's organs and all Bio Farma personnel in implementing values and business ethics in such a way that they become ingrained in the Company's corporate culture.

PEDOMAN PENERAPAN KODE ETIK (PEDOMAN PERILAKU) DI BIO FARMA

Sebagai wujud kepedulian Bio Farma untuk penerapan kode etik (Pedoman Perilaku) maka Direksi Bio Farma telah mengeluarkan Surat Keputusan sebagai berikut:

1. Anggaran Dasar Perusahaan
2. Peraturan Bersama Dewan Komisaris Dan Direksi PT Bio Farma (Persero) NOMOR: KEP-06/DK/BF/04/2021 NOMOR : PER-003.01/DIR/IV /2021 Tentang Pedoman Perilaku (Code of Conduct) PT Bio Farma (Persero)

DIRECTIVES FOR THE IMPLEMENTATION OF THE BIO FARMA CODE OF CONDUCT

To demonstrate Bio Farma's commitment to the application of the code of ethics (Code of Conduct), the company's Board of Directors has issued the following Decree:

1. Articles of Association
2. Joint Regulation of PT Bio Farma's Board of Commissioners and Directors (Persero) NUMBER: KEP-06/DK/BF/04/2021 NUMBER: PER-003.01/DIR/IV/2021 pertaining to PT Bio Farma's Code of Conduct (limited liability company)

POKOK-POKOK KODE ETIK

ISI PEDOMAN PERILAKU

Pedoman Perilaku merupakan salah satu bentuk komitmen Bio Farma dalam rangka penerapan dan penegakan tata kelola Perusahaan yang Baik dan merupakan sekumpulan komitmen yang berisi tentang kewajiban, larangan dan hubungan dengan *stakeholders* lainnya.

Kode etik Bio Farma memuat persamaan dan penghormatan pada Hak Asasi Manusia (HAM), hubungan dengan pemasok dan pelanggan, hubungan dengan pesaing, hubungan dengan masyarakat sekitar, perilaku terhadap sesama karyawan, kepatuhan terhadap hukum serta kesempatan kerja yang adil. Kode etik juga memuat pokok-pokok pedoman etika bisnis dari Komite Nasional Kebijakan *Governance* (KNKG). Dalam kode etik juga mengatur kesesuaian tingkah laku insan Bio Farma antara lain: perilaku anti korupsi, tidak mengonsumsi obat-obatan terlarang, narkoba dan minuman keras serta tidak melakukan tindakan pelecehan seksual atau perilaku amoral lainnya. Selain itu seiring dengan perkembangan teknologi informasi Bio Farma mengatur dalam penggunaan media sosial bagi insan Bio Farma.

Kode etik Perusahaan mencakup Etika Usaha Dan Etika kerja. Etika Usaha mengatur mengenai standar perilaku dalam berinteraksi dan berhubungan dengan Stakeholder sedangkan Etika bisnis mengatur standar perilaku insan Bio Farma dalam melaksanakan pekerjaan maupun berinteraksi.

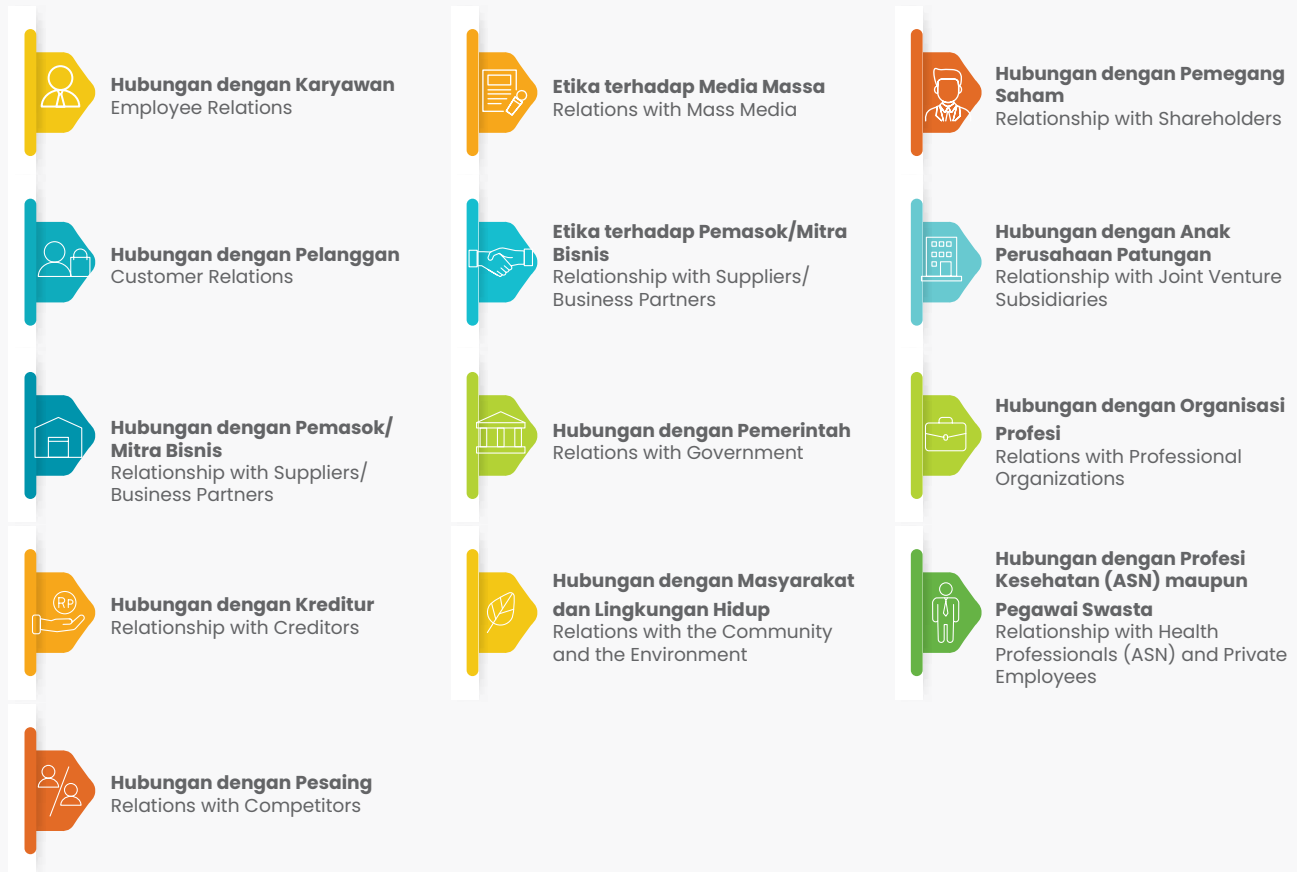
CODE OF CONDUCT PRINCIPLES

CONTENT OF THE CODE OF CONDUCT

The Code of Conduct expresses Bio Farma's commitment to adopting and enforcing Good Corporate Governance. It is a collection of commitments that include obligations, prohibitions, and interactions with other stakeholders.

Bio Farma's code of ethics addresses equality and respect for human rights, as well as relationships with suppliers and customers, rivals, and the surrounding community, as well as behaviour toward co-workers, compliance with the law, and equal employment opportunities. Additionally, the code of ethics incorporates the National Committee on Governance Policy's major business ethical recommendations (KNKG). Additionally, the code of ethics controls the appropriateness of Bio Farma personnel's behaviour, including anti-corruption behaviour, abstinence from illicit substances, narcotics, and alcohol, and abstinence from sexual harassment or other immoral activity. Furthermore, as information technology advances, Bio Farma restricts the usage of social media by Bio Farma residents.

The Company's code of ethics encompasses both commercial and workplace ethics. Business Ethics governs standards of behaviour while engaging and dealing with Stakeholders, whereas Bio Farma's Business Ethics governs standards of behaviour when doing work and interacting.



STANDAR PERILAKU DALAM MELAKSANAKAN PEKERJAAN MAUPUN DALAM BERINTERAKSI

Kepatuhan terhadap hukum

Compliance with the law

Kepedulian Terhadap Kesehatan dan Keselamatan Kerja serta Pelestarian Lingkungan

Concern for occupational health and safety as well as environmental preservation

Kekayaan intelektual

Intellectual property

Aktivasi politik

Political activation

Pemberian Hadiah, Jamuan, Hiburan, Donasi dan Fasilitas Lainnya

Giving gifts, meals, entertainment, donations and other facilities

Pencatatan dan PENYUSUNAN Data Perusahaan serta Integrasi Laporan Keuangan

Recording and compiling company data and integration of financial reports

Sponsor untuk profesi kesehatan

Sponsors for Health professions

STANDAR PERILAKU DALAM MELAKSANAKAN PEKERJAAN MAUPUN DALAM BERINTERAKSI

Penghormatan terhadap Hak Asasi Manusia (HAM)

Respect for human rights (HAM)

Perlindungan informasi perusahaan

Protection of company information

Perilaku Asusila, Penyalahgunaan Narkoba dan Obat Terlarang, Perjudian dan Penggunaan Senjata Api

Immoral behaviour, drug and drug abuse, gambling, and use of firearms

Kesempatan yang sama untuk mendapatkan Pekerjaan dan Profesi

Equal opportunity to get a job and profession

Perlindungan Aset perusahaan

Protection of company assets

Penggunaan media sosial

Use of social media

Promosi atau iklan

Promotion or advertising



PEDOMAN PERILAKU JUGA MENGATUR ANTARA LAIN:

01

BENTURAN KEPENTINGAN Conflict of Interest

Situasi yang dapat Menimbulkan Benturan Kepentingan
Situations that may give rise to a Conflict of Interest

Jenis Benturan Kepentingan
Types of Conflict of Interest

Sumber Penyebab Benturan Kepentingan
Source of Conflict of Interest

Langkah Preventif dan Penanganan terhadap Situasi yang dapat Menimbulkan Benturan Kepentingan
Preventive Measures and Handling of Situations that Can Cause Conflicts of Interest

Mekanisme Pelaporan Benturan Kepentingan
Conflict of Interest Reporting Mechanism

Faktor-faktor Pendukung Keberhasilan Penanganan Benturan Kepentingan
Supporting Factors for Successful Handling of Conflicts of Interest

Sanksi atas Pelanggaran
Sanctions for Violations

03

ANTI SUAP DAN KORUPSI Anti-Bribery and Corruption

THE CODE OF CONDUCT FURTHER REGULATES MATTERS, SUCH AS:

02

GRATIFIKASI Gratification

Gratifikasi yang Wajib Dilaporkan
Compulsory Reporting Gratuities

Gratifikasi yang Tidak Wajib Dilaporkan
Gratification that are not required to be reported

Gratifikasi yang Terkait dengan Kedinasan
Gratification Related to Service

Batasan Pemberian Gratifikasi
Limitation of Giving Gratification

Mekanisme Pelaporan Gratifikasi
Gratification Reporting Mechanism

Unit Pelaporan Gratifikasi (UPG)
Gratification Reporting Unit (UPG)

Pelaporan atas Pengendalian Gratifikasi
Reporting on Gratification Control

04

PERILAKU ETIS TERHADAP BAWAHAN, ATASAN DAN REKAN KERJA Ethical Behaviour towards Subordinates, Superiors, and Co-workers



PAKTA INTEGRITAS

PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK DI PT BIO FARMA (PERSERO)

Dalam rangka menegakkan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) di PT Bio Farma (Persero), maka dengan ini Saya menyatakan bahwa:

1. Saya berkomitmen untuk melaksanakan tugas dan kewajiban secara amanah dan profesional sesuai dengan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*).
2. Saya wajib menjadi teladan dalam melaksanakan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dan pedoman perilaku (*Code of Conduct*) di PT Bio Farma (Persero).
3. Saya telah membaca, memahami dan bersedia untuk melaksanakan dengan sebaik-baiknya Pedoman Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dan pedoman perilaku (*Code of Conduct*) di PT Bio Farma (Persero).
4. Saya tidak mempunyai jabatan lain pada Badan Usaha lain yang dapat menimbulkan benturan kepentingan secara langsung maupun tidak langsung dengan Perusahaan.
5. Saya akan memberikan sanksi kepada Insan Bio Farma yang melakukan pelanggaran terhadap prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dan pedoman perilaku (*Code of Conduct*) di PT Bio Farma (Persero).
6. Apabila dalam pelaksanaan tugas, Saya menyimpang dari ketentuan pedoman penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dan pedoman perilaku (*Code of Conduct*) di PT Bio Farma (Persero), maka saya siap untuk dikenakan sanksi sesuai ketentuan yang berlaku.

COMMUNICATING THE CODE OF CONDUCT

CONTRACT OF INTEGRITY CORPORATE GOVERNANCE AT PT BIO FARMA (PERSERO)

To ensure that PT Bio Farma (Persero) practises sound corporate governance, I now proclaim that:

1. I am dedicated to carrying out my tasks and responsibilities in a trustworthy and competent way consistent with Good Corporate Governance standards.
2. I must set an example in terms of adhering to the principles of Good Corporate Governance and the PT Bio Farma Code of Conduct (Persero).
3. I have read, comprehended, and agreed to follow the Guidelines for the Implementation of Good Corporate Governance and the Code of Conduct at PT Bio Farma to the fullest extent practicable (Persero).
4. I have no other business relationships that might create a direct or indirect conflict of interest with the Company.
5. I will penalise Bio Farma employees who break the principles of good corporate governance and the company's code of conduct (Persero).
6. Should I violate the terms of the guidelines for implementing good corporate governance and the PT Bio Farma (Persero) Code of Conduct while performing my duties, I am willing to face punishment in accordance with applicable rules.

Jakarta, 26 Februari February 2021

DIREKSI
BOARD OF DIRECTORS
PT BIO FARMA (PERSERO)

HONESTI BASYIR
Direktur Utama
President Director



PENGUNGKAPAN BAHWA KODE ETIK BERLAKU BAGI SELURUH LEVEL DI BIO FARMA

Setiap insan Bio Farma harus memiliki komitmen untuk dapat menyelaraskan diri dengan sistem nilai dan budaya kerja di Perusahaan. Oleh karena itu, seluruh insan Bio Farma wajib menempatkan diri untuk menyamakan dan menyatukan keyakinan dan tekad agar dapat menerapkan sikap dan perilaku kerja yang sesuai dengan sistem nilai dan budaya kerja yang dianut Perusahaan, yang dikodifikasikan dalam *Code of Conduct*. Keberhasilan penerapan Pedoman Perilaku merupakan tanggung jawab dari setiap insan Bio Farma di lingkungan unit kerja masing-masing.

PENYEBARLUASAN KODE ETIK

INTERNALISASI, SOSIALISASI DAN PENANDATANGAN KODE ETIK

Untuk penyebaran kode etik, Bio Farma melakukannya dengan cara sosialisasi terhadap Pedoman Perilaku untuk memberikan pemahaman dan kesadaran bagi seluruh insan Bio Farma bahwa pentingnya melaksanakan Pedoman Perilaku ini.

Setiap 1 tahun sekali seluruh insan Bio Farma diwajibkan secara tertulis untuk menyatakan kesanggupan menaati dan melaksanakan setiap butir Pedoman Perilaku, yang diwujudkan dalam suatu pernyataan kepatuhan yang ditanda tangani oleh setiap insan Bio Farma sebagai salah satu syarat kelanjutan hubungan kerja dengan perusahaan.

Sosialisasi Pedoman Perilaku (*Code of Conduct*) di Bio Farma dilakukan dengan cara sebagai berikut:

1. Manajemen memberikan pemahaman dan kesadaran kepada karyawan untuk menerapkan Pedoman Perilaku melalui acara sosialisasi dengan seluruh karyawan minimal 1 (satu) tahun sekali.
2. Video Sosialisasi.
3. Website, intranet, banner.
4. Aplikasi GCG.
5. Penyebaran kuesioner secara berkala setiap tahun.

SANKSI UNTUK MASING-MASING JENIS PELANGGARAN YANG DIATUR DALAM KODE ETIK (NORMATIF)

Dewan Komisaris, Direksi, semua Insan Bio Farma, Pemasok, Mitra Bisnis atau Pemangku Kepentingan lainnya yang terbukti melakukan pelanggaran terhadap Pedoman Perilaku akan diberikan sanksi sesuai dengan ketentuan yang berlaku di Perusahaan dengan ketentuan sebagai berikut:

INSAN BIO FARMA

Sanksi sesuai dengan tindakan-tindakan disipliner berupa teguran lisan maupun tulisan, hukuman disiplin sampai pemutusan hubungan kerja sesuai dengan mekanisme yang ditetapkan dalam Perjanjian Kerja Bersama & Peraturan Perusahaan yang berlaku.

DISCLOSURE THAT THE BIO FARMA CODE OF CONDUCT APPLIES TO ALL LEVELS

Each member of Bio Farma must demonstrate a commitment to the Company's value system and work culture. Thus, all Bio Farma employees must place themselves in a position to equalise and align their ideas and determinations in order to apply work attitudes and behaviours consistent with the Company's value system and work culture, as outlined in the Code of Conduct. Each Bio Farma employee is accountable for the proper application of the Code of Conduct in their individual work units.

PENYEBARLUASAN KODE ETIK

INTERNALISATION, DISSEMINATION, AND SIGNING OF THE CODE OF CONDUCT

Bio Farma disseminates the code of ethics through socialising the Code of Conduct to ensure that all Bio Farma workers understand and appreciate the importance of adhering to the Code of Conduct.

Each year, all Bio Farma workers are obliged to express in writing their capacity to adhere to and implement each item of the Code of Conduct, which is reflected in a compliance statement signed by each Bio Farma employee as a condition of continued employment with the firm.

At Bio Farma, the Code of Conduct is disseminated in the following ways:

1. Management educates and informs employees about the Code of Conduct through at least one annual outreach event open to all employees.
2. Dissemination of Video.
3. Websites, intranets, and banner advertisements.
4. Application of GCG.
5. Annual dissemination of surveys on a periodic basis.

SANCTIONS FOR ALL VIOLATIONS OF THE CODE OF CONDUCT (NORMATIVE)

The Board of Commissioners, the Board of Directors, all Bio Farma personnel, suppliers, business partners, and other stakeholders who are found to have breached the Code of Conduct shall face the following sanctions:

BIO FARMA STAFF

Sanctions are based on disciplinary actions, which may include verbal and written warnings, disciplinary fines, and termination of employment, as specified in the Collective Labor Agreement and related Company Regulations.



DIREKSI & DEWAN KOMISARIS

Sanksi bagi Direksi dan Dewan Komisaris yang melakukan pelanggaran ditetapkan oleh Pemegang Saham.

ORGAN PENDUKUNG DEWAN KOMISARIS

Sanksi bagi Organ Pendukung Dewan Komisaris yang melakukan pelanggaran ditetapkan oleh Dewan Komisaris.

PEMASOK, MITRA BISNIS ATAU PEMANGKU KEPENTINGAN (STAKEHOLDERS) LAINNYA

Sanksi sesuai dengan kontrak, prosedur Perusahaan yang relevan & peraturan perundang-undangan.

ATAS PELANGGARAN HUKUM

Permasalahan dapat diteruskan kepada pihak yang berwajib.

JUMLAH PELANGGARAN KODE ETIK BESERTA SANKSI YANG DIBERIKAN PADA TAHUN BUKU TERAKHIR

Pelanggaran pedoman perilaku yang dilakukan oleh insan Bio Farma dimonitoring dan dievaluasi oleh divisi Kepatuhan, Manajemen Risiko dan divisi SDM dengan kewenangan untuk memberikan punishment sesuai dengan Perjanjian Kerja Bersama yang berlaku di Perusahaan. Sampai dengan 31 Desember 2021, tidak terdapat pelanggaran kode etik di Bio Farma sehingga tidak menginformasikan jumlah pelanggaran kode etik beserta sanksi yang diberikan pada tahun 2021.

MEKANISME PENEGAKAN PEDOMAN PERILAKU TERMASUK PELAPORAN DAN SANKSI ATAS PELANGGARAN

Penegakan dan sanksi bagi pelanggar *Code of Conduct* diatur dalam Peraturan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) No. PER-08/DK/BF/12/2018 No. PER-06965/DIR/XII/2018 Tanggal 31 Desember 2018 Tentang Pedoman Perilaku PT Bio Farma (Persero)

1. Dalam hal terjadi pelanggaran terhadap Peraturan Bersama Dewan Komisaris dan Direksi ini, maka insan Bio Farma berkewajiban melaporkan kepada:
 - a. Atasan langsung yang bersangkutan di mana setiap atasan wajib memberikan perhatian penuh atas laporan Insan Bio Farma yang menjadi bawahannya dan berusaha menyelesaikannya secara tuntas sesuai dengan ketentuan yang berlaku di Perusahaan. Apabila Insan Bio Farma tidak dapat melaporkan kepada atasan langsung karena Benturan Kepentingan dengan atasannya, maka dapat mendiskusikan hal tersebut dengan pihak-pihak berikut:
 - 1) Atasan dari atasan langsung yang bersangkutan;
 - 2) Divisi SDM;
 - 3) Divisi Kepatuhan & Manajemen Risiko; atau
 - 4) Serikat Pekerja;

BOARD OF DIRECTORS & BOARD OF COMMISSIONERS

Shareholders choose the sanctions for infractions committed by the Board of Directors and Board of Commissioners.

THE BOARD OF COMMISSIONERS' SUPPORTING ORGANISATIONS

Sanctions against the Board of Commissioners' Supporting Organs that commit infractions are determined by the Board of Commissioners.

SUPPLIERS, BUSINESS PARTNERS, OR OTHER INTERESTED PARTICIPANTS

Sanctions are administered in accordance with the terms of the contract, applicable Company policies, and applicable laws and regulations.

FOR VIOLATION OF THE LAW

Concerns can be reported to the appropriate authorities.

NUMBER OF VIOLATIONS OF THE CODE OF CONDUCT AND SANCTIONS APPLIED DURING THE LAST FISCAL YEAR

Violations of the code of conduct by Bio Farma employees are monitored and reviewed by the Compliance, Risk Management, and Human Resources divisions, which have the right to impose sanctions in line with the applicable Collective Labor Agreement. As of December 31, 2021, Bio Farma has committed no violations of the code of conduct, and thus does not report the number of infractions and the punishments issued for year 2021.

MECHANISM FOR ENFORCING THE CODE OF CONDUCT, INCLUDING REPORTING AND SANCTIONS FOR VIOLATIONS

The Joint Regulation of the Board of Commissioners and the Board of Directors of PT Bio Farma (Persero) No. PER-08/DK/BF/12/2018 and No. PER-06965/DIR/XII/2018 of December 31, 2018 Regarding the Code of Conduct of PT Bio Farma (Persero):

1. Bio Farma workers are required to notify any infringement of this Joint Regulation of the Board of Commissioners and the Board of Directors to:
 - a. The immediate supervisor in issue, where each supervisor is obligated to pay close attention to the reports submitted by Bio Farma staff who are their subordinates and to attempt to complete them entirely in line with applicable Company policies. If a member of the Bio Farma staff is unable to report to their direct supervisor due to a conflict of interest with their superior, they may address the situation with the following parties:
 - 1) The immediate supervisor of the individual in question;
 - 2) Division of Human Resources;
 - 3) Division of Compliance and Risk Management; or
 - 4) Labour Unions;



- b. Kotak Pengaduan Pelanggaran (*Whistleblowing System*).
2. Di samping pihak internal Perusahaan, sistem Pelaporan Pelanggaran (*Whistleblowing System*) ini juga dapat dilakukan oleh pihak eksternal Perusahaan seperti Pelanggan, Mitra Bisnis, dan Pemangku Kepentingan (*stakeholders*) lainnya.

- b. System of Whistleblowers (*Whistleblowing System*).
2. In addition to internal parties inside the Company, this Whistleblowing System may be used by external parties such as Customers, Business Partners, and other Stakeholders.

Pengendalian Gratifikasi

Gratification Control

Bio Farma berkomitmen untuk tidak memberi dan menerima hadiah serta gratifikasi, dengan diterbitkannya Peraturan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) NOMOR: KEP-06/DK/BF/04/2021 NOMOR: PER-003.01/DIR/IV/2021 Tentang Pedoman Perilaku PT Bio Farma (Persero), didalamnya terdapat tentang Kebijakan Pengendalian Gratifikasi. Kebijakan ini mengacu pada Peraturan KPK No. 2 Tahun 2019 tentang Pelaporan Gratifikasi. Kebijakan Pengendalian Gratifikasi telah dipublikasikan dalam portal internal dan *website* Perusahaan.

With the adoption of a Joint Regulation of the Board of Commissioners and Directors of PT Bio Farma, Bio Farma has agreed to refrain from giving and accepting gifts and gratuities (Persero) KEP-06/DK/BF/04/2021 NUMBER PER-003.01/DIR/IV/2021. Regarding the PT Bio Farma (Persero) Code of Conduct, it incorporates the Gratification Control Policy. This policy applies in accordance with KPK Regulation No. 2 of 2019 on Gratification Reporting. The Company's internal portal and website have both been updated to include the Gratification Control Policy.

SOSIALISASI PENGENDALIAN GRATIFIKASI

Sosialisasi Pengendalian Gratifikasi dilakukan melalui *e-mail* kepada Direksi, Dewan Komisaris, Organ Pendukung Dewan Komisaris, dan seluruh Karyawan pada tanggal 29 Januari 2021, di mana merupakan satu kesatuan yang tidak terpisahkan dari penandatanganan pakta integritas.

CONTROL GRATIFICATION DISSEMINATION

On January 29, 2021, Gratification Control socialisation was conducted through *e-mail* to the Board of Directors, Board of Commissioners, Supporting Organs of the Board of Commissioners, and all workers, as part of the integrity pact signing.





Benturan Kepentingan

Conflict of Interest

PEDOMAN TENTANG BENTURAN KEPENTINGAN

1. Peraturan Menteri BUMN Nomor: PER-01/MBU/2011, Direksi BUMN dilarang melakukan tindakan yang mempunyai benturan kepentingan dan mengambil keuntungan pribadi, baik secara langsung maupun tidak langsung dari pengambilan keputusan dan kegiatan BUMN yang bersangkutan selain penghasilan yang sah.
2. Pedoman Penanganan Benturan Kepentingan diatur di dalam Peraturan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) NOMOR: KEP-06/DK/BF/04/2021 NOMOR: PER-003.01/DIR/IV/2021 Tentang Pedoman Perilaku PT Bio Farma (Persero), dimana maksud dan tujuannya adalah sebagai pedoman bagi Insan Bio Farma memahami, mencegah dan menanggulangi Benturan Kepentingan di Perusahaan, sebagai pedoman dalam mengambil sikap yang tegas terhadap Benturan Kepentingan di Perusahaan, dan mewujudkan pengelolaan Perusahaan yang bebas dari segala bentuk Korupsi, Kolusi dan Nepotisme (KKN).

MEKANISME PELAPORAN BENTURAN KEPENTINGAN

Apabila terjadi situasi Benturan Kepentingan, maka Insan Bio Farma wajib melaporkan hal tersebut melalui:

1. Atasan Langsung Pelaporan melalui atasan langsung dilakukan apabila pelapor adalah Insan Bio Farma yang terlibat atau memiliki potensi untuk terlibat secara langsung dalam situasi Benturan Kepentingan. Pelaporan dilaksanakan dengan menyampaikan Surat Pernyataan Potensi Benturan Kepentingan kepada atasan langsung.
2. Sistem Pelaporan Pelanggaran (*WhistleBlowing System*)
Pelaporan melalui Sistem Pelaporan Pelanggaran (*Whistleblowing System*) dilakukan apabila pelapor adalah Insan Bio Farma atau pihak-pihak lainnya (Pelanggan, Mitra Kerja dan Masyarakat) yang tidak memiliki keterlibatan secara langsung, namun mengetahui adanya atau potensi adanya Benturan Kepentingan di Perusahaan. Pelaporan melalui Sistem Pelaporan Pelanggaran (*Whistleblowing System*) dilaksanakan sesuai dengan mekanisme tersendiri yang mengatur mengenai Sistem Pelaporan Pelanggaran (*Whistleblowing System*) di Perusahaan. Pelaporan atas terjadinya Benturan Kepentingan butir 2 di atas, harus dilakukan dengan itikad baik dan bukan merupakan suatu keluhan pribadi atas suatu kebijakan Perusahaan tertentu ataupun didasari oleh kehendak buruk/fitnah.

CONFLICT OF INTEREST GUIDELINES

1. Pursuant to Minister of BUMN Regulation No. PER-01/MBU/2011, the Board of Directors of SOE are forbidden from engaging in conflicting activities and obtaining personal advantages, either directly or indirectly, from the decision-making and operations of the SOE in question, other than lawful revenue.
2. The Joint Regulation of the Board of Commissioners and Directors of PT Bio Farma (Persero) NUMBER: KEP-06/DK/BF/04/2021 NUMBER: PER-003.01/DIR/IV/2021 concerning the Code of Conduct for PT Bio Farma (Persero), where the aims and objectives are to serve as a guideline for Bio Farma Personnel to understand, prevent, and overcome Conflicts of Interest in the Company, and to serve (KKN).

MECHANISM FOR REPORTING CONFLICT OF INTEREST

In the case of a conflict of interest, Bio Farma employees must report it to:

1. If the reporting party is a Bio Farma Person who is directly involved or has the potential to be directly involved in a Conflict-of-Interest scenario, the reporting party must report through the immediate supervisor. The immediate supervisor is notified by submitting a Statement of Potential Conflicts of Interest.
2. Whistleblowing System
The Whistleblowing System is used if the complaint is about a Bio Farma employee or other third parties (Customers, Business Partners, and Community) who are not directly involved in the Company but are aware of the presence or possibility for a Conflict of Interest. Reporting through the Whistleblowing System is governed by a distinct process inside the Company that governs the Whistleblowing System. Reporting a Conflict of Interest in accordance with point 2 above must be done in good faith and not as a personal attack on a particular corporate policy or based on malice/slander.



SANKSI ATAS PELANGGARAN

Pelanggaran terhadap ketentuan dalam Pedoman ini akan dikenakan sanksi berdasarkan ketentuan yang berlaku di Perusahaan.

PENGUNGKAPAN MENGENAI SISTEM PELAPORAN PELANGGARAN (WHISTLEBLOWING SYSTEM)

Pelaporan Pelanggaran (*whistleblowing*) adalah pengungkapan tindakan pelanggaran atau pengungkapan perbuatan yang melawan hukum, perbuatan tidak etis/tidak bermoral atau perbuatan lain yang dapat merugikan Perusahaan maupun Pemangku Kepentingan, yang dilakukan oleh insan Bio Farma atau Pimpinan Bio Farma kepada Pimpinan Bio Farma atau lembaga lain yang dapat mengambil tindakan atas pelanggaran tersebut.

Sistem Pelaporan Pelanggaran (*Whistleblowing System* – *WBS*) merupakan sistem yang mengelola pengaduan/penyungkapan mengenai perilaku melawan hukum, perbuatan tidak etis/tidak semestinya secara rahasia, anonim, dan mandiri (*independent*) yang digunakan untuk mengoptimalkan peran serta insan Bio Farma dan pihak lainnya dalam mengungkapkan pelanggaran yang terjadi di lingkungan Perusahaan.

DASAR HUKUM PENERAPAN WHISTLEBLOWING SYSTEM (WBS)

1. UU No.28 tahun 1999 tentang Penyelenggaraan Negara Yang Bersih dan Bebas Dari Korupsi, Kolusi dan Nepotisme, Pasal 9 (Lembaran Negara RI tahun 1999 Nomor 75, Tambahan Lembaran Negara RI Nomor 3851).
2. UU No.31 tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi pasal 31 dan pasal 41 ayat (2) butir e. dan telah diperbaharui dengan UU No.20 Tahun 2001 tentang Pemberantasan Tindak Korupsi.
3. PP 43 Tahun 2018 tentang Tata Cara Pelaksanaan Peran Serta Masyarakat dan Pemberian Penghargaan dalam Pencegahan dan Pemberantasan Tindak Pidana Korupsi pasal 12.
4. UU No.15 tahun 2002 tentang Tindak Pidana Pencucian Uang jo UU No.8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang pasal 39 s/d 43.
5. PP No.57 tahun 2003 tentang Tata Cara Perlindungan Khusus Bagi Pelapor dan Saksi Tindak Pidana Pencucian Uang.
6. UU No 11 tahun 2020 tentang Cipta Kerja.
7. Undang-Undang No.19 tahun 2003 tentang BUMN jo. UU No. 11 Tahun 2020 tentang Cipta Kerja.
8. UU No.7 tahun 2006 tentang Ratifikasi United Nations Convention Against Corruption (UNCAC), Section 33 UNCAC.
9. UU No.13 tahun 2006 jo. UU No.31 Tahun 2014 tentang Perlindungan Saksi dan Korban pasal 10.
10. UU No.40 tahun 2007 tentang Perseroan Terbatas jo. UU No 11 tahun 2020 tentang Cipta Kerja.
11. PP No.1 tahun 1997 tentang Pengalihan Bentuk Perusahaan Umum Bio Farma Menjadi Perusahaan Perseroan (Persero).

SANCTIONS FOR VIOLATIONS

Violations of this Code shall be sanctioned in accordance with the Company's policies.

DISCLOSURE REGARDING THE WHISTLEBLOWING SYSTEM

Whistleblowing is the act of disclosing violations or the disclosure of unlawful acts, unethical/immoral acts, or other actions that may harm the Company or its stakeholders that are committed by Bio Farma personnel or leaders to Bio Farma leaders or other institutions that can take action against the violation.

The Whistleblowing Method (WBS) is a discreet, anonymous, and independent system that is meant to maximise the engagement of Bio Farma staff and other parties in disclosing infractions that occur inside the Company.

LEGAL BASIS FOR IMPLEMENTATION OF WHISTLEBLOWING SYSTEM (WBS)

1. Law No.28 of 1999 concerning the Implementation of a Clean and Free State from Corruption, Collusion and Nepotism, Article 9 (State Gazette of the Republic of Indonesia of 1999 Number 75, Supplement to the State Gazette of the Republic of Indonesia Number 3851).
2. Law No. 31 of 1999 concerning the Eradication of Criminal Acts of Corruption, article 31 and article 41 paragraph (2) point e. and has been updated with Law No. 20 of 2001 concerning the Eradication of Acts of Corruption.
3. PP 43 of 2018 concerning Procedures for Implementing Community Participation and Giving Awards in the Prevention and Eradication of Criminal Acts of Corruption Article 12.
4. Law No. 15 of 2002 concerning the Crime of Money Laundering in conjunction with Law No. 8 of 2010 concerning the Prevention and Eradication of the Crime of Money Laundering articles 39 to 43.
5. PP No. 57 of 2003 concerning Procedures for Special Protection for Whistleblowers and Witnesses of the Crime of Money Laundering.
6. Law No. 11 of 2020 concerning Job Creation.
7. Law No.19 of 2003 concerning BUMN jo. UU no. 11 of 2020 concerning Job Creation.
8. Law No. 7 of 2006 concerning Ratification of the United Nations Convention Against Corruption (UNCAC), Section 33 of UNCAC.
9. Law No. 13 of 2006 jo. Law No. 31 of 2014 concerning the Protection of Witnesses and Victims Article 10.
10. Law No. 40 of 2007 concerning Limited Liability Companies jo. Law No. 11 of 2020 concerning Job Creation.
11. PP No.1 of 1997 concerning the Transfer of Bio Farma's Public Company Form to a Limited Liability Company (Persero).



12. PP No.45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran BUMN.
13. Peraturan Kapolri Nomor 17 Tahun 2005 tentang Tata Cara Perlindungan Khusus Bagi Pelapor dan Saksi Tindak Pidana Pencucian Uang.
14. Peraturan Menteri Negara BUMN Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada BUMN sebagaimana diubah terakhir melalui Peraturan Menteri BUMN Nomor: PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan atas Peraturan menteri BUMN Nomor: PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada BUMN.
15. Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan GCG pada BUMN.

KEBIJAKAN PERUSAHAAN TENTANG PENERAPAN WHISTLEBLOWING SYSTEM (WBS)

1. Anggaran Dasar PT Bio Farma (Persero).
2. PKB PT Bio Farma (Persero) dengan Serikat Pekerja.
3. Peraturan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) Nomor : KEP-05/DK/BF/04/2021; Nomor : PER-002.01/DIR/04/2021 Tentang Perubahan atas Peraturan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) Nomor: PER-06/DK/BF/12/2018; Nomor: PER-06963/DIR/XII/2018 tentang Pedoman Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) di PT Bio Farma (Persero).
4. Peraturan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) Nomor: PER-08/DK/BF/12/2018; Nomor: PER-06965/DIR/XII/2018 tanggal 31 Desember 2018 tentang Pedoman Perilaku.

PENYAMPAIAN LAPORAN PELANGGARAN

1. Penerimaan Pelaporan Pelanggaran.
2. Penetapan Admin dan Pengelola Pelaporan Pelanggaran.
3. Pembentukan Tim Investigasi.
4. Komunikasi dengan Pelapor.
5. Pemantauan Penanganan Pelaporan Dugaan Pelanggaran
 - Pelapor dalam menyampaikan Pelaporan Pelanggaran (*Whistleblowing*) dapat mencantumkan identitas mengenai data diri yang memuat alamat rumah/kantor, alamat email, faksimili, nomor kontak yang dapat dihubungi atau boleh tidak mencantumkan data diri (anonim). Perusahaan memberikan perlindungan kepada pelapor pelanggaran (*whistleblower*) sebagai berikut:
 - perlindungan kerahasiaan atas identitas Pelapor.
 - perlindungan atas tindakan balasan dari Terlapor.

12. PP No.45 of 2005 concerning the Establishment, Management, Supervision and Dissolution of SOE.
13. Regulation of the National Police Chief Number 17 of 2005 concerning Procedures for Special Protection for Reporters and Witnesses of the Crime of Money Laundering.
14. Regulation of the Minister of State-Owned Enterprises Number: PER-01/MBU/2011 dated August 1, 2011 concerning the Implementation of Good Corporate Governance in BUMN as last amended by Regulation of the Minister of SOE Number: PER-09/MBU/2012 dated July 6, 2012 concerning Amendments to the Minister of State-Owned Enterprises Regulation Number: PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in SOEs.
15. Decree of the Secretary of the Ministry of SOEs No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters of Assessment and Evaluation of the Implementation of GCG in SOEs.

CORPORATE POLICY ON IMPLEMENTATION OF WHISTLEBLOWING SYSTEM (WBS)

1. Articles of Association of PT Bio Farma (Persero).
2. PKB PT Bio Farma (Persero) with the Labor Union.
3. Joint Regulation of the Board of Commissioners and Directors of PT Bio Farma (Persero) Number: KEP-05/DK/BF/04/2021; Number: PER-002.01/DIR/04/2021 Regarding Amendments to the Joint Regulations of the Board of Commissioners and Directors of PT Bio Farma (Persero) Number: PER-06/DK/BF/12/2018; Number: PER-06963/DIR/XII/2018 concerning Guidelines for the Implementation of Good Corporate Governance at PT Bio Farma (Persero).
4. Joint Regulation of the Board of Commissioners and Directors of PT Bio Farma (Persero) Number: PER-08/DK/BF/12/2018; Number: PER-06965/DIR/XII/2018 dated December 31, 2018 regarding the Code of Conduct.

SUBMISSION OF VIOLATION REPORTS

1. Receipt of Violation Reports.
2. Appointment of Admin and Management of Violation Reports.
3. Formation of the Investigation Team.
4. Communication with the Whistleblower.
5. Monitoring the Handling of Reports of Alleged Violations.
 - In submitting a Whistleblowing Report, the Whistleblower may include his/her identity regarding personal data including home/office address, email address, facsimile, a contact number that can be easily reached and does not include personal data (anonymous). The Company provides protection to whistleblowers as follows:
 - Protection of confidentiality on the identity of the Whistleblower.
 - Protection against countermeasures from the Reported Party.



- perlindungan dari pemecatan, penurunan jabatan atau band, penundaan promosi jabatan, tekanan, dan tindakan fisik.
 - perlindungan catatan yang merugikan dalam file data pribadinya (*personal file record*).
 - informasi mengenai proses tindak lanjut yang sedang dilakukan (kepada Pelapor yang mencantumkan data diri). Informasi ini disampaikan secara rahasia kepada Pelapor.
6. Dalam menangani dugaan pelanggaran ditetapkan admin Pelaporan Pelanggaran (*Whistleblowing*), pengelola Pelaporan Pelanggaran (*Whistleblowing*), dan Tim Investigasi, sebagai berikut:
- Admin Pelaporan Pelanggaran (*Whistleblowing*), staf Divisi Kepatuhan & Manajemen Risiko dan Pengelola Pelaporan Pelanggaran adalah Pejabat (Kepala Seksi, Kepala Bagian dan Kepala Divisi) di Divisi Kepatuhan & Manajemen Risiko.
 - Tim Investigasi dibentuk oleh Direksi untuk Pengaduan Pelanggaran yang diduga dilakukan oleh Karyawan, sedangkan untuk Pengaduan Pelanggaran yang diduga oleh Direksi, Dewan Komisaris atau Organ Pendukung Dewan Komisaris dibentuk oleh Dewan Komisaris.
 - Dalam kasus yang serius dan sensitif, dapat dipertimbangkan untuk menggunakan investigator/auditor eksternal yang independen dalam melakukan Investigasi laporan pelanggaran tersebut.
7. Media Pelaporan Pelanggaran (*Whistleblowing*) antara lain:
- Surat elektronik (*email*): pelaporan.wbs@biofarma.co.id.
 - Surat resmi ditujukan kepada Direktur Utama (untuk dugaan pelanggaran yang dilakukan oleh Karyawan) atau kepada Komisaris Utama (untuk dugaan Pelanggaran yang dilakukan oleh Direksi, Dewan Komisaris atau Organ Pendukung Dewan Komisaris) melalui pos dengan alamat:
 - Jalan Pasteur No.28 Bandung 40161. Drop box di Kantor Perusahaan
 - Aplikasi GCG dengan alamat portal.biofarma.co.id (media bagi Karyawan Bio Farma sebagai Pelapor)
8. Komunikasi dengan Pelapor akan dilakukan melalui Pengelola Pelaporan Pelanggaran (*Whistleblowing*). Dalam komunikasi ini, Pelapor akan memperoleh informasi mengenai penanganan kasus yang dilaporkannya, apakah dapat ditindaklanjuti atau tidak (kepada Pelapor yang mencantumkan data diri dengan jelas). Apabila Pelapor adalah selain Insan Bio Farma, Pelapor harus bersedia menandatangani kesepakatan tertulis tentang kerahasiaan informasi baik yang diterima dari Perusahaan, maupun yang disampaikan kepada Perusahaan.
- Protection from dismissal, demotion or band, delay in promotion, pressure, and physical action.
 - Protection of adverse records in personal file records.
 - Information regarding the follow-up process that is being carried out (to the Whistleblower who includes personal data). This information is conveyed confidentially to the Whistleblower.
6. In dealing with alleged violations, the Whistleblowing admin is determined, the Whistleblowing manager, and the Investigation Team, are as follows:
- Whistleblowing Admin, Compliance & Risk Management Division staff and Whistleblowing Manager are Officers (Section Head, Section Head and Division Head) in the Compliance & Risk Management Division.
 - The Investigation Team is formed by the Board of Directors for Complaints of Violations allegedly committed by Employees, while for Complaints of alleged violations by the Board of Directors, the Board of Commissioners or Supporting Organs of the Board of Commissioners are formed by the Board of Commissioners.
 - In serious and sensitive cases, an independent external investigator/auditor may be asked to investigate the reported violation.
7. Violation Reporting media (*Whistleblowing*) include:
- Electronic mail (*email*): reporting.wbs@biofarma.co.id.
 - Official letter addressed to the President Director (for alleged violations committed by employees) or to the President Commissioner (for alleged violations committed by the Board of Directors, Board of Commissioners or Supporting Organs of the Board of Commissioners) by post at the following address:
 - Jalan Pasteur No.28 Bandung 40161. Drop box at the company office
 - GCG application with the address portal.biofarma.co.id (media for Bio Farma Employees as Reporters)
8. The Whistleblower will communicate with the Whistleblowing Manager. The Whistleblower will get information on the reported case's treatment, including whether it can be pursued or not (to the Whistleblower who explicitly discloses his/her personal details). If the Whistleblower is not an employee of Bio Farma, he or she must agree to sign a formal agreement guaranteeing the confidentiality of information obtained from or provided to the Company.



PERLINDUNGAN BAGI PELAPOR PELANGGARAN

Dalam penerapan WBS, Perusahaan memberikan perlindungan kepada pelapor pelanggaran (*Whistleblowing*) sebagai berikut:

1. Perlindungan kerahasiaan atas identitas pelapor.
2. Perlindungan atas tindakan balasan dari terlapor.
3. Perlindungan dari pemecatan, penurunan jabatan atau band, penundaan promosi jabatan, tekanan, dan tindakan fisik.
4. Perlindungan catatan yang merugikan dalam file data pribadinya (*personal file record*).
5. Informasi mengenai proses tindak lanjut yang sedang dilakukan (kepada pelapor yang mencantumkan data diri). Informasi ini disampaikan secara rahasia kepada pelapor.

PENANGANAN PENGADUAN

Penanganan Pengaduan/Pelaporan Dugaan Pelanggaran diatur dalam Peraturan Bersama Dewan Komisaris dan Direksi PT Bio Farma (Persero) Nomor: PER-08/DK/BF/12/2018; Nomor: PER-06965/DIR/XII/2018 tanggal 31 Desember 2018 tentang Pedoman Perilaku.

PENERIMAAN LAPORAN DUGAAN PELANGGARAN

1. Pelaporan Pelanggaran (*Whistleblowing*) yang diduga dilakukan oleh Karyawan ditujukan kepada Direksi yang disampaikan melalui:
 - surat elektronik (*email*): pelaporan.wbs@biofarma.co.id;
 - Surat resmi yang ditujukan kepada Direktur Utama dengan cara diantar langsung atau melalui pos dengan alamat: Direktur Utama PT Bio Farma (Persero); Up: Pengelola Pelaporan Pelanggaran Jalan Pasteur No. 28 Bandung 40161
 - Drop Box di kantor Perusahaan
 - Aplikasi GCG dengan alamat portal.biofarma.co.id (media bagi Karyawan Bio Farma sebagai Pelapor).
2. Pengaduan Pelanggaran yang diduga dilakukan oleh Direksi, Dewan Komisaris atau Organ Pendukung Dewan Komisaris ditujukan kepada Dewan Komisaris yang disampaikan melalui:
 - surat elektronik (*e-mail*): pelaporan.wbs@biofarma.co.id
 - Surat resmi yang ditujukan kepada Dewan Komisaris dengan cara diantar langsung atau melalui pos dengan alamat: Komisaris Utama PT Bio Farma (Persero); Up: Pengelola Pelaporan Pelanggaran Jalan Pasteur No. 28 Bandung 40161
 - Drop Box di kantor Perusahaan.

PROTECTION FOR VIOLATION WHISTLEBLOWERS

In implementing WBS, the Company provides protection to whistleblowers as follows:

1. Protection of confidentiality on the identity of the reporter.
2. Protection against countermeasures from the reported party.
3. Protection from dismissal, demotion or band, postponement of promotion, pressure, and physical action.
4. Protection of harmful records in personal data files (*personal file records*).
5. Information regarding the follow-up process that is being carried out (to the reporter who includes personal data). This information is conveyed confidentially to the complainant.

THE HANDLING OF COMPLAINTS

Handling of Complaints/Reporting of Alleged Violations is regulated in the Joint Regulation of the Board of Commissioners and Directors of PT Bio Farma (Persero) Number: PER-08/DK/BF/12/2018; Number: PER-06965/DIR/XII/2018 dated December 31, 2018 regarding the Code of Conduct.

RECEIPT OF REPORTS OF ALLEGED VIOLATIONS

1. Reports of violations (*Whistleblowing*) allegedly committed by employees are addressed to the Board of Directors which is submitted through:
 - Electronic mail (*email*): reporting.wbs@biofarma.co.id;
 - An official letter addressed to the President Director by direct delivery or by post at the following address: President Director of PT Bio Farma (Persero); Up: Whistleblowing Manager Pasteur Street No. 28 Bandung 40161
 - Drop Box at Company office
 - GCG application with the address portal.biofarma.co.id (media for Bio Farma Employees as Reporters).
2. Complaints of alleged violations by the Board of Directors, Board of Commissioners or Supporting Organs of the Board of Commissioners are addressed to the Board of Commissioners which are submitted through:
 - Electronic mail (*e-mail*): reporting.wbs@biofarma.co.id
 - An official letter addressed to the Board of Commissioners by direct delivery or by post at the following address: President Commissioner of PT Bio Farma (Persero); Up: Whistleblowing Manager Pasteur Street No. 28 Bandung 40161
 - Drop Box at the Company's office.



SOSIALISASI SISTEM PELAPORAN PELANGGARAN

Perusahaan melakukan sosialisasi Sistem Pelaporan Pelanggaran (WBS) kepada seluruh Insan Bio Farma untuk memberikan pemahaman atas kebijakan Pelaporan Pelanggaran (WBS). Sosialisasi dilakukan juga kepada Pemangku Kepentingan (*Stakeholder*) lainnya melalui situs (*website*) Perusahaan.

TINDAKAN LANJUTAN PENANGANAN PELAPORAN DUGAAN PELANGGARAN

TIM INVESTIGASI

1. Tim Investigasi menerima laporan dari Tim Pengelolaan *Whistleblowing System*.
2. Tim investigasi kemudian akan melakukan investigasi. Pelaksanaan Investigasi oleh Tim Investigasi terhadap Pelaporan Pelanggaran yang diterima dilakukan dalam waktu 30 (tiga puluh) hari kerja dan dapat diperpanjang paling lama 30 (tiga puluh) hari kerja berikutnya.
3. Membuat Berita Acara Hasil Investigasi dan melaporkan kepada Direktur Utama (untuk dugaan Pelanggaran yang dilakukan oleh Karyawan) atau kepada Dewan Komisaris (untuk Pelanggaran yang dilakukan oleh Direksi, Dewan Komisaris atau Organ Pendukung Dewan Komisaris) jika diperlukan Tim Investigasi dapat mempresentasikan hasil kerjanya kepada Direksi/Dewan Komisaris.
4. Mendokumentasikan seluruh proses investigasi terkait bukti pendukung, kertas kerja, berita acara maupun dokumen lainnya.

DIREKSI

1. Direksi menerima laporan dari Tim Pengelolaan *Whistleblowing System* atas dugaan pelanggaran.
2. Direksi menugaskan tim investigasi untuk melakukan investigasi.
3. Berdasarkan Berita Acara Hasil Investigasi, Direksi akan mempelajari dan memutuskan.
4. Keputusan atas hasil investigasi akan disampaikan oleh Direksi kepada Tim Pengelola *Whistleblowing System* sesuai dengan jalur pelaporan untuk selanjutnya disampaikan kepada Terlapor.
5. Mendokumentasikan seluruh proses investigasi terkait bukti pendukung, kertas kerja, berita acara maupun dokumen lainnya.

DEWAN KOMISARIS

1. Dewan Komisaris menerima laporan dari Tim Pengelolaan *Whistleblowing System* atas dugaan pelanggaran yang dilakukan oleh Direksi/Dewan Komisaris.
2. Selanjutnya Dewan Komisaris akan melakukan investigasi sesuai dengan prinsip-prinsip yang terdapat pada Sistem Pedoman Dugaan Pelanggaran.
3. Berdasarkan Berita Acara Hasil Investigasi, Dewan Komisaris akan mempelajari dan memutuskan.

WHISTLEBLOWING SYSTEM DISSEMINATION

The Company educates all Bio Farma personnel about the Violation Reporting System (WBS) in order to ensure that they comprehend the Violation Reporting Policy (WBS). Additionally, the dissemination is conducted with other Stakeholders via the Company's website.

FOLLOW-UP MEASURES FOR HANDLING REPORTS OF ALLEGED VIOLATIONS

INVESTIGATION TEAM

1. The Investigation Team receives a report from the Whistleblowing System Management Team.
2. The investigation team will then conduct an investigation. The investigation that is carried out by the Investigation Team is carried out within 30 (thirty) working days of receiving the Violation Report and can be extended for the next 30 (thirty) working days at the latest.
3. Making Minutes of Investigation Results and report to the President Director (for alleged violations committed by employees) or to the Board of Commissioners (for violations committed by the Board of Directors, Board of Commissioners or Supporting Organs of the Board of Commissioners) if necessary. The Investigation Team can present the results of its work to Board of Directors/Board of Commissioners.
4. Documenting the entire investigation process related to supporting evidence, working papers, minutes and other documents.

BOARD OF DIRECTORS

1. The Board of Directors receives a report about suspected breaches from the Whistleblowing System Management Team.
2. The Board of Directors appoints an inquiry team.
3. The Board of Directors will consider and decide based on the Minutes of Investigation Results.
4. The Board of Directors will forward the investigation's findings to the Whistleblowing System Management Team for further dissemination to the Reported Party in accordance with the reporting line.
5. Maintaining detailed records of the whole investigative process, including supporting evidence, work papers, minutes, and other documents.

BOARD OF COMMISSIONERS

1. The Board of Commissioners receives a report from the Whistleblowing System Management Team alleging that the Board of Directors/Board of Commissioners committed breaches.
2. Additionally, the Board of Commissioners shall conduct an inquiry in line with the Alleged Violation Guidance System's principles.
3. The Board of Commissioners will consider and determine the matter based on the Minutes of Investigation Results.



4. Keputusan atas hasil investigasi akan disampaikan oleh Dewan Komisaris kepada Tim Pengelola *Whistleblowing System* sesuai dengan jalur pelaporan untuk selanjutnya disampaikan kepada Terlapor.
5. Mendokumentasikan seluruh proses investigasi terkait bukti pendukung, kertas kerja, berita acara maupun dokumen lainnya.

TUGAS TIM PENGELOLA WHISTLEBLOWING SYSTEM (WBS)

Dalam menangani dugaan pelanggaran ditetapkan admin Pelaporan Pelanggaran (*Whistleblowing*), pengelola Pelaporan Pelanggaran (*Whistleblowing*), dan Tim investigasi, sebagai berikut:

1. Admin Pelaporan Pelanggaran (*Whistleblowing*), staf Divisi Kepatuhan & Manajemen Risiko dan Pengelola Pelaporan Pelanggaran adalah Pejabat (Kepala Seksi, Kepala Bagian dan Kepala Divisi) di Divisi Kepatuhan & Manajemen Risiko.
2. Tugas Admin Pelaporan Pelanggaran (*Whistleblowing*) adalah menerima, meregister dan mengadministrasikan Pelaporan Pelanggaran (*Whistleblowing*) yang masuk baik melalui *e-mail*, surat, drop box maupun aplikasi untuk selanjutnya diteruskan kepada Pengelola Pelaporan Pelanggaran (*Whistleblowing*).
3. Admin Pelaporan Pelanggaran (*Whistleblowing*) menjaga kerahasiaan identitas Pelapor sesuai dengan kebijakan yang ditetapkan terutama aspek kerahasiaan dan jaminan keamanan Pelapor.
4. Dalam hal Pelapor melihat bahwa pelanggaran dilakukan oleh Pengelola Pelaporan Pelanggaran (*Whistleblowing*), maka laporan pelanggaran harus dikirimkan langsung kepada Direktur Utama Perusahaan.
5. Dalam hal pelanggaran yang dilakukan oleh Direksi, Dewan Komisaris atau Organ Pendukung Dewan Komisaris harus dikirimkan langsung kepada Komisaris Utama.
6. Dalam hal pelanggaran yang dilakukan oleh Komisaris Utama harus dikirimkan langsung kepada Pemegang Saham.
7. Dalam hal Terlapor atau pihak yang terlibat dengan pelanggaran yang dilaporkan adalah salah seorang Dewan Komisaris atau Organ Pendukung Dewan Komisaris, maka yang bersangkutan tidak dilibatkan dalam proses tindak lanjut Pelaporan Pelanggaran (*Whistleblowing*). tugas Pengelola Pelaporan Pelanggaran (*Whistleblowing*) adalah menerima Pelaporan Pelanggaran (*Whistleblowing*) yang diteruskan oleh Admin Pelaporan Pelanggaran (*Whistleblowing*) dan melakukan verifikasi terhadap dokumen-dokumen pendukung yang disampaikan oleh Pelapor, menyusun Berita Acara Hasil Verifikasi dan melaporkan kepada Direktur Utama (untuk dugaan pelanggaran yang dilakukan oleh Karyawan) atau kepada Komisaris Utama (untuk dugaan Pelanggaran yang dilakukan oleh Direksi, Dewan Komisaris atau Organ Pendukung Dewan Komisaris).

4. The Board of Commissioners will forward the investigation's findings to the Whistleblowing System Management Team for further dissemination to the Reported Party in accordance with the reporting line.
5. Maintaining detailed records of the whole investigative process, including supporting evidence, work papers, minutes, and other documents.

MANAGEMENT TEAM FOR THE WHISTLEBLOWING SYSTEM (WBS)

When dealing with suspected infractions, the administrator is determined, the manager is determined, and the investigative team is determined as follows:

1. The Whistleblowing Administrator, Compliance & Risk Management Division employees, and Whistleblowing Manager are all Compliance & Risk Management Division officers (Section Head, Section Head, and Division Head).
2. The Whistleblowing Administrator is responsible for receiving, registering, and administering incoming Whistleblowing, whether through *e-mail*, letter, drop box, or application to be directed to the Whistleblowing Manager.
3. The Administrator for Reporting Violations (*Whistleblowing*) safeguards the anonymity of the Reporter's identity in line with established standards, particularly those pertaining to confidentiality and ensuring the Reporter's security.
4. If the Whistleblower discovers that the violation was committed by the Whistleblowing Manager, the violation report must be forwarded immediately to the Company's President and Director.
5. Any violation committed by the Board of Directors, the Board of Commissioners, or the Board of Commissioners' Supporting Organs shall be reported immediately to the President Commissioner.
6. If the President Commissioner commits a breach, it must be communicated directly to the Shareholders.
7. If the Reported Party or the party responsible for the reported violation is a member of the Board of Commissioners or a Supporting Organ of the Board of Commissioners, the individual is not involved in the process of Reporting Violations (*Whistleblowing*). The Whistleblowing Manager's responsibility is to receive the Whistleblowing Report forwarded by the Whistleblowing Administrator and to verify the supporting documents submitted by the Whistleblowing Administrator (for alleged violations). Employees' Commitments) or to the President Commissioner (for alleged violations committed by the Board of Directors, Board of Commissioners or Supporting Organs of the Board of Commissioners).



JUMLAH PENGADUAN YANG MASUK DAN DIPROSES PADA TAHUN 2021

Pada tahun 2021, Tim Pengelola WBS tidak menerima laporan terkait pelanggaran yang dilakukan oleh Organ Perusahaan maupun Insan Bio Farma. Dengan demikian tidak menginformasikan jumlah pengaduan yang masuk dan diproses pada tahun 2021.

SANKSI/TINDAK LANJUT ATAS PENGADUAN YANG TELAH SELESAI DIPROSES PADA TAHUN 2021

Pada tahun 2021, Tim Pengelola WBS tidak menerima laporan terkait pelanggaran yang dilakukan oleh Organ Perusahaan maupun Insan Bio Farma dengan demikian tidak menginformasikan sanksi/tindak lanjut atas pengaduan yang telah diproses pada tahun 2021.

Sebagai perwujudan terciptanya penyelenggaraan *Good Corporate Governance* yang efektif dan baik maka sosialisasi dan penegakan penerapan terhadap *Whistleblowing System* akan selalu terus ditingkatkan dan akan dilaksanakan secara berkala penyempurnaan sistem dalam rangka perbaikan berkelanjutan sesuai dengan perkembangan bisnis Perusahaan.

KEBIJAKAN MENGENAI KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

URAIAN KEBIJAKAN PERUSAHAAN MENGENAI KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI DALAM PENDIDIKAN (BIDANG STUDI), KEAHLIAN, PENGALAMAN DAN USIA

Keberagaman komposisi Dewan Komisaris mendorong pengambilan keputusan yang lebih objektif dan komprehensif karena keputusan diambil dengan memperhatikan berbagai sudut pandang dan kepentingan tanpa adanya diskriminatif.

PEDOMAN PENERAPAN KEBERAGAMAN

Bahwa untuk lebih memperjelas dan memperlancar proses, serta menyesuaikan dengan peraturan/perubahan kebijakan dalam tata cara pengangkatan dan pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas, maka Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-02/MBU/02/2015 tanggal 17 Februari 2015 perlu ditinjau kembali, sehingga proses pengangkatan dan pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas dapat dilakukan secara lebih baik, lebih terencana dan efektif serta dapat dipertanggungjawabkan.

Sehubungan dengan hal-hal tersebut di atas dan berdasarkan Pasal 30 dan Pasal 59 Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara serta Pasal 58 Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara, telah ditetapkan Peraturan Menteri Badan Usaha Milik Negara PER-02/MBU/02/2015 tanggal 17 Februari 2015 tentang Persyaratan Dan Tata Cara

INCOMING AND PROCESSING COMPLAINTS IN 2021

The WBS Management Team received no reports in 2021 about infractions committed by Company Organs or Bio Farma's employees. As a result, it does not provide information on the number of complaints received and handled in 2021.

SANCTIONS/FOLLOW-UP ON COMPLAINTS THAT COMPLETED PROCESSING IN 2021

In 2021, the WBS Management Team received no reports of breaches committed by the Company's Organs or Bio Farma's employees, and so did not provide any information about the sanctions/follow-up on complaints handled in 2021.

As a symbol of the Company's commitment to effective and ethical corporate governance, the socialisation and enforcement of the Whistleblowing System will constantly be enhanced and will be carried out on a quarterly basis in line with the Company's business development.

POLICY ON THE DIVERSITY OF THE BOARDS OF COMMISSIONERS AND BOARD OF DIRECTORS

DESCRIPTION OF COMPANY POLICY REGARDING THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS IN TERMS OF EDUCATION, EXPERTISE, EXPERIENCE, AND AGE

The diversity of the Board of Commissioners promotes more objective and thorough decision making, as choices are made without regard for any particular point of view or interest.

DIRECTIVES FOR THE USE OF DIVERSITY

In order to further clarify and expedite the process, as well as to adapt to new regulations/policy changes affecting the procedures for the appointment and dismissal of members of the Board of Commissioners and the Supervisory Board, the Regulation of the Minister of State for State-Owned Enterprises Number PER-02/MBU/02/2015 dated 17 February 2015 should be reviewed to ensure that the process for the appointment and dismissal of members of the Board of Commissioners and the Supervisory Board.

In light of the aforementioned and in accordance with Articles 30 and 59 of Law No. 19 of 2003 on State-Owned Enterprises and Article 58 of Government Regulation No. 45 of 2005 on the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises, the Minister of State-Owned Enterprises issued Decree PER-02/MBU/02/2015 dated 17 February 2015 concerning the Requirements and Procedures



Pengangkatan Dan Pemberhentian Anggota Dewan Komisaris Dan Dewan Pengawas Badan Usaha Milik Negara.

for the Appointment and Dismissal of Members of the Board of Commissioners and the Supervisory Board of State-Owned Enterprises.

Pada Tahun 2021, Keberagaman Komposisi Dewan Komisaris Bio Farma:

The following describes the Diversity of the Board of Commissioners' Composition in 2021:

Nama Name	Jenis Kelamin Gender	Usia Per 31 Desember 2021 Age per 31 December 2021	Pendidikan Education			Keahlian Expertise									
			S1	S2	S3	Kedokteran Medical	Administrasi Publik & Kualifikasi Publik Public Administration and Public Qualifications	Ekonomi Manajemen Economic Management	Ekonomi Akuntansi Economic Accounting	Hukum Law	Administrasi Bisnis Business Administration	Farmasi Pharmacy	Sosial Politik Social Politics	Komunikasi & Teknik Informatika Communication and Information Technology	Agama Religion
Tanri Abeng	Laki-laki Male	79 tahun Years	Fakultas Ekonomi Universitas Hasanuddin, Makassar Faculty of Economics, Universitas Hasanudin, Makassar	Program Master of Business Administration, University of New York Buffalo. Program Master of Business Administration, University of New York Buffalo.	Doktor, Ilmu Multidisiplin, Universitas Gadjah Mada. Doctor, Multidisciplinary Science, Universitas Gajah Mada		✓	✓	✓		✓				
Nizar Yamanie	Laki-laki Male	69 tahun Years	Fakultas Kedokteran, Universitas Indonesia, Jakarta, Indonesia. Menyelesaikan Spesialisasi Kedokteran di Program Studi Ilmu Saraf (Neurologi) Faculty of Medical, Universitas Indonesia, Jakarta.			✓						✓			
Made Arya Wijaya	Laki-laki Male	56 tahun Years	Sarjana Ekonomi, Universitas Islam Jakarta, Jakarta Bachelor of Economics, Universitas Islam Jakarta	Master of Science in Finance, University of Colorado at Denver, USA Master of Science in Finance, University of Colorado at Denver, USA			✓	✓	✓		✓				
Ahmad M. Ramli	Laki-laki Male	60 tahun Years	Ilmu Hukum (lulus cum laude) di Universitas Padjadjaran Faculty of Science of Law, Universitas Padjadjaran	Ilmu Hukum (lulus cum laude) di Universitas Padjadjaran Ilmu Hukum (lulus cum laude) di Universitas Padjadjaran	Doktor Ilmu Hukum (lulus cum laude) di Universitas Padjadjaran. Doctor of Law, cumlaude, Universitas Padjadjaran					✓		✓			
Oscar Primadi	Laki-laki Male	60 tahun Years	Universitas Indonesia, Jakarta Fakultas Kedokteran Gigi (FKGUI) Faculty of Dentistry in Universitas Indonesia	Master in Public Health Mahidol University, Bangkok		✓						✓			
Roni Dwi Susanto	Laki-laki Male	54 tahun Years	Ekonomi Pertanian dan Sumber Daya Alam - Institut Pertanian Bogor Faculty of Agriculture and Natural Resources in Institut Pertanian Bogor	Magister Perencanaan dan Kebijakan Publik - Universitas Indonesia Magister Perencanaan dan Kebijakan Publik - Universitas Indonesia	Ilmu Ekonomi Pertanian - Institut Pertanian Bogor Agricultural economics - Institut Pertanian Bogor			✓					✓		



Keberagaman Komposisi Direksi

Diversity in the Composition of The Board of Directors

Dalam rangka mendukung pencapaian Visi, memajukan dan mengembangkan Perusahaan dengan melakukan terobosan inisiatif segala aspek dalam menghadapi persaingan global, Bio Farma memiliki Direksi yang ahli, berpengalaman, berintegritas dan berdedikasi tinggi.

Direksi Bio Farma memiliki kompetensi yang memadai dan relevan dengan jabatannya yang bertugas dan bertanggung jawab secara kolegal dalam mengelola Perusahaan untuk kepentingan dan tujuan Perusahaan, serta mewakili Perusahaan baik di dalam maupun di luar pengadilan serta memiliki keberagaman usia, pendidikan (Bidang Studi), pengalaman kerja.

Keberagaman komposisi Direksi mendorong pengambilan keputusan yang lebih objektif dan komprehensif karena keputusan diambil dengan memperhatikan berbagai sudut pandang dan kepentingan tanpa adanya diskriminatif.

PEDOMAN PERUSAHAAN MENGENAI KEBERAGAMAN KOMPOSISI DIREKSI

Pedoman Bio Farma mengenai keberagaman komposisi Direksi mengacu kepada sebagai berikut: Peraturan Menteri BUMN Nomor: PER-03/MBU/02/2015 Tentang Persyaratan, Tata Cara Pengangkatan Dan Pemberhentian Anggota Direksi BUMN.

KEBIJAKAN PERUSAHAAN MENGENAI KEBERAGAMAN KOMPOSISI DIREKSI

Kebijakan Bio Farma mengenai keberagaman komposisi Dewan Komisaris mengacu kepada sebagai berikut:

1. Anggaran Dasar PT Bio Farma (Persero)
2. Peraturan Bersama Dewan Komisaris dan Direksi No. PER-07/DK/BF/2018, No. PER-06964/DIR/XII/2018 tanggal 31 Desember 2018 Tentang Pedoman Dewan Komisaris Dan Direksi (Board Manual) PT Bio Farma (Persero).

Dalam rangka memperoleh Sumber Daya Manusia BUMN khususnya Anggota Direksi yang profesional, berintegritas, berdedikasi dan memiliki kompetensi, guna melaksanakan tugas dan tanggung jawabnya, serta untuk mewujudkan suatu proses pergantian Anggota Direksi secara baik, diperlukan

In order to support the achievement of our Vision, and to promote and develop the Company by making breakthrough initiatives in all aspects in facing global competition, Bio Farma has an expert and experienced Board of Directors who have high integrity and are highly dedicated to their role.

The Board of Directors of Bio Farma has adequate and relevant competence for their positions held and are collegially responsible for managing the Company for the interests and objectives of the Company, as well as representing the Company both inside and outside the court as well as having a diversity of ages, education (Field of Study), and work experience.

The diversity of the composition of the Board of Directors encourages more objective and comprehensive decision-making because decisions are taken by considering various points of view and interests without any discrimination.

CORPORATE GUIDELINES ON DIVERSITY IN THE COMPOSITION OF THE BOARD OF DIRECTORS

Bio Farma's guidelines regarding the diversity of the composition of the Board of Directors refer to the following: Regulation of the Minister of SOEs Number: PER-03/MBU/02/2015 concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of SOEs.

CORPORATE POLICY REGARDING DIVERSITY IN THE COMPOSITION OF THE BOARD OF DIRECTORS

Bio Farma's policy regarding the diversity of the composition of the Board of Commissioners refers to the following:

1. Articles of Association of PT Bio Farma (Persero)
2. Joint Regulation of the Board of Commissioners and Board of Directors No. PER-07/DK/BF/2018, and No. PER-06964/DIR/XII/2018 dated December 31, 2018 Regarding Guidelines for the Board of Commissioners and Board of Directors (Board Manual) of PT Bio Farma (Persero).

In order to obtain SOE Human Resources, especially members of the Board of Directors who are professional, have integrity, are dedicated and have full competence to carry out their duties and responsibilities, as well as to realize a process of changing members of the Board of Directors properly, it is necessary to improve the



penyempurnaan pedoman yang mengatur mengenai persyaratan, tata cara pengangkatan dan pemberhentian anggota direksi yang akuntabel serta dapat dipertanggungjawabkan.

Keberagaman Komposisi Direksi Bio Farma antara lain:

1. Orang perorangan:
 - a. Berwatak baik dan mempunyai kemampuan untuk melaksanakan tugas dengan sebaik-baiknya
 - b. Cakap melakukan perbuatan hukum
 - c. Tidak pernah dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pencalonan
 - d. Tidak pernah menjadi anggota Direksi atau anggota Dewan Komisaris/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu Perusahaan dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pencalonan
 - e. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pencalonan.
2. Integritas;
Kompetensi teknis/keahlian, bahwa yang bersangkutan memiliki:
 - a. Pengetahuan yang memadai di bidang usaha Perusahaan
 - b. Pengalaman dan keahlian dibidang pengurusan Perusahaan
 - c. Kemampuan untuk melakukan pengelolaan strategis dalam rangka pengembangan Perusahaan
 - d. Pemahaman masalah-masalah manajemen Perusahaan yang berkaitan dengan salah satu fungsi manajemen
 - e. Dedikasi dan menyediakan waktu sepenuhnya untuk melakukan tugasnya.
 - f. Psikologis bahwa yang bersangkutan memiliki tingkat intelegensi dan tingkat emosional yang memadai untuk melaksanakan tugasnya sebagai anggota Direksi Perusahaan
3. Persyaratan lain berdasarkan peraturan perundang-undangan

guidelines governing the requirements, procedures for appointment and dismissal of an accountable and accountable member of the Board of Directors.

The Diversity of Bio Farma's Board of Directors Composition includes:

1. Individuals:
 - a. Good character and have the ability to carry out tasks as well as possible
 - b. Able to carry out legal actions
 - c. Never been declared bankrupt within 5 (five) years prior to nomination
 - d. Never been a member of the Board of Directors or a member of the Board of Commissioners/ Supervisory Board who was found guilty of causing a company to be declared bankrupt within 5 (five) years prior to the nomination
 - e. Never been convicted of a criminal act that was detrimental to state finances and/or related to the financial sector within 5 (five) years prior to nomination
2. Integrity:
Technical competence/skills, that the person concerned has:
 - a. Adequate knowledge in the Company's line of business
 - b. Experience and expertise in the field of company management
 - c. Ability to carry out strategic management in the context of Company development
 - d. Understanding of the Company's management issues related to one of the management functions
 - e. Dedication and full time to do his/her job
 - f. Psychologically fit such that the person concerned has an adequate level of intelligence and emotional level to carry out his duties as a member of the Company's Board of Directors.

3. Other requirements based on laws and regulations





Pada Tahun 2021, Keberagaman Komposisi Direksi Bio Farma sebagai berikut:

In 2021, the Diversity of Bio Farma's Board of Directors Composition was as follows:

Nama Name	Jenis Kelamin Gender	Usia Per 31 Desember 2021 Age as of December 31, 2021	Pendidikan Education			Kedokteran Medical	
			S1 Bachelor's Degree	S2 Master's Master's Degree	S3 Doctoral Degree		
Honesti Basyir	Laki-Laki Male	53	Teknik Industri Institut Teknologi Bandung (ITB) Industrial Engineering Bandung Institute of Technology (ITB)	Keuangan Perusahaan Institut Manajemen Telkom Telkom Institute of Management Corporate Finance	-	-	
Sri Harsi Teteki	Perempuan Female	57	-	Fakultas Kedokteran Universitas Diponegoro Faculty of Medicine, Diponegoro University	-	✓	
I.G.N. Suharta Wijaya	Laki-Laki Male	54	Ekonomi Universitas Padjadjaran (S1) Padjadjaran University Economics (S1)	Manajemen dari Institut Pertanian Bogor Management from Bogor Agricultural University	-	-	
Soleh Udin Al Ayubi	Laki-Laki Male	39	Teknik Informatika ITB Informatics Engineering ITB	Program Master Informatika ITB ITB Informatics Master's Program	Health Sciences dari the University of Pittsburgh Health Sciences from the University of Pittsburgh	-	
Mas Rahman Roestan	Laki-Laki Male	51	Farmasi dan Apoteker dari Universitas Padjadjaran Bandung Pharmacy and Pharmacist from Padjadjaran University Bandung	Master of Business Administration (MBA) dari ITB Master of Business Administration (MBA) from ITB	Program Doktorat Management Strategic Universitas Padjadjaran Doctoral Program in Strategic Management Universitas Padjadjaran	...	
Disril Revolin Putra	Laki-Laki Male	56	Hukum dari Universitas Islam Jakarta Law from Jakarta Islamic University	Hukum ekonomi dari Universitas Indonesia Economic law from the University of Indonesia		-	
Juliman	Laki-Laki Male	59	Farmasi dan Apoteker dari Institut Teknologi Bandung Pharmacy and Pharmacist from Bandung Institute of Technology	Manajemen Operasi dari Universitas Padjadjaran Operations Management from Padjadjaran University		-	
Adriansjah Azhari	Laki-Laki Male	58	Farmasi dan Apoteker dari Institut Teknologi Bandung Pharmacy and Pharmacist from Bandung Institute of Technology	Manajemen Operasi dari Universitas Padjadjaran Operations Management from Padjadjaran University		-	
Yuliana Indriati	Perempuan Female	53					



Keahlian Expertise										
	Ekonomi Manajemen Economic Management	Ekonomi Akuntansi Keuangan Economic Accounting	Administrasi Bisnis Business Administration	Farmasi Pharmacy	Apoteker Pharmacist	Strategik Manajemen Strategic Management	Manajemen Proyek Project Management	Teknik Industri Industrial Engineering	Marketing Marketing	Teknologi Informasi Information Technology
	✓	✓	✓	-	-	✓	✓	✓	✓	-
	✓	-	✓	✓	-	✓	-	-	✓	-
	✓	✓	✓	-	-	✓	-	-	-	-
	✓	-	✓	-	-	✓	-	-		✓
	✓	-	✓	✓	✓	✓	✓	-	-	-
	✓	-	✓	-	-	✓	-	-	✓	-
	✓	-	✓	✓	✓	✓	✓	-	-	-
	✓	-	✓	-	-	✓	-	-	✓	-
	✓	-	✓	✓	✓	✓	✓	-	-	-
	✓	-	✓	✓	✓	✓	✓	-	-	-

**Komposisi Anggota Dewan Komisaris dan Direksi Bio Farma Tahun 2021**

Composition of the Members of the Board of Commissioners and the Board of Directors of Bio Farma in 2021

Tahun Year	Jumlah Komisaris Number of Commissioners	Jumlah Direksi Number of Directors
2015	6	6
2016	6	6
2017	6	6
2018	6	6
01 Januari 2019 – 13 September 2019 January 01, 2019 – September 13, 2019	6	6
13 September 2019 – 31 Desember 2019 September 13, 2019 – December 31, 2019	6	4
2020	6	5
2021	6	9

Berdasarkan tabel di atas terlihat bahwa per tanggal 31 Desember 2021, jumlah dan komposisi Anggota Komisaris sebanyak 6 (enam) orang dan jumlah Anggota Direksi sebanyak 9 (sembilan) orang sehingga telah sesuai dengan ketentuan yang berlaku.

According to the chart above, the Board of Commissioners had a total of 6 (six) members and 9 (nine) directors as of December 31, 2021, in compliance with applicable regulations.

STUDI BANDING

Studi Banding atau *Benchmarking* merupakan suatu proses nilai tambah bagi perusahaan khususnya Bio Farma karena dengan adanya *benchmarking*, Bio Farma mampu melihat gambaran kondisi kerja yang ada di perusahaan lain dan dapat mengadopsinya sebagai best practices untuk meraih sasaran yang diinginkan. Bio Farma juga memiliki nilai tambah apabila menjadi tujuan benchmarking dari perusahaan lain karena hal ini dipandang bahwa Bio Farma memiliki sistem kerja atau proses kerja yang dapat dijadikan contoh (*best practices*) bagi perusahaan lain. Adapun *benchmarking* yang pernah dilakukan dan/atau menjadi tujuan *benchmarking* dari perusahaan lain dapat dilihat pada tabel di bawah ini:

COMPARATIVE STUDY

Comparative Study or Benchmarking is a value-added procedure for businesses, particularly Bio Farma, since it enables Bio Farma to get an understanding of the working circumstances in other organisations and adopt them as best practises in order to obtain the desired results. Bio Farma also adds value if it becomes a benchmarking objective for other businesses, since it is deemed to have a work system or process that may serve as a model (best practises) for other businesses. The following table summarises the benchmarking that has been conducted and/or has been the objective of benchmarking from other companies:

Studi Banding Selama Tahun 2021

Comparative Studies Conducted During the Year 2021

Tanggal Date	Nama Lembaga Institution Name	Topik Topic
23 September 2021	PT Astra Honda Motor	Penerapan Zero Waste
28 Oktober 2021	PT PLN Persero	Benchmarking Fasilitas Drups yang terpasang Pada Data Centre GTN
7 Juli 2021	PT Samudra graha Indonesia	Benchmarking dan Sharing mengenai Alat Container Coldroom
Januari & April 2021	Universitas Islam Indonesia	Sistem Validasi Alat untuk vaccine carrier di Bio Farma



Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility

Bio Farma telah menyajikan informasi terkait Tanggung Jawab Sosial Perusahaan dalam laporan keberlanjutan (*sustainability report*), oleh sebab itu, Bio Farma tidak lagi mengungkapkan informasi tersebut dalam Laporan Tahunan ini.

Hal ini dilakukan sesuai dengan Surat Edaran OJK No. 30/SEOJK.04/2016 Tentang Bentuk Dan Isi Laporan Tahunan Emiten Atau Perusahaan Publik, butir III.2.h.2) & 3) yang mengatur bahwa:

Dalam hal Emiten atau Perusahaan Publik menyajikan informasi mengenai tanggung jawab sosial dan lingkungan dalam laporan tersendiri seperti laporan tanggung jawab sosial dan lingkungan atau laporan keberlanjutan (*sustainability report*), Emiten atau Perusahaan Publik dikecualikan untuk mengungkapkan informasi mengenai tanggung jawab sosial dan lingkungan dalam Laporan Tahunan; dan Laporan sebagaimana dimaksud, disampaikan kepada Otoritas Jasa Keuangan bersamaan dengan penyampaian Laporan Tahunan.

Bio Farma has proffered information related to Corporate Social Responsibility in its sustainability report; thus, Bio Farma no longer discloses such information in the Annual Report.

This is manifested in compliance with the FSA Circular Letter No. 30/SEOJK.04/2016 On the Form and Contents of Annual Report of Issuers or Public Companies, point III.2.h.2) & 3) which regulates that:

In the event that an Issuer or Public Company presents information on social and environmental responsibilities in a separate report such as a social and environmental responsibility report or a sustainability report, the Issuer or Public Company is excluded from disclosing information about social and environmental responsibilities in the Annual Report; and the report as referred to is submitted to the Financial Services Authority in conjunction with the submission of the Annual Report.

Laporan Keuangan Konsolidasian dan Laporan Auditor Independen

**PT Bio Farma (Persero) dan Entitas Anaknya
31 Desember 2021**

Consolidated Financial Statements and Independent Auditor's Report

**PT Bio Farma (Persero) and Its Subsidiaries
December 31, 2021**

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**SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
PT BIO FARMA (PERSERO) DAN
ENTITAS ANAKNYA
TANGGAL 31 DESEMBER 2021 DAN 2020
DAN UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2021 DAN 2020**

**BOARD OF DIRECTOR'S STATEMENT LETTER
REGARDING TO THE RESPONSIBILITY FOR
CONSOLIDATED FINANCIAL STATEMENTS OF
PT BIO FARMA (PERSERO) AND
ITS SUBSIDIARIES
AS OF DECEMBER 31, 2021 AND 2020
AND FOR THE YEARS ENDED
DECEMBER 31, 2021 AND 2020**

Atas nama Direksi, Kami yang
bertanda tangan dibawah ini

*On behalf of the Board of Directors,
We the undersigned*

1. Nama	:	Honesti Basyir	:	Name
Alamat Kantor	:	Jl. Pasteur No. 28 Bandung 40161, Jawa Barat	:	Office Address
Nomor Telepon	:	(022) 2033755	:	Phone Number
Alamat domisili sesuai KTP	:	Jl. Cianjur No. 11 RT001/RW 004, Kacaping, Batununggal, Kota Bandung	:	Domicile as Stated in ID card
Posisi	:	Direktur Utama / President Director	:	Position
2. Nama	:	I.G.N. Suharta Wijaya	:	Name
Alamat Kantor	:	Jl. Pasteur No. 28 Bandung 40161, Jawa Barat	:	Office Address
Nomor Telepon	:	(022) 2033755	:	Phone Number
Alamat domisili sesuai KTP	:	Apartemen Taman Rasuna Tower 15- 11 A RT003/RW010 Menteng Atas, Setiabudi, Jakarta Selatan	:	Domicile as Stated in ID card
Posisi	:	Direktur Keuangan dan Mitra Bisnis / Finance and Business Partner Director	:	Position

menyatakan bahwa :

state that:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Bio Farma (Persero) dan Entitas Anaknya.	1. We are responsible for the preparation and presentation of the consolidated financial statements of PT Bio Farma (Persero) and its Subsidiaries.
2. Laporan keuangan konsolidasian tersebut telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia.	2. The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards.
3. a. Semua informasi dalam laporan keuangan konsolidasian telah di muat secara lengkap dan benar;	3. a. All information contained in the consolidated financial statements have been disclosed in a complete and truthful manner;
b. Laporan keuangan konsolidasian tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; dan	b. The consolidated financial statements do not contain misleading material information or facts, and do not omit material information and facts; and
4. Kami bertanggung jawab atas sistem pengendalian internal PT Bio Farma (Persero) dan Entitas Anaknya.	4. We are responsible for the internal control system of PT Bio Farma (Persero) and its Subsidiaries's.

Demikian pernyataan ini di buat dengan sebenarnya

This statement letter is made truthfully.

Bandung, 31 Maret 2022 / March 31, 2022

Honesti Basyir
Direktur Utama /
President Director



I.G.N. Suharta Wijaya
Direktur Keuangan dan Mitra Bisnis /
Finance and Business Partner Director

PT Bio Farma (Persero)

Jl. Pasteur No. 28, Bandung 40161, Indonesia, P.O. Box 1136, Telp. +62.22-2033755, Fax. +62.22-2041306
e-mail : mail@biofarma.co.id – <http://www.biofarma.co.id>

The original report included herein is in the Indonesian language.

Laporan Auditor Independen
Independent Auditors' Report

No. : 00110/2.1127/AU.1/04/0336-2/1/III/2022

**Kepada Pemegang Saham, Dewan Komisaris
dan Direksi
PT BIO FARMA (PERSERO) dan Entitas Anak**

Kami telah mengaudit laporan keuangan konsolidasian PT Bio Farma (Persero) dan Entitas Anaknya terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2021, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

Tanggung jawab manajemen atas laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Tanggung jawab Auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian tersebut berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian bebas dari kesalahan penyajian material.

***To The Shareholders, Boards of Commissioners
and Directors
PT BIO FARMA (PERSERO) and its Subsidiaries***

We have audited the accompanying consolidated financial statements of PT Bio Farma (Persero) and its Subsidiaries, which comprise the consolidated statement of financial position as at December 31, 2021, and the consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

The original report included herein is in the Indonesian language.

Halaman 2**Page 2**

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan konsolidasian. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas resiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan konsolidasian entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan konsolidasian secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Bio Farma (Persero) dan Entitas Anaknya tanggal 31 Desember 2021, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Bio Farma (Persero) and its Subsidiaries as at December 31, 2021, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Halaman 3

Page 3

Hal lain

Audit kami atas laporan keuangan konsolidasian PT Bio Farma (Persero) dan Entitas Anaknya pada tanggal 31 Desember 2021 dan untuk tahun yang berakhir pada tanggal tersebut terlampir dilaksanakan dengan tujuan merumuskan suatu opini atas laporan keuangan konsolidasian tersebut secara keseluruhan. Informasi keuangan tambahan PT Bio Farma (Persero) (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan pada tanggal 31 Desember 2021, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk"), yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian terlampir, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian terlampir yang diharuskan menurut Standar Akuntansi Keuangan di Indonesia. Informasi keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan konsolidasian terlampir. Informasi Keuangan Entitas Induk telah menjadi objek prosedur audit yang diterapkan dalam audit atas laporan keuangan konsolidasian terlampir berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Menurut opini kami, Informasi Keuangan Entitas Induk disajikan secara wajar, dalam semua hal yang material, berkaitan dengan laporan keuangan konsolidasian terlampir secara keseluruhan.

Other matter

Our audit of the accompanying consolidated financial statements of PT Bio Farma (Persero) and its Subsidiaries as at December 31, 2021 and for the year then ended was performed for the purpose of forming an opinion on these consolidated financial statements taken as a whole. The accompanying financial information of PT Bio Farma (Persero) (parent entity only), which comprises the statement of financial position as at December 31, 2021, and the statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended (collectively referred to as the "Parent Entity Financial Information"), which is presented as a supplementary information to the accompanying consolidated financial statements, is presented for the purpose of additional analysis and is not a required part of the accompanying consolidated financial statements under Indonesian Financial Accounting Standards. The Parent Entity Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the accompanying consolidated financial statements. The Parent Entity Financial Information has been subjected to the auditing procedures applied in the audit of the accompanying consolidated financial statements in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Parent Entity Financial Information is fairly stated, in all material respects, in relation to the accompanying consolidated financial statements taken as a whole.

HENDRAWINATA HANNY ERWIN & SUMARGO



**HENDRAWINATA HANNY
ERWIN & SUMARGO**
Registered Public Accountants

Iskariaman Supardjo, CPA
No. Ijin AP. 0336 / License No. AP. 0336

31 Maret 2022 / March 31, 2022

**PT BIO FARMA (PERSERO) DAN
ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN**

Tanggal 31 Desember 2021

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT BIO FARMA (PERSERO) AND
ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL
POSITION**

As of December 31, 2021

(Expressed in thousand Rupiah, unless otherwise stated)

	Catatan/ Notes	2 0 2 1	2 0 2 0	
ASET				ASSETS
ASET LANCAR				CURRENT ASSETS
Kas dan setara kas	4,51,54,55	7.559.798.084	4.601.934.982	Cash and cash equivalent
Setoran jaminan	5,55	—	2.372.500	Guarantee deposit
Dana yang dibatasi penggunaannya	6,51,55	61.457.732	—	Restricted time deposit
Piutang usaha - neto	7,51,54,55	3.818.159.386	2.290.344.584	Trade receivables - net
Bagian jangka pendek piutang lain-lain - neto	8,51,55	262.920.950	259.338.191	Current portion of other receivables - net
Persediaan - neto	9	8.696.055.430	4.479.868.264	Inventories - net
Uang muka pembelian	10	646.067.651	2.610.246.780	Advances for purchases
Biaya dibayar dimuka	11	170.187.413	137.647.946	Prepaid expenses
Pajak dibayar dimuka	12a	698.490.403	639.476.967	Prepaid taxes
Aset kontrak	13,55	328.719.261	196.393	Contract assets
Aset pengembalian dana	14	12.848.513	6.157.565	Right of return assets
Total aset lancar		<u>22.254.704.823</u>	<u>15.027.584.172</u>	Total current assets
ASET TIDAK LANCAR				NON-CURRENT ASSETS
Bagian jangka panjang piutang lain-lain	8,55	6.395.722	—	Non-current portion of other receivables
Aset pajak tangguhan	12e	743.072.740	223.034.904	Deferred tax asset
Investasi pada entitas asosiasi	15	1.215.177	1.115.516	Investment in associate
Aset keuangan pada nilai wajar melalui penghasilan komprehensif lain	16	166.165.767	166.165.767	Financial asset at fair value through other comprehensive income
Aset tetap	17	15.348.795.435	15.285.847.624	Property, plant and equipments
Aset hak guna	18	471.540.436	422.298.324	Right of use assets
Properti investasi	19	1.073.727.001	1.013.636.001	Investment property
Aset tidak lancar yang akan ditinggalkan	20	2.086.525	2.212.351	Abandoned non-current assets
Aset tidak lancar atas kelompok lepasan yang dimiliki untuk dijual	21	6.858.958	—	Non-current assets of disposal group classified as held for sale
Aset tidak berwujud	22	299.268.832	248.280.171	Intangible assets
Aset agrikultur dan pengembangan	23	3.757.151	4.456.666	Agricultural and development assets
Aset tidak lancar lainnya	24	66.589.197	298.046.669	Other non-current assets
Total aset tidak lancar		<u>18.189.472.941</u>	<u>17.665.093.993</u>	Total non-current assets
TOTAL ASET		<u>40.444.177.764</u>	<u>32.692.678.165</u>	TOTAL ASSETS

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BIO FARMA (PERSERO) DAN
ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (Lanjutan)**

Tanggal 31 Desember 2021

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT BIO FARMA (PERSERO) AND
ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL
POSITION (Continued)**

As of December 31, 2021

(Expressed in thousand Rupiah, unless otherwise stated)

	Catatan/ Notes	2021	2020	
LIABILITAS				LIABILITIES
LIABILITAS JANGKA PENDEK				CURRENT LIABILITIES
Utang bank jangka pendek	25a,51,53b,55	3.756.954.831	7.035.436.030	Short-term bank loan
Utang usaha	26,51,54,55	2.438.268.938	2.083.112.564	Account payables
Utang lain-lain	27,55	331.978.002	132.037.973	Other payables
Utang pajak	12b	1.213.031.050	220.431.248	Tax payables
Beban yang masih harus dibayar	28,55	186.791.573	224.290.858	Accrued expenses
Liabilitas imbalan kerja jangka pendek	29,55	503.477.790	167.761.757	Short-term employee benefit liabilities
Liabilitas kontrak	30	6.734.274.492	646.281.016	Contract liabilities
Liabilitas pengembalian dana	31	39.029.537	7.784.828	Refund liabilities
Bagian liabilitas jangka panjang yang jatuh tempo dalam satu tahun: <i>Medium Term Notes</i>	32,51,53b,55	500.000.000	1.050.000.000	Current portion of long term liabilities: <i>Medium Term Notes</i>
Utang bank jangka panjang	25b,51,53b,55	700.037.148	272.205.123	Long term bank loan
Utang pembiayaan konsumen	33,51,53b,55	16.163.122	14.831.967	Consumer financing payables
Liabilitas sewa	35,51,53b,55	25.437.165	8.841.568	Lease liabilities
Pendapatan hibah yang ditangguhkan	34	525.949.522	—	Deferred grant revenue
Total liabilitas jangka pendek		<u>16.971.393.170</u>	<u>11.863.014.932</u>	Total current liabilities

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BIO FARMA (PERSERO) DAN
ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (Lanjutan)**

Tanggal 31 Desember 2021

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT BIO FARMA (PERSERO) AND
ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL
POSITION (Continued)**

As of December 31, 2021

(Expressed in thousand Rupiah, unless otherwise stated)

	Catatan/ Notes	2 0 2 1	2 0 2 0	
LIABILITAS				NON-CURRENT LIABILITIES
JANGKA PANJANG				
Liabilitas jangka panjang, setelah dikurangi bagian yang jatuh tempo dalam satu tahun: <i>Medium Term Notes</i>	32,51,53b,55	–	500.000.000	<i>Long-term liabilities, net of current portion: Medium Term Notes</i>
Utang bank jangka panjang	25b,51,53b,55	3.748.821.923	2.423.929.819	<i>Long term bank loan</i>
Utang pembiayaan konsumen	33,51,53b,55	3.395.339	7.919.039	<i>Consumer financing payables</i>
Liabilitas sewa	35,51,53b,55	68.924.505	28.681.351	<i>Lease liabilities</i>
Pendapatan hibah yang ditangguhkan	34	485.446.122	511.172.655	<i>Deferred grant revenue</i>
Liabilitas pajak tangguhan	12e	414.646.551	438.130.869	<i>Deferred tax liabilities</i>
Liabilitas imbalan kerja jangka panjang	36	1.370.083.227	1.078.484.231	<i>Long-term employee benefits liabilities</i>
Total liabilitas jangka panjang		<u>6.091.317.667</u>	<u>4.988.317.964</u>	<i>Total non-current liabilities</i>
TOTAL LIABILITAS		<u>23.062.710.837</u>	<u>16.851.332.896</u>	TOTAL LIABILITIES

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BIO FARMA (PERSERO) DAN
ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (Lanjutan)**

Tanggal 31 Desember 2021

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT BIO FARMA (PERSERO) AND
ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL
POSITION (Continued)**

As of December 31, 2021

(Expressed in thousand Rupiah, unless otherwise stated)

	Catatan/ Notes	2021	2020	
EKUITAS				EQUITY
Modal saham				Share capital
Modal dasar –				Authorized capital –
61.000.000 (angka penuh)				61,000,000 (full amount)
saham pada tanggal 31 Desember 2021 dan 2020 dengan nilai nominal masing-masing Rp 1.000.000 (nilai penuh) per saham;				shares as of December 31, 2021 and 2020 with par value at Rp 1,000,000 (full amount), per share respectively;
Modal ditempatkan dan disetor penuh –				Issued and fully paid up –
17.479.821 (angka penuh) dan 15.479.821 (angka penuh) lembar saham masing-masing pada tanggal 31 Desember 2021 dan 2020	37	17.479.821.000	15.479.821.000	17,479,821 (full amount) and 15,479,821 (full amount) shares as of December 31, 2021 and 2020, respectively
Modal saham ditempatkan	38	–	2.000.000.000	Subscribed capital
Tambahan modal disetor	39	(6.370.720.341)	(6.370.720.341)	Additional paid-in capital
Komponen ekuitas lainnya	40	1.681.600.095	1.961.025.473	Other equity component
Saldo laba				Retained earnings
Dicadangkan	41a	1.409.328.696	1.201.417.651	Appropriated
Belum dicadangkan	41b	1.920.779.386	284.631.045	Unappropriated
Total ekuitas yang dapat diatribusikan kepada pemilik Entitas Induk		<u>16.120.808.836</u>	<u>14.556.174.828</u>	Total equity attributable to the owners of the Parent Entity
Kepentingan non-pengendali	42	1.260.658.091	1.285.170.441	Non-controlling interest
TOTAL EKUITAS		<u>17.381.466.927</u>	<u>15.841.345.269</u>	TOTAL EQUITY
TOTAL EKUITAS DAN LIABILITAS		<u>40.444.177.764</u>	<u>32.692.678.165</u>	TOTAL EQUITY AND LIABILITIES

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BIO FARMA (PERSERO) DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2021 dan 2020
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT BIO FARMA (PERSERO) AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the years ended December 31, 2021 and 2020
(Expressed in thousand Rupiah, unless otherwise stated)

	Catatan/ Notes	2021	2020	
PENJUALAN BERSIH	43,51	43.436.966.667	14.327.964.032	NET SALES
BEBAN POKOK PENJUALAN	44,51	(35.063.953.691)	(9.213.096.732)	COST OF GOODS SOLD
LABA KOTOR		8.373.012.976	5.114.867.300	GROSS PROFIT
Beban penjualan	45	(2.498.969.484)	(2.331.337.782)	<i>Selling expense</i>
Beban umum dan administrasi	46	(2.308.392.490)	(1.796.637.805)	<i>General and administrative expense</i>
Beban penelitian, pengembangan dan surveilans	47	(257.100.567)	(158.002.185)	<i>Research, development and surveillance expense</i>
LABA USAHA		3.308.550.435	828.889.528	OPERATING INCOME
Penghasilan lainnya, bersih	48	99.809.948	272.996.585	<i>Other income, net</i>
Pendapatan keuangan	49	73.629.418	30.690.264	<i>Finance income</i>
Beban keuangan	50	(826.727.030)	(725.285.474)	<i>Finance expense</i>
LABA SEBELUM PAJAK PENGHASILAN		2.655.262.771	407.290.903	PROFIT BEFORE INCOME TAX
MANFAAT (BEBAN) PAJAK PENGHASILAN				INCOME TAX BENEFIT (EXPENSE)
Pajak kini	12c	(1.180.099.747)	(179.660.652)	<i>Current tax</i>
Pajak tangguhan	12c, 12e	456.125.575	61.554.927	<i>Deferred tax</i>
Total beban pajak penghasilan		(723.974.172)	(118.105.725)	<i>Total income tax expense, net</i>
LABA TAHUN BERJALAN		1.931.288.599	289.185.178	PROFIT FOR THE YEAR

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BIO FARMA (PERSERO) DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

(Lanjutan)

Untuk tahun-tahun yang berakhir pada tanggal

31 Desember 2021 dan 2020

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT BIO FARMA (PERSERO) AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

(Continued)

For the years ended

December 31, 2021 and 2020

(Expressed in thousand Rupiah, unless otherwise stated)

	Catatan/ Notes	2021	2020	
PENGHASILAN KOMPREHENSIF LAIN				COMPREHENSIVE INCOME
Pos-pos yang tidak akan direklasifikasi ke laba rugi:				Items that will not be reclassified to profit or loss:
Pengukuran kembali atas program imbalan pasti		(395.383.400)	(42.757.953)	Remeasurement on defined benefit program
Selisih revaluasi		(1.799.309)	(185.143.699)	Revaluation surplus
Selisih penilaian investasi saham		—	(18.416.000)	Reserve for changes of fair value of financial assets
Pajak penghasilan terkait		87.396.579	123.622.926	Related income tax
Pos-pos yang akan direklasifikasi ke laba rugi:				Items that will be reclassified to profit or loss:
Selisih kurs karena penjabaran laporan keuangan		6.515.549	(4.092.505)	Foreign currency translation adjustment
Total rugi komprehensif lain		(303.270.581)	(126.787.231)	Total other comprehensive loss
TOTAL PENGHASILAN KOMPREHENSIF		1.628.018.018	162.397.947	TOTAL COMPREHENSIVE INCOME
Laba tahun berjalan yang dapat diatribusikan kepada:				Income for the year attributable to:
Pemilik entitas induk		1.920.779.386	284.631.045	Owners of the parent
Kepentingan non-pengendali		10.509.213	4.554.133	Non-controlling interest
Total		1.931.288.599	289.185.178	Total
Total penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada:				Total comprehensive income for the year attributable to:
Pemilik entitas induk		1.641.354.008	169.765.488	Owners of the parent
Kepentingan non-pengendali	42	(13.335.990)	(7.367.541)	Non-controlling interest
Total		1.628.018.018	162.397.947	Total

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BIO FARMA (PERSERO) DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk tahun-tahun yang berakhir tanggal 31 Desember 2021 dan 2020
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT BIO FARMA (PERSERO) AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the years ended December 31, 2021 and 2020
(Expressed in thousand Rupiah, unless otherwise stated)

Entitas Yang Dapat Didistribusikan Kepada Pemilik Entitas Induk/
Equity attributable to the owners of the parent entity

Catatan/ Notes	Modal saham/ Share capital	Modal saham ditempatkan/ Subscribed share capital	Tambahhan modal disetor/ Additional paid in capital	Modal proforna yang timbul karena penyajian kembali laporan keuangan/ Proforna capital arising from restatement of financial statement		Komponen ekuitas lain/ Other equity component	Saldo laba/ Retained earnings		Kepentingan non- pengendali/ Non-controlling interest	Total ekuitas/ Total equity
							Disdagkan/ Appropriated	Belum disdagkan/ Unappropriated		
Saldo tanggal 31 Desember 2019	2.000.000.000	-	-	-	7.917.862.155	1.872.546.728	1.919.756.046	355.939.778	-	14.066.104.707
Penyesuaian selubung dengan penerapan PSAK 71, 72 dan 73	-	-	-	-	-	-	(3.090.218)	-	-	(3.090.218)
Saldo tanggal 1 Januari 2020	2.000.000.000	-	-	-	7.917.862.155	1.872.546.728	1.916.665.828	355.939.778	-	14.063.014.489
Pembagian laba	41b	-	-	-	-	-	-	(71.187.955)	-	(71.187.955)
Dividen	41a	-	-	-	-	-	284.751.823	(284.751.823)	-	-
Kapitalisasi cadangan	41a	-	-	-	-	-	-	-	-	-
ke setoran modal	38	1.000.000.000	2.000.000.000	-	-	-	(1.000.000.000)	-	-	2.000.000.000
Penambahan modal disetor	37	-	-	-	-	-	-	-	-	-
Setoran modal dari kepentingan pihak-pihak yang tidak berkepentingan	37	12.479.821.000	-	-	-	-	-	-	-	12.479.821.000
Laba komersial	-	-	-	-	-	-	-	284.631.045	-	284.631.045
Rugi komersial	-	-	-	-	-	-	-	-	-	-
Pembelian proforna ekuitas dari transaksi kombinasi bisnis	-	-	-	-	-	(114.865.557)	-	-	(114.865.557)	(114.865.557)
entitas sepengendali	-	-	-	-	(7.917.862.155)	-	-	-	-	(7.917.862.155)
Selisi nilai transaksi dengan kepentingan non-pengendali	39	-	-	(922.961.282)	-	203.344.302	-	-	1.292.537.982	572.921.002
Selisi nilai transaksi restrukturisasi entitas sepengendali	39	-	-	(5.447.759.059)	-	-	-	-	-	(5.447.759.059)
Saldo tanggal 31 Desember 2020	15.479.821.000	2.000.000.000	-	(6.370.720.341)	-	1.961.025.473	1.201.417.651	284.631.045	1.285.170.441	15.841.345.269
Pembagian laba	41b	-	-	-	-	-	-	(76.720.000)	-	(76.720.000)
Dividen	41a	-	-	-	-	-	-	(207.911.045)	-	-
Penambahan modal disetor	37,38	2.000.000.000	(2.000.000.000)	-	-	-	207.911.045	-	-	-
Laba tahun berjalan	-	-	-	-	-	-	-	1.920.779.386	-	1.920.779.386
Rugi komersial lain	-	-	-	-	-	(279.425.378)	-	-	(23.845.203)	(23.845.203)
Saldo tanggal 31 Desember 2021	17.479.821.000	-	-	(6.370.720.341)	-	1.681.600.095	1.409.528.696	192.079.386	1.260.658.091	17.381.466.927

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BIO FARMA (PERSERO) DAN
ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk tahun-tahun yang berakhir tanggal
31 Desember 2021 dan 2020**

(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT BIO FARMA (PERSERO) AND
ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS**

**For the year ended
December 31, 2021 and 2020**

(Expressed in thousand Rupiah, unless otherwise stated)

	Catatan/ Notes	2 0 2 1	2 0 2 0	
ARUS KAS DARI AKTIVITAS OPERASI				CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan kas dari pelanggan		50.352.591.240	15.767.831.614	Receipts from customers
Pengeluaran untuk pemasok		(39.376.586.112)	(11.533.222.435)	Payments to suppliers
Pengeluaran untuk karyawan		(2.701.619.104)	(2.378.046.404)	Payments to employees
Penerimaan hibah		532.375.675	516.054.339	Grant receipt
Penerimaan bunga		69.259.090	30.492.572	Receipts from interest
Pembayaran bunga		(710.978.018)	(678.058.294)	Payments of interest
Pembayaran pajak		(321.189.786)	(330.565.634)	Payments of tax
Penerimaan pajak (restitusi)		500.463.499	277.616.879	Receipts from tax
Penerimaan dari klaim asuransi		224.122	46.795	Proceeds from insurance claims
Pembayaran beban lainnya		(1.747.783.125)	(1.652.976.948)	Payments of other expenses
Arus kas bersih yang diperoleh dari aktivitas operasi		6.596.757.481	19.172.484	Net cash provided by operating activities
ARUS KAS DARI AKTIVITAS INVESTASI				CASH FLOWS FROM INVESTING ACTIVITIES
Perolehan aset tetap	17	(906.134.357)	(804.917.634)	Acquisition of property, plant and equipment
Perolehan aset tidak berwujud	22	(67.530.338)	(6.968.575)	Acquisition of intangible assets
Penerimaan penjualan aset keuangan yang tersedia untuk dijual	16	—	3.565.893	Proceeds from sale of available for sale financial assets
Penerimaan penjualan aset lain-lain	24	4.502.799	1.194.856	Proceeds from sale of other assets
Penerimaan penghasilan bunga		1.992.733	1.104.999	Interest received from bank
Penerimaan dividen		8.677.910	7.490.109	Dividend receipt
Penempatan deposito berjangka		(95.000.000)	—	Placement of time deposit
Pembayaran bunga pinjaman investasi		(7.177.083)	(9.930.605)	Payments of interest - investment credit
Arus kas bersih yang digunakan untuk aktivitas investasi		(1.060.668.336)	(808.460.957)	Net cash used in investing activities

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BIO FARMA (PERSERO) DAN
ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN**
(Lanjutan)

**Untuk tahun-tahun yang berakhir tanggal
31 Desember 2021 dan 2020**
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT BIO FARMA (PERSERO) AND
ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS**
(Continued)

**For the years ended
December 31, 2021 and 2020**
(Expressed in thousand Rupiah, unless otherwise stated)

	Catatan/ Notes	2 0 2 1	2 0 2 0	
ARUS KAS DARI AKTIVITAS PENDANAAN				CASH FLOWS FROM FINANCING ACTIVITIES
Penarikan pinjaman jangka pendek		32.070.785.555	11.675.911.338	Proceeds from short-term bank loan
Pembayaran pinjaman jangka pendek		(35.391.186.163)	(10.485.872.595)	Payments of short-term bank loan
Penerimaan pinjaman jangka panjang		2.089.561.400	850.000.000	Proceeds from long-term bank loan
Pembayaran pinjaman jangka panjang		(744.917.862)	(157.952.370)	Payments of short-term bank loan
Pembayaran <i>Medium Term Note</i>		(600.000.000)	(400.000.000)	Payments of short-term bank loan
Pembayaran dividen tunai	41b	(76.720.000)	(71.187.955)	Cash dividend paid
Pembayaran pembiayaan konsumen	33,51,53b,55	(6.008.428)	(6.712.295)	Payments of consumer finance payables
Penanaman modal negara	38	—	2.000.000.000	Share subscription receipt
Pembagian dividen dari entitas anak untuk kepentingan non-pengendali		(11.174.809)	(32.322.987)	Dividend distribution from subsidiaries for non-controlling interest
Arus kas bersih yang (digunakan untuk) diperoleh dari aktivitas pendanaan		(2.669.660.307)	3.371.863.136	Net cash (used in) provided by financing activities
KENAIKAN BERSIH KAS DAN SETARA KAS		2.866.428.838	2.582.574.663	NET INCREASE IN CASH AND CASH EQUIVALENTS
Pengaruh selisih kurs kas dan setara kas		91.434.264	(26.057.298)	Effect of exchange rate differences in cash and cash equivalents
KAS DAN SETARA KAS PADA AWAL TAHUN		4.601.934.982	2.045.417.617	CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR
KAS DAN SETARA KAS PADA AKHIR TAHUN		7.559.798.084	4.601.934.982	CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

**PT BIO FARMA (PERSERO) DAN
ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN
Tanggal 31 Desember 2021 dan Untuk Tahun Yang
Berakhir pada Tanggal Tersebut
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)**

**PT BIO FARMA (PERSERO) AND
ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED FINANCIAL
STATEMENTS
As of December 31, 2021 and For the
Year Then Ended
(Expressed in thousand Rupiah, unless otherwise stated)**

1. UMUM

a. Pendirian Perusahaan

PT Bio Farma (Persero) "Perusahaan", pada awalnya bernama "Parc Vaccinogene" yang didirikan berdasarkan Surat Keputusan Gubernur Hindia Belanda No.14 tanggal 6 Agustus 1890. Mulai tahun 1955, berdasarkan Undang-Undang Darurat No. 14 tahun 1955 Perusahaan berubah menjadi Perusahaan Negara (PN) Pasteur. Pada tahun 1961, Perusahaan berubah menjadi PN Bio Farma berdasarkan Peraturan Pemerintah No. 80 tahun 1961 tentang Pendirian Perusahaan Negara Bio Farma. Sesuai dengan Peraturan Pemerintah No. 26 tahun 1978 tentang Pengalihan Bentuk Perusahaan Negara Bio Farma menjadi Perusahaan Umum, status Perusahaan berubah menjadi Perusahaan Umum (Perum).

