

Precision Health
for Healthy Community









2025

Laporan Tahunan
Annual Report


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Sanggahan dan Batasan Tanggung Jawab

Laporan Tahunan PT Prodia Widyahusada Tbk diterbitkan sebagai bentuk kepatuhan pada Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik. Laporan Tahunan ini memuat informasi mengenai pernyataan kondisi keuangan, hasil operasi, proyeksi, rencana, strategi, kebijakan, serta tujuan Perseroan. Informasi yang disampaikan dalam Laporan Tahunan ini dapat digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material yang berbeda dari apa yang telah dilaporkan.

Laporan Tahunan ini memuat kata "Perseroan", "Perusahaan", atau "Prodia", yang didefinisikan sebagai PT Prodia Widyahusada Tbk. Adakalanya kata "kami" digunakan atas dasar kemudahan untuk menyebut PT Prodia Widyahusada Tbk secara umum.

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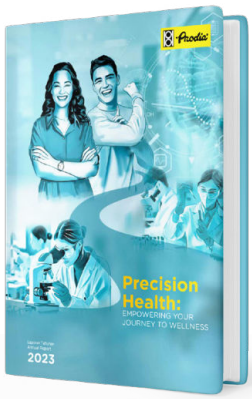
The Annual Report of PT Prodia Widyahusada Tbk is published as a form of compliance with the Circular Letter of the Financial Services Authority (SEOJK) No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies. This Annual Report contains information about the financial condition, operating results, projections, plans, strategies, policies, and objectives of the Company. The information presented in this Annual Report is classified as forward-looking statements in regulatory aspects, except for historically factual matters. These statements have prospective risks, possible threats, and may have material results different from the reported projections.

This Annual Report contains the words "Company," "Company," or "Prodia," which refer to PT Prodia Widyahusada Tbk. Occasionally, the word "we" is used for convenience when referring to PT Prodia Widyahusada Tbk.

Keberlanjutan Tema
Theme Continuity

2023

Precision Health: Empowering Your Journey to Wellness



Memasuki usia ke-50 pada tahun 2023 dengan menggaungkan tema "Personal and Precise Partner for Your Health", Prodia kini telah dikenal sebagai penyedia layanan kesehatan dengan jejaring dan pangsa pasar terbesar di Indonesia. Keberhasilan ini tentunya semakin menggelorakan semangat Prodia untuk terus berinovasi dan berkembang dalam mewujudkan visi barunya, yaitu bertransformasi menjadi laboratorium generasi selanjutnya. Kami menyadari bahwa kesehatan manusia terus berevolusi dan bertransformasi, seiring dengan gaya hidup yang terus berubah. Untuk itu, Prodia berkomitmen untuk memberikan pelayanan yang akurat dan personal kepada setiap pelanggan. Memandang ke depan, Prodia siap melangkah ke tahap pertumbuhan berikutnya sebagai mitra terpercaya yang memberdayakan semua pelanggannya menuju hidup sehat yang optimal.

Celebrating its 50th anniversary in 2023 with the theme "Personal and Precise Partner for Your Health," Prodia has established itself as the leading healthcare service provider with the largest network and market share in Indonesia. This achievement has further fueled Prodia's passion to continuously innovate and grow in realizing its new vision to transform into the next generation of laboratories. We recognize that human health continues to evolve and transform in line with changing lifestyles. Therefore, Prodia remains committed to delivering accurate and personalized services to every customer. Looking ahead, Prodia is ready to move forward to the next stage of growth as a trusted partner that empowers its customers to achieve optimal health and well-being.

2024

Sustainability for Healthy Community

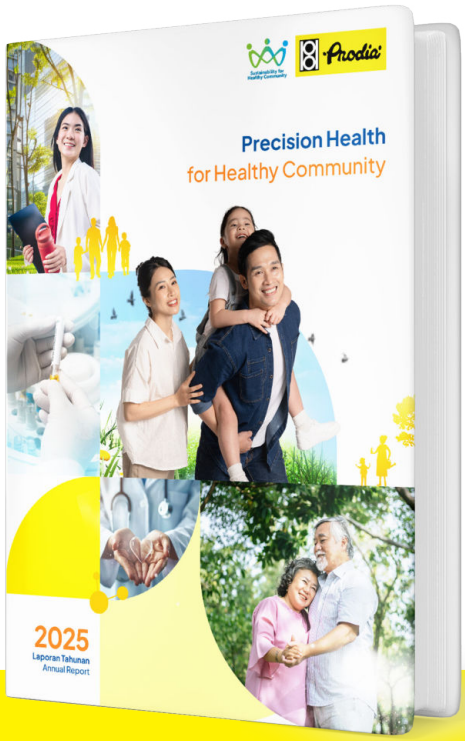


Komitmen dan determinasi Prodia untuk memperkuat posisinya sebagai penyedia layanan laboratorium kesehatan terbesar dan terdepan di Indonesia semakin nyata melalui kinerja yang apresiatif. Sepanjang tahun 2024, Prodia berhasil membukukan peningkatan pendapatan dan laba bersih yang positif di tengah ketidakpastian dinamika kondisi ekonomi dan kompetisi industri kesehatan. Pencapaian ini dikontribusikan oleh keberhasilan Perseroan dalam mengeksekusi sejumlah strategi bisnis, program, dan kebijakan solutif.

Selama tahun 2024, Prodia terus mengembangkan model bisnis sesuai kebutuhan pelanggan dan melanjutkan penetrasi digital untuk memberikan layanan diagnostik yang holistik dan personal bagi seluruh pelanggan. Upaya-upaya ini menegaskan tekad Prodia untuk senantiasa mempertahankan keberlanjutan bisnis dan memberikan layanan kesehatan terbaik bagi masyarakat.

Prodia's commitment and determination to strengthen its position as Indonesia's largest and leading provider of health laboratory services are increasingly evident through appreciable performance. Throughout 2024, Prodia successfully achieved positive growth in both revenue and net profit amid the uncertainty of economic conditions and the competitive dynamics of the healthcare industry. This achievement was driven by the Company's success in executing various business strategies, programs, and solution-oriented policies.

Throughout 2024, Prodia continuously developed its customer-driven business model with further digital penetration in an effort to deliver holistic and personalized diagnostic services for all customers. These efforts highlight Prodia's determination to maintain the sustainability of its business while continuously delivering the best health services for the community.



2025

Precision Health
for Healthy Community

Sebagai perusahaan diagnostik laboratorium terkemuka di Indonesia, Prodia berperan penting dalam membangun ekosistem kesehatan yang berkelanjutan, sebuah cerminan perjalanan dari peningkatan kualitas layanan kesehatan personal menuju kesejahteraan komunitas. Tema Prodia tahun ini memaknai komitmen kami untuk terus meningkatkan kualitas kesehatan melalui penyediaan produk tes yang mendukung penerapan *precision medicine*, sehingga memungkinkan diagnosis dan penanganan yang lebih akurat, tepat sasaran, dan sesuai dengan kebutuhan setiap individu.

Sepanjang tahun 2025, Prodia berhasil meraih kinerja yang solid dan kuat. Kami telah membuka sejumlah outlet baru di berbagai wilayah dan meresmikan Prodia Clinical Multiomics Centre (PCMC). Melalui kolaborasi sinergis dengan seluruh pemangku kepentingan, Prodia berkomitmen untuk menghadirkan layanan diagnostik yang lebih spesifik, komprehensif, dan holistik. Selaras dengan prinsip *Environmental, Social, and Governance* (ESG), Prodia terus meningkatkan keterlibatan peran dan partisipasinya dalam membangun komunitas yang lebih sehat, inklusif, dan berkelanjutan dengan meningkatkan akses, edukasi, dan layanan kesehatan yang berkualitas bagi seluruh komunitas.

As a leading laboratory diagnostics company in Indonesia, Prodia plays a vital role in building a sustainable health ecosystem, a reflection of our journey where we improved the quality of personal healthcare services towards achieving community well-being. This year's theme defines our commitment to improving healthcare quality as we continue to provide testing products that support precision medicine, enabling more accurate, targeted, and need-based diagnoses and treatments for everyone.

Throughout 2025, Prodia delivered another solid and strong performance. We opened several new outlets in various regions and inaugurated the Prodia Clinical Multiomics Center (PCMC). Through synergistic collaboration with all stakeholders, Prodia is delivering on its commitment to providing more specific, comprehensive, and holistic diagnostic services. In line with Environmental, Social, and Governance (ESG) principles, Prodia participates more in building healthier, more inclusive, and more sustainable communities by improving access to education, quality healthcare services, and healthcare equity for all.

Daftar Isi
Table of Contents

2 Keberlanjutan Tema
Theme Continuity

4 Daftar Isi
Table of Contents

Ikhtisar Kinerja Perseroan 14
Company Performance Highlights

16 Ikhtisar Keuangan
Financial Highlights

18 Ikhtisar Saham
Shares Highlights

18 Grafik Pergerakan Saham Tahun 2025
2025 Shares Price Movement Graph

19 Aksi Korporasi
Corporate Actions

19 Penghentian Sementara Perdagangan Saham dan/atau Penghapusan Pencatatan Saham
Temporary Suspension of Share Trading and/or Delisting of Shares

19 Informasi tentang Penerbitan Obligasi, Sukuk, atau Obligasi Konversi
Information on Issuance of Bonds, Sukuk, or Convertible Bonds

20 Peristiwa Penting Tahun 2025
2025 Event Highlights

27 Penghargaan dan Sertifikasi 2025
Awards and Certificates in 2025

Laporan Manajemen 30
Management Reports

32 Laporan Dewan Komisaris
Board of Commissioners' Report

42 Laporan Direksi
Board of Directors' Report

56 Profil Dewan Komisaris
Board of Commissioners' Profile

58 Direksi
Board of Directors

Profil Perusahaan 60
Company Profile

62 Informasi Perseroan
Company Information

63 Mengenai Prodia
About Prodia

66 Rekam Jejak
Milestones

68 Visi, Misi, dan Falsafah Perusahaan
Company's Vision, Mission, and Philosophy

71 Kegiatan Usaha
Business Activities

72 Wilayah Operasional
Operational Area

74 Struktur Organisasi
Organization Structure

76 Fasilitas dan Layanan Prodia
Prodia Facilities and Services

84 Keanggotaan dalam Asosiasi/Organisasi
Membership in Association/Organization

85 Komposisi Dewan Komisaris dan Direksi
Board of Commissioners and Board of Directors Composition

86 Profil Dewan Komisaris
Board of Commissioners' Profile

91 Profil Direksi
Board of Directors' Profile

96 Informasi Pemegang Saham
Shareholders Information

98 Informasi Pemegang Saham Utama dan/atau Pengendali
Information on Major and/or Controlling Shareholder

99 Struktur Grup Perusahaan
Company Group Structure

100 Entitas Anak
Subsidiaries

101 Entitas Asosiasi
Associated Entities

102 Kronologi Pencatatan Saham
Chronology of Share Registration

102 Kronologi Pencatatan Efek Lainnya
Chronology of Other Securities Listing

103 Auditor Eksternal
External Auditor

104 Lembaga/Profesi Penunjang Pasar Modal
Supporting Institution/Profession in the Capital Market

105 Situs Web Perseroan
Corporate Website

Tinjauan Pendukung Bisnis 108
Supporting Business Overview

110 Sumber Daya Manusia
Human Capital

124 Teknologi Informasi
Information Technology

Analisis dan Pembahasan Manajemen 152
Analysis and Management Report

154 Tinjauan Ekonomi Makro
Macroeconomic Review

155 Tinjauan Industri
Review of Industry

157 Tinjauan Operasi Per Segmen Usaha
Operational Review by Business Segment

161 Strategi Pengembangan Usaha
Business Development Strategy

164 Aspek Pemasaran
Marketing Aspects

168 Tinjauan Kinerja Keuangan
Financial Performance Overview

175 Kemampuan Membayar Utang
Ability to Pay Debt

175 Kolektibilitas Piutang
Receivables Collectibility

176 Struktur Permodalan
Capital Structure

176 Ikatan Material untuk Investasi Barang Modal
Material Commitment for Capital Goods Investment

177 Realisasi Investasi Barang Modal pada Tahun Buku Terakhir
Realization of Capital Goods Investment in the Last Financial Year

177 Perbandingan antara Target dan Realisasi Tahun 2025, serta Proyeksi Tahun 2026
Comparison between Target and Realization in 2025, and Projection in 2026

177 Informasi Keuangan yang Telah Dilaporkan yang Mengandung Kejadian Luar Biasa atau Jarang Terjadi
Reported Financial Information Containing Extraordinary or Rare Events

177 Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan
Material Information and Facts Subsequent to the Date of the Accountant's Report

178 Program Kepemilikan Saham oleh Manajemen dan/atau Pegawai Melalui Opsi MSOP/ESOP
Management and/or Employee Share Ownership Program through MSOP/ESOP Options

178 Prospek Usaha
Business Prospects

179 Kebijakan Dividen
Dividend Policy

179 Realisasi Penggunaan Dana Hasil Penawaran Umum
Realization of Use of Proceeds from Public Offering

180 Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/Modal, Transaksi Material, Transaksi Afiliasi, dan Transaksi Benturan Kepentingan
Material Information on Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition, and Debt/Capital Restructuring, Material Transactions, Affiliated Transactions, and Conflict of Interest Transactions

183 Perubahan Peraturan Perundang-undangan yang Berpengaruh Signifikan terhadap Perseroan
Changes in Legislation that Have a Significant Impact on the Company

183 Perubahan Kebijakan Akuntansi yang Berdampak Signifikan terhadap Laporan Keuangan Perseroan
Changes in Accounting Policies that Have a Significant Impact on the Company's Financial Statements

Tata Kelola Perusahaan yang Baik 184
Good Corporate Governance

186 Tata Kelola Perusahaan
Corporate Governance

187 Landasan Penerapan Tata Kelola Perusahaan
Foundation of Corporate Governance Implementation

187 Penerapan Prinsip dan Pedoman GCG
Implementation of GCG Principles and Guidelines

190 Infrastruktur GCG
GCG Infrastructure

191 Penerapan Praktik GCG
Implementation of GCG Practices

192 Penilaian Praktik GCG
GCG Practice Assessment

193 Struktur Tata Kelola
Governance Structure

194 Rapat Umum Pemegang Saham (RUPS)
General Meeting of Shareholders (GMS)

204 Dewan Komisaris
Board of Commissioners

213 Direksi
Board of Directors

225 Penilaian terhadap Kinerja Dewan Komisaris dan Direksi
Performance Assessment of the Board of Commissioners and the Board of Directors

228 Kebijakan Nominasi Dewan Komisaris dan Direksi
Nomination Policy of the Board of Commissioners and the Board of Directors

230 Kebijakan Remunerasi Dewan Komisaris dan Direksi
Remuneration Policy of the Board of Commissioners and the Board of Directors

232 Kebijakan Transaksi dengan Pihak Terafiliasi dan Transaksi Benturan Kepentingan
Affiliated Party Transactions and Conflict of Interest Transactions Policy

234 Kebijakan Peminjaman Uang oleh Direksi dan Dewan Komisaris
Policy on Money Lending to Directors and Board of Commissioners

234 Keberagaman Komposisi Dewan Komisaris dan Direksi
Diversity in the Composition of Board of Commissioners and Board of Directors

236 Komite di Bawah Dewan Komisaris
Committee Under the Board of Commissioners

252 Organ Tata Kelola di Bawah Direksi
Governance Bodies Under the Board of Directors

259 Unit Audit Internal
Internal Audit Unit

261 Pernyataan Kepatuhan Pajak
Statement of Tax Compliance

262 Sistem Pengendalian Internal
Internal Control System

263 Sistem Manajemen Risiko
Risk Management System

266 Pernyataan Kepatuhan
Statement of Compliance

267 Litigasi dan Perkara Hukum
Litigation and Legal Matters

267 Informasi Sanksi Administratif
Litigation and Legal Matters

267 Akses Informasi dan Data Perusahaan
Access to Company's Information and Data

268 Pedoman Perilaku (Kode Etik)
Code of Conduct

269 Program Kepemilikan Saham oleh Karyawan dan Manajemen
Employee and Management Share Ownership Program

269 Kebijakan Pengungkapan Informasi Kepemilikan Saham Dewan Komisaris dan Direksi
Disclosure Policy of Share Ownership Information of the Board of Commissioners and Directors

270 Kebijakan Sistem Pelaporan Pelanggaran
Whistleblowing System

272 Kebijakan Antikorupsi dan Anti Gratifikasi
Anti-Corruption and Gratification Policy

273 Kebijakan Komunikasi dengan Pemegang Saham
Shareholder Communication Policy

273 Kebijakan Pengadaan Barang dan Jasa serta Seleksi Pemasok
Procurement Policy for Goods and Services and Supplier Selection

276 Kebijakan Perdagangan Orang Dalam
Insider's Trading Policy

277 Kebijakan Keselamatan dan Kesehatan Kerja
Occupational Safety and Health Policy

278 Kebijakan Perlindungan terhadap Pelecehan Seksual, Non-Diskriminasi, Hak Asasi Manusia, dan Larangan Pekerja Anak
Policy on Protection Against Sexual Harassment, Non-Discrimination, Human Rights, and the Prohibition of Child Labor

279 Kebijakan Privasi
Privacy Policy

279 Penerapan Pedoman Tata Kelola Perusahaan Terbuka
Implementation of Public Company Governance Guidelines

281 Penerapan atas Pedoman Umum Governansi Korporat Indonesia (PUG-KI)
Implementation of the Indonesian General Corporate Governance Guidelines (PUGKI)

283 Pernyataan atas Praktik Tata Kelola Perusahaan yang Tidak Baik
Statement of Implementation of Bad Corporate Governance Principles

Tanggung Jawab Sosial Perusahaan 284
Corporate Social Responsibility

Laporan Keuangan Tahunan Konsolidasian 2025 290
2025 Consolidated Financial Statements

288 Lembar Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan 2025 PT Prodia Widyahusada Tbk
Statement of the Board of Directors and the Board of Commissioners regarding Responsibility for the 2025 Annual Report of PT Prodia Widyahusada Tbk

Pencapaian Prodia 2025

Prodia Performance 2025

Rp2.281,70
miliar | billion
Pendapatan Bersih
Net Revenues

>888 ribu | thousand
orang | people
Jumlah Pelanggan Baru
Number of New Customers

20,94
juta tes | million test
Jumlah Penerimaan Tes
Total Test Acceptance

>2,9* juta | million **70%**
Total *Downloader*
U by Prodia

94%
Average MAU (Monthly Active User)
U by Prodia

37%
Kenaikan Nilai Transaksi melalui U by Prodia
Increase in Transactions through U by Prodia

* Termasuk total migrasi dari aplikasi sebelumnya (Prodia Mobile) hingga tahun 2025
Includes total migration from the previous application (Prodia Mobile) until 2025



38

Tes Pemeriksaan Baru
>3.000 Total Tes Pemeriksaan

New Screening Tests
>3,000 Total Screening Tests



402

outlet | outlet

Jumlah *Outlet* Aktif
Number of Active Outlets



>2,79

juta | million

Jumlah Kunjungan
Number of Visits



Jumlah Outlet Baru
Number of New Outlets

1
Lab Medis
Medical Lab

2
Genomic Site

71
POC



↑ 20%

Kenaikan Total *Downloader* Prodia for Doctor

Increase in Total Downloader of Prodia for Doctor



↑ 137%

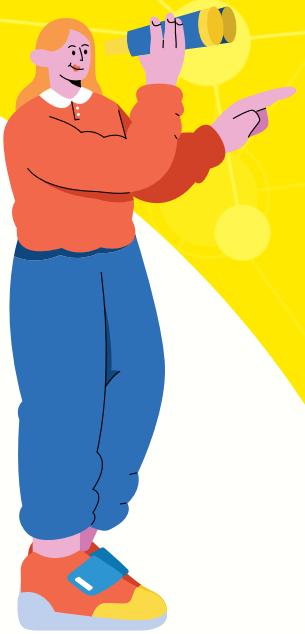
Kenaikan Jumlah Transaksi Prodia for Doctor

Increase in Number of Prodia for Doctor Transactions



Apa yang Menjadikan Prodia Unggul dalam Layanan Laboratorium Kesehatan di Indonesia?

What Makes Prodia Stand Out as a Leader in Health Laboratory Services in Indonesia?



1 Model Bisnis yang Teruji
Proven Business Model

Prodia menerapkan model bisnis *Hub and Spoke* yang berpusat pada Laboratorium Prodia Rujukan Nasional atau Prodia National Reference Lab (PNRL) yang dikembangkan dengan teknologi mutakhir. Seluruh cabang Prodia, rumah sakit, maupun klinik lainnya di seluruh Indonesia dapat memberikan rujukan pemeriksaan ke PNRL. Model bisnis ini terbukti efektif dalam meningkatkan efisiensi *turnaround time* dan biaya.

Prodia applies a Hub-and-Spoke business model centered on Prodia National Reference Lab (PNRL) which was developed with cutting-edge technology. All Prodia branches, hospitals, and other clinics throughout Indonesia can provide checkup referrals to PNRL. This business model has proven effective in increasing turnaround time and cost efficiency.

4 Laboratorium Rujukan di Jakarta, Surabaya, Medan, Makassar
4 Referral Labs in Jakarta, Surabaya, Medan, Makassar

Laboratorium dan Klinik Prodia, Rumah Sakit, serta Klinik lainnya dapat merujuk tes ke Prodia Referral Lab Services (PRLS)
Prodia Laboratories and Clinics, Hospitals, and other Clinics may refer tests to Prodia Referral Lab Services (PRLS).

Informasi terpusat dengan platform TI terintegrasi yang menghubungkan setiap laboratorium ke PRLS
Centralized information with integrated IT platform that connects each lab to PRLS

Prodia Referral Lab Services (PRLS)

Collection / Testing

Prodia Clinical Labs & Clinics/Specialty Clinics

- Walk-In Customers
- Doctor Referrals
- External Referrals
- Corporate Clients

Testing

Prodia Clinical Labs

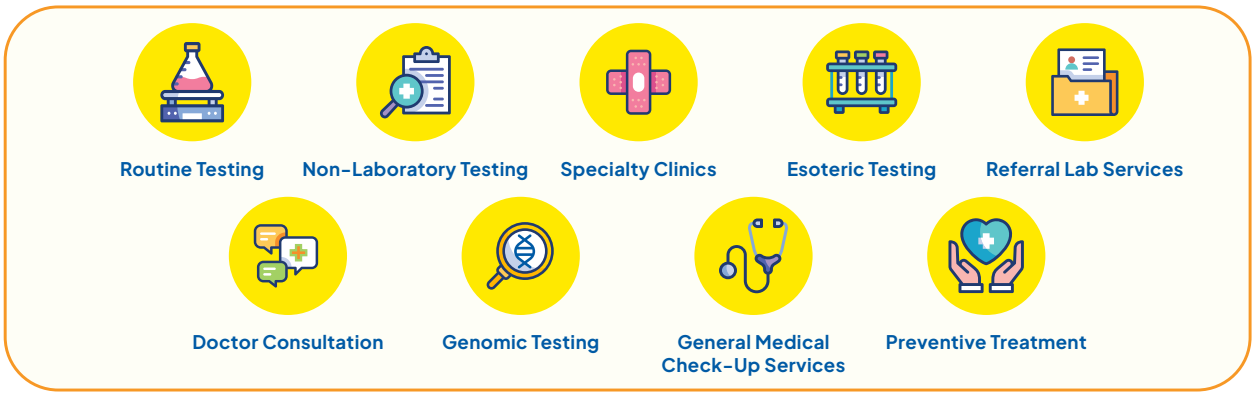
- Point-of-Care
- Doctor Referrals

Laboratorium Rujukan Regional Kami Beroperasi 24/7 Sepenuhnya Mengakomodasi Kebutuhan Rujukan dari Seluruh Outlet Prodia
Our Regional Referral Labs Serves a 24/7 Operation to Fully Accommodate Referral Needs from All Prodia Outlets

2 Layanan Kesehatan Komprehensif dengan Segmen Pelanggan yang Luas
Comprehensive Healthcare Services with Broad Customer Segments

Dengan beragam segmen pelanggan yang mencakup pelanggan individu, klien korporasi, rujukan dokter, dan kemitraan dengan rumah sakit, Prodia tetap terus berperan sebagai pelopor dalam pengembangan berbagai pemeriksaan tes terbaru serta sebagai penyedia layanan pemeriksaan laboratorium klinis paling komprehensif di Indonesia. Saat ini, Prodia menyediakan lebih dari 700 jenis tes pemeriksaan kesehatan yang dapat dilakukan secara mandiri. Prodia juga terus mengembangkan Prodia Genomics, sebuah konsep inovatif dalam pengelolaan kesehatan masa depan yang berbasis pada pendekatan individual (*personalized medicine*).

With broad customer segments ranging from individual customers to corporate clients, doctor referrals, and partnerships with hospitals, Prodia leads the development of various new diagnostic tests while remaining the most comprehensive provider of clinical laboratory services in Indonesia. Currently, Prodia provides more than 700 types of independent medical examination tests. Prodia is also continuously developing Prodia Genomics, an innovative concept in future health management based on a personalized approach (personalized medicine).



3 Distribusi Dividen yang Konsisten kepada Para Pemegang Saham
Consistent Dividend Distribution to Shareholders

Prodia secara konsisten mendistribusikan dividen tunai setiap tahunnya dengan rasio pembayaran rata-rata di atas 50%, sebagai wujud apresiasi terhadap dukungan para pemegang saham.

Prodia consistently distributes cash dividends in each financial year with an average payout ratio of over 50%, as a form of appreciation for shareholders' support.

4 Kinerja Keuangan yang Sehat dan Akses Permodalan yang Kuat
Healthy Financial Performance and Strong Capital Access

Prodia memiliki struktur permodalan yang solid dan sehat, serta akses likuiditas melalui kas dan dana dari penawaran umum saham. Keunggulan ini memampukan Prodia menghadapi tantangan bisnis dengan sigap dan terus mengimplementasikan model bisnisnya secara efektif.

Prodia has a solid and healthy capital structure and access to liquidity through cash and funds from public offerings. These advantages enable Prodia to remain agile in dealing with business challenges while continuing to run its effective business model.

5 Jaringan Layanan Kesehatan Terbesar di Indonesia
The Largest Healthcare Network in Indonesia

Prodia memiliki jejaring layanan kesehatan yang komprehensif dengan 402 outlet yang tersebar di 81 kota, 113 kabupaten, dan 34 provinsi di seluruh Indonesia. Kami menyediakan layanan pemeriksaan terstandardisasi yang mencakup Prodia Health Care (PHC), sebuah layanan *wellness clinic* berbasis *personalized medicine*. Selain itu, Prodia mengoperasikan *specialty clinics* yang terdiri dari Prodia Children's Health Centre (PCHC atau Prodia Children), Prodia Women's Health Centre (PWHC atau Prodia Women), Prodia Senior Health Centre (PSHC atau Prodia Senior) untuk memenuhi beragam kebutuhan kesehatan masyarakat Indonesia.

Prodia has a comprehensive healthcare network with 402 outlets spread across 81 cities, 113 regencies, and 34 provinces throughout Indonesia. We provide standardized examination services including Prodia Health Care (PHC), a wellness clinic service based on personalized medicine. In addition, Prodia operates specialty clinics, including Prodia Children's Health Center (PCHC or Prodia Children), Prodia Women's Health Center (PWHC or Prodia Women), Prodia Senior Health Center (PSHC or Prodia Senior) to meet the diverse health needs of the Indonesian people.

Transformasi Bisnis Digital
Digital Business Transformation

Inovasi Produk untuk Menyediakan Jenis Pemeriksaan Lab yang Lengkap
Product Innovation to Provide Complete Type of Lab Tests

- **Pemeriksaan Rutin, Esoterik, dan Genomik**
- **Paket *Wellness* dan Preventif**
- **Paket Skrining Penyakit**
- Routine, Esoteric, Genomic Tests
- Wellness and Preventive Package
- Disease Screening Package

Peningkatan Fasilitas Gedung & Layanan
Upgraded Building & Service Facilities

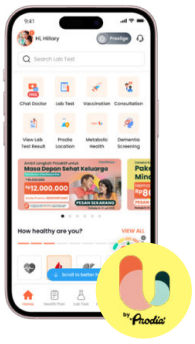
- **Peningkatan lisensi menjadi Klinik untuk menyediakan lebih banyak layanan**
- **Penyesuaian fasilitas terkait keamanan dan Model Layanan *Hybrid***
- License upgrade to be Clinic to provide more services
- Adjusted Facilities related to Safety and Hybrid Service Model

Patient Journey

Pengalaman pelanggan yang *seamless* dan solusi menyeluruh untuk pengalaman yang lebih baik
The seamless patient journey and total solution for better experience

U by Prodia
Ekosistem Layanan Kesehatan
Digital Healthcare Ecosystem

- Lab Test & Home Service
- Online Lab Test Results
- Health Score
- Health Shop & Prescription
- Health Plan
- Offline Doctor Consultation
- Vaccination
- Metabolic Health Management (Met-U)
- Loyalty Voucher



Contact Centre Profesional
Professional Contact Centre

- Call Centre 1500-830
- Chat WhatsApp 0855-1500-830
- Chat bot TANIA (Tanya Prodia)

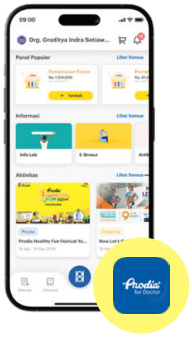
Kiosk, Loyalty, Rekam Medis Elektronik
Kiosk, Loyalty, Electronic Health Record

Doctor Journey

Ekosistem dokter dan cara berinteraksi baru dengan Prodia
The doctor ecosystem and new way interaction with Prodia

Prodia for Doctor

- Online Referrals
- Online Chat
- Online Results
- Event Registration
- Research Registration
- E-Prescription
- Electronic Medical Record
- Chat with Colleagues
- Chat with Specialist
- Prodia for Doctor Web Version



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Aktivitas Pemasaran dan Edukasi
Marketing and Education Activities

- **Pemasaran Ilmiah (*Scientific Marketing*)**
- **Komunikasi Digital**
- **Promosi dan Edukasi**
- **Aktivasi Media Sosial**
- ***Round Table Discussion* (RTD) dengan Asosiasi Laboratorium Profesional, Tenaga Kesehatan (HCP), dan Vendor**
- **Aktivasi Merek (*Brand Activation*)**

- Scientific Marketing
- Digital Communication
- Promotion and Education
- Social Media Activation
- RTD with Professional Lab Association, HCP, and Vendors
- Brand Activation

Referral Journey

Integrasi proses rujukan
The integration referral process

ProdiaLink

Sistem integrasi untuk proses rujukan eksternal
An integration system for external referral process

Portal & Integrasi Rujukan
Referral Integration & Portal





Corporate Client Journey

Pengalaman klien korporasi yang *seamless* dengan Prodia
The seamless corporate clients journey with Prodia

Portal Korporasi
Corporate Portal

Portal bagi korporasi untuk memantau hasil kesehatan karyawan
A portal for corporate to monitor employee health results

MCU Onsite

Fasilitasi untuk menyediakan pemeriksaan kesehatan di lokasi kerja
Facilitation to provide medical check-up on the working location

Smart Report

Laporan dan diagnosis berdasarkan hasil kesehatan
Report and diagnosis based on health results

ProdiaLink

Integrasi dengan sistem korporasi
An integration with corporate system

Prodia for Doctor



- Online Referrals
- Online Chat
- Online Results
- Event Registration
- Research Registration
- E-Prescription
- Electronic Medical Record
- Chat with Colleagues
- Prodia for Doctor Web Version
- Chat with Specialist



Download on the App Store

GET IT ON Google Play

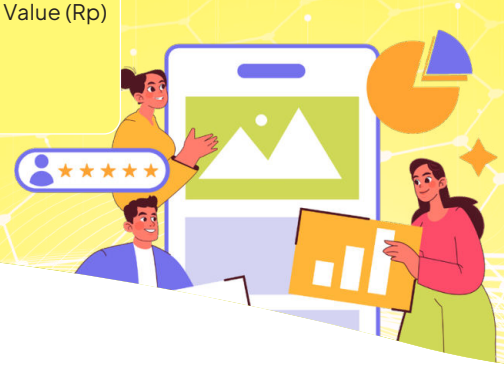
U by Prodia

Total Pengunduh
Total Downloaders
70%*

Jumlah Transaksi
Number of Transaction
34%

Pengguna Aktif Bulanan Rata-Rata
Average Monthly Active User (MAU)
94%

Total Nilai Transaksi (Rp)
Total Transaction Value (Rp)
37%





Platform
Platform

- Register using CID & Email
- User Health Profile
- Clinic Discovery
- In-App View Medical Articles
- Loyalty Program & User Referral

Pemeriksaan Lab
Lab Test

- Booking and Payment
- Download Lab Test Results & Graphic Historical Trend
- Queue Priority at Branch
- Booking for Family Members
- Limited Time Special Promotion Lab Test

Konsultasi Kesehatan
Health Consultation

- Free Unlimited Live Chat with Doctors and Request Prescription
- Offline Doctor Consultation Booking

Program Kesehatan Terpersonalisasi
Personalized Health Program

- Meal Plan & Logging
- Exercise Plan & Logging
- Daily Consult with Certified Nutritionist and Personal Trainer

Skor Kesehatan
Health Score

- Health Score – Disease Risk
- Health Score – Lifestyle Risk
- Health Insight
- Online Brain Function Assessment

Layanan di Rumah
Home Service

- Booking and Payment
- Reschedule
- Track & Chat with Prodia Phlebotomist
- Rating & Review Phlebotomist

Health Shop

- Purchase over the Counter Medicine
- Buy Prescription Products
- Delivery Instant, Same Day, Regular

Vaksinasi
Vaccination

- Booking and Payment
- Online Eligibility Survey
- Purchase Immunity Booster

Manajemen Penyakit Kronis (Met-U)
Chronic Disease Management (Met-U)

- Staging Metabolic Health for Cardiovascular, Kidney, and Metabolic Syndrome
- Advance & Extension Function Logging & Monitoring

* Termasuk total migrasi dari aplikasi sebelumnya (Prodia Mobile) hingga tahun 2025
Includes total migration from the previous application (Prodia Mobile) until 2025

by Prodia

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1

Ikhtisar Kinerja Perseroan

Company Performance Highlights

Ikhtisar Keuangan
Financial Highlights

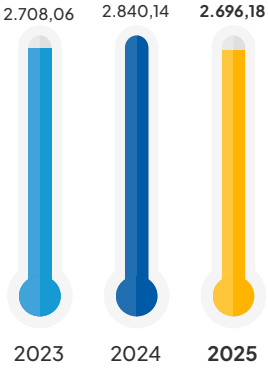
Angka-angka pada seluruh tabel & grafik menggunakan notasi Bahasa Indonesia dan dalam miliar Rupiah, kecuali disebutkan lain.

The numbers in all tables & graphs use Indonesian notation and in billions of Rupiah, unless stated otherwise.

Uraian	2025	2024	2023	Description
Laporan Posisi Keuangan Konsolidasian Consolidated Statements of Financial Position				
Aset Lancar	1.049,08	1.066,47	1.291,76	Current Assets
Aset Tidak Lancar	1.647,10	1.773,67	1.416,29	Non-Current Assets
Jumlah Aset	2.696,18	2.840,14	2.708,06	Total Assets
Liabilitas Jangka Pendek	200,90	250,72	235,03	Short-Term Liability
Liabilitas Jangka Panjang	101,58	104,73	112,42	Long-Term Liability
Jumlah Liabilitas	302,48	355,45	347,45	Total Liability
Jumlah Ekuitas	2.393,70	2.484,69	2.360,61	Total Equity
Laporan Laba (Rugi) dan Penghasilan Komprehensif Lainnya Konsolidasian Statement of Consolidated Profit (Loss) and Other Comprehensive Income				
Pendapatan dari Kontrak dengan Pelanggan	2.281,70	2.252,19	2.222,47	Revenue from Contracts with Customers
Laba Bruto	1.332,74	1.352,03	1.319,22	Gross Profit
Laba Usaha	225,15	300,50	308,50	Operating Income
Laba Tahun Berjalan	206,69	270,04	259,32	Income for the Year
Total Penghasilan Komprehensif Tahun Berjalan	202,85	279,67	272,45	Total Comprehensive Income for the Year
Laba Per Saham Dasar (Rupiah penuh)	227,25	288,21	277,20	Basic Earnings per Share (Rupiah full amount)
EBITDA	498,12	550,85	500,46	EBITDA
Rasio-Rasio Keuangan (%) Financial Ratios (%)				
Marjin Laba Bruto (%)	58,41	60,03	59,36	Margin of Gross Profit (%)
Marjin EBITDA (%)	21,83	24,46	22,50	Margin of EBITDA (%)
Marjin Laba Usaha (%)	9,87	13,34	13,88	Margin of Operating Income (%)
Marjin Laba (Rugi) Bersih (%)	9,06	11,99	11,67	Margin of Net Profit (Loss) (%)
Imbal Hasil Atas Aset (%)	7,67	9,51	9,58	Return over Assets (%)
Imbal Hasil Atas Ekuitas (%)	8,00	9,90	10,00	Return over Equity (%)
Rasio Lancar (%)	522,19	425,36	549,62	Current Ratio (%)
Rasio Cepat	4,99	4,08	5,32	Quick Ratio
Tingkat Kolektibilitas (Hari)	36	32	33	Collectability Level (Day)
Rasio Utang terhadap Ekuitas (%)	4,24	4,22	4,76	Debt to Equity (%)
Rasio Utang terhadap Aset (%)	4,12	4,26	4,63	Debt to Assets (%)
Rasio Utang terhadap EBITDA (%)	22,32	22,14	18,21	Debt to EBITDA (%)

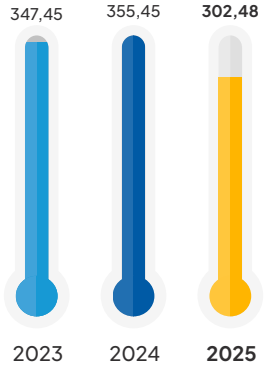
Grafik Ikhtisar Keuangan
Graph of Financial Highlights

Jumlah Aset
Total Assets



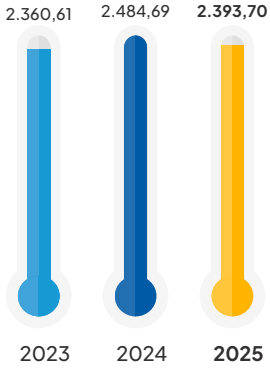
dalam miliar Rupiah
in billion Rupiah

Jumlah Liabilitas
Total Liability



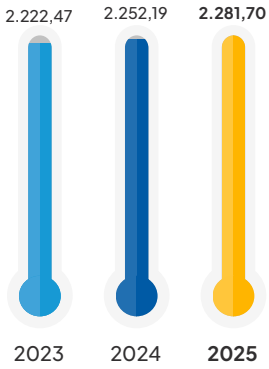
dalam miliar Rupiah
in billion Rupiah

Total Ekuitas
Total Equity



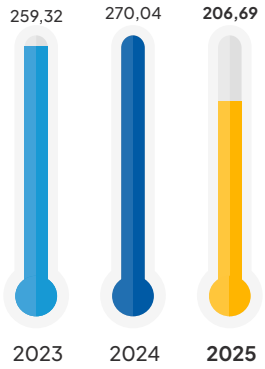
dalam miliar Rupiah
in billion Rupiah

Pendapatan Bersih
Net Revenue



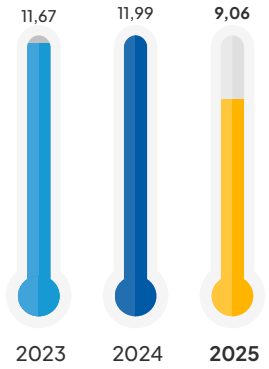
dalam miliar Rupiah
in billion Rupiah

Laba Bersih Tahun Berjalan
Income for the Year



dalam miliar Rupiah
in billion Rupiah

Margin Laba (Rugi) Bersih
Margin of Net Profit (Loss)



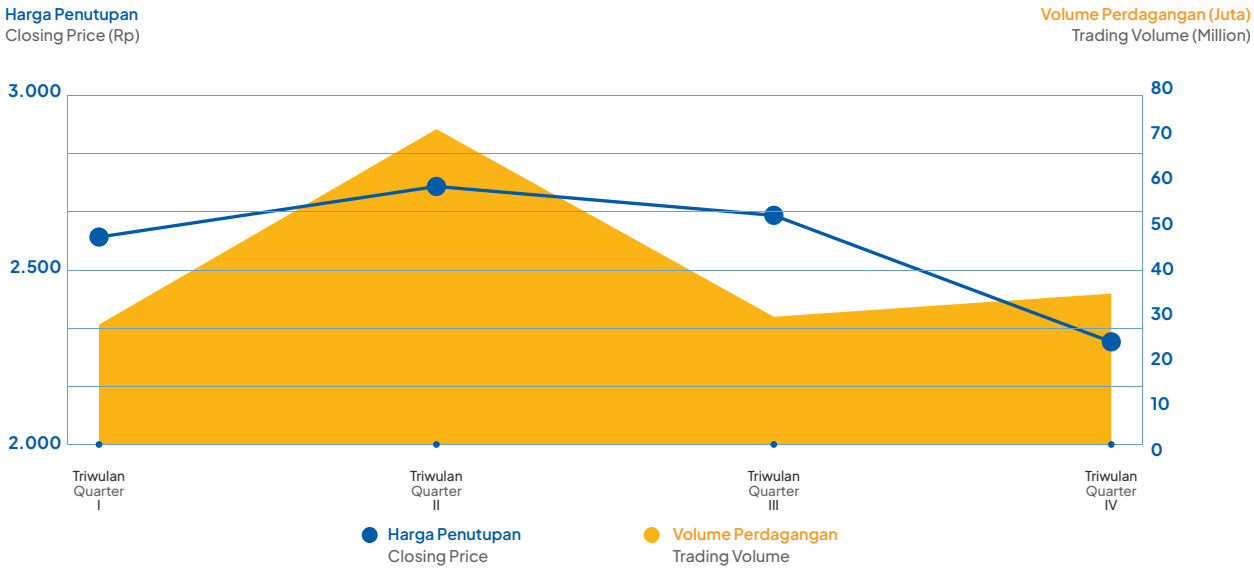
dalam %
in %

Ikhtisar Saham
Shares Highlights

Kinerja Saham Per Triwulan Tahun 2024–2025
Quarterly Shares Performance 2024–2025

Triwulan quarter	Tertinggi (Rp) Highest	Terendah (Rp) Lowest	Penutup (Rp) Closing	Jumlah Saham Beredar Total Outstanding Shares	Volume Transaksi Transaction Volume	Kapitalisasi Pasar (Rp) Market Capitalization
2025						
I	2.860	2.410	2.590	937.500.000	26.620.700	2.428.125.000.000
II	2.910	2.420	2.730	937.500.000	69.904.200	2.559.375.000.000
III	3.010	2.640	2.650	937.500.000	28.356.800	2.484.375.000.000
IV	2.700	2.290	2.300	937.500.000	33.490.300	2.156.250.000.000
2024						
I	5.500	3.750	3.900	937.500.000	75.680.500	3.656.250.000.000
II	3.940	2.700	2.830	937.500.000	41.261.200	2.728.125.000.000
III	3.680	2.800	3.150	937.500.000	62.527.100	3.021.562.500.000
IV	3.180	2.570	2.700	937.500.000	41.236.500	2.534.062.500.000

Grafik Pergerakan Saham Tahun 2025
2025 Shares Price Movement Graph



Aksi Korporasi
Corporate Actions

Perseroan telah melakukan pembelian kembali saham dalam kondisi pasar yang berfluktuasi secara signifikan berdasarkan Peraturan Otoritas Jasa Keuangan ("POJK") No. 13 Tahun 2023 tentang Kebijakan dalam Menjaga Kinerja Pasar Modal pada Kondisi Pasar yang Berfluktuasi Secara Signifikan ("POJK 13/2023"), POJK No. 29 Tahun 2023 tentang Pembelian Kembali Saham yang Dikeluarkan oleh Perusahaan Terbuka ("POJK 29/2023"), dan Surat OJK No. S-17/D.04/2025 tanggal 18 Maret 2025 perihal Kebijakan Pelaksanaan Pembelian Kembali Saham yang Dikeluarkan oleh Perusahaan Terbuka dalam Kondisi Pasar yang Berfluktuasi Secara Signifikan ("Surat OJK No. S-17/2025"), dengan rincian data sebagai berikut:

The Company conducted a share buyback amid significantly fluctuating market conditions based on the Financial Services Authority Regulation ("OJK Regulation") No. 13 of 2023 on Policies for Maintaining Performance and Stability of the Capital Market in Significantly Fluctuating Market Conditions ("POJK 13/2023"), OJK Regulation No. 29 of 2023 on Shares Buyback Issued by Public Companies ("POJK 29/2023"), and OJK Letter No. S-17/D.04/2025 dated 18 March 2025 regarding Policy on the Implementation of Shares Buyback Issued by Public Companies in Significantly Fluctuating Market Conditions ("OJK Letter No. S-17/2025"), with the details as follows:

Penyampaian Keterbukaan Informasi Sehubungan dengan Rencana Pembelian Kembali Saham Disclosure Submission Date regarding the Share Buyback Plan	7 Mei 2025 May 7, 2025
Periode Pembelian Kembali Saham Share Buyback Period	8 Mei 2025 – 7 Agustus 2025 May 8, 2025 – August 7, 2025
Jumlah Saham yang Dibeli Number of Shares Repurchased	47.724.500 saham | shares
Harga Rata-rata Pembelian Average Purchase Price	Rp2.760
Persentase Saham yang Dibeli Kembali Dibandingkan terhadap Jumlah Saham yang Tercatat di BEI Percentage of Shares Repurchased Compared to Total Shares Listed on IDX	5,09%
Biaya Pembelian Kembali Saham Total Buyback Cost	Rp131.715.756.994*
Perubahan Nilai Nominal Saham Change in Share Nominal Value	Tidak ada perubahan No changes
Jumlah Saham Beredar Sebelum dan Sesudah Aksi Korporasi Number of Outstanding Shares Before and After the Corporate Action	937.500.000

* Tidak termasuk biaya transaksi (biaya pedagang perantara dan biaya lainnya) sehubungan dengan Pembelian Kembali Saham.
Excluding transaction costs (brokerage fees and other fees) related to the share buyback.

Penghentian Sementara Perdagangan Saham dan/atau Penghapusan Pencatatan Saham
Temporary Suspension of Share Trading and/or Delisting of Shares

Sepanjang tahun 2025, tidak terdapat penghentian sementara perdagangan saham dan/atau proses penghapusan pencatatan saham Perseroan di Bursa Efek Indonesia.

Throughout 2025, there was no temporary suspension of share trading and/or the process of delisting the Company's shares on the Indonesia Stock Exchange.

Informasi tentang Penerbitan Obligasi, Sukuk, atau Obligasi Konversi
Information on Issuance of Bonds, Sukuk, or Convertible Bonds

Selama tahun buku 2025, Perseroan tidak menerbitkan obligasi/sukuk/obligasi konversi sehingga tidak terdapat informasi mengenai jumlah obligasi/sukuk/obligasi konversi yang beredar, tingkat bunga/imbalan, tanggal jatuh tempo dan peringkat obligasi/sukuk.

During the 2025 financial year, the Company did not issue bonds/sukuk/convertible bonds, meaning that information about the number of bonds/sukuk/convertible bonds outstanding, interest rates/yields, maturity dates, and bond/sukuk ratings is unavailable.

Peristiwa Penting Tahun 2025
2025 Event Highlights



03 Januari | January

Perseroan meluncurkan inovasi terbaru berupa instalasi alat laboratorium tercanggih bernama Onso System Sequencing by Binding (SBB). SBB merupakan bagian dari teknologi *Next Generation Sequencing* (NGS) yang dirancang untuk mendeteksi detail paling kecil pada komposisi genetik manusia, termasuk mutasi genetik yang berpotensi menyebabkan penyakit. Alat ini berfungsi untuk mengidentifikasi risiko penyakit genetik dan penyakit langka lebih dini.

The Company launched its latest innovation through the installation of the most advanced laboratory instrument, the Onso System Sequencing by Binding (SBB). SBB is part of the Next Generation Sequencing (NGS) technology designed to detect the smallest details in human genetic composition, including genetic mutations that may potentially cause diseases. This instrument functions to identify the risks of genetic and rare diseases at an earlier stage.



15 Januari | January

Perseroan bersama anak usahanya PT Prodia Digital Indonesia (PRDI), kembali meluncurkan inovasi terbaru dengan memperkenalkan *Smart Report* 2.0 dan fitur terbaru Health Plan pada aplikasi U by Prodia. *Smart Report* 2.0 memberikan informasi kesehatan mendalam beserta rekomendasi terpersonalisasi, sementara *Health Plan* memberikan saran pola makan dan olahraga yang disesuaikan dengan hasil pemeriksaan. Kedua inovasi ini merupakan langkah strategis Prodia untuk memperkuat komitmennya sebagai *Next Generation Healthcare Provider*.

The Company, together with its subsidiary PT Prodia Digital Indonesia (PRDI), once again introduced a new innovation by launching Smart Report 2.0 and the latest Health Plan feature on the U by Prodia application. Smart Report 2.0 provides in-depth health information along with personalized recommendations, while Health Plan offers dietary and exercise advice tailored to test results. These two innovations represent Prodia's strategic step to strengthen its commitment as a Next Generation Healthcare Provider.



04 Februari | February

Perseroan meresmikan Klinik Utama Prodia Purwokerto yang berlokasi di Jl. S. Parman 84B, Purwokerto, Jawa Tengah, sebagai relokasi cabang Prodia Purwokerto yang sebelumnya. Klinik Utama ini menyediakan fasilitas layanan klinik dan laboratorium, serta pemeriksaan penunjang yang lebih komprehensif untuk memfasilitasi kebutuhan kesehatan masyarakat Purwokerto dan sekitarnya.

The Company inaugurated Prodia Purwokerto Main Clinic, located at Jl. S. Parman 84B, Purwokerto, Central Java, as the relocation of its previous branch. The new clinic offers comprehensive clinical and laboratory services to meet the growing healthcare needs of the Purwokerto community and surrounding areas.



21 Februari | February

Sebagai bentuk dukungan terhadap komunitas Orang Dengan Penyakit Langka (Odalangka), Perseroan bersama Indonesia Rare Disorders (IRD) menghadirkan pemeriksaan genetik berbasis *Whole Exome Sequencing* (WES), sebuah inovasi terbaru dalam dunia medis yang memungkinkan diagnosis yang lebih akurat dan mendalam untuk Odalangka.

As part of its support for the Individuals with Rare Diseases (Odalangka), the Company, together with Indonesia Rare Disorders (IRD), introduced Whole Exome Sequencing (WES), the latest innovation in the medical field that enables more accurate and in-depth diagnosis for Odalangka.



22 **Februari** | February

Perseroan menggelar *Roadshow* Seminar Dokter Nasional 2025 di 11 kota besar di Indonesia termasuk Bandung, Jakarta Selatan, Jakarta Barat, Jakarta Utara, Semarang, Surabaya, Makassar, Batam, Banten, Denpasar, Medan, dan Pontianak dengan mengusung tema "Breaking Barriers, Building Health: The Science of Chronic Disease". Seminar ini bertujuan untuk memberikan wawasan terkini kepada para klinisi mengenai manajemen penyakit kronis, seperti obesitas, gangguan ginjal, gangguan jantung, hipertensi, serta diabetes melitus.

The Company organized the 2025 National Doctor Seminar Roadshow in 11 major cities in Indonesia, including Bandung, South Jakarta, West Jakarta, North Jakarta, Semarang, Surabaya, Makassar, Batam, Banten, Denpasar, Medan, and Pontianak, carrying the theme *"Breaking Barriers, Building Health: The Science of Chronic Disease"*. This seminar aimed to provide clinicians with the latest insights into the management of chronic diseases such as obesity, kidney disorders, heart disease, hypertension, and diabetes mellitus.



10 **Maret** | March

Perseroan meluncurkan program skrining demensia gratis bagi 20.000 warga berusia lanjut di seluruh Indonesia guna meningkatkan kesadaran bersama akan pentingnya deteksi dini dan pencegahan risiko demensia. Program ini berlangsung pada 24 Februari hingga 31 Desember 2025 di seluruh cabang Prodia yang telah memiliki izin klinik di seluruh Indonesia.

The Company launched a free dementia screening program for 20,000 elderly people throughout Indonesia to increase public awareness of the importance of early detection and prevention of dementia risks. This program runs from 24 February to 31 December 2025 across all Prodia branches that have obtained clinic licenses throughout Indonesia.



23 **April** | April

Perseroan terus memperkuat kemitraannya dengan Fakultas Kedokteran Universitas Diponegoro (FK Undip) yang telah terjalin sejak 2011 melalui perpanjangan *Memorandum of Understanding* (MoU) dalam bidang inovasi riset dan pendidikan kedokteran Indonesia.

The Company continued to strengthen its partnership with the Faculty of Medicine, Diponegoro University (FK Undip), which has been established since 2011, through the extension of a Memorandum of Understanding (MoU) in the field of research innovation and medical education development in Indonesia.



28 **April** | April

Sebagai bentuk apresiasi kepada seluruh pemegang saham, Perseroan kembali mendistribusikan dividen sebesar Rp162 miliar atau 60% dari laba bersih Perseroan, setara dengan nilai Rp172,93 per lembar saham.

As a form of appreciation to all shareholders, the Company once again distributed dividends amounting to Rp162 billion or 60% of the Company's net profit, equivalent to Rp172.93 per share.



14 Mei | May

Perseroan berkolaborasi dengan AdMedika dengan melakukan integrasi sistem portal Prodia Link ke dalam salah satu layanan digital PT Administrasi Medika (AdMedika), yaitu aplikasi MyAdMedik@. Melalui kolaborasi ini, layanan unggulan Prodia kini semakin mudah diakses oleh pelanggan yang juga merupakan peserta AdMedika.

The Company collaborated with AdMedika by integrating the Prodia Link portal system into one of PT Administrasi Medika's digital services, namely the MyAdMedik@ application. Through this collaboration, Prodia's flagship services have become more easily accessible to customers who are also AdMedika participants.



17 Mei | May

Perseroan menyelenggarakan Seminar Nasional Awam "Beyond the Plate: The Power of Personalized Nutrition" di 10 kota besar (Bandung, Jakarta, Semarang, Surabaya, Makassar, Batam, Banten, Denpasar, Medan, Pontianak). Dalam rangkaian kegiatan ini, Perseroan memperkenalkan fitur baru *Chronic Disease Management* (CDM) melalui aplikasi U by Prodia.

The Company hosted a National Public Seminar "Beyond the Plate: The Power of Personalized Nutrition" in 10 major cities (Bandung, Jakarta, Semarang, Surabaya, Makassar, Batam, Banten, Denpasar, Medan, and Pontianak). As part of this series of activities, the Company introduced a new Chronic Disease Management (CDM) feature through the U by Prodia application.



26 Mei | May

Sebagai bentuk realisasi salah satu pilar keberlanjutannya, yaitu *Promoting Healthcare Services for All*, Perseroan memberikan kegiatan skrining demensia bertajuk "Menjaga Memori Berharga di Usia Emas, Waspadai Gejala Demensia" bagi karyawan PT INKA (Persero) yang berusia 50 tahun ke atas.

As a realization of one of its sustainability pillars, "Promoting Healthcare Services for All", the Company conducted a dementia screening activity titled "Preserving Precious Memories in the Golden Years—Be Aware of Dementia Symptoms" for employees of PT INKA (Persero) aged 50 years and above.



04 Juni | June

Perseroan menjalin kolaborasi strategis bersama Komite Olahraga Nasional Indonesia (KONI) Pusat dan Fakultas Kedokteran Universitas Pendidikan Indonesia (FK UPI) melalui penandatanganan MoU. Kolaborasi ini menandai langkah penting pengembangan *sport science* nasional, dengan fokus utama pada pemanfaatan teknologi *sport genomics*, pendekatan ilmiah berbasis DNA untuk mendeteksi potensi genetik atlet, merancang program latihan personal, serta meminimalkan risiko cedera.

The Company entered into a strategic collaboration with the Central National Sports Committee of Indonesia (KONI) and the Faculty of Medicine, Indonesia University of Education (FK UPI) through the signing of a Memorandum of Understanding (MoU). This collaboration marks an important step in the development of national sports science, with a primary focus on utilizing sport genomics technology, a DNA-based scientific approach used to detect athletes' genetic potential, design personalized training programs, and minimize injury risk.