Berdasarkan Peraturan Pemerintah No. 1 tahun 1997 tentang Pengalihan Bentuk Perusahaan Umum (Perum) Bio Farma Menjadi Perusahaan Perseroan (Persero), status Perusahaan berubah menjadi Perusahaan Perseroan (Persero). Akta pendirian dan Anggaran Dasar atas perubahan bentuk Perusahaan tersebut telah dimuat dalam Akta No. 1 tanggal 3 Februari 1997, Akta No. 188 tanggal 20 Juni 1997, dan Akta No. 30 tanggal 21 Oktober 1997 yang dibuat oleh notaris Muhani Salim, S.H., dan telah mendapat persetujuan berdasarkan Keputusan Menteri Kehakiman Republik Indonesia No. C2-1423 HT.01.01.Th.98 tanggal 5 Maret 1998 yang telah diumumkan dalam Berita Negara Republik Indonesia tanggal 16 Juli 2002 No. 57 Tambahan No. 6884.

1. GENERAL

a. Company's Establishment

PT Bio Farma (Persero) ("the Company"), formerly "Parc Vaccinogene", was established based on Decree No.14 dated August 6, 1890 of the Governor of Netherlands Indies. In 1955, under Emergency Law No.14 year 1955, the legal status of the Company was changed to a state-owned company named Perusahaan Negara (PN) Pasteur. In 1961, based on the Government Regulation No.80 year 1961, the Company's name changed to PN Bio Farma. Later in 1978, based on the Government Regulation No. 26 year 1978 regarding the Transformation of the State-Owned Company (PN) Bio Farma, the Company status was changed to a Public Company (Perum).

Based on Government Regulation No. 1 year 1997 regarding the Transformation of the Public Company (Perum) Bio Farma Into a Limited Liability Corporation, the status of the Company was changed into a state-owned limited liability corporation (Persero). The Article of Association of the Company's transformation was appeared in notarial deed No.1 dated February 3, 1997, No.188 dated June 20, 1997, and No.30 dated October 21, 1997 of Muhani Salim, S.H., Notary. It has been approved by the Minister of Justice of the Republic of Indonesia in his Decision Letter No. C2-1423 HT.01.01.Th.98 dated March 5, 1998, and published in State Gazette of the Republic of Indonesia No. 57 Supplement No. 6884 dated July 16, 2002.

**PT BIO FARMA (PERSERO) DAN
ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN (Lanjutan)
Tanggal 31 Desember 2021 dan Untuk Tahun Yang
Berakhir pada Tanggal Tersebut
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)**

**PT BIO FARMA (PERSERO) AND
ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED FINANCIAL
STATEMENTS (Continued)
As of December 31, 2021 and For the
Year Then Ended
(Expressed in thousand Rupiah, unless otherwise stated)**

1. UMUM (Lanjutan)

a. Pendirian Perusahaan (Lanjutan)

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, terakhir akta notaris No. 8 tanggal 8 Maret 2021 yang dibuat oleh notaris Aulia Taufani, S.H., notaris di Jakarta mengenai perubahan peningkatan modal ditempatkan dan modal disetor. Akta perubahan ini telah mendapat persetujuan berdasarkan Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0157656 Tahun 2021 tanggal 10 Maret 2021, tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT Bio Farma (Persero), serta sebagaimana telah diterima dan dicatat dalam Sistem Administrasi Badan Hukum berdasarkan Surat Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0045839.AH.01.11 Tahun 2021 tanggal 10 Maret 2021.

Perusahaan berdomisili di Jl. Pasteur No.28 Bandung Jawa Barat Indonesia 40161. Hasil produksi Perusahaan dipasarkan di dalam dan di luar negeri.

1. GENERAL (Continued)

a. Company Establishment (Continued)

The Company's Articles of Association has been amended several times most recently by notarial deed No. 8 dated March 8, 2021 of Aulia Taufani, S.H., notary in Jakarta, concerning the changes in the increase in issued and paid-up capital. This changes were approved by the Ministry of Law and Human Rights of Republic of Indonesia in his Decision Letter No. AHU-AH.01.03-0157656 Year 2021 dated March 10, 2021, regarding the Approval of Amendment of The Company's Articles of Association of PT Bio Farma (Persero) and accepted and recorded in the legal entity administration system according to letter of the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0045839.AH.01.11 Year 2021 dated March 10, 2021.

The Company is domiciled at Jl. Pasteur No.28 Bandung West Java Indonesia 40161. The Company's products are sold locally and internationally.

**PT BIO FARMA (PERSERO) DAN
ENTITAS ANAKNYA
CATATAN ATAS LAPORAN KEUANGAN
KONSOLIDASIAN (Lanjutan)
Tanggal 31 Desember 2021 dan Untuk Tahun Yang
Berakhir pada Tanggal Tersebut
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)**

**PT BIO FARMA (PERSERO) AND
ITS SUBSIDIARIES
NOTES TO THE CONSOLIDATED FINANCIAL
STATEMENTS (Continued)
As of December 31, 2021 and For the
Year Then Ended
(Expressed in thousand Rupiah, unless otherwise stated)**

1. UMUM (Lanjutan)

b. Tujuan Kegiatan Usaha Perusahaan

Sesuai dengan Anggaran Dasar Perusahaan, tujuan Perusahaan adalah melakukan usaha di bidang penelitian, pengembangan, produksi dan pemasaran produk biologi, produk farmasi dan alat kesehatan serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

Untuk mencapai maksud dan tujuan tersebut di atas, Perseroan dapat melaksanakan kegiatan usaha utama sebagai berikut:

- a. Penelitian dan pengembangan produk biologi dan farmasi, baik yang dilakukan sendiri maupun kerjasama dengan pihak lain;
- b. Produksi produk biologi dan produk farmasi, baik yang dilakukan sendiri maupun kerjasama dengan pihak lain;
- c. Pemasaran, perdagangan dan distribusi produk biologi, farmasi, alat kesehatan, termasuk barang umum, baik di dalam maupun di luar negeri;
- d. Pelayanan Laboratorium Kesehatan dan Klinik;
- e. Berusaha di bidang jasa yang ada hubungannya dengan yang tertera pada huruf a, b, c, dan d.

Sifat usaha Perusahaan adalah melayani kebutuhan pasar domestik dan global, sebagai berikut:

- Pasar Pemerintah, yaitu melayani kebutuhan Pemerintah untuk program imunisasi dasar/reguler yaitu Vaksin BCG, DT, TT, Polio, Campak, Hepatitis B, Td dan Vaksin DTP-HB-Hib.

1. GENERAL (Continued)

b. Purpose of the Company's business activities

According to the Company's Articles of Association, the Company's objectives are to make the efforts in research, development, production, and marketing of biological products, pharmaceutical products, and medical equipments, and optimalization of the Company's resources to produce high quality and strong competitive products and services to seek profits that enhance the Company's value by applying the principles of the Limited Liability Corporation.

To achieve the objectives mentioned above, the Company performs major activities as follows:

- a. *Research and development of biological and pharmaceutical products, both performed by the Company itself and by cooperation with other parties;*
- b. *Production of biological and pharmaceutical products, both from the Company's own production and from cooperation with other parties;*
- c. *Marketing, trading and distribution of biological and pharmaceutical products and medical equipments including general products, for domestics and international markets;*
- d. *Health care laboratory and clinic services;*
- e. *Providing services related to a, b, c, and d activities.*

The nature of the Company is to serve domestic and global market needs as follows:

- *Government market, provides the Government with BCG, DPT, DT, TT, polio, measles, hepatitis B, Td vaccines for basic/regular immunization programs, and with DTP-HB-Hib.*

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1. UMUM (Lanjutan)

b. Tujuan Kegiatan Usaha Perusahaan (Lanjutan)

- Pasar swasta nasional, yaitu melayani para distributor dalam negeri untuk memenuhi vaksin diluar program imunisasi rutin Pemerintah yaitu vaksin BCG, BioTd, BioTT, FluBio, Campak, Polio, Hepatitis B, PentaBio, anti sera (BioSAT, BioADS, BioSAVE, ABU II (Australia), PPD 2 TU.
- Pasar Internasional, terutama untuk melayani kebutuhan UNICEF dan Institusi lain yang telah melakukan kerjasama bilateral. Vaksin yang digunakan merupakan vaksin yang telah memenuhi prakualifikasi WHO baik dalam bentuk produk jadi maupun bulk, yaitu vaksin TT, Td, BioTT, DTP, Polio, Campak, Pentabio, bulk Polio, bulk Difteri, bulk Pertusis, dan bulk Tetanus.

c. Dewan Komisaris, Direksi, Komite-komite dan Karyawan

Berdasarkan Akta Notaris No. 35 tanggal 7 Oktober 2021 oleh notaris Aulia Taufani, S.H., notaris di Jakarta mengenai perubahan komposisi Dewan Komisaris dan Direksi.

Susunan Dewan Komisaris, Direksi dan Komite-komite Perusahaan pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

2021

Dewan Komisaris

Komisaris Utama	Tanri Abeng
Komisaris	Ahmad M. Ramli
Komisaris	Made Arya Wijaya
Komisaris	Nizar Yamanie
Komisaris	Roni Dwi Susanto
Komisaris	Oscar Primadi

1. GENERAL (Continued)

b. Purpose of the Company's business activities (Continued)

- National private market, provides domestic distributors with BCG, BioTd, BioTT, FluBio, Measles, Polio, Hepatitis B, Pentabio, anti-sera (BioSAT, BioADS, BioSAVE, ABU II (Australia) and PPD2TU vaccines for non-regular Government immunization programs.
- International markets, provides particularly the need of UNICEF and other parties who have bilateral cooperation with the Company, with TT, Td, BioTT, DTP, Polio, Measles, Pentabio, Polio bulk, Diphtheria bulk, Pertusis bulk, and Tetanus bulk vaccines. The vaccines are those that meet the pre-qualification of the WHO, both in finished products and bulk.

c. Boards of Commissioners, Directors, Committees, and Employees

Based on Notarial Deed No. 35 dated October 7, 2021 of Aulia Taufani, S.H, notary public in Jakarta, the Company changed the composition of its Boards of Commissioners and Directors.

The Company's Boards of Commissioners, Directors and Committees as of December 31, 2021 and 2020 are as follows:

2020

Board of commissioners

Farid Wajdi Husain	President Commissioner
Elen Setiadi	Commissioner
Oscar Primadi	Commissioner
Saud Usman Nasution	Commissioner
Made Arya Wijaya	Commissioner
Ahmad M. Ramli	Commissioner

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1. GENERAL (Continued)

c. Dewan Komisaris, Direksi, Komite-Komite dan Karyawan (Lanjutan)

c. Boards of Commissioners, Directors, Committees and Employees (Continued)

	2021	2020	
Direksi			Directors
Direktur Utama	Honesti Basyir	Honesti Basyir	President Director ⁵⁾
Direktur Operasi	M. Rahman Roestan	M. Rahman Roestan	Director of Operations ⁵⁾
Direktur Hubungan Kelembagaan	Sri Harsi Teteki	—	Director of Institutional Relations
Direktur Keuangan, Manajemen Risiko dan SDM	I.G.N. Suharta Wijaya	—	Director of Finance, Risk Management and HR
Direktur Transformasi dan Digital	Soleh Udin Al Ayubi	—	Director of Transformation and Digital
Direktur Penelitian dan Pengembangan Bisnis	Yuliana Indriati	—	Director of Research and Business Development
Direktur Keuangan dan Mitra Bisnis	—	I.G.N. Suharta Wijaya	Director of Finance and Business Partners ⁵⁾
Direktur Pemasaran, Penelitian dan Pengembangan ⁵⁾	—	Sri Harsi Teteki	Director of Marketing, Research and Development ⁵⁾
Direktur Digital Health Care ⁶⁾	—	Soleh Udin Al Ayubi	Director of Digital Health Care ⁶⁾
	2021	2020	
Komite Audit ¹⁾			Audit committee ¹⁾
Ketua	Made Arya Wijaya	Made Arya Wijaya	Chairman
Anggota	Tanri Abeng	Sugianto	Member
Anggota	Ahmad M. Ramli	Ade Permadi	Member
Anggota	Roni Dwi Susanto	—	Member
Anggota (Eksternal)	Sugianto	—	Member (External)
Anggota (Eksternal)	Ade Permadi	—	Member (External)
	2021	2020	
Komite Pengembangan, Risiko dan GCG ²⁾			Development, Risk and GCG Committee ²⁾
Ketua	Nizar Yamanie	Saud Usman Nasution	Chairman
Wakil Ketua I	—	Oscar Primadi	Vice Chairman I
Wakil Ketua II	—	Elen Setiadi	Vice Chairman II
Anggota	Roni Dwi Susanto	Judi Januadi Endjun	Member
Anggota	Ahmad M. Ramli	Muhammad Budi Prasetyo	Member
Anggota	Oscar Primadi	—	Member
Anggota (Eksternal)	M. Budi Prasetyo	—	Member (External)
Anggota (Eksternal)	Indra Maulana	—	Member(External)

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c. Dewan Komisaris, Direksi, Komite-Komite dan Karyawan (Lanjutan)

1. Berdasarkan Keputusan Dewan Komisaris PT Bio Farma (Persero) No. KEP – 08/DK/BF/10/2020 tanggal 9 Oktober 2020
2. Berdasarkan Keputusan Dewan Komisaris PT Bio Farma (Persero) No. KEP – 09/DK/BF/07/2019 tanggal 30 Juli 2019

Pada 31 Desember 2021 dan 2020, Perusahaan memiliki karyawan tetap masing-masing 1.231 dan 1.261 karyawan (tidak diaudit).

d. Remunerasi Dewan Komisaris dan Direksi

Perincian gaji dan tunjangan untuk Dewan Komisaris dan Direksi Perusahaan tahun 2021 dan 2020, adalah sebagai berikut:

	2021
Dewan Komisaris	16.076.573
Direksi	109.110.482
Total	125.187.055

1. GENERAL (Continued)

c. Boards of Commissioners, Directors, Committees and Employees (Continued)

1. Based on Decision Letter of Board Commissioner No. KEP-08/DK/BF/10/2020 dated October 9, 2020.
2. Based on Decision Letter of Board Commissioner No. KEP-09/DK/BF/07/2019 dated July 30, 2019.

As of December 31, 2021 and 2020 total permanent employees are 1,231 and 1,261, respectively (unaudited).

d. Remuneration for the Board of Commissioners and Directors

Details of salaries and allowances for the Boards of Commissioners and Directors of the Company in 2021 and 2020, are as follows:

	2020	
	8.921.356	Commissioners
	39.242.394	Directors
Total	48.163.750	Total

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1. UMUM (Lanjutan)

e. Entitas Anak

Perusahaan memiliki secara langsung lebih dari 50% saham entitas anak berikut:

Entitas anak/ <i>Subsidiaries</i>	Domisili/ <i>Domicile</i>	Jenis usaha/ <i>Nature of business</i>	Tahun operasi komersial/ <i>Start of commercial operations</i>	Persentase pemilikan/ <i>Percentage of ownership</i>		Jumlah aset sebelum eliminasi/ <i>Total assets before elimination</i>	
				2021	2020	2021	2020
				%	%		
PT Kimia Farma Tbk	Jakarta	Industri kimia dan farmasi / <i>Manufacturer of chemical and pharmaceutical</i>	1817	90,03	90,03	—	
Kepemilikan melalui PT Kimia Farma Tbk/ <i>Ownership through PT Kimia Farma Tbk</i>							
• PT Kimia Farma Apotek	Jakarta	Apotek (Ritel)/ <i>Pharmacy</i>	2003	99,99	99,99	3.576.248.561	3.372.751.160
• PT Kimia Farma Trading & Distribution	Jakarta	Distribusi Obat-obatan/ <i>Medicine Distribution</i>	2003	99,99	99,99	2.652.226.889	2.494.381.924
Kepemilikan melalui PT Kimia Farma Apotek / <i>Ownership through PT Kimia Farma Apotek</i>							
• PT Kimia Farma Diagnostika	Jakarta	Lab Klinik/ <i>Clinical Lab</i>	2010	99,99	99,99	557.026.657	344.550.063
• PT Sinkona Indonesia Lestari	Subang	Pabrik Kina/ <i>Quinine Factory</i>	1986	51,00	51,00	265.881.263	256.864.062
• PT Kimia Farma Sungwun Pharmacopia	Cikarang	Pabrik Bahan Baku Obat/ <i>Drug Materials Plant</i>	2016	75,00	75,00	170.398.419	152.115.059
• Kimia Farma Dawaa, Co., Ltd.	Arab Saudi	Apotek (Rite) dan Distribusi Obat-obatan/ <i>Pharmacy and Medicine Distribution</i>	2018	60,00	60,00	103.519.901	153.655.730
• PT Phapros Tbk	Semarang	Pabrik Obat-obatan/ <i>Drug Plant</i>	1957	56,77	56,77	1.837.255.997	1.916.289.163
Kepemilikan melalui PT Phapros Tbk/ <i>Ownership through PT Phapros Tbk</i>							
• PT Lucas Djaja	Bandung	Industri Farmasi/ <i>Pharmaceutical Industry</i>	1968	90,22	90,22	312.960.642	312.984.578

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1. UMUM (Lanjutan)

e. Entitas Anak (Lanjutan)

Perusahaan memiliki secara langsung lebih dari 50% saham entitas anak berikut:

Entitas anak/ <i>Subsidiaries</i>	Domisili/ <i>Domicile</i>	Jenis usaha/ <i>Nature of business</i>	Tahun operasi komersial/ <i>Start of commercial operations</i>	Persentase pemilikan/ <i>Percentage of ownership</i>		Jumlah aset sebelum eliminasi/ <i>Total assets before elimination</i>	
				2021 %	2020 %	2021	2020
Kepemilikan melalui PT Lucas Djaja/ <i>Ownership through PT Lucas Djaja</i>							
• PT Marzin Liza Farmasi	Bandung	Industri Farmasi/ <i>Pharmaceutical Industry</i>	1973	99,91	99,91	86.562.056	70.873.152
PT Indofarma Tbk	Jakarta	Industri farmasi dan alat kesehatan / <i>Manufacturer of pharmaceutical and medical devices</i>	1983	80,66%	80,66%	2.011.879.396	1.713.334.659
Kepemilikan melalui PT Indofarma Tbk/ <i>Ownership through PT Indofarma Tbk</i>							
• PT Indofarma Global Medika	Jakarta	Pemasaran, perdagangan dan distribusi obat serta alat kesehatan / <i>Marketing, trading and distribution of medicine and medical devices.</i>	2000	99,99	99,99		766.273.057
Kepemilikan melalui PT Indofarma Global Medika/ <i>Ownership through PT Indofarma Global Medika</i>							
• PT Farmalab Indoutama	Jakarta	Laboratorium Bio dan Setara Bio / <i>Laboratorium Bio Availability & Bio Equivalent.</i>	2014	99,93	99,93		30.292.771

Perusahaan dan entitas anaknya secara bersama-sama selanjutnya disebut "Grup" dalam laporan keuangan konsolidasian ini.

1. GENERAL (Continued)

e. Subsidiaries (Continued)

The Company has direct ownership interest of more than 50% in the following subsidiaries:

The Company and its subsidiaries are collectively referred to as the "Group" in these consolidated financial statements.

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1. UMUM (Lanjutan)

e. Entitas Anak (Lanjutan)

Dengan diterbitkannya Peraturan Pemerintah Republik Indonesia No. 76 Tahun 2019 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham PT Bio Farma (Persero) dan Keputusan Menteri Keuangan Republik Indonesia No. 862/KMK.06/2019 tentang Penetapan Nilai Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham PT Bio Farma (Persero), serta ditandatanganinya akta Penyertaan Perjanjian Pengalihan Saham No.36 tanggal 31 Januari 2020 yang dibuat di hadapan Aulia Taufani, Sarjana Hukum, Notaris di Kota Administrasi Jakarta Selatan, maka seluruh saham seri B PT Kimia Farma Tbk dan PT Indofarma Tbk milik Negara Republik Indonesia di Perseroan dialihkan kepada PT Bio Farma (Persero) sebagai penambah penyertaan Modal Negara ke dalam modal saham PT Bio Farma (Persero).

Berdasarkan Akta No. 31 tanggal 27 Maret 2019 dihadapan Notaris Utiek R. Abdurachman S.H., M.Li., M.Kn., Notaris di Jakarta, Grup mengakuisisi PT Phapros Tbk dengan nilai investasi sejumlah Rp1.361.000.000, dengan persentase kepemilikan Perusahaan sebesar 56,77%.

Pada awalnya PT Indofarma mempunyai kepemilikan tidak langsung atas PT Farmalab Indoutama melalui entitas anak (PT Indofarma Global Medika) dengan Persentase kepemilikan pada entitas anak 99,90%.

Selanjutnya berdasarkan akta Perubahan Anggaran Dasar No.16 dari notaris Andalia Farida, S.H, M.H tanggal 21 September 2020 yang telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0071146.AH01.02 tanggal 16 Oktober 2020. Merubah persentase kepemilikan melalui entitas anak (PT Indofarma Global Medika) menjadi 99,93%.

1. GENERAL (Continued)

e. Subsidiaries (Continued)

By the issuance of Government Regulation of the Republic of Indonesia No.76 of 2019 concerning Addition of State Capital Participation of the Republic of Indonesia to PT Bio Farma (Persero) and Decree of the Minister of Finance of the Republic of Indonesia No. 862 / KMK.06 / 2019 concerning Determination of the Value of Addition of State Capital of the Republic of Indonesia into Equity Capital of PT Bio Farma (Persero), and the signing of the Deed of Participation of the Share Transfer Agreement No. 36 dated January 31, 2020 made before Aulia Taufani, Bachelor of Law, Notary in the City Administration of South Jakarta, then all series B shares of PT Kimia Farma Tbk and PT Indofarma Tbk owned by the Republic of Indonesia were transferred to PT Bio Farma (Persero) as an addition to the State Capital participation in the share capital of PT Bio Farma (Persero).

Based on Notarial Deed No. 31 dated March 27, 2019 of Utiek R. Abdurachman, S.H., M.Li., M.Kn., Notary in Jakarta, the Group acquired PT Phapros Tbk with investment value of Rp1,361,000,000, with a percentage of the Company's ownership of 56.77%.

Originally, PT Indofarma has indirect ownership in PT Farmalab Indoutama through its subsidiary (PT Indofarma Global Medika) the percentage ownership in the subsidiary 99.90%.

Furthermore, based on Notarial Deed of Amendment to the Articles of Association No. 16 from the Notary Andalia Farida, S.H, M.H dated 21 September 2020 which was legalized by the Ministry of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-0071146.AH01.02 dated October 16, 2020. Changed the percentage of ownership through it's subsidiary (PT Indofarma Global Medika) to 99.93%.

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**2. RINGKASAN KEBIJAKAN AKUNTANSI
YANG SIGNIFIKAN**

Berikut ini adalah kebijakan akuntansi signifikan yang diterapkan dalam penyusunan laporan keuangan konsolidasian Grup.

Suatu ikhtisar kebijakan akuntansi yang telah digunakan untuk menyusun laporan keuangan konsolidasian dijelaskan berikut ini:

a. Pernyataan Kepatuhan

Laporan keuangan konsolidasian ini telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia ("SAK"), yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") yang diterbitkan oleh Dewan Standar Akuntansi Keuangan – Ikatan Akuntan Indonesia ("DSAK-IAI").

b. Dasar Penyusunan Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian disusun dan disajikan berdasarkan asumsi kelangsungan usaha serta atas dasar akrual, kecuali laporan arus kas konsolidasian. Dasar pengukuran dalam penyusunan laporan keuangan konsolidasian ini adalah konsep biaya perolehan, kecuali beberapa akun tertentu yang didasarkan pengukuran lain sebagaimana dijelaskan dalam kebijakan akuntansi masing-masing akun tersebut. Biaya perolehan umumnya didasarkan pada nilai wajar imbalan yang diserahkan dalam pemerolehan aset.

Laporan arus kas konsolidasian disajikan dengan metode langsung (*direct method*) dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES**

Presented below are the significant accounting policies adopted in preparing the consolidated financial statements of the Group's.

The summary of significant accounting policies that have been used in preparation of these consolidated financial statements are summarized below:

a. Statement of Compliance

The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards ("FAS"), which comprise the Statements of Financial Accounting Standards ("SFAS") and its Interpretations to Financial Accounting Standard ("ISFAS") issued by the Board of Financial Accounting Standards of Institute of Indonesia Chartered Accountants ("DSAK-IAI").

b. The Basis of Measurement and Preparation of the Consolidated Financial Statements

The consolidated statements have been prepared and presented based on going concern assumption and accrual basis of accounting, except for these consolidated statements of cash flows. Basis of measurement in preparation of these consolidated financial statements is the historical costs concept, except for certain accounts which have been prepared on the basis of other measurements as described in their respective policies. Historical cost is generally based on the fair value of the consideration given in exchange for assets.

The consolidated statements of cash flows are prepared using the direct method by classifying cash flows into operating, investing and financing activities.

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**2. RINGKASAN KEBIJAKAN AKUNTANSI
YANG SIGNIFIKAN (Lanjutan)**

**b. Dasar Penyusunan Laporan Keuangan
Konsolidasian (Lanjutan)**

Mata uang penyajian yang digunakan dalam penyusunan laporan keuangan konsolidasian ini adalah Rupiah yang merupakan mata uang fungsional Grup. Setiap entitas di dalam Grup menetapkan mata uang fungsional sendiri dan unsur-unsur dalam laporan keuangan konsolidasian dari setiap entitas diukur berdasarkan mata uang fungsional tersebut.

Seluruh angka dalam laporan keuangan konsolidasian ini, dibulatkan menjadi dan disajikan dalam ribuan Rupiah, kecuali dinyatakan lain.

Penyusunan laporan keuangan konsolidasian ini sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan penggunaan estimasi dan asumsi. Hal tersebut juga mengharuskan manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Grup. Area yang kompleks atau memerlukan tingkat pertimbangan yang lebih tinggi atau area di mana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan konsolidasian diungkapkan di Catatan 3.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (Continued)**

**b. The Basis of Measurement and Preparation
of the Consolidated Financial Statements
(Continued)**

The presentation currency used in the preparation of the consolidated financial statements is Rupiah which is the functional currency of the Group. Each entity in the Group determines its own functional currency and items included in the consolidated financial statements of each entity are measured using that functional currency.

Figures in the consolidated financial statements are rounded to and expressed in thousand Rupiah unless otherwise stated.

The preparation of these consolidated financial statements in conformity with Indonesian Financial Accounting Standards requires the use of certain critical accounting estimates and assumptions. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 3.

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2. RINGKASAN KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (Lanjutan)

c. Perubahan pada Pernyataan Standar Akuntansi Keuangan dan Interpretasi Pernyataan Standar Akuntansi Keuangan

Penerapan dari standar, interpretasi baru/revisi standar berikut yang berlaku efektif mulai 1 Januari 2021 dan 1 April 2021, tidak menimbulkan perubahan substansial terhadap kebijakan akuntansi Grup dan pengaruh yang material atas jumlah yang dilaporkan atas tahun berjalan atau tahun sebelumnya.

- Amendemen PSAK 71, Amendemen PSAK 55, Amendemen PSAK 60, Amendemen PSAK 62 dan Amendemen PSAK 73 tentang Reformasi Acuan Suku Bunga – Tahap 2

Amendemen tersebut memungkinkan entitas untuk mencerminkan efek transisi dari suku bunga acuan, seperti *Interbank Offered Rates* (IBORs) ke suku bank acuan alternatif tanpa menimbulkan dampak akuntansi yang tidak memberikan informasi yang berguna bagi pengguna laporan keuangan.

- Amendemen PSAK 73 – Konsesi sewa terkait Covid-19 setelah 30 Juni 2021

Amendemen tersebut memperpanjang kebijakan praktis konsesi sewa terkait Covid-19 dimana segala bentuk pengurangan pembayaran sewa hanya memengaruhi pembayaran sewa pada atau sebelum tanggal 30 Juni 2022.

- Amendemen PSAK 22 tentang Definisi Bisnis

Amendemen ini mengklarifikasi definisi bisnis dengan tujuan untuk membantu entitas dalam menentukan apakah suatu transaksi seharusnya dicatat sebagai kombinasi bisnis atau akuisisi aset.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

c. Changes to the Statements of Financial Accounting Standards and Interpretations of Statement of Financial Accounting Standards

The adoption of these new/amended standards and interpretations that are effective beginning January 1, 2021 and April 1, 2021 did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported for the current or prior financial years.

- Amendment to SFAS 71, Amendment to SFAS 55, Amendment PSAK 60, Amendment PSAK 62 and Amendment to SFAS 73 "Interest Rate Benchmark Reform – Phase 2"

The amendments enable entities to reflect the effects of transitioning from benchmark interest rates, such as interbank offered rates (IBORs) to alternative benchmark interest rates without giving rise to accounting impacts that would not provide useful information to users of financial statements.

- Amendment PSAK 73 – Covid-19 related lease concession beyond 30 June 2021

The amendment extends the availability of the practical expedient for Covid-19 related lease concessions for which any reduction in lease payments affects only payments originally due on or before June 30, 2022.

- Amendment PSAK 22 "Definition of Business"

The amendment clarifies the definition of business to help entities in determining whether a transaction should be accounted for as a business combination or asset acquisition.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

c. Perubahan pada Pernyataan Standar Akuntansi Keuangan dan Interpretasi Pernyataan Standar Akuntansi Keuangan (Lanjutan)

Standar dan interpretasi standar akuntansi baru tertentu telah dikeluarkan tetapi tidak wajib diterapkan pada tahun yang berakhir 31 Desember 2021 dan belum diterapkan secara dini oleh Grup di diskusikan di Catatan 56.

d. Prinsip Atas Akuntansi Konsolidasi Dan Ekuitas

i. Entitas Anak

Entitas anak adalah seluruh entitas (termasuk entitas terstruktur) dimana Grup memiliki pengendalian. Grup mengendalikan entitas lain ketika Grup terekspos atas, atau memiliki hak untuk, pengembalian yang bervariasi dari keterlibatannya dengan entitas dan memiliki kemampuan untuk mempengaruhi pengembalian tersebut melalui kekuasaannya atas entitas tersebut. Entitas anak dikonsolidasikan secara penuh sejak tanggal di mana pengendalian dialihkan kepada Grup. Entitas anak tidak dikonsolidasikan lagi sejak tanggal di mana Grup kehilangan pengendalian.

Grup menerapkan metode akuisisi untuk mencatat kombinasi bisnis. Imbalan yang dialihkan untuk akuisisi suatu entitas anak adalah sebesar nilai wajar aset yang dialihkan, liabilitas yang diakui terhadap pemilik pihak yang diakuisisi sebelumnya dan kepentingan ekuitas yang diterbitkan oleh Grup. Imbalan yang dialihkan termasuk nilai wajar aset atau liabilitas yang timbul dari kesepakatan imbalan kontinjensi. Aset teridentifikasi yang diperoleh dan liabilitas serta liabilitas kontinjensi yang diambil alih dalam suatu kombinasi bisnis diukur pada awalnya sebesar nilai wajar pada tanggal akuisisi.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

c. Changes to the Statements of Financial Accounting Standards and Interpretations of Statement of Financial Accounting Standards (Continued)

Certain new accounting standards and interpretations have been published that are not mandatory for the year ended 31 December 2021 and have not been early adopted by the Group, are discussed in Note 56.

d. Principles Of Consolidation And Equity Accounting

i. Subsidiaries

Subsidiaries are all entities (including structured entities) over which the group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are de-consolidated from the date on which that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.

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d. Prinsip Atas Akuntansi Konsolidasi Dan Ekuitas (Lanjutan)

i. Entitas Anak (Lanjutan)

Grup mengakui kepentingan non-pengendali pada pihak yang diakuisisi baik sebesar nilai wajar atau sebesar bagian proporsional kepentingan non-pengendali atas aset neto pihak yang diakuisisi. Kepentingan non-pengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

Selisih lebih imbalan yang dialihkan, jumlah setiap kepentingan non-pengendali pada pihak diakuisisi dan nilai wajar pada tanggal akuisisi kepentingan ekuitas sebelumnya dimiliki oleh pihak pengakuisisi pada pihak diakuisisi atas nilai wajar aset bersih teridentifikasi yang diperoleh dicatat sebagai *goodwill*. Jika jumlah tersebut lebih rendah dari nilai wajar aset bersih teridentifikasi atas bisnis yang diakuisisi dalam kasus pembelian dengan diskon, selisihnya diakui dalam laporan laba rugi.

Imbalan kontinjensi yang masih harus dialihkan oleh Grup diakui sebesar nilai wajar pada tanggal akuisisi. Perubahan selanjutnya atas nilai wajar imbalan kontinjensi yang diakui sebagai aset atau liabilitas dan dicatat sesuai dengan PSAK 55 (revisi 2014) "Instrumen Keuangan: Pengakuan dan Pengukuran", dalam laporan laba rugi. Imbalan kontinjensi yang diklasifikasikan sebagai ekuitas tidak diukur kembali dan penyelesaian selanjutnya diperhitungkan dalam ekuitas.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

d. Principles Of Consolidation And Equity Accounting (Continued)

i. Subsidiaries (Continued)

The Group recognises any non-controlling interest in the acquiree on an acquisition-by acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. Non-controlling interest is reported as equity in the consolidated statement of financial position, separate from the owner of the parent's equity.

The excess of the consideration transferred the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, in the case of a bargain purchase, the difference is recognised directly in the income statement.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with SFAS 55 (revised 2014) "Financial Instrument: Recognition and Measurement" in profit or loss. Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

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**d. Prinsip Atas Akuntansi Konsolidasi Dan
Ekuitas (Lanjutan)**

i. Entitas Anak (Lanjutan)

Biaya yang terkait dengan akuisisi dibebankan pada saat terjadinya.

Jika kombinasi bisnis diperoleh secara bertahap, nilai wajar pada tanggal akuisisi dari kepentingan ekuitas yang sebelumnya dimiliki oleh pihak pengakuisisi pada pihak yang diakuisisi diukur kembali ke nilai wajar tanggal akuisisi melalui laporan laba rugi. Pihak pengakuisisi mungkin telah mengakui perubahan nilai wajar atas kepentingan ekuitasnya dalam penghasilan komprehensif lain. Jika demikian, jumlah yang telah diakui dalam penghasilan komprehensif lain diakui dengan dasar yang sama sebagaimana dipersyaratkan jika pihak pengakuisisi telah melepas secara langsung kepentingan ekuitas yang dimiliki sebelumnya.

Transaksi, saldo dan keuntungan antar entitas Grup yang belum direalisasi telah dieliminasi. Kerugian yang belum direalisasi juga dieliminasi. Jika diperlukan, nilai yang dilaporkan oleh entitas anak telah diubah untuk menyesuaikan dengan kebijakan akuntansi yang diadopsi oleh Grup.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (Continued)**

**d. Principles Of Consolidation And Equity
Accounting (Continued)**

i. Subsidiaries (Continued)

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss. The acquirer may have recognised changes in the value of its equity interest in other comprehensive income. If so, the amount that was recognised in other comprehensive income shall be recognised on the same basis as would be required if the acquirer has disposed directly of the previously held equity interest.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated. When necessary amounts reported by subsidiaries have been adjusted to conform to the Group's accounting policies.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

d. Prinsip Atas Akuntansi Konsolidasi Dan Ekuitas (Lanjutan)

d. Principles Of Consolidation And Equity Accounting (Continued)

ii. Entitas Asosiasi

ii. Associates

Entitas asosiasi adalah seluruh entitas dimana Grup memiliki pengaruh signifikan namun bukan pengendalian, biasanya melalui kepemilikan hak suara antara 20% dan 50%. Investasi entitas asosiasi dicatat dengan metode ekuitas (lihat poin (d) dibawah), setelah pada awalnya diakui pada nilai perolehan.

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investment in associates are accounted for using the equity method of accounting (see (d) below), after initially being recognised at cost.

iii. Pengaturan Bersama

iii. Joint Arrangements

Menurut PSAK 66, pengaturan bersama diklasifikasikan sebagai operasi bersama atau ventura bersama bergantung pada hak dan kewajiban kontraktual para investor bukan struktur hukum dari pengaturan bersama. Grup telah menilai sifat dari pengaturan bersama dan menentukan pengaturan tersebut sebagai ventura bersama. Ventura bersama dicatat menggunakan metode ekuitas, setelah pada awalnya diakui sebagai biaya pada laporan posisi keuangan konsolidasian.

Under SFAS 66, investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor rather than the legal structure of the joint arrangement. The Group has assessed the nature of its joint arrangements and determined them to be joint ventures. Joint ventures are accounted for using the equity method, after initially being recognised at cost in the consolidated statement of financial position.

iv. Metode Ekuitas

iv. Equity Method

Sesuai metode ekuitas, investasi pada awalnya dicatat pada biaya perolehan dan selanjutnya disesuaikan untuk mengakui bagian investor atas laba rugi pasca akuisisi dari *investee* atas laba rugi, dan bagiannya dalam pergerakan pendapatan komprehensif lain dari *investee* atas pendapatan komprehensif lain.

Under the equity method, the investment is initially recognised at cost and adjusted thereafter to recognise the investor's share of the post-acquisition profits or losses of the investee in profit or loss, and its share of movements in other comprehensive income of the investee in other comprehensive income.

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iv. Metode Ekuitas (Lanjutan)

Jika bagian Grup atas kerugian entitas asosiasi atau ventura bersama sama dengan atau melebihi kepentingannya pada entitas asosiasi atau ventura bersama, termasuk piutang tanpa agunan, Grup menghentikan pengakuan bagian kerugiannya, kecuali Grup memiliki kewajiban atau melakukan pembayaran atas nama entitas asosiasi atau ventura bersama.

Keuntungan yang belum terealisasi atas transaksi antara Grup dengan entitas asosiasi dan ventura bersama dieliminasi sebesar kepentingan Grup dalam entitas-entitas tersebut. Kerugian yang belum terealisasi juga dieliminasi kecuali transaksi tersebut memberikan bukti adanya penurunan nilai aset yang dialihkan. Kebijakan akuntansi entitas asosiasi dan ventura bersama telah diubah jika diperlukan untuk memastikan konsistensi dari kebijakan yang diterapkan oleh Grup.

Dividen yang diterima dan yang akan diterima dari entitas asosiasi atau ventura bersama diakui sebagai pengurang jumlah tercatat investasi.

Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat bukti objektif bahwa telah terjadi penurunan nilai pada investasi pada entitas asosiasi. Jika demikian, maka nilai tercatat dari investasi yang dicatat dengan akuntansi ekuitas diuji untuk penurunan nilai.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

d. Principles Of Consolidation And Equity Accounting (Continued)

iv. Equity Method (Continued)

When the Group's share of losses in an associate or joint venture equals or exceeds its interest in the associate or joint venture, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.

Unrealised gains on transactions between the group and its associates and joint ventures are eliminated to the extent of the group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the associates and joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

Dividends received or receivable from associates or joint ventures are recognised as reduction in the carrying amount of the investment.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the carrying amount of the equity accounting investments is tested for impairment.

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d. Prinsip Atas Akuntansi Konsolidasi Dan Ekuitas (Lanjutan)

v. Perubahan Kepemilikan

Grup memperlakukan transaksi dengan kepentingan non-pengendali yang tidak mengakibatkan hilangnya kontrol sebagai transaksi dengan pemilik ekuitas Grup. Perubahan dalam kepemilikan menghasilkan penyesuaian antara nilai tercatat dari kepentingan pengendali dan non-pengendali untuk mencerminkan kepentingan relatifnya di anak perusahaan. Selisih antara jumlah penyesuaian untuk kepentingan non-pengendali dan pertimbangan yang dibayarkan atau diterima diakui dalam cadangan terpisah dalam ekuitas yang dapat diatribusikan kepada pemilik Grup.

Ketika Grup tidak lagi mengkonsolidasikan atau mencatat menggunakan metode ekuitas untuk investasi karena hilangnya pengendalian, pengendalian bersama atau pengaruh signifikan, maka kepentingan yang masih tersisa atas entitas diukur kembali berdasarkan nilai wajarnya, dan perubahan nilai tercatat diakui dalam laporan laba rugi. Nilai tercatat awal adalah sebesar nilai wajar untuk kepentingan pengukuran kembali kepentingan yang tersisa sebagai entitas asosiasi, ventura bersama atau aset keuangan.

Di samping itu, jumlah yang sebelumnya diakui pada pendapatan komprehensif lain sehubungan dengan entitas tersebut dicatat seolah-olah Grup telah melepas aset atau liabilitas terkait. Hal ini dapat berarti bahwa jumlah yang sebelumnya diakui pada pendapatan komprehensif lain direklasifikasi ke laporan laba rugi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

d. Principles Of Consolidation And Equity Accounting (Continued)

v. Changes in Ownership Interests

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in a separate reserve within equity attributable to owners of the Group.

When the Group ceases to consolidate or equity account for an investment because of a loss of control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value at the date when the control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset.

In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

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d. Prinsip Atas Akuntansi Konsolidasi Dan Ekuitas (Lanjutan)

v. Perubahan Kepemilikan (Lanjutan)

Jika kepemilikan saham pada ventura bersama atau perusahaan asosiasi berkurang namun pengendalian bersama atau pengaruh signifikan dipertahankan, hanya sebagian proporsional dari jumlah yang telah diakui sebelumnya dalam pendapatan komprehensif lain yang direklasifikasi ke laba atau rugi jika diperlukan.

e. Kombinasi Bisnis

Kombinasi bisnis adalah suatu transaksi atau peristiwa lain dimana pihak pengakuisisi memperoleh pengendalian atas satu atau lebih bisnis. Kombinasi bisnis dicatat dengan menggunakan metode akuisisi. Imbalan yang dialihkan dalam suatu kombinasi bisnis diukur pada nilai wajar, yang dihitung sebagai hasil penjumlahan dari nilai wajar tanggal akuisisi atas seluruh aset yang dialihkan oleh Grup, liabilitas yang diakui oleh Grup kepada pemilik sebelumnya dari pihak yang diakuisisi dan kepentingan ekuitas yang diterbitkan oleh Grup dalam pertukaran pengendalian dari pihak yang diakuisisi. Biaya-biaya terkait akuisisi diakui sebagai beban pada periode saat biaya tersebut terjadi dan jasa diterima.

Pada tanggal akuisisi, aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih diakui pada nilai wajar kecuali untuk aset dan liabilitas tertentu yang diukur sesuai dengan standar yang relevan.

Komponen kepentingan non-pengendali pada pihak diakuisisi diukur baik pada nilai wajar ataupun pada bagian proporsional instrumen kepemilikan yang ada dalam jumlah yang diakui atas aset neto teridentifikasi dari pihak diakuisisi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

d. Principles Of Consolidation And Equity Accounting (Continued)

v. Changes in Ownership Interests (Continued)

If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.

e. Business Combination

Business combination is a transaction or other event in which an acquirer obtains control of one or more businesses. Business combination is accounted for by applying the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, liabilities incurred by the Group to former owners of the acquiree, and the equity interests issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognized as expenses in the periods in which the costs are incurred and the services are received.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognized at their fair value except for certain assets and liabilities that are measured in accordance with the relevant standards.

Component of non-controlling interests are measured either at fair value or at the present ownership instruments' proportionate share in the recognized amounts of the acquiree's identifiable net assets.

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e. Kombinasi Bisnis (Lanjutan)

Bila suatu kombinasi bisnis dilakukan secara bertahap, kepemilikan terdahulu Grup atas pihak terakuisisi diukur kembali ke nilai wajar pada tanggal akuisisi dan keuntungan atau kerugiannya, jika ada, diakui dalam laba rugi. Apabila pada periode sebelumnya, perubahan nilai wajar yang berasal dari kepentingan ekuitasnya sebelum tanggal akuisisi telah diakui dalam penghasilan komprehensif lain, jumlah tersebut diakui dengan dasar yang sama sebagaimana dipersyaratkan jika Grup telah melepas secara langsung kepentingan ekuitas yang dimiliki sebelumnya.

Jika akuntansi awal untuk kombinasi bisnis belum selesai pada akhir periode pelaporan saat kombinasi terjadi, Grup melaporkan jumlah sementara untuk pos-pos yang proses akuntansinya belum selesai dalam laporan keuangannya. Selama periode pengukuran, pihak pengakuisisi menyesuaikan, aset atau liabilitas tambahan yang diakui, untuk mencerminkan informasi baru yang diperoleh tentang fakta dan keadaan yang ada pada tanggal akuisisi dan, jika diketahui, akan berakibat terhadap pengakuan aset dan liabilitas dimaksud pada tanggal tersebut.

Pada tanggal akuisisi, goodwill diukur pada harga perolehan yang merupakan selisih lebih antara (a) nilai gabungan dari imbalan yang dialihkan dan jumlah setiap kepentingan non-pengendali, atas (b) jumlah neto teridentifikasi dari aset yang diperoleh dan liabilitas yang diambil alih. Jika imbalan tersebut kurang dari nilai wajar aset neto entitas anak yang diakuisisi, selisih tersebut diakui dalam laporan laba rugi sebagai keuntungan dari akuisisi entitas anak setelah sebelumnya manajemen menilai kembali apakah telah mengidentifikasi dengan tepat seluruh aset yang diperoleh dan liabilitas yang diambil alih serta mengakui setiap aset atau liabilitas tambahan yang dapat diidentifikasi dalam penelaahan tersebut.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

e. Business Combination (Continued)

When a business combination is achieved in stages, the Group's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date and the resulting gain or loss, if any, is recognized in profit or loss. When in prior periods, a change in the value of its equity interest in the acquiree prior to the acquisition date had been recognized in other comprehensive income, the amount shall be recognized on the same basis as would be required if the Group had disposed directly of the previously held equity interest.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. In its financial statements, during the measurement period the acquirer adjusts, recognizes additional assets or liabilities, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have resulted in the recognition of those assets and liabilities as of that date.

At acquisition date, goodwill is measured at its cost being the excess of (a) the aggregate of the consideration transferred and the amount of any non-controlling interest, over (b) the net of identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized in profit or loss as gain on bargain purchase after previously the management reassesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and recognize any additional assets or liabilities that are identified in that review.

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**2. RINGKASAN KEBIJAKAN AKUNTANSI
YANG SIGNIFIKAN (Lanjutan)**

e. Kombinasi Bisnis (Lanjutan)

Setelah pengakuan awal, *goodwill* diukur pada jumlah tercatat dikurangi akumulasi kerugian penurunan nilai. Untuk tujuan pengujian penurunan nilai, *goodwill* yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi dialokasikan kepada setiap Unit Penghasil Kas dari Grup yang diperkirakan akan memberikan manfaat dari sinergi kombinasi bisnis tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi ditempatkan dalam Unit Penghasil Kas tersebut.

Jika *goodwill* telah dialokasikan pada suatu Unit Penghasil Kas dan operasi tertentu atas Unit Penghasil Kas tersebut dilepaskan, maka *goodwill* yang terkait dengan operasi yang dilepaskan tersebut termasuk dalam jumlah tercatat operasi tersebut ketika menentukan keuntungan atau kerugian dari pelepasan. *Goodwill* yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dihentikan dan porsi Unit Penghasil Kas yang ditahan.

PSAK 38 mengharuskan entitas untuk mempertanggungjawabkan kombinasi bisnis (sebagaimana didefinisikan dalam PSAK 22) di mana entitas atau bisnis gabungan dikendalikan oleh pihak yang sama, baik sebelum dan sesudah penggabungan, dan kontrol tidak bersifat sementara dengan menggunakan metode penyatuan kepemilikan.

Transaksi kombinasi bisnis antar entitas sependengali, seperti pengalihan bisnis yang dilakukan dalam rangka reorganisasi oleh entitas dalam kelompok yang sama, tidak merupakan perubahan kepemilikan dalam hal substansi ekonomi, sehingga transaksi tersebut tidak akan menghasilkan untung atau rugi untuk grup bisnis secara keseluruhan atau untuk entitas individu dalam grup bisnis.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (Continued)**

e. Business Combination (Continued)

After initial recognition, *goodwill* is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, *goodwill* acquired in a business combination, from the acquisition date, be allocated to each of the Group's Cash Generating Units that is expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those Cash Generating Units.

If *goodwill* has been allocated to Cash Generating Units and certain operations on the Cash Generating Units is disposed, the *goodwill* associated with the operation disposed is included in the carrying amount of the operation when determining the gain or losses on disposal. Disposed *goodwill* is measured on the basis of relative values of the operation disposed of and the portion of the Cash Generating Units retained.

SFAS 38 requires an entity to account a business combination (as defined in SFAS 22) in which the combining entities or businesses ultimately are controlled by the same party, both before and after the combination, and the control is not transitory using pooling of interest method.

Business combination transactions among entities under common control, such as a transfer of a business conducted within a framework of reorganization by entities in the same group, does not constitute a change of ownership in terms of economic substance, thus such transaction shall not result in a gain or loss for the business group as a whole or for the individual entity within the business group.

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f. Kombinasi Bisnis pada Entitas Sepengendali

Karena kombinasi bisnis dari entitas sepengendali tidak mengakibatkan perubahan substansi ekonomi dari kepemilikan bisnis yang berubah, transaksi tersebut dicatat sebesar nilai tercatat berdasarkan metode penyatuan kepemilikan.

Dalam menerapkan metode penyatuan kepemilikan, unsur-unsur laporan keuangan dari entitas gabungan, untuk periode di mana kombinasi bisnis terjadi dan untuk periode komparatif yang disajikan, harus disajikan seolah-olah telah digabungkan sejak awal periode ketika entitas yang bergabung berada di bawah kendali yang sama. Nilai tercatat elemen laporan keuangan adalah nilai tercatat entitas yang bergabung dalam kombinasi bisnis entitas sepengendali. Laporan keuangan suatu entitas tidak boleh termasuk penyatuan kepemilikan yang terjadi pada tanggal setelah akhir periode pelaporan.

Pengurangan entitas dalam suatu pengurangan bisnis di antara entitas sepengendali mengakui perbedaan antara pertimbangan yang diterima dan nilai tercatat dari bisnis yang dikurangi dalam ekuitas dan menyajikannya dalam akun tambahan modal disetor atau selisih nilai yang timbul dari transaksi restrukturisasi entitas sepengendali.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

f. Business Combination on Entities Under Common Control

Since a business combination of entities under common control does not result in a change in the economic substance of ownership of businesses which are exchanged, such transaction is recorded at carrying amount based on the pooling-of interest method.

In applying the pooling-of-interests method, the financial statements elements of the combining entities, for the period in which the business combination occurs and for the comparative periods presented, shall be presented as if they had been combined since the beginning of the period when the combining entities are under common control. The carrying amounts of the financial statements elements are the carrying amounts of the combining entities in the business combination of entities under common control. An entity's financial statements shall not include a pooling-of interests which occurs on a date after the end of the reporting period.

Disposing entity in a business disposal among entities under common control recognizes the difference between the consideration received and the carrying amount of the disposed business in equity and presents it in the additional paid-in capital account or difference in value arising from restructuring transactions of entities under common control.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

g. Penentuan Materialitas Suatu Pos

Berdasarkan SM-S15 Pedoman Akuntansi Keuangan sebagai ukuran objektif, suatu akun dinyatakan material dan karenanya harus disajikan tersendiri di dalam laporan keuangan konsolidasian jika:

- 5% dari jumlah seluruh aset untuk akun-akun aset;
- 5% dari jumlah seluruh kewajiban untuk akun-akun kewajiban;
- 5% dari jumlah seluruh ekuitas untuk akun-akun ekuitas;
- 10 % dari pendapatan untuk akun-akun laba-rugi; dan
- 10% dari laba sebelum pajak untuk pengaruh suatu peristiwa atau transaksi seperti perubahan estimasi akuntansi.

h. Transaksi dan Saldo dalam Mata Uang Asing

Pembukuan Grup, diselenggarakan dalam mata uang Rupiah, yang juga merupakan mata uang fungsional mereka. Transaksi-transaksi selama tahun berjalan dalam mata uang asing dicatat dengan kurs yang berlaku pada saat terjadinya transaksi.

Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing disesuaikan untuk mencerminkan kurs yang berlaku pada tanggal tersebut yang ditetapkan oleh Bank Indonesia sebagai berikut (nilai penuh):

	2 0 2 1	2 0 2 0
	Rp	Rp
Poundsterling Inggris (GBP)	19.200	19.085
Euro (EUR)	16.127	17.330
Dollar Amerika Serikat (ASD)	14.269	14.105
Dolar Singapura (SGD)	10.534	10.644
Riyal Saudi Arabai (SAR)	3.801	3.759
Yuan China (CNY)	2.238	2.161
Dolar Hongkong (HKD)	1.830	1.819
Yen Jepang (JPY)	124	136

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

g. Determining the Materiality of a Post

Based on SM-S15 Financial Accounting Guidelines as an objective measure, an account is declared material and therefore must be presented separately in the consolidated financial statements if:

- 5% of the total number of assets for asset accounts;
- 5% of the total liability amount for liability accounts;
- 5% of the total equity for equity accounts;
- 10% of revenue for profit-loss accounts; and
- 10% of pre-tax profit for the influence of an event or transaction such as changes in accounting estimates.

h. Foreign Currency Transactions and Balances

The Group's books of accounts are maintained in Rupiah which is also the functional currency of these entities. Transactions during the year involving foreign currencies are recorded at the rates of exchange prevailing at the time the transactions are made.

At the reporting date, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the rates of exchange prevailing which is set by Bank Indonesia at that date as follows (full amount):

	2 0 2 1	2 0 2 0	
	Rp	Rp	
Poundsterling Inggris (GBP)	19.200	19.085	Great Britain Poundsterling (GBP)
Euro (EUR)	16.127	17.330	Euro (EUR)
Dollar Amerika Serikat (ASD)	14.269	14.105	United States Dollar (USD)
Dolar Singapura (SGD)	10.534	10.644	Singapore Dollar (SGD)
Riyal Saudi Arabai (SAR)	3.801	3.759	Saudi Arabia Riyal (SAR)
Yuan China (CNY)	2.238	2.161	Chinese Yuan (CNY)
Dolar Hongkong (HKD)	1.830	1.819	Hongkong Dollar (HKD)
Yen Jepang (JPY)	124	136	Japan Yen (JPY)

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

h. Transaksi dan Saldo dalam Mata Uang Asing (Lanjutan)

Keuntungan atau kerugian kurs yang timbul dikreditkan atau dibebankan pada laporan laba rugi konsolidasian tahun yang bersangkutan.

Pembukuan Kimia Farma Dawaa, Co. Ltd. diselenggarakan dalam mata uang Riyal Arab Saudi yang merupakan mata uang fungsional entitas anak. Untuk tujuan penyajian laporan keuangan konsolidasian, aset dan liabilitas Dawaa baik moneter maupun non-moneter pada tanggal pelaporan dijabarkan ke mata uang Rupiah dengan menggunakan kurs yang berlaku pada tanggal pelaporan sebagaimana dilaporkan pada pendapatan komprehensif lainnya.

Pada 31 Desember 2021 dan 2020, tidak ada pengakuan penghasilan komprehensif lainnya yang timbul dari lindung nilai arus kas.

i. Transaksi dengan Pihak-pihak Berelasi

Dalam menjalankan aktivitas operasinya, Grup melakukan transaksi dengan pihak-pihak berelasi.

Sesuai dengan PSAK No.7 "Pengungkapan pihak-pihak berelasi", yang menambahkan persyaratan pihak-pihak berelasi dan mengklasifikasi pengungkapan imbalan yang dibayarkan oleh manajemen entitas, yang dimaksud dengan pihak-pihak yang berelasi sebagai berikut:

- a) Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut:
 - (i) memiliki pengendalian atau pengendalian bersama entitas pelapor;
 - (ii) memiliki pengaruh signifikan entitas pelapor; atau
 - (iii) personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

h. Foreign Currency Transactions and Balances (Continued)

The resulting gains or losses are credited or charged to the consolidated statement of profit or loss in the current year.

The books of accounts of Kimia Farma Dawaa, Co. Ltd. are maintained in Saudi Arabia Riyal, which is the functional currencies of the subsidiary. For the consolidation purposes, asset and liabilities of both monetary and non-monetary of Dawaa at the reporting date are translated into Rupiah using the exchange rate at the reporting date which is reported in other comprehensive income.

As of December 31, 2021 and 2020, there is no recognition in other comprehensive income arising from cash flow hedges.

i. Transactions with Related Parties

In the normal course of business activities, the Group has transactions with certain parties which are related to them.

Based on the SFAS No. 7 "Related Parties Disclosure" which has added related parties requirements and classified the disclosure of compensation paid by the management entity, related parties are defined as follows:

- a) A person or a close member of that person's family is related to the reporting entity if that person:
 - (i) has control or joint control over the reporting entity;
 - (ii) has significant influence over the reporting entity; or
 - (iii) is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.

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2. IKHTISAR KEBIJAKAN AKUNTANSI
(Lanjutan)

i. Transaksi dengan Pihak-pihak Berelasi
(Lanjutan)

- b) Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
- (i) entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya setiap entitas induk, entitas anak, dan entitas anak berikutnya berelasi dengan entitas lain);
 - (ii) satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya);
 - (iii) kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama;
 - (iv) satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga;
 - (v) entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor;
 - (vi) entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a); dan
 - (vii) entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

2. SUMMARY OF ACCOUNTING POLICIES
(Continued)

i. Transactions with Related Parties
(Continued)

- b) *An entity is related to the reporting entity if any of the following conditions applies:*
- (i) *the entity, and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others);*
 - (ii) *one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member);*
 - (iii) *both entities are joint ventures of the same third party;*
 - (iv) *one entity is joint venture of a third entity and the other entity is an associate of the third entity;*
 - (v) *the entity is a post-employment benefit plan for the benefit of employees of either the reporting entity, or an entity related to the reporting entity. If the reporting entity in itself such a plan, the sponsoring employers are also related to the reporting entity;*
 - (vi) *the entity that controlled or jointly controlled by a person identified in (a); and*
 - (vii) *entity, or a member of a group to which the entity is part of the group, is providing services to the key management personnel of the reporting entity or to the parent entity of the reporting entity.*

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

i. Transaksi dengan Pihak-pihak Berelasi (Lanjutan)

Semua transaksi dan saldo yang dilakukan dengan pihak-pihak berelasi, baik yang dilakukan dengan kondisi dan persyaratan yang dengan pihak ketiga maupun yang tidak, telah diungkapkan pada laporan keuangan konsolidasian (Catatan 51).

j. Kas dan setara kas

Pada laporan arus kas konsolidasian, kas dan setara kas terdiri dari kas, bank dan semua investasi, yang jatuh tempo dalam waktu tiga bulan atau kurang dari tanggal perolehannya dan cerukan dan yang tidak dijaminakan serta tidak dibatasi penggunaannya. Pada laporan posisi keuangan konsolidasian, cerukan disajikan sebagai liabilitas jangka pendek.

k. Instrumen Keuangan

i. Aset keuangan

Klasifikasi

Grup mengklasifikasikan aset keuangannya dalam kategori pengukuran berikut:

- aset keuangan yang diukur pada nilai wajar (baik melalui penghasilan komprehensif lain, atau melalui laba rugi), dan
- aset keuangan yang diukur pada biaya perolehan diamortisasi

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

i. Transactions with Related Parties (Continued)

All transactions and balances with related parties, whether or not made at similar terms and conditions as those done with third parties, are disclosed in the consolidated financial statements (Note 51).

j. Cash and Cash Equivalents

For the consolidated statement of cash flows, cash and cash equivalents consist of cash on hand and in banks and bank overdraft and all unrestricted time deposits with maturities of three months or less from the date of placement. In the consolidated statement of financial position, bank overdrafts are shown in current liabilities.

k. Financial Instruments

i. Financial assets

Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and
- those to be measured at amortised cost.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

k. Instrumen Keuangan (Lanjutan)

i. Aset Keuangan (Lanjutan)

Klasifikasi (Lanjutan)

Klasifikasi tersebut tergantung pada model bisnis entitas untuk mengelola aset keuangan dan persyaratan kontraktual arus kas.

Untuk aset yang diukur pada nilai wajar, keuntungan dan kerugian akan dicatat dalam laporan laba rugi atau penghasilan komprehensif lain. Untuk investasi pada instrumen utang, hal ini akan bergantung pada model bisnis dimana investasi tersebut diadakan. Untuk investasi pada instrumen ekuitas yang tidak dimiliki untuk diperdagangkan, hal ini akan tergantung pada apakah Grup telah melakukan pemilihan tidak dapat dibatalkan pada saat pengakuan awal untuk mencatat investasi ekuitas pada nilai wajar melalui penghasilan komprehensif lain.

Grup mereklasifikasi investasi utang jika dan hanya jika model bisnis untuk mengelola aset tersebut berubah.

Pengukuran

Pada pengakuan awal, Grup mengukur aset keuangan pada nilai wajarnya ditambah, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laporan laba rugi, biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan aset keuangan. Biaya transaksi dari aset keuangan yang dicatat pada nilai wajar melalui laporan laba rugi dibebankan pada laporan laba rugi.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

k. Financial Instruments (Continued)

i. Financial assets (Continued)

Classification (Continued)

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For investments in debt instruments, this will depend on the business model in which the investment is held. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

k. Instrumen Keuangan (Lanjutan)

i. Aset Keuangan (Lanjutan)

Pengukuran (Lanjutan)

Aset keuangan dengan derivatif melekat dipertimbangkan secara keseluruhan saat menentukan apakah arus kasnya hanya merupakan pembayaran pokok dan bunga.

Instrumen utang

Pengukuran selanjutnya instrumen utang bergantung pada model bisnis Grup dalam mengelola aset dan karakteristik arus kas dari aset tersebut. Grup mengklasifikasikan instrumen utangnya pada kategori biaya perolehan diamortisasi yaitu aset yang dimiliki untuk mengumpulkan arus kas kontraktual dimana arus kas tersebut hanya mewakili pembayaran pokok dan bunga diukur dengan biaya perolehan diamortisasi.

Keuntungan atau kerugian dari investasi utang yang selanjutnya diukur pada biaya perolehan diamortisasi dan bukan merupakan bagian dari hubungan lindung nilai, diakui dalam laporan laba rugi pada saat aset tersebut dihentikan pengakuannya atau penurunan nilainya. Pendapatan bunga dari aset keuangan tersebut dimasukkan ke dalam pendapatan keuangan dengan menggunakan metode suku bunga efektif.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

k. Financial Instruments (Continued)

i. Financial assets (Continued)

Measurement (Continued)

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Debt instrument

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. The Group classifies its debt instruments into amortised cost measurement category which is assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost.

A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets is included in finance income using the effective interest rate method.

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(Lanjutan)**

k. Instrumen Keuangan (Lanjutan)

i. Aset Keuangan (Lanjutan)

Pengukuran (Lanjutan)

Instrumen keuangan disalinghapus

Aset keuangan dan liabilitas keuangan disalinghapuskan dan jumlah netonya dilaporkan pada laporan posisi keuangan konsolidasian ketika terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan adanya niat untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan. Hak saling hapus tidak kontingen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Grup atau pihak lawan.

Instrumen ekuitas

Grup selanjutnya mengukur semua investasi ekuitas pada nilai wajar. Jika manajemen grup telah memilih untuk menyajikan keuntungan dan kerugian nilai wajar atas investasi ekuitas dalam penghasilan komprehensif lain, tidak ada reklasifikasi keuntungan dan kerugian nilai wajar ke laba rugi setelah penghentian pengakuan investasi tersebut. Dividen dari investasi semacam itu tetap diakui dalam laba rugi sebagai pendapatan lainnya ketika hak Grup untuk menerima pembayaran ditetapkan.

**2. SUMMARY OF ACCOUNTING POLICIES
(Continued)**

k. Financial Instruments (Continued)

i. Financial assets (Continued)

Measurement (Continued)

Offsetting financial instruments

Financial assets and liabilities are offset and the net amount is reported in the consolidated statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default in solvency or bankruptcy of the Group or the counterparty.

Equity instrument

The Group subsequently measures all equity investments at fair value. Where the group's management has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established.

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k. Instrumen Keuangan (Lanjutan)

i. Aset Keuangan (Lanjutan)

Pengukuran (Lanjutan)

Instrumen ekuitas (Lanjutan)

Perubahan nilai wajar aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi diakui dalam keuntungan/(kerugian) lain-lain dalam laporan laba rugi konsolidasian sebagaimana berlaku. Kerugian penurunan nilai (dan pemulihan kerugian penurunan nilai) atas investasi ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain tidak dilaporkan secara terpisah dari perubahan nilai wajar lainnya.

l. Penurunan Nilai Aset Keuangan

Grup menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Grup menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan usia instrumen keuangan daripada perubahan atas jumlah kerugian kredit ekspektasian. Dalam melakukan penilaian, Grup membandingkan antara risiko gagal bayar yang terjadi atas instrumen keuangan pada saat periode pelaporan dengan risiko gagal bayar yang terjadi atas instrumen keuangan pada saat pengakuan awal dan mempertimbangkan kewajaran serta ketersediaan informasi, yang tersedia tanpa biaya atau usaha, yang mengindikasikan kenaikan risiko kredit sejak pengakuan awal.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

k. Financial Instruments (Continued)

i. Financial assets (Continued)

Measurement (Continued)

Equity instrument (Lanjutan)

Changes in the fair value of financial assets at fair value through profit or loss are recognised in other gain/(losses) in the consolidated statement of profit or loss as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

l. Impairment of Financial Assets

The Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses. To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition.

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1. Penurunan Nilai Aset Keuangan (Lanjutan)

Grup menerapkan pendekatan yang disederhanakan untuk mengukur Kerugian Kredit Ekspektasian ("KKE") yang menggunakan cadangan KKE seumur hidup berdasarkan basis *forward-looking* untuk seluruh saldo piutang usaha dan kontrak aset tanpa komponen pendanaan yang signifikan. Selain untuk piutang usaha dan kontrak aset tanpa komponen pendanaan yang signifikan, Grup menerapkan pendekatan umum untuk mengukur KKE.

Kerugian kredit ekspektasian adalah estimasi probabilitas tertimbang dari kerugian kredit. Kerugian kredit diukur sebagai nilai sekarang dari semua kekurangan kas (yaitu perbedaan antara arus kas terutang dari entitas berdasarkan kontrak dan arus kas yang Grup harapkan untuk diterima). Kerugian kredit ekspektasian didiskontokan pada suku bunga efektif dari aset keuangan tersebut.

Cadangan kerugian untuk aset keuangan yang diukur pada biaya perolehan diamortisasi dikurangkan dari jumlah tercatat bruto aset.

Jumlah tercatat bruto dari aset keuangan dihapuskan (baik sebagian atau seluruhnya) sejauh tidak ada prospek pemulihan yang realistis. Hal ini umumnya terjadi ketika Grup menentukan bahwa debitur tidak memiliki aset atau sumber pendapatan yang dapat menghasilkan arus kas yang cukup untuk membayar jumlah yang harus dihapuskan. Namun, aset keuangan yang dihapuskan masih dapat dipaksakan secara hukum untuk mematuhi prosedur Grup untuk pemulihan jumlah yang jatuh tempo.

Grup menilai dengan basis *forward-looking* kerugian kredit ekspektasian terkait dengan instrumen utangnya yang dicatat pada biaya perolehan diamortisasi. Metodologi penurunan nilai yang diterapkan tergantung pada apakah telah terjadi peningkatan risiko kredit yang signifikan.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

1. Impairment of Financial Assets (Continued)

The Group applies the "simplified approach" to measure the Expected Credit Loss ("ECL") which uses a lifetime expected loss allowance on a forward-looking basis for all trade receivables and contract assets without significant financing component. Other than trade receivables and contract assets without significant financing component, the Group applies general model to ensure ECL.

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Group expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Loss allowances for financial assets measured at amortized cost are deducted from the gross carrying amount of the assets.

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Group determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Group's procedures for recovery of amounts due.

The Group assesses on a forward-looking basis the expected credit losses associated with its debt instruments carried at amortised cost. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

m. Investasi Jangka Pendek

Investasi jangka pendek terdiri dari deposito berjangka dengan jangka waktu lebih dari tiga bulan tetapi dalam waktu satu tahun sejak tanggal akuisisi yang memiliki risiko perubahan nilai wajar yang tidak signifikan, diklasifikasikan sebagai investasi sementara dan disajikan sebagai aset lancar.

n. Piutang Usaha dan Piutang Lain-lain

Piutang usaha merupakan jumlah yang terutang dari pelanggan atas penjualan barang dagangan atau jasa dalam kegiatan usaha normal. Jika piutang diperkirakan dapat ditagih dalam waktu satu tahun atau kurang (atau dalam siklus operasi normal jika lebih panjang), piutang diklasifikasikan sebagai aset lancar. Jika tidak, piutang disajikan sebagai aset tidak lancar.

Piutang lain-lain dari pihak berelasi merupakan saldo piutang yang terkait dengan pinjaman yang diberikan kepada pihak berelasi Perusahaan.

Piutang usaha dan piutang lain-lain pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif, apabila dampak pendiskontoan signifikan, dikurangi provisi atas penurunan nilai.

Setoran yang dapat dikembalikan yang diberikan oleh Grup merupakan hak kontraktual untuk menerima uang tunai dari pemegang simpanan ini.

o. Uang Muka

Uang muka adalah bagian dari kontrak karena dibayar atau diterima di muka untuk barang atau jasa. Uang muka dicatat sebagai aset dalam laporan posisi keuangan konsolidasian, setelah pekerjaan selesai, uang muka tersebut dibebankan pada pekerjaan tersebut.

p. Biaya dibayar dimuka

Biaya dibayar di muka diamortisasi selama masa manfaatnya dengan menggunakan metode garis lurus.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

m. Short-term Investments

Short-term investments comprise of time deposits with maturities of more than three months but within one year from the acquisition date that are subject to an insignificant risk of changes in their fair value, are classified as temporary investments and presented as current assets.

n. Trade and Other Receivables

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Other receivables from related parties are receivables balance reflecting loan given to related parties of the Company.

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, if the impact of discounting is significant, less any provision for impairment.

Refundable deposits given by the Group represent a contractual right to receive cash from the holder of this deposits.

o. Advances Payments

Advances is part of contractually due that is paid or received in advance for goods or services. Advances are recorded as asset on the consolidated statement of financial position, after the work is completed, the advance payment will be charged to the work.

p. Prepaid expenses

Prepaid expenses are amortized over their term using the straight-line method.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

q. Persediaan

1. Penilaian Persediaan

Persediaan dinyatakan berdasarkan jumlah terendah antara biaya perolehan dan nilai realisasi neto. Biaya persediaan terdiri dari seluruh biaya pembelian, biaya konversi, dan biaya lain yang timbul sampai persediaan berada dalam kondisi dan lokasi saat ini.

Biaya perolehan ditentukan dengan metode rata-rata tertimbang. Nilai realisasi neto merupakan taksiran harga jual dalam kegiatan usaha biasa dikurangi estimasi biaya penyelesaian dan estimasi biaya yang diperlukan untuk membuat penjualan.

2. Biaya Perolehan Persediaan

Biaya perolehan persediaan meliputi harga beli, PPN masukan yang tidak dapat dikreditkan, biaya konversi, dan biaya lainnya yang timbul sampai persediaan dalam kondisi dan tempat yang siap untuk dijual atau dipakai (*present location and condition*), kecuali untuk persediaan produk dalam proses dicatat sebesar persentase beban pokok barang dalam proses terhadap beban pokok barang jadi, yaitu :

- Produk dalam proses untuk barang curah (*bulk*) penilaiannya disamakan antara yang akan diformulasi menjadi produk akhir atau yang akan dijual.
- Produk dalam proses vaksin untuk produk akhir dilakukan berdasarkan rata-rata beban pokok produksi (HPP) tanpa bahan kemasan terhadap HPP Vaksin terapan dikurangi persentase produk reject saat dikemas.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

q. Inventories

1. Inventory Valuation

Inventories are carried at the lower of cost and net realizable value. The cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

Cost is determined using weighted average method. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

2. Inventory Cost

Inventories are stated at acquisition cost, which includes such purchase price, the VAT that cannot be credited, conversion costs, and other costs incurred in bringing inventories to present location and conditions, except for inventories of products in process which are recorded at the percentage of cost of goods in process on cost of finished goods, those are :

- *The valuation of work in process of bulk goods (bulk) is measured equivalent to which will be formulated to final products or products to be sold.*
- *Work in process for final products are carried out based on the average cost of production (HPP) without packaging materials cost of production (HPP) of applied vaccines minus the percentage of reject products when packed.*

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q. Persediaan (Lanjutan)

3 Persediaan Bahan Baku, Bahan Penolong dan Perlengkapan

Persediaan bahan baku, penolong dan perlengkapan dinyatakan berdasarkan nilai terendah antara biaya perolehan dan nilai realisasi bersih yang ditentukan dengan menggunakan metode rata-rata bergerak.

4. Persediaan Produk Dalam Proses

Persediaan produk dalam proses dihitung setiap triwulan berdasarkan beban pokok produksi terapan, dan pada akhir tahun buku dinyatakan sebesar beban pokok produksi dengan menggunakan metode rata-rata tertimbang.

Persediaan produk dalam proses terdiri dari:

- *Bulk* hasil produksi yang telah lulus uji (*quality control*) dengan kondisi siap untuk diformulasi menjadi produk akhir dan siap untuk dijual sebelum dilakukan pengemasan.
- Produk akhir hasil produksi yang telah dikemas dalam wadah botol/ampul/vial/ *uniject blank* dan telah lulus uji (*quality control*) sebelum diberi *e-tiket*, (*leaflet*) dan dimasukkan ke dalam dus.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

q. Inventories (Continued)

3 Raw Materials, Auxiliary Materials and Supplies

Raw and auxiliary materials and supplies are stated at the lower of cost or net realizable value, which are determined using the moving average method.

4. Work-in-Process

Work in process inventory is computed at quarterly basis based on the applied production cost. At the end of book year the inventory is stated at production cost using a weighted average method.

Work in process inventory consists of:

- *Bulk products which are already passed the quality control tests and ready to be formulated and converted to finished goods inventory and available for sale, prior to packing process.*
- *Final products which have been packaged in bottle, ampul, vial, blank uniject and passed the quality control tests before putting leaflet, and loading into the boxes.*

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q. Persediaan (Lanjutan)

5. Persediaan Produk Jadi dari Produksi Sendiri

Biaya persediaan produksi sendiri ditentukan dengan menggunakan metode rata-rata tertimbang

6. Persediaan Produk Jadi *Trading Partnership*

Biaya persediaan trading partnership ditentukan dengan metode rata-rata bergerak.

7. Persediaan dalam Perjalanan

Persediaan dalam perjalanan adalah persediaan bahan baku/bahan penolong/perlengkapan/barang dagangan yang pada akhir periode pelaporan barangnya sudah diterima/tiba di pelabuhan dan sesuai syarat penyerahan barang sudah menjadi milik Grup. Khusus untuk barang yang berasal dari impor dibuat Nota Perhitungan Barang Impor (NPI) sementara sebagai dasar mencatat nilai "Persediaan dalam Perjalanan".

8. Persediaan dalam Karantina

Persediaan dalam karantina merupakan persediaan bahan baku, bahan penolong, perlengkapan maupun barang dagangan yang pada akhir periode pelaporan barangnya sudah diterima atau tiba di Grup, tetapi belum memenuhi syarat penyerahan barang karena belum lulus uji. Persediaan dalam karantina dikelompokkan ke akun "Aset Lancar Lainnya".

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

q. Inventories (Continued)

5. *Finished Goods from Production Inventory*

The cost of inventory of the Group's production is determined using the weighted average method.

6. *Finished Goods from Trading Partnership*

The cost of trading partnership inventory is determined by the moving average method.

7. *Goods in Transit*

Goods in transit are raw materials/ auxiliaries/ supplies/ merchandises that have been arrived/ received at the port and according to the delivery terms, is belonging to the Group. Particularly for imported goods are made a temporarily Memorandum of the Calculation of Imported Goods as the basis for recording the value of "Goods in Transit".

8. *Supplies in Quarantine*

Inventory in quarantine is the supply of raw materials, auxiliary materials, equipment or merchandise that at the end of the reporting period of goods has been received or arrived in the Group, but has not qualified the delivery of goods because it has not passed the test. Inventories in quarantine are grouped into "Other Current Assets" account.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

q. Persediaan (Lanjutan)

9. Penurunan Nilai Persediaan

Penurunan nilai persediaan menjadi sebesar nilai realisasi bersih diakui sebagai beban dalam periode terjadinya penurunan nilai. Pemulihan kembali nilai persediaan setelah terjadi penurunan nilai diakui sebagai pengurangan beban dalam periode terjadinya pemulihan.

Persentase penurunan nilai persediaan diakui jika nilai tercatat melebihi nilai realisasi neto. Persentase ditentukan berdasarkan estimasi penggunaan atau penjualan masing-masing jenis persediaan pada masa depan.

r. Aset Tetap

Aset tetap pada awalnya diakui sebesar biaya perolehan yang meliputi harga perolehannya dan setiap biaya yang dapat diatribusikan langsung untuk membawa aset ke kondisi dan lokasi yang diinginkan agar aset siap digunakan sesuai intensi manajemen.

Apabila relevan, biaya perolehan juga dapat mencakup estimasi awal biaya pembongkaran dan pemindahan aset tetap dan restorasi lokasi aset tetap, kewajiban tersebut timbul ketika aset tetap diperoleh atau sebagai konsekuensi penggunaan aset tetap selama periode tertentu untuk tujuan selain untuk memproduksi persediaan selama periode tersebut.

Setelah pengakuan awal aset tetap kecuali tanah, dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai aset.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

q. Inventories (Continued)

9. Impairment of Inventory

Impairment of inventory value to be as net realizable value is recognized as expense in the period in which it is incurred. The recovery of inventory value after impairment is recognized as decrease in expense in the period in which it is incurred.

The percentage decrease in the value of inventories is recognized if the carrying amount exceeds the net realizable value. Percentage is determined based on the estimated use or sale of each type of inventory in the future.

r. Property, Plant and Equipment

Property, plant and equipment are initially recognized at cost, which comprises its purchase price and any cost directly attributable in bringing the assets to the location and condition necessary for it to be capable of operating in the manner intended by management.

When applicable, the cost may also comprise the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which an entity incurs either when the item is acquired or as a consequence of having used the item during a particular period for purposes other than to produce inventories during that period.

After initial recognition fixed assets except land are carried at its cost less any accumulated depreciation and accumulated impairment losses.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

r. Aset Tetap (Lanjutan)

Setelah pengakuan awal, tanah dicatat dengan menggunakan model revaluasi, yaitu nilai wajar pada tanggal revaluasi dikurangi dengan akumulasi penyusutan dan akumulasi rugi penurunan nilai setelah tanggal revaluasi.

Ketika suatu aset tetap direvaluasi, maka jumlah tercatat dari aset tetap tersebut disesuaikan pada jumlah revaluasiannya. Pada tanggal revaluasi, aset diperlakukan dengan salah satu cara berikut ini:

- jumlah tercatat bruto disesuaikan secara konsisten dengan revaluasi jumlah tercatat aset. Akumulasi penyusutan pada tanggal revaluasi disesuaikan untuk menyamakan perbedaan antara jumlah tercatat bruto dan jumlah tercatat aset setelah memperhitungkan akumulasi rugi penurunan nilai; atau
- akumulasi penyusutan dieliminasi terhadap jumlah tercatat bruto aset.

Jumlah penyesuaian akumulasi penyusutan tersebut membentuk bagian kenaikan atau penurunan dalam jumlah tercatat yang ditentukan sebagaimana dinyatakan dalam kebijakan berikut ini.

Jika jumlah tercatat aset meningkat akibat revaluasi, maka kenaikan tersebut diakui dalam penghasilan komprehensif lain dan terakumulasi dalam ekuitas pada bagian surplus revaluasi. Akan tetapi, kenaikan tersebut diakui dalam laba rugi hingga sebesar jumlah penurunan nilai aset yang sama akibat revaluasi yang pernah diakui sebelumnya dalam laba rugi.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

r. Property, Plant and Equipment (Continued)

After initial recognition, land is accounted for using the revaluation model, which is the fair value at the date of revaluation less any subsequent accumulated depreciation and accumulated impairment losses.

When an item of fixed assets is revalued, the carrying amount of that asset is adjusted to the revalued amount. At the date of the revaluation, the asset is treated in one of the following ways:

- the gross carrying amount is adjusted in a manner that is consistent with the revaluation of the carrying amount of the asset. The accumulated depreciation at the date of the revaluation is adjusted to equal the difference between the gross carrying amount and the carrying amount of the asset after taking into account accumulated impairment losses; or*
- the accumulated depreciation is eliminated against the gross carrying amount of the assets.*

The amount of the adjustment of accumulated depreciation forms part of the increase or decrease in carrying amount that is accounted for in accordance with the following policy.

If an asset's carrying amount is increased as a result of a revaluation, the increase is recognised in other comprehensive income and accumulated in equity under the heading of revaluation surplus. However, the increase is recognised in profit or loss to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit or loss.

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r. Aset Tetap (Lanjutan)

Revaluasi dilakukan dengan keteraturan yang cukup reguler untuk memastikan bahwa jumlah tercatat tidak berbeda secara material dari jumlah yang ditentukan dengan menggunakan nilai wajar pada akhir periode pelaporan.

Penyusutan terhadap aset tetap dihitung dengan metode garis lurus (*straight-line method*) dan saldo menurun ganda (*double declining balance*), berdasarkan taksiran manfaat ekonomis aset tetap, sebagai berikut:

Kelompok Aset Tetap	Metode Penyusutan/ <i>Depreciation Method</i>	Manfaat Keekonomian/ <i>Economic Benefits</i>	Tarif Penyusutan/ <i>Depreciation rates</i>	Category of PPE
Bangunan dan prasarana	Garis Lurus	10 - 20 tahun/ <i>years</i>	5 % - 10 %	<i>Building and infrastructure</i>
Mesin dan instalasi	Saldo Menurun	8 - 16 tahun/ <i>years</i>	12,5 % - 25 %	<i>Machinery and instalation</i>
Perabot dan peralatan	Saldo Menurun	4 - 8 tahun/ <i>years</i>	25 % - 50 %	<i>Furniture and fixture</i>
Aset pengampunan pajak	Saldo Menurun	8 - 16 tahun/ <i>years</i>	12,5 % - 25 %	<i>Tax amnesty assets</i>
Kendaraan	Saldo Menurun	4 - 5 tahun/ <i>years</i>	25 % - 50 %	<i>Vehicles</i>

Aset tetap yang dikonstruksi sendiri disajikan sebagai bagian aset tetap sebagai "Aset dalam Penyelesaian" dan dinyatakan sebesar biaya perolehannya. Semua biaya, termasuk biaya pinjaman, yang terjadi sehubungan dengan konstruksi aset tersebut dikapitalisasi sebagai bagian dari biaya perolehan aset tetap dalam konstruksi. Biaya perolehan aset tetap dalam konstruksi tidak termasuk setiap laba internal, jumlah tidak normal dari biaya pemborosan yang terjadi dalam pemakaian bahan baku, tenaga kerja atau sumber daya lain.

Akumulasi biaya perolehan yang akan dipindahkan ke masing-masing pos aset tetap yang sesuai pada saat aset tersebut selesai dikerjakan atau siap digunakan dan disusutkan sejak beroperasi.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

r. Property, Plant and Equipment (Continued)

Revaluations are performed with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

Depreciation of fixed assets has been computed on a double declining balance and a straight-line method, based on the estimated useful lives of the related assets, as follows:

Self-constructed fixed assets are presented as part of the fixed assets under "Construction in Progress" and are stated at its cost. All costs, including borrowing costs, incurred in relation with the construction of these assets are capitalized as part of the cost of assets in construction. Cost of assets in construction shall exclude any internal profits, cost of abnormal amounts of wasted material, labour, or other resources incurred.

The accumulated costs will be transferred to the respective fixed assets items at the time the asset is completed or ready for use and are depreciated since the operation.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
(Lanjutan)**

s. Properti Investasi

Properti yang dimiliki untuk disewakan dalam jangka panjang atau untuk kenaikan harga atau keduanya, dan yang tidak ditempati oleh perusahaan-perusahaan di Grup konsolidasian diklasifikasikan sebagai properti investasi. Properti investasi juga mencakup properti yang sedang dikonstruksi atau dikembangkan untuk digunakan sebagai properti investasi di masa depan.

Properti investasi awalnya diukur berdasarkan biayanya, termasuk biaya transaksi yang terkait dan biaya pinjaman yang berlaku.

Setelah pengakuan awal, properti investasi dicatat sebesar nilai wajarnya. Properti investasi yang sedang dalam pengembangan ulang untuk penggunaan lebih lanjut sebagai properti investasi atau ketika pasar menjadi kurang aktif tetap dicatat sebesar nilai wajarnya. Properti investasi dalam konstruksi diukur menggunakan nilai wajar jika nilai wajar dianggap dapat diukur secara andal. Properti investasi dalam konstruksi yang nilai wajarnya tidak dapat diukur secara andal, tetapi Perusahaan mengharapkan nilai wajarnya dapat diukur secara andal ketika konstruksi selesai, diukur senilai biaya dikurangi penurunan nilai sampai nilai wajarnya dapat diukur secara andal atau konstruksi diselesaikan – yang mana yang lebih awal.

Terkadang sulit untuk mengukur secara andal nilai wajar dari properti investasi dalam konstruksi. Untuk mengevaluasi apakah nilai wajar dari properti investasi dalam konstruksi dapat diukur secara andal, manajemen mempertimbangkan faktor-faktor berikut, antara lain, provisi dari kontrak konstruksi, tahap penyelesaian, apabila properti standar (umum di pasaran) atau tidak standar, tingkat keandalan arus kas masuk setelah penyelesaian, risiko pengembangan spesifik atas properti, pengalaman terdahulu dengan konstruksi serupa, dan status izin konstruksi.

**2. SUMMARY OF ACCOUNTING POLICIES
(Continued)**

s. Investment Property

Property that is held for long-term rental yields or for capital appreciation or both, and that is not occupied by the companies in the consolidated Group, is classified as investment property. Investment property also includes property that is being constructed or developed for future use as investment property.

Investment property is measured initially at its cost, including related transaction costs and where applicable borrowing costs.

After initial recognition, investment property is carried at fair value. Investment property that is being redeveloped for continuing use as investment property or for which the market has become less active continues to be measured at fair value. Investment property under construction is measured at fair value if the fair value is considered to be reliably determinable. Investment properties under construction for which the fair value cannot be determined reliably, but for which the company expects that the fair value of the property will be reliably determinable when construction is completed, are measured at cost less impairment until the fair value becomes reliably determinable or construction is completed - whichever is earlier.

It may sometimes be difficult to determine reliably the fair value of the investment property under construction. In order to evaluate whether the fair value of an investment property under construction can be determined reliably, management considers the following factors, among others, the provisions of the construction contract, the stage of completion, whether the project/property is standard (typical for the market) or non-standard, the level of reliability of cash inflows after completion, and the development risk specific to the property, past experience with similar constructions, and status of construction permits.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

s. Properti Investasi (Lanjutan)

Nilai wajar didasarkan kepada harga pasar aktif, disesuaikan, jika perlu, dengan perbedaan alam, lokasi atau kondisi dari asset tersebut. Jika informasi tersebut tidak tersedia, Grup menggunakan metode penilaian alternatif, seperti harga terbaru di pasar yang kurang aktif atau proyeksi arus kas yang didiskontokan. Penilaian dilakukan pada tanggal neraca oleh penilai ahli dengan kualifikasi yang diakui dan relevan dan memiliki pengalaman terbaru atas lokasi dan kategori dari properti investasi dinilai. Penilaian ini membentuk dasar untuk nilai tercatat pada laporan keuangan konsolidasian.

Penambahan selanjutnya dikapitalisasi ke nilai tercatat aset hanya ketika ada keuntungan ekonomi di masa yang akan datang dapat dinikmati oleh Grup dari penambahan tersebut dan hal tersebut dapat diukur secara andal. Biaya perbaikan dan perawatan lainnya akan menjadi biaya saat terjadi. Ketika bagian dari properti investasi digantikan, nilai tercatat dari bagian yang digantikan tersebut akan dihapus.

Perubahan nilai wajar diakui di laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Properti investasi tidak diakui ketika dilepas.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

s. Investment Property (Continued)

Fair value is based on active market prices, adjusted, if necessary, for differences in the nature, location or condition of the specific asset. If this information is not available, the Group uses alternative valuation methods, such as recent prices on less active markets or discounted cash flow projections. Valuations are performed as of the financial position date by professional valuers who hold recognised and relevant professional qualifications and have recent experience in the location and category of the investment property being valued. These valuations form the basis for the carrying amounts in the consolidated financial statements.

Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of an investment property is replaced, the carrying amount of the replaced part is derecognized.

Changes in fair values are recognised in the consolidated statement of profit or loss and other comprehensive income. Investment properties are derecognised when they have been disposed.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

t. Aset Tidak Berwujud

Aset tidak berwujud diukur sebesar nilai perolehan pada pengakuan awal. Setelah pengakuan awal, aset takberwujud dicatat pada biaya perolehan dikurangi akumulasi amortisasi dan akumulasi rugi penurunan nilai. Umur manfaat aset takberwujud dinilai apakah terbatas atau tidak terbatas.

Aset Tidak Berwujud dengan Umur Manfaat Terbatas

Aset tidak berwujud dengan umur manfaat terbatas diamortisasi selama umur manfaat ekonomi dengan metode garis lurus (atau metode lainnya sepanjang mencerminkan pola manfaat ekonomik masa depan yang diperkirakan dikonsumsi oleh entitas).

Amortisasi dihitung sebagai penghapusan biaya perolehan aset, dikurangi nilai residunya, atas umur ekonomisnya selama 3-50 tahun.

Periode amortisasi dan metode amortisasi untuk aset takberwujud dengan umur manfaat terbatas ditelaah setidaknya setiap akhir tahun buku.

Aset tidak berwujud dihentikan pengakuannya jika, dilepas atau ketika tidak terdapat lagi manfaat ekonomi masa depan yang diharapkan dari penggunaan atau pelepasannya.

Keuntungan atau kerugian muncul dari penghentian pengakuan aset takberwujud merupakan perbedaan antara nilai neto pelepasan (jika ada) dan jumlah tercatat aset. Keuntungan atau kerugian diakui dalam laba rugi ketika aset dihentikan pengakuannya. Keuntungan tidak diakui sebagai pendapatan.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

t. Intangible Assets

Intangible asset is measured on initial recognition at cost. After initial recognition, intangible asset is carried at cost less any accumulated amortization and any accumulated impairment loss. The useful life of intangible asset is assessed to be either definite or indefinite.

Intangible Asset with Definite Useful Life

Intangible asset finite useful is amortized over the economic useful life by using a straight-line method (or other method as it reflects the pattern in which the asset's future economic benefits are expected to be consumed by the entity).

Amortization is calculated so as to write-off the cost of the asset less its estimated residual value, over its useful economic life of 3-50 years.

The amortization period and the amortization method for an intangible asset with a definite useful life are reviewed at least at each financial year end.

An intangible asset derecognised if, disposed or when there was no longer economic benefits future expected from its use or disposal.

Gain or loss arises from derecognition of intangible asset is the difference between the value of net disposed (if any) and the number of registered assets. Gain or losses recognized in profit or loss when the asset was retired. Gain is not recognized as revenue.

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(Lanjutan)**

t. Aset Tidak Berwujud (Lanjutan)

Goodwill

Goodwill yang berasal dari suatu kombinasi bisnis awalnya diukur pada biaya perolehan, yang merupakan selisih lebih antara nilai gabungan dari imbalan yang dialihkan, jumlah setiap kepentingan nonpengendali, dan nilai wajar kepentingan ekuitas yang telah dimiliki pengakuisisi dalam pihak yang diakuisisi atas jumlah neto teridentifikasi dari aset yang diperoleh dan liabilitas yang diambil alih.

Setelah pengakuan awal, *goodwill* yang diperoleh dalam suatu kombinasi bisnis diukur pada harga perolehan dikurangi akumulasi rugi penurunan nilai. *Goodwill* tidak diamortisasi.

Aset tidak berwujud yang timbul dari pengembangan (atau dari tahap pengembangan proyek internal)

Dalam tahap pengembangan proyek internal, suatu entitas dapat, dalam beberapa kasus, mengidentifikasi aset tidak berwujud dan menunjukkan bahwa aset tersebut akan menghasilkan kemungkinan manfaat ekonomi masa depan. Ini karena fase pengembangan sebuah proyek lebih maju daripada fase penelitian.

**2. SUMMARY OF ACCOUNTING POLICIES
(Continued)**

t. Intangible Assets (Continued)

Goodwill

Goodwill arising in a business combination is initially measured at its cost, being the excess of the sum of the consideration transferred, the amount of an noncontrolling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed.

After initial recognition, goodwill acquired in a business combination is measured at cost less any accumulated impairment losses. Goodwill is not amortised.

Intangible assets from the development phase of an internal project

In the development phase of an internal project, an entity can, in some instances, identify an intangible asset and demonstrate that the asset will generate probable future economic benefits. This is because the development phase of a project is further advanced than the research phase.

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t. Aset Tidak Berwujud (Lanjutan)

Aset tidak berwujud yang timbul dari pengembangan (atau dari tahap pengembangan proyek internal)

Aset tidak berwujud yang timbul dari pengembangan (atau dari tahap pengembangan proyek internal) harus diakui jika, dan hanya jika, entitas dapat menunjukkan hal-hal berikut:

1. Kelayakan teknis untuk menyelesaikan aset tak berwujud sehingga akan tersedia untuk penggunaan atau penjualan.
2. Niatnya untuk melengkapi aset tidak berwujud dan menggunakan atau menjualnya.
3. Kemampuannya untuk menggunakan atau menjual aset tidak berwujud.
4. Bagaimana aset tidak berwujud akan menghasilkan kemungkinan manfaat ekonomi masa depan. Antara lain, entitas dapat menunjukkan adanya pasar untuk keluaran aset tidak berwujud atau aset tidak berwujud itu sendiri atau, jika digunakan secara internal, kegunaan aset tidak berwujud.
5. Tersedianya sumber daya teknis, keuangan dan sumber daya yang memadai untuk menyelesaikan pembangunan dan untuk menggunakan atau menjual aset tidak berwujud.
6. Kemampuannya untuk mengukur andal pengeluaran yang dapat diatribusikan.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

t. Intangible Assets (Continued)

Intangible assets from the development phase of an internal project

An intangible asset arising from development (or from the development phase of an internal project) shall be recognized if, and only if, an entity can demonstrate all of the following:

1. The technical feasibility of completing the intangible asset so that it will be available for use or sale.
2. Its intention to complete the intangible asset and use or sell it.
3. Its ability to use or sell the intangible asset.
4. How the intangible asset will generate probable future economic benefits. Among other things, the entity can demonstrate the existence of a market for the output of the intangible asset or the intangible asset itself or, if it is to be used internally, the usefulness of the intangible asset.
5. The availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset.
6. Its ability to measure reliably the expenditure attributable.

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2. IKHTISAR KEBIJAKAN AKUNTANSI
(Lanjutan)

t. Aset Tidak Berwujud (Lanjutan)

Biaya yang berhubungan dengan penyempurnaan sistem dan prosedur yang dapat diidentifikasi, dikendalikan serta memberikan manfaat ekonomi yang melebihi biayanya dalam jangka waktu lebih dari satu tahun, diakui sebagai aset tidak berwujud. Biaya ini diamortisasi dengan menggunakan metode garis lurus selama masa manfaat 3 (tiga) sampai 4 (empat) tahun.

Biaya pengembangan upstream vaksin flu meliputi biaya-biaya yang terkait dengan penemuan riset atau pengetahuan produksi vaksin flu yang berbasis telur dari penyiapan telur, pembuatan *bulk*, uji klinis sampai registrasi dari produk tersebut yang dilakukan oleh pihak eksternal. Biaya pengembangan upstream vaksin flu diakui sebagai aset takberwujud dan diamortisasi menggunakan metode garis lurus selama masa manfaat 8 (delapan) tahun.

Hubungan pelanggan kontrak diperoleh dalam kerja sama usaha diakui pada nilai wajar pada tanggal akuisisi. Hubungan kontraktual pelanggan memiliki masa manfaat yang terbatas dan dicatat sebesar biaya perolehan dikurangi akumulasi amortisasi. Amortisasi dihitung menggunakan metode garis lurus selama umur yang diharapkan dari hubungan pelanggan. Hubungan pelanggan kontrak dan biaya rehabilitasi memiliki manfaat antara 4 sampai 7 tahun.

Beban rehabilitasi gedung rumah sakit, diamortisasi sesuai dengan masa manfaatnya.

2. SUMMARY OF ACCOUNTING POLICIES
(Continued)

t. Intangible Assets (Continued)

Costs associated with refinement of systems and procedures that can be identified, controlled and provide economic benefits for more than one year are recognized as intangible assets. These costs are amortized using the straight-line method over the estimated useful life of 3 – 4 years.

Development costs of upstream flu vaccines represent costs associated with research findings or knowledge of production of egg-based flu vaccines from egg preparation, bulk manufacture, clinical trials to registration of such products performed by external parties. The development costs of upstream flu vaccines are recognized as intangible assets and will be amortized using straight line method over the useful life of 8 (eight) years.

Contractual customer relationships acquired in a business cooperation are recognized at fair value at the acquisition date. The contractual customer relations have a definite useful life and are carried at cost less accumulated amortisation. Amortisation is calculated using the straight line method over the expected life of the customer relationship. Contractual customer relationship and rehabilitation cost have useful life of 4 to 7 years.

Rehabilitation cost of hospital building shall be amortized over the period benefited.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

u. Akuntansi Agrikultur

Akuntansi agrikultur bertujuan untuk mengatur perlakuan akuntansi dan pengungkapan yang terkait dengan aktivitas agrikultur. Aktivitas agrikultur (*agricultural activity*) adalah manajemen transformasi biologis dan panen aset biologis oleh perusahaan untuk dijual atau untuk dikonversi menjadi produk agrikultur atau menjadi aset biologis tambahan.

Aset biologis merupakan hewan atau tanaman hidup yang dimiliki Grup dengan tujuan untuk digunakan dalam proses utama dalam kegiatan utamanya, termasuk pula didalamnya produk yang tumbuh pada tanaman produktif. Tanaman dan hewan produktif adalah hewan yang:

1. Digunakan dalam produksi atau penyediaan produk agrikultur;
2. Diharapkan untuk menghasilkan produk untuk jangka waktu lebih dari satu periode; dan
3. Memiliki kemungkinan yang sangat jarang untuk dijual sebagai produk agrikultur, kecuali untuk penjualan sisa yang insidental (*incidental scrap*).

Biaya aset biologis hewan termasuk biaya awal yang berkaitan dengan perolehan hewan. Berdasarkan estimasi manajemen, masa produktif penggunaan aset biologis hewan terkait dengan keberhasilan studi pengembangan vaksinasi adalah sekitar 4 tahun.

Pengukuran produk agrikultur yang dipanen dari aset biologis diukur pada nilai wajar dikurangi biaya untuk menjual pada titik panen. Pengukuran seperti itu merupakan biaya perolehan pada tanggal ketika menerapkan PSAK 14: Persediaan atau PSAK lain yang berlaku. Keuntungan atau kerugian yang timbul pada saat pengakuan awal produk agrikultur pada nilai wajar dikurangi biaya untuk menjual dimasukkan dalam laba rugi pada periode dimana keuntungan atau kerugian tersebut terjadi.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

u. Agricultural Accounting

Agricultural accounting aims to regulate accounting treatment and disclosure related to agricultural activities. Agricultural activity is the management of biological transformation and harvesting of biological assets by companies for sale or to be converted into agricultural products or into additional biological assets.

Biological assets are animals or live plants owned by the Group with the aim to be used in the main process in its main activities, including products that grow on productive plants, plants and productive animals that:

1. *Used in the production or supply of agricultural products;*
2. *It is expected to produce the product for a period of more than one period; and*
3. *It has a very rare possibility to be sold as an agricultural product, except for incidental scrap sales.*

Costs of biological assets animals includes initial cost relating in acquiring animals. Based on management estimates, the productive period for using biological assets animals relating to its successful vaccination development studies is approximately 4 years.

Measurements of agricultural products harvested from biological assets are measured at fair value minus the cost to sell at harvest point. Such a measurement is the cost of obtaining on the date when applying SFAS 14: Inventory or other applicable SFAS. Profits or losses arising at the time of initial recognition of agricultural products at fair value minus the cost to sell are included in the profit or loss in the period in which such profits or losses occur.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

v. Aset Produktif

Aset produktif dapat diklasifikasikan menjadi tanaman belum menghasilkan dan tanaman menghasilkan. Tanaman belum menghasilkan dinyatakan sebesar harga perolehannya, termasuk biaya-biaya yang terjadi pada saat persiapan lahan, penanaman, pemupukan, pemeliharaan dan alokasi biaya-biaya tidak langsung yang dikapitalisasi berdasarkan luas area tertanam pada akhir tahun sampai dengan saat tanaman tersebut siap untuk dipanen, sepanjang nilai tercatat dari tanaman belum menghasilkan tersebut tidak melebihi dari nilai yang terendah antara biaya penggantian atau jumlah yang dapat dipulihkan. Tanaman belum menghasilkan tidak diamortisasi.

Akumulasi biaya dari tanaman belum menghasilkan akan diklasifikasikan sebagai tanaman menghasilkan ketika dianggap sudah menghasilkan. Tanaman menghasilkan dinyatakan sebesar biaya perolehan pada saat direklasifikasi dari tanaman belum menghasilkan dan disusutkan secara garis lurus sepanjang masa produktif dari 3-5 tahun untuk tanaman menghasilkan.

w. Aset Tidak Lancar Yang Akan Ditinggalkan

Aset tidak lancar yang akan ditinggalkan merupakan aset tidak lancar yang akan digunakan sampai dengan akhir umur ekonomisnya serta aset tidak lancar yang akan ditutup dari pada dijual.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

v. Bearer Plants

Bearer plants are classified as immature and mature plantations. Immature plantations are stated at acquisition cost, which includes costs incurred from field preparation, planting, fertilizing, maintenance, capitalization of borrowing costs incurred on loans used to finance the development of immature plantations and allocation of indirect costs capitalized based on planted hectares at the end of the year up to the time when the plantations are ready for harvest, as long as the carrying amount of such immature plantations does not exceed the lower of replacement cost or recoverable amount. Immature plantations are not amortized.

The accumulated costs of immature plantations will be reclassified to mature plantations when immature plantations are considered mature. Mature plantations are stated at cost at the time of reclassification from immature plantations and are amortized using the straight-line method over the estimated productive life of 3-5 years for mature plantation.

w. Abandoned Non-Current Asset

Abandoned non-current assets are non-current assets that are used until the end of useful lives and those that will be discontinued rather than sold.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

x. Penurunan Nilai Aset Non-Keuangan

Pada setiap akhir periode pelaporan, Grup menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat pengujian tahunan atas penurunan nilai aset tertentu diperlukan, maka Grup membuat estimasi atas jumlah terpulihkan aset tersebut.

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau Unit Penghasil Kas dikurangi biaya untuk menjual dengan nilai pakainya. Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dianggap mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar nilai terpulihkannya, dan diakui sebagai "Rugi Penurunan Nilai" pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Pembalikan atas rugi penurunan nilai diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Setelah pembalikan tersebut, beban penyusutan atas aset tersebut dikoreksi pada periode mendatang dengan dialokasikan kepada nilai tercatat aset yang direvisi dikurangi dengan nilai residu, dengan dasar sistematis selama sisa masa manfaat aset.

y. Utang Usaha

Utang usaha adalah kewajiban membayar barang atau jasa yang telah diterima dalam kegiatan usaha normal dari pemasok. Utang usaha diklasifikasikan sebagai liabilitas jangka pendek jika pembayarannya jatuh tempo dalam waktu satu tahun atau kurang (atau dalam siklus operasi normal, jika lebih lama). Jika tidak, utang tersebut disajikan sebagai liabilitas jangka panjang.

Utang usaha pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

x. Impairment of Non-Financial Assets

At the end of each reporting period, the Group assesses whether there is an indication that an asset may be impaired. If any such indication exists, the recoverable amount is estimated by the Group for the individual asset.

The recoverable amount of an asset is the higher of the asset's fair value less costs to sell and its value in use. Where the carrying amount of the asset exceeds its recoverable amount, the assets is considered impaired and is written down to its recoverable amount. Impairment loss of continuing operations are recognized in the consolidated statements of profit or loss and other comprehensive income as "Impairment Loss".

Reversal of an impairment loss is recognized in consolidated statements of profit or loss and other comprehensive income. After such reversal, the depreciation charge on that asset is adjusted in future period to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

y. Trade Payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

z. Pinjaman

Pada saat pengakuan awal, pinjaman diakui sebesar nilai wajar, dikurangi dengan biaya-biaya transaksi yang terjadi. Selanjutnya, pinjaman diukur sebesar biaya perolehan diamortisasi; selisih antara penerimaan (dikurangi biaya transaksi) dan nilai pelunasan dicatat pada laporan laba rugi selama periode pinjaman dengan menggunakan metode bunga efektif.

Biaya yang dibayar untuk memperoleh fasilitas pinjaman diakui sebagai biaya transaksi pinjaman sepanjang besar kemungkinan sebagian atau seluruh fasilitas akan ditarik. Dalam hal ini, biaya memperoleh pinjaman ditangguhkan sampai penarikan pinjaman terjadi. Selang tidak terdapat bukti bahwa besar kemungkinan sebagian atau seluruh fasilitas akan ditarik, biaya memperoleh pinjaman dikapitalisasi sebagai pembayaran di muka untuk jasa likuiditas dan diamortisasi selama periode fasilitas yang terkait.

Biaya pinjaman akan dihentikan pengakuannya dari laporan posisi keuangan konsolidasian ketika kewajiban yang tertulis pada kontrak dibatalkan, atau sudah tidak berlaku. Selisih antara nilai tercatat dari liabilitas keuangan yang sudah berakhir atau dialihkan ke pihak lain, dan imbalan yang dibayarkan, termasuk aset non kas yang dialihkan atau liabilitas yang ditanggung, diakui dalam laba rugi sebagai pendapatan lain-lain atau biaya keuangan.

Ketika liabilitas keuangan dinegosiasikan kembali dan entitas mengeluarkan instrumen ekuitas kepada kreditor untuk menyelesaikan seluruh atau sebagian liabilitas (*debt for equity swap*), keuntungan atau kerugian diakui dalam laporan laba rugi yang dicatat sebagai selisih antara jumlah tercatat dari liabilitas keuangan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

z. Borrowing

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the profit or loss over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the consolidated statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Where the terms of a financial liability are renegotiated and the entity issues equity instruments to a creditor to extinguish all or part of the liability (debt for equity swap), a gain or loss is recognised in profit or loss, which is measured as the difference between the carrying amount of the financial liability and the fair value of the equity instruments issued.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

z. Pinjaman (Lanjutan)

Pinjaman diklasifikasikan sebagai liabilitas jangka pendek kecuali Grup memiliki hak tanpa syarat untuk menunda pembayaran liabilitas selama paling tidak 12 bulan setelah tanggal pelaporan.

aa. Biaya Pinjaman

Biaya bunga dan biaya pinjaman lainnya, seperti biaya diskonto pinjaman baik yang secara langsung atau tidak langsung digunakan untuk pendanaan konstruksi aset kualifikasian, dikapitalisasi hingga aset tersebut selesai dikonstruksi. Untuk biaya pinjaman yang dapat diatribusikan secara langsung pada aset kualifikasian, jumlah yang dikapitalisasi ditentukan dari biaya pinjaman aktual yang terjadi selama periode berjalan, dikurangi penghasilan yang diperoleh dari investasi sementara atas dana hasil pinjaman tersebut. Untuk pinjaman yang tidak dapat diatribusikan secara langsung pada suatu aset kualifikasian, jumlah yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi terhadap jumlah yang dikeluarkan untuk memperoleh aset kualifikasian. Tingkat kapitalisasi dihitung berdasarkan rata-rata tertimbang biaya pinjaman yang dibagi dengan jumlah pinjaman yang tersedia selama periode, selain pinjaman yang secara spesifik diambil untuk tujuan memperoleh suatu aset kualifikasian.

ab. Sewa

Grup menyewa berbagai aset tetap. Kontrak sewa biasanya dibuat untuk periode tetap dari 3 hingga 5 tahun tetapi mungkin memiliki opsi ekstensi.

Kontrak dapat berisi komponen sewa dan nonsewa berdasarkan harga relatif yang berdiri sendiri. Namun, untuk sewa real estat di mana Grup merupakan penyewa, Perusahaan telah memilih untuk tidak memisahkan komponen sewa dan non-sewa dan sebagai gantinya memperhitungkannya sebagai komponen sewa tunggal.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

z. Borrowing (Continued)

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date.

aa. Borrowing Cost

Interest and other borrowing costs, such as discount fees on loans either directly or indirectly used in financing the construction of a qualifying asset, are capitalised up to the date when construction is complete. For borrowings that are directly attributable to a qualifying asset, the amount to be capitalised is determined as the actual borrowing cost incurred during the period, less any income earned on the temporary investment of such borrowings. For borrowings that are not directly attributable to a qualifying asset, the amount to be capitalised is determined by applying a capitalisation rate to the amount expended on the qualifying assets. The capitalisation rate is the weighted average of the total borrowing costs applicable to the total borrowings outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset.

ab. Leases

The Group leases certain property, plant and equipments. Rental contracts are typically made for fixed periods of 3 to 5 years but may have extension.

The contract may contain both lease and non-lease components based on stand-alone relative prices. However, for real estate leases in which the Group is the lessee, it has chosen not to separate the lease and non-lease components and counts them instead as the single rental component.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

ab. Sewa (Lanjutan)

Persyaratan sewa dinegosiasikan secara individual dan berisi berbagai persyaratan dan ketentuan yang berbeda. Perjanjian sewa tidak memberlakukan perjanjian apa pun selain jaminan untuk tujuan peminjaman.

Sewa diakui sebagai aset hak pakai dan liabilitas terkait pada tanggal di mana aset sewaan tersedia untuk digunakan oleh Grup.

Aset dan liabilitas yang timbul dari sewa pada awalnya diukur dengan basis nilai kini. Liabilitas sewa termasuk nilai bersih sekarang dari pembayaran sewa berikut:

- pembayaran tetap (termasuk pembayaran tetap secara substansi), dikurangi piutang insentif sewa;
- pembayaran sewa variabel yang didasarkan pada indeks atau tingkat, pada awalnya diukur menggunakan indeks atau tingkat pada tanggal mulai;
- jumlah yang diperkirakan akan dibayarkan oleh penyewa berdasarkan jaminan nilai residu;
- harga pelaksanaan dari opsi pembelian jika penyewa cukup yakin untuk menggunakan opsi tersebut; dan
- pembayaran penalti untuk penghentian sewa, jika masa sewa mencerminkan penyewa yang melaksanakan opsi tersebut.

Pembayaran sewa yang harus dilakukan berdasarkan opsi perpanjangan tertentu juga termasuk dalam pengukuran liabilitas.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

ab. Leases (Continued)

Lease terms are negotiated individually and contain a variety of different terms and conditions. The lease agreement does not impose any agreement other than collateral for borrowing purposes.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

Assets and liabilities arising from leases are initially measured on the present value basis. Lease liabilities include the net present value of the following lease payments:

- *fixed payments (including in-substance fixed payments), less any lease incentives receivable;*
- *variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date;*
- *amounts expected to be payable by the lessee under residual value guarantees;*
- *the exercise price of a purchase option if the lessee is reasonably certain to exercise that option; and*
- *payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.*

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

ab. Sewa (Lanjutan)

Pembayaran sewa didiskontokan dengan menggunakan suku bunga implisit dalam sewa. Jika tarif tidak dapat segera ditentukan, di mana hal tersebut secara umum terjadi pada sewa dalam Grup, suku bunga pinjaman *incremental* penyewa digunakan, yaitu tarif yang harus dibayar oleh penyewa untuk meminjam dana yang diperlukan untuk memperoleh aset dengan nilai yang sama dengan aset hak guna dalam lingkungan ekonomi serupa dengan syarat dan ketentuan yang serupa.

Untuk menentukan suku bunga pinjaman tambahan, Grup:

- Jika memungkinkan, gunakan pembiayaan pihak ketiga terbaru yang diterima oleh penyewa individu sebagai permulaan poin, disesuaikan untuk mencerminkan perubahan kondisi pembiayaan sejak pembiayaan pihak ketiga diterima.
- Menggunakan pendekatan *build-up* yang dimulai dengan suku bunga bebas risiko yang disesuaikan dengan risiko kredit untuk sewa yang dimiliki oleh Grup, yang tidak memiliki pembiayaan pihak ketiga baru-baru ini, dan
- Membuat penyesuaian khusus untuk sewa, misalnya jangka waktu, negara, mata uang dan keamanan.

Grup dihadapkan pada potensi kenaikan di masa depan dalam pembayaran sewa variabel berdasarkan indeks atau tarif, yang tidak termasuk dalam liabilitas sewa sampai diberlakukan. Ketika penyesuaian pembayaran sewa berdasarkan indeks atau suku bunga mulai berlaku, liabilitas sewa dinilai kembali dan disesuaikan dengan aset hak guna.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

ab. Leases (Continued)

The lease payments are discounted using the interest rate implicit in the lease. If the rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Group:

- Where possible, uses recent third-party financing received by the individual lessee as a starting point, adjusted to reflect changes in financing conditions since third party financing was received.
- Uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the Group, which does not have recent third-party financing, and
- Makes adjustments specific to the lease, e.g., term, country, currency and security.

The Group is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

ab. Sewa (Lanjutan)

Pembayaran sewa dialokasikan antara biaya pokok dan keuangan. Biaya keuangan dibebankan pada laporan laba rugi selama masa sewa sehingga menghasilkan suku bunga periodik yang konstan atas sisa saldo liabilitas untuk setiap periode.

Aset hak pakai diukur pada biaya perolehan yang terdiri dari berikut ini:

- jumlah pengukuran awal liabilitas sewa;
- pembayaran sewa yang dilakukan pada atau sebelum tanggal dimulainya dikurangi insentif sewa yang diterima;
- biaya langsung awal; dan
- biaya restorasi.

Aset hak guna umumnya disusutkan selama masa manfaat aset yang lebih pendek dan jangka waktu sewa menggunakan metode garis lurus. Jika Grup cukup yakin untuk melaksanakan opsi pembelian, aset hak guna disusutkan selama masa manfaat aset yang mendasarinya.

Pembayaran yang terkait dengan sewa guna usaha jangka pendek dan sewa guna aset bernilai rendah diakui atas dasar garis lurus sebagai beban dalam laporan laba rugi. Sewa jangka pendek adalah sewa dengan jangka waktu sewa 12 bulan atau kurang.

Opsi perpanjangan dan penghentian

Opsi perpanjangan dan penghentian termasuk dalam sejumlah properti dan peralatan sewa Grup. Istilah-istilah ini digunakan untuk memaksimalkan fleksibilitas operasional dalam hal pengelolaan kontrak. Mayoritas opsi perpanjangan dan penghentian yang dimiliki hanya dapat dilaksanakan oleh Grup dan bukan oleh *lessor* yang bersangkutan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

ab. Leases (Continued)

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less.

Extension and termination options

Extension and termination options are included in a number of property and equipment leases of the Group. These terms are used to maximize operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the Group and not by the respective lessor.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

ab. Sewa (Lanjutan)

Jaminan nilai residu

Untuk mengoptimalkan biaya sewa selama periode kontrak, Perseroan terkadang memberikan jaminan nilai residu sehubungan dengan sewa peralatan.

Pendapatan sewa guna usaha dari kegiatan operasi sewa dimana Perseroan bertindak sebagai pemberi sewa diakui sebagai pendapatan secara garis lurus selama masa sewa.

ac. Liabilitas Keuangan

Grup mengakui liabilitas pada tanggal diperdagangkan, yang mana pada tanggal tersebut. Grup menjadi salah satu pihak yang ada di dalam perjanjian kontrak dari suatu instrumen keuangan.

Grup mengklasifikasikan liabilitas keuangan non-derivatif kedalam kategori utang bank jangka pendek, utang usaha, utang lain-lain, beban yang masih harus dibayar, liabilitas imbalan kerja jangka pendek, *medium term note*, utang bank jangka panjang dan utang pembiayaan konsumen. Liabilitas keuangan ini pada saat pengakuan awal diakui sebesar nilai wajarnya setelah dikurangi dengan biaya transaksi yang dapat diatribusikan secara langsung. Setelah pengakuan awal, liabilitas keuangan ini diukur sebesar biaya perolehan yang diamortisasi. Selisih antara penerimaan (dikurangi biaya transaksi) dan nilai pelunasan dicatat pada laporan laba rugi dan pendapatan komprehensif lain konsolidasian selama periode liabilitas keuangan dengan menggunakan metode bunga efektif.

Utang bank jangka pendek dan *medium term notes* diterima untuk mendukung pendanaan jangka pendek atas operasional Grup.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

ab. Leases (Continued)

Guaranteed residual value

To optimize rental costs during the contract period, the Company sometimes guarantees a residual value in connection with equipment leases.

Lease income from leasing operations wherein the Company acts as the lessee is recognized as income on a straight-line basis over the lease term.

ac. Financial Liabilities

The Group initially recognizes liabilities on the date that they are originated. All other financial liabilities are recognized initially on the trade date, which is the date that the Group becomes a party to the contractual provisions of the instrument.

The Group classify non-derivative financial liabilities into the other financial liabilities category which comprise short-term loan, trade payables, other payables, accrued expenses, short-term employee benefit liabilities, medium term notes, long-term bank loan and consumer financing payables. Such financial liabilities are recognized initially at fair value less any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortized cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognized in the consolidated statements of profit or loss and other comprehensive income over the period of the financial liability using the effective interest method.

Bank loans and medium term notes are raised for support of short-term funding of the Group's operations.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
PENTING (Lanjutan)**

ac. Liabilitas Keuangan (Lanjutan)

Pinjaman jangka panjang pada awalnya diakui sebesar nilai wajar, setelah dikurangi biaya transaksi. Pinjaman selanjutnya dicatat pada biaya perolehan diamortisasi; perbedaan antara hasil (setelah dikurangi biaya transaksi) dan nilai penebusan diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian selama periode pinjaman dengan menggunakan metode bunga efektif.

Grup menghapus suatu liabilitas keuangan hanya jika liabilitas tersebut dibatalkan atau kadaluarsa. Jika suatu liabilitas keuangan yang ada digantikan dengan liabilitas yang lain oleh pemberi pinjaman yang sama pada keadaan yang secara substansial berbeda, atau berdasarkan suatu liabilitas yang ada yang secara substansial telah diubah, maka pertukaran atau modifikasi tersebut diperlakukan sebagai penghentian pengakuan liabilitas awal dan pengakuan liabilitas baru, dan perbedaan nilai tercatat masing-masing diakui dalam laporan laba rugi.

ad. Pengukuran Nilai Wajar

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar berdasarkan asumsi bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi di: pasar utama untuk aset dan liabilitas tersebut; atau dalam hal tidak terdapat pasar utama, maka pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Pasar utama atau pasar yang paling menguntungkan harus dapat diakses oleh Grup.

Nilai wajar aset dan liabilitas diukur menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomi terbaiknya.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (Continued)**

ac. Financial Liabilities (Continued)

Long-term loans are recognized initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortized cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognized in the consolidated statements of profit or loss and other comprehensive income over the period of the borrowings using the effective interest method.

The Group derecognizes a financial liability when its cancelled or expired. Where an existing financial liability is replaced by another liability from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

ad. Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either: In the principal market for the asset or liability; or · In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group.

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.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

ad. Pengukuran Nilai Wajar (Lanjutan)

Grup menggunakan teknik penilaian yang sesuai dalam keadaan dan dimana data yang memadai tersedia untuk mengukur nilai wajar, memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Semua aset dan liabilitas yang nilai wajarnya diukur atau diungkapkan dalam laporan keuangan konsolidasian dikelompokkan dalam hirarki nilai wajar, sebagaimana dijelaskan dibawah ini, berdasarkan tingkatan level input yang terendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan:

Level 1 - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik.

Level 2 - Teknik penilaian dimana tingkat level input terendah yang signifikan terhadap pengukuran nilai wajar dapat diobservasi baik secara langsung atau tidak langsung.

Level 3 - Teknik penilaian dimana tingkat level input terendah yang signifikan terhadap pengukuran nilai wajar tidak dapat diobservasi baik secara langsung atau tidak langsung.

Untuk aset dan liabilitas yang diakui pada laporan keuangan konsolidasian secara berulang, Grup menentukan apakah terdapat perpindahan antara Level dalam hirarki dengan melakukan evaluasi ulang atas penetapan kategori (berdasarkan Level masukan (*input*) paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan) pada tiap akhir periode pelaporan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

ad. Fair Value Measurement (Continued)

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable, either directly or indirectly.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between Levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

ae. Hibah Pemerintah

Hibah Pemerintah adalah bantuan Pemerintah dalam bentuk transfer sumber daya untuk suatu entitas sebagai imbalan atas masa lalu atau masa depan sesuai dengan kondisi tertentu yang berkaitan dengan kegiatan operasional entitas. Dan hibah yang terkait dengan aset adalah hibah Pemerintah yang kondisi utamanya adalah bahwa entitas yang memenuhi syarat harus melakukan pembelian, membangun, atau membeli aset jangka panjang.

Hibah Pemerintah diakui jika terdapat keyakinan memadai bahwa entitas akan mematuhi kondisi yang melekat pada hibah tersebut, dan hibah akan diterima.

Ada dua pendekatan akuntansi untuk Hibah Pemerintah diantaranya pendekatan modal, dimana hibah diakui di luar laporan laba rugi dan penghasilan komprehensif lain konsolidasian, dan pendekatan penghasilan, dimana hibah diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian untuk satu atau lebih periode.

Grup memilih untuk menerapkan pendekatan penghasilan dan mengakui hibah Pemerintah melalui pendapatan ditangguhkan, yang kemudian akan diamortisasi menjadi pendapatan selama periode yang sama dengan biaya yang berhubungan dengan aset tetap tersebut secara sistematis (20 tahun).

af. Pajak Penghasilan Kini dan Tangguhan

Beban pajak terdiri dari pajak kini dan tangguhan. Pajak diakui dalam laporan laba rugi, kecuali berhubungan dengan hal yang diakui dalam pendapatan komprehensif lain atau langsung dicatat di ekuitas. Dalam hal ini, pajak juga diakui masing-masing di pendapatan komprehensif lainnya atau langsung di ekuitas.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

ae. Government Grant

Government grants are assistance by Government in the form of transfers of resources to an entity in return for past or future compliance with certain conditions relating to the operating activities of the entity. The grants related to assets are government grants whose primary condition is that an entity qualifying for them should purchase, construct or otherwise acquire long-term assets.

A Government grant is recognized only when there is reasonable assurance that the entity will comply with any conditions attached to the grant and the grant will be received.

There are two broad approaches to the accounting for government grants: the capital approach, under which a grant is recognized outside the consolidated statements of profit or loss and other comprehensive income, and the income approach, under which a grant is recognized in the consolidated statements of profit or loss and other comprehensive income over one or more period.

The Group adopts the income approach model and they recognized a government grants through deferred income. It will be amortized as income over the period necessary to match them with related cost of property, plant and equipment, for which they are intended to compensate, on a systematic basis (20 years).

af. Current and Deferred Income tax

The tax expense comprises current and deferred tax. Tax is recognized in the profit or loss, except to the extent that it relates to items recognized in other comprehensive income or directly in equity. In this case, the tax is also recognized in other comprehensive income or directly in equity, respectively.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

af. Pajak Penghasilan Kini dan Tangguhan (Lanjutan)

Pajak Kini

Pajak penghasilan kini dihitung berdasarkan undang-undang pajak yang telah ditetapkan atau secara substantif ditentukan pada saat tanggal pelaporan. Manajemen secara berkala mengevaluasi posisi pengembalian pajak dengan memperhatikan peraturan perpajakan yang berlaku dan sesuai dengan interpretasinya. Grup menetapkan cadangan berdasarkan jumlah yang diperkirakan akan dibayarkan ke pihak pajak yang berwenang.

Bunga dan denda atas kurang bayar atau kelebihan pembayaran pajak, jika ada, harus disajikan sebagai bagian dari "Beban Pajak Penghasilan" tahun berjalan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Jumlah tambahan pokok dan denda yang ditetapkan dengan surat ketetapan pajak ("SKP") diakui sebagai bagian dari manfaat atau beban pada tahun berjalan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, kecuali jika diajukan upaya penyelesaian selanjutnya. Jumlah tambahan pokok dan denda yang dikenakan melalui SKP ditangguhkan pembebanannya sepanjang memenuhi kriteria pengakuan aset.

Pajak Pertambahan Nilai (PPN)

Pendapatan, beban, dan aset diakui neto atas jumlah pajak pertambahan nilai (PPN) kecuali:

- PPN yang muncul dari pembelian aset atau jasa yang tidak dapat dikreditkan oleh kantor pajak, yang dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai bagian dari beban-beban yang diterapkan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

af. Current and Deferred Income tax (Continued)

Current Tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the reporting date. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. The Group establishes provision where appropriate on the basis of amounts expected to be paid to the tax authorities.

Interest and penalties for the underpayment or overpayment of income tax, if any, are to be presented as part of current "Income Tax Expense" in the consolidated statements of profit or loss and other comprehensive income.

The amounts of additional tax principal and penalty imposed through a tax assessment letter ("SKP") are recognized as income or expense in the current year in the consolidated statement of profit or loss and other comprehensive income, unless further settlement is submitted. The amounts of tax principal and penalty imposed through an SKP are deferred as long as they meet the asset recognition criteria.

Value added-tax (VAT)

Revenues, expenses and assets are recognized net of the amount of value added-tax (VAT) except:

- Where the VAT incurred on a purchase of assets or services is not recoverable from the Tax Authorities, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expenses item as applicable.

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af. Pajak Penghasilan Kini dan Tangguhan (Lanjutan)

Pajak Pertambahan Nilai (PPN) (Lanjutan)

Pendapatan, beban, dan aset diakui neto atas jumlah pajak pertambahan nilai (PPN) kecuali: (Lanjutan)

- Piutang dan utang disajikan termasuk dengan jumlah PPN.

Pajak Tangguhan

Aset dan liabilitas pajak tangguhan diakui atas konsekuensi pajak tahun mendatang yang timbul dari perbedaan jumlah tercatat aset dan liabilitas menurut laporan keuangan dengan dasar pengenaan pajak aset dan liabilitas. Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak dan aset pajak tangguhan diakui untuk perbedaan temporer yang boleh dikurangkan, sepanjang besar kemungkinan dapat dimanfaatkan untuk mengurangi laba kena pajak pada masa datang.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang berlaku atau secara substansial telah berlaku pada tanggal pelaporan. Pajak tangguhan dibebankan atau dikreditkan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, kecuali pajak tangguhan yang dibebankan atau dikreditkan langsung ke ekuitas.

Aset dan liabilitas pajak tangguhan disajikan di laporan posisi keuangan konsolidasian, kecuali aset dan liabilitas pajak tangguhan untuk entitas yang berbeda atas dasar kompensasi, sesuai dengan penyajian aset dan liabilitas pajak kini.

Kekurangan/ kelebihan pembayaran pajak penghasilan dicatat sebagai bagian dari "Beban Pajak Kini" dalam laporan laba rugi konsolidasian.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

af. Current and Deferred Income tax (Continued)

Value added-tax (VAT) (Continued)

Revenues, expenses and assets are recognized net of the amount of value added-tax (VAT) except: (Continued)

- *Receivables and payables are stated with the amount of VAT included.*

Deferred Tax

Deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases. Deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized for deductible temporary differences to the extent that it is probable that taxable income will be available in future periods against which the deductible temporary differences can be utilized.

Deferred tax assets and liabilities are measured at the applicable tax rate or substantively enacted as at reporting date. Deferred tax is charged or credited in the consolidated statements of profit or loss and other comprehensive income, except when it relates to items charged or credited directly to equity.

Deferred tax assets and liabilities are presented in the consolidated statement of financial position, except if these are for different legal entities. In the same manner, as the current tax assets and liabilities are presented.

Underpayment/overpayment of income tax are presented as part of "Tax Expense – Current" in the consolidated statement of profit or loss.

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af. Pajak Penghasilan Kini dan Tangguhan (Lanjutan)

Pajak Tangguhan (Lanjutan)

Koreksi terhadap liabilitas perpajakan diakui pada saat surat ketetapan pajak diterima atau, jika diajukan keberatan atau banding, pada saat keputusan atas keberatan atau banding ditetapkan.

Pajak Penghasilan Final

Berdasarkan Keputusan Direktorat Jenderal Pajak No. KEP-227/PJ/2002 tanggal 23 April 2002 yang dinyatakan berlaku pada 1 Mei 2002. Pendapatan dari sewa tanah dan bangunan merupakan subyek dari Pajak Penghasilan Final dengan tarif pajak sebesar 10%.

Sesuai dengan peraturan perundangan perpajakan, penghasilan yang dikenakan pajak penghasilan final tidak dilaporkan sebagai penghasilan kena pajak dan semua beban yang berkaitan dengan penghasilan tersebut tidak dapat dikreditkan. Namun, pendapatan dan beban tersebut tetap termasuk di dalam perhitungan laba rugi untuk tujuan akuntansi. Oleh karena itu, tidak terdapat perbedaan temporer, aktiva pajak tangguhan dan liabilitas pajak tangguhan diakui.

Jika nilai tercatat dari aset atau liabilitas terkait kepada pajak penghasilan final berbeda dengan dasar pembebanan pajaknya, perbedaan tersebut tidak diakui sebagai aktiva pajak tangguhan atau liabilitas pajak tangguhan.

Beban pajak kini dari penghasilan menjadi subjek penghasilan final diakui secara proporsional dengan jumlah pendapatan yang diakui selama tahun berjalan untuk tujuan pencatatan secara akuntansi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

af. Current and Deferred Income tax (Continued)

Deferred Tax (Continued)

Amendments to tax obligations are recorded when a tax assessment letter is received or, if objection or appealed against, when the result of the objection or appeal is determined.

Final Income Tax

Based on the Director General of Taxes decree No. KEP-227/PJ/2002 dated April 23, 2002, which states that effective May 1, 2002, income from rental of land and building is subject to final income tax at a rate of 10%.

In accordance with the tax laws and regulations, income subject to final income tax is not to be reported as taxable income and all expenses related to income subject to final income tax are not deductible. However, such income and expenses are included in the profit and loss calculation for accounting purposes. Accordingly, no temporary difference, deferred tax asset and liability are recognized.

If the recorded value of an asset or liability related to final income tax differs from its taxable base, the difference is not recognized as deferred tax asset or deferred tax liability.

The current tax expense on income subject to final income tax is recognized in proportion to the total income recognized during the year for accounting purposes.

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2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (Lanjutan)

ag. Liabilitas Imbalan Kerja

i. Imbalan kerja jangka pendek

Liabilitas untuk upah dan gaji, termasuk imbalan non – moneter dan akumulasi cuti sakit yang akan diselesaikan dalam waktu 12 bulan setelah akhir dari periode ketika pekerja memberikan jasa yang berhubungan diakui hingga jasa yang diberikan hingga akhir dari periode pelaporan dan dihitung pada jumlah yang diperkirakan akan dibayar ketika liabilitas diselesaikan. Liabilitas dipresentasikan sebagai kewajiban imbalan kerja masa kini pada laporan posisi keuangan konsolidasian.

ii. Imbalan pasca kerja dan imbalan jangka panjang lainnya

Sesuai dengan Undang-Undang Ketenagakerjaan No. 13/2003 ("UU 13/2003") sebagaimana diubah melalui Undang-Undang No. 11 Tahun 2020 tentang Cipta Kerja ("UU 11/2020"), Grup disyaratkan untuk memberikan imbalan pensiun sekurang-kurangnya seperti imbalan pensiun yang diatur dalam UU 11/2020, yang pada dasarnya adalah program imbalan pasti. Jika imbalan pensiun sesuai UU lebih besar dari program pensiun yang ada, selisih tersebut diakui sebagai bagian dari liabilitas imbalan pensiun.

Program imbalan pasti adalah program pensiun yang bukan merupakan program iuran pasti. Pada umumnya, program imbalan pasti ditentukan berdasarkan jumlah imbalan pensiun yang akan diterima seorang pekerja pada saat pensiun, biasanya tergantung oleh satu faktor atau lebih, misalnya usia, masa bekerja dan kompensasi.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

ag. Employment Benefit Liabilities

i. Short-term employee benefits liabilities

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the consolidated statement of financial position.

ii. Post-employment benefits and other long-term employee benefits

In accordance with the Manpower Act No. 13/2003 ("Law 13/2003") as amended through Law No. 11 of 2020 regarding Job Creation ("Law 11/2020"), the Group is required to provide pension benefits at least as regulated in Law 11 /2020, which is basically a defined benefit plan. If the pension benefit under the Law is greater than the existing pension plan, the difference is recognized as part of the pension benefit liability.

A defined benefit plan is a pension plan that is not a defined contribution plan. Typically, defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

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ag. Liabilitas Imbalan Kerja (Lanjutan)

ii. Imbalan pasca kerja dan imbalan jangka panjang lainnya (Lanjutan)

Sehubungan dengan program imbalan pasti, liabilitas diakui pada laporan posisi keuangan konsolidasian sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi nilai wajar aset program. Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris yang independen dengan menggunakan metode projected unit credit. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan arus kas keluar yang diestimasi dengan menggunakan tingkat bunga Obligasi Pemerintah (dikarenakan saat ini tidak ada pasar aktif untuk obligasi perusahaan yang berkualitas tinggi) yang didenominasikan dalam mata uang dimana imbalan akan dibayarkan dan memiliki jangka waktu jatuh tempo mendekati jangka waktu kewajiban pensiun.

Biaya bunga bersih dihitung dengan menerapkan tingkat diskonto terhadap saldo bersih kewajiban imbalan pasti dan nilai wajar aset program. Biaya ini termasuk dalam beban imbalan kerja dalam laporan laba rugi.

Keuntungan dan kerugian atas pengukuran kembali yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial langsung diakui seluruhnya melalui pendapatan komprehensif lain pada saat terjadinya. Keuntungan dan kerugian ini termasuk didalam laba ditahan pada laporan perubahan ekuitas dan pada neraca konsolidasian.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

ag. Employment Benefit Liabilities (Continued)

ii. Post-employment benefits and other long-term employee benefits (Continued)

The liability recognised in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of Government Bonds (considering currently there is no deep market for high-quality corporate bonds) that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the statement of profit or loss.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. They are included in retained earnings in the consolidated statement of changes in equity and in the balance sheet.

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ag. Liabilitas Imbalan Kerja (Lanjutan)

ii. Imbalan pasca kerja dan imbalan jangka panjang lainnya (Lanjutan)

Perubahan nilai kini atas kewajiban imbalan pasti yang timbul dari Amandemen rencana atau pembatasan langsung diakui dalam laporan laba rugi sebagai biaya jasa lalu.

Untuk program iuran pasti, Grup membayar iuran program pensiun baik karena diwajibkan, berdasarkan kontrak atau sukarela. Namun karena Undang-Undang Ketenagakerjaan No. 13 tahun 2003 mengharuskan entitas membayar jumlah tertentu kepada para pekerja yang telah memasuki usia pensiun yang ditentukan berdasarkan masa kerja, Grup rentan terhadap kemungkinan untuk membayar kekurangan apabila iuran kumulatif kurang dari jumlah tertentu. Sebagai akibatnya untuk tujuan pelaporan keuangan, program iuran pasti secara efektif diberlakukan seolah-olah sebagai program imbalan pasti.

iii. Kewajiban pascakerja lainnya

Beberapa entitas di dalam Grup memberikan imbalan kesehatan pascakerja untuk pensiunannya. Imbalan ini biasanya diberikan kepada pekerja yang tetap bekerja sampai usia pensiun dan memenuhi masa kerja minimum. Biaya yang diharapkan timbul atas imbalan ini diakru selama masa kerja dengan menggunakan metode *projected unit credit*. Kewajiban ini dinilai setiap tahun oleh aktuaris independen yang memenuhi syarat.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

ag. Employment Benefit Liabilities (Continued)

ii. *Post-employment benefits and other long-term employee benefits (Continued)*

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in a profit or loss as past service costs.

For defined benefit plans, the Group pays contributions to pension plans on a mandatory, contractual or voluntary basis. However, since Labour Law No. 13 of 2003 requires an entity to pay to a worker entering into pension age a certain amount based on, the worker's length of service, the Group is exposed to the possibility of having to make further payments to reach that certain amount in particular when the cumulative contributions are less than that amount. Consequently for financial reporting purposes, defined contribution plans are effectively treated as if they were defined benefit plans.

iii. *Other post-employment obligations*

Some Group companies provide post retirement healthcare benefits to their retirees. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment using projected unit credit method. These obligations are valued annually by independent qualified actuaries.

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PENTING (Lanjutan)**

ag. Libilitas Imbalan Kerja (Lanjutan)

iv. Pesangon pemutusan kontrak kerja

Pesangon pemutusan kontrak kerja terutang ketika Grup memberhentikan hubungan kerja sebelum usia pensiun normal, atau ketika seorang pekerja menerima penawaran mengundurkan diri secara sukarela dengan kompensasi imbalan pesangon. Grup mengakui pemutusan kontrak kerja pada tanggal yang lebih awal antara (i) ketika Grup tidak dapat lagi menarik tawaran atas imbalan tersebut dan (ii) ketika Grup mengakui biaya untuk restrukturisasi yang berada dalam ruang lingkup PSAK 57 dan melibatkan pembayaran pesangon. Dalam hal menyediakan pesangon sebagai penawaran untuk mengundurkan diri secara sukarela, pesangon pemutusan kontrak kerja diukur berdasarkan jumlah karyawan yang diharapkan menerima penawaran tersebut. Imbalan yang jatuh tempo lebih dari 12 bulan setelah periode pelaporan didiskontokan menjadi nilai kininya.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING
POLICIES (Continued)**

ag. Employment Benefit Liabilities (Continued)

iv. Termination benefits

Termination benefits are payable when employment is terminated by the Group before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (i) when the group can no longer withdraw the offer of those benefits; and (ii) when the Group recognises costs for a restructuring that is within the scope of SFAS 57 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value.

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2. IKHTISAR KEBIJAKAN AKUNTANSI
(Lanjutan)

2. SUMMARY OF ACCOUNTING POLICIES
(Continued)

ah. Pengakuan Pendapatan dan Beban

ah. Revenue and Expense Recognition

Sejak 1 Januari 2020, Grup telah menerapkan PSAK 72 untuk menentukan apakah akan mengakui pendapatan dari penjualan produk dan jasa, Grup mengikuti proses lima langkah:

From January 1, 2020, the Group has applied SFAS 72, to determine whether to recognize revenue from the sale of goods and services the Group follows a five-step process:

1. Identifikasi kontrak dengan pelanggan;
2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan adalah janji dalam kontrak untuk mentransfer barang atau jasa yang berbeda kepada pelanggan;
3. Tentukan harga transaksi. Harga transaksi adalah jumlah imbalan yang diharapkan menjadi hak entitas sebagai imbalan untuk mentransfer barang atau jasa yang dijanjikan kepada pelanggan. Jika pertimbangan yang dijanjikan dalam kontrak mencakup jumlah variabel, Perusahaan memperkirakan jumlah imbalan yang diharapkan berhak sebagai imbalan atas pengalihan barang atau jasa yang dijanjikan kepada pelanggan dikurangi perkiraan jumlah jaminan tingkat layanan yang akan dibayarkan selama masa kontrak;
4. Alokasikan harga transaksi untuk setiap kewajiban pelaksanaan atas dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan dalam kontrak. jika hal ini tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diestimasi berdasarkan biaya ekspektasian ditambah marjin; dan
5. Mengakui pendapatan ketika kewajiban pelaksanaan dipenuhi dengan mentransfer barang atau jasa yang dijanjikan kepada pelanggan (yaitu ketika pelanggan memperoleh kendali atas barang atau jasa tersebut).

1. *Identifying the contract with a customer;*
2. *Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct;*
3. *Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Company estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised goods or services to a customer less the estimated amount of service level guarantee which will be paid during the contract period;*
4. *Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct goods or services promised in the contract. Where these are not directly observable, the relative stand- alone selling price are estimated based on expected cost plus margin; and*
5. *Recognise revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of that goods or services).*

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

ah. Pengakuan Pendapatan dan Beban

Suatu kewajiban pelaksanaan dipenuhi pada waktu tertentu (*point in time*) kecuali jika memenuhi salah satu dari berikut ini kriteria, dalam hal ini terpenuhi sepanjang waktu (*over time*):

- Pelanggan secara bersamaan menerima dan mengkonsumsi manfaat yang diberikan oleh kinerja Grup sebagaimana yang dilakukan Grup;
- Kinerja Grup menciptakan atau meningkatkan aset yang dikendalikan oleh pelanggan aset dibuat atau ditingkatkan; dan,
- Kinerja Grup tidak menciptakan aset dengan alternatif penggunaan Grup memiliki hak yang dapat diberlakukan untuk pembayaran atas kinerja yang diselesaikan hingga saat ini.

Harga transaksi yang dialokasikan untuk kewajiban pelaksanaan yang dipenuhi pada suatu titik waktu diakui sebagai pendapatan pada saat pengendalian barang atau jasa dialihkan kepada pelanggan. Jika kewajiban pelaksanaan terpenuhi sepanjang waktu, harga transaksi yang dialokasikan untuk kewajiban pelaksanaan tersebut diakui sebagai pendapatan pada saat kewajiban pelaksanaan terpenuhi.

Aset kontrak diakui setelah imbalan yang dibayarkan oleh pelanggan kurang dari saldo kewajiban pelaksanaan yang telah dipenuhi. Liabilitas kontrak diakui setelah imbalan yang dibayarkan oleh pelanggan lebih dari saldo kewajiban pelaksanaan yang telah dipenuhi.

Grup secara umum menyimpulkan bahwa itu adalah prinsipal dalam pengaturan pendapatannya karena biasanya Grup mengontrol barang atau jasa sebelum mentransfernya ke pelanggan.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

ah. Revenue and Expense Recognition

A performance obligation is satisfied at a point in time unless it meets one of the following criteria, in which case it is satisfied over time:

- *The Customer simultaneously receives and consumes the benefits provided by the Group's performance as the Group performs;*
- *The Group's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; and,*
- *The Group's performance does not create an asset with an alternative use to the Group and the entity has an enforceable right to payment for performance completed to date.*

The transaction price allocated to performance obligations satisfied at a point in time is recognized as revenue when control of the goods or services transfers to the customer. If the performance obligation is satisfied over time, the transaction price allocated to that performance obligation is recognized as revenue as the performance obligation is satisfied.

Contract assets are recognized after the consideration paid by the customer is less than the outstanding performance obligation. Contract liabilities are recognized after the consideration paid by the customer is more than the balance of the performance obligation.

The Group has generally concluded that it is the principal in its revenue arrangements because it typically controls the goods or services before transferring them to the customer.

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2. IKHTISAR KEBIJAKAN AKUNTANSI
(Lanjutan)

ah. Pengakuan Pendapatan dan Beban
(Lanjutan)

Penjualan barang

Grup memproduksi dan menjual berbagai macam obat-obatan, vaksin dan serum, alat kesehatan dan kosmetik.

Barang umum

Pendapatan diakui pada suatu waktu atau setelah dikirimkan ke pelanggannya. Pelanggan memperoleh kendali atas aset yang dijanjikan dan kewajiban kinerja Grup. Indikator kontrol yang dialihkan ke pelanggan termasuk tetapi tidak terbatas pada hal-hal berikut:

- Grup memiliki hak saat ini untuk pembayaran aset;
- Pelanggan memiliki hak legal atas aset tersebut;
- Perusahaan telah mengalihkan kepemilikan fisik aset;
- Pelanggan memiliki risiko dan manfaat yang signifikan atas kepemilikan aset; dan
- Pelanggan telah menerima aset tersebut.

Hak untuk retur

Untuk memperhitungkan pengalihan produk dengan hak pengembalian, entitas harus mengakui semua hal berikut:

- Pendapatan untuk produk yang ditransfer dalam jumlah imbalan yang diharapkan entitas akan menjadi haknya (oleh karena itu pendapatan tidak akan diakui untuk produk yang diharapkan dikembalikan;
- Kewajiban pengembalian dana, dan
- Produk lain sebagai gantinya.

2. SUMMARY OF ACCOUNTING POLICIES
(Continued)

ah. Revenue and Expense Recognition
(Continued)

Sales of goods

The Group manufactures and sells a range of medicines, vaccine and serum, medical devices and cosmetics.

For general goods

Revenue is recognized at point in time or upon delivery to its customer. The customer obtain control of a promised asset and the Group's performance obligation. Indicators of control is transferred to customer include but not limited to the following:

- The Group has a present right to payment of the asset;
- The Customer has legal title to the asset;
- The Customer has the significant risks and rewards of ownership of the asset;
- The Customer has the significant risks and rewards of ownership of the asset; and
- The Customer has accepted the asset.

Right of return

To account for the transfer of products with a right of return, an entity shall recognize all of the following:

- Revenue for the transferred products in the amount of consideration to which the entity expects to be entitled (therefore revenue would not be recognized for the products expected to be returned;
- A refund liability; and
- Another product in exchange.

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(Lanjutan)

ah. Pengakuan Pendapatan dan Beban
(Lanjutan)

Pertimbangan variabel

Untuk kontrak yang sebagian harganya dapat bervariasi, Grup mengestimasi imbalan variabel pada jumlah yang paling mungkin, yang dimasukkan dalam harga transaksi sepanjang kemungkinan besar tidak akan terjadi pembalikan pendapatan kumulatif yang signifikan. Grup menganalisis risiko pembalikan pendapatan yang signifikan dan jika perlu membatasi jumlah pertimbangan variabel yang diakui untuk memitigasi risiko ini.

Komponen pembiayaan yang signifikan

Umumnya, Grup menerima uang muka jangka pendek dari para pelanggannya. Dengan menggunakan pertimbangan praktis dalam PSAK 72, Grup tidak menyesuaikan jumlah imbalan yang dijanjikan atas dampak komponen pembiayaan signifikan jika diharapkan, pada awal kontrak, bahwa periode antara pengalihan barang atau jasa yang dijanjikan kepada pelanggan dan ketika pelanggan membayar barang atau jasa itu akan menjadi satu tahun atau kurang.

Pendapatan di luar lingkup PSAK 72:

Pendapatan sewa

Pendapatan sewa yang timbul dari aset yang disewakan dicatat dengan metode garis lurus selama sewa jangka waktu sewa yang sedang berlangsung.

2. SUMMARY OF ACCOUNTING POLICIES
(Continued)

ah. Revenue and Expense Recognition
(Continued)

Variable consideration

For contracts where a portion of the price may vary, the Group estimates variable consideration at the most likely amount, which is included in the transaction price to the extent it is probable that a significant reversal of cumulative revenue recognized will not occur. The Group analyzes the risk of a significant revenue reversal and if necessary constrain the amount of variable consideration recognized in order to mitigate this risk.

Significant financing component

Generally, the Group receives short-term advances from its customers. Using the practical expedient in SFAS 72, the Group does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less.

Revenue outside the scope of SFAS 72:

Rent income

Rent income arising on lease of fixed assets is accounted for on a straight-line basis over the lease term on ongoing leases.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

ah. Pengakuan Pendapatan dan Beban (Lanjutan)

Pendapatan bunga

Pendapatan bunga diakui pada saat perolehan dengan menggunakan metode EIR dimana pendapatan bunga diakui pada tingkat yang secara tepat mendiskontokan estimasi penerimaan kas masa depan selama perkiraan umur dari instrumen keuangan ke nilai tercatat bersih dari aset keuangan.

Pendapatan diakui bila besar kemungkinan manfaat ekonomi akan diperoleh oleh Grup dan jumlahnya dapat diukur secara handal. Pendapatan diukur pada nilai wajar pembayaran yang diterima, tidak termasuk diskon, rabat dan Pajak Pertambahan Nilai (PPN).

ai. Beban Penelitian, Pengembangan dan Pengawasan

Biaya-biaya yang dikeluarkan dari tahapan penelitian (atau tahapan penelitian pada proyek internal) uji klinis, pengawasan produk dan lingkungan serta pemantauan produk yang sudah dijual di pasar.

Biaya penelitian diakui sebagai beban pada laporan laba rugi konsolidasian tahun berjalan.

aj. Provisi

Provisi diakui jika, sebagai akibat dari peristiwa masa lalu, Grup memiliki kewajiban hukum maupun konstruktif yang dapat diestimasi dengan handal, dan besar kemungkinan arus keluar manfaat ekonomi akan diperlukan untuk menyelesaikan kewajiban tersebut. Provisi ditentukan dengan mendiskontokan arus kas yang diharapkan dimasa depan pada tingkat sebelum pajak yang mencerminkan penilaian pasar saat ini atas nilai waktu uang dan risiko spesifik terhadap kewajiban tersebut. *Unwinding* diskon diakui sebagai beban keuangan.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

ah. Revenue and Expense Recognition (Continued)

Interest income

Interest income is recognized as it accrues using the EIR method under which interest income is recognized at the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument to the net carrying amount of the financial asset.

Revenue is recognized when it is probable that the economic benefits will flow to the Group and the amount of revenue can be measured reliably. Revenue is measured at the fair value of the consideration received, excluding discounts, rebates and Value Added Tax (VAT).

ai. Research, Development and Surveillance Burden

Costs incurred from the research stage (or research stage on internal projects) clinical trials, product and environmental surveillance as well as monitoring of products already sold in the market.

Research cost are recognized in expense in the consolidated profit or loss in the current period.

aj. Provision

A provision is recognized if, as a result of a past event, the Group have a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as finance cost.

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2. IKHTISAR KEBIJAKAN AKUNTANSI (Lanjutan)

ak. Modal Saham

Biaya tambahan yang secara langsung dapat diatribusikan kepada penerbitan saham biasa atau opsi disajikan pada ekuitas sebagai pengurang penerimaan, setelah dikurangi pajak.

Ketika Grup membeli modal saham ekuitas entitas (saham treasuri), imbalan yang dibayar, termasuk biaya tambahan yang secara langsung dapat diatribusikan (dikurangi pajak penghasilan) dikurangkan dari ekuitas yang diatribusikan kepada pemilik ekuitas entitas sampai saham tersebut dibatalkan atau diterbitkan kembali. Ketika saham biasa tersebut selanjutnya diterbitkan kembali, imbalan yang diterima, dikurangi biaya tambahan transaksi yang terkait dan dampak pajak penghasilan yang terkait dimasukkan pada ekuitas yang dapat diatribusikan kepada pemilik ekuitas entitas.

al. Kontinjensi

Liabilitas kontinjensi tidak diakui dalam laporan keuangan konsolidasian tetapi diungkapkan dalam catatan atas laporan keuangan konsolidasian. Namun pengungkapan tidak diperlukan jika arus keluar sumber daya yang mengandung manfaat ekonomi kemungkinannya kecil. Aset kontinjensi tidak diakui dalam laporan keuangan konsolidasian tetapi diungkapkan dalam catatan atas laporan keuangan konsolidasian jika adanya kemungkinan arus masuk dari manfaat ekonomi.

am. Segmen Operasi

Grup menyajikan segmen operasi berdasarkan informasi keuangan yang digunakan oleh pengambil keputusan operasional dalam menilai kinerja segmen dan menentukan alokasi sumber daya yang dimilikinya. Segmetasi berdasarkan aktivitas dari setiap kegiatan operasi entitas legal didalam Grup.

2. SUMMARY OF ACCOUNTING POLICIES (Continued)

ak. Share Capital

Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Where any Group purchases the company's equity share capital (treasury shares), the consideration paid, including any directly attributable incremental costs (net of income taxes) is deducted from equity attributable to the company's equity holders until the shares are cancelled or reissued. Where such ordinary shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the company's equity holders.

al. Contingencies

Contingent liabilities are not recognized in the consolidated financial statements but are disclosed in the notes to the consolidated financial statements unless the possibility of an outflow of resources embodying economic benefits is remote. Contingent assets are not recognized in the consolidated financial statements but are disclosed in the notes to the consolidated financial statements when an inflow of economic benefits is probable.

am. Operation segment

Group presented operating segments based on the financial information used by the chief operating decision maker in assessing the performance of segments and in the allocation of resources. The segments are based on the activities of each of the operating legal entities within the Group.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI
(Lanjutan)**

am. Segmen Operasi (Lanjutan)

Segmen operasi adalah suatu komponen dari entitas:

- yang terlihat dalam aktivitas bisnis yang memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban yang terkait dengan transaksi dengan komponen lain dari entitas yang sama);
- hasil operasinya dikaji ulang secara berkala oleh kepala operasional untuk pembuatan keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
- tersedia informasi keuangan yang dapat dipisahkan.

an. Distribusi Dividen

Distribusi dividen kepada pemilik Perusahaan diakui sebagai liabilitas dalam laporan keuangan Grup pada periode dimana dividen telah disetujui oleh pemegang saham entitas dalam Rapat Umum Pemegang Saham Perseroan.

ao. Peristiwa Setelah Periode Pelaporan

Peristiwa setelah akhir tahun yang memberikan tambahan informasi mengenai posisi keuangan konsolidasian Grup pada tanggal pelaporan (peristiwa penyesuaian), jika ada, dicerminkan dalam laporan keuangan. Peristiwa setelah periode pelaporan yang bukan peristiwa penyesuaian diungkapkan dalam catatan atas laporan keuangan konsolidasian jika material.

**2. SUMMARY OF ACCOUNTING POLICIES
(Continued)**

am. Operation segment (Continued)

An operating segment is a component of the entity:

- that engages in business activities from which it may earn revenues and incur expenses (including revenues and expenses relating to the transactions with other components of the same entity);
- whose operating results are regularly reviewed by chief operating decision maker to make decisions about resources to be allocated to the segment and assesses its performance; and
- for which separate financial information is available.

an. Dividend Distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the Company's shareholders.

ao. Events After the Reporting Period

Post year-end events that provide additional information about the Group's position at the reporting date (adjusting events) is reflected in the consolidated financial statements when material. Post year-end events that are not adjusting events are disclosed in the notes to the consolidated financial statements when material.

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**3. PENGGUNAAN ESTIMASI, PERTIMBANGAN
DAN ASUMSI SIGNIFIKAN OLEH
MANAJEMEN**

Penyusunan laporan keuangan konsolidasian sesuai dengan PSAK mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi penerapan kebijakan akuntansi dan jumlah yang dilaporkan dalam laporan keuangan konsolidasian. Hasil yang sebenarnya dapat berbeda dengan jumlah yang diestimasi.

Estimasi dan asumsi yang mendasari direviu secara berkala. Revisi terhadap estimasi akuntansi diakui pada periode saat estimasi tersebut direvisi dan pada periode mendatang yang dipengaruhinya. Estimasi dan asumsi yang memiliki risiko signifikan yang menyebabkan penyesuaian material terhadap nilai tercatat aset dan kewajiban dalam 12 (dua belas) bulan ke depan dibahas di bawah ini.

Pertimbangan

Dalam proses penerapan kebijakan akuntansi Grup, manajemen telah membuat pertimbangan berikut, selain dari yang melibatkan estimasi, yang memiliki pengaruh paling signifikan terhadap jumlah yang diakui dalam laporan keuangan konsolidasian:

i. Estimasi penurunan nilai *goodwill*

Grup melakukan pengujian setiap tahun atas *goodwill* yang telah mengalami penurunan nilai, sesuai dengan kebijakan akuntansi yang dinyatakan diatas. Tidak ada indikator penurunan nilai yang diamati dalam *goodwill* Perusahaan (Catatan 22).

**3. MANAGEMENT'S USE OF ESTIMATES,
JUDGMENTS AND ASSUMPTIONS**

The preparation of the consolidated financial statements in conformity with SFAS requires management to make judgements, estimates and assumption that affect the application of accounting policies and amounts reported in the consolidated financial statements. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an going basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in the future period affected. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next 12 (twelve) months are addressed below.

Judgements

In the process of applying the Group's accounting policies, management has made the following judgements, apart from those involving estimations, which have the most significant effect on the amounts recognized in the consolidated financial statements:

i. *Estimated impairment of goodwill*

The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated above. There were no impairment indicators observed in Company's goodwill (Note 22).

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3. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI SIGNIFIKAN OLEH MANAJEMEN (Lanjutan)

Pertimbangan (Lanjutan)

Nilai wajar pada properti investasi

Nilai wajar dari properti investasi ditentukan menggunakan teknik valuasi. Valuasi properti investasi milik Grup dilakukan valuasi oleh penilai independen profesional yang memiliki kualifikasi yang relevan dan memiliki pengalaman yang berhubungan dengan segmen properti investasi yang akan dinilai untuk semua properti investasi, penggunaan saat ini setara dengan penggunaan tertinggi dan terbaik. Nilai wajar untuk semua properti investasi ditentukan menggunakan pendekatan perbandingan nilai jual. Pendekatan ini membandingkan properti dalam jarak yang berdekatan. Nilai ini ditentukan berdasarkan beberapa pertimbangan seperti ukuran properti, lokasi, akses menuju lokasi dan kualitas dari interior properti. Hal yang paling signifikan dalam valuasi ini adalah harga per meter persegi.

Mata uang fungsional

Mata uang fungsional dari Grup adalah mata uang dari lingkungan ekonomi utama dimana entitas beroperasi. Grup mempertimbangkan beberapa faktor dalam menentukan mata uang fungsionalnya seperti mata uang yang mempengaruhi pendapatan, biaya dan aktivitas pendanaan serta mata uang yang mana penerimaan dari aktivitas operasi pada umumnya ditahan.

Berdasarkan substansi ekonomis dari kondisi yang sesuai dengan Grup, mata uang fungsional telah ditentukan berupa Rupiah (Rp), karena hal ini berkaitan dengan fakta bahwa mayoritas kegiatan operasional bisnis Grup dipengaruhi oleh penetapan harga dengan lingkungan ekonomis lokal, kecuali Kimia Farma Dawaa Co. Ltd. (Catatan 2h).

3. MANAGEMENT'S USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS (Continued)

Judgements (Continued)

Fair value in investment property

The fair value of investment property is determined by using valuation techniques. The group's investment properties were valued by independent professionally qualified valuers who hold a recognized relevant professional qualification and have recent experience in the locations and segment of the investment properties valued. For all investment properties, their current use equates to the highest and best use. The fair value for all investment properties was determined using sales comparison approach. This approach takes into account comparable properties in close proximity. These values are adjusted for differences in key attributes such as property size, location, accessibility, and quality of interior fittings. The most significant input into this valuation approach is price per square metre.

Functional Currency

The functional currency of the Group are the currency of the primary economic environment in which each entity operates. The Group considers some factors in determining its functional currency, among others, the currency that mainly influences the revenue, cost and financing activities, and the currency in which receipts from operating activities are usually retained.

Based on the economic substance of the underlying circumstances relevant to the Group, the functional currency has been determined to be Rupiah (Rp), as this reflected the fact that majority of the Group operational businesses are influenced by pricing in local economic environment, except Kimia Farma Dawaa Co. Ltd. (Note 2h).

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Pertimbangan (Lanjutan)

Estimasi penyisihan atas penurunan nilai dari piutang

Penerapan PSAK 71 mengakibatkan perubahan penilaian atas estimasi akuntansi yang signifikan dan pertimbangan terkait dengan cadangan kerugian penurunan nilai piutang. Grup menerapkan pendekatan yang disederhanakan untuk mengukur kerugian kredit ekspektasian yang menggunakan penyisihan kerugian ekspektasian seumur hidup untuk semua piutang usaha. Dalam menentukan kerugian kredit ekspektasian, manajemen diharuskan untuk melakukan pertimbangan dalam menentukan apa yang dianggap sebagai peningkatan risiko kredit yang signifikan dan dalam membuat asumsi dan estimasi untuk memasukkan informasi yang relevan tentang peristiwa masa lalu, kondisi saat ini, dan prakiraan kondisi ekonomi. Pertimbangan telah diterapkan dalam menentukan umur dan titik pengakuan awal piutang.

Tingkat penyisihan tertentu dievaluasi oleh manajemen berdasarkan faktor-faktor yang mempengaruhi kolektibilitas akun. Dalam kasus ini, Grup menggunakan penilaian berdasarkan fakta dan keadaan terbaik yang tersedia, termasuk namun tidak terbatas pada, lamanya hubungan Perusahaan dengan pelanggan dan status kredit pelanggan berdasarkan laporan kredit pihak ketiga dan faktor pasar yang diketahui, untuk mencatat cadangan khusus untuk pelanggan terhadap jumlah yang jatuh tempo untuk mengurangi piutang Grup menjadi jumlah yang diharapkan dapat ditagih.

Cadangan spesifik ini dievaluasi ulang dan disesuaikan karena informasi tambahan yang diterima mempengaruhi jumlah yang diestimasi. Selain penyisihan khusus atas piutang yang signifikan secara individual, Grup juga mengakui penyisihan penurunan nilai kolektif terhadap eksposur kredit debitur yang dikelompokkan berdasarkan karakteristik kredit yang umum, dan meskipun tidak secara spesifik diidentifikasi memerlukan penyisihan khusus, memiliki risiko gagal bayar yang lebih besar dibandingkan saat piutang pada awalnya diberikan kepada debitur.

3. MANAGEMENT'S USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS (Continued)

Judgements (Continued)

Estimating Allowance for impairment losses on receivables

The implementation of SFAS 71 resulted in a change to the assessment of the significant accounting estimates and judgements related to provision for loss impairment of receivables. The Group applies a simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade receivables. In determining expected credit losses, management is required to exercise judgement in defining what is considered to be a significant increase in credit risk and in making assumptions and estimates to incorporate relevant information about past events, current conditions and forecasts of economic conditions. Judgement has been applied in determining the lifetime and point of initial recognition of receivables.

The level of a specific provision is evaluated by management on the basis of factors that affect the collectibility of the accounts. In these cases, the Group uses judgement based on the best available facts and circumstances, including but not limited to, the length of the Group relationship with the customers and customers' credits status based on third-party credit reports and known market factors, to record specific reserves for customers against amounts due in order to reduce the Group receivables to amounts that it expects to collect.

These specific reserves are re-evaluated and adjusted as additional information received affects the amounts estimated. In addition to specific provision against individually significant receivables, the Group also recognises a collective impairment provision against credit exposure of its debtors which are grouped based on common credit characteristics, and although not specifically identified as requiring a specific provision, have a greater risk of default than when the receivables were originally granted to the debtors.

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Pertimbangan (Lanjutan)

Estimasi penyisihan atas penurunan nilai dari piutang (Lanjutan)

Pada tanggal 31 Desember 2021 dan 2020, penyisihan penurunan nilai piutang usaha Grup masing-masing berjumlah Rp222.456.267 dan Rp185.635.517 (Catatan 7), sedangkan penyisihan penurunan nilai piutang lain-lain Grup sebesar Rp60.978.066 dan Rp67.461.102 masing-masing pada tanggal 31 Desember 2021 dan 2020 (Catatan 8).

Pengakuan pendapatan

Grup mengakui pendapatan sebesar Rp43.436.966.667 untuk penjualan barang selama tahun berjalan. Pembeli berhak mengembalikan barang jika konsumennya tidak puas. Berdasarkan pengalaman sebelumnya dengan penjualan serupa, Grup yakin bahwa tingkat ketidakpuasan tidak akan melebihi 10%.

Oleh karena itu, Grup mengakui pendapatan dari transaksi ini dengan penyisihan terkait pendapatan untuk estimasi pengembalian sebesar Rp39.029.537.

Penentuan jangka waktu sewa

Kelompok Usaha menentukan jangka waktu sewa sebagai jangka waktu sewa yang tidak dapat dibatalkan, bersama dengan setiap periode yang dicakup oleh opsi untuk memperpanjang sewa jika secara wajar dipastikan akan dilaksanakan, atau setiap periode yang dicakup oleh opsi untuk mengakhiri sewa, jika cukup dipastikan untuk tidak dilakukan.

3. MANAGEMENT'S USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS (Continued)

Judgements (Continued)

Estimating Allowance for impairment losses on receivables (Continued)

As at December 31, 2021 and 2020, provision for expected credit loss on the Group trade receivables is amounting to Rp222,456,267 and Rp185,635,517, respectively (Note 7), and also provision for expected credit loss on the Group other receivables is amounting to Rp60,978,066 and Rp67,461,102 as of December 31, 2021 and 2020, respectively (Note 8).

Revenue recognition

The Group has recognised revenue amounting to Rp43,436,966,667 for sales of goods during the year. The buyer has the right to return the goods if their customers are dissatisfied. Based on past experience with similar sales, the Group believes that the dissatisfaction rate will not exceed 10%.

The Group has, therefore, recognised revenue on this transaction with a corresponding provision against revenue for estimated returns of Rp39,029,537.

Determination of lease term

The Group determines the lease term as the noncancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

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Pertimbangan (Lanjutan)

Estimasi nilai realisasi bersih dari persediaan

Dalam menentukan nilai realisasi bersih (NRV) dari persediaan. Grup mempertimbangkan persediaan usang, rusak, kerusakan fisik, perubahan tingkat harga, perubahan permintaan konsumen, atau penyebab lainnya untuk mengidentifikasi persediaan yang harus diturunkan ke NRV. Grup menyesuaikan biaya persediaan ke jumlah terpulihkan pada tingkat yang dipertimbangkan cukup untuk mencerminkan penurunan nilai pasar dari persediaan.

Pada tanggal 31 Desember 2021 dan 2020, total penyisihan penurunan nilai atas persediaan yang diakui oleh Grup masing masing sebesar Rp208.792.181 dan Rp153.242.565 (Catatan 9).

Penurunan nilai atas aset tetap dan aset tidak berwujud

PSAK mensyaratkan bahwa review penurunan nilai dilakukan pada aset tetap saat kejadian atau perubahan keadaan mengindikasikan bahwa nilai tercatat aset tersebut tidak dapat dipulihkan. Menentukan jumlah terpulihkan bersih aset membutuhkan estimasi arus kas diharapkan yang dihasilkan dari penggunaan berkelanjutan dan disposisi akhir dari aset tersebut. Sementara diyakini bahwa asumsi yang digunakan dalam estimasi nilai wajar yang tercermin dalam laporan keuangan adalah sesuai dan wajar, perubahan signifikan dalam asumsi ini dapat secara material mempengaruhi penilaian jumlah yang dapat dipulihkan dan kerugian penurunan nilai yang dihasilkan bisa memiliki dampak yang material terhadap hasil usaha.

Pada tanggal 31 Desember 2021 dan 2020, tidak ada penurunan nilai yang diakui dalam aset tetap dan aset tidak berwujud Grup (Catatan 17 dan 22).

3. MANAGEMENT'S USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS (Continued)

Judgements (Continued)

Estimating net realizable value of inventories

In determining the net realizable value (NRV) of inventories, the Group considers inventory obsolescence, damages, physical deterioration, changes in price levels, changes in consumer demands, or other causes to identify inventories which are to be written down to NRV. The Group adjusts the cost of inventories to recoverable amount at a level considered adequate to reflect market decline in the value of the inventories.

As of December 31, 2021 and 2020, total allowance for impairment losses recognized on the Group inventories is amounted to Rp208,792,181 and Rp153,242,565, respectively (Note 9).

Impairment of property, plant and equipment and intangible assets

SFAS requires that an impairment review be performed on property and equipment and intangible asset when events or changes in circumstances indicate that the carrying amount may not be recoverable. Determining the net recoverable amount of assets requires the estimation of cash flows expected to be generated from the continued use and ultimate disposition of such assets. While it is believed that the assumptions used in the estimation of fair values reflected in the consolidated financial statements are appropriate and reasonable, significant changes in these assumptions may materially affect the assessment of recoverable amounts and any resulting impairment loss could have a material adverse impact on the results of operations.

As of December 31, 2021 and 2020, there was no allowance for impairment losses recognized on the Group's property, plant and equipment and intangible assets (Notes 17 and 22).

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Estimasi dan Asumsi

Asumsi penting mengenai masa depan dan sumber utama lainnya dalam ketidakpastian estimasi pada akhir periode pelaporan memiliki risiko signifikan yang dapat menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan dijabarkan di bawah ini.

Penentuan nilai wajar atas instrumen keuangan

Manajemen menggunakan teknik penilaian, termasuk model diskonto arus kas dalam mengukur nilai wajar dari instrumen keuangan dimana penawaran pasar aktif tidak tersedia.

Dalam menerapkan teknik penilaian, manajemen memanfaatkan input pasar semaksimal mungkin, dan menggunakan estimasi dan asumsi, yang sejauh mungkin, sesuai dengan data yang dapat diobservasi oleh pelaku pasar akan digunakan di dalam penentuan harga instrumen. Dalam hal data yang berlaku tidak dapat dicermati, maka manajemen akan menggunakan estimasi terbaik dimana asumsi akan digunakan oleh pelaku pasar. Perkiraan ini mungkin berbeda dengan harga sebenarnya yang akan dicapai dalam transaksi wajar pada tanggal pelaporan.

Tingkat penyisihan khusus dievaluasi oleh manajemen atas dasar faktor-faktor yang mempengaruhi kolektabilitas dari piutang. Penyisihan kolektif yang diakui didasarkan pada pengalaman kerugian historis dengan mempertimbangkan berbagai faktor seperti kinerja historis dari debitur di dalam kelompok kolektif dan penilaian tentang pengaruh dari penurunan di pasar dimana debitur beroperasi serta kelemahan struktural yang diidentifikasi atau penurunan kinerja arus kas dari debitur.

3. MANAGEMENT'S USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS (Continued)

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period are discussed below.

Determining fair value of financial instruments

Management uses valuation techniques, including the discounted cash flow model in measuring the fair value of financial instruments where active market quotes are not available.

In applying the valuation techniques, management makes maximum use of market inputs, and uses estimates and assumptions that are, as far as possible, consistent with observable data that market participants would use in pricing the instrument. Where applicable data is not observable, management uses its best estimate about the assumptions that market participants would make. These estimates may vary from the actual prices that would be achieved in an arm's length transaction at the reporting date.

The level of a specific allowance is evaluated by management on the basis of factors that affect the collectability of the accounts. Any collective allowance recognized is based on historical loss experience using various factors such as historical performance of the debtors within the collective group and judgments on the effect of deterioration in the markets in which the debtors operate and identified structural weaknesses or deterioration in the cash flows of debtors.

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Estimasi dan Asumsi (Lanjutan)

Penentuan umur ekonomis untuk aset non-keuangan

Grup mengestimasi masa manfaat dari aset tetap dan aset tidak berwujud berdasarkan pada ekspektasi dari penggunaan aset seperti yang dituangkan di dalam rencana dan strategi bisnis serta juga mempertimbangkan perkembangan teknologi dan pelaku pasar yang diharapkan di masa yang akan datang. Estimasi mengenai masa manfaat dari aset tetap dan aset tidak berwujud didasarkan pada penilaian kolektif Grup terhadap praktik industri, evaluasi teknik internal dan pengalaman pada aset yang sejenis. Estimasi masa manfaat ditelaah setidaknya setiap tahun dan diperbaharui jika ekspektasi berbeda dari estimasi sebelumnya akibat pemakaian dan kerusakan fisik, teknis atau usang dan adanya keterbatasan hukum atau lainnya atas penggunaan aset tersebut. Hal ini dimungkinkan, bagaimanapun, bahwa hasil operasi di masa depan dapat terpengaruh secara material oleh perubahan atas perkiraan yang timbul yang diakibatkan dalam faktor-faktor yang disebutkan diatas. Jumlah dan waktu dari beban yang diakui untuk setiap periode dipengaruhi oleh perubahan atas faktor-faktor dan kondisi tersebut.

Pengurangan masa manfaat dari aset tetap dan aset tidak berwujud pada Grup akan meningkatkan biaya operasi yang dicatat dan menurunkan nilai dari aset tidak lancar. Perpanjangan masa manfaat dari aset tetap dan aset tidak berwujud pada Grup akan menurunkan biaya operasi yang dicatat dan meningkatkan nilai dari aset tidak lancar.

Estimasi atas Pensiun dan Imbalan Kerja

Nilai kini liabilitas imbalan pasca kerja tergantung pada beberapa faktor yang ditentukan dengan dasar aktuaris berdasarkan beberapa asumsi. Asumsi yang digunakan untuk menentukan biaya (penghasilan) pensiun neto mencakup tingkat diskonto. Perubahan asumsi ini akan mempengaruhi nilai tercatat imbalan pasca kerja. Tingkat diskonto merupakan tingkat suku bunga yang harus digunakan untuk menentukan estimasi nilai kini atas arus kas keluar di masa depan yang diharapkan untuk menyelesaikan liabilitas tersebut.

3. MANAGEMENT'S USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS (Continued)

Estimates and assumptions (Continued)

Determining useful lives for non-financial assets

The Group estimates the useful lives of its property, plant and equipment and intangible assets based on expected asset utilization as anchored on business plans and strategies that also consider expected future technological developments and market behavior. The estimation of the useful lives of property, plant and equipment and intangible assets is based on the Group collective assessment of industry practice, internal technical evaluation and experience with similar assets. The estimated useful lives are reviewed at least each financial year and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limitations on the use of the assets. It is possible, however, that future results of operations could be materially affected by changes in the estimates brought about by changes in the factors mentioned above. The amounts and timing of recorded expenses for any period are affected by changes in these factors and circumstances.

A reduction in the estimated useful lives of the Group property, plant and equipment and intangible assets increases the recorded operating expenses and decreases non-current assets. An extension in the estimated useful lives of the Group property, plant and equipment and intangible assets decreases the recorded operating expenses and increases non-current assets.

Estimation of Pension and Employee Benefits

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pensions include the discount rate and future salary increase. Any changes in these assumptions will have an impact on the carrying amount of pension obligations. The discount rate is interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations.

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Estimasi dan Asumsi (Lanjutan)

Estimasi atas Pensiun dan Imbalan Kerja (Lanjutan)

Dalam menentukan tingkat suku bunga yang sesuai. Grup mempertimbangkan tingkat suku bunga obligasi Pemerintah yang didenominasikan dalam mata uang dimana imbalan akan dibayar dan memiliki jangka waktu yang serupa dengan jangka waktu liabilitas terkait. Untuk tingkat kenaikan gaji. Grup mengumpulkan semua data historis yang berhubungan dengan perubahan dasar gaji dan mengoreksinya di dalam rencana bisnis di masa yang akan datang.

Asumsi utama liabilitas imbalan pasca kerja ditentukan berdasarkan kondisi pasar saat ini. Informasi tambahan telah dipaparkan di Catatan 36.

Pajak penghasilan

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal. Grup mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan.

Penentuan provisi untuk pajak penghasilan badan memerlukan pertimbangan yang signifikan dari manajemen. Ada transaksi dan perhitungan tertentu yang penentuan pajak akhirnya tidak pasti selama kegiatan usaha biasa. Grup mengakui liabilitas atas masalah pajak penghasilan badan yang diharapkan berdasarkan estimasi apakah tambahan pajak penghasilan badan akan terutang. Jika hasil pajak final dari hal-hal tersebut berbeda dari jumlah yang pada awalnya dicatat, perbedaan tersebut akan berdampak pada aset dan liabilitas pajak kini dan tanggungan pada periode di mana penentuan tersebut dibuat.

3. MANAGEMENT'S USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS (Continued)

Estimates and assumptions (Continue)

Estimation of Pension and Employee Benefits (Continued)

In determining the appropriate discount rate, the Group considers the interest rates of government bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension obligation. For the rate of future salary increases, the Group collects all historical data relating to changes in base salaries and adjusts it for future business plans.

Other key assumptions for pension obligations are based in part on current market conditions. Additional information is disclosed in Note 36.

Income tax

Significant judgment is involved in determining the provision for corporate income tax. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognizes liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due.

Determining provision for corporate income tax requires significant judgment by management. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognizes liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due. Where the final tax outcome of these matters is different from the amount that are initially recorded, such differences will have an impact on the current and deferred tax assets and liabilities in the period in which such determination is made.

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Estimasi dan Asumsi (Lanjutan)

Realisasi dari Aset Pajak Tangguhan

Grup melakukan penelaahan atas nilai tercatat aset pajak tangguhan pada setiap akhir periode pelaporan dan mengurangi nilai aset tersebut sebesar mungkin yang tidak dapat direalisasikan, dimana ketersediaan penghasilan kena pajak memungkinkan untuk menggunakan seluruh atau sebagian dari aset pajak tangguhan tersebut. Penelaahan Grup atas pengakuan aset pajak tangguhan untuk perbedaan temporer yang dapat dikurangkan dapat dikurangkan berdasarkan tingkat dan waktu dari taksiran penghasilan kena pajak untuk periode pelaporan berikutnya. Estimasi tersebut didasarkan pada pencapaian Grup di masa lalu dan ekspektasi masa depan terhadap pendapatan dan beban, serta dengan strategi perencanaan pajak di masa depan. Namun tidak ada kepastian bahwa Grup dapat menghasilkan penghasilan kena pajak yang cukup untuk memungkinkan penggunaan sebagian atau seluruh aset pajak tangguhan tersebut.

Provisi dan Kontijensi

Grup, dalam kegiatan usaha normal, menjalankan sesuai ketentuan untuk kewajiban hukum maupun konstruktif, jika ada, sesuai dengan kebijakan pada ketentuan dan kontinjensi. Dalam pengakuan dan pengukuran ketentuan, manajemen mengambil pertimbangan risiko dan ketidakpastian.

Grup tidak mengakui provisi pada tanggal 31 Desember 2021 dan 2020.

3. MANAGEMENT'S USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS (Continued)

Estimates and assumptions (Continue)

Realization of Deferred Tax Assets

The Group conducted a review of the carrying amount of deferred tax assets at each end of reporting period and reduce the value of such assets by as much as possible which cannot be realized, where the availability of taxable income allow to use all or part of the deferred tax assets. The Group's review on the recognition of deferred tax assets for deductible temporary difference can be deductible based on the level and timing from the estimated taxable income for the next reporting period. The estimation is based on the achievement of the Group in the past and future expectation toward income and expenses, as well as with the tax planning strategies in the future. But there is no certainty that the Group can generate sufficient taxable income to allow to use part or all of these deferred tax assets.

Provisions and Contingencies

The Group, in the ordinary course of business, sets up appropriate provisions for its present legal or constructive obligations, if any, in accordance with its policies on provisions and contingencies. In recognizing and measuring provisions, management takes risk and uncertainties into account.

The Group has not recognized any provision as at December 31, 2021 and 2020.

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4. KAS DAN SETARA KAS

4. CASH AND CASH EQUIVALENTS

	2021	2020	
Kas	51.133.386	36.572.143	Cash on hand
Kas di bank			Cash in banks
Pihak berelasi (Catatan 51)			Related parties (Note 51)
Rupiah	4.961.613.960	3.152.368.758	Rupiah
Dolar Amerika Serikat	1.428.612.504	1.016.229.219	United States Dollar
Euro	3.756.682	2.294.310	Euro
Yuan Cina	—	12.206	Chinese Yuan
	6.393.983.146	4.170.904.493	
Pihak ketiga			Third parties
Rupiah	843.324.497	61.021.222	Rupiah
Dolar Amerika Serikat	220.945.811	846.582	United States Dollar
Riyal Saudi	4.186.358	10.600.709	Saudi Riyal
Euro	137.875	342.133	Euro
	1.068.594.541	72.810.646	
Total kas di bank	7.462.577.687	4.243.715.139	Total cash in banks
Deposito berjangka			Time deposits
Pihak berelasi (Catatan 51)			Related parties (Note 51)
Rupiah	5.900.000	230.000.009	Rupiah
Dolar Amerika Serikat	6.724.984	6.647.691	United States Dollar
	12.624.984	236.647.700	
Pihak ketiga			Third parties
Rupiah	35.000.000	85.000.000	Rupiah
Total deposito berjangka	47.624.984	321.647.700	Total time deposits
Total kas dan setara kas sebelum cadangan kerugian penurunan nilai	7.561.336.057	4.601.934.982	Total cash and cash equivalent before allowance for impairment losses
Cadangan kerugian penurunan nilai	(1.537.973)	—	Allowance for impairment losses
Total	7.559.798.084	4.601.934.982	Total

Tidak ada saldo kas dan bank yang digunakan sebagai jaminan.

There is no cash on hand and in banks balance were used as collateral.

Kas di bank dapat ditarik setiap saat. Kas di bank secara umum memperoleh bunga berdasarkan suku bunga deposito bank harian.

Cash in banks can be withdrawn anytime. Cash in banks generally earn interest at rates based on daily bank deposit rates.

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4. KAS DAN SETARA KAS (Lanjutan)

Suku bunga tercatat pada deposito berjangka adalah sebagai berikut

	2021
Rupiah	3,25% - 5,5%
Dolar Amerika Serikat	0,2 %- 1,5 %

Karena sifatnya jangka pendek, nilai wajar kas dan setara kas diperkirakan sama dengan nilai tercatatnya.

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas kas dan setara kas sebagaimana yang diungkapkan di Catatan 55.

5. SETORAN JAMINAN

Setoran jaminan pada tanggal 31 Desember 2021 dan 2020 masing-masing sebesar nihil dan Rp2.372.500, merupakan penarikan kredit investasi yang sudah dilakukan pada tanggal 27 Desember 2019 sebesar Rp100.000.000. Perusahaan mempunyai kewajiban sesuai dengan ketentuan dalam perjanjian kredit menyetorkan jaminan ke rekening penampungan setoran jaminan bunga (DSRA) sebesar tagihan satu kali pembayaran bunga yang saat ini harus dipenuhi.

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas setoran jaminan sebagaimana yang diungkapkan di Catatan 55.

4. CASH AND CASH EQUIVALENTS (Continued)

Contractual interest rates on time deposit is as follows:

	2020	
	3,25% - 5,5%	Rupiah
	0,5 %- 1,5 %	United States Dollar

Due to the short-term nature, the carrying amount of cash and cash equivalents approximate their fair value.

The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of cash and cash equivalents is disclosed in Note 55.

5. GUARANTEE DEPOSIT

Guarantee deposit as of December 31, 2021 and 2020 amounted to nil and Rp2,372,500, represent investment credit withdrawal that was made on December 27, 2019 amounting to Rp100,000,000. The Company has an obligation in accordance with the provisions in the credit agreement to deposit collateral into an interest guarantee deposit account (DSRA) in the amount of a one-time interest payment bill which currently must fulfilled.

The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of guarantee deposit is disclosed in Note 55.

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6. DANA YANG DIBATASI PENGGUNAANNYA

6. RESTRICTED TIME DEPOSITS

	2021	2020	
Pihak berelasi:			<i>Related parties:</i>
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	25.000.000	—	<i>PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk</i>
PT Bank Negara Indonesia (Persero) Tbk	1.392.932	—	<i>PT Bank Negara Indonesia (Persero) Tbk</i>
	<u>26.392.932</u>	<u>—</u>	
Pihak ketiga			
PT Bank Oke Indonesia Tbk	35.000.000	—	<i>PT Bank Oke Indonesia Tbk</i>
Jaminan mobile Q-Lab	64.800	—	<i>Guarante mobile Q-Lab</i>
	<u>35.064.800</u>	<u>—</u>	
Total	<u>61.457.732</u>	<u>—</u>	<i>Total</i>

Pada tahun 2021, PT Indofarma Global Medika (Entitas Anak) telah menempatkan Deposito berjangka ke PT Oke Bank Indonesia Tbk dengan jangka waktu 1 tahun.

In 2021, PT Indofarma Global Medika (Subsidiary) has placed a time deposit with PT Oke Bank Indonesia Tbk with a period of 1 year.

Deposito berjangka milik PT Farmalab Indoutama (Entitas Anak) dengan jangka waktu 1 tahun menjadi jaminan pinjaman dengan Nomor 2361/PK-CASH COLL/0012/IX/2021 ke PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk (Catatan 25).

PT Farmalab Indoutama's (Subsidiary) time deposit with a term of 1 year is collateral for the loan with Number 2361/PK-CASH COLL/0012/IX/2021 to PT Bank Pembangunan Daerah Jawa Barat and Banten Tbk (Note 25).

Dana yang dibatasi penggunaannya adalah rekening penampung terkait dengan kerjasama dan ditempatkan pada PT Bank Negara Indonesia (Persero) Tbk.

Restricted deposit in use are holding accounts related to cooperation and placed in PT Bank Negara Indonesia (Persero) Tbk.

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7. PIUTANG USAHA	7. TRADE RECEIVABLES	
a. Berdasarkan pelanggan	a. By customers	
	2021	2020
Pelanggan dalam negeri		Domestic customers
Pihak berelasi		Related parties
(Catatan 51)	2.311.446.344	715.875.490
Pihak ketiga	1.389.945.173	1.501.493.774
	3.701.391.517	2.217.369.264
Pelanggan luar negeri		Foreign customers
Pihak ketiga	339.224.136	258.610.837
Dikurangi: Cadangan		Less: Allowance for
kerugian penurunan		impairment loss of
nilai piutang usaha	(222.456.267)	(185.635.517)
Total	3.818.159.386	2.290.344.584
b. Berdasarkan umur (hari)	b. By aging category (days)	
	2021	2020
Belum jatuh tempo	1.136.758.703	718.906.371
Jatuh tempo:		Not Yet Due
1 – 30 hari	1.506.218.141	943.884.099
31 – 90 hari	977.311.397	385.041.078
Lebih dari 90 hari	420.327.412	428.148.553
	4.040.615.653	2.475.980.101
Cadangan kerugian		Allowance for
penurunan nilai		impairment loss of
piutang usaha	(222.456.267)	(185.635.517)
Total	3.818.159.386	2.290.344.584

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7. PIUTANG USAHA (Lanjutan)

7. TRADE RECEIVABLES (Continued)

c. Berdasarkan mata uang

c. By currency

	2021	2020	
Rupiah	3.696.115.582	2.206.598.459	Rupiah
Dolar Amerika Serikat			United States Dollar
(2021: AS\$22.476,45			(2021: US\$22,476.45
2020: AS\$17.014,08)	320.716.399	239.983.566	2020: US\$17,014.08)
Riyal Saudi Arabia			Saudi Arabia Riyal
(2021: SAR6.257,21	23.783.672	29.398.076	(2021: SAR6,257.21
2020: SAR7.820,72)	4.040.615.653	2.475.980.101	2020: SAR7,820.72)
Cadangan kerugian penurunan nilai piutang usaha	(222.456.267)	(185.635.517)	Allowance for impairment loss of trade receivables
Total	3.818.159.386	2.290.344.584	Total

Mutasi penyisihan kerugian penurunan nilai piutang usaha adalah sebagai berikut:

Movements in the allowance for impairment losses of trade receivables is as follows:

	2021	2020	
Saldo awal	191.694.832	73.246.760	Beginning balance
Penambahan			Addition
(Catatan 44, 45 dan 48)	65.007.217	49.994.114	(Notes 44, 45 and 48)
Pemulihan (Catatan 48)	(34.245.782)	(200.527.959)	Recovery (Note 48)
Dampak penerapan PSAK 71	-	2.246.785	Impact of implementation of SFAS 71
Dampak PSAK 71 atribusi dari Entitas Anak	-	329.048.115	SFAS 71 impact attributable to subsidiaries
Penghapusan	-	(68.372.298)	Written-off
Saldo akhir	222.456.267	185.635.517	Ending balance

Berdasarkan penilaian status dan kualitas kredit dari piutang usaha, manajemen berpendapat bahwa penyisihan kerugian penurunan nilai tersebut cukup.

Based on its assessment of the status and credit quality of the trade receivables, management believes that the allowance for impairment losses is adequate.

Piutang Grup tertentu digunakan sebagai jaminan pinjaman bank jangka pendek (Catatan 25).

Certain receivables of the Group were used as collateral for short-term bank loans (Note 25).

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas piutang usaha sebagaimana yang diungkapkan di Catatan 55.

The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of trade receivables is disclosed in Note 55.

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8. PIUTANG LAIN-LAIN

8. OTHER RECEIVABLES

	2021	2020	
<u>Bagian jangka pendek:</u>			<u>Short-term portion:</u>
Pihak berelasi (Catatan 51)	1.302.637	1.302.637	Related parties (Note 51)
Pihak ketiga:	322.596.379	325.496.656	Third parties
	323.899.016	326.799.293	
Dikurangi: Cadangan kerugian penurunan nilai piutang usaha	(60.978.066)	(67.461.102)	Less: Allowance for impairment loss of trade receivables
Total bagian jangka pendek	262.920.950	259.338.191	Total short-term portion
<u>Bagian jangka panjang:</u>			<u>Long-term portion:</u>
Pinjaman kepada karyawan	6.395.722	–	Loans to Employee
Total	269.316.672	259.338.191	Total
Mutasi penyisihan kerugian penurunan nilai piutang lain-lain adalah sebagai berikut:			Movements in the allowance for impairment losses of other receivables is as follows:
	2021	2020	
Saldo awal	67.461.102	13.754.184	Beginning balance
Penambahan (Catatan 44, 46 dan 48)	19.525.362	28.221.521	Addition (Notes 44, 46 and 48)
Penghapusan	(26.008.398)	–	Write off
Transaksi dengan kepentingan non-pengendali	–	28.891.111	Transaction with non-controlling interest
Pemulihan (Catatan 48)	–	(3.405.714)	Recovery (Note 48)
Saldo akhir	60.978.066	67.461.102	Ending balance

Berdasarkan penilaian status dan kualitas kredit dari piutang lain-lain, manajemen berpendapat bahwa penyisihan kerugian penurunan nilai tersebut cukup.

Based on its assessment of the status and credit quality of the other receivables, management believes that the allowance for impairment losses is adequate.

Piutang lain-lain jangka pendek pihak berelasi merupakan piutang lain-lain kepada PT Iglas (Persero) (Catatan 52)

Current portion other receivables from related parties represent receivables to PT Iglas (Persero) (Note 52).

Pada tahun 2021, PT Phapros Tbk (Entitas Anak) melakukan penghapusan piutang kepada PB PDGI sebesar Rp26.008.398. Penghapusan ini telah mendapat persetujuan dari Dewan Komisaris dalam suratnya No. 03/S.KOM-VB/PH/IV/2021 tanggal 20 April 2021.

In 2021, PT Phapros Tbk (Subsidiary), wrote off its receivables from PB PDGI amounting to Rp26,008,398. This write off has received approval from the Board of Commissioners in its letter No. 03/S.KOM-VB/PH/IV/2021 dated April 20, 2021.

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8. PIUTANG LAIN-LAIN (Lanjutan)

Pinjaman kepada karyawan merupakan kelebihan uang muka kegiatan operasional yang belum dikembalikan ke perusahaan dengan rata-rata pengembalian kurang dari 7 hari dan piutang lain-lain yang timbul dalam rangka kerja sama untuk kegiatan distribusi obat, biaya kirim, makloon, display produk (*listing fee*) dan biaya import bahan baku obat untuk pihak ketiga. Biaya tersebut akan ditagihkan kepada pihak ketiga/mitra kerja sama sesuai dengan pola kerja sama yang telah disepakati.

Pinjaman kepada karyawan untuk hasil perhitungan atas uang muka biaya operasional, pengobatan dan lainnya tidak dikenakan bunga. Pelunasannya melalui pemotongan gaji bulanan.

Manajemen berpendapat bahwa tidak ada penurunan nilai dari pinjaman karyawan karena langsung dipotong dari pendapatan karyawan.

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas piutang lain-lain sebagaimana yang diungkapkan di Catatan 55.

8. OTHER RECEIVABLES (Continued)

Loans to employees represent excess advances for operational activities that have not been returned to the company with an average return of less than 7 days and other receivables arising in the framework of cooperation for drug distribution activities, shipping costs, production, product displays (listing fee) and the cost of importing medicinal raw materials for third parties. These fees will be billed to third parties/collaborating partners in accordance with agreed patterns of cooperation.

Other receivables from employee for the calculation of the down payment of operational costs, medical and others, which do not bear interest. The loans will be paid by employee through monthly payroll deduction.

Management believes that are no Impairment from employee receivable because are reduced from employee salary.

The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of other receivables is disclosed in Note 55.

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9. PERSEDIAAN

Mutasi penyisihan kerugian penurunan nilai persediaan adalah sebagai berikut:

	2021	2020	
Barang jadi:			<i>Finished goods</i>
Obat jadi dan alat kontrasepsi	2.279.815.883	2.017.596.216	<i>Medicine and contraceptives</i>
Vaksin	4.261.815.232	236.175.294	<i>Vaccine</i>
Alat kesehatan	131.451.970	82.311.876	<i>Medical equipment</i>
Lain-lain	181.553.687	7.213.544	<i>Others</i>
Barang dalam proses	1.168.299.088	1.090.831.493	<i>Work in process</i>
Bahan baku dan bahan pembantu	880.573.830	1.196.783.260	<i>Raw materials and indirect materials</i>
Suku cadang	1.337.921	2.199.146	<i>Spareparts</i>
	8.904.847.611	4.633.110.829	
Dikurangi: Cadangan kerugian penurunan nilai persediaan	(208.792.181)	(153.242.565)	<i>Less: Allowance for impairment loss of inventories</i>
Total	8.696.055.430	4.479.868.264	<i>Total</i>

Mutasi penyisihan atas penurunan nilai persediaan adalah sebagai berikut:

	2021	2020	
Saldo awal	153.242.565	128.000.117	<i>Beginning balance</i>
Penambahan (Catatan 44 dan 45)	107.628.904	40.074.690	<i>Addition (Notes 44 and 45)</i>
Pemulihan	(52.079.288)	(14.832.242)	<i>Reversal</i>
Saldo Akhir	208.792.181	153.242.565	<i>Ending balance</i>

Persediaan produk jadi dan bahan baku yang rusak atau kedaluwarsa tahun berjalan dibebankan pada kelompok beban pokok penjualan di laporan laba rugi dan penghasilan komprehensif lain konsolidasian, kecuali untuk selisih kurang atau lebih harga pokok terapan-aktual dibebankan ke beban lain.

Manajemen berkeyakinan bahwa penyisihan persediaan usang dan lambat bergerak tersebut memadai untuk menutup kerugian akibat keusangan dan penurunan nilai lainnya.

Finished products and raw materials damaged or expired in the current year are charged to the cost of goods sold in the consolidated statements of profit or loss and other comprehensive income, except for the excessive actual cost which is charged to other expenses.

Management believes the allowance for obsolete and slow-moving inventories is adequate to cover the potential loss from obsolescence and other decline in value.

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9. PERSEDIAAN (Lanjutan)

Seluruh persediaan milik Grup telah diasuransikan terhadap risiko kebakaran, pencurian, gempa bumi, gunung meletus, tsunami dan risiko lainnya dengan jumlah pertanggungan sebesar Rp5.759.070.397 dan Rp1.210.522.472 masing-masing pada tanggal 31 Desember 2021 dan 2020. Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian yang dialami oleh Grup.

Persediaan tertentu dari Grup digunakan sebagai jaminan pinjaman bank jangka pendek dan jangka panjang (Catatan 25).

9. INVENTORIES (Continued)

All inventories of the Group were insured against fire, theft, earthquake, volcanic eruption, tsunami and other possible risks with sum insured of Rp5,759,070,397 and Rp1,210,522,472 as of December 31, 2021 and 2020, respectively. The management believes that the insurance coverage is adequate to cover possible losses to the Group.

Certain inventories of the Group were used as collateral for short-term and long-term bank loans (Note 25).

10. UANG MUKA KEPADA PEMASOK

10. ADVANCES TO SUPPLIERS

	2021	2020	
Barang impor	468.433.819	2.399.884.435	Import goods
Barang lokal	160.654.682	186.672.491	Local goods
Operasional	8.993.920	8.447.050	Operational
Lain-lain	7.985.230	15.242.804	Others
Jumlah	646.067.651	2.610.246.780	Total

11. BIAYA DIBAYAR DIMUKA

11. PREPAID EXPENSES

	2021	2020	
Sewa gedung dan rumah dinas	138.614.702	108.120.397	Rent building and house
Asuransi	11.324.583	19.916.539	Insurance
Kerjasama operasi dan ikatan kerjasama	2.773.159	3.545.467	Joint operation and cooperation
Lain-lain	17.474.969	6.065.543	Others
Total	170.187.413	137.647.946	Total

Sewa dibayar dimuka pada tanggal 31 Desember 2021 di luar cakupan PSAK 73.

The prepaid rent as of December 31, 2021 are outside the scope of SFAS 73.

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12. PERPAJAKAN

12. TAXATION

a. Pajak dibayar di muka

a. Prepaid taxes

	2021	2020	
Perusahaan:			The Company:
Pajak pertambahan nilai - Masukan	104.613.234	69.046.061	Value added tax - In
Pungutan/potong PPN - Keluaran Wapu	—	3.487.596	With holding VAT - Output
	<u>104.613.234</u>	<u>72.533.657</u>	
Entitas Anak:			The Subsidiaries:
Pajak pertambahan nilai			Value added tax
PT Kimia Farma Trading & Distribution	184.986.376	115.486.901	PT Kimia Farma Trading & Distribution
PT Indofarma Global Medika	132.434.706	151.233.932	PT Indofarma Global Medika
PT Kimia Farma Sungwun			PT Kimia Farma Sungwun
Pharmacopia	6.251.665	1.554.842	Pharmacopia
PT Phapros Tbk	6.112.381	15.409.626	PT Phapros Tbk
PT Sinkona			PT Sinkona
Indonesia Lestari	1.769.451	2.034.657	Indonesia Lestari
PT Kimia Farma Tbk	—	71.894.069	PT Kimia Farma Tbk
Pajak penghasilan badan			Corporate income tax
PT Kimia Farma Tbk	90.393.140	91.750.392	PT Kimia Farma Tbk
PT Kimia Farma Trading & Distribution	67.244.577	36.383.952	PT Kimia Farma Trading & Distribution
PT Kimia Farma Apotek	46.223.720	33.302.276	PT Kimia Farma Apotek
PT Phapros Tbk	39.652.436	22.286.395	PT Phapros Tbk
PT Indofarma			PT Indofarma
Global Medika	17.347.243	17.511.364	Global Medika
PT Indofarma Tbk	—	7.881.802	PT Indofarma Tbk
Pajak penghasilan lainnya	1.461.474	213.102	Other income tax
	<u>593.877.169</u>	<u>566.943.310</u>	
Total	<u>698.490.403</u>	<u>639.476.967</u>	Total

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12. PERPAJAKAN (Lanjutan)

a. Pajak dibayar di muka (Lanjutan)

Entitas Induk

Saldo PPN Masukan per 31 Desember 2021 sebesar Rp104.613.234 setelah memperhitungkan:

- Restitusi PPN Masa Desember 2020 sebesar Rp25.676.517 sesuai Surat Perintah Membayar Kelebihan Pajak (SPMKP) No. KEP-00022/SKPPKP/WPJ.19/KP.0303/2021 tanggal 6 April 2021;
- Restitusi PPN Masa September 2020 sebesar Rp37.473.397 sesuai Surat Perintah Membayar Kelebihan Pajak (SPMKP) No. KEP-00005/SKPPKP/WPJ.19/KP.0303/2020 tanggal 27 Januari 2021;
- Restitusi PPN Masa Juni 2020 sebesar Rp48.881.200 sesuai Surat Perintah Membayar Kelebihan Pajak (SPMKP) No. KEP-00073/SKPPKP/WPJ.19/KP.0303/2021 tanggal 16 September 2021; dan
- Restitusi PPN Masa Januari 2020 sebesar Rp20.119.050 sesuai Surat Perintah Membayar Kelebihan Pajak (SPMKP) No. KEP-00043/SKPPKP/WPJ.19/KP.0303/2021 tanggal 23 Juni 2021.