20 Juni | June

Perseroan menjalin kerja sama strategis dengan Fakultas Kedokteran Universitas Kristen Duta Wacana Yogyakarta (UKDW Yogyakarta) dalam bidang pendidikan dan penelitian, khususnya di ranah laboratorium dan klinik.

The Company entered into a strategic collaboration with the Faculty of Medicine, Duta Wacana Christian University (UKDW), Yogyakarta, in the fields of education and research, especially in the laboratory and clinical fields.



20 Juni | June

Perseroan memperkuat komitmennya dalam mendukung pengembangan pendidikan dan riset di bidang kesehatan melalui perpanjangan kerja sama dengan Universitas Muhammadiyah Yogyakarta (UMY).

Prodia reaffirmed its commitment to supporting health education and research through the extension of its partnership with Universitas Muhammadiyah Yogyakarta (UMY).



30 Juni | June

Perseroan melakukan pembelian saham yang setara dengan kepemilikan 30% pada PT Prodia StemCell Indonesia (ProSTEM), sebuah perusahaan yang bergerak di bidang terapi regeneratif berbasis sel punca. Langkah ini mencerminkan komitmen Prodia untuk terus mendorong inovasi di dunia medis, khususnya dalam pengembangan pengobatan regeneratif yang lebih maju di Indonesia.

The Company purchased shares equivalent to 30% ownership in PT Prodia StemCell Indonesia (ProSTEM), a company engaged in regenerative therapy based on stem cell technology. This step reflects Prodia's commitment to continuously driving medical innovation, particularly in advancing regenerative medicine development in Indonesia.



05 Juli | July

Perseroan kembali menggelar forum ilmiah tahunan Prodia Scientific Day 2025 dengan tema "Healthy Aging for Longevity". Acara ini menjadi ajang kolaborasi antara tenaga medis, akademisi, peneliti, dan industri untuk memperkuat peran ilmu kedokteran laboratorium dalam menghadapi tantangan penuaan.

Prodia held its annual Prodia Scientific Day 2025 under the theme "Healthy Aging for Longevity". The event brought together medical professionals, academics, researchers, and industry players to strengthen collaboration and highlight the role of laboratory medicine in addressing aging challenges.



11 **Juli** | July

Perseroan kembali menghadirkan program tahunan bertajuk Prodia Healthy & Fun with Community (PHFC) dengan mengadakan *roadshow* di 10 kota besar di Indonesia, yaitu Makassar, Balikpapan, Batam, Palembang, Jakarta, Solo, Bandung, Semarang, Malang, dan Denpasar.

The Company organized the Prodia Healthy & Fun with Community (PHFC) roadshow across 10 major cities, Makassar, Balikpapan, Batam, Palembang, Jakarta, Solo, Bandung, Semarang, Malang, and Denpasar, continuing its annual tradition of community engagement and health promotion.



22 **Juli** | July

Perseroan menjalin kerja sama dengan Rumah Sakit Primasatya Husada Citra (RS PHC Surabaya) yang dioperasikan oleh PT Pelindo Husada Citra dengan meresmikan Genomics Site yang berlokasi di Gedung Serba Guna RS PHC Surabaya. Langkah ini merupakan komitmen dari kedua pihak dalam meningkatkan mutu pelayanan dan kelengkapan pemeriksaan penunjang *personalized medicine* bagi masyarakat.

The Company established a collaboration with Primasatya Husada Citra Hospital (RS PHC Surabaya), operated by PT Pelindo Husada Citra, by inaugurating a Genomics Site located in the multipurpose building of RS PHC Surabaya. This initiative reflects the commitment of both parties to improving the quality of services and the completeness of diagnostic support for personalized medicine for the community.



22 **Juli** | July

Perseroan resmi dikukuhkan sebagai bagian dari Tim Tanggap Insiden Siber (*Computer Security Incident Response Team*/CSIRT) Nasional 2025. Pengukuhan dilakukan oleh Badan Siber dan Sandi Negara (BSSN). Pengukuhan ini menjadi momentum penting bagi Perseroan untuk terus meningkatkan standar keamanan digital dalam memberikan kenyamanan sekaligus menjaga keamanan data bagi pelanggan.

The Company was officially inaugurated as part of the National Computer Security Incident Response Team (CSIRT) 2025. The inauguration was carried out by the National Cyber and Crypto Agency (BSSN). This milestone marks an important moment for the Company to continuously enhance digital security standards to ensure comfort and safeguard customer data.



25 **Juli** | July

Perseroan bekerja sama dengan Rumah Sakit Regina Maris Medan meresmikan Genomics Site yang akan menjadi pusat edukasi terkait pemeriksaan khusus, terutama pemeriksaan genomik. Langkah ini merupakan komitmen dari kedua pihak dalam meningkatkan mutu pelayanan dan kelengkapan pemeriksaan penunjang *personalized medicine* bagi masyarakat.

The Company collaborated with Regina Maris Hospital Medan to inaugurate a Genomics Site that will serve as an education center for specialized examinations, particularly genomic testing. This initiative reflects the commitment of both parties to improving the quality of services and the completeness of diagnostic support for personalized medicine for the community.



25 Agustus | August

Anak usaha Perseroan, PT Prodia Digital Indonesia, bekerja sama dengan Neurowyzr Pte. Ltd meluncurkan *Online Brain Function Screening*, layanan terbaru yang memungkinkan masyarakat melakukan skrining fungsi kognitif otak secara digital melalui aplikasi U by Prodia.

The Company's subsidiary, PT Prodia Digital Indonesia, collaborated with Neurowyzr Pte. Ltd. to launch the Online Brain Function Screening, a new service that allows the public to digitally screen brain cognitive functions through the U by Prodia application.



10 Oktober | October

Perseroan secara resmi menjalin kerja sama strategis dengan Fakultas Kedokteran Universitas Negeri Makassar (FK UNM) melalui penandatanganan Nota Kesepahamanan (MoU) untuk memperkuat sinergi di bidang penelitian, pengembangan keilmuan, dan inovasi layanan kesehatan.

The Company officially entered into a strategic partnership with the Faculty of Medicine, State University of Makassar (FK UNM) through the signing of a Memorandum of Understanding (MoU) to strengthen synergy in research, academic development, and healthcare service innovation.



16 Oktober | October

Perseroan resmi memperluas jejaring layanan diagnostik lintas negara melalui mekanisme rujukan ke Prodia dengan berkolaborasi bersama mitra strategis di 3 (tiga) negara Asia, yakni Timor Leste, Taiwan, dan Malaysia.

The Company officially expanded its cross-border diagnostic service network through referral mechanisms in collaboration with strategic partners in three Asian countries—Timor Leste, Taiwan, and Malaysia.



31 Oktober | October

Perseroan memperpanjang kerja sama strategis dengan Fakultas Kedokteran Universitas Batam (FK UNIBA) untuk mendukung pendidikan dan penelitian medis di Indonesia, khususnya dalam upaya meningkatkan kualitas sumber daya manusia di bidang kesehatan serta memperkuat kontribusi Prodia terhadap pengembangan sains dan teknologi medis nasional.

The Company has extended its strategic partnership with the Faculty of Medicine, University of Batam (FK UNIBA) to support medical education and research in Indonesia, particularly in enhancing the quality of healthcare professionals and strengthening Prodia's contribution to the advancement of national medical science and technology.



16 November | November

Perseroan meresmikan Prodia Clinical Multiomics Centre (PCMC) by Mass-Spectrometry Technology, bertepatan dengan 14 tahun berdirinya laboratorium *mass spectrometry*. PCMC mengusung pendekatan *multiomics* yang memungkinkan deteksi dini penyakit dan strategi pengobatan personal, sekaligus memperkuat komitmen Prodia menghadirkan *precision medicine* dengan hasil pemeriksaan yang akurat dan sesuai kebutuhan pelanggan.

The company inaugurated the Prodia Clinical Multiomics Center (PCMC) by Mass-Spectrometry Technology, coinciding with the 14th anniversary of the mass spectrometry laboratory's founding. PCMC promotes a multiomics approach that enables early disease detection and personalized treatment strategies, while strengthening Prodia's commitment to providing precision medicine with accurate test results tailored to customer needs.



20 November | November

Perseroan menggelar Prodia CEO Meeting 2025 dengan tema "Shaping Next-Gen Care: Automation, Robotics, and Regenerative Medicine", membahas bagaimana teknologi memperkuat ekosistem layanan kesehatan di Indonesia secara presisi, personal, dan efisien. Acara tersebut dihadiri oleh para eksekutif atau pemimpin-pemimpin perusahaan (C-Level) di berbagai bidang industri, pakar kesehatan, serta jajaran Komisaris dan Direksi Prodia.

The Company held the Prodia CEO Meeting 2025 with the theme "Shaping Next-Gen Care: Automation, Robotics, and Regenerative Medicine," discussing how technology strengthens the healthcare ecosystem in Indonesia with precision, personalization, and efficiency. The event was attended by executives and leaders (C-Level) from various industries, healthcare experts, as well as members of the Board of Commissioners and Directors of Prodia.



10 Desember | December

Perseroan meresmikan gedung baru di kota Madiun yang berlokasi di Jl. Dr. Soetomo No. 76 A–B, Kartoharjo, Kota Madiun, Jawa Timur. Prodia Madiun merupakan cabang Klinik Utama yang menyediakan berbagai layanan pemeriksaan kesehatan diagnostik, termasuk layanan laboratorium maupun non-laboratorium, layanan klinik, serta layanan vaksinasi.

The Company inaugurated a new building in Madiun, located at Jl. Dr. Soetomo No. 76 A–B, Kartoharjo, Madiun City, East Java. Prodia Madiun Main Clinic branch that provides a range of diagnostic health examination services, including laboratory and non-laboratory services, clinical services, and vaccination services.

Penghargaan dan Sertifikasi 2025
Awards and Certificates in 2025

Penghargaan
Awards



15 Februari 2025 | February 15, 2025

Perseroan menerima penghargaan "Laboratory for Advanced Diagnostic Solutions of The Year in Indonesia" dari GlobalHealth dalam ajang GlobalHealth Indonesia Summit 2025, hasil kerja sama antara JMM Consulting dan GlobalHealth Asia-Pacific.

The Company received the "Laboratory for Advanced Diagnostic Solutions of The Year in Indonesia" award from GlobalHealth at the GlobalHealth Indonesia Summit 2025, a collaboration between JMM Consulting and GlobalHealth Asia-Pacific.



19 Februari 2025 | February 19, 2024

Perseroan berhasil menduduki peringkat pertama untuk kategori industri laboratorium dengan perolehan skor indeks sebesar 95,06 (meningkat dari tahun sebelumnya sebesar 93,746) dan perolehan predikat "Mostly Happier Customers" dalam ajang Contact Center Service Excellence Awards 2025 yang diselenggarakan oleh Majalah Marketing bersama Carre-Center for Customer Satisfaction & Loyalty (Carre-CCSL).

The Company ranked first in the laboratory industry category with an index score of 95.06 (up from 93.746 in the previous year) and earned the title "Mostly Happier Customers" at the Contact Center Service Excellence Awards 2025, organized by Marketing magazine in collaboration with Carre – Center for Customer *Satisfaction* & Loyalty (Carre-CCSL).



9 April 2025 | April 9, 2025

Perseroan meraih penghargaan "Notable Enterprise in Regulatory Compliance in Healthcare Industry – Prosper B" dengan predikat Gold dalam ajang Indonesia Regulatory Compliance Awards 2025.

The Company received the "Notable Enterprise in Regulatory Compliance in Healthcare Industry – Prosper B" award with a Gold distinction at the Indonesia Regulatory Compliance Awards 2025.



29 April 2025 | April 29, 2025

Perseroan meraih penghargaan "The Best Corporate Transparency & Emission Reduction Awards 2025" dengan predikat Ruby dari InvestorTrust.id.

The Company earned the "Best Corporate Transparency & Emission Reduction Awards 2025" with a Ruby distinction from InvestorTrust.id.



3 Juni 2025 | June 3, 2025

Perseroan meraih penghargaan "Excellent Performance of Digital Customer Experience for Mobile App Laboratory" kategori Mobile App Laboratory dalam ajang Digital Channel CX Award 2025.

The Company also received the "Excellent Performance of Digital Customer Experience for Mobile App Laboratory" award in the Mobile App Laboratory category at the Digital Channel CX Award 2025.



18 Juli 2025 | July 18, 2025

Perseroan meraih penghargaan Solopos Best Brand and Innovation (SBBI) Awards 2025 dalam kategori Merek Terbaik Laboratorium Klinik.

The Company won the Solopos Best Brand and Innovation (SBBI) Awards 2025 in the Best Clinical Laboratory Brand category.



12 Agustus 2025 | August 12, 2025

Perseroan meraih peringkat pertama dalam ajang penghargaan Top Brand 100 dengan skor Top Brand Index (TBI) 49,4%.

The Company achieved first place in the Top Brand 100 Awards with a Top Brand Index (TBI) score of 49.4%.



10 Juli 2025 | July 10, 2025

Perseroan meraih penghargaan "1st Winner of Indonesia Original Brand Award 2025" dalam kategori Clinical Laboratory dengan predikat Excellent. Ajang penghargaan ini diselenggarakan oleh Majalah SWA.

The Company was named 1st Winner of Indonesia Original Brand Award 2025 in the Clinical Laboratory category with an Excellent rating. The award was presented by SWA Magazine.



25 Juli 2025 | July 25, 2025

Tim Kontak Prodia berhasil meraih 4 (empat) kategori penghargaan pada ajang Global Contact Center World Asia Pacific Awards 2025, yaitu predikat *Gold Winner* untuk kategori *Best in Customer Service*, Best Digital Transformation Project, Best CX Branch Retail Service, dan Best Contact Center Design. Ajang ini merupakan bagian dari ajang tahunan The 20th Annual NEXT GENERATION APAC Contact Center & CX Best Practices yang diselenggarakan oleh ContactCenterWorld.

The Prodia Contact Team won 4 (four) award categories at the Global Contact Center World Asia Pacific Awards 2025, namely Gold Winner for Best in Customer Service, Best Digital Transformation Project, Best CX Branch Retail Service, and Best Contact Center Design. The event is part of The 20th Annual NEXT GENERATION APAC Contact Center & CX Best Practices organized by ContactCenterWorld.



16 Oktober 2025 | October 16, 2025

Perseroan menerima penghargaan dalam ajang ESG Now Awards 2025 atas programnya yang bertajuk "Skrining Penyakit Langka bersama Indonesia Rare Disorders sejak tahun 2019, 2023, dan 2025" dalam Pilar Sosial - Health & Well-Being Champion yang diselenggarakan oleh Republika.

The Company received recognition at the ESG Now Awards 2025 for its program "Screening for Rare Diseases in Collaboration with Indonesia Rare Disorders" (held in 2019, 2023, and 2025), under the Social Pillar – Health & Well-Being Champion category organized by Republika.



23 Oktober 2025 | October 23, 2025

Perseroan menerima penghargaan "Distinction Award in ESG Risk Mitigation" dalam ajang ESG Awards 2025 yang diselenggarakan oleh InvestorTrust.id.

The Company was honored with the "Distinction Award in ESG Risk Mitigation" at the ESG Awards 2025 organized by InvestorTrust.id.



28 November 2025 | November 28, 2025

Bapak Andi Widjaja, Komisaris Utama sekaligus pendiri Prodia Group, mewakili Perseroan menerima penghargaan Anugerah Bakti Nusantara 2025 di Sektor Kesehatan dari Nusantara TV sebagai bentuk pengakuan atas dedikasi, prestasi, pengabdian, serta inovasi Prodia dalam transformasi layanan kesehatan digital.

Mr. Andi Widjaja, President Commissioner and founder of Prodia Group, represented the Company in accepting the 2025 Anugerah Bakti Nusantara Award in the Health Sector from Nusantara TV in recognition of Prodia's dedication, achievements, devotion, and innovation in the transformation of digital healthcare services.



10 November 2025 | November 10, 2025

Perseroan menerima penghargaan "Perusahaan dengan Kepatuhan Penyampaian Laporan Kegiatan Penanaman Modal (LKPM) Terbaik Tahun 2024 – Perusahaan Penanaman Modal Dalam Negeri (PMDN)" dalam ajang Jakarta Investment Award 2025 yang diselenggarakan oleh Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Provinsi DKI Jakarta.

The Company received the "Corporate with the Best Investment Activity Report (LKPM) Submission Compliance in 2024 – Domestic Investment (PMDN)" award at the 2025 Jakarta Investment Awards, organized by the Jakarta Investment and One-Stop Services Agency (DPMPTSP).

Sertifikasi
Certifications

Nama Sertifikasi Name of Certificate	Lembaga yang Memberikan Issued by	Masa Berlaku Hingga Valid Until
SNI ISO 15189:2022*	Komite Akreditasi Nasional (KAN)	2026
SNI ISO 17025:2017		2029
ISO 9001:2015* Sistem Jaminan Mutu Quality Management System	Lloyd's Register Quality Assurance (LRQA)	2026
Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Occupational Health and Safety Management System (SMK3)	Kementerian Ketenagakerjaan Republik Indonesia Ministry of Manpower Republic Indonesia	2026
SNI ISO 45001:2018 Ruang Lingkup: Pengendalian Risiko Kesehatan dan Keselamatan Kerja pada Laboratorium dan Klinik Scope: Occupational Health and Safety Risk Control in Laboratories and Clinics	PT Superintending Company of Indonesia (SUCOFINDO)	2027
SNI ISO 27001 Sistem Manajemen Keamanan Informasi Information Security Management System	TÜV SÜD Indonesia	2028
The College of American Pathologists (CAP)	The College of American Pathologists (CAP)	2026
Akreditasi Laboratorium Medis* Medical Laboratory Accreditation*	Kementerian Kesehatan Republik Indonesia Ministry of Health of the Republic of Indonesia	2028
Akreditasi Klinik* Clinic Accreditation*		2029

* Sertifikat tersebut tersedia di Prodia Kramat serta cabang Prodia lainnya. Informasi selengkapnya tersedia dalam Laporan Keberlanjutan 2025 Perseroan.
These certificates are available at Prodia Kramat and other Prodia branches. Further information can be found in the Company's 2025 Sustainability Report.





2

Laporan Manajemen

Management Report

Laporan Dewan Komisaris
Board of Commissioners' Report



Andi Widjaja
Komisaris Utama
President Commissioner

Laba Bersih Tahun Berjalan
Profit for the Year

Rp206,69
miliar | billion

Kami berbangga Prodia berhasil mencatatkan pencapaian kinerja yang kuat sepanjang 2025. Untuk meningkatkan mutu pemeriksaan dan pengujian, Perseroan berinvestasi pada sejumlah peralatan dan teknologi laboratorium berteknologi mutakhir. Perseroan juga meluncurkan Prodia Clinical Multiomics Centre (PCMC), fasilitas laboratorium mutakhir yang mampu menguji lebih dari 140 penanda biologis (*marker*) melalui pendekatan *multiomics* yang mendukung kemajuan pengobatan *next generation*.

We are proud of the strong performance that Prodia successfully delivered throughout the year. To improve the quality of examinations and testing, the Company invested in a number of state-of-the-art laboratory equipment and technologies. The Company also launched the Prodia Clinical Multiomics Center (PCMC), a state-of-the-art laboratory facility capable of testing more than 140 biomarkers using a multiomics approach supporting advancements in next-generation medicine.

PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG TERHORMAT,

Tahun 2025 telah kita lewati dengan penuh pencapaian yang patut disyukuri. Di tengah dinamika industri kesehatan yang terus berkembang, Perseroan mampu melangkah dengan percaya diri serta memberikan layanan yang andal dan berkualitas bagi seluruh masyarakat. Dalam pengembangan bisnisnya, Prodia senantiasa berpegang dan berfokus pada tujuan dasarnya, yaitu memberikan DIAgnosa yang lebih baik untuk si DIA yang bergabung dengan Prodia. Semangat ini terus memaknai upaya Perseroan untuk menjadi perusahaan yang tidak hanya bertumbuh dari sisi bisnis, tetapi juga senantiasa meningkatkan kesejahteraan karyawan dan seluruh pemangku kepentingan yang merasakan manfaat dari kehadiran Prodia.

Karena itu, kualitas mutu, pengembangan ilmu pengetahuan, pelayanan yang berorientasi pada pelanggan, serta integritas selalu menjadi prioritas Perseroan dalam menjalankan bisnis. Kami percaya bahwa seluruh pencapaian yang berhasil diraih Perseroan sepanjang tahun 2025 merupakan wujud komitmen setiap Insan Prodia untuk senantiasa memberikan kinerja terbaik melalui kontribusi yang bermakna.

DEAR SHAREHOLDERS AND STAKEHOLDERS,

The year 2025 that we just passed brought us so many noteworthy achievements that deserve our heartfelt gratitude. In the ever-evolving landscape of the domestic healthcare industry, our Company moved forward with unwavering confidence as Prodia continued to provide reliable and high-quality services to individuals from all walks of life. As Prodia expanded its operations, Prodia consistently holds on to and focused on its core objective, which is to provide better DIAGnosis for the DIA who join Prodia. It is a commitment that clearly defines our business model, which focuses not only on growth but also on the well-being of all our employees and other groups of stakeholders who have come to benefit from our presence.

This commitment underlines why we have always placed quality, scientific advancement, customer-centric service, and integrity as our top priorities in running the business. We believe all that we accomplished in 2025 is a testament to the dedication of every Prodia employee, who always does their best through their meaningful contributions.

PANDANGAN ATAS KONDISI MAKROEKONOMI DAN INDUSTRI

Perekonomian Indonesia berjalan relatif stabil dan terus menunjukkan momentum pemulihan yang positif sepanjang tahun 2025. Berdasarkan data Badan Pusat Statistik (BPS), ekonomi Indonesia berhasil tumbuh sebesar 5,11%, meningkat dari tahun sebelumnya. Pertumbuhan ini ditopang oleh konsumsi domestik, perbaikan daya beli masyarakat, serta peningkatan investasi, termasuk pada sektor kesehatan. Stabilitas ini turut menciptakan iklim yang kondusif bagi perkembangan industri layanan kesehatan dan laboratorium diagnostik.

Pemerintah semakin menegaskan komitmennya untuk memperkuat ekosistem kesehatan nasional melalui peningkatan anggaran kesehatan, penguatan layanan primer, serta transformasi digital kesehatan yang berkelanjutan. Sebagai salah satu pilar prioritas strategis nasional dalam peta jalan *Making Indonesia* 4.0, transformasi sektor kesehatan diharapkan mampu mempercepat pencapaian target pertumbuhan ekonomi Indonesia sebesar 8% dalam beberapa tahun mendatang.

Menurut pernyataan Menteri Kesehatan Republik Indonesia, total belanja kesehatan di Indonesia terus meningkat. Selama lima tahun terakhir, anggaran kesehatan terus mengalami kenaikan dari sebesar Rp119,9 triliun pada 2020, Rp124,4 triliun pada 2021, Rp134,8 triliun pada 2022, Rp172,5 triliun pada 2023, dan triliun Rp186,4 triliun pada 2024. Kenaikan ini berpotensi memberikan kontribusi signifikan terhadap pertumbuhan ekonomi nasional hingga 11% setiap tahunnya. Di sisi lain, pasar alat kesehatan dalam negeri juga terus menunjukkan pertumbuhan yang prospektif, seiring bertambahnya jumlah perusahaan lokal dan stabilnya tingkat ekspor.

Dalam rangka mendukung ketercapaian pertumbuhan ekonomi, sejumlah aspek perlu terus ditingkatkan, yaitu kemudahan akses, ketersediaan, dan keterjangkauan harga layanan kesehatan. Oleh karena itu, digitalisasi sistem informasi dan perluasan integrasi data kesehatan terus diterapkan untuk menciptakan ekosistem yang terhubung dan terintegrasi antara fasilitas kesehatan, penyedia layanan laboratorium, dan pelanggan.

Kami juga mengamati bahwa kesadaran masyarakat akan pentingnya layanan kesehatan preventif semakin meningkat. Perubahan gaya hidup serta meningkatnya prevalensi penyakit tidak menular mendorong permintaan pemeriksaan laboratorium yang rutin, spesifik, dan personal. Selain itu, perkembangan teknologi medis yang pesat, termasuk teknologi biomarker, pemeriksaan molekuler, dan analisis genetika, menjadi pendorong bagi perusahaan laboratorium untuk terus meningkatkan kapabilitas dan kemutakhiran teknologinya, sehingga dapat menyediakan layanan pemeriksaan yang lebih akurat, cepat, dan relevan dengan kebutuhan masyarakat.

MACROECONOMIC AND INDUSTRIAL OUTLOOK

Indonesia's economy did relatively well, with more signs of recovery momentum as the year progressed. According to data from the Central Statistics Agency (BPS), the economy grew by 5.11% year over year. The growth was driven by domestic consumption, people's restored purchasing power, and larger investment, including in the healthcare sector. That stable landscape became fertile ground for the healthcare and diagnostic laboratory industries as they developed further.

The development was backed by the government's commitment to further strengthening the nation's healthcare ecosystem as it increased the healthcare budget, strengthened primary care services, and sustained digital transformation. As one of the national strategic priority pillars of the Making Indonesia 4.0 roadmap, the healthcare transformation should help Indonesia achieve its economic growth target of 8% much earlier in the coming years.

In his statement, the Minister of Health of the Republic of Indonesia said that the healthcare sector has seen a continuous increase in spending. The healthcare budget has increased over the past five years, from Rp119.9 trillion in 2020, Rp124.4 trillion in 2021, Rp134.8 trillion in 2022, Rp172.5 trillion in 2023, and Rp186.4 trillion in 2024. We then foresee a significant contribution to the national annual growth rate of up to 11% to the economy. In parallel, the domestic medical device market has continued to demonstrate promising growth, corresponding to the growing number of local companies and stable exports.

To help achieve the expected economic growth, it is necessary to keep improving the following aspects: ease of access, availability, and service affordability. And that's why the digitalization of information systems and the expansion of health data integration have been underway to create a connected, integrated ecosystem among healthcare facilities, laboratory service providers, and customers.

We have also seen a growing awareness of the importance of preventive healthcare services. A shift in lifestyle and the increasing prevalence of non-communicable diseases are fueling demand for routine, specific, and personalized laboratory testing. What we further saw was that the rapid advances in medical technology, including biomarker technology, molecular testing, and genetic analysis, are driving laboratory companies to continuously improve their capabilities and technological sophistication, enabling them to provide more accurate, faster, and more relevant testing services to meet the growing societal medical needs.

PERAN DEWAN KOMISARIS DALAM PERUMUSAN DAN PELAKSANAAN STRATEGI PERSEROAN

Sesuai dengan struktur tata kelola dan ruang lingkup penugasan sebagaimana diregulasi oleh peraturan yang berlaku, Dewan Komisaris berperan untuk menjalankan kegiatan pengawasan atas perumusan dan pelaksanaan strategi Perseroan secara komprehensif dengan berorientasi pada pencapaian visi perusahaan sebagai penyedia layanan laboratorium medis dan klinik yang unggul, terpercaya, dan berstandar internasional. Kami memastikan bahwa setiap strategi yang dirumuskan dan dijalankan oleh Direksi tetap selaras dengan arah kebijakan dan tujuan jangka panjang Perseroan.

Dalam proses perumusan strategi, kami memberikan arahan dan pandangan strategis kepada Direksi terkait prioritas pengembangan bisnis, perbaikan yang dilakukan, serta risiko dan tantangan yang relevan dengan bisnis Perseroan. Kami memastikan bahwa strategi yang dirumuskan Direksi memiliki fokus yang jelas dan tujuan yang realistis.

Dalam pelaksanaannya, kami terus melakukan pengawasan intensif terhadap kinerja Direksi dan penerapan strategi perusahaan melalui indikator penilaian dan evaluasi yang terukur. Kami juga mengawasi kepatuhan Perseroan terhadap standar mutu dan regulasi industri kesehatan, serta memastikan bahwa pelaksanaan strategi berlandaskan kerangka tata kelola yang kuat.

PENILAIAN TERHADAP KINERJA DIREKSI

Dengan kepemimpinan yang tangguh dan pencapaian kinerja yang positif sepanjang tahun 2025, kami menilai bahwa Direksi telah menjalankan peran dan tanggung jawabnya dengan baik. Direksi berhasil menerjemahkan strategi bisnis Perseroan ke dalam langkah-langkah operasional yang efektif, responsif, dan berorientasi pada peningkatan mutu layanan, sekaligus mampu menjaga Perseroan tetap berada pada jalur pertumbuhan berkelanjutan di tengah dinamika industri layanan kesehatan dan diagnostik di Indonesia.

Kami mengapresiasi upaya Direksi dalam mendorong pertumbuhan organisasi dengan tetap memastikan bahwa seluruh keputusan dibuat secara hati-hati dan penuh perhitungan. Direksi senantiasa menempatkan visi dan misi Prodia sebagai landasan dalam merumuskan kebijakan dan strategi bisnis, sehingga setiap langkah yang diambil dapat memberikan manfaat bagi seluruh pemangku kepentingan.

Dari sisi operasional, Direksi berhasil mempertahankan standar mutu layanan yang tinggi, sejalan dengan reputasi Prodia sebagai laboratorium yang mengedepankan akurasi, keandalan hasil, dan keselamatan pelanggan. Kami juga menilai Direksi mampu menjaga efisiensi

THE ROLE OF THE BOARD OF COMMISSIONERS IN THE COMPANY'S STRATEGY FORMULATION AND EXECUTION

In accordance with the governance structure and scope of duties as stipulated by applicable regulations, the Board of Commissioners' role is to have a comprehensive oversight of the formulation and execution of the Company's strategy that is oriented toward achieving its stated vision as a provider of superior, trusted, and internationally recognized medical laboratory and clinical services. We have to ensure that every strategy formulation and execution by the Board of Directors remains aligned with the Company's long-term policy direction and objectives.

During the strategy formulation process, we provide the Board of Directors with strategic direction and insight on business development priorities, improvements, and the risks and challenges inherent in the Company's business. Our task here is to ensure that the strategies formulated by the Board have a clear focus and realistic objectives.

In practice, we are consistent and intensive in overseeing the Board of Directors' performance and the execution of their strategy through measurable assessment and evaluation indicators. We also oversee the Company's compliance with quality standards and healthcare industry regulations while ensuring that strategy execution is grounded in a robust governance framework.

ASSESSMENT OF DIRECTORS PERFORMANCE

We assess that, with strong leadership and positive performance throughout 2025, the Board of Directors was able to discharge its roles and responsibilities effectively. The Board of Directors successfully translated the Company's business strategy into effective, responsive, and service-oriented operational measures while working to maintain the Company's sustainable growth path amidst the dynamics of the healthcare and diagnostics industry in Indonesia.

We commend the Board of Directors' efforts in driving organizational growth while ensuring that all decisions were made carefully and thoughtfully. The Board of Directors was consistent in placing Prodia's vision and mission as the foundation for formulating business policies and strategies, ensuring that every step taken would benefit all stakeholders.

In operations, the Board of Directors successfully maintained high service quality standards, in line with Prodia's reputation as a laboratory that prioritizes accuracy, reliability of results, and customer safety. We also assess the Board of Directors' ability to maintain

operasional melalui optimalisasi jaringan laboratorium dan pemanfaatan teknologi yang lebih terintegrasi.

Kami menilai positif langkah Direksi dalam mengakselerasi digitalisasi proses bisnis, termasuk pengembangan layanan digital untuk pelanggan, sistem pemesanan pemeriksaan, akses hasil pemeriksaan secara daring, dan penguatan infrastruktur data. Upaya ini tidak hanya bertujuan untuk meningkatkan pengalaman pelanggan, tetapi juga memperkuat fondasi Prodia dalam menghadapi perkembangan industri menuju layanan kesehatan yang lebih personal, cepat, dan berbasis teknologi.

Dari perspektif keuangan, Direksi mampu menjaga kinerja yang sehat melalui pengelolaan biaya yang cermat untuk mencapai pertumbuhan yang seimbang dan berkelanjutan. Direksi berhasil mempertahankan profitabilitas dan struktur keuangan yang kuat di tengah persaingan usaha yang ketat dan ketidakpastian kondisi ekonomi. Pengelolaan arus kas yang baik, serta kemampuan mengalokasikan investasi pada area prioritas seperti peralatan laboratorium canggih dan sistem teknologi informasi, mencerminkan kapabilitas Direksi dalam mengelola Perseroan secara strategis dan sinergis.

PENGAWASAN TERHADAP STRATEGI DAN IMPLEMENTASI KINERJA PERSEROAN DI TAHUN 2025

Sepanjang tahun 2025, kami senantiasa melaksanakan pengawasan dan pengawalan secara intensif dan terarah untuk memastikan bahwa strategi bisnis dan kinerja Perseroan terlaksana sesuai tujuan, rencana dan target kerja tahunan, serta berlandaskan pada prinsip-prinsip GCG. Kegiatan pengawasan dilakukan melalui rapat berkala dengan Direksi, evaluasi laporan manajemen, serta pelaporan dari komite-komite yang mendukung pelaksanaan tugas Dewan Komisaris.

Pada 2025, kami menaruh perhatian khusus pada strategi pertumbuhan Perseroan yang berfokus pada perluasan jaringan klinik melalui penambahan klinik dan fasilitas baru, peningkatan akses layanan diagnostik melalui efisiensi operasional dan peluncuran tes-tes baru, serta transformasi digital yang berkelanjutan yang tercermin melalui pengembangan aplikasi digital 'U by Prodia'. Seluruh strategi ini berhasil diimplementasikan dengan baik sesuai rencana dan harapan Perseroan, sehingga mampu mengakselerasi pertumbuhan kinerja Perseroan secara positif pada tahun 2025, baik dalam hal operasional dan finansial.

Kami berbangga Prodia berhasil mencatatkan pencapaian kinerja yang kuat sepanjang 2025. Untuk meningkatkan mutu pemeriksaan dan pengujian, Perseron berinvestasi pada sejumlah peralatan dan teknologi laboratorium berteknologi mutakhir. Perseroan juga meluncurkan Prodia

operational efficiency through optimizing the laboratory network and utilizing more integrated technology.

We assess the Board of Directors' steps in accelerating the digitalization of business processes on a positive note, including the development of digital services for customers, a test ordering system, online access to test results, and strengthening data infrastructure. These efforts not only aimed to improve the customer experience but also strengthened Prodia's foundation amidst the industry's shift toward more personalized, faster, and technology-based healthcare services.

In finances, the Board of Directors maintained sound performance through careful cost management to achieve balanced and sustainable growth. The Board of Directors was also successful in maintaining profitability and a strong financial structure amidst intense business competition and economic uncertainty. Adequate cash flow management, along with the ability to allocate investments to priority areas such as advanced laboratory equipment and information technology systems, demonstrates the Board of Directors' capability to manage the Company strategically and synergistically.

SUPERVISION OF THE STRATEGY AND IMPLEMENTATION OF THE COMPANY'S PERFORMANCE IN 2025

Throughout 2025, we did our oversight and safeguarding in an intensive and targeted manner to ensure that our business strategy worked in accordance with its objectives, annual work plans, and targets, based on GCG principles, to achieve the expected performance. We did all that through regular meetings with the Board of Directors, evaluation of management reports, and reporting from our supporting committees in charge of assisting us with our supervisory duties.

We paid our attention to this year's oversight, specifically on the Company's growth strategy, which focused on expanding its clinical network through the addition of new clinics and facilities, broader access to diagnostic services through operational efficiency, the launch of new tests, and ongoing digital transformation, as reflected in the development of the "U by Prodia" digital application. We considered that all of these strategies were successfully executed in line with the Company's plans and expectations, accelerating the Company's positive performance growth in 2025 across both finances and operations.

We are proud of the strong performance that Prodia successfully delivered throughout the year. To improve the quality of examinations and testing, the Company invested in a number of state-of-the-art laboratory equipment and technologies. The Company also launched

Clinical Multiomics Centre (PCMC), fasilitas laboratorium mutakhir yang mampu menguji lebih dari 140 penanda biologis (*marker*) melalui pendekatan *multiomics* yang mendukung kemajuan pengobatan *next generation*.

Sebagai bentuk komitmen kami dalam memberikan layanan yang cepat, mudah, dan efisien bagi pelanggan, Perseroan terus mengembangkan aplikasi 'U by Prodia' yang semakin diperkaya oleh fitur-fitur terbaru, antara lain *Smart Report* 2.0, *Health Plan (Meal & Exercise Plan)*, *Online Brain Function Screening,* dan *Chronic Disease Management (CDM)/Met-U*. Fitur-fitur ini memberikan gambaran yang komprehensif, terintegrasi, dan terpersonalisasi mengenai riwayat dan perjalanan kesehatan pelanggan, sehingga mereka dapat memahami dan merencanakan perjalanan kesehatannya dengan lebih baik.

Kinerja operasional yang solid membawa dampak positif bagi pencapaian kinerja finansial Perseroan pada 2025. Pendapatan Perseroan berhasil tumbuh sebesar 1,31%, menandakan bahwa pertumbuhan organik dan anorganik yang terjadi telah berada pada jalur yang tepat. Kami mengapresiasi kemampuan Direksi dalam menjaga stabilitas dan profitabilitas melalui optimalisasi struktur biaya, peningkatan efisiensi laboratorium, serta pengembangan layanan bernilai tambah.

Bersama Direksi, kami terus memantau penerapan standar mutu, kepatuhan terhadap regulasi kesehatan, serta manajemen risiko operasional. Keberhasilan Perseroan mempertahankan akreditasi CAP di tahun ke-13 menunjukkan kemampuan Perseroan dalam menjaga keandalan proses laboratorium dan memberikan layanan diagnostik yang akurat serta berstandar tinggi.

Selain itu, kami mengapresiasi keputusan Direksi yang telah melaksanakan pembelian kembali saham dalam kondisi pasar yang berfluktuasi, sebagai langkah strategis untuk meningkatkan kepercayaan investor terhadap stabilitas dan prospek masa depan Prodia. Aksi korporasi ini juga mencerminkan langkah Perseroan untuk mendukung pertumbuhan jangka panjang dan serta memberikan imbal hasil yang berkelanjutan kepada pemegang saham.

Secara keseluruhan, Dewan Komisaris menilai bahwa Perseroan berhasil menerapkan strategi dengan efektif dan mencapai kinerja yang membanggakan pada tahun 2025. Kami senantiasa mendorong dan mengawal Direksi untuk terus berinovasi serta bertransformasi secara adaptif guna mempertahankan kualitas layanan dan kepercayaan seluruh pemangku kepentingan. Di samping itu, kami juga menekankan pentingnya penerapan prinsip *Environmental, Social, and Governance* (ESG) dalam setiap kegiatan usaha, untuk menciptakan keseimbangan yang optimal antara kinerja operasional, finansial, dan keberlanjutan.

the Prodia Clinical Multiomics Center (PCMC), a state-of-the-art laboratory facility capable of testing more than 140 biomarkers using a multiomics approach supporting advancements in next-generation medicine.

The "U by Prodia" application was a manifestation of our unwavering commitment to providing fast, easy, and efficient services to customers, as the app now comes with many more of the latest features, including Smart Report 2.0, Health Plan (Meal & Exercise Plan), Online Brain Function Screening, and Chronic Disease Management (CDM)/Met-U. These features provide a comprehensive, integrated, and personalized overview of customers' health history and journey, enabling physicians to diagnose better and plan their patients' health journeys.

This solid operational performance translated into the Company's positive financial performance in 2025. The Company saw a growth of 1.31%, respectively, indicating that our organic and inorganic growth remained solidly on track. We commend the Board of Directors for their proven ability to maintain stability and profitability through optimizing our cost structure, increasing laboratory efficiency, and developing value-added services.

We worked closely with the Board of Directors to monitor the implementation of quality standards, compliance with health regulations, and operational risk management. The Company's success in maintaining CAP accreditation in its 13th year demonstrates its ability to maintain the reliability of its laboratory processes and provide accurate and high-standard diagnostic services.

We further appreciate the Board of Directors for their calculated decision to implement a share buyback amid fluctuating market conditions, a strategic step to bolster investor confidence in Prodia's stability and future prospects. It was a corporate action that reflects the Company's commitment to supporting long-term growth while delivering sustainable returns to shareholders.

Our overall assessment was that the Company has been very successful and effective in its strategy execution, as shown by the impressive performance we delivered in 2025. We continued to encourage and guide the Board of Directors to keep innovating and adaptively transform to maintain service quality and the trust of all stakeholders. A step further we took was emphasizing the importance of implementing Environmental, Social, and Governance (ESG) principles in all business activities to create an optimal balance between operational, financial, and sustainability performance.

PANDANGAN TERHADAP PROSPEK USAHA YANG DISUSUN DIREKSI

Berdasarkan pengamatan kami terhadap situasi makroekonomi dan perkembangan industri, pemerintah Indonesia menunjukkan fokus yang kuat dan terarah pada pertumbuhan sektor kesehatan. Prospek industri kesehatan nasional pada tahun 2026 diperkirakan tetap positif, didorong oleh peningkatan anggaran kesehatan secara signifikan menjadi Rp114 triliun, sejalan dengan target pemerintah untuk mencapai pertumbuhan ekonomi nasional sebesar 5,4% di tahun yang sama. Peningkatan anggaran ini mencerminkan prioritas jangka panjang negara untuk memperkuat sistem kesehatan, infrastruktur, dan akses layanan, sekaligus menstimulasi pertumbuhan ekonomi secara holistik.

Selain itu, kami juga mencatat adanya percepatan transformasi digital yang pesat di sektor medis, serta semakin tingginya kesadaran masyarakat akan pentingnya layanan kesehatan preventif dan diagnostik. Pertumbuhan kelas menengah dan perubahan paradigma dari *sick care* menuju *health care* menciptakan peluang pertumbuhan yang prospektif bagi layanan kesehatan yang bersifat preventif dan personalisasi, termasuk layanan laboratorium medis dan klinik.

Transformasi industri alat kesehatan lokal memainkan peran penting dalam mendukung pertumbuhan industri kesehatan. Dengan meningkatnya kemandirian produksi, perusahaan lokal dapat mengurangi ketergantungan pada impor, memperkuat rantai pasok domestik, dan bersaing di pasar ekspor. Dalam hal ini, PT Prodia Diagnotic Line (Proline), yang 39% sahamnya dimiliki oleh Prodia, melakukan pembukaan pabrik baru di Kawasan Industri Jababeka III, Jawa Barat untuk meningkatkan kapasitas produksi alat kesehatan dan mengurangi ketergantungan pada impor.

Selain itu, pada 2025, Perseroan telah melakukan pembelian saham sebesar 30% atas PT Prodia Stemcell Indonesia (ProSTEM), perusahaan yang bergerak di bidang terapi regeneratif berbasis sel punca. Langkah ini menunjukkan komitmen Perseroan untuk terus berinovasi dan berkontribusi pada kemajuan medis, khususnya dalam bidang pengobatan regeneratif sebagai bagian penting dari pengobatan masa depan. Ekspansi Proline dan pembelian ProSTEM semakin mengukuhkan komitmen Prodia untuk berperan aktif dalam pengembangan industri kesehatan nasional jangka panjang.

Kami sependapat dengan Direksi bahwa Prodia memiliki prospek usaha yang cerah di tahun-tahun mendatang. Dengan pertumbuhan yang berkelanjutan secara organik maupun anorganik, Perseroan terus melakukan transformasi digital melalui pengembangan aplikasi 'U by Prodia' dan penyediaan layanan yang akurat serta solutif.

OUR VIEW OF BUSINESS OUTLOOK PROPOSED BY DIRECTORS

Our observations of the macroeconomic situation and industry developments tell us that the Indonesian Government has a strong and targeted focus on the growth of the healthcare sector. That suggests a strong outlook for 2026 in the national healthcare industry, to be driven by a significant increase in the healthcare budget to Rp114 trillion as the Government is targeting a growth of 5.4% in the national economy in the upcoming year. The planned increase in budget reflects the country's long-term priority of strengthening the healthcare system, infrastructure, and access to healthcare services, while stimulating holistic economic growth.

What we have further observed in the medical sector is the increasingly rapid acceleration of digital transformation and the growing public awareness of the importance of preventive and diagnostic healthcare services. The growing middle class and the paradigm shift from sick care to health care will create prospective growth opportunities for preventive and personalized healthcare services, including medical laboratory and clinical services.

What also plays a crucial role in the growth of the healthcare industry, with its great support, is the transformation of the local medical device industry. As their production becomes more self-reliant, local companies can reduce reliance on imports, strengthen domestic supply chains, and compete in export markets. It is important to note that PT Prodia Diagnotic Line (Proline), 39% owned by Prodia, recently opened a new factory in the Jababeka III Industrial Estate in West Java to increase production capacity and reduce reliance on imports.

A step further we made in 2025 was Prodia's purchased of a 30% shares in PT Prodia Stemcell Indonesia (ProSTEM), a company that runs stem cell-based regenerative therapy. This step demonstrates our commitment to continuous innovation and to advancing medical research, particularly in regenerative medicine which is considered a key component of future medicine. Proline's expansion and the purchasez of ProSTEM further reinforce Prodia's commitment to playing an active role in the long-term development of the national healthcare industry.

We agree with the Board of Directors that Prodia has bright business prospects in the coming years. With sustainable growth, both organic and inorganic, we will continue our digital transformation through the development of the 'U by Prodia' application and the provision of accurate and solution-oriented services. We believe that

Kami percaya bahwa pertumbuhan hanya dapat dicapai secara kolaboratif. Dengan memanfaatkan jaringan luas dan infrastruktur andal, Perseroan terus menjalin kerja sama sinergis dengan universitas, lembaga kesehatan, rumah sakit, perusahaan asuransi, serta pihak ketiga lainnya, guna meningkatkan nilai tambah produk dan layanan bagi pelanggan.

Selain itu, Perseroan juga telah memperluas kerja sama strategis lintas regional dengan mitra di beberapa negara, seperti Taiwan, Malaysia, dan Timor Leste, sebagai langkah untuk memperkuat posisi Perseroan sebagai *South East Asia* (SEA) *Referral Laboratory* di pasar regional. Dewan Komisaris memberikan apresiasi terhadap langkah-langkah yang diambil oleh Direksi dalam memperluas segmen B2B dan asuransi, mengembangkan layanan esoterik, serta membuka cabang baru dan menambah titik layanan *point of care* (POC). Dengan prospek usaha yang terus berkembang ini, Dewan Komisaris mendukung penuh upaya-upaya tersebut sebagai bagian dari strategi berkelanjutan.

PANDANGAN TERHADAP PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Penerapan GCG yang inklusif dan konsisten merupakan fondasi penting yang harus terus dijaga untuk memastikan keberlanjutan usaha jangka panjang. Salah satu tugas utama Dewan Komisaris adalah memastikan Perseroan mengimplementasikan praktik GCG secara menyeluruh dan terus menyempurnakannya dari waktu ke waktu.

Dalam pandangan kami, Perseroan terus melakukan penguatan kebijakan dan pedoman, termasuk mekanisme pengendalian internal dan manajemen risiko. Pengembangan yang berkelanjutan ini memungkinkan Perseroan meningkatkan efektivitas operasional, menjaga stabilitas keuangan, dan meminimalkan dampak negatif dari risiko-risiko yang berpotensi muncul di masa depan.

Kami juga menilai bahwa Perseroan senantiasa menerapkan prinsip transparansi melalui keterbukaan informasi yang tepat waktu, akurat, dan relevan bagi seluruh pemangku kepentingan. Kami mengapresiasi upaya Direksi dalam menumbuhkan budaya etika dan kepatuhan melalui penguatan kebijakan antikorupsi, anti-*fraud*, serta peningkatan efektivitas dan kualitas sistem pelaporan pelanggaran. Inisiatif-inisiatif ini merefleksikan komitmen Prodia untuk membangun lingkungan kerja yang berintegritas dan berorientasi pada keberlanjutan.

Kami mengapresiasi upaya dan langkah Direksi yang fokus mengelola bisnis secara berkelanjutan dengan mengintegrasikan aspek-aspek ESG dalam seluruh kebijakan dan inisiatif tata kelola. Upaya yang konsisten ini memampukan Prodia untuk memberikan kontribusi lebih kepada negara dalam menurunkan emisi karbon dan mempromosikan penggunaan energi hijau, serta menciptakan dampak positif bagi masyarakat dan lingkungan.

growth can only be achieved collaboratively. Leveraging its extensive network and reliable infrastructure, the Company continues to forge synergistic partnerships with universities, healthcare institutions, hospitals, insurance companies, and other third parties to enhance the added value of its products and services for customers.

We have taken it a step further with cross-regional expansion in our strategic alliances with partners in several countries, such as Taiwan, Malaysia, and Timor Leste, to cement our position as a Southeast Asia (SEA) Referral Laboratory in the regional market. The Board of Commissioners appreciates the steps taken by the Board of Directors in expanding the B2B and insurance segments, developing esoteric services, and opening new branches and adding point-of-care (POC) service points. Given these growing business prospects, the Board of Commissioners fully supports these efforts as part of its sustainable strategy.

VIEWS ON THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

The inclusive and consistent implementation of GCG is crucial, a foundation that we must maintain to ensure long-term business sustainability. One of the Board of Commissioners' primary duties is to ensure the Company implements GCG practices comprehensively with constant improvements over time.

Our overview tells us that the Company has continued to strengthen its policies and guidelines, including internal control mechanisms and risk management. This ongoing development has enabled the Company to improve operational effectiveness, maintain financial stability, and minimize the negative impact of potential future risks.

We also assess that the Company consistently applies the principle of transparency through the disclosure of timely, accurate, and relevant information to all stakeholders. We commend the Board of Directors' efforts to foster a culture of ethics and compliance by putting in place firmer anti-corruption and anti-fraud policies, and improving the effectiveness and quality of the whistleblowing system. These initiatives reflect Prodia's commitment to building a work environment with integrity and a focus on sustainability.

We applaud the Board of Directors for its relentless efforts and steps to focus on managing the business sustainably by integrating ESG aspects into all governance policies and initiatives. Their consistent efforts have enabled Prodia to contribute more to the country by reducing carbon emissions and promoting the use of green energy, while creating societal and environmental impacts.

Kami memahami bahwa praktik tata kelola berbasis GCG akan terus berkembang seiring perubahan regulasi, dinamika industri, dan kemajuan teknologi. Oleh karena itu, kami terus memantau dan mengawasi agar praktik GCG Perseroan terus mengadopsi aspek ESG sebagai wujud komitmen terhadap keberlanjutan jangka panjang. Di Prodia, penerapan GCG berbasis ESG telah terpetakan dalam *Sustainability Blueprint* 2024–2030 yang menjadi panduan perjalanan Perseroan dalam menjalankan inisiatif dan program keberlanjutan bagi lingkungan, masyarakat, dan seluruh pemangku kepentingan.

PENILAIAN TERHADAP KOMITE-KOMITE DI BAWAH DEWAN KOMISARIS

Sebagai bagian dari penerapan praktik GCG yang konsisten dan terstruktur di seluruh tingkatan organisasi, Dewan Komisaris secara berkala melakukan penilaian terhadap efektivitas kinerja komite-komite yang berada di bawah pengawasannya, yaitu Komite Audit, Komite Tata Kelola Perusahaan, Komite Manajemen Risiko, serta Komite Nominasi dan Remunerasi. Penilaian ini bertujuan untuk memastikan bahwa setiap komite mampu menjalankan peran dan tugasnya secara optimal dalam mendukung fungsi pengawasan Dewan Komisaris sesuai ruang lingkup penugasannya, serta memberikan kontribusi nyata dalam meningkatkan kualitas tata kelola perusahaan.

Penilaian terhadap kinerja komite dilakukan melalui mekanisme *self-assessment* dan evaluasi langsung oleh Dewan Komisaris dengan mempertimbangkan sejumlah kriteria dan parameter yang relevan dan selaras dengan prinsip-prinsip GCG. Berdasarkan penilaian ini, Komite Audit telah menjalankan tugas dan tanggung jawabnya secara efektif dalam mendukung fungsi pengawasan Dewan Komisaris. Penilaian ini mencakup kesesuaian pelaksanaan tugas dengan Piagam Komite Audit, kualitas rekomendasi yang diberikan, serta kontribusi komite terhadap penguatan sistem pengendalian internal dan praktik GCG.

Selain itu, kami menilai bahwa Komite Tata Kelola Perusahaan telah bekerja secara sinergis dan proaktif dalam memantau, memperbaiki, dan mengembangkan penerapan kebijakan GCG, serta memastikan bahwa Perseroan senantiasa menerapkan praktik GCG sesuai koridor dan arah yang tepat. Kami turut mengapresiasi Komite Manajemen Risiko yang telah menunjukkan kinerja yang optimal sepanjang 2025 melalui pengelolaan risiko secara komprehensif dan efektif, termasuk identifikasi dan mitigasi risiko secara waspada dan penuh kehati-hatian. Kami juga menilai bahwa Komite Nominasi dan Remunerasi telah menjalankan tugas dan tanggung jawabnya dengan efektif terkait kebijakan dan proses nominasi, suksesi, serta remunerasi bagi anggota Dewan Komisaris dan Direksi. Komite Nominasi dan Remunerasi senantiasa meninjau dan menilai kesesuaian kebijakan remunerasi dengan kinerja perusahaan, pencapaian strategi, dan prinsip kewajaran.

We understand that GCG-based governance practices are evolving in line with regulatory changes, industry dynamics, and technological advances. That requires us to monitor and oversee our GCG practices so they will continue to adopt ESG aspects as our commitment to long-term sustainability. At Prodia, we have mapped the Company's ESG-based governance in our 2024–2030 Sustainability Blueprint, which offers us guidelines as the Company continues its journey to implement sustainability initiatives and programs for the environment, society, and all stakeholders.

ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

As part of the consistent and structured implementation of GCG practices across all levels of the organization, we periodically assess the effectiveness of our supporting committees, namely the Audit Committee, the Corporate Governance Committee, the Risk Management Committee, and the Nomination and Remuneration Committee. With such assessment, we want to ensure that each committee is capable of optimally discharging their respective role and duties in assisting us with our oversight function while also making a tangible contribution to improving the overall quality of corporate governance.

The performance of each committee is assessed through self-assessment and direct evaluation by the Board of Commissioners, taking into account a number of relevant criteria and parameters aligned with GCG principles. Based on this assessment, the Audit Committee has effectively carried out its duties and responsibilities in supporting the Board of Commissioners' oversight function. This assessment covers the alignment of its duties with the Audit Committee Charter, the quality of its recommendations, and the committee's contribution to strengthening the internal control system and GCG practices.

Furthermore, we assess that the Corporate Governance Committee has worked synergistically and proactively in monitoring, improving, and developing the implementation of GCG policies while ensuring GCG practices are implemented within the right corridor and direction. We commend the Risk Management Committee for its optimum performance in 2025 through comprehensive and effective risk management, including vigilant and prudent risk identification and mitigation. The Nomination and Remuneration Committee has effectively discharged its duties and responsibilities on the nomination, succession, and remuneration policies and processes for members of the Boards of Commissioners and Directors. The Nomination and Remuneration Committee continuously reviewed and assessed the alignment of remuneration policies with the company's performance, strategic achievements, and fairness principles.

KOMPOSISI DEWAN KOMISARIS

Sepanjang tahun 2025, tidak terdapat perubahan pada komposisi Dewan Komisaris. Seluruh anggota Dewan Komisaris saat ini akan menjabat untuk masa jabatan hingga penutupan RUPST pada tahun 2026.

APRESIASI

Dalam kesempatan ini, kami menyampaikan apresiasi yang setinggi-tingginya kepada Direksi atas kepemimpinan dan dedikasi yang ditunjukkan, sehingga Perseroan dapat terus menghadapi dinamika dunia usaha dengan adaptif dan inovatif. Kerja keras Direksi dalam menjalankan strategi dan memastikan penerapan GCG di semua aspek usaha memberikan kontribusi signifikan terhadap pencapaian kinerja Perseroan.

Kami juga menyampaikan penghargaan yang tulus kepada seluruh karyawan dan tenaga kesehatan atas komitmen, profesionalisme, serta semangat kolaboratif yang terus ditunjukkan. Kepercayaan yang diberikan pelanggan kepada Prodia merupakan buah dari upaya tanpa henti seluruh Insan Prodia, yang menjadi pilar penting dalam menjaga keberlanjutan perusahaan.

Kami meyakini bahwa Prodia harus terus tumbuh sebagai perusahaan yang sehat dan inovatif, untuk mendukung terciptanya komunitas yang sehat, berdaya, dan sejahtera. Oleh karena itu, kami berharap sinergi dan kolaborasi harmonis yang telah terjalin kuat selama ini dapat terus dipertahankan dan dikembangkan secara berkesinambungan dalam jangka panjang. Salam sehat untuk kita semua.

COMPOSITION OF THE BOARD OF COMMISSIONERS

Throughout 2025, there was no change in the composition of the Board of Commissioners. All of its incumbent members will serve for a term until the close of the AGMS in 2026.

APPRECIATION

We would like to take a moment to express our sincere appreciation to the Board of Directors for their outstanding leadership and commitment. Their guidance has allowed the Company to navigate the ever-changing business landscape with adaptability and innovation. The hard work they have put into implementing strategies and ensuring good governance across all areas of the business has made a significant impact on our performance.

We also want to extend our heartfelt thanks to all employees and healthcare workers for their ongoing dedication, professionalism, and collaborative spirit. The trust that Prodia has earned from its customers is a direct result of the tireless efforts of our team, who play a crucial role in maintaining the Company's sustainability.

We believe that Prodia should continue to grow as a healthy and innovative company that contributes to building a healthy, empowered, and prosperous community. We hope to maintain our long-standing synergy and collaboration while further developing these relationships in a sustainable manner for the long term. Best wishes to everyone.

Atas Nama Dewan Komisaris,
On Behalf of the Board of Commissioners,



Andi Widjaja
Komisaris Utama
President Commissioner

Laporan Direksi
Board of Directors' Report



Dewi Muliaty
Direktur Utama
President Director

Pendapatan Bersih tahun 2025
Net Revenues in 2025

Rp2.281,70
miliar | billion

Sepanjang tahun 2025, Perseroan berfokus pada pengembangan jaringan klinik melalui pembukaan sejumlah cabang baru di lokasi potensial guna memperluas jangkauan pelanggan dan mendukung inklusivitas layanan kesehatan. Perseroan juga memperluas kerja sama strategis lintas regional dengan mitra di beberapa negara, antara lain Taiwan, Malaysia, dan Timor Leste, sebagai langkah memperkuat posisi Perseroan sebagai *South East Asia* (SEA) *Referral Laboratory* di pasar regional.

Throughout 2025, the Company focused on developing its clinic network by opening several new branches in potential locations to expand customer reach and support inclusive healthcare services. The Company also expanded cross-regional strategic cooperation with partners in several countries, including Taiwan, Malaysia, and Timor Leste, as a step to strengthen the Company's position as a South East Asia (SEA) Referral Laboratory in the regional market.

PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG TERHORMAT,

Tahun 2025 menjadi periode transisi penting bagi perekonomian global dan nasional. Di tengah ketidakpastian global yang masih membayangi, banyak negara mulai menunjukkan kemampuan beradaptasi terhadap lanskap kebijakan baru. Sejumlah kebijakan perdagangan internasional mengalami perbaikan dan meskipun pertumbuhan ekonomi global diperkirakan melambat dari 3,3% pada 2024 menjadi 3,2% di 2025 (World Economic Outlook, IMF, 2025), kondisi ekonomi dunia tetap menunjukkan ketahanan yang cukup baik di tengah upaya normalisasi kebijakan dan reformasi struktural di berbagai negara.

Sebagai negara berkembang dengan fundamental ekonomi yang kuat, Indonesia termasuk salah satu yang mampu menjaga stabilitas di tengah dinamika global. Sepanjang tahun 2025, berbagai indikator ekonomi utama menunjukkan tren yang positif. *Purchasing Managers' Index* (PMI) Manufaktur Indonesia tetap berada di zona ekspansif pada level 51,2 per Desember 2025, mencerminkan optimisme pelaku industri. Inflasi tercatat di level 2,92%

DEAR SHAREHOLDERS AND STAKEHOLDERS,

2025 was a crucial transitional year for both the global and national economies. Amidst looming uncertainty as the year unfolded, a growing number of countries were more adaptive to the new trend in the global landscape. International trade appeared to be going in a positive direction, and while global economic growth is expected to slow from 3.3% in 2024 to 3.2% in 2025 (World Economic Outlook, IMF, 2025), the world economy remained remarkably resilient as countries around the globe successfully undertook policy normalization and made effective structural reforms.

As a developing country with strong economic fundamentals, Indonesia is among those capable of maintaining stability amidst global dynamics. Throughout 2025, various key economic indicators that signaled a positive trend. Indonesia's Manufacturing Purchasing Managers' Index (PMI) remained in the expansionary zone at 51.2 as of December 2025, reflecting optimism among industry players. Inflation was recorded at

per Desember 2025, dan konsumsi domestik tetap menjadi motor utama pertumbuhan ekonomi. Kondisi ini menegaskan bahwa Indonesia tidak hanya mampu bertahan secara adaptif di tengah situasi global yang dinamis, tetapi juga memiliki potensi kuat untuk tumbuh secara inklusif dan berkelanjutan.

Industri kesehatan di Indonesia juga menunjukkan perkembangan positif sepanjang tahun 2025, seiring meningkatnya perhatian pemerintah dan masyarakat terhadap kesehatan nasional. Pemerintah sukses menggelar program pemeriksaan kesehatan gratis nasional perdana yang bertujuan meningkatkan kesadaran akan pentingnya deteksi dini dan pencegahan penyakit. Program ini berhasil menjangkau jutaan masyarakat dan turut mendorong pertumbuhan layanan laboratorium diagnostik, yang berperan vital dalam menopang sistem kesehatan nasional.

Selain itu, sektor industri kesehatan semakin memanfaatkan kemajuan teknologi digital untuk meningkatkan efisiensi dan kualitas layanan. Prodia, sebagai perusahaan laboratorium diagnostik terkemuka, berperan penting dalam mendukung sistem kesehatan nasional melalui inovasi layanan yang terintegrasi dengan platform digital pemerintah. Dengan dukungan kebijakan yang kuat serta meningkatnya kesadaran masyarakat terhadap pentingnya kesehatan, industri kesehatan Indonesia diproyeksikan akan terus bertumbuh dan memberikan kontribusi signifikan bagi pembangunan nasional.

PERAN DIREKSI DALAM PERUMUSAN STRATEGI DAN KEBIJAKAN STRATEGIS PERSEROAN

Dalam merumuskan strategi dan kebijakan perusahaan, Direksi menerapkan proses yang terstruktur, kolaboratif, dan adaptif terhadap dinamika industri. Direksi menetapkan arah strategis Perseroan secara menyeluruh serta mengidentifikasi peluang dan tantangan baik dari faktor internal maupun eksternal. Proses penyusunan strategi dilakukan melalui pendekatan *bottom-up* dan *top-down*, dengan melibatkan masukan dari lini bisnis, cabang, anak perusahaan, serta fungsi pendukung utama seperti *Office of Strategy Management* dan Unit Audit Internal. Pendekatan ini memastikan setiap kebijakan memiliki dasar yang kuat dan relevan dengan kebutuhan pasar serta kondisi operasional Perseroan.

Direksi merumuskan dan melaksanakan strategi serta kebijakan sesuai arahan Dewan Komisaris. Dalam pelaksanaannya, Direksi memastikan efektivitas kegiatan usaha, pengelolaan risiko yang tepat, kepatuhan terhadap peraturan yang berlaku, serta pemantauan kinerja secara berkala. Hasil evaluasi dilaporkan secara rutin kepada Dewan Komisaris, disertai tindakan korektif bila diperlukan.

2.92% in December 2025, and another strong domestic consumption that remained the key economic driver. This latest trend further confirmed that Indonesia was not only resilient to the increasingly dynamic global landscape but also had strong potential for inclusive and sustainable growth.

Indonesia's healthcare industry also showed positive developments throughout 2025, alongside increasing attention from both the government and the public toward national health. The government was successful in running its first free health check-up program designed to raise awareness of the importance of early detection and disease prevention. This program has reached millions in need and driven the growth of diagnostic laboratory services, which play a vital role in supporting the national healthcare system.

The industry has taken a step further with the growing adoption of digital technology in healthcare as it pursues efficiency and improves service quality. That is exactly where Prodia, as a leading diagnostic laboratory company, plays a vital role in the national healthcare system through service innovations integrated with government-run digital platforms. Bolstered by strong policy support and growing public awareness of health's importance, Indonesia's healthcare industry is expected to sustain its growth and play an increasingly significant role in national development.

OUR ROLE IN IN FORMULATING THE COMPANY'S STRATEGY AND STRATEGIC POLICIES

In devising corporate strategies and policies, the Board of Directors runs a structured, collaborative, and adaptive process that adapts to industry dynamics. We set the Company's overall strategic direction and identify opportunities and challenges from both internal and external factors. The strategy development process adopts both a bottom-up and top-down approach, involving input from business lines, branches, subsidiaries, and key support functions such as the Office of Strategy Management and the Internal Audit Unit. This approach ensures that each policy has a strong ground and stays relevant to market needs and the Company's operational conditions.

The Board of Directors devises and executes strategies and policies in accordance with the direction of the Board of Commissioners. In executing the strategies, we ensure effective business activities, sound risk management, regulatory compliance, and routine monitoring. We normally submit evaluation results to the Board of Commissioners with attached corrective actions when necessary.

Dalam menetapkan strategi bisnis, Direksi mempertimbangkan berbagai faktor kunci, antara lain perkembangan teknologi di sektor kesehatan, kesiapan infrastruktur laboratorium, penguatan kapabilitas sumber daya manusia, digitalisasi layanan, serta aspek manajemen risiko dan kepatuhan. Setiap keputusan strategis diambil dengan prinsip kehati-hatian (*prudential approach*) serta berorientasi pada inovasi yang bertanggung jawab.

Pemantauan dan evaluasi strategi dilakukan secara rutin dan berkala melalui tinjauan kinerja berbasis data, meliputi pencapaian target bisnis, kepuasan pelanggan, efisiensi operasional, kesiapan digital, dan kualitas layanan. Direksi juga memastikan komunikasi dan koordinasi lintas fungsi berjalan efektif sehingga implementasi kebijakan dapat terlaksana secara konsisten di seluruh entitas Grup Prodia.

Sebagai bagian dari penerapan tata kelola berbasis praktik tata kelola perusahaan yang baik (*Good Corporate Governance*/GCG), Direksi menekankan pentingnya integrasi prinsip *Environmental, Social, and Governance* (ESG) dalam setiap tahapan perencanaan dan pelaksanaan strategi. Komitmen ini tercermin melalui kebijakan yang mendukung operasional berkelanjutan, inklusif, serta berwawasan lingkungan. Prinsip keberlanjutan juga diterapkan dalam kepatuhan terhadap regulasi kesehatan dan perlindungan data pelanggan di tingkat nasional maupun internasional.

Melalui kepemimpinan yang strategis, kolaborasi yang sinergis dengan Dewan Komisaris, serta pendekatan yang terarah dan responsif, Direksi memastikan Perseroan mampu menjaga daya saing, meningkatkan nilai jangka panjang bagi pemangku kepentingan, dan berkontribusi pada penguatan sistem kesehatan nasional.

PROSES YANG DITEMPUH DIREKSI DALAM MEMASTIKAN PELAKSANAAN STRATEGI PERSEROAN

Untuk memastikan penerapan strategi Perseroan berjalan sesuai rencana, Direksi secara rutin melaksanakan proses pengawasan dan pelaporan yang terstruktur serta komprehensif. Direksi bertanggung jawab langsung kepada Dewan Komisaris dan menyampaikan laporan kinerja pelaksanaan strategi secara berkala, sekurang-kurangnya satu kali setiap bulan, melalui rapat gabungan antara Dewan Komisaris dan Direksi.

Dalam rapat tersebut, Dewan Komisaris melakukan evaluasi menyeluruh terhadap pencapaian target strategis dan operasional, serta memberikan arahan dan rekomendasi perbaikan apabila diperlukan. Proses evaluasi ini merupakan bagian integral dari penerapan prinsip GCG dalam menjaga akuntabilitas dan transparansi pelaksanaan strategi Perseroan.

In setting business strategies, the Board of Directors considers various key factors, including technological developments in the healthcare sector, laboratory infrastructure readiness, strengthening human resource capabilities, service digitalization, and risk management and compliance aspects. Every strategic decision is made with a prudential approach and is oriented towards responsible innovation.

Strategy monitoring and evaluation are conducted routinely and periodically through data-driven performance reviews, covering business target achievement, customer satisfaction, operational efficiency, digital readiness, and service quality. We ensure effective cross-functional communication and coordination to ensure consistent policy implementation across all Prodia Group entities.

As part of the implementation of good corporate governance (GCG) practices, the Board of Directors emphasizes the importance of integrating Environmental, Social, and Governance (ESG) principles into every stage of strategy planning and implementation. This commitment is reflected in policies that support sustainable, inclusive, and environmentally sound operations. We also apply sustainability principles in compliance with national and international regulations on both health and customer data protection.

Through strategic leadership, synergistic collaboration with the Board of Commissioners, and a focused and responsive approach, the Board of Directors ensures the Company maintains its competitiveness, increases long-term value for stakeholders, and contributes to strengthening the national healthcare system.

THE PROCESS UNDERTAKEN BY THE BOARD OF DIRECTORS TO ENSURE THE IMPLEMENTATION OF THE COMPANY'S STRATEGY

To ensure the Company's strategy works as planned, we routinely run a structured and comprehensive monitoring and reporting process. In the entire process, we report to the Board of Commissioners and submit at least monthly periodic reports on our strategy execution through our joint meetings with the Board of Commissioners.

At each meeting, the Board of Commissioners would go through progress toward strategic and operational targets and provide direction and recommendations for improvements, as needed. This evaluation process is part of the implementation of GCG principles in maintaining accountability and transparency in strategy execution.

Selain itu, Direksi didukung oleh organ pendukung tata kelola seperti Sekretaris Perusahaan, Unit Audit Internal, serta unit usaha strategis lainnya yang berperan dalam memastikan, memantau, dan menilai efektivitas implementasi kebijakan. Melalui pengawasan yang sinergis dan berkesinambungan, Direksi dapat melakukan evaluasi serta penyesuaian taktis agar strategi Perseroan tetap selaras dengan tujuan jangka panjang yang telah ditetapkan.

FOKUS DAN STRATEGI PRODIA

Selaras dengan meningkatnya konsumsi domestik nasional sepanjang tahun 2025, kondisi industri kesehatan nasional terus menunjukkan penguatan, didorong oleh meningkatnya perhatian pemerintah terhadap layanan kesehatan preventif serta perluasan akses melalui program pemeriksaan kesehatan gratis berskala nasional. Kebijakan tersebut diharapkan dapat semakin meningkatkan kesadaran masyarakat terhadap pentingnya deteksi dini dan mendorong permintaan terhadap layanan laboratorium diagnostik. Menyikapi momentum ini, Perseroan merumuskan dan menerapkan berbagai strategi, kebijakan, serta inisiatif untuk mendukung pertumbuhan berkelanjutan dan kemampuan adaptasi terhadap dinamika pasar.

Ekspansi Jaringan dan Jangkauan Layanan Klinik

Sepanjang tahun 2025, Perseroan berfokus pada pengembangan jaringan klinik melalui pembukaan sejumlah cabang baru di lokasi potensial guna memperluas jangkauan pelanggan dan mendukung inklusivitas layanan kesehatan. Perseroan juga memperluas kerja sama strategis lintas regional dengan mitra di beberapa negara, antara lain Taiwan, Malaysia, dan Timor Leste, sebagai langkah memperkuat posisi Perseroan sebagai *South East Asia* (SEA) *Referral Laboratory* di pasar regional. Pada 2025, Perseroan berhasil meraih 2,79 juta pelanggan termasuk 888 ribu pelanggan baru dengan total volume tes mencapai 20,94 juta.

Penguatan Layanan Digital melalui U by Prodia

Perseroan terus berinvestasi dalam pengembangan platform digital U by Prodia untuk meningkatkan efisiensi proses laboratorium dan memperkuat keterlibatan serta memudahkan akses bagi pelanggan. Akselerasi digitalisasi yang konsisten diharapkan mampu mendukung interoperabilitas dengan platform kesehatan pemerintah, sejalan dengan agenda transformasi digital sektor kesehatan nasional.

It is also noteworthy that we are assisted by other governance bodies such as the Corporate Secretary, Internal Audit Unit, and other strategic business units with their different roles of ensuring, monitoring, and assessing the effectiveness of policy implementation. Through synergistic, continuous supervision, we can conduct evaluations and make tactical adjustments to ensure our strategy remains consistent with its predetermined long-term goals.

FOCUS AND STRATEGY OF PRODIA

In line with the increase in national domestic consumption throughout 2025, the national healthcare industry continued to strengthen, driven by the government's more attentive approach to preventive healthcare services and the expansion of access through a nationwide free health check-up program. With this policy, the government sought to further increase public awareness of the importance of early detection, which ultimately drove demand for diagnostic laboratory services. In response to this momentum, the Company devised and implemented strategies, policies, and initiatives to support sustainable growth while remaining adaptable to market dynamics.

Network Expansion and Clinic Service Coverage

Throughout 2025, the Company focused on expanding its clinical network with the opening of new branches in potential locations to reach more customers and support inclusive healthcare services. It also expanded strategic cross-regional collaborations with partners in several countries, including Taiwan, Malaysia, and Timor Leste, to cement its position as a Southeast Asia (SEA) Referral Laboratory in the regional market. In 2025, the Company served a total of 2.79 million customers, including 888 thousand new ones, with a total test volume of 20.94 million.

Strengthening Digital Services through U by Prodia

The Company continues to invest in the development of the U by Prodia digital platform to enhance laboratory process efficiency and strengthen customer engagement while improving accessibility. The consistent acceleration of digitalization should support interoperability with government health platforms, in line with the national health sector's digital transformation agenda.

Peningkatan Pendapatan dan Efisiensi Biaya

Perseroan menerapkan pengukuran efisiensi biaya (*cost efficiency measurement*) secara menyeluruh di seluruh lini bisnis guna mengoptimalkan penggunaan sumber daya dan meningkatkan efisiensi operasional tanpa mengurangi kualitas layanan. Dalam upaya meningkatkan pendapatan, Perseroan terus mengembangkan layanan esoterik, memperluas segmen B2B dan asuransi, membuka cabang baru, serta menambah titik layanan (*point of care*/POC).

Penguatan Fondasi Bisnis

Perseroan senantiasa memperkuat fondasi bisnis dan kapabilitas internal melalui inovasi berkelanjutan serta investasi pada sumber daya manusia, teknologi, dan sistem manajemen, guna meningkatkan daya saing dan memastikan keberlanjutan usaha di masa depan Dengan dukungan kondisi makroekonomi yang stabil, kebijakan pemerintah yang kondusif, serta meningkatnya kebutuhan layanan kesehatan masyarakat, Direksi optimistis Perseroan akan terus tumbuh secara berkelanjutan dan memberikan kontribusi positif bagi peningkatan kualitas kesehatan masyarakat Indonesia.

PENCAPAIAN KINERJA PRODIA TAHUN 2025

Kinerja Operasional

Melalui fokus strategi yang tepat dan tata laksana yang efektif, berhasil Perseroan mencatatkan pertumbuhan kinerja operasional yang solid sepanjang tahun 2025. Capaian ini tercermin dari berbagai inisiatif dan pengembangan yang dilakukan di seluruh lini bisnis Perseroan.

Perluasan Layanan Melalui Inovasi Tes dan Kerja Sama Strategis

Pada 2025, Perseroan membuka 74 outlet baru yang terdiri dari 1 laboratorium medis baru (Prodia Bau Bau), 71 POC, dan 2 *genomic site* serta menjalin berbagai kerja sama dengan rumah sakit terkemuka untuk pengembangan layanan genomik. Per akhir 2025, Perseroan telah memiliki 402 outlet laboratorium medis dan klinik yang tersebar secara strategis di 34 provinsi di seluruh Indonesia.

Dalam upaya memperluas jangkauan segmen pasar yang lebih spesifik (*niche market*), Perseroan meluncurkan 38 jenis tes baru dari total target 14 jenis tes, meliputi tes rutin dan tes medis khusus. Dengan tambahan ini, total jenis tes yang tersedia di Prodia kini mencapai lebih dari 3.000 jenis tes. Perseroan juga berinvestasi pada sejumlah peralatan dan teknologi laboratorium berteknologi tinggi untuk meningkatkan mutu pemeriksaan dan pengujian, antara lain Giotto Automatic Stainer, ONSO SBB, Agilent LC-MS/MS 6465 Ultivo, Miris Human Milk Analyzer, dan Knauer Osmometer.

Revenue Increase and Cost Efficiency

The Company implements comprehensive cost efficiency measurements across all business lines to optimize resource utilization and improve operational efficiency without compromising service quality. In an effort to increase revenue, the Company continues to develop esoteric services, expand the B2B and insurance segments, open new branches, and add service points (point of care/POC).

Strengthening Business Foundations

The Company continuously strengthens its business foundations and internal capabilities through continuous innovation and investment in human resources, technology, and management systems to enhance competitiveness and ensure future business sustainability. We are optimistic that with the support of stable macroeconomic conditions, conducive government policies, and growing demand for public health services, the Company will continue to grow sustainably and make a positive contribution to improving the quality of health of the Indonesian people.

ACHIEVEMENTS MADE IN 2025

Operational Performance

Through the right strategic focus and effective governance, the Company delivered solid operational performance growth throughout 2025. This achievement was reflected in many initiatives and developments we undertook across business lines.

Service Expansion Through Test Innovation and Strategic Partnerships

By 2025, the Company opened 74 new outlets consisting of 1 new medical laboratory (Prodia Bau Bau), 71 POCs, and 2 genomic sites, and set up collaborations with leading hospitals to develop genomic services. By the end of 2025, the Company had 402 medical laboratory and clinic outlets in strategically located in 34 provinces throughout Indonesia.

In order to expand the reach of our niche markets, the Company initially launched 38 new types of tests of the total target of 14 types of tests, including routine tests and special medical tests. With these addition, the total types of tests available at Prodia now exceeds 3,000 tests. The Company also invested in a number of high-tech laboratory equipment and technologies to improve the quality of inspection and testing, including the Giotto Automatic Stainer, ONSO SBB, Agilent LC-MS/MS 6465 Ultivo, Miris Human Milk Analyzer, and Knauer Osmometer.

Perseroan juga memperluas jejaring kolaborasi dengan berbagai institusi pendidikan dan lembaga penelitian. Sepanjang tahun 2025, Perseroan telah bekerja sama dengan 55 institusi pendidikan, termasuk di antaranya Universitas Muhammadiyah Indonesia, Fakultas Kedokteran Universitas Kristen Duta Wacana Yogyakarta, dan Fakultas Kedokteran Universitas Diponegoro.

Sebagai bentuk komitmen terhadap inklusivitas layanan kesehatan, Perseroan menjalin kerja sama dengan perusahaan asuransi swasta dan BPJS Kesehatan guna meningkatkan akses masyarakat terhadap layanan diagnostik yang berkualitas. Kolaborasi dengan BPJS mencakup pengelolaan pasien diabetes melalui Program Pengelolaan Penyakit Kronis (Prolanis); program Kesehatan Wanita melalui skrining kanker leher rahim; dan program pemberian gratis pemeriksaan (Prolanis dan *Pap Smear)* bagi peserta BPJS yang memenuhi ketentuan.

Peresmian Prodia Clinical Multiomics Centre (PCMC)

Perseroan resmi menghadirkan PCMC, fasilitas laboratorium mutakhir yang mampu menguji lebih dari 140 penanda biologis (*marker*) melalui pendekatan *multiomics*, yakni metode yang mengintegrasikan berbagai *clinical omics* untuk memahami kondisi tubuh secara menyeluruh. PCMC dilengkapi teknologi *mass spectrometry* dan kromatografi berakurasi tinggi yang memungkinkan analisis ribuan metabolit guna mendeteksi tanda dini penyakit, memprediksi risiko kesehatan, serta mendukung perancangan terapi yang lebih personal. Seluruh cabang Prodia telah terhubung dengan PCMC sehingga layanan ini dapat diakses dengan mudah oleh masyarakat di seluruh Indonesia.

Akselerasi Transformasi Digital melalui U by Prodia

Perseroan terus mempercepat transformasi digital melalui pengembangan aplikasi U by Prodia, yang kini dilengkapi dengan berbagai fitur baru, antara lain: *Smart Report 2.0* untuk penyajian hasil pemeriksaan dalam format visual yang lebih mudah dipahami, *Health Plan (Meal & Exercise Plan*) yang memberikan panduan gaya hidup berbasis hasil laboratorium, serta *Online Brain Function Screening* untuk deteksi dini masalah kognitif otak. Fitur lainnya seperti *Chronic Disease Management (CDM)/Met-U* untuk pemantauan kesehatan metabolik, dan *Sub-account* sebagai fitur bagi pengguna untuk menambahkan anggota keluarga dalam satu akun sehingga memudahkan dan membantu pengguna lanjut usia.

Pada tahun 2025, Perseroan mencatat peningkatan total nilai transaksi (*transaction value*) sebesar 37%, dengan rata-rata pengguna aktif bulanan mencapai 94%. Hingga akhir 2025, akumulasi penggunaan aplikasi U by Prodia juga meningkat sebesar 70% dibandingkan tahun sebelumnya.

The Company went even further by expanding its collaborative network with both educational and research institutions. Throughout 2025, the Company worked with 55 educational institutions, including Muhammadiyah University of Yogyakarta, the Faculty of Medicine of Duta Wacana Christian University (UKDW) Yogyakarta, and the Faculty of Medicine of Diponegoro University.

As a form of commitment to inclusive healthcare services, the Company collaborated with private insurance companies and BPJS Kesehatan to broaden public access to quality diagnostic services. Collaboration with BPJS includes managing diabetes patients through the Chronic Disease Management Program (Prolanis); the Women's Health program through cervical cancer screening; and a free examination program (Prolanis and Pap Smear) for BPJS participants who meet the requirements.

Launching of the Prodia Clinical Multiomics Center (PCMC)

The company officially launched the PCMC, a state-of-the-art laboratory facility capable of testing more than 140 biological markers using a multiomics approach, a method that integrates various clinical omics techniques to understand the body's overall condition. PCMC comes with high-accuracy mass spectrometry and chromatography technology that enables the analysis of thousands of metabolites to detect early signs of disease, predict health risks, and support the design of more personalized therapies. PCMC is now connected to all Prodia branches, meaning that people from all over Indonesia can easily access the services.

Accelerating Digital Transformation through U by Prodia

The Company continues to accelerate its digital transformation through the development of the U by Prodia application, which now comes with some new features, including Smart Report 2.0, which presents test results in a more easily understood visual format; a Health Plan (Meal & Exercise Plan) that provides lifestyle guidance based on laboratory results; and Online Brain Function Screening for early detection of cognitive brain problems. Other features include Chronic Disease Management (CDM)/Met-U for metabolic health monitoring, and Sub-account as a feature for users to add family members in one account, making it easier and more helpful for elderly users.

In 2025, the Company recorded a 34% increase in total transactions, with the average monthly active users reaching 94%. By the end of 2025, the usage of the U by Prodia application had also increased by 68% compared to the previous year.

Pencapaian ini mencerminkan bahwa transformasi digital yang dijalankan Perseroan berada pada arah yang tepat dan mampu memberikan dampak positif serta nilai tambah yang nyata bagi pelanggan.

Pembelian Saham PT Prodia Stemcell Indonesia (ProSTEM)

Sebagai langkah ekspansi anorganik, Perseroan resmi melakukan pembelian 30% saham ProSTEM, perusahaan yang bergerak di bidang terapi regeneratif berbasis sel punca. ProSTEM kini berevolusi menjadi *Advanced Therapy Cell Therapy-Production Laboratory* (ACT-PLab), laboratorium pengolahan sel bersertifikasi Cara Pembuatan Obat yang Baik (CPOB) dan berstandar *Current Good Manufacturing Practice* (c-GMP) yang mendukung riset, pengembangan, dan produksi terapi sel punca di Indonesia. Aksi korporasi ini mencerminkan komitmen Perseroan dalam mengembangkan inovasi medis, khususnya di bidang pengobatan regeneratif.

Pembukaan Pabrik Baru PT Prodia Diagnostic Line (Proline)

Sebagai pemegang 39% saham Proline, Perseroan mendukung penuh pembukaan pabrik baru Proline di Kawasan Industri Jababeka III, Jawa Barat. Dengan perluasan fasilitas ini, Proline dapat meningkatkan kapasitas produksi untuk berbagai lini secara signifikan, termasuk kimia klinik hingga 3× lipat, *rapid test* hingga 4,5× lipat, instrumen diagnostik hingga 4× lipat, serta layanan hematologi dan biomolekuler dengan kapasitas hingga 5 juta tes per tahun. Saat ini, produk Proline telah digunakan oleh lebih dari 7.000 fasilitas kesehatan, baik pemerintah maupun swasta, termasuk puskesmas, rumah sakit, dan klinik di seluruh Indonesia.

Kinerja Finansial

Kinerja operasional yang solid sepanjang tahun 2025 turut tercermin pada capaian kinerja finansial Perseroan yang positif dan berkelanjutan. Berikut adalah capaian kinerja Perseroan dari sisi finansial sepanjang tahun 2025:

Pertumbuhan Pendapatan

Perseroan berhasil membukukan pendapatan sebesar Rp2,28 triliun, tumbuh 1,31% dibandingkan tahun sebelumnya, dengan laba bersih sebesar Rp206,69 miliar. Pencapaian ini mencerminkan ketangguhan dan kemampuan Perseroan dalam mempertahankan pertumbuhan yang berkelanjutan di tengah dinamika pasar dan tantangan ekonomi global. Kinerja positif tersebut juga menunjukkan efektivitas strategi efisiensi operasional, ekspansi jaringan layanan, serta pemanfaatan transformasi digital dalam meningkatkan akses dan kualitas layanan kesehatan, baik di tingkat domestik maupun regional.

These achievements reflect that the Company's digital transformation initiatives are progressing in the right direction and are able to deliver positive impact as well as tangible added value to customers.

Purchase of Shares in PT Prodia Stemcell Indonesia (ProSTEM)

As an inorganic expansion measure, the Company officially purchased a 30% share in ProSTEM, a company that provides stem cell-based regenerative therapy. ProSTEM has now evolved into the Advanced Therapy Cell Therapy-Production Laboratory (ACT-PLab), a cell processing laboratory certified by Good Manufacturing Practice (CPOB) and Current Good Manufacturing Practice (c-GMP) standards that supports research, development, and production of stem cell therapy in Indonesia. This corporate action reflects the Company's commitment to developing medical innovation, particularly in the field of regenerative medicine.

The Opening of PT Prodia Diagnostic Line (Proline) New Factory

As the holder of 39% of Proline's shares, the Company fully supports the opening of Proline's new factory in the Jababeka III Industrial Area, West Java. This facility expansion allows Proline to significantly increase production capacity for various lines, including clinical chemistry up to 3×, rapid tests up to 4.5×, diagnostic instruments up to 4×, and hematology and biomolecular services with a capacity of up to 5 million tests per year. Currently, Proline products have been used by more than 7,000 healthcare facilities, both government and private, including community health centers, hospitals, and clinics throughout Indonesia.

Financial Performance

The Company's solid operational performance throughout 2025 was also reflected in its positive and sustainable financial results. The following is the Company's financial results throughout 2025:

Revenue Growth

The Company delivered Rp2.28 trillion in revenue, an increase of 1.31% compared to the previous year, which translated into a net profit of Rp206.69 billion. The figures reflect the Company's resilience and ability to maintain sustainable growth amidst market dynamics and global economic challenges. What they further demonstrated was the effectiveness of operational efficiency strategies, service network expansion, and the use of digital transformation to improve access to and quality of healthcare services, both domestically and regionally.

Pembagian Dividen

Sebagai bentuk apresiasi atas kepercayaan pemegang saham dan hasil kinerja positif tahun 2024, Perseroan mendistribusikan dividen sebesar Rp162 miliar, atau 60% dari laba bersih, setara dengan Rp172,93 per lembar saham. Kebijakan dividen ini merupakan wujud komitmen Perseroan untuk memberikan nilai tambah berkelanjutan bagi para pemegang saham.

Dividend Distribution

As a token of appreciation for shareholder trust and positive performance results in 2024, the Company distributed dividends of Rp 162 billion, or 60% of net profit, equivalent to Rp172.93 per share. This dividend policy is a manifestation of the Company's commitment to providing sustainable added value for shareholders.

Pembelian Saham Kembali

Dalam rangka menjaga stabilitas harga saham dan meningkatkan nilai bagi pemegang saham, Perseroan melaksanakan program pembelian kembali saham (*buyback*) dalam kondisi pasar berfluktuasi sebanyak 47.724.500 lembar saham atau sekitar 5,09% dari total saham beredar, dengan nilai total mencapai Rp131,7 miliar.

Share Buyback

To maintain share price stability and increase shareholder value, the Company implemented a share buyback program during fluctuating market conditions, purchasing 47,724,500 shares, or approximately 5.09% of the total outstanding shares, with a total value of Rp131.7 billion.

PENCAPAIAN DAN REALISASI TARGET TAHUN 2025

Sepanjang tahun 2025, Perseroan terus memperkuat kinerja dan kualitas layanannya melalui berbagai inisiatif strategis. Dari sisi kepuasan pelanggan, tahun ini Prodia kembali mencatat skor kepuasan pelanggan (CSAT) sebesar 95,59% dari target 90% dan indeks kepuasan pelanggan (CSI) sebesar 87,87% dari target 85%, mencerminkan kemampuan Perseroan dalam memberikan pengalaman layanan yang memuaskan dan sesuai ekspektasi pelanggan.

Dari sisi finansial, Perseroan berhasil membukukan pendapatan sebesar Rp2,28 triliun yang mencerminkan capaian sebesar 95,24% dari target yang telah ditetapkan pada awal tahun 2025. Perseroan juga berhasil mencatatkan laba bersih sebesar Rp206,69 miliar, atau setara dengan 71,37% dari target yang direncanakan. Meskipun capaian tersebut belum sepenuhnya memenuhi target, Perseroan tetap menunjukkan pertumbuhan kinerja yang apresiatif dengan mencatatkan perolehan pendapatan dan laba bersih yang positif.

TARGET VS ACHIEVEMENTS IN 2025

Throughout 2025, the Company delivered its performance and service quality more strongly through various strategic initiatives. In terms of customer satisfaction, Prodia again surpassed the target of its customer satisfaction score (CSAT) of 90% when it recorded 95.59% and earned a customer satisfaction index (CSI) of 87.87% of the target of 85%, reflecting its proven ability to deliver a satisfying service experience that meets customer expectations.

In finances, the Company delivered Rp2,28 trillion in revenue, representing 95.24% of its stated target at the beginning of 2025. The Company also managed to record a net profit of Rp206.69 billion, equivalent to 71.37% of the planned target. While the achievement fell short of the stated target, the Company continued to demonstrate commendable performance growth, recording positive revenue and net profit.

MENGEMBANGKAN SDM YANG BERKUALITAS DAN BERKOMPETEN

Perseroan menerapkan sistem *Total Quality Management* oleh Tim *Technical Quality Assurance* (TQA) untuk memastikan setiap proses pengujian menghasilkan hasil yang akurat dan presisi. Teknologi yang digunakan didukung oleh keahlian teknis tenaga laboratorium dengan melakukan *advanced testing*. Untuk itu, Perseroan secara rutin menyelenggarakan pelatihan dan pengembangan keterampilan bagi tenaga laboratorium, memastikan kompetensi yang memungkinkan pengenalan tes esoterik baru dan mempertahankan posisi sebagai pelopor di industri laboratorium kesehatan Indonesia.

DEVELOPING QUALITY AND COMPETENT HR

The Company runs a Total Quality Management system by the Technical Quality Assurance (TQA) Team to ensure each testing process produces accurate and precise results. The applied technology comes with the technical expertise of laboratory personnel whose job is to perform advanced testing. That underlines why the Company organizes regular training and skills development for laboratory personnel, ensuring competency that enables the introduction of new, esoteric tests into the Indonesian healthcare laboratory industry while maintaining its pioneering position.

Selain itu, Prodia terus mendorong karyawan untuk mengaplikasikan *The Spirit of Prodia* dan mengembangkan pola pikir digital agar lebih adaptif dan kompetitif. Melalui *Digital Learning Ecosystem*, Masyarakat Ilmiah Prodia, dan Prodia Corporate University (ProU), kami mendukung pengembangan kompetensi, sekaligus menekankan pentingnya regenerasi dan suksesi kepemimpinan dengan program *Talent Acceleration Program* (TAP) dan Performance Driven Leadership.

MEWASPADAI DAN MENGHADAPI TANTANGAN USAHA DENGAN CERMAT

Sepanjang tahun 2025, sejumlah faktor eksternal global masih menjadi tantangan yang berpotensi memengaruhi kelangsungan bisnis Perseroan, di antaranya dinamika kebijakan perdagangan internasional yang meningkatkan ketidakpastian pasar, risiko depresiasi nilai tukar USD/IDR, serta potensi keterlambatan distribusi alat kesehatan dan bahan diagnostik akibat hambatan logistik global.

Untuk mengantisipasi sejumlah risiko dan tantangan tersebut, Perseroan membangun sistem pengadaan bahan baku melalui skema kontrak reagen jangka panjang dalam mata uang Rupiah, yang terbukti efektif dalam memitigasi fluktuasi nilai tukar dan menjaga efisiensi biaya. Selain itu, Perseroan juga melakukan renegosiasi kontrak dengan vendor, menjajaki alternatif pemasok, serta memperkuat efisiensi distribusi melalui digitalisasi rantai pasok secara *end-to-end*.

Di tingkat domestik, tantangan utama industri kesehatan masih terkait dengan ketergantungan terhadap impor alat kesehatan dan bahan baku, serta ketimpangan akses layanan kesehatan di berbagai wilayah. Kondisi ini berpotensi menghambat pemerataan layanan laboratorium diagnostik yang berkualitas dan terjangkau.

Sebagai langkah konkret, Perseroan memperkuat rantai pasok domestik melalui entitas asosiasi, Proline, yang memproduksi alat diagnostik *in vitro* dengan Tingkat Komponen Dalam Negeri (TKDN) di atas 40%. Dengan jangkauan distribusi yang luas dan peningkatan kapasitas produksi yang signifikan, Proline berperan penting dalam mendukung kemandirian industri kesehatan nasional serta memperkuat ketahanan operasional Perseroan terhadap risiko eksternal.

A further step was to drive employees to live the Spirit of Prodia and develop a digital mindset that fosters adaptability while remaining competitive. Through the Digital Learning Ecosystem, the Prodia Scientific Society, and Prodia Corporate University (ProU), we support competency development, emphasizing leadership succession, through the Talent Acceleration Program (TAP) and Performance-Driven Leadership programs.

WATCH OUT FOR AND CAUTIOUSLY FACE BUSINESS CHALLENGES

As the year progressed, certain global factors remained as challenges, as they could disrupt the continuity of our business, such as the dynamic international trade policies that added more market uncertainty, the risk of an IDR lower exchange rate against the US Dollar, and potential delays in the distribution of medical devices and diagnostic materials due to global logistical constraints.

In anticipation of these risks and challenges, the Company had set up a raw material procurement system through a long-term, rupiah-denominated reagent contract scheme, which later proved effective in mitigating exchange rate fluctuations and maintaining cost efficiency. A further step was to renegotiate vendor contracts, explore alternative suppliers, and enhance distribution efficiency through end-to-end supply chain digitalization.

Domestically, the primary challenges in the healthcare industry remained related to our somewhat over-reliance on imported medical devices and raw materials, while on the customer side, one that still surfaced was unequal access to healthcare services across regions. The latter condition may hinder the equitable distribution of quality and affordable diagnostic laboratory services.

A concrete step we took to address the issue was by strengthening our domestic supply chain through an associated entity, Proline, which produces in vitro diagnostic devices with a Domestic Component Level (TKDN) above 40%. With now a broader distribution reach and a significant increase in production capacity, Proline plays a vital role in supporting the reliance of the national healthcare industry and strengthening the Company's operational resilience against external risks.

MELAKSANAKAN TATA KELOLA BERBASIS ESG

Sepanjang tahun 2025, Perseroan menunjukkan komitmen kuat dalam penerapan prinsip GCG dan pilar governansi korporat sebagai fondasi operasional bisnis. Perseroan beroperasi secara etis, profesional, dan berintegritas, yang tercermin melalui peningkatan transparansi pelaporan keuangan dan operasional untuk memastikan akurasi dan akuntabilitas informasi kepada seluruh pemangku kepentingan.

Manajemen Risiko dan Kepatuhan

Perseroan terus memperkuat sistem identifikasi, evaluasi, dan mitigasi risiko dengan adopsi teknologi terbaru untuk memantau potensi risiko secara *real-time*. Tim manajemen risiko melakukan penilaian risiko strategis dan operasional secara berkala, serta menyesuaikan strategi mitigasi sesuai dinamika bisnis dan lingkungan eksternal.

Aspek kepatuhan senantiasa dijaga melalui pengawasan terhadap regulasi, pelatihan rutin karyawan, pembaruan kebijakan internal, serta sistem pelaporan dan *whistleblowing* yang aman. Pengendalian internal ditingkatkan melalui audit berkala yang komprehensif dan penerapan standar internasional, didukung teknologi informasi untuk memantau proses bisnis dan memastikan integritas data. Perseroan juga mendorong budaya transparansi, akuntabilitas, dan integritas melalui komunikasi terbuka antara manajemen dan pemangku kepentingan, sehingga operasional berjalan lancar, risiko terkendali, dan kepatuhan terhadap regulasi terpenuhi.

Integrasi ESG

Perseroan mengintegrasikan aspek ESG dalam praktik GCG sebagai bagian dari komitmen keberlanjutan jangka panjang. Implementasi Sustainability Blueprint 2024–2030 menjadi landasan utama Perseroan dalam merumuskan beragam inisiatif keberlanjutan. Perseroan membentuk Komite ESG, unit non-struktural yang bertanggung jawab langsung kepada Direktur Utama, untuk mengevaluasi kinerja keberlanjutan di seluruh lini Perseroan di antaranya berfokus pada pengelolaan sumber daya efisien, penggunaan teknologi ramah lingkungan, transformasi digital untuk mengurangi penggunaan kertas, dan penurunan jejak karbon (dalam aspek lingkungan), memperhatikan kesejahteraan karyawan, pelibatan komunitas, dan edukasi kesehatan berkelanjutan (dalam aspek sosial), dan memperkuat sistem pengendalian internal, transparansi pelaporan, kepatuhan regulasi, serta keamanan data karyawan dan pelanggan, melalui kebijakan yang jelas, pelatihan berkala, dan pemanfaatan teknologi informasi (dalam aspek tata kelola).

IMPLEMENTING ESG-BASED GOVERNANCE

Throughout 2025, the Company demonstrated a strong commitment to implementing GCG principles and pillars as the foundation of its business operations. The Company operated ethically, professionally, and with integrity, as reflected in the more transparent financial and operational reporting to ensure accurate and accountable information to all stakeholders.

Risk Management and Compliance

The Company continued to strengthen its risk identification, evaluation, and mitigation systems by adopting the latest technology to monitor potential risks in real time. The risk management team conducted regular strategic and operational risk assessments and adjusted mitigation strategies according to business dynamics and the external environment.

Compliance was consistently maintained through regulatory oversight, regular employee training, internal policy updates, and a secure reporting and whistleblowing system. We exercised more robust internal controls through comprehensive periodic audits and international standards, and technology-enabled monitoring of business processes while ensuring data integrity. The Company also fostered a culture of transparency, accountability, and integrity through open communication between management and stakeholders, ensuring smooth operations, controlled risks, and met regulatory compliance.

ESG Integration

The Company integrates ESG aspects into its GCG practices as part of its long-term sustainability commitment. The implementation of the 2024–2030 Sustainability Blueprint serves as the Company's primary foundation for formulating various sustainability initiatives. The Company has set up an ESG Committee, a non-structural unit that reports to the President Director, to evaluate sustainability performance across the Company, focusing on efficient resource management, the use of environmentally friendly technologies, digital transformation to reduce paper use and reduce the carbon footprint (environmental aspects), employee welfare, community engagement, and ongoing health education (social aspects), and strengthening internal control systems, reporting transparency, regulatory compliance, and employee and customer data security through clear policies, regular training, and the use of information technology (governance aspects).

Dengan integrasi ESG yang komprehensif, Perseroan senantiasa berupaya meningkatkan kinerja bisnis dan menciptakan dampak positif sosial dan lingkungan yang berkelanjutan, sekaligus memperkuat fondasi untuk pertumbuhan jangka panjang.

Pada 2025, Perseroan kembali menunjukkan komitmen kuat terhadap praktik bisnis berkelanjutan dengan berhasil mempertahankan posisinya dalam Indeks Keberlanjutan ESG Quality 45 IDX KEHATI (ESGQKEHATI) untuk periode Desember 2024 hingga Mei 2025, serta dalam Indeks ESG Sector Leaders IDX KEHATI (ESGSKEHATI) untuk periode Desember 2024 hingga November 2025. Sejumlah pencapaian keberlanjutan lainnya yang berhasil diraih Perseroan dapat ditemukan dalam Laporan Keberlanjutan Tahun 2025.

PROSPEK USAHA

Pertumbuhan ekonomi Indonesia pada tahun 2026 diproyeksikan moderat namun stabil, dengan kisaran 4,7–5,5% menurut Bank Indonesia, didorong oleh kinerja ekspor dan program pemerintah. Industri kesehatan nasional diperkirakan terus tumbuh positif, seiring peningkatan alokasi anggaran Kementerian Kesehatan sebesar Rp114 triliun, naik 8% dari tahun sebelumnya. Langkah ini menunjukkan komitmen pemerintah dalam memperkuat layanan kesehatan primer, rumah sakit, dan sistem ketahanan kesehatan nasional, serta mendukung pembangunan fasilitas kesehatan, khususnya di wilayah yang belum terlayani secara optimal.

Kesadaran masyarakat terhadap kesehatan meningkat, mendorong permintaan layanan preventif dan diagnostik. Digitalisasi layanan kesehatan, termasuk *telemedicine* dan aplikasi kesehatan, diharapkan memperluas akses serta meningkatkan efisiensi operasional. Dengan dukungan kebijakan yang terfokus dan perkembangan teknologi, industri kesehatan diproyeksikan tumbuh inklusif, berkelanjutan, dan berkontribusi signifikan terhadap peningkatan kualitas hidup masyarakat.

Pandangan ini menjadi dasar Direksi dalam menyusun proyeksi bisnis Perseroan beberapa tahun ke depan. Pada tahun 2026, prospek usaha Perseroan dinilai positif, didukung peluang pertumbuhan organik dan anorganik, meningkatnya permintaan layanan diagnostik seiring kesadaran masyarakat terhadap pemeriksaan rutin dan pencegahan risiko kesehatan, serta terbukanya penetrasi segmen pasar spesifik melalui layanan yang lebih esoterik dan inovatif.

With comprehensive ESG integration, the Company continuously strives to improve business performance and create a positive, sustainable social and environmental impact, while strengthening the foundation for long-term growth.

In 2025, the Company further demonstrated a strong commitment to sustainable business practices by successfully maintaining its position in the IDX KEHATI ESG Quality 45 Sustainability Index (ESGQKEHATI) for the period December 2024 to May 2025, as well as in the IDX KEHATI ESG Sector Leaders Index (ESGSKEHATI) for the period December 2024 to November 2025. Some other sustainability achievements that the Company has achieved can be found in the 2025 Sustainability Report.

BUSINESS OUTLOOK

Indonesia expects, according to Bank Indonesia, a moderate yet stable economic growth of 4.7–5.5% in 2026, to be driven by exports and government programs. The healthcare sector is set for significant growth, with the Ministry of Health planning an allocation increase of Rp114 trillion, or 8% year-on-year, in its budget. This step underscores the government's commitment to strengthening primary healthcare services, hospital services, and bolstering the national healthcare resilience system while supporting the development of health facilities, particularly in underserved regions.

The nation's more health-conscious public should drive demand for preventive and diagnostic services. The digitalization of healthcare services, including telemedicine and health apps, will expand access and improve operational efficiency. Our projections suggest that with focused policies and technological developments, the healthcare industry will see inclusive and sustainable growth with a significant contribution to the quality of people's lives.

It is the perspective we use to base the Company's business projections for the next few years. The year 2026 offers a positive outlook for the Company's business, with organic and inorganic growth opportunities, stronger demand for diagnostic services as the public becomes more health-conscious, more routine checkups and health risk prevention, and the increasingly wide-open specific market segments through more esoteric and innovative services.

Ekspansi akses melalui pengembangan POC, kerja sama dengan rumah sakit dan asuransi, serta transformasi digital melalui aplikasi U by Prodia turut memperkuat efisiensi operasional dan jangkauan layanan. Kinerja Perseroan juga didukung oleh pengembangan Proline dan ProSTEM yang mengurangi ketergantungan impor dan mengoptimalkan pemanfaatan sumber daya lokal. Perseroan terus menempatkan visi dan aspirasi sebagai landasan strategi, dengan fokus pada inovasi dan penciptaan nilai tambah berkelanjutan bagi pemangku kepentingan, sekaligus menjaga keseimbangan antara pertumbuhan bisnis dan kontribusi sosial.

Access expansion through the development of POCs, collaborations with hospitals and insurance companies, and digital transformation via the U by Prodia application will further boost operational efficiency and service reach. The Company's performance will benefit from the development of Proline and ProSTEM, thereby reducing reliance on imports and optimizing the use of local resources. The Company will continue to prioritize its vision and aspirations as the foundation of its strategy, focusing on innovation and creating sustainable added value for stakeholders, while maintaining a balance between business growth and social contribution.

KOMPOSISI DIREKSI

Selama tahun 2025, tidak terdapat perubahan pada komposisi Direksi. Seluruh anggota Direksi masih menjabat hingga penutupan RUPST pada tahun 2026.

BOARD OF DIRECTORS COMPOSITION

During 2025, there were no changes to the composition of the Board of Directors. All of its incumbent members remained in office until the closing of the AGMS in 2026.

PENUTUP

Komitmen, kerja keras, semangat kebersamaan, dan dedikasi seluruh Insan Prodia telah mengantarkan Perseroan ke jenjang pertumbuhan yang lebih tinggi di tahun 2025. Capaian ini menjadi bukti nyata kapabilitas dan adaptabilitas Prodia dalam menghadapi industri kesehatan yang terus berkembang dan persaingan industri yang semakin kompleks.

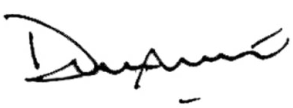
Akhir kata, kami mengucapkan terima kasih kepada Dewan Komisaris yang telah mendukung Direksi dalam memimpin Perseroan, seluruh karyawan, staf, dan tenaga kesehatan yang telah berdedikasi tinggi dalam memberikan layanan terbaik bagi seluruh pelanggan. Kami berharap agar Prodia dapat selalu bertumbuh semakin baik di tahun-tahun mendatang untuk meraih tujuan bersama di masa depan, yaitu kesehatan yang semakin baik dan kesejahteraan yang semakin dan adil bagi setiap orang.

CLOSING

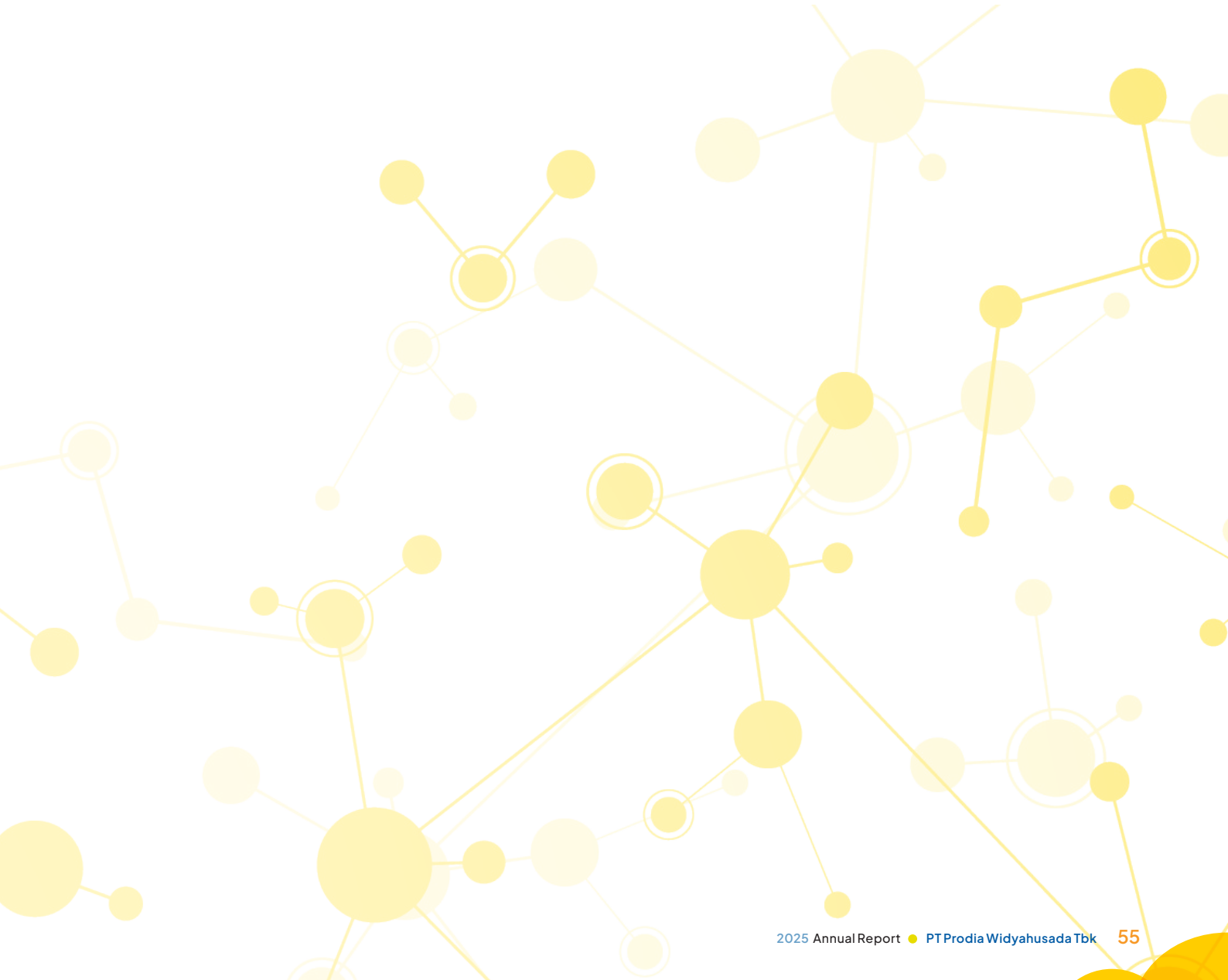
The commitment, hard work, spirit of togetherness, and dedication of all Prodia employees have propelled the company to new heights in 2025. This achievement clearly demonstrates Prodia's ability to adapt and thrive in the ever-evolving healthcare industry and navigate the increasingly complex landscape of industrial competition.

We'd also like to extend our heartfelt gratitude to the Board of Commissioners for their invaluable support as we worked to lead the Company, and to our dedicated people and healthcare workers for the exceptional services they have consistently delivered to our customers. We look forward to Prodia continuing to grow and improve in the coming years to achieve our shared future goals for the future: better health, greater prosperity, and fairness for everyone.