Saldo PPN Masukan per 31 Desember 2020 sebesar Rp69.046.061 setelah memperhitungkan:

- Restitusi PPN Masa Juni 2019 sebesar Rp41.807.704 sesuai Surat Perintah Membayar Kelebihan Pajak (SPMKP) No. KEP-00001/SKPPKP/WPJ.19/KP.0303/2020 tanggal 15 Januari 2020;
- Restitusi PPN Masa Oktober 2019 sebesar Rp25.971.245 sesuai Surat Perintah Membayar Kelebihan Pajak (SPMKP) No. KEP-00017/SKPPKP/WPJ.19/KP.0303/2020 tanggal 27 Maret 2020;

12. TAXATION (Continued)

a. Prepaid taxes (Lanjutan)

Parent Entity

The balance of VAT Input as of December 31, 2021 amounted to Rp104,613,234 after net-off into account:

- VAT refund for Desember 2020 amounted to Rp25,676,517 according to Payment Order Excess Tax (SPMKP) No. KEP-00022/SKPPKP/WPJ.19/KP.0303/2021 dated April 6, 2021;
- VAT refund for September 2020 amounted to Rp37,473,397 according to Payment Order Excess Tax (SPMKP) No. KEP-00005/SKPPKP/WPJ.19/KP.0303/2020 dated January 27, 2021;
- VAT refund for June 2020 amounted to Rp48,881,200 according to Payment Order Excess Tax (SPMKP) No. KEP-00073/SKPPKP/WPJ.19/KP.0303/2021 dated September 16, 2021; and
- VAT refund for January 2020 amounted to Rp20,119,050 according to Payment Order Excess Tax (SPMKP) No. KEP-00043/SKPPKP/WPJ.19/KP.0303/2021 dated June 23, 2021.

The balance of VAT Input as of December 31, 2020 amounted to Rp69,046,061 after net-off into account:

- VAT refund for June 2019 amounted to Rp41,807,704 according to Payment Order Excess Tax (SPMKP) No. KEP-00001/SKPPKP/WPJ.19/KP.0303/2020 dated January 15, 2020;
- VAT refund for October 2019 amounted to Rp25,971,245 according to Payment Order Excess Tax (SPMKP) No. KEP-00017/SKPPKP/WPJ.19/KP.0303/2020 dated March 27, 2020;

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12. PERPAJAKAN (Lanjutan)

a. Pajak dibayar di muka (Lanjutan)

Entitas Induk (Lanjutan)

- Restitusi PPN Masa Januari 2020 sebesar Rp30.652.987 sesuai Surat Perintah Membayar Kelebihan Pajak (SPMKP) No. KEP-00022/SKPPKP/WPJ.19/KP.0303/2020 tanggal 8 Mei 2020; dan
- Restitusi PPN Masa Maret 2020 sebesar Rp19.276.717 sesuai Surat Perintah Membayar Kelebihan Pajak (SPMKP) No. KEP-00050/SKPPKP/WPJ.19/KP.0303/2020 tanggal 29 September 2020.

Entitas Anak

Pada tahun 2021, PT Kimia Farma Tbk menerima pencairan restitusi atas Pajak Pertambahan Nilai bulan Oktober 2020 dan Desember 2020 dengan nilai bersih Rp61.163.107. Selain itu, perusahaan juga menerima pencairan restitusi atas Pph 25 dan PPh 22 Tahun 2019 sebesar Rp45.608.656.

Pada tahun 2020, PT Kimia Farma Tbk menerima pencairan restitusi atas Pajak Pertambahan Nilai bulan Oktober-Desember 2019 dan April-Agustus 2020 dengan nilai bersih Rp131.353.702.

Pada tahun 2021, PT Kimia Farma Trading & Distribution telah menerima pencairan restitusi atas Pajak Pertambahan Nilai bulan Januari sampai Desember 2018 dengan nilai bersih Rp174.267.860.

Pada tahun 2020, PT Kimia Farma Trading & Distribution telah menerima pencairan restitusi atas Pajak Pertambahan Nilai bulan Januari sampai Desember 2018 dengan nilai bersih Rp392.336.266.

Pada tahun 2021, PT Sinkona Indonesia Lestari telah menerima pencairan restitusi atas Pajak Pertambahan Nilai tahun 2019 dengan nilai bersih Rp1.416.992.

12. TAXATION (Continued)

a. Prepaid taxes (Lanjutan)

Parent Entity (Continued)

- VAT refund for January 2020 amounted to Rp30,652,987 according to Payment Order Excess Tax (SPMKP) No. KEP-00022/SKPPKP/WPJ.19/KP.0303/2020 dated May 8, 2020; and
- VAT refund for March 2020 amounted to Rp19,276,717 according to Payment Order Excess Tax (SPMKP) No. KEP-00050/SKPPKP/WPJ.19/KP.0303/2020 dated September 29, 2020.

Subsidiaries

In 2021, PT Kimia Farma Tbk has received the restitution of Value Added Tax for October 2020 and December 2020 with a net value of Rp61,163,107. In addition, the Company has received the restitution of Pph 25 and Pph 22 for the tax year 2019 with net value Rp45,608,656.

In 2020, PT Kimia Farma Tbk has received the restitution of Value Added Tax for October-December 2019 and April-August 2020 with a net value of Rp131,353,702.

In 2021, PT Kimia Farma Trading & Distribution has received restitution of Value Added Tax for January to December 2018 with a net value of Rp174,267,860.

In 2020, PT Kimia Farma Trading & Distribution has received restitution of Value Added Tax for January to December 2018 with a net value of Rp392,336,266.

In 2021, PT Sinkona Indonesia Lestari has received the refund of Value Added Tax for 2019 with a net value of Rp1,416,992.

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12. PERPAJAKAN (Lanjutan)

a. Pajak dibayar di muka (Lanjutan)

Entitas Anak (Lanjutan)

Pada tahun 2020, PT Sinkona Indonesia Lestari telah menerima pencairan restitusi atas Pajak Pertambahan Nilai tahun 2018 dengan nilai bersih Rp16.295.

Pada tahun 2021, PT Phapros Tbk telah menerima pencairan restitusi atas Pajak Pertambahan Nilai untuk masa pajak Desember 2020 sampai Juni 2021 sebesar Rp22.211.541.

Pada tahun 2020, PT Phapros Tbk telah menerima pencairan restitusi atas Pajak Pertambahan Nilai untuk masa pajak Januari sampai Desember 2018, Maret, September, Desember 2019, dan Maret, Juni 2020 sebesar Rp75.778.938.

Berdasarkan surat Kementerian Keuangan Republik Indonesia melalui Surat ketetapan pajak lebih bayar No.00051/406/19/051/21 tertanggal 22 Juli 2021 menyatakan bahwa PT Indofarma Tbk menerima restitusi atas pajak penghasilan 2019 sebesar Rp1.597.615 dan akan di kompensasikan ke cicilan kurang bayar pajak penghasilan tahun 2017.

Berdasarkan hasil pemeriksaan lebih bayar pajak penghasilan tahun 2017, otoritas pajak menyatakan bahwa PT Indofarma Tbk dinyatakan kurang bayar pajak penghasilan. Pada tahun 2019 PT Indofarma Tbk mengajukan keberatan dengan surat No.958/DIR/I/IX2019 tanggal 11 September 2019, dan dengan Keputusan Dirjen Pajak No.KEP-01046/KEB/WPJ.19/2020 pada tanggal 22 Juli 2020, permohonan PT Indofarma Tbk dikabulkan sebagian.

12. TAXATION (Continued)

a. Prepaid taxes (Continued)

Subsidiaries (Continued)

In 2020, PT Sinkona Indonesia Lestari has received the refund of Value Added Tax for 2018 with a net value of Rp16,295.

In 2021, PT Phapros Tbk has received the refund of Value Added Tax for December 2020 to June 2021 amounting to Rp22,211,541.

In 2020 PT Phapros Tbk has received the refund of Value Added Tax for January to December 2018, March, September, December 2019 and March, June 2020 amounting to Rp75,778,938.

Based on the letter from the Ministry of Finance of the Republic of Indonesia through the assessment of tax overpayment No.00051/406/19/051/21 dated July 22, 2021 stating that the Company received a refund for the 2019 income tax amounting to Rp1,597,615 and will be compensated for the underpayment installments for 2017 income tax.

Based on PT Indofarma Tbk's tax audit result for overpayment 2017, the tax authorities stated that PT Indofarma Tbk was declared underpaid for income tax. In 2019, PT Indofarma Tbk filed an objection letter No.958/DIR/I/IX2019 dated 11 September 2019, and with the Decree of the Director General of Taxes No.KEP-01046/KEB/WPJ.19/2020 on July 22, 2020, the Company's application was partially granted.

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12. PERPAJAKAN (Lanjutan)

a. Pajak dibayar di muka (Lanjutan)

Entitas Anak (Lanjutan)

Pada tahun 2020 PT Indofarma Tbk mengajukan banding melalui surat No.1987/DIR/I/IX/2020 tanggal 25 September 2020 dan Berdasarkan putusan pengadilan pajak No.PUT-003514.15/2021/PP/M.IIB tahun 2021, menyatakan banding pemohon tentang keberatan wajib pajak kurang bayar pajak penghasilan tahun pajak 2017, atas nama PT Indofarma Tbk, dinyatakan tidak dapat diterima.

Pada tanggal 27 Agustus 2020, berdasarkan hasil pemeriksaan pajak PT Indofarma Tbk atas lebih bayar tahun 2018, otoritas pajak telah menerbitkan surat Kementerian Keuangan Republik Indonesia No.00007/206/18/051/20 menyatakan bahwa atas lebih bayar pajak penghasilan PT Indofarma Tbk tahun 2018 menjadi kurang bayar sebesar Rp98.597. dan atas SKPKB tersebut PT Indofarma Tbk telah melakukan pembayaran.

12. TAXATION (Continued)

a. Prepaid taxes (Continued)

Subsidiaries (Continued)

In 2020 PT Indofarma Tbk filed an appeal through letter No.1987/DIR/I/IX/2020 dated September 25, 2020 and Based on the decision of the tax court No.PUT-003514.15/2021/PP/M.IIB 2021, stating that the applicant's appeal regarding the objection of the taxpayer to underpayment of income tax for the 2017 fiscal year, on behalf of PT Indofarma Tbk, is declared unacceptable.

On 27 August 2020, based on PT Indofarma Tbk's tax audit result overpayment 2018, the tax authority has issued a letter from the Ministry of Finance of the Republic of Indonesia No.00007/206/18/051/20 stating that the 2018 corporate income tax overpayment has become less paid Rp98,597. and for the SKPKB PT Indofarma Tbk has made payments.

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12. PERPAJAKAN (Lanjutan)

12. TAXATION (Continued)

b. Utang pajak

b. Tax payable

	2021	2020	
Perusahaan:			<i>The Company:</i>
Pungutan/potongan			<i>With holding</i>
PPN - Keluaran Wapu	16.173.333	10.088.549	<i>VAT - Output</i>
Pajak penghasilan:			<i>Income tax:</i>
Pasal 4 (2)	240.973	76.893	<i>Article 4 (2)</i>
Pasal 21	32.016.358	39.690.818	<i>Article 21</i>
Pasal 22	1.647.279	1.169.149	<i>Article 22</i>
Pasal 23	895.652	273.702	<i>Article 23</i>
Pasal 25	—	3.146.377	<i>Article 25</i>
Pasal 29	893.969.427	21.433.876	<i>Article 29</i>
	<u>944.943.022</u>	<u>75.879.364</u>	
Entitas Anak:			<i>The Subsidiaries:</i>
Pajak penghasilan			<i>Income taxes</i>
Pasal 4 (2)	2.144.128	1.165.013	<i>Article 4 (2)</i>
Pasal 21	33.320.115	15.211.844	<i>Article 21</i>
Pasal 22	18.675.517	13.813.126	<i>Article 22</i>
Pasal 23	3.269.221	1.793.126	<i>Article 23</i>
Pasal 25	546.901	—	<i>Article 25</i>
Pasal 29	81.255.171	32.964.276	<i>Article 29</i>
Pajak pertambahan nilai	91.111.354	79.604.499	<i>Value added tax</i>
Surat Tagihan Pajak	37.765.621	—	<i>Final tax assessment</i>
	<u>268.088.028</u>	<u>144.551.884</u>	
Total	<u>1.213.031.050</u>	<u>220.431.248</u>	<i>Total</i>

Entitas Anak

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00021/240/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPh Final Pasal 4 (2) masa Desember 2019, nilai kurang setor sebesar Rp73.050, sanksi sebesar Rp29.200 dengan nilai total hutang pajak sebesar Rp102.270. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Subsidiaries

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00021/240/19/051/21 on July 22, 2021 PT Indofarma Tbk obtained SKPKB for underpayment of Final Tax Article 4(2) in December 2019 periode, amounting underpayment Rp73,050, sanction Rp29,200, amounting tax payables Rp102,270. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

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12. PERPAJAKAN (Lanjutan)

b. Utang pajak (Lanjutan)

Entitas Anak (Lanjutan)

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00168/287/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Januari 2019 dengan nilai kurang setor sebesar Rp773.060, sanksi sebesar Rp337.673 dengan nilai total hutang pajak sebesar Rp1.110.733. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00169/287/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Februari 2019 dengan nilai kurang setor sebesar Rp675.126, sanksi sebesar Rp294.895 dengan nilai total hutang pajak sebesar Rp970.020. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00170/287/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Maret 2019 dengan nilai kurang setor sebesar Rp1.432.720, sanksi sebesar Rp625.812 dengan nilai total hutang pajak sebesar Rp2.058.531. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

12. TAXATION (Continued)

b. Tax payable (Continued)

Subsidiaries (Continued)

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00168/287/19/051/21 on July 22, 2021 PT Indofarma Tbk obtained SKPKB for underpayment of Value Added payable in January 2019 periode, amounting underpayment Rp773,060, sanction Rp337,673, amounting tax payables Rp1,110,733. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00169/287/19/051/21 dated July 22, 2021 PT Indofarma Tbk obtained SKPKB for underpayment of Value Added payable in February 2019 periode, amounting underpayment Rp675,126, sanction Rp294,895, amounting tax payables Rp970,020. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00170/287/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable March 2019 period, amounting underpayment Rp1,432,720, sanction Rp625,812, amounting tax payables Rp2,058,531. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

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12. PERPAJAKAN (Lanjutan)

b. Utang pajak (Lanjutan)

Entitas Anak (Lanjutan)

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00171/287/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa April 2019 dengan nilai kurang setor sebesar Rp1.177.931, sanksi sebesar Rp514.520 dengan nilai total hutang pajak sebesar Rp1.692.451. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00172/287/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Mei 2019 dengan nilai kurang setor sebesar Rp703.206, sanksi sebesar Rp307.160 dengan nilai total hutang pajak sebesar Rp1.010.367. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00173/287/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Juni 2019 dengan nilai kurang setor sebesar Rp614.467, sanksi sebesar Rp268.399 dengan nilai total hutang pajak sebesar Rp882.865. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

12. TAXATION (Continued)

b. Tax payable (Continued)

Subsidiaries (Continued)

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00171/287/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable April 2019 period, amounting underpayment Rp1,177,931, sanction Rp514,520, amounting tax payables Rp1,692,451. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00172/287/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable May 2019 period, amounting underpayment Rp703,206, sanction Rp307,160, amounting tax payables Rp1,010,367. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00173/287/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable June 2019 period, amounting underpayment Rp614,467, sanction Rp268,399, amounting tax payables Rp882,865. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

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12. PERPAJAKAN (Lanjutan)

b. Utang pajak (Lanjutan)

Entitas Anak (Lanjutan)

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00174/287/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Juli 2019 dengan nilai kurang setor sebesar Rp722.736, sanksi sebesar Rp722.736 dengan nilai total hutang pajak sebesar Rp1.038.428. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00175/287/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Agustus 2019 dengan nilai kurang setor sebesar Rp594.756, sanksi sebesar Rp259.789 dengan nilai total hutang pajak sebesar Rp854.545. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00176/287/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa September 2019 dengan nilai kurang setor sebesar Rp666.989, sanksi sebesar Rp279.201 dengan nilai total hutang pajak sebesar Rp946.190. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

12. TAXATION (Continued)

b. Tax payable (Continued)

Subsidiaries (Continued)

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00174/287/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable July 2019 period, amounting underpayment Rp722,736, sanction Rp722,736, amounting tax payables Rp1,038,428. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00175/287/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable August 2019 period, amounting underpayment Rp594,756, sanction Rp259,789, amounting tax payables Rp854,545. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00176/287/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable September 2019 period, amounting underpayment Rp666,989, sanction Rp279,201, amounting tax payables Rp946,190. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

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12. PERPAJAKAN (Lanjutan)

b. Utang pajak (Lanjutan)

Entitas Anak (Lanjutan)

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00177/287/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Oktober 2019 dengan nilai kurang setor sebesar Rp837.981, sanksi sebesar Rp335.527 dengan nilai total hutang pajak sebesar Rp1.173.508. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00178/287/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa November 2019 dengan nilai kurang setor sebesar Rp789.055, sanksi sebesar Rp301.577 dengan nilai total hutang pajak sebesar Rp1.090.632. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00179/287/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Desember 2019 dengan nilai kurang setor sebesar Rp589.344, sanksi sebesar Rp214.521 dengan nilai total hutang pajak sebesar Rp803.865. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

12. TAXATION (Continued)

b. Tax payable (Continued)

Subsidiaries (Continued)

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00177/287/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable October 2019 period, amounting underpayment Rp837,981, sanction Rp335,527, amounting tax payables Rp1,173,508. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00178/287/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable November 2019 period, amounting underpayment Rp789,055, sanction Rp301,577, amounting tax payables Rp1,090,632. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00179/287/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable December 2019 period, amounting underpayment Rp589,344, sanction Rp214,521, amounting tax payables Rp803,865. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

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12. PERPAJAKAN (Lanjutan)

b. Utang pajak (Lanjutan)

Entitas Anak (Lanjutan)

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00256/207/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Januari 2019 dengan nilai kurang setor sebesar Rp12.300, sanksi sebesar Rp12.300 dengan nilai total hutang pajak sebesar Rp24.599. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00257/207/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Februari 2019 dengan nilai kurang setor sebesar Rp49.991, sanksi sebesar Rp49.991 dengan nilai total hutang pajak sebesar Rp99.982. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00258/207/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Maret 2019 dengan nilai kurang setor sebesar Rp11.748, sanksi sebesar Rp11.748 dengan nilai total hutang pajak sebesar Rp23.495. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

12. TAXATION (Continued)

b. Tax payable (Continued)

Subsidiaries (Continued)

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00256/207/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable January 2019 period, amounting underpayment Rp12,300, sanction Rp12,300, amounting tax payables Rp24,599. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00257/207/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable February 2019 period, amounting underpayment Rp49,991, sanction Rp49,991, amounting tax payables Rp99,982. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00258/207/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable March 2019 period, amounting underpayment Rp11,748, sanction Rp11,748, amounting tax payables Rp23,495. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

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12. PERPAJAKAN (Lanjutan)

b. Utang pajak (Lanjutan)

Entitas Anak (Lanjutan)

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00259/207/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa April 2019 dengan nilai kurang setor sebesar Rp194, sanksi sebesar Rp194 dengan nilai total hutang pajak sebesar Rp388. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00260/207/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Mei 2019 dengan nilai sanksi sebesar Rp931, dengan nilai total hutang pajak sebesar Rp931. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00261/207/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Juni 2019 dengan nilai kurang setor sebesar Rp7.383, sanksi sebesar Rp4.164 dengan nilai total hutang pajak sebesar Rp11.546. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

12. TAXATION (Continued)

b. Tax payable (Continued)

Subsidiaries (Continued)

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00259/207/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable April 2019 period, amounting underpayment Rp194, sanction Rp194, amounting tax payables Rp388. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00260/207/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable May 2019 period, amounting sanction Rp931, amounting tax payables Rp931. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00261/207/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable June 2019 period, amounting underpayment Rp7,383, sanction Rp4,164, amounting tax payables Rp11,546. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

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12. PERPAJAKAN (Lanjutan)

b. Utang pajak (Lanjutan)

Entitas Anak (Lanjutan)

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00262/207/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Juli 2019 dengan nilai kurang setor sebesar Rp12.248, sanksi sebesar Rp12.248 dengan nilai total hutang pajak sebesar Rp24.496. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00263/207/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Agustus 2019 dengan nilai kurang setor sebesar Rp7.607, sanksi sebesar Rp7.607 dengan nilai total hutang pajak sebesar Rp15.214. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00264/207/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa September 2019 dengan nilai kurang setor sebesar Rp2.807, sanksi sebesar Rp2.807 dengan nilai total hutang pajak sebesar Rp5.614. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

12. TAXATION (Continued)

b. Tax payable (Continued)

Subsidiaries (Continued)

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00262/207/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable July 2019 period, amounting underpayment Rp12,248, sanction Rp12,248, amounting tax payables Rp24,496. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00263/207/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable August 2019 period, amounting underpayment Rp7,607, sanction Rp7,607, amounting tax payables Rp15,214. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00264/207/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable September 2019 period, amounting underpayment Rp2,807, sanction Rp2,807, amounting tax payables Rp5,614. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

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12. PERPAJAKAN (Lanjutan)

b. Utang pajak (Lanjutan)

Entitas Anak (Lanjutan)

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00265/207/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Oktober 2019 dengan nilai kurang setor sebesar Rp42.511, sanksi sebesar Rp42.511 dengan nilai total hutang pajak sebesar Rp85.022. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00266/207/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa November 2019 dengan nilai kurang setor sebesar Rp21.739, sanksi sebesar Rp21.686 dengan nilai total hutang pajak sebesar Rp43.425. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) dari Kementerian Keuangan Republik Indonesia Direktorat Jenderal Pajak No. 00267/207/19/051/21 pada tanggal 22 Juli 2021, PT Indofarma Tbk memperoleh SKPKB atas kurang bayar PPN PUT masa Desember 2019 dengan nilai kurang setor sebesar Rp296.360, sanksi sebesar Rp107.805 dengan nilai total hutang pajak sebesar Rp404.235. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

12. TAXATION (Continued)

b. Tax payable (Continued)

Subsidiaries (Continued)

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00265/207/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable October 2019 period, amounting underpayment Rp42,511, sanction Rp42,511, amounting tax payables Rp85,022. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00266/207/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable November 2019 period, amounting underpayment Rp21,739, sanction Rp21,686, amounting tax payables Rp43,425. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Based on the tax underpayment assessment letter (SKPKB) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00267/207/19/051/21 on July 22, 2021, PT Indofarma Tbk obtained SKPKB for underpayment of Value Added Tax payable December 2019 period, amounting underpayment Rp296,360, sanction Rp107,875, amounting tax payables Rp404,235. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

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12. TAXATION (Continued)

b. Utang pajak (Lanjutan)

b. Tax payable (Continued)

Entitas Anak (Lanjutan)

Subsidiaries (Continued)

Berdasarkan Surat Tagihan Pajak (STP) dari Kementerian Keuangan Republik Indonesia Direktorat Jendral Pajak No. 00118/187/19/051/21 pada tanggal 21 Juli 2021, PT Indofarma Tbk memperoleh STP atas PPN PUT masa Januari - Desember 2019 dengan nilai sanksi sebesar Rp461.202. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Based on Tax Collection Letter (STP) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00118/187/19/051/21 on July 21, 2021, PT Indofarma Tbk obtained STP of Value Added Tax payable January to December 2019 period, amounting sanction Rp461,202. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

Berdasarkan Surat Tagihan Pajak (STP) dari Kementerian Keuangan Republik Indonesia Direktorat Jendral Pajak No. 00138/107/19/051/21 pada tanggal 21 Juli 2021, PT Indofarma Tbk memperoleh STP atas PPN Put masa Januari - Desember 2019 dengan nilai sanksi sebesar Rp29.220 yang diterima pada tahun 2021. Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, PT Indofarma Tbk belum melakukan pembayaran atas tagihan ini.

Based on Tax Collection Letter (STP) from the Ministry of Finance of the Republic Indonesia Directorate General of Tax No. 00138/107/19/051/21 on July 21, 2021, PT Indofarma Tbk obtained STP of Value Added Tax payable January to December 2019 period, amounting sanction Rp29,220. This has not been paid by PT Indofarma Tbk as of the authorization date of these consolidated financial statements.

c. Manfaat (beban) pajak penghasilan

c. Income tax benefits (expenses)

	2021	2020	
Pajak kini:			Current tax:
Perusahaan	1.036.650.650	105.125.469	The Company
Entitas Anak	122.223.583	74.535.183	The Subsidiaries
	<u>1.158.874.233</u>	<u>179.660.652</u>	
Penyesuaian tahun lalu:			Adjustment in respect of prior years:
Entitas Anak	21.225.514	—	The Subsidiaries
Pajak tangguhan:			Deferred tax:
Perusahaan	(462.015.539)	(58.004.667)	The Company
Entitas Anak	5.889.964	(3.550.260)	The Subsidiaries
	<u>(456.125.575)</u>	<u>(61.554.927)</u>	
Total	<u>723.974.172</u>	<u>118.105.725</u>	Total

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12. PERPAJAKAN (Lanjutan)

12. TAXATION (Continued)

d. Pajak kini

d. Current tax

Rekonsiliasi antara laba sebelum pajak penghasilan menurut laporan laba rugi konsolidasian dengan penghasilan fiskal adalah sebagai berikut:

A reconciliation between income before tax as shown in the consolidated statements of profit or loss and fiscal income is as follows:

	2 0 2 1	2 0 2 0	
Laba sebelum pajak menurut laporan laba rugi konsolidasian	2.655.262.771	407.290.903	<i>Profit before tax per consolidated statement of profit or loss</i>
Laba sebelum pajak Entitas Anak	(401.656.608)	(91.440.700)	<i>Profit before tax of Subsidiaries</i>
Eliminasi	237.603.533	86.436.925	<i>Elimination</i>
Laba sebelum pajak Perusahaan	2.491.209.696	402.287.128	<i>Profit before tax of the Company</i>
Beda waktu:			<i>Timing difference:</i>
Beban imbalan pasca kerja	60.591.402	48.255.435	<i>Provision for post-employment benefit</i>
Pembayaran manfaat	(25.166.721)	(15.378.709)	<i>Benefit paid</i>
Cadangan kerugian penurunan nilai piutang usaha dan lain-lain	57.023.717	11.949.756	<i>Allowance for impairment loss of trade and other receivables</i>
Pemulihan cadangan kerugian penurunan nilai piutang usaha dan lain-lain	(19.562.785)	(2.344.631)	<i>Recovery of allowance for impairment loss of trade and other receivables</i>
Cadangan kerugian penurunan nilai persediaan	35.940.504	9.708.004	<i>Allowance for impairment loss of inventories</i>
Pemulihan cadangan kerugian penurunan nilai persediaan	(5.120.278)	(6.755.656)	<i>Recovery of allowance for impairment loss of inventories</i>
Liabilitas kontrak	2.005.523.672	—	<i>Contract liabilities</i>
Beban tangguhan penugasan	(6.317.631)	—	<i>Assignment deferred cost</i>
Total beda waktu	2.102.911.880	45.434.199	<i>Total timing difference</i>

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12. PERPAJAKAN (Lanjutan)

12. TAXATION (Continued)

d. Pajak kini (Lanjutan)

d. Current tax (Continued)

	2021	2020	
Beda tetap:			<i>Permanent difference:</i>
Beban yang tidak dapat dikurangkan	195.262.210	44.425.846	<i>Non-deductible expenses</i>
Pendapatan deviden	(6.351.759)	—	<i>Dividend income</i>
Penghasilan dikenakan pajak final	(70.983.619)	(14.304.130)	<i>Income subjected to final tax</i>
Total beda tetap	117.926.832	30.121.716	<i>Total permanent difference</i>
Taksiran penghasilan kena pajak Perusahaan	4.712.048.408	477.843.043	<i>Estimated taxable income of the Company</i>
Beban pajak kini	1.036.650.650	105.125.469	<i>Current tax expense</i>
Dikurangi pajak penghasilan dibayar di muka			<i>Less prepaid income tax</i>
Pasal 22	35.319.430	26.464.382	<i>Article 22</i>
Pasal 23	131.796	173.466	<i>Article 23</i>
Pasal 25	107.229.997	57.053.745	<i>Article 25</i>
Total	142.681.223	83.691.593	<i>Total</i>
Taksiran kurang bayar pajak penghasilan badan	893.969.427	21.433.876	<i>Estimated underpayment of corporate income tax</i>

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12. PERPAJAKAN (Lanjutan)

12. TAXATION (Continued)

d. Pajak kini (Lanjutan)

d. Current tax (Continued)

Rekonsiliasi antara beban pajak penghasilan dengan hasil perkalian laba sebelum pajak penghasilan dan tarif pajak yang berlaku adalah sebagai berikut:

A reconciliation between income tax expense with the result of income before income tax with prevailing tax rates is as follows:

	2021	2020	
Laba sebelum pajak menurut laporan laba-rugi konsolidasian	2.655.262.771	407.290.903	<i>Profit before tax per consolidated statement of profit or loss</i>
Laba sebelum pajak Entitas Anak	(401.656.608)	(91.440.700)	<i>Profit before tax of Subsidiaries</i>
Eliminasi	237.603.533	86.436.925	<i>Elimination</i>
Laba sebelum pajak Perusahaan	2.491.209.696	402.287.128	<i>Profit before tax of the Company</i>
Manfaat pajak sesuai tarif pajak efektif yang berlaku	548.066.133	88.503.168	<i>Tax benefit by applying effective tax rates</i>
Pengaruh pajak atas beban/ (penghasilan) yang tidak dapat diperhitungkan			<i>Tax effects on non-deductible expense/ (income)</i>
Beban yang tidak dapat dikurangkan	42.957.686	9.773.686	<i>Non-deductible expenses</i>
Pendapatan deviden	(1.397.387)	—	<i>Dividend income</i>
Penghasilan dikenakan pajak final	(15.616.396)	(3.146.908)	<i>Income subjected to final tax</i>
Penyesuaian pajak tangguhan Perusahaan	625.075	(48.009.144)	<i>Adjustment due to deferred tax of the Company</i>
Beban pajak penghasilan Perusahaan	574.635.111	47.120.802	<i>Income tax expense of the Company</i>
Entitas Anak:			<i>Subsidiaries</i>
Pajak kini	122.223.583	74.535.183	<i>Current tax</i>
Penyesuaian tahun lalu	21.225.514	—	<i>Adjustment in respect of prior years</i>
Pajak tangguhan	5.889.964	(3.550.260)	<i>Deferred tax</i>
Beban pajak penghasilan konsolidasian	723.974.172	118.105.725	<i>Consolidated income tax expense</i>

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12. PERPAJAKAN (Lanjutan)

12. TAXATION (Continued)

e. Pajak tangguhan

e. Deferred tax

	2021					
	Saldo awal/ Beginning balance	Dikreditkan (dibebankan) ke laba rugi tahun berjalan/ Credited to profit or loss for the year	Dikreditkan (dibebankan) ke penghasilan komprehensif lain/ Credited to other comprehensive income	Penyesuaian/ Adjustment	Saldo akhir/ Ending Balance	
Perusahaan:						Company:
Kewajiban imbalan pasca kerja	78.278.996	7.793.430	7.313.783	—	93.386.209	Post employment benefits obligations
Cadangan kerugian penurunan nilai piutang	2.948.366	8.241.405	—	—	11.189.771	Allowance for impairment loss of receivables
Cadangan kerugian penurunan nilai persediaan	2.383.919	6.780.450	—	(625.075)	8.539.294	Allowance for impairment loss of inventories
Liabilitas kontrak	—	441.215.208	—	—	441.215.208	Contract liabilities
Beban tangguhan	—	(1.389.879)	—	—	(1.389.879)	Deferred cost
Aset pajak tangguhan, neto	83.611.281	462.640.614	7.313.783	(625.075)	552.940.603	Deferred tax asset, net
Entitas Anak:						Subsidiary:
Aset/ (liabilitas)						Deferred tax asset (liabilities)
pajak tangguhan						
PT Kimia Farma Tbk	(428.847.295)	(13.938.294)	36.026.018	—	(406.759.571)	PT Kimia Farma Tbk
PT Indofarma Tbk	44.237.757	10.534.073	(2.728.889)	—	52.042.941	PT Indofarma Tbk
PT Kimia Farma Apotek	26.480.273	(10.876.786)	40.961.944	—	56.565.431	PT Kimia Farma Apotek
PT Kimia Farma Trading & Distribution	7.403.144	(206.545)	8.744.579	—	15.941.178	PT Kimia Farma & Distribution
PT Kimia Farma Sungwun Pharmacopia	11.014.292	589.124	(85.016)	—	11.518.400	Sungwun Pharmacopia
PT Lucas Djaja	(1.686.734)	780.152	—	—	(906.582)	PT Lucas Djaja
PT Sinkona Indonesia						PT Sinkona Indonesia
Lestari	(7.596.840)	661.181	(44.739)	—	(6.980.398)	Lestari
PT Phapros Tbk	21.254.402	(1.005.212)	(2.208.523)	—	18.040.667	PT Phapros Tbk
PT Indofarma Global Medika	28.710.218	7.194.600	(569.629)	—	35.335.189	PT Indofarma Global Medika
PT Farmalab Indoutama	323.537	56.390	(12.949)	321.353	688.331	PT Farmalab Indoutama
Total		456.429.297	87.396.579	(303.722)		Total
Aset/ (liabilitas) pajak tangguhan konsolidasian						Consolidated deferred tax assets/ (liabilities)
Aset	223.034.904				743.072.740	Assets
Liabilitas	(438.130.869)				(414.646.551)	Liabilities

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12. PERPAJAKAN (Lanjutan)

12. TAXATION (Continued)

e. Pajak tangguhan (Lanjutan)

e. Deferred tax (Continued)

2020							
	Saldo awal/ Beginning balance	Dampak penerapan awal PSAK 71/ Effect to initial implementation SFAS 71	Dikreditkan (dibebankan) ke laba rugi tahun berjalan/ Credited to profit or loss for the year	Dikreditkan (dibebankan) ke penghasilan komprehensif lain/ Credited to other comprehensive income	Penyesuaian atas perubahan tarif pajak dan lainnya/ Adjustment for changes in income tax rate and others	Saldo akhir/ Ending Balance	
Perusahaan:							Company:
Kewajiban imbalan pasca kerja	41.705.246	—	7.232.880	10.533.779	18.807.091	78.278.996	Post employment benefits obligations
Cadangan kerugian penurunan nilai piutang	387.439	561.696	2.113.127	—	(113.896)	2.948.366	Allowance for impairment loss of receivables
Cadangan kerugian penurunan nilai persediaan	5.693.043	—	649.516	—	(3.958.640)	2.383.919	Allowance for impairment loss of inventories
Penyusutan aset dalam penyelesaian	(33.274.589)	—	—	—	33.274.589	—	Depreciation of property plant and equipment
Aset pajak tangguhan, neto	14.511.139	561.696	9.995.523	10.533.779	48.009.144	83.611.281	Deferred tax asset, net
Entitas Anak:							Subsidiary:
Aset/ (liabilitas) pajak tangguhan							Deferred tax asset (liabilities)
PT Kimia Farma (Persero) Tbk	(560.097.897)	236.726	52.076.198	84.923.254	(5.985.576)	(428.847.295)	PT Kimia Farma (Persero) Tbk
PT Indofarma (Persero) Tbk	31.193.737	5.910.562	10.173.917	210.250	(3.250.709)	44.237.757	PT Indofarma (Persero) Tbk
PT Kimia Farma Apotek & Distribution	2.670.522	33.792.919	(16.671.713)	21.232.521	(14.543.976)	26.480.273	PT Kimia Farma Apotek & Distribution
PT Kimia Farma Sungwun Pharmacopia	4.555.608	7.943.970	(8.223.155)	5.769.621	(2.642.900)	7.403.144	PT Kimia Farma Sungwun Pharmacopia
PT Phapros Tbk	6.703.855	—	4.996.829	118.071	(804.463)	11.014.292	PT Phapros Tbk
PT Sinkona Indonesia	(1.376.914)	143.354	(669.965)	51.560	165.231	(1.686.734)	PT Sinkona Indonesia
Lestari	(7.441.971)	23.032	(218.098)	104.675	(64.478)	(7.596.840)	Lestari
PT Phapros Tbk	15.323.396	17.122.836	(9.661.132)	578.849	(2.109.547)	21.254.402	PT Phapros Tbk
PT Indofarma Global Medika	14.918.926	12.963.104	2.416.778	151.450	(1.740.040)	28.710.218	PT Indofarma Global Medika
PT Farmalab Indoutama	(39.261)	339.476	455	55.281	(32.414)	323.537	PT Farmalab Indoutama
Total		79.037.675	44.215.637	123.729.311	17.000.272		Total
Aset/ (liabilitas) pajak tangguhan konsolidasian							Consolidated deferred tax assets/ (liabilities)
Aset	89.877.183					223.034.904	Assets
Liabilitas	(568.956.043)					(438.130.869)	Liabilities

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12. PERPAJAKAN (Lanjutan)

f. Pengampunan pajak

Entitas Anak (PT Kimia Farma Tbk dan Entitas Anaknya) mengikuti program Pengampunan Pajak dan telah menyampaikan Surat Pernyataan Harta (SPH) kepada Menteri Keuangan Republik Indonesia. Surat Keterangan Pengampunan Pajak diterbitkan pada bulan April 2017. Kenaikan aset pengampunan pajak dicatat sebagai tambahan modal disetor sebesar Rp23.856.673.

Pada tahun 2016, Entitas Anak (PT Indofarma Tbk) mengikuti program Tax Amnesty sesuai dengan Undang-Undang No. 11 tahun 2016, aset pengampunan pajak sebesar Rp6.995.473 diakui pada tahun 2016 sebagai penambahan aset tetap, berdasarkan Surat Keterangan Pengampunan Pajak (SKKP) No. KET-399/PP/WPJ.19/2016 tanggal 26 September 2016. Pada tanggal 31 Desember 2016, manajemen telah menelaah dan mengkaji jumlah aset tersebut. Berdasarkan pengkajian manajemen sebesar Rp975.768 mengalami penurunan nilai per 31 Desember 2016 sehingga jumlah aset menjadi sebesar Rp6.019.704.

g. Administrasi perpajakan

Pada tanggal 31 Maret 2020, Pemerintah menerbitkan Peraturan Pemerintah Pengganti Undang-Undang (Perpu) Republik Indonesia No. 1 Tahun 2020 yang telah menjadi Undang-Undang (UU) No. 2 Tahun 2020, serta menetapkan Peraturan Pemerintah (PP) No. 30 Tahun 2020 tentang Penurunan Tarif Pajak Penghasilan bagi Wajib Pajak Badan Dalam Negeri yang berbentuk Perseroan Terbuka dan berlaku sejak tanggal 19 Juni 2020. Aturan tersebut menetapkan penurunan tarif pajak penghasilan wajib pajak badan dalam negeri dan bentuk usaha tetap dari semula 25% menjadi 22% untuk tahun pajak 2020 dan 2021 dan 20% mulai tahun pajak 2022 dan seterusnya.

12. TAXATION (Continued)

f. Tax amnesty

The Subsidiaries (PT Kimia Farma Tbk and its Subsidiaries) are following Tax Amnesty program and delivered Letter Wealth (SPH) to Finance Ministry of Indonesia. The tax amnesty letter has been published in April 2017. Increase of tax amnesty assets recorded as additional paid in capital amounted Rp23,856,673.

In 2016, the Subsidiary (PT Indofarma Tbk) participated in the Tax Amnesty program in accordance with law No. 11 of year 2016. Tax amnesty assets amounting to Rp6,995,473 were recognized during the year as additions to property, plant and equipment, base on tax amnesty letter (SKKP) No. KET-399/PP/WPJ.19/2016 dated September 26, 2016. On December 31, 2016, management is studying and reviewing its impairment. Based on management assesment Rp975,768 is considered impaired as at December 31, 2016. Hence the net carrying amount after impairment is amounting to Rp6,019,704.

g. Tax administration

On March 31, 2020, the Government issue Government Regulation in Lieu of Law (Perpu) of the Republic of Indonesia No. 1 of 2020 which has become Law (UU) No. 2 of 2020, as well as stipulated Government Regulation (PP) No. 30 of 2020 concerning Tariff Reduction for Domestic Public Companies Taxpayers and effective since June 19, 2020. The regulation has stipulated the reduction in the income tax rates for domestic corporate taxpayers and business establishments from 25% to 22% for Fiscal Year 2020 and 2021 and 20% for the Fiscal Year 2022 onwards.

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12. PERPAJAKAN (Lanjutan)

g. Administrasi perpajakan (Lanjutan)

Pada tanggal 29 Oktober 2021, Pemerintah menerbitkan Undang-Undang Republik Indonesia No. 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan. Aturan tersebut menetapkan tarif pajak penghasilan wajib pajak dalam negeri dan bentuk usaha tetap sebesar 22% yang mulai berlaku pada tahun pajak 2022 dan seterusnya, dan pengurangan tarif pajak sebesar 3% untuk wajib pajak dalam negeri yang memenuhi persyaratan tertentu. Dengan demikian, penetapan tarif pajak sebelumnya sebesar 20% menjadi tidak berlaku setelah Undang-Undang ini disahkan.

12. TAXATION (Continued)

g. Tax administration (Continued)

On October 29, 2021, the Government issue Law of the Republic of Indonesia No.7 year 2021 concerning Harmonization of Tax Regulations. The regulation has stipulated the income tax rate for domestic taxpayers and business establishments of 22% which will be effective from the Fiscal Year 2022 onwards, and a further reduction of the tax rate by 3% for domestic taxpayers who meet certain requirements. Hence, the previously tax rate determination of 20% will be invalid after the ratification of this Law.

13. ASET KONTRAK

	2021
Pendapatan ditangguhkan	328.618.786
Pendapatan bunga	100.475
Total	328.719.261

Pendapatan ditangguhkan terutama atas pengakuan penjualan yang telah dilakukan Perusahaan atas Perjanjian Penugasan Pengadaan Vaksin Corona Virus Disease (Covid-19) yang telah memenuhi kewajiban pelaksanaan atas pengadaan tahun 2021.

13. CONTRACT ASSETS

	2020	
–	–	Unbilled receivables
196.393	196.393	Interest income
Total	196.393	Total

Deferred income represent recognition of sales that have been made by the Company for the Corona Virus Disease (Covid-19) Vaccine Assignment Agreement which has fulfilled its implementation obligations for the 2021.

14. ASET PENGEMBALIAN DANA

Aset pengembalian dana pada tanggal 31 Desember 2021 dan 2020 masing-masing sebesar Rp12.848.513 dan Rp6.157.565, merupakan dampak dari penerapan PSAK 72 dengan memperkirakan kemungkinan pengembalian persediaan setelah tanggal penjualan.

14. RIGHT OF RETURN ASSETS

Right of return assets as of December 31, 2021 and 2020 amounted to Rp12,848,513 and Rp6,157,565, represent the impact of the implementation SFAS 72 by estimating possible return at inventories subsequent to the date of sales.

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15. INVESTASI PADA ENTITAS ASOSIASI

15. INVESTMENT IN ASSOCIATE

	2 0 2 1	2 0 2 0	
Saldo awal	1.115.516	741.832	<i>Beginning balance</i>
Tambahan investasi	–	50.000	<i>Additional investment</i>
Bagian laba perusahaan asosiasi	99.661	323.684	<i>Share in profit of associate</i>
Saldo akhir	<u>1.215.177</u>	<u>1.115.516</u>	<i>Ending balance</i>

Pada tahun 2000, Entitas Anak (PT Indofarma Tbk) menempatkan investasi sebagai penyertaan saham kepada PT Asindo Husada Bhakti (AHB) dengan kepemilikan 20%. Nilai tercatat investasi per 31 Desember 2021 dan 2020 sebesar 20% dari total ekuitas.

In 2000, the Subsidiary (PT Indofarma Tbk) invested in PT Asindo Husada Bhakti (AHB) with 20% ownership. The carrying amount of the investment as at December 31, 2021 and 2020 is 20% of total equity of the associate.

Berdasarkan akta No 15 tanggal 19 November 2019 dengan notaris Andalia Faridah, S.H., M.H., Entitas Anak (PT Indofarma Tbk) melakukan penyertaan saham kepada PT Anugrah Global Medika sebesar Rp50.000 dengan kepemilikan sebesar 20%.

Based on Notarial Deed No. 15 on November 19, 2019 with notary Andalia Faridah, S.H., M.H., the Subsidiary (PT Indofarma Tbk) invested in shares in PT Anugrah Global Medika amounting to Rp50,000 with 20% ownership.

16. ASET KEUANGAN PADA NILAI WAJAR MELALUI PENGHASILAN KOMPREHENSIF LAINNYA

16. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

	Persentase kepemilikan/ <i>Percentage of ownership</i>		Nilai penyertaan/ <i>Investment value</i>		
	2 0 2 1	2 0 2 0	2 0 2 1	2 0 2 0	
	%	%			
PT Asuransi Jiwa Inhealth Indonesia	10	10	146.584.000	146.584.000	<i>PT Asuransi Jiwa Inhealth Indonesia</i>
PT Raudhatussyifaa Sehat Bersama	19,8	19,8	19.370.000	19.370.000	<i>PT Raudhatussyifaa Sehat Bersama</i>
PT Bank Muamalat Indonesia Tbk	0,0028	0,0028	56.181	56.181	<i>PT Bank Muamalat Indonesia Tbk</i>
PT Promosindo Global Medika	19	19	155.586	155.586	<i>PT Promosindo Global Medika</i>
Total			<u>166.165.767</u>	<u>166.165.767</u>	<i>Total</i>

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16. ASET KEUANGAN PADA NILAI WAJAR MELALUI PENGHASILAN KOMPREHENSIF LAINNYA (Lanjutan)

Berdasarkan Laporan penilai Ruky, Safrudin dan Rekan dalam laporan No. 00034/2.0095-00/BS/04/0269/1/IV/2020 tanggal 1 April 2020 nilai wajar dari investasi saham di PT Asuransi Jiwa Inhealth Indonesia adalah sebesar Rp146.584.000. Selisih antara nilai tercatat dan nilai wajar dicatat dalam pendapatan komprehensif lain. Metodologi yang digunakan dalam penilaian menggunakan metode *Discounted Cash Flow* dari pendekatan pendapatan dan metode Pembandingan Perusahaan Tercatat di Bursa Efek serta memperhatikan asumsi dan tingkat kedalaman investasi.

Penyertaan saham Entitas Anak (PT Indofarma Global Medika) kepada PT Promosindo Global Medika sejak tahun 2007 dengan persentase kepemilikan sebesar 19%, PT Promosindo Global Medika bergerak di bidang Jasa Pemasaran yang berdiri pada tanggal 22 Januari 2007 berdasarkan akta No.8 tanggal 22 Januari 2007 dengan notaris Amsal Sulaiman S.H.

16. FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME (Continued)

Based on appraisal report of Ruky, Safrudin and Rekan in report No.00034/2.0095-00/BS/04/0269/1/IV/2020 dated April 1, 2020, fair value stock investment in PT Asuransi Jiwa Inhealth Indonesia amounted Rp146,584,000. The difference between state values and fair values noted at other comprehensive income. The valuation method used is Discounted Cash Flow Method from revenue approach and Guideline Publicly Traded Company Method and considering assumption and deepness of the investation.

Investment in shares of the Subsidiary (PT Indofarma Global Medika) to PT Promosindo Global Medika since 2007 with 19% ownership. PT Promosindo Global Medika is a Marketing Services Company that was established on January 22, 2007 by deed No.8 date January 22, 2007 by notaries Amsal Sulaiman S.H.

The original financial statements included herein are in the Indonesian language

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17. ASET TETAP

17. PROPERTY, PLANT AND EQUIPMENT

	2021						
	Saldo awal <i>Beginning balance</i>	Penambahan/ <i>Additions</i>	Pengurangan/ <i>Disposals</i>	Reklasifikasi/ <i>Reclassification</i>	Revaluasi/ <i>Revaluation</i>	Saldo akhir/ <i>Ending Balance</i>	
Biaya perolehan:							At cost:
<u>Kepemilikan langsung</u>							<u>Direct ownership</u>
Tanah	8.572.921.969	18.753.236	—	68.278.853	—	8.659.954.058	Land
Bangunan dan prasarana	1.810.470.989	20.282.507	—	1.245.645.081	—	3.076.398.577	Building and infrastructure
Mesin dan instalasi	3.482.284.637	68.349.404	(1.483.466)	767.685.661	—	4.316.836.236	Machinery and installation
Perabot dan peralatan	1.044.036.768	62.354.389	(3.433.753)	66.700.492	—	1.169.657.896	Furniture and fixtures
Kendaraan	171.626.034	13.041.534	(11.592.100)	1.153.585	—	174.229.053	Vehicles
Aset pengampunan pajak	6.319.138	—	—	(299.434)	—	6.019.704	Tax amnesty assets
Aset dalam penyelesaian	3.260.854.799	609.236.191	(367.602.471)	(1.974.147.928)	—	1.528.340.591	Construction in progress
Total	<u>18.348.514.334</u>	<u>792.017.261</u>	<u>(384.111.790)</u>	<u>175.016.310</u>	<u>—</u>	<u>18.931.436.115</u>	Total
Akumulasi penyusutan:							Accumulated depreciation
<u>Kepemilikan langsung</u>							<u>Direct ownership</u>
Bangunan dan prasarana	602.518.889	103.732.931	—	51.159	—	706.302.979	Building and infrastructure
Mesin dan instalasi	1.637.999.680	319.683.593	(1.353.798)	(1.514.915)	—	1.954.814.560	Machinery and installation
Perabot dan peralatan	697.500.907	96.695.258	(1.952.806)	(412.861)	—	791.830.498	Furniture and fixtures
Kendaraan	121.312.946	15.127.826	(11.046.186)	341.411	—	125.735.997	Vehicles
Aset pengampunan pajak	3.334.288	622.358	—	—	—	3.956.646	Tax amnesty assets
Total	<u>3.062.666.710</u>	<u>535.861.966</u>	<u>(14.352.790)</u>	<u>(1.535.206)</u>	<u>—</u>	<u>3.582.640.680</u>	Total
Nilai buku neto	<u>15.285.847.624</u>					<u>15.348.795.435</u>	Net book value

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17. PROPERTY, PLANT AND EQUIPMENT (Continued)

	2020						
	Saldo awal <i>Beginning balance</i>	Penambahan/ <i>Additions</i>	Pengurangan/ <i>Disposals</i>	Reklasifikasi/ <i>Reclassification</i>	Revaluasi/ <i>Revaluation</i>	Saldo akhir/ <i>Ending Balance</i>	
Biaya perolehan:							<i>At cost:</i>
<u>Kepemilikan langsung</u>							<u><i>Direct ownership</i></u>
Tanah	8.551.686.169	—	—	12.090.800	9.145.000	8.572.921.969	<i>Land</i>
Bangunan dan prasarana	1.484.671.299	314.148.242	(151.140)	11.802.588	—	1.810.470.989	<i>Building and infrastructure</i>
Mesin dan instalasi	2.782.822.519	570.438.257	(9.237.320)	138.261.181	—	3.482.284.637	<i>Machinery and installation</i>
Perabot dan peralatan	973.528.067	84.306.996	(27.731.427)	13.933.132	—	1.044.036.768	<i>Furniture and fixtures</i>
Kendaraan	161.919.863	12.075.574	(3.660.321)	1.290.918	—	171.626.034	<i>Vehicles</i>
Aset pengampunan pajak	6.019.704	7.029.878	—	(6.730.444)	—	6.319.138	<i>Tax amnesty assets</i>
Aset dalam penyelesaian	3.903.004.935	451.003.691	(263.472.005)	(829.681.822)	—	3.260.854.799	<i>Construction in progress</i>
Total	17.863.652.556	1.439.002.638	(304.252.213)	(659.033.647)	9.145.000	18.348.514.334	Total
Akumulasi penyusutan:							<i>Accumulated depreciation</i>
<u>Kepemilikan langsung</u>							<u><i>Direct ownership</i></u>
Bangunan dan prasarana	532.067.783	68.912.627	(151.283)	1.689.762	—	602.518.889	<i>Building and infrastructure</i>
Mesin dan instalasi	1.449.146.928	203.332.143	(12.633.419)	(1.845.972)	—	1.637.999.680	<i>Machinery and installation</i>
Perabot dan peralatan	626.582.591	88.226.208	(17.462.766)	154.874	—	697.500.907	<i>Furniture and fixtures</i>
Kendaraan	108.778.334	15.758.851	(2.974.185)	(250.054)	—	121.312.946	<i>Vehicles</i>
Aset pengampunan pajak	2.677.127	657.161	—	—	—	3.334.288	<i>Tax amnesty assets</i>
Total	2.719.252.763	376.886.990	(33.221.653)	(251.390)	—	3.062.666.710	Total
Nilai buku neto	15.144.399.793					15.285.847.624	<i>Net book value</i>

Beban penyusutan aset tetap dialokasikan sebagai berikut:

Depreciation expense of property, plant and equipment was allocated as follows:

	2021	2020	
Beban pokok penjualan (Catatan 44)	328.732.362	110.922.438	<i>Cost of goods sold (Note 44)</i>
Beban penjualan (Catatan 45)	5.916.493	56.865.962	<i>Selling expenses (Note 45)</i>
Beban umum dan administrasi (Catatan 46)	167.233.935	179.449.310	<i>General and administrative expenses (Note 46)</i>
Beban penelitian, pengembangan dan surveilans (Catatan 47)	33.979.176	29.649.280	<i>Research, development and surveillance expenses (Note 47)</i>
Total	535.861.966	376.886.990	Total

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Pelepasan aset tetap adalah sebagai berikut:

	2021	2020	
Harga Jual	2.120.208	1.194.856	<i>Selling Price</i>
Nilai Tercatat	(7.786)	(692.865)	<i>Carrying Value</i>
Keuntungan penjualan aset tetap (Catatan 48)	2.112.422	501.991	<i>Gain from sale of property, plant and equipment (Note 48)</i>

Penghapusan aset tetap adalah sebagai berikut:

	2021	2020	
Harga perolehan	7.950	—	<i>Acquisition cost</i>
Akumulasi penyusutan	(2.319)	—	<i>Accumulated depreciation</i>
Kerugian penghapusan aset tetap (Catatan 48)	5.631	—	<i>Loss on write-off of property, plant and equipment (Note 48)</i>

Aset tetap tertentu milik Grup juga digunakan sebagai jaminan pinjaman bank (Catatan 25).

Certain fixed assets of the Group were used as collateral for the bank loan (Note 25).

Aset tetap Grup, kecuali tanah, telah diasuransikan terhadap risiko kebakaran, pencurian dan risiko lainnya dengan jumlah pertanggungan pada tanggal 31 Desember 2021 sebesar Rp3.642.496.077, dan pada tanggal 31 Desember 2020 sebesar Rp2.689.602.812. Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutupi kemungkinan kerugian atas aset yang dipertanggungkan.

Property, plant and equipment of the Group, except for land, were insured against fire, theft and other possible risks with sum insured as of December 31, 2021 amounting to Rp3,642,496,077 and as of December 31, 2020 amounting to Rp2,689,602,812. The Management believes that the insurance coverage is adequate to cover possible losses on the assets insured.

Aset dalam penyelesaian terdiri dari pembangunan di unit produksi, apotek dan diagnostika baru serta pengadaan gudang. Jangka waktu penyelesaian pembangunan tersebut berkisar antara 6 (enam) sampai dengan 36 (tiga puluh enam) bulan. Pada 31 Desember 2021, persentase penyelesaian dari bangunan prasarana dan pabrik berkisar antara 28% sampai dengan 98%.

Construction in progress consists of the construction of the production unit, pharmacy and new clinic and procurement of warehouse. The finishing time for construction is from 6 to 36 months. On December 31, 2021, percentage of completion of the building and infrastructure ranging from 28% to 98%.

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17. ASET TETAP (Lanjutan)

Entitas Induk

Pada tahun 2009 Perusahaan menyediakan lahan untuk digunakan sebagai fasilitas vaksin flu burung oleh Departemen Kesehatan RI. Lahan tersebut berlokasi di desa Kertawangi Kecamatan Cisarua Kabupaten Bandung Barat seluas 5.145 m² dan dijalan pasteur seluas 3.953 m². Sejak tahun 2011 proyek tersebut terhenti dan sampai dengan tanggal laporan ini lahan tersebut masih tertutup dan belum dapat digunakan oleh Perusahaan.

Pada Tanggal 22 September 2020 Kementerian Kesehatan Republik Indonesia dan PT Bio Farma (Persero) telah menandatangani Perjanjian Pemakaian Sementara Aset Ex. Flu Burung No. HK.03.01/Menkes/1342/2020; No.001.22/DIR/IX/2020.

Dalam rangka Penyertaan Modal Pemerintah Pusat Direktorat Pengelolaan Kekayaan Negara dan Sistem Informasi, Direktorat Jenderal Kekayaan Negara, Kementerian Keuangan RI telah melakukan penilaian atas aset ex. flu burung yang akan digunakan oleh PT Bio Farma (Persero). Sesuai dengan hasil laporan penilaian Tim Penilai Direktorat Penilaian DJKN, nilai wajar BMN yang akan dilakukan Penyertaan Modal Pemerintah Pusat senilai Rp63.851.670.000 (nilai penuh). Nilai wajar hasil penilaian berlaku selama 6 (enam) bulan sejak tanggal laporan penilaian, tertanggal 18 Desember 2020.

Entitas Anak

PT Kimia Farma Tbk memiliki tanah yang tersebar di wilayah Indonesia dengan hak legal berupa Hak Guna Bangunan (HGB) yang berjangka waktu 20 (dua puluh) tahun dan 30 (tiga puluh) tahun. PT Kimia Farma Tbk juga mempunyai Hak Guna Usaha (HGU) atas tanah seluas 1.061 hektar di Cianjur, Jawa Barat yang berlaku selama 25 (dua puluh lima) tahun hingga tahun 2023. Lokasi tersebut dikembangkan PT Sinkona Indonesia Lestari untuk perkebunan kina. Luas lahan yang digunakan untuk tanaman menghasilkan adalah seluas kurang lebih 497,16 hektar. Manajemen berpendapat tidak terdapat masalah dengan perpanjangan hak tersebut karena seluruh tanah diperoleh secara sah dan didukung dengan bukti kepemilikan yang memadai.

17. PROPERTY, PLANT AND EQUIPMENT (Continued)

Parent Entity

In 2009 the Company provided land for use as a bird flu vaccine facility by the Ministry of Health. The land is located in the village of Kertawangi District Cisarua West Bandung Regency covering an area of 5,145 m² and pasteur road covering an area of 3,953 m². Since 2011 the project has been halted and until the date of this report the land is still closed and cannot be used by the Company.

On September 22, 2020, Ministry of health Republic of Indonesia and PT Bio Farma (Persero) has signed a Temporary Use Agreement of Assets that previously used by Bird fly No. HK.03.01/Menkes/1342/2020; No. 001.22/DIR/IX/2020.

In the context of Central Government Equity Participation, Directorate of State Wealth Management and Information System, Directorate General of State Assets, Ministry of Finance of the Republic of Indonesia has conducted an assessment of ex assets. bird flu which will be used by PT Bio Farma (Persero). In accordance with the results of the assessment report by the DJKN Directorate of Appraisal Team, the fair value of BMN that will be carried out by Central Government Equity Participation is Rp63,851,670,000 (full amount). The fair value of the appraisal result is valid for 6 (six) months from the date of the appraisal report, dated December 18, 2020.

Subsidiaries

PT Kimia Farma Tbk owns land located throughout Indonesia with Building Use Rights (HGB) for term of 20 (twenty) and 30 (thirty) years. PT Kimia Farma Tbk also owns Operating Use Rights (HGU) over 1,061 hectares of land in Cianjur, West Java for a period of 25 (twenty five) years until 2023. The location is developed by the PT Sinkona Indonesia Lestari for quinine plantation. Productive plantation covers a total area of 497.16 hectares. Management believes there will be no difficulty in the extension of rights since all the land were acquired legally and supported by sufficient evidence of ownership.

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17. ASET TETAP (Lanjutan)

Entitas Anak (Lanjutan)

PT Phapros Tbk melakukan penilaian atas tanah berdasarkan penilaian yang dilakukan oleh KJPP Desmar, Ferdinand, Hentriawan dan Rekan dalam laporan No. 00009/2.014203/PI/04/0551/1/II/2022 tanggal 18 Februari 2022, pada tanggal 31 Desember 2021 nilai wajar tanah milik PEHA sebesar Rp154.105.000.

PT Indofarma Tbk dan Entitas Anaknya memiliki beberapa bidang tanah dengan hak legal berupa Hak Guna Bangunan yang berjangka waktu 20 dan 30 tahun yang akan jatuh tempo antara tahun 2030 dan 2034. Manajemen berpendapat tidak terdapat masalah dengan perpanjangan hak atas tanah karena seluruh tanah diperoleh secara sah dan didukung dengan bukti pemilikan yang memadai.

17. PROPERTY, PLANT AND EQUIPMENT (Continued)

Subsidiaries (Continued)

PT Phapros Tbk revalued the land based on the assessment conducted by KJPP Desmar, Ferdinand, Hentriawan and Partners in report No. No.00982/ 2.002700/PI/10/0196/1/III/2020 dated February 18, 2022, with fair value the PEHA's land amounting to Rp154,105,000.

PT Indofarma Tbk and Its Subsidiaries owns several parcels of land with Building use Rights (Hak Guna Bangunan or HGB) for periods of 20 and 30 years which is until 2030 and 2034. Management believes that there will be no difficulty in the extension of the land rights since all the land has been legally acquired and supported by sufficient evidence of ownership.

18. ASET HAK GUNA

18. RIGHT OF USE ASSETS

	2021					
	Saldo awal <i>Beginning balance</i>	Dampak penerapan/ <i>Impact of initial adoption</i>	Penambahan/ <i>addition</i>	Pengurangan/ <i>Disposal</i>	Saldo akhir/ <i>Ending Balance</i>	
Biaya perolehan:						At cost:
Bangunan dan prasarana	492.742.897	—	168.639.999	—	661.382.896	Building and infrastructure
Kendaraan	24.441.505	—	35.735.130	(9.989.442)	50.187.193	Vehicles
Perabot dan peralatan	3.823.832	—	20.127.228	(4.257.115)	19.693.945	Furniture and fixtures
Total	521.008.234	—	224.502.357	(14.246.557)	731.264.034	Total
Akumulasi penyusutan:						Accumulated depreciation
Bangunan dan prasarana	86.627.948	—	149.060.198	—	235.688.146	Building and infrastructure
Kendaraan	9.991.643	—	16.383.454	(4.822.328)	21.552.769	Vehicles
Perabot dan peralatan	2.090.319	—	1.721.591	(1.329.227)	2.482.683	Furniture and fixtures
Total	98.709.910	—	167.165.243	(6.151.555)	259.723.598	Total
Nilai buku neto	422.298.324				471.540.436	Net book value

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18. ASET HAK GUNA (Lanjutan)

18. RIGHT OF USE ASSETS (Continued)

2020					
	Saldo awal <i>Beginning balance</i>	Dampak penerapan/ <i>Impact of initial adoption</i>	Penambahan/ <i>addition</i>	Pengurangan/ <i>Disposal</i>	Saldo akhir/ <i>Ending Balance</i>
Biaya perolehan:					<i>At cost:</i>
Bangunan dan prasarana	—	15.624.983	477.117.914	—	492.742.897 <i>Building and infrastructure</i>
Kendaraan	—	26.059.093	7.096.604	(8.714.192)	24.441.505 <i>Vehicles</i>
Perabot dan peralatan	—	3.604.902	218.930	—	3.823.832 <i>Furniture and fixtures</i>
Total	—	45.288.978	484.433.448	(8.714.192)	521.008.234 <i>Total</i>
Akumulasi penyusutan:					<i>Accumulated depreciation</i>
Bangunan dan prasarana	—	1.610.853	85.017.095	—	86.627.948 <i>Building and infrastructure</i>
Kendaraan	—	7.737.921	6.523.790	(4.270.068)	9.991.643 <i>Vehicles</i>
Perabot dan peralatan	—	778.931	1.311.388	—	2.090.319 <i>Furniture and fixtures</i>
Total	—	10.127.705	92.852.273	(4.270.068)	98.709.910 <i>Total</i>
Nilai buku neto	—				422.298.324 <i>Net book value</i>

Beban penyusutan aset hak guna dialokasikan sebagai berikut:

Depreciation expense of right of use assets was allocated as follows:

	2021	2020	
Beban pokok penjualan (Catatan 44)	345.000	345.000	<i>Cost of goods sold (Note 44)</i>
Beban penjualan (Catatan 45)	9.414.161	6.666.828	<i>Selling expenses (Note 45)</i>
Beban umum dan administrasi (Catatan 46)	156.132.409	78.917.332	<i>General and administrative expenses (Note 46)</i>
Beban penelitian, pengembangan dan surveilans (Catatan 47)	1.273.673	6.923.113	<i>Research, development and surveillance expenses (Note 47)</i>
Total	167.165.243	92.852.273	<i>Total</i>

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19. PROPERTI INVESTASI

19. INVESTMENT PROPERTY

2021						
Saldo awal Beginning balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Kenaikan nilai wajar/ Fair value incremental	Saldo akhir/ Ending Balance	
Biaya perolehan:						At cost:
Tanah	956.854.000	1.298.090	(3.411.400)	49.950.310	12.254.000	Land
Bangunan	56.782.001	-	-	-	-	Building
Total	1.013.636.001	1.298.090	(3.411.400)	49.950.310	12.254.000	1.073.727.001 Total
2020						
Saldo awal Beginning balance	Penambahan/ Additions	Pengurangan/ Disposals	Reklasifikasi/ Reclassification	Kenaikan nilai wajar/ Fair value incremental	Saldo akhir/ Ending Balance	
Biaya perolehan:						At cost:
Tanah	943.035.468	-	-	(12.090.800)	25.909.332	956.854.000 Land
Bangunan	68.533.917	-	-	(1.596.436)	(10.155.480)	56.782.001 Building
Total	1.011.569.385	-	-	(13.687.236)	15.753.852	1.013.636.001 Total

Akun ini merupakan tanah dan bangunan properti investasi di 58 titik lokasi dengan nilai wajar per 31 Desember 2021 sebesar Rp1.073.727.000 milik Entitas Anak (PT Kimia Farma Tbk).

This account is investment property of land and buildings at 58 locations with fair value as of December 31, 2021 amounting to Rp1,073,727,000, of the Subsidiary's (PT Kimia Farma Tbk).

PT Kimia Farma Tbk menggunakan model nilai wajar dalam mencatat nilai properti investasi.

PT Kimia Farma Tbk is using fair value model in recording the value of investment property.

Berdasarkan laporan penilai KJPP Febriman Siregar dan Rekan dalam laporan No. 00025/2.0109-00/PI/10/0288/1/III/2022 tanggal 2 Maret 2022 dan No. 00024/2.0109-00/PI/10/0288/1/II/2022 tanggal 8 Januari 2022 bagian nilai dari property investasi PT Kimia Farma Apotek pada 31 Desember 2021 sebesar Rp96.575.000, KJPP Desmar, Ferdinand, Hentriawan dan Rekan dalam laporan No. 00008/2.0142-03/PI/04/0551/1/II/2022 tanggal 18 Februari 2022, nilai properti investasi PT Phapros Tbk pada tanggal 31 Desember 2021 sebesar Rp77.553.000 dan KJPP Febriman Siregar dan Rekan No.00019/2.0109-0/PI/10/0288/1/II/2021 tanggal 21 Februari 2022 bagian nilai dari properti investasi PT Kimia Farma Tbk pada 31 Desember 2021 sebesar Rp899.599.000.

Based on appraisal report of KJPP Febriman Siregar and Partners in report No. 00025/2.0109-00/PI/10/0288/1/III/2022 of dated March 2, 2022 and No 00024/2.0109.00/PI/10/0288/1/II/2022 and January 8, 2022 the value of investment property of PT Kimia Farma Apotek amounted to Rp96,575,000, KJPP Desmar, Ferdinand, Hentriawan dan Rekan in report No. 00008/2.014203/PI/04/0551/1/II/2022 dated February 18, 2022, the value of investment property of PT Phapros as of December 31, 2021 amounting to Rp77,553,000 and KJPP Febriman Siregar & Partners in report No.00019/2.0109-00/PI/10/0288/1/II/2021 dated Februari 21, 2022, the value of investment property of PT Kimia Farma Tbk as of December 31, 2021 amounted to Rp899,599,000.

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19. PROPERTI INVESTASI (Lanjutan)

Metodologi penilaian yang digunakan adalah Pendekatan Perbandingan Data Pasar. Konsep dasar dari metode penilaian ini adalah pada prinsip penawaran dan permintaan, yaitu keseimbangan antara penawaran dan permintaan serta prinsip substitusi, yaitu adanya kecenderungan minat yang tinggi pada properti yang ditawarkan lebih murah dibandingkan properti sejenis yang lebih mahal. Dengan metode ini, penilaian atas suatu properti dilakukan dengan membandingkan secara langsung dengan properti lain yang sejenis yang terdapat di pasar.

19. INVESTMENT PROPERTY (Continued)

Valuation method used is Market Data Comparison Approach. The basic concept of this assessment method is the principle of supply and demand, that is equilibrium of supply and demand as well as the substitution principle, the tendency of interest for cheaper property is higher than similar property quoted with more expensive price. Under this method, the assessment of a property is conducted by comparing directly with other similar properties at the market.

20. ASET TIDAK LANCAR YANG AKAN DITINGGALKAN

	2021
MP-ASI-mesin	3.354.440
Penurunan nilai	(1.267.915)
Total	2.086.525

Aset MP-ASI terdiri dari mesin memproduksi produk MP-ASI yang terletak di Bekasi.

Manajemen sudah melakukan assessment nilai wajar atas aset lancar yang akan ditinggalkan (Mesin MP-ASI).

Aset tidak lancar yang akan ditinggalkan antara lain terdiri dari aset tetap terbengkalai.

20. ABANDONED NON-CURRENT ASSET

	2020	
MP-ASI Asset- Machineries	3.354.440	
Impairment	(1.142.089)	
Total	2.212.351	

MP-ASI consists of machineries that produce MP-ASI products located in Bekasi.

Management has conducted a fair value assessment of current assets that will be abandoned (MP-ASI Machine).

Abandoned non-current assets consist of abandoned assets and repossessed assets.

21. ASET TIDAK LANCAR ATAS KELOMPOK LEPASAN YANG DIMILIKI UNTUK DIJUAL

	2021
Mobil ambulance PCR	4.603.333
Mesin genose	3.508.500
Penurunan nilai (Catatan 48)	(1.252.875)
Total	6.858.958

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai atas aset tidak lancar yang dimiliki untuk dijual telah memadai.

21. NON-CURRENT ASSETS OF DISPOSAL GROUP CLASSIFIED AS HELD FOR SALE

	2020	
PCR ambulance	—	
Machine genose	—	
Impairment (Note 48)	—	
Total	—	

The management believes that the allowance for impairment losses on non current assets of disposal group classified as held for sale is adequate.

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22. ASET TIDAK BERWUJUD

22. INTANGIBLE ASSETS

	2021					
	Saldo awal <i>Beginning balance</i>	Penambahan/ <i>addition</i>	Pengurangan/ <i>Disposal</i>	Reklasifikasi/ <i>Reclassification</i>	Saldo akhir/ <i>Ending Balance</i>	
Biaya perolehan:						<i>At cost:</i>
<u>Kepemilikan langsung</u>						<u>Direct ownership</u>
Pengembangan produk	9.698.581	—	(723.294)	833.000	9.808.287	Product development
Software komputer dan lisensi	129.895.686	20.460.279	(2.754.816)	(815.525)	146.785.624	Computer software and license
Hak atas tanah	5.401.906	230.000	—	—	5.631.906	Land rights
Goodwill	134.443.900	—	—	—	134.443.900	Goodwill
Vaksin flu penyelesaian	40.741.321	46.840.060	—	—	87.581.381	Flu vaccine in progress
<u>Aset sewa pembiayaan</u>						<u>Lease assets</u>
Software komputer dan lisensi	1.380.000	—	—	(1.380.000)	—	Computer software and license
Total	321.561.394	67.530.339	(3.478.110)	(1.362.525)	384.251.098	Total
Akumulasi penyusutan:						<i>Accumulated depreciation</i>
<u>Kepemilikan langsung</u>						<u>Direct ownership</u>
Pengembangan produk	7.574.042	1.578.007	(723.294)	—	8.428.755	Product development
Software komputer dan lisensi	61.285.236	13.038.898	(2.754.816)	—	71.569.318	Computer software and license
Hak atas tanah	3.789.445	1.194.748	—	—	4.984.193	Land rights
<u>Aset sewa pembiayaan</u>						<u>Lease assets</u>
Software komputer dan lisensi	632.500	—	—	(632.500)	—	Computer software and license
Total	73.281.223	15.811.653	(3.478.110)	(632.500)	84.982.266	Total
Nilai buku neto	248.280.171				299.268.832	Net book value

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22. ASET TIDAK BERWUJUD (Lanjutan)

22. INTANGIBLE ASSETS (Continued)

	2020					
	Saldo awal <i>Beginning balance</i>	Penambahan/ <i>addition</i>	Pengurangan/ <i>Disposal</i>	Reklasifikasi/ <i>Reclassification</i>	Saldo akhir/ <i>Ending Balance</i>	
Biaya perolehan:						<i>At cost:</i>
<u>Kepemilikan langsung</u>						<u>Direct ownership</u>
Pengembangan produk	8.275.581	—	—	1.423.000	9.698.581	Product development
Software komputer dan lisensi	120.168.047	5.128.344	(5.662.260)	10.261.555	129.895.686	Computer software and license
Hak atas tanah	5.401.906	—	—	—	5.401.906	Land rights
Konsultasi Re-grouping BUMN	1.744.342	—	(1.744.342)	—	—	Consultant re-grouping BUMN
Goodwill	134.443.900	—	—	—	134.443.900	Goodwill
Vaksin flu dalam penyelesaian	—	40.741.321	—	—	40.741.321	Flu vaccine in progress
Software komputer dan lisensi dalam penyelesaian	6.266.473	1.840.231	—	(8.106.704)	—	Computer software and license in progress
<u>Aset sewa pembiayaan</u>						<u>Lease assets</u>
Software komputer dan lisensi	1.380.000	—	—	—	1.380.000	Computer software and license
Total	277.680.249	47.709.896	(7.406.602)	3.577.851	321.561.394	Total
Akumulasi penyusutan:						<i>Accumulated depreciation</i>
<u>Kepemilikan langsung</u>						<u>Direct ownership</u>
Pengembangan produk	6.179.741	1.394.301	—	—	7.574.042	Product development
Software komputer dan lisensi	54.183.400	7.101.836	—	—	61.285.236	Computer software and license
Hak atas tanah	3.472.267	317.178	—	—	3.789.445	Land rights
<u>Aset sewa pembiayaan</u>						<u>Lease assets</u>
Software komputer dan lisensi	287.500	345.000	—	—	632.500	Computer software and license
Total	64.122.908	9.158.315	—	—	73.281.223	Total
Nilai buku neto	<u>213.557.341</u>				<u>248.280.171</u>	<i>Net book value</i>

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22. ASET TIDAK BERWUJUD (Lanjutan)

22. INTANGIBLE ASSETS (Continued)

Beban amortisasi aset tidak berwujud dialokasikan sebagai berikut:

Amortization expense of intangible assets was allocated as follows:

	2021	2020	
Beban pokok penjualan (Catatan 44)	6.954.691	1.739.301	<i>Cost of goods sold (Note 44)</i>
Beban penjualan (Catatan 45)	8.513.676	5.202.421	<i>Selling expenses (Note 45)</i>
Beban umum dan administrasi (Catatan 46)	167.708	2.216.593	<i>General and administrative expenses (Note 46)</i>
Beban penelitian, pengembangan dan surveilans (Catatan 47)	175.578	—	<i>Research, development and surveillance expenses (Note 47)</i>
Total	<u>15.811.653</u>	<u>9.158.315</u>	<i>Total</i>

Biaya pengembangan produk merupakan biaya uji klinis untuk produk Pioglitazone, Clopidogrel, Rifampicin, dan Captopril milik Entitas Anak (PT Kimia Farma Tbk) serta biaya yang terkait dengan pengujian uji ekuivalensi untuk membuktikan kesetaraan produk baru terhadap produk obat inovator milik Entitas Anak (PT Indofarma Tbk).

Product development costs are clinical test of Pioglitazone, Clopidogrel, Rifampicin, and Captopril products of the Subsidiary (PT Kimia Farma Tbk) and also cost associated with equivalence test to prove the equality of a new product to innovate product of the Subsidiary (PT Indofarma Tbk).

Biaya pengembangan diamortisasi masa manfaatnya selama antara 3 (tiga) sampai 5 (lima) tahun.

Development costs are amortized over the period of 3 (three) to 5 (five) years.

Goodwill sebesar Rp134.443.900 berasal dari selisih antara harga beli PT Lucas Djaja dan Entitas Anaknya oleh PT Phapros Tbk sebesar Rp315.754.548 dengan nilai wajar aset bersih yang diakuisisi sebesar Rp200.965.028.

The goodwill amounting to Rp134,443,900 arise from the difference between the acquisition cost of Rp315,754,548 of PT Lucas Djaja and its Subsidiary by PT Phapros Tbk and fair value of net assets acquired of Rp200,965,028.

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22. ASET TIDAK BERWUJUD (Lanjutan)

22. INTANGIBLE ASSETS (Continued)

Nilai wajar aset bersih PT Lucas Djaja dan entitas anak dan *goodwill* atas akuisisi di atas adalah sebagai berikut:

Fair value of net assets PT Lucas Djaja and subsidiary and goodwill resulted from the acquisition are as follow:

	Nilai wajar/ <i>Fair value</i>	
Modal saham - nilai nominal	28.500.000	<i>Share capital</i>
Tambahan modal disetor	118.596.177	<i>Additional paid in capital</i>
Revaluasi aset tetap	12.430.480	<i>Aset revaluation</i>
Komponen ekuitas lainnya	(239.695)	<i>Other equity component</i>
Saldo laba	41.639.454	<i>Retained earning</i>
Kepentingan non-pengendali	38.612	<i>Non-controlling interest</i>
Total nilai wajar aset bersih	200.965.028	<i>Total fair value of net assets</i>
Porsi kepemilikan nilai wajar aset bersih (90,22%)	(181.310.648)	<i>Ownership portion of fair value of net assets (90.22%)</i>
Harga pembelian	315.754.548	<i>Purchase price</i>
<i>Goodwill</i>	<u>134.443.900</u>	<i>Goodwill</i>

Berdasarkan pengujian penurunan nilai yang telah dilakukan, manajemen berpendapat bahwa tidak terdapat penurunan nilai *goodwill* pada tanggal 31 Desember 2021 dan 2020.

Based on the impairment tests which have been done, the management believes that there is no impairment on goodwill as of December 31, 2021 and 2020.

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23. ASET AGRIKULTUR DAN PENGEMBANGAN	23. AGRICULTURAL AND DEVELOPMENT ASSETS				
	2 0 2 1				
	Saldo awal <i>Beginning balance</i>	Penambahan/ <i>addition</i>	Pengurangan/ <i>Disposal</i>	Reklasifikasi/ <i>Reclassification</i>	Saldo akhir/ <i>Ending Balance</i>
Biaya perolehan:					
Tanaman					
menghasilkan	5.539.340	—	—	—	5.539.340
Hewan					
menghasilkan	5.071.200	—	(739.800)	386.400	4.717.800
Tanaman belum					
menghasilkan	2.295.247	—	—	—	2.295.247
Hewan belum					
menghasilkan	386.400	98.100	-	(386.400)	98.100
Total	13.292.187	98.100	(739.800)	—	12.650.487
Akumulasi penyusutan:					
Tanaman					
menghasilkan	5.539.340	—	—	—	5.539.340
Hewan					
menghasilkan	3.296.181	655.048	(597.233)	—	3.353.996
Total	8.835.521	655.048	(597.233)	—	8.893.336
Nilai buku netto	4.456.666				3.757.151
	2 0 2 0				
	Saldo awal <i>Beginning balance</i>	Penambahan/ <i>addition</i>	Pengurangan/ <i>Disposal</i>	Reklasifikasi/ <i>Reclassification</i>	Saldo akhir/ <i>Ending Balance</i>
Biaya perolehan:					
Tanaman					
menghasilkan	5.539.340	—	—	—	5.539.340
Hewan					
menghasilkan	5.260.800	—	(602.800)	413.200	5.071.200
Tanaman belum					
menghasilkan	2.295.247	—	—	—	2.295.247
Hewan belum					
menghasilkan	137.000	690.000	(27.400)	(413.200)	386.400
Total	13.232.387	690.000	(630.200)	—	13.292.187
Akumulasi penyusutan:					
Tanaman					
menghasilkan	5.539.340	—	—	—	5.539.340
Hewan					
menghasilkan	2.777.659	1.013.341	(494.819)	—	3.296.181
Total	8.316.999	1.013.341	(494.819)	—	8.835.521
Nilai buku netto	4.915.388				4.456.666

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23. ASET AGRIKULTUR DAN PENGEMBANGAN (Lanjutan)

Aset biologis yang dimiliki oleh Grup yaitu berjumlah 194 dan 191 masing-masing tahun 2021 dan 2020. Yang terdiri atas hewan kuda produktif yang berjumlah 172 dan 185 ekor masing-masing tahun 2021 dan 2020 dan hewan kuda yang masih belum menghasilkan (dalam proses karantina) 3 dan 6 ekor masing-masing tahun 2021 dan 2020 dimana hewan kuda tersebut diukur sebesar biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

Selama tahun 2021 dan 2020 terdapat kematian hewan kuda sebanyak 16 dan 22 ekor sehingga aset tersebut berkurang senilai nilai bukunya dan atas kematian tersebut diakui sebagai kerugian.

23. AGRICULTURAL AND DEVELOPMENT ASSETS (Continued)

The biological assets owned by the Group amounted to 194 and 191 in 2021 and 2020, respectively. It comprise of productive horse animals totaling 172 and 185 in 2021 and 2020, respectively. Total horse animals that still have not produced (in the quarantine process) 3 and 6 in 2021 and 2020, respectively. The horse animals are measured in the amount of acquisition costs minus accumulated depreciation and accumulated impairment losses.

During 2021 and 2020 there were 16 and 22 horses, respectively that were impaired due to death and was recognized as loss.

24. ASET TIDAK LANCAR LAINNYA

24. OTHER NON-CURRENT ASSETS

	2021	2020	
Biaya riset dan pengembangan	29.578.580	25.780.666	Research and development cost
Beban tangguhan	6.317.631	61.272.217	Deferred cost
Uang jaminan	6.088.507	4.344.337	Deposits
Biaya dibayar dimuka kerjasama jangka panjang	5.372.060	7.513.433	Long-term prepaid expense
Biaya dibayar dimuka sewa jangka panjang	—	194.138.525	Long-term prepaid rent expense
Lain-lain	19.232.419	4.997.491	Others
Total	66.589.197	298.046.669	Total

Beban tangguhan merupakan biaya penugasan pengadaan vaksin Covid-19 yang dapat ditagihkan kembali ke Pemerintah setelah mendapatkan hasil pemeriksaan dari Auditor Badan Pengawas Keuangan (BPK), sampai dengan tanggal laporan ini, pemeriksaan belum dilakukan oleh BPK.

Setoran jaminan merupakan jaminan yang diberikan untuk penambahan daya listrik, jaminan sewa gedung Pakarti Center (Kantor Perwakilan Perusahaan) dan jaminan gas elpiji.

Deferred charges represent assignment costs for the procurement of the Covid-19 vaccine which can be billed back to the Government after obtaining the results of the examination from the Auditor of the Financial Supervisory Agency (BPK), until the date of this report, the audit has not been carried out by the BPK.

Guarantee deposits consist of guarantees provided for the addition of electric power, rental of Pakarti Center building (Company Representative Office) and gas.

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24. ASET TIDAK LANCAR LAINNYA (Lanjutan)

Biaya riset dan pengembangan (selanjutnya disebut "Biaya Risbang") tercantum dalam Perjanjian Pemegang Saham KFSP yaitu biaya yang terkait dengan rangkaian proses atau langkah-langkah dalam rangka mengembangkan suatu produk baru atau menyempurnakan produk yang telah ada.

Pencatatan biaya risbang adalah sebagai aset lain yang akan diamortisasi sesuai keputusan manajemen pada saat Grup sudah mendapatkan manfaatnya.

24. OTHER NON-CURRENT ASSETS (Continued)

Development costs are listed in the KFSP Shareholder Agreement, namely costs associated with a series of processes or steps in order to develop a new product or perfect an existing product.

Recording the development cost under other asset will be amortized according to management's decision when the Group started benefiting from the development cost.

25. UTANG BANK

a. Utang Bank Jangka Pendek

	2021	2020
Pihak berelasi (Catatan 51) Rupiah		
PT Bank Negara Indonesia (Persero) Tbk	686.086.529	637.278.534
PT Bank Syariah Indonesia Tbk	515.000.000	605.000.000
PT Bank BPD Jawa Barat Tbk	464.173.524	—
PT Bank DKI	450.000.000	800.000.000
PT Bank Rakyat Indonesia (Persero) Tbk	450.000.000	679.500.000
PT Bank Mandiri (Persero) Tbk	84.830.755	474.924.819
Lembaga Pembiayaan Ekspor Indonesia (Indonesia Exim Bank)	—	4.654.652
Total pihak berelasi	2.650.090.808	3.201.358.005

25. BANK LOAN

a. Short-term Bank Loan

Related parties (Note 51) Rupiah	
PT Bank Negara Indonesia (Persero) Tbk	
PT Bank Syariah Indonesia Tbk	
PT Bank BPD Jawa Barat Tbk	
PT Bank DKI	
PT Bank Rakyat Indonesia (Persero) Tbk	
PT Bank Mandiri (Persero) Tbk	
Lembaga Pembiayaan Ekspor Indonesia (Indonesia Exim Bank)	
Total related parties	

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25. UTANG BANK (Lanjutan)

25. BANK LOAN (Continued)

a. Utang Bank Jangka Pendek (Lanjutan)

a. Short-term Bank Loan (Continued)

	2021	2020	
Pihak ketiga Rupiah			Third parties Rupiah
PT Bank Central Asia Tbk	500.274.691	500.000.000	PT Bank Central Asia Tbk
PT Bank Maybank Indonesia Tbk	292.500.000	1.951.795.000	PT Bank Maybank Indonesia Tbk
PT Bank Permata Tbk	250.000.000	400.000.000	PT Bank Permata Tbk
PT Bank CIMB Niaga	49.254.897	49.997.678	PT Bank CIMB Niaga
PT Bank OCBC NISP Tbk	14.834.435	14.680.347	PT Bank OCBC NISP Tbk
PT Bank Danamon Tbk	—	423.510.000	PT Bank Danamon Tbk
PT Bank HSBC	—	494.095.000	PT Bank HSBC
Total pihak ketiga	<u>1.106.864.023</u>	<u>3.834.078.025</u>	Total third parties
Total utang bank jangka pendek	<u>3.756.954.831</u>	<u>7.035.436.030</u>	Total short-term bank loan

PT Bank Mandiri (Persero) Tbk

Perusahaan melakukan penandatanganan Perpanjangan Masa Laku Fasilitas Pembiayaan dengan PT Bank Mandiri (Persero) Tbk. dengan rincian fasilitas sebagaimana tercantum pada Addendum VI (Keenam) tanggal 13 Agustus 2021 atas Perjanjian Kredit Modal Kerja Revolving No. CDO.BDG/319/KMK/2015.

PT Bank Mandiri (Persero) Tbk

The Company signed the Extension of Financing Facility Practice Period with PT Bank Mandiri (Persero) Tbk. with the details of the facilities as stated in Addendum VI (Sixth) dated August 13, 2021 on revolving Working Capital Credit Agreement No. CDO.BDG/319/KMK/2015.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Mandiri (Persero) Tbk (Lanjutan)

Berikut fasilitas yang diperoleh oleh Perusahaan:

- Fasilitas Kredit Modal Kerja (KMK) Sub Limit NCL:

Limit	:	Rp250.000.000	:
Jenis fasilitas	:	KMK Revolving Rekening Koran/ KMK Revolving Current Account.	:
Suku bunga	:	8 % p.a	:
Jangka waktu	:	Sejak penandatanganan perjanjian kredit s.d. tanggal 14 Agustus 2022 / Since the signing of the credit agreement until August 14, 2022.	:
Tujuan	:	Modal Kerja Operasional / Operational Working Capital.	:

- Fasilitas NonCash Loan untuk penerbitan LC Impor/SKDN (Sight, Usance & UPAS)/BG dengan sub limit Trust Receipt, Fasilitas Treasury Line, dan Purchasing Line.
- Jaminan Fidusia atas mesin-mesin yang berlokasi di Jl. Pasteur No.28 Bandung dengan nilai penjaminan sebesar Rp265.000.000.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar nihil dan Rp250.000.000.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Mandiri (Persero) Tbk (Continued)

The following facilities are obtained by the Company:

- Working Capital Credit Facility Sub Limit NCL:

Limit	:		:
Types of Facilities	:		:
Interest	:		:
Period	:		:
Goal	:		:

- NonCash Loan Facility for issuance of Lc Impor/SKDN (Sight, Usance & UPAS)/BG with sub limit Trust Receipt, Treasury Line Facility, and Purchasing Line.
- Fiduciary Guarantee for machines located at Jl. Pasteur No.28 Bandung with a guaranteed value of Rp265,000,000.

As of December 31, 2021 and 2020 the outstanding balance of these loans are amounted to nil and Rp250,000,000, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Mandiri (Persero) Tbk (Lanjutan)

Berdasarkan Surat Persetujuan Pembiayaan Kredit (SPPK) No.CBG.CB1/SPD.SPPK.056/2019 tanggal 22 Mei 2019, Entitas Anak (PT Kimia Farma Tbk dan Entitas Anaknya) memperoleh fasilitas kredit dari PT Bank Mandiri (Persero) Tbk yaitu kredit *Term Loan Non Revolving* dengan nilai limit kredit Rp1.000.000.000. Tujuan dari penggunaan kredit ini termasuk penggunaan Capital Expenditure dan Operational Expenditure termasuk namun tidak terbatas untuk akuisisi, pembelian mesin, dan pengembangan usaha. Fasilitas ini telah dilunasi pada tanggal 20 Maret 2020.

Pada tanggal 24 November 2020, berdasarkan Surat Penawaran Pemberian Kredit (SPPK) No. CBG.CB1/SPD.SPPK.108/2020 Entitas Anak (PT Kimia Farma Tbk dan Entitas Anaknya) memperoleh fasilitas kredit modal kerja revolving dengan jumlah maksimum sebesar Rp30.000.000, fasilitas kredit modal kerja (*Global Line*) dari PT Bank Mandiri (Persero) Tbk dengan jumlah maksimum sebesar Rp500.000.000 yang dialokasikan untuk PT Kimia Farma Tbk Rp60.000.000, PT Kimia Farma Trade & Distribution Rp75.000.000, PT Kimia Farma Diagnostik Rp25.000.000, PT Kimia Farma Apotek Rp40.000.000, dan PT Phapros Tbk Rp300.000.000, fasilitas bank garansi sebesar Rp192.000.000, fasilitas non cash loan untuk Penerbitan LC/SKBDN sebesar maksimum USD7.000, dan fasilitas treasury line sebesar USD4.300. Fasilitas kredit ini dijamin dengan sertifikat HGB No. 591/ Pulogadung atas nama PT Kimia Farma Tbk diikat dengan hak tanggungan dengan nilai pengikatan sebesar Rp274.480.000 (Catatan 18) serta persediaan (Catatan 9) dan piutang yang telah diikat secara fidusia senilai Rp430.588.458 (Catatan 7).

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Mandiri (Persero) Tbk (Continued)

Based on Credit Financing Approval Letter No. CBG.CB1/SPD.SPPK.056/2019 dated on May 22, 2019 the Subsidiary (PT Kimia Farma Tbk and Its Subsidiaries) obtained credit facilities from PT Bank Mandiri (Persero) Tbk that Long Term credit with the credit limit Rp1,000,000,000. The purpose of the credit is Capital Expenditure and Operational Expenditure though not only for acquisition, purchasing machine, and business development. This facility had been paid at March, 20 2020.

On November 24, 2020, Based on Credit Financing Approval Letter No. CBG.CB1/SPD.SPPK.108/2020 the Subsidiary (PT Kimia Farma Tbk and Its Subsidiaries) obtained revolving working capital with a maximum amount of Rp30,000,000, working capital facility (Global Line) from PT Bank Mandiri (Persero) Tbk with a maximum amount of Rp500,000,000 allocated for PT Kimia Farma Tbk Rp60,000,000, PT Kimia Farma Trade & Distribution Rp75,000,000, PT Kimia Farma Diagnostik Rp25,000,000, PT Kimia Farma Apotek Rp40,000,000, and PT Phapros Tbk Rp300,000,000, bank guarantees facility amounted to Rp192,000,000, non cash loan for LC/SKBDN facility maximum amounted USD7,000 and treasury line facility amounted to USD4,300. These facilities were collateralized by letter of landright HGB No. 591/ Pulogadung on behalf of PT Kimia Farma Tbk with a mortgage collateral amounted to Rp274,480,000 (Note 18) and also the inventories (Note 9) and receivables which have been bound by fiduciary amounted to Rp430,588,458 (Note 7).

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Mandiri (Persero) Tbk (Lanjutan)

Berdasarkan Surat Perjanjian Kredit Modal Kerja No.CRO.KP/029/PK-KMK-2008/36 tanggal 26 November 2021, Entitas Anak (PT Kimia Farma Tbk dan Entitas Anaknya) memperoleh fasilitas kredit modal kerja revolving dengan jumlah maksimum sebesar Rp30.000.000, fasilitas kredit modal kerja (Global Line) dari PT Bank Mandiri (Persero) Tbk dengan jumlah maksimum sebesar Rp325.000.000 yang dialokasikan untuk PT Kimia Farma Tbk Rp20.000.000, PT Kimia Farma Trade & Distribution Rp10.000.000, PT Kimia Farma Diagnostik Rp20.000.000, PT Kimia Farma Apotek Rp25.000.000, dan PT Phapros Tbk Rp250.000.000.

Seluruh fasilitas tersebut telah diperpanjang terakhir sampai tanggal 26 November 2022, dimana fasilitas tersebut dibebani suku bunga tahunan sebesar 8% sampai dengan 9% dan sewaktu-waktu dapat berubah.

Entitas Anak (PT Kimia Farma Apotek) memperoleh fasilitas modal kerja dari PT Bank Mandiri (Persero) Tbk, dengan jumlah maksimum sebesar Rp150.000.000 sesuai dengan surat No. CBG.CB1/SPPK.109/2020 tanggal 24 November 2020 dan telah diperpanjang hingga 26 November 2021. Kredit ini dibebani bunga sebesar 8,75% p.a. dan digunakan sebagai pembiayaan operasional perusahaan. Pada 26 November 2020, PT Kimia Farma Apotek telah melunasi fasilitas tersebut.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Mandiri (Persero) Tbk (Continued)

Based on Credit Financing Approval Letter No.CRO.KP/029/PK-KMK-2008/36 dated November 26, 2021, the Subsidiaries (PT Kimia Farma Tbk and Its Subsidiaries) obtained revolving working capital with a maximum amount of Rp30,000,000, working capital facility (Global Line) from PT Bank Mandiri (Persero) Tbk with a maximum amount of Rp325,000,000 allocated for PT Kimia Farma Tbk Rp20,000,000, PT Kimia Farma Trade & Distribution Rp10,000,000, PT Kimia Farma Diagnostik Rp20,000,000, PT Kimia Farma Apotek Rp25,000,000, and PT Phapros Tbk Rp250,000,000.

The due date of all of these facilities had been extended latest to November 26, 2022, which were charged by interest rate 8% to 9% p.a. and may change at anytime. The interest rate is set at the time of credit withdrawal and is valid until the end of the credit.

The Subsidiary (PT Kimia Farma Apotek) obtained working capital credit facility for PT Bank Mandiri (Persero) Tbk with maximum amount as Rp150,000,000 based on Letter No. CBG.CB1/SPPK.109/2020 dated November 24, 2020 and has been extended to November 26, 2021. This credit has rate 8.75% p.a. and will be used to financing company operational. On November 26, 2020, PT Kimia Farma Apotek has paid the facility.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Mandiri (Persero) Tbk (Lanjutan)

Fasilitas kredit ini dijamin dengan:

- Aset tetap berupa tanah (SHGB No.591) a.n. PT Kimia Farma Tbk, beserta bangunan kantor/pabrik, mesin/peralatan, pabrik yang diikat dengan Hak tanggungan dengan nilai pengikatan Rp274.480.000.000.
- Persediaan dan piutang usaha sebesar Rp430.588.481.706.

Jaminan tersebut diikat secara *cross collateral* dan *cross default* untuk mengcover seluruh fasilitas kredit PT Kimia Farma Tbk di Bank Mandiri.

Selama fasilitas kredit belum lunas, maka tanpa persetujuan tertulis dari Bank Mandiri terlebih dahulu PT Kimia Farma Tbk dan Entitas Anaknya tidak diperkenankan:

- Menjaminkan persediaan barang dan piutang dagang sebagai jaminan kredit kepada bank lain.
- Mengikat diri sebagai penjamin hutang atau menjaminkan harta kekayaan perusahaan pada pihak lain.
- Memindahtangankan barang jaminan, kecuali jaminan berupa persediaan barang dan piutang usaha dalam rangka transaksi sebagaimana menurut kelaziman kegiatan usaha.

Entitas Anak (PT Sinkona Indonesia Lestari) memperoleh fasilitas kredit modal kerja ekspor dari PT Bank Mandiri (Persero) Tbk. Berdasarkan Perjanjian Kredit Modal Kerja No. 06/KMKE/V/94 tanggal 16 Mei 1994, yang telah mengalami beberapa perubahan, terakhir berdasarkan Addendum tanggal 27 November 2021, PT Sinkona Indonesia Lestari memperoleh fasilitas Kredit Modal Kerja (KMK) dengan total plafon sebesar Rp12.000.000 dengan suku bunga 8% per tahun dan akan jatuh tempo pada 26 November 2022.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Mandiri (Persero) Tbk (Continued)

These credit facilities are secured with:

- *Fixed assets in the form of land (SHGB No.591) a.n. PT Kimia Farma Tbk, along with office buildings/factories, machinery/equipment, factories which are tied up with Mortgage with a binding value of Rp274,480,000,000.*
- *Inventories and trade receivable amounted to Rp430,588,481,706.*

The guarantee is tied with cross collateral and cross default to cover all PT Kimia Farma Tbk credit facilities at Bank Mandiri.

As long as the credit facility has not been paid off, without prior written approval from Bank Mandiri PT Kimia Farma Tbk and Its Subsidiaries is not allowed to:

- *Guarantee the inventory of goods and accounts receivable as collateral for credit to other banks.*
- *Bind themselves as guarantor of debt or pledge company assets to other parties.*
- *Transferring collateral goods, except for collateral in the form of inventories and trade receivables in the context of transactions as is customary in business activities.*

The Subsidiary (PT Sinkona Indonesia Lestari) obtained export working capital credit facility from PT Bank Mandiri (Persero) Tbk. Based on the Working Capital Credit Agreement No. 06/KMKE/V/94 dated May 16, 1994, which has been amended several times, most recently based on the Addendum on November 27, 2021, PT Sinkona Indonesia Lestari obtained a Working Capital Credit (KMK) facility with a total plafond of Rp12,000,000 with an interest rate of 8% per year and will be due on November 26, 2022.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Mandiri (Persero) Tbk (Lanjutan)

Berdasarkan Perubahan Perjanjian Kredit Modal Kerja No. KP-COD/007/PK-KMK/2004 dengan akta No.2 tanggal 23 Maret 2004 oleh Notaris Raharti Sudjardjati, S.H., yang mengalami perubahan terakhir berdasarkan addendum ke 31 tanggal 27 November 2021, Entitas Anak (PT Sinkona Indonesia Lestari) memperoleh Fasilitas Kredit Modal Kerja (KMK) dengan total plafon sebesar USD740,000 dengan suku bunga 5,50% yang akan jatuh tempo pada 26 November 2022.

Fasilitas kredit ini dijamin dengan:

- Saham dan piutang usaha sebesar Rp25.622.000
- Tanah, bangunan kantor, pabrik, sarana pelengkap dan mesin dengan bukti kepemilikan SHGB No.1 / Sarireja atas nama PT Sinkona Indonesia Lestari sebesar Rp39.698.000.

Jaminan tersebut diikat dan diberlakukan secara *Joint Collateral* untuk mengcover seluruh fasilitas kredit yang diperoleh dari Bank Mandiri. Atas fasilitas yang diberikan kepada PT Kimia Farma Tbk dan Entitas Anaknya bersifat *Cross Default* dengan fasilitas lain yang diterima di Bank Mandiri maupun bank lain.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Mandiri (Persero) Tbk (Continued)

Based on the Amendment to the Working Capital Credit Agreement No. KP-COD/007/PKMK/ 2004 with Deed No.2 dated March 23, 2004 by Notary Raharti Sudjardjati S.H., which has been amended several times, most recently based on addendum thirty first dated November 17, 2020, The Subsidiaries PT SIL obtained Working Capital Credit Facility (KMK) with total plafond of USD740,000 with an interest rate of 5.50% per year and will be due on November 26, 2022.

These credit facilities are secured with:

- *Stock and trade receivable amounted to Rp25,622,000.*
- *Land, office buildings, factories, complementary facilities and machinery with proof of ownership of SHGB No.1 / Sarireja in the name of PT Sinkona Indonesia Lestari amounting to Rp39,698,000.*

The guarantee is bound and enforced in a Joint Collateral manner to cover all credit facilities obtained from Bank Mandiri. The facilities provided to PT Kimia Farma Tbk and Its Subsidiaries are Cross Default with other facilities received at Bank Mandiri and other banks.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Mandiri (Persero) Tbk (Lanjutan)

Atas fasilitas kredit yang diterima diatas PT Kimia Farma dan Entitas Anaknya diharuskan antara lain: menyampaikan realisasi penjualan setiap triwulan, menyampaikan laporan keuangan triwulanan dan laporan keuangan audit tahunan, tidak boleh memindah tangankan jaminan, menyalurkan aktivitas keuangan melalui PT Bank Mandiri (Persero) Tbk menggunakan fasilitas kredit sesuai tujuan, mengizinkan PT Bank Mandiri (Persero) Tbk melakukan pemeriksaan usaha dan aktivitas keuangan, melaporkan perubahan pengurus, melaporkan pembagian dividen. PT Kimia Farma dan Entitas Anaknya juga diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1,1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1,4 kali. Pada tanggal 31 Desember 2021, PT Kimia Farma dan Entitas Anaknya belum memenuhi semua persyaratan *covenant* yang ditentukan dalam perjanjian.