Atas Nama Direksi,
On Behalf of the Board of Directors



Dewi Muliaty
Direktur Utama
President Director



Profil Dewan Komisaris
Board of Commissioners' Profile





1

Andi Widjaja
Komisaris Utama
President Commissioner

2

Gunawan P. Soeharto
Komisaris
Commissioner

3

Endang W. Hoyaranda
Komisaris
Commissioner

4

Joseph F.P. Luhukay
Komisaris Independen
Independent
Commissioner

5

Keri Lestari
Komisaris Independen
Independent
Commissioner

Direksi
Board of Directors





1

Dewi Muliaty
Direktur Utama
President Director

2

Liana Kuswandi
Direktur
Director

3

Indriyanti Rafi Sukmawati
Direktur
Director

4

Andri Hidayat
Direktur
Director

5

Ida Zuraida
Direktur
Director



3

Profil Perusahaan

Company Profile

Informasi Perseroan
Company Information

Nama Perusahaan
Name of the Company

PT Prodia Widyahusada Tbk

Tanggal Pendirian
Date of Establishment

8 Februari 1988
February 8, 1988

Bidang Usaha
Business Line | Line(s) of Business

Jasa Pelayanan Penunjang Kesehatan (Laboratorium Medis) dan Klinik Swasta
Health Support Services (Medical Laboratory) and Private Clinics

Pencatatan Saham di Bursa Efek Indonesia ("BEI")
Share Listing at Indonesia Stock Exchange ("IDX")

7 Desember 2016
December 7, 2016

Kode Saham
Stock Code

PRDA

Alamat Perseroan
Corporate Addresss

Prodia Tower
Jl. Kramat Raya No. 150 | Jakarta Pusat
10430, Indonesia
Phone : +62-21-314 4182
Fax. : +62-21-314 4181
Website : www.prodia.co.id
E-mail Hubungan Investor | Investor Relation:
investor.relation@prodia.co.id
E-mail Sekretaris Perusahaan | Corporate Secretary: corporate.secretary@prodia.co.id

Modal Dasar
Authorized Capital

Rp300.000.000.000

Modal Ditempatkan dan Disetor Penuh
Issued and Paid-In Capital

Rp93.750.000.000

Komposisi Pemegang Saham per 31 Desember 2025)
Shareholder Composition as of December 31, 2025

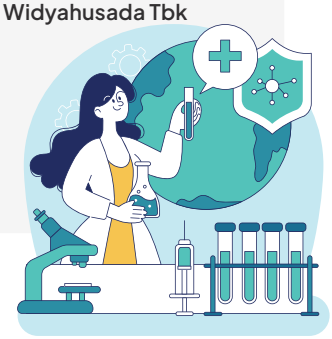
PT Prodia Utama	57%
Bio Majesty Pte. Ltd.	15%
Masyarakat | Public	23%
Saham Treasuri | Treasury Stock	5%

Layanan Pelanggan
Customer Service

- Call Centre Prodia: 1500-830
- Tanya Prodia (TANIA) | Ask Prodia (TANIA):
  1) Telegram: @prodia.id
  2) Facebook Messenger: @prodia.id
  3) WhatsApp :+62 855-1500-830
  4) E-mail: info@prodia.co.id
  5) Website: www.prodia.co.id

Media Sosial
Social Media

Laboratorium Klinik Prodia
@prodia_lab
PT Prodia Widyahusada Tbk



Mengenai Prodia
About Prodia



PT Prodia Widyahusada Tbk ("Prodia") memiliki sejarah panjang dalam industri laboratorium medis dan klinik di Indonesia. Sebelum bertransformasi menjadi perseroan terbatas, Perseroan merupakan sebuah yayasan yang didirikan di Solo, Jawa Tengah pada 7 Mei 1973. Seiring dengan meningkatnya kebutuhan masyarakat terhadap layanan pemeriksaan laboratorium yang berkualitas, Perseroan terus melakukan ekspansi dengan memperluas jaringan klinik dan menjalin kemitraan strategis, seperti dengan National University Hospital - Singapura dan Speciality Lab (kini Quest Lab) – Amerika Serikat pada tahun 1990.

Dalam rentang tahun 1999 hingga 2008, Perseroan berhasil meraih sejumlah sertifikat kompetensi yang mempertegas komitmennya dalam mempertahankan mutu layanan yang berkualitas, yakni ISO 9002 pada 1999, Badan Nasional Sertifikasi Profesi (BNSP) pada periode 2001–2005, serta akreditasi SNI ISO 15189 pada tahun 2008.

PT Prodia Widyahusada Tbk ("Prodia") has a long-standing history in the medical laboratory and clinic industry in Indonesia. Before transitioning into a limited liability company, the Company operated as a foundation established in Solo, Central Java, on May 7, 1973. As public demand for high quality laboratory testing services increased, the Company continued to expand by broadening its clinic network and establishing strategic partnerships, including collaborations with the National University Hospital in Singapore and Speciality Lab, now known as Quest Lab, in the United States in 1990.

Between 1999 and 2008, the Company obtained a number of competency certifications that reinforces its commitment to providing high-quality services. These achievements included ISO 9002 in 1999, certification from the National Professional Certification Agency (BNSP) during the period of 2001 to 2005, and accreditation for SNI ISO 15189 in 2008.

Sebagai bagian dari langkah strategis untuk mendorong pertumbuhan berkelanjutan, Perseroan melakukan Penawaran Umum Perdana Saham (IPO) di BEI pada 7 Desember 2016 dengan kode saham "PRDA". Perseroan melepas 187,5 juta saham kepada publik dan berhasil menggalang dana segar sebesar Rp1,22 triliun. Sebagian besar dana yang diperoleh melalui IPO digunakan untuk memperluas jaringan outlet di berbagai wilayah, meningkatkan kapasitas alat diagnostik dan infrastruktur, serta memperkuat modal kerja.

As part of its strategic initiatives to support long-term growth, the Company conducted its Initial Public Offering on the Indonesia Stock Exchange on December 7, 2016, under the stock code "PRDA." The Company released 187.5 million shares to the public and successfully raised Rp1.22 trillion in fresh funds. Most of the proceeds from the IPO were allocated to expand the Company's outlet network across various regions, increase diagnostic equipment and infrastructure capacity, and strengthen working capital.

Dengan skala bisnis yang semakin luas dan kompleks, Perseroan menyadari pentingnya melakukan transformasi digital secara berkesinambungan dalam memperkuat efisiensi dan kualitas layanan. Sejak tahun 2017, Perseroan telah konsisten mengembangkan layanan berbasis digital yang berfokus pada *customer journey* dan *patient-centric model*. Perseroan aktif mendistribusikan informasi edukatif melalui situs web dan media sosial, mengembangkan data *health record* pelanggan untuk mendukung pengambilan keputusan medis yang lebih akurat, serta memanfaatkan platform teknologi informasi lainnya sesuai IT *Blueprint* yang telah dipetakan.

As its business scale became increasingly broad and complex, the Company recognized the importance of continuous digital transformation to enhance efficiency and service quality. Since 2017, the Company has consistently developed digital-based services focused on the customer journey and a patient-centric model. The Company then became active in distributing educational information through its official website and social media channels, developed customer health record data to support more accurate medical decision making, and utilized other information technology platforms that align with its established IT Blueprint.

Pada tahun 2022, Perseroan mendirikan PT Prodia Digital Indonesia (PRDI), yaitu sebuah entitas anak usaha yang berfokus pada penyediaan layanan berbasis digital yang ditunjang oleh teknologi dan *life science*. Keberadaan PRDI mendekatkan Perseroan untuk mewujudkan visinya yaitu "Next Generation Healthcare Provider". Kemudian pada tahun 2024, Perseroan mengambil langkah strategis untuk memperkuat rantai pasok dan efisiensi operasional dengan membeli 39% saham PT Prodia Diagnostic Line (Proline) — produsen alat kesehatan *in vitro diagnostic* (IVD) yang telah digunakan secara luas di fasilitas kesehatan di Indonesia.

In 2022, the Company established PT Prodia Digital Indonesia (PRDI), a subsidiary focused on digital-based services supported by technology and life science. The establishment of PRDI brought the Company closer to realizing its vision of becoming the Next Generation Healthcare Provider. In 2024, the Company took a strategic step to strengthen its supply chain and operational efficiency by acquiring 39% shares of PT Prodia Diagnostic Line (Proline), a manufacturer of in vitro diagnostic (IVD) medical devices widely used in healthcare facilities across Indonesia.

Pada tahun 2025, Perseroan melakukan pembelian sebagian saham sebesar 30% PT Prodia Stemcell Indonesia (ProSTEM) untuk memperkuat kontribusinya dalam bidang terapi regeneratif berbasis sel punca di Indonesia. Untuk mengakselerasi pertumbuhan, entitas asosiasi kami, Proline, juga melakukan pengembangan pabrik guna meningkatkan kapasitas produksi alat diagnostik. Selain itu, di tahun 2025 Prodia telah meresmikan Prodia Clinical Multiomics Centre (PCMC) dengan teknologi Mass-*Spectrometry*, mengusung pendekatan *multiomics* untuk deteksi dini penyakit dan pengobatan personal.

In 2025, the Company acquired a 30% share of PT Prodia Stemcell Indonesia (ProSTEM) to reinforce its contribution to stem cell technology-based regenerative therapies in Indonesia. To accelerate growth, our associate entity, Proline, also expanded its manufacturing facilities for larger diagnostic device production capacity. Further, in 2025, Prodia inaugurated the Prodia Clinical Multiomics Centre (PCMC), equipped with Mass Spectrometry technology and designed to advance early disease detection and personalized treatment through a multiomics approach.

Hingga akhir 2025, Perseroan telah mengoperasikan 402 outlet (92 di antaranya berizin klinik) yang melayani masyarakat di 81 kota dan 113 kabupaten di 34 provinsi di Indonesia. Outlet-outlet Perseroan mencakup Prodia Health Care (PHC), yakni layanan *wellness clinic* berbasis *personalized medicine* serta *specialty clinics* yang terdiri dari Prodia Children's Health Centre (PCHC), Prodia Women's Health Centre (PWHC), dan Prodia Senior Health Centre (PSHC). Selain layanan klinik, Perseroan juga menghadirkan *Genomic Centre* dan *Genomic Site* yang menawarkan berbagai pemeriksaan genomik untuk mendukung layanan kesehatan terpersonalisasi dan komprehensif.

Perseroan berhasil mempertahankan reputasinya sebagai satu-satunya laboratorium medis dan klinik di Indonesia yang terakreditasi oleh College of American Pathologists (CAP) sejak tahun 2012, serta tersubstitusi Level-1 NGSP untuk layanan diagnostik HbA1c. Pada 2025, Perseroan juga mulai memperluas kemitraan strategis lintas regional melalui mekanisme rujukan ke Prodia dengan mitra di sejumlah negara, antara lain Taiwan, Malaysia, dan Timor Leste, sebagai langkah memperkuat posisi Perseroan sebagai *South East Asia* (SEA) *Referral Laboratory* di pasar regional.

By the end of 2025, the Company operated 402 outlets (92 of which are licensed clinics) serving communities in 81 cities and 113 regencies across 34 provinces in Indonesia. The Company's outlets include Prodia Health Care (PHC), a wellness clinic service based on personalized medicine, as well as speciality clinics comprising Prodia Children's Health Centre (PCHC), Prodia Women's Health Centre (PWHC), and Prodia Senior Health Centre (PSHC). In addition to clinical services, the Company has also operated Genomic Centres and Genomic Sites that offer a wide range of genomic testing to support personalized and comprehensive healthcare services.

The Company has consistently retained its reputation as the only medical laboratory and clinic in Indonesia accredited by the College of American Pathologists since 2012, and it holds Level-1 substitution status from NGSP for HbA1c diagnostic services. In 2025, the Company also began expanding cross regional strategic partnerships through referral mechanisms to Prodia with partners in several countries, including Taiwan, Malaysia, and Timor Leste, as part of its efforts to strengthen its position as a South East Asia (SEA) Referral Laboratory in the regional market.

Rekam Jejak
Milestones

1973
Mulai beroperasi sebagai laboratorium sederhana pada 7 Mei 1973 di Solo.
Started operating as a simple Laboratory on 7 May 1973 in Solo.

1990–1997
- Menjalin hubungan kerja sama internasional dengan National University Hospital - Singapura dan Speciality Lab (kini Quest Lab) – Amerika Serikat.
- Berhasil memperluas jaringan outletnya menjadi 38 cabang di seluruh indonesia.
- Established international cooperation with National University Hospital - Singapore and Speciality Lab (now Quest Lab) - United States.
- Successfully expanded its outlet network to 38 branches across Indonesia.

1998–1999
- Mendirikan PT Innovasi Diagnostika yang bergerak di bidang pemasaran dan distribusi alat kesehatan.
- Menjadi laboratorium medis dan klinik pertama di Indonesia yang mendapatkan sertifikasi ISO 9002.
- Established PT Innovasi Diagnostika, which operates in the field of marketing and distribution of medical devices.
- Became the first medical laboratory and clinic in Indonesia that received the certificate ISO 9002.

2001–2007
- *Laboratory technologist* Prodia merupakan yang pertama memperoleh sertifikat kompetensi dari BNSP.
- Jangkauan layanan Prodia mencapai 99 cabang di seluruh Indonesia.
- Laboratory technologist in Prodia is the first that obtained the competence certificate from BNSP.
- Prodia's services reach 99 branches throughout Indonesia.

2017–2021
- Meningkatkan layanan kesehatan anak melalui kehadiran PCHC, klinik khusus untuk melayani anak-anak.
- Meresmikan PSHC, klinik khusus yang berfokus melayani pelanggan senior/geriatri.
- Meluncurkan portal *e-Registration* dan *e-Payment* untuk mempermudah pelanggan dalam melakukan pendaftaran pemeriksaan laboratorium dan pembayaran daring.
- Meluncurkan layanan Laboratorium Khusus Patologi Anatomi.
- Meluncurkan Prodia Corporate University.
- Menyediakan PCR COVID-19, mendonasikan 1.000 unit rapid test, dan menyelenggarakan Program Vaksinasi Gotong Royong untuk memperbesar cakupan vaksinasi COVID-19 di Indonesia.
- Meluncurkan layanan Prodia in Your Car dan layanan genomik seperti Prodia Wellness Genomics.
- Laboratorium swasta pertama di Indonesia yang menggunakan Cobas 6800 untuk RT-PCR COVID-19 dan bergabung dalam jejaring Laboratorium Rujukan Nasional.
- Ditetapkan sebagai laboratorium pemeriksa COVID-19 dalam rangka *Travel Corridor Arrangement* (TCA), terhubung dengan *Electronic Health Alert Card* untuk hasil pemeriksaan laboratorium pelaku perjalanan.
- Improved the services and license of Child Lab to become PCHC, a specialty clinic focused on children.
- Inaugurated PSHC, a specialized clinic focused on serving senior/geriatric customers.
- Launching an e-Registration and e-Payment portal to make it easier for customers to register for laboratory tests and make online payments.
- Launched the Anatomical Pathology Specialty Laboratory service.
- Launched Prodia Corporate University.
- Provided PCR COVID-19 tests, donated 1,000 rapid test units, and organized the Gotong Royong Vaccination Program to expand COVID-19 vaccination coverage in Indonesia.
- Launched the Prodia in Your Car service and genomic services such as Prodia Wellness Genomics.
- Became the first private laboratory in Indonesia to use the Cobas 6800 for RT-PCR COVID-19 and joined the National Referral Laboratory network.
- Appointed as a COVID-19 testing laboratory under the Travel Corridor Arrangement (TCA), connected to the Electronic Health Alert Card for laboratory test results for travelers.

2022
- Menandatangani perjanjian kerja sama (MoU) dengan IHH Healthcare Malaysia dan bekerja sama dengan Alia Hospital, Pfizer, serta RSCM.
- Mendirikan anak perusahaan PT Prodia Digital Indonesia yang bergerak di bidang aktivitas jasa informasi.
- Meluncurkan Prodia for Doctor dan layanan *home service* di lebih dari 1.000 lokasi.
- Signed a cooperation agreement (MoU) with IHH Healthcare Malaysia and collaborated with Alia Hospital, Pfizer, and RSCM.
- Established the subsidiary named PT Prodia Digital Indonesia, engaged in information service activities.
- Launching of Prodia for doctors and home service in more than 1,000 locations.

2023
- Meresmikan Prodia cabang Cirebon dan Grha Prodia Semarang, serta menghadirkan klinik khusus PCHC Medan yang bekerjasama dengan Klinik Anak AP&AP.
- Meluncurkan aplikasi kesehatan 'U by Prodia'.
- PRDA tercatat dalam daftar Indeks KEHATI Quality 45 & ESG Sector Leaders di BEI untuk periode perdagangan Juli–November 2023 dan Desember 2023–Mei 2024.
- Bersama GSK Indonesia melakukan penandatanganan Nota Kesepahaman (MoU) untuk memaksimalkan jangkauan ketersediaan akses vaksinasi bagi masyarakat Indonesia.
- Meraih rekor MURI atas kegiatan CSR pemeriksaan genetik gratis kepada Orang dengan Penyakit Lnagka (Odalangka) terbanyak di Indonesia.
- Inaugurated Prodia Cirebon branch and Grha Prodia Semarang, and established PCHC Medan clinic in collaboration with AP&AP Pediatric Clinic.
- Launched the 'U by Prodia' health application.
- PRDA is listed on the KEHATI Quality 45 & ESG Sector Leaders Index lists on the IDX for the trading period July – November 2023 and December 2023 – May 2024.
- Together with GSK Indonesia, signed a Memorandum of Understanding (MoU) to maximize the availability of vaccination access for the Indonesian community.
- Awarded a MURI Record for the Company's CSR, the most participants in free genetic testing for people with rare diseases (Odalangka) in Indonesia.

2008–2012

- Mendirikan Prodia *National Reference Lab* (PNRL) dan merupakan laboratorium medis pertama di Indonesia yang memperoleh akreditasi SNI ISO 15189.
- Mendirikan anak perusahaan PT Prodia Stemcell Indonesia yang bergerak di bidang laboratorium sel punca.
- Mendirikan anak perusahaan Proline, produsen lokal alat kesehatan IVD yang berkolaborasi dengan Diasys sebagai pelopor di bidang Reagen Stabil Cair dengan pengalaman lebih dari puluhan tahun.
- Mendirikan Prodia ChildLab di Jakarta untuk memberikan layanan laboratorium medis dan klinik khusus untuk anak.
- Menjadi laboratorium medis pertama di Indonesia yang mendapatkan sertifikasi NGSP untuk pemeriksaan HbA1c.
- Menjadi laboratorium medis pertama di Indonesia yang berhasil mendapatkan akreditasi dari CAP pada tahun 2012.

- Established Prodia National Reference Lab (PNRL) and constitutes the first medical laboratory in Indonesia that obtained the certification SNI ISO 15189.
- Established a subsidiary, PT Prodia Stemcell Indonesia, which operates in the field of stem cell laboratories.
- Established the subsidiary, namely Proline which is the local producer of IVD healthcare equipment, collaborated with Diasys as the pioneer in the field of Liquid Stable Reagent with decades of experience.
- Established Prodia ChildLab in Jakarta to give medical laboratory and clinic service special for children.
- Became the first medical laboratory in Indonesia that received the certification of NGSP for the examination of HbA1c.
- Became the first medical laboratory in Indonesia to successfully obtain accreditation from CAP in 2012.

2016

- Mendirikan PHC yang berkonsep *wellness clinic* di beberapa kota besar, antara lain Jakarta, Makassar, Malang, Pekanbaru, dan Solo.
- Mendirikan PWHC di Jakarta untuk memenuhi kebutuhan klinik khusus perempuan berbasis *women wellness* pertama di Indonesia.
- Menjadi laboratorium medis dan klinik terbesar di Indonesia dengan keberadaan 129 cabang (259 outlet) di 106 kota yang tersebar di 31 provinsi.
- Mencatatkan saham perdana di BEI pada 7 Desember 2016 dan berhasil memperoleh dana sebesar Rp1,22 triliun.
- Established PHC with the concept of wellness clinic in several big cities among others are Jakarta, Makassar, Malang, Pekanbaru, and Solo.
- Established PWHC in Jakarta to fulfill the needs of speciality clinic for women focusing on women wellness for the first time in Indonesia.
- Successfully became the biggest medical laboratory and clinic in Indonesia with the presence of 129 branches (259 outlets) in 106 cities in 31 provinces.
- Listed its shares or IPO in the IDX on 7 December 2016 and has successfully obtained the funds in the amount of Rp1.22 trillion.

2015

- Meresmikan Grha Prodia Surabaya, laboratorium medis dan klinik pertama di Indonesia dengan menerapkan konsep dasar *green building*.
- Melepas sejumlah anak perusahaan yaitu PT Prodia Diagnostic Line, PT Prodia Occupational Health Institute International, PT Prodia Stemcell Indonesia, dan PT Innovasi Diagnostika kepada PT Prodia Utama yang menjadi *holding company* dari seluruh perusahaan tersebut, termasuk PT Prodia Widyahusada Tbk.
- Officially opened the first medical laboratory and clinic in Indonesia that implements the concept principle of green building, namely Grha Prodia Surabaya.
- Divested several subsidiaries, namely PT Prodia Diagnostic Line, PT Prodia Occupational Health Institute International, PT Prodia Stemcell Indonesia, and PT Innovasi Diagnostika to PT Prodia Utama, which became the holding company for all those companies, including PT Prodia Widyahusada Tbk.

2024

- Meresmikan Prodia Genomic Center di Brawijaya Hospital Saharjo Jakarta, Rumah Sakit Umum Daerah Abdul Wahab Sjahranie (RSUD AWS) Samarinda, dan Rumah Sakit SMC Telogorejo Semarang; serta melakukan kerja sama pemeriksaan nutrigenomik dengan RSCM Kencana.
- Menghadirkan *next generation laboratory* dengan Cobas® Connection Modules di Grha Prodia Surabaya bersama Roche Diagnostics.
- Meresmikan Klinik Utama Prodia Padang, Klinik Utama Prodia Kota Wisata Cibubur, Prodia Cabang Cepu, Klinik Utama Palembang, serta Prodia Cabang Pati.
- Melakukan pembelian saham sebesar 39% saham Proline yang merupakan produsen berbagai alat kesehatan diagnostik in vitro.
- Inaugurated Prodia Genomic Center at Brawijaya Hospital Saharjo Jakarta, Abdul Wahab Sjahranie General Hospital (RSUD AWS) Samarinda, and SMC Hospital Telogorejo Semarang; and established a nutrigenomic testing collaboration with RSCM Kencana.
- In collaboration with Roche Diagnostics, introduced a next-generation laboratory with Cobas® Connection Modules at Grha Prodia Surabaya.
- Inaugurated Prodia Primary Clinic Padang, Prodia Primary Clinic Kota Wisata Cibubur, Prodia Branch Cepu, Prodia Primary Clinic Palembang, and Prodia Branch Pati.
- Purchased 39% shares of Proline, a manufacturer of various in vitro diagnostic medical devices.

2025

- **Melakukan pembelian 30% saham ProSTEM yang merupakan perusahaan yang bergerak di bidang terapi regeneratif berbasis sel punca.**
- **Entitas asosiasi Perseroan, Proline, berhasil membuka pabrik baru untuk meningkatkan kapasitas produksi berbagai lini, termasuk Kimia Klinik, Hematologi, Rapid Test, dan Instrumen Diagnostik.**
- **Meresmikan Prodia Clinical Multiomics Centre (PCMC).**
- **Memperluas kerja sama strategis lintas regional dengan mitra di beberapa negara, yakni Taiwan, Malaysia, dan Timor Leste.**
- **Mengembangkan aplikasi 'U by Prodia' dengan menambah fitur-fitur baru seperti 'Health Plan: Meal Plan', *Smart Report* 2.0, Online Brain *Function Screening*, dan *Chronic Disease Management* (CDM)/Met-U.**
- Purchased 30% shares of ProSTEM, a company engaged in stem-cell-based regenerative therapy.
- The Company's associated entity, Proline, successfully opened a new factory to increase production capacity across various lines, including Clinical Chemistry, Hematology, Rapid Tests, and Diagnostic Instruments.
- Launched the Prodia Clinical Multiomics Centre (PCMC).
- Expanded strategic cross-regional collaborations with partners in several countries, including Taiwan, Malaysia, and Timor Leste.
- Enhanced the 'U by Prodia' application by adding new features such as 'Health Plan: Meal Plan', Smart Report 2.0, Online Brain Function Screening, and Chronic Disease Management (CDM)/Met-U.

Visi, Misi, dan Falsafah Perusahaan
Company's Vision, Mission, and Philosophy



Visi
Vision

1

Layanan Kesehatan Terpercaya menunjang Pengobatan Generasi Baru *(Transforming toward the Reliable Next Generation Health Care)*

Being a Reliable Healthcare Service to support the New Generation of Medical Treatment (Transforming toward the Reliable Next Generation Health Care)

2

Center of Excellence

a. Menjadi pelopor pengembangan ilmu kedokteran laboratorium.
b. Pusat informasi diagnostik.
c. Sebagai laboratorium pusat rujukan nasional.
d. Sebagai pusat penunjang penelitian.
e. Laboratorium sentral untuk uji klinik obat.
f. Laboratorium sentral untuk semua bidang kedokteran.

a. To become the pioneer in the development of laboratory medical science.
b. Diagnostic information center.
c. As the national reference laboratory center.
d. As the research supporting center.
e. Central Laboratory for medical clinical testing.
f. Central Laboratory for all medical fields.

Visi dan Misi tersebut di atas ditinjau secara berkala dengan melibatkan Direksi dan Dewan Komisaris untuk memastikan keberlanjutan relevansinya.
The Company's Vision and Mission are reviewed on a periodic basis with the involvement of the Board of Directors and the Board of Commissioners to ensure their continuing relevance.



Misi
Mission

1

Untuk DIAgnosa Lebih Baik
For a Better DIAgnosis

a. Diagnosa yang bermutu, akurasi, dan presisi yang tinggi.
b. Mampu mendiagnosa dini, sensitivitas & spesifisitas (menghindari pengulangan).
c. Pemeriksaan lengkap & terkini sesuai perkembangan ilmu kedokteran laboratorium (sehingga mampu bersifat preventif).
d. Mampu memberikan informasi diagnostik, bukan sekedar hasil namun berisi 'makna' atas hasil.

a. High quality, accurate and precise diagnosis.
b. Able to conduct an early diagnosis, being sensitive and specific (to avoid repetition).
c. Complete & up to date examination based on the development of medical laboratory science (in order to be able to be preventive).
d. Able to provide the Diagnostic information, not only as the result but it also containing the meaning' of the result.

2

Untuk si DIA yang bergabung dengan Prodia
For DIA that joins Prodia

a. Untuk membina kesejahteraan keluarga bersama.
b. Untuk kebanggaan dan kepuasan kerja.
c. Memberikan diagnosa yang lebih baik dan untuk memberikan yang terbaik kepada mereka yang bergabung dengan Prodia.

a. To develop the welfare of families.
b. For pride and work satisfaction.
c. To provide a better diagnosis and to provide the best to those who join Prodia.

Visi dan Misi tersebut di atas ditinjau secara berkala dengan melibatkan Direksi dan Dewan Komisaris untuk memastikan keberlanjutan relevansinya.
The Company's Vision and Mission are reviewed on a periodic basis with the involvement of the Board of Directors and the Board of Commissioners to ensure their continuing relevance.

Mengutamakan pelanggan To prioritize the customers	Karena pelanggan, bisnis kita bertahan	Because of customers, our business sustains
Mengutamakan mutu (Quality as a way of life) To prioritize the quality (Quality as a way of life)	• Orientasi pada Mutu (Mutu hasil dan mutu pelayanan) • Budaya *Total Quality Management* • *Quality as a way of life*	• Quality oriented (Result quality and service quality) • Total Quality Management culture • Quality as a way of life
Menjaga keseimbangan: bisnis & ilmu, bekerja belajar- kebersamaan To maintain the business balance: business & science, work-learn-togetherness	• Bisnis & Pengembangan Ilmu Kedokteran Laboratorium • Bisnis & Pelayanan Kesehatan • Pasien-Dokter-Laboratorium • Kepentingan Semua *Stakeholder* • *Learn Well, Work Well & Play Well*: – Belajar dengan baik (serius), bekerja dengan baik (berhasil & tuntas) dan santai (gembira) – Tetap bersemangat & tidak jenuh dalam melaksanakan tugas	• Business & Development of Laboratory Medical Science • Business & Healthcare Service • Patient-Doctor-Laboratory • Interest of all Stakeholders • Learn Well, Work Well & Play Well: – Learn well (serious), work well (successful & complete) and relax (happy) – Keep spirited & refreshed in performing the duties
Memiliki semangat The Spirit of Prodia To have the Spirit of Prodia	Terus mengobarkan: • Semangat untuk melaksanakan Misi Prodia yang luhur • Semangat untuk meraih sukses & mengembangkan diri • Semangat untuk mewujudkan impian menjadi kenyataan	Keep inspired: • The spirit to perform the noble mission of Prodia • The spirit to reach the success & self-development • The spirit to make the dream into realization
Sikap mental positif Positive mentality	• Hari ini harus lebih baik daripada kemarin, hari esok harus lebih baik dari hari ini • Disiplin, Korek, Gesit (Diskoge) • Berorientasi pada hasil & produktivitas • Konsisten & taat asas, konsisten dengan nilai-nilai, misi, dan visi	• Today must be better than yesterday, tomorrow must be better than today • Discipline, Correct, Agile (Diskoge) • Result and productivity oriented • Consistent and ethical, consistent with the values, mission, and vision
Kekompakan tim (HPTs: *High Performing Teams*) Team's Unity (HPTs: High Performing Teams)	Menjunjung tinggi nilai kebersamaan '*WE ARE ALL IN THIS TOGETHER*': • Semua dalam satu keluarga besar Prodia • Bangga menjadi warga Prodia	Prioritizing the value of togetherness 'WE ARE ALL IN THIS TOGETHER': • All are in one big family of Prodia • Proud to be the in Prodia's community
Keterbukaan Openness	Berkomitmen untuk selalu: • Menghilangkan NETMA (*Nobody Ever Tells Me Anything*): harus saling tahu apa yang terjadi di sekitar, keterbukaan komunikasi antara superior dan subordinat • Melakukan *Management by Wandering Around* (MBWA): mudah dihubungi, informal	Having the commitment to always: • Eradicate NETMA (Nobody Ever Tells Me Anything): people must know what happen in their surrounding; communication openness between superior and subordinate • Implement Management by Wandering Around (MBWA): easy to call, informal

Kegiatan Usaha
Business Activities

Berdasarkan Anggaran Dasar Perseroan Pasal 3 yang tertuang dalam Akta No. 101 tanggal 13 April 2023 dibuat oleh Christina Dwi Utami, S.H., M.Hum., M.Kn., Notaris di Jakarta, yang telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusannya tanggal 28 April 2023 No. AHU-0024049.AH.01.02.TAHUN 2023 dan Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Prodia Widyahusada Tbk No. AHU-AH.01.03-0058110 telah diterima dan dicatat dalam Sistem Administrasi Badan Hukum tertanggal 28 April 2023, maksud dan tujuan Perseroan adalah berusaha dalam bidang aktivitas kesehatan manusia. Untuk mencapai maksud dan tujuan tersebut, Perseroan dapat melaksanakan kegiatan usaha sebagai berikut:

Kegiatan Usaha Utama
1. Menjalankan usaha aktivitas pelayanan kesehatan yang dilakukan oleh paramedis;
2. Menjalankan usaha aktivitas pelayanan penunjang kesehatan; dan
3. Menjalankan usaha aktivitas klinik swasta.

Kegiatan Usaha Penunjang
Menjalankan kegiatan usaha lainnya, termasuk perdagangan dan usaha yang berkaitan dan mendukung kegiatan usaha utama Perseroan sesuai dengan peraturan perundangan yang berlaku.

Bidang Usaha yang Dijalankan Selama Tahun 2025
Pada 2025, Perseroan masih menjalankan seluruh kegiatan usahanya sesuai dengan yang tertuang Anggaran Dasar terakhirnya.

According to Article 3 of the Company's Articles of Association, as stated in Notarial Deed No. 101 dated April 13, 2023 in the presence of Christina Dwi Utami, S H., M.Hum., M.Kn., Notary in Jakarta, which had been approved by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Letter No. AHU-0024049. AH.01.02.TAHUN 2023 dated April 28, 2023, and received a Letter of Acceptance of Notification of Changes to the Articles of Association of PT Prodia Widyahusada Tbk No. AHU-AH.01.03-0058110, accepted and recorded in the Legal Entity Administration System on April 28, 2023, the purpose and objectives of the Company are to engage in human health activities. In order to achieve the aforementioned purposes and objectives, the Company may carry out the following business activities:

Main Business Activities
1. Managing business of healthcare services performed by paramedic;
2. Managing business of healthcare supporting services; and
3. Managing private clinics business activities.

Supporting Business Activities
Managing other businesses, including trade, and other supporting businesses related to the main business activity of the Company that comply with prevailing regulations.

Business Activities Carried Out during 2025
Throughout 2025, the Company carried out all of the business activities outlined in the most recent Articles of Association.

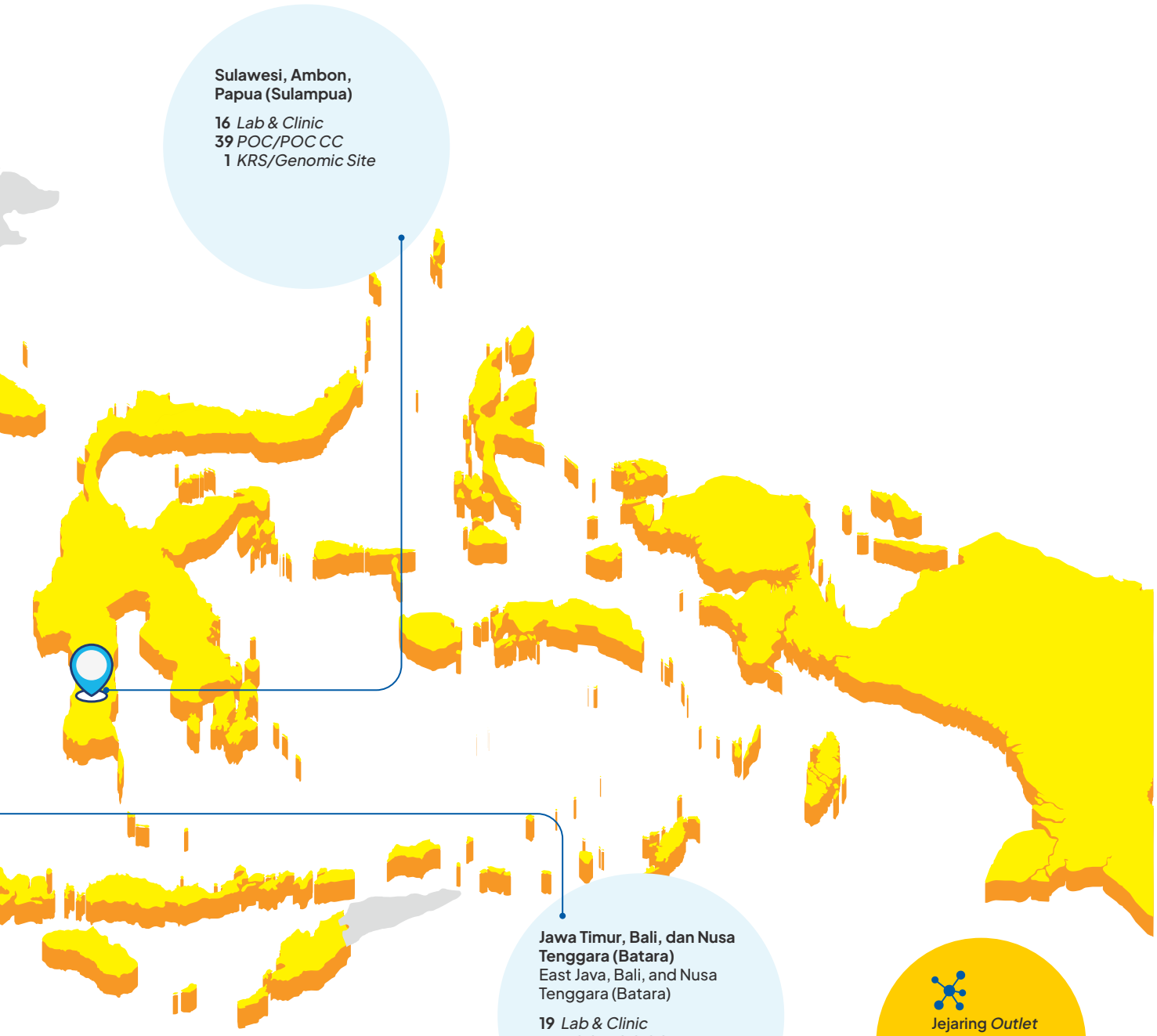
Wilayah Operasional
Operational Area



153 Prodia *Lab & Clinic* (termasuk *PHC, Prodia Wellness, Specialty, Prodia Clinic, Prodia Lab)*
Prodia Lab & Clinic (include PHC, Prodia Wellness, Specialty, Prodia Clinic, Prodia Lab)

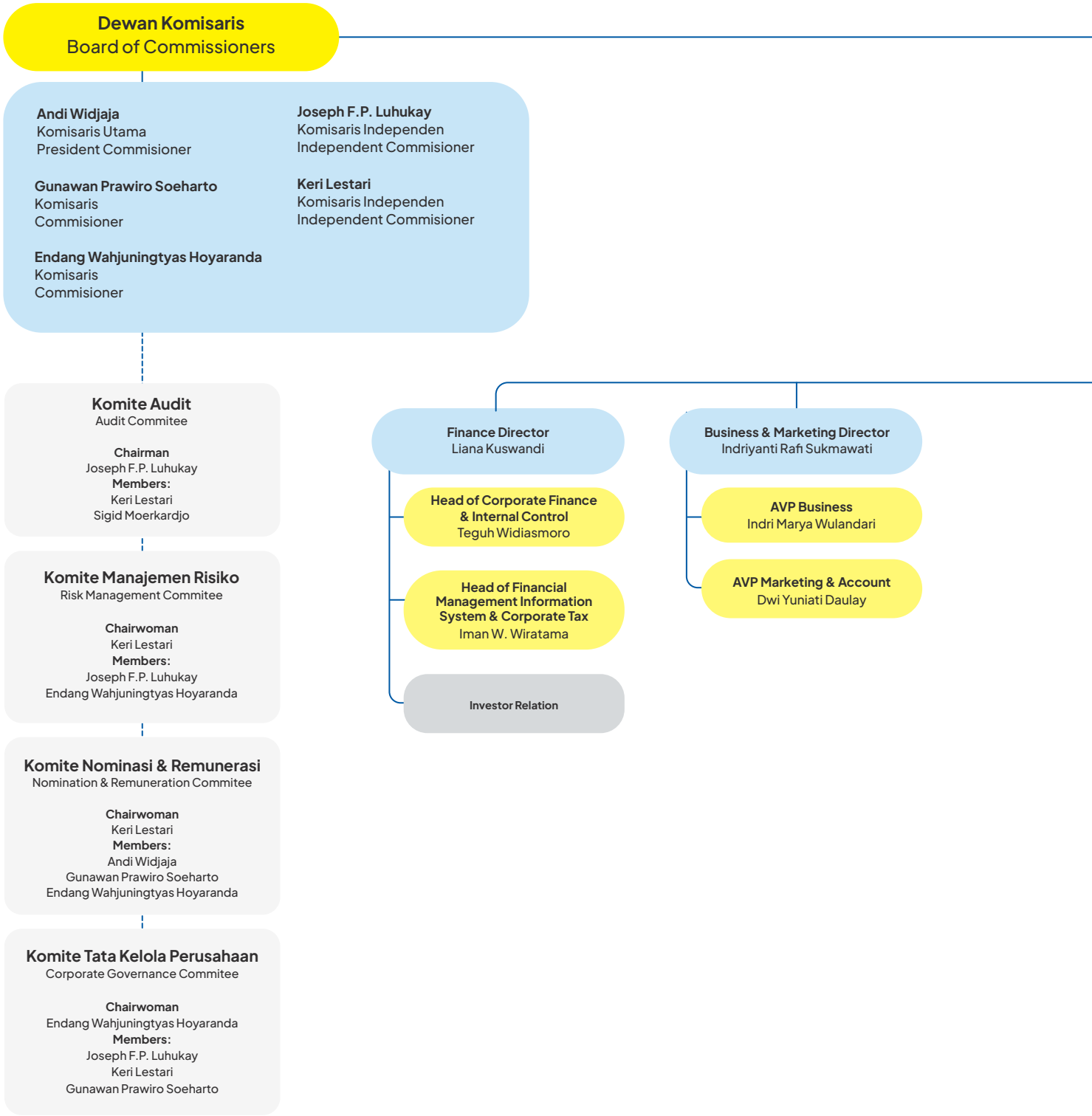
240 Point of Care (POC)/POC Collection Center (CC)
Point of Care (POC)/POC Collection Center (CC)

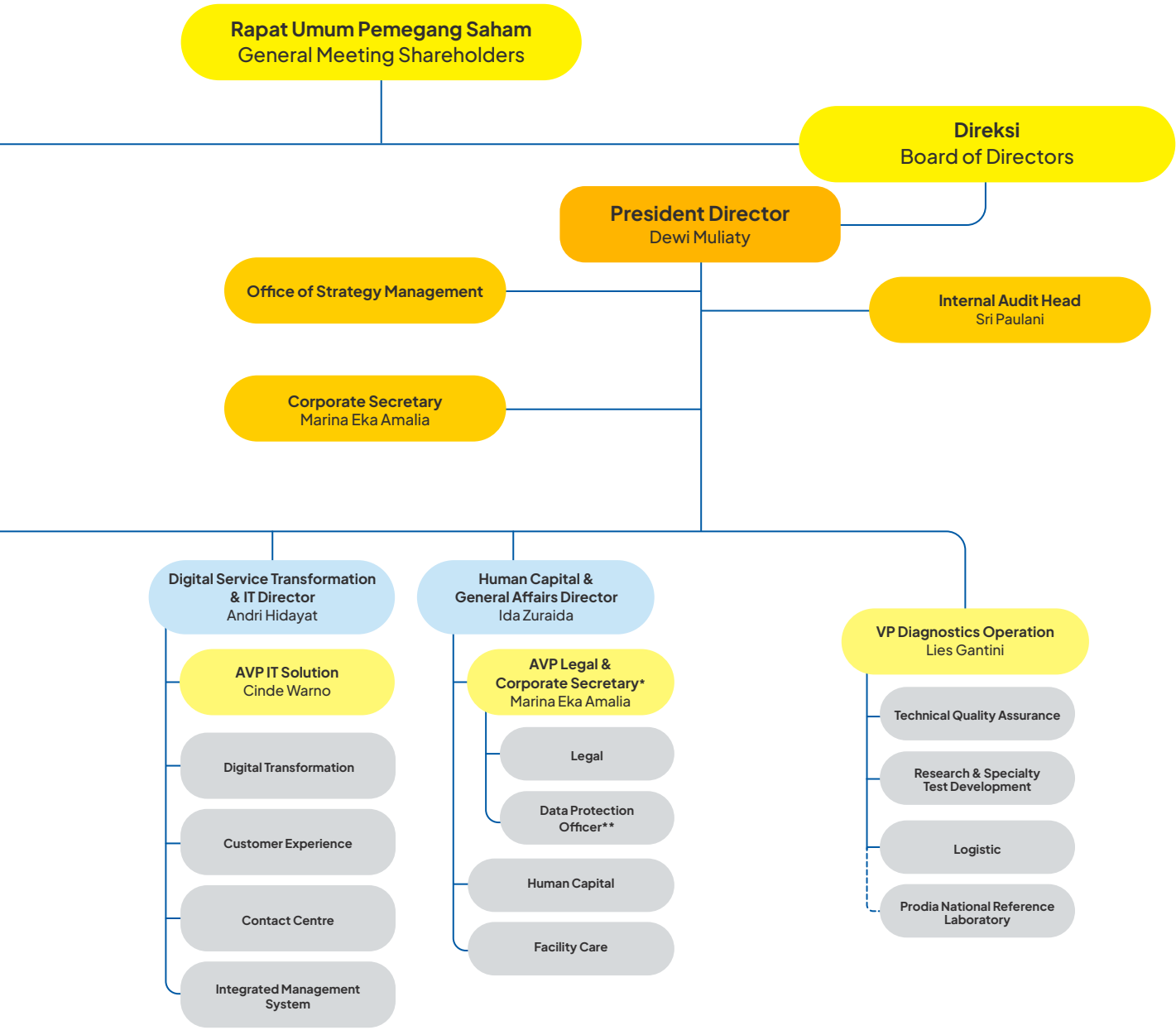
9 Kerja sama Rumah Sakit (KRS) atau Genomic Site
Hospital Cooperation or Genomic Site



Wilayah Area	*Lab & Clinic*	POC/POC CC	Kerja sama Rumah Sakit/*Genomic Site* Hospotal Cooperation/Genomic Site	Jumlah Total
Sumatra	25	34	2	61
Jakarta Raya | Greater Jakarta	41	50	2	93
Jawa Barat | West Java	19	17	1	37
Jawa Tengah | Central Java	25	35	0	60
Jawa Timur, Bali, dan Nusa Tenggara (Batara) East Java, Bali, and Nusa Tenggara (Batara)	19	57	2	78
Kalimantan	8	8	1	17
Sulawesi, Ambon, Papua (Sulampua)	16	39	1	56

Struktur Organisasi
Organization Structure





* Corporate Secretary function reporting line to Pres. Director, Investor Relation to Finance Director, Legal to HC&GA Director.
** Data Protection Officer reporting line to Board of Directors.

--------- Reporting Line
—— Coordinating Line

Fasilitas dan Layanan Prodia
Prodia Facilities and Services

Fasilitas dan Layanan bagi Pelanggan

Prodia menyediakan berbagai fasilitas layanan laboratorium medis, klinik, dan *health care provider* berbasis *wellness* yang dirancang untuk mendukung perjalanan kesehatan pelanggan secara menyeluruh dan terpercaya, melalui:

Facilities and Services for Customers

Prodia provides a range of medical laboratory services, clinics, and wellness-based healthcare providers designed to support customers' comprehensive and reliable health journeys through:

Laboratorium Pusat Rujukan Nasional
Prodia National Reference Laboratory

Sejak tahun 2008, Prodia mengoperasikan Laboratorium Pusat Rujukan Nasional Prodia (PNRL) yang melayani berbagai jenis pemeriksaan laboratorium medis. PNRL merupakan laboratorium medis pertama di Indonesia yang terakreditasi KAN ISO 15189 (kode LM-001) sebagai wujud komitmen dalam menjaga dan mengembangkan mutu layanan. Pada tahun 2012, PNRL mendapatkan akreditasi dari College of American Pathologist (CAP) dan hingga saat ini masih merupakan satu-satunya laboratorium di Indonesia yang memiliki akreditasi tersebut. Status ini menempatkan PNRL sebagai laboratorium medis terdepan berbasis ilmiah dan teknologi di Indonesia.

Since 2008, Prodia has operated the Prodia National Reference Center Laboratory (PNRL), which provides a broad range of medical laboratory tests. PNRL is the first medical laboratory in Indonesia to be accredited by KAN ISO 15189 (code LM-001), further demonstrating its commitment to maintaining and developing service quality. In 2012, PNRL received accreditation from the College of American Pathologists (CAP) and remains the only laboratory in Indonesia to ever earn this accreditation. This status positions PNRL as a leading scientific and technologically based medical laboratory in Indonesia.

Sebagai komitmen PNRL untuk merepresentasikan dan mengimplementasikan visi Prodia "Centre of Excellence", maka setiap tahunnya PNRL mengelola dan menjalankan tanggungjawab sertifikasi dengan matang dan terjaga, yakni:

- Akreditasi CAP, Lab Medis pertama dan satu-satunya di Indonesia sejak 2012
- ISO 15189 dari KAN, Lab Medis pertama di Indonesia sejak 2010
- ISO 45001:2018 (Sistem Manajemen Kesehatan dan Keselamatan Kerja) sejak 2015
- SMK3 (Sistem Manajemen K3), Lab medis pertama sejak 2016
- Sertifikasi NGSP, Lab Medis pertama dan satu-satunya di Indonesia sejak 2015
- ISO 27001 (Sistem Keamanan Informasi/IT), Lab medis pertama sejak 2014
- Sertifikat Akreditasi dari Kementerian Kesehatan
- Terdaftar pada program NSQAP CDC, LAMP CDC, EQUIP CDC untuk Lab Spektrometri Massa

As part of its unwavering commitment to representing and implementing Prodia's vision of a "Center of Excellence," PNRL manages and fulfills its certification responsibilities thoroughly and securely each year, including:

- CAP Accreditation, the first and only Medical Laboratory in Indonesia since 2012
- ISO 15189 from KAN, the first Medical Laboratory in Indonesia since 2010
- ISO 45001:2018 (Occupational Health and Safety Management System) since 2015
- SMK3 (K3 Management System), the first medical laboratory since 2016
- NGSP Certification, the first and only Medical Laboratory in Indonesia since 2015
- ISO 27001 (Information/IT Security System), the first medical laboratory since 2014
- Accreditation Certificate from the Ministry of Health
- Registered in the CDC's NSQAP, CDC's LAMP, and CDC's EQUIP programs for Mass Spectrometry Labs

Berlokasi di Jakarta, PNRL menyediakan >600 jenis pemeriksaan rutin dan esoterik sesuai kebutuhan pelanggan dan penambahan >20 jenis pemeriksaan baru setiap tahunnya termasuk layanan eksklusif seperti diagnostik molekuler dan genomik, imunologi, spektrometri massa, mikrobiologi, patologi anatomi, sitogenetika, dan pemeriksaan esoterik lainnya. PNRL didukung oleh 80 tenaga ahli teknologi medik, 5 dokter spesialis patologi klinik, 1 dokter mikrobiologi klinik, 1 dokter parasitologi klinik, 5 dokter patologi anatomi, 1 dokter ahli genetika medis dan didukung oleh sejumlah ahli/konsultan/*key opinion leader* dalam Dewan Ilmiah untuk memastikan tercapainya hasil pemeriksaan berkualitas tinggi.

Located in Jakarta, PNRL provides over 600 routine and esoteric customer-driven tests, adding over 20 new tests annually, including exclusive services such as molecular and genomic diagnostics, immunology, mass spectrometry, microbiology, anatomical pathology, cytogenetics, and other esoteric tests. PNRL is supported by 80 medical technologists, 5 clinical pathology specialists, 1 clinical microbiologist, 1 clinical parasitologist, 5 anatomical pathologists, and 1 medical geneticist. The team is supported by a number of experts, consultants, and key opinion leaders on the Scientific Council to ensure high-quality test results.

Untuk layanan langsung kepada pelanggan eksternal, PNRL tergabung dalam Klinik Utama dan Laboratorium Medis Umum Utama Prodia Jakarta, beroperasi setiap hari pukul 06.30–21.00, dengan informasi jam operasional cabang tersedia melalui situs web Prodia, aplikasi U by Prodia, atau Kontak Prodia. Pelanggan dapat melakukan pemeriksaan secara *walk-in* maupun dengan janji temu terlebih dahulu. Sedangkan untuk layanan rujukan pemeriksaan laboratorium Internal, PNRL beroperasi 24/7 dan menerima permintaan rujukan pemeriksaan dari seluruh outlet Prodia di Indonesia.

For direct service to external customers, PNRL is part of the Prodia Jakarta Main Clinic and Main General Medical Laboratory, operating daily from 6:30 AM to 9:00 PM. Branch operating hours are available through the Prodia website, the U by Prodia app, or through Contact Prodia. Customers can request walk-in examinations or by appointment. For internal laboratory examination referral services, PNRL operates 24/7 and accepts examination referral requests from all Prodia outlets across Indonesia.

Sebagai tulang punggung jaringan laboratorium Prodia, seluruh rujukan pemeriksaan dan manajemen biaya terpusat di PNRL. Setiap layanan atau jenis pemeriksaan baru dikembangkan dan diuji terlebih dahulu di laboratorium ini. Sebagai hub utama, PNRL menangani spesimen yang tidak dapat diperiksa di outlet, menggunakan peralatan dan teknologi mutakhir untuk memastikan hasil yang akurat, andal, dan terpercaya. Sistem terpusat ini bertujuan untuk meningkatkan produktivitas, efisiensi, dan efektivitas operasional di seluruh jaringan Prodia.

As the backbone of the Prodia laboratory network, all examination referrals and cost management are centralized at PNRL. Every new service or type of examination is developed and put to an initial test in this laboratory. As the main hub, PNRL handles specimens that cannot be examined at the outlets, utilizing state-of-the-art equipment and technology to ensure accurate, reliable, and trustworthy results. This centralized system aims to increase productivity, efficiency, and operational effectiveness across the Prodia network.

PNRL terus memperbarui sistem automasi laboratorium agar proses pra-analitik, analitik, dan pasca-analitik berjalan otomatis, cepat, dan minim kesalahan, serta berkomitmen untuk menghadirkan waktu pengerjaan hasil pemeriksaan (*Turn Around Time*/TAT) yang lebih cepat dan kompetitif setiap tahunnya. Dengan sistem automasi dan perangkat antara (*middleware*) yang terintegrasi, PNRL mampu meningkatkan kapasitas pemeriksaan hingga lebih dari 550.000 sampel per tahun, dengan target dua kali lipat dalam 5 (lima) tahun ke depan. Saat ini, PNRL dapat melakukan hingga 5.000 tes per hari kerja, mencerminkan pertumbuhan signifikan dalam volume dan efisiensi pemeriksaan.

PNRL continuously updates its laboratory automation system to ensure automated, fast, and error-free pre-analytical, analytical, and post-analytical processes, and remains steadfastly committed to delivering faster and more competitive test turnaround times (TAT) annually. Its integrated automation system and middleware allow PNRL to increase its testing capacity to more than 550,000 samples per year, with a target of doubling this within the next five years. Currently, PNRL can perform up to 5,000 tests per working day, reflecting significant growth in testing volume and efficiency.

Laboratorium Rujukan Regional
Regional Reference Laboratory

Pertama kali beroperasi pada Desember 2015, laboratorium rujukan regional Prodia berfungsi sebagai hub penghubung antara laboratorium medis & klinik lokal, serta outlet Prodia di berbagai wilayah. Saat ini, laboratorium tersebut beroperasi di Surabaya, Medan, dan Makassar. Sejak Juli 2016, laboratorium rujukan regional Surabaya telah beroperasi penuh selama 24 jam setiap hari dan menjadi laboratorium pertama di Indonesia dengan desain *green building*, mencerminkan komitmen Prodia terhadap kelestarian lingkungan.

First operating in December 2015, Prodia's regional reference laboratory serves as a hub connecting local medical laboratories and clinics, as well as Prodia outlets across urban centers. Currently, the laboratory operates in Surabaya, Medan, and Makassar. Since July 2016, Surabaya regional reference laboratory has been fully operational 24/7 and is the first laboratory in Indonesia with a green building design, reflecting Prodia's commitment to environmental sustainability.

Perseroan terus meningkatkan kapasitas, efisiensi, dan produktivitas laboratorium rujukan regional untuk memenuhi kebutuhan pelanggan yang terus bertumbuh. Laboratorium ini melayani pemeriksaan rutin, tes hormon, pemeriksaan molekuler dan mikrobiologi, serta layanan pengambilan sampel dari berbagai segmen pelanggan.

The company continues to increase the capacity, efficiency, and productivity of the regional reference laboratory to meet the growing needs of its customers. The laboratory provides routine examinations, hormone tests, molecular and microbiological examinations, and sample collection services for various customer segments.

Pada 2025, Lab Rujukan Regional terus mengembangkan dan menambah pemeriksaan yang dikerjakan sendiri untuk meningkatkan *Turnaround Time* (TAT) pemeriksaan.

By 2025, the Regional Reference Laboratory had continued to develop and add in-house tests to increase the Turnaround Time (TAT) of examinations

Laporan Medis dan Klinik
Medical Laboratory & Clinics

Laboratorium Medis

Perseroan menjalankan lini bisnis utama di bidang laboratorium medis, yang dikelola oleh dokter spesialis patologi klinik sesuai klasifikasi izin laboratorium, serta didukung oleh flebotomis dan ahli teknologi medik. Laboratorium medis Prodia menyediakan pemeriksaan rutin hingga berbasis genetik (genomik) untuk membantu dokter menegakkan diagnosis dan menentukan perawatan yang tepat, meliputi urinalisis, kimia klinik, dan hematologi, dengan dukungan teknologi laboratorium modern. Dengan peralatan laboratorium mutakhir dan tenaga ahli medis profesional, Perseroan menawarkan rangkaian tes terlengkap dan jaringan terluas di Indonesia.

Laboratorium medis Prodia juga bekerjasama dengan beberapa fakultas kedokteran di Indonesia untuk membantu dokter dan calon dokter melakukan penelitian dan riset kedokteran. Selain itu, Laboratorium medis Prodia juga menjadi rujukan pemeriksaan lab lanjutan untuk Rumah sakit, klinik, puskesmas dan fasilitas kesehatan lainnya.