Pada 31 Desember 2021, Entitas Anak (PT Kimia Farma Tbk) sudah melunasi fasilitas kredit tersebut.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp955 dan Rp175.000.000.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Mandiri (Persero) Tbk (Continued)

For the credit facilities received above PT Kimia Farma Tbk and Its Subsidiaries are required, among others: submit sales realisation each quarter, submit quarterly financial statements and audited annual financial statements, shall not transfer the guarantees, to channel financial activity through PT Bank Mandiri (Persero) Tbk use the credit facility to the purpose, allow PT Bank Mandiri (Persero) Tbk conducting examination of business and financial activity, report changes of the board report the dividend, payment. PT Kimia Farma Tbk and Its Subsidiaries is also required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1.1 times, the ratio of total liabilities to equity is not more than 3 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 1.4 times. As of December 31, 2021, the Group has not fulfilled all covenant requirements within the agreement.

As of December 31, 2021, the Subsidiary (PT Kimia Farma Tbk) has paid the facility.

As of December 31, 2021 and 2020 the outstanding balance of these loans are amounted to Rp955 and Rp175,000,000, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Mandiri (Persero) Tbk (Lanjutan)

Entitas Anak (PT Indofarma Tbk dan Entitas Anaknya) mendapatkan kredit modal kerja dengan plafond maksimal sebesar Rp18.000.000 atas nama PT Indofarma Global Medika dari Bank Mandiri dan perjanjian kredit telah mengalami beberapa kali perubahan dengan perubahan terakhir berdasarkan surat dari Bank Mandiri No.CBG.CB1/SPPK/SPD.142/2021 tanggal 16 Desember 2021 dengan tingkat suku bunga 8,85% p.a. serta jatuh tempo sampai dengan 19 Juni 2022.

Fasilitas ini dijamin dengan jaminan sebagai berikut:

- Persediaan;
- Piutang usaha; dan
- Tanah, bangunan pabrik, mesin/peralatan pabrik dan inventaris kantor/pabrik di Cibitung.

Sehubungan dengan perjanjian kredit tersebut, PT Indofarma Global Medika memiliki kewajiban untuk mempertahankan:

- *Financial Covenant Current Ratio* minimal 110%;
- *Leverage Ratio* maksimal sebesar 425%; dan
- *Debt Service Coverage Ratio* minimal sebesar 1 kali.

PT Indofarma Global Medika tidak dapat memenuhi batasan-batasan yang diwajibkan dalam perjanjian pinjaman tersebut.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp84.829.800 dan Rp49.924.819.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Mandiri (Persero) Tbk (Continued)

The Subsidiaries (PT Indofarma Tbk and Its Subsidiaries) obtained a working capital loan with maximum palfond amounted to Rp18,000,000 for PT Indofarma Global Medika based on Letter from Bank Mandiri No. CBG.CB1/SPPK/SPD.142/2021 dated December 16, 2021 after several amendments with interest rate at 8.85% p.a. maturity until June 19, 2022.

The facility is secured by the following collaterals:

- Inventories;
- Trade receivables; and
- Land, building, plant, machinery and office supplies in Cibitung.

In connection with the credit agreement, PT Indofarma Global Medika has an obligation to maintain

- *Financial Covenant Current Ratio* 110%;
- *Leverage Ratio* maximum 425%; and
- *Debt Service Coverage* minimum 1 time.

PT Indofarma Global Medika has not complied with the covenants in the borrowing agreement.

As of December 31, 2021 and 2020 the outstanding balance of these loans are amounted to Rp84,829,800 and Rp49,924,819, respectively.

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25. UTANG BANK (Lanjutan)

25. BANK LOAN (Continued)

a. Utang Bank Jangka Pendek (Lanjutan)

a. Short-term Bank Loan (Continued)

PT Bank Rakyat Indonesia (Persero) Tbk

PT Bank Rakyat Indonesia (Persero) Tbk

Perusahaan melakukan Perpanjangan Kredit Modal Kerja (KMK) dengan PT Bank Rakyat Indonesia (Persero) Tbk., dengan rincian fasilitas sebagaimana tercantum pada Addendum VI (Keenam) tanggal 11 Februari 2021 yang meliputi:

The Company signed the extension working capital credit (KMK) with PT Bank Rakyat Indonesia (Persero) Tbk., with the details of the facilities as stated in Addendum VI (Sixth) dated February 11, 2021 which includes:

- Fasilitas Kredit Modal Kerja Max Co. Tetap (Fasilitas KMK).

- *Max Co. Fixed Working Capital Credit Facility (KMK Facility).*

Limit	:	Rp850.000.000	:	Limit
Jenis fasilitas	:	Rekening Koran dengan Max Co. Tetap.	:	Types of Facilities

Interchangeable dengan fasilitas Penanguhan Jaminan Impor (PJI) (LC/SKBDN), Fasilitas SCF AP, Fasilitas Trade Line, Fasilitas Comercial Line dan Fasilitas Forex Line / *Current Account with Max Co. Fixed. Interchangeable with Import Guarantee Suspension (PJI) (LC/SKBDN) facility, SCF AP Facility, Trade Line Facilities, Comercial Line Facilities and Forex Line Facilities.*

Suku bunga	:	7,80 % p.a	:	Interest
Jangka waktu	:	sejak penandatanganan kredit s.d.	:	Period

19 Desember 2021 / *since the signing of the credit until December 19, 2021*

Tujuan	:	Modal Kerja Operasional Untuk membackup fasilitas PJI dan menampung L/C impor baik sight maupun usance yang telah jatuh tempo atau tidak terbayar / <i>Operational Working Capital To back up PJI facilities and accommodate imported L/C both sight and usance that have been due or unpaid.</i>	:	Goal

- Fidusia atas persediaan barang dengan nilai penjaminan sebesar Rp650.000.000.
- Fidusia atas piutang usaha dengan nilai penjaminan sebesar Rp250.000.000.

- *Fiduciary over inventories with a guaranteed value of Rp650,000,000.*
- *Fiduciary on trade receivables with a guarantee value of Rp250,000,000.*

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar nihil dan Rp14.500.000.

As of December 31, 2021 and 2020 the outstanding balance of these loans are amounted to nil and Rp14,500,000, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Rakyat Indonesia (Persero) Tbk (Lanjutan)

Berdasarkan Akta Perjanjian Kredit No. 2 tanggal 6 Agustus 2021, Entitas Anak (PT Kimia Farma Tbk) memperoleh Fasilitas Kredit Modal Kerja Rekening Koran (KMK R/K) Maksimal Co Tetap sebesar Rp1.000.000.000 dengan jangka waktu 12 bulan sejak penandatanganan akad kredit dan di bebani suku bunga sebesar 8% per tahun, fasilitas Pendanaan Jangka Pendek interchangeable dengan KMK R/K Maksimal Co Tetap sebesar Rp1.000.000.000 dengan jangka waktu 12 bulan sejak penandatanganan akad kredit dengan suku bunga sesuai rekomendasi divisi treasury PT Bank Rakyat Indonesia (Persero) Tbk (BRI), fasilitas bank garansi sebesar Rp225.000.000 dengan jangka waktu 12 bulan yang akan digunakan untuk penerbitan *Tender bond, advance payment bond, performance bond dan maintenance bond*, fasilitas LC/SKBDN sebesar Rp450.000.000 interchangeable dengan KMK R/K Maks Co Tetap dan FPJP dengan jangka waktu 12 bulan dengan transit interest untuk LC/SKBDN Rupiah sebesar 8,35%, valas sebesar 4,25% reviewable sesuai dengan suku bunga komersil yang berlaku di BRI. Fasilitas ini akan digunakan untuk pembukaan LC dan atau SKBDN dalam rangka pembelian bahan bakudan bahan penolong atas nama Entitas Anak (PT Kimia Farma Tbk). Fasilitas ini telah diperpanjang sampai dengan 4 April 2022.

Selain itu PT Kimia Farma dan Entitas Anaknya (PT Kimia Farma Trade & Distribution dan PT Kimia Farma Apotek), juga memperoleh fasilitas *forex line* sebesar ekuivalen AS\$10,000 dengan jangka waktu 12 bulan terhitung mulai penandatanganan akad kredit, yang akan digunakan untuk transaksi *TOM, SPOT, Forward* dan *Swap*. Perjanjian ini diperpanjang sampai dengan 14 April 2022.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp450.000.000 dan Rp665.000.000.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Rakyat Indonesia (Persero) Tbk (Continued)

Based on Deed of Credit Agreement No. 2, dated August 6, 2021, the Subsidiary (PT Kimia Farma Tbk) obtained Working Capital Loan of Bank Statement (KMK R/K) Maximum Co Tetap facility as amount Rp1,000,000,000 with term 12 months since signed agreement and have interest rate of 8% per year, short term funding facilities interchangeable with KMK R/K Maximum Co Tetap amounting to Rp1,000,000,000 with term 12 months since signed agreement with interest rate corresponding to PT Bank Rakyat Indonesia (Persero) Tbk (BRI) treasury division, bank guarantees facilities amounted to Rp225,000,000 with term 12 months will use for tender bond, advance payment bond, LC/SKBDN facilities amounted to Rp450,000,000 interchangeable with KMK R/K Maks Co Fixed FPJP with term 12 months transit interest for LC/SKBDN Rupiah as 8.35%, foreign currency as 4.25% reviewable according with commercial interest rate in BRI. These facilities will be used for opening LC and/or SKBDN for the purpose of purchase of raw materials and indirect materials in the name of the Subsidiary (PT Kimia Farma Tbk). This facility has been extended to April 4, 2022.

Furthermore, PT Kimia Farma Tbk and Its Subsidiaries (PT Kimia Farma Trade & Distribution and PT Kimia Farma Apotek), had obtained forex line facilities as amount equivalent US\$ 10,000,000 with term 12 months since signed agreement which will be used for TOM, SPOT, Forward and Swap transaction. This agreement has been extended to April 14, 2022.

As of December 31, 2021 and 2020, the outstanding balance this loan is amounted to Rp450,000,000 and Rp665,000,000, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Negara Indonesia (Persero) Tbk

Berdasarkan Akta Notaris No. 38 tanggal 30 Desember 2019 dari Fatiah Helmi, S.H., yang diubah dengan Persetujuan Perubahan Perjanjian Kredit No. KPS1/24/257/R tanggal 25 November 2021, PT Kimia Farma Tbk dan Entitas Anaknya, menyetujui perubahan perjanjian fasilitas kredit modal kerja dari PT Bank Negara Indonesia (Persero), Tbk., sebesar maksimum Rp500.000.000 yang juga dapat digunakan untuk menerbitkan LC/SKBDN, Garansi Bank, *Stand By Letter of Credit* (SBLC), dan *Trust Receipt*.

Selain itu, berdasarkan Surat Persetujuan Perubahan Perjanjian Kredit No. KPS1/24/257/R tanggal 25 November 2021, PT Kimia Farma Tbk mendapatkan fasilitas pembiayaan Corporate Loan sebesar maksimum Rp650.000.000. Fasilitas ini dibebani suku bunga sebesar 8,75% per tahun dan jatuh tempo pada 28 Februari 2022.

Atas fasilitas kredit yang diterima diatas PT Kimia Farma dan Entitas Anaknya diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1 kali. Pada tanggal 31 Desember 2021, PT Kimia Farma dan Entitas Anaknya sudah memenuhi semua persyaratan covenant yang ditentukan dalam perjanjian.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp660.000.000 dan Rp600.000.000.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Negara Indonesia (Persero) Tbk

Based on Notarial Deed No. 38 on December 30, 2019 of Fatiah Helmi, S.H., that changed with Credit Agreement Change Approval No.KPS1/24/257/R dated November 25, 2021, PT Kimia Farma Tbk and Its Subsidiaries agreed to amend working capital credit facility agreement from PT Bank Negara Indonesia (Persero), Tbk., Amounted to a maximum of Rp500,000,000 which can also be used to issue LC/ SKBDN, Bank Guarantee, Stand By Letter of Credit (SBLC), and Trust Receipt.

Beside that, based on Credit Agreement Change Approval Letter No. KPS1/24/257/R dated November 25, 2021, PT Kimia Farma Tbk obtained Corporate Loan Facilities with maximum Rp650,000,000. This Facilities has rate of 8.75% per year and due on February 28, 2022.

For the credit facilities received above the PT Kimia Farma Tbk and Its Subsidiaries are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1 times, the ratio of total liabilities to equity is not more than 3 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 1 times. As of December 31, 2021, PT Kimia Farma Tbk and Its Subsidiaries has not fulfilled all covenant requirements within the agreement.

As of December 31, 2021 and 2020, the outstanding balance this loan is amounted to Rp660,000,000 and Rp600,000,000, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Negara Indonesia (Persero) Tbk (Lanjutan)

PT Indofarma Tbk dan Entitas Anaknya memperoleh fasilitas KMK Revolving yang bersifat Non R/C dari PT BNI dengan nilai plafon maksimum Rp55.000.000, berdasarkan surat No. BIN/3.1/393/R tanggal 5 November 2021 dengan tarif bunga 9% per annum yang telah diperpanjang sampai dengan tanggal 6 November 2022.

Fasilitas ini dijamin dengan jaminan sebagai berikut :

- Persediaan;
- Piutang usaha; dan
- Tanah, bangunan pabrik, mesin/peralatan pabrik dan inventaris kantor/pabrik di Cibitung.

Sehubungan dengan perjanjian kredit tersebut, PT Indofarma Tbk memiliki kewajiban untuk mempertahankan:

- *Financial Covenant Current Ratio* minimal 1 kali;
- *Debt to Equity Ratio* tidak lebih dari 3 kali; dan
- *Debt Service Coverage Ratio* minimal 100%.

PT Indofarma Tbk dapat memenuhi batasan-batasan yang diwajibkan dalam perjanjian pinjaman tersebut.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp26.086.529 dan Rp37.278.534.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Negara Indonesia (Persero) Tbk (Continued)

PT Indofarma Tbk and Its Subsidiaries obtained Revolving Credit facility that is the non R/C from PT BNI with a maximum ceiling value Rp55,000,000, based on the letter No. BIN/3.1/393/R dated November 5, 2021 with interest rates of 9% per annum until November 6, 2022.

The facility is secured by the following collaterals:

- Inventories;
- Trade receivables; and
- Land, building, plant, machinery and office supplies in Cibitung.

In connection with the credit agreement, PT Indofarma Tbk has an obligation to maintain:

- *Financial Covenant Current Ratio* minimum 1 time;
- *Debt to Equity Ratio* no exceed 3 times; and
- *Debt Service Coverage* minimum 100%.

PT Indofarma Tbk has complied with the covenants in the borrowing agreement.

As of December 31, 2021 and 2020 the outstanding balance of these loans are amounted to Rp26,086,529 and Rp37,278,534, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Syariah Indonesia Tbk

Berdasarkan Surat Persetujuan Prinsip Pembiayaan (SP3) No.01/076-3/SP3/CB2, PT Kimia Farma Tbk dan Entitas Anaknya memperoleh Fasilitas Pinjaman *Revolving Uncommitted Line* Musyarakah yang dapat digunakan oleh PT Kimia Farma dan Entitas Anaknya (PT Sinkona Indonesia Lestari dan PT Kimia Farma Apotek) sebagai *joint borrower* sebesar maksimum Rp500.000.000 (*Line Facility I*) untuk PT Kimia Farma Tbk dan maksimum Rp450.000.000 (*Line Facility II*) untuk PT Kimia Farma Tbk dan/atau *joint borrower* dengan limit *Line Facility I & Line Facility II* maksimal sebesar Rp950.000.000 pada tanggal 31 Desember 2021. Fasilitas ini memiliki jangka waktu 16 bulan sejak akad *plafond* pembiayaan ditandatangani yang bagi hasilnya ditentukan pada saat realisasi. Fasilitas ini berlaku hingga 4 Juli 2022 untuk PT Kimia Farma Apotek dan 4 November 2022 untuk PT Sinkona Indonesia Lestari.

Selama fasilitas kredit belum lunas, maka tanpa persetujuan tertulis dari Bank terlebih dahulu PT Kimia Farma Tbk dan Entitas Anaknya tidak diperkenankan:

- Membubarkan Perusahaan dan meminta dinyatakan pailit.
- Menggunakan dana Perusahaan yang dibiayai dengan fasilitas pembiayaan dari Bank untuk tujuan diluar usaha dimana penggunaan dana tersebut bertentangan dengan peraturan dan hukum Negara RI.
- Menggadaikan atau dengan cara lain mempertanggungkan saham Perusahaan kepada pihak manapun.
- Mengubah bidang usaha.
- Menyerahkan atau mengalihkan seluruh atau sebagian dari hak dan/atau kewajiban Nasabah yang timbul berdasarkan Akses pembiayaan dan/atau dokumen jaminan kepada pihak lain.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Syariah Indonesia Tbk

Based on Letter of Approval in Financing Principal No. 01/076-3/SP3/CB2, PT Kimia Farma Tbk and Its Subsidiaries obtained Uncommitted Revolving Facility that can be used to PT Kimia Farma Tbk and Its Subsidiaries (PT Sinkona Indonesia Lestari and PT Kimia Farma Apotek as joint borrower as maximum amount Rp500,000,000 (*Line Facility I*) for PT Kimia Farma Tbk and as maximum Rp450,000,000 (*Line Facility II*) for PT Kimia Farma Tbk and/or the joint borrower with limit *Line Facility I & Line Facility II* maximum amounting to Rp950,000,000 as of December 31, 2021. These facilities has terms of 16 months since signed agreement with yield determine at realization. This facilities effective until July 4, 2022 for PT Kimia Farma Apotek and November 4, 2022 for PT Sinkona Indonesia Lestari.

As long as the credit facility has not been paid off, without prior written approval from Bank Mandiri PT Kimia Farma Tbk and Its Subsidiaries is not allowed to:

- Disband the Company and ask to be declared bankrupt.
- Using Company funds that are financed with financing facilities from the Bank for purposes outside the business where the use of these funds is contrary to the regulations and laws of the Republic of Indonesia.
- Pledge or in other ways insure the Company's shares to any party.
- Change the line of business.
- Submit or transfer all or part of the rights and/or obligations of the Customer arising from access to financing and/or collateral documents to other parties.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Syariah Indonesia Tbk (Lanjutan)

- Melakukan transaksi derivatif.
- Mengalihkan/ menyerahkan kepada pihak lain, sebagian atau seluruhnya atas hak dan kewajiban yang timbul berkaitan dengan fasilitas pembiayaan ini.
- Mengadakan penyertaan baru dalam perusahaan-perusahaan lain dengan penyertaan lebih besar dari 25%.
- Memperoleh fasilitas pembiayaan baru dari Bank/ lembaga keuangan lainnya yang mengakibatkan nilai *Debt to Equity Ratio* (DER) pada Laporan Keuangan Konsolidasi melebihi 250%.

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 2,5-3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1,25-1,5 kali, dan *coverage ratio* diatas 100%. Pada tanggal 31 Desember 2021, PT Kimia Farma Tbk dan Entitas Anaknya sudah memenuhi semua persyaratan *covenant* yang ditentukan dalam perjanjian.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp515.000.000 dan Rp605.000.000.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Syariah Indonesia Tbk (Continued)

- Perform derivative transactions.
- Transfer/deliver to another party, partially or wholly for the rights and obligations arising in connection with this financing facility.
- Conduct new investments in other companies with investments greater than 25%.
- Obtained new financing facilities from Banks/other financial institutions which resulted in the value of the *Debt to Equity Ratio* (DER) in the Consolidated Financial Statements exceeding 250%.

For the credit facilities received above PT Kimia Farma Tbk and Its Subsidiaries are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1 time, the ratio of total liabilities to equity is not more than 2.5-3 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 1.25-1.5 times, and coverage ratio above 100%. As of December 31, 2021, the Group has fulfilled all covenant requirements within the agreement.

As of December 31, 2021 and 2020, the outstanding balance this loan is amounted to Rp515,000,000 and Rp605,000,000, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

Lembaga Pembiayaan Ekspor Indonesia (Indonesia Eximbank)

PT Indofarma Tbk dan Entitas Anaknya mendapatkan kredit modal kerja dari Lembaga Pembiayaan Ekspor Indonesia (Indonesia Eximbank) berdasarkan akta perjanjian kredit No. 4 tanggal 10 Desember 2015 dengan tingkat suku bunga 9,75% utilisasi dalam Rupiah yang telah diperpanjang dengan surat perpanjangan No.564/ADDPK/12/2020 dan jatuh tempo tanggal 7 Desember 2021 dan sudah dilunasi 16 Desember 2021.

Fasilitas yang diperoleh PT Indofarma Tbk dan Entitas Anaknya antara lain:

- Plafon pinjaman sebesar Rp28.000.000; dan
- Fasilitas pembiayaan SKBDN sebesar Rp28.000.000.

Fasilitas ini dijamin dengan jaminan sebagai berikut:

- Persediaan;
- Piutang usaha; dan
- Tanah, bangunan pabrik, mesin/peralatan pabrik dan inventaris kantor/pabrik di Cibitung.

Sehubungan dengan perjanjian kredit tersebut, PT Indofarma Tbk dan Entitas Anaknya memiliki kewajiban untuk mempertahankan *financial covenant Debt to Equity Ratio* tidak lebih dari 2,5 (dua koma lima) kali.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar nihil dan Rp4.654.652.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

Lembaga Pembiayaan Ekspor Indonesia (Indonesia Eximbank)

PT Indofarma Tbk and Its Subsidiaries obtained a working capital loan based on Letter from Indonesia Exim Bank No. 4 dated December 10, 2015 after several amendments. the loan has an interest rate at 9.75% utilities in which has been extended with extension letter No. 564/ADDPK/12/2020 and matures on December 7, 2021 and has been paid on December 16, 2021.

The loan facilities obtained by PT Indofarma Tbk and Its Subsidiaries are as follows :

- The credit limit amounted to Rp28,000,000; and
- Open LC Facility or SKBDN (local LC) amounting Rp28,000,000.

The facility is secured by the following collaterals:

- Inventories;
- Trade receivables; and
- Land, building, plant, machinery and office supplies in Cibitung.

In connection with the credit agreement, PT Indofarma Tbk and Its Subsidiaries has an obligation to maintain *Financial Covenant Debt to Equity Ratio* minimum 2.5 (two point five) times.

As of December 31, 2021 and 2020, the outstanding balance this loan is amounted to nil and Rp4,654,652, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank DKI

Berdasarkan Akta No.6 tanggal 29 Maret 2021, PT Kimia Farma Tbk memperoleh fasilitas kredit modal kerja pinjaman tetap berjangka dari PT Bank DKI untuk tambahan modal kerja operasional Perusahaan sebesar maksimum Rp175.000.000. Fasilitas ini memiliki jangka waktu 12 bulan sejak penandatanganan perjanjian kredit. Fasilitas kredit dibebankan suku bunga tahunan sebesar 6,70%.

Berdasarkan Akta No.6 tanggal 29 Maret 2021, PT Kimia Farma Tbk memperoleh fasilitas kredit modal kerja pinjaman tetap berjangka 2 dari PT Bank DKI untuk tambahan modal kerja operasional PT Kimia Farma Tbk sebesar maksimum Rp200.000.000 yang dapat digunakan oleh PT Kimia Farma Tbk dan Entitas Anaknya (PT Kimia Farma Apotek). Fasilitas ini memiliki jangka waktu 12 bulan sejak penandatanganan perjanjian kredit. Fasilitas kredit tersebut dibebankan suku bunga tahunan sebesar 7,10% untuk perusahaan dan 7,20% untuk PT Kimia Farma Apotek.

Berdasarkan Akta No. 22 tanggal 29 Maret 2021, PT Kimia Farma Tbk memperoleh Fasilitas Kredit Modal Kerja Musyarakah yang digunakan untuk Modal Kerja Operasional Jangka Pendek PT Kimia Farma Tbk sebesar maksimum Rp175.000.000 dengan jangka waktu 12 bulan sejak penandatanganan perjanjian pembiayaan, dengan nisbah bagi hasil 99,46% menggunakan profit sharing (*gross profit*) yang dapat direviu dan dievaluasi atas kesepakatan para pihak.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank DKI

Based on Deed No.6 dated March 29, 2021, PT Kimia Farma Tbk obtained working capital loan facility for fixed-term loans from PT Bank DKI for additional working capital at maximum Rp175,000,000. This facility has 12 months terms since the credit agreement signed. This facility bears annual interest rate of 6.70%.

Based on Deed No.6 dated March 29, 2021, PT Kimia Farma Tbk obtained working capital loan facility for fixed-term loans 2 from PT Bank DKI for additional working capital at maximum Rp200,000,000 that can be used for PT Kimia Farma Tbk and the subsidiaries (PT Kimia Farma Apotek). This facility has 12 months terms since the credit agreement signed. This facility bears annual interest rate of 7.10% for the company and 7.20% for PT Kimia Farma Apotek.

Based on Deed No. 22 dated March 29, 2021 PT Kimia Farma Tbk obtained a Musyarakah Working Capital Credit Facility which is used for the Short Term Operational Working Capital PT Kimia Farma Tbk of a maximum of Rp175,000,000 with a period of 12 months from the signing of the financing agreement, with a profit sharing ratio of 99.46% using profit sharing (gross profit) that can be reviewed and evaluated on the agreement of the parties.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank DKI (Lanjutan)

Berdasarkan Akta No. 14 tanggal 29 Maret 2021, PT Kimia Farma Tbk memperoleh Fasilitas Kredit Modal Kerja Musyarakah yang digunakan untuk Modal Kerja Operasional Jangka Pendek PT Kimia Farma Tbk sebesar maksimum Rp200.000.000 yang dapat digunakan oleh PT Kimia Farma Tbk dan Entitas Anaknya (PT Kimia Farma Apotek) dengan jangka waktu 12 bulan sejak penandatanganan perjanjian pembiayaan, dengan nisbah bagi hasil 99,38% untuk perusahaan dan 99,37% untuk PT Kimia Farma Apotek menggunakan profit sharing (*gross profit*) yang dapat direviu dan dievaluasi atas kesepakatan para pihak.

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1 kali. Pada tanggal 31 Desember 2021, PT Kimia Farma Tbk dan Entitas Anaknya sudah memenuhi semua persyaratan *covenant* yang ditentukan dalam perjanjian.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank DKI (Continued)

Based on Deed No. 14 dated March 29, 2021 PT Kimia Farma Tbk obtained a Musyarakah Working Capital Credit Facility which is used for the Short Term Operational Working Capital PT Kimia Farma Tbk of a maximum of Rp200,000,000 that can be used for PT Kimia Farma Tbk and the Subsidiaries (PT Kimia Farma Apotek) with a period of 12 months from the signing of the financing agreement, with a profit sharing ratio of 99.38% for the company and 99.37% for PT Kimia Farma Apotek using profit sharing (gross profit) that can be reviewed and evaluated on the agreement of the parties.

For the credit facilities received above the PT Kimia Farma Tbk and Its Subsidiaries are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1 times, the ratio of total liabilities to equity is not more than 3 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 1 times. As of December 31, 2021, PT Kimia Farma Tbk and Its Subsidiaries has fulfilled all covenant requirements within the agreement.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank DKI (Lanjutan)

Selama fasilitas kredit belum lunas, maka tanpa persetujuan tertulis dari Bank terlebih dahulu PT Kimia Farma Tbk dan Entitas Anaknya wajib:

- Menggunakan fasilitas kredit sesuai tujuan penggunaannya;
- Menyampaikan laporan keuangan inhouse setiap triwulan paling lambat 60 hari setelah akhir laporan;
- Menyampaikan laporan keuangan diaudit tahunan yang diaudit oleh KAP yang terdaftar di OJK yang paling lambat 180 hari setelah akhir periode laporan. Apabila terjadi pelanggaran atas batas waktu tersebut, maka kolektibilitas fasilitas kredit diturunkan menjadi setinggi-tingginya pada kolektibilitas kurang lancar;
- Menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1 kali;
- Segera memberitahukan kepada PT Bank DKI apabila terjadi hal-hal yang mengakibatkan terjadinya risiko kredit;
- Dalam hal terjadi penurunan kolektibilitas PT Bank DKI atau pihak lain yang ditunjuk diizinkan untuk melakukan pemeriksaan usaha dan aktivitas keuangan Debitur, pembukuan dan catatan-catatan yang dibuat oleh Debitur dalam memenuhi seluruh kewajibannya kepada Bank serta meminta informasi dari pihak ketiga lainnya dan biaya-biaya yang timbul untuk melaksanakan kegiatan tersebut merupakan Debitur;

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank DKI (Continued)

As long as the credit facility has not been paid off, without prior written approval from Bank, PT Kimia Farma Tbk and Its Subsidiaries must:

- *Using credit facilities according to their intended use;*
- *Submit quarterly inhouse financial reports no later than 60 days after the end of the report;*
- *Submit an annual audited financial report audited by a KAP registered with OJK no later than 180 days after the end of the reporting period. If there is a violation of the said time limit, the collectibility of the credit facility is reduced to the maximum for substandard collectibility;*
- *Maintain consolidated financial ratios, such as the ratio of current assets to current liabilities of not less than 1 time, the ratio of total liabilities to capital is not more than 3 times, the ratio of EBITDA to maturing liabilities and interest expense (DSCR) is not less than 1 time;*
- *Immediately notify PT Bank DKI in the event of things that result in credit risk;*
- *In the event of a decrease in the collectibility of PT Bank DKI or other appointed parties, it is permitted to conduct audits of the Debtor's business and financial activities, books and records made by the Debtor in fulfilling all his obligations to the Bank as well as requesting information from other third parties and costs incurred. Arise to carry out such activities are Debtors;*

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank DKI (Lanjutan)

- Memperpanjang/ memperbarui perijinan/ perijinan yang diperlukan dan menyampaikan salinannya pada PT Bank DKI;
- Menyampaikan akta perubahan anggaran dasar Perseroan setiap ada perubahan anggaran dasar disertai kelengkapan dokumentasinya;
- Mengizinkan PT Bank DKI atau pihak lain ditunjuk untuk melakukan pemeriksaan usaha dan aktivitas keuangan Nasabah, serta pemeriksaan terhadap seluruh jaminan;
- Memenuhi ketentuan yang berlaku, baik dikeluarkan oleh Bank, Pemerintah Republik Indonesia, atau ketentuan umum praktik bisnis;
- Senantiasa menjaga kolektibilitas Perusahaan dan pengurus Perusahaan dalam kondisi lancar;
- Jangka waktu Promes tidak boleh melebihi jangka waktu fasilitas kredit. Pada saat fasilitas kredit jatuh tempo Promes harus *clean up*;
- Debitur wajib memberikan rencana kerja/ action plan atas hal-hal yang akan dilakukan Perusahaan dalam rangka memperbaiki rasio keuangan sehingga financial covenant dapat terpenuhi. Penyerahan rencana kerja/ action plan paling lambat 30 Juni 2021;
- Debitur wajib meningkatkan transaksi perbankan di Bank DKI dengan mutase minimal 15 kali setiap bulannya pada rekening giro Bank DKI. Apabila tidak tercapai maka suku bunga pada saat jatuh tempo promes akan direviu kembali;

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank DKI (Continued)

- *Extend/renew the required permits and submit copies to PT Bank DKI;*
- *Submit a deed of amendment to the articles of association of the Company every time there is a change in the articles of association accompanied by complete documentation;*
- *Permit PT Bank DKI or other parties to be appointed to conduct audits of the Customer's business and financial activities, as well as examination of all guarantees;*
- *Comply with applicable regulations, whether issued by the Bank, the Government of the Republic of Indonesia, or general provisions of business practice;*
- *Always maintain the collectibility of the Company and the management of the Company in a smooth condition;*
- *The term of the Promissory note may not exceed the term of the credit facility. When the credit facility matures, the Promissory note must be cleaned up;*
- *Debtors are required to provide a work plan/action plan for the things that will be done by the Company in order to improve financial ratios so that financial covenants can be fulfilled. Submission of work plan/action plan no later than June 30, 2021;*
- *Debtors are required to increase banking transactions at Bank DKI with a minimum of 15 mutations per month in the checking account of Bank DKI. If this is not achieved, the interest rate at the maturity date of the promissory note will be reviewed again;*

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank DKI (Lanjutan)

- PT Bank DKI berhak mengalihkan semua atau setiap hak, manfaat dan kewajiban berdasarkan Perjanjian Kredit atau Dokumen Transaksi lainnya tanpa persetujuan tertulis terlebih dahulu dari atau pemberitahuan kepada Debitur;
- Memenuhi ketentuan yang berlaku, baik dikeluarkan oleh Bank Pemerintah Republik Indonesia, atau ketentuan umum praktik bisnis;
- Memperhatikan, menyempurnakan dan menjaga hak-hak serta ijin-ijin yang sekarang dimilikinya agar tetap berlaku dan segera memohon perpanjangannya apabila sudah berakhir jangka waktunya, dan/ atau mendapatkan ijin-ijin baru atau ijin-ijin lainnya yang diperlukan untuk menjalankan usahanya, dan dalam hal demikian maka hal tersebut harus dilaporkan dan disampaikan salinan perjanjian tersebut kepada Bank;
- Debitur wajib menggunakan fasilitas kredit sesuai tujuan penggunaan sebagaimana tercantum dalam Pasal 3 perjanjian;
- Membayar semua kewajiban pajak pada saat kewajiban tersebut harus dibayar sesuai ketentuan yang berlaku;
- Mengizinkan Bank atau pihak lain yang ditunjuk oleh Bank untuk melakukan pemeriksaan usaha dan aktivitas keuangannya, pembukuan dan catatan yang dibuat olehnya dalam memenuhi seluruh kewajiban kepada Bank serta meminta informasi dari pihak ketiga lainnya serta pemeriksaan terhadap seluruh jaminan transaksi;

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank DKI (Continued)

- *PT Bank DKI has the right to transfer all or any rights, benefits and obligations based on the Credit Agreement or other Transaction Documents without prior written approval from or notification to the Debtor;*
- *Comply with applicable regulations, whether issued by the Government of the Republic of Indonesia Bank, or general provisions of business practice;*
- *Observing, perfecting and maintaining the rights and permits the currently has in order to remain valid and immediately request an extension when the time period has expired, and/or obtain new permits or other permits required to run his business, and in the case of so it must be reported and submitted a copy of the agreement to the Bank;*
- *The debtor is required to use the credit facility according to the intended use as stated in Article 3 of the agreement;*
- *Pay all tax obligations when they are due in accordance with applicable regulations;*
- *Permit the Bank or other party appointed by the Bank to conduct an examination of its business and financial activities, books and records made by it in fulfilling all obligations to the Bank and request information from other third parties as well as examination of all transaction guarantees;*

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank DKI (Lanjutan)

- Segera memberitahukan secara tertulis kepada Bank apabila terjadi hal-hal yang mengakibatkan terjadinya risiko kredit, termasuk tidak terbatas terkait adanya setiap perkara yang menyangkut Debitur baik perdata, tata usaha negara, tuntutan pajak, penyidikan maupun perkara pidana yang akan menimbulkan dampak merugikan yang material;
- Memberitahukan Bank mengenai:
 - a. Setiap cidera janji segera setelah mengetahui kejadiannya;
 - b. Setiap kejadian lain sehubungan dengannya yang mempunyai atau berkemungkinan besar memiliki dampak merugikan secara material; dan
 - c. Setiap perubahan dalam undang-undang peraturan, atau ketentuan-ketentuan yang baru yang mempunyai atau berkemungkinan besar mempunyai dampak merugikan secara material segera setelah mengetahui terjadinya peristiwa tersebut;
- Selama fasilitas kredit belum lunas, Debitur wajib memberitahukan kepada PT Bank DKI selambat-lambatnya 14 hari kerja setelah melakukan hal-hal sebagai berikut:
 - a. Perubahan Pengurus dan Pemegang Saham;
 - b. Melakukan perubahan struktur permodalan, membagi dividen dan melakukan penyertaan modal pada Perusahaan lain;
 - c. Memperoleh fasilitas kredit/pembiayaan atau pinjaman lain dari lembaga keuangan lain, apabila tidak memenuhi ketentuan financial covenant pada sebelum dan sesudah mendapatkan fasilitas kredit/pembiayaan tersebut;

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank DKI (Continued)

- Immediately notify the Bank in writing if there are things that result in credit risk, including but not limited to any cases involving the Debtor, whether civil, state administration, tax claims, investigations or criminal cases that will have a material adverse impact;
- Notify the Bank regarding:
 - a. Any breach of contract immediately upon becoming aware of the occurrence;
 - b. Any other event in connection therewith which has or is likely to have a material adverse effect; and
 - c. Any changes in laws, regulations, or new provisions that have or are likely to have a material adverse effect immediately upon becoming aware of the occurrence of the event;
- As long as the credit facility has not been paid off, the debtor is obliged to notify PT Bank DKI no later than 14 working days after doing the following:
 - a. Changes in the Management and Shareholders;
 - b. Making changes to the capital structure, distributing dividends and making capital investments in other companies;
 - c. Obtain credit/financing facilities or other loans from other financial institutions, if they do not meet the provisions of the financial covenant before and after obtaining the said credit/financing facilities;

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank DKI (Lanjutan)

- Menyampaikan pemberitahuan secara tertulis selambat-lambatnya 60 hari kalender setelah dilakukannya anggaran dasar, termasuk namun tidak terbatas pada mengubah bentuk, status badan hukum;
- Sehubungan dengan penggunaan laba usaha yang diterima Debitur, memberikan prioritas untuk pembayaran jumlah yang terutang kepada Bank dibandingkan pembayaran pinjaman dari Pemegang saham Debitur.
- Memenuhi seluruh kewajiban dan pembayaran semua biaya yang timbul serta berhubungan dengan pemberian fasilitas kredit berikut pelaksanaan syarat-syarat dan ketentuan-ketentuan perjanjian meskipun fasilitas kredit tidak dipergunakan dan/ atau perjanjian ini diakhiri dan/ atau dibatalkan;
- PT Bank DKI berhak untuk menaguhkan dan/ atau memblokir fasilitas kredit yang belum ditarik apabila:
 - a. Debitur menggunakan dana dari fasilitas kredit PT Bank DKI secara tidak wajar dan/ atau menyimpang dari tujuan semula sesuai perjanjian kredit;
 - b. Kolektibilitas fasilitas kredit Debitur di PT Bank DKI maupun di bank lain menurun menjadi kurang lancar, diragukan, atau macet.

Pada tanggal 31 Desember 2021, PT Kimia Farma Tbk dan Entitas Anaknya sudah memenuhi semua persyaratan covenant yang ditentukan dalam perjanjian.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp450.000.000 dan Rp800.000.000.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank DKI (Continued)

- *Submit a written notification no later than 60 calendar days after the articles of association are made, including but not limited to changing the form, status of a legal entity;*
- *In connection with the use of operating profit received by the Debtor, giving priority to the payment of the amount owed to the Bank compared to the payment of the loan from the Debtor's shareholders.*
- *Fulfill all obligations and payment of all costs incurred and related to the provision of credit facilities and the implementation of the terms and conditions of the agreement even though the credit facility is not used and/or this agreement is terminated and/or canceled;*
- *PT Bank DKI has the right to suspend and/or block credit facilities that have not been withdrawn if:*
 - a. *The debtor uses funds from the credit facility of PT Bank DKI unreasonably and/or deviates from the original purpose according to the credit agreement;*
 - b. *The collectibility of debtor credit facilities at PT Bank DKI and other banks decreased to substandard, doubtful, or bad.*

As of December 31, 2021, PT Kimia Farma and Its Subsidiaries has fulfilled all covenant requirements within the agreement.

As of December 31, 2021 and, 2020, the outstanding balance this loan is amounted to Rp450,000,000 and Rp800,000,000, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank BPD Jawa Barat Tbk

Berdasarkan Akta No. 02 tanggal 16 Agustus 2021, PT Kimia Farma Tbk memperoleh Fasilitas Kredit Modal Kerja Musyarakah yang digunakan untuk Modal Kerja Operasional Jangka Pendek PT Kimia Farma Tbk, Fasilitas Kredit Modal Kerja R/C Terbatas, dan Fasilitas Non Cash Loan sebesar maksimum Rp500.000.000 untuk KMK dan maksimum Rp100.000.000 untuk fasilitas KMK R/C Terbatas dengan jatuh tempo pada 16 Agustus 2022 dengan suku bunga yang ditentukan pada saat penarikan untuk KMK dan 11% p.a untuk KMK R/C Terbatas.

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 2 kali. Pada tanggal 31 Desember 2021, PT Kimia Farma Tbk sudah memenuhi semua persyaratan covenant yang ditentukan dalam perjanjian. Pada tanggal 31 Desember 2021.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp450.000.000 dan nihil.

PT Indofarma Tbk mendapatkan perjanjian kredit Cash Collateral dari Bank BJB dengan No. 2361/PK-CASH COLL/0012/IX/2021 pada tanggal 17 September 2021.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank BPD Jawa Barat Tbk

Based on Deed No. 02 dated August 16, 2021 PT Kimia Farma Tbk obtained a Working Capital Credit Facilities and Limited R/C Working Capital Facilities and Non Cash Loan Facilities maximum of Rp500,000,000 for Working Capital Facilities and maximum of Rp100,000,000 for Limited R/C Working Capital facilities with term until to August 16, 2022 with rate determined when withdrawal facilities and 11% p.a for R/C Limited Facilities.

For the credit facilities received above PT Kimia Farma Tbk are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1 time, the ratio of total liabilities to equity is not more than 2 times. As of December 31, 2021, PT Kimia Farma Tbk has fulfilled all covenant requirements within the agreement.

As of December 31, 2021 and, 2020, the outstanding balance this loan is amounted to Rp450,000,000 and nil, respectively.

PT Indofarma Tbk obtained a cash collateral loan from Bank BJB No. 2361/PK-CASH COLL/0012/IX/2021 dated September 17, 2021 after several amendments.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank BPD Jawa Barat Tbk (Lanjutan)

Fasilitas yang di peroleh PT Indofarma Tbk antara lain:

- Plafond pinjaman Rp23.750.000;
- Sifat fasilitas ini adalah *Revolving*;
- Jangka waktu fasilitas 12 Bulan, mulai dari 17 September 2021 sampai dengan 17 September 2022; dan
- Tingkat suku bunga ditetapkan sebesar 4,5%

Fasilitas ini dijamin dengan 5 Sertifikat deposito, sebagai berikut:

- Bilyet Deposito A838643 sebesar Rp5.000.000 an PT Farmalab;
- Bilyet Deposito A838644 sebesar Rp5.000.000 an PT Farmalab;
- Bilyet Deposito A838645 sebesar Rp5.000.000 an PT Farmalab;
- Bilyet Deposito A838646 sebesar Rp5.000.000 an PT Farmalab; and
- Bilyet Deposito A838647 sebesar Rp5.000.000 an PT Farmalab.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp14.173.524 dan nihil.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank BPD Jawa Barat Tbk (Continued)

The loan facilities obtained by PT Indofarma Tbk are as follows :

- The credit limit amounted to Rp23,750,000;
- Revolving Credit facility;
- The term of this agreement is 12 Months, begin from September 17, 2021 until September 17, 2022; and
- The loan has an interest rate at 4.5%.

The facility is secured by 5 deposit certified, are as follows:

- Bilyet Deposit A838643 amount Rp5,000,000 at PT Farmalab;
- Bilyet Deposit A838644 amount Rp5,000,000 at PT Farmalab;
- Bilyet Deposit A838645 amount Rp5,000,000 at PT Farmalab;
- Bilyet Deposit A838646 amount Rp5,000,000 at PT Farmalab; and
- Bilyet Deposit A838647 amount Rp5,000,000 at PT Farmalab.

As of December 31, 2021 and, 2020, the outstanding balance this loan is amounted to Rp14,173,524 and nil, respectively.

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25. UTANG BANK (Lanjutan)

25. BANK LOAN (Continued)

a. Utang Bank Jangka Pendek (Lanjutan)

a. Short-term Bank Loan (Continued)

PT Bank Danamon Indonesia Tbk

PT Bank Danamon Indonesia Tbk

Perusahaan melakukan Perjanjian Kredit Fasilitas *Omnibus Trade Facility* dengan PT Bank Danamon Indonesia Tbk., sesuai dengan Akta No. 52, tanggal 29 September 2020, dan perubahannya dengan No. 231/PP/EB/0321 tanggal 19 Maret 2021, yang meliputi:

The Company entered into an Omnibus Trade Facility Credit Agreement with PT Bank Danamon Indonesia Tbk., In accordance with Deed No. 52, September 29, 2020, and the extended is No 231/PP/EB/0321 dated March 19, 2021, which includes:

– Fasilitas Kredit *Omnibus Trade Facility Limit*;

– Omnibus Trade Facility Credit Facility Limit;

Limit : Rp500.000.000

Limit

Jenis fasilitas :

Types of Facilities

Open Account Financing (OAF) Buyer / OAF Buyer Wesel – Uncommitted sublimit Letter of Credit (LC) / Surat Kredit Berdokumen Dalam Negeri (SKBDN) & Financing Againsts Trust Receipt (FATR) / Open Account Financing (OAF) Buyer / OAF Buyer Notes - Uncommitted sublimit Letter of Credit (LC) / Domestic Letter of Credit (SKBDN) & Financing Againsts Trust Receipt (FATR).

Suku bunga : 6 % p.a and 3% p.a

Interest

Jangka waktu : Sejak penandatanganan kredit s.d. 29 September 2021/ Since the signing of the credit up to 29 September 2021

Period

Tujuan : Mendukung Pembelian Bahan Baku, Bahan Pendukung dan Biaya lainnya untuk Produksi Vaksin Covid 19 / Supporting the Purchase of Raw Materials, Supporting Materials and other Costs for Covid 19 Vaccine Production.

Purposed

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar nihil dan Rp423.510.000.

As of December 31, 2021 and, 2020, the outstanding balance this loan is amounted to nil and Rp423,510,000, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank HSBC

Perusahaan melakukan Perjanjian Pemberian Fasilitas Perbankan Korporasi dengan HSBC, sesuai dengan perjanjian No. JAK/200733/U/201023 tanggal 30 November 2020 dan perubahannya sesuai dengan perjanjian No. JAK/210567/U/210510 tanggal 4 Agustus 2021 yang meliputi:

- Fasilitas Perbankan Dengan Limit Gabungan.

Limit	:	AS\$150.000.000	:	Limit
Jenis fasilitas	:	Kredit Berdokumen I Documentary Credit (Sight LC), Kredit Berdokumen dengan Pembayaran Tertunda/ Berjangka/Deferred Payment Credit (Usance LC), Kredit Berdokumen Berjangka Yang Dibayar Atas Unjuk I Usance Paid At Sight (UPAS), Pinjaman Impor (Pinjaman Pembeli Setelah-Pengapalan) I Clean Import Loan (Post-shipment Buver Loan), Pinjaman Impor Pra-Pengapalan (Pinjaman Pembeli Sebelum-Pengapalan) ("PNP") I Pre-shipment Import Loan (Pre-shipment Buver Loan) ("PNP"), Pinjaman Impor (Pinjaman Pembeli Setelah-Pengapalan) I I Clean Import Loan (Post-shipment Buver Loan) 1/ Documentary Credit I Documentary Credit (Sight LC), Deferred Payment Credit (Usance, LC), Term Documentary Credit Paid For First Show Usance Paid At Sight (UPAS), Import Loans (After-Shipping Buyer Loans)) I Clean Import Loan (Post-shipment Buver Loan), Pre-Shipment Import Loan (Pre-Shipment Buyer Loan) ("PNP") I Pre-shipment Import Loan (Pre-shipment Buver Loan) ("PNP"), Import Loan (Post-shipment Buyer Loan) 1 I Clean Import Loan (Post-shipment Buver Loan) 1.	:	Types of Facilities

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank HSBC

The Company entered into a Corporate Banking Facility Granting Agreement with HSBC, in accordance with agreement No. JAK / 200733/U/201023 dated November 30, 2020 and the extended No. JAK/210567/U/210510 dated August 4, 2021 which includes:

- Banking Facility with Combined Limits.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank HSBC (Lanjutan)

– Fasilitas Perbankan Dengan Limit Gabungan (Lanjutan).

Suku bunga	:	6 % p.a (IDR) dan 2 % p.a (USD)	:	Interest
		Bunga ditentukan 2 hari sebelum pencairan / 6% pa (IDR) and 2% pa (USD)		Interest is determined 2 days before disbursement
Jangka waktu	:	12 bulan sejak penandatanganan kredit / 12 months from signing the credit.	:	Period
Tujuan	:	Digunakan untuk mendukung kebutuhan modal kerja Debitur dan pembelian produk dalam jumlah besar vaksin COVID- 19 / Used to support the Debtor's working capital needs and purchase of large quantities of COVID- 19 vaccines.	:	Purposed

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar nihil dan Rp494.095.000.

PT Bank Maybank Indonesia Tbk

Perusahaan melakukan Perjanjian Kredit Akad Line Fasilitas Pembiayaan Musyarakah iB dengan PT Bank Maybank Indonesia Tbk., sesuai dengan Akta No. 27, tanggal 16 Oktober 2020, dan perubahannya sesuai dengan Perubahan Akad Line Fasilitas Pembiayaan Musyarakah iB No. 91/PrbAkad/CDU1/2021 dan No. SD-004.25/DIR/III/2021 tanggal 25 Maret 2021 yang meliputi:

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank HSBC (Continued)

– Banking Facility with Combined Limits (Continued).

As of December 31, 2021 and, 2020, the outstanding balance this loan is amounted to nil and Rp494,095,000, respectively.

PT Bank Maybank Indonesia Tbk

The Company entered into a Akad Line Credit Agreement for iB Musyarakah Financing Facility with PT Bank Maybank Indonesia Tbk., In accordance with Deed No. 27, 16 October 2020, and the amendments are in accordance with the Amendment to the Akad Line for the iB Musyarakah Financing Facility No. 91/PrbAkad/CDU1/2021 and No. SD-004.25/DIR/III/2021 dated March 25, 2021 which includes:

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25. UTANG BANK (Lanjutan)

25. BANK LOAN (Continued)

a. Utang Bank Jangka Pendek (Lanjutan)

a. Short-term Bank Loan (Continued)

PT Bank Maybank Indonesia Tbk
(Lanjutan)

PT Bank Maybank Indonesia Tbk
(Continued)

– Fasilitas Musyarakah Trade Line iB

– Musyarakah Trade Line Facility iB

Limit	:	AS\$285.000	:	Limit
Jenis fasilitas	:	Fasilitas Musyarakah Trade Line iB Sublimit: Invoice Financing iB "Kafalah", LC/SKBDN iB Line dan Forex Line / Musyarakah Trade Line iB Sublimit	:	Types of Facilities
		Facilities: Invoice Financing iB "Kafalah", LC/SKBDN iB Line and Forex line		
Suku bunga	:	7% p.a (IDR) and 3% p.a (USD) Bunga ditentukan 2 hari sebelum pencairan / 7% p.a (IDR) and 3% p.a (USD) Interest determined 2 days before disbursement.	:	Interest
Jangka waktu	:	12 bulan sejak penandatanganan kredit / 12 months from signing the credit	:	Period
Tujuan	:	Digunakan untuk membiayai operational expenditure seluruh kegiatan pengadaan vaksin, obat-obatan terkait Corona Virus Disease (Covid-19) dan seluruh sarana pendukungnya yang diatur dalam peraturan presiden no.99 tahun 2020 terkait pengadaan vaksin dan pelaksanaan vaksinasi dalam rangka penanggulangan pandemi corona virus disease 2019 (Covid-19) / Used to finance operational expenditure for all activities for the procurement of vaccines, drugs related to Corona Virus Disease (Covid-19) and all supporting facilities regulated in presidential regulation no.99 of 2020 regarding the procurement of vaccines and implementation of vaccinations in the context of the 2019 corona virus disease pandemic. (Covid-19).	:	Purposed

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar nihil dan Rp1.381.795.000.

As of December 31, 2021 and, 2020, the outstanding balance this loan is amounted to nil and Rp1,381,795,000, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Maybank Indonesia Tbk (Lanjutan)

Berdasarkan Surat Penegasan Kredit dan Pembiayaan (SPKP) No. S.2019.006/DIR Global – *Public Sector* tanggal 16 Januari 2020 yang diperpanjang dengan Surat No.123/PPjPK/CDU1/2021 tanggal 19 Mei 2021, Grup memperoleh Fasilitas Musyarakah Line yang digunakan untuk membiayai kebutuhan modal kerja sebesar maksimum Rp850.000.000 dengan jangka waktu 1 tahun sejak akad pembiayaan dan atau perjanjian fasilitas kredit, dengan tingkat nisbah setara JIBOR (1 bulan) + 1,90% p.a, dimana JIBOR ditentukan 2 (dua) hari kerja sebelum penarikan. Selain itu diberikan juga fasilitas SKBDN/LC line dan BG/SBLC Line senilai masing-masing Rp250.000.000 yang merupakan sublimit dari fasilitas Musyarakah Line serta Forex Line sebesar AS\$60.000.000 selama 6 bulan sejak penandatanganan fasilitas kredit. Fasilitas kredit ini diberikan tanpa jaminan (*Clean Basis*). Sublimit penggunaan fasilitas juga dapat digunakan oleh KFA, KFD, KFTD, KFSP dan SIL sebesar maksimum Rp240.000.000 dan PEHA Rp550.000.000. Perjanjian ini telah diperpanjang dengan Surat tanggal 7 Mei 2021 No.196/ADDPK/05/2021 hingga tanggal 17 Mei 2022.

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1 kali. Pada tanggal 31 Desember 2021, PT Kimia Farma Tbk dan Entitas Anaknya belum memenuhi semua persyaratan *covenant* yang ditentukan dalam perjanjian.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Maybank Indonesia Tbk (Continued)

Based On Letter of Confirmation of Credit and Financing No. S.2019.006/DIR Global – Public Sector dated January 16, 2020 that extend with Letter No.122/PpjMusy/CDU1/2021 dated May 19, 2021, Group had received the facility Musyarakah Line which was used for funded the working capital amounted to max Rp850,000,000 for 1 (one) year period since the signed agreement, which the shared income equivalent to JIBOR (1 Month)+1,90% p.a which the JIBOR will be determined 2 (two) work-days before drawing. Other than those, the Group received Letter of Credit (SKBDN/LC) and BG/SBLC Line amounted each to Rp250,000,000 as a sublimit of Musyarakah Line facility and Forex Line amounted to US\$60,000,000 for 6 (six) months since the signing of credit agreement. This facility was had no collateral (Clean Basis). The sublimit was be able use by KFA, KFD, KFTD, KFSP and SIL maximum amounted to Rp240,000,000 and PEHA Rp550,000,000. This agreement has been extended with Letter dated May 7, 2021 No.196/ADDPK/05/2021 until May 17, 2022.

For the credit facilities received above PT Kimia Farma and Its Subsidiaries are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1 time, the ratio of total liabilities to equity is not more than 3 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 1 time. As of December 31, 2021, the Group has not fulfilled all covenant requirements within the agreement.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Maybank Indonesia Tbk
(Lanjutan)

Fasilitas Pembiayaan Musyarakah

Berdasarkan Akta Perubahan Akad Fasilitas Pembiayaan Musyarakah No.02 yang dibuat dihadapan M. Nova Faisal, S.H., M.Kn, pada tanggal 3 Desember 2019, PT Kimia Farma Tbk, mendapatkan fasilitas Pembiayaan Musyarakah dengan plafon senilai Rp260.000.000 dengan bunga 8,25% per tahun. Jangka waktu fasilitas ini sampai dengan tanggal 10 April 2020 dan telah diperpanjang dengan Surat No. S.2021.104/MBI/DIR Global – Public Sector tanggal 31 Agustus 2021 berlaku hingga tanggal 17 Mei 2022.

Berdasarkan Dokumen Realisasi Pembiayaan Musyarakah No. 3/KU 600/PP300/I/2020 pada tanggal 9 Januari 2020, PT Kimia Farma Tbk., mendapatkan fasilitas Pembiayaan Musyarakah dengan *plafond* senilai Rp260.000.000 dengan bunga 8,25% per tahun. Jangka waktu fasilitas ini sampai dengan tanggal 9 Februari 2020 dan telah diperpanjang dengan Surat No.S.2021.104/MBI/DIR Global – Public Sector tanggal 31 Agustus 2021 dan berlaku hingga tanggal 17 Mei 2022.

Berdasarkan Surat No. 2019.102/Dir CFSCCommercial Jateng tanggal 7 November 2019, PT Bank Maybank Indonesia Tbk telah menyetujui perpanjangan jangka waktu fasilitas promes berulang yang diperpanjang sampai dengan 9 Januari 2020 dengan rincian sebagai berikut:

- Pinjaman Promes Berulang – Inventory Financing (PPB IF) Rp100.000.000.
- Pinjaman Promes Berulang (PPB) sebesar Rp160.000.000 dengan sub-limit letter of credit line sebesar AS\$2.000.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Maybank Indonesia Tbk
(Continued)

Musyarakah Funding Facilities

Based on the Deed of Amendment to the Musyarakah Work Financing Facility No.02 made in the presence of M. Nova Faisal, S.H., M.Kn, on December 3, 2019, PT Kimia Farma Tbk., obtained a Musyarakah Financing facility with a maximum of Rp260,000,000 with 8.25% interest per annum. The maturity date of this facility is until on April 10, 2020. and has been extended by letter No. S.2021.104/MBI/DIR Global – Public Sector dated August 31, 2021 valid until May 17, 2022.

Based on the Musyarakah Work Financing Document No. 3/KU 600/PP300/I/2020 on January 9, 2020, PT Kimia Farma Tbk., obtained a Musyarakah Financing facility with a maximum of Rp260,000,000 with 8.25% interest per annum. The maturity date of this facility is until on February 9, 2020 and has been extended by letter No.S.2021.104/MBI/DIR Global – Public Sector dated August 31, 2021 and valid until May 17, 2022.

Based on Letter No. 2019.102/Dir CFSCCommercial dated November 7, 2019, PT Bank Maybank Indonesia Tbk has agreed to extend the term of revolving promissory loan, which is extended to January 9, 2020, with the details are as follows:

- Revolving Promissory loan – Inventory financing (PBB IF) amounting to Rp100,000,000.
- Revolving Promissory loan amounting to Rp160,000,000 with sublimit for letter of credit line amounting to US\$2,000.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Maybank Indonesia Tbk
(Lanjutan)

Fasilitas Pembiayaan Musyarakah (Lanjutan)

Seluruh fasilitas ini dijamin dengan tanah dan bangunan dengan sertifikat hak guna bangunan ("HGB") No. 700 dan 786/Bongasari sebesar Rp132.580.250 (Catatan 17). Pada tanggal 9 Januari 2020 fasilitas ini sudah dilunasi.

Fasilitas Pinjaman Rekening Koran

Berdasarkan Surat No. 2019.102/Dir CFSCCommercial Jateng tanggal 7 November 2019, PT Bank Maybank Indonesia Tbk telah menyetujui perpanjangan jangka waktu fasilitas rekening koran senilai Rp10.000.000 yang diperpanjang sampai dengan 9 Januari 2020.

Seluruh fasilitas ini dijamin dengan tanah dan bangunan dengan sertifikat Hak Guna Bangunan ("HGB") No. 700 dan 786/Bongasari sebesar Rp132.580.250 (Catatan 17).

Perjanjian tersebut, mengharuskan Perusahaan menjaga rasio lancar maksimum 1,1x, Leverage ratio maksimum 1,1x dan piutang usaha + persediaan – utang usaha maksimal 125%. Pada tanggal 31 Desember 2021, Grup belum memenuhi semua persyaratan *covenant* yang ditentukan dalam perjanjian.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp292.500.000 dan Rp570.000.000.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Maybank Indonesia Tbk
(Continued)

Musyarakah Funding Facilities (Continued)

These all facilities were secured by the building right titles ("HGB") certificate No. 700 dan 786/Bongasari amounted to Rp132,580,250 (Note 17). On January 9, 2020, this facility has been paid.

Overdraft Facilities

Based on Letter No. No. 2019.102/Dir CFSCCommercial dated November 7, 2019, PT Bank Maybank Indonesia Tbk has agreed to extend the term of overdraft facilities amount to Rp10,000,000 which is extended to January 9, 2020.

These all facilities were secured by the building right titles ("HGB") certificate No. 700 dan 786/Bongasari amounted to Rp132,580,250 (Note 17).

Under the agreement, the Company has obliged to maintain a maximum current ratio of 1.1x, a maximum Leverage ratio of 1.1x and maximum account receivable + inventory – accounts payables of 125%. As of December 31, 2021, the Group has not fulfilled all covenant requirements within the agreement.

As of December 31, 2021 and 2020, the outstanding balance this loan is amounted to Rp292,500,000 and Rp570,000,000, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank CIMB Niaga Tbk

Pada tanggal 11 Mei 2020, berdasarkan perubahan terakhir dalam Pernyataan Kembali Perjanjian No. 480/LGL-MSMEJABAR/SME/PK/DGO/2017, PT Bank CIMB Niaga Tbk telah menyetujui untuk mengubah dan menyatakan kembali perjanjian kredit dengan PEHA sehingga menjadi seperti berikut:

Jumlah fasilitas kredit	:	Rp50.000.000	:	Total of credit facility
Jenis kredit	:	Pinjaman rekening koran dan pinjaman tetap/ overdrafts and fixed loan	:	Type of credit
Tujuan penggunaan	:	Modal kerja / Working Capital	:	Purpose
Bunga	:	9,9 % per tahun/9.9% per year	:	Interest
Jangka waktu	:	14 Mei 2020 sampai dengan 14 Mei 2021/ May 14, 2020 to May 14, 2021.	:	Time period
Nilai jaminan	:	Rp108.125.100	:	Collaterals amount

Fasilitas kredit ini dijamin dengan:

1. Sertifikat Hak Guna Bangunan No.02048, 02049, 02039, 02046 dan 02032 yang terletak di Buah Batu, Bandung (Catatan 19) dengan nilai Rp46.875.00.
2. Tagihan atas piutang dagang kepada pihak lain sebesar Rp15.000.000.
3. Persediaan dengan nilai Rp15.000.000.
4. Corporate Guarantee PT Marin Liza Farmasi dengan nilai penanggungan sebesar Rp50.000.000.

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1 kali. Pada tanggal 31 Desember 2021, PT Kimia Farma Tbk dan Entitas Anaknya sudah memenuhi semua persyaratan covenant yang ditentukan dalam perjanjian.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini adalah sebesar Rp49.254.897 dan Rp49.997.678.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank CIMB Niaga Tbk

On May 11, 2020, based on the latest amendment to the Re-Instatement of Agreement No. 480 / LGL-MSMEJABAR / SME /PK/DGO/2017, PT Bank CIMB Niaga Tbk has agreed to amend and restate the credit agreement with PEHA to be as follows:

Jumlah fasilitas kredit	:	Rp50.000.000	:	Total of credit facility
Jenis kredit	:	Pinjaman rekening koran dan pinjaman tetap/ overdrafts and fixed loan	:	Type of credit
Tujuan penggunaan	:	Modal kerja / Working Capital	:	Purpose
Bunga	:	9,9 % per tahun/9.9% per year	:	Interest
Jangka waktu	:	14 Mei 2020 sampai dengan 14 Mei 2021/ May 14, 2020 to May 14, 2021.	:	Time period
Nilai jaminan	:	Rp108.125.100	:	Collaterals amount

These credit facilities are secured with:

1. Building Rights No. 02048, 02049, 02039, 02046 and 02032 which located at Buah Batu, Bandung (Note 19) amounted to Rp Rp46,875,000.
2. Accounts receivable from other parties amounting to Rp15,000,000.
3. Inventory with a value of Rp15,000,000.
4. Corporate Guarantee of PT Marin Liza Pharmacy with a guaranteed value of Rp50,000,000.

For the credit facilities received above the PT Kimia Farma Tbk and its Subsidiaries are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1 times, the ratio of total liabilities to equity is not more than 3 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 1 times. As of December 31, 2021, PT Kimia Farma Tbk and its Subsidiaries has fulfilled all covenant requirements within the agreement.

As of December 31, 2021 and 2020, the outstanding balance this loan is amounted to Rp49,254,897 and Rp49,997,678, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank CIMB Niaga Tbk (Lanjutan)

PT Bank OCBC NISP Tbk

Berdasarkan Surat Perpanjangan Fasilitas Kredit No. 105/BBL/PPP/III/2020 tanggal 31 Maret 2020, PT Phapros Tbk memperoleh fasilitas kredit dengan rincian sebagai berikut:

- Fasilitas Rekening Koran (RK) dengan jumlah batas sebesar Rp8.000.000. Suku bunga sebesar 10% per tahun, jatuh tempo sampai dengan 19 Februari 2021. Biaya provisi sebesar 0,15%.
- Fasilitas *Demand Loan* dengan jumlah batas sebesar Rp10.000.000. Suku bunga sebesar 10% per tahun, jatuh tempo sampai dengan 19 Februari 2021. Biaya provisi sebesar 0,15%.

Seluruh fasilitas ini dijamin dengan satu bidang tanah dan bangunan atas nama PT Marin Liza Farmasi (Entitas Anak PT Phapros Tbk) dengan Sertifikat Hak Guna Bangunan No. 02052 yang berlokasi di Buah Batu, Bandung.

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1 kali. Pada tanggal 31 Desember 2021, PT Kimia Farma Tbk dan Entitas Anaknya sudah memenuhi semua persyaratan covenant yang ditentukan dalam perjanjian.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini adalah masing-masing sebesar Rp14.834.435 dan Rp14.680.347.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank CIMB Niaga Tbk (Continued)

PT Bank OCBC NISP Tbk

Based on Letter of Credit Facility Extension No.105/BBL/PPP/III/2020 March, 31 2020 PT Phapros Tbk obtained credit facility as follow:

- Overdraft Facility, with an initial limit of Rp8,000,000. Interest rate is 10% per annum, due in February 19, 2021. Provision charge is 0.15%.*
- Demand Loan Facility, with an initial limit of Rp10,000,000. Interest rate is 10% per year, due in February 19, 2021. Provision charge is 0.15%.*

All of these facilities are guaranteed by land and building in the name of PT Marin Liza Farmasi (Subsidiary of PT Phapros Tbk) with Building Rights Certificate No. 02052 located in Buah Batu, Bandung.

For the credit facilities received above the PT Kima Farma Tbk and its Subsidiaries are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1 times, the ratio of total liabilities to equity is not more than 3 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 1 times. As of December 31, 2021, PT Kima Farma Tbk and its Subsidiaries has fulfilled all covenant requirements within the agreement.

As of December 31, 2021 and 2020, the outstanding balance this loan is amounted to Rp14,834,435 and Rp14,680,347, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Central Asia Tbk

Berdasarkan Surat Pemberitahuan Pemberian Kredit No. 40994/GBK/2020 tanggal 2 Desember 2020, PT Kimia Farma Tbk dan PT Kimia Farma Apotek, memperoleh fasilitas kredit modal kerja dari PT Bank Central Asia Tbk, yang terdiri dari fasilitas kredit lokal sebesar maksimum Rp30.000.000 fasilitas *time loan revolving* sebesar maksimum Rp100.000.000 yang dapat digunakan oleh PT Kimia Farma Apotek sebesar maksimum Rp75.000.000 sebagai sublimit dari fasilitas *time loan revolving*, fasilitas bank garansi sebesar Rp35.000.000, fasilitas LC (*Sight/Usance*) sebesar maksimum AS\$3.500.000 dan fasilitas *Forex Line* sebesar maksimum AS\$1.500.000. Perjanjian kredit ini telah diperpanjang pada tanggal 29 Oktober 2021 dengan Perjanjian No.610/Add-KCK/2021 dengan jangka waktu hingga 12 November 2022. Fasilitas kredit ini dibebani bunga tahunan sebesar 8,00% dan dapat berubah sewaktu-waktu. Fasilitas ini dijamin dengan sertifikat HGB No. 2341/Pasar Baru dan sertifikat HGB No. 275/Gambir atas nama KAEF berikut bangunan di atasnya dan/atau yang merupakan satu kesatuan dengan tanah tersebut dengan nilai pengikatan hak tanggungan sebesar Rp155.000.000 (Catatan 17).

Berdasarkan Surat Pemberitahuan Pemberian Kredit (SPPK) No. 40994/GBK/2020 tanggal 2 Desember 2020, PT Kimia Farma Tbk dan PT Kimia Farma Apotek, juga memperoleh Pinjaman Berjangka *Money Market* (PBMM) dengan nilai plafond Rp300.000.000 untuk digunakan modal kerja perusahaan dengan suku bunga diatur setiap penarikan. Fasilitas ini mempunyai ketentuan khusus dapat digunakan oleh PT Kimia Farma Apotek maksimum Rp100.000.000.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Central Asia Tbk

Based on Letter of Credit Notification No. 40994/GBK/2020 dated December 2, 2020, PT Kimia Farma Tbk dan PT Kimia Farma Apotek, obtained working capital credit facility from PT Bank Central Asia Tbk, consisting of local credit facility with maximum amount of Rp30,000,000 time loan revolving facility with maximum amount Rp100,000,000 that can be used by PT Kimia Farma Apotek for maximum of Rp75,000,000 as sublimit of time loan revolving facility, bank guarantee facility amounting to Rp35,000,000, LC facility (Sight / Usance) for maximum of US\$3,500,000 and Forex Line facility with maximum amount of US\$1,500,000. This credit agreement has been extended on October 29, 2021 with Agreement No. 610/Add-KCK/2021 with a period of up to 12 November 2022. The facility was charged by an annual interest rate of 8.00% and may change at any time. These facilities are secured by HGB No. 2341 / Pasar Baru and HGB No. 275 / Gambir registered under KAEF including building there on and/or whatever which is form an integral part of the land with to the value of mortgage of Rp155,000,000 (Note 17).

Based on Letter of Credit Notification No. 40994/GBK/2020 dated December 2, 2020, PT Kimia Farma Tbk dan PT Kimia Farma Apotek, also obtained Term Loan Money Market (PBMM) amounted to Rp300,000,000 for corporate working capital with interest set by every withdraw. This facility has special requirement maximum Rp100,000,000 for PT Kimia Farma Apotek.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Central Asia Tbk (Lanjutan)

Berdasarkan Surat Pemberitahuan Kredit (SPPK) No. 40994/GBK/2020 tanggal 2 Desember 2020, PT Kimia Farma Tbk juga memperoleh pinjaman *Time Loan Revolving-2* dengan jumlah maksimum Rp100.000.000 yang digunakan untuk membiayai modal kerja perusahaan. Fasilitas ini jatuh tempo sampai dengan 12 November 2021 dengan suku bunga 8,00% p.a. yang dibayarkan setiap bulan. Fasilitas ini mempunyai ketentuan khusus minimum penarikan *Time Loan Revolving* sebesar Rp10.000.000.

Atas fasilitas kredit yang diterima diatas, PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 2 kali. Pada tanggal 31 Desember 2021, PT Kimia Farma dan Entitas Anaknya belum memenuhi semua persyaratan covenant yang ditentukan dalam perjanjian.

PT Phapros melalui PT Marin Liza Farmasi memperoleh fasilitas kredit berdasarkan perjanjian kredit No.1547/0437/21 tanggal 6 Mei 2021. Fasilitas Rekening Koran (RK) memiliki jumlah batas sebesar Rp568.000.000, dan Fasilitas Installment Loan, dengan jumlah batas sebesar Rp142.000. Suku bunga sebesar 9,99% per tahun, jatuh tempo sampai dengan 06 Mei 2022. Biaya provisi adalah sebesar 1%. Fasilitas ini dijaminkan dengan tanah SHGB No. 02026 atas nama PT Marin Liza Farmasi dengan Akta Pendirian No. 55 tanggal 18 Januari 1973.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini adalah sebesar Rp500.274.691 dan Rp500.000.000.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Central Asia Tbk (Continued)

Based on Letter of Credit Notification No. 40994/GBK/2020 dated December 2, 2020, PT Kimia Farma Tbk also obtained Time Loan Revolving-2 maximum amounted to Rp100,000,000 for corporate working capital. This facility due on November 12, 2021 with interest 8.00% p.a. paid every month. This facility has special requirement minimum withdraw Time Loan Revolving as amount Rp10,000,000.

For the credit facilities received above, PT Kimia Farma Tbk and its Subsidiaries are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1 times, the ratio of total liabilities to equity is not more than 3 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 2 times. As of December 31, 2021, PT Kimia Farma Tbk and its Subsidiaries has not fulfilled all covenant requirements within the agreement.

PT Phapros Tbk, subsidiary through PT Marin Liiza Farmasi obtained a credit facility based on a credit agreement No.1547/0437/21 dated May 6, 2021. Current Account Facility (RK) has a limit of Rp568,000,000, and Installment Loan Facility, with a maximum limit of Rp142,000. Interest rate is 9.99% per annum, due until May 6, 2022. Provision fee is 1%. This facility is secured by land SHGB No. 02026 on behalf of PT Marin Liza Pharmacy with Deed of Establishment No. 55 dated January 18, 1973.

As of December 31, 2021 and 2020, the outstanding balance this loan is amounted to Rp500,274,691 and Rp500,000,000, respectively.

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25. UTANG BANK (Lanjutan)

a. Utang Bank Jangka Pendek (Lanjutan)

PT Bank Permata Tbk

Berdasarkan Akta Perjanjian Pemberian Fasilitas Perbankan No. 40 tanggal 22 Agustus 2019 yang diperbarui dengan Perjanjian No. KK/21/657/AMD/SOE tanggal 27 Juli 2021, PT Kimia Farma Tbk dan Entitas Anaknya (PT Kimia Farma Apotek dan PT Kimia Farma Trade & Distribution, memperoleh fasilitas revolving loan yang dapat digunakan oleh co-borrower yaitu PT Kimia Farma Apotek dan PT Kimia Farma Trade & Distribution dengan plafond sebesar Rp500.000.000 dimana co-borrower PT Kimia Farma Apotek sebesar Rp150.000.000 dan PT Kimia Farma Trade & Distribution sebesar Rp150.000.000. Berdasarkan Akta Perjanjian Transaksi Valuta Asing No. 41 tanggal 22 Agustus 2019 yang diperpanjang dengan perubahan perjanjian No.FX/21/658/AMD/SOE tanggal 27 Juli 2021, PT Kimia Farma Tbk dan Entitas Anaknya memperoleh fasilitas forex sebesar USD6,000,000. Fasilitas ini dibebani suku bunga JIBOR+1,25% p.a dengan jangka waktu sampai 21 Agustus 2022.

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1 kali. Pada tanggal 31 Desember 2021, PT Kimia Farma Tbk dan Entitas Anaknya sudah memenuhi semua persyaratan covenan yang ditentukan dalam perjanjian.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini adalah sebesar Rp250.000.000 dan Rp400.000.000.

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas utang bank jangka pendek sebagaimana yang diungkapkan di Catatan 55.

25. BANK LOAN (Continued)

a. Short-term Bank Loan (Continued)

PT Bank Permata Tbk

Based on the Deed of Agreement for the Provision of Banking Facilities No. 40 dated August 22, 2019 which was updated with Agreement No. KK/21/657/AMD/SOE dated July 27, 2021, PT Kimia Farma Tbk and its Subsidiaries (PT Kimia Farma Apotek and PT Kimia Farma Trade & Distribution, obtained a revolving loan facility that can be used by co-borrowers, namely PT Kimia Farma Apotek and PT Kimia Farma Trade & Distribution with the ceiling is Rp500,000,000 wherein the co-borrower of PT Kimia Farma Apotek is Rp150,000,000 and PT Kimia Farma Trade & Distribution is Rp150,000,000. Based on the Deed of Foreign Exchange Transaction Agreement No. 41 dated August 22, 2019 which was extended by amendment of agreement No. FX/21/658/AMD/SOE dated July 27, 2021, PT Kimia Farma Tbk and its Subsidiaries obtained a forex facility of USD6,000,000. This facility bears interest at JIBOR+1.25% p.a with a term of up to August 21, 2022.

For the credit facilities received above the PT Kimia Farma Tbk and its Subsidiaries are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1 times, the ratio of total liabilities to equity is not more than 3 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 1 times. As of December 31, 2021, PT Kimia Farma Tbk and its Subsidiaries has fulfilled all covenant requirements within the agreement.

As of December 31, 2021 and 2020, the outstanding balance this loan is amounted to Rp250.000.000 and Rp 400,000,000, respectively.

The maximum exposure to liquidity risk at the end of the reporting period is the carrying amount of each class of short-term bank loan is disclosed in Note 55.

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25. UTANG BANK (Lanjutan)

25. BANK LOAN (Continued)

b. Utang Bank Jangka Panjang

b. Long-term Bank Loan

	2021	2020	
Pihak berelasi (Catatan 51)			Related parties (Note 51)
Rupiah			Rupiah
PT Bank Negara Indonesia (Persero) Tbk	1.609.739.698	1.580.144.109	PT Bank Negara Indonesia (Persero) Tbk
PT Bank DKI	667.500.000	—	PT Bank DKI
PT Bank Mandiri (Persero) Tbk	660.753.435	690.933.921	PT Bank Mandiri (Persero) Tbk
Lembaga Pembiayaan Ekspor Indonesia (Indonesia Exim Bank)	100.000.000	225.056.912	Lembaga Pembiayaan Ekspor Indonesia (Indonesia Exim Bank)
	<u>3.037.993.133</u>	<u>2.496.134.942</u>	
Pihak ketiga			Third parties
Rupiah			Rupiah
PT Bank Maybank Indonesia Tbk	987.504.216	—	PT Bank Maybank Indonesia Tbk
PT Bank Muamalat	419.464.286	200.000.000	PT Bank Muamalat
PT Bank KEB Hana	3.783.047	—	PT Bank KEB Hana
PT Bank Central Asia	114.389	—	PT Bank Central Asia
	<u>1.410.865.938</u>	<u>200.000.000</u>	
Total utang bank	<u>4.448.859.071</u>	<u>2.696.134.942</u>	Total bank loan
Dikurangi bagian yang jatuh tempo dalam satu tahun	(700.037.148)	(272.205.123)	Less current portion
Bagian jangka panjang	<u>3.748.821.923</u>	<u>2.423.929.819</u>	Non-current portion

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank Mandiri (Persero) Tbk

Sesuai dengan akta No. 07 tanggal 18 Agustus 2021, Perusahaan melakukan Perjanjian Kredit dengan PT Bank Mandiri (Persero) Tbk., dengan rincian sebagai berikut:

Limit	:	Rp450.000.000	:	Limit
Jenis fasilitas	:	Term Loan (dilakukan angsuran pokok)/ Term Loan (principal installments).	:	Types of Facilities
Suku bunga	:	6,40 % p.a	:	Interest
Jangka waktu	:	60 bulan sejak penandatanganan perjanjian kredit / 60 month since the signing of the credit agreement.	:	Period
Tujuan	:	Pembiayaan kembali utang Medium Term Notes eksisting total sejumlah Rp450.000.000.000 yang jatuh tempo pada Agustus 2021/ Refinancing of existing Medium Term Notes debts totaling IDR 450,000,000 which will mature in August 2021.	:	Goal

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp444.960.000 dan nihil.

Berdasarkan Surat Addendum II (Kedua) atas Perjanjian Kredit Investasi Sublimit Fasilitas Non Cash Loan No. TIO.CRO/CCL:267/ADD/2019 tanggal 21 Juni 2019, PT Kimia Farma Tbk dan Entitas Anaknya memperoleh addendum kedua atas perjanjian fasilitas kredit investasi dari PT Bank Mandiri (Persero) Tbk yang terdiri dari fasilitas kredit investasi - bagian dari Club Deal dengan PT Bank Negara Indonesia (Persero) Tbk dan Lembaga Pembiayaan Ekspor Indonesia sebesar maksimum Rp295.026.129 dan fasilitas kredit investasi – bunga dalam tahap pembangunan (Interest During Construction/ IDC) sebesar maksimum Rp 28.591.287 serta fasilitas non cash loan untuk LC impor sebagai sub limit fasilitas kredit investasi sebesar maksimum Rp295.026.129 dengan jangka waktu maksimum selama 7 tahun, termasuk grace period selama 2 tahun.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank Mandiri (Persero) Tbk

Based on notarial deed No. 07 dated August 28, 2021, the Company signed the credit facility agreement with PT Bank Mandiri (Persero) Tbk., with the details of follows:

As of December 31, 2021 and 2020, the outstanding balance of this loan amounted to Rp444,960,000 and nil, respectively.

Based on Addendum II (Second) Letter of Sublimit Investment Credit Agreement for Non Cash Loan Facility No.TIO.CRO/CCL:267/ADD/2019 dated on June 21, 2019, PT Kimia Farma Tbk and its Subsidiaries obtained second amendment of investment credit facilities from PT Bank Mandiri (Persero) Tbk., which consists of investment credit facility - part of a Club Deal with PT Bank Negara Indonesia (Persero) Tbk and Indonesian Export Financing Agency at maximum amount of Rp295,026,129, and the investment credit facility – Interest During Constrction (IDC) at maximum amount of Rp28,591,287 as well as non-cash loan facility to import LC as a sub limit facility of investment credit up to Rp295,026,129 with the maximum date due of 7 years, including a grace period for 2 years.

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank Mandiri (Persero) Tbk (Lanjutan)

Fasilitas kredit ini digunakan untuk membiayai pembangunan fasilitas produksi PT Kimia Farma Tbk. di Jalan Raya Banjaran Km. 16, Kabupaten Bandung dan dijamin dengan tanah beserta bangunan dan peralatan diatasnya untuk sertifikat HGB No. 865/ Lebakwangi dan sertifikat HGB No. 5/ Batukarut atas nama PT Kimia Farma Tbk yang diikat dengan hak tanggungan dengan nilai pengikatan sebesar Rp801.180.517 serta Mesin, Peralatan Laboratorium, dan semua Perlengkapan/ Inventaris Pabrik Banjaran yang diikat secara fidusia sebesar Rp404.184.000 (Catatan 17). Jaminan tersebut bersifat *Cross Collateral* dan *Cross Default* dengan fasilitas kredit investasi di bank peserta *Club Deal* lainnya. Fasilitas tersebut dibebani suku bunga tahunan sebesar 9,10% dan sewaktu-waktu dapat ditinjau.

Berdasarkan Surat Perjanjian Pemberian Kredit No. CBG.CB1/SPD.SPPK.071/2019 tanggal 26 Juni 2019, PT Sinkona Indonesia Lestari memperoleh fasilitas Kredit Investasi (KI) dengan total plafon sebesar Rp 19.000.000 dikenakan suku bunga 10% per tahun dengan jangka waktu dari 26 Juni 2019 - 31 Desember 2023 (termasuk *grace period* sampai dengan 30 Juni 2020).

Pada 31 Desember 2020, PT Sinkona Indonesia Lestari telah menggunakan fasilitas ini sebesar Rp15.356.000.

Fasilitas tersebut dijamin mesin dan bangunan dengan nilai sebesar Rp27.756.630 (Catatan 17).

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp10.749.200 dan Rp230.157.501.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank Mandiri (Persero) Tbk (Continued)

These credit facilities used to finance the construction of production facilities of PT Kimia Farma Tbk in Jalan Raya Banjaran Km. 16, Bandung regency and secured by land and buildings to HGB No. 865 / Lebakwangi and HGB No. 5/ Batukarut registered under PT Kimia Farma Tbk which is bound with mortgage with a binding value of Rp801,180,517 and equipment, machinery, Laboratory and Inventory/Supplies of Factory Banjaran plant- with bounded by morgage bond amounted to Rp404,184,000 (Note 17). The guarantee is Cross Collateral and Cross Default with the investments credit facility from the other bank member of Club Deal. The facility be charged an annual interest rate of 9.10% and subject to review any time.

Based on the Letter of Credit Agreement No. CBG.CB1/SPD.SPPK.071/2019 dated June 26, 2019, PT Sinkona Indonesia Lestari obtained an Investment Credit (KI) facility with a total plafond of Rp19,000,000 charged by an annual interest of 10% with a term from June 26, 2019-December 31, 2023 (including the grace period until June 30, 2020).

As of December 31, 2020, PT Sinkona Indonesia Lestari has used this facility amounting to Rp 15,356,000..

This facilities are secured by machinery and building with mortgage of Rp27,756,630 (Note 17).

As of December 31, 2021 and 2020, the outstanding balance of this loan amounted to Rp10,749,200 and Rp230,157,501, respectively.

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank Mandiri (Persero) Tbk (Lanjutan)

PT Indofarma Tbk dan Entitas Anaknya memperoleh persetujuan restrukturisasi pinjaman PT Bank Mandiri (Persero) Tbk melalui Akta No: 10 tertanggal 7 November 2019, dibuat di hadapan Fathiah Helmi, SH, Notaris di Jakarta tentang Perjanjian Antar Kreditur Sehubungan Dengan Restrukturisasi Utang.

Nilai utang ke PT Bank Mandiri (Persero) Tbk yang direstrukturisasi Rp268.867.442 dengan rincian:

- Fasilitas Kredit Modal Kerja Rp149.980.191;
- Fasilitas Kredit Modal Kerja *Joint Borrower* Rp19.098.440;
- Fasilitas Kredit *Non Cash Loan* Rp265.913;
- Fasilitas Kredit Investasi Rp42.739.364;
- Fasilitas *Supplier Financing* Rp6.783.535; dan
- Fasilitas Kredit Modal Kerja sebesar Rp50.000.000.

Jangka waktu fasilitas : 120 bulan Suku bunga :

Tahun/ Years	Suku Bunga/ Interest Rate
2019	9%
2020	6%
2021	6%
2022	7%
2023	7%
2024	8%
2025	8%
2026	9%
2027	9%
2028	9%
2029	9%

Sehubungan dengan perjanjian kredit tersebut, PT Indofarma Tbk dan Entitas Anaknya memiliki kewajiban untuk mempertahankan:

- *Financial Covenant Current Ratio* minimal 120%;
- *Leverage Ratio* maksimal 150%; dan
- *Debt Service Coverage Ratio* minimal 100%.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank Mandiri (Persero) Tbk (Continued)

PT Indofarma Tbk and its Subsidiaries obtained loan restructuring approval from PT Bank Mandiri (Persero) Tbk through Deed No: 10 dated November 7, 2019, was made before Fathiah Helmi, SH, Notary in Jakarta concerning the Inter-Creditor Agreement Regarding Debt Restructuring.

The value of debt to PT Bank Mandiri (Persero) Tbk which was restructured Rp268,867,442 with details:

- Working Capital Credit Facility Rp149,980,190,761;
- Working Borrower Working Capital Loan Facility of Rp19,098,440;
- Non Cash Loan Credit Facility Rp265,913;
- Investment Loan Facility of Rp42,739,364;
- Financing Supplier Facility Rp6,783,535; and
- Working Capital Credit Facility of Rp50,000,000.

Term of facility : 120 months Interest rate :

In connection with the credit agreement, PT Indofarma Tbk and its Subsidiaries has an obligation to maintain:

- Current Ratio minimum 120%;
- Leverage Ratio maximum 150%; and
- Debt Service Coverage minimum 100%.

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank Mandiri (Persero) Tbk (Lanjutan)

PT Indofarma Tbk dan Entitas Anaknya dapat memenuhi batasan-batasan yang diwajibkan dalam perjanjian pinjaman tersebut.

Fasilitas ini dijamin dengan jaminan sebagai berikut:

- Persediaan;
- Piutang usaha; dan
- Tanah, bangunan pabrik, mesin/peralatan pabrik dan inventaris kantor/pabrik di Cibitung.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp205.044.235 dan Rp360.776.420.

PT Bank Negara Indonesia (Persero) Tbk

Berdasarkan Surat Addendum II (Kedua) atas Perjanjian Kredit Investasi Sublimit Fasilitas *Non Cash Loan* No.TIO.CRO/CCL:267/ADD/2019 tanggal 21 Juni 2019, PT Kimia Farma dan Entitas Anaknya memperoleh addendum kedua atas perjanjian fasilitas kredit investasi dari PT Bank Mandiri (Persero) Tbk yang terdiri dari fasilitas kredit investasi - bagian dari *Club Deal* dengan PT Bank Negara Indonesia (Persero) Tbk dan Lembaga Pembiayaan Ekspor Indonesia sebesar maksimum Rp295.026.129 dan fasilitas kredit investasi – *Interest During Construction* (IDC) sebesar maksimum Rp28.591.287 serta fasilitas *non cash loan* untuk LC impor sebagai sub limit fasilitas kredit investasi sebesar maksimum Rp295.026.129 dengan jangka waktu maksimum selama 7 tahun termasuk *grace period* selama 2 tahun.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank Mandiri (Persero) Tbk (Continued)

PT Indofarma Tbk and its Subsidiaries has complied with the covenant in the borrowing agreement.

The facility is secured by the following collaterals:

- Inventories;
- Trade receivables; and
- Land, building, plant, machinery and office supplies in Cibitung.

As of December 31, 2021 and 2020 the outstanding balance of these loans are amounted to Rp205,044,235 and Rp360,776,420, respectively.

PT Bank Negara Indonesia (Persero) Tbk

Based on Addendum II (Second) Letter of Sublimit Investment Credit Agreement for Non Cash Loan Facility No.TIO.CRO/CCL:267/ADD/2019 dated on June 21, 2019, PT Kimia Farma Tbk and its Subsidiaries obtained second amendment of investment credit facilities from PT Bank Mandiri (Persero) Tbk., which consists of investment credit facility - part of a *Club Deal* with PT Bank Negara Indonesia (Persero) Tbk and Indonesian Export Financing Agency at maximum amount of Rp295,026,129, and the investment credit facility – *Interest During Construction* (IDC) at maximum amount of Rp28,591,287 as well as *non-cash loan* facility to import LC as a sub limit facility of investment credit up to Rp295,026,129 with the maximum date due of 7 years, including a *grace period* for 2 years.

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank Negara Indonesia (Persero) Tbk (Lanjutan)

Fasilitas kredit ini digunakan untuk membiayai pembangunan fasilitas produksi PT Kimia Farma Tbk di Jalan Raya Banjaran Km. 16, Kabupaten Bandung dan dijamin dengan tanah beserta bangunan dan peralatan diatasnya untuk sertifikat HGB No. 865/ Lebakwangi dan sertifikat HGB No. 5/ Batukarut atas nama PT Kimia Farma Tbk yang diikat dengan hak tanggungan dengan nilai pengikatan sebesar Rp25.260.000 serta Bangunan, Mesin, Peralatan Laboratorium, dan semua Perlengkapan/ Inventaris Pabrik Banjaran yang diikat secara fidusia sebesar Rp1.184.583.000 (Catatan 17).

Jaminan tersebut bersifat *Cross Collateral* dan *Cross Default* dengan fasilitas kredit investasi di bank peserta *Club Deal* lainnya. Fasilitas tersebut dibebani suku bunga tahunan sebesar 9,1% dan sewaktu-waktu dapat berubah.

PT Kimia Farma Tbk juga menerima fasilitas kredit korporasi atau corporate loan sebesar Rp2.000.000.000 berdasarkan SPPPK No. (2) 37 pada tanggal 30 Desember 2019. Pinjaman ini berakhir pada tanggal 30 November 2022 dan telah diperpanjang hingga November 2023 dengan Surat No. KPS1/2.4/1585.1 tanggal 31 Desember 2021

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1 kali. Pada tanggal 31 Desember 2021, PT Kimia Farma Tbk dan Entitas Anaknya sudah memenuhi semua persyaratan covenant yang ditentukan dalam perjanjian.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp1.520.950.462 dan Rp 1.580.114.099.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank Negara Indonesia (Persero) Tbk (Continued)

This credit facility used to finance the construction of production facilities of PT Kimia Farma Tbk in Jalan Raya Banjaran Km. 16, Bandung regency and secured by land and buildings and equipment above to HGB No. 865/ Lebakwangi and HGB No. 5/ Batukarut registered under PT Kimia Farma Tbk which is bound with mortgage with a binding value of Rp25,260,000 and Building, Machinery, Laboratory Equipment, and all equipment/Inventory Factory Banjaran which is bound by fiduciary Rp1,184,583,000 (Note 17).

The collaterals are Cross Collateral and Cross Default with investments in bank credit facilities Club Deal other participants. The facility was charged an annual interest of 9.1% and are subject to change.

PT Kimia Farma Tbk also signed corporate credit facilities or corporate loan at Rp2,000,000,000 based on Credit Financing Approval Letter No. (2) 37 on December 30, 2019. This credit will be ended at November 30, 2022 and has been extended until November 2023 with letter No. KPS1/2.4/1585.1 dated December 31, 2021.

For the credit facilities received above PT Kimia Farma Tbk and its Subsidiaries are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1 times, the ratio of total liabilities to equity is not more than 3 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 1 times. As of December 31, 2021, the Group has fulfilled all covenant requirements within the agreement.

As of December 31, 2021 and 2020, the outstanding balance this loan is amounted to Rp1,520,950,462 and Rp1,580,114,099, respectively.

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank Negara Indonesia (Persero) Tbk (Lanjutan)

PT Indofarma Tbk dan Entitas Anaknya memperoleh persetujuan restrukturisasi pinjaman PT Bank Negara Indonesia (Persero) Tbk. melalui Akta No: 10 tertanggal 7 November 2019, dibuat di hadapan Fathiah Helmi, SH, notaris di Jakarta tentang Perjanjian Antar Kreditur Sehubungan Dengan Restrukturisasi Utang. Nilai utang yang direstrukturisasi Rp95.000.000.

Jangka waktu fasilitas : 120 bulan Suku bunga :

<u>Tahun/ Years</u>	<u>Suku Bunga/ Interest Rate</u>
2019	9%
2020	6%
2021	6%
2022	7%
2023	7%
2024	8%
2025	8%
2026	9%
2027	9%
2028	9%
2029	9%

Sehubungan dengan perjanjian kredit tersebut, PT Indofarma Tbk dan Entitas Anaknya memiliki kewajiban untuk mempertahankan:

- *Financial Covenant Current Ratio* minimal 120%;
- *Leverage Ratio* maksimal 150%; dan
- *Debt Service Coverage Ratio* minimal 100%.

PT Indofarma Tbk dan Entitas Anaknya dapat memenuhi batasan-batasan yang diwajibkan dalam perjanjian pinjaman tersebut.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank Negara Indonesia (Persero) Tbk (Continued)

PT Indofarma Tbk and its Subsidiaries obtained loan restructuring approval from PT Bank Negara Indonesia (Persero) Tbk. through Deed No: 10 dated November 7, 2019, was made before Fathiah Helmi, SH, notary in Jakarta concerning the Inter-Creditor Agreement Regarding Debt Restructuring. The value of the restructured debt is Rp95,000,000..

Term of facility : 120 months Interest rate :

In connection with the credit agreement, PT Indofarma Tbk and its Subsidiaries has an obligation to maintain:

- *Current Ratio* minimum 120%;
- *Leverage Ratio* maximum 150%; and
- *Debt Service Coverage* minimum 100%.

PT Indofarma Tbk and its Subsidiaries has complied with the covenant in the borrowing agreement.

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank Negara Indonesia (Persero) Tbk (Lanjutan)

Fasilitas ini dijamin dengan jaminan sebagai berikut:

- Persediaan;
- Piutang usaha; dan
- Tanah, bangunan pabrik, mesin/peralatan pabrik dan inventaris kantor/pabrik di Cibitung.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp88.789.236 dan nihil.

Lembaga Pembiayaan Ekspor Indonesia (Indonesia Eximbank)

Berdasarkan Akta Perjanjian Kredit Investasi Ekspor dan/atau Pembiayaan L/C Impor (PIF) dan/atau SKBDN No. 18 tanggal 1 Desember 2016, PT Kimia Farma Tbk memperoleh fasilitas kredit investasi dari Lembaga Pembiayaan Ekspor Indonesia (Indonesia Eximbank), yang terdiri dari fasilitas kredit investasi ekspor bagian dari *Club Deal* dengan PT Bank Mandiri (Persero) Tbk dan PT Bank Negara Indonesia (Persero) Tbk sebesar maksimum Rp295.026.129 dan fasilitas kredit investasi ekspor IDC sebesar maksimum Rp27.946.657 serta fasilitas *non cash* loan untuk LC impor/SKBDN sebagai sub limit fasilitas kredit Investasi ekspor sebesar maksimum Rp295.026.129. Perjanjian ini berakhir tanggal 1 Desember 2023.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank Negara Indonesia (Persero) Tbk (Continued)

The facility is secured by the following collaterals:

- Inventories;
- Trade receivables; and
- Land, building, plant, machinery and office supplies in Cibitung.

As of December 31, 2021 and 2020 the outstanding balance of these loans are amounted to Rp88,789,236 and nil, respectively.

Lembaga Pembiayaan Ekspor Indonesia (Indonesia Eximbank)

Based on Export Investment Credit and/or Import L/C (PIF) Financing and/or SKBDN No. 18 dated December 1, 2016, PT Kimia Farma Tbk obtained investment credit facility from Lembaga Pembiayaan Ekspor Indonesia (Indonesia Eximbank), which consists of investment credit facility export- part of *Club Deal* with PT Bank Mandiri (Persero) Tbk and PT Bank Negara Indonesia (Persero) Tbk maximum amount of Rp295,026,129 export and investment credit facility IDC maximum amount of Rp27,946,657 and non-cash loan facility to import LC / SKBDN as sub investment credit facility limit export maximum amount of Rp295,026,129. This agreement will be end on December 1, 2023.

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

Lembaga Pembiayaan Ekspor Indonesia (Indonesia Eximbank)

Dengan jangka waktu maksimum selama 7 tahun termasuk *grace period* selama 2 tahun. Fasilitas kredit ini digunakan untuk membiayai pembangunan fasilitas produksi PT Kimia Farma Tbk di Jalan Raya Banjaran Km. 16, Kabupaten Bandung dan dijamin dengan tanah beserta bangunan dan peralatan diatasnya untuk sertifikat HGB No. 865/Lebakwangi dan sertifikat HGB No. 5/Batukarut atas nama PT Kimia Farma Tbk yang akan diikat dengan hak tanggungan dengan nilai pengikatan sebesar Rp805.659.197 serta Mesin, Peralatan Laboratorium, dan semua Perlengkapan/Inventaris Pabrik Banjaran yang akan diikat secara fidusia sebesar Rp404.184.000 setelah PT Kimia Farma Tbk memperoleh persetujuan Rapat Umum Pemegang Saham.

Jaminan tersebut bersifat *Cross Collateral* dan *Cross Default* dengan fasilitas kredit investasi di bank peserta *Club Deal* lainnya. Fasilitas tersebut dibebani suku bunga tahunan sebesar 9,1% dan sewaktu-waktu dapat berubah.

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1 kali. Pada tanggal 31 Desember 2021, PT Kimia Farma Tbk dan Entitas Anaknya belum memenuhi semua persyaratan covenant yang ditentukan dalam perjanjian.

Pada tanggal 31 Desember 2021 dan 2020, saldo pinjaman ini masing-masing sebesar Rp100.000.000 dan Rp225.056.912.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

Lembaga Pembiayaan Ekspor Indonesia (Indonesia Eximbank)

With a maximum period of 7 years, including a grace period of 2 years. This credit facility used to finance the construction of production facilities of PT Kimia Farma Tbk in Jalan Raya Banjaran Km. 16, Bandung regency and secured by land and building and equipment which land rate number SHGB No. 865/Lebakwangi and HGB No. 5/Batukarut registered under PT Kimia Farma Tbk which is bound with mortgage with a binding value amounted to Rp805,659,197 and Machinery, Laboratory Equipment, and all equipment/Inventory Factory Banjaran which is bound by fiduciary Rp404,184,000 after PT Kimia Farma Tbk obtain the approval of the General Shareholders Meeting.

The collaterals are Cross Collateral and Cross Default with investments in bank credit facilities Club Deal other participants. The facility was charged by an annual interest of 9.1% and are subject to change.

For the credit facilities received above PT Kimia Farma and its Subsidiaries are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1 times, the ratio of total liabilities to equity is not more than 3 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 1 times. As of December 31, 2021, PT Kimia Farma Tbk and its Subsidiaries has not fulfilled all covenant requirements within the agreement.

As of December 31, 2021 and 2020, the outstanding balance of this loan, amounted to Rp100,000,000 and Rp225,056,912, respectively.

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank DKI

Berdasarkan Akta No.10 tanggal 29 Maret 2021, PT Kimia Farma Tbk memperoleh fasilitas kredit modal kerja aflopend non revolving dari PT Bank DKI untuk tambahan modal kerja operasional Perusahaan sebesar maksimum Rp375.000.000. Fasilitas ini memiliki jangka waktu 48 bulan sejak penandatanganan perjanjian kredit. Fasilitas kredit tersebut dibebankan suku bunga tahunan sebesar 8,00%.

Berdasarkan Akta No. 22 tanggal 29 Maret 2021, PT Kimia Farma Tbk memperoleh Fasilitas Kredit Modal Kerja Musyarakah aflopend yang digunakan untuk Modal Kerja Operasional Jangka Pendek PT Kimia Farma Tbk sebesar maksimum Rp375.000.000 dengan jangka waktu 48 bulan sejak penandatanganan perjanjian pembiayaan, dengan nisbah bagi hasil 98,61% menggunakan *profit sharing (gross profit)* yang dapat direviu dan dievaluasi atas kesepakatan para pihak.

Selama fasilitas kredit belum lunas, PT Kimia Farma Tbk wajib:

1. Menggunakan fasilitas kredit sesuai tujuan penggunaannya;
2. Menyampaikan laporan keuangan inhouse setiap triwulan paling lambat 60 hari setelah akhir laporan;
3. Menyampaikan laporan keuangan diaudit tahunan yang diaudit oleh KAP yang terdaftar di OJK yang paling lambat 180 hari setelah akhir periode laporan. Apabila terjadi pelanggaran atas batas waktu tersebut, maka kolektibilitas fasilitas diturunkan menjadi setinggi-tingginya pada kolektibilitas kurang lancar;

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank DKI

Based on Deed No.10 dated March 29, 2021, PT Kimia Farma Tbk obtained non revolving aflopend working capital loan facility for fixed-term loans from PT Bank DKI for additional working capital at maximum Rp375,000,000. This facility has 48 months terms since the credit agreement signed. This facility bears annual interest rate of 8.00%.

Based on Deed No. 22 dated March 29, 2021 PT Kimia Farma Tbk obtained an Aflopend Musyarakah Working Capital Credit Facility which is used for the Short Term Operational Working Capital PT Kimia Farma Tbk of a maximum of Rp375,000,000 with a period of 48 months from the signing of the financing agreement, with a profit sharing ratio of 98.61% using profit sharing (*gross profit*) that can be reviewed and evaluated on the agreement of the parties.

As long as the credit facility has not been paid off, PT Kimia Farma Tbk must:

1. Using credit facilities according to their intended use;
2. Submit quarterly inhouse financial reports no later than 60 days after the end of the report;
3. Submit an annual audited financial report audited by KAP registered with OJK no later than 180 days after the end of the reporting period. In the event of a violation of the said time limit, the collectibility of the facility is reduced to the maximum for substandard collectibility;

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank DKI (Lanjutan)

4. Menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1 kali.
5. Segera memberitahukan kepada PT Bank DKI apabila terjadi hal-hal yang mengakibatkan terjadinya risiko kredit;
6. Dalam hal terjadi penurunan kolektibilitas PT Bank DKI atau pihak lain yang ditunjuk diizinkan untuk melakukan pemeriksaan usaha dan aktivitas keuangan Debitur, pembukuan dan catatan-catatan yang dibuat oleh Debitur dalam memenuhi seluruh kewajibannya kepada Bank serta meminta informasi dari pihak ketiga lainnya dan biaya-biaya yang timbul untuk melaksanakan kegiatan tersebut merupakan beban Debitur;
7. Memperpanjang/ memperbarui perjanjian-perjanjian yang diperlukan dan menyampaikan salinannya pada PT Bank DKI;
8. Menyampaikan akta perubahan anggaran dasar Perseroan setiap ada perubahan anggaran dasar disertai kelengkapan dokumentasinya;
9. Mengizinkan PT Bank DKI atau pihak lain yang ditunjuk untuk melakukan pemeriksaan usaha dan aktivitas keuangan Debitur, serta pemeriksaan terhadap seluruh jaminan;
10. Memenuhi ketentuan yang berlaku, baik dikeluarkan oleh Bank, Pemerintah Republik Indonesia, atau ketentuan umum praktik bisnis;
11. Senantiasa menjaga kolektibilitas Perusahaan dan pengurus Perusahaan dalam kondisi lancar.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank DKI (Continued)

4. Maintain consolidated financial ratios, such as the ratio of current assets to current liabilities of not less than 1 time, the ratio of total liabilities to capital is not more than 3 times, the ratio of EBITDA to maturing liabilities and interest expense (DSCR) is not less than 1 time.
5. Immediately notify PT Bank DKI in the event of things that result in credit risk;
6. In the event of a decrease in the collectibility of PT Bank DKI or other appointed parties, it is permitted to conduct audits of the Debitor's business and financial activities, books and records made by the Debtor in fulfilling all his obligations to the Bank and request information from other third parties and costs incurred. incurred to carry out such activities shall be borne by the Debtor;
7. Extend/renew the required agreements and submit a copy to PT Bank DKI;
8. Submit a deed of amendment to the articles of association of the Company every time there is a change in the articles of association accompanied by complete documentation;
9. Permit PT Bank DKI or other appointed parties to conduct audits of the Debtor's business and financial activities, as well as examination of all guarantees;
10. Comply with applicable regulations, whether issued by the Bank, the Government of the Republic of Indonesia, or general provisions of business practice;
11. Always maintain the collectibility of the Company and the management of the Company in a smooth condition.

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank DKI (Lanjutan)

Pada tanggal 31 Desember 2021, Grup sudah memenuhi semua persyaratan *covenant* yang ditentukan dalam perjanjian.

Pada tanggal 31 Desember 2021 dan 2020, saldo atas fasilitas pinjaman ini adalah sebesar Rp667.500.000 dan nihil.

PT KEB Hana Bank

Berdasarkan Perjanjian Kredit No. 33/18/PK/BDG/2021 tanggal 26 Juli 2021, PT Lucas Djaja memperoleh Fasilitas Kredit Investasi yang digunakan untuk *Refinancing* sebesar maksimum Rp4.000.000 dengan jangka waktu 6 tahun sejak pencairan perjanjian pembiayaan, dengan suku bunga 8,5% p.a.

Selama perjanjian ini berlangsung maka tanpa persetujuan tertulis dari PT KEB Hana Bank, terlebih dahulu PT Kimia Farma Tbk dan Entitas Anaknya wajib:

1. PT Kimia Farma Tbk dan Entitas Anaknya wajib memberikan kepada Bank salinan Laporan Keuangan yang tidak diaudit untuk periode 6 bulan pertama dari tahun fiskal, dan laporan keuangan auditan untuk setiap tahun fiskal apabila laporan tersebut sudah tersedia tetapi dalam hal apapun tidak boleh lewat dari 90 hari kalender setelah penutupan tahun buku fiskal;
2. PT Kimia Farma Tbk dan Entitas Anaknya wajib membayar dan melunasi semua pajak dan pungutan dari Pemerintah yang dikenakan kepada PT Kimia Farma Tbk dan Entitas Anaknya;
3. PT Kimia Farma Tbk dan Entitas Anaknya wajib mempertahankan kegiatan usahanya;

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank DKI (Continued)

As of December 31, 2021, the Group has fulfilled all covenant requirements within the agreement.

As of December 31, 2021 and 2020, the outstanding balance amounted of this loan is amounted to Rp667,500,000 and nil.

PT KEB Hana Bank

Based on Credit Agreement No. 33/18/PK/BDG/2021 dated July 26, 2021, PT Lucas Djaja obtained an Investment Credit Facility which is used for Refinancing of a maximum of Rp4,000,000 with a period of 60 months from the signing of the financing agreement, with a rate 8.5% p.a.

During this agreement, without prior written approval from PT KEB Hana Bank, PT Kimia Farma Tbk and its Subsidiaries must:

1. *PT Kimia Farma Tbk and its Subsidiaries is required to provide the Bank with a copy of the unaudited Financial Statements for the first 6 months of the fiscal year, and the audited financial statements for each fiscal year if such reports are available but in any case not later than 90 calendar days after the close of the fiscal year;*
2. *PT Kimia Farma Tbk and its Subsidiaries is required to pay and settle all taxes and levies from the Government imposed on PT Kimia Farma Tbk and its Subsidiaries;*
3. *PT Kimia Farma Tbk and its Subsidiaries is required to maintain its business activities;*

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT KEB Hana Bank (Lanjutan)

4. PT Kimia Farma Tbk dan Entitas Anaknya wajib memberikan pemberitahuan tertulis kepada Bank selambat-lambatnya 10 Hari Kerja setelah terjadinya hal-hal berikut:
 - a. Peristiwa Cidera Janji;
 - b. Adanya perkara di pengadilan atau arbitrase, permohonan pailit terhadap PT Kimia Farma Tbk dan Entitas Anaknya atau Penjamin oleh pihak lain;
 - c. Hal-hal lainnya yang telah menimbulkan atau mungkin akan menimbulkan efek sangat material terhadap keadaan keuangan atau kemampuan PT Kimia Farma Tbk dan Entitas Anaknya untuk membayar, apabila jatuh tempo, semua jumlah yang harus dibayar berdasarkan Perjanjian ini;
 - d. Kerusakan, kerugian, atau musnahnya harta kekayaan milik PT Kimia Farma Tbk dan Entitas Anaknya atau Penjamin yang dijaminkan di Bank;
5. PT Kimia Farma Tbk dan Entitas Anaknya wajib menggunakan Fasilitas Kredit sepenuhnya untuk tujuan tersebut;
6. PT Kimia Farma Tbk dan Entitas Anaknya dengan ini mengizinkan Bank atau pihak yang ditunjuk Bank untuk setiap saat memeriksa Jaminan;
7. Penilaian Kembali;
8. Pemberian Kuasa kepada Bank;
9. PT Kimia Farma Tbk dan Entitas Anaknya wajib membayar semua biaya yang bersangkutan dengan penagihan hutang PT Kimia Farma Tbk dan Entitas Anaknya kepada Bank berdasarkan Perjanjian ini dan perjanjian pengikatan jaminan, baik di dalam maupun di luar pengadilan, termasuk namun tidak terbatas pada Biaya penagihannya apabila Bank menyerahkan penagihan dan penjualan Jaminan kepada Pihak Ketiga.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT KEB Hana Bank (Continued)

4. PT Kimia Farma Tbk and its Subsidiaries is required to provide written notice to the Bank no later than 10 Business Days after the following events occur:
 - a. Default Event;
 - b. There are cases in court or arbitration, petition for bankruptcy against the Group or Guarantor by other parties;
 - c. Other matters that have caused or are likely to have a material effect on the Group's financial condition or ability to pay, when due, all amounts payable under this Agreement;
 - d. Damage, loss, or destruction of assets belonging to the Group or the Guarantor that are pledged at the Bank;
5. PT Kimia Farma Tbk and its Subsidiaries is required to fully use the Credit Facility for that purpose;
6. PT Kimia Farma Tbk and its Subsidiaries hereby authorizes the Bank or a party appointed by the Bank to check the Collateral at any time;
7. Reassessment;
8. Granting Power of Attorney to Banks;
9. PT Kimia Farma Tbk and its Subsidiaries is required to pay all costs related to collecting the PT Kimia Farma Tbk and its Subsidiaries debts to the Bank under this Agreement and the collateral binding agreement, both inside and outside the court, including but not limited to the collection fee if the Bank submits collection and sale of Collateral to a Third Party.

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT KEB Hana Bank (Lanjutan)

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaminkan tanah dan bangunan berupa Gedung / pabrik yang berlokasi di Jl. Margacinta/Ciwastra No 100, Margasari – Buah Batu, Bandung dengan total luas tanah 2.096 m2 dan total luas bangunan 2.912 m2 atas nama PT Lucas Djaja.

Pada tanggal 31 Desember 2021 dan 2020, saldo atas fasilitas pinjaman ini adalah sebesar Rp3.783.047 dan nihil.

PT Bank Central Asia Tbk

Berdasarkan Perjanjian Kredit No. 1547/0437/21 tanggal 6 Mei 2021, PT Marin Liza Farmasi memperoleh Fasilitas Kredit Lokal yang digunakan untuk modal kerja sebesar maksimum Rp568.000 dengan jatuh tempo pada tanggal 6 Mei 2022. Selain itu, PT Marin Liza Farmasi memperoleh Fasilitas *Installment Loan* sebesar Rp142.000 dengan jatuh tempo pada tanggal 6 Mei 2024. Kedua kredit tersebut dibebani suku bunga sebesar 9,99% p.a.

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaminkan sebidang tanah yang berlokasi di Margasari – Buah Batu, Bandung dengan total luas tanah 113 m2 atas nama PT Marin Liza Farmasi.

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1 kali, rasio total kewajiban terhadap modal tidak lebih dari 3 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 2 kali.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT KEB Hana Bank (Continued)

For the credit facilities received above the PT Kimia Farma Tbk and its Subsidiaries are collateral land and building / factories located in Jl. Margacinta/Ciwastra No 100, Margasari – Buah Batu, Bandung with total land area are 2,096 m2 and total building area are 2,912 m2 on behalf of PT Lucas Djaja.

As of December 31, 2021 and 2020, the outstanding balance amounted of this loan is amounted to Rp3,783,047 and nil.

PT Bank Central Asia Tbk

Based on Credit Agreement No. 1547/0437/21 dated May 6, 2021, PT Marin Liza Farmasi obtained a Local Credit Facility which is used for working capital of a maximum of Rp568,000 due to May 6, 2022. Beside that, PT Marin Liza Farmasi obtained Installment Loan Facility of a maximum Rp142,000 with due to May 6, 2024. Both of facilities has rate 9.99% p.a.

For the credit facilities received above the PT Kimia Farma Tbk and its Subsidiaries are collateral land located in Margasari – Buah Batu, Bandung with total land area are 113 m2 on behalf of PT Marin Liza Farmasi.

For the credit facilities received above the PT Kimia Farma Tbk and its Subsidiaries are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1 times, the ratio of total liabilities to equity is not more than 3 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 1.35 times.

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank Centra Asia Tbk (Lanjutan)

Pada tanggal 31 December 2021 dan 2020, saldo atas fasilitas pinjaman ini adalah sebesar Rp114.389 dan nihil.

PT Bank Maybank Indonesia Tbk

Berdasarkan Surat Penegasan Pembiayaan No. S.2021.101/MBI/DIR Global – *Public Sector* tanggal 31 Agustus 2021 Pemegang Saham Utama (PT Bio Farma (Persero)) memperoleh Fasilitas Musyarakah Line yang digunakan untuk membiayai kebutuhan modal kerja sebesar maksimum Rp750.000.000 yang dapat digunakan oleh PT Kimia Farma Tbk dengan jangka waktu 3 tahun sejak akad pembiayaan dan atau perjanjian fasilitas kredit hingga 24 Oktober 2024, dengan tingkat nisbah 6,25% per tahun. Nasabah wajib menjaga prinsip kesetaraan dengan kreditur lainnya, tidak diperkenankan memberikan jaminan apapun pada masa yang akan dating kepada para kreditur lainnya yang memberikan fasilitas pembiayaan serupa (*Term Loan*).

Selama perjanjian ini berlangsung maka tanpa persetujuan tertulis dari PT Bank Maybank Indonesia Tbk, nasabah tidak diperkenankan:

1. Melakukan perubahan bentuk usaha atau melakukan investasi yang tidak berhubungan dengan kegiatan operasional usaha.
2. Mengubah komposisi kepemilikan Perusahaan, kecuali dikemudian hari diatur lain oleh undang-undang dan/atau peraturan pemerintah lainnya.
3. Menjadi penjamin atau memberikan *corporate guarantee* kepada pihak lain atau pun pihak terafiliasi.
4. Memberikan pinjaman/ piutang kepada pihak terafiliasi tidak terkait usaha Nasabah.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank Centra Asia Tbk (Continued)

As of December 31, 2021 and 2020, the outstanding balance amounted of this loan is amounted to Rp114,389 and nil.

PT Bank Maybank Indonesia Tbk

Based On Letter of Confirmation of Financing No. S.2021.101/MBI/DIR Global – Public Sector dated August 31, 2021 the Group Ultimate Shareholder (PT Bio Farma (Persero)) had received the facility Musyarakah Line which was used for funded the working capital amounted to max Rp750,000,000 which can be used by PT Kimia Farma Tbk for 3 years period since the signed agreement until October 24, 2024, with the shared income 6.25% p.a. Customers are required to maintain the principle of equality with other creditors, are not allowed to provide any guarantees in the future to other creditors who provide similar financing facilities (Term Loans).

During this agreement, without prior written approval from PT Bank Maybank Indonesia, the customer is not allowed to:

1. *Making changes to the core business or making investments that are not related to business operational activities.*
2. *Change the composition of the Company's ownership, unless in the future it is regulated otherwise by law and/or other government regulations.*
3. *Become a guarantor or provide a corporate guarantee to other parties or affiliated parties.*
4. *Provide loans/receivables to affiliated parties not related to the Customer's business.*

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank Maybank Indonesia Tbk (Lanjutan)

Pada tanggal 31 Desember 2021 dan 2020, saldo atas fasilitas pinjaman ini adalah sebesar Rp987.504.216 dan nihil.

PT Bank Muamalat Indonesia Tbk

Pada tanggal 1 Desember 2020, PT Kimia Farma Tbk dan PT Kimia Farma Apotek memperoleh fasilitas kredit Pembiayaan Musyarakah dari PT Bank Muamalat Indonesia Tbk yang tertuang dalam Surat Persetujuan Pembayaran (SP3) No. 037/OL/CLR-SOE/XII/2020 yang dilegalisasi melalui akta Notaris No.02 Tanggal 7 Desember 2020 dari M. Nova Faisal.

Nilai fasilitas kredit pembiayaan musyarakah sebesar Rp200.000.000 yang akan digunakan oleh *refinancing asset* untuk KAEF dan pembangunan atau renovasi aset untuk KFA. Perjanjian ini berlaku dalam jangka waktu 60 bulan terhitung dari tanggal 7 Desember 2020.

Selama fasilitas kredit belum lunas, PT Kimia Farma Tbk dan Entitas Anaknya wajib:

1. Melakukan semua kegiatan yang diperlukan untuk menjalankan kegiatan usaha dalam kebiasaan usaha yang wajar;
2. Menjaga semua aset, properti dan fasilitas lainnya yang diperlukan atau diinginkan untuk kegiatan usaha;
3. Membangun dan mengembangkan kegiatan usaha;
4. Membayar pembayaran pajak lainnya (jika ada) yang dikenakan, dipungut atau diklaim sehubungan dengan Musyarakah atau kegiatan usaha oleh otoritas perpajakan yang terkait dan mengumpulkan semua pajak terkait pada waktu yang tepat;

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank Maybank Indonesia Tbk (Continued)

As of December 31, 2021 and 2020, the outstanding balance amounted of this loan is amounted to Rp987,504,216 and nil.

PT Bank Muamalat Indonesia Tbk.

On December 1, 2020, PT Kimia Farma Tbk and PT Kimia Farma Apotek obtained credit facilities Musyarakah Financing from PT Bank Muamalat Indonesia Tbk through Credit Agreement No. 037/OL/CLR-SOE/XII/2020 and legalized through Notarial Deed No.02 dated December 7,2020 from M. Nova Faisal.

The amount of credit facilities musyarakah financing amounted Rp200,000,000 that used for Asset Refinancing for KAEF and KFA for Asset Renovation. This agreement valid on 60 Months from December 7, 2020.

As long as the credit facility has not been paid off, PT Kimia Farma Tbk and its Subsidiaries must:

1. *Carry out all activities necessary to carry out business activities in a reasonable business practice;*
2. *Maintain all assets, property and other facilities required or desired for business activities;*
3. *Build and develop business activities;*
4. *Pay the payment of other taxes (if any) imposed, collected or claimed in connection with Musyarakah or business activities by the relevant taxation authority and collect all relevant taxes in a timely manner;*

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank Muamalat Indonesia Tbk (Lanjutan)

5. Memperoleh semua kewenangan dan izin yang diperlukan sehubungan dengan Modal Musyarakah, kegiatan usaha dan transaksi yang dimaksudkan oleh Perjanjian;
6. Menjaga rekening Nasabah agar mencukupi dan akurat sehubungan dengan kegiatan usaha dan Modal Musyarakah.

Pada tanggal 29 Juli 2021, PT Kimia Farma Tbk memperoleh fasilitas kredit Pembiayaan Musyarakah dari PT Bank Muamalat Indonesia Tbk yang tertuang dalam Surat Persetujuan Prinsip Pembiayaan (SP3) Nomor 024/OL/BMI/CBD/VI/2021 yang dilegalisasi melalui akta Notaris No.16 Tanggal 21 Juli 2021 Dr. Agung Iriantoro, S.H., M.H.

Nilai fasilitas kredit pembiayaan musyarakah sebesar Rp300.000.000. Perjanjian ini berlaku dalam jangka waktu 60 bulan sejak 7 Desember, 2020, dengan nisbah bagi hasil menggunakan net revenue sharing yang dapat direviu dan dievaluasi atas kesepakatan para pihak.

Atas fasilitas kredit yang diterima diatas PT Kimia Farma Tbk dan Entitas Anaknya diharuskan menjaga rasio keuangan secara konsolidasi, seperti rasio aktiva lancar terhadap hutang lancar tidak kurang dari 1,1 kali, rasio total kewajiban terhadap modal tidak lebih dari 2,5 kali, rasio EBITDA terhadap kewajiban yang jatuh tempo dan biaya bunga (DSCR) tidak kurang dari 1,35 kali. Pada tanggal 31 Desember 2021, PT Kimia Farma Tbk dan Entitas Anaknya belum memenuhi semua persyaratan covenant yang ditentukan dalam perjanjian.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank Muamalat Indonesia Tbk (Continued)

5. Obtain all necessary authorities and permits in connection with Musyarakah Capital, business activities and transactions contemplated by the Agreement;
6. Maintain customer accounts to be sufficient and accurate in relation to business activities and Musyarakah Capital.

On July 29, 2021, PT Kimia Farma Tbk obtained credit facilities Musyarakah Financing from PT Bank Muamalat Indonesia Tbk through Credit Agreement No.024/OL/BMI/CBD/VI/2021 and legalized through Notarial Deed No.16 dated July 21, 2021 from Dr. Agung Iriantoro, S.H., M.H.

The amount of credit facilities musyarakah financing amounted Rp300,000,000. This agreement valid on 60 Months from December 7, 2020, with a net revenue sharing ratio of using profit sharing that can be reviewed and evaluated on the agreement of the parties.

For the credit facilities received of the PT Kimia Farma Tbk and its Subsidiaries are required to maintain financial ratios on a consolidated basis, as the ratio of current assets to current liabilities of not less than 1.1 times, the ratio of total liabilities to equity is not more than 2.5 times, the ratio of EBITDA to its maturing obligations and costs interest (DSCR) of not less than 1.35 times. As of December 31, 2021, the Group has not fulfilled all covenant requirements within the agreement.

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25. UTANG BANK (Lanjutan)

b. Utang Bank Jangka Panjang (Lanjutan)

PT Bank Muamalat Indonesia Tbk
(Lanjutan)

Pada tanggal 31 Desember 2021 dan 2020, saldo atas fasilitas pinjaman ini adalah sebesar Rp419.464.286 dan Rp200.000.000.

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas utang bank jangka panjang sebagaimana yang diungkapkan di Catatan 55.

25. BANK LOAN (Continued)

b. Long-term Bank Loan (Continued)

PT Bank Muamalat Indonesia Tbk
(Continued)

As of December 31, 2021 and 2020, the outstanding balance amounted of this loan is amounted to Rp419,464,286 and Rp200,000,000.

The maximum exposure to liquidity risk at the end of the reporting period is the carrying amount of each class of long-term bank loan is disclosed in Note 55.

26. UTANG USAHA

a. Berdasarkan pemasok

	2021	2020
Pihak berelasi (Catatan 51)	189.915.020	49.076.772
Pihak ketiga	2.248.353.918	2.034.035.792
Total	<u>2.438.268.938</u>	<u>2.083.112.564</u>

26. TRADE PAYABLES

a. By suppliers

*Related parties
(Note 51)
Third parties
Total*

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26. UTANG USAHA (Lanjutan)

26. TRADE PAYABLES (Continued)

b. Berdasarkan mata uang

b. By currency

	2021	2020	
Rupiah	1.270.005.837	1.568.143.499	Rupiah
Dolar Amerika Serikat (2021: AS\$79.296,75 2020: AS\$31.189,65)	1.131.485.279	439.929.981	United States Dollar (2021: US\$79,296.75 2020: US\$31,189.65)
Riyal Saudi Arabia (2021: SAR8.397,32 2020: SAR12.288,14)	31.918.197	46.191.130	Saudi Arabia Riyal (2021: SAR8,397.32 2020: SAR12,288.14)
Yuan Remindi China (2021: CNY1.813,15 2020: CNY2.296,10)	4.057.829	4.962.991	China Yuan Renminbi (2021: CNY1,813.15 2020: CNY2,296.10)
Euro (2021: EUR46,39 2020: EUR1.305,71)	748.184	22.628.131	Euro (2021: EUR46.39 2020: EUR1,305.71)
Poundsterling (2021: GBP2,79 2020: GBP6,74)	53.612	128.606	Great British Pound Sterling (2021: GBP2.79 2020: GBP6.74)
Yen Jepang (2021: nihil 2020: JPY 8.295,78)	—	1.128.226	Japan Yen (2021: nil 2020: JPY 8,295.78)
Total	2.438.268.938	2.083.112.564	Total

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas utang usaha sebagaimana yang diungkapkan di Catatan 55.

The maximum exposure to liquidity risk at the end of the reporting period is the carrying amount of each class of trade payables is disclosed in Note 55.

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27. UTANG LAIN-LAIN

27. OTHER PAYABLES

	2021	2020	
Pihak ketiga	331.978.002	132.037.973	<i>Third parties</i>
Total	<u>331.978.002</u>	<u>132.037.973</u>	<i>Total</i>

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas utang lain-lain sebagaimana yang diungkapkan di Catatan 55.

The maximum exposure to liquidity risk at the end of the reporting period is the carrying amount of each class of other payables is disclosed in Note 55.

28. BEBAN YANG MASIH HARUS DIBAYAR

28. ACCRUED EXPENSES

	2021	2020	
Biaya umum dan pemeliharaan	35.604.114	48.511.009	<i>General and maintenance expenses</i>
Keagenan ekspor, royalti dan insentif penjualan	26.627.917	23.390.950	<i>Export agencies, royalties and sales incentives</i>
Promosi dan beban penjualan	26.616.913	29.006.241	<i>Promotion and selling expenses</i>
Beban angkut dan embalage	20.660.355	22.124.681	<i>Transport and embalage loads</i>
Beban operasional dan distribusi	17.885.384	15.789.545	<i>Operational and distribution expenses</i>
Bunga pinjaman	10.937.500	10.937.500	<i>Interest expense</i>
Biaya pabrikasi dan produksi	8.056.241	11.294.329	<i>Manufacturing expenses</i>
Beban kantor	7.463.351	35.740.593	<i>Office expenses</i>
Jasa profesional	4.155.143	11.923.909	<i>Professional fee</i>
Biaya listrik, gas, air dan bahan bakar	3.023.854	2.458.442	<i>Water, electricity and gasoline expenses</i>
Dana Program Kemitraan dan Bina Lingkungan	453.002	937.702	<i>Liabilities to PKBL Unit</i>
Lain-lain	25.307.799	12.175.957	<i>Others</i>
Total	<u>186.791.573</u>	<u>224.290.858</u>	<i>Total</i>

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas beban yang masih harus dibayar sebagaimana yang diungkapkan di Catatan 55.

The maximum exposure to liquidity risk at the end of the reporting period is the carrying amount of each class of accrued expenses is disclosed in Note 55.

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**29. LIABILITAS IMBALAN KERJA JANGKA
PENDEK**

Liabilitas imbalan kerja jangka pendek pada tanggal 31 Desember 2021 dan 2020 masing-masing sebesar Rp503.477.790 dan Rp167.761.757 merupakan liabilitas atas gaji, upah, tunjangan, dan THR.

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas liabilitas imbalan kerja jangka pendek sebagaimana yang diungkapkan di Catatan 55.

30. LIABILITAS KONTRAK

Liabilitas kontrak pada tanggal 31 Desember 2021 dan 2020 masing-masing sebesar Rp6.734.274.492 dan Rp646.281.016 merupakan uang muka yang diterima dari pelanggan sehubungan dengan penjualan Grup.

31. LIABILITAS PENGEMBALIAN DANA

Kewajiban pengembalian dana pada tanggal 31 Desember 2021 dan 2020 masing-masing sebesar Rp39.029.537 dan Rp 7.784.828 merupakan merupakan dampak dari penerapan PSAK 72 sehubungan dengan estimasi penjualan yang akan dikembalikan di periode berikutnya.

**29. SHORT-TERM EMPLOYEE BENEFITS
LIABILITIES**

Short-term employee benefits liabilities as of December 31, 2021 and 2020 amounted to Rp503,477,790 and Rp 167,761,757, respectively, represent liabilities of salaries, wages, benefits, and THR.

The maximum exposure to liquidity risk at the end of the reporting period is the carrying amount of each class of short-term employee benefits liabilities is disclosed in Note 55.

30. CONTRACT LIABILITY

The total amount of contract liabilities as of December 31, 2021 and 2020 is Rp6,734,274,492 and Rp 646,281,016, respectively, represents cash received in advance from customers in relation to Group's sales.

31. REFUND LIABILITIES

Refund liabilities as of December 31, 2021 and 2020 amounted to Rp39,029,537 and Rp7,784,828, respectively, represent the impact of the implementation SFAS 72 relating to estimated sales return subsequently.

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32. MEDIUM TERM NOTE

32. MEDIUM TERM NOTE

2021				
Jenis/ Type	Pokok pinjaman/ Principal	Wali amanat/ Trustee	Jatuh tempo/ Due date	Suku bunga/ Interest rate
MTN 2019 Tahap I/ Phase I	500.000.000	PT Bank Tabungan Negara (Persero) Tbk	8 Juli 2022 July 8, 2022	8,75%
Total/ Total	500.000.000			
Dikurangi bagian yang jatuh tempo dalam satu tahun/ Less current portion	(500.000.000)			
Bagian jangka panjang/ Non-current portion	—			
2020				
Jenis/ Type	Pokok pinjaman/ Principal	Wali amanat/ Trustee	Jatuh tempo/ Due date	Suku bunga/ Interest rate
MTN 2018	125.000.000	PT BNI Sekuritas	31 Agustus 2021 August 31, 2021	8,75%
MTN Syariah Mudharabah	325.000.000	PT BNI Sekuritas	24 Agustus 2021 August 24, 2021	Batas atas - batas bawah
MTN 2017 Tahap II/ Phase II	600.000.000	PT Bank Negara Indonesia (Persero) Tbk	15 Maret 2021 March 15, 2021	7,75%
MTN 2019 Tahap I Phase I	500.000.000	PT Bank Tabungan Negara (Persero) Tbk	8 Juli 2022 July 8, 2022	8,75%
Total/ Total	1.550.000.000			
Dikurangi bagian yang jatuh tempo dalam satu tahun/ Less current portion	(1.050.000.000)			
Bagian jangka panjang/ Non-current portion	500.000.000			

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32. MEDIUM TERM NOTE (Lanjutan)

Pada tanggal 15 September 2017, PT Kimia Farma Tbk menerbitkan Medium Term Notes (MTN) sebesar Rp 400.000.000 dengan arranger PT BNI Sekuritas, PT Mandiri Sekuritas dan PT Indopremier Sekuritas, serta Wali Amanat PT Bank Negara Indonesia (Persero) Tbk dan pembayaran bunga dilakukan setiap 3 (tiga) bulan.

Dana MTN digunakan untuk modal kerja, investasi rutin dan pengembangan usaha. Fasilitas ini telah dilunasi pada bulan September 2020.

Pada tanggal 15 Maret 2018, PT Kimia Farma Tbk menerbitkan MTN Tahap II sebesar Rp 600.000.000 dengan arranger PT BNI Sekuritas, PT Mandiri Sekuritas dan PT Indopremier Sekuritas, serta Wali Amanat PT Bank Negara Indonesia (Persero) Tbk dan pembayaran bunga dilakukan setiap 3 (tiga) bulan. Dana MTN digunakan untuk memperkuat modal kerja, investasi rutin dan pengembangan usaha.

Pada tanggal 8 Juli 2019, PT Kimia Farma Tbk menerbitkan MTN Tahap I tahun 2019 sebesar Rp500.000.000 yang terbagi menjadi dua instrumen yaitu MTN dengan jumlah pokok sebesar Rp250.000.000 dan MTN Syariah Mudharabah dengan jumlah pokok sebesar Rp250.000.000 dengan arranger PT BNI Sekuritas, PT Mandiri Sekuritas serta Wali Amanat PT Bank Tabungan Negara (Persero) Tbk dan pembayaran bunga setiap 3 bulan. Dana MTN digunakan untuk perkuat modal kerja dan pengembangan usaha.

32. MEDIUM TERM NOTE (Continued)

On September 15, 2017, PT Kimia Farma Tbk issue Medium Term Notes (MTN) amounting to Rp400,000,000 with arranger PT BNI Sekuritas, PT Mandiri Sekuritas, PT Indopremier Sekuritas and a trustee PT Bank Negara Indonesia (Persero) Tbk and interest payments conducted every 3 (three) months.

MTN funds used to business expansion and working capital. This Facility had been paid on September 2020.

On the March 15, 2018, PT Kimia Farma Tbk issue MTN Phase II of Rp600,000,000 with arranger PT BNI Sekuritas, PT Mandiri Sekuritas, PT Indopremier Sekuritas and a trustee PT Bank Negara Indonesia (Persero) Tbk and interest payments conducted every 3 (three) months. MTN funds used to business expansion, routine investment and working capital.

On July 8, 2019, PT Kimia Farma Tbk issues MTN phase I 2019 amounted to Rp500,000,000 consist of two instruments are MTN with amount Rp250,000,000 and MTN Syariah Mudharabah with amount Rp250,000,000 with arranger PT BNI Sekuritas, PT Mandiri Sekuritas and trustee PT Bank Tabungan Negara (Persero) Tbk and interest payment conducted every 3 months. MTN fund is used for business expansion and working capital.

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32. MEDIUM TERM NOTE (Lanjutan)

Perusahaan melakukan pendaftaran Medium Term Notes (MTN) Bio Farma Tahun 2018 sesuai dengan:

- Perjanjian Penerbitan, Penatalaksanaan Penerbitan, dan Penunjukan agen Pemantau Medium Term Notes (MTN) BIO FARMA Tahun 2018 Tanggal 21 Agustus 2018 No. 38.
- Perubahan Perjanjian Penerbitan, Penatalaksanaan Penerbitan, dan Penunjukan agen Pemantau Medium Term Notes (MTN) BIO FARMA Tahun 2018 Tanggal 24 Agustus 2018 No. 43.
- Perjanjian Pendaftaran Efek Bersifat Utang Di KSEI No.SP-099/MTN/KSEI/0818, tanggal 24 Agustus 2018
- Perjanjian Agen Pembayaran Efek Bersifat Utang Di KSEI No.AP-099/MTN/KSEI/0818, tanggal 24 Agustus 2018.
- Adapun Medium Term Notes (MTN) tersebut meliputi:

Limit	:	Rp 125.000.000	:	Limit
Suku bunga	:	8,75 % p.a (IDR)	:	Interest rate
Periode perhitungan bunga	:	Actual	:	Interest calculation period
Tenor	:	3 (Tiga) Tahun / 3 (three) years	:	Tenor
Tanggal Distribusi	:	31 Agustus 2018	:	Distribution date
Tanggal Jatuh tempo	:	31 Agustus 2021	:	Due date
Arranger	:	BNI Sekuritas	:	Arranger

Perusahaan melakukan pendaftaran Medium Term Notes (MTN) Syariah Mudharabah Bio Farma Tahun 2018 sesuai dengan :

- Perjanjian Penerbitan, Penatalaksanaan Penerbitan, dan Penunjukan agen Pemantau Medium Term Notes (MTN) Syariah Mudharabah BIO FARMA Tahun 2018 Tanggal 21 Agustus 2018 No. 39.
- Perjanjian Pendaftaran Surat Berharga Syariah Di KSEI No.SP-016/SKK/KSEI/0818, tanggal 21 Agustus 2018
- Perjanjian Agen Pembayaran Efek Bersifat Utang Di KSEI No.AP-099/MTN/KSEI/0818, tanggal 24 Agustus 2018.

32. MEDIUM TERM NOTE (Continued)

The company registers for Bio Farma's Medium Term Notes (MTN) in 2018 according to:

- Issuance Agreement, Issuance Management, and Appointment of BIO FARMA's Medium Term Notes (MTN) Monitoring agent in 2018 dated 21 August 2018 No. 38.
- Amendments to the Issuance Agreement, Issuance Management, and Appointment of BIO FARMA's Medium Term Notes (MTN) Monitoring agent in 2018 dated 24 August 2018 No. 43.
- Debt Securities Registration Agreement at KSEI No.SP-099 / MTN / KSEI / 0818, dated 24 August 2018
- Debt Securities Payment Agent Agreement at KSEI No.AP-099 / MTN / KSEI / 0818, dated 24 August 2018.
- The Medium Term Notes (MTN) include: Limits:

The company registers Medium Term Notes (MTN) Syariah Mudharabah Bio Farma 2018 in accordance with:

- Issuance Agreement, Issuance Management, and Appointment of BIO FARMA Syariah Mudharabah Medium Term Notes (MTN) Monitoring agent in 2018 dated 21 August, 2018 No. 39.
- Sharia Securities Registration Agreement at KSEI No.SP-016 / SKK / KSEI / 0818, dated 21 August, 2018.
- Debt Securities Payment Agent Agreement at KSEI No.AP-099 / MTN / KSEI / 0818, dated 24 August, 2018.

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32. MEDIUM TERM NOTE (Lanjutan)

Perusahaan melakukan pendaftaran *Medium Term Notes* (MTN) Syariah Mudharabah Bio Farma Tahun 2018 sesuai dengan : (Lanjutan)

- Medium Term Notes (MTN) Syariah Mudharabah Tersebut Meliputi:

Limit	:	Rp 325.000.000	:
Tingkat bagi hasil	:	Batas Atas yaitu Laba Kotor triwulanan 311.814.692.982 = 8,75%, Batas Bawah yaitu Laba Kotor triwulanan 293.996.710.526 = 8,25%, Bagi Hasil = (Nisbah (9,12%) x Pendapatan Yang Dibagihasilkan per Tahun)/4 (triwulanan) / <i>Upper limit, namely quarterly Gross Profit 311,814,692,982 = 8.75%, Lower limit, namely quarterly Gross Profit 293,996,710,526 = 8.25%, Profit Sharing = (Ratio (9,12%) x Shared Income per year) / 4 (quarterly).</i>	:
Periode perhitungan bagi hasil	:	Periode bagi hasil 30/360 / <i>Profit sharing period 30/360</i>	:
Tenor	:	3 (Tiga) Tahun / 3 (three) years	:
Tanggal Distribusi	:	24 Agustus 2018	:
Tanggal Jatuh tempo	:	24 Agustus 2021	:
Arranger	:	BNI Sekuritas	:

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas medium term notes sebagaimana yang diungkapkan di Catatan 55.

32. MEDIUM TERM NOTE (Continued)

The company registers *Medium Term Notes* (MTN) Syariah Mudharabah Bio Farma Year 2018 in accordance with: (Continued)

- The Sharia Mudharabah Medium Term Notes (MTN) include:

Limit	:
<i>Profit sharing rate</i>	:
<i>Profit sharing calculation period</i>	:
Tenor	:
<i>Distribution date</i>	:
<i>Due date</i>	:
<i>Arranger</i>	:

The maximum exposure to liquidity risk at the end of the reporting period is the carrying amount of each class of medium term notes is disclosed in Note 55.

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33. UTANG PEMBIAYAAN KONSUMEN

33. CONSUMER FINANCING PAYABLES

	2021	2020	
Pembayaran minimum dimasa depan	20.249.283	23.858.763	<i>Future minimum payment</i>
Dikurangi beban keuangan masa depan	(690.822)	(1.107.757)	<i>Less the future financial expenses</i>
Pembiayaan - neto	19.558.461	22.751.006	<i>Financing - net</i>
Dikurangi bagian yang jatuh tempo dalam satu tahun	(16.163.122)	(14.831.967)	<i>Less current maturity within one year</i>
Bagian jangka panjang	3.395.339	7.919.039	<i>Non-current portion</i>

Utang pembiayaan konsumen merupakan utang pembiayaan atas pengadaan aset tetap dengan tingkat bunga antara 6,20% sampai dengan 9,50% per tahun dengan jangka waktu angsuran antara 3 tahun sampai dengan 4 tahun yang dimiliki oleh entitas anak, KFTD, KFA dan SIL. Entitas anak wajib merawat kendaraan yang dipergunakan. Risiko atas rusak, musnahnya atau hilangnya kendaraan menjadi tanggung jawab entitas anak. Untuk itu, entitas anak mengasuransikan untuk seluruh risiko (*all risks*) selama periode pembiayaan.

Consumer financing payables represent lease payable incurred from procurement of fixed assets with interest rate approximately 6.20 % to 9.50 % p.a. with installment period valid for 3 to 4 years owned by subsidiaries, KFTD, KFA and SIL. Subsidiaries shall take care the vehicle used, the risk of damaged, destructed or lost of the vehicle is the responsibility of the subsidiaries, thus subsidiaries insured the entire risk (all risks) during the financing period.

Utang pembiayaan konsumen atas kendaraan operasional kepada Koperasi Mandiri Sejahtera dan Mandiri Tunas Finance.

Consumer financing payables represents acquisitions of vehicles to Koperasi Mandiri Sejahtera dan Mandiri Tunas Finance.

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas utang pembiayaan konsumen sebagaimana yang diungkapkan di Catatan 55.

The maximum exposure to liquidity risk at the end of the reporting period is the carrying amount of each class of consumer financing payables is disclosed in Note 55.

34. PENDAPATAN HIBAH DITANGGUHKAN

34. DEFERRED GRANT REVENUE

	2021	2020	
Hibah	1.011.395.644	511.172.655	<i>Grant</i>
Dikurangi bagian yang jatuh tempo dalam satu tahun	(525.949.522)	—	<i>Less current maturity within one year</i>
Bagian jangka panjang	485.446.122	511.172.655	<i>Non-current portion</i>

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34. PENDAPATAN HIBAH DITANGGUHKAN (Lanjutan)

Pendapatan hibah ditangguhkan pada tanggal 31 Desember 2021 dan 2020, merupakan pendapatan atas grant dalam proses realisasi yang dananya diberikan oleh Bill and Melinda Gates Foundation (BMGF) dan PATH sebagai penunjang sarana dalam pelaksanaan produksi nOPV2 untuk mendukung program WHO.

34. DEFERRED GRANT REVENUE (Continued)

Deferred grant revenue as of December 31, 2021 and 2020, represents income on grants in the realization process provided by the Bill and Melinda Gates Foundation (BMGF) and PATH as supporting facilities in the implementation of nOPV2 production to support the WHO program.

35. LIABILITAS SEWA

35. LEASE LIABILITIES

	2021	2020	
Liabilitas sewa pembiayaan bruto			Gross finance lease liabilities
Pembayaran sewa minimum tidak lebih dari 1 tahun	25.437.165	8.841.568	Minimum lease payments no later than 1 year
Lebih dari 1 tahun dan kurang dari 5 tahun	68.924.505	28.681.351	Later than 1 year and no later than 5 years
Total	<u>94.361.670</u>	<u>37.522.919</u>	Total

Tidak ada pembatasan signifikan yang ditetapkan oleh lessor dalam perjanjian sewa pembiayaan dengan Grup terkait dengan penggunaan aset atau pencapaian kinerja keuangan tertentu.

There is no significant restriction imposed by lease arrangements between lessor and Group on use of the assets or maintenance of certain financial performance.

Eksposur maksimum terhadap risiko kredit pada akhir periode pelaporan adalah senilai jumlah tercatat dari setiap kelas liabilitas sewa sebagaimana yang diungkapkan di Catatan 55.

The maximum exposure to liquidity risk at the end of the reporting period is the carrying amount of each class of lease liabilities is disclosed in Note 55.

36. LIABILITAS IMBALAN KERJA JANGKA PANJANG

36. LONG-TERM EMPLOYEE BENEFITS LIABILITIES

	2021	2020	
Dana pensiun	228.267.457	68.063.461	Pension fund
Imbalan pasca kerja	1.085.645.934	965.089.577	Post employee benefit
Cuti panjang	26.827.677	30.370.671	Long leaves
Pengabdian	29.342.159	14.960.522	Service award
Total	<u>1.370.083.227</u>	<u>1.078.484.231</u>	Total

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36. LIABILITAS IMBALAN KERJA JANGKA PANJANG (Lanjutan)

Dana Pensiun

Dana pensiun ini dikelola oleh Dana Pensiun Kimia Farma (DPKF) yang akta pendiriannya telah disahkan oleh Menteri Keuangan Republik Indonesia dalam Surat Keputusannya No. KEP-023/KM.17/2000 tanggal 31 Januari 2000. Dana Pensiun Kimia Farma (DPKF) merupakan kelanjutan dari Yayasan Dana Pensiun Kimia Farma yang dibentuk berdasarkan Akta No. 38 tanggal 20 April 1970 dari Nerdy, S.H., Notaris di Jakarta.

Pensiun yang akan dibayar dihitung berdasarkan penghasilan dasar pensiun dan masa kerja karyawan.

Program Dana Pensiun ini diimplementasi oleh Entitas Anak (PT Kimia Farma Tbk, PT Kimia Farma Apotek dan PT Kimia Farma Trade & Distribution).

Liabilitas manfaat pensiun karyawan adalah sebagai berikut:

	2021
Nilai kini liabilitas manfaat pensiun	612.286.803
Nilai wajar aset program	(384.019.346)
Total	228.267.457

Rekonsiliasi beban (manfaat) pensiun sebagai berikut:

	2021
Biaya jasa kini	6.915.670
Beban bunga	29.122.015
Iuran dana pensiun/premi asuransi	(117.752.772)
Dampak perubahan asumsi aktuarial	(15.616.912)
Hasil aset program	(26.097.399)
Total	(123.429.398)

36. LONG-TERM EMPLOYEE BENEFITS LIABILITIES (Continued)

Pension Fund

The pension plan is managed by Dana Pensiun Kimia Farma (DPKF) which the deed of establishment was approved by the Ministry of Finance of the Republic of Indonesia in its Decision Letter No. KEP-023/KM.17/2000 dated January 31, 2000. Dana Pensiun Kimia Farma (DPKF) is a continuation of Yayasan Dana Pensiun Kimia Farma Foundation which was established by Act No. 38 dated on April 20, 1970 of Nerdy, S.H., Notary in Jakarta.

The pensions benefits are computed based on basic pension income of the employees and their respective years of services.

This pension fund program is implemented by the Subsidiaries (PT Kimia Farma Tbk, PT Kimia Farma Apotek and PT Kimia Farma Trade & Distribution).

The details of employee benefits pension plan liabilities are as follow:

	2020	
Nilai kini liabilitas manfaat pensiun	416.028.779	Present value of defined pension plan liabilities
Nilai wajar aset program	(347.965.318)	Fair value of asset
Total	68.063.461	Total

Reconcillation of employee expenses (benefits) is as follows:

	2020	
Biaya jasa kini	3.339.378	Current service cost
Beban bunga	29.901.497	Interest expense
Iuran dana pensiun/premi asuransi	(12.466.273)	Pension fee/insurance
Dampak perubahan asumsi aktuarial	—	Impact of change actuaris assumption
Hasil aset program	(23.015.738)	Return plan assets
Total	(2.241.136)	Total

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36. LIABILITAS IMBALAN KERJA JANGKA PANJANG (Lanjutan)	36. LONG-TERM EMPLOYEE BENEFITS LIABILITIES (Continued)
Dana Pensiun (Lanjutan)	Pension Fund (Continued)
Mutasi liabilitas program pensiun manfaat pasti adalah sebagai berikut:	<i>The movement of defined benefits pension plan liabilities are as follows:</i>
Saldo pada awal tahun	Beginning balance
Manfaat pensiun yang diakui periode berjalan	Pension benefits in current period
Penghasilan komprehensif lain	Other comprehensive income
Saldo pada akhir tahun	Ending balance
Imbalan Pasca Kerja	Post Employment Benefits
Kewajiban imbalan pasca kerja Grup dalam laporan posisi keuangan konsolidasian adalah sebagai berikut:	<i>Group's obligations in respect to these post-employment benefits included in the consolidated statement of financial position are as follows:</i>
Nilai kini kewajiban imbalan pasti	Present value of defined benefit obligation
Nilai wajar aset	Fair value of plan asset
Total	Total
Beban imbalan kerja yang diakui dalam laporan laba rugi konsolidasian adalah sebagai berikut:	<i>Employee benefits expense recognized in consolidated statement of profit or loss are as follows:</i>
Biaya jasa kini	Current service cost
Beban bunga	Interest expense
Beban jasa lalu	Past service cost
Dampak perubahan demografis	Impact on changes of demographic
(Keuntungan)/ kerugian aktuarial	Actuarial (gain)/ loss
Hasil aset program	Return plan assets
Total	Total

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36. LIABILITAS IMBALAN KERJA JANGKA PANJANG (Lanjutan)

Imbalan Pasca Kerja (Lanjutan)

Mutasi liabilitas imbalan kerja adalah sebagai berikut:

	2 0 2 1
Saldo pada awal tahun	965.089.577
Beban imbalan pasca kerja yang diakui periode berjalan selama periode berjalan	134.768.889
Pembayaran manfaat	(99.078.123)
Penghasilan komprehensif lain	98.862.344
Pembayaran kontribusi	(13.996.753)
Saldo akhir tahun	<u>1.085.645.934</u>

Asumsi aktuarial yang digunakan dalam menghitung liabilitas imbalan pasca kerja pada tanggal 31 Desember 2021 dan 2020 adalah sebagai berikut:

	2 0 2 1
Tingkat diskonto	6,2% - 8,2%
Tingkat kenaikan gaji	5% - 8% per tahun/ years
Tingkat kematian	TMI IV 2019 0,01% - 1% tingkat mortalita/of mortality rate
Tingkat cacat	
Tingkat pengunduran diri	
20-29	7,0% per tahun/per annum
30-40	4,0% per tahun/per annum
41-45	1,5% per tahun/per annum
46-50	1,0% per tahun/per annum
50-54	0,5% per tahun/per annum
≥ 55	0,0% per tahun/per annum
Usia pensiun normal	55 tahun/years

36. LONG-TERM EMPLOYEE BENEFITS LIABILITIES (Continued)

Post Employment Benefits (Continued)

The movements in the employee benefits obligation are as follows:

	2 0 2 0	
Saldo pada awal tahun	727.484.248	Beginning balance
Beban imbalan pasca kerja yang diakui periode berjalan selama periode berjalan	122.024.811	Post-employment benefits expense during the year
Pembayaran manfaat	(92.609.357)	Benefit paid
Penghasilan komprehensif lain	212.050.325	Other comprehensive income
Pembayaran kontribusi	(3.860.450)	Contribution paid
Saldo akhir tahun	<u>965.089.577</u>	Ending balance

The principal actuarial assumptions used in determining the post-employment benefit obligations as of December 31, 2021 and 2020 are as follows:

	2 0 2 0	
Tingkat diskonto	6,2% - 8,2%	Discount rate
Tingkat kenaikan gaji	5% - 8% per tahun/ years	Future salary increment rate
Tingkat kematian	The 1949 Annuity mortality table modified	Mortality rate
Tingkat cacat	0,01% - 1% tingkat mortalita/of mortality rate	Disability rate
Tingkat pengunduran diri		Resignation rate
20-29	7,0% per tahun/per annum	20-29
30-40	4,0% per tahun/per annum	30-40
41-45	1,5% per tahun/per annum	41-45
46-50	1,0% per tahun/per annum	46-50
50-54	0,5% per tahun/per annum	50-54
≥ 55	0,0% per tahun/per annum	≥ 55
Usia pensiun normal	55 tahun/years	Normal retirement age

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36. LIABILITAS IMBALAN KERJA JANGKA PANJANG (Lanjutan)

Imbalan Pasca Kerja (Lanjutan)

Tabel berikut menunjukkan sensitivitas atas kemungkinan perubahan tingkat suku bunga pasar, dengan variabel lain dianggap tetap, terhadap kewajiban imbalan pasca kerja, beban jasa kini dan beban bunga pada tanggal 31 Desember 2021:

	2021		
	Biaya jasa kini/ <i>Current service cost</i>	Nilai kini kewajiban imbalan pasti/ <i>Present value defined benefits obligations</i>	
Tingkat diskonto			<i>Initial discount rate</i>
Tingkat diskonto +1%	42.896.310	839.662.473	<i>Discount rate +1%</i>
Tingkat diskonto -1%	49.590.932	989.778.891	<i>Discount rate -1%</i>
Tingkat kenaikan gaji			<i>Future salary increment rate</i>
Tingkat kenaikan gaji +1%	51.878.875	975.658.646	<i>Salary increment rate +1%</i>
Tingkat kenaikan gaji -1%	40.706.135	821.685.195	<i>Salary increment rate -1%</i>

Cuti Panjang

Long Leaves

Liabilitas cuti panjang adalah sebagai berikut:

Long leaves liabilities are as follows:

	2021	2020	
Nilai kini liabilitas cuti panjang	26.827.677	30.370.671	<i>Present value of defined long leaves</i>
Nilai wajar aset program	—	—	<i>Fair value of plan asset</i>
Total	26.827.677	30.370.671	<i>Total</i>

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36. LIABILITAS IMBALAN KERJA JANGKA PANJANG (Lanjutan)

Cuti Panjang (Lanjutan)

Rekonsiliasi beban cuti sebagai berikut:

	2021
Biaya jasa kini	8.833.682
Beban bunga	2.125.947
Kerugian aktuarial	(9.065.985)
Total	1.893.644

Mutasi liabilitas cuti panjang adalah sebagai berikut:

	2021
Saldo pada awal tahun	30.370.671
Beban imbalan cuti yang diakui periode berjalan	1.893.644
Pembayaran cuti panjang selama periode berjalan	(5.436.638)
Saldo pada akhir tahun	26.827.677

Pengabdian

Perusahaan dan entitas anak (PT Kimia Farma Apotek dan PT Kimia Farma Trade & Distribution) memberikan imbalan kerja berupa uang penghargaan dalam hal karyawan mengundurkan diri, meninggal, sakit/cacat ataupun mencapai usia pensiun dini/normal yang besarnya tergantung dari masa kerja masing-masing karyawan, sesuai yang tercantum dalam Kesepakatan Kerja Bersama antara PT Kimia Farma Tbk dan Entitas Anak dan Serikat Pekerja Kimia Farma. Tidak ada pendanaan yang dilakukan sehubungan dengan program manfaat karyawan tersebut.

36. LONG-TERM EMPLOYEE BENEFITS LIABILITIES (Continued)

Long Leaves (Continued)

A reconciliation of long leaves expense as follows:

	2020	
	4.555.540	<i>Current service cost</i>
	1.376.556	<i>Interest expense</i>
	9.068.878	<i>Actuarial losses</i>
Total	15.000.974	<i>Total</i>

The movements of long leaves liability are as follows:

	2020	
	17.206.950	<i>Beginning balance</i>
	15.000.974	<i>Long leaves benefits expense during the year</i>
	(1.837.253)	<i>Long leaves benefit paid during the year</i>
	30.370.671	<i>Ending balance</i>

Services Award

The Company and subsidiaries (PT Kimia Farma Apotek and PT Kimia Farma Trade & Distribution) provide severance benefits in cases of resignation, death, illness or disability or early pension ailment, which amounts depend on the employee's service period, based on agreement between PT Kimia Farma Tbk and its Subsidiaries and Kimia Farma Labor Association. No funding has been made in relation with employee benefit program.

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36. LIABILITAS IMBALAN KERJA JANGKA PANJANG (Lanjutan)	36. LONG-TERM EMPLOYEE BENEFITS LIABILITIES (Continued)	EMPLOYEE BENEFITS	
Pengabdian (Lanjutan)	Services Award (Continued)		
Liabilitas pengabdian adalah sebagai berikut :	Services liability are as follows:		
	2 0 2 1	2 0 2 0	
Nilai kini liabilitas pengabdian	29.342.159	14.960.522	Present value of defined services liability
Nilai wajar aset program	—	—	Fair value of plan asset
Total	29.342.159	14.960.522	Total
Rekonsiliasi beban pengabdian yang diakui:	A reconciliation of service expense as follows:		
	2 0 2 1	2 0 2 0	
Biaya jasa kini	2.324.266	1.201.240	Current service cost
Beban bunga	1.047.236	769.644	Interest expense
Dampak perubahan manfaat dan usia	1.783.124	—	Impact on age and benefit change
Total	5.154.626	1.970.884	Total
Mutasi liabilitas pengabdian adalah sebagai berikut:	The movements of service liability is as follows:		
	2 0 2 1	2 0 2 0	
Saldo pada awal tahun	14.960.522	13.466.123	Beginning balance
Beban imbalan pengabdian periode berjalan	5.154.626	1.970.884	Service award benefits expense during the year
Pembayaran pengabdian selama periode berjalan	(3.660.650)	(3.345.162)	Service award benefit paid during the year
Penghasilan komprehensif lain	12.887.661	2.868.677	Other comprehensive income
Saldo pada akhir tahun	29.342.159	14.960.522	Ending balance

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37. MODAL SAHAM

37. SHARE CAPITAL

	2021	2020	
Modal ditempatkan dan disetor pada awal tahun	15.479.821.000	2.000.000.000	Share capital issued and paid at beginning of year
Kapitalisasi cadangan ke modal disetor	—	1.000.000.000	Capitalization of reserved to paid-up capital
Penambahan penerbitan saham	2.000.000.000	12.479.821.000	Additional shares issuance
Modal ditempatkan dan disetor akhir tahun	<u>17.479.821.000</u>	<u>15.479.821.000</u>	Share capital issued and fully paid at end of year

Sesuai dengan Pernyataan Keputusan Risalah Rapat Umum Pemegang Saham (RUPS) No. 8 tanggal 8 Maret 2021 dan Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0157656 Tahun 2021 tanggal 10 Maret 2021, tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT Bio Farma (Persero), modal dasar Perseroan meningkat dari semula Rp 61.000.000.000 (terdiri dari 61.000.000 lembar saham (nilai penuh)) menjadi Rp 63.000.000.000 (terdiri dari 63.000.000 lembar saham (nilai penuh)) dan modal ditempatkan dan disetor Perusahaan meningkat dari semula Rp 15.479.821.000 (terdiri dari 15.479.821 lembar saham (nilai penuh)) menjadi Rp 17.479.821.000 (terdiri dari 17.479.821 lembar saham (nilai penuh)).

Dengan diterbitkannya Peraturan Pemerintah Republik Indonesia No. 76 Tahun 2019 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham PT Bio Farma (Persero) dan Keputusan Menteri Keuangan Republik Indonesia No. 862/KMK.06/2019 tentang Penetapan Nilai Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham PT Bio Farma (Persero), serta ditandatanganinya akta Penyertaan Perjanjian Pengalihan Saham No.36 tanggal 31 Januari 2020 yang dibuat di hadapan Aulia Taufani, Sarjana Hukum, Notaris di Kota Administrasi Jakarta Selatan, maka seluruh saham seri B KAEF dan INAF milik Negara Republik Indonesia di Perseroan dialihkan kepada PT Bio Farma (Persero) sebesar Rp 12.479.821 sebagai penambah penyertaan Modal Negara ke dalam modal saham PT Bio Farma (Persero).

In accordance with Decision of Minutes of General Meeting of Shareholders No. 8 dated March 8, 2021 and Decree of the Minister of Justice and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0157656 Year 2021 dated March 10, 2021, concerning Approval of Amendment of the Articles of Association PT Bio Farma Limited (Persero), the authorized capital of the Company increased from Rp 61,000,000,000 (consisting of 61,000,000 shares (full amount)) to Rp 63,000,000,000 (consisting of 63,000,000 shares (full amount)) and the issued and paid-up capital of the Company increased from Rp 15.479.821,000 (consisting of 15.479.821 shares (full amount)) to Rp 17.479.821,000 (consisting of 17.479.821 shares (full amount)).

By the issuance of Government Regulation of the Republic of Indonesia No.76 of 2019 concerning Addition of State Capital Participation of the Republic of Indonesia to PT Bio Farma (Persero) and Decree of the Minister of Finance of the Republic of Indonesia No. 862 / KMK.06 / 2019 concerning Determination of the Value of Addition of State Capital of the Republic of Indonesia into Equity Capital of PT Bio Farma (Persero), and the signing of the Deed of Participation of the Share Transfer Agreement No. 36 dated January 31, 2020 made before Aulia Taufani, Bachelor of Law, Notary in the City Administration of South Jakarta, then all series B shares of KAEF and INAF owned by the Republic of Indonesia were transferred to PT Bio Farma (Persero) amounted to Rp 12,479,821 as an addition to the State Capital participation in the share capital of PT Bio Farma (Persero).

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38. MODAL SAHAM DITEMPATKAN

Pada tanggal 30 Desember 2020, Perusahaan telah menerima modal saham ditempatkan dari Pemerintah Republik Indonesia berjumlah Rp2.000.000.000. Modal saham ditempatkan ini sudah dilakukan reklas ke akun modal saham pada tahun 2021.

38. SUBSCRIBED SHARE CAPITAL

On December 30, 2020, the Company had received subscribed share capital from Government of Republic Indonesia amounting to Rp2,000,000,000. This has been reclass to share capital in year 2021.

39. TAMBAHAN MODAL DISETOR

39. ADDITIONAL PAID IN CAPITAL

	2021	2020	
Selisih nilai yang timbul dari transaksi restrukturisasi entitas sepengendali	(5.447.759.059)	(5.447.759.059)	Difference in value arising from transactions restructuring of entities under common control
PT Kimia Farma (Persero) Tbk			PT Kimia Farma (Persero) Tbk
PT Indofarma (Persero) Tbk			PT Indofarma (Persero) Tbk
Aset pengampunan pajak	29.876.377	29.876.377	Tax amnesty assets
Selisih nilai transaksi dengan kepentingan non-pengendali	(952.837.659)	(952.837.659)	Difference due to transaction with non-controlling interest
Total	<u>(6.370.720.341)</u>	<u>(6.370.720.341)</u>	Total

Pada tanggal 31 Desember 2021 dan 2020, selisih restrukturisasi entitas sepengendali merupakan perbedaan harga perolehan nilai aktiva bersih dari PT Kimia Farma Tbk (Entitas Sepengendali) sebesar Rp4.328.699.826.

As of December 31, 2021 and 2020, difference between the acquisition cost and the net assets of PT Kimia Farma Tbk (Subsidiary under common control) is amounted to Rp4,328,699,826.

Pada tanggal 31 Desember 2021 dan 2020, selisih restrukturisasi entitas sepengendali merupakan perbedaan harga perolehan nilai aktiva bersih dari PT Indofarma Tbk (Entitas Sepengendali) sebesar Rp1.119.060.233.

As of December 31, 2021 and 2020, difference between the acquisition cost and the net assets of PT Indofarma Tbk (Subsidiary under common control) is amounted to Rp1,119,060,233.

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39. TAMBAHAN MODAL DISETOR (Lanjutan)

Dengan diterbitkannya Peraturan Pemerintah Republik Indonesia No. 76 Tahun 2019 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham PT Bio Farma (Persero) dan Keputusan Menteri Keuangan Republik Indonesia No. 862/KMK.06/2019 tentang Penetapan Nilai Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham PT Bio Farma (Persero), serta ditandatanganinya akta Penyertaan Perjanjian Pengalihan Saham No.36 tanggal 31 Januari 2020 yang dibuat di hadapan Aulia Taufani, Sarjana Hukum, Notaris di Kota Administrasi Jakarta Selatan, maka seluruh saham seri B KAEF dan INAF milik Negara Republik Indonesia di Perseroan dialihkan kepada PT Bio Farma (Persero) sebesar Rp12.479.821.000 sebagai penambah penyertaan Modal Negara ke dalam modal saham PT Bio Farma (Persero).

Tambahan modal disetor aset pengampunan pajak merupakan tambahan dari aset pengampunan pajak Entitas Anak (INAF) sebesar Rp 6.995.473 berdasarkan Surat Keterangan Pengampunan Pajak (SKPP) No. KET-399/PP/WPJ.19/2016 tanggal 26 September 2016, dan aset pengampunan pajak Entitas Anak (KAEF) sebesar Rp 23.856.673 berdasarkan Surat Keterangan Pengampunan Pajak diterbitkan pada bulan April 2017

39. ADDITIONAL PAID IN CAPITAL (Continued)

By the issuance of Government Regulation of the Republic of Indonesia No.76 of 2019 concerning Addition of State Capital Participation of the Republic of Indonesia to PT Bio Farma (Persero) and Decree of the Minister of Finance of the Republic of Indonesia No. 862 / KMK.06 / 2019 concerning Determination of the Value of Addition of State Capital of the Republic of Indonesia into Equity Capital of PT Bio Farma (Persero), and the signing of the Deed of Participation of the Share Transfer Agreement No. 36 dated January 31, 2020 made before Aulia Taufani, Bachelor of Law, Notary in the City Administration of South Jakarta, then all series B shares of KAEF and INAF owned by the Republic of Indonesia were transferred to PT Bio Farma (Persero) amounted to Rp12,479,821,000 as an addition to the State Capital participation in the share capital of PT Bio Farma (Persero).

Additional paid-in capital from tax amnesty asset is credited due to the tax amnesty assets of Subsidiary (INAF) amounted to Rp 6,995,473 based on Tax Amnesty Approval (SKPP) No. KET-399/PP/WPJ.19/2016 dated September 26, 2016 and tax amnesty assets of Subsidiary (KAEF) amounted to Rp 23,856,673 based on Letter Wealth (SPH) to Finance Ministry of Indonesia has been published on April 2017.

40. KOMPONEN EKUITAS LAINNYA

40. OTHER EQUITY COMPONENTS

	2021	2020	
Revaluasi			Revaluation of property,
aset tetap	2.184.075.539	2.184.075.539	plant and equipment
Kerugian aktuarial	(502.526.029)	(223.100.651)	Actuarial loss
Keuntungan belum			Reserve for changes of
direalisasi atas aset keuangan			fair value of financial
tersedia untuk dijual	50.585	50.585	asset available for sale
Total	<u>1.681.600.095</u>	<u>1.961.025.473</u>	Total

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41. SALDO LABA DAN PENGGUNAAN LABA

a. Saldo Laba Dicadangkan

	2 0 2 1
Saldo awal	1.201.417.651
Pembentukan cadangan	207.911.045
Penyesuaian sehubungan dengan penerapan PSAK 71, 72 dan 73	—
Kapitalisasi cadangan ke setoran modal	—
Total	1.409.328.696

Sesuai dengan Peraturan Menteri BUMN No. PER-03/MBU/12/2016 tentang Perubahan atas Peraturan Menteri BUMN No. PE-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan BUMN, dana PKBL bersumber dari:

1. Penyisihan sebagian laba bersih BUMN dan/atau
2. Anggaran yang diperhitungkan sebagai biaya pada BUMN

Grup mengambil kebijakan, dan PKBL bersumber dari anggaran yang diperhitungkan sebagai biaya perusahaan.

41. RETAINED EARNINGS AND USE OF PROFIT

a. Appropriated Retained Earnings

	2 0 2 0	
Saldo awal	1.919.756.046	<i>Beginning balance</i>
Pembentukan cadangan	284.751.823	<i>Recognition of reserves</i>
Penyesuaian sehubungan dengan penerapan PSAK 71, 72 dan 73	(3.090.218)	<i>Adjustment in relation with adoption SFAS 71, 72 & 73</i>
Kapitalisasi cadangan ke setoran modal	(1.000.000.000)	<i>Capitalization of reserves to paid-in capital</i>
Total	1.201.417.651	<i>Total</i>

In accordance with the Regulation of the Minister of SOEs No. PER-03 / MBU / 12/2016 concerning Amendments to the Regulation of the Minister of SOEs No. PE-09 / MBU / 07/2015 on Partnership Programs and Community Development Programs of SOEs, PKBL funds are sourced from:

1. *Partial allowance for the net profit of SOEs and/or*
2. *Budget that counts as a cost to SOEs*

Group prepares and provides policy, and PKBL comes from a budget that is calculated as the estimated Group's cost.

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41. SALDO LABA DAN PENGGUNAAN LABA (Lanjutan)

41. RETAINED EARNINGS AND USE OF PROFIT (Continued)

b. Saldo laba-belum dicadangkan

b. Unappropriated retained earnings

	2021	2020	
Saldo awal	284.631.045	355.939.778	Beginning balance
Pembentukan cadangan	(207.911.045)	(284.751.823)	Recognition of reserves
Pembagian dividen	(76.720.000)	(71.187.955)	Dividend paid
Laba tahun berjalan	1.920.779.386	284.631.045	Profit for the year
Total	1.920.779.386	284.631.045	Total

42. KEPENTINGAN NON-PENGENDALI

42. NON CONTROLLING INTEREST

2021					
Entitas Anak	Saldo awal/ Beginning balance	Pembagian dividen Dividen paid	Total penghasilan (rugi) komprehensif/ Total comprehensive income (loss)	Saldo akhir/ Ending balance	Subsidiaries
PT Kimia Farma (Persero) Tbk	1.381.020.487	(703.775)	834.402	1.381.151.114	PT Kimia Farma (Persero) Tbk
PT Indo Farma (Persero) Tbk	(208.129.932)	—	(4.606.465)	(212.736.397)	PT Indo Farma (Persero) Tbk
PT Sinkona Indonesia Lestari	88.461.307	—	61.518	88.522.825	PT Sinkona Indonesia Lestari
PT Kimia Farma Apotek	20.818	(10.472.585)	10.477.513	25.746	PT Kimia Farma Apotek
PT Kimia Farma Sungwun Pharmacopia	18.966.960	—	(133.686)	18.833.274	PT Kimia Farma Sungwun Pharmacopia
Kimia Farma Dawaa Co. Ltd	25.985.218	—	(19.778.908)	6.206.310	Kimia Farma Dawaa Co. Ltd
PT Phapros Tbk	(21.159.095)	—	(199.813)	(21.358.908)	PT Phapros Tbk
PT Indofarma Global Medika	444	—	(762)	(318)	PT Indofarma Global Medika
PT Farmlab Indoutama	4.234	—	10.211	14.445	PT Farmlab Indoutama
Total	1.285.170.441	(11.176.360)	(13.335.990)	1.260.658.091	Total

2020					
Entitas Anak	Saldo awal/ Beginning balance Rp'000	Transaksi dengan kepentingan non-pengendali Transaction with non-controlling interest Rp'000	Total penghasilan (rugi) komprehensif/ Total comprehensive income (loss) Rp'000	Saldo akhir/ Ending balance Rp'000	Subsidiaries
PT Kimia Farma (Persero) Tbk	—	1.387.522.989	(6.502.502)	1.381.020.487	PT Kimia Farma (Persero) Tbk
PT Indo Farma (Persero) Tbk	—	(207.427.580)	(702.352)	(208.129.932)	PT Indo Farma (Persero) Tbk
PT Sinkona Indonesia Lestari	—	81.680.346	6.780.961	88.461.307	PT Sinkona Indonesia Lestari
PT Kimia Farma Apotek	—	15.562	5.256	20.818	PT Kimia Farma Apotek
PT Kimia Farma Sungwun Pharmacopia	—	23.071.135	(4.104.175)	18.966.960	PT Kimia Farma Sungwun Pharmacopia
Kimia Farma Dawaa Co. Ltd	—	51.066.035	(25.080.817)	25.985.218	Kimia Farma Dawaa Co. Ltd
PT Phapros Tbk	—	(43.392.754)	22.233.659	(21.159.095)	PT Phapros Tbk
PT Indofarma Global Medika	—	1.026	(582)	444	PT Indofarma Global Medika
PT Farmlab Indoutama	—	1.223	3.011	4.234	PT Farmlab Indoutama
Total	—	1.292.537.982	(7.367.541)	1.285.170.441	Total

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43. PENJUALAN NETO

Rincian penjualan menurut lini produk adalah sebagai berikut:

	2021	2020	
Vaksin dan Sera	30.110.391.678	2.619.552.520	<i>Vaccines and Serum</i>
Obat ethical , lisensi dan narkotika	4.762.392.895	4.053.286.445	<i>Ethical, license and narcotic medicines</i>
Obat generik	3.071.722.691	2.593.140.396	<i>Generic medicine</i>
Alat Kesehatan	3.069.653.674	2.593.878.616	<i>Medical Devices</i>
Obat <i>over the counter</i> (OTC) dan kosmetik	2.202.807.384	2.157.101.701	<i>Over the counter medicines (OTC) and cosmetics</i>
Bahan baku (minyak nabati, yodium dan kina)	219.998.345	311.004.354	<i>Raw materials (oil & fats, iodine, and quinine)</i>
Total	43.436.966.667	14.327.964.032	<i>Total</i>

Rincian penjualan menurut pelanggan adalah sebagai berikut:

	2021	2020	
Lokal:			<i>Local:</i>
Berelasi	1.251.772.030	1.205.053.425	<i>Related Parties</i>
Pihak Ketiga	40.445.237.110	11.884.863.943	<i>Third Parties</i>
Ekspor			<i>Exports</i>
Pihak Ketiga	1.739.957.527	1.238.046.664	<i>Third Parties</i>
Total	43.436.966.667	14.327.964.032	<i>Total</i>

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44. BEBAN POKOK PENJUALAN

44. COST OF GOODS SOLD

	2021	2020	
Biaya produksi			<i>Production cost</i>
Pemakaian bahan baku	28.133.887.229	2.057.383.546	<i>Raw materials used</i>
Pemakaian bahan penolong	413.556.637	305.855.485	<i>Auxiliary materials used</i>
Pabrikasi	1.697.922.128	1.222.756.382	<i>Manufacturing overhead</i>
Total biaya produksi	30.245.365.994	3.585.995.413	<i>Total production cost</i>
Persediaan barang dalam proses:			<i>Work in process:</i>
Awal tahun	1.090.831.493	579.731.446	<i>At beginning of the year</i>
Akhir tahun	(1.168.299.088)	(1.090.831.493)	<i>At end of the year</i>
Beban pokok produksi	30.167.898.399	3.074.895.366	<i>Cost of goods manufactured</i>
Persediaan barang jadi			<i>Finished goods</i>
Awal tahun	2.343.296.930	2.738.286.484	<i>At beginning of the year</i>
Pembelian (Catatan 51)	9.333.905.652	5.703.137.122	<i>Purchases (Note 51)</i>
Barang tersedia untuk dijual	41.845.100.981	11.516.318.972	<i>Goods available for sale</i>
Kerugian penurunan nilai persediaan (Catatan 9)	73.489.482	40.074.690	<i>Allowance for inventory impairment (Note 9)</i>
Akhir tahun	(6.854.636.772)	(2.343.296.930)	<i>At end of the year</i>
Beban pokok penjualan	35.063.953.691	9.213.096.732	<i>Cost of good sold</i>

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44. BEBAN POKOK PENJUALAN (Lanjutan)

44. COST OF GOODS SOLD (Continued)

Rincian biaya pabrikasi adalah sebagai berikut:

Details of factory overhead:

	2021	2020	
Gaji dan tunjangan	783.784.705	583.779.453	Employee expenses and allowances
Penyusutan aset tetap (Catatan 17)	328.732.362	110.922.438	Depreciation property, plant and equipment (Note 17)
Pemeliharaan aset tetap	279.523.219	206.070.866	Maintenance of fixed asset
Energi	93.719.033	72.906.012	Energy
Jasa profesional	79.263.712	18.871.787	Professional fee
Biaya kantor	29.304.167	32.055.249	Office expenses
Pengembangan produk	27.311.786	27.036.838	Product development
Asuransi	20.561.440	—	Insurance
Pendidikan dan pelatihan	12.546.902	—	Education and training
Amortisasi aset tidak berwujud (Catatan 22)	6.954.691	1.739.301	Amortization of intangible assets (Note 22)
Penyisihan penurunan nilai piutang usaha (Catatan 7)	1.365.351	—	Provision from impairment losses of trade receivables (Note 7)
Perjalanan dinas	562.330	—	Business travelling
Suku cadang	495.160	38.233.793	Supplies
Penyusutan aset hak guna (Catatan 18)	345.000	345.000	Depreciation of right of use assets (Note 18)
Penyisihan penurunan nilai piutang lain-lain (Catatan 8)	127.547	—	Provision from impairment losses of other receivables (Note 8)
Ongkos angkut dan embalage	122.282	—	Transportation and embalage
Biaya pengadaan	—	3.845.587	Procurement cost
Biaya toll manufacturing	—	1.939.199	Toll manufacturing expenses
Lain-lain	33.202.441	125.010.859	Others
Total	1.697.922.128	1.222.756.382	Total

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45. BEBAN PENJUALAN

45. SELLING EXPENSES

	2021	2020	
Karyawan	1.427.001.837	1.327.743.593	Employees
Promosi dan periklanan	529.904.200	603.991.311	Promotion and advertising
Royalti dan insentif penjualan	173.596.525	166.687.920	Royalties and sales incentives
Pemeliharaan dan perbaikan	167.361.063	111.355.974	Repairs and maintenance
Penyisihan penurunan nilai piutang usaha (Catatan 7)	44.159.529	18.058.357	Provision from impairment losses of trade receivables (Note 7)
Kerugian penurunan nilai persediaan (Catatan 9)	34.139.422	—	Allowance for inventory impairment (Note 9)
Sumbangan produk jadi	25.721.901	—	Donation of finished goods
Beban kantor	23.950.750	5.850.490	Office expense
Monitoring produk	10.720.058	7.117.048	Monitoring of products
Penyusutan aset hak guna (Catatan 18)	9.414.161	6.666.828	Depreciation of right of use assets (Note 18)
Amortisasi aset tidak berwujud (Catatan 22)	8.513.676	5.202.421	Amortization of intangible assets (Note 22)
Penyusutan aset tetap (Catatan 17)	5.916.493	56.865.962	Depreciation property, plant and equipment (Note 17)
Perjalanan dinas	5.111.416	3.508.625	Business travelling
Asuransi	1.469.359	1.277.224	Insurance
Garansi penjualan	855.179	—	Sales guarantee
Lain-lain	31.133.915	17.012.029	Others
Total	2.498.969.484	2.331.337.782	Total

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46. BEBAN UMUM DAN ADMINISTRASI	46. GENERAL AND ADMINISTRATIVE EXPENSES	
	2 0 2 1	2 0 2 0
Gaji dan kesejahteraan karyawan	1.185.621.186	834.394.493
Beban kantor	274.987.183	162.713.254
Penyusutan aset tetap (Catatan 17)	167.233.935	179.449.310
Penyusutan aset hak guna (Catatan 18)	156.132.409	78.917.332
Pemeliharaan dan perbaikan	138.314.215	140.787.991
Jasa profesional	109.350.471	68.098.422
Penyisihan barang rusak atau usang	49.786.244	38.255.290
Perjalanan dinas	39.039.647	58.014.736
Jamuan tamu	26.792.196	42.721.861
Sewa	24.750.715	33.505.810
Pajak kendaraan	24.717.544	20.531.095
Penyisihan penurunan nilai piutang lain-lain (Catatan 8)	13.310.076	—
Asuransi	11.377.064	14.147.268
Pendidikan dan pelatihan	9.814.069	—
Penelitian dan pengembangan	897.996	16.091.813
Rapat	186.996	1.731.192
Amortisasi aset tidak berwujud (Catatan 22)	167.708	2.216.593
Lain-lain	75.912.836	105.061.345
Total	2.308.392.490	1.796.637.805

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47. BEBAN PENELITIAN, PENGEMBANGAN DAN PENGAWASAN	47. RESEARCH, DEVELOPMENT AND SURVEILLANCE EXPENSES

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49. PENGHASILAN KEUANGAN

49. FINANCE INCOME

	2021	2020	
Pendapatan bunga deposito	57.429.679	8.128.422	<i>Interest income from time deposit</i>
Pendapatan jasa giro	16.199.739	22.561.842	<i>Interest income from current account</i>
Total	73.629.418	30.690.264	<i>Total</i>

50. BEBAN KEUANGAN

50. FINANCE COSTS

	2021	2020	
Beban bunga atas:			<i>Interest expense on:</i>
Pinjaman bank	813.596.418	723.128.745	<i>Bank loan</i>
Pembiayaan konsumen	2.567.290	–	<i>Consumer financing</i>
Hak sewa guna	2.222.504	–	<i>Right of use assets</i>
Provisi bank	8.340.818	2.156.729	<i>Bank provision</i>
Total	826.727.030	725.285.474	<i>Total</i>

51. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI

51. RELATED PARTIES' TRANSACTIONS AND BALANCE

Sifat relasi

- Pemerintah Republik Indonesia adalah pemegang saham mayoritas Perusahaan; dan
- Manajemen kunci termasuk direksi, komisaris, dan komite audit.

Nature of relationship

- *Government of Republic Indonesia is the Company's majority shareholder; and*
- *Key management includes directors, commissioners, and audit committee.*

Transaksi dengan pihak berelasi

Dalam kegiatan usahanya. Grup juga melakukan transaksi tertentu dengan pihak berelasi yang meliputi antara lain:

Transactions with Related Parties

In the normal course of business, Group entered into certain transactions with related parties, including the following:

- a. Pemerintah RI melalui Kementerian BUMN merupakan pemegang saham Entitas sebesar 100% per 31 Desember 2021 dan 2020. Perusahaan dan BUMN lain memiliki hubungan afiliasi melalui penyertaan modal Pemerintah Republik Indonesia.

- a. *The Government of Republic Indonesia through the ministry BUMN is the shareholder of the Entity amounted of 100 % as of December 31, 2021 and 2020. The Company and other state owned enterprise have affiliation relation through inclusion of Government of Republic of Indonesia capital.*

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Transaksi dengan pihak berelasi (Lanjutan)

- b. Grup menempatkan dana dan memiliki pinjaman dana pada bank-bank BUMN dengan persyaratan dan tingkat bunga normal sebagaimana yang berlaku untuk nasabah pihak ketiga.
- c. Grup mengadakan perjanjian dalam rangka usaha Grup dengan BUMN-BUMN lain.

51. RELATED PARTIES' TRANSACTIONS AND BALANCE (Continued)

Transactions with Related Parties (Continued)

- b. Group places funds and has loan funds with state-owned banks with normal terms and interest rates as applicable to third party customers.
- c. Group holds an agreement in Group's business with other state owned enterprises.

No.	Pihak Berelasi/ <i>Related Parties</i>	Hubungan dengan Perusahaan <i>Relationship with the Company</i>	Sifat Saldo Akun/Transaksi <i>Nature of Accounts/Transactions</i>
1	PT Bank Mandiri (Persero) (Persero) Tbk	BUMN/ <i>State Owned Enterprise</i>	Penempatan dana direkening bank, fasilitas pinjaman dari bank dan penjualan vaksin dan obat/ <i>Account bank, loans bank facilities and vaccines vaccines & medicine sales</i>
2	PT Bank Negara Indonesia (Persero) Tbk	BUMN/ <i>State Owned Enterprise</i>	Penempatan dana di rekening bank, fasilitas pinjaman dan penjualan obat/ <i>Account bank, loans bank facility and medicine sales</i>
3	PT Bank Rakyat Indonesia (Persero) Tbk	BUMN/ <i>State Owned Enterprise</i>	Penempatan dana di rekening bank dan fasilitas pinjaman/ <i>Account bank and loans bank facility</i>
4	PT Bank Tabungan Negara (Persero) Tbk	BUMN/ <i>State Owned Enterprise</i>	Penempatan dana di rekening bank/ <i>Account bank</i>
5	PT Bank Pembangunan Daerah	Pemerintah Daerah/ <i>Local Government</i>	Penempatan dana di rekening bank/ <i>Account bank</i>
6	PT Bank Rakyat Indonesia Agroniaga Tbk	Entitas Anak BUMN/ <i>State Owned Enterprise Subsidiaries</i>	Penempatan dana di rekening bank/ <i>Account bank</i>
7	PT Bank Syariah Indonesia Tbk	BUMN/ <i>State Owned Enterprise</i>	Penempatan dana di rekening bank dan fasilitas pinjaman/ <i>Account bank and loans bank facility</i>
8	PT Bank DKI	Pemerintah Daerah/ <i>Local Government</i>	Penempatan dana di rekening bank dan fasilitas pinjaman/ <i>Account bank and loans bank facility</i>
9	Lembaga Pembiayaan Ekspor Indonesia	Lembaga pembiayaan/ <i>Financial Institution</i>	Penempatan dana di rekening bank dan fasilitas pinjaman/ <i>Account bank and loans bank facility</i>
10	PT Bank Pembangunan Daerah Jawa barat dan Banten Tbk	Pemerintah Daerah/ <i>Local Government</i>	Penempatan dana di rekening bank dan fasilitas pinjaman/ <i>Account bank and loans bank facility</i>
11	Kementrian Kesehatan	Pemerintah Pusat/ <i>Central Government</i>	Piutang usaha dan penjualan obat dan vaksin/ <i>Trade receivables and medicine and vaccine sales</i>
12	PT Rajawali Nusantara Indonesia (Persero)	Entitas Anak BUMN/ <i>State Owned Enterprise Subsidiaries</i>	Piutang usaha, utang usaha dan penjualan obat dan vaksin/ <i>Trade receivables, trade payables and medicine and vaccine sales</i>
13	PT Promosindo Medika	Entitas Sepengendali/ <i>Entity Under Common Control</i>	Piutang usaha, utang usaha dan penjualan obat dan vaksin/ <i>Trade receivables, trade payables and medicine and vaccine sales</i>
14	BPJS Kesehatan	Layanan Umum Pemerintah/ <i>Government Public Services</i>	Penjualan obat menggunakan kartu ASKES/ <i>Medicine sales using ASKES card</i>
15	PT Perusahaan Listrik Negara (Persero)	BUMN/ <i>State Owned Enterprise</i>	Piutang usaha dan penjualan obat dan vaksin/ <i>Trade receivables and medicine and vaccine sales</i>
16	PT Pertamina (Persero)	BUMN/ <i>State Owned Enterprise</i>	Piutang usaha, utang usaha, dan penjualan obat dan vaksin <i>Trade receivables, trade payables and medicine and vaccine sales</i>
17	PT Angkasa Pura II (Persero)	BUMN/ <i>State Owned Enterprise</i>	Piutang usaha dan penjualan obat dan vaksin/ <i>Trade receivables and medicine and vaccine sales</i>

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51. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI (Lanjutan)

Transaksi dengan pihak berelasi (Lanjutan)

No.	Pihak Berelasi/ <i>Related Parties</i>	Hubungan dengan Perusahaan <i>Relationship with the Company</i>
18	PT Aneka Tambang Tbk.	Entitas Anak BUMN/ <i>State Owned Enterprise Subsidiaries</i>
19	PT Bukit Asam Tbk	Entitas Anak BUMN/ <i>State Owned Enterprise Subsidiaries</i>
20	PT Telekomunikasi Indonesia (Persero) Tbk	BUMN/ <i>State Owned Enterprise</i>
21	PT Pelayaran Nasional Indonesia (Persero)	BUMN/ <i>State Owned Enterprise</i>
22	PT Perusahaan Perdagangan Indonesia (Persero)	BUMN/ <i>State Owned Enterprise</i>
23	PT Pupuk Indonesia (Persero)	BUMN/ <i>State Owned Enterprise</i>
24	PT Perkebunan Nusantara IV (Persero)	BUMN/ <i>State Owned Enterprise</i>
25	PT Garuda Indonesia (Persero) Tbk	BUMN/ <i>State Owned Enterprise</i>
26	PT Petrokimia Gresik	BUMN/ <i>State Owned Enterprise</i>
27	PT Angkasa Pura I (Persero)	BUMN/ <i>State Owned Enterprise</i>
28	PT Kereta Api Indonesia (Persero)	BUMN/ <i>State Owned Enterprise</i>
29	PT Perusahaan Gas Negara (Persero) Tbk	BUMN/ <i>State Owned Enterprise</i>
23	PT Iglas (Persero)	BUMN/ <i>State Owned Enterprise</i>
24	Koperasi Karyawan Bio Farma	Entitas Sepengendali/ <i>Entity Under Common Control</i>
25	PT Amarta Karya (Persero)	BUMN/ <i>State Owned Enterprise</i>
26	PT Pertamina Patra Niaga	Entitas Anak BUMN/ <i>State Owned Enterprise Subsidiaries</i>
27	PT Perkebunan Nusantara VIII (Persero)	BUMN/ <i>State Owned Enterprise</i>
28	PT Pembangunan Perumahan (Persero)	BUMN/ <i>State Owned Enterprise</i>
29	CV Karya Cahya Abadi	Entitas Sepengendali/ <i>Entity Under Common Control</i>
30	PT Semen Indonesia (Persero) Tbk	BUMN/ <i>State Owned Enterprise</i>
31	PT Timah (Persero) Tbk	BUMN/ <i>State Owned Enterprise</i>
32	PT Pelabuhan Indonesia II (Persero)	BUMN/ <i>State Owned Enterprise</i>
33	PT Asuransi Jasa Indonesia (Persero)	BUMN/ <i>State Owned Enterprise</i>
34	PT Pegadaian (Persero)	BUMN/ <i>State Owned Enterprise</i>
35	PT Garam (Persero)	BUMN/ <i>State Owned Enterprise</i>
36	PT Perkebunan Nusantara VI (Persero)	BUMN/ <i>State Owned Enterprise</i>

51. RELATED PARTIES' TRANSACTIONS AND BALANCE (Continued)

Transactions with Related Parties (Continued)

Sifat Saldo Akun/Transaksi <i>Nature of Accounts/Transactions</i>
Piutang usaha dan penjualan obat dan vaksin/ <i>Trade receivables and medicine and vaccine sales</i>
Piutang usaha dan penjualan obat dan vaksin/ <i>Trade receivables and medicine and vaccine sales</i>
Piutang usaha, utang usaha, dan penjualan obat dan vaksin/ <i>Trade receivables, trade payables and medicine and vaccine sales</i>
Piutang usaha dan penjualan obat dan vaksin/ <i>Trade receivables and medicine and vaccine sales</i>
Piutang usaha, utang usaha, dan penjualan obat dan vaksin/ <i>Trade receivables, trade payables and medicine and vaccine sales</i>
Piutang usaha dan penjualan obat dan vaksin/ <i>Trade receivables and medicine and vaccine sales</i>
Piutang usaha dan penjualan obat dan vaksin/ <i>Trade receivables and medicine and vaccine sales</i>
Piutang usaha dan penjualan obat dan vaksin/ <i>Trade receivables and medicine and vaccine sales</i>
Piutang usaha dan penjualan obat dan vaksin/ <i>Trade receivables and medicine and vaccine sales</i>
Piutang usaha dan penjualan obat dan vaksin/ <i>Trade receivables and medicine and vaccine sales</i>
Piutang lain-lain/ <i>Other receivables</i>
Utang usaha/ <i>Trade payables</i>
Utang usaha/ <i>Trade payables</i>
Utang usaha/ <i>Trade payables</i>
Utang Usaha/ <i>Trade Payables</i>
Utang Usaha/ <i>Trade Payables</i>
Utang usaha/ <i>Trade payables</i>
Penjualan Obat/ <i>Medicine Sales</i>
Penjualan Obat/ <i>Medicine Sales</i>
Penjualan Obat/ <i>Medicine Sales</i>
Penjualan Obat/ <i>Medicine Sales</i>
Penjualan Obat/ <i>Medicine Sales</i>
Penjualan Obat/ <i>Medicine sales</i>

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51. RELATED PARTIES' TRANSACTIONS AND BALANCE (Continued)

Transaksi dengan pihak berelasi (Lanjutan)

Transactions with Related Parties (Continued)

Rincian akun-akun dan transaksi-transaksi dengan pihak-pihak yang mempunyai berelasi adalah sebagai berikut:

The details of accounts and transactions with related parties are as follows:

	2021	2020	
Bank			Bank
Rupiah			Rupiah
PT Bank Mandiri (Persero) Tbk	2.618.491.647	2.372.049.603	PT Bank Mandiri (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	1.087.726.716	199.560.224	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	903.550.908	188.801.022	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Tabungan Negara (Persero) Tbk	255.444.167	32.748	PT Bank Tabungan Negara (Persero) Tbk
PT Bank Pembangunan Daerah	55.166.984	23.014.167	PT Bank Pembangunan Daerah
PT Bank Rakyat Indonesia Agroniaga Tbk	24.104.204	362.288.541	PT Bank Rakyat Indonesia Agroniaga Tbk
PT Bank Syariah Indonesia Tbk	13.809.554	4.105.866	PT Bank Syariah Indonesia Tbk
PT Bank DKI	2.347.428	1.925.255	PT Bank DKI
Lembaga Pembiayaan Ekspor Indonesia	636.190	257.728	Lembaga Pembiayaan Ekspor Indonesia
PT Bank Pembangunan Daerah Jawa barat dan Banten Tbk	336.162	333.604	PT Bank Pembangunan Daerah Jawa barat dan Banten Tbk
	<u>4.961.613.960</u>	<u>3.152.368.758</u>	

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51. RELATED PARTIES' TRANSACTIONS AND BALANCE (Continued)

Transaksi dengan pihak berelasi (Lanjutan)

Transactions with Related Parties (Continued)

	2021	2020	
Dolar Amerika Serikat			United States Dollar
PT Bank Mandiri			PT Bank Mandiri
(Persero) Tbk			(Persero) Tbk
2021 : AS\$98.841,44			2021 : US\$98,841.44
2020 : AS\$69.605,86	1.410.368.512	981.790.643	2020 : US\$69,605.86
PT Bank Negara Indonesia			PT Bank Negara Indonesia
(Persero) Tbk			(Persero) Tbk
2021 : AS\$714,32			2021 : US\$714.32
2020 : AS\$699,22	10.192.695	9.862.522	2020 : US\$699.22
PT Bank Rakyat Indonesia			PT Bank Rakyat Indonesia
(Persero) Tbk			(Persero) Tbk
2021 : AS\$558,12			2021 : US\$558.12
2020 : AS\$1.736,24	7.963.852	24.489.615	2020 : US\$1,736.24
Lembaga Pembiayaan Ekspor Indonesia			Lembaga Pembiayaan Ekspor Indonesia
2021 : AS\$6,13			2021 : US\$6.13
2020 : AS\$ 6,13	87.445	86.439	2020 : US\$ 6.13
	1.428.612.504	1.016.229.219	
Euro			Euro
PT Bank Mandiri			PT Bank Mandiri
(Persero) Tbk			(Persero) Tbk
2021 : EUR205,79			2021 : EUR205.79
2020 : EUR105,24	3.318.848	1.823.807	2020 : EUR105.24
Lembaga Pembiayaan Ekspor Indonesia			Lembaga Pembiayaan Ekspor Indonesia
2021 : EUR27,15			2021 : EUR27.15
2020 : EUR27,15	437.834	470.503	2020 : EUR27.15
	3.756.682	2.294.310	
Yuan Cina			Chinese Yuan
PT Bank Mandiri			PT Bank Mandiri
(Persero) Tbk			(Persero) Tbk
2021 : nihil			2021 : nil
2020 : CNY5,65	—	12.206	2020 : CNY5.65
Total Bank	6.393.983.146	4.170.904.493	Total Bank
Persentase terhadap total aset	15,81%	12,76%	Percentage of total assets

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51. RELATED PARTIES' TRANSACTIONS AND BALANCE (Continued)

Transaksi dengan pihak berelasi (Lanjutan)

Transactions with Related Parties (Continued)

	2021	2020	
Deposito Berjangka Rupiah			Time Deposit Rupiah
PT Bank Rakyat Indonesia (Persero) Tbk	400.000	125.000.000	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	5.500.000	75.000.009	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	—	30.000.000	PT Bank Mandiri (Persero) Tbk
	<u>5.900.000</u>	<u>230.000.009</u>	
Dolar Amerika Serikat			United States Dollar
PT Bank Mandiri (Persero) Tbk			PT Bank Mandiri (Persero) Tbk
2021 : AS\$471,30			2021 : US\$471.30
2020 : AS\$471,30	<u>6.724.984</u>	<u>6.647.691</u>	2020 : US\$471.30
Total Deposito Berjangka	<u>12.624.984</u>	<u>236.647.700</u>	Total Time Deposit
Persentase terhadap total aset	0,03%	0,72%	Percentage of total assets
	<u>2021</u>	<u>2020</u>	
Dana yang Dibatasi Penggunaannya			Restricted Time Deposits
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	25.000.000	—	PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk
PT Bank Negara Indonesia (Persero) Tbk	1.392.932	—	PT Bank Negara Indonesia (Persero) Tbk
Total	<u>26.392.932</u>	<u>—</u>	Total
Persentase terhadap total aset	0,07%	—	Percentage of total assets

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51. RELATED PARTIES' TRANSACTIONS AND BALANCE (Continued)

Transaksi dengan pihak berelasi (Lanjutan)

Transactions with Related Parties (Continued)

	2021	2020	
Piutang Usaha			Trade Receivables
Kementerian Kesehatan RI	1.637.462.167		Kementerian Kesehatan RI
PT Rajawali Nusantara			PT Rajawali Nusantara
Indonesia (Persero)	214.439.620	243.359.816	Indonesia (Persero)
PT Promosindo Medika	191.021.077	284.313.043	PT Promosindo Medika
BPJS Kesehatan	95.881.622	92.538.249	BPJS Kesehatan
PT Perusahaan Listrik			PT Perusahaan Listrik
Negara (Persero)	36.582.951	33.534.480	Negara (Persero)
PT Pertamina (Persero)	13.953.438	20.375.813	PT Pertamina (Persero)
PT Bank Mandiri			PT Bank Mandiri
(Persero) Tbk	8.663.117	6.678.836	(Persero) Tbk
PT Angkasa Pura II			PT Angkasa Pura II
(Persero)	3.216.102	3.711.408	(Persero)
PT Aneka Tambang Tbk	2.549.555	—	PT Aneka Tambang Tbk
PT Bukit Asam Tbk	1.841.364	—	PT Bukit Asam Tbk
PT Telekomunikasi			PT Telekomunikasi
Indonesia (Persero) Tbk	1.794.706	1.808.086	Indonesia (Persero) Tbk
PT Pelayaran Nasional			PT Pelayaran Nasional
Indonesia (Persero)	1.710.164	3.379.510	Indonesia (Persero)
PT Perusahaan			PT Perusahaan
Perdagangan			Perdagangan
Indonesia (Persero)	1.368.623	854.906	Indonesia (Persero)
PT Pupuk Indonesia			PT Pupuk Indonesia
(Persero)	1.322.888	—	(Persero)
PT Perkebunan			PT Perkebunan
Nusantara IV (Persero)	1.227.837	1.754.177	Nusantara IV (Persero)
PT Garuda Indonesia			PT Garuda Indonesia
(Persero) Tbk	1.085.067	—	(Persero) Tbk
PT Petrokimia Gresik	977.973	964.666	PT Petrokimia Gresik
PT Angkasa Pura I			PT Angkasa Pura I
(Persero)	475.652	475.652	(Persero)
PT Kereta Api			PT Kereta Api
Indonesia (Persero)	131.370	—	Indonesia (Persero)
PT Perusahaan Gas			PT Perusahaan Gas
Negara (Persero) Tbk	—	2.176.542	Negara (Persero) Tbk
Lain-lain	95.741.051	19.950.306	Others
Total Piutang Usaha	2.311.446.344	715.875.490	Total Trade Receivables
Persentase terhadap total aset	5,72%	2,19%	Percentage of total assets

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51. TRANSAKSI DAN SALDO DENGAN PIHAK-PIHAK BERELASI (Lanjutan)

51. RELATED PARTIES' TRANSACTIONS AND BALANCE (Continued)

Transaksi dengan pihak berelasi (Lanjutan)

Transactions with Related Parties (Continued)

	2021	2020	
Piutang Lain			Other Receivables
PT Iglas (Persero)	1.302.637	1.302.637	PT Iglas (Persero)
Persentase terhadap total aset	0,00%	0,00%	Percentage of total assets
	2021	2020	
Utang Bank			Bank Loan
Utang bank jangka pendek			Short-term bank loan
Rupiah			Rupiah
PT Bank Negara Indonesia (Persero)Tbk	686.086.529	637.278.534	PT Bank Negara Indonesia (Persero)Tbk
PT Bank Syariah Indonesia Tbk	515.000.000	605.000.000	PT Bank Syariah Indonesia Tbk
PT Bank BPD Jawa Barat Tbk	464.173.524	—	PT Bank BPD Jawa Barat Tbk
PT Bank DKI	450.000.000	800.000.000	PT Bank DKI
PT Bank Rakyat Indonesia (Persero) Tbk	450.000.000	679.500.000	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	84.830.755	474.924.819	PT Bank Mandiri (Persero) Tbk
Lembaga Pembiayaan Ekspor Indonesia	—	4.654.652	Lembaga Pembiayaan Ekspor Indonesia
Total jangka pendek	2.650.090.808	3.201.358.005	Total short-term
Utang bank jangka panjang			Long-term bank loan
Rupiah			Rupiah
PT Bank Negara Indonesia (Persero)Tbk	1.609.739.698	1.580.144.109	PT Bank Negara Indonesia (Persero)Tbk
PT Bank Mandiri (Persero) Tbk	660.753.435	690.933.921	PT Bank Mandiri (Persero) Tbk
PT Bank DKI	667.500.000	—	PT Bank DKI
Lembaga Pembiayaan Ekspor Indonesia	100.000.000	225.056.912	Lembaga Pembiayaan Ekspor Indonesia
Total jangka panjang	3.037.993.133	2.496.134.942	Total long-term
Total utang bank	5.688.083.941	5.697.492.947	Total bank loan
Persentase terhadap total liabilitas	24,66%	33,81%	Percentage of total liabilities

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51. RELATED PARTIES' TRANSACTIONS AND BALANCE (Continued)

Transaksi dengan pihak berelasi (Lanjutan)

Transactions with Related Parties (Continued)

	2021	2020	
Utang Usaha			Trade Payables
PT Telekomunikasi			PT Telekomunikasi
Indonesia (Persero) Tbk	98.230.587	27.082.161	Indonesia (Persero) Tbk
Koperasi Karyawan			Koperasi Karyawan
Bio Farma	23.628.630	12.563.390	Bio Farma
PT Promosindo Medika	14.397.829	4.354.618	PT Promosindo Medika
PT Amarta Karya (Persero)	11.876.160	—	PT Amarta Karya (Persero)
PT Pertamina Patra Niaga	5.955.330	—	PT Pertamina Patra Niaga
PT Perkebunan Nusantara			PT Perkebunan Nusantara
VIII (Persero)	1.197.535	490.948	VIII (Persero)
PT Pembangunan			PT Pembangunan
Perumahan (Persero)	1.082.800	—	Perumahan (Persero)
PT Rajawali Nusantara			PT Rajawali Nusantara
Indonesia (Persero)	605.735	1.105.216	Indonesia (Persero)
PT Perusahaan			PT Perusahaan
Perdagangan			Perdagangan
Indonesia (Persero)	172.676	224.936	Indonesia (Persero)
PT Pertamina (Persero)	—	2.134.719	PT Pertamina (Persero)
CV Karya Cahya Abadi	—	21.138	CV Karya Cahya Abadi
Lain-lain	32.767.738	1.099.646	Others
Total	189.915.020	49.076.772	Total
Persentase terhadap total liabilitas	0,82%	0,29%	Percentage of total liabilities
	2021	2020	
Medium Term Note			Medium Term Note
Rupiah			Rupiah
PT Bank Tabungan			PT Bank Tabungan
Negara (Persero) Tbk	500.000.000	500.000.000	Negara (Persero) Tbk
PT Bank Negara			PT Bank Negara
Indonesia			Indonesia
(Persero) Tbk	—	600.000.000	(Persero) Tbk
PT BNI Sekuritas	—	450.000.000	PT BNI Sekuritas
Total	500.000.000	1.550.000.000	Total
Persentase terhadap total liabilitas	2,17%	9,20%	Percentage of total liabilities

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51. RELATED PARTIES' TRANSACTIONS AND BALANCE (Continued)

Transaksi dengan pihak berelasi (Lanjutan)

Transactions with Related Parties (Continued)

	2021	2020	
<u>Penjualan</u>			<u>Sales</u>
BPJS Kesehatan	479.004.410	690.502.953	BPJS Kesehatan
PT Rajawali Nusantara Indonesia (Persero)	284.558.267	257.590.888	PT Rajawali Nusantara Indonesia (Persero)
PT Perusahaan Listrik Negara (Persero)	82.466.437	104.442.700	PT Perusahaan Listrik Negara (Persero)
PT Pertamina (Persero)	55.668.870	24.636.573	PT Pertamina (Persero)
PT Bank Mandiri (Persero) Tbk	31.139.327	29.751.627	PT Bank Mandiri (Persero) Tbk
PT Angkasa Pura II (Persero) Tbk	19.348.218	44.050.334	PT Angkasa Pura II (Persero) Tbk
PT Telekomunikasi Indonesia (Persero) Tbk	10.287.986	6.286.507	PT Telekomunikasi Indonesia (Persero) Tbk
PT Aneka Tambang Tbk	9.172.695	1.109.616	PT Aneka Tambang Tbk
PT Pupuk Indonesia (Persero)	6.873.290	267.098	PT Pupuk Indonesia (Persero)
PT Perusahaan Gas Negara Tbk	5.710.889	4.673.756	PT Perusahaan Gas Negara Tbk
PT Pelayaran Nasional Indonesia (Persero)	5.507.064	413.154	PT Pelayaran Nasional Indonesia (Persero)
PT Semen Indonesia (Persero) Tbk	5.473.134	536.832	PT Semen Indonesia (Persero) Tbk
PT Timah (Persero) Tbk	4.428.692	407.191	PT Timah (Persero) Tbk
PT Perusahaan Perdagangan Indonesia (Persero)	1.998.245	212.500	PT Perusahaan Perdagangan Indonesia (Persero)
PT Bank Negara Indonesia (Persero) Tbk	1.621.569	10.750.710	PT Bank Negara Indonesia (Persero) Tbk
PT Pelabuhan Indonesia II (Persero)	1.585.829	1.553.743	PT Pelabuhan Indonesia II (Persero)
PT Asuransi Jasa Indonesia (Persero)	1.339.036	—	PT Asuransi Jasa Indonesia (Persero)
PT Pegadaian (Persero)	1.337.767	3.618.113	PT Pegadaian (Persero)
PT Garam (Persero)	1.278.819	—	PT Garam (Persero)
PT Bukit Asam Tbk	1.234.548	416.138	PT Bukit Asam Tbk
Saldo dipindahkan	1.010.035.092	1.181.220.433	Brought forward

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51. RELATED PARTIES' TRANSACTIONS AND BALANCE (Continued)

Transaksi dengan pihak berelasi (Lanjutan)

Transactions with Related Parties (Continued)

	2021	2020	
Saldo pindahan	1.010.035.092	1.181.220.433	Carried forward
PT Perkebunan Nusantara VI (Persero)	1.014.250	608.352	PT Perkebunan Nusantara VI (Persero)
PT Kereta Api Indonesia (Persero)	881.572	1.612.844	PT Kereta Api Indonesia (Persero)
PT Angkasa Pura I (Persero) Tbk	344.913	550.629	PT Angkasa Pura I (Persero) Tbk
PT Petrokimia Gresik	12.100	20.337.556	PT Petrokimia Gresik
PT Bank Rakyat Indonesia (Persero) Tbk	—	723.611	PT Bank Rakyat Indonesia (Persero) Tbk
Lain-lain	239.484.103	—	Others
Total	1.251.772.030	1.205.053.425	Total
Persentase terhadap total penjualan	2,88%	8,41%	Percentage of total sales
	2021	2020	
Pembelian			Purchase
PT Rajawali Nusindo	1.864.077	126.684	PT Rajawali Nusindo
Lain-lain	21.349.806	40.121.310	Others
Total	23.213.883	40.247.994	Total
Persentase terhadap total pembelian	0,25%	0,71%	Percentage of total purchases

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52. PERJANJIAN DAN PERIKATAN PENTING

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain:

1. Kontrak Pengadaan Vaksin Covid

- Kontrak *Agreement of Local Manufacturing of COVID-19 Vaccine* atas kontrak No. 009.28/DIR/IX/2020 dengan Sinovac Life Sciences Co., Ltd. untuk pengadaan 140.000.000 dosis (nilai penuh) Bulk RTF Vaksin COVID-19;
- Kontrak *Amendment 1 to the Agreement of Local Manufacturing of COVID-19 Vaccine* atas kontrak No. 001.26/DIR/VII/2021 dengan Sinovac Life Sciences Co., Ltd. untuk Bulk RTF Vaksin COVID-19;
- Kontrak *Supply Agreement* atas kontrak No : 001.09/DIR/XI/2020 dengan Sinovac Life Sciences Co., Ltd. untuk pengadaan 3.000.000 dosis (nilai penuh) Vaksin COVID-19 CoronaVac;
- Kontrak *Supplemental Agreement to the Supply Agreement* atas kontrak No. 001.27/DIR/VII/2021 dengan Sinovac Life Sciences Co., Ltd. untuk pengadaan 5.000.000 dosis (nilai penuh) Vaksin COVID-19 CoronaVac;
- Kontrak *Second Supplemental Agreement to the Supply Agreement* atas kontrak No. 001.14/DIR/X/2021 dengan Sinovac Life Sciences Co., Ltd. untuk pengadaan 40.000.000 dosis (nilai penuh) Vaksin COVID-19 CoronaVac;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows:

1. Covid Vaccine Procurement Contract

- *Contract Agreement of Local Manufacturing of COVID-19 Vaccine on contract No. 009.28/DIR/IX/2020 with Sinovac Life Sciences Co., Ltd. to procure 140,000,000 doses (full amount) of Bulk RTF for COVID-19 Vaccine;*
- *Contract Amendment 1 to the Agreement of Local Manufacturing of COVID-19 Vaccine on contract No. 001.26/DIR/VII/2021 with Sinovac Life Sciences Co., Ltd. for Bulk RTF COVID-19 Vaccine;*
- *Contract Supply Agreement on contract No: 001.09/DIR/XI/2020 with Sinovac Life Sciences Co., Ltd. for the procurement of 3,000,000 doses (full amount) of the CoronaVac COVID-19 Vaccine;*
- *Contract Supplemental Agreement to the Supply Agreement on contract No. 001.27/DIR/VII/2021 with Sinovac Life Sciences Co., Ltd. for the procurement of 5,000,000 doses (full amount) of the CoronaVac COVID-19 Vaccine;*
- *Second Supplemental Agreement to the Supply Agreement on the contract No. 001.14/DIR/X/2021 with Sinovac Life Sciences Co., Ltd. for the procurement of 40,000,000 doses (full amount) of the CoronaVac COVID-19 Vaccine;*

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

1. Kontrak Pengadaan Vaksin Covid (Lanjutan)

- Kontrak *Third Supplemental Agreement to the Supply Agreement* atas kontrak No. 003.18/DIR/XI/2021 dengan Sinovac Life Sciences Co., Ltd. untuk pengadaan 11.600.000 dosis (nilai penuh) Vaksin COVID-19 CoronaVac;
- Kontrak *Fourth Supplemental Agreement to the Supply Agreement* atas kontrak No. 001.21/DIR/XII/2021 dengan Sinovac Life Sciences Co., Ltd. untuk pengadaan 20.000.000 dosis (nilai penuh) Vaksin COVID-19 CoronaVac;
- Kontrak *Advance Purchase Agreement for the Supply of AZD1222 in the Republic of Indonesia* atas kontrak No. 002.30/DIR/XII/2020 dengan PT AstraZeneca Indonesia untuk pengadaan 20.000.000 dosis (nilai penuh) Vaksin COVID-19;
- Kontrak *Amendment 1 to the Advance Purchase Agreement for the Supply of AZD1222 in the Republic of Indonesia* atas kontrak No. 001.06/DIR/XII/2021 dengan PT AstraZeneca Indonesia untuk Vaksin COVID-19;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

1. Covid Vaccine Procurement Contract (Continued)

- *Third Supplemental Agreement to the Supply Agreement on contract No. 003.18/DIR/XI/2021 with Sinovac Life Sciences Co., Ltd. for the procurement of 11,600,000 doses (full amount) of the CoronaVac COVID-19 Vaccine;*
- *Fourth Supplemental Agreement to the Supply Agreement on contract No. 001.21/DIR/XII/2021 with Sinovac Life Sciences Co., Ltd. for the procurement of 20,000,000 doses (full amount) of the CoronaVac COVID-19 Vaccine;*
- *Advance Purchase Agreement for the Supply of AZD1222 in the Republic of Indonesia for contract No. 002.30/DIR/XII/2020 with PT AstraZeneca Indonesia for the procurement of 20,000,000 doses (full amount) of the COVID-19 Vaccine;*
- *Contract Amendment 1 to the Advance Purchase Agreement for the Supply of AZD1222 in the Republic of Indonesia on contract No. 001.06/DIR/XII/2021 with PT AstraZeneca Indonesia for the COVID-19 Vaccine;*

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

1. Kontrak Pengadaan Vaksin Covid (Lanjutan)

- Kontrak *Procurement Agreement for the Supply of COVID-19 Vaccine ChAdOx1-S [RECOMBINANT]* in the Republic of Indonesia atas kontrak No. 001.05/DIR/XI/2021 dengan Shenzhen Kangtai Biological Products Co., Ltd. untuk pengadaan 30.000.000 dosis (nilai penuh) Vaksin COVID-19;
- Kontrak *Amendment 1 to the Procurement Agreement for the Supply of COVID-19 Vaccine ChAdOx1-S [RECOMBINANT]* in the Republic of Indonesia atas kontrak No. 001.13/DIR/XII/2021 dengan Shenzhen Kangtai Biological Products Co., Ltd. untuk Vaksin COVID-19;
- Kontrak Perjanjian Pengadaan Barang Vaksin Sinopharm untuk Vaksinasi Gotong Royong atas kontrak No. 001.27/DIR/IV/2021 dengan PT Kimia Farma Tbk untuk pengadaan 7.500.000 dosis (nilai penuh) Vaksin COVID-19 Sinopharm;
- Kontrak Amendemen Perjanjian Pengadaan Barang Vaksin Sinopharm untuk Vaksinasi Gotong Royong atas kontrak No. 001.17/DIR/V/2021 dengan PT Kimia Farma Tbk untuk Vaksin COVID-19 Sinopharm;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

1. Covid Vaccine Procurement Contract (Continued)

- *Contract Procurement Agreement for the Supply of COVID-19 Vaccine ChAdOx1-S [RECOMBINANT]* in the Republic of Indonesia for contract No. 001.05/DIR/XI/2021 with Shenzhen Kangtai Biological Products Co., Ltd. for the procurement of 30,000,000 doses (full amount) of the COVID-19 Vaccine;
- *Contract Amendment 1 to the Procurement Agreement for the Supply of COVID-19 Vaccine ChAdOx1-S [RECOMBINANT]* in the Republic of Indonesia on contract No. 001.13/DIR/XII/2021 with Shenzhen Kangtai Biological Products Co., Ltd. for the COVID-19 Vaccine;
- *Contract Agreement for the Procurement of Sinopharm Vaccine Goods for Mutual Cooperation Vaccination on contract No. 001.27/DIR/IV/2021 with PT Kimia Farma Tbk for the procurement of 7,500,000 doses (full amount) of Sinopharm COVID-19 Vaccine;*
- *Contract Amendment to Sinopharm Vaccine Procurement Agreement for Mutual Cooperation Vaccination on contract No. 001.17/DIR/V/2021 with PT Kimia Farma Tbk for Sinopharm COVID-19 Vaccine;*

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

1. Kontrak Pengadaan Vaksin Covid (Lanjutan)

- Kontrak Amendemen II Perjanjian Pengadaan Barang Vaksin Sihopharm untuk Vaksinasi Gotong Royong atas kontrak No. 002.30/DIR/VI/2021 dengan PT Kimia Farma Tbk untuk Vaksin COVID-19 Sinopharm;
- Kontrak Amendemen III Perjanjian Pengadaan Barang Vaksin Sihopharm untuk Vaksinasi Gotong Royong atas kontrak No. 001.30/DIR/VII/2021 dengan PT Kimia Farma Tbk untuk Vaksin COVID-19 Sinopharm;
- Kontrak Perjanjian Pengadaan Barang Vaksin Covovax untuk Vaksinasi Program atas kontrak No. 003.17/DIR/XI/2021 dengan PT Indofarma Tbk untuk pengadaan 9.000.000 (nilai penuh) dosis Vaksin COVID-19 Covovax;
- Kontrak Amendemen Perjanjian Pengadaan Barang Vaksin Covovax untuk Vaksinasi Program atas kontrak No. 001.29/DIR/XII/2021 dengan PT Indofarma Tbk untuk Vaksin COVID-19 Covovax; dan

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

1. Covid Vaccine Procurement Contract (Continued)

- Contract Amendment II of the Agreement on Procurement of Sihopharm Vaccine Goods for Mutual Cooperation Vaccination on contract No. 002.30/DIR/VI/2021 with PT Kimia Farma Tbk for Sinopharm COVID-19 Vaccine;
- Contract Amendment III of Sihopharm Vaccine Goods Procurement Agreement for Mutual Cooperation Vaccination on contract No. 001.30/DIR/VII/2021 with PT Kimia Farma Tbk for Sinopharm COVID-19 Vaccine;
- Covovax Vaccine Procurement Agreement Contract for Program Vaccination on contract No. 003.17/DIR/XI/2021 with PT Indofarma Tbk for the procurement of 9,000,000 (full amount) doses of Covovax COVID-19 Vaccine;
- Contract Amendment to Covovax Vaccine Procurement Agreement for Program Vaccination under contract No. 001.29/DIR/XII/2021 with PT Indofarma Tbk for Covovax COVID-19 Vaccine; and

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

1. Kontrak Pengadaan Vaksin Covid (Lanjutan)

- Kontrak Amendemen II Perjanjian Pengadaan Barang Vaksin Covovax untuk Vaksinasi Program atas kontrak No. 002.27/DIR/I/2022 dengan PT Indofarma Tbk untuk Vaksin COVID-19 Covovax.