Medical Laboratory

The Company's primary business line is the medical laboratory, managed by clinical pathology specialists in accordance with the laboratory's licensing classification, and supported by phlebotomists and medical technologists. Prodia's medical laboratory provides routine and genetic (genomic) testing to assist physicians in making diagnoses and deciding proper treatment. This includes urinalysis, clinical chemistry, and hematology, supported by modern laboratory technology. Its state-of-the-art laboratory equipment and professional medical experts allow the Company to offer the most comprehensive range of tests and the most extensive network in Indonesia.

Prodia's medical laboratory also collaborates with several medical schools in Indonesia to help physicians and prospective physicians with their medical research. Furthermore, Prodia's medical laboratory serves as a reference for advanced laboratory testing for hospitals, clinics, community health centers, and other healthcare facilities.

Klinik

Selama beberapa tahun terakhir, Perseroan terus memperluas cakupan layanan untuk dapat melayani pelanggan lebih luas dan memenuhi kebutuhan pelanggan yang semakin beragam. Tidak hanya sebagai laboratorium medis, Prodia juga melengkapi perizinan yang dimiliki dengan memperoleh izin klinik di sejumlah cabang.

Tidak hanya layanan laboratorium, klinik Prodia juga melayani pemeriksaan kesehatan menyeluruh, seperti *medical check-up*, konsultasi dokter umum dan spesialis, pemeriksaan penunjang seperti radiologi, USG, EKG, *treadmill*, audiometri, spirometri, vaksinasi, infus vitamin, rawat luka, serta tindakan medis lainnya.

Pelanggan dapat datang langsung dan melakukan pemeriksaan kesehatan (*walk-in*) di klinik Prodia. Pelanggan *walk-in* akan diarahkan untuk melakukan konsultasi dokter terlebih dahulu, setelah itu akan dilakukan pemeriksaan lab dan penunjang pemeriksaan lainnya sesuai rekomendasi dokter. Pelanggan yang telah memiliki rujukan pemeriksaan dapat langsung melakukan pengambilan darah dan spesimen.

Saat ini, Prodia juga melayani pembayaran melalui asuransi, sehingga pelanggan dapat mengakses layanan kesehatan yang dibutuhkan dengan mudah. Untuk tes-tes laboratorium (tes rutin), hasil akan tersedia dalam kurun waktu 2–4 jam. Untuk pemeriksaan khusus yang tidak dapat dilakukan di cabang, spesimen dikirim ke PNRL sebagai pusat rujukan nasional.

Prodia melayani berbagai segmen pelanggan, termasuk pelanggan *walk-in*, klien korporasi, dan perusahaan asuransi. Saat ini, layanan laboratorium medis dan klinik Prodia dapat diakses secara digital melalui aplikasi U by Prodia. Pelanggan dapat melakukan chat dengan dokter, memilih layanan apa saja yang dibutuhkan dan melakukan pembayaran, bahkan melihat hasil pemeriksaan secara langsung melalui aplikasi. Pelanggan juga dapat memilih lokasi pemeriksaan, apakah di klinik atau pun layanan *Home Service*, sehingga layanan akan semakin mudah dan cepat.

Dengan dukungan tenaga medis yang profesional, peralatan laboratorium modern, terkini, dan teruji, laboratorium medis dan klinik Prodia hadir untuk memenuhi kebutuhan kesehatan masyarakat dengan jaringan terluas di Indonesia.

Clinics

Over the past few years, the Company has continuously expanded its service coverage to serve a wider range of customers and meet their increasingly diverse needs. Prodia operates as a medical laboratory and complements its licensing requirements by obtaining clinic permits at several branches.

In addition to laboratory services, Prodia clinics also provide comprehensive health check-ups, such as medical check-ups, consultations with general practitioners and specialists, and supporting examinations such as radiology, ultrasound, EKG, treadmill testing, audiometry, spirometry, vaccinations, vitamin infusions, wound care, and other medical procedures.

Customers can just come to Prodia clinics for medical check-ups (walk-ins). All walk-in customers will be directed to a doctor's consultation, after which lab tests and other supporting examinations will be performed according to the doctor's recommendation. Customers with a referral can immediately have blood and specimens drawn.

Prodia currently accepts payment through insurance, ensuring easy access to the healthcare services they need. For routine laboratory tests, results are available within 2–4 hours. For special tests that cannot be performed at a branch, specimens are sent to the National Public Health Laboratory (PNRL), the national referral center.

Prodia serves various customer segments, including walk-in customers, corporate clients, and insurance companies. Currently, Prodia's medical laboratory and clinic services can be accessed digitally through the U by Prodia app. Customers can chat with doctors, select the services they need, make payments, and even view test results directly through the app. Customers can also choose the location of the examination, whether at the clinic or Home Service, making services even easier and faster.

With the support of professional medical personnel, modern, up-to-date, and tested laboratory equipment, Prodia's medical laboratories and clinics are present to meet the health needs of the public with the widest network in Indonesia.

Klinik Prodia Health Care ("Klinik PHC")
Clinic of Prodia Health Care ("Clinic of PHC")

Prodia Health Care (PHC) didirikan pada awal 2016 sebagai pelopor layanan kesehatan berbasis *wellness* dengan fokus promotif dan preventif. PHC menyediakan layanan kesehatan personal yang komprehensif berdasarkan profil pelanggan, seperti usia, jenis kelamin, gaya hidup, dan faktor risiko, untuk membantu identifikasi dan pencegahan penyakit secara lebih efektif.

Sebagai penyedia layanan kesehatan terpadu (*one stop service*), PHC menawarkan berbagai layanan, meliputi:
- Konsultasi spesialis medis (oleh dokter internis, *clinical nutrition*, *sport medicine*, ahli kardiologi, lainnya)
- *Wellness management*
- Pengelolaan penyakit kronis
- *Medical check-up*
- Tes genomik
- *Immunity care* - vaksinasi
- Farmasi/e-*pharmacy*
- *Advanced Laboratory*
- Layanan *imaging* (radiologi, USG, ECG, *treadmill*, audiometri, spirometri, lainnya)
- Program *wellness* untuk korporasi
- Layanan asuransi

Dengan memadukan teknologi terdepan, pendekatan holistik, dan pelayanan profesional, PHC berkomitmen membantu pelanggan mencapai kesehatan optimal dan kualitas hidup lebih baik, menjadikannya sebagai pilihan utama untuk layanan kesehatan preventif dan *wellness* di Indonesia.

Prodia Health Care (PHC) was founded in early 2016 as a pioneer in wellness-based healthcare services with a focus on promotion and prevention. PHC provides comprehensive personalized healthcare services based on customer profiles, such as age, gender, lifestyle, and risk factors, to help identify and prevent disease more effectively.

As a one-stop healthcare provider, PHC offers a variety of services, including:
- Specialist medical consultations (by internists, clinical nutritionists, sports medicine specialists, cardiologists, and others)
- Wellness management
- Chronic disease management
- Medical check-ups
- Genomic testing
- Immunity care - vaccinations
- Pharmacy/e-pharmacy
- Advanced Laboratory
- Imaging services (radiology, ultrasound, ECG, treadmill, audiometry, spirometry, and others)
- Wellness programs for corporations
- Insurance services

By combining cutting-edge technology, a holistic approach, and professional service, PHC is committed to helping customers achieve optimal health and a better quality of life, making it the leading choice for preventive healthcare and wellness services in Indonesia.

Outlet Point-of-Care ("POC")
Point-of-Care ("POC") Outlets

Prodia menghadirkan *outlet* POC yang berlokasi di klinik-klinik dokter independen di seluruh Indonesia dan beroperasi mengikuti jam kerja klinik tempatnya berada. Kehadiran POC memberikan kemudahan dan kenyamanan bagi pelanggan untuk melakukan pengambilan spesimen langsung di klinik dokter, dengan opsi pembayaran langsung ke Prodia atau melalui klinik.

Prodia offers POC outlets located in independent doctor's clinics throughout Indonesia, with operating hours as those of the clinics where they are each located. POCs provide customers with the convenience and ease of collecting specimens directly at the doctor's clinic, with the option of paying directly to Prodia or through the clinic.

Klinik Khusus
Speciality Clinics

Prodia terus melakukan pengembangan dan inovasi dalam mengoperasikan sejumlah klinik khusus (*specialty clinics*), antara lain:

Prodia continues to develop and innovate in operating a number of specialty clinics, including:



Prodia Children's Health Centre (Prodia Children)

Prodia Children adalah klinik khusus untuk anak usia 0–18 tahun yang menyediakan beragam layanan kesehatan sesuai kebutuhan setiap tahap perkembangan anak, karena anak bukan miniatur orang dewasa dan dibutuhkan penanganan yang berbeda khususnya untuk mendukung tumbuh kembang optimal. Berikut adalah beberapa layanan yang tersedia:
- Konsultasi dokter spesialis anak
- Konsultasi dokter umum
- *Children's Health Management* sesuai usia
- *Immunity Care* & vaksinasi anak
- Layanan laboratorium dengan nilai rujukan anak
- Pengambilan darah yang nyaman bagi anak
- Pemeriksaan penunjang *(Rontgen, dll)*
- *Health assistance* untuk sekolah

Prodia Children is a specialized clinic for children aged 0–18 years. The clinic provides a range of healthcare services tailored to the needs of each stage of their development. Children are not miniature adults and require different care, especially to support optimal growth and development. Some of the services available are:
- Pediatrician consultations
- General practitioner consultations
- Age-based e Children's Health Management
- Immunity Care & vaccinations for children
- Laboratory services with pediatric reference values
- Comfortable blood draws for children
- Supporting examinations (X-rays, etc.)
- Health assistance for schools

Prodia Children fokus pada layanan yang memprioritaskan pada kenyamanan anak, dengan proses pengambilan darah yang efisien, cepat, dan akurat. Interpretasi hasil laboratorium secara khusus mengacu pada Nilai Rujukan Khusus Anak agar dapat menghasilkan diagnosis yang tepat dan sesuai.

Selain layanan medis, Prodia Children juga menyediakan program edukasi bagi orang tua. Kami juga bekerja sama dengan sekolah dan komunitas khususnya terkait kesehatan dan tumbuh kembang anak. Dengan pendekatan holistik dan ramah anak, Prodia Children berkomitmen menjadi mitra terpercaya orang tua dalam mendukung terciptanya generasi masa depan yang sehat dan berkualitas.

Prodia Children focuses on services that prioritize children's comfort, with an efficient, fast, and accurate blood draw process. Interpretation of laboratory results specifically refers to the Child-Specific Reference Values to ensure a precise and appropriate diagnosis.

In addition to medical services, Prodia Children also provides educational programs for parents. We collaborate with schools and communities, particularly regarding child health and development. With a holistic and child-friendly approach, Prodia Children is committed to being a trusted partner for parents in supporting the creation of a healthy and quality future generation.



Prodia Women's Health Centre (Prodia Women)

Prodia Women adalah klinik khusus wanita yang memberikan layanan kesehatan personal dan menyeluruh untuk mendukung kesehatan wanita di setiap tahap kehidupan. PWHC menawarkan layanan yang dirancang untuk gaya hidup modern wanita, meliputi:

- Pemeriksaan kesehatan umum oleh dokter umum dan spesialis obstetri-ginekologi
- Layanan ginekologi onkologi
- *Medical check-up*
- *Women's Health Management*
- *Women's Immunity Care* & vaksinasi
- Layanan laboratorium
- Pemeriksaan penunjang seperti EKG, Rontgen, USG, HSG

Prodia Women menawarkan suasana hangat, tenang, dan nyaman bagi pasien wanita dengan desain interior lembut, feminim, dan *homey*. Selain layanan medis, Prodia Women juga memberikan informasi kesehatan yang edukatif dan inspiratif secara berkelanjutan bagi wanita dan komunitas yang peduli pada kesehatan wanita.

Dengan program pengelolaan kesehatan personal, Prodia Women memastikan pengalaman pemeriksaan yang unik dan nyaman, memberikan perhatian dan perawatan optimal, serta menjadi mitra terpercaya bagi wanita dalam menjaga kesehatan, meningkatkan kualitas hidup, dan mendukung gaya hidup yang lebih sehat.

Prodia Women is a women's clinic that provides personalized and comprehensive healthcare services to support women's health at every stage of their life. PWHC offers services designed for women's modern lifestyles, including:

- General health check-ups by general practitioners and obstetrics-gynecology specialists
- Gynecology-oncology services
- Medical check-ups
- Women's Health Management
- Women's Immunity Care & vaccinations
- Laboratory services
- Supportive examinations such as EKG, X-ray, ultrasound, and HSG

Prodia Women offers a warm, calm, and comfortable atmosphere for female patients with a soft, feminine, and homey interior design. In addition to medical services, Prodia Women also provides ongoing educational and inspiring health information for women and communities who have concerns towards women's health.

With its personalized health management program, Prodia Women ensures a unique and comfortable examination experience, provides optimal attention and care, and is a trusted partner for women in maintaining their health, improving their quality of life, and supporting a healthier lifestyle.



Prodia Senior Health Centre (Prodia Senior)

Prodia Senior adalah klinik kesehatan khusus yang didirikan pada 2017 untuk melayani pelanggan senior dan berusia lanjut, dengan tujuan meningkatkan kualitas hidup, menjaga kesehatan, dan mendukung kemandirian di masa emas. Prodia Senior menyediakan berbagai layanan yang komprehensif dan terintegrasi yang mencakup:

- Konsultasi dokter spesialis (internis getriatri, neurologi, akupunktur, lainnya)
- *Wellness Management* untuk senior
- *Medical check-up*
- *Healthy brain, continuity of health plan dementia, healthy bone screening*
- Rehabilitasi medis dan fisioterapi
- Layanan akupunktur
- Senior *Immunity Care* berupa vaksinasi
- *Home Care Services*
- Laboratorium
- Pemeriksaan penunjang seperti EKG, *rontgen*, USG, dan *bone mineral densitometry*
- Farmasi /e-*pharmacy*

Layanan-layanan yang ditawarkan Prodia Senior dirancang untuk mencegah dan menangani masalah kesehatan yang umum pada usia lanjut, seperti demensia, *frailty*, osteoporosis, dan penyakit degeneratif lainnya. Melalui pendekatan holistik yang berfokus tidak hanya pada pengobatan tetapi juga pencegahan dan edukasi kesehatan, Prodia Senior menawarkan suasana klinik yang ramah dan nyaman dengan dukungan dokter ahli dan tenaga profesional berpengalaman. Dengan demikian, diharapkan pelanggan *middle aged* dan senior dapat merasa tenang dan percaya bahwa kebutuhan kesehatan mereka akan ditangani secara optimal.

Prodia Senior juga berfungsi sebagai pusat aktivitas gaya hidup sehat bagi pelanggan senior, dengan program seperti yoga dan senam rutin, mendukung mereka tetap aktif dan bugar. Prodia Senior diharapkan bukan sekadar tempat pemeriksaan kesehatan, tetapi juga sebagai mitra terpercaya bagi para senior dalam menjalani kehidupan yang sehat, berkualitas, dan mandiri di masa emas.

Prodia Senior is a specialized health clinic established in 2017 to serve adults and senior citizens to improve their quality of life, maintain their health, and keep them self-reliant as they reach their golden years. Prodia Senior provides a range of comprehensive and integrated services, including:

- Consultations with specialist doctors (internist, geriantric, neurologist, acupuncturist, and others)
- Wellness Management for seniors
- Medical check-ups
- Healthy brain, continuity of health plan dementia, healthy bone screening
- Medical rehabilitation and physiotherapy
- Acupuncture services
- Senior Immunity Care in the form of vaccinations
- Home Care Services
- Laboratory
- Supporting examinations such as EKG, X-ray, ultrasound, and bone mineral densitometry
- Pharmacy/e-pharmacy

Prodia Senior offers services that are designed to prevent and treat common health issues in older adults, such as dementia, frailty, osteoporosis, and other degenerative diseases. Through a holistic approach that focuses not only on treatment but also on prevention and health education, Prodia Senior offers a friendly and comfortable clinic atmosphere, supported by expert doctors and experienced professionals. This ensures that middle-aged and senior customers feel calm and assured that their health needs will be optimally addressed.

Prodia Senior also serves as a healthy lifestyle activity center for senior customers, offering programs such as yoga and regular exercise, supporting them to stay fit and active. Prodia Senior is envisioned as more than just a place for health checkups, but also as a trusted partner for seniors in living a healthy, quality, and independent life in their golden years.

Fasilitas dan Layanan Uji Klinik

Prodia juga menyediakan fasilitas uji klinik melalui Prodia Central Laboratory yang bertujuan untuk menguji keamanan dan efektivitas obat, terapi, atau perangkat medis sebelum dipasarkan. Fasilitas ini ditargetkan untuk para peneliti, profesional medis, perusahaan farmasi, instansi kesehatan, dan pihak lainnya yang terlibat dalam pengembangan obat atau terapi medis.

Prodia Central Laboratory didukung oleh jaringan laboratorium yang luas dan terintegrasi di Indonesia melalui:

Clinical Testing Facilities and Services

Prodia also provides clinical testing facilities through Prodia Central Laboratory, which aims to test the safety and effectiveness of drugs, therapies, or medical devices before they are marketed. These facilities are targeted at researchers, medical professionals, pharmaceutical companies, health agencies, and other parties involved in the development of drugs or medical therapies.

Prodia Central Laboratory is supported by an extensive and integrated network of laboratories in Indonesia through:

Central Lab & National Reference Lab
1 Jakarta

Sub Central Lab
4
- Bandung
- Semarang
- Surabaya
- Denpasar

Reference Lab
4
- Jakarta
- Medan
- Surabaya
- Makassar

Outlet
35+ **berpengalaman dalam uji klinis di Indonesia**
experienced in clinical trials in Indonesia

Sejak 2012, Prodia Central Laboratory telah menangani lebih dari 117 studi protokol, membuktikan kompetensi dan keandalannya dalam mendukung penelitian klinis. Layanan ini senantiasa dilakukan dengan standar tinggi dan terkoordinasi di seluruh outlet Prodia. Secara organisasi, Prodia Central Laboratory dikepalai oleh National Reference Lab Head di bawah Vice President Diagnostics Operation. Adapun layanan Prodia Central Laboratory meliputi:

Since 2012, Prodia Central Laboratory has handled more than 117 protocol studies, proving its competence and reliability in supporting clinical research. These services are always carried out with high standards and coordinated across all Prodia outlets. Organizationally, Prodia Central Laboratory is chaired by the National Reference Lab Head under the Vice President of Diagnostics Operation. Prodia Central Laboratory services include:

Layanan Utama Main Services	1	***In-Site/On-site Collection*** Prodia menyediakan layanan pengambilan sampel secara *in-site*, *on-site*, dan di lapangan berdasarkan protokol yang telah ditetapkan In-Site/On-site Collection Prodia provides sample collection services in-site, on-site, and in the field based on established protocols
	2	**Manajemen Penyimpanan Sampel** Prodia melakukan penyimpanan sampel secara jangka pendek dan jangka panjang sesuai kondisi suhu tertentu Sample Storage Management Prodia conducts sample storage for both short-term and long-term periods under specific temperature conditions
	3	**Tes Rutin/Esoterik dan Uji Riset** Prodia melakukan lebih dari 500 tes rutin dan esoterik, serta telah berpengalaman melakukan lebih dari 100 uji riset Routine/Esoteric Tests and Research Tests Prodia conducts more than 500 routine and esoteric tests, and has experience in conducting more than 100 research tests
Layanan Pendukung Supporting Services	4	**Penanganan Spesimen/Sampel** Prodia melakukan penanganan spesimen/sampel termasuk persyaratan pra-asesmen, pengemasan, sentrifugasi, dan *aliquoting* Specimen/Sample Handling Prodia conducts specimen/sample handling including pre-assessment requirements, packaging, centrifugation, and aliquoting
	5	**Pengiriman Sampel** Prodia membantu pelanggan untuk mengirimkan sampel dari satu area ke area lainnya dan *Central Lab* Sample Delivery Prodia helps customers to deliver samples from one area to another and Central Lab
	6	**Penyediaan Kit Pengumpulan** Prodia dapat menyediakan kit pengumpul untuk spesifikasi tertentu dengan perjanjian. Kit pengumpul disediakan untuk mendukung layanan pengambilan sampel Provision of Collection Kits Prodia can provide collection kits to certain specifications by agreement. Collection kits are provided to support sampling services
	7	**Pengiriman Kit Pengumpulan** Pengiriman kit pengumpul disediakan untuk mendukung layanan pengambilan sampel Delivery of Collection Kits Delivery of collection kits is provided to support sampling services

Prodia Central Laboratory memiliki tim profesional bersertifikasi dan laboratorium yang diakreditasi, sebagai bukti komitmen terhadap mutu, keamanan, dan keandalan penelitian klinis.

Sertifikasi Tenaga Ahli

- 2 GCP (IASMED) – Level Supervisor
- 30 GCLP (*online*) – Level Supervisor
- 15 GCP (IASMED) – Level Staf
- 200 GCP (*online*) – Level Staf
- 1 IATA DG (DGEx) – Level Supervisor

Akreditasi dan Sertifikasi Laboratorium

- Akreditasi CAP sejak 2012
- ISO 15189 dari KAN sejak 2010
- ISO 45001:2018 (Sistem Manajemen Kesehatan dan Keselamatan Kerja) sejak 2015
- Sertifikasi NGSP sejak 2015
- ISO 27001 sejak 2014
- Sertifikat Akreditasi dari Kementerian Kesehatan
- Terdaftar pada National Serum Quality Assurance Program (NSQAP) dari Centers for Disease Control and Prevention (CDC)
- Laboratory Assurance Program for Molecular Pathology (LAMP) dari CDC
- Excellence in Quantitative Immunoassay Program (EQUIP) CDC untuk Lab Spektrometri Massa

Prodia Central Laboratory has a team of certified professionals and accredited laboratories, demonstrating its commitment to quality, safety, and reliability in clinical research.

Quality Management and Standardization

- 2 GCP (IASMED) – Supervisor Level
- 30 GCLP (online) – Supervisor Level
- 15 GCP (IASMED) – Staff Level
- 200 GCP (online) – Staff Level
- 1 IATA DG (DGEx) – Supervisor Level

Laboratory Accreditation and Certification

- CAP accreditation since 2012
- ISO 15189 from KAN since 2010
- ISO 45001:2018 (Occupational Health and Safety Management System) since 2015
- NGSP certification since 2015
- ISO 27001 since 2014
- Accreditation Certificate from the Ministry of Health.
- Registered with the National Serum Quality Assurance Program (NSQAP) of the Centers for Disease Control and Prevention (CDC)
- Laboratory Assurance Program for Molecular Pathology (LAMP) of the CDC
- Excellence in Quantitative Immunoassay Program (EQUIP) of the CDC for Mass Spectrometry Laboratories

Keanggotaan dalam Asosiasi/Organisasi
Membership in Association/Organization

Nama Asosiasi/Organisasi Name of Association/Organization	Status Status
Nasional | National	
Indonesian Association for Clinical Chemistry (IACC)	Pengurus Administrator
Perhimpunan Dokter Spesialis Patologi Klinik dan Kedokteran Indonesia (PDS PATKLIN) Indonesian Association of Clinical Pathology and Laboratory Medicine Specialists (PDS PATKLIN)	Anggota & Pengurus Member & Administrator
Persatuan Ahli Teknologi Laboratorium Medik Indonesia (PATELKI) Indonesian Association of Medical Laboratory Technology Experts (PATELKI)	Anggota & Pengurus Member & Administrator
Himpunan Studi Obesitas Indonesia (HISOBI) Indonesian Obesity Study Association (HISOBI)	Pengurus Administrator
Alzheimer Indonesia (ALZI)	Anggota Member
Asosiasi Healthtech Indonesia (AHI) Association of Healthtech Indonesia (AHI)	Anggota Member
Ikatan Laboratorium Kesehatan Indonesia (ILKI) Indonesian Health Laboratory Association (ILKI)	Pengurus Administrator
Persatuan Diabetes Indonesia (Persadia) Indonesian Diabetes Association (Persadia)	Pengurus Administrator
Asosiasi Klinik Indonesia (ASKLIN) Indonesian Clinic Association (ASKLIN)	Pengurus Administrator
Masyarakat Bioinformatika dan Biodiversitas Indonesia (MABBI) Indonesian Society for Bioinformatics and Biodiversity (MABBI)	Anggota Member
Asosiasi Metabolomik Indonesia Indonesian Metabolomics Association	Anggota Member
Perhimpunan Klinik & Fasilitas Pelayanan Kesehatan Indonesia (PKFI) Indonesian Association of Clinics & Healthcare Facilities (PKFI)	Anggota Member
Indonesian Society of Human Genetics (Inashg)	Anggota Member
Kamar Dagang Indonesia (KADIN) Indonesian Chamber of Commerce (KADIN)	Anggota Member
Indonesia Corporate Secretary Association (ICSA)	Anggota Member
Indonesian Corporate Counsel Association (ICCA)	Pengurus Administrator
iCIO Community	Pengurus Administrator
Internasional | International	
American Association for Clinical Chemistry (AACC)	Anggota Member
International Federation for Clinical Chemistry (IFCC)	Anggota Member
Clinical and Laboratory Standards Institute (CLSI)	Anggota Member
Asian and Pacific Federation of Clinical Biochemistry (APFCB)	Pengurus Administrator
International Society for Neonatal Screening (ISNS)	Anggota Member
Information Systems Audit and Control Association (ISACA)	Anggota Member

Komposisi Dewan Komisaris dan Direksi
Board of Commissioners and Board of Directors Composition

Sepanjang tahun 2025, tidak terdapat perubahan komposisi Dewan Komisaris dan Direksi Perseroan. Berikut adalah komposisi Dewan Komisaris dan Direksi Perseroan per 31 Desember 2025:

Throughout the year 2025, there were no changes in the composition of the Board of Commissioners and the Board of Directors of the Company. The following is the composition of the Board of Commissioners and the Board of Directors of the Company as of December 31, 2025:

Dewan Komisaris | Board of Commissioners		
Komisaris Utama	Andi Widjaja	President Commissioner
Komisaris	Gunawan Prawiro Soeharto	Commissioner
Komisaris	Endang Wahjuningtyas Hoyaranda	Commissioner
Komisaris Independen	Joseph F.P. Luhukay	Independent Commissioner
Komisaris Independen	Keri Lestari	Independent Commissioner
Direksi | Board of Director		
Direktur Utama	Dewi Muliaty	President Director
Direktur Keuangan	Liana Kuswandi	Finance Director
Direktur Bisnis & Pemasaran	Indriyanti Rafi Sukmawati	Business & Marketing Director
Direktur Digital Service Transformation & IT	Andri Hidayat	Digital Service Transformation & IT Director
Direktur Human Capital & General Affairs	Ida Zuraida	Human Capital & General Affairs Director

Sejak 31 Desember 2025 hingga Laporan Tahunan ini diterbitkan, tidak terdapat perubahan komposisi Dewan Komisaris dan Direksi Perseroan.

Since December 31, 2025, until this Annual Report is published, there have been no changes in the composition of the Board of Commissioners and the Board of Directors of the Company.

Profil Dewan Komisaris
Board of Commissioners' Profile



Andi Widjaja
Komisaris Utama
President Commissioner

Usia Age	89 tahun 89 years old
Kewarganegaraan Citizenship	Indonesia Indonesia
Domisili Domicile	Bandung Bandung

Dasar Hukum Pengangkatan Pertama Legal Basis of First Appointment	Diangkat pertama kali berdasarkan Akta Notaris Ibnu Hanny, S.H., No. 1 tanggal 12 November 2002 First appointed based on the Notarial Deed of Ibnu Hanny, S.H., No. 1 dated November 12, 2002
Dasar Hukum Pengangkatan Kembali Legal Basis of Re-Appointment	Diangkat kembali berdasarkan keputusan RUPST Perseroan tanggal 8 April 2021 dan Akta Notaris Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 tanggal 8 April 2021 Reappointed based on the decision of the Company's AGMS on April 8, 2021 and Notarial Deed of Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 dated April 8, 2021
Riwayat Pendidikan Educational Background	• Sarjana Farmasi dari Institut Teknologi Bandung (1963) • Master of Business Administration dari University of California, Los Angeles, Amerika Serikat (1986) • Gelar PhD di bidang biologi molekuler dari University of Munster, Jerman (1978) • Bachelor in Pharmacy from Institut Teknologi Bandung (1963) • Master of Business Administration from University of California, Los Angeles, the United States of America (1986) • PhD degree in the field of molecular biology from University of Munster, Germany (1978)
Riwayat Karier Work Experience	• Pendiri Perseroan • Direktur Utama Perseroan (1973–2003) • Aktif sebagai dosen dan peneliti ilmiah (1968–sekarang) • Founder of the Company • President Director of the Company (1973–2003) • Active as a lecturer and scientific researcher (1968–now)
Rangkap Jabatan per 31 Desember 2025 Concurrent Positions as at December 31, 2025	• Komisaris Utama PT Prodia Diacro Laboratories (sejak 2008) • Komisaris Utama PT Prodia Occupational Health Indonesia (sebelumnya bernama PT Prodia OHI International) (sejak 2008) • Komisaris Utama PT Prodia Stemcell Indonesia (sejak 2010) • Komisaris Utama PT Prodia Diagnostic Line (sejak 2010) • Komisaris Utama PT Prodia Utama (sejak 2013) • Komisaris Utama PT Innovasi Diagnostika (sejak 2008) • Komisaris Utama PT Prodia Digital Indonesia (sejak 2023) • President Commissioner of PT Prodia Diacro Laboratories (since 2008) • President Commissioner of PT Prodia Occupational Health Indonesia (previously named PT Prodia OHI International) (since 2008) • President Commissioner of PT Prodia Stemcell Indonesia (since 2010) • President Commissioner of PT Prodia Diagnostic Line (since 2010) • President Commissioner of PT Prodia Utama (since 2013) • President Commissioner of PT Innovasi Diagnostika (since 2008) • President Commissioner of PT Prodia Digital Indonesia (since 2023)
Hubungan Afiliasi Affiliated Relationship	Beliau memiliki hubungan kepemilikan sebagai Pemegang Saham Utama dan Pengendali di Perseroan He has ownership relationships as the Ultimate and Controlling Shareholder of the Company



Gunawan Prawiro Soeharto

Komisaris
Commissioner

- Usia / Age: 87 tahun / 87 years old
- Kewarganegaraan / Citizenship: Indonesia / Indonesia
- Domisili / Domicile: Surakarta / Surakarta

Dasar Hukum Pengangkatan Pertama Legal Basis of First Appointment	Diangkat pertama kali berdasarkan Akta Notaris Ibnu Hanny, S.H., No. 1 tanggal 12 November 2002 First appointed based on the Notarial Deed of Ibnu Hanny, S.H., No. 1 dated November 12, 2002
Dasar Hukum Pengangkatan Kembali Legal Basis of Re-Appointment	Diangkat kembali berdasarkan keputusan RUPST Perseroan tanggal 8 April 2021 dan Akta Notaris Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 tanggal 8 April 2021 Reappointed based on the decision of the Company's AGMS on April 8, 2021 and Notarial Deed of Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 dated April 8, 2021
Riwayat Pendidikan Educational Background	Sarjana Farmasi dari Universitas Gadjah Mada, Yogyakarta (1966) Bachelor of Pharmacy from Universitas Gadjah Mada, Yogyakarta (1966)
Riwayat Karier Work Experience	• Salah satu pendiri Perseroan • Sekretaris Fakultas Farmasi di Universitas Atmajaya, Solo (1967–1974) • Direktur Pemasaran Perseroan (1973–2003) • Direktur Kepegawaian Perseroan (1973–1978) • One of the founders of the Company • Secretary of the Faculty of Pharmacy in Universitas Atmajaya, Solo (1967–1974) • Marketing Director of the Company (1973–2003) • Personnel Director of the Company (1973–1978)
Rangkap Jabatan per 31 Desember 2025 Concurrent Positions as at December 31, 2025	• Komisaris PT Prodia Diagnostic Line (sejak 2011) • Komisaris PT Prodia Stemcell Indonesia (sejak 2016) • Komisaris PT Prodia Utama (sejak 2013) • Komisaris PT Prodia Occupational Health Indonesia (sebelumnya bernama PT Prodia OHI International) (sejak 2015) • Komisaris PT Innovasi Diagnostika (sejak 2008) • Komisaris PT Prodia Diacro Laboratories (sejak 2016) • Commissioner in PT Prodia Diagnostic Line (since 2011) • Commissioner in PT Prodia Stemcell Indonesia (since 2016) • Commissioner in PT Prodia Utama (since 2013) • Commissioner in PT Prodia Occupational Health Indonesia (previously PT Prodia OHI International) (since 2015) • Commissioner in PT Prodia OHI International (since 2008) • Commissioner in PT Prodia Diacro Laboratories (since 2016)
Hubungan Afiliasi Affiliated Relationship	Beliau memiliki hubungan kepemilikan sebagai Pemegang Saham Utama dan Pengendali di Perseroan He has ownership relationships as the Ultimate and Controlling Shareholder of the Company



Endang Wahjuningtyas Hoyaranda

Komisaris
Commissioner

Usia Age	74 tahun 74 years old
Kewarganegaraan Citizenship	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Dasar Hukum Pengangkatan Pertama Legal Basis of First Appointment	Diangkat pertama kali berdasarkan keputusan RUPSLB Perseroan tanggal 14 April 2015 dan Akta Notaris Rismalena Kasri, S.H., No. 8 tanggal 28 April 2015 First appointed based on the resolution of the Company's EGMS dated April 14, 2015 and Notarial Deed of Rismalena Kasri, S.H., No. 8 dated April 28, 2015
Dasar Hukum Pengangkatan Kembali Legal Basis of Re-Appointment	Diangkat kembali berdasarkan keputusan RUPST Perseroan tanggal 8 April 2021 dan Akta Notaris Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 tanggal 8 April 2021 Reappointed based on the decision of the Company's AGMS on April 8, 2021 and Notarial Deed of Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 dated April 8, 2021
Riwayat Pendidikan Educational Background	• Sarjana Farmasi dari Institut Teknologi Bandung (1976) • Profesi Apoteker dari Institut Teknologi Bandung (1977) • Bachelor of Pharmacy from Institut Teknologi Bandung (1976) • Pharmacist Profession from Institut Teknologi Bandung (1977)
Riwayat Karier Work Experience	• Dosen jurusan Farmasi di Fakultas Matematika dan Ilmu Pengetahuan Alam, Institut Teknologi Bandung (1976–1982) • Sekretaris Jurusan Farmasi Fakultas Matematika dan Ilmu Pengetahuan Alam, Institut Teknologi Bandung (1979–1982) • Manajer Riset dan Pengembangan Prodia Clinical Laboratory (1982–1990) • Direktur Operasi Perseroan (1990–2002) • Direktur Utama Perseroan (2003–2009) • Dosen Manajemen Laboratorium serta Kewirausahaan Universitas Hasanuddin (2003–2006) • Ketua Tim Penawaran Umum Perdana Perseroan (2014–2016) • Lecturer in Pharmacy at Faculty of Math and Natural Science, Institut Teknologi Bandung (1976–1982) • Secretary of Department of Pharmacy, Faculty of Mathematics and Natural Sciences, Institut Teknologi Bandung (1979–1982) • Research and Development Manager of Prodia Clinical Laboratory (1982–1990) • Director of Operation of the Company (1990–2002) • President Director of the Company (2003–2009) • Lecturer in Laboratory Management and Entrepreneurship at Universitas Hasanuddin (2003–2006) • Team Leader of the Company's Initial Public Offering (2014–2016)
Rangkap Jabatan per 31 Desember 2025 Concurrent Positions as at December 31, 2025	• Dosen Etika Laboratorium Medis Politeknik Kesehatan Jakarta (sejak 1997) • Komisaris PT Prodia Diacro Laboratories (sejak 2008) • Komisaris PT Prodia Occupational Health Indonesia (sebelumnya bernama PT Prodia OHI International) (sejak 2008) • Direktur Utama PT Prodia Utama (sejak 2013) • Komisaris PT Prodia Stem Cell Indonesia (sejak 2010) • Komisaris PT Innovasi Diagnostika (sejak 2015) • Komisaris PT Prodia Diagnostic Line (sejak 2016) • Komisaris Grhanis Group: – PT Grhanis Putra Propertindo (sejak 2016) – PT Grhanis Pusaka Propertindo (sejak 2016) – PT Grhanis Prima Propertindo (sejak 2016) – PT Grhanis Permata Propertindo (sejak 2016) – PT Grhanis Prakarsa Propertindo (sejak 2016) • Komisaris PT Prodia Distribusi Medika (sejak 2021) • Komisaris PT Prodia Digital Indonesia (sejak 2023) • Lecturer of Medical Laboratory Ethics at Politeknik Kesehatan Jakarta (since 1997) • Commissioner in PT Prodia Diacro Laborities (since 2008) • Commissioner in PT Prodia Occupational Health Indonesia (previously named PT Prodia OHI International) (since 2008) • President Director in PT Prodia Utama (since 2013) • Commissioner in PT Prodia Stem Cell Indonesia (since 2010) • Commissioner in PT Innovasi Diagnostika (since 2015) • Commissioner in PT Prodia Diagnostic Line (since 2016) • Commissioner in Grhanis Group: – PT Grhanis Putra Propertindo (since 2016) – PT Grhanis Pusaka Propertindo (since 2016) – PT Grhanis Prima Propertindo (since 2016) – PT Grhanis Permata Propertindo (since 2016) – PT Grhanis Prakarsa Propertindo (since 2016) • Commissioner in PT Prodia Distribusi Medika (since 2021) • Commissioner in PT Prodia Digital Indonesia (since 2023)
Hubungan Afiliasi Affiliated Relationship	Beliau memiliki hubungan afiliasi dengan PT Prodia Utama yang merupakan Pemegang Saham Utama dan Pengendali Perseroan She has an affiliated relationship with PT Prodia Utama, which is the Ultimate and Controlling Shareholders of the Company



Joseph F.P. Luhukay

Komisaris Independen
Independent Commissioner

Usia Age	79 tahun 79 years old
Kewarganegaraan Citizenship	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Dasar Hukum Pengangkatan Pertama Legal Basis of First Appointment	Diangkat pertama kali berdasarkan keputusan Akta Jose Dima Satria, SH., M. Kn, No. 83 tanggal 29 Juni 2016 First appointed based on the decision of the Deed of Jose Dima Satria, SH., M. Kn, No. 83 dated June 29, 2016
Dasar Hukum Pengangkatan Kembali Legal Basis of Re-Appointment	Diangkat kembali berdasarkan RUPSLB Perseroan tanggal 18 Oktober 2022 dan Akta Notaris Gatot Widodo, S.E., S.H., M.Kn., No. 2 tanggal 18 Oktober 2022 Reappointed based on the Company's EGMS on October 18, 2022 and Notarial Deed of Gatot Widodo, S.E., S.H., M.Kn., No. 2 dated October 18, 2022
Riwayat Pendidikan Educational Background	• Doctor of Philosophy (PhD) di bidang Computer Science dari University of Illinois di Urbana- Champaign – Amerika Serikat (1983) • Master of Science di bidang Ilmu Komputer dari University of Illinois di Urbana-Champaign- Amerika Serikat (1982) • Sarjana Teknik Elektro dari Universitas Indonesia (1972) • Doctor of Philosophy (PhD) in Computer Science from University of Illinois at Urbana-Champaign – USA (1983) • Master of Science in Computer Science from University of Illinois at Urbana-Champaign-USA (1982) • Bachelor of Electrical Engineering from Universitas Indonesia (1972)
Riwayat Karier Work Experience	• Executive Advisor di Bank Niaga (1989–1995) • Executive Vice President dan Operations Bahana Pembinaan Usaha Indonesia (1995–1996) • Executive Director Capital Market Society of Indonesia (1996–2000) • Chief Operations Officer Jakarta Initiative Task Force (1998–2000) • Sekjen Komite Nasional Kebijakan Governansi (1999–2004) • Presiden Direktur PT Bank Lippo Tbk (2003–2006) • Chairman Information Technology PERBANAS (2004–2012) • Deputi Presiden Direktur PT Bank Danamon Indonesia (2008–2011) • Executive Advisor & Presiden Direktur Elect PT Bank Panin Tbk (2012–2013) • Senior IT Strategy Advisor PT Bank IBCC Indonesia (2013) • Presiden Direktur PT Rabobank International Indonesia (2017–2019) • Executive Advisor at Bank Niaga (1989–1995) • Executive Vice President and Operations Bahana Pembinaan Usaha Indonesia (1995–1996) • Executive Director Capital Market Society of Indonesia (1996–2000) • Chief Operations Officer Jakarta Initiative Task Force (1998–2000) • Secretary General of the National Committee on Governance Policy (1999–2004) • President Director of PT Bank Lippo Tbk (2003–2006) • Chairman Information Technology PERBANAS (2004–2012) • Deputy President Director of PT Bank Danamon Indonesia (2008–2011) • Executive Advisor & Presiden Direktur Elect PT Bank Panin Tbk (2012–2013) • Senior IT Strategy Advisor PT Bank IBCC Indonesia (2013) • President Director of PT Rabobank International Indonesia (2017–2019)
Rangkap Jabatan per 31 Desember 2025 Concurrent Positions as at December 31, 2025	• Direktur Applied UV (sejak 2002) • Director of Applied UV (since 2002)
Hubungan Afiliasi Affiliated Relationship	Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, serta Pemegang Saham Utama dan Pengendali He has no affiliated relationships with other members of Board of Commissioners, Board of Directors, and the Ultimate and Controlling Shareholders
Pernyataan Independensi Statement of Independence	Sebelum pengangkatannya dalam RUPS, beliau menyatakan komitmennya untuk menjalankan tugas dan tanggung jawabnya secara independen, objektif, dan profesional, serta senantiasa mengutamakan kepentingan Perseroan, terhindar dari konflik kepentingan, dan tidak dipengaruhi oleh dominasi atau tekanan dari pihak manapun Prior to his appointment at the GMS, he stated his commitment to carrying out his duties and responsibilities in an independent, objective, and professional manner, consistently prioritising the interests of the Company, avoiding any conflicts of interest, and remaining free from dominance or pressure from any party



Keri Lestari

Komisaris Independen
Independent Commissioner

Usia Age	56 tahun 56 years old
Kewarganegaraan Citizenship	Indonesia Indonesia
Domisili Domicile	Bandung Bandung

Dasar Hukum Pengangkatan Pertama Legal Basis of First Appointment	Diangkat pertama kali berdasarkan keputusan RUPST Perseroan tanggal 8 April 2021 dan Akta Notaris Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 tanggal 8 April 2021 First appointed based on the decision of the Company's AGMS on April 8, 2021 and Notarial Deed of Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 dated April 8, 2021
Dasar Hukum Pengangkatan Kembali Legal Basis of Re-Appointment	N/A
Riwayat Pendidikan Educational Background	• Sarjana Farmasi dari Universitas Padjadjaran (UNPAD), Bandung (1992) • Gelar Master dari Institut Teknologi Bandung (ITB) (2000) • Gelar Doktor dari Universitas Padjadjaran (2010) • Bachelor of Pharmacy from Universitas Padjadjaran (UNPAD), Bandung (1992) • Master's degree from the Institut Teknologi Bandung (ITB) (2000) • Doctorate from Universitas Padjadjaran (2010)
Riwayat Karier Work Experience	• Dekan Fakultas Farmasi Universitas Padjadjaran (2014–2015) • Wakil Dekan Bidang Akademik, Fakultas Farmasi, UNPAD (2010–2014) • Koordinator Sekretaris Rektor/Ketua protokoler, UNPAD (2008–2010) • Wakil Rektor Bidang Riset, Pengabdian pada Masyarakat, Kerja Sama, Inovasi dan Korporasi Akademik UNPAD (2015–2020) • Ketua Gugus Tugas COVID-19 Ikatan Apoteker Indonesia (2020–2022) • Tim Ahli Bidang Perubahan Perilaku Satuan Tugas Penanganan COVID-19 Indonesia (2020–2022) • Dean of the Faculty of Pharmacy, Universitas Padjadjaran (2014–2015) • Deputy Dean for Academic Affairs, Faculty of Pharmacy, UNPAD (2010–2014) • Coordinator of the Secretary to the Chancellor/ Chair of protocol, UNPAD (2008–2010) • Deputy Rector for Research, Community Service, Cooperation, Innovation and Academic Corporation, UNPAD (2015–2020) • Chair of the COVID-19 Task Force of the Indonesian Pharmacists Association (2020–2022) • Expert Team for Behavior Change of the Indonesian COVID-19 Handling Task Force (2020–2022)
Rangkap Jabatan per 31 Desember 2025 Concurrent Positions as at December 31, 2025	• Wakil Ketua bidang Apoteker Spesialis (sejak 2022) • Advance Practice Pengurus Pusat Ikatan Apoteker Indonesia (sejak 2022) • Dewan Pembina Jabar Bergerak (sejak 2020) • Ketua Kolegium Ilmu Farmasi Indonesia (sejak 2022) • Expert Group Member in Pharmaceutical Education Section FAPA (Federation of Asian Pharmaceutical Association) (sejak 2019) • Vice Chairman of Specialist Pharmacists (since 2022) • Advance Practice of the Central Board of the Indonesian Pharmacists Association (since 2022) • Board of Trustees of Jabar Bergerak (since 2020) • Chairman of the Indonesian Collegium of Pharmaceutical Sciences (since 2022) • Expert Group Member in the Pharmaceutical Education Section of the FAPA (Federation of Asian Pharmaceutical Association) (since 2019)
Hubungan Afiliasi Affiliated Relationship	Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, serta Pemegang Saham Utama dan Pengendali She has no affiliated relationships with other members of Board of Commissioners, Board of Directors, and the Ultimate and Controlling Shareholders
Pernyataan Independensi Statement of Independence	Sebelum pengangkatannya dalam RUPS, beliau menyatakan komitmennya untuk menjalankan tugas dan tanggung jawabnya secara independen, objektif, dan profesional, serta senantiasa mengutamakan kepentingan Perseroan, terhindar dari konflik kepentingan, dan tidak dipengaruhi oleh dominasi atau tekanan dari pihak manapun Prior to his appointment at the GMS, she stated his commitment to carrying out his duties and responsibilities in an independent, objective, and professional manner, consistently prioritising the interests of the Company, avoiding any conflicts of interest, and remaining free from dominance or pressure from any party

Profil Direksi
Board of Directors' Profile



Dewi Muliaty
Direktur Utama
President Director

- Usia / Age: 64 tahun / 64 years old
- Kewarganegaraan / Citizenship: Indonesia / Indonesia
- Domisili / Domicile: Jakarta / Jakarta

Dasar Hukum Pengangkatan Pertama Legal Basis of First Appointment	Diangkat pertama kali berdasarkan keputusan RUPSLB Perseroan tanggal 16 April 2009 dan Akta Notaris Rismalena Kasri, S.H., No. 1 tanggal 1 Mei 2009 First appointed based on the resolution of the Company's EGMS dated April 16, 2009 and Notarial Deed of Rismalena Kasri, S.H., No. 1 dated May 1, 2009
Dasar Hukum Pengangkatan Kembali Legal Basis of Re-Appointment	Diangkat kembali berdasarkan keputusan RUPST Perseroan tanggal 8 April 2021 dan Akta Notaris Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 tanggal 8 April 2021 Reappointed based on the decision of the Company's AGMS on April 8, 2021 and Notarial Deed of Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 dated April 8, 2021
Riwayat Pendidikan Educational Background	• Sarjana Farmasi (1987) dan Profesi Apoteker (1988) dari Universitas Padjadjaran, Bandung • S2 di bidang Biomedik Kimia Klinik (2006) dan S3 di bidang Biomedik (2010) dari Universitas Hasanuddin, Makassar • Bachelor of Pharmacy in 1987 and Pharmacist Profession in 1988, both from Universitas Padjadjaran, Bandung • Master degree in the field of Biomedic of Clinical Chemistry (2006) and Doctoral degree in the field of Biomedicine (2010) from Universitas Hasanuddin, Makassar
Riwayat Karier Work Experience	• Asisten Manajer Teknis/QC Perseroan (1988–1990) • Manajer Teknis/QC Perseroan (1990–1994) • Manajer Penelitian dan Pengembangan Perseroan (1994–2003) • Direktur Pengembangan Perseroan (2003–2009) • Technical/QC Assistant Manager of the Company (1988–1990) • Technical/QC Manager of the Company (1990–1994) • Manager of Research and Development of the Company (1994–2003) • Director of Development of the Company (2003–2009)
Rangkap Jabatan per 31 Desember 2025 Concurrent Positions as at December 31, 2025	• Komisaris PT Prodia Digital Indonesia (sejak 2022) • Dosen Luar Biasa Program Studi Magister Farmasi Klinik, Fakultas Farmasi, Universitas Padjadjaran (aktif-sekarang) • Commissioner at PT Prodia Digital Indonesia (since 2022) • Extraordinary lecturer of Clinical Pharmacy Master Program, Faculty of Pharmacy, Universitas Padjadjaran (active-present)
Hubungan Afiliasi Affiliated Relationship	Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, serta Pemegang Saham Utama dan Pengendali She has no affiliated relationships with other members of Board of Commissioners, Board of Directors, and the Ultimate and Controlling Shareholders
Penghargaan Acknowledgement	• Asia's Power Businesswomen 2020 (Forbes Asia) • 50 Over 50 & Indonesia Inspiring Women 2022 (Forbes Asia) • The Most Extraordinary Women Business Leaders 2022 (SWA Magazine) • Indonesia Inspiring Women Awards 2021–2022 (The Iconomics) • Asia's Power Businesswomen 2020 (Forbes Asia) • 50 Over 50 & Indonesia Inspiring Women 2022 (Forbes Asia) • The Most Extraordinary Women Business Leaders 2022 (SWA Magazine) • Indonesia Inspiring Women Awards 2021–2022 (The Iconomics)



Liana Kuswandi

Direktur Keuangan
Finance Director

Usia Age	52 tahun 52 years old
Kewarganegaraan Citizenship	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Dasar Hukum Pengangkatan Pertama Legal Basis of First Appointment	Diangkat pertama kali berdasarkan keputusan RUPSLB Perseroan tanggal 16 April 2009 dan Akta Notaris Rismalena Kasri, S.H., No. 1 tanggal 1 Mei 2009 First appointed based on the resolution of the Company's EGMS dated April 16, 2009 and Notarial Deed of Rismalena Kasri, S.H., No. 1 dated May 1, 2009
Dasar Hukum Pengangkatan Kembali Legal Basis of Re-Appointment	Diangkat kembali berdasarkan keputusan RUPST Perseroan tanggal 8 April 2021 dan Akta Notaris Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 tanggal 8 April 2021 Reappointed based on the decision of the Company's AGMS on April 8, 2021 and Notarial Deed of Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 dated April 8, 2021
Riwayat Pendidikan Educational Background	• Sarjana Akuntansi dari Fakultas Ekonomi Universitas Tarumanagara, Jakarta (1996) • Master of Science di bidang Keuangan dari RMIT University, Melbourne, Australia (1999) • Bachelor of Accounting from Faculty of Economy of Universitas Tarumanagara, Jakarta (1996) • Master of Science with the major of finance from RMIT University, Melbourne, Australia (1999)
Riwayat Karier Work Experience	• Asisten Dosen Aplikasi Akuntansi di Universitas Tarumanagara (1995–1996) • Penasihat Akademik Mahasiswa dan Dosen Akuntansi di Universitas Tarumanagara (1997–2003) • Dosen Akuntansi di Universitas Pelita Harapan (2001–2006) • Kepala Program Akuntansi di Universitas Pelita Harapan (2003–2005) • Lecture Assistant for Applied Accounting at Universitas Tarumanagara (1995–1996) • Academic Advisor for Accounting Students and Lecturer at Universitas Tarumanagara (1997–2003) • Accounting Lecturer in Universitas Pelita Harapan (2001–2006) • Head of Accounting Program at Universitas Pelita Harapan (2003–2005)
Rangkap Jabatan per 31 Desember 2025 Concurrent Positions as at December 31, 2025	Direktur Utama PT Prodia Digital Indonesia (sejak 2023) President Director in PT Prodia Digital Indonesia (since 2023)
Hubungan Afiliasi Affiliated Relationship	Beliau memiliki hubungan keluarga (menantu) dengan Komisaris Perseroan, Bapak Gunawan Prawiro Soeharto. Selain itu, beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi, serta Pemegang Saham Utama dan Pengendali She has affiliated relationships (daughter-in-law) with another member of the Board of Commissioners, Mr. Gunawan Prawiro Soeharto. In addition, she has no affiliation with other members of the Board of Commissioners, Board of Directors, and Major and Controlling Shareholders
Penghargaan Acknowledgement	• Indonesia Best CFO 2016 (SWA Magazine) • Indonesia Best Chief Financial Officer (CFO) Awards 2022 - 2025 (Warta Ekonomi) • Indonesia 20 Most Innovative CFO Awards 2025 (The Iconomics)



Indriyanti Rafi Sukmawati

Direktur Bisnis & Pemasaran
Business & Marketing Director

Usia Age	53 tahun 53 years old
Kewarganegaraan Citizenship	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Dasar Hukum Pengangkatan Pertama Legal Basis of First Appointment	Diangkat pertama kali berdasarkan keputusan RUPSLB Perseroan tanggal 17 April 2014 dan Akta Notaris Rismalena Kasri, S.H., No. 5 tanggal 17 April 2014 First appointed based on the resolution of the Company's EGMS dated April 17, 2014 and Notarial Deed of Rismalena Kasri, S.H., No. 5 dated April 17, 2014
Dasar Hukum Pengangkatan Kembali Legal Basis of Re-Appointment	Diangkat kembali berdasarkan keputusan RUPST Perseroan tanggal 8 April 2021 dan Akta Notaris Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 tanggal 8 April 2021 Reappointed based on the decision of the Company's AGMS on April 8, 2021 and Notarial Deed of Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 dated April 8, 2021
Riwayat Pendidikan Educational Background	• Sarjana Farmasi dari Universitas Padjadjaran, Bandung (1995) • Profesi Apoteker dari Universitas Padjadjaran, Bandung (1996) • S2 bidang Biomedik Kimia Klinik (2006) dan S3 di bidang Biomedik Kimia Klinik (2010) dari Universitas Hasanuddin, Makassar • Bachelor of Pharmacy from Universitas Padjadjaran, Bandung (1995) • Pharmacist Profession from Universitas Padjadjaran, Bandung (1996) • Master's degree in Clinical Biomedical Chemistry (2006) and Doctorate in Clinical Biomedical Chemistry (2010) from Hasanuddin University, Makassar
Riwayat Karier Work Experience	• Asisten Manajer Pemasaran Perseroan (1996–2001) • Account Manager Marketing Perseroan (2001–2008) • Kepala Prodia National Reference Laboratory (2008–2014) • Sekretaris Perusahaan Perseroan (Juli–Desember 2016) • Marketing Director Perseroan (2014–2018) • The Company's Assistant of Marketing Manager (1996–2001) • The Company's Account Manager Marketing until (2001–2008) • Head of Prodia National Reference Laboratory (2008–2014) • The Company's Corporate Secretary (July- December 2016) • The Company's Marketing Director (2014–2018)
Rangkap Jabatan per 31 Desember 2025 Concurrent Positions as at December 31, 2025	• Beliau tidak memiliki rangkap jabatan di perusahaan lain • Dosen Luar Biasa Program Studi Magister Farmasi Klinik, Fakultas Farmasi, Universitas Padjadjaran (aktif-sekarang) • She has no concurrent positions in other companies • Extraordinary Lecturer of Clinical Pharmacy Master Program, Faculty of Pharmacy, Universitas Padjadjaran (active-present)
Hubungan Afiliasi Affiliated Relationship	Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi serta Pemegang Saham Utama dan Pengendali She has no affiliated relationships with other members of Board of Commissioners, Board of Directors, and the Ultimate and Controlling Shareholders
Penghargaan Acknowledgement	• Indonesia Most Extraordinary Women Business Leader 2024 & 2025 kategori Director (SWA Magazine) • Inspiring Women Award 2024/Executive Inspiratif 2024 (Perhimpunan Perempuan Lintas Profesi Indonesia/PPLPI) • Indonesia Most Extraordinary Women Business Leader 2025 (SWA Media Group) • Indonesia Most Extraordinary Women Business Leader 2024 & 2025 Director category (SWA Magazine) • Inspiring Women Award 2024/Executive Inspiratif 2024 (Indonesian Cross-Professional Women Association/PPLPI) • Indonesia Most Extraordinary Women Business Leader 2025 (SWA Media Group)



Andri Hidayat

Direktur Digital Service Transformation & IT
Digital Service Transformation & IT Director