2. Kontrak Penugasan/Hibah Vaksin Covid

- Kontrak Perjanjian Penugasan Pengadaan Vaksin Corona Disease 2019 (Covid-19) Tahun 2020 atas kontrak No. KN.01.01/6/3704-PK/2020 dengan jenis kontrak Pengadaan untuk pengadaan 3.000.000 dosis (nilai penuh) Coronavac;
- Kontrak Perjanjian Penugasan Pengadaan Vaksin Corona Disease 2019 (Covid-19) Tahun 2021 Tahap Kedua atas kontrak No. KN.01.01/6/2113-PK/2021 dengan jenis kontrak Pengadaan untuk pengadaan 20.000.000 dosis (nilai penuh) ASTRAZENECA (Thailand);
- Kontrak Perjanjian Penugasan Pengadaan Vaksin Corona Disease 2019 (Covid-19) Tahun 2021 Tahap I atas kontrak No. : KN.01.01/6/368-PK/2021 dengan jenis kontrak Pengadaan untuk pengadaan 122.504.000 dosis (nilai penuh) Vaksin Bio Farma;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

1. Covid Vaccine Procurement Contract (Continued)

- Contract Amendment II of Covovax Vaccine Procurement Agreement for Program Vaccination on contract No. 002.27/DIR/I/2022 with PT Indofarma Tbk for Covovax COVID-19 Vaccine.

2. Covid Vaccine Assignment/Grant Contract

- Contract Agreement for the Assignment of the Procurement of the Corona Disease Vaccine 2019 (Covid-19) Year 2020 on contract No. KN.01.01/6/3704-PK/2020 with the type of Procurement contract for the procurement of 3,000,000 doses (full amount) of Coronavac;
- Contract Agreement for the Assignment of Procurement of Corona Disease 2019 (Covid-19) Vaccine in the Second Phase of the contract No. KN.01.01/6/2113-PK/2021 with the type of Procurement contract for the procurement of 20,000,000 doses (full amount) ASTRAZENECA (Thailand);
- Contract Agreement for the Assignment of Procurement of Corona Disease 2019 (Covid-19) Vaccine in Phase I for contract No: KN.01.01/6/368-PK/2021 with the type of Procurement contract for the procurement of 122,504,000 doses (full amount) of Bio Farma Vaccines;

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kesatu atas kontrak No. KN.01.01/6/669-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 11.704.800 dosis (nilai penuh) ASTRAZENECA;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kedua atas kontrak No. KN.01.01/6/1786-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 3.000.060 dosis (nilai penuh) Moderna;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Ketiga atas kontrak No. KN.01.01/6/2272-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 3.500.000 dosis (nilai penuh) Moderna;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Jepang atas kontrak No. KN.01.01/6/1800-PK/2021 dengan jenis kontrak Hibah Jepang untuk pengadaan 2.161.240 dosis (nilai penuh) ASTRAZENECA;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement for the Distribution of Corona Virus Disease (Covid - 19) Vaccine Assignment Phase One for GAVI Contract No. KN.01.01/6/669-PK/2021 with the type of contract Gavi for the procurement of 11,704,800 doses (full amount) of ASTRAZENECA;
- Contract Agreement for the Distribution of Corona Virus Disease Vaccine (Covid - 19) GAVI Second Phase of the contract No. KN.01.01/6/1786-PK/2021 with the type of contract Gavi for the procurement of 3,000,060 doses (full amount) of Moderna;
- Contract Assignment Agreement for the Distribution of Corona Virus Disease (Covid - 19) Vaccine GAVI Third Phase of the contract No. KN.01.01/6/2272-PK/2021 with the type of contract Gavi for the procurement of 3,500,000 doses (full amount) of Moderna;
- Contract Agreement on Assignment of Distribution of Corona Virus Disease (Covid - 19) Vaccine Obtained through a Grant from the Government of Japan under contract no. KN.01.01/6/1800-PK/2021 with a Japanese Grant contract type for the procurement of 2,161,240 doses (full amount) of ASTRAZENECA;

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Emirat Arab atas kontrak No. KN.01.01/6/2091-PK/2021 dengan jenis kontrak Hibah Arab untuk pengadaan 750.000 dosis (nilai penuh) Sinopharm;
- Kontrak Perjanjian Penugasan Pengadaan Vaksin Corona Virus Disease (Covid - 19) Tahap Keempat atas kontrak No. KN.01.01/6/2383-PK/2021 dengan jenis kontrak Pengadaan untuk pengadaan 50.000.000 dosis (nilai penuh) Coronavac;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Hibah dari Pemerintah Inggris atas kontrak No. KN.01.01/6/2361-PK/2021 dengan jenis kontrak Hibah Inggris untuk pengadaan 620.000 (nilai penuh) dosis ASTRAZENECA (UK);

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement for the Assignment of the Distribution of Corona Virus Disease (Covid - 19) Vaccine Obtained Through a Grant From the Government of the Arab Emirates on contract no. KN.01.01/6/2091-PK/2021 with the type of Arab Grant contract for the procurement of 750,000 doses (full amount) of Sinopharm;
- Contract Agreement for the Assignment of the Procurement of the Corona Virus Disease (Covid - 19) Vaccine for the Fourth Stage on the contract No. KN.01.01/6/2383-PK/2021 with the type of Procurement contract for the procurement of 50,000,000 doses (full amount) of Coronavac;
- Contract Contract Assignment Vaccine Distribution Corona Virus Disease (Covid - 19) Grant from the UK Government on contract No. KN.01.01/6/2361-PK/2021 under contract type UK Grant for the procurement of 620,000 (full amount) doses of ASTRAZENECA (UK);

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) yang Diperoleh Melalui Hibah dari Pemerintah Belanda atas kontrak No. KN.01.01/6/2559-PK/2021 dengan jenis kontrak Hibah Belanda untuk pengadaan 450.000 dosis (nilai penuh) ASTRAZENECA (Spanyol, Italy);
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap IV atas kontrak No. KN.01.01/6/2698-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 1.324.800 dosis (nilai penuh) ASTRAZENECA FRANCE (MFC-SPAIN);
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Sinovac Life Sciences Co.,Ltd atas kontrak No. KN.01.01/6/2652-PK/2021 dengan jenis kontrak Hibah Sinovac untuk pengadaan 1.000.000 dosis (nilai penuh) Coronavac 2ds;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement for Assignment of Distribution of Corona Virus Disease (Covid-19) Vaccines Obtained Through a Grant from the Government of the Netherlands under contract No. KN.01.01/6/2559-PK/2021 with a Dutch Grant contract type for the procurement of 450,000 doses (full amount) of ASTRAZENECA (Spain, Italy);
- Contract Agreement for Assignment of Corona Virus Disease (Covid - 19) Vaccine Distribution of GAVI Phase IV on contract No. KN.01.01/6/2698-PK/2021 with the type of contract Gavi for the procurement of 1,324,800 doses (full amount) of ASTRAZENECA FRANCE (MFC-SPAIN);
- Contract Agreement for Distribution of Corona Virus Disease Vaccine (Covid - 19) Obtained Through a Grant From Sinovac Life Sciences Co.,Ltd under contract No. KN.01.01/6/2652-PK/2021 with a Sinovac Grant contract type for the procurement of 1,000,000 doses (full amount) of Coronavac 2ds;

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Republik Rakyat Tiongkok atas kontrak No. KN.01.01/6/2653-PK/2021 dengan jenis kontrak Hibah Tiongkok untuk pengadaan 1.000.000 dosis (nilai penuh) Coronavac 2 ds;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Australia atas kontrak No : KN.01.01/6/2654-PK/2021 dengan jenis kontrak Hibah Australia untuk pengadaan 7.500.000 dosis (nilai penuh) ASTRAZENECA (AUSTRALIA);
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Belanda Tahap Kedua atas kontrak No. KN.01.01/6/2655-PK/2021 dengan jenis kontrak Hibah Belanda untuk pengadaan 500.000 (nilai penuh) dosis Janssen;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement on Assignment of Distribution of Corona Virus Disease (Covid - 19) Vaccine Obtained Through a Grant From the Government of the People's Republic of China on contract No. KN.01.01/6/2653-PK/2021 with a China Grant contract type for the procurement of 1,000,000 doses (full amount) of Coronavac 2 ds;
- Contract Assignment Agreement for Distribution of Corona Virus Disease (Covid - 19) Vaccine Obtained through a Grant from the Australian Government under contract No: KN.01.01/6/2654-PK/2021 with an Australian Grant contract type for the procurement of 7,500,000 doses (full amount) ASTRAZENECA (AUSTRALIA);
- Contract Agreement for the Assignment of Corona Virus Disease (Covid - 19) Vaccine Distribution Obtained Through a Second Stage Grant from the Government of the Netherlands on contract no. KN.01.01/6/2655-PK/2021 with a Dutch Grant contract type for the procurement of 500,000 (full amount) Janssen doses;

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kelima atas kontrak No. KN.01.01/6/3022-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 5.445.180 dosis (nilai penuh) PFIZER;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Belanda Tahap Ketiga atas kontrak No. KN.01.01/6/2804-PK/2021 dengan jenis kontrak Hibah Belanda untuk pengadaan 207.000 dosis (nilai penuh) ASTRAZENECA (Spain, Italy);
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Keenam atas kontrak No. KN.01.01/6/2828-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 10.776.000 dosis (nilai penuh) Coronavac 1ds;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Ketujuh atas kontrak No. KN.01.01/6/3025-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 684.400 dosis (nilai penuh) ASTRAZENECA (New Zealand);

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement for the Distribution of the Corona Virus Disease (Covid - 19) Vaccine Distribution of GAVI Phase Five on contract No. KN.01.01/6/3022-PK/2021 with the type of contract Gavi for the procurement of 5,445,180 doses (full amount) of PFIZER;
- Contract Agreement for the Assignment of Corona Virus Disease (Covid - 19) Vaccine Distribution Obtained Through a Grant From the Dutch Government Phase Third on contract No. KN.01.01/6/2804-PK/2021 with a Dutch Grant contract type for the procurement of 207,000 doses (full amount) of ASTRAZENECA (Spain, Italy);
- Contract Agreement for the Distribution of the Corona Virus Disease (Covid - 19) Vaccine Distribution of the Sixth Stage of GAVI on the contract No. KN.01.01/6/2828-PK/2021 with the type of contract Gavi for the procurement of 10,776,000 doses (full amount) of Coronavac 1ds;
- Contract Agreement for Distribution of Corona Virus Disease (Covid - 19) Vaccine GAVI Seventh Stage on contract No. KN.01.01/6/3025-PK/2021 with the type of contract Gavi for the procurement of 684,400 doses (full amount) of ASTRAZENECA (New Zealand);

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kedelapan atas kontrak No. KN.01.01/6/3173-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 1.236.480 dosis (nilai penuh) ASTRAZENECA (Prancis);
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kesembilan atas kontrak No. KN.01.01/6/3205-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 796.800 dosis (nilai penuh) ASTRAZENECA (AstraZeneca, Italy);
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Australia Tahap kedua atas kontrak No. KN.01.01/6/3206-PK/2021 dengan jenis kontrak Hibah Australia untuk pengadaan 10.200.060 dosis (nilai penuh) PFIZER;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Assignment Agreement for Corona Virus Disease (Covid - 19) Vaccine Distribution GAVI Eighth stage of the contract No. KN.01.01/6/3173-PK/2021 with the type of contract Gavi for the procurement of 1,236,480 doses (full amount) of ASTRAZENECA (France);
- Contract Agreement for the Distribution of the Corona Virus Disease (Covid - 19) Vaccine Distribution of the Ninth Phase of GAVI on contract No. KN.01.01/6/3205-PK/2021 with the type of contract Gavi for the procurement of 796,800 doses (full amount) of ASTRAZENECA (AstraZeneca, Italy);
- Corona Virus Disease (Covid - 19) Vaccine Obtained Through a Grant from the Australian Government. The second phase of contract no. KN.01.01/6/3206-PK/2021 with an Australian Grant contract type for the procurement of 10,200,060 doses (full amount) of PFIZER;

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Prancis atas kontrak No. KN.01.01/6/3284-PK/2021 dengan jenis kontrak Hibah Prancis untuk pengadaan 600.000 dosis (nilai penuh) ASTRAZENECA (PRANCIS);
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kesepuluh atas kontrak No. KN.01.01/6/3406-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 688.800 dosis (nilai penuh) ASTRAZENECA (PRANCIS);
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Red Cross Society of China atas kontrak No. KN.01.01/6/3383-PK/2021 dengan jenis kontrak Hibah Red Cross China untuk pengadaan 200.000 dosis (nilai penuh) Sinopharm;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement for the Assignment of the Distribution of Corona Virus Disease (Covid - 19) Vaccine Obtained Through a Grant from the French Government on a contract No. KN.01.01/6/3284-PK/2021 with a French grant contract type for the procurement of 600,000 doses (full amount) ASTRAZENECA (FRENCH);
- Contract Agreement for Distribution of Corona Virus Disease (Covid - 19) Vaccine Distribution for the Tenth Phase of GAVI on the contract No. KN.01.01/6/3406-PK/2021 with the type of contract Gavi for the procurement of 688,800 doses (full amount) of ASTRAZENECA (FRANCE);
- Corona Virus Disease (Covid - 19) Vaccine Obtained Through a Grant From Red Cross Society of China under contract No. KN.01.01/6/3383-PK/2021 with the type of China Red Cross Grant contract for the procurement of 200,000 doses (full amount) of Sinopharm;

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Pengadaan Vaksin Corona Disease 2019 (Covid-19) Tahun 2021 Tahap Kelima atas kontrak No. KN.01.01/6/3374-PK/2021 dengan jenis kontrak Pengadaan untuk pengadaan 40.000.000 dosis (nilai penuh) Coronavac 2 ds;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Inggris Tahap Kedua atas kontrak No. KN.01.01/6/3382-PK/2021 dengan jenis kontrak Hibah Inggris untuk pengadaan 245.440 dosis (nilai penuh) ASTRAZENECA (UK);
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Jepang Tahap Kedua atas kontrak No. KN.01.01/6/3785-PK/2021 dengan jenis kontrak Hibah Jepang untuk pengadaan 1.990.910 dosis (nilai penuh) ASTRAZENECA (Japan);

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement for the Assignment of the Corona Disease 2019 (Covid-19) Vaccine Procurement in the Fifth Phase of 2021. KN.01.01/6/3374-PK/2021 with the type of Procurement contract for the procurement of 40,000,000 doses (full amount) of Coronavac 2 ds;
- Contract Agreement on Assignment of Distribution of Corona Virus Disease (Covid - 19) Vaccines Obtained Through Grants From the British Government Second stage of contract No. KN.01.01/6/3382-PK/2021 with a UK Grant contract type for the procurement of 245,440 doses (full amount) of ASTRAZENECA (UK);
- Contract Agreement on Assignment of Distribution of Corona Virus Disease (Covid - 19) Vaccines Obtained Through Grants From the Japanese Government Second stage of contract No. KN.01.01/6/3785-PK/2021 with a Japanese Grant contract type for the procurement of 1,990,910 doses (full amount) of ASTRAZENECA (Japan);

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kesebelas atas kontrak No. KN.01.01/6/3787-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 2.288.520 dosis (nilai penuh) PFIZER;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Tiongkok Tahap Kedua atas kontrak No. KN.01.01/6/4178-PK/2021 dengan jenis kontrak Hibah Tiongkok untuk pengadaan 1.000.000 dosis (nilai penuh) Coronavac 2 ds;
- Kontrak Perjanjian Penugasan Pengadaan Vaksin Corona Virus Disease (Covid - 19) Tahap Kedua (AZ BKT) atas kontrak No. KN.01.01/6/3989-PK/2021 dengan jenis kontrak Pengadaan untuk pengadaan 17.400.000 dosis (nilai penuh) ASTRAZENECA (China/BKT);

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Corona Virus Disease (Covid - 19) Vaccine Distribution Assignment Agreement Contract GAVI Eleventh Stage of the contract No. KN.01.01/6/3787-PK/2021 with the type of contract Gavi for the procurement of 2,288,520 doses (full amount) of PFIZER;
- Contract Agreement on Assignment of Distribution of Corona Virus Disease (Covid - 19) Vaccines Obtained Through Grants From the Chinese Government Second stage of contract No. KN.01.01/6/4178-PK/2021 with the type of China Grant contract for the procurement of 1,000,000 doses (full amount) of Coronavac 2 ds;
- Contract Agreement for the Assignment of the Second Stage of Corona Virus Disease (Covid - 19) Vaccine (AZ BKT) for contract No. KN.01.01/6/3989-PK/2021 with the type of Procurement contract for the procurement of 17,400,000 doses (full amount) of ASTRAZENECA (China/BKT);

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Pengadaan Vaksin Corona Virus Disease (Covid - 19) Tahap Kedua (COVOVAX) atas kontrak No. KN.01.01/6/4376-PK/2021 dengan jenis kontrak Pengadaan untuk pengadaan 9.000.000 dosis (nilai penuh) COVOVAX (India);
- Kontrak Perjanjian Penugasan Pengadaan Vaksin Corona Virus Disease (Covid - 19) Tahap Kedua (AZ BKT) atas kontrak No. KN.01.01/6/4308-PK/2021 dengan jenis kontrak Pengadaan untuk pengadaan 12.600.000 dosis (nilai penuh) ASTRAZENECA (China/BKT);
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kedua Belas atas kontrak No. KN.01.01/6/4506-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 3.510.000 dosis (nilai penuh) PFIZER;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Ketiga Belas atas kontrak No. KN.01.01/6/4512-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 13.837.590 dosis (nilai penuh) PFIZER;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement for the Assignment of the Second Stage of Corona Virus Disease (Covid - 19) Vaccine (COVOVAX) for contract No. KN.01.01/6/4376-PK/2021 with the type of Procurement contract for the procurement of 9,000,000 doses (full amount) of COVOVAX (India);
- Contract Agreement for the Assignment of the Second Stage of Corona Virus Disease (Covid - 19) Vaccine (AZ BKT) for contract No. KN.01.01/6/4308-PK/2021 with the type of Procurement contract for the procurement of 12,600,000 doses (full amount) of ASTRAZENECA (China/BKT);
- Corona Virus Disease (Covid - 19) Vaccine Distribution Assignment Agreement Contract GAVI Twelfth Stage of contract No. KN.01.01/6/4506-PK/2021 with the type of contract Gavi for the procurement of 3,510,000 doses (full amount) of PFIZER;
- Contract Agreement for Assignment of Distribution of Corona Virus Disease (Covid - 19) Vaccine GAVI Thirteenth Phase on contract No. KN.01.01/6/4512-PK/2021 with the type of contract Gavi for the procurement of 13,837,590 doses (full amount) of PFIZER;

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Belanda Tahap Kelima atas kontrak No. KN.01.01/6/4518-PK/2021 dengan jenis kontrak Hibah Belanda untuk pengadaan 324.000 dosis (nilai penuh) Jannsen;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Belanda Tahap Keempat atas kontrak No. KN.01.01/6/4507-PK/2021 dengan jenis kontrak Hibah Belanda untuk pengadaan 2.300.000 dosis (nilai penuh) Moderna;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Tiongkok Tahap Ketiga atas kontrak No. KN.01.01/6/4517-PK/2021 dengan jenis kontrak Hibah Tiongkok untuk pengadaan 2.000.000 dosis (nilai penuh) Coronavac;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement for Distribution of Corona Virus Disease (Covid - 19) Vaccine Obtained Through a Grant from the Government of the Netherlands for the Fifth Phase of contract no. KN.01.01/6/4518-PK/2021 with a Dutch Grant contract type for the procurement of 324,000 doses (full amount) of Jannsen;
- Contract Agreement for the Assignment of the Distribution of Corona Virus Disease (Covid - 19) Vaccine Obtained Through a Grant from the Government of the Netherlands for the Fourth Stage on contract no. KN.01.01/6/4507-PK/2021 with a Dutch Grant contract type for the procurement of 2,300,000 doses (full amount) of Moderna;
- Contract Agreement on Assignment of Distribution of Corona Virus Disease (Covid - 19) Vaccine Obtained Through a Third Stage Grant from the Chinese Government on contract no. KN.01.01/6/4517-PK/2021 with a China Grant contract type for the procurement of 2,000,000 doses (full amount) of Coronavac;

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Pengadaan Vaksin Corona Virus Disease (Covid - 19) Tahap Keenam atas kontrak No. KN.01.01/6/4513-PK/2021 dengan jenis kontrak Pengadaan untuk pengadaan 11.600.000 dosis (nilai penuh) Coronavac;
- Kontrak Perjanjian Penugasan Pengadaan Vaksin Corona Virus Disease (Covid - 19) Tahap Ketujuh atas kontrak No. KN.01.01/6/4514-PK/2021 dengan jenis kontrak Pengadaan untuk pengadaan 2.831.100 dosis (nilai penuh) Coronavac;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Inggris Tahap Ketiga atas kontrak No. KN.01.01/6/4565-PK/2021 dengan jenis kontrak Hibah Inggris untuk pengadaan 134.560 dosis (nilai penuh) ASTRAZENECA (UK);
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Keempat Belas atas kontrak No. KN.01.01/6/5174-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 1.500.100 dosis (nilai penuh) Moderna;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement for the Procurement of the Corona Virus Disease (Covid - 19) Vaccine for the Sixth Stage on contract No. KN.01.01/6/4513-PK/2021 with the type of Procurement contract for the procurement of 11,600,000 doses (full amount) of Coronavac;
- Contract Agreement for the Assignment of the Seventh Stage of the Corona Virus Disease Vaccine (Covid - 19) for contract No. KN.01.01/6/4514-PK/2021 with the type of Procurement contract for the procurement of 2,831,100 doses (full amount) of Coronavac;
- Contract Assignment Agreement for the Distribution of Corona Virus Disease (Covid - 19) Vaccine Obtained Through a Grant From the UK Government Phase Third on contract No. KN.01.01/6/4565-PK/2021 with the type of contract UK grant to procure 134,560 doses (full amount) of ASTRAZENECA (UK);
- Contract Agreement for Assignment of Corona Virus Disease (Covid - 19) Vaccine Distribution for the Fourteenth Stage of GAVI for the contract No. KN.01.01/6/5174-PK/2021 with the type of contract Gavi for the procurement of 1,500,100 doses (full amount) of Moderna;

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kelima Belas atas kontrak No. KN.01.01/6/5175-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 1.065.400 dosis (nilai penuh) AstraZeneca;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Keenam Belas atas kontrak No. KN.01.01/6/5176-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 2.231.600 dosis (nilai penuh) AstraZeneca;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Ketujuh Belas atas kontrak No. KN.01.01/6/5177-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 9.979.200 dosis (nilai penuh) Moderna;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Assignment Agreement for Corona Virus Disease (Covid - 19) Vaccine Distribution for Fifteenth Phase of GAVI Vaccine Assignment Agreement Contract for contract No. KN.01.01/6/5175-PK/2021 with the type of contract Gavi for the procurement of 1,065,400 doses (full amount) of AstraZeneca;
- Contract Assignment Agreement for Corona Virus Disease (Covid - 19) Vaccine Distribution for Sixteenth Stage of GAVI on contract No. KN.01.01/6/5176-PK/2021 with the type of contract Gavi for the procurement of 2,231,600 doses (full amount) of AstraZeneca;
- Contract Agreement for Assignment of Corona Virus Disease (Covid - 19) Vaccine Distribution Seventeenth Stage GAVI on contract No. KN.01.01/6/5177-PK/2021 with the type of contract Gavi for the procurement of 9,979,200 doses (full amount) of Moderna;

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kedua Puluh atas kontrak No. KN.01.01/6/5178-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 256.700 dosis (nilai penuh) AstraZeneca;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kedelapan Belas atas kontrak No. KN.01.01/6/5574-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 1.592.400 dosis (nilai penuh) Coronavac;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kesembilan Belas atas kontrak No. KN.01.01/6/5575-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 13.042.320 dosis (nilai penuh) AstraZeneca;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kedua Puluh Satu atas kontrak No. KN.01.01/6/5576-PK/2021 dengan jenis kontrak Gavi untuk pengadaan 3.985.100 dosis (nilai penuh) AstraZeneca;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement for Distribution of Corona Virus Disease (Covid - 19) Vaccine Distribution Twentieth Phase of GAVI on contract No. KN.01.01/6/5178-PK/2021 with the type of contract Gavi for the procurement of 256,700 (full amount) doses of AstraZeneca;
- Contract Assignment Agreement for the Distribution of Corona Virus Disease (Covid - 19) Vaccine GAVI Phase Eighteen on the contract No. KN.01.01/6/5574-PK/2021 with the type of contract Gavi for the procurement of 1,592,400 doses (full amount) of Coronavac;
- Contract Agreement for Assignment of Corona Virus Disease (Covid - 19) Vaccine Distribution Nineteenth Phase of GAVI on contract No. KN.01.01/6/5575-PK/2021 with the type of contract Gavi for the procurement of 13,042,320 doses (full amount) of AstraZeneca;
- Contract Agreement for Assignment of Corona Virus Disease (Covid - 19) Vaccine Distribution Twenty-First Phase of GAVI on contract No. KN.01.01/6/5576-PK/2021 with the type of contract Gavi for the procurement of 3,985,100 doses (full amount) of AstraZeneca;

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Pengadaan Vaksin Corona Virus Disease (Covid - 19) Tahap Kedelapan atas kontrak No. KN.01.01/6/5741-PK/2021 dengan jenis kontrak Pengadaan untuk pengadaan 20.000.000 dosis (nilai penuh) Coronavac;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kedua Puluh Dua atas kontrak No. KN.01.01/6/079-PK/2022 dengan jenis kontrak Gavi untuk pengadaan 18.599.490 dosis (nilai penuh) PFIZER;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kedua Puluh Tiga atas kontrak No. KN.01.01/6/080-PK/2022 dengan jenis kontrak Gavi untuk pengadaan 19.854.000 dosis (nilai penuh) AstraZeneca;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kedua Puluh Empat atas kontrak No. KN.01.01/6/081-PK/2022 dengan jenis kontrak Gavi untuk pengadaan 47.638.080 dosis (nilai penuh) Moderna;

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement for the Procurement of the Corona Virus Disease Vaccine (Covid - 19) Phase Eight on the contract No. KN.01.01/6/5741-PK/2021 with the type of Procurement contract for the procurement of 20,000,000 doses (full amount) of Coronavac;
- Contract Agreement for Assignment of Corona Virus Disease (Covid - 19) Vaccine Distribution Twenty-second Phase of GAVI on contract No. KN.01.01/6/079-PK/2022 with the type of contract Gavi for the procurement of 18,599,490 doses (full amount) of PFIZER;
- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) GAVI Tahap Kedua Puluh Tiga atas kontrak No. KN.01.01/6/080-PK/2022 dengan jenis kontrak Gavi untuk pengadaan 19.854.000 dosis (full amount) AstraZeneca;
- Contract Agreement for Assignment of Corona Virus Disease (Covid - 19) Vaccine Distribution Twenty-fourth Phase of GAVI on contract No. KN.01.01/6/081-PK/2022 with the type of contract Gavi for the procurement of 47,638,080 doses (full amount) of Moderna;

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- a. PT Bio Farma (Persero) melakukan perjanjian penugasan dengan Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan Direktorat Jendral Kefarmasian dan Alat Kesehatan Kementerian Kesehatan RI untuk Pengadaan vaksin Corona Virus Disease 2019 (Covid-19) antara lain: (Lanjutan)

2. Kontrak Penugasan/Hibah Vaksin Covid (Lanjutan)

- Kontrak Perjanjian Penugasan Distribusi Vaksin Corona Virus Disease (Covid - 19) Yang Diperoleh Melalui Hibah Dari Pemerintah Jepang Tahap Ketiga atas kontrak No. KN.01.01/6/082-PK/2022 dengan jenis kontrak Hibah Jepang untuk pengadaan 2.740.000 dosis (nilai penuh) AstraZeneca;

- b. PT Bio Farma (Persero) melakukan kerja sama dalam memasarkan produk-produknya, baik dengan mitra distributor di dalam negeri, maupun dengan mitra internasional dalam hal registrasi, pemasaran, dan penjualan produk untuk memenuhi pasar ekspor. Perusahaan juga melakukan kerja sama penjualan vaksin dan alat kesehatan dengan Kementerian Kesehatan Republik Indonesia yang akan digunakan untuk Program Imunisasi, penanganan penyebaran wabah COVID-19, dan juga untuk Program vaksinasi COVID-19 serta Program Vaksin Gotong Royong yang menggunakan vaksin dari Sinopharm. Selain itu juga, Perusahaan melakukan kerja sama penjualan, promosi dan distribusi produk-produk lain dengan metode Partnership. Selain itu juga pada 30 September 2021, Perusahaan ditunjuk oleh prinsipal untuk melakukan kegiatan promosi, penjualan dan pemasaran produk vaksin untuk mencegah infeksi virus HPV (human papillomavirus).

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- a. PT Bio Farma (Persero) entered into a trade agreement/contract with the Directorate of Public Drug Governance and Health Supplies of the Directorate General of Pharmaceutical and Medical Devices of the Ministry concerning regular vaccine Corona Virus Disease 2019 (Covid-19) as follows: (Continued)

2. Covid Vaccine Assignment/Grant Contract (Continued)

- Contract Agreement for Assignment of Distribution of Corona Virus Disease (Covid - 19) Vaccine Obtained Through a Third Stage Grant from the Government of Japan on contract no. KN.01.01/6/082-PK/2022 with a Japanese Grant contract type for the procurement of 2,740,000 doses (full amount) of AstraZeneca;

- b. PT Bio Farma (Persero) cooperates in marketing its products, both with domestic distributor partners, as well as with international partners in terms of registration, marketing, and product sales to meet the export market. The company also cooperates in selling vaccines and medical devices with the Ministry of Health of the Republic of Indonesia which will be used for the Immunization Program, handling the spread of the COVID-19 outbreak, as well as for the COVID-19 vaccination program and the Mutual Cooperation Vaccine Program using vaccines from Sinopharm. In addition, the Company cooperates with the sale, promotion and distribution of other products using the Partnership method. In addition, on September 30, 2021, the Company was appointed by the principal to carry out promotional activities, sales and marketing of vaccine products to prevent infection with the HPV (human papillomavirus) virus.

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- c. PT Bio Farma (Persero) sebagai induk holding BUMN Farmasi telah melakukan kerja sama distribusi Produk dengan PT Indofarma Global Medika dan PT Kimia Farma Trading and Distribution sebagai distributor utama yang masing-masing merupakan anak perusahaan dari anggota holding BUMN Farmasi, yakni PT Indofarma Tbk. dan PT Kimia Farma Tbk. Perusahaan juga menandatangani perjanjian dengan distributor lainnya, baik distributor yang merupakan perusahaan BUMN, maupun perusahaan swasta. Perusahaan juga bekerja sama dengan PBF yaitu PT Anugerah Pharmindo Lestari, PT Merapi Utama Pharma, PT Sagi Capri, PT Enseval Putera Megatrading, PT Perusahaan Dagang Tempo Disingkat PT Tempo, PT Dos Ni Roha serta melibatkan juga anggota holding BUMN Farmasi yaitu PT Indofarma Global Medika dan PT Kimia Farma Trading & Distribution, sehubungan dengan pelaksanaan distribusi Vaksin COVID-19.
- d. PT Bio Farma (Persero) menjajaki rencana kerja sama untuk penelitian dan pengembangan vaksin di Indonesia dengan institusi kesehatan di dalam dan luar negeri. Perusahaan mengadakan kerja sama dengan institusi penelitian dan universitas yaitu Pusat Penelitian dan Pengembangan Sumber Daya dan Pelayanan Kesehatan Badan Penelitian dan Pengembangan Kesehatan dan Fakultas Kedokteran Universitas Indonesia, dalam rangka penelitian dan pengembangan Vaksin BUMN. Selain itu juga, Perusahaan menjadi anggota konsorsium polio yang fokus pada penelitian mutasi pada vaksin polio. Perusahaan juga melakukan kerja sama dengan BPPT/BRIN untuk pengembangan skala pilot produk kit diferensiasi kondrosit dan osteosit.

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- c. PT Bio Farma (Persero) as the holding parent of the Pharmaceutical BUMN has cooperated in product distribution with PT Indofarma Global Medika and PT Kimia Farma Trading and Distribution as the main distributor, each of which is a subsidiary of a member of the Pharmaceutical BUMN holding, namely PT Indofarma Tbk. and PT Kimia Farma Tbk. The company also signed agreements with other distributors, both distributors who are state-owned companies, as well as private companies. The company also cooperates with PBF, namely PT Anugerah Pharmindo Lestari, PT Merapi Utama Pharma, PT Sagi Capri, PT Enseval Putera Megatrading, PT Perusahaan Dagang Tempo Abbreviated as PT Tempo, PT Dos Ni Roha and also involves members of the pharmaceutical BUMN holding, namely PT Indofarma Global Medika. and PT Kimia Farma Trading & Distribution, in connection with the distribution of the COVID-19 Vaccine.
- d. PT Bio Farma (Persero) is exploring cooperation plans for vaccine research and development in Indonesia with health institutions at home and abroad. The company cooperates with research institutions and universities, namely the Center for Research and Development of Health Resources and Services, the Health Research and Development Agency and the Faculty of Medicine, University of Indonesia, in the context of research and development of BUMN Vaccines. In addition, the Company is a member of a polio consortium that focuses on mutation research in the polio vaccine. The company is also collaborating with BPPT/BRIN for the pilot-scale development of a chondrocyte and osteocyte differentiation kit product.

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- e. PT Bio Farma (Persero) masih mengadakan kerja sama di bidang penelitian dan pengembangan, antara lain dengan badan penelitian dan institusi pendidikan dalam dan luar negeri. Perusahaan melanjutkan kerja sama vaksin nOPV2 dan nOPV 1&3 untuk tahapan pengembangan selanjutnya dengan beberapa institusi penelitian luar negeri. Perusahaan masih mengadakan kerja sama penelitian dan pengembangan dengan lembaga penelitian dan perguruan tinggi di dalam negeri secara konsorsium.
- f. PT Bio Farma (Persero) menjajaki komersialisasi dari produk Gargle Saliva Test Kit (BioSaliva) yang dikembangkan bersama dengan PT Riset Nusantara Genetika dan komersialisasi dari produk Alat Pendingin Aktif Portabel (Portabel) yang dikembangkan bersama dengan Universitas Islam Indonesia serta Perusahaan juga masih mengadakan kerja sama untuk pembiayaan modal kerja, kerja sama layanan vaksinasi dan pemeriksaan laboratorium serta pelayanan kesehatan karyawan dan keluarganya.

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- e. *PT Bio Farma (Persero) is still cooperating in the field of research and development, among others with research bodies and educational institutions at home and abroad. The company continues to cooperate with nOPV2 and nOPV 1&3 vaccines for the next stage of development with several foreign research institutions. The company is still holding research and development cooperation with research institutes and universities in the country in a consortium.*
- f. *PT Bio Farma (Persero) is exploring the commercialization of the Gargle Saliva Test Kit (BioSaliva) product which was jointly developed with PT Research Nusantara Genetics and the commercialization of the Portable Active Cooling Device (Portable) product which was developed together with the Islamic University of Indonesia and the Company is also still in cooperation for working capital financing, cooperation in vaccination services and laboratory examinations as well as health services for employees and their families.*

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

g. Kementerian Kesehatan RI dan PT Bio Farma (Persero) telah menandatangani Perjanjian Pemakaian Sementara Aset Ex. Flu Burung Nomor: HK.03.01/Menkes/1342/2020; Nomor: 001.22/DIR/IX/2020 pada tanggal 22 September 2020. Dalam rangka Penyertaan Modal Pemerintah Pusat Direktorat Pengelolaan Kekayaan Negara dan Sistem Informasi, Direktorat Jenderal Kekayaan Negara, Kementerian Keuangan RI telah melakukan penilaian atas asset ex. flu burung yang akan digunakan oleh PT Bio Farma (Persero). Sesuai dengan hasil laporan penilaian Tim Penilai Direktorat Penilaian DJKN, nilai wajar BMN yang akan dilakukan Penyertaan Modal Pemerintah Pusat senilai Rp 63.851.670.000,-. Nilai wajar hasil penilaian berlaku selama 6 (enam) bulan sejak tanggal laporan penilaian, tertanggal 18 Desember 2020. Proses permohonan Penyertaan Modal Pemerintah Pusat kepada PT Bio Farma (Persero) akan diajukan oleh Kementerian Kesehatan RI kepada Pengelola Barang (Kementerian Keuangan RI). Dalam hal terdapat penambahan peralatan yang diajukan oleh PT Bio Farma (Persero), hal ini dapat diajukan sekaligus pada saat pengajuan Penyertaan Modal Pemerintah Pusat.

h. PT Iglas (Persero)

Berdasarkan putusan Mahkamah Agung RI No. 397K/Pdt.Sus/2009 tanggal 30 Juli 2009, Jo. No.01/Pailit/2009/PN Niaga Sby tanggal 30 September 2000, yang menyatakan bahwa status PT Iglas (Persero) dalam pailit, perusahaan melakukan penyisihan 100% atas piutang PT Iglas (Persero) sebesar Rp4.897.737.040 dari jumlah kewajibannya sebesar Rp6.503.458.205 yang terdiri atas:

• Pokok piutang	Rp4.894.737.050
• Akumulasi bunga	Rp 1.398.732.896,00
• Akumulasi denda	Rp 209.988.269,00

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

g. The Indonesian Ministry of Health and PT Bio Farma (Persero) have signed a Temporary Use Agreement of Ex. Bird Flu Number: HK.03.01/Menkes/1342/2020; Number: 001.22/DIR/IX/2020 on September 22, 2020. In the context of Central Government Equity Participation, the Directorate of State Asset Management and Information Systems, Directorate General of State Assets, Ministry of Finance of the Republic of Indonesia has assessed assets ex. bird flu that will be used by PT Bio Farma (Persero). In accordance with the results of the assessment report of the Assessment Team of the Directorate of DJKN Assessment, the fair value of the BMN to be carried out by the Central Government Equity Participation is Rp. 63,851,670,000,-. The fair value of the assessment results is valid for 6 (six) months from the date of the valuation report, dated December 18, 2020. The application process for Central Government Equity Participation to PT Bio Farma (Persero) will be submitted by the Ministry of Health of the Republic of Indonesia to the Property Manager (Ministry of Finance of the Republic of Indonesia). In the event that there are additional equipment proposed by PT Bio Farma (Persero), this can be submitted at the same time as the submission for the Central Government Equity Participation.

h. PT Iglas (Persero)

Based on the decision of the Supreme Court of the Republic of Indonesia No. 397K/Pdt.Sus/2009 dated July 30, 2009, Jo. No.01/Pailit/2009/PN Niaga Sby dated September 30, 2000, stating that the status of PT Iglas (Persero) in bankruptcy, the company made a 100% allowance on pt Iglas (Persero) receivables amounting to Rp4,897,737,040 from the total liabilities of Rp6,503,458,205 consisting of:

Principal Receivables	•
Accumulated Interest	•
Accumulated Fines	•

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

h. PT Iglas (Persero) (Lanjutan)

Berdasarkan putusan Mahkamah Agung RI No. 397K/Pdt.Sus/2009 tanggal 30 Juli 2009, Jo. No.01/Pailit/2009/PN Niaga Sby tanggal 30 September 2000, yang menyatakan bahwa status PT Iglas (Persero) dalam pailit, perusahaan melakukan penyisihan 100% atas piutang PT Iglas (Persero) sebesar Rp4.897.737.040 dari jumlah kewajibannya sebesar Rp6.503.458.205 yang terdiri atas:

Perusahaan belum mengakui pendapatan bunga dan denda atas piutang tersebut karena pendapatan dan denda atas piutang tersebut dapat diakui pada saat diterima (cash basis). Namun, sesuai dengan putusan perdamaian per tanggal 13 Januari 2010 yang diputuskan oleh Pengadilan Niaga di Pengadilan Negeri Surabaya bahwa Perusahaan sebagai Kreditor Konkuren PT Iglas (Persero) berhak untuk memperoleh pembayaran atas piutang mulai bulan April 2010, maka terbuka kembali kemungkinan untuk tertagihnya piutang tersebut.

Sisa dana dari PT Perusahaan Pengelola Aset (Persero)/PPA sebesar Rp 999.691 akan diselesaikan berdasarkan Notulen Rapat Tentang Piutang PT Iglas (Persero) antar PT Iglas (Persero) dengan PT Bio Farma (Persero) tanggal 14 September 2012. Namun, sampai saat ini pembayaran tersebut belum diterima perusahaan.

PT Iglass (Persero) melalui surat No.0736/Q-12-2011 tanggal 27 Desember 2011 perihal Penyelesaian Pinjaman dan No.0084/Q-2-2012 tanggal 6 Februari 2012 perihal konfirmasi data hutang PT Iglas (Persero) telah mengajukan permohonan pembebasan denda dan bunga pinjaman sebesar Rp1.608.721.165 kepada Perusahaan.

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

h. PT Iglas (Persero) (Continued)

Based on the decision of the Supreme Court of the Republic of Indonesia No. 397K/Pdt.Sus/2009 dated July 30, 2009, Jo. No.01/Pailit/2009/PN Niaga Sby dated September 30, 2000, stating that the status of PT Iglas (Persero) in bankruptcy, the company made a 100% allowance on pt Iglas (Persero) receivables amounting to Rp4,897,737,040 from the total liabilities of Rp6,503,458,205 consisting of:

The Company has not recognized the interest income and fines for such receivables because the income and fines for such receivables can be recognized at the time of receipt (cash basis). However, in accordance with the peace decision as of January 13, 2010 which was decided by the Commercial Court at the Surabaya District Court that the Company as a Konkuren Creditor of PT Iglas (Persero) is entitled to obtain payment of receivables starting in April 2010, it is open again the possibility of collecting the receivables.

The remaining funds from PT Perusahaan Pengelola Aset (Persero)/PPA amounting to Rp 999,691 will be completed based on the Minutes of Meeting on Receivables of PT Iglas (Persero) between PT Iglas (Persero) and PT Bio Farma (Persero) dated September 14, 2012. However, to date such payments have not been received by the Company.

PT Iglass (Persero) through letter No.0736/Q-12-2011 dated December 27, 2011 concerning Loan Settlement and No.0084/Q-2-2012 dated February 6, 2012 regarding confirmation of PT Iglas (Persero) debt data has applied for exemption of fines and loan interest amounting to Rp1,608,721,165 to the Company.

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

h. PT Iglas (Persero) (Lanjutan)

Perusahaan melalui surat No. 02316/TUK/IV/2012 tanggal 13 April 2012 tentang Pembebasan Bunga dan Denda Piutang PT Iglas (Persero) Menyatakan bahwa permohonan tersebut belum dapat dikabulkan, sesuai rekomendasi Dewan Komisaris melalui surat No. 15/DK.BF/III/2012 tanggal 12 Maret 2012.

Pada tanggal 11 Juni 2013 PT Iglas (Persero) mengirim surat No. 0214/D-06-2013 kepada PT Bio Farma (Persero) perihal penundaan Sementara Pembayaran Kewajiban, yang isinya menerangkan tentang pembayaran angsuran yang tersendat karena adanya mesin yang rusak yang harus diperbaiki sehingga mempengaruhi *cash flow* di PT Iglas (Persero).

Pada tanggal 30 Desember 2013 PT Iglas (Persero) mengirimkan surat No. 0489/D-12-2012 Kepada PT Bio Farma (Persero) perihal kewajiban PT Iglas (Persero), yang isinya menyatakan bahwa pembayaran PT Iglas (Persero) ke PT Bio Farma (Persero) tahun 2013 sebesar Rp25.000.000 adalah benar dan PT Iglas (Persero) belum dapat melakukan pembayaran kewajiban pada PT Bio Farma (Persero) tepat waktu sesuai kesepakatan.

PT Bio Farma (Persero) telah melakukan penagihan melalui surat No. 03307/TUK/VII/2014 tanggal 18 Juli 2014 dan surat No. 04581/TUK/IX/2014 tanggal 30 September 2014, dan telah ditanggapi oleh PT Iglas (Persero) melalui surat No. 0328/D10-2014 tanggal Oktober 2014 yang menyatakan bahwa PT Iglas (Persero) masih berupaya memperbaiki mesin-mesin baik secara mandiri maupun rencana dikerjasamakan (kerjasama operasi (KSO) dengan PT Petrosida Gresik sehingga belum dapat menyelesaikan kewajiban kepada PT Bio Farma (Persero).

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

h. PT Iglas (Persero) (Continued)

The Company through letter No. 02316/TUK/IV/2012 dated April 13, 2012 concerning Interest Exemption and Receivable Penalty of PT Iglas (Persero) stated that the application could not be granted, in accordance with the recommendation of Boar of Commissioners through letter No. 15/DK.BF/III/2012 dated March 12, 2012.

On June 11, 2013 PT Iglas (Persero) sent a letter No. 0214/D-06-2013 to PT Bio Farma (Persero) regarding the temporary delay of Payment of Liabilities, the contents of which explained about the payment of installments which was stalled due to the existence of a damaged machine that had to be repaired so as to affect cash flow at PT Iglas (Persero).

On December 30, 2013 PT Iglas (Persero) sent a letter No. 0489/D-12-2012 to PT Bio Farma (Persero) regarding the obligations of PT Iglass (Persero), whose contents state that the payment of PT Iglas (Persero) to PT Bio Farma (Persero) in 2013 amounting to Rp25,000,000 is correct and PT Iglas (Persero) has not been able to make payment of obligations to PT Bio Farma (Persero) on time according to the agreement.

PT Bio Farma (Persero) has been billing through letter No. 03307/TUK/VII/2014 dated July 18, 2014 and letter No. 04581/TUK/IX/2014 dated September 30, 2014, and has been responded by PT Iglas (Persero) through letter No. 0328/D10-2014 dated October 2014 stating that PT Iglas (Persero) is still trying to repair the machines both independently and the plan is cooperated (cooperation operation (KSO) with PT Petrosida Gresik so that it has not been able to complete obligations to PT Bio Farma (Persero).

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

h. PT Iglas (Persero) (Lanjutan)

PT Bio Farma (Persero) mengirimkan surat penagihan No. 04442/TUK/VI/2015 ke PT Iglas (Persero) tanggal 30 Juni 2015 perihal Konfirmasi Penagihan atas Penyelesaian Kewajiban Pembayaran.

PT Bio Farma (Persero) telah melakukan penagihan melalui surat No. 07769/TUK/XII/2015 ke PT Iglas (Persero) tanggal 18 Desember 2015 perihal Konfirmasi Lebih Lanjut atas Penyelesaian Kewajiban Pembayaran, setelah dilakukannya perbaikan dan pemasangan mesin-mesin di pabrik PT Iglas (Persero). Berdasarkan jawaban surat PT Iglas (Persero) sebelumnya No. 0313/D-07/2015 tanggal 15 Juli 2015 yang menyatakan hal – hal sebagai berikut:

- PT Iglas (Persero) telah melakukan perbaikan dan pemasangan kembali mesin Emhart di Line Dapur G-1.
- PT PPA (Persero) telah merencanakan untuk memberikan pinjaman dana untuk pembelian/pembangunan Dapur G-2 beserta mesin-mesin lainnya.

PT Bio Farma (Persero) telah melakukan penagihan melalui surat No. 01372/TUK/IV/2016 ke PT Iglas (Persero) tanggal 7 April 2016 perihal konfirmasi lebih lanjut atas penyelesaian kewajiban pembayaran. Berdasarkan tanggapan yang diterima tanggal 20 April 2016 sesuai surat No. 0104/D-4-2016, PT Iglas (Persero) menyatakan telah menghentikan kegiatan operasional Perusahaan sejak 31 Oktober 2015 dan di Tahun 2016, Kementerian BUMN telah memasukkan PT Iglas (Persero) dalam program Privatisasi tahunan, sehingga PT Iglas (Persero) belum bisa memastikan rencana Pembayaran maupun penyelesaian kewajiban.

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

h. PT Iglas (Persero) (Continued)

PT Bio Farma (Persero) sent a billing letter No. 04442/TUK/VI/2015 to PT Iglas (Persero) on June 30, 2015 regarding confirmation of billing on the settlement of payment obligations.

PT Bio Farma (Persero) has been billing through letter No. 07769/TUK/XII/2015 to PT Iglas (Persero) dated December 18, 2015 regarding Further Confirmation of Payment Obligation Settlement, after the repair and installation of machines at the PT Iglass (Persero) plant. Based on the answer to the previous letter of PT Iglas (Persero) No. 0313/D-07/2015 dated July 15, 2015 stating the following:

- *PT Iglas (Persero) has carried out repairs and re-installation of Emhart machines on the G-1 Kitchen Line.*
- *PT PPA (Persero) has planned to provide loan funds for the purchase /construction of the G-2 Kitchen along with other machinery.*

PT Bio Farma (Persero) has been billing through letter No. 01372/TUK/IV/2016 to PT Iglas (Persero) dated April 7, 2016 regarding further confirmation of the settlement of payment obligations. Based on the response received on April 20, 2016 in accordance with letter No. 0104/D-4-2016, PT Iglas (Persero) stated that it has ceased the Company's operational activities since October 31, 2015 and in 2016, the Ministry of SOEs has included PT Iglas (Persero) in the annual Privatization program, so that PT Iglas (Persero) has not been able to ensure payment plans or settlement of obligations.

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- i. PT Kimia Farma Tbk mempunyai perjanjian dengan Janssen Pharmaceutica – Belgia dan PT Johnson & Johnson Indonesia pada tanggal 7 Mei 2007, serta dengan Naprod Life Sciences Pvt Ltd – India pada tanggal 12 Agustus 2008, untuk menjual dan mendistribusikan produk-produk farmasi. Perusahaan akan diberikan potongan harga sebesar persentase tertentu dari harga jual yang disyaratkan. Jangka waktu perjanjian 1 (satu) sampai dengan 10 (sepuluh) tahun dan telah diperpanjang secara otomatis kecuali ada pemutusan perjanjian oleh salah satu pihak.

Perusahaan mempunyai perjanjian dengan Biotest AG, Jerman tanggal 8 November 2006, Perjanjian Lisensi dengan Hetero Labs Limited, India, 14 Juli 2015, Kunming Pharmaceuticals Corp, China tanggal 1 Juli 2011, Mundipharma Laboratories GmbH, Switzerland tanggal 1 Agustus 2013, Laboratorio Reig Jofre S.A., Spain tanggal 22 Januari 2015, Indivior UK Limited tanggal 18 Agustus 2011, Vins Bio, India tanggal 29 Februari 2016.

- j. Pada tanggal 15 April 2005, PT Kimia Farma Tbk mengadakan perjanjian Build Operate Transfer (BOT) dengan PT Cipta Kreasi Fasilitas atas sebidang tanah milik Perusahaan seluas 4.175 m² yang terletak di Jalan Cikini Raya No. 2-4 Jakarta Pusat, yang akan dibangun gedung atau pusat perbelanjaan/ mall berlantai tiga dengan jangka waktu pengelolaan selama 20 (dua puluh) tahun terhitung sejak tanggal 31 Januari 2006 sampai dengan tanggal 31 Januari 2026 dan pada tanggal 28 Februari 2006 telah dibuat klausula tambahan atas perjanjian tersebut.

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- i. PT Kimia Farma Tbk have an agreement with Janssen Pharmaceutica – Belgium and PT Johnson & Johnson Indonesia on May 7, 2007, and Naprod Life Sciences Pvt Ltd – India on August 12, 2008, to sell and distribute pharmaceutical products. The Company will be given a rebate of a certain percentage of the selling price is required. Agreement time period ranging from 1 (one) to 10 (ten) years and has been renewed automatically unless there is a termination of agreement by one party.

The Company has an agreement with Biotest AG, Germany November 8, 2006, the License Agreement with Hetero Labs Limited, India, July 14, 2015 Kunming Pharmaceuticals Corp, China on July 1, 2011, Mundipharma Laboratories GmbH, Switzerland dated August 1, 2013, Laboratorio Reig Jofre SA, Spain dated January 22, 2015, Pantheryx Group Asia Pte. Ltd. Dated February 24, 2015, Indivior UK Limited dated August 18, 2011, Vins Bio, India dated February 29, 2016.

- j. On April 15, 2005 PT Kimia Farma Tbk entered into a Build Operate Transfer (BOT) with PT Cipta Kreasi Fasilitas on parcel of land owned facilities covering an area of 4,175 sqm located at Jalan Cikini Raya No. 2-4 Central Jakarta, which will be constructed building or a shopping center/ mall three stories with a management for a period of 20 (twenty) years commencing from the date of January 31, 2006 until the date of January 31, 2026 and on February 28, 2006 has created an additional clause on the agreement.

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**52. PERJANJIAN DAN PERIKATAN PENTING
(Lanjutan)**

- k. Pada tanggal 1 Juli 2015, PT Kimia Farma Tbk mengadakan Perjanjian Kerjasama Pendayagunaan Aset Tetap dengan Pola Bangun Guna Serah dengan PT Aura Nusantara Abadi atas sebidang tanah milik Entitas seluas 2.111 m² yang terletak di Jalan Ir. H. Juanda Nomor 69 Bandung, yang akan dibangun bangunan hotel standar bintang tiga yang terintegrasi dengan ruang apotek, ruang praktek dokter dan fasilitas penunjang lainnya dengan jangka waktu pengelolaan selama 25 (dua puluh lima) tahun, terhitung sejak tanggal diterbitkannya Sertifikat Laik Fungsi oleh Pemerintah Kotamadya Bandung (kecuali diakhiri lebih awal berdasarkan ketentuan Perjanjian ini), atau maksimal sampai dengan tanggal 2 Juni 2042.
- l. Pada tanggal 16 November 2015, PT Kimia Farma Tbk mengadakan Perjanjian Kerjasama Pendayagunaan Aset Tetap dengan Pola Bangun Guna Serah dengan PT Primera Anggada atas sebidang tanah milik Entitas seluas 3.000 m² yang terletak di Jalan Matraman Raya Nomor 57, 59 dan 61 Bandung, yang akan dibangun bangunan hotel standar bintang tiga yang terintegrasi dengan ruang apotek, ruang praktek dokter dan fasilitas penunjang lainnya dengan jangka waktu pengelolaan selama 25 (dua puluh lima) tahun, terhitung sejak tanggal diterbitkannya Sertifikat Laik Fungsi oleh Pemerintah DKI Jakarta (selambat-lambatnya 16 Juni 2018) atau akan berakhir 16 Juni 2043.
- m. Pada tanggal 8 Juni 2016, PT Kimia Farma Tbk mengadakan Perjanjian Kerjasama Pendayagunaan Aset Tetap dengan Pola Bangun Guna Serah dengan PT Brawijaya Investama atas sebidang tanah milik Perusahaan seluas 4.520 m² yang terletak di Jalan Dr. Saharjo No.199 Jakarta, yang akan dibangun bangunan Rumah Sakit termasuk Rumah Sakit Ibu dan Anak berikut infrastruktur dengan jangka waktu pengelolaan selama 20 (dua puluh) tahun, terhitung sejak Grand Opening Rumah Sakit.

**52. IMPORTANT AGREEMENTS AND
EMPLOYMENT (Continued)**

- k. On July 1, 2015, PT Kimia Farma Tbk entered into Cooperation Agreement of the Utilization of Fixed Assets with Build Use Transfer scheme with PT Aura Nusantara Abadi on parcel of land owned Entities area of 2,111 sqm located in Jalan Ir. H. Juanda No. 69 Bandung, which will be built three-star standard hotel building which is integrated with the room pharmacy, doctor's office and other supporting facilities with a term of management for 25 (twenty five) years from date of issuance Eligible Certificate Functionality by Municipal Government of Bandung (unless terminated earlier under the provisions of this Agreement), or up to the date of June 2, 2042.
- l. On November 16, 2015, PT Kimia Farma Tbk entered into the Cooperation Agreement Utilization of Fixed Assets with Build Use Transfer scheme with PT Primera Anggada on a plot of land owned entity of 3,000 sqm² located in Jalan Matraman Raya No. 57, 59 and 61 Bandung, which will be built threestar standard hotel buildings which are integrated with the room pharmacy, doctor's office and other supporting facilities with a term of management over a period of 25 (twenty five) years, commencing from the date of issuance of the Certificate Eligible functions by the Government of DKI Jakarta (no later than June 16, 2018) or will end June 16, 2043.
- m. On June 8, 2016, PT Kimia Farma Tbk entered into the Cooperation Agreement Utilization of Fixed Assets with Build Use Transfer scheme with PT Brawijaya Investama for a land belongs to the Company area of 4,520 sqm located in Jalan Dr. Saharjo No.199 Jakarta, which will be built buildings including the Hospital Women and Children's Hospital following a period of management infrastructure for 20 (twenty) years, commencing from the Grand Opening Hospital.

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- n. PT Kimia Farma Tbk mengadakan perjanjian distribusi dengan Ajmir MaS.Haal Co Ltd, Afghanistan pada tanggal 28 Maret 2006, Amir Aldin Co Ltd Yaman pada tanggal 28 Agustus 2008, Yat Seng Trading Company Hongkong pada tanggal 15 Agustus 2008 untuk memasarkan produk – produk Entitas di wilayah masing – masing negara bersangkutan. Perjanjian ini berlaku dengan jangka waktu selama antara 2 (dua) sampai dengan 5 (lima) tahun dan selanjutnya dapat diperpanjang secara otomatis.
- o. Pada tanggal 21 Maret 2010, PT Kimia Farma Tbk mengadakan perjanjian dengan PT Pharmasolindo untuk memasarkan dan mempromosikan produk Kimia Farma di seluruh wilayah Indonesia. Perjanjian ini berlaku dalam jangka waktu selama antara 1(satu) sampai 2 (dua) tahun dan selanjutnya dapat diperpanjang secara otomatis. Perjanjian diperbaharui tanggal 30 April 2015.
- p. PT Kimia Farma Trade & Distribution, mengadakan perjanjian distribusi dengan PT Indofarma (Persero) Tbk tanggal 14 Agustus 2003, PT Darya Varia Group pada bulan Desember 2012, PT Mersifarma pada bulan Maret 2013, PT Widatra Bhakti pada bulan Januari 2014, PT Ikapharmindo pada bulan Februari 2014, PT Kasa Husada pada bulan Juni 2014.

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- n. PT Kimia Farma Tbk entered into a distribution agreement with Ajmir MaS.Haal Co Ltd, Afghanistan on March 28, 2006, Amir Aldin Co. Ltd Yemen on August 28, 2008, Yat Seng Trading Company Hong Kong on August 15, 2008 to market the Company's products in each region concerned. This agreement applies to a period between two (2) up to 5 (five) years and can then be renewed automatically.
- o. On March 21, 2010, PT Kimia Farma Tbk entered into an agreement with PT Pharmasolindo to market and promote products Kimia Farma throughout Indonesia. This agreement is valid within a period between 1 (one) to 2 (two) years and can then be renewed automatically. The agreement was renewed on April 30, 2015.
- p. PT Kimia Farma Trade & Distribution, entered into a distribution agreement with PT Indofarma (Persero) Tbk. dated August 14, 2003, PT Darya Varia Group in December 2012, PT Mersifarma March 2013, PT Widatra Bhakti in January 2014, PT Ikapharmindo in February 2014, PT Kasa Husada in June 2014.

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- q. PT Kimia Farma Apotek, mengadakan perjanjian kerja sama pelayanan obat-obatan dengan beberapa Entitas. Berdasarkan perjanjian kerja sama tersebut, Entitas Anak menerima penunjukan untuk melayani obat-obatan pegawai beserta keluarganya dari pihakpihak tertentu. PT Kimia Farma Apotek akan menerima pembayarannya setelah jangka waktu tertentu yang telah ditentukan dalam perjanjian setelah mengirimkan tagihan berikut dokumen pendukungnya. Perjanjian ini berjangka waktu 2 (dua) tahun sampai dengan 5 (lima) tahun dan dapat diperbaharui atas kesepakatan bersama.
- r. Pada tanggal 27 Desember 2017, telah ditandatangani Perjanjian artridge antara PT Kimia Farma Tbk dan PT Telekomunikasi Indonesia (Persero), Tbk. Sehubungan dengan Digitalisasi di PT Kimia Farma Apotek. Perjanjian ini berjangka waktu 5 (lima) tahun dan dapat diperbaharui atas kesepakatan bersama.
- s. Pada tanggal 26 Februari 2018 PT Phapros Tbk, mengadakan perjanjian artridge pemegang ijin edar dengan PT BCHT Bioteknologi Indonesia (BCHT) dimana PT Kimia Farma Tbk mendapatkan fee sebesar 7,5% sebagai kompensasi penunjukan selaku Registrar.
- t. Pada tanggal 10 Juli 2019 PT Kimia Farma Tbk mengadakan perjanjian dengan Topwide Pharmaceuticals Nigeria Limited sebagai distributor untuk mengimpor, mendaftarkan, mendistribusikan, dan menjual produk-produk yang diproduksi PT Kimia Farma Tbk di wilayah Negara Nigeria. Perjanjian ini berlaku selama 4 tahun dari tanggal perjanjian sampai dengan 10 Juli 2023.

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- q. PT Kimia Farma Apotek, entered into medicine service agreement with several companies. Based on the agreement, the Subsidiaries has been appointed to serve medicines for employees and their families from certain parties through. KFA will receive payments after a certain period of time specified in the contract after submitting the bill and the supporting documents. The period of this agreement is 2 (two) up to 5 (five) years and renewable upon mutual agreement.
- r. On December 27, 2017, PT Kimia Farma Tbk has signed agreement with PT Telekomunikasi Indonesia (Persero), Tbk. Related with Digitalization in PT Kimia Farma Apotek. The period of this agreement is 5 (five) years and renewable upon mutual agreement.
- s. On February 26, 2018, PT Phapros Tbk, entered into a license-holder agreement with PT BCHT Bioteknologi Indonesia (BCHT), where PT Kimia Farma Tbk receives a fee of 7.5% as compensation for appointment as Registrar.
- t. On July 10, 2019 PT Kimia Farma Tbk entered into an agreement with Topwide Pharmaceuticals Nigeria Limited as a distributor to import, register, distribute, and sell the products manufactured by PT Kimia Farma Tbk in the territory of the State of Nigeria. This agreement is valid for 4 years from the date of agreement until July 10, 2023.

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

u. Pada tanggal 20 April 2021 PT Kimia Farma Tbk mengadakan perjanjian pengadaan barang vaksin Sinopharm untuk vaksinasi gotong royong No.001.27/DIR/IV/2021 dan No.040/KF/PRJ/IV/2021 dengan PT Bio Farma (Persero) atas pengadaan Produk Vaksin SARS-CoV-2 (Sel Vero), Inaktif atau Vaksin COVID-19 (Sel Vero), Inaktif dari China National Biotee Group Limited dengan kontrak pengadaan SPTIT21-IMCHKXG-019. Perjanjian ini berlaku 2 tahun sejak tanggal penandatanganan.

v. Berdasarkan surat perjanjian No.KN.01.01/6/462-PK/2021 tanggal 26 Februari 2021, PT Kimia Farma Tbk telah ditunjuk oleh Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan melalui Surat Penunjukan Penyedia Barang/Jasa No. KN.01.01/6/357-PK/2021 tanggal 18 Februari 2021 atas pekerjaan:

1. Menyediakan Favipiravir 200mg Tablet sesuai dengan daftar, spesifikasi dan kuantitas barang;
2. Mengirimkan Favipiravir 200mg Tablet ke lokasi tujuan yaitu Instalasi Farmasi Pusat Ditjen Kefarmasian dan Alat Kesehatan
3. Menyerahterimakan Favipiravir 200mg Tablet sesuai dengan alokasi distribusi sebagaimana tertuang di poin 2.

Pengadaan barang ini menggunakan jenis kontrak lumpsum dengan nilai kontrak sebesar Rp168.416.820. Kontrak ini berlaku sejak tanggal penandatanganan sampai dengan selesainya pekerjaan dan terpenuhinya seluruh hak dan kewajiban para Pihak sebagaimana diatur dalam SSUK dan SSKK.

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

u. On April 20, 2021, PT Kimia Farma Tbk entered into an agreement to procure Sinopharm vaccine for mutual cooperation vaccination No.001.27/DIR/IV/2021 and No.040/KF/PRJ/IV/2021 with PT Bio Farma (Persero) for the procurement of SARS-CoV-2 Vaccine Products (Vero Cells), Inactive or COVID-19 Vaccines (Vero Cells), Inactive from China National Biotee Group Limited with the procurement contract SPTIT21-IMCHKXG-019. This agreement is valid for 2 years from the date of signing.

v. Based on the agreement letter No.KN.01.01/6/462-PK/2021 dated February 26, 2021, PT Kimia Farma Tbk has been appointed by the Directorate of Governance for Public Drugs and Health Supplies through the Letter of Appointment of Goods/Services Providers No. KN.01.01/6/357-PK/2021 dated February 18, 2021 for the work of:

1. Provide Favipiravir 200mg Tablets according to the list, specifications and quantity of goods;
2. Sending Favipiravir 200mg Tablet to the destination location, namely the Central Pharmacy Installation of the Directorate General of Pharmacy and Medical Devices
3. Handing over Favipiravir 200mg Tablet in accordance with the distribution allocation as stated in point 2.

The procurement of these goods uses a lump sum contract with a contract value of Rp. 168,416,820. This contract is valid from the date of signing until the completion of the work and the fulfillment of all rights and obligations of the parties as stipulated in the SSUK and SSKK.

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- w. Berdasarkan Surat Perjanjian No. KN.01.01/6/461-PK/2021 dan Addendum Surat Perjanjian No.KN.01.01/6/1733-PK/2021 tanggal 25 Juni 2021, PT Kimia Farma Tbk telah ditunjuk oleh Direktorat Tata Kelola Obat Publik dan Perbekalan Kesehatan melalui Surat Penunjukan Penyedia Barang/Jasa No. KN.01.01/6/356-PK/2021 tanggal 18 Februari 2021 atas pekerjaan:

Menyediakan Remdesivir 100 mg Injeksi sesuai dengan daftar, spesifikasi dan kuantitas barang;

Mengirimkan Remdesivir 100 mg Injeksi ke lokasi tujuan yaitu Instalasi Farmasi Pusat Ditjen Kefarmasian dan Alat Kesehatan;

Menyerahterimakan Remdesivir 100 mg Injeksi sesuai dengan alokasi distribusi sebagaimana tertuang di poin 2.

Pengadaan barang ini memiliki nilai kontrak sebesar Rp243.647.211. Perusahaan harus menyelesaikan pekerjaan selama 248 hari kalender dengan jangka waktu pekerjaan tanggal 26 Februari 2021 sampai dengan 31 Oktober 2021.

- x. Berdasarkan perjanjian No. 040.20/DIR/V/2021 dan No. KP.319/DIREKSI-KFD/V/2021, pada tanggal 18 Mei 2021, PT Kimia Farma Diagnostik melakukan perjanjian kerjasama Fasilitas Pelayanan Kesehatan untuk Vaksinasi Gotong Royong dengan PT Bio Farma (Persero). Perjanjian ini berlaku selama 1 (satu) tahun sejak ditandatangani sampai dengan tgl 16 Mei 2022. Atas Kerjasama ini PT Kimia Farma Diagnostik mendapatkan imbalan jasa sebesar Rp117.910 untuk setiap dosis suntikan yang dilakukan kepada pengguna. Jumlah imbalan jasa yang diterima selama tahun 2021 adalah sebesar Rp139.137.603.813.

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- w. Based on the Letter of Agreement No. KN.01.01/6/461-PK/2021 and Addendum to Letter of Agreement No.KN.01.01/6/1733-PK/2021 dated June 25, 2021, PT Kimia Farma Tbk has been appointed by the Directorate for Governance of Public Drugs and Health Supplies through a Letter of Appointment of Goods Providers /Service No. KN.01.01/6/356-PK/2021 dated February 18, 2021 on the job:

Provide Remdesivir 100 mg shots according to the list, specifications and quantity of goods;

Sending Remdesivir 100mg shots to the destination location, namely the Central Pharmacy Installation of the Directorate General of Pharmacy and Medical Devices;

Handing over Remdesivir 100mg Tablet in accordance with the distribution allocation as stated in point 2.

The procurement of these goods has a contract value of Rp243,647,211. The company must complete the work for 248 calendar days with the work period from February 26, 2021 to October 31, 2021.

- x. Based on the agreement No. 040.20/DIR/V/2021 and No. KP.319/DIREKSI-KFD/V/2021, on May 18, 2021, PT Kimia Farma Diagnostik entered into a cooperation agreement for Health Service Facilities for Vaccination with PT Bio Farma (Persero). This agreement is valid for 1 (one) year from the date of signing until May 16, 2022. For this collaboration, PT Kimia Farma Diagnostik will receive a service fee of Rp. 117,910 for each injection dose given to the user. The total service fee received during 2021 is Rp139,137,603,813.

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- y. Berdasarkan perjanjian No. 006.31.DIR/III/2021 tanggal 31 Maret 2021, PT Kimia Farma Trade & Distribution melakukan perjanjian Kerjasama Distributor atas pendistribusian vaksin dengan PT Bio Farma (Persero). Perjanjian ini berlaku selama 12 bulan sejak ditandatangani sampai dengan tanggal 31 Desember 2021. Atas Kerjasama ini, PT Kimia Farma Trade & Distribution mendapatkan imbalan jasa yang diterima selama tahun 2021 sebesar Rp53.924.100.359.
- z. Berdasarkan Perjanjian tanggal 6 Maret 2018 terakhir diperpanjang dengan addendum 2 No. 166/S.Pj/PHS/LE/X/21 pada tanggal 25 Oktober 2021, PT Phapros Tbk mengadakan perjanjian dengan Pierrel Pharma SRL atas pemasaran dan distribusi produk. Perjanjian ini berlaku dalam jangka waktu selama 3 tahun dan selanjutnya dapat diperpanjang secara otomatis.
- aa. Pada tanggal 17 September 2020 Farmalab menandatangani perjanjian kerjasama dengan PT Angkasa Pura Solusi yang tertuang dalam perjanjian No. APS/RET/BAFRM/IX/2020/562.1 mengenai penyediaan jasa layanan pemeriksaan Covid-19 metode Rapid Test Antibody di area Terminal keberangkatan domestik di Bandara Pengelolaan PT Angkasa Pura II (Persero) dan telah diperbaharui dengan perjanjian nomor APS/RET/BA-FLIU/XII/2020/796 mengenai penambahan lingkup pemeriksaan Covid-19 dengan metode Rapid Test Antigen dan RT-PCR. Perjanjian ini berlaku sejak tanggal 18 September 2020 sampai dengan 17 September 2021. Perjanjian ini telah mengalami beberapa kali perubahan dengan perubahan terakhir dalam Berita Acara Kesepakatan nomor: APS/RET/BA-FIU/IX/2021/527.1 pada tanggal 9 September 2021 mengenai penyesuaian harga jual layanan Kesehatan di Airport Health Center dan memperpanjang waktu kerjasama sampai dengan 31 Desember 2021.

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- y. Based on the agreement No. 006.31.DIR/III/2021 dated March 31, 2021, PT Kimia Farma Trade & Distribution entered into a Distributor Cooperation agreement for the distribution of vaccines with PT Bio Farma (Persero). This agreement is valid for 12 months from the date of signing until December 31, 2021. For this collaboration, PT Kimia Farma Trade & Distribution receive compensation for services received during 2021 amounting to Rp53,924,100,359.
- ag. Based on Agreement dated March 6, 2018, latest extended by addendum 2 No.166/S.Pj/PHS/LE/X/21 on October 25, 2021, PT Phapros Tbk entered into an agreement with Pierrel Pharma SRL to marketing and distribution of products. This agreement is valid for 3 years and can then be renewed automatically.
- aa. On September 17, 2020 Farmalab signed a cooperation agreement with PT Angkasa Pura Solusi as stated in the agreement number APS/RET/BA-FRM/IX/2020/562.1 regarding the provision of Covid-19 inspection services using the Rapid Test Antibody method in the Domestic Departure Terminal area at Airport Management PT Angkasa Pura II (Persero) and has been renewed with the agreement number APS/RET/BA-FLIU/XII/2020/796 regarding the addition of the scope of the Covid-19 examination with the Rapid Test Antigen and RT-PCR methods. This agreement is valid from 18 September 2020 until 17 September 2021. This agreement has been amended several times with the latest amendment in the Minutes of Agreement number: APS/RET/BAFIU/IX/2021/527.1 on 9 September 2021 regarding adjustments selling price of Health services at the Airport Health Center and extending the time of cooperation until December 31, 2021.

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52. PERJANJIAN DAN PERIKATAN PENTING (Lanjutan)

- ab. Pada tanggal 19 Maret 2021, PT Farmalab menandatangani perjanjian kerjasama dengan PT Kereta Api Indonesia (Persero) yang tertuang dalam perjanjian nomor KL.705/III/13/KA-2021 mengenai Penyediaan Fasilitas GeNose C-19 Test di stasiun-stasiun PT Kereta Api Indonesia (Persero). Perjanjian ini telah mengalami perubahan dengan Addendum dan Pernyataan Kembali nomor KL.705/X/4/KA-2021 pada tanggal 12 Oktober 2021 mengenai Penyediaan Fasilitas Rapid Test Antigen dan GeNose C-19 Test di Stasiun-stasiun PT Kereta Api Indonesia (Persero) yang berlaku sejak tanggal 20 Maret 2021 sampai dengan 19 Maret 2022.
- ac. Pada tanggal 4 Februari 2021, PT Farmalab menandatangani perjanjian kerjasama dengan PT Anarya Teknologi Indonesia dengan nomor 351/P/FLIU/II/2021 tentang penggunaan sistem lMedix dengan jangka waktu perjanjian adalah 5 tahun terhitung sejak tanggal efektif dan dapat diperpanjang untuk jangka waktu 5 tahun berikutnya atau berdasarkan kesepakatan para pihak.
- ad. Pada tanggal 25 Oktober 2021, PT Farmalab menandatangani perjanjian kerjasama dengan Perhimpunan Hotel dan Restoran Indonesia dengan nomor: 2781/MOU/FLIUPHRI/ X/2021 tentang penyediaan pemeriksaan Kesehatan yang diwajibkan pemerintah kepada Pelaku Perjalanan Internasional (PPI) untuk melakukan testing dan tracing Covid-19 dalam rangka menjalankan masa karantina sesuai dengan Peraturan Pemerintah yang berlaku. Perjanjian ini berlaku sejak tanggal 25 Oktober 2021 sampai dengan 24 Oktober 2022.

52. IMPORTANT AGREEMENTS AND EMPLOYMENT (Continued)

- ab. On March 19, 2021, PT Farmalab signed a cooperation agreement with PT Kereta Api Indonesia (Persero) as stated in the agreement number KL.705/III/13/KA-2021 regarding the Provision of GeNose C-19 Test Facilities at PT Kereta Api Indonesia stations (Persero). This agreement has been amended by Addendum and Restatement number KL.705/X/4/KA-2021 on October 12, 2021 regarding the Provision of Antigen Rapid Test Facilities and GeNose C-19 Test at PT Kereta Api Indonesia (Persero) Stations which is valid from March 20, 2021 until March 19, 2022.
- ac. On February 4, 2021, PT Farmalab signed a cooperation agreement with PT Anarya Teknologi Indonesia number 351/P/FLIU/II/2021 regarding the use of the lMedix system with an agreement period of 5 years from the effective date and can be extended for another 5 years or based on the agreement of the parties.
- ad. On October 25, 2021, Farmalab signed a cooperation agreement with the Indonesian Hotel and Restaurant Association with the number: 2781/MOU/FLIUPHRI/X/2021 regarding the provision of health checks required by the government to International Travel Actors (PPI) to carry out testing and tracing of Covid-19 in the context of carrying out the quarantine period in accordance with the applicable Government Regulation. This agreement is valid from October 25, 2021 until October 24, 2022.

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**53. PENGUNGKAPAN TAMBAHAN ATAS
AKTIVITAS OPERASI INVESTASI DAN
PENDANAAN NON-KAS**

**53. SUPPLEMENTAL DISCLOSURES ON NON-
CASH OPERATING, INVESTING AND
FINANCING ACTIVITIES**

- a. Aktivitas investasi dan pendanaan yang tidak mempengaruhi kas:

- a. Non-cash investing and financing activities

	2021	2020	
Penambahan aset tetap melalui utang pembiayaan konsumen	(23.582.770)	—	Addition of fixed assets from consumer financing liabilities
Penambahan aset tetap melalui liabilitas sewa	—	22.131.738	Addition of fixed assets from lease liabilities
Pembayaran bunga melalui akrui bunga	—	(10.937.500)	Interest expenses addition from interest accrue
Pengurangan penyertaan langsung dalam bentuk saham	—	(18.416.000)	Deduction of direct investment in shares of Stock
Total	(23.582.770)	(7.221.762)	Total

- b. Rekonsiliasi utang neto:

- b. Debt reconciliation, net:

	1 Januari/ January 1, 2021	Arus kas-neto/ Cash flows-net	Perubahan lain/ Other changes	31 Desember/ December 31, 2021	
Utang bank jangka pendek	7.035.436.030	(3.320.400.608)	41.919.409	3.756.954.831	Short-term bank loan
Utang bank jangka panjang	2.696.134.942	1.344.643.538	408.080.591	4.448.859.071	Long-term bank loan
Medium term note	1.550.000.000	(600.000.000)	(450.000.000)	500.000.000	Medium term note
Utang pembiayaan konsumen	22.751.006	(6.008.428)	2.815.883	19.558.461	Consumer finance payables
Liabilitas sewa	37.522.919	—	56.838.751	94.361.670	Lease liabilities
Total	11.341.844.897	(2.581.765.498)	59.654.634	8.819.734.033	Total

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54. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING

Pada tanggal 31 Desember 2021 dan 2020, Grup mempunyai aset dan liabilitas moneter dalam mata uang asing sebagai berikut:

54. MONETARY ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCIES

As of December 31, 2021 and 2020, Group had monetary assets and liabilities in foreign currencies as follows:

	2021		2020		
	Mata Uang Asing/ Foreign Currency	Ekuivalen Rp/ Equivalent in Rp	Mata Uang Asing/ Foreign Currency	Ekuivalen Rp/ Equivalent in Rp	
<u>Aset</u>					<u>Asset</u>
Bank					Cash in bank
Dolar Amerika Serikat	100.120,02	1.428.612.504	72.047,45	1.016.229.219	United States Dollar
Euro	232,94	3.756.682	132,39	2.294.310	Euro
Yuan Cina	–	–	5,65	12.206	Chinese Yuan
Deposito berjangka					Time deposit
Dolar Amerika Serikat	471,30	6.724.984	471,30	6.647.691	United States Dollar
Piutang Usaha					Trade receivables
Dolar Amerika Serikat	22.476,45	320.716.399	17.014,08	239.983.566	United States Dollar
Riyal Saudi Arabia	6.257,21	23.783.672	7.820,72	29.398.076	Saudi Arabia Riyal
Total aset		1.783.594.241		1.294.565.068	Total asset
<u>Liabilitas</u>					<u>Liabilities</u>
Utang usaha					Trade payables
Dolar Amerika Serikat	(79.296,75)	(1.131.485.279)	(31.189,65)	(439.929.981)	United States Dollar
Poundsterling	(2,79)	(53.612)	(6,74)	(128.606)	Great British Pound
Euro	(46,39)	(748.184)	(1.305,72)	(22.628.131)	Euro
Yen Jepang	–	–	(8.295,78)	(1.128.226)	Japan Yen
Yuan Cina	(1.813,15)	(4.057.829)	(2.296,62)	(4.962.991)	Chinese Yuan
Riyal Saudi Arabia	(8.397,32)	(31.918.197)	(12.288,14)	(46.191.130)	Saudi Arabia Riyal
Total liabilitas		(1.168.263.101)		(514.969.065)	Total liabilities
Total aset moneter - neto		615.331.140		779.596.003	Total monetary assets - net

Pada tanggal 31 Desember 2021 dan 2020, kurs konversi yang digunakan Grup adalah sebagai berikut:

The conversion rates used by Group on December 31, 2021 and 2020 are as follows:

	2021 Rp	2020 Rp	
Poundsterling Inggris (GBP)	19.200	19.085	Great Britain Poundsterling (GBP)
Euro (EUR)	16.127	17.330	Euro (EUR)
Dolar Amerika Serikat (ASD)	14.269	14.105	United States Dollar (USD)
Dolar Singapura (SGD)	10.534	10.644	Singapore Dollar (SGD)
Riyal Saudi Arabai (SAR)	3.801	3.759	Saudi Arabia Riyal (SAR)
Yuan China (CNY)	2.238	2.161	Chinese Yuan (CNY)
Dolar Hongkong (HKD)	1.830	1.819	Hongkong Dollar (HKD)
Yen Jepang (JPY)	124	136	Japan Yen (JPY)

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55. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN

I. Manajemen risiko

Dalam menjalankan aktivitas operasi, investasi dan pendanaan, Grup menghadapi risiko keuangan yaitu risiko kredit, risiko likuiditas dan risiko pasar dan mendefinisikan risiko-risiko sebagai berikut:

- Risiko kredit merupakan risiko yang muncul dikarenakan debitur tidak membayar semua atau sebagian piutang atau tidak membayar secara tepat waktu dan akan menyebabkan kerugian bagi Grup.
- Risiko likuiditas merupakan risiko atas ketidakmampuan Grup membayar liabilitasnya pada saat jatuh tempo. Saat ini Grup berharap dapat membayar semua liabilitas pada saat jatuh tempo.
- Risiko pasar terdiri atas:
 - i) Risiko mata uang merupakan risiko fluktuasi nilai keuangan yang disebabkan perubahan nilai tukar mata uang asing.
 - ii) Risiko suku bunga terdiri dari risiko suku bunga atas nilai wajar, yaitu risiko fluktuasi nilai keuangan yang disebabkan perubahan suku bunga pasar dan risiko suku arus kas di masa depan akan berfluktuasi karena perubahan suku bunga pasar.

Dalam rangka untuk mengelola risiko tersebut secara efektif, Direksi telah menyetujui beberapa strategi untuk pengelolaan risiko keuangan, yang sejalan dengan tujuan Grup. Pedoman ini menetapkan tujuan dan tindakan yang harus diambil dalam rangka mengelola risiko keuangan yang dihadapi Grup.

55. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT

I. Risk management

In the course of its operating, investing and financing activities, Group is exposed to the following financial risks: credit risk, liquidity risk and market risk and define those risks as follows:

- *Credit risk represents risk due to the possibility that a customer will not repay all or a portion of a receivable or will not repay in a timely manner and therefore will cause a loss to Group.*
- *Liquidity risk represents risk of Group's inability to repay all their liabilities at maturity date. At present Group does expect to pay all liabilities at their contractual maturity.*
- *Market risk consist of:*
 - i) *Currency risk represents the fluctuation risk in the value of financial instruments that caused the changes foreign exchange currency notes.*
 - ii) *Interest rate risk consist of interest rate risk at fair value, which is the fluctuation risk of the financial instruments value that caused of the interest market rates and interest rate risk on cash flows, the cash flows risk in the future that will fluctuated because of interest market rate changes.*

In order to effectively manage those risks, the Directors has approved some strategies for the management of financial risks, which are in line with Group's objectives. These guidelines set up objectives and action to be taken in order to manage the financial risks that Group faces.

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55. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN (Lanjutan)

I. Manajemen risiko (Lanjutan)

Pedoman utama dari kebijakan ini adalah sebagai berikut:

- meminimalkan dampak dari perubahan mata uang dan risiko pasar atas semua jenis transaksi dengan menyediakan cadangan mata uang yang cukup;
- memaksimalkan penggunaan lindung nilai alamiah yang menguntungkan sebanyak mungkin off-setting alami antara pendapatan dan biaya dan utang/pinjaman dan piutang dalam mata uang yang sama; dan
- semua kegiatan manajemen risiko keuangan dilakukan secara bijaksana, konsisten, dan mengikuti praktik pasar terbaik.

Grup tidak memiliki instrumen derivatif untuk mengantisipasi risiko yang terjadi.

Risiko Kredit

Grup mengelola risiko kredit terkait dengan simpanan dana di bank dan penempatan deposito berjangka dengan hanya menggunakan bank-bank yang memiliki reputasi dan predikat yang baik untuk mengurangi kemungkinan kerugian akibat kebangkrutan bank.

Terkait dengan kredit yang diberikan kepada pelanggan, Grup mengendalikan eksposur risiko kredit dengan menetapkan kebijakan atas persetujuan atau penolakan kontrak kredit baru. Kepatuhan atas kebijakan tersebut dipantau oleh Dewan Direksi. Sebagai bagian dari proses dalam persetujuan atau penolakan tersebut, reputasi dan jejak rekam pelanggan menjadi bahan pertimbangan.

55. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (Continued)

I. Risk management (Continued)

The major guidelines of this policy are the following:

- *minimize effect of changes in foreign exchange and market risk for all kind of transactions by providing adequate foreign currencies reserve;*
- *maximize the use of favourable "natural hedge" as much as possible the natural off-setting of revenue and costs and payables and receivables denominated in the same currency; and*
- *all financial risk management activities carried out on a prudent, consistent basis, and following the best market practices.*

Group does not have derivative instruments to anticipate possible risks.

Credit Risks

Group manage credit risk exposed from its deposits in banks and time deposits by using banks with good reputation and ratings to mitigate financial loss through potential failure of the banks.

In respect of credit exposures given to customer, Group controls its exposure to credit risk by setting its policy in approval or rejection of new credit contract. Compliance to the policy is monitored by the Board of Director. As part of the process in approval or rejection, the customer reputation and track record is taking into consideration.

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55. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (Continued)

I. Manajemen risiko (Lanjutan)

I. Risk management (Continued)

Risiko Kredit (Lanjutan)

Credit Risks (Continued)

Pada tanggal pelaporan, eksposur maksimum Grup terhadap risiko kredit adalah sebesar nilai tercatat masing-masing kategori aset keuangan yang disajikan pada laporan posisi keuangan konsolidasian.

At the reporting date, the Group's maximum exposure to credit risk is represented by the carrying amount of each class of financial assets presented in the consolidated statements of financial position.

	2021	2020	
Bank	22.447.983.029	13.289.440.817	Cash in bank
Setoran jaminan	—	2.372.500	Guarantee deposit
Dana yang dibatasi penggunaannya	61.457.732	—	Restricted time deposit
Piutang usaha	3.818.159.386	2.290.344.584	Trade receivables
Piutang lain-lain	269.316.672	259.338.191	Other receivables
Aset kontrak	328.719.261	196.393	Contract assets
Total	26.925.636.080	15.841.692.485	Total

Kualitas Kredit Aset Keuangan

Credit Quality of Financial Assets

Grup mengelola risiko kredit yang terkait dengan simpanan di bank dan piutang dengan memonitor reputasi, peringkat kredit, dan membatasi risiko agregat dari masing-masing pihak dalam kontrak. Untuk bank, hanya pihak-pihak independen dengan predikat baik yang diterima.

The Group manages credit risk exposure from its deposits with banks and receivables by monitoring reputation, credit ratings and limiting the aggregate risk to any individual counterparty. For banks, only independent parties with a good rating are accepted.

Grup memiliki jenis aset keuangan berikut yang menggunakan model kerugian kredit ekspektasian:

The Group has following types of financial assets that are subject to the expected credit loss model:

- Piutang usaha untuk penjualan;
- Piutang lain lain, dan
- Aset kontrak

- Trade receivables for sales;
- Other receivables, and
- Contract assets

Sementara kas dan setara kas serta piutang lain-lain dari karyawan juga sesuai dengan persyaratan penurunan nilai PSAK 71, kerugian penurunan nilai yang teridentifikasi tidak material.

While cash and cash equivalents and other receivables from employee are also subject to impairment requirements of SFAS 71, the identified impairment loss was immaterial.

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55. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN (Lanjutan)

I. Manajemen risiko (Lanjutan)

Kualitas Kredit Aset Keuangan (Lanjutan)

Grup menerapkan pendekatan sederhana PSAK 71 untuk mengukur kerugian kredit ekspektasian yang menggunakan penyisihan kerugian ekspektasian sepanjang umurnya untuk semua piutang usaha dan aset kontrak.

Untuk mengukur kerugian kredit ekspektasian, piutang usaha dan aset kontrak telah dikelompokkan berdasarkan karakteristik risiko kredit bersama dan hari lewat jatuh tempo. Aset kontrak terkait dengan pekerjaan yang belum tertagih dan secara memiliki karakteristik risiko yang sama dengan piutang usaha untuk jenis kontrak yang sama. Oleh karena itu, Grup menyimpulkan bahwa tingkat kerugian ekspektasian untuk piutang usaha adalah perkiraan yang wajar dari tingkat kerugian untuk aset kontrak.

Tingkat kerugian ekspektasian didasarkan pada profil pembayaran penjualan untuk tahun yang berakhir 31 Desember 2021 atau 31 Desember 2020 dan kerugian kredit historis terkait yang dialami dalam periode ini. Tingkat kerugian historis disesuaikan untuk mencerminkan informasi terkini dan informasi forward-looking mengenai faktor-faktor makroekonomi yang memengaruhi kemampuan pelanggan untuk melunasi piutang. Grup tersebut telah mengidentifikasi CPI, selisih nilai tukar mata uang asing, dan tingkat inflasi Indonesia tempat mereka menjual barang dan jasanya menjadi artri yang paling relevan, dan karenanya menyesuaikan tingkat kerugian historis berdasarkan perubahan ekspektasian dalam faktor-faktor ini.

55. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (Continued)

I. Risk management (Continued)

Credit Quality of Financial Assets (Continued)

The Group applies the SFAS 71 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The expected loss rates are based on the collection profiles of sales for the year ended December 31, 2021 or December 31, 2020 respectively and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group has identified the CPI, foreign exchange differences, and inflation of Indonesia in which it sells its goods to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

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I. Manajemen risiko (Lanjutan)

Kualitas Kredit Aset Keuangan (Lanjutan)

Piutang usaha dan aset kontrak dihapuskan jika tidak ada ekspektasi pemulihan yang wajar. Indikator bahwa tidak ada ekspektasi pemulihan yang wajar mencakup, antara lain, kegagalan debitur untuk melaksanakan rencana pelunasan utang pada Grup, dan kegagalan melakukan pembayaran kontraktual untuk jangka waktu lebih dari 360 hari lewat jatuh tempo.