Usia Age	52 tahun 52 years old
Kewarganegaraan Citizenship	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Dasar Hukum Pengangkatan Pertama Legal Basis of First Appointment	Diangkat pertama kali berdasarkan keputusan RUPSLB Perseroan tanggal 17 April 2014 dan Akta Notaris Rismalena Kasri, S.H., No. 5 tanggal 17 April 2014 First appointed based on the resolution of the Company's EGMS dated April 17, 2014 and Notarial Deed of Rismalena Kasri, S.H., No. 5 dated April 17, 2014
Dasar Hukum Pengangkatan Kembali Legal Basis of Re-Appointment	Diangkat kembali berdasarkan keputusan RUPST Perseroan tanggal 8 April 2021 dan Akta Notaris Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 tanggal 8 April 2021 Reappointed based on the decision of the Company's AGMS on April 8, 2021 and Notarial Deed of Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 dated April 8, 2021
Riwayat Pendidikan Educational Background	• Sarjana Farmasi dari Universitas Padjadjaran, Bandung (1996) • Profesi Apoteker dari Universitas Padjadjaran, Bandung (1997) • S2 bidang Biomedik Kimia Klinik dari Universitas Hasanuddin, Makassar (2010) • S3 di bidang Biomedik Kimia Klinik dari Universitas Hasanuddin, Makassar (2016) • Bachelor of Pharmacy from Universitas Padjadjaran, Bandung (1996) • Pharmacist Profession from Universitas Padjadjaran, Bandung (1997) • Master degree in the field of Biomedicine from Universitas Hasanuddin, Makassar (2010) • Doctoral degree in the field of Biomedicine from Universitas Hasanuddin, Makassar (2016)
Riwayat Karier Work Experience	• Asisten Manajer Technical Quality Assurance Perseroan (1997–2002) • Manajer Technical Quality Assurance Perseroan (2002–2005) • Kepala Wilayah I - Perseroan (Aceh dan Sumatra Utara) (2005–2014) • Pejabat sementara IT Project Monitoring Officer Perseroan (2012–2013) • Direktur Diagnostic Operation & IT Perseroan (2014–2021) • The Company's Assistant Manager of Technical Quality Assurance (1997–2002) • The Company's Manager of Technical Quality Assurance (2002–2005) • The Company's Head of Area I (Aceh and North Sumatra) (2005–2014) • The Company's Temporary official of IT Project Monitoring Officer (2012–2013) • The Company's Director of Diagnostic Operation & IT (2014–2021)
Rangkap Jabatan per 31 Desember 2025 Concurrent Positions as at December 31, 2025	• Direktur Business & Product PT Prodia Digital Indonesia (sejak 2023) • Dosen luar biasa Program studi Magister Farmasi Klinik, Fakultas Farmasi, Universitas Padjadjaran (aktif-sekarang) • Director of Business & Product PT Prodia Digital Indonesia (since 2023) • Extraordinary lecturer of Clinical Pharmacy Master Program, Faculty of Pharmacy, Universitas Padjadjaran (active-present)
Hubungan Afiliasi Affiliated Relationship	Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi serta Pemegang Saham Utama dan Pengendali He has no affiliated relationships with other members of Board o f Commissioners, Board of Directors, and the Ultimate and Controlling Shareholders
Penghargaan Acknowledgement	• Top 5th Indonesia Future Business Leader 2016 (SWA Magazine) • Top Tech Leaders CIO100 ASEAN Awards 2022 & 2023 (CIO Magazine) • Top 50 IT Leaders in Indonesia 2023 (EXITO Digital Transformation Summit) • The World CIO 200 Awards Indonesia 2023 - 2025 (Global CIO Forum) • The Best Chief Digital Officer of The Year in Healthcare 2024 (Digitech Awards 2024 from ITech Magazine x FORDIGI) • The World CIO 200 Summit & Awards 2025 (Global CIO Forum) • CXtraordinary Tech Executive Award 2025 (Marketing)



Ida Zuraida

Direktur Human Capital & General Affairs
Human Capital & General Affairs Director

Usia Age	48 tahun 48 years old
Kewarganegaraan Citizenship	Indonesia Indonesia
Domisili Domicile	Jakarta Jakarta

Dasar Hukum Pengangkatan Pertama Legal Basis of First Appointment	Diangkat pertama kali berdasarkan keputusan RUPST Perseroan tanggal 8 April 2021 dan Akta Notaris Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 tanggal 8 April 2021 First appointed based on the decision of the Company's AGMS on April 8, 2021 and Notarial Deed of Christina Dwi Utami, S.H., M.Hum., M.Kn. No. 56 dated April 8, 2021
Dasar Hukum Pengangkatan Kembali Legal Basis of Re-Appointment	N/A
Riwayat Pendidikan Educational Background	• Sarjana Sosial dari Fakultas Ilmu Sosial & Politik, Universitas Indonesia (UI), Jakarta (2000) • Magister of Management dari PPM Graduate School of Management dengan fokus studi pada bidang transformasi organisasi, manajemen, dan pengembangan SDM serta *social studies* (2004) • Bachelor of Social degree from the Faculty of Social & Political Sciences, Universitas Indonesia (UI), Jakarta (2000) • Master of Management from PPM Graduate School of Management with a focus on studies in the fields of organizational transformation, management, and human resource development as well as social studies (2004)
Riwayat Karier Work Experience	• Telah berkarier di bidang pengembangan Sumber Daya Manusia (SDM) selama lebih dari 22 tahun • HR Manager di beberapa perusahaan *financial services* seperti Summit Oto Finance (Sumitomo Group), AIA (anggota AIG), dan Panin (2005–2010) • Human Capital Organization Development Manager Perseroan (2010–2018) • AVP Human Capital Perseroan (2018–2021) • Has a career in the field of human resource development (HR) for over 22 years • HR Manager in several financial services companies such as Summit Oto Finance (Sumitomo Group), AIA (member of AIG), and Panin (2005–2010) • Human Capital Organization Development Manager of the Company (2010–2018) • AVP Human Capital of the Company (2018–2021)
Rangkap Jabatan per 31 Desember 2025 Concurrent Positions as at December 31, 2025	Beliau tidak memiliki rangkap jabatan di perusahaan lain She has no concurrent positions in other companies
Hubungan Afiliasi Affiliated Relationship	Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, serta Pemegang Saham Utama dan Pengendali She has no affiliated relationships with other members of Board of Commissioners, Board of Directors, and the Ultimate and Controlling Shareholders

Informasi Pemegang Saham
Shareholders Information

Berikut adalah komposisi pemegang saham Perseroan per 1 Januari 2025 dan 31 Desember 2025:

The following is the composition of the Company's shareholders as at January 1, 2025, and December 31, 2025:

Nama Pemegang Saham Name of Shareholders		Per 1 Januari 2025 Per January 1, 2025		Per 31 Desember 2025 Per December 31, 2025	
		Jumlah Saham (lembar) Number of Shares (share)	Kepemilikan (%) Shareholding (%)	Jumlah Saham (lembar) Number of Shares (share)	Kepemilikan (%) Shareholding (%)
Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Shareholders with 5% (five percent) or more shareholding each					
1	PT Prodia Utama	534.375.000	57	534.375.000	57
2	Bio Majesty Pte.Ltd	140.625.000	15	140.625.000	15
3	Saham Treasuri Treasury Stock	0	0	47.724.500	5
Pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Shareholders with less than 5% (five percent) shareholding each					
4	Masyarakat Public	262.500.000	28	214.775.500	23
Total		**937.500.000**	**100**	**937.500.000**	**100**

Pergerakan Jumlah Pemegang Saham dengan Kepemilikan Saham di Bawah 5% Sepanjang Tahun 2025

Changes in Number of Shareholders with less than 5% Shareownership in 2025

Bulan Month	Jumlah Pemegang Saham Number of Shareholders with less than 5% Shareownership
Januari | January	7.740
Februari | February	7.558
Maret | March	7.485
April | April	7.526
Mei | May	7.938
Juni | June	7.584
Juli | July	7.242
Agustus | August	7.080
September | September	6.978
Oktober | October	7.106
November | November	7.818
Desember | December	7.830

Komposisi Kepemilikan Saham berdasarkan Kelompok Pemegang Saham Shareholders Composition by Type of Shareholder Group

No.	Kelompok Pemegang Saham Group of Shareholders	Per 1 Januari 2025 Per January 1, 2025			Per 31 Desember 2025 Per December 31, 2025		
		Jumlah Pemegang Saham Number of Shareholders	Jumlah Saham (lembar) Number of Shares (share)	Kepemilikan (%) Shareholding (%)	Jumlah Pemegang Saham Number of Shareholders	Jumlah Saham (lembar) Number of Shares (share)	Kepemilikan (%) Shareholding (%)
Pemodal Nasional | Domestic Investor							
1	Institusi Lokal Local Institution	76	627.471.962	67	49	642.485.982	68
2	Individu Lokal Local Individual	7.596	69.505.425	7	7.727	64.998.625	7
Sub Total		7.672	696.977.387	74	7.776	707.484.607	75
Pemodal Asing | Overseas Investor							
3	Institusi Asing Overseas Institution	65	240.508.713	26	49	229.967.793	25
4	Individu Asing Overseas Individual	5	13.900	0	8	47.600	0
Sub Total		70	240.522.613	26	57	230.015.393	25
Total		7.742	937.500.000	100	7.833	937.500.000	100

Kepemilikan Saham Langsung oleh Dewan Komisaris dan Direksi Direct Ownership of the Company's Shares by the Board of Commissioners and the Board of Directors

No.	Nama Name	Jabatan Position	Per 1 Januari 2025 As of January 1, 2025		Per 31 Desember 2025 As of December 31, 2025	
			Jumlah Saham Total Shares	Kepemilikan Ownership (%)	Jumlah Saham Total Shares	Kepemilikan Ownership (%)
1	Ida Zuraida	Direktur Director	400	0,000	400	0,000

Selain Ibu Ida Zuraida selaku Direktur Perseroan, tidak ada anggota Dewan Komisaris dan Direksi lainnya yang memiliki saham langsung atas Perseroan.

Besides Mrs. Ida Zuraida, who is the Director of the Company, no other members of the Board of Commissioners and Directors own direct shares in the Company.

Kepemilikan Saham Tidak Langsung oleh Dewan Komisaris dan Direksi

Indirect Ownership of the Company's Shares by the Board of Commissioners and the Board of Directors

No.	Nama Name	Jabatan Position	Per 1 Januari 2025 As of January 1, 2025	Per 31 Desember 2025 As of December 31, 2025
Dewan Komisaris | Board of Commissioners				
1	Andi Widjaja	Komisaris Utama President Commissioner	Memiliki saham atas Perseroan secara tidak langsung melalui kepemilikan 16,67% saham atau setara 17.600 lembar saham pada PT Prodia Utama, yang merupakan pemegang saham utama dan pengendali Perseroan Owns shares in the Company indirectly through ownership of 16.67% of shares or the equivalent of 17,600 shares in PT Prodia Utama as the Company's main and controlling shareholder	
2	Gunawan Prawiro Soeharto	Komisaris Commissioner		

Selain individu yang disebutkan di atas, tidak ada anggota Dewan Komisaris dan Direksi lainnya yang memiliki saham atas Perseroan secara tidak langsung.

Besides the above-mentioned individuals, no other members of the Board of Commissioners and Directors own shares in the Company indirectly.

Informasi Pemegang Saham Utama dan/atau Pengendali
Information on Major and/or Controlling Shareholder

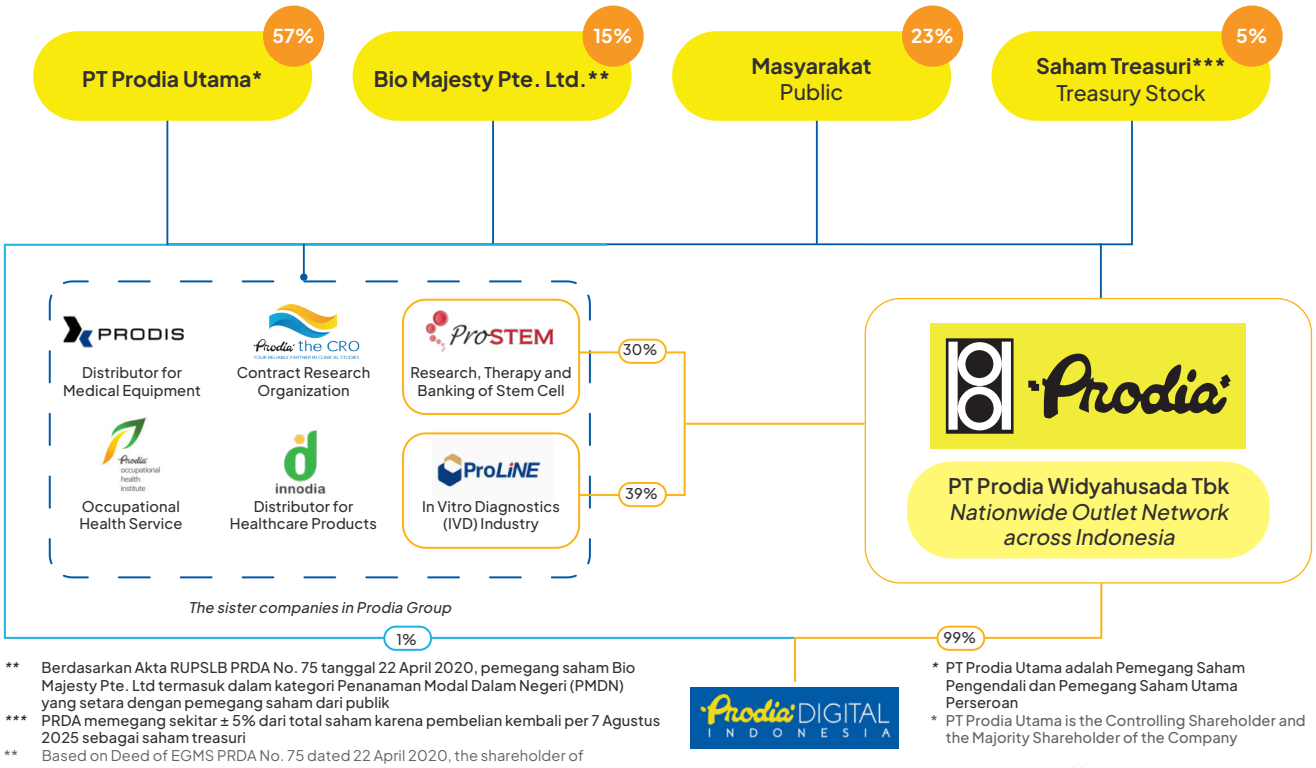
Pemegang saham utama dan pengendali Perseroan adalah PT Prodia Utama (57%). Pemilik manfaat akhir dan pengendali Perseroan dalam kepemilikan saham Perseroan adalah Andi Widjaja, Gunawan P. Soeharto, Haneke Suryadi, Justini Hidayat, Elisabeth Listjiani W., dan Arjati Utami.

The Company's majority and controlling shareholders are PT Prodia Utama (57%). The ultimate beneficial owners and controllers of the Company's shares are Andi Widjaja, Gunawan P. Soeharto, Haneke Suryadi, Justini Hidayat, Elisabeth Listjiani W., and Arjati Utami.

Skema/bagan atas informasi pemegang saham utama dan/atau pengendali Perseroan tampak melalui struktur grup Perseroan di sub bab berikutnya pada halaman berikutnya dalam Laporan Tahunan 2025 ini.

The chart/diagram of information on the Company's major shareholders and/or controllers is shown through the Company's group structure in the next sub-chapter on the next page of this 2025 Annual Report.

Struktur Grup Perusahaan
Company Group Structure



** Berdasarkan Akta RUPSLB PRDA No. 75 tanggal 22 April 2020, pemegang saham Bio Majesty Pte. Ltd termasuk dalam kategori Penanaman Modal Dalam Negeri (PMDN) yang setara dengan pemegang saham dari publik
*** PRDA memegang sekitar ± 5% dari total saham karena pembelian kembali per 7 Agustus 2025 sebagai saham treasuri

** Based on Deed of EGMS PRDA No. 75 dated 22 April 2020, the shareholder of Bio Majesty Pte. Ltd is included in the category of Domestic Investment (PMDN) which is equal to shareholders from the public
*** PRDA holds ± 5% of total shares due to buyback per 7 Aug 2025 as treasury stocks

* PT Prodia Utama adalah Pemegang Saham Pengendali dan Pemegang Saham Utama Perseroan
* PT Prodia Utama is the Controlling Shareholder and the Majority Shareholder of the Company

Penerima Manfaat Akhir:
Ultimate Beneficial Ownership:
a. Andi Widjaja
b. Gunawan P. Soeharto
c. Haneke Suryadi
d. Justini Hidayat
e. Elisabeth Listjiani W.
f. Arjati Utami

Masing-masing pemilik manfaat akhir memiliki 16,67% saham di PT Prodia Utama.
Each ultimate beneficial owner holds a 16.67% shares in PT Prodia Utama.

Entitas Anak
Subsidiaries

PT Prodia Digital Indonesia

PT Prodia Digital Indonesia (PRDI) adalah entitas anak Perseroan yang berfokus pada layanan berbasis digital dengan dukungan teknologi dan ilmu sains (*life science*). PRDI menghadirkan, mengelola, dan mengembangkan aplikasi digital U by Prodia yang menawarkan beragam fitur unggulan dan modern seperti *Lab Test, Online Results, Home Service, Health Score, Health Shop, Health Consultation, Vaccination, Personalized Health Program,* dan *Metabolic Health Management (Met-U)*. Aplikasi U by Prodia dirancang untuk memudahkan pengguna dalam memantau perjalanan kesehatannya dan merencanakan perawatan secara mandiri. Informasi lengkap mengenai PRDI dan aplikasi U by Prodia dapat diakses di prodiadigital.com.

PT Prodia Digital Indonesia

PT Prodia Digital Indonesia (PRDI) is a subsidiary of the Company that focuses on digital-based services supported by technology and life science expertise. PRDI develops, manages, and enhances the U by Prodia digital app, which offers a wide range of modern and advanced features such as Lab Test, Online Results, Home Service, Health Score, Health Shop, Health Consultation, Vaccination, Personalized Health Program, and Metabolic Health Management (Met-U). The U by Prodia app is designed to help users easily monitor their health journey and independently plan their care. Complete information about PRDI and the U by Prodia app is available at prodiadigital.com.

Nama Perusahaan Corporate Name	PT Prodia Digital Indonesia
Bidang Usaha Nature of Business	Aktivitas Jasa Informasi Information Services Activity
Tahun Pendirian Date of Establishment	2022
Alamat Address	Prodia Tower Lantai 9 | 9th Floor Jl. Kramat Raya 150 Jakarta 10430
Jumlah Aset per 31 Desember 2025 Total Asset per December 31, 2025	Rp387.524 juta| million
Kepemilikan Perseroan Secara Langsung (%) Direct Ownership of Company (%)	99
Status Operasi Operation Status	Beroperasi Operating

Entitas Asosiasi
Associated Entities

PT Prodia Diagnostic Line

PT Prodia Diagnostic Line (Proline) merupakan unit bisnis Prodia Group yang bergerak di bidang IVD. Proline berkomitmen untuk menjaga keunggulan dan kualitas produk yang ditawarkannya. Di bidang pengembangan dan manufaktur IVD, Proline menawarkan solusi yang komprehensif, mencakup formulasi produk, *branding*, dan desain kemasan, hingga dukungan pelatihan pasca penjualan. Produk Proline tersedia di e-katalog dengan Tingkat Kandungan Dalam Negeri (TKDN) lebih dari 40%. Pada 2025, Proline telah meresmikan pabrik baru di Kawasan Industri Jababeka III, Jawa Barat. Pengembangan ini memampukan Proline untuk meningkatkan kapasitas produksi di berbagai lini secara signifikan, termasuk kimia klinik hingga 3× lipat, *rapid test* hingga 4,5× lipat, instrumen diagnostik hingga 4× lipat, serta layanan hematologi dan biomolekuler dengan kapasitas hingga 5 juta tes per tahun. Informasi lengkap mengenai Proline dapat diakses di proline.co.id.

PT Prodia Diagnostic Line

PT Prodia Diagnostic Line (Proline) is a business unit of the Prodia Group engaged in the in-vitro diagnostics (IVD) sector. Proline is committed to maintaining the excellence and quality of its products. In IVD development and manufacturing, Proline offers comprehensive solutions that cover product formulation, branding and packaging design, as well as post-sales training support. Proline's products are listed in the e-catalog and have a Domestic Component Level (TKDN) of more than 40%. In 2025, Proline inaugurated its new facility in the Jababeka III Industrial Estate in West Java. This expansion enables Proline to significantly increase production capacity across various lines, including up to 3× for clinical chemistry, 4.5× for rapid tests, 4× for diagnostic instruments, and hematology and biomolecular services with a capacity of up to 5 million tests per year. Complete information about Proline is available at proline.co.id.

Nama Perusahaan Corporate Name	PT Prodia Diagnostic Line
Bidang Usaha Nature of Business	Industri Perdagangan Alat Besar Laboratorium, Farmasi, Kedokteran, dan Industri Pengolahan The Industry of Laboratory Equipment, Pharmaceuticals, Medicine, and Processing Industry
Tahun Pendirian Date of Establishment	2010
Alamat Address	Kawasan Industri Jababeka III, Jalan Tekno I Blok C 2 D-E-F Kel. Pasirgombong, Kec. Cikarang Utara Kabupaten Bekasi, Jawa Barat 17530
Jumlah Aset per 31 Desember 2025 Total Asset per December 31, 2025	Rp194.428 juta| million
Kepemilikan Perseroan Secara Langsung (%) Direct Ownership of Company (%)	39
Status Operasi Operation Status	Beroperasi Operating

PT Prodia Stemcell Indonesia

PT Prodia Stemcell Indonesia (ProSTEM) merupakan unit bisnis Prodia Group yang bergerak di bidang terapi regeneratif berbasis sel punca. ProSTEM kini berevolusi menjadi *Advanced Therapy Cell Therapy-Production Laboratory* (ACT-PLab), laboratorium pengolahan sel bersertifikasi Cara Pembuatan Obat yang Baik (CPOB) dan berstandar *Current Good Manufacturing Practice* (c-GMP) yang mendukung riset, pengembangan, dan produksi terapi sel punca di Indonesia. Informasi lengkap mengenai ProSTEM dapat diakses di prostem.co.id.

PT Prodia Stemcell Indonesia

PT Prodia Stemcell Indonesia (ProSTEM) is a business unit of the Prodia Group engaged in stem cell-based regenerative therapy. ProSTEM has now evolved into the Advanced Therapy Cell Therapy-Production Laboratory (ACT-PLab), a cell processing laboratory certified with Good Manufacturing Practices (CPOB) and compliant with Current Good Manufacturing Practice (c-GMP) standards, supporting research, development, and production of stem cell therapies in Indonesia. Complete information about ProSTEM is available at prostem.co.id.

Nama Perusahaan Corporate Name	PT Prodia Stemcell Indonesia
Bidang Usaha Nature of Business	Aktivitas Pelayanan Penunjang Kesehatan Health Supporting Services Activities
Tahun Pendirian Date of Establishment	2010
Alamat Address	Jl. Kramat VII No. 11–13 Jakarta 10430, Indonesia
Nilai Tercatat Investasi per 31 Desember 2025 Carrying Value Investment per December 31, 2025	Rp32.616 juta | million
Kepemilikan Perseroan Secara Langsung (%) Direct Ownership of Company (%)	30
Status Operasi Operation Status	Beroperasi Operating

Kronologi Pencatatan Saham
Chronology of Share Registration

Tanggal Date	Aksi Korporasi Corporate Action	Nilai Nominal Nominal Value	Harga Penawaran/ Pelaksanaan Offering Price	Penambahan/Pengurangan Jumlah Saham Total Additions/Disposal of Shares	Jumlah Saham Tercatat Total Listed Shares
7 Desember 2016 December 7, 2016	Penawaran Umum Perdana Initial Public Offering	Rp100	6.500	187.500.000	187.500.000
	Pencatatan Saham Pendiri Registration of Founders Shares	Rp100	-	750.000.000	937.500.000

Kronologi Pencatatan Efek Lainnya
Chronology of Other Securities Listing

Hingga 31 Desember 2025, Perseroan tidak menerbitkan efek lain dalam bentuk apa pun. Oleh karena itu, Perseroan tidak dapat menyajikan informasi mengenai kronologi pencatatan efek dan informasi terkait lainnya.

Until December 31, 2025, the Company did not issue any other securities in any form. Consequently, the Company is unable to present information regarding the chronology of securities listings and other related information.

Auditor Eksternal
External Auditor

Perseroan menunjuk sebuah Kantor Akuntan Publik (KAP) sebagai pihak independen untuk melaksanakan tugas audit sesuai dengan Standar Pemeriksaan Akuntan Publik (SPAP) dan peraturan pasar modal yang ditetapkan oleh Institut Akuntan Publik Indonesia (IAPI). Dengan demikian, tidak terdapat hubungan pribadi, pemberian jasa profesional lain, atau hubungan bisnis antara KAP dan Perseroan yang dapat memengaruhi independensi KAP sebagai auditor eksternal yang melakukan pemeriksaan atas Laporan Keuangan Konsolidasian Perseroan.

The Company appoints a Public Accounting Firm (KAP) as an independent party to carry out audit tasks in accordance with the Public Accountant Examination Standards (SPAP) and capital market regulations established by the Indonesian Institute of Public Accountants (IAPI). Thus, there are no personal relationships, provision of other professional services, or business relationships between the KAP and the Company that could affect the independence of the KAP as the external auditor conducting the examination of the Company's Consolidated Financial Statements.

Berdasarkan Surat Keputusan Dewan Komisaris No. 25/SK-DEKOM/IX/2025 tanggal 11 September 2025, Perseroan menunjuk Kantor Akuntan Publik Purwanto Susanti dan Surja yang merupakan anggota jaringan Ernst & Young (E&Y) dan Akuntan Publik Daniel Chandra, CPA untuk melakukan audit atas Laporan Keuangan konsolidasi Perseroan untuk tahun yang berakhir 31 Desember 2025. KAP tidak memberikan jasa profesional di luar jasa audit laporan keuangan konsolidasian Perseroan. Penunjukan ini berdasarkan rekomendasi dari Komite Audit kepada Dewan Komisaris dalam laporannya tanggal 7 Agustus 2025.

Based on the Decree of the Board of Commissioners No. 25/SK-DEKOM/IX/2025 dated September 11, 2025, the Company appointed Purwanto Susanti dan Surja Public Accounting Firm (KAP), a member of the Ernst & Young (E&Y) network, and Public Accountant Daniel Chandra, CPA, to conduct an audit of the Company's consolidated Financial Statements for the year ending December 31, 2025. The KAP does not provide professional services outside of audit services for the Company's consolidated financial statements. This appointment is based on recommendations from the Audit Committee to the Board of Commissioners in its report dated August 7, 2025.

Nama KAP Name of KAP	KAP Purwanto Susanti dan Surja (jaringan/*member of* Ernst & Young)
Alamat Address	Gedung Bursa Efek Indonesia Tower 2, Lantai 7 | 7th Floor Jl. Jend. Sudirman Kav. 52–53, Jakarta 12190 Tel: +62–21–5289 5000 Fax: +62–21–5289 5000
Nama Akuntan Publik Name of Public Accountant	Daniel Chandra, CPA
Jasa Audit yang Diberikan Audit Services Rendered	Audit Laporan Keuangan Konsolidasian Perseroan Tahun Buku 2025 Audit of the Company's Consolidated Financial Statements for term Financial Year 2025
Jasa Non-Audit yang Diberikan Non-Audit Services Rendered	Tidak ada jasa non-audit yang diberikan kepada Perseroan No non-audit services are provided to the Company
Biaya Fee	Rp1.300.000.000 (belum termasuk PPN 11%) Rp1,300,000,000 (excl. VAT 11%)
Periode Penugasan Period of Assignment	2025

Histori KAP Perseroan / Chronology of Company's KAP

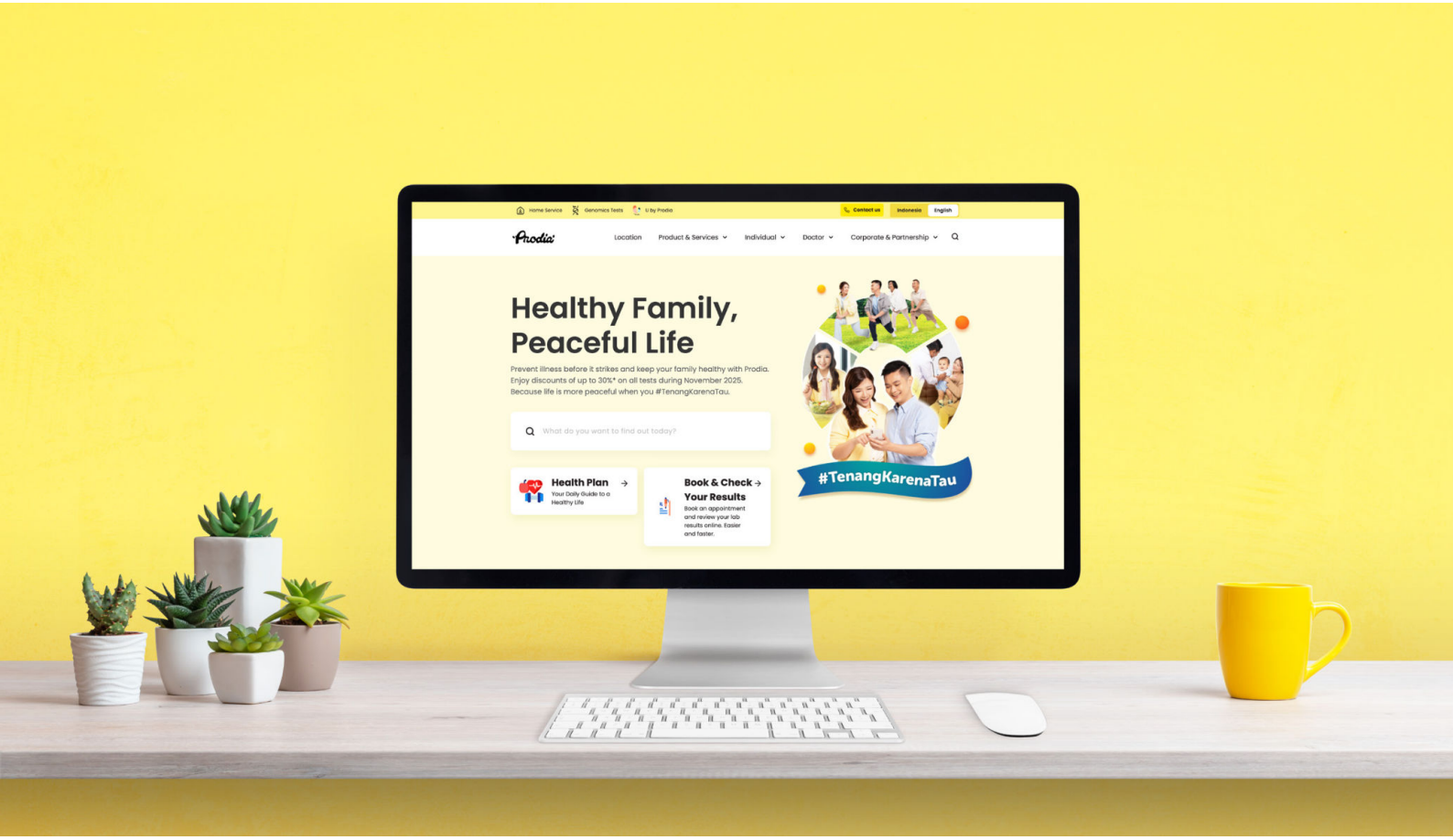
Nama KAP Name of KAP	Nama Akuntan Publik Name of Public Accountant	Tahun Buku Financial Year	Biaya Audit (Rp) Audit Fee (Rp)
KAP Purwanto Susanti dan Surja (anggota jaringan Ernst & Young/ *a member of the Ernst & Young network*)	Daniel Chandra, CPA	2025	1.300.000.000
KAP Purwantono, Sungkoro, Surja (anggota jaringan Ernst & Young/*a member of the Ernst & Young network*)	Daniel Chandra, CPA	2024	1.300.000.000
	Benediktio Salim, CPA	2023	1.150.000.000
	Benediktio Salim, CPA	2022	1.150.000.000
	Peter Surja, CPA	2021	1.000.000.000

Lembaga/Profesi Penunjang Pasar Modal
Supporting Institution/Profession in the Capital Market

Lembaga/Profesi Institution/Profession	Christina Dwi Utami, S.H., M.Hum., M.Kn.
Nama Lembaga Name of Institution	Notaris Notary
Alamat Address	Jl. K.H. Zainul Arifin No. 2 Kompleks Ketapang Indah Blok B-2 No. 4–5, Jakarta 11140 Tel: +62–21–6345 668 Fax: +62–21–6345 666 Email: christina@notarischristina.com
Jasa yang Diberikan Services Rendered	Pembuatan Akta Berita Acara RUPS beserta dokumen-dokumen pendukung dan hadir sebagai notaris RUPS yang ditunjuk oleh Perseroan Making a Deed of GMS Minutes along with supporting documents and being present as a GMS notary appointed by the Company
Biaya Fee	Rp15.500.000 (belum termasuk PPN 11%) Rp15,500,000 (excl. VAT 11%)
Periode Penunjukan Period of Assignment	2025

Lembaga/Profesi Institution/Profession	PT Datindo Entrycom
Nama Lembaga Name of Institution	Biro Administrasi Efek Share Registrar
Alamat Address	Jl. Hayam Wuruk No. 28 Jakarta 10120 Tel: +62–21–350 8077 (Hunting) Fax: +62–21–350 8078
Jasa yang Diberikan Services Rendered	Pencatatan Daftar Pemegang Saham (DPS) dan pencatatan atas perubahan-perubahan pada DPS atas nama Perseroan serta jasa administrasi saham di pasar sekunder yang terdaftar di BEI, dan biaya penyelenggaraan e-RUPS menggunakan eProxy KSEI Recording of the Shareholders List (DPS) and recording of the changes to the DPS on behalf of the Company, share administration services in the secondary market listed at the IDX, and organizing the e-GMS using the KSEI eProxy services
Biaya Fee	Rp90.000.000 (belum termasuk PPN 11%) Rp90,000,000 (excl. VAT 11%)
Periode Penunjukan Period of Assignment	2025

Situs Web Perseroan
Corporate Website



Sesuai dengan ketentuan terhadap Peraturan Otoritas Jasa Keuangan (POJK) No. 8/POJK.4/2015 tentang Situs Web Emiten atau Perusahaan Publik, khususnya Pasal 6, yang mewajibkan penyampaian informasi terkait informasi umum emiten atau perusahaan publik, informasi bagi pemodal atau investor informasi tata kelola perusahaan, dan informasi tanggung jawab sosial perusahaan, Perseroan terus berupaya meningkatkan transparansi informasi melalui situs web resmi yang beralamat di www.prodia.co.id.

Situs web ini dirancang sebagai pusat informasi resmi dan terkini yang memungkinkan seluruh pemangku kepentingan mengakses data Perseroan secara *real-time* dan terpercaya. Situs ini tersedia dalam 2 (dua) bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris, sehingga dapat diakses secara luas oleh berbagai pihak. Saat ini, situs web Perseroan telah memuat sejumlah segmen utama berikut ini:

In accordance with the provisions of the Financial Services Authority Regulation (POJK) No. 8/POJK.4/2015 concerning Websites of Issuers or Public Companies, particularly Article 6, which requires the disclosure of general information about the issuer or public company, investor-related information, corporate governance information, and corporate social responsibility information, the Company continues to enhance information transparency through its official website at www.prodia.co.id.

The website is designed as an official and up-to-date information centre that enables all stakeholders to access the Company's data in real time and with reliability. It is available in 2 (two) languages, Indonesian and English, providing broad accessibility for various audiences. The Company's website currently features the following main sections:

1. Lokasi
2. Produk dan Layanan
3. Individu
4. Dokter
5. Perusahaan & Mitra

Selain itu, situs ini juga berfungsi sebagai portal informasi korporasi, memuat publikasi penting seperti Laporan Tahunan, Laporan Keberlanjutan, Laporan Keuangan, serta dokumentasi hasil Rapat Umum Pemegang Saham. Sejumlah informasi mengenai tata kelola perusahaan juga tersedia untuk mendukung akuntabilitas dan integritas Perseroan.

Tak hanya itu, situs web ini turut menampilkan komitmen Prodia terhadap tanggung jawab sosial perusahaan, termasuk kebijakan dan program-program yang memberikan manfaat bagi masyarakat dan lingkungan. Melalui rubrik berita, rilis media, dan informasi terkini, Perseroan mendorong komunikasi yang terbuka dan interaktif dengan seluruh pemangku kepentingan.

1. Location
2. Products & Services
3. Individual
4. Doctor
5. Corporate & Partner

In addition, the website serves as a corporate information portal, providing key publications such as the Annual Report, Sustainability Report, Financial Statements, and documentation of General Meeting of Shareholders (GMS) resolutions. Various corporate governance information is also available to reinforce the Company's accountability and integrity.

The website also highlights Prodia's commitment to corporate social responsibility, including policies and programs that deliver value to society and the environment. Through its news section, media releases, and latest updates, the Company encourages open and interactive communication with all stakeholders.







4

Tinjauan Pendukung Bisnis

Business Support Review

Tinjauan Pendukung Bisnis
Supporting Business Overview



SUMBER DAYA MANUSIA

Membangun Insan Prodia yang Berintegritas, Tangguh dan Adaptif

Sepanjang perjalanannya, Prodia meyakini bahwa keberlanjutan bisnis hanya dapat dicapai melalui kekuatan manusia yang ada di dalamnya. Para insan Prodia merupakan fondasi dari ketahanan, reputasi, dan pertumbuhan perusahaan, terutama dalam menghadapi disrupsi teknologi dan tantangan bisnis yang semakin kompleks.

Dengan kompetensi yang kuat, komitmen terhadap mutu, dan integritas yang teruji, Prodia mampu mempertahankan posisinya sebagai pemimpin industri layanan kesehatan sekaligus terus menghadirkan inovasi layanan yang relevan dan bernilai bagi masyarakat. Dedikasi Insan Prodia dalam memberikan layanan terbaik menjadi sumber daya strategis yang membedakan Prodia dari kompetitor dan memperkuat kepercayaan pelanggan.

Nilai-nilai 'The Spirit of Prodia' menjadi dasar terciptanya budaya kerja yang progresif, kolaboratif, dan adaptif terhadap perubahan. Perseroan menanamkan pola pikir digital (*digital mindset*), keberanian untuk berinovasi, serta ketangguhan dalam menghadapi dinamika industri kepada seluruh karyawannya. Setiap individu didorong untuk tidak hanya menjalankan tugas operasional, tetapi juga berperan sebagai penggerak perubahan yang membawa pembaruan dan kreativitas di lingkungan kerja. Pada tahun 2025,

HUMAN CAPITAL

Building Prodia Personnel Who Are Integrity-Driven, Resilient, and Adaptive

Throughout its journey, Prodia believes that the only way to achieve business sustainability is through the strength of its people. Prodia's personnel serve as the foundation of its resilience, reputation, and growth, especially in the face of technological disruption and increasingly complex business challenges.

With strong competencies, unwavering commitment to quality, and proven integrity, Prodia has been able to retain its position as a leader in the healthcare services industry and continue to deliver relevant and valuable service innovations for society. The dedication of Prodia's personnel in delivering the best services has become a strategic resource that differentiates Prodia from competitors and strengthens customer trust.

The values of 'The Spirit of Prodia' form the basis for the creation of a progressive, collaborative, and adaptive work culture. The Company instills a digital mindset, the courage to innovate, and resilience in navigating industry dynamics within all employees. Everyone within the Company is encouraged not only to carry out operational tasks, but also to play their roles as the driver of change who brings new ideas and creativity into their respective work

Perseroan memperkuat ekosistem pengelolaan sumber daya manusia secara menyeluruh, mulai dari perencanaan tenaga kerja, peningkatan kompetensi, kesiapan pemimpin masa depan, hingga keseimbangan *well-being*, dengan dukungan digitalisasi yang terintegrasi dalam setiap kebijakan dan program pengembangan sumber daya manusia (SDM).

Fokus dan Strategi Pengelolaan SDM

Perseroan menerapkan pengelolaan SDM secara terstruktur dan menyeluruh melalui berbagai kebijakan, program, serta inisiatif strategis yang dirancang untuk mendukung pencapaian tujuan bisnis dan keberlanjutan organisasi. Secara garis besar, strategi pengelolaan SDM Perseroan mencakup hal-hal berikut:

Rekrutmen Berbasis Kompetensi

Perseroan menjalankan proses rekrutmen yang profesional dan berlandaskan *merit-based system* guna memastikan terpenuhinya kebutuhan tenaga kerja yang berkualitas serta mendukung proses regenerasi di seluruh tingkatan organisasi.

Pengembangan Potensi dan Kompetensi Karyawan

Pengembangan SDM dilakukan melalui berbagai program peningkatan kapasitas, seperti pelatihan internal dan eksternal, pemberian beasiswa pendidikan lanjutan, penugasan dalam proyek-proyek strategis, serta penerapan sistem rotasi dan mutasi.

Perencanaan Suksesi dan Pemetaan Talenta

Untuk memastikan keberlanjutan kepemimpinan khususnya pada jenjang manajerial dan ketersediaan talenta di masa depan, Perseroan menerapkan *employee mapping* guna mengidentifikasi potensi serta kinerja karyawan.

Evaluasi Kinerja yang Terukur

Perseroan menilai kinerja individu secara objektif berdasarkan *Key Performance Indicator* (KPI) yang selaras dengan visi, misi, dan rencana strategis jangka pendek maupun jangka panjang.

Peningkatan Kesejahteraan dan Apresiasi Karyawan

Perseroan secara konsisten meninjau struktur remunerasi dan tunjangan dengan mempertimbangkan kinerja, kondisi ekonomi, serta biaya hidup. Selain itu, Perseroan juga menyediakan jaminan kesehatan bagi karyawan dan keluarganya, serta memberikan penghargaan atas masa kerja dan prestasi sebagai bentuk apresiasi atas kontribusi.

Hubungan Industrial yang Kondusif

Perseroan senantiasa berupaya menjaga iklim hubungan industrial yang sehat, terbuka, dan saling menghormati antara manajemen dan karyawan, guna menciptakan lingkungan kerja yang stabil dan kondusif.

environments. In 2025, the Company improved its human resource management ecosystem comprehensively to include workforce planning, competency development, future leadership readiness, and well-being balance, supported by integrated digitalization across every policy and human capital development program.

Human Capital Focus and Strategy

The Company implements structured and comprehensive human capital management through various policies, programs, and strategic initiatives designed to support the achievement of business objectives and organizational sustainability. In general, the Company's human capital strategy includes the following:

Competency-Based Recruitment

The Company carries out a professional recruitment process based on a merit-based system to ensure the fulfillment of high-quality workforce needs and support regeneration across all organizational levels.

Employee Potential and Competency Development

Human capital development is carried out through various capacity-building programs, such as internal and external training, scholarships for continuing education, assignments in strategic projects, and the implementation of rotation and mutation systems.

Succession Planning and Talent Mapping

To ensure leadership continuity, particularly at the managerial level—and future talent availability, the Company applies employee mapping to identify employees' potential and performance.

Measurable Performance Evaluation

The Company evaluates individual performance objectively based on Key Performance Indicators (KPIs) consistent with its stated vision, mission, and both short-term and long-term strategic plans.

Employee Welfare and Appreciation Enhancement

The Company consistently reviews remuneration and benefit structures with due consideration of business performance, economic conditions, and cost of living. In addition, the Company provides healthcare coverage for employees and their families, and offers awards for tenure and achievements as forms of appreciation for contributions.

Constructive Industrial Relations

The Company continuously strives to maintain healthy, open, and mutually respectful industrial relations between management and employees to create a stable and conducive work environment.

Pengelolaan SDM Tahun 2025

Selama tahun 2025, Perseroan mengarahkan perhatian pada penguatan fokus dan strategi pengelolaan SDM melalui berbagai pengembangan yang mendukung keberlanjutan dan peningkatan kompetensi karyawan. Beberapa inisiatif utama yang dijalankan antara lain:

Digital Learning Ecosystem

Ekosistem ini dirancang untuk menyediakan platform pembelajaran digital yang terintegrasi, memungkinkan karyawan untuk terus berkembang dengan akses mudah ke berbagai modul pelatihan.

Masyarakat Ilmiah Prodia (MIP)

Platform ini merupakan wadah pengembangan pengetahuan dan riset di bidang kesehatan yang mendorong kolaborasi antara karyawan dan profesional di industri kesehatan. Selain itu, MIP juga menjadi salah satu wadah lahirnya inovasi yang mendukung ekosistem *scientific-based*.

Prodia Corporate University (ProU)

Pusat pengembangan kompetensi karyawan dengan berbagai program pelatihan dan sertifikasi yang relevan dengan kebutuhan industri dan bisnis di layanan kesehatan.

Prodia Human Capital Information System (Harmony)

Guna mewujudkan pengelolaan SDM yang efektif, efisien, dan berbasis teknologi, Perseroan mengembangkan sebuah platform digital terintegrasi bernama Harmony. Platform ini merupakan pusat layanan kepegawaian yang responsif untuk mempermudah akses dalam memperoleh data yang diperlukan, mempercepat proses administrasi, serta meningkatkan transparansi dan keterlibatan karyawan dalam berbagai aspek ketenagakerjaan. Sejumlah fitur yang tersedia dalam platform Harmony antara lain:

1. *Personal Administration*;
2. *Organization Development*;
3. *Employee Self Service* (ESS) yang terdiri dari pengajuan ketidakhadiran, perubahan status kehadiran, pengajuan lembur, klaim kesehatan, pengajuan pinjaman, surat pengajuan dinas dan pengunduran diri karyawan, sistem manajemen kinerja;
4. *Individual Development Plan* (IDP) yang dapat diisi oleh karyawan yang sedang dalam masa promosi ataupun program pengembangan;
5. *Payroll;* dan
6. *Personalized Information.*

Demografi Karyawan

Jumlah karyawan Perseroan per 31 Desember 2025 adalah 3.520, menurun dari 3.799 karyawan pada 2024. Berikut adalah komposisi demografi karyawan Perseroan selama 2 (dua) tahun buku terakhir berdasarkan sejumlah klasifikasi:

Human Capital Management in 2025

Throughout 2025, the Company directed its focus toward strengthening human capital management strategies through various developmental initiatives that support sustainability and enhance employee competencies. Some key initiatives include:

Digital Learning Ecosystem

This ecosystem is designed to provide an integrated digital learning platform, allowing employees to continuously develop through easy access to various training modules.

Prodia Scientific Community (MIP)

This platform serves as a forum for knowledge development and research in the healthcare sector, which encourages collaboration between employees and professionals in the health industry. MIP also acts as a source of innovations supporting Prodia's scientific-based ecosystem.

Prodia Corporate University (ProU)

A competency development center for employees offering various training and certification programs relevant to industry and business needs in healthcare services.

Prodia Human Capital Information System (Harmony)

To realize effective, efficient, and technology-based human capital management, the Company developed an integrated digital platform named Harmony. This platform functions as a responsive employee service center, simplifying access to required data, accelerating administrative processes, and enhancing transparency and employee engagement across various employment aspects. The following are some of the features available in the Harmony platform:

1. Personal Administration;
2. Organization Development;
3. Employee Self Service (ESS), which consists of absence applications, attendance status changes, overtime requests, health claims, loan applications, business trip and resignation submissions, and performance management systems;
4. Individual Development Plan (IDP), which can be filled out by employees in promotion processes or development programs;
5. Payroll; and
6. Personalized Information.

Employee Demographics

The Company had a total headcount of 3,520 as of December 31, 2025, decreasing from 3,799 in 2024. The following is the composition of the Company's employee demographics over the past 2 (two) fiscal years based on several classifications:

Jabatan Position	2025		2024	
	Jumlah Total	%	Jumlah Total	%
Senior Manager	10	0,3	10	0,3
Manager	155	4,4	155	4,0
Supervisor	672	19,1	680	17,9
Staff	2.232	63,4	2.352	61,9
Admin	17	0,5	26	0,7
Attendant	67	1,9	94	2,4
Non-Employee	367	10,4	482	12,7
Jumlah **Total**	**3.520**	**100,0**	**3.799**	**100,0**

Pendidikan Education	2025		2024	
	Jumlah Total	%	Jumlah Total	%
Doktoral (S3) Doctore	36	1,0	37	1,0
Pascasarjana (S2) Master	295	8,4	293	7,7
Sarjana (S1) Bachelor	1.110	31,6	1.123	29,6
Akademi (Diploma) Academic	1.937	55,0	2.151	56,6
Non-Akademik Non-Academic	142	4,0	195	5,1
Jumlah **Total**	**3.520**	**100,0**	**3.799**	**100,0**

Jenis Kelamin Gender	2025		2024	
	Jumlah Total	%	Jumlah Total	%
Laki-laki Male	922	26,2	994	26,2
Perempuan Female	2.598	73,8	2.805	73,8
Jumlah **Total**	**3.520**	**100,0**	**3.799**	**100,0**

Jenjang Usia Age Level	2025		2024	
	Jumlah Total	%	Jumlah Total	%
18–24 tahun 18–24 years old	109	3,1	325	8,6
25–34 tahun 25–34 years old	1.429	40,6	1.571	41,4
35–44 tahun 35–44 years old	1.228	34,9	1.185	31,2
45–54 tahun 45–54 years old	623	17,7	608	16,0
>55 tahun >55 years old	131	3,7	110	2,9
Jumlah **Total**	**3.520**	**100,0**	**3.799**	**100,0**

Lokasi Kerja Working Location	2025		2024	
	Jumlah Total	%	Jumlah Total	%
Kantor Pusat Head Office	494	14,0	491	12,9
Kantor Wilayah Regional Office	461	13,1	500	13,2
Kantor Cabang Branch Office	2.565	72,9	2.808	73,9
Jumlah Total	**3.520**	**100,0**	**3.799**	**100,0**

Status Kepegawaian Employment Status	2025		2024	
	Jumlah Total	%	Jumlah Total	%
Tetap Permanent	2.936	83,4	2.992	78,8
Kontrak Contract	201	5,7	287	7,6
Mitra Kerja Sama Collaboration Partners	367	10,4	482	12,7
Masa Percobaan (per 31 Desember 2025) Probation (as of December 31, 2025)	16	0,5	38	1,0
Jumlah Total	**3.520**	**100,0**	**3.799**	**100,0**

Masa Kerja Term of Office	2025		2024	
	Jumlah Total	%	Jumlah Total	%
0–5 tahun 0–5 years	855	24,3	1.080	28,5
>5–10 tahun >5–10 years	659	18,7	734	19,3
>10–20 tahun >10–20 years	1.219	34,6	1.201	31,6
20–30 tahun 20–30 years	682	19,4	684	18,0
>30 tahun >30 years	105	3,0	100	2,6
Jumlah Total	**3.520**	**100,0**	**3.799**	**100,0**

Tingkat Pergantian Tenaga Kerja

Sepanjang tahun 2025, Prodia telah merekrut 361 karyawan baru yang terdiri dari 87 pria (24,1%) dan 274 wanita (75,9%) dan mencatat tingkat perputaran karyawan sebesar 4,50%.

Pemenuhan Kebutuhan Tenaga Kerja

Perseroan berupaya menjaga keberlanjutan organisasi dan memastikan tersedianya tenaga kerja yang berkualitas dengan menerapkan prinsip "Create Leaders from Within," yang artinya Perseroan mengutamakan pemanfaatan tenaga kerja dari sumber internal. Perseroan memberikan kesempatan berkembang bagi karyawan yang memiliki kinerja unggul, kompetensi tinggi, dan semangat kepemimpinan untuk menempati posisi jabatan yang lebih strategis. Pendekatan ini memampukan Perseroan untuk membangun struktur kepemimpinan yang lebih solid dan juga menumbuhkan rasa kepemilikan dan loyalitas karyawan terhadap Perseroan.

Employee Turnover Rate

Throughout 2025, Prodia recruited 361 new employees, consisting of 87 men (24.1%) and 274 women (75.9%), with an employee turnover rate of 4.50%.

Fulfillment of Workforce Requirements

The Company strives to maintain organizational sustainability and ensure the availability of a qualified workforce by implementing the principle of "Create Leaders from Within," meaning that it prioritizes sourcing talents from within. The Company provides development opportunities for employees who demonstrate superior performance, high competency, and leadership potential to occupy more strategic positions. This approach enables the Company to build a stronger leadership structure while fostering a sense of ownership and employee loyalty toward the Company.

Untuk memenuhi perkembangan kebutuhan bisnis, perseoran juga melakukan proses rekrutmen secara profesional dan transparan. Proses rekrutmen diawali dengan analisa kebutuhan atas strategi bisnis oleh Fungsi Human Capital dan masing-masing *user*. Selanjutnya, Fungsi Human Capital akan melaksanakan proses seleksi sesuai standar dan prosedur yang terbuka untuk memperoleh kandidat terbaik.

To fulfill growing needs of the business, the Company also conducts a professional and transparent recruitment process. The recruitment process begins with an analysis of business strategy requirements by the Human Capital Function and each user. Next, the Human Capital Function will carry out a selection process in accordance with open standards and procedures to obtain the best candidates.

Komitmen Menerapkan Kesetaraan dan Keadilan

Perseroan menegaskan komitmennya untuk senantiasa menjunjung tinggi nilai-nilai kesetaraan, kemanusiaan, dan keadilan dalam setiap aspek kegiatan usahanya. Prinsip-prinsip ini melandasi seluruh kebijakan dan inisiatif Perseroan guna menciptakan lingkungan kerja yang inklusif dan adil. Perseroan menganut prinsip *gender equity and equality*, yaitu setiap individu, baik laki-laki dan perempuan, berhak berkembang dan menduduki posisi strategis selama memenuhi kompetensi serta kualifikasi yang telah ditetapkan. Oleh sebab itu, Perseroan memberikan kesempatan yang setara bagi seluruh karyawan untuk mengembangkan kariernya di Perseroan.

Commitment to Implementing Equality and Fairness

The Company affirms its commitment to consistently upholding the values of equality, humanity, and fairness in every aspect of its business activities. These principles underpin all Company policies and initiatives to create an inclusive and equitable work environment. The Company adheres to the principle of gender equity and equality, whereby every individual, both male and female, has the right to grow and assume strategic positions so long as they meet the required competencies and qualifications. Therefore, the Company provides equal opportunities for all employees to develop their careers within the Company.

Prodia Corporate University

Pengembangan Kompetensi yang Terarah dan Berkelanjutan

Pada tahun 2025, Prodia Corporate University (ProU) terus memperkuat perannya sebagai pusat pengembangan kapabilitas insan Prodia melalui pembelajaran yang terarah, merata, dan berkelanjutan di seluruh lini bisnis. Sebagai bagian dari perjalanan "from hire to retire," ProU memastikan setiap karyawan memiliki kesiapan kompetensi untuk menjawab tantangan bisnis saat ini dan masa depan. Sepanjang tahun, ProU menyelenggarakan lebih dari 500 program pembelajaran yang terdiri dari 77% hard skill 23% soft skill dengan rata-rata jam belajar karyawan sebanyak 33.03 jam.

Efektivitas Pembelajaran dan Penerapan Kompetensi

Sebagai komitmen untuk memastikan efektivitas pembelajaran, ProU melakukan pemantauan terhadap penerapan kompetensi di tempat kerja. Hal ini menunjukkan bahwa sebagian besar peserta berhasil mengaplikasikan pengetahuan dan keterampilan baru dalam pekerjaan, khususnya dalam pelayanan pelanggan, kepemimpinan, pengendalian mutu klinis, pemahaman bisnis, dan penggunaan teknologi digital.

Prodia Corporate University

Focused and Sustainable Competency Development

In 2025, Prodia Corporate University (ProU) continued to expand its function as the center for developing Prodia's human capital capabilities through focused, equitable, and sustainable learning across all business lines. As part of the "from hire to retire" process, ProU ensures that every employee has the skills needed to face current and future business challenges. Throughout the year, ProU organizes more than 500 learning programs consisting of 77% hard skills and 23% soft skills, with an average of 33.03 hours of employee learning.

Learning Effectiveness and Competency Application

As a commitment to ensuring learning effectiveness, ProU monitors the application of competencies in the workplace. These indicate that most participants successfully applied new knowledge and skills in their work, particularly in customer service, leadership, clinical quality control, business understanding, and the use of digital technology.