Kerugian penurunan nilai piutang usaha dan aset kontrak disajikan sebagai kerugian penurunan nilai bersih dalam laba operasi. Pemulihan selanjutnya dari jumlah yang dihapuskan sebelumnya dikreditkan ke item baris yang sama.

Risiko Likuiditas

Risiko likuiditas timbul apabila Grup mengalami kesulitan untuk memenuhi liabilitas keuangan sebagai liabilitas keuangan tersebut jatuh tempo. Manajemen risiko likuiditas berarti menjaga kecukupan saldo kas dan setara kas dalam upaya pemenuhan liabilitas keuangan Grup.

Pada saat ini Grup berharap dapat membayar semua liabilitas pada saat jatuh tempo. Untuk memenuhi komitmen kas, Grup berharap kegiatan operasinya dapat menghasilkan arus kas masuk yang cukup. Tabel berikut merupakan analisis rasio lancar Grup:

	2021	2020	
Jumlah aset lancar	22.254.704.823	15.027.584.172	Total current assets
Jumlah liabilitas jangka pendek	16.971.393.170	11.863.014.932	Total current liabilities
Rasio lancar	131,13%	126,68%	Current ratio

55. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (Continued)

I. Risk management (Continued)

Credit Quality of Financial Assets (Continued)

Trade receivables and contract assets are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group, and a failure to make contractual payments for a period of greater than 360 days past due.

Impairment losses on trade receivables and contract assets are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

Liquidity Risk

Liquidity risk arises when the Group has difficulty to satisfy financial liabilities as financial liabilities are due. Prudent liquidity risk management implies maintaining sufficient cash and cash equivalents in order to fulfill the financial obligations of the Group.

Currently the Group expects to pay all liabilities at the maturity. In order to meet the cash commitments, the Group expects its operating activities able to generate sufficient cash inflows. The following table analyze the current ratio of the Group:

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I. Manajemen risiko (Lanjutan)

Risiko Likuiditas

Selain itu, Grup memiliki aset keuangan yang likuid dan tersedia untuk memenuhi kebutuhan likuiditasnya. Grup mengelola risiko likuiditas dengan pengawasan proyeksi dari arus kas aktual secara terus menerus serta pengawasan tanggal jatuh tempo dari liabilitas keuangan. Jumlah liabilitas keuangan yang pembayarannya diharapkan dalam satu tahun sejak 31 Desember 2021 dan 2020 adalah sebesar Rp1.241.637.435 dan Rp1.345.878.658 sedangkan liabilitas keuangan yang pembayarannya diharapkan lebih dari satu tahun sejak 31 Desember 2021 dan 2020 adalah sebesar Rp3.821.141.767 and Rp2.960.530.209.

Risiko Suku Bunga

Grup terekspos risiko suku bunga terutama menyangkut liabilitas keuangan. Grup memiliki pinjaman jangka pendek dan jangka panjang kepada bank dengan menggunakan tingkat bunga pasar pinjaman dengan suku bunga mengambang menimbulkan risiko arus kas. Pada saat ini, Grup tidak memiliki kebijakan atau pengaturan tertentu untuk mengelola risiko tingkat bunga. Grup akan memonitor secara ketat pergerakan suku bunga di pasar dan apabila suku bunga mengalami kenaikan yang signifikan maka Grup akan menegosiasikan kembali suku bunga tersebut dengan para pemberi pinjaman dan mengurangi pinjaman dengan tingkat bunga yang lebih tinggi ke pinjaman dengan tingkat bunga yang lebih rendah. Tidak terdapat aktivitas lindung nilai tingkat bunga pada tanggal 31 Desember 2021 dan 2020.

55. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (Continued)

I. Risk management (Continued)

Liquidity Risk

In addition, the Group holds liquid financial assets and available to fulfill its liquidity requirement. The Group manages its liquidity risk by monitoring actual cashflow projections and supervises the maturity of its financial liabilities. Total financial liabilities that are expected to be paid within one year from December 31, 2021 and 2020 amounted to Rp1,241,637,435 and Rp1,345,878,658 while payment for non current financial liabilities from December 31, 2021 and 2020 is amounted to Rp3,821,141,767 and Rp2,960,530,209.

Interest Rate Risks

The Group exposures to interest rate risk mainly concerning financial liabilities. The Group holds short- term and long-term loans to banks which use market interest rate loans at variable rates expose cash flows risk. Currently, the Group has no certain policy or arrangement to manage its interest rate risk. Group will strictly monitor the market interest rate fluctuation and if the interest rates significantly increased, they will renegotiate the interest rate to the lenders and changing high interest rate loans to the lower interest rate loans. There are no interest rate hedge activities as December 31, 2021 and 2020.

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55. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN (Lanjutan)

I. Manajemen risiko (Lanjutan)

Risiko Mata Uang

Grup terekspos risiko mata uang asing karena sebagian aset, liabilitas dan transaksi operasional Grup didominasi oleh mata uang khususnya Rupiah yang terutama berasal dari transaksi pinjaman. Jumlah eksposur mata uang asing bersih pada tanggal laporan diungkapkan dalam Catatan 54. Tidak terdapat aktivitas lindung nilai mata uang selama periode laporan keuangan konsolidasian.

Tabel berikut ini menunjukkan sensitivitas kemungkinan perubahan tingkat pertukaran mata uang asing terhadap Rupiah. Dengan asumsi variabel lain konstan, laba konsolidasian sebelum beban pajak sebagai berikut:

	2021	2020	
Dampak terhadap laba sebelum pajak penghasilan			<i>Impact on profit before income tax</i>
Perubahan tingkat pertukaran terhadap Rupiah (1%)	61.533.114	77.959.601	<i>Change in exchange rate against Rupiah (1%)</i>
Perubahan tingkat pertukaran terhadap Rupiah (-1%)	(61.533.114)	(77.959.601)	<i>Change in exchange rate against Rupiah (-1%)</i>

55. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (Continued)

I. Risk management (Continued)

Currency Risk

The Group is exposed to foreign currency risk due to certain assets, liabilities, and operational transactions of the Group are denominated by currencies particularly Rupiah that mainly resulted from loan activities. Total exposure of foreign currency at the reporting date is disclosed in Note 54. There is no currency hedging activities during the period of consolidated of financial statements.

The following table demonstrates the sensitivity to reasonably changes of foreign currencies against Rupiah. With all other variable held constant, the consolidated income before tax expenses as follows:

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55. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (Continued)

II. Pengukuran Nilai Wajar

II. Fair Value Measurement

Tabel di bawah ini menggambarkan nilai tercatat dan nilai wajar dari aset dan liabilitas keuangan:

The fair value of financial assets and liabilities and their carrying amounts are as follows:

	2021		2020		
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
Aset Lancar					Current Assets
Kas dan setara kas	7.559.798.084	7.559.798.084	4.601.934.982	4.601.934.982	Cash and cash equivalents
Setoran jaminan	—	—	2.372.500	2.372.500	Guarantee deposit
Dana yang dibatasi penggunaannya	61.457.732	61.457.732	—	—	Restricted time deposit
Piutang usaha	3.818.159.386	3.818.159.386	2.290.344.584	2.290.344.584	Trade receivables
Piutang lain-lain	262.920.950	262.920.950	259.338.191	259.338.191	Other receivables
Aset kontrak	328.719.261	328.719.261	196.393	196.393	Contract assets
Aset tidak lancar					Non-Current Assets
Piutang lain-lain	6.395.722	6.395.722	—	—	Other receivables
Total	12.037.451.135	12.037.451.135	7.154.186.650	7.154.186.650	Total
Liabilitas Jangka Pendek					Current Liabilities
Utang bank jangka pendek	3.756.954.831	3.756.954.831	7.035.436.030	7.035.436.030	Short-term bank loan
Utang usaha	2.438.268.938	2.438.268.938	2.083.112.564	2.083.112.564	Trade payables
Utang lain-lain	331.978.002	331.978.002	132.037.973	132.037.973	Other payables
Beban yang masih harus dibayar	186.791.573	186.791.573	224.290.858	224.290.858	Accrued expenses
Liabilitas imbalan kerja jangka pendek	503.477.790	503.477.790	167.761.757	167.761.757	Short-term employee benefit liabilities
Bagian liabilitas jangka panjang yang jatuh tempo dalam satu tahun:					Current portion of long term liabilities:
Medium Term Notes	500.000.000	500.000.000	1.050.000.000	1.050.000.000	Medium Term Notes
Utang bank jangka panjang	700.037.148	700.037.148	272.205.123	272.205.123	Long term bank loan
Utang pembiayaan konsumen	16.163.122	16.163.122	14.831.967	14.831.967	Consumer financing payables
Liabilitas sewa	25.437.165	25.437.165	8.841.568	8.841.568	Lease liabilities
Liabilitas Jangka Panjang					Non-current Liabilities
Liabilitas jangka panjang, setelah dikurangi bagian yang jatuh tempo dalam satu tahun:					Long-term liabilities, net of current portion:
Medium Term Notes	—	—	500.000.000	500.000.000	Medium Term Notes
Utang bank jangka panjang	3.748.821.923	3.748.821.923	2.423.929.819	2.423.929.819	Long term bank loan
Utang pembiayaan konsumen	3.395.339	3.395.339	7.919.039	7.919.039	Consumer financing payables
Liabilitas sewa	68.924.505	68.924.505	28.681.351	28.681.351	Lease liabilities
Total	12.280.250.336	12.280.250.336	13.949.048.049	13.949.048.049	Total

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(Lanjutan)

55. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (Continued)

II. Pengukuran Nilai Wajar (Lanjutan)

II. Fair Value Measurement (Continued)

Nilai wajar atas sebagian besar aset dan liabilitas keuangan mendekati nilai tercatat karena dampak pendiskontoan yang tidak signifikan.

The fair value of most of the financial assets and liabilities approximates their carrying amount, as the impact of discounting is not significant.

Nilai wajar dari pinjaman jangka panjang diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

The fair value of long-term loans are measured at amortized cost using the effective interest method.

Tujuan utama pengelolaan modal Grup adalah untuk memastikan terpeliharanya rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham. Perusahaan dipersyaratkan oleh Undang-undang Perseroan Terbatas No.40 Tahun 2007 untuk menyisihkan dan mempertahankan suatu dana cadangan yang tidak boleh didistribusikan sampai dana cadangan tersebut mencapai 20% dari modal saham diterbitkan dan disetor penuh. Persyaratan permodalan eksternal tersebut akan dipertimbangkan oleh Grup dalam Rapat Umum Pemegang Saham.

The primary objective of the Group capital management is to ensure that healthy capital ratios are maintained in order to support its business and maximize shareholder value. The Company also required by the Limited Liability Company Law No. 40 Year 2007 to contribute and maintain a non-distributable reserve fund until the said reserve reaches 20% of the issued and fully paid share capital. This externally imposed capital requirements will be considered by the Group in their Annual General Shareholder's Meeting.

Grup mengelola struktur permodalan dan melakukan penyesuaian, berdasarkan perubahan kondisi ekonomi. Untuk memelihara dan menyesuaikan struktur permodalan, Grup dapat menerbitkan saham baru atau mengusahakan pendanaan melalui pinjaman.

Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, Group may issue new shares or raise debt financing.

Kebijakan Grup adalah untuk mempertahankan struktur permodalan yang sehat untuk mengamankan akses terhadap pendanaan pada biaya yang wajar.

The Group's policy is to maintain a healthy capital structure in order to secure access to finance at a reasonable cost.

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(Lanjutan)

55. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT (Continued)

III. Manajemen Permodalan

III. Capital Management

Rasio *Adjusted Leverage* adalah sebagai berikut:

The *Adjusted Leverage Ratio* are as follow:

	2021	2020	
Utang bank jangka pendek	3.756.954.831	7.035.436.030	Short-term bank loan
Medium Term Note	500.000.000	1.550.000.000	Medium Term Note
Utang bank jangka panjang	4.448.859.071	2.696.134.942	Long-term bank loan
Utang pembiayaan konsumen	19.558.461	22.751.006	Consumer financing payables
Liabilitas sewa	94.361.670	37.522.919	Lease liabilities
Total utang yang berbunga	8.819.734.033	11.341.844.897	Total interest bearing
Total ekuitas yang dapat diatribusikan kepada pemilik Entitas Induk	16.120.808.836	14.556.174.828	Total equity attributable to the owners of the Parent Entity
Rasio utang berbunga terhadap ekuitas	54,71%	77,92%	Liability interest bearing to equity ratio

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56. STANDAR AKUNTANSI BARU

Dewan Standar Akuntansi Keuangan Institut Akuntan Indonesia (DSAK-IAI) telah menerbitkan atau mengubah Standar Akuntansi Keuangan Indonesia (PSAK), yang akan berlaku efektif atau berlaku untuk laporan keuangan konsolidasian Grup, untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2022:

- Amendemen PSAK No. 1 “Penyajian laporan keuangan”;
- Amendemen PSAK No. 16 “Aset Tetap” tentang hasil sebelum penggunaan yang diintensikan;
- Amendemen PSAK No. 22 “Kombinasi Bisnis” tentang referensi ke kerangka konseptual;
- Amendemen PSAK 57: “Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak Memberatkan—Biaya Memenuhi Kontrak”;
- Penyesuaian PSAK 69: “Agrikultur”;
- Penyesuaian PSAK 71: “Instrumen Keuangan”;
- Penyesuaian PSAK 73: “Sewa”;
- PSAK 74: “Kontrak Asuransi”.

Sampai dengan tanggal otorisasi laporan keuangan konsolidasian ini, manajemen Grup masih mengevaluasi dampak potensial terhadap standar dan interpretasi akuntansi perubahan dan standar baru ini terhadap laporan keuangan konsolidasiannya.

56. NEW ACCOUNTING STANDARDS

The Board of Financial Accounting Standards of the Indonesian Institute of Accountants has issued new and improvement of the following the Indonesian Financial Accounting Standards (“SFAS”), the accounting standards will be effective or applicable on the Group’s consolidated financial statement for the period beginning on or after January 1, 2022:

- *Amendment of SFAS No. 1 “Presentation of financial statements”;*
- *Amendment of SFAS 16 “Fixed Assets” regarding proceeds before intended use;*
- *Amendment of SFAS 22 “Business Combination” regarding reference to the conceptual framework;*
- *Amendment of SFAS 57 “Provisions, Contingent Liabilities, and Contingent Assets on Onerous Contracts—Cost of Fulfilling Contracts”;*
- *Annual Improvements- SFAS 69 “Agriculture”;*
- *Annual Improvements- SFAS 71 “Financial Instruments”;*
- *Annual Improvements- SFAS 73 “Leases”*
- *SFAS 74 “Insurance Contracts”.*

As at authorization date of these consolidated financial statements, on Group’s management is still evaluating the potential impact on these new and amendment accounting standards and interpretations on its consolidated financial statements.

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57. HAL LAIN

a. Covid-19

Ekonomi global terus pulih dari dampak buruk pandemi Covid-19. Dunia telah hidup dengan Covid-19 selama dua puluh empat bulan. Pandemi Covid-19 yang mereda pada akhir tahun 2020, muncul kembali dengan varian Delta pada Februari 2021 dan dengan cepat menyebar ke Asia dan berbagai belahan dunia lainnya, mengancam kesehatan, dan kemanusiaan.

Tingkat pembatasan mobilitas publik akibat gelombang kedua varian *Delta* dan kekhawatiran tentang kemungkinan gelombang ketiga telah mempengaruhi Indeks Keyakinan Konsumen dan penjualan ritel di berbagai negara. Sekali lagi, efeknya berbeda dari satu negara ke negara lain, tergantung pada tingkat vaksinasi serta persepsi konsumen dan ketakutan akan gelombang infeksi ketiga.

Ekonomi Indonesia kembali tumbuh pada tahun 2021, pulih dari kontraksi pertamanya dalam dua dekade tahun sebelumnya karena pembatasan yang disebabkan oleh virus corona mereda dan bisnis kembali beroperasi. Produk Domestik Bruto (PDB) ekonomi terbesar di Asia Tenggara naik 3,69% dari tahun sebelumnya, bangkit kembali dari kontraksi 2,07% pada tahun 2020. Konsumsi rumah tangga tahunan, yang merupakan lebih dari setengah dari PDB Indonesia, tumbuh 2,02% per tahun, pulih dari penurunan 2,63% pada tahun 2020.

57. OTHER MATTERS

• Covid-19

The global economy continues to recover from the deleterious effects of the Covid-19 pandemic. The world has been living with Covid-19 for twenty-four months. The Covid-19 pandemic, which subsided at the end of 2020, re-emerged with the Delta variant in February 2021 and quickly spread to Asia and various other parts of the world, threatening health, and humanity.

The level of restrictions on public mobility due to the second wave of the Delta variant and concerns about a possible third wave have affected the Consumer Confidence Index and retail sales in various countries. Again, the effects differ from country to country, depending on vaccination rates as well as consumer perception and fears of a third wave of infections.

Indonesia's economy returned to growth in 2021, rebounding from its first contraction in two decades the year before as coronavirus-induced restrictions eased and business got back into gear. The Gross Domestic Product (GDP) of Southeast Asia's largest economy climbed 3.69% from a year earlier, bouncing back from a 2.07% contraction in 2020. Annual household consumption, which makes up over half of Indonesia's GDP, grew 2.02% year-on-year, recovering from a 2.63% decline in 2020.

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57. HAL LAIN (Lanjutan)

a. Covid-19 (Lanjutan)

Pertumbuhan terjadi di hampir semua industri. Kesehatan Manusia dan Kegiatan Pekerjaan Sosial mengalami pertumbuhan tertinggi sebesar 10,46 persen; diikuti oleh Informasi dan Komunikasi sebesar 6,81 persen; dan Listrik dan Gas sebesar 5,55 persen. Manufaktur yang memiliki pangsa dominan tumbuh 3,39 persen. Pertanian, Kehutanan dan Perikanan; dan Perdagangan Besar dan Eceran, Reparasi Kendaraan Bermotor dan Sepeda Motor masing masing meningkat 1,84 persen dan 4,65 persen.

Total ekspor Indonesia meningkat signifikan menjadi AS\$231,54 miliar pada tahun 2021, dibandingkan realisasi tahun sebelumnya sebesar AS\$163,19 miliar pada tahun 2020 yang mencatat tingkat pertumbuhan sebesar 41,88% per tahun. Nilai perdagangan impor juga meningkat signifikan sebesar 38,59,% menjadi AS\$196,20 miliar dibandingkan US\$ 141,57 miliar pada tahun 2020. Peningkatan perdagangan luar negeri ini mencerminkan pemulihan perdagangan global dan permintaan domestik setelah sempat terpuruk selama tahun 2020 akibat pandemi.

Surplus perdagangan meningkat menjadi AS\$35,34 miliar dibandingkan AS\$21,74 miliar pada tahun sebelumnya. Ekspor yang kuat didorong oleh permintaan global yang kuat dan kenaikan harga komoditas. Pertumbuhan impor tertahan karena permintaan domestik yang lemah di tengah sentimen konsumen yang tertekan dan mobilitas yang menurun. Ekspor lebih tahan terhadap pembatasan mobilitas daripada impor.

57. OTHER MATTERS (Continued)

• Covid-19 (Continued)

The growth occurred in almost all industries. Human Health and Social Work Activities experienced the highest growth at 10.46 percent; followed by Information and Communication at 6.81 percent; and Electricity and Gas at 5.55 percent. Manufacturing, which had a dominant share, grew 3.39 percent. Agriculture, Forestry and Fisheries; and Wholesale and Retail Trade, Repair of Motor Vehicles and Motorcycles increased by 1.84 percent and 4.65 percent, respectively.

Indonesia's total exports significantly increased to US\$231.54 billion in 2021, as compared to the previous year's realization of US\$163.19 billion in 2020 recording a growth rate of 41.88% year on year. Import trade value also increased significantly by 38.59.% to US\$196.20 billion as compared to US\$141.57 billion in 2020. This increase in foreign trade reflected the recovery in global trade and domestic demand after a slump during 2020 due to the pandemic.

The trade surplus increased to US\$35.34 billion as compared to US\$21.74 billion in the previous year. Strong exports were driven by buoyant global demand and increasing commodity prices. Import growth was subdued due to weak domestic demand amid depressed consumer sentiment and declining mobility. Exports have been more resilient to mobility restrictions than imports.

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57. HAL LAIN (Lanjutan)

a. Covid-19 (Lanjutan)

Pada tahun 2021, Indeks Harga Konsumen (IHK) tercatat sebesar 1,87% per tahun, berada di bawah target 3,0%±1% meskipun meningkat dari 1,68% per tahun pada tahun 2020. Artinya terjadi peningkatan indeks dari 105,68 pada Desember 2020 menjadi 107,66 pada Desember 2021. Inflasi tahun 2021 dipengaruhi oleh melemahnya permintaan domestik akibat pandemi Covid-19, nilai tukar yang stabil, ekspektasi inflasi yang tertahan, kecukupan pasokan dan distribusi bahan pangan, serta sinergi kebijakan antara Bank Indonesia dan Pemerintah untuk menjaga stabilitas harga.

Kedepannya, Bank Indonesia memproyeksikan inflasi yang terkendali pada tahun 2022 dalam koridor sasaran 3,0±1% sejalan dengan kecukupan pasokan agregat untuk memenuhi pertumbuhan permintaan agregat, ekspektasi inflasi yang terjaga dan stabilitas nilai tukar, serta respons kebijakan yang optimal dari Bank Indonesia dan Pemerintah. Bank Indonesia tetap berkomitmen kuat untuk menjaga stabilitas harga dan memperkuat koordinasi kebijakan dengan pemerintah pusat dan daerah melalui tim pengendalian inflasi nasional dan daerah (TPI dan TPID) untuk mengendalikan inflasi dalam sasaran.

Neraca Pembayaran Indonesia (NPI) terus menunjukkan kinerja yang baik pada tahun 2021 sehingga memperkuat ketahanan eksternal. NPI mencatat defisit yang rendah sebesar AS\$0,8 miliar pada Q4/2021, didukung oleh surplus transaksi berjalan yang terjaga di tengah defisit transaksi modal dan finansial.

57. OTHER MATTERS (Continued)

• Covid-19 (Continued)

In 2021, the Consumer Price Index (CPI) was recorded at 1.87% year on year, which is below the 3.0%±1% target despite increasing from 1.68% year on year in 2020. Meaning there was an increase in the index from 105.68 in December 2020 to 107.66 in December 2021. Inflation in 2021 was influenced by weak domestic demand compressed by the Covid-19 pandemic, stable exchange rates, anchored inflation expectations, adequate supply and orderly distribution of foodstuffs as well as policy synergy between Bank Indonesia and the Government to maintain price stability.

Looking ahead, Bank Indonesia projects-controlled inflation in 2022 within the 3.0%±1% target corridor in line with sufficient aggregate supply to meet growing aggregate demand, anchored inflation expectations and exchange rate stability, coupled with the optimal policy response instituted by Bank Indonesia and the Government. Bank Indonesia remains firmly committed to maintaining price stability and strengthening policy coordination with the central and regional governments through national and regional inflation control teams (TPI and TPID) to control headline inflation within the target.

Indonesia's Balance of Payments (BOP) continued to perform soundly in 2021, thereby reinforcing external resilience. The BOP recorded a low deficit at AS\$0.8 billion in Q4/2021, supported by a maintained current account surplus amidst a capital and financial account deficit.

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a. Covid-19 (Lanjutan)

Oleh karena itu, untuk tahun ini, NPI mencatat surplus yang relatif tinggi sebesar AS\$13,5 miliar pada tahun 2021. Posisi aset cadangan meningkat menjadi AS\$144,9 miliar pada akhir Desember 2021, setara dengan 7,8 bulan impor dan pembayaran utang luar negeri Pemerintah, yang jauh di atas standar kecukupan internasional.

Mata uang Indonesia tetap stabil selama tahun 2021 dan berfluktuasi dalam kisaran Rupiah 14.000 hingga 14.500 per Dolar AS. Perkembangan nilai tukar rupiah didukung oleh terjaganya aliran masuk modal asing dan pasokan valas domestik, serta persepsi positif terhadap prospek ekonomi domestik dan langkah-langkah stabilisasi nilai tukar yang dilakukan oleh Bank Indonesia dengan menggunakan kurs rupiah acuan Bank Indonesia (Jakarta Interbank Spot Dollar Rate, disingkat JISDOR), yang tetap kuat di 14.105 pada 2020 Desember telah terdepresiasi sedikit (1,22%) menjadi 14.278 pada akhir Desember 2021.

BI telah menurunkan suku bunga utamanya (BI Rate) pada 21 Januari 2021 @25 basis poin (bps) menjadi 4,25% dari 4,50% dan dipertahankan pada level yang sama sepanjang tahun sejalan dengan kebutuhan untuk menjaga stabilitas nilai tukar, mengendalikan inflasi dan mendorong pertumbuhan ekonomi di tengah meningkatnya tekanan eksternal. Bank Indonesia juga mengoptimalkan bauran kebijakan untuk menjaga stabilitas dan mendukung momentum pemulihan ekonomi melalui berbagai langkah kebijakan dari waktu ke waktu.

Setelah tahun pemulihan yang kuat pada tahun 2021, perekonomian Indonesia memiliki potensi untuk rebound ke tingkat pertumbuhan PDB pra-pandemi sebesar 5,2% (per tahun) pada tahun 2022.

57. OTHER MATTERS (Continued)

• Covid-19 (Continued)

For the year, therefore, the BOP amassed a relatively high surplus of US\$13.5 billion in 2021. The position of reserve assets increased to US\$144.9 billion at the end of December 2021, equivalent to 7.8 months of imports and servicing Government's external debt, which is well above the international adequacy standard.

Indonesian currency remained stable during the year 2021 and fluctuated within a band of Rupiah 14,000 to 14,500 per US Dollar. Rupiah exchange rate developments are supported by maintained foreign capital inflows and domestic foreign-exchange supply, along with a positive perception concerning the domestic economic outlook and exchange rate stabilization measures implemented by Bank Indonesia Bank Indonesia's benchmark rupiah rate (Jakarta Interbank Spot Dollar Rate, abbreviated JISDOR), which remained strong at 14,105 as of December 2020 has depreciated marginally (1.22%) to 14,278 as at end of December 2021.

BI had lowered its key interest rate (BI Rate) on January 21, 2021 @25 basis points (bps) to 4.25% from 4.50% and maintained at the same level through the year in consistent with the need to maintain exchange rate stability, control inflation and stimulate economic growth amid a build-up of external pressure. Bank Indonesia has also optimized its policy mix to maintain stability and support economic recovery momentum through a variety of policy measures from time to time.

Following a year of strong recovery in 2021, the Indonesian economy has a potential for a rebound to pre-pandemic level GDP growth rate at 5.2% (year on year) in 2022.

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57. HAL LAIN (Lanjutan)

a. Covid-19 (Lanjutan)

Proyeksi tersebut mengasumsikan bahwa Indonesia akan menghindari lonjakan Dolar AS yang parah, mencapai cakupan vaksin 70 persen pada tahun 2022 di sebagian besar provinsi, dan mempertahankan kebijakan moneter dan fiskal yang akomodatif. Ini juga mengasumsikan bahwa kebijakan moneter dan fiskal domestik tetap akomodatif, dan bahwa pertumbuhan perdagangan global dan harga komoditas meningkat moderat di tengah pengetatan kondisi keuangan global. Sektor konsumsi swasta dan layanan intensif kontak diperkirakan akan pulih lebih kuat karena vaksinasi yang lebih luas meningkatkan sentimen konsumen dan beberapa permintaan yang terpendam dilepaskan.

Ke depan, Indonesia akan menghadapi empat tantangan utama sebagai berikut:

- (i) terkait pandemi: pandemi belum berakhir. Omicron dan varian lainnya bisa menyebar, dan COVID-19 bisa menjadi endemic;
- (ii) menjaga kebijakan moneter dan keuangan yang memadai: ekonomi masih berada di bawah potensinya. Kondisi keuangan global kemungkinan akan mulai mengetat sebelum Indonesia dan pasar negara berkembang lainnya pulih;
- (iii) meningkatkan ruang fiskal: kebijakan fiskal memiliki tujuan ganda untuk memenuhi kebutuhan respons pandemi sekaligus memenuhi kebutuhan pembiayaan dan utang publik dalam jangka menengah;

57. OTHER MATTERS (Continued)

• Covid-19 (Continued)

The projection assumes that Indonesia will avoid another severe US Dollar spike, achieve 70 percent vaccine coverage in 2022 in most provinces, and maintain accommodative monetary and fiscal policies. It also assumes that domestic monetary and fiscal policy remains accommodative, and that global trade growth and commodity price increases moderate amid tightening global financial conditions. Private consumption and contact-intensive services sectors are expected to rebound more strongly as wider vaccination improves consumer sentiment and some pent-up demand is released.

Looking ahead, Indonesia will face the following four key challenges:

- (i) *pertaining containing the pandemic: the pandemic is not over. Omicron and other variants could spread, and COVID-19 could become endemic;*
- (ii) *maintaining adequate monetary and financial policies: the economy is still below potential. Global financial conditions are likely to start tightening before Indonesia and other emerging markets have recovered;*
- (iii) *enhancing fiscal space: fiscal policy has the dual objective of meeting pandemic response needs while containing financing needs and public debt in the medium term;*

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57. HAL LAIN (Lanjutan)

a. Covid-19 (Lanjutan)

Ke depan, Indonesia akan menghadapi empat tantangan utama sebagai berikut: (Lanjutan)

- (iv) memajukan reformasi struktural untuk mendorong pertumbuhan inklusif dan hijau: memicu pendorong struktural pertumbuhan ekonomi adalah penting pada saat ruang kebijakan makro menyempit, pertumbuhan pandemi melemahkan pendorong inklusif jangka panjang seperti tenaga kerja dan produktivitas; serta urgensi untuk mengatasi perubahan iklim semakin meningkat.

Percepatan pertumbuhan ekonomi Indonesia didukung oleh transformasi ekonomi yang sedang berlangsung melalui serangkaian program pemulihan ekonomi nasional yang akan berlanjut pada tahun 2022. Program pemulihan tersebut antara lain berfokus pada:

- a. Antisipasi perluasan dampak Covid-19- Peningkatan pengujian, penelusuran dan perlakuan serta perluasan perlindungan masyarakat;
- b. Sinergi kebijakan di sektor properti dan otomotif – Pemerintah bersama BI & OJK terus memberikan stimulus sektor properti dan otomotif untuk mendorong konsumsi masyarakat dan meningkatkan kinerja dunia usaha;
- c. Program pengurangan 35% substitusi impor pada tahun 2022 – Pengurangan impor melalui substitusi impor di tujuh sektor fokus terpilih termasuk Tekstil dan pakaian jadi. Peningkatan produksi dan pemanfaatan sektor manufaktur;

57. OTHER MATTERS (Continued)

- Covid-19 (Continued)

Looking ahead, Indonesia will face the following four key challenges: (Continued)

- (iv) *advancing structural reforms to boost inclusive and green growth: igniting structural drivers of growth is important at a time when macroeconomic policy space is narrowing, the pandemic is weakening longer-term drivers of inclusive growth such as human capital and productivity; and the urgency to address climate change is increasing.*

The acceleration of Indonesia's economic growth is supported by the ongoing economic transformation through a series of national economic recovery program which will continue in 2022. The recovery program, inter-alia, focusses on:

- a. *Anticipated expansion of Covid-19 impacts- Increased testing, tracing and treatment and expansion of community protection;*
- b. *Policy synergy in the property and automotive sector – Government together with BI & OJK continue to provide stimulus property and automotive sector to encourage public consumption and to improve the performance of the business sector;*
- c. *Import substitution program 35% reduction in 2022 – Import reduction through import substitution in seven select focus sectors including Textile and clothing. Increasing production and utilization of manufacturing sectors;*

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57. HAL LAIN (Lanjutan)

a. Covid-19 (Lanjutan)

Percepatan pertumbuhan ekonomi Indonesia didukung oleh transformasi ekonomi yang sedang berlangsung melalui serangkaian program pemulihan ekonomi nasional yang akan berlanjut pada tahun 2022. Program pemulihan tersebut antara lain berfokus pada: (Lanjutan)

d. Kebijakan fiskal untuk mendorong perekonomian - Pemerintah memfasilitasi insentif fiskal untuk menciptakan iklim investasi yang kondusif, terutama bagi pelaku industri. Melalui peningkatan investasi diharapkan dapat memperkuat struktur industri dalam negeri;

e. Pemerintah terus memberikan dukungan dan bantuan keuangan kepada UMKM dan UKM untuk merangsang pertumbuhan dan penciptaan lapangan kerja.

Manajemen telah mengambil langkah-langkah yang diperlukan untuk menghadapi dampak dari kejadian ini terhadap kegiatan operasional Perusahaan. Namun demikian, dampak jangka panjang hingga saat ini sulit untuk diprediksi. Manajemen akan terus memonitor hal ini dan mengambil langkah yang diperlukan untuk mengatasi risiko terkait dan ketidakpastian terkait hal tersebut di masa depan.

b. Undang-Undang Cipta Kerja

Pada bulan November 2020, Undang-Undang No. 11/2020 tentang Cipta Kerja mulai berlaku. Selama 2021, Pemerintah secara resmi mengesahkan beberapa peraturan pelaksana UU Cipta Kerja. Grup saat ini terus memonitor perkembangan peraturan pelaksana tersebut secara ketat dan akan mempertimbangkan dampaknya terhadap kegiatan operasional Grup, jika ada.

57. OTHER MATTERS (Continued)

• Covid-19 (Continued)

The acceleration of Indonesia's economic growth is supported by the ongoing economic transformation through a series of national economic recovery program which will continue in 2022. The recovery program, inter-alia, focusses on: (Continued)

d. Fiscal policy to boost economy - The government facilitates fiscal incentives to create a conducive investment climate, especially for industry players. Through increased investment, it is hoped that it can strengthen the domestic industrial structure;

e. Governments sustained support and financial assistance to MSME and SMEs to stimulate growth and job creating.

Management has taken necessary actions to address the effect of the event to the Company's operations. The long-term impacts, however, are difficult to predict at this moment. Management will continue to monitor this and take the necessary actions to address related risks and uncertainties going forward.

b. Job Creation Law

In November 2020, Law No. 11/2020 about Job Creation became effective. During 2021, the Government has officially authorised various implementing regulations. The Group is currently closely monitoring the progress of the implementing regulations and will consider the impact on the Group's operations, if any.

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57. HAL LAIN (Lanjutan)

b. Undang-Undang Cipta Kerja (Lanjutan)

Selanjutnya, pada bulan November 2021, Mahkamah Konstitusi ("MK") menggelar sidang putusan hasil uji formil dan materiil Undang-Undang Cipta Kerja dengan nomor 91/PUU[1]XVIII/2020. Dalam amar putusan, MK menyatakan UU Cipta Kerja inkonstitusional secara bersyarat dan harus dilakukan perbaikan dalam kurun waktu dua tahun dari putusan tersebut diputuskan. Putusan MK telah menyatakan UU ciptaker masih tetap berlaku secara konstitusional sampai dengan dilakukan perbaikan pembentukannya sesuai dengan tenggang waktu yang ditetapkan oleh MK, yaitu harus dilakukan perbaikan paling lama 2 tahun sejak putusan.

58. INFORMASI KEUANGAN TAMBAHAN

Grup menerbitkan laporan keuangan konsolidasian yang merupakan laporan keuangan utama, informasi keuangan tambahan PT Bio Farma (Persero) (Entitas Induk) ini, dimana investasi pada Entitas Anak dicatat dengan metode ekuitas, disajikan untuk menganalisa hasil usaha entitas induk saja. Informasi keuangan tambahan PT Bio Farma (Persero) (Entitas Induk) berikut ini (Lampiran I – Lampiran VII) harus dibaca bersamaan dengan laporan keuangan konsolidasian PT Bio Farma (Persero) dan Entitas Anak.

59. TANGGUNG JAWAB MANAJEMEN ATAS LAPORAN KEUANGAN KONSOLIDASIAN

Manajemen Grup bertanggung jawab terhadap penyusunan dan penyajian laporan keuangan konsolidasian. Laporan keuangan konsolidasian telah diotorisasi untuk terbit oleh Dewan Direksi pada tanggal 31 Maret 2022.

57. OTHER MATTERS (Continued)

b. Job Creation Law (Continued)

Subsequently, in November 2021, the Constitutional Court held a hearing on the results of the formal and material test of the Job Creation Law number 91/PUU[1]XVIII/2020. In its ruling, the Constitutional Court stated that the Job Creation Law was conditionally unconstitutional and had to be amended within two years of the decision being made. The Constitutional Court decision has stated that the current law remains constitutionally valid until its formation is corrected in accordance with the grace period set by the Constitutional Court, which must be amended no later than 2 years from the decision.

58. ADDITIONAL FINANCIAL INFORMATION

Group issued the consolidated financial statements as its primary financial statements. The additional financial statements information of PT Bio Farma (Persero) (Parent Entity) which account for investment in Subsidiary using the cost method and have been prepared in order that the parent entity's result of operations can be analyzed. The supplementary financial information of PT Bio Farma (Persero) (Parent Entity) (Appendix I – Appendix VII) should be read in conjunction with the consolidated financial statements of PT Bio Farma (Persero) and Its Subsidiary.

59. THE MANAGEMENT'S RESPONSIBILITY ON THE CONSOLIDATED FINANCIAL STATEMENTS

Group's management is responsible for the preparation and presentation of the consolidated financial statements. The consolidated financial statements were authorized for issue by the Board of Directors on March 31, 2022.

Lampiran 1

Appendix 1

PT BIO FARMA (PERSERO)
(ENTITAS INDUK SAJA)
INFORMASI KEUANGAN TAMBAHAN
LAPORAN POSISI KEUANGAN
Tanggal 31 Desember 2021
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT BIO FARMA (PERSERO)
(PARENT ONLY)
ADDITIONAL FINANCIAL INFORMATION
STATEMENT OF FINANCIAL POSITION
As of December 31, 2021
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	<u>2021</u>	<u>2020</u>	
ASET			ASSETS
ASET LANCAR			CURRENT ASSETS
Kas dan setara kas	6.430.502.783	3.193.762.507	Cash and cash equivalents
Setoran jaminan	–	2.372.500	Guarantee deposit
Piutang usaha - neto	2.034.283.012	259.841.682	Trade receivables - net
Piutang lain-lain - neto	85.243.883	9.842.937	Other receivables - net
Persediaan - neto	5.934.546.895	1.971.768.207	Inventories - net
Uang muka pembelian	500.988.636	2.417.768.611	Advances for purchases
Biaya dibayar dimuka	8.104.766	16.424.426	Prepaid expenses
Pajak dibayar dimuka	104.613.234	72.533.657	Prepaid taxes
Aset kontrak	328.719.261	196.389	Contract assets
Total aset lancar	<u>15.427.002.470</u>	<u>7.944.510.916</u>	Total current assets
ASET TIDAK LANCAR			NON-CURRENT ASSETS
Pinjaman kepada entitas anak	201.898.584	–	Due from subsidiaries
Aset keuangan yang diukur pada nilai wajar melalui pendapatan komprehensif lain	243.807.979	–	Financial assets at fair value through other comprehensive income
Aset pajak tangguhan	553.584.442	83.611.281	Deferred tax asset
Investasi pada entitas anak	12.479.821.000	12.479.821.000	Investment in subsidiaries
Aset tetap	5.420.232.342	5.415.400.863	Property, plant and equipments
Aset hak guna	40.383.670	9.644.105	Right of use assets
Aset lising	–	747.500	Leased assets
Aset tidak berwujud	93.583.594	41.377.186	Intangible assets
Aset agrikultur dan pengembangan	1.461.904	2.161.419	Agricultural and development assets
Aset tidak lancar lainnya	23.660.082	69.378.647	Other non-current assets
Total aset tidak lancar	<u>19.058.433.597</u>	<u>18.102.142.001</u>	Total non-current assets
TOTAL ASET	<u>34.485.436.067</u>	<u>26.046.652.917</u>	TOTAL ASSETS

Lampiran 2

Appendix 2

PT BIO FARMA (PERSERO)
(ENTITAS INDUK SAJA)
INFORMASI KEUANGAN TAMBAHAN
LAPORAN POSISI KEUANGAN (Lanjutan)
Tanggal 31 Desember 2021
 (Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT BIO FARMA (PERSERO)
(PARENT ONLY)
ADDITIONAL FINANCIAL INFORMATION
STATEMENT OF FINANCIAL POSITION (Continued)
As of December 31, 2021
 (Expressed in thousand Rupiah, unless otherwise stated)

	2021	2020	
LIABILITAS			LIABILITIES
LIABILITAS JANGKA PENDEK			CURRENT LIABILITIES
Utang bank jangka pendek	–	2.563.900.000	Short-term bank loan
Utang usaha	1.486.263.346	256.044.316	Account payables
Utang lain-lain	311.735.451	13.088.030	Other payables
Utang pajak	944.943.022	75.879.364	Taxes payable
Beban yang masih harus dibayar	59.399.098	89.850.739	Accrued expenses
Liabilitas imbalan kerja jangka pendek	353.293.226	105.763.134	Short-term employee benefit liabilities
Liabilitas kontrak	6.731.331.766	644.029.178	Contract liabilities
Bagian liabilitas jangka panjang yang jatuh tempo dalam satu tahun: <i>Medium Term Notes</i>	–	450.000.000	Current portion of long term liabilities: <i>Medium Term Notes</i>
Utang bank jangka panjang	90.000.000	100.000.000	Long term bank loan
Liabilitas sewa	4.089.713	4.634.496	Lease liabilities
Pendapatan hibah yang ditangguhkan	525.949.522	–	Deferred grant revenue
Total liabilitas jangka pendek	10.507.005.144	4.303.189.257	Total current liabilities
LIABILITAS JANGKA PANJANG			NON-CURRENT LIABILITIES
Liabilitas jangka panjang, setelah dikurangi bagian yang jatuh tempo dalam satu tahun: <i>Long-term bank loan</i>			Long-term liabilities, net of current portion: <i>Long-term bank loan</i>
Utang bank jangka panjang	354.960.000	–	Long-term bank loan
Liabilitas sewa	30.296.165	4.872.715	Lease liabilities
Pendapatan hibah yang ditangguhkan	485.446.122	511.172.655	Deferred grant revenue
Liabilitas diestimasi atas imbalan pasca kerja	424.482.766	355.813.618	Estimated post-employment benefits obligation
Total liabilitas jangka panjang	1.295.185.053	871.858.988	Total non-current liabilities
TOTAL LIABILITAS	11.802.190.197	5.175.048.245	TOTAL LIABILITIES

Lampiran 2

Appendix 2

PT BIO FARMA (PERSERO)
(ENTITAS INDUK SAJA)
INFORMASI KEUANGAN TAMBAHAN
LAPORAN POSISI KEUANGAN (Lanjutan)
Tanggal 31 Desember 2021
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT BIO FARMA (PERSERO)
(PARENT ONLY)
ADDITIONAL FINANCIAL INFORMATION
STATEMENT OF FINANCIAL POSITION (Continued)
As of December 31, 2021
(Expressed in thousand Rupiah, unless otherwise stated)

	2021	2020	
EKUITAS			EQUITY
Modal saham			Share capital
Modal dasar –			Authorized capital –
61.000.000 (angka penuh)			61,000,000 (full amount)
saham pada tanggal			shares as of
31 Desember 2021 dan			December 31, 2021 and
2020 dengan nilai			2020 with par value
nominal masing-masing			at Rp 1,000,000 (full
Rp 1.000.000 (nilai penuh) per saham;			amount), per share
Modal ditempatkan			respectively;
dan disetor penuh –			Issued and fully
17.479.821 (angka penuh)			paid up –
dan 15.479.821 (angka penuh) lembar saham			17,479,821 (full
masing-masing pada			amount) and 15,479,821
tanggal 31 Desember 2021			(full amount)
dan 2020	17.479.821.000	15.479.821.000	shares as of
Modal saham ditempatkan	–	2.000.000.000	December 31, 2021 and
Komponen ekuitas lainnya	1.806.986.308	1.835.199.695	2020, respectively
Saldo laba/ (rugi)			Subscribed capital
Dicadangkan	1.479.863.977	1.201.417.651	Other equity component
Belum dicadangkan	1.916.574.585	355.166.326	Retained earnings
			Appropriated
			Unappropriated
TOTAL EKUITAS	22.683.245.870	20.871.604.672	TOTAL EQUITY
TOTAL LIABILITAS DAN EKUITAS	34.485.436.067	26.046.652.917	TOTAL LIABILITIES AND EQUITY

Lampiran 3

Appendix 3

PT BIO FARMA (PERSERO)
(ENTITAS INDUK SAJA)
INFORMASI KEUANGAN TAMBAHAN
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN
Untuk tahun-tahun yang berakhir pada tanggal
31 Desember 2021 dan 2020
 (Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT BIO FARMA (PERSERO)
(PARENT ONLY)
ADDITIONAL FINANCIAL INFORMATION
STATEMENT OF PROFIT OR LOSS AND OTHER
COMPREHENSIVE INCOME
For the years ended
December 31, 2021 and 2020
 (Expressed in thousand Rupiah, unless otherwise stated)

	2021	2020	
PENJUALAN BERSIH			NET SALES
Produk perusahaan	17.745.867.929	2.146.059.149	Company's product
Produk partnership	10.469.364.038	477.497.057	Partnership product
Trading partnership	1.704.048.809	104.001.474	Partnership trading
Jasa	401.172.758	62.484.883	Service
TOTAL PENJUALAN BERSIH	30.320.453.534	2.790.042.563	TOTAL NET SALES
BEBAN POKOK PENJUALAN			COST OF GOODS SOLD
Produk perusahaan	(14.517.092.906)	(1.117.663.841)	Company's product
Produk partnership	(10.191.243.610)	(380.262.544)	Partnership product
Trading partnership	(1.542.630.263)	(88.100.581)	Partnership trading
Jasa	(281.226.830)	(54.383.028)	Service
TOTAL BEBAN POKOK PENJUALAN	(26.532.193.609)	(1.640.409.994)	TOTAL COST OF GOODS SOLD
LABA BRUTO	3.788.259.925	1.149.632.569	GROSS PROFIT
Penghasilan lain-lain	388.045.691	210.426.706	Other income
Beban penjualan	(244.576.511)	(121.209.183)	Selling expense
Beban administrasi dan umum	(772.179.348)	(413.503.442)	General and administrative expense
Beban penelitian, pengembangan dan surveilans	(257.100.567)	(158.002.185)	Research, development and surveillance expense
Beban bunga	(176.608.322)	(89.600.837)	Interest expense
Beban lain-lain	(234.631.172)	(175.456.500)	Other expense
LABA SEBELUM PAJAK PENGHASILAN	2.491.209.696	402.287.128	PROFIT BEFORE INCOME TAX
MANFAAT (BEBAN) PAJAK PENGHASILAN			TAX (EXPENSE) BENEFIT
Beban pajak kini	(1.036.650.650)	(105.125.469)	Current tax expense
Manfaat pajak tangguhan	462.015.539	58.004.667	Deferred tax benefit
Total beban pajak, bersih	(574.635.111)	(47.120.802)	Total tax expense, net
LABA BERSIH	1.916.574.585	355.166.326	PROFIT FOR THE YEAR

Lampiran 4

Appendix 4

PT BIO FARMA (PERSERO)
(ENTITAS INDUK SAJA)
INFORMASI KEUANGAN TAMBAHAN
LAPORAN LABA RUGI DAN PENGHASILAN
KOMPREHENSIF LAIN (Lanjutan)
Untuk tahun-tahun yang berakhir pada tanggal
31 Desember 2021 dan 2020
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT BIO FARMA (PERSERO)
(PARENT ONLY)
ADDITIONAL FINANCIAL INFORMATION
STATEMENT OF PROFIT OR LOSS AND OTHER
COMPREHENSIVE INCOME (Continued)
For the years ended
December 31, 2021 and 2020
(Expressed in thousand Rupiah, unless otherwise stated)

	<u>2021</u>	<u>2020</u>	
RUGI KOMPREHENSIF LAIN			OTHER COMPREHENSIVE LOSS
Pos-pos yang tidak akan direklasifikasi ke laba rugi:			<i>Items that will not reclassified to profit or loss:</i>
Perubahan nilai wajar aset keuangan pada nilai wajar melalui penghasilan komprehensif lainnya	(2.926.542)	–	<i>Changes in fair value of financial asset at fair value through other comprehensive income</i>
Pengukuran kembali liabilitas atas imbalan pasca kerja	(33.244.467)	(47.880.812)	<i>Remeasurement of post-employment benefit obligation</i>
Manfaat pajak terkait	7.957.622	10.533.779	<i>Related income tax</i>
Jumlah rugi komprehensif lain	<u>(28.213.387)</u>	<u>(37.347.033)</u>	<i>Total comprehensive loss</i>
TOTAL PENGHASILAN KOMPREHENSIF	<u>1.888.361.198</u>	<u>317.819.293</u>	TOTAL COMPREHENSIVE INCOME

Lampiran 5

Appendix 5

PT BIO FARMA (PERSERO)
(ENTITAS INDUK SAJA)
INFORMASI KEUANGAN TAMBAHAN
LAPORAN PERUBAHAN EKUITAS
Untuk tahun-tahun yang berakhir tanggal
31 Desember 2021 dan 2020
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT BIO FARMA (PERSERO)
(PARENT ONLY)
ADDITIONAL FINANCIAL INFORMATION
STATEMENT OF CHANGES IN EQUITY
For the years ended
December 31, 2021 and 2020
(Expressed in thousand Rupiah, unless otherwise stated)

	Komponen ekuitas lain/ Other equity component					
	Modal saham/ Share capital		Modal saham ditempatkan/ Subscribed Share capital		Cadangan perubahan nilai aset keuangan pada nilai wajar melalui penghasilan komprehensif lainnya/ Reserve for changes in fair value of financial assets at fair value through OCI	
			Revaluasi aset tetap/ Revaluation of fixed assets	Kemungkinan/ (kerugian) aktuaris/ Actuarial gain/(loss)		
Saldo tanggal 31 Desember 2019	2.000.000,000	-	1.980.781.822	(108.235,094)	-	1.919.756,048
Penyesuaian selibungan dengan peraturan PSAK 71, 72 dan 73	-	-	-	-	-	(3.090,218)
Saldo tanggal 1 Januari 2020	2.000.000,000	-	1.980.781.822	(108.235,094)	-	1.916,665,830
Pembagian laba	-	-	-	-	-	-
Dividen	-	-	-	-	-	-
Kapitalisasi cadangan modal	1.000.000,000	-	-	-	-	284.751.821
Pembelian modal disor	-	2.000.000,000	-	-	-	(1.000.000,000)
Seoran modal dari kepentingan non-pengadli - inbreng	12.479.821,000	-	-	-	-	-
Laba tahun berjalan	-	-	-	-	-	-
Rugi komprehensif lain:	-	-	-	(47.880.812)	-	-
Penilaian kembali imbalan kerja Efek pajak terkait	-	-	-	10.533.779	-	-
Saldo tanggal 31 Desember 2020	15.479.821,000	2.000.000,000	1.980.781.822	(145.582,127)	-	1.201.417,651
Pembagian laba	-	-	-	-	-	-
Dividen	-	-	-	-	-	-
Cadangan	-	-	-	-	-	-
Pembelian modal disor	2.000.000,000	(2.000.000,000)	-	-	-	278.446,326
Laba tahun berjalan	-	-	-	-	-	-
Rugi komprehensif lain:	-	-	-	(33.244,467)	-	-
Penilaian kembali imbalan kerja	-	-	-	-	-	-
Perubahan nilai wajar aset keuangan pada nilai wajar melalui penghasilan komprehensif lainnya	-	-	-	-	(2.926,542)	-
Efek pajak terkait	-	-	-	7.313.783	643.839	-
Saldo tanggal 31 Desember 2021	17.479.821,000	-	1.980.781.822	(171.512,811)	(2.282,703)	1.479,865,977
						1.916,574,585
						22,683,245,870
						Balance as at December 31, 2021

Profit sharing
Dividend distribution
Appropriated retained earnings
Additional paid-in capital
Profit for the year
Other comprehensive loss:
Reassessment of employee benefit
Changes in fair value of financial assets at fair value through other comprehensive income
Related tax effect

Balance as at December 31, 2019
Adjustment in relation with adoption SFAS 71, 72 & 73

Balance as at January 1, 2020
Profit sharing
Dividend distribution
Appropriated retained earnings
Other comprehensive income
Additional paid-in capital
Paid-up capital from non-controlling interest - inbreng
Profit for the year
Other comprehensive loss:
Reassessment of employee benefit
Related tax effect

Balance as at December 31, 2020
Profit sharing
Dividend distribution
Appropriated retained earnings
Additional paid-in capital
Paid-up capital from non-controlling interest - inbreng
Profit for the year
Other comprehensive loss:
Reassessment of employee benefit
Related tax effect

Balance as at December 31, 2021
Profit sharing
Dividend distribution
Appropriated retained earnings
Additional paid-in capital
Paid-up capital from non-controlling interest - inbreng
Profit for the year
Other comprehensive loss:
Reassessment of employee benefit
Related tax effect

Lampiran 6

Appendix 6

PT BIO FARMA (PERSERO)
(ENTITAS INDUK SAJA)
INFORMASI KEUANGAN TAMBAHAN
LAPORAN ARUS KAS
Untuk tahun-tahun yang berakhir tanggal
31 Desember 2021 dan 2020
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT BIO FARMA (PERSERO)
(PARENT ONLY)
ADDITIONAL FINANCIAL INFORMATION
STATEMENT OF CASH FLOWS
For the year ended
December 31, 2021 and 2020
(Expressed in thousand Rupiah, unless otherwise stated)

	2021	2020	
ARUS KAS DARI			CASH FLOWS FROM
AKTIVITAS OPERASI			OPERATING ACTIVITIES
Penerimaan kas dari pelanggan	34.832.118.709	3.770.739.643	Receipts from customers
Pengeluaran untuk pemasok	(27.909.743.627)	(4.733.855.800)	Payments to suppliers
Pengeluaran untuk karyawan	(678.564.647)	(446.435.176)	Payments to employees
Penerimaan grant	532.375.675	516.054.339	Grant receipt
Penerimaan bunga	55.201.990	13.780.693	Receipts from interest
Pembayaran bunga	(60.859.310)	(41.270.184)	Payments of interest
Pembayaran pajak	(164.115.098)	(269.089.768)	Payments of tax
Penerimaan restitusi	132.150.163	164.464.461	Receipts from tax
Penerimaan dari klaim asuransi	224.122	46.795	Proceeds from insurance claims
Pembayaran beban lainnya	(11.004.964)	(20.785.608)	Payment of other expenses
Arus kas bersih yang			Net cash provided by
diperoleh dari			(used in)
(digunakan untuk)			operating activities
aktivitas operasi	6.727.783.013	(1.046.350.605)	
ARUS KAS DARI			CASH FLOWS FROM
AKTIVITAS INVESTASI			INVESTING ACTIVITIES
Hasil penjualan aset lain-lain	10.091	—	Receipt from sale of other assets
Penerimaan lainnya	2.372.500	—	Other receipts
Pinjaman kepada			Receivable provided
Entitas Anak	(532.500.030)	—	to Subsidiaries
Pembayaran bunga pinjaman			Payments of interest
investasi	(7.177.083)	(9.930.605)	-investment credit
Perolehan aset tidak berwujud	(58.905.340)	—	Acquisition of intangible assets
			Acquisition of property,
Perolehan aset tetap	(234.102.771)	(249.534.575)	plant and equipment
Arus kas bersih yang digunakan			Net cash used in
untuk aktivitas investasi	(830.302.633)	(259.465.180)	investing activities

Lampiran 7

Appendix 7

PT BIO FARMA (PERSERO)
LAPORAN ARUS KAS (Lanjutan)
Tanggal 31 Desember 2021 dan Untuk Tahun Yang
Berakhir pada Tanggal Tersebut
(Dinyatakan dalam ribuan Rupiah, kecuali dinyatakan lain)

PT BIO FARMA (PERSERO)
STATEMENT OF CASH FLOWS (Continued)
As of December 31, 2021 and For the
Year Then Ended
(Expressed in thousand Rupiah, unless otherwise stated)

	2021	2020	
ARUS KAS DARI			CASH FLOWS FROM
AKTIVITAS PENDANAAN			FINANCING ACTIVITIES
Penarikan pinjaman jangka pendek	13.059.544.021	4.139.900.000	<i>Proceeds from short-term bank loan</i>
Pembayaran pinjaman jangka pendek	(15.623.444.021)	(2.076.000.000)	<i>Payments of short-term bank loan</i>
Penerimaan pinjaman jangka panjang	(105.040.000)	—	<i>Payments of long-term bank loan</i>
Pembayaran dividen	(76.720.000)	(71.187.955)	<i>Payment of dividend</i>
Penanaman Modal Negara	—	2.000.000.000	<i>State investment</i>
Arus kas bersih yang (digunakan untuk) diperoleh dari aktivitas pendanaan	(2.745.660.000)	3.992.712.045	<i>Net cash (used in) provided by financing activities</i>
KENAIKAN BERSIH KAS DAN SETARA KAS	3.151.820.380	2.686.896.260	<i>NET INCREASE IN CASH AND CASH EQUIVALENTS</i>
Pengaruh selisih kurs kas dan setara kas	84.919.896	(26.895.140)	<i>Effect of exchange rate differences in cash and cash equivalents</i>
KAS DAN SETARA KAS PADA AWAL TAHUN	3.193.762.507	533.761.387	<i>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</i>
KAS DAN SETARA KAS PADA AKHIR TAHUN	6.430.502.783	3.193.762.507	<i>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</i>

Referensi Peraturan Nomor 16/SEOJK.04/2021 Laporan Tahunan Emiten atau Perusahaan Publik

Reference to Regulation Number 16/SEOJK.04/2021
Annual Report of Issuers or Public Companies

Keterangan Description		Halaman Page
I. Ketentuan Umum	I. General Provision	
1. Laporan Tahunan Emiten atau Perusahaan Publik merupakan sumber informasi penting bagi investor atau pemegang saham sebagai salah satu dasar pertimbangan dalam pengambilan keputusan investasi dan sarana pengawasan terhadap Emiten atau Perusahaan Publik.	1. Annual Report of Issuers or Public Companies is an important source of information for investors or shareholders as one of the basic considerations in making an investment decision and is a means of monitoring Issuers or Public Companies.	√
2. Seiring dengan perkembangan Pasar Modal dan meningkatnya kebutuhan investor atau pemegang saham atas keterbukaan informasi, Direksi dan Dewan Komisaris dituntut untuk meningkatkan kualitas keterbukaan informasi melalui Laporan Tahunan Emiten atau Perusahaan Publik.	2. Along with the development of Capital Market and the growing needs of investors or shareholders regarding information disclosure, the Board of Directors and the Board of Commissioners are required to improve the quality of information disclosure through Annual Report of Issuers or Public Companies.	√
3. Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dalam memperoleh informasi yang dibutuhkan.	3. Annual Report shall be prepared in an orderly manner and shall be informative to provide convenience for the investors or shareholders in getting the information they need.	√
4. Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan.	4. This Circular Letter of the Financial Services Authority shall be a guideline for Issuers or Public Companies to be applied in preparing their Annual Report.	√
II. Bentuk Laporan Tahunan	II. Format of Annual Report	
1. Laporan Tahunan disajikan dalam bentuk dokumen cetak dan salinan dokumen elektronik.	1. Annual Report shall be presented in the printed format and in electronic document copy.	√
2. Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.	2. The printed version of the Annual Report shall be printed on light-colored paper of fine quality, in A4 size, bound, and can be reproduced in good quality.	√
3. Laporan Tahunan yang disajikan dalam bentuk salinan dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam format pdf.	3. The Annual Report presented in electronic document format is the Annual Report converted into pdf format.	√



Keterangan Description	Halaman Page
III. Isi Laporan Tahunan	III. Content of the Annual Report
1. Ketentuan Umum	1. General Provision
a. Laporan Tahunan paling sedikit memuat informasi Mengenai	a. Annual Report shall contain at least the following information:
1) Ikhtisar data keuangan penting;	1) Summary of key financial information;
2) Informasi saham (jika ada)	2) Stock information (if any);
3) Laporan Direksi	3) The board of directors report;
4) Laporan Dewan Komisaris;	4) The board of commissioners report;
5) Profil Emiten atau Perusahaan Publik;	5) Profile of issuer or public company;
6) Analisis dan pembahasan manajemen;	6) Management discussion and analysis;
7) Tata kelola Emiten atau Perusahaan Publik;	7) Corporate governance applied by the issuer or public company;
8) Tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik;	8) Corporate social and environmental responsibility of the issuer or public company;
9) Laporan keuangan tahunan yang telah diaudit; dan	9) Audited annual report; and
10) Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan;	10) Statement that the Board of Directors and the Board of Commissioners are fully responsible for the annual report;
b. Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami;	b. Annual Report may present the information in the form of images, charts, tables, and/or diagrams by mentioning the title and/or clear description for improved readability and understanding;
2. Uraian Isi Laporan Tahunan	2. Description of Annual Report Content
a. Ikhtisar Data Keuangan Penting	a. Summary of Key Financial Information
Ikhtisar Data Keuangan Penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat:	Summary of Key Financial Information contains financial information presented in comparison with previous 3 (three) fiscal years or since the commencement of business if the Issuer or the Public Company commences the business in less than 3 (three) years, it shall at least contain:
1) Pendapatan/penjualan;	1) Income/sales;
2) Laba bruto;	2) Gross profit;
3) Laba (rugi);	3) Profit (loss);
4) Jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	4) Total profit (loss) attributable to equity holders of the parent entity and non-controlling interest;
5) Total laba (rugi) komprehensif;	5) Total comprehensive profit (loss);
6) Jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	6) Total comprehensive profit (loss) attributable to equity holders of the parent entity and non-controlling interest;
7) Laba (rugi) per saham;	7) Profit (loss) per share;

Keterangan Description		Halaman Page
8) Jumlah aset;	8) Total assets;	44
9) Jumlah liabilitas;	9) Total liabilities;	44
10) Jumlah ekuitas;	10) Total equities;	44
11) Rasio laba (rugi) terhadap jumlah aset;	11) Profit (loss) to total assets ratio;	45-47
12) Rasio laba (rugi) terhadap ekuitas;	12) Profit (loss) to equities ratio;	45-47
13) Rasio laba (rugi) terhadap pendapatan/penjualan;	13) Profit (loss) to income/sales ratio;	45-47
14) Rasio lancar;	14) Current ratio;	45-47
15) Rasio liabilitas terhadap ekuitas;	15) Liabilities to equities ratio;	45-47
16) Rasio liabilitas terhadap jumlah aset; dan	16) Liabilities to total assets ratio; and	45-47
17) Informasi dan rasio keuangan lainnya yang relevan dengan emiten atau perusahaan publik dan jenis industrinya;	17) Other information and financial ratios relevant to the issuer or public company and type of industry;	45-47
b. Informasi Saham	b. Stock Information	N/A
Informasi Saham (jika ada) paling sedikit memuat:	Stock Information (if any) at least contains:	N/A
1) Saham yang telah diterbitkan untuk setiap masa triwulan (jika ada) yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit meliputi:	1) Shares issued for each quarterly period in the last 2 (two) fiscal years (if any) presented in the form of a comparison, at least covering:	N/A
a) Jumlah saham yang beredar;	a) Number of outstanding shares;	N/A
b) Kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan;	b) Market capitalization based on the price at the stock exchange where the shares listed on;	N/A
c) Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan; dan	c) Highest share price, lowest share price, closing share price at the stock exchange where the shares are listed on; and	N/A
d) Volume perdagangan pada bursa efek tempat saham dicatatkan	d) Share volume at the stock exchange where the shares are listed on.	N/A
Informasi pada huruf a) diungkap oleh Emiten yang merupakan Perusahaan Terbuka yang sahamnya tercatat maupun tidak tercatat di Bursa Efek;	Information in point a) shall be disclosed by the Issuer, the public company whose shares is listed or not listed in the Stock Exchange;	N/A
Informasi pada huruf b), c), dan huruf d) hanya diungkapkan jika Emiten merupakan Perusahaan Terbuka dan sahamnya tercatat di Bursa Efek;	Information in point b), c), and d) shall only be disclosed if the Issuer is a Public Company whose shares are listed in the Stock Exchange;	N/A
2) Dalam hal terjadi aksi korporasi, seperti pemecahan saham (<i>stock split</i>), penggabungan saham (<i>reverse stock</i>), dividen saham, saham bonus, dan perubahan nilai nominal saham, informasi saham sebagaimana dimaksud pada angka ditambahkan penjelasan paling sedikit mengenai	2) In the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and change in par value of shares, then the share price referred to point 1) shall be added with an explanation at least on:	N/A
a) Tanggal pelaksanaan aksi korporasi;	a) Date of corporate action;	N/A



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b) Rasio pemecahan saham (<i>stock split</i>), penggabungan saham (<i>reverse stock</i>), dividen saham, saham bonus, dan perubahan nilai nominal saham	b) Stock split ratio, reverse stock, dividend, bonus shares, and change in par value of shares;	N/A
c) Jumlah saham beredar sebelum dan sesudah aksi korporasi; dan	c) Number of outstanding shares prior to and after corporate action; and	N/A
d) Jumlah efek konversi yang dilaksanakan (jika ada)	d) Number of conversion effects (if any);	N/A
e) Harga saham sebelum dan sesudah aksi korporasi;	e) Share price prior to and after corporate action;	N/A
3) Dalam hal terjadi penghentian sementara perdagangan saham (<i>suspension</i>), dan/atau penghapusan pencatatan saham (<i>delisting</i>) dalam tahun buku, Emiten atau Perusahaan Publik menjelaskan alasan penghentian sementara perdagangan saham (<i>suspension</i>) dan/atau penghapusan pencatatan saham (<i>delisting</i>) tersebut; dan	3) In the event of the suspension and/or delisting in the fiscal year, the Issuer or the Public Company shall explain the reasons for the suspension and/or delisting; and	N/A
4) Dalam hal penghentian sementara perdagangan saham (<i>suspension</i>) dan/atau penghapusan pencatatan saham (<i>delisting</i>) sebagaimana dimaksud pada angka 3) masih berlangsung hingga akhir periode Laporan Tahunan, Emiten atau Perusahaan Publik menjelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (<i>suspension</i>) dan/atau penghapusan pencatatan saham (<i>delisting</i>) tersebut;	4) In the event that the suspension and/or delisting as referred to in point 3) was still in effect until the date of the Annual Report, then the Issuer or the Public Company shall explain the corporate actions taken by the Company in resolving the suspension and/or delisting;	N/A
c. Laporan Direksi	c. The Board of Directors Report	96
Laporan Direksi paling sedikit memuat:	The Board of Directors Report shall at least contain the following items:	
1) Uraian singkat mengenai kinerja Emiten atau Perusahaan Publik, paling sedikit meliputi:	1) Brief description of the performance of the Issuer or Public Company, at least covering:	104-107
a) Strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	a) Strategy and strategic policies or the Issuer or Public Company;	100
b) Peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	b) Role of the Board of Directors in the formulation of strategy and strategic policies of the Issuer or Public Company;	100
c) Proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik;	c) Process carried out by the Board of Directors to ensure the strategy implementation of the Issuer or Public Company;	104
d) Perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan	d) Comparison between achievement of results and targets; and	107
e) Kendala yang dihadapi Emiten atau Perusahaan Publik;	e) Challenges faced by the Issuer or Public Company;	107-108

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2) Gambaran tentang prospek usaha;	2) Description on business prospects;	108-109
3) Penerapan tata kelola Emiten atau Perusahaan Publik.	3) Implementation of good corporate governance by the Issuer or Public Company.	110
d. Laporan Dewan Komisaris	d. The Board of Commissioners Report	80
Laporan Dewan Komisaris paling sedikit memuat:	The Board of Commissioners Report shall at least contain the following items:	
1) Penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi;	1) Assessment on the performance of the Board of Directors in managing the Issuer or the Public Company, including supervision of the Board of Commissioners in the formulation and implementation of strategies for the Issuer or Public Company carried out by the Board of Directors;	86-88
2) Pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi;	2) View on the business prospects of the Issuer or Public Company as established by the Board of Directors;	88-89
3) Pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik;	3) View on the implementation of the corporate governance by the Issuer or Public Company;	91-92
e. Profil Emiten atau Perusahaan Publik	e. Profile of the Issuer or Public Company	117
Profil Emiten atau Perusahaan Publik paling sedikit memuat:	Profile of the Issuer or Public Company shall at least cover:	
1) Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;	1) Name of the Issuer or Public Company, including change of name, reason of change, and effective date of the name change in the fiscal year;	118
2) Akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi:	2) Access to the Issuer or Public Company, including branch office or representative office, where public may have access of information of the Issuer and Public Company, which include:	119
a) Alamat;	a) Address;	119
b) Nomor telepon;	b) Phone number;	119
c) Alamat surat elektronik; dan	c) e-mail address; and	119
d) Alamat Situs Web;	d) Website address;	119
3) Riwayat singkat emiten atau perusahaan publik;	3) Brief history of the issuer or public company;	120
4) Visi dan misi emiten atau perusahaan publik serta budaya perusahaan (corporate culture) atau nilai-nilai perusahaan;	4) Vision and mission of the issuer or public company as well as corporate culture or corporate values;	134-135
5) Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan;	5) Line of business according to the latest articles of association, and line of business carried out in the fiscal year, and types of products and/or services produced;	125-126



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6) Wilayah operasional Emiten atau Perusahaan Publik; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan.	6) Operational area of the Issuer or Public Company; operational area is an area or region of operational activities implementation or scope of the Company's operational activities.	119
7) Struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi, disertai dengan nama dan jabatan;	7) Structure of organization of the Issuer or Public Company in chart form, at least 1 (one) level below the Board of Directors, with the names and positions;	132-133
8) Daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan;	8) A list of industry association memberships both on national and international scale related to the implementation of sustainable finance;	137
9) Profil Direksi, paling sedikit memuat:	9) The Board of Directors profiles, at least including:	152-161
a) Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;	a) Name and position in accordance with the duties and functions;	152-161
b) Foto terbaru;	b) Latest photograph;	152-161
c) Usia;	c) Age;	152-161
d) Kewarganegaraan;	d) Citizenship;	152-161
e) Riwayat pendidikan;	e) Education background;	152-161
f) Riwayat jabatan, meliputi informasi:	f) Position history, including:	152-161
(1) Dasar hukum penunjukan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;	(1) Legal basis for appointment as member of the Board of Directors to the said Issuer or Public Company;	152-161
(2) Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	(2) Concurrent position, as member of the Board of Directors, member of the Board of Commissioners, and/or member of committee, and other position (if any); and	152-161
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik	(3) Working experience and period within and outside the Issuer or Public Company	152-161
g) Hubungan Afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, dan pemegang saham utama (jika ada) meliputi nama pihak yang terafiliasi;	g) Disclosure of affiliation with other members of the Board of Directors, members of the Board of Commissioners, and major shareholders (if any), including the name of the affiliated party;	152-161
h) Perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut;	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 members of the Board of Directors, this matter shall be disclosed.	152-161
10) Profil Dewan Komisaris, paling sedikit memuat:	10) The Board of Commissioners profiles, at least including:	138-151
a) Nama;	a) Name;	138-151

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b) Foto terbaru;	b) Latest photograph;	138-151
c) Usia;	c) Age;	138-151
d) Kewarganegaraan;	d) Citizenship;	138-151
e) Riwayat pendidikan;	e) Education background;	138-151
f) Riwayat jabatan, meliputi informasi:	f) Position history, including:	138-151
(1) Dasar hukum pengangkatan sebagai anggota Dewan Komisaris	(1) Legal basis for the appointment as member of the Board of Commissioners;	138-151
(2) Dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan	(2) Legal basis for the first appointment as member of the Board of Commissioners who is also Independent Commissioner at the said Issuer or Public Company;	138-151
(3) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan	(3) Concurrent position, as member of the Board of Commissioners, member of the Board of Directors, and/or member of committee and other position within or outside the Issuer or Public Company. In the event that members of the Board of Commissioners do not have concurrent position, this matter shall be disclosed; and	138-151
(4) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	(4) Working experience and period within and outside the Issuer or Public Company;	138-151
g) Hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi; Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut;	g) Affiliation with other members of the Board of Commissioners, and major and controlling shareholders, either directly or indirectly to individual owner, 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;	138-151
h) Pernyataan independensi Komisaris Independen dalam hal Komisaris Independen telah menjabat lebih dari 2 (dua) periode (jika ada);	h) Statement of independence of Independent Commissioner in the event that the Independent Commissioner has been appointed for more than (2) periods (if any);	138-151
i) Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut;	i) Changes in the composition of members of the Board of Commissioners and reasons for the changes. In the event that there is no change in the composition of members of the Board of Commissioners, this matter shall be disclosed;	138-151

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11) Dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;	11) In the event that there were changes in the composition of the Board of Directors and/or the Board of Commissioners occurring after the fiscal year ended until the deadline for submitting the Annual Report, then the last and the previous composition of the Board of Directors and/or the Board of Directors shall be stated in the Annual Report;	138-151
12) Jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	12) Number of employees by gender, position, age, education level, and employment status (permanent/contract) in the fiscal year. Disclosure of information shall be presented in tabular form.	171-172
13) Nama pemegang saham dan persentase kepemilikan pada akhir tahun buku, yang terdiri dari informasi mengenai:	13) Names of shareholders and ownership percentage at the end of the fiscal year, consisting of information on:	173
a. Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik	a. Shareholders having 5% (five percent) or more shares of the Issuer or Public Company;	N/A
b. Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik; Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut; dan	b. Members of the Board of Directors and members of the Board of Commissioners who own shares of the Issuer or Public Company. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter shall be disclosed; and	N/A
c. Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik; informasi di atas dapat disajikan dalam bentuk tabel.	c. Groups of public shareholders, or groups of shareholders, each with less than 5% (five percent) shares ownership of the Issuer or Public Company; The above information shall be presented in tabular form.	N/A
14) Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut.	14) Percentage of indirect shares ownership of the Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the fiscal year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of 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 shares ownership of the Issuer or Public Company, this matter shall be disclosed.	N/A
15) Jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:	15) Number of shareholders and percentage ownership at the end of fiscal year, based on the following classifications:	N/A
a) Kepemilikan institusi lokal;	a) Ownership of local institutions;	N/A
b) Kepemilikan institusi asing;	b) Ownership of foreign institutions; and	N/A
c) Kepemilikan individu lokal; dan	c) Ownership of local individual; and	N/A

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d) Kepemilikan individu asing;	d) Ownership of foreign individual;	N/A
16) Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	16) Information on major and controlling shareholders of the Issuer of Public Company, directly or indirectly, and also individual shareholder, presented in the form of scheme or diagram;	N/A
17) Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas, beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi Emiten atau Perusahaan Publik tersebut (jika ada);	17) Name of subsidiaries, associated companies, joint venture controlled by the Issuer or Public Company with entity, percentage of stock ownership, line of business, total assets and operating status of the Issuer of Public Company (if any);	175-183
Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut;	For subsidiaries, the Company shall include the addresses of the said subsidiaries;	175-183
18) Kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek di mana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham (<i>stock split</i>), penggabungan saham (<i>reverse stock</i>), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada);	18) Chronology of share listing, number of shares, par value, and bid price from the beginning of listing up to the end of the fiscal year, and name of Stock Exchange where the Issuer or Public Company shares are listed; including stock split, reverse stock, dividend, bonus shares, and changes in the par value of shares, implementation of convertible securities, implementation of capital addition and reduction (if any);	175-183
19) Informasi pencatatan Efek lainnya selain Efek sebagaimana dimaksud pada angka 18), yang paling sedikit memuat nama Efek, tahun penerbitan, tanggal jatuh tempo, nilai penawaran, dan peringkat Efek (jika ada);	19) Information on other securities listing other than securities as referred to in point 18), which at least contains name of securities, year of issuance, maturity date, offer value, and rating of securities (if any);	175-183
20) Informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi:	20) Information on the use of Public Accounting (AP) services and Public Accounting Firm (KAP) and their network/association/alliance shall include:	528-531
a) Nama dan alamat;	a) Name and address;	528-531
b) Periode penugasan;	b) Assignment period;	528-531
c) Informasi jasa audit dan/atau non audit yang diberikan;	c) Information on audit and/or non-audit services provided;	528-531
d) Biaya jasa (<i>fee</i>) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan	d) Audit and/or non-audit fees for each assignment given during the fiscal year; and	528-531
e) Dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan Pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel.	e) In the event that the appointed AP and KAP and their network/association/alliance do not provide non-audit services, then this information shall be disclosed; and Disclosure of information on the use of AP and KAP services and their network/association/alliance shall be presented in tabular form.	528-531
21) Nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP.	21) Name and address of capital market supporting institutions and/or professions other than AP and KAP.	528-531



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f. Analisis dan Pembahasan Manajemen	f. Management Discussion and Analysis
Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:	185
1) Tinjauan operasi per segmen operasi sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai:	189
a) Produksi, yang meliputi proses, kapasitas, dan perkembangannya;	193-203
b) Pendapatan/penjualan; dan	203-207
c) Profitabilitas	220
2) Kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai:	223
a) Aset lancar, aset tidak lancar, dan total aset;	226
b) Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;	227
c) Ekuitas;	220
d) Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan	227
e) Arus kas;	253
3) Kemampuan membayar utang dengan menyajikan perhitungan rasio yang relevan;	254
4) Tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;	255
5) Struktur modal (<i>capital structure</i>) dan kebijakan manajemen atas struktur modal (<i>capital structure</i>) tersebut disertai dasar penentuan kebijakan dimaksud;	257
6) Bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit meliputi:	257
a) Tujuan dari ikatan tersebut;	259
b) Sumber dana yang diharapkan untuk memenuhi ikatan tersebut;	259
c) Mata uang yang menjadi denominasi; dan	259

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d) Langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	d) Steps taken by the Issuer or Public Company to protect the position of a related foreign currency against risks;	259
7) Bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit meliputi:	7) Discussion on investment of capital goods which was realized in the last fiscal year, at least include:	258
a) Jenis investasi barang modal;	a) Type of investment of capital goods;	258
b) Tujuan investasi barang modal; dan	b) Objective of the investment of capital goods; and	259
c) Nilai investasi barang modal yang dikeluarkan;	c) Value of the investment of capital goods;	258
8) Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	8) Material Information and facts occurring after the date of the accountant's report (if any);	258
9) Prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya;	9) Business prospects of the Issuer or Public Company in connection with the conditions of industry, economy in general and international market, accompanied with supporting quantitative data from reliable data source;	275
10) Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai:	10) Comparison between target/projection at the beginning of fiscal year and result (realization), concerning:	262
a) Pendapatan/penjualan	a) Income/sales;	262
b) Laba (rugi);	b) Profit (loss);	262
c) Struktur modal (<i>capital structure</i>); atau	c) Capital structure; or	262
d) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	d) Others that deemed necessary for the Issuer or Public Company;	262
11) Target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai:	11) Target/projection to be achieved by the Issuer or Public Company for the next 1 (one) year, concerning:	262
a) Pendapatan/penjualan	a) Income/sales;	262
b) Laba (rugi);	b) Profit (loss);	262
c) Struktur modal (<i>capital structure</i>); atau	c) Capital structure; or	262
d) Kebijakan dividen; atau	d) Dividend policy; or	262
e) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	e) Others that deemed necessary for the Issuer or Public Company;	262
12) Aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	12) Marketing aspects of the products and/or services of the Issuer or Public Company, among others marketing strategy and market share;	282
13) Uraian mengenai dividen selama 2 (dua) tahun buku terakhir (jika ada), paling sedikit:	13) Description regarding dividend policy during the last 2 (two) fiscal years (if any), at least:	283
a) Kebijakan dividen;	a) Dividend policy;	283



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b) Tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas;	b) Payment date of cash dividend and/or distribution date of non-cash dividend;	283
c) Jumlah dividen per saham (kas dan/atau non kas); dan	c) Amount of dividend per share (cash and/or non cash); and	283
d) Jumlah dividen per tahun yang dibayar;	d) Amount of dividend per year paid;	283
14) Realisasi penggunaan dana hasil Penawaran Umum, dengan ketentuan	14) Realization of the use of proceeds from the Public Offering, under the conditions of:	284
a) Dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil Penawaran Umum secara kumulatif sampai dengan akhir tahun buku; dan	a) During the fiscal year, the Issuer has the obligation to report the realization of the use of proceeds, then the realization of the cumulative use of proceeds until the end of fiscal year shall be disclosed; and	284
b) Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, maka Emiten menjelaskan perubahan tersebut;	b) In the event that there were changes in the use of proceeds as stipulated in the Regulation of the Financial Services Authority on the Report of Realization of the Use of Proceeds from Public Offering, then Issuer shall explain the said changes;	284
15) Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi Afiliasi, dan transaksi yang mengandung benturan kepentingan, yang terjadi pada tahun buku, antara lain memuat:	15) Material information (if any), among others concerning investment, expansion, divestment, business merger/consolidation, acquisition, debt/capital restructuring, transactions with affiliated parties, and conflict of interest transactions occurring during the fiscal year, among others include:	271
a) Tanggal, nilai, dan objek transaksi;	a) Transaction date, value, and object;	271
b) Nama pihak yang melakukan transaksi;	b) Name of transacting parties;	271
c) Sifat hubungan Afiliasi (jika ada);	c) Nature of related parties (if any);	271
d) Penjelasan mengenai kewajaran transaksi; dan	d) Description of the fairness of the transaction; and	271
e) Pemenuhan ketentuan terkait;	e) Compliance with related rules and regulations;	271
f) Dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Emiten atau Perusahaan Publik juga mengungkapkan informasi:	f) In the event that there is an affiliate relationship, in addition to disclosing the information as referred to in points a) to e), the Issuer or Public Company shall also disclose the following information:	271
(1) Pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (<i>arm's length principle</i>); dan	(1) Statement from the Board of Directors that the affiliate transaction has gone through adequate procedures to ensure that the affiliate transaction is carried out in accordance with generally accepted business practices, among others, by complying with the arm's length principle; and	271

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(2) Peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (<i>arm's length principle</i>);	(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, by complying with the arms-length principle;
g) Untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan; Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut.	g) Affiliated transactions or material transactions are business activities that are carried out in order to generate business income and are carried out regularly, repeatedly, and/or continuously, an explanation that the affiliated transactions or material transactions are business activities that are carried out in order to generate business income and are carried out regularly, repeatedly, and/or continuously shall be added; In the event that the affiliated transactions or material transactions have been disclosed in the annual financial statements, additional information regarding the disclosure reference in the annual financial statements shall be added.
h) Untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut;	h) In the event that disclosure of affiliated transactions and/or conflict of interest transactions resulting from the implementation of affiliated transactions and/or conflict of interest transactions have been approved by independent shareholders, additional information regarding the date of the GMS that approved the affiliated transactions and/or conflict of interest transactions shall be added;
i) Dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut;	i) in the event that there are no affiliated transactions and/or conflict of interest transactions, then such matters shall be disclosed;
16) Perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	16) Changes in the laws and regulations which have a significant effect on the Issuer or Public Company and impacts on the financial statement (if any); and
17) Perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada);	17) Changes in the accounting policy, rationale and impact on the financial statement (if any);
g. Tata Kelola Emiten atau Perusahaan Publik	g. Corporate Governance of the Issuer or Public Company
Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:	Corporate Governance of the Issuer or Public Company contains at least:
1) RUPS, paling sedikit memuat:	1) GMS, at least containing:



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a) Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi:	a) Information regarding GMS resolutions in the fiscal year and 1 (one) year prior to the fiscal year, including:	305
(1) Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan	(1) GMS resolutions in the fiscal year and 1 (one) year prior to the fiscal year that has been realized in the fiscal year; and	305-320
(2) Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan;	(2) GMS resolutions in the fiscal year and 1 (one) year prior to the fiscal year that have not been realized and the reasons of non-realization;	305-320
b) Dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut;	b) In the event that the Issuer or Public Company uses an independent party in the GMS to calculate voting, then this matter shall be disclosed;	305-320
2) Direksi, mencakup antara lain:	2) The Board of Directors, including:	
a) Tugas dan tanggung jawab masing-masing anggota Direksi;	a) The tasks and responsibilities of each member of the Board of Directors;	348-359
b) Pernyataan bahwa Direksi memiliki pedoman atau piagam (charter) Direksi;	b) Statement that the Board of Directors has board manual or charter;	342
c) Kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel;	c) Policies and frequency of the meeting of the Board of Directors, including the joint meeting with Board of Commissioners, and attendance level of member of the Board of Directors in the said meeting, including attendance level at the GMS; Information on attendance level of members of the Board of Directors at the meeting of the Board of Directors, joint meeting with the Board of Commissioners, or the GMS shall be presented in tabular form;	360-389
d) Pelatihan dan/atau peningkatan kompetensi anggota Direksi:	d) Training and/or competency enhancement of members of the Board of Directors:	414
(1) Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan	(1) Policy on training and/or competency enhancement of members of the Board of Directors, including orientation program for newly appointed members of the Board of Directors (if any); and	414
(2) Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada);	(2) training and/or competency enhancement attended by members of the Board of Directors in the fiscal year (if any);	414
e) Penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat:	e) Assessment on the performance of committee under the Board of Directors to support the implementation of the Board of Directors' duties in the fiscal year shall at least contain:	415
1) Prosedur penilaian kinerja; dan	1) Performance assessment procedure; and	415

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2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	2) Assessment criteria, such as performance achievements during the fiscal year, competence and attendance at meetings; and	416
f) Dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut.	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 matter shall be disclosed.	N/A
3) Dewan Komisaris, mencakup antara lain:	3) The Board of Commissioners, among others, including:	
a) Tugas dan tanggung jawab Dewan Komisaris;	a) Duties and responsibilities of the Board of Commissioners;	325-326
b) Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (<i>charter</i>) Dewan Komisaris;	b) Statement that the Board of Commissioners has the board manual or charter;	327
c) Kebijakan dan pelaksanaan tentang frekuensi rapat Dewan Komisaris, termasuk rapat bersama Direksi, dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut;	c) Policies and frequency of meeting of the Board of Commissioners, including meeting with the Board of Directors, and attendance level of each member of the Board of Commissioners in the said meetings;	329
d) Pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris:	d) Training and/or competency enhancement of members of the Board of Commissioners:	327
(1) Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan	(1) Policy on training and/or competency enhancement of members of the Board of Commissioners, including orientation program for newly appointed members of the Board of Commissioners (if any); and	327
(2) Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada);	(2) training and/or competency enhancement attended by members of the Board of Commissioners in the financial year (if any);	327
e) Penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat:	e) Assessment on the performance of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and the Board of Commissioners, at least covering:	413
(1) Prosedur pelaksanaan penilaian kinerja;	(1) Procedure for the implementation of performance assessment; and	413
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	(2) Assessment criteria, including performance achievements during the fiscal year, competence and attendance at meetings; and	413
(3) Pihak yang melakukan penilaian; dan	(3) Assessor;	413
f) Penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi:	f) Assessment on the performance of the committees under the Board of Commissioners that supports the implementation of Board of Commissioners' duties in the fiscal year, covering:	N/A



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(1) Prosedur penilaian kinerja; dan	(1) Procedure for performance assessment; and	N/A
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat;	(2) Assessment criteria, including performance achievements during the fiscal year, competence and attendance at meetings;	N/A
4) Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat:	4) The nomination and remuneration of the Board of Directors and the Board of Commissioners, at least covering:	337
a) Prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan	a) 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	338
b) Prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain:	b) Procedures and implementation of remuneration of the Board of Directors and the Board of Commissioners, including:	338
(1) Prosedur penetapan remunerasi Direksi dan Dewan Komisaris;	(1) Procedures for determining remuneration of the Board of Directors and the Board of Commissioners;	338
(2) Struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya; dan	(2) Remuneration structure of the Board of Directors and the Board of Commissioners, such as salaries, allowances, tantiem/bonuses and others; and	339
(3) Besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	(3) Amount of remuneration of each member of the Board of Directors and member of the Board of Commissioners; Information disclosure shall be presented in tabular form.	339
5) Dewan Pengawas Syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat:	5) Sharia Supervisory Board, for Issuer or Public Company conducting business based on sharia law, as stipulated in the Articles of Association, at least containing:	N/A
a) Nama;	a) Name;	N/A
b) Tugas dan tanggung jawab Dewan Pengawas Syariah; dan	b) Duties and responsibilities of Sharia Supervisory Board; and	N/A
c) Frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan Prinsip Syariah di Pasar Modal terhadap Emiten atau Perusahaan Publik;	c) frequency and procedure in providing advice and suggestion, as well as the compliance of Sharia Principles by the Issuer or Public Company in the Capital Market;	N/A
6) Komite Audit, mencakup antara lain:	6) Audit Committee, among others, including:	447
a) Nama dan jabatannya dalam keanggotaan komite;	a) Name and position in the committee;	449
b) Usia;	b) Age;	449-453
c) Kewarganegaraan;	c) Citizenship;	449-453

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d) Riwayat pendidikan;	d) Education background;	449-453
e) Riwayat jabatan, meliputi informasi:	e) Position history, including:	449-453
(1) Dasar hukum penunjukan sebagai anggota komite;	(1) Legal basis for the appointment as member of the committee;	449-453
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	(2) Concurrent position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and	449-453
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	(3) Working experience and period within and outside the Issuer or Public Company;	449-453
f) Periode dan masa jabatan anggota Komite Audit;	f) Period and terms of office of the member of Audit Committee;	449-453
g) Pernyataan independensi Komite Audit;	g) Statement of independence of the Audit Committee;	454-456
h) Kebijakan dan pelaksanaan tentang frekuensi rapat Komite Audit dan tingkat kehadiran anggota Komite Audit dalam rapat tersebut;	h) Policies and implementation of the frequency of meeting of the Audit Committee and attendance level of member of Audit Committee at the meeting;	460-463
i) Pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	i) Education and/or training during the fiscal year (if any); and	465
j) Pelaksanaan kegiatan Komite Audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (charter) Komite Audit;	j) The activities of the Audit Committee in the fiscal year in accordance with the Audit Committee Charter;	457-459
7) Komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat:	7) The nomination and remuneration committee or function of the Issuer or Public Company, at least containing:	465
a) Nama dan jabatannya dalam keanggotaan komite;	a) Name and position in the Committee;	466
b) Usia;	b) Age;	468-474
c) Kewarganegaraan;	c) Citizenship;	468-474
d) Riwayat pendidikan;	d) Education background;	468-474
e) Riwayat jabatan, meliputi informasi:	e) Position history, including:	468-474
(1) Dasar hukum penunjukan sebagai anggota komite;	(1) Legal basis for the appointment as member of the committee;	468-474
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	(2) Concurrent position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and	468-474
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	(3) Working experience and period within and outside the Issuer or Public Company;	468-474
f) Periode dan masa jabatan anggota komite;	f) Period and terms of office of the member of Audit Committee;	468-474



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g) Pernyataan independensi komite;	g) statement of independence of the Committee;	N/A
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	h) Training and/or competency enhancement during the fiscal year (if any);	468-474
i) Uraian tugas dan tanggung jawab;	i) Description of duties and responsibilities;	466-467
j) Pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>);	j) Statement that the Committee has guidelines or Charter;	N/A
k) Kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut;	k) Policies and frequency of meeting of the committee, and attendance level of members of the committee in the said meetings;	475
l) Uraian singkat pelaksanaan kegiatan komite pada tahun buku;	l) Brief description on the activities of the committee in the fiscal year;	475
m) Dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan:	m) In the event that no nomination and remuneration committee is formed, the Issuer or Public Company shall disclose the information as referred to in points i) to l) and disclose:	N/A
(1) Alasan tidak dibentuknya komite; dan	(1) Reasons for not forming the committee; and	N/A
(2) Pihak yang melaksanakan fungsi nominasi dan remunerasi;	(2) The unit responsible to carry out the nomination and remuneration function;	N/A
8) Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi dan/atau Dewan Komisaris, seperti Komite Nominasi dan Remunerasi, mencakup antara lain:	8) Other committees owned by the Issuer or Public Company in order to support the functions and duties of the Board of Directors and/or Board of Commissioners, such as the Nomination and Remuneration Committee, including:	476-482
a) Nama dan jabatannya dalam keanggotaan komite;	a) Name and position in the Committee;	476-482
b) Usia;	b) Age;	476-482
c) Kewarganegaraan;	c) Citizenship;	476-482
d) Riwayat pendidikan;	d) Education background;	476-482
e) Riwayat jabatan, meliputi informasi:	e) Position history, including:	476-482
(1) Dasar hukum penunjukan sebagai anggota komite;	(1) Legal basis for the appointment as member of the committee;	476-482
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	(2) Concurrent position, as member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and	476-482
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	(3) Working experience and period within and outside the Issuer or Public Company;	476-482
f) Periode dan masa jabatan anggota komite;	f) Period and terms of office of the Committee;	476-482

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g) Pernyataan independensi komite;	g) statement of independence of the Committee;	N/A
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	h) Training and/or competency enhancement during the fiscal year (if any);	476-482
i) Uraian tugas dan tanggung jawab;	i) Description of duties and responsibilities;	485-486
j) Pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>);	j) Statement that the Committee has guidelines or Charter;	N/A
k) Kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut;	k) Policies and frequency of meeting of the committee, and attendance level of members of the committee in the said meetings;	492-495
l) Uraian singkat pelaksanaan kegiatan komite pada tahun buku;	l) Brief description on the activities of the committee in the fiscal year;	487-492
9) Sekretaris Perusahaan, mencakup antara lain:	9) Corporate Secretary, including:	502
a) Nama;	a) Name;	502
b) Domisili;	b) Domicile;	502
c) Riwayat jabatan, meliputi informasi:	c) Position history, including:	502
(1) Dasar hukum penunjukan sebagai Sekretaris Perusahaan; dan	(1) Legal basis for the appointment as Corporate Secretary; and	502
(2) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	(2) Working experience and period within and outside the Issuer or Public Company;	502
d) Riwayat pendidikan;	d) Education background ;	502
e) Pendidikan dan/atau pelatihan yang diikuti dalam tahun buku; dan	e) Education and/or training in the fiscal year; and	502
f) Uraian singkat pelaksanaan tugas Sekretaris Perusahaan pada tahun buku;	f) Brief description on the implementation of duties of the Corporate Secretary in the fiscal year;	504
10) Unit Audit Internal, mencakup antara lain:	10) Internal Audit Unit, among others, including:	510
a) Nama kepala Unit Audit Internal;	a) Name of Head of Internal Audit Unit;	510-511
b) Riwayat jabatan, meliputi informasi:	b) Position history, including:	510-511
(1) Dasar hukum penunjukan sebagai kepala Unit Audit Internal; dan	(1) Legal basis for the appointment as Head of Internal Audit Unit; and	510-511
(2) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	(2) Working experience and period within and outside the Issuer or Public Company;	510-511
c) Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);	b) Qualification or certification as internal auditor (if any);	513
d) Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku;	a) Education and/or competency enhancement during the fiscal year;	513
e) Struktur dan kedudukan Unit Audit Internal;	d) Structure and position of Internal Audit Unit;	514



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f) Uraian tugas dan tanggung jawab;	e) Description of duties and responsibilities;	515-516
g) Pernyataan bahwa telah memiliki pedoman atau piagam (<i>charter</i>) Unit Audit Internal; dan	f) Statement that the Internal Audit Unit has Internal Audit Unit charter; and	514
h) Uraian singkat pelaksanaan tugas Unit Audit Internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/atau komite audit;	g) Brief description on the implementation of duty of Internal Audit Unit in the fiscal year, including the policy and frequency of meetings with the Board of Directors, Board of Commissioners, and/or audit committee;	515-516
11) Uraian mengenai sistem pengendalian internal (<i>internal control</i>) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	11) Description on internal control system adopted by the Issuer or Public Company, at least covering:	548
a) Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; d	a) Financial and operational control, and compliance to the other prevailing laws and regulations; and	549
b) Tinjauan atas efektivitas sistem pengendalian internal;	b) Review on the effectiveness of internal control systems	549-550
c) Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	c) Statement of the Board of Directors and/or Board of Commissioners on adequacy of the internal control system;	548
12) Sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	12) Risk management system adopted by the company, at least covering:	533
a) Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik;	a) General description about the risk management system of the Issuer or Public Company;	533
b) Jenis risiko dan cara pengelolaannya; dan	b) Types of risk and the management; and	538-539
c) Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik;	c) Review on the effectiveness of the risk management system adopted by the Issuer or Public Company;	537
d) Pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;	d) Statement of the Board of Directors and/or the Board of Commissioners or the audit committee on adequacy of the risk management system;	535-536
13) Perkara penting yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), antara lain meliputi:	13) Important cases faced by the Issuer or Public Company, subsidiaries, members of the Board of Commissioners and the Board of Directors, among others, including:	552
a) Pokok perkara/gugatan;	a) Substance of the case/claim;	552
b) Status penyelesaian perkara/gugatan; dan	b) Status of settlement of case/claim; and	552
c) Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	c) Potential impacts on the condition of the Issuer or Public Company;	552

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14) Informasi tentang sanksi administratif yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan Direksi, oleh otoritas Pasar Modal dan otoritas lainnya pada tahun buku (jika ada);	14) Information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and the Board of Directors, by the Capital Market Authority and other authorities during the fiscal year (if any);	553
15) Informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi:	15) Information about codes of conduct of the Issuer or Public Company, including:	557
a) Pokok-pokok kode etik;	a) Key points of the code of conduct;	557
b) Bentuk sosialisasi kode etik dan upaya penegakannya; dan	b) Socialization of the code of conduct and enforcement; and	561
c) Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;	c) Statement that the code of conduct is applicable for the Board of Commissioners, the Board of Directors, and employees of the Issuer of Public Company;	560
16) Uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (<i>management stock ownership program/MSOP</i>) dan/atau program kepemilikan saham oleh karyawan (<i>employee stock ownership program/ESOP</i>); Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (<i>management stock ownership program/MSOP</i>) dan/atau program kepemilikan saham oleh karyawan (<i>employee stock ownership program/ESOP</i>), informasi yang diungkapkan paling sedikit memuat:	16) A brief description of the policy for providing long-term performance-based compensation to management and/or employees owned by the Issuer or Public Company (if any), including the Management Stock Ownership Program (MSOP) and/or Employee Stock Ownership Program (ESOP); In terms of providing compensation in the form of a management stock ownership program (MSOP) and/or an employee stock ownership program (ESOP), the disclosed information shall at least contain:	N/A
a) Jumlah saham dan/atau opsi;	a) Number of shares and/or options;	N/A
b) Jangka waktu pelaksanaan;	b) Implementation period;	N/A
c) Persyaratan karyawan dan/atau manajemen yang berhak; dan	c) Requirement for eligible employee and/or management; and	N/A
d) Harga pelaksanaan atau penentuan harga pelaksanaan;	d) Exercise price.	N/A
17) Uraian singkat mengenai kebijakan pengungkapan informasi mengenai:	17) A brief description on the information disclosure policy regarding:	N/A
a) Kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka; dan	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 of ownership of the shares of the Public Company; and	N/A
b) Pelaksanaan atas kebijakan dimaksud;	b) Implementation of the said policy;	N/A



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18) Uraian mengenai sistem pelaporan pelanggaran (<i>whistleblowing system</i>) di Emiten atau Perusahaan Publik, paling sedikit memuat:	18) Description of whistleblowing system at the Issuer or Public Company (if any), at least containing:	565
a) Cara penyampaian laporan pelanggaran;	a) Mechanism for violation reporting;	566
b) Perlindungan bagi pelapor;	b) Protection for the whistleblower;	568
c) Penanganan pengaduan	c) Handling of violation reports;	568
d) Pihak yang mengelola pengaduan; dan	d) Unit responsible for handling of violation report; and	569
e) Hasil dari penanganan pengaduan, paling sedikit:	e) Results from violation report handling, at least including:	571
(1) Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan	(1) Number of complaints received and processed during the fiscal year; and	571
(2) Tindak lanjut pengaduan;	(2) Follow up of complaints;	571
Dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (<i>whistleblowing system</i>), maka diungkapkan mengenai hal tersebut.	In the event that the Issuer or Public Company does not have a whistleblowing system, this matter shall be disclosed.	
19) Uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat:	19) Description of the anti-corruption policy of the Issuer or Public Company, at least containing:	559
a) Program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (<i>kickbacks</i>), <i>fraud</i> , suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik; dan	a) Programs and procedures to overcome corrupt practices, kickbacks, fraud, bribery and/or gratuities in the Issuer or Public Company; and	559
b) Pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik;	b) Anti-corruption training/socialization to employees of the Issuer or Public Company;	561
Dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud.	In the event that the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the said policy shall be explained.	NA
20) Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi Emiten yang menerbitkan Efek Bersifat Ekuitas atau Perusahaan Publik, meliputi:	20) Implementation of the Guidelines of Corporate Governance for Public Companies for the Issuer issuing Equity-based Securities or Public Company, including:	292-304
a) Pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau	a) Statement regarding recommendations that have been implemented; and/or	292-304
b) Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada);	b) Description of recommendation that has not been implemented, along with the reason and alternatives of implementation (if any);	292-304



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h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik	h. Social and Environmental Responsibility of the Issuer or Public Company
1) Informasi yang diungkapkan dalam bagian tanggung jawab sosial dan lingkungan merupakan Laporan Keberlanjutan (<i>Sustainability Report</i>) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, paling sedikit memuat:	1) Information disclosed in the social and environmental responsibility section is a Sustainability Report as referred to in the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, at least covering:
a) Penjelasan strategi keberlanjutan;	a) Explanation of sustainability strategy;
b) Ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup);	b) Overview of sustainability aspects (economic, social, and environmental)
c) Profil singkat Emiten atau Perusahaan Publik;	c) Brief profile of the Issuer or Public Company
d) Penjelasan Direksi;	d) Explanation of the Board of Directors;
e) Tata kelola keberlanjutan;	e) Sustainability governance;
f) Kinerja keberlanjutan;	f) Sustainability performance;
g) Verifikasi tertulis dari pihak independen, jika ada;	g) Written verification from an independent party, if any;
h) Lembar umpan balik (<i>feedback</i>) untuk pembaca, jika ada; dan	h) Feedback sheet for readers, if any; and
i) Tanggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya;	i) Response of the Issuer or Public Company to report feedback in the previous year;
i. Laporan Keuangan Tahunan yang Telah Diaudit	i. Audited Annual Financial Statement
Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia dan telah diaudit oleh Akuntan. Laporan keuangan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai laporan berkala Perusahaan Efek dalam hal Emiten merupakan Perusahaan Efek; dan	Financial Statements included in Annual Report shall be prepared in accordance with the Financial Accounting Standards in Indonesia and audited by an Accountant. The said financial statement shall be included with statement of responsibility for financial report as stipulated in the laws and regulations in the Capital Markets sector governing the responsibility of the Board of Directors on the financial report or the laws and regulations in the Capital Markets sector governing the periodic reports of securities company in the event the Issuer is a Securities Company; and
j. Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan	j. Letter of Statement of the Board of Directors and the Board of Commissioners regarding the Responsibility for Annual Reporting.
Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.	Letter of statement of the Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting shall be prepared according to the format of letter of statement of member of Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting as attached in the Attachment, which is an integral part of this Circulation Letter of the Financial Services Authority.



2021

Laporan Tahunan
Annual Report

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