Penguatan Kapabilitas Strategis dan Kepemimpinan

Penguatan kapabilitas strategis menjadi prioritas utama. Peningkatan keterampilan ketajaman analisis bisnis dan kemampuan inovasi diberikan kepada pimpinan di kantor cabang, wilayah dan pusat agar produk dan layanan yang diberikan senantiasa menjawab kebutuhan pelanggan. Program *Talent Acceleration Program* (TAP) kembali menjadi salah satu program utama dalam pembentukan *future leader* Prodia. Tahun ini, TAP diikuti oleh 24 peserta melalui 6 modul inti, mencakup *Business Acumen, Innovation Series, Digital Transformational Leadership, Coaching & Mentoring,* dan *Executive Exposure*.

Peningkatan Kompetensi Klinis dan Laboratorium

Pada sisi kapabilitas inti, ProU memastikan kompetensi klinis dan laboratorium tetap menjadi fokus utama. Sepanjang tahun 2025, ProU menyelenggarakan 28 pelatihan klinis, menjangkau 2.610 tenaga medis dengan jam pelatihan lebih dari 100 jam. Pelatihan ber-SKP (Satuan Kredit Profesi) Kementerian Kesehatan dan *workshop* teknis lain turut berkontribusi pada peningkatan kualitas layanan, yang tercermin dari peningkatan kepatuhan prosedur teknis.

Penguatan Scientific Culture melalui MIP dan Riset Cabang

Perseroan terus memperkuat budaya ilmiah melalui Masyarakat Ilmiah Prodia (MIP) sebagai wadah pengembangan pengetahuan dan riset di bidang kesehatan yang mendorong kolaborasi antara karyawan dan profesional industri. Di tahun ini, Prodia menyelenggarakan *Kick Off MIP 2025* dengan tema "Strengthening Scientific Culture Through Scientific Discussion," yang diikuti oleh seluruh anggota MIP sebagai simbol komitmen bersama untuk berkontribusi terhadap kemajuan ilmu pengetahuan dan peningkatan kualitas layanan kesehatan.

Seluruh kegiatan MIP membuka ruang kolaborasi dan memperkuat ekosistem *science-based* yang mendorong lahirnya inovasi serta penerapan praktik terbaik di seluruh organisasi.

Selain melalui MIP, Prodia juga mengembangkan program *Branch Mini Research*, yang melibatkan 43 cabang dan menghasilkan 32 proposal penelitian implementatif yang berfokus pada peningkatan kualitas proses dan layanan operasional. Program ini memastikan bahwa inovasi berbasis riset tidak hanya berhenti pada tataran akademik, tetapi diwujudkan secara nyata untuk memberikan manfaat langsung bagi pelanggan dan dunia kesehatan di Indonesia.

Strengthening Strategic and Leadership Capabilities

Strengthening strategic capabilities is a top priority. Branch, regional, and head office managers are provided with improved business analysis and innovation skill, so that the products and services provided continue to meet customer needs. The Talent Acceleration Program (TAP) continued to serve as a flagship initiative in developing Prodia's future leaders. This year, TAP was attended by 24 participants across 6 core modules, including Business Acumen, Innovation Series, Digital Transformational Leadership, Coaching & Mentoring, and Executive Exposure.

Enhancement of Clinical and Laboratory Competencies

In terms of core capabilities, ProU ensured that clinical and laboratory competencies remained a key focus. Throughout 2025, ProU conducted 28 clinical training sessions, reaching 2,610 medical personnel with more than 100 hours of training. The Ministry of Health–accredited SKP (Professional Credit Unit) training programs and other technical workshops contributed to improving service quality, as reflected in increased compliance with technical procedures.

Strengthening Scientific Culture through MIP and Branch Research

The Company continued to strengthen its scientific culture through Masyarakat Ilmiah Prodia (MIP) as a platform for knowledge development and healthcare research that fosters collaboration between employees and industry professionals. In 2025, Prodia held the MIP 2025 Kick-Off with the theme "Strengthening Scientific Culture Through Scientific Discussion," attended by all MIP members as a symbol of collective commitment to advancing scientific knowledge and improving healthcare service quality.

All MIP activities opened collaboration opportunities and strengthened a science-based ecosystem that fosters innovation and best practices across the organization.

In addition to MIP, the Company also developed the Branch Mini Research Program, involving 43 branches and producing 32 applicable research projects focused on improving operational processes and service quality. This program ensures that research-based innovation extends beyond academia and delivers tangible benefits to customers and the healthcare ecosystem in Indonesia.

Pengembangan Kapabilitas Pemasaran dan Dampaknya pada Bisnis

Pengembangan kapabilitas pemasaran juga menjadi fokus penting dalam mendukung pertumbuhan bisnis. Pembelajaran dilakukan secara berjenjang di level pusat, wilayah, dan cabang.

Development of Marketing Capabilities and Business Impact

The development of marketing capabilities also became an important focus in supporting business growth. Learning programs were conducted progressively at the head office, regional, and branch levels.



Program pembelajaran ini membekali tim pemasaran dengan pemahaman mendalam tentang pelanggan, strategi pertumbuhan cabang, dan kompetisi pasar. Dampak dari rangkaian pengembangan ini tercermin pada meningkatnya kemampuan tim dalam menerapkan strategi pemasaran secara lebih efektif, serta memaksimalkan potensi pasar di wilayah masing-masing. Selain itu, kreativitas kampanye pemasaran digital juga berkembang signifikan, ditunjukkan dalam berbagai inisiatif komunikasi pemasaran Prodia.

Learning programs equipped the marketing team with in-depth customer understanding, branch growth strategies, and market competition insights. The impact of these development initiatives was reflected in the improved ability of teams to implement more effective marketing strategies and maximize regional market potential. In addition, creativity in digital marketing campaigns increased significantly, as demonstrated by various Prodia marketing communication initiatives.

Pada tahun 2025, Prodia menjalankan program *I Am Marketer*, sebuah inisiatif kolaboratif yang mendorong karyawan untuk memberikan manfaat layanan Prodia kepada keluarga, teman, dan komunitas sekitar, sehingga semakin banyak masyarakat yang merasakan kehadiran dan nilai layanan Prodia. Sepanjang pelaksanaannya, program ini berhasil memberikan kontribusi nyata bagi pertumbuhan bisnis. Program ini menegaskan bahwa setiap Insan Prodia dapat menjadi bagian dari perluasan dampak dan keberlanjutan perusahaan melalui semangat kolaborasi, kreativitas, dan kebanggaan terhadap produk dan layanan Prodia.

In 2025, Prodia implemented the I Am Marketer program, a collaborative initiative encouraging employees to share the benefits of Prodia's services with family, friends, and surrounding communities, enabling more people to experience the value of Prodia's services. Throughout its implementation, the program has succeeded in making a real contribution to business growth. This program reaffirmed that every Prodia employee can contribute to expanding the Company's impact and sustainability through collaboration, creativity, and pride in Prodia's products and services.

Transformasi Digital dan Penguatan Literasi Teknologi

Di bidang digital, ProU meningkatkan kesiapan organisasi dalam menghadapi perkembangan teknologi termasuk Artificial Intelligence. Melalui *Data & Digital Webinar Series*, karyawan memperoleh pemahaman mengenai *AI Ethics, AI Awareness, Business Analytics, IT Security, Data Flow*, dan *Data Management*, menghasilkan total 15 jam pembelajaran digital.

Digital Transformation and Strengthening Technology Literacy

In the digital domain, ProU enhanced organizational readiness to face technological developments, including Artificial Intelligence. Through the Data & Digital Webinar Series, employees gained insights into AI Ethics, AI Awareness, Business Analytics, IT Security, Data Flow, and Data Management, generating a total of 15 digital learning hours.

Budaya Keberlanjutan dan Kepatuhan Regulasi

Selama tahun 2025, Perseroan mengaktifkan 200 *Eco Champions* yang berperan sebagai agen perubahan dalam penerapan kebiasaan kerja ramah lingkungan. Seluruh Insan Prodia mengikuti *training mandatory* sebagai bentuk kepatuhan terhadap standar perusahaan, meliputi Sistem Manajemen Keamanan Informasi (SMKI), K3, Pengendalian Pencegahan Infeksi, serta CS Prodia Way: *Delight Your Customer*.

Sebagai bagian dari *training mandatory*, Perseroan juga aktif melakukan internalisasi nilai perusahaan melalui program unggulan Refreshment 7 Falsafah Prodia melalui *Learning Management System* (LMS) ProU. Program ini dirancang agar seluruh karyawan dapat terus memahami, menghayati, dan menerapkan nilai-nilai utama Prodia dalam setiap tindakan dan keputusan kerja, sehingga tercipta konsistensi budaya yang kuat dan menjadi fondasi dalam mencapai tujuan perusahaan.

Penguatan Budaya Kinerja melalui Apresiasi & Corrective Action

Sepanjang tahun 2025, Perseroan memperkuat budaya *performance-driven* melalui penerapan mekanisme *Reward & Corrective Actio*n. Penghargaan diberikan kepada insan dan unit kerja berprestasi melalui *Prodia Award, Branch Award (Top Achiever Quarterly),* serta *Employee Award* untuk kategori *Best Employee, Best Diagnostic Operation Supervisor, Best Laboratory Information Services, Best Branch Manager,* dan *Best CX Team*. Tahun ini juga diadakan Prodia Idol 2025, ajang tahunan bagi karyawan berbakat sebagai bentuk apresiasi terhadap talenta kreatif dan penguatan *engagement*.

Selain ajang penghargaan formal, Prodia juga aktif memberikan apresiasi kepada karyawan melalui berbagai kanal komunikasi internal, beberapa di antaranya adalah *Scientific Achievement Appreciation, Leaderboard Appreciation,* dan bentuk apresiasi lainnya yang menyoroti kontribusi, inovasi, serta pencapaian karyawan di berbagai bidang.

Di sisi lain, Perseroan juga menjalankan mekanisme C*orrective Action* melalui *Branch Recovery Session,* yaitu forum kolaboratif antara *Human Capital* dan *Business & Marketing Team* untuk mendampingi cabang yang memerlukan percepatan perbaikan kinerja secara terstruktur dan terukur. Dengan keseimbangan apresiasi dan perbaikan, Perseroan terus membangun budaya kerja yang unggul, kolaboratif, dan berorientasi pada pertumbuhan berkelanjutan.

Sustainability Culture and Regulatory Compliance

Throughout 2025, the Company activated 200 Eco Champions who served as change agents in promoting environmentally friendly work practices. All Prodia employees participated in mandatory training as part of compliance with Company standards, including Information Security Management Systems (ISMS), Occupational Health and Safety (OHS), Infection Prevention and Control, and CS Prodia Way: Delight Your Customer.

As part of mandatory training, the Company also actively internalized corporate values through the flagship program Refreshment of the 7 Prodia Philosophies via the ProU Learning Management System (LMS). This program was designed to ensure that all employees continuously understand, embrace, and apply Prodia's core values in every action and work-related decision, creating a strong cultural consistency as the foundation for achieving corporate objectives.

Strengthening Performance Culture through Appreciation & Corrective Action

Throughout 2025, the Company strengthened a performance-driven culture through the implementation of Reward & Corrective Action mechanisms. Awards were presented to outstanding individuals and work units through the Prodia Award, Branch Award (Top Achiever Quarterly), and Employee Awards for categories such as Best Employee, Best Diagnostic Operation Supervisor, Best Laboratory Information Services, Best Branch Manager, and Best CX Team. Prodia Idol 2025 was also held as an annual talent showcase to appreciate creative talents and enhance employee engagement.

In addition to formal awards, Prodia actively recognized employees through various internal communication channels, including Scientific Achievement Appreciation, Leaderboard Appreciation, and other forms of recognition highlighting employee contributions, innovations, and achievements across different areas.

On the other hand, the Company also implemented Corrective Action mechanisms through Branch Recovery Sessions, a collaborative forum between Human Capital and the Business & Marketing Team to support branches requiring accelerated and structured performance improvement. By balancing appreciation and improvement, the Company continues to build a superior, collaborative, and growth-oriented work culture.

Pengembangan Bahasa Inggris untuk Mendukung Ekspansi Regional

Perseroan juga menghadirkan *English Program* sebagai bagian dari pengembangan kompetensi strategis. Dalam rangka mendukung perkembangan Perseroan untuk melakukan ekspansi Prodia ke kawasan *Southeast Asia* (SEA) maka Perseroan terus melakukan pengembangan kompetensi strategis dan menghadirkan English Program yang dirancang untuk membekali karyawan dengan kemampuan komunikasi internasional. Pengembangan kompetensi yang dilakukan melalui metode pembelajaran yang modern berbasis teknologi dan terukur akan mempercepat persiapan talenta Perseroan untuk berkontribusi dalam pertumbuhan perusahaan di masa depan. Inisiatif ini dirancang untuk membekali karyawan dengan kemampuan komunikasi internasional yang dibutuhkan dalam mendukung strategi ekspansi Prodia ke kawasan *Southeast Asia* (SEA), termasuk dalam layanan pelanggan, kolaborasi bisnis, dan penguatan positioning Prodia sebagai pemain laboratorium kesehatan yang kompetitif. Melalui pendekatan pembelajaran yang modern dan terukur, Perseroan memastikan talenta siap berkontribusi dalam pertumbuhan perusahaan di masa depan.

English Language Development to Support Regional Expansion

The Company also ran an English Program as part of strategic competency development. In order to support the Company's development in expanding Prodia to the Southeast Asia (SEA) region, the Company continues to develop strategic competencies and offer an English Program designed to equip employees with international communication skills. Competency development is carried out through modern, technology-based, and measurable learning methods that will accelerate the preparation of the Company's talent to contribute to the company's future growth. This initiative was designed to equip employees with international communication skills needed to support Prodia's expansion strategy in Southeast Asia (SEA), including customer service, business collaboration, and strengthening Prodia's positioning as a competitive healthcare laboratory player. Through a modern and measurable learning approach, the Company ensures that its talent is ready to contribute to future growth.

Employee Wholeness & Employee Engagement

Selain menciptakan karyawan yang kompeten, Prodia juga berkomitmen menciptakan karyawan yang sehat dan seimbang melalui tema *Employee Wholeness*. Sepanjang 2025, terdapat berbagai kegiatan *engagement* yang mencakup Rangkaian HUT Prodia "Rayakan Sehatmu" dan Talk Show "Setiap Tubuh Punya Cerita: Kerja Sehat Sesuai Peran & Usia," HUT RI "Jejak Kemerdekaan," *Gamification Storybook Founder* Prodia, program *Financial Literacy,* dan *sponsorship* komunitas olahraga. Dengan berpartisipasi dalam berbagai kegiatan tersebut, karyawan turut berkontribusi pada peningkatan kebugaran, dukungan kesehatan mental, serta penguatan rasa kebersamaan antar karyawan.

Untuk kesejahteraan jangka panjang, program persiapan masa pensiun diberikan kepada seluruh karyawan yang akan menghadapi masa pensiun dalam 5 tahun ke depan guna membantu mereka mempersiapkan aspek finansial, kesehatan, dan kesejahteraan pribadi.

Employee Wholeness & Employee Engagement

In addition to developing competent employees, Prodia is committed to fostering healthy and balanced employees through the Employee Wholeness theme. Throughout 2025, various engagement activities were conducted, including the Prodia Anniversary series "Rayakan Sehatmu," the talk show "Every Body Has a Story: Healthy Work According to Role & Age," the Indonesia Independence Day celebration "Jejak Kemerdekaan," the Prodia Founder Storybook Gamification, Financial Literacy programs, and sports community sponsorships. Participation in these activities contributed to improved physical fitness, mental health support, and strengthened camaraderie among employees.

For long-term well-being, pre-retirement preparation programs were provided to all employees who will be retiring within the next 5 years, helping them prepare financially, physically, and personally.



Investasi Talenta Strategis melalui Beasiswa Karyawan

Sebagai bentuk investasi jangka panjang terhadap talenta strategis, Prodia juga menyediakan beasiswa pendidikan bagi karyawan potensial. Sejak 1999 hingga 2025, sebanyak 463 karyawan telah menerima beasiswa. Sebanyak 15% di antaranya melanjutkan studi di jenjang magister dan doktoral. Hingga saat ini, 44% karyawan posisi strategis di perusahaan telah mendapatkan beasiswa sebagai upaya Perseroan untuk terus memperkuat *pipeline* kepemimpinan dan kapabilitas ilmiah Prodia.

Strategic Talent Investment through Employee Scholarships

As a form of long-term investment in strategic talent, Prodia also provides educational scholarships for potential employees. From 1999 to 2025, 463 employees have received scholarships. Of these, 15% have continued their studies at the master's and doctoral levels. To date, 44% of employees in strategic positions within the company have received scholarships as part of the Company's efforts to continue strengthening Prodia's leadership pipeline and scientific capabilities.

Remunerasi dan Kesejahteraan Karyawan

Peraturan terkait upah dan remunerasi yang berlaku di Perseroan senantiasa mengacu dan mematuhi seluruh peraturan perundang-undangan yang berlaku. Standar pengupahan ditetapkan berdasarkan pemeringkatan karyawan dan jenjang jabatan dengan mengacu pada survei remunerasi pada industri sejenis dan ketentuan yang diatur dalam Undang-Undang Ketenagakerjaan serta peraturan Upah Minimum Provinsi/Kota (UMP/K).

Perseroan meregulasi dan memberikan paket remunerasi yang kompetitif dan adil kepada karyawan. Remunerasi yang diberikan Perseroan meliputi gaji pokok, Tunjangan Hari Raya (THR), jaminan pemeliharaan kesehatan, uang kompensasi pensiun, dan hak cuti yang ditetapkan sesuai peraturan perundang-undangan yang berlaku. Selama 2025, Perseroan telah menjalankan sejumlah program terkait kesejahteraan karyawan berupa penambahan *benefit* program kesehatan karyawan dan pemeriksaan *check lab* karyawan, keluarga, kolega, dan mitra. Langkah ini sejalan dengan komitmen Perseroan dalam membangun lingkungan kerja yang sehat dan produktif bagi seluruh karyawan.

Employee Remuneration and Welfare

Regulations regarding wages and remuneration applied by the Company consistently comply with all applicable laws and regulations. Wage standards are determined based on employee grading and job levels, referencing remuneration surveys within comparable industries and provisions stipulated in labor laws and Provincial/City Minimum Wage regulations (UMP/UMK).

The Company regulates and provides competitive and fair remuneration packages to employees, including basic salary, religious holiday allowance (THR), health insurance coverage, pension compensation, and leave entitlements in accordance with prevailing regulations. Throughout 2025, the Company implemented several employee welfare programs, including enhanced health benefits and laboratory check-up programs for employees, their families, colleagues, and partners. These initiatives align with the Company's commitment to fostering a healthy and productive work environment for all employees.

Kebijakan Suksesi dan Manajemen Talenta

Program Prodia *Talent Management Framework* Perseroan terdiri dari rangkaian tahapan sebagai berikut:

Succession Policy and Talent Management

The Prodia Talent Management Framework Program of the Company consists of a series of stages as follows:

Talent Need Analysis	Mengidentifikasi kebutuhan talenta di masa depan sesuai arah dan pengembangan organisasi, kebutuhan keahlian di masa depan, dan usia pensiun karyawan Identify future talent needs according to the direction and development of the organization, future skill needs, and employee retirement age
Talent Spotting	Melakukan pemetaan karyawan berdasarkan keahlian, karakter, dan kinerja karyawan yang berpotensi dinominasikan untuk menjadi kader pimpinan masa depan Perseroan Carry out employee mapping based on the skills, character and performance of employees who have the potential to be nominated to become the Company's future leadership cadre
Talent Development	Memfasilitasi pengadaan program pengembangan bagi para talenta sesuai prioritas Perseroan, baik melalui ProU maupun pengembangan personal Facilitate the provision of development programs for talents according to the Company's priorities, both through ProU and personal development
Talent Deployment	Memberikan pengayaan kepada talenta agar dapat mengoptimalkan diri di jabatan yang diemban saat ini, serta mendorong kesiapan talenta dalam menduduki jabatan yang lebih tinggi di jenjang karier selanjutnya Providing enrichment to talents so they can optimize themselves in their current positions, as well as encouraging talent readiness to occupy higher positions at the next career level

Setiap tahun, Perseroan melakukan pengukuran dan evaluasi atas keterlibatan dan kepuasan kerja karyawan melalui *Prodia Employee Opinion Survey* (PEOS). Dengan menggunakan *Employee Satisfaction Index* (ESI), hasil survei yang diperoleh pada tahun 2025 adalah sebesar 83%.

Every year, the Company measures and evaluates employee engagement and job satisfaction through the Prodia Employee Opinion Survey (PEOS). Using the Employee Satisfaction Index (ESI), the survey results obtained in 2025 were 83%.

Strategi Pengembangan Human Capital Tahun 2026

Pada tahun 2026, Perseroan akan berfokus mendorong peningkatan kinerja organisasi dengan mengimplementasikan berbagai inisiatif yang diharapkan dapat memperkuat daya saing perusahaan secara keseluruhan. Beberapa fokus utama dalam strategi ini antara lain:

1. Pengembangan talenta Prodia untuk mencetak pemimpin masa depan.
2. Optimalisasi Fungsi dan pekerjaan untuk meningkatkan produktivitas.
3. Standardisasi kemampuan dalam melayani pelanggan.
4. Peningkatan kemampuan terkait perkembangan zaman (*Digital Technology*, AI, dan lainnya).
5. Peningkatan kesejahteraan karyawan baik dalam segi finansial, mental dan jasmani.

Human Capital Development Strategy for 2026

In 2026, the Company will focus on driving improvements in organizational performance by implementing various initiatives aimed at strengthening overall competitiveness. The key focus areas of this strategy include:

1. Developing Prodia talent to nurture future leaders.
2. Optimizing functions and job roles to enhance productivity.
3. Standardizing service capabilities in delivering customer services.
4. Enhancing capabilities in line with evolving trends (Digital Technology, Artificial Intelligence, and others).
5. Improving employee welfare in terms of financial, mental, and physical well-being.

Hubungan Industrial

Berdasarkan penerapan Undang-Undang No. 6 tahun 2023 (Cipta Kerja), Perseroan memiliki serikat pekerja yang berperan dalam membangun hubungan industrial yang seimbang, harmonis, dan berkelanjutan. Setiap karyawan Perseroan memiliki hak penuh untuk bergabung dengan serikat pekerja secara sukarela. Saat ini, jumlah anggota serikat pekerja Perseroan tercatat sebanyak 941 karyawan,

Industrial Relations

In accordance with the implementation of Law No. 6 of 2023 concerning Job Creation, the Company has a labor union that plays a role in fostering balanced, harmonious, and sustainable industrial relations. Every Company employee has the full right to voluntarily join the labor union. Currently, the Company's labor union has 941 registered members, reflecting active and representative participation within

mencerminkan partisipasi yang aktif dan representatif di lingkungan Perseroan. Sepanjang 2025, Perseroan tidak menerima pengaduan atau keluhan material terkait praktik ketenagakerjaan yang dilakukan Perseroan melalui serikat pekerja, baik secara kolektif maupun individu.

Legal & Compliance

Fungsi Legal & Compliance bertanggung jawab untuk memastikan bahwa Perseroan mematuhi semua regulasi yang berlaku dalam menjalankan kegiatan usahanya. Sepanjang tahun 2025, Fungsi ini secara rutin memantau dan memastikan pemenuhan berbagai perizinan yang dibutuhkan Perseroan agar dapat memberikan layanan yang optimal kepada pelanggan sesuai peraturan yang berlaku. Melalui pemantauan berkala, setiap risiko yang berpotensi timbul dapat segera diidentifikasi dan dikelola dengan tepat sehingga tidak menimbulkan kerugian bagi Perseroan maupun para pemangku kepentingan. Sepanjang tahun 2025, Fungsi Legal & Compliance telah menjalankan berbagai kegiatan untuk memastikan pemenuhan regulasi dan mendukung kelangsungan usaha Perseroan, antara lain:

Penyelesaian implementasi Undang-Undang No. 27 Tahun 2022 tentang Pelindungan Data Pribadi (UU PDP) serta penyesuaian terhadap regulasi di bidang kesehatan dan perizinan.

Seluruh data pelanggan dan pasien kini telah dikelola secara aman sesuai dengan ketentuan UU PDP. Perseroan telah menunjuk seorang *Data Protection Officer* (DPO) yang juga menjabat sebagai AVP Legal & Corporate Secretary, dibantu oleh Tim Pelindungan Data Pribadi (Tim PDP) untuk memastikan pengawasan dan kepatuhan di seluruh unit usaha. Implementasi UU PDP juga diikuti dengan penyesuaian pada sistem dan teknologi, terutama dalam pengelolaan Rekam Medis Elektronik (RME) yang mulai diintegrasikan secara bertahap dengan platform pemerintah "SatuSehat," guna menjamin keamanan dan kerahasiaan data pelanggan.

Di tahun 2025, Perseroan kembali melaksanakan resosialisasi tentang Pelindungan Data Pribadi kepada seluruh Insan Prodia sebagai bentuk penguatan dan pemahaman akan pentingnya menjaga dan memastikan keamanan data pelanggan dalam memberikan layanan.

Penyesuaian kegiatan operasional Perseroan berdasarkan Undang-Undang Nomor 17 Tahun 2023 tentang Kesehatan serta Peraturan Pemerintah No. 28 Tahun 2025 tentang Penyelenggaraan Perizinan Berbasis Risiko.

Fungsi Legal & Compliance melakukan kajian hukum menyeluruh terhadap aktivitas bisnis Laboratorium Medis dan Klinik, termasuk operasional berbasis digital, serta

the Company. Throughout 2025, the Company did not receive any material complaints or grievances related to labor practices through the labor union, either collectively or individually.

Legal & Compliance

The Legal & Compliance Function is responsible for ensuring that the Company complies with all applicable regulations in carrying out its business activities. Throughout 2025, the Function routinely monitored and ensured the fulfillment of various licenses required by the Company to deliver optimal services to customers in accordance with prevailing regulations. Through periodic monitoring, any potential risks could be promptly identified and appropriately managed so as not to cause losses to the Company or its stakeholders. During 2025, the Legal & Compliance Function carried out various activities to ensure regulatory compliance and support the continuity of the Company's business, including:

Completion of the implementation of Law No. 27 of 2022 on Personal Data Protection (PDP Law), as well as adjustments to regulations in the healthcare and licensing sectors.

All customer and patient data are now managed securely in accordance with the provisions of the PDP Law. The Company has appointed a Data Protection Officer (DPO), who also serves as the AVP Legal & Corporate Secretary, supported by the Personal Data Protection Team (PDP Team) to ensure oversight and compliance across all business units. The implementation of the PDP Law was also accompanied by adjustments to systems and technology, particularly in the management of Electronic Medical Records (EMR), which are being gradually integrated with the government platform "SatuSehat" to ensure the security and confidentiality of customer data.

In 2025, the Company conducted a re-socialization program on Personal Data Protection for all Prodia personnel as an effort to strengthen awareness and understanding of the importance of safeguarding and ensuring the security of customer data in service delivery.

Adjustment of the Company's operational activities based on Law No. 17 of 2023 on Health and Government Regulation No. 28 of 2025 concerning Risk-Based Business Licensing.

The Legal & Compliance Function conducted comprehensive legal reviews of the business activities of Medical Laboratories and Clinics, including digitally based

memastikan kepatuhan terhadap izin operasional, izin tenaga medis, dan izin pendukung lainnya. Cabang-cabang laboratorium medis maupun klinik Perseroan diwajibkan menjalankan kegiatan usaha sesuai izin yang dimiliki, serta mengurus atau memperbarui izin apabila memperluas jenis layanan. Khusus klinik, seluruh dokter mitra diwajibkan memiliki dan menyerahkan Surat Izin Praktik (SIP) agar kerja sama dapat dilanjutkan sesuai ketentuan.

Sebagai bagian dari budaya kepatuhan internal, Fungsi Legal & Compliance juga secara konsisten melaksanakan kegiatan edukasi seperti Legal Sharing, Legal Infografis, dan Legal Talk Today untuk meningkatkan kesadaran hukum seluruh karyawan.

Di tahun 2026 mendatang, Fungsi Legal & Compliance Perseroan berencana untuk:

1. Melanjutkan penguatan dan konsistensi implementasi UU PDP di seluruh wilayah operasional, termasuk memastikan *roadmap* kepatuhan berjalan efektif di kantor pusat hingga seluruh cabang di Indonesia serta menyelesaikan pengelolaan RME sehingga seluruh data pelanggan dapat terkelola secara terpusat dan aman sesuai ketentuan pemerintah.
2. Memfokuskan kajian terhadap kesesuaian kegiatan bisnis sesuai dengan ketentuan yang berlaku, termasuk evaluasi terhadap operasional Laboratorium Medis dan Klinik, baik yang bersifat konvensional maupun digital.
3. Melaksanakan analisis hukum lintas negara untuk memastikan bahwa perluasan jaringan bisnis Perseroan berjalan sesuai dengan regulasi setempat dan untuk memitigasi potensi risiko hukum yang mungkin timbul.
4. Memperkuat fungsi tata kelola dan hubungan dengan regulator melalui kegiatan *connection regulatory mapping*. Perseroan membangun hubungan konstruktif dengan otoritas pemerintah guna memahami arah kebijakan dan mendukung kelancaran operasional. Dalam hal penyelesaian permasalahan hukum, Perseroan mengedepankan musyawarah mufakat dan prinsip *minimum loss*, baik untuk sengketa dengan pelanggan maupun pihak ketiga.

Melalui strategi ini, Perseroan berkomitmen untuk terus memberikan nilai tambah kepada seluruh pemangku kepentingan dengan menjalankan kegiatan usahanya berdasarkan prinsip-prinsip GCG.

operations, and ensured compliance with operational, medical personnel, and other supporting licences. The Company's medical laboratory and clinic branches are required to conduct business activities in accordance with the licenses they each hold and to obtain or renew licenses should they expand the scope of services. For clinics, all partner doctors are required to possess and submit a Practice License (SIP) in order for cooperation to continue in compliance with applicable regulations.

As part of its internal compliance culture, the Legal & Compliance Function also consistently conducted educational activities such as Legal Sharing, Legal Infographics, and Legal Talk Today to enhance legal awareness among all employees.

Looking ahead to 2026, the Company's Legal & Compliance Functionplans to:

1. Continue strengthening and ensuring the consistent implementation of the PDP Law across all operational areas, including ensuring that the compliance roadmap is effectively executed from the head office to all branches throughout Indonesia, and completing EMR management so that all customer data can be centrally and securely managed in accordance with government regulations.
2. Focus legal reviews on the alignment of business activities with applicable regulations, including evaluations of Medical Laboratory and Clinic operations, both conventional and digital.
3. Conduct cross-border legal analyses to ensure that the expansion of the Company's business network complies with local regulations and to mitigate potential legal risks that may arise.
4. Strengthen governance functions and relationships with regulators through regulatory connection mapping activities. The Company builds constructive relationships with government authorities to understand policy directions and support smooth operations. In resolving legal issues, the Company prioritizes deliberation and consensus as well as the principle of minimum loss, both for disputes with customers and third parties.

Through this strategy, the Company is committed to continuously delivering added value to all stakeholders by conducting its business activities in accordance with the principles of GCG.

TEKNOLOGI INFORMASI

Memperkuat Efisiensi dan Menciptakan Solusi Melalui Digitalisasi

Sebagai bentuk komitmen Perseroan dalam menyediakan layanan diagnostik yang akurat, cepat, dan andal, Perseroan terus memperkuat pemanfaatan digitalisasi dan teknologi mutakhir di seluruh proses operasional. Penerapan digitalisasi secara holistik memungkinkan Perseroan menghadirkan hasil pemeriksaan yang presisi serta layanan yang terpersonalisasi dan tepat sasaran bagi setiap pelanggan.

Penerapan TI Tahun 2025

Sepanjang tahun 2025, Perseroan melaksanakan beberapa program modernisasi untuk memperkuat kinerja, stabilitas layanan, serta kemampuan integrasi lintas proses bisnis. Sejalan dengan itu, Perseroan juga mempercepat penguatan kapabilitas data sebagai fondasi pengambilan keputusan berbasis informasi, peningkatan efisiensi operasional, dan pengembangan inovasi layanan.

- Modernisasi *Core System* LIS (*Laboratory Information System*) & CIMS (*Clinical Information Management System*) untuk memperkuat kinerja dan keandalan layanan laboratorium, dan klinik sekaligus mendukung integrasi data dan proses secara lebih konsisten.
- Implementasi integrasi API/FHIR untuk memastikan pertukaran data yang cepat, aman, dan sesuai standar industri kesehatan.
- Modernisasi Sistem *Planning & Budgeting* dilaksanakan untuk memperkuat tata kelola perencanaan dan penganggaran, meningkatkan akurasi konsolidasi, serta mempercepat pelaporan dan pengambilan keputusan manajerial.
- Modernisasi Sistem Asset *Management* dijalankan untuk memperkuat pengelolaan siklus hidup aset secara *end-to-end*, meningkatkan visibilitas pemanfaatan, serta mendukung kepatuhan dan efisiensi biaya pemeliharaan.
- Memperkuat *Data Governance* melalui penetapan kebijakan, peran, dan standar data guna meningkatkan kualitas, konsistensi, keamanan, serta kepatuhan pengelolaan data di seluruh data domain.
- *Big Data* dikembangkan untuk meningkatkan kemampuan integrasi dan pemrosesan data skala besar, sehingga mendukung analitik yang lebih cepat, komprehensif, dan berkelanjutan.
- Implementasi *Machine Learning* dan *Advanced Analytics* memperkuat analisis prediktif dan preskriptif, mendukung optimalisasi proses, serta menghasilkan insight yang relevan bagi peningkatan layanan dan kinerja bisnis.
- Optimalisasi infrastruktur *hybrid* cloud untuk menjamin ketersediaan layanan, skalabilitas, dan efisiensi biaya operasional.

INFORMATION TECHNOLOGY

Strengthening Efficiency and Creating Solutions Through Digitalization

As part of the Company's commitment to delivering accurate, fast, and reliable diagnostic services, the Company continues to enhance the use of digitalization and advanced technologies across all operational processes. The holistic implementation of digitalization enables the Company to provide precise test results as well as personalized and targeted services for every customer.

IT Implementation in 2025

Throughout 2025, the Company implemented various modernization initiatives aimed at enhancing performance, ensuring service reliability, and strengthening integration across business processes. At the same time, the Company accelerated the advancement of its data capabilities as a strategic foundation for well-informed decision-making, improved operational efficiency, and the continuous development of innovative services.

- Modernization of the LIS (Laboratory Information System) and CIMS (Clinical Information Management System) Core Systems to strengthen the performance and reliability of laboratory and clinical services while supporting more consistent data and process integration.
- Implementation of API/FHIR integration to ensure fast, secure, and healthcare industry-standard data exchange.
- Planning & Budgeting System Modernization was implemented to strengthen planning and budgeting governance, improve consolidation accuracy, and accelerate reporting and managerial decision-making.
- Asset Management System Modernization was implemented to strengthen end-to-end asset lifecycle management, increase utilization visibility, and support compliance and maintenance cost efficiency.
- Strengthening Data Governance by establishing data policies, roles, and standards to improve data management quality, consistency, security, and compliance across all data domains.
- Big Data was developed to enhance large-scale data integration and processing capabilities, supporting faster, more comprehensive, and more sustainable analytics.
- Machine Learning and Advanced Analytics implementation strengthened predictive and prescriptive analysis, supported process optimization, and generated relevant insights for improving services and business performance.
- Optimizing hybrid cloud infrastructure to ensure service availability, scalability, and operational cost efficiency.

Selain itu Perseroan juga melakukan peningkatan kapabilitas digital untuk meningkatkan *customer experience*, mendukung efisiensi operasional, dan meningkatkan kualitas layanan.

- Pengembangan fitur pada aplikasi U by Prodia, dengan fokus pada peningkatan pengalaman, pemaknaan hasil pemeriksaan yang lebih informatif, serta dukungan program kesehatan yang lebih terarah dan personal bagi pelanggan *walk in* meliputi:
  - **Smart Report 2.0 –** pembaruan tampilan dan konten laporan hasil pemeriksaan agar lebih mudah dipahami, termasuk penyajian yang lebih komprehensif dan interpretatif bagi pengguna.
  - **Health Plan** – peluncuran dan pengembangan program kesehatan terarah yang memadukan rekomendasi pola hidup, pemantauan progres (misalnya: *plan diary*), serta dukungan konsultasi/ pendampingan sesuai kebutuhan pengguna.
  - **Sub Account (Family Member)** – fitur untuk menambahkan dan mengelola anggota keluarga dalam satu akun, sehingga memudahkan pemesanan dan pengelolaan kebutuhan pemeriksaan keluarga.
  - **Metabolic-U (Met-U)** – fitur asesmen kesehatan metabolik yang mendukung identifikasi risiko berbasis profil kesehatan pengguna di dalam aplikasi.
- Memperkuat aplikasi *Prodia for Doctor* sebagai kanal layanan digital bagi pelanggan dokter melalui pengembangan kapabilitas kolaborasi profesional termasuk penambahan fitur komunikasi dengan dokter dan pakar dokter lainnya, serta pembaruan aplikasi secara berkala yang berfokus pada peningkatan stabilitas, keamanan, dan kinerja guna memastikan pengalaman penggunaan yang semakin andal dan berkelanjutan.
- Memperkuat kanal layanan digital melalui penyediaan dua jalur layanan berbasis portal, yaitu *RLS Portal* untuk pelanggan rujukan dan *Corporate Portal* untuk pelanggan korporasi, guna meningkatkan kemudahan akses layanan, efisiensi proses *end-to-end*, serta konsistensi pelayanan sesuai kebutuhan masing-masing segmen. Melalui portal tersebut, Perseroan mendorong model layanan yang lebih terstandarisasi dan transparan, termasuk dukungan pengelolaan transaksi/permintaan layanan, pemantauan status, serta akses hasil pemeriksaan dan fitur rekapitulasi.

Perseroan juga menerapkan tata kelola TI yang terstruktur untuk memastikan layanan tetap andal, aman, dan berkesinambungan, meliputi:

- Manajemen *Disruption* (Gangguan Operasional)
- Keamanan Siber (*Cyber Security*)
- Disaster Recovery & Business Continuity

In addition, the Company is also enhancing its digital capabilities to enhance the customer experience, support operational efficiency, and improve service quality.

- Feature development in the U by Prodia application, with a focus on enhancing the experience, providing more informative interpretations of test results, and supporting more targeted and personalized health programs for walk-in customers, including:
  - Smart Report 2.0 – updated display and content of test result reports for easier understanding, including a more comprehensive and interpretive presentation for users.
  - Health Plan – launch and development of a targeted health program that combines lifestyle recommendations, progress monitoring (e.g., a plan diary), and consultation/mentoring support tailored to user needs.
  - Sub Account (Family Member) – a feature for adding and managing family members under one account, simplifying the ordering and management of family test needs.
  - Metabolic-U (Met-U) – a metabolic health assessment feature that supports risk identification based on the user's health profile within the app.
- Strengthening the Prodia for Doctor app as a digital service channel for doctor customers by developing professional collaboration capabilities, including the addition of communication features with doctors and other medical experts, and regular app updates focused on improving stability, security, and performance to ensure a more reliable and sustainable user experience.
- Strengthening the digital service channel by providing two portal-based service channels: the RLS Portal for referral customers and the Corporate Portal for corporate customers, to improve ease of service access, end-to-end process efficiency, and service consistency according to the needs of each segment. Through these portals, the Company promotes a more standardized and transparent service model, including support for transaction/service request management, status monitoring, and access to test results and summary features.

The Company also implements structured IT governance to ensure reliable, secure, and sustainable services, including:

- Disruption Management (Operational Disruptions)
- Cyber Security (Cyber Security)
- Disaster Recovery & Business Continuity

Rencana Pengembangan TI Tahun Mendatang

Sebagai bagian dari *roadmap IT Solution* jangka menengah, Perseroan telah menetapkan fokus pengembangan TI untuk tahun 2026, antara lain:

- Melanjutkan Implementasi atau *rollout next-generation core LIS* dengan arsitektur modular, *scalable*, dan lebih adaptif terhadap kebutuhan bisnis.
- Pemanfaatan AI & *advanced analytics* untuk prediksi beban operasional, deteksi risiko kualitas, serta pengayaan *insight* klinis.
- Peningkatan maturitas keamanan siber, mencakup penguatan kontrol akses dan perlindungan sistem, serta peningkatan kemampuan deteksi dan respons insiden melalui standarisasi proses, orkestrasi, dan otomasi penanganan insiden.
- Penyempurnaan *digital experience* pada aplikasi U by Prodia, Prodia for Doctor, RLS Portal dan CC Portal.
- Meningkatkan kapabilitas **Prodia Link** sebagai platform integrasi layanan diagnostik untuk memperkuat konektivitas dan interoperabilitas dengan ekosistem mitra. Peningkatan ini mencakup penguatan integrasi sistem (portal/API), perluasan cakupan proses *end-to-end* (registrasi/permintaan layanan, pelacakan status, hingga akses hasil), serta penyediaan rekapitulasi layanan yang lebih terstandarisasi guna meningkatkan transparansi, efisiensi operasional, dan kualitas pengalaman mitra.
- Modernisasi infrastruktur TI melalui *cloud optimization, containerization,* dan penguatan *network resiliency* di seluruh cabang.
- *IoT Monitoring* (Pemantauan Sampel): pengembangan pemantauan *real-time* pergerakan dan kondisi sampel sepanjang rantai proses (*pre-analitik* hingga penerimaan lab), termasuk status pengiriman, waktu tempuh, serta parameter kondisi (misalnya suhu/kelembaban bila diperlukan), guna menjaga integritas sampel, meningkatkan ketertelusuran (*traceability*), dan menurunkan risiko keterlambatan maupun penurunan kualitas sampel.

Future IT Development Plan

As part of its medium-term IT Solution roadmap, the Company has set IT development focuses for 2026, including:

- Continuing the implementation or rollout of a next-generation core LIS with a modular, scalable architecture that is more adaptable to business needs.
- Utilizing AI and advanced analytics for operational load prediction, quality risk detection, and enriching clinical insights.
- Increasing cybersecurity maturity, including strengthening access control and system protection, as well as enhancing incident detection and response capabilities through process standardization, orchestration, and incident handling automation.
- Improving the digital experience of the U by Prodia, Prodia for Doctor, RLS Portal, and CC Portal applications.
- Enhancing the capabilities of Prodia Link as a diagnostic service integration platform to strengthen connectivity and interoperability with the partner ecosystem. These improvements include strengthening system integration (portal/API), expanding the scope of end-to-end processes (registration/service requests, status tracking, and results access), and providing more standardized service recaps to improve transparency, operational efficiency, and the quality of the partner experience.
- Modernizing IT infrastructure through cloud optimization, containerization, and strengthening network resiliency across all branches.
- IoT Monitoring (Sample Monitoring): developing real-time monitoring of sample movement and condition throughout the process chain (pre-analytical through lab receipt), including shipment status, transit time, and condition parameters (e.g., temperature/humidity, if necessary), to maintain sample integrity, improve traceability, and reduce the risk of delays or sample quality degradation.

Keamanan Informasi dan Pelindungan Data Perseroan

Sejak 2024, Perseroan telah memiliki sebuah Gugus Tugas khusus bernama "Cyber Security Incident Response Team" (CSIRT), sesuai Surat Penunjukan No. 125/S/Intern/XI/2024. Gugus Tugas melibatkan anggota yang berasal dari berbagai departemen di Perseroan.

Pembentukan CSIRT bertujuan untuk mendeteksi dan mengelola potensi ancaman terhadap keamanan informasi, merespons insiden dengan cepat, serta memastikan perlindungan data dan sistem yang optimal. Tim CIRST juga aktif dalam melakukan evaluasi kebijakan dan prosedur keamanan, serta meningkatkan kesadaran melalui pelatihan dan kolaborasi dengan pihak eksternal.

Information Security and Corporate Data Protection

Since 2024, the Company has established a dedicated task force known as the "Cyber Security Incident Response Team" (CSIRT), pursuant to Appointment Letter No. 125/S/Intern/XI/2024. The task force comprises members drawn from various departments across the Company.

The establishment of the CSIRT is intended to detect and manage potential threats to information security, respond to incidents promptly, and ensure optimal protection of data and systems. The CSIRT also actively evaluates security policies and procedures, while enhancing organizational awareness through training programs and collaboration with external parties.

Sebagai bagian dari upaya berkelanjutan untuk memperkuat keamanan siber, pada tahun 2025 Perseroan mendapatkan pengakuan dari Badan Siber dan Sandi Negara (BSSN) melalui penunjukan sebagai bagian dari Tim Tanggap Insiden Siber (TTIS/CSIRT) Nasional. Penunjukan ini merupakan langkah strategis dalam memperkuat kapabilitas keamanan siber dan mendukung upaya nasional untuk melindungi sistem informasi serta data sensitif di seluruh sektor, termasuk dalam layanan kesehatan yang dikelola oleh Perseroan.

As part of its ongoing efforts to strengthen cybersecurity, in 2025, the Company received recognition from the National Cyber and Crypto Agency (BSSN) through its appointment as part of the National Cyber Incident Response Team (TTIS/CSIRT). This appointment represents a strategic step in strengthening cybersecurity capabilities and supporting national efforts to protect information systems and sensitive data across all sectors, including the healthcare services managed by the Company.

Lebih lanjut, sepanjang tahun 2025, Perseroan telah melaksanakan berbagai inisiatif strategis dan operasional dalam rangka memperkuat Keamanan Informasi dan Pelindungan Data. Langkah-langkah ini sejalan dengan komitmen Perseroan terhadap pengelolaan risiko teknologi, kepatuhan terhadap regulasi, serta peningkatan kepercayaan pelanggan dan mitra.

Furthermore, throughout 2025, the Company implemented various strategic and operational initiatives to strengthen Information Security and Data Protection. These steps align with the Company's commitment to technology risk management, regulatory compliance, and enhancing customer and partner trust.

Upaya yang telah dilakukan meliputi:
1. Peningkatan kapabilitas *Cyber Security Incident Response Team* (CSIRT);
2. Penerapan penguatan infrastruktur keamanan TI;
3. Peningkatan tata kelola data dan kepatuhan regulasi;
4. Peningkatan kesadaran keamanan informasi di seluruh organisasi;
5. Audit dan penilaian keamanan secara berkala;
6. Penguatan *back-up, recovery,* dan ketahanan sistem.

These efforts include:
1. Enhancing the capabilities of the Cyber Security Incident Response Team (CSIRT);
2. Implementing IT security infrastructure strengthening;
3. Improving data governance and regulatory compliance;
4. Increasing information security awareness throughout the organization;
5. Conducting regular security audits and assessments;
6. Strengthening system backup, recovery, and resilience.

Transformasi Digital

Di bawah ruang lingkup wewenang Fungsi Digital Transformation & Informasi Teknologi, Perseroan terus melakukan transformasi digital secara berkelanjutan di seluruh lini usaha. Transformasi ini dilakukan pada segmen pelanggan berikut ini:

Digital Transformation

Under the authority of the Digital Transformation & Information Technology Function, the Company continues to implement a sustainable digital transformation across all business lines. This transformation is being carried out in the following customer segments:

Segmen Pelanggan Individu

Perseroan terus berupaya menghadirkan inovasi digital yang memberikan pengalaman layanan kesehatan yang lebih mudah, cepat, dan personal bagi pelanggan. Melalui aplikasi U by Prodia, pelanggan dapat mengakses berbagai layanan kesehatan secara praktis—mulai dari pemesanan pemeriksaan, pemantauan progres layanan di cabang, hingga melihat riwayat pemeriksaan kapan saja. Fitur-fitur ini mempercepat proses layanan dan memberikan kenyamanan maksimal tanpa mengurangi akurasi maupun kualitas.

Individual Customer Segment

The Company continues to deliver digital innovations that offer customers a more seamless, faster, and personalized healthcare experience. Through the U by Prodia application, customers can conveniently access a wide range of healthcare services—from booking tests and monitoring service progress at branches to viewing their examination history anytime. These features accelerate service delivery and provide maximum convenience without compromising accuracy or quality.

Aplikasi ini juga memberikan *value to customer* melalui beragam fitur seperti *Home Service* untuk pemeriksaan di rumah, akses ke produk kesehatan melalui *Health Shop*, fitur *Health Score* untuk menilai risiko penyakit, serta Konsultasi kesehatan dengan dokter di mana saja dan kapan saja. Dengan hadirnya *Smart Report*, pelanggan memperoleh

The application also delivers added value through various features such as Home Service for at-home testing, access to health-related products via Health Shop, the Health Score feature to assess disease risk, and online health consultations with doctors anytime and anywhere. With the introduction of Smart Report, customers receive a more

interpretasi hasil pemeriksaan yang lebih komprehensif, termasuk manfaat tes, analisis hasil, dan rekomendasi diet, aktivitas fisik dan pemeriksaan lanjutan, sehingga mereka dapat memahami kondisi kesehatan secara lebih jelas dan mengambil keputusan yang tepat.

Inovasi-inovasi ini tidak hanya memperkaya pengalaman pelanggan, tetapi juga memperkuat engagement melalui rencana kesehatan yang dipersonalisasi, manajemen penyakit kronis, dan program loyalti. Perseroan turut mendukung interaksi pelanggan melalui berbagai kanal digital seperti situs web resmi, *e-mail*, media sosial, *contact centre* 1500-830, serta asisten virtual TANIA.

Dengan ekosistem layanan digital yang semakin lengkap dan terintegrasi, U by Prodia memperkuat posisi Perseroan sebagai penyedia layanan kesehatan modern yang berorientasi pada kenyamanan, akurasi, dan layanan berkelanjutan, sekaligus membuka peluang pertumbuhan baru melalui peningkatan *engagement* dan loyalitas pelanggan.

Segmen Pelanggan Dokter

Prodia for Doctor terus berkembang sebagai ekosistem digital yang dirancang khusus untuk memenuhi kebutuhan para tenaga medis. Platform ini memfasilitasi dokter dalam menjalankan proses *telemedicine* serta melakukan pemantauan kondisi kesehatan pasien, kapan saja dan di mana saja. Prodia for Doctor dilengkapi dengan berbagai fitur unggulan untuk mendukung kegiatan *telemedicine*, antara lain rujukan *online*, *chat* langsung, hasil pemeriksaan, e-*prescription*, rekam medis elektronik, *activity*, penelitian, informasi produk dan ilmiah, serta fitur komunikasi dengan sejawat maupun spesialis.

Melalui fitur *Online Referrals*, dokter dapat memberikan rujukan pemeriksaan kepada pasien dengan lebih efisien untuk mendapatkan layanan laboratorium di Prodia. Pada fitur *Live Chat*, dokter dapat melakukan konsultasi secara langsung dengan pasien, serta memberikan e-*prescription* melalui platform yang sama. Seluruh catatan medis dan pemberian resep obat akan terdokumentasi dalam Rekam Medis Elektronik yang juga mencakup hasil pemeriksaan laboratorium dari Prodia.

Selain itu, Prodia for Doctor menyediakan akses ke informasi terkait pemeriksaan laboratorium maupun non-laboratorium, jurnal, serta artikel ilmiah yang disajikan secara detail dan diperbarui secara berkala. Untuk mendukung kolaborasi antar dokter, platform ini menawarkan fitur *Chat* dengan Sejawat dan Chat dengan Spesialis, yang memungkinkan para dokter untuk berkomunikasi dan berkonsultasi dengan mudah. Melalui fitur *Activity* & Penelitian, dokter juga dapat mengikuti berbagai aktivitas ilmiah yang ditujukan khusus untuk profesi medis, serta mengajukan dan mendaftar untuk penelitian ilmiah yang lebih komprehensif.

comprehensive interpretation of their test results, including test benefits, result analysis, and recommendations on diet, physical activity, and follow-up tests. This helps customers better understand their health conditions and make informed decisions.

These innovations not only enhance the overall customer experience but also strengthen engagement through personalized health plans, chronic disease management, and loyalty programs. The Company additionally supports customer interaction through multiple digital channels, including the official website, e-mail, social media, the 1500-830 contact centre, and the virtual assistant TANIA.

With a more comprehensive and integrated digital service ecosystem, U by Prodia reinforces the Company's position as a modern healthcare provider focused on convenience, accuracy, and continuous service, while also creating new growth opportunities through increased customer engagement and loyalty.

Doctor Customer Segment

Prodia for Doctor continues to expand as a dedicated digital ecosystem designed to meet the needs of medical professionals. The platform enables doctors to conduct telemedicine and monitor patients' health conditions anytime and anywhere. Prodia for Doctor has many advanced tools to help with telemedicine, including online referrals, live chat, test results, e-prescriptions, electronic medical records, activity tracking, research, product and scientific information, as well as communication tools for interacting with other doctors and specialists.

Through the Online Referrals feature, doctors can issue test referrals to patients more efficiently for laboratory services at Prodia. With the Live Chat function, doctors can conduct real-time consultations with patients and provide e-prescriptions within the same platform. All medical notes and prescriptions are recorded in the Electronic Medical Record, which also includes laboratory test results from Prodia.

In addition, Prodia for Doctor provides access to detailed and regularly updated information on laboratory and non-laboratory tests, journals, and scientific articles. To support collaboration among physicians, the platform offers Chat with Peers and Chat with Specialists, enabling easy communication and consultation. Through the Activity & Research feature, doctors can also participate in various scientific activities specifically designed for the medical profession, as well as submit and register for more comprehensive scientific research initiatives.

Segmen Pelanggan Klien Korporasi

Perseroan juga berkomitmen untuk memperkuat kemitraan korporasi melalui pembaruan My Corporate Lab. Pembaruan berkelanjutan ini dirancang untuk memberikan nilai tambah bagi pelanggan. Melalui *My Corporate Lab*, pelanggan korporasi difasilitasi dalam melihat informasi produk, melakukan reservasi dengan proses pemantauan yang mudah dan secara *real-time*, melihat hasil pemeriksaan (baik hasil individu, rekap maupun hasil analitik kumulasi), serta melihat tagihan secara mandiri sehingga memberikan pengalaman baru yang lebih efektif dan efisien.

Dalam upaya melengkapi ekosistem digital, Perseroan juga menyediakan solusi layanan kesehatan terintegrasi lainnya seperti Prodialink yang memfasilitasi pelanggan terintegrasi data antar sistem melalui API, *Profit* (MCU *Onsite*) yang memberikan fleksibilitas lokasi pelaksanaan *medical check-up*, serta Riwayat *Online Form* yang memberikan kemudahan dalam pelanggan mengisi informasi data riwayat dalam pelaksanaan *medical check-up*.

Segmen Pelanggan Rujukan

Sebagai bagian dari transformasi layanan kesehatan yang kami bangun, *My Referral Lab* dan Prodialink hadir sebagai solusi digital dari Prodia untuk mempermudah proses rujukan. My Referral Lab menghadirkan beberapa fitur, seperti informasi produk, pengajuan rujukan digital, pemantauan status secara *real-time*, hasil pemeriksaan, tagihan, dan hubungi kami. Setiap fitur dirancang untuk mempercepat alur rujukan, meningkatkan efisiensi, dan memastikan pengalaman pengguna lebih nyaman, aman, dan terintegrasi.

Didukung integrasi dengan layanan transportasi pihak ketiga, pengguna dapat memperoleh kemudahan tambahan dalam penjemputan. Integrasi ini memastikan sampel dapat dikirimkan ke Prodia secara aman dan tepat waktu, sehingga proses rujukan dapat berjalan lebih optimal. Bagi penyedia layanan kesehatan yang telah memiliki sistem sendiri, Prodialink memungkinkan integrasi *System-to-System* untuk memastikan alur data rujukan berjalan otomatis, akurat, dan efisien. Kedua solusi ini menghadirkan layanan rujukan yang modern, responsif, dan berfokus pada kenyamanan pengguna.

INOVASI DAN PENGEMBANGAN MUTU

Melahirkan Inovasi Berkualitas Berbasis Solusi

Bagi Perseroan, riset dan pengembangan (R&D) merupakan pilar strategis yang krusial dalam menghadirkan layanan kesehatan yang inovatif, efektif, dan relevan dengan kebutuhan masyarakat saat ini. Inovasi adalah kunci untuk membuka peluang baru dan menghadapi tantangan di masa depan yang menawarkan solusi tepat dan bernilai tambah.

Corporate Client Segment

The Company is also committed to strengthening corporate partnerships through enhancements to My Corporate Lab. These continuous improvements are designed to deliver added value for corporate customers. Through My Corporate Lab, corporate clients are facilitated in accessing product information, making reservations with an easy and real-time monitoring process, and viewing test results (including individual results, summaries, and cumulative analytics), as well as independently checking their billing information to provide a more effective and efficient service experience.

To further complete its digital ecosystem, the Company also offers other integrated healthcare solutions, such as Prodialink, which enables clients to integrate data across systems through APIs; Profit (Onsite MCU), which provides flexibility in determining medical check-up locations; and Online Form History, which simplifies the process for customers to input their medical history data for medical check-up services.

Referral Customer Segment

As part of the healthcare service transformation we continue to develop, My Referral Lab and Prodialink serve as Prodia's digital solutions designed to simplify the referral process. My Referral Lab offers a range of features such as product information, digital referral submission, real-time status monitoring, test results, billing, and a contact-us channel. Each feature is designed to accelerate referral workflows, enhance efficiency, and ensure a more convenient, secure, and integrated user experience.

Supported by integration with third-party transportation services, users can benefit from additional convenience in sample pick-up. This integration ensures that samples are delivered to Prodia safely and on time, enabling a more optimal referral process. For healthcare providers with their own internal systems, Prodialink enables System-to-System integration to ensure that referral data flows automatically, accurately, and efficiently. Together, these solutions provide a modern, responsive, and user-centered referral service.

INNOVATION AND QUALITY DEVELOPMENT

Delivering High-Quality, Solution-Driven Innovation

For the Company, research and development (R&D) is a vital strategic pillar in delivering healthcare services that are innovative, effective, and relevant to today's evolving needs. Innovation serves as a key to unlocking new opportunities and addressing future challenges through the right solutions with more added values.

Melalui kegiatan R&D yang sistematis dan berkesinambungan, Perseroan melakukan diversifikasi layanan pemeriksaan laboratorium dan memastikan setiap prosedur operasional memenuhi standar kualitas tertinggi guna meningkatkan akurasi diagnostik, sensitivitas, spesifikasi, efisiensi waktu, dan optimasi biaya pemeriksaan. Integrasi teknologi digital dalam proses R&D juga memungkinkan Perseroan mempercepat analisis data, meningkatkan akurasi hasil, dan mendukung pengambilan keputusan berbasis bukti (*evidence-based decision making*).

Through its systematic and continuous R&D programs, the Company expands and diversifies its diagnostic service offerings while ensuring that every operational procedure is run within the highest quality standards, which enables it to enhance diagnostic accuracy, sensitivity, specificity, turnaround time efficiency, and cost optimization. The integration of digital technologies within the R&D process also enables faster data analysis, improves result accuracy, and supports evidence-based decision making.

Dalam memperkenalkan tes atau produk baru, Perseroan juga melibatkan program edukasi ilmiah yang diadakan oleh komunitas medis. Perseroan terus berupaya menghadirkan pemeriksaan-pemeriksaan baru melalui pengembangan internal, lisensi teknologi, dan kemitraan dengan para vendor dan klinisi.

In introducing new tests and products, the Company involves scientific education programs held by the medical community. The Company continues to bring new diagnostic services through internal development, technology licensing, and strategic collaborations with vendors and clinicians.

Saat ini, Perseroan telah mendukung lebih dari 5.000 penelitian dalam berbagai bidang seperti autoimun, alergi, kanker, hepatitis, penyakit kardiovaskular, diabetes, obesitas, hipertensi, autisme, preeklampsia, kelainan hormon, penyakit genetik, kelainan kromosom, *molecular* onkologi, farmakogenomik, *precision medicine*, dan sebagainya. Perseroan telah mengembangkan berbagai pemeriksaan pada *pipeline* riset dan validasi, seperti farmakogenomik, nutrigenomik, *precision oncology*, dan *hereditary cancer*. Di tahun 2025, Perseroan kembali memperluas portofolionya dengan menghadirkan pemeriksaan terbaru, antara lain Gut Microbiome, Human Milk Analysis, Organic acid, TMAO, Hb Adana, Hv CS Thalassemia, G6PD Activity, dan Bladder Cancer & HPV Urine.

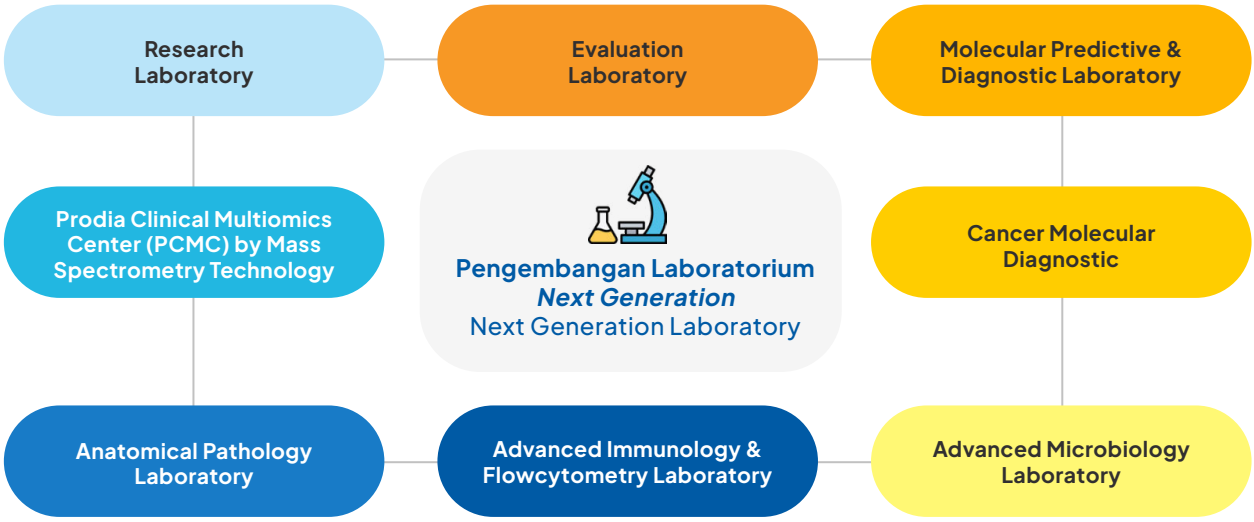
Until recently, the Company has supported more than 5,000 research studies across various fields such as autoimmune disorders, allergies, cancer, hepatitis, cardiovascular diseases, diabetes, obesity, hypertension, autism, preeclampsia, hormonal disorders, genetic diseases, chromosomal abnormalities, molecular oncology, pharmacogenomics, precision medicine, and more. The Company has also developed more tests within its research and validation pipeline, such as pharmacogenomics, nutrigenomics, precision oncology, and hereditary cancer. In 2025, it further broadened its portfolio by introducing several new tests, including Gut Microbiome, Human Milk Analysis, Organic Acid, TMAO, Hb Adana, Hv CS Thalassemia, G6PD Activity, and Bladder Cancer & HPV Urine.

Pengembangan Laboratorium *Next Generation*

Prodia telah menyiapkan *next generation lab* menuju *next generation medicine*, yang mencakup Laboratorium Molekular Prediktif dan Diagnostik, Cancer Molecular Laboratory Immunology, Prodia Clinical Multiomics Center (PCMC) by Mass Spectrometry Technology, Patologi Anatomi, Laboratorium Evaluasi, Advanced Microbiology, Advanced Immunology & Flow Cytometry Laboratory, dan Sitogenetik.

Next-Generation Laboratory Development

Prodia has prepared its next-generation laboratory to support the next-generation medicine, including the Predictive and Diagnostic Molecular Laboratory, the Cancer Molecular Immunology Laboratory, the Prodia Clinical Multiomics Centre (PCMC) by Mass Spectrometry Technology, Anatomical Pathology, Evaluation Laboratory, Advanced Microbiology, Advanced Immunology & Flow Cytometry Laboratory, and Cytogenetics.



Laboratorium Molekular Prediktif dan Diagnostik
Predictive and Diagnostic Molecular Laboratory

Dalam upaya mengembangkan Lab Advance Molecular sebagai "Prodia Genome Centre," Perseroan telah melakukan sejumlah investasi alat yang dapat mendukung perkembangan tes-tes terkait *precision medicine* dan *predictive marker*, yaitu:

To advance the development of the Advanced Molecular Lab as the "Prodia Genome Centre," the Company has invested in a range of instruments that support the expansion of precision medicine and predictive marker testing, including:

01



Next Generation Sequencer (NGS), yaitu NextSeq 500 dari Illumina yang telah dimanfaatkan untuk pengembangan pemeriksaan *non-invasive prenatal testing* dengan kolaborasi dalam bentuk transfer teknologi langsung dari Illumina Corp. Prodia juga mengembangkan lebih lanjut pemeriksaan NIPT agar dapat mendeteksi kelainan kromosom seluruh kromosom dan 40 sindrom mikrodelesi/duplikasi.

Next Generation Sequencer (NGS), the Illumina NextSeq 500, which has been utilized to develop non-invasive prenatal testing (NIPT) through a technology transfer collaboration with Illumina Corp. Prodia has also enhanced its NIPT capabilities to detect chromosomal abnormalities across all chromosomes and 40 microdeletion/duplication syndromes.

02



Sistem Microarray iScan dari Illumina untuk pengembangan pemeriksaan variasi-variasi pada lokus gen yang dipilih sesuai kebutuhan pengembangan pemeriksaan dengan inovasi Perseroan untuk reagen Prodia Genome Array. Pada 2018–2025, Prodia telah merilis pemeriksaan *Genomics* untuk mengetahui risiko genetik berbagai kondisi kesehatan meliputi CArisk, TENSrisk, DIArisk, CVDrisk, IMMUNErisk, Prodia Bone, Muscle and Joint Genomics, Prodia Wellness Genomics, Prodia Nutrigenomics, Prodia Skin & Hair Genomics, Prodia Sport Genomics, EYEgenomics, NEUROgenomics, Prodia Sleep & Stress Genomics, MTHFR Genotyping, Mutasi Faktor V Leiden, Mutasi Prothrombin (F2) G20210A, dan Mutasi FGFR3 (Achondroplasia). Pemeriksaan untuk mengetahui respon obat seperti CardioPGx, DYPD Genotyping, dan InfectionPGx juga telah dikembangkan dengan Prodia Genome Array.

Illumina iScan Microarray System, used to develop tests targeting specific gene loci based on Prodia's innovation for the Prodia Genome Array reagents. Between 2018–2025, Prodia released a wide range of Genomics tests to identify genetic risks for numerous health conditions, including CArisk, TENSrisk, DIArisk, CVDrisk, IMMUNErisk, Prodia Bone, Muscle & Joint Genomics, Prodia Wellness Genomics, Prodia Nutrigenomics, Prodia Skin & Hair Genomics, Prodia Sport Genomics, EYEgenomics, NEUROgenomics, Prodia Sleep & Stress Genomics, MTHFR Genotyping, Factor V Leiden Mutation, Prothrombin (F2) G20210A Mutation, and FGFR3 (Achondroplasia) Mutation. Drug-response tests, such as CardioPGx, DPYD Genotyping, and InfectionPGx were also developed using the Prodia Genome Array.

Sebagai bagian dari upaya meningkatkan kualitas dan cakupan layanan, pada tahun 2025 Perseroan melengkapi portofolio pemeriksaannya dengan melakukan investasi alat terbaru, yaitu *Onso System Sequencing by Binding* (SBB) dari Pacific Biosciences. Alat yang merupakan bagian dari teknologi NGS ini dirancang untuk mendeteksi detail paling kecil pada komposisi genetik manusia, termasuk mutasi genetik yang berpotensi menyebabkan penyakit. Keunggulan luar biasa dari Onso System SBB meliputi:

1. Tingkat akurasi tinggi hingga 90% Q40+ dibandingkan dengan instrumen sekuensing lainnya;
2. Sensitivitas tinggi, yang memungkinkan pendeteksian perubahan kecil pada DNA (mutasi DNA) khususnya yang sering ditemukan di kasus penyakit langka; dan
3. Aplikasi yang beragam, dapat digunakan dalam penelitian kanker (untuk pengembangan skrining dan terapi obat), gene editing (konfirmasi hasil editing dan penemuan biomarker baru), analisis eksom/panel hingga analisis sel tunggal.

Berbagai tes molekuler yang berbasis *real-time* PCR, Sanger Sequencing, Microarray dan Next Generation Sequencing telah dikembangkan Perseroan dengan menggunakan peralatan canggih yang tersedia di laboratorium Prodia. Tes diagnostik molekuler, seperti pemeriksaan HLA-B27 Typing (PCR), Mikrodelesi Kromosom Y, Mutasi Gen SRD5A2, Mutasi Gen Androgen Receptor, Mutasi Gen SRY, serta Analisis Gen Thalassemia Alfa dan Beta juga dikembangkan oleh Perseroan.

Prodia juga telah mengembangkan sistem informasi genomik sejak 2018. Sistem ini terintegrasi dengan *pipeline* bioinformatik Prodia yang mencakup berbagai alat dan basis data yang terus diperbarui. Dengan demikian, seluruh basis data genomik Prodia dapat terhubung dan diintegrasikan dengan basis data non-genomik di masa depan.

As part of its continued effort to enhance quality and service coverage, in 2025, the Company expanded its testing portfolio with an investment in the Onso System Sequencing by Binding (SBB) from Pacific Biosciences. This NGS technology is designed to capture extremely fine details of human genetic composition, including disease-causing mutations. Key advantages of the Onso System SBB include:

1. High accuracy, achieving up to 90% Q40+, exceeding most other sequencing instruments;
2. High sensitivity, enabling the detection of subtle DNA changes (DNA mutations), particularly those frequently associated with rare diseases; and
3. Broad range of applications, from cancer research (for screening and drug therapy development), gene-editing (confirmation of editing results and discovery of new biomarkers), exome/panel analysis to single-cell analysis.

The Company has developed various molecular tests based on real-time PCR, Sanger Sequencing, Microarray, and Next Generation Sequencing using available advanced equipment at the Prodia laboratory. Other developments include Diagnostic tests such as HLA-B27 Typing (PCR), Y Chromosome Microdeletions, SRD5A2 Gene Mutation, Androgen Receptor Gene Mutation, SRY Gene Mutation, as well as Alpha and Beta Thalassemia Gene Analysis, are also being developed by the Company.

Since 2018, Prodia has also developed an integrated genomic information system that is connected to Prodia's bioinformatics pipeline and backed it with continuously updated tools and databases. That means Prodia's genomic database can be linked and integrated with non-genomic databases in the near future.

Cancer Molecular Laboratory

Sejak 2015, Perseroan telah berperan dalam membantu mewujudkan *precision oncology* di Indonesia dengan menghadirkan berbagai pemeriksaan onkologi molekuler dengan menggunakan berbagai teknologi yang tersedia di laboratorium Prodia, termasuk yang berbasis *real-time* PCR, *mutant-enrichment* PCR, *Sanger Sequencing*, dan *Fragment Analysis*. Pemeriksaan diagnostik molekuler terkait berbagai jenis kanker telah dikembangkan, di antaranya yaitu BCR-ABL, BCR-ABL Kuantitatif p210, Mutasi BCR-ABL T315I, Mutasi JAK2 V617F, Mutasi EGFR (*real-time* PCR), *Ultrasensitive* - Mutasi EGFR ctDNA (*digital* PCR), *Microsatellite Instability*, Mutasi POLE, Mutasi PIK3CA, dan berbagai pemeriksaan lainnya.

Since 2015, the Company has played a key role in advancing precision oncology in Indonesia as it offers a broad range of molecular oncology tests using various technologies available at Prodia's laboratories, including real-time PCR, mutant-enrichment PCR, Sanger Sequencing, and Fragment Analysis. A number of molecular diagnostic tests for various types of cancer have been developed, including BCR-ABL, Quantitative BCR-ABL p210, BCR-ABL T315I Mutation, JAK2 V617F Mutation, EGFR Mutation (real-time PCR), Ultrasensitive EGFR ctDNA Mutation (digital PCR), Microsatellite Instability, POLE Mutation, PIK3CA Mutation, and several other tests.

Dalam upaya mengembangkan Lab *Advanced Molecular* sebagai "Prodia Genome Centre," Perseroan telah melakukan sejumlah investasi alat yang dapat mendukung perkembangan tes-tes terkait *precision oncology*, yaitu:

1. MassArray System dari Agena Bioscience untuk pengembangan pemeriksaan mutasi gen-gen terkait kanker kolorektal, paru, dan melanoma yang berperan dalam manajemen pengobatan.
2. Kerja sama dengan Illumina untuk alat NGS, yaitu MiSeq (Illumina) untuk pengembangan pemeriksaan BRCA1/2 Germline yang ditujukan untuk mendeteksi variasi genetik pada gen BRCA1 dan BRCA2 terkait dengan risiko kanker payudara, kanker ovarium, kanker prostat, dan kanker pankreas yang diturunkan, pemeriksaan *Hereditary Cancer Risk* yang dapat mendeteksi variasi genetik pada 48 gen yang berasosiasi dengan 8 (delapan) jenis kanker, yaitu kanker payudara, kanker ovarium, kanker endometrium, kanker lambung, kanker prostat, kanker kolorektal, kanker kulit, dan kanker pankreas, serta pemeriksaan BRCA1/2 Somatic yang ditujukan untuk mendeteksi variasi genetik pada gen BRCA1 dan BRCA2 pada jaringan tumor payudara, ovarium, dan prostat.

In an effort to further develop the Advanced Molecular Lab as the "Prodia Genome Centre," the Company has made investments in equipment to support the development of precision oncology-related tests, namely:

1. MassArray System from Agena Bioscience for developing mutation tests of genes related to colorectal, lung, and melanoma cancers that play a role in treatment management.
2. Collaboration with Illumina for the NGS platform, MiSeq (Illumina), for developing BRCA1/2 Germline testing aimed at detecting genetic variants in the BRCA1 and BRCA2 genes associated with hereditary risks of breast cancer, ovarian cancer, prostate cancer, and pancreatic cancer; Hereditary Cancer Risk testing, which detects genetic variants across 48 genes associated with 8 (eight) types of cancer, namely breast cancer, ovarian cancer, endometrial cancer, gastric cancer, prostate cancer, colorectal cancer, skin cancer, and pancreatic cancer; as well as BRCA1/2 Somatic testing designed to detect genetic variants in BRCA1 and BRCA2 in tumor tissues of breast, ovarian, and prostate.

Sebagai bagian dari upaya meningkatkan kualitas dan cakupan layanan, pada tahun 2025 Perseroan melengkapi portofolio pemeriksaannya dengan meluncurkan layanan pemeriksaan *Bladder Cancer Detection*, suatu pemeriksaan non-invasif yang dapat membantu dalam deteksi dini kanker kandung kemih.

As part of efforts to enhance the quality and scope of its services, in 2025, the Company broadened its testing portfolio with the introduction of Bladder Cancer Detection, a non-invasive examination that supports the early detection of bladder cancer.

Prodia Clinical Multiomics Center (PCMC) by Mass Spectrometry Technology

Teknik *Mass Spectrometry (MS)* merupakan metode referensi dari berbagai pemeriksaan laboratorium yang berfungsi untuk melengkapi beberapa tes konfirmasi serta tes yang tidak dapat dilakukan secara konvensional. Saat ini, MS dan kromatografi masih menjadi metode referensi utama untuk berbagai pemeriksaan seperti hormon steroid, vitamin D, dan asam amino. Keunggulan dari metode MS adalah dapat mengukur banyak pemeriksaan dalam satu sampel secara bersamaan sehingga memberikan efisiensi yang superior dengan sensitivitas dan spesifisitas yang sangat tinggi.

Mass Spectrometry (MS) technique is a reference method for various laboratory tests and is used to support multiple confirmatory tests as well as tests that cannot be performed using conventional methods. Currently, MS and chromatography remain the primary reference methods for examinations such as steroid hormones, vitamin D, and amino acids. The key advantage of MS is its ability to measure multiple analytes in a single sample simultaneously, providing superior efficiency with exceptionally high sensitivity and specificity.

Prodia membuktikan dirinya sebagai *center of excellence* dengan memiliki satu-satunya Laboratorium *Clinical Mass Spectrometry* di Indonesia yang memiliki platform yang lengkap. Beberapa keunggulan utama dari laboratorium MS Prodia adalah pemeriksaan vitamin, hormon steroid, asam amino, asam lemak, *trace element*, dan *organic acids*.

Prodia has established itself as a center of excellence by operating the only Clinical Mass Spectrometry Laboratory in Indonesia, equipped with a complete platform. Some of the key strengths of Prodia's MS laboratory include testing for vitamins, steroid hormones, amino acids, fatty acids, trace elements, and organic acids.

Prodia memulai penggunaan teknik kromatografi dan mass spectrometry sejak tahun 2011, dimulai dengan pengenalan HPLC dan ICP-MS untuk mendukung analisis klinis. Pada tahun 2014, Prodia memperkenalkan LC-MS/MS, sebuah teknologi canggih yang memungkinkan analisis dengan sensitivitas dan akurasi tinggi. Kemudian pada tahun 2015, Prodia menambah lagi kapasitasnya dengan memasukkan GC-MS untuk mendeteksi dan mengidentifikasi asam lemak.

Prodia started using chromatography and mass spectrometry techniques in 2011, beginning with the introduction of HPLC and ICP-MS to support clinical analysis. In 2014, Prodia introduced LC-MS/MS, an advanced technology that enables high-sensitivity and high-accuracy analysis. Then, in 2015, Prodia expanded its capabilities by incorporating GC-MS to detect and identify fatty acids.

Pada tahun 2017, Prodia mengambil langkah besar dengan menghadirkan teknologi Fourier Transform Infrared Spectroscopy (FTIR) untuk mendukung analisis batu ginjal. Ini menjadikan Prodia sebagai pelopor pemeriksaan analisis batu ginjal dengan metode baku emas pertama di Indonesia. Selain itu, untuk meningkatkan kapasitas dan kemampuan analisis, Prodia menambahkan 1 unit LC-MS/MS dengan sensitivitas tinggi.

In 2017, Prodia took a major step by introducing Fourier Transform Infrared Spectroscopy (FTIR) technology to support kidney stone analysis. This made Prodia a pioneer in kidney stone analysis using the first gold-standard method in Indonesia. Additionally, to further enhance its analytical capacity, Prodia added one unit of high-sensitivity LC-MS/MS.

Rentang tahun 2018 hingga 2025 menjadi periode di mana Prodia terus memperbaharui dan memperluas teknologi laboratoriumnya. Beberapa alat canggih yang ditambahkan termasuk 1 unit GC-MS dengan Headspace autosampler untuk analisis senyawa organik volatil, 1 (satu) unit ICP-MS, 1 (satu) unit LC-QTOF sebagai instrumen Mass Spectrometry beresolusi tinggi, 1 unit LC-MS/MS, serta 1 (satu) unit Human Milk Analyzer dan 1 (satu) unit Osmometer. Pengembangan alat dari tahun ke tahun mendukung tujuan Prodia untuk terus mengembangkan berbagai aplikasi klinis dengan menggabungkan berbagai metode MS dan kromatografi, serta teknologi canggih lainnya.

The period from 2018 to 2025 saw Prodia continue to upgrade and expand its laboratory technology. Several advanced instruments were added, including one unit of GC-MS with Headspace autosampler for the analysis of volatile organic compounds, one unit of ICP-MS, one unit of LC-QTOF as a high-resolution mass spectrometry instrument, one unit of LC-MS/MS, as well as one unit of Human Milk Analyzer and one unit of Osmometer. The continuous development of these tools supports Prodia's goal to advance various clinical applications by integrating various MS and chromatography methods, alongside other cutting-edge technologies.

Jenis Teknologi Technology Type	Fitur Feature
Inductively Coupled Plasma-Mass Spectrometry (ICP-MS)	Memiliki sensitivitas tinggi untuk mendeteksi *trace element* hingga level *part per trillion* (ppt) dan mampu menganalisis sampel kompleks dengan cepat. Has high sensitivity to detect trace elements up to the part per trillion (ppt) level and is able to analyze complex samples quickly.
Liquid Chromatography-Tandem Mass Spectrometry (LC-MS/MS)	Sangat akurat untuk analisis senyawa organik dan metabolit pada konsentrasi rendah dengan kemampuan pemisahan yang sangat baik. Highly accurate for analysis of organic compounds and metabolites at low concentrations with excellent separation capabilities.
Gas Chromatography-Mass Spectrometry dengan *Headspace Autosampler* Gas Chromatography-Mass Spectrometry with Headspace Autosampler	Efektif untuk analisis senyawa volatil dan semi-volatil dengan deteksi selektif serta pengurangan kontaminasi melalui injeksi otomatis. Effective for analysis of volatile and semi-volatile compounds with selective detection and reduction of contamination through automatic injection.
High Performance Liquid Chromatography-Diode Array Detector/Fluorescence Detector (HPLC-DAD/FLD)	Unggul untuk analisis kualitatif dan kuantitatif senyawa organik kompleks dengan kemampuan deteksi spesifik melalui absorbansi atau fluoresensi. Excellent for qualitative and quantitative analysis of complex organic compounds with specific detection capabilities via absorbance or fluorescence.
Fourier Transform-Infra Red (FTIR) *Spectroscopy*	Cepat dan non-destruktif untuk identifikasi gugus fungsi molekul dan komposisi senyawa organik serta anorganik. Fast and non-destructive for identifying molecular functional groups and the composition of organic and inorganic compounds.
High resolution mass spectrometry Liquid Chromatography Quadrupole Time-of-Flight (LC QTOF)	LC QTOF adalah teknik analisis canggih yang digunakan dalam pemeriksaan metabolomik. Metode ini menggabungkan pemisahan efisien senyawa melalui kromatografi cair dengan deteksi massa yang sangat sensitif, memungkinkan identifikasi dan kuantifikasi metabolit dalam sampel biologis dengan akurasi tinggi dan resolusi yang baik. LC QTOF is an advanced analytical technique used in metabolomics examination. This method combines efficient separation of compounds via liquid chromatography with highly sensitive mass detection, enabling the identification and quantification of metabolites in biological samples with high accuracy and good resolution.

Selain itu, laboratorium MS Prodia juga menyediakan panel sebagai berikut:

In addition, the MS Prodia laboratory also provides the following panels:

Jenis Panel Pemeriksaan Examination Panel Type	Tujuan Pemeriksaaan Examination Objectives
***Trace Element* (13 jenis mineral dan logam berat)** Trace Elements (13 types of minerals and heavy metals)	Evaluasi dan pemantauan status nutrisi serta evaluasi paparan toksisitas dari lingkungan maupun akibat kelebihan material. Evaluation and monitoring of nutritional status as well as evaluation of exposure to toxicity or excess material.
Hormon Steroid (Androstenedion, Testosteron, 17–OH Progesteron, Cortisol, Androsterone, Dihydrotestosterone (DHT)) Steroid Hormones (Androstenedione,Testosterone, 17–OH Progesterone, Cortisol)	Evaluasi keseimbangan hormon dalam kaitan dengan hirsutism, infertilitas, hermaphroditism, defisiensi 21–*hydroxylase*, diagnosis PCOS dan sindrom *cushing*. Evaluation of hormonal balance in relation to hirsutism, infertility, hermaphroditism, 21–hydroxylase deficiency, diagnosis of PCOS and Cushing's syndrome.
Asam Lemak (Omega 3, 6, 7, 9) dan Asam Lemak Jenuh Fatty Acids (Omega 3, 6, 7, 9) and Saturated Fatty Acids	Mengetahui keseimbangan dari profil omega dan *baseline* sebelum dilakukan suplementasi. Idetify the balance of omega profile and baseline before supplementation.
Asam Lemak Rantai Pendek Short Chain Fatty Acid	Mengukur SCFA pada pencernaan yang bermanfaat pada berbagai faktor kesehatan tubuh. Measure SCFAs in digestion, which are beneficial for various body health factors.
Vitamin (A, E, B1, B6)	Mendeteksi defisiensi atau toksisitas vitamin. Detecting vitamin deficiency or toxicity.
Asam Amino (22 jenis) Amino Acids (22 types) **Asam Amino Triptofan dan Glutamin** Amino Acids Tryptophan and Glutamine	Evaluasi gangguan keseimbangan asam amino, seperti *mood disorder*, kelebihan berat badan, dan gangguan asupan protein. Evaluation of amino acids balance disorders, such as mood disorders, excess weight, and impaired protein intake.
Asam Amino (10 jenis) & *Acylcarnitine* (8 jenis) Amino Acid (10 types) & Acylcarnitine (8 types)	Melakukan skrining komprehensif terhadap bayi baru lahir (*newborn*). Perform comprehensive screening of newborns.
ADMA & SDMA	Mengetahui penyebab disfungsi endotel sebagai salah satu faktor aterosklerosis dan risiko komplikasi penyakit kardiovaskular dan penyakit ginjal. Identify the causes of endothelial dysfunction as a factor in atherosclerosis and the risk of complications from cardiovascular disease and kidney disease.
Trimethylamine–N–Oxide (TMAO)	Pengukuran TMAO dalam serum sebagai marker risiko kardiovaskular yang merupakan metabolit dari microbiota usus. Measurement of TMAO in serum as a marker of cardiovascular risk, which is a metabolite from the gut microbiota.

Kynurenine	Menggambarkan aktivitas enzim pendegradasi triptofan indolamine 2,3–*dioxygenase* (IDO) dalam merespons inflamasi seluler terkait gejala depresi, skizofrenia, dan penyakit neurologis lainnya, banyak digunakan untuk *immune cell response, host-microbiome signaling, neuronal excitability, inflammatory disease development, brain memory system, endocrine and nervous systems.* Describe the activity of the tryptophan-degrading enzyme indolamine 2,3–dioxygenase (IDO) in response to cellular inflammation related to symptoms of depression, schizophrenia, and other neurological diseases, widely used for immune cell response, host-microbiome signaling, neuronal excitability, inflammatory disease development, brain memory system, endocrine and nervous systems.
Organic Acid	Mendiagnosis dan memantau kelainan bawaan yang memengaruhi berbagai jalur metabolisme. Tes ini juga untuk melengkapi portofolio *newborn screening* Prodia. Selain itu, tes ini juga bermanfaat untuk mengetahui keseimbangan mikrobiota usus, fungsi dari mitokondria, dan kebugaran metabolisme. Tes ini tidak hanya berguna bagi dokter anak, tetapi juga dapat dimanfaatkan oleh internis, dokter spesialis gastroenterologi, dan praktisi *functional medicine.* Diagnose and monitor inborn errors of metabolism that affect various metabolic pathways. This test also serves to complement Prodia's newborn screening portfolio. Furthermore, this test is also beneficial for determining gut microbiota balance, mitochondrial function, and metabolic fitness. This test is not only useful for pediatricians, but it can also be utilized by internists, specialist gastroenterologists, and functional medicine practitioners.
Analisis Batu Ginjal dan Analisa Batu Empedu (FTIR) Kidney Stone Analysis and Gallstone Analysis (FTIR)	Menganalisis komposisi batu ginjal dan batu empedu untuk mengetahui penyebab dan mencegah pembentukan kembali. Analyze the composition of kidney stones and gallstones to identify the cause and prevent recurrence.
Human Milk Analyzer	Menganalisis komposisi makronutrien dalam Air Susu Ibu (ASI), termasuk karbohidrat, protein, lemak, dan energi. Alat ini memungkinkan pemeriksaan yang lebih tepat dan efisien terhadap kandungan gizi ASI sehingga memberikan informasi dalam pemantauan kualitas ASI bagi ibu yang menyusui. Analyze the macronutrient composition in Breast Milk (BM), including carbohydrates, proteins, fats, and energy. This equipment allows for more precise and efficient examination of breast milk's nutritional content, thereby providing information for monitoring breast milk quality for nursing mothers.

Prodia juga merupakan laboratorium pertama yang mengaplikasikan metode referensi pemeriksaan batu ginjal dan batu empedu di Indonesia. Saat ini, Prodia telah menyediakan pemeriksaan rutin dengan metode MS, seperti hormon estrogen, Vitamin C, Trimetilamin N-Oksida (TMAO), dan *reverse* T3 (rT3) sebagai bentuk komitmennya dalam memberikan pelayanan yang presisi dan holistik.

Prodia is also the first laboratory in Indonesia to apply reference methods for diagnosing kidney stones and gallstones. The Company now offers routine tests using MS methods, such as estrogen hormones, Vitamin C, Trimethylamine N-Oxide (TMAO), and reverse T3 (rT3), reflecting its commitment to delivering precise and holistic diagnostic services.

Laboratorium Patologi Anatomi
Anatomical Pathology Laboratory

Laboratorium Patologi Anatomik (PA) berperan untuk menegakkan diagnosa, prognosis serta pemilihan terapi terutama pada pasien kanker. Pemeriksaan PA masih merupakan gold standar untuk diagnosis kanker, namun karakteristik kanker yang heterogenous membuat diagnosa kanker menjadi tantangan tersendiri. Untuk itu diperlukan *anchilary testing* seperti imunohistokimia, FISH ataupun *molecular testing* lainnya agar dapat memberikan hasil yang akurat. Perkembangan ilmu pengetahuan dan teknologi

The Anatomic Pathology (AP) laboratory plays a crucial role in diagnosing, prognosticating, and selecting therapy, especially for cancer patients. AP testing remains the gold standard for cancer diagnosis; however, the heterogeneous characteristics of cancer make cancer diagnosis particularly challenging. Therefore, ancillary testing such as immunohistochemistry, FISH, or other molecular testing is required to provide accurate results. Advances in science and technology allow for the determination of cancer

memungkinkan dilakukan penetapan subtipe kanker dan penetapan klasifikasi molekular sehingga pengobatan dapat dilakukan berdasarkan karakteristik kanker yang sama sehingga diharapkan dapat memberikan respon terapi yang lebih baik.

subtypes and molecular classification, enabling treatment to be tailored based on the specific characteristics of the cancer, which is expected to result in better therapeutic responses.

Saat ini, laboratorium Patologi Anatomik Prodia telah menyediakan layanan histopatologi, sitopatologi, serta Imunohistokimia (IHK) dengan berbagai jenis pemeriksaan di bawah ini:

At present, Prodia's Anatomical Pathology Laboratory provides histopathology, cytopathology, and Immunohistochemistry (IHC) services with a range of tests listed below:

Jenis Pemeriksaan Examination Type	Tujuan Pemeriksaan Examination Objectives
Esterogen Receptor (ER) *Progesteron Receptor* (PgR) *Human Epidermal Growth Factor Receptor* 2 (HER2/neu)	Membantu penentuan pemberian terapi hormon dan prognosis pada pasien terutama untuk kasus kanker payudara. Helps determine the administration of hormone therapy and prognosis in patients, especially in cases of breast cancer.
Ki67	Berperan untuk mendeteksi proliferasi sel tumor dan membantu klasifikasi molekular pada kanker payudara. Plays a role in detecting tumor cell proliferation and assisting in molecular classification of breast cancer.
Panel Lymphoma CD3, CD10, CD15, CD20, CD79a CD30, CD45, Bcl6, dan MUM1 Lymphoma Panel CD3, CD10, CD15, CD20, CD79a CD30, CD45, Bcl6, and MUM1	Merupakan panel dasar untuk menentukan tipe kanker limfoma (Hodgkin atau non-Hodgkin) serta penentuan target terapi pada pasien dengan pemberian anti CD20 ataupun anti CD30. Fundamental panel for determining the type of lymphoma (Hodgkin or non-Hodgkin) and for determining therapy targets in patients receiving anti-CD20 or anti-CD30 treatment.
Programmed Death Ligand (PD-L1) - SP263	Diagnostik pendamping (CDx) pada kasus kanker paru-paru, endomtetrium, ovarium, TNBC, dan urothelial. Companion diagnostics (CDx) in cases of lung, endometrial, ovarian, TNBC, and urothelial cancers.
Anaplastic Lymphoma Kinase (ALK)	Diagnostik pendamping (*companion diagnostik*) pada pasien kanker paru tipe *Non Small Cell Lung Cancer* (NSCLC) *Adenocarcinoma* yang akan diberikan anti tirosin kinase ALK. A companion diagnostic for patients with Non-Small Cell Lung Cancer (NSCLC) Adenocarcinoma who will receive ALK tyrosine kinase inhibitors.
MMR dan p 53	Biomarker yang digunakan untuk menetapkan klasifikasi molekular kanker endometrium bersama dengan pemeriksaan POLE *mutation* dan membantu pemilihan pengobatan yang sesuai dengan klasifikasinya (POLE *mutated*, MMR *deficient*, p53 *wild type* (NSMP), p53 abn). A biomarker used to establish the molecular classification of endometrial cancer, along with POLE mutation testing, and helps in selecting appropriate treatment based on the classification (POLE mutated, MMR deficient, p53 wild type (NSMP), p53 abnormal).
TTF-1, Napsin A, p40/p63, Napsin	Membantu menetapkan *subtype* kanker paru untuk diagnosis dan pemilihan pengobatan yang lebih baik. Helps determine the subtype of lung cancer for improved diagnosis and better treatment selection.
Pan Cytokeratin, Vimentin, CK7 dan CK2	Membantu menetapkan tipe kanker bersama dengan *biomarker* lainnya dan berkontribusi untuk menetapkan *primary cancer* terutama pada kasus yang telah bermetastasis atau *Primary Unknown Cancer (PUC).* Helps determine the type of cancer alongside other biomarkers and contributes to establishing the primary cancer, particularly in cases that have metastasized or Primary Unknown Cancer (PUC).
CD117	Sebagai *companion* diagnostik pada pasien Gastro Intestinal Stromal Tumor (GIST) dengan pemberian obat Imatinib. As a companion diagnostic in patients with Gastrointestinal Stromal Tumor (GIST) receiving Imatinib treatment.

Kompleksnya penyakit kanker menggerakkan Perseroan untuk terus memberikan hasil yang akurat dan berkualitas kepada pelanggan. Perseroan terus mengembangkan tes-tes dengan metode imunohistokimia (IHK) dan In Situ Hybridization (ISH) terutama untuk panel kanker payudara, kanker kolon, kanker paru-paru, dan limfoma yang memiliki prevalensi cukup banyak di Indonesia serta tes-tes yang direkomendasikan oleh organisasi internasional (ASCO, CAP, ESMO).

The complexity of cancer has driven the Company to consistently deliver accurate, high-quality results for its customers. The Company continues to develop tests using Immunohistochemistry (IHC) and In Situ Hybridization (ISH) methods, particularly for breast cancer, colorectal cancer, lung cancer, and lymphoma panels, which have a high prevalence in Indonesia, as well as tests recommended by international organizations (ASCO, CAP, ESMO).

Pada tahun 2024, Laboratorium PA Prodia melengkapi dengan *Digital Scanner* untuk mempermudah konsultasi antar Dokter Spesialis Patologi Anatomi (DSPA), potensi kolaborasi antar institusi serta penggunaan *Artificial Intellegence* (AI) baik di sitologi, histopatologi maupun imunohistokimia sebagai asisten patologis tanpa mengurangi peran dan tanggung jawab DSPA.

In 2024, Prodia's Anatomic Pathology Laboratory equipped itself with a Digital Scanner to facilitate consultations between Pathology Specialists (DSPA), enhance collaboration potential between institutions, and enable the use of Artificial Intelligence (AI) in cytology, histopathology, and immunohistochemistry as a diagnostic assistant, without diminishing the role and responsibility of the DSPA.

Laboratorium Evaluasi
Evaluation Laboratory

Sebagai salah satu bentuk penerapan *precision medicine,* Prodia memiliki Laboratorium Evaluasi yang berfungsi untuk mengevaluasi seluruh tes pemeriksaaan yang tersedia di Prodia. Laboratorium Evaluasi bertanggung jawab mengembangkan beragam tes di bidang kimia, hematologi, urin & feses, dan imunologi (selain *flow cytometry*). Seluruh proses evaluasi (perencanaan, evaluasi, dan penentuan hasil) dilakukan secara terpusat di Laboratorium Evaluasi Jakarta Pusat untuk menentukan standar tunggal dalam evaluasi. Melalui Laboratorium Evaluasi, Prodia terus mengembangkan beragam tes diagnostik yang lebih efisien, efektif, akurat, dan berkualitas dengan biaya yang terjangkau.

As part of its implementation of precision medicine, Prodia operates an Evaluation Laboratory responsible for assessing all available tests offered by Prodia. The Evaluation Laboratory oversees the development of various tests in the areas of chemistry, hematology, urine & feces, and immunology (excluding flow cytometry). All evaluation processes (including planning, assessment, and results determination) are centralized at the Evaluation Laboratory in Central Jakarta to ensure a unified standard for evaluation. Through this laboratory, Prodia continues to develop diagnostic tests that are more efficient, effective, accurate, and high-quality, while remaining cost-effective.

Sepanjang tahun 2025 hingga bulan Oktober, melalui verifikasi Laboratorium Evaluasi, Perseroan meningkatkan kapasitas dengan menyediakan lima pemeriksaan baru, yaitu G6PD, *Fecal Lactoferrin*, M2-PK, Anti-NMDAR IF, dan *Continuous Glucose Monitoring* (CGM). Perkenalan tes ini adalah bagian dari dedikasi Perseroan untuk meningkatkan kualitas layanan diagnostik dan mendukung kebutuhan klinis yang terus berkembang. Selain itu, Laboratorium Evaluasi akan melakukan verifikasi pemeriksaan *Alzheimer's Disease*. Hal ini juga merupakan bagian dari strategi peningkatan mutu layanan dan inovasi berkelanjutan, yang diharapkan dapat memperluas cakupan diagnostik serta meningkatkan akurasi dan ketepatan hasil bagi pengguna layanan.

Up until October of the year, as had been verified by the Evaluation Laboratory, the Company had increased its capacity by adding five new tests: G6PD, Fecal Lactoferrin, M2-PK, Anti-NMDAR IF, and Continuous Glucose Monitoring (CGM). The introduction of the new tests was part of the Company's dedication to improving the quality of diagnostic services and supporting the continuously growing clinical needs. The Evaluation Laboratory has also verified the Alzheimer's Disease tests as part of the strategy to improve service quality and drive continuous innovation, which is expected to expand diagnostic coverage and enhance the accuracy and precision of results for service users.

Advanced Microbiology Laboratory

Sejak 2021, Prodia terus memperkuat posisinya sebagai penyedia layanan diagnostik unggulan melalui pengembangan *Advanced Microbiology Laboratory*. Laboratorium ini berperan dalam pengembangan layanan untuk berbagai pemeriksaan mikrobiologi, dimulai dari kultur bakteri aerob, identifikasi organisme, hingga uji kepekaan antimikroba. Seiring berjalannya waktu, kemampuan layanan ini diperluas dengan pengembangan pemeriksaan berbasis molekuler untuk penyakit infeksi.

Langkah peningkatan kualitas layanan semakin nyata ketika Prodia mengadopsi teknologi MALDI-ToF Bruker Sirius One, yang kini menjadi andalan dalam proses identifikasi bakteri. Teknologi ini menghadirkan kecepatan dan ketepatan yang jauh lebih tinggi, sehingga mempercepat alur diagnosis dan mendukung penanganan klinis yang lebih efektif.

Di saat yang sama, kebutuhan akan deteksi infeksi yang cepat dan komprehensif mendorong Prodia untuk memperluas layanan berbasis metode molekuler. Serangkaian pemeriksaan infeksi telah tersedia, mulai dari HBV-DNA, HCV-RNA, HIV-1 RNA, HPV-DNA dan *genotyping*, CMV-DNA, CT/NG PCR, hingga SARS-CoV-2 RNA. Layanan ini didukung oleh jaringan regional di Medan, Denpasar, Surabaya, dan Makassar, sehingga akses pemeriksaan tetap merata bagi masyarakat. Layanan molekuler Prodia pun berkembang lebih lanjut dengan hadirnya pemeriksaan MTB/NTM *Real-Time* PCR, serta tes kuantitatif HSV-1/2 DNA dan EBV-DNA, yang menambah kelengkapan portofolio pemeriksaan infeksi.

Prodia juga memperkenalkan layanan *Syndromic Panel*, meliputi *Respiratory Panel, Gastrointestinal Panel*, dan *Sexual Transmitted Infection Panel*, yang memungkinkan deteksi berbagai patogen dalam satu kali pemeriksaan. Panel-panel ini saat ini tersedia di PNRL dan Prodia Denpasar, dan menjadi salah satu layanan yang sangat membantu dalam penegakan diagnosis cepat di era penyakit infeksi yang semakin beragam.

Tidak hanya berhenti pada layanan infeksi, Prodia juga memperluas langkah inovatifnya melalui kerja sama dengan Metagen Inc. Jepang. Kolaborasi ini menghadirkan layanan *Gut Microbiome Analysis*, sebuah pemeriksaan yang memberikan gambaran mengenai komposisi dan diversitas bakteri usus. Layanan ini memperlihatkan komitmen Prodia dalam membawa pendekatan kesehatan yang lebih personal, preventif, dan berbasis sains terkini kepada masyarakat Indonesia.

Since 2021, Prodia has strengthened its position as a leading provider of diagnostic services through the development of its Advanced Microbiology Laboratory. This laboratory plays a central role in developing services for various microbiological examinations, starting from aerobic bacterial cultures and organism identification to antimicrobial susceptibility testing. Over time, these capabilities have been expanded through the development of molecular-based testing for infectious diseases.

Prodia's service quality has advanced further with the adoption of the MALDI-ToF Bruker Sirius One technology, now a key instrument for bacterial identification. This technology delivers significantly greater speed and accuracy, accelerating diagnostic workflows and supporting more effective clinical management.

In response to the growing need for rapid and comprehensive infection detection, Prodia has also expanded its molecular-based testing services. A broad range of infectious disease assays is now available, including HBV-DNA, HCV-RNA, HIV-1 RNA, HPV-DNA and genotyping, CMV-DNA, CT/NG PCR, and SARS-CoV-2 RNA. These services are supported by regional networks in Medan, Denpasar, Surabaya, and Makassar, ensuring equitable access to testing. Prodia's molecular services have further advanced with the introduction of MTB/NTM Real-Time PCR, as well as quantitative testing for HSV-1/2 DNA and EBV-DNA, enriching its infectious disease testing portfolio.

Prodia has also introduced Syndromic Panel services, including Respiratory Panel, Gastrointestinal Panel, and Sexually Transmitted Infection Panel, which enable the detection of multiple pathogens in a single test. These panels are currently available at the PNRL and Prodia Denpasar, serving as valuable tools for rapid diagnosis in an era of increasingly diverse infectious diseases.

Beyond infectious disease services, Prodia continues to expand its innovative initiatives through a collaboration with Metagen Inc., Japan. This partnership has enabled the introduction of Gut Microbiome Analysis, a test that provides insights into the composition and diversity of gut bacteria. This service underscores Prodia's commitment to bringing a more personalized, preventive, and science-driven approach to healthcare for the Indonesian community.

Advanced Immunology & Flowcytometry Laboratory

Pemeriksaan imunologi memiliki peran yang penting untuk menegakkan diagnosis, terutama melalui penggunaan teknologi *flow cytometry*. Teknologi ini memisahkan setiap sel pada sampel untuk meningkatkan akurasi perhitungan dan identifikasi jenis sel, dan telah menjadi standar utama dalam menentukan diagnosis leukemia dan beberapa penyakit lainnya. Saat ini, beberapa teknologi terbaru telah memanfaatkan bahan untuk IVD.

Dengan berbasis pada teknologi *flow cytometry*, Prodia melakukan pemeriksaan imunologi dengan meningkatkan kemampuan lasernya. Pemeriksaaan ini dilengkapi dengan *autosampler* untuk memperoleh hasil yang presisi dan akurat. Saat ini, Prodia telah memiliki 3 (tiga) alat *flow cytometry* sebagai basis pemeriksaan CD4 dan CD8 untuk pasien HIV, leukemia *phenotyping* darah untuk leukemia, HLA B27 *phenotyping*, untuk *ankylosing spondylitis* dan kelainan reumatik lainnya. Pemeriksaan CD34 untuk *stem cell enumeration* dan *cancer* dan TBNK. Saat ini Perseroan sedang melakukan pengembangan leukemia *phenotyping* untuk sampel sumsum tulang guna meningkatkan akurasi dan kecepatan identifikasi jenis leukemia.

Immunology testing plays a critical role in establishing diagnoses, particularly through the application of flow cytometry technology. This technology isolates each cell within a sample to enhance the accuracy of cell counting and identification, and has become a primary standard in diagnosing leukemia and several other diseases. Today, several of the latest technologies have incorporated materials for IVD use.

Using the flow cytometry technology as its base, Prodia does immunology testing with enhanced laser capabilities. These tests come with an autosampler to ensure precise and accurate results. Prodia currently operates 3 (three) flow cytometry instruments for CD4 and CD8 testing for HIV patients; blood leukemia phenotyping for leukemia; and HLA B27 phenotyping for ankylosing spondylitis and other rheumatic disorders. CD34 testing is also available for stem cell enumeration, cancer, and TBNK. The Company has bone marrow leukemia phenotyping under development to further improve the accuracy and speed of leukemia subtype identification.

Laboratorium Sitogenetik
Cytogenetics Laboratory

Laboratorium sitogenetik menyediakan pemeriksaan yang bertujuan untuk mendeteksi keberadaan kelainan struktural dan jumlah kromosom dibutuhkan sebagai alat diagnosis berbagai penyakit seperti kanker, *down syndrome*, turner syndrome, *fragile* X *syndrome*, dan kondisi genetik lainnya yang disebabkan oleh kelainan kromosom. Sejumlah kasus kelainan kromosom seperti *balanced translocation*, inversi, dan *ring chromosome* masih memerlukan pemeriksaan kromosom dengan kariotipe dan hibridisasi fluoresensi in situ (*Fluorescence In Situ Hybridization*/FISH).

Laboratorium sitogenetik juga berfungsi untuk mengakomodir kebutuhan perlakuan kultur sel serta proses-proses lain pada pemeriksaan dengan kariotipe dan FISH. Laboratorium sitogenetik Prodia menggunakan sistem HiBand, yaitu sistem analisis kromosom yang mengintegrasikan mikroskop dari Olympus dengan perangkat lunak analisis kromosom dari *Applied Spectral Imaging* (ASI). Sistem ini membantu proses otomatis dalam pencarian sel dan identifikasi kromosom sehingga mempercepat proses pemeriksaan analisis kromosom. Pemeriksaan analisis kromosom dengan sampel darah telah dilakukan sejak tahun 2020 dan terus dikembangkan dengan

The cytogenetics laboratory provides testing aimed at detecting structural and numerical chromosomal abnormalities, which are essential for diagnosing various conditions such as cancer, Down syndrome, Turner syndrome, Fragile X syndrome, and other genetic disorders caused by chromosomal abnormalities. Several chromosomal abnormalities, such as balanced translocations, inversions, and ring chromosomes, still require chromosomal analysis using karyotyping and Fluorescence In Situ Hybridization (FISH).

The cytogenetics laboratory also accommodates the need for cell culture processes and other procedures required for karyotyping and FISH testing. Prodia's cytogenetics laboratory uses the HiBand system, a chromosome analysis system that integrates Olympus microscopes with chromosome analysis software from Applied Spectral Imaging (ASI). This system supports automated cell detection and chromosome identification, thereby accelerating chromosomal analysis workflows. Chromosome analysis using blood samples has been carried out since 2020 and continues to expand to various other sample types. Some of the tests available at Prodia's

beragam jenis sampel lainnya. Beberapa pemeriksaan yang tersedia di laboratorium sitogenetik Prodia adalah analisis kromosom darah dengan karyotyping G-bandingPro Chromosomal (CMA) untuk mengidentifikasi kelainan kromosom pada kasus disabilitas intelektual, keterlambatan perkembangan, kelainan kongenital dan *autism spectrum disorder* (ASD). Perseroan juga mengembangkan pemeriksaan prenatal untuk tes diagnosis kelainan kromosom pada janin melalui pemeriksaan CMA-Amnion dan CMA-POC. Selain itu, kami sedang menyelesaikan pengembangan teknik FISH untuk kromosom X dan Y, yang ditargetkan dapat tersedia untuk layanan pelanggan pada awal tahun 2026. Kami berkomitmen untuk memperkuat kemampuan diagnostik dan mendukung kemajuan layanan kesehatan yang lebih presisi dan inovatif.

cytogenetics laboratory include blood chromosome analysis with G-banding karyotyping and Pro Chromosomal Microarray (CMA) to identify chromosomal abnormalities in cases of intellectual disability, developmental delay, congenital anomalies, and autism spectrum disorder (ASD). The Company is also developing prenatal diagnostic testing for chromosomal abnormalities in fetuses through CMA-Amnion and CMA-POC. Additionally, we are finalizing the development of FISH technique for X and Y chromosomes, which is targeted to be available for customer services by early 2026. We remain committed to strengthening diagnostic capabilities and supporting advancements in more precise and innovative healthcare services.

Research Support

Layanan *Research Support* telah tersedia sejak 1991 di bawah pengelolaan Bagian *Research Support* yang bekerja sama dengan Laboratorium Riset. Layanan ini merupakan upaya Prodia untuk terus mengembangkan ilmu pengetahuan di bidang kedokteran laboratorium dan biomedik di Indonesia.

Research Support

Research Support Services have been available since 1991 under the management of the Research Support Section in collaboration with the Research Laboratory. This service is Prodia's effort to continue to develop knowledge in the field of laboratory medicine and biomedicine in Indonesia.



Daftar Institusi yang Bermitra dengan Prodia di Bidang Penelitian dan Pendidikan
List of Institutions that Partner with Prodia in the Field of Research and Education

Area	Nama Institusi Institution Name	
Sumatra	Universitas Sumatera Utara (USU)	FK Universitas Batam (UNIBA), Batam
	Fakultas Kedokteran/*Medical School* (FK) Universitas Syiah Kuala, Banda Aceh	FK Universitas Riau (FK UNRI), Pekanbaru
	FK Universitas Andalas (UNAND), Padang	Universitas Kristen Methodist Indonesia
	Universitas Sriwijaya (FK UNSRI), Palembang	FK Universitas Jambi
Jabodetabek Greater Jakarta	Universitas Indonesia	Badan Riset dan Inovasi Nasional/ *National Research and Innovation Agency*
	Universitas Katolik Indonesia Atma Jaya	Ikatan Dokter Indonesia
	FK Universitas Trisakti, Jakarta	FK Universitas Tarumanagara
	Indonesia International Institute for Life Sciences (i3L)	FK YARSI
	FK Universitas Kristen Krida Wacana (UKRIDA)	FK Universitas Islam Negeri Syarif Hidayatullah
	FK Universitas Lampung (UNILA)	Institut Pertanian Bogor/*IPB University*
Jawa Barat West Java	FK Universitas Kristen Maranatha, Bandung	Fakultas Farmasi/Faculty of Pharmacy Universitas Padjadjaran
	FK Universitas Jenderal Achmad Yani (UNJANI), Cimahi	FK Universitas Padjadjaran
	FK Universitas Islam Bandung (UNISBA)	FK Universitas Pendidikan Indonesia
Jawa Tengah Central Java	FK Universitas Jenderal Soedirman (UNSOED), Purwokerto	FK Universitas Muhammadiyah Yogyakarta (UMY), Yogyakarta
	FK Universitas Gadjah Mada (UGM), Yogyakarta	FK Universitas Islam Indonesia (UII), Yogyakarta
	FK Universitas Sebelas Maret (UNS), Surakarta	FK Universitas Diponegoro (UNDIP), Semarang
	FK Universitas Kristen Duta Wacana	
Jawa Timur dan Bali & Nusa Tenggara (Batara)	FK Universitas Brawijaya, Malang	FK Universitas Jember
	FK Universitas Udayana, Denpasar	Fakultas Ilmu Kedokteran (FIK)/ *Faculty of Medical Sciences* Kesehatan Universitas Bali Internasional
	FK Universitas Mataram	FK Universitas Nusa Cendana
	FK Universitas Airlangga	FK Universitas Warmadewa
	FK Universitas Pembangunan Nasional Veteran Jawa Timur	
Kalimantan	FK Universitas Lambung Mangkurat (UNLAM), Banjarmasin	FK Universitas Mulawarman (UNMUL), Samarinda
	FK Universitas Tanjungpura (UNTAN), Pontianak	FK Universitas Palangka Raya (UPR)
Sulawesi, Maluku, Papua (Sulampua)	FK Universitas Hasanuddin (UNHAS), Makassar	FK Universitas Muslim Indonesia (UMI), Makassar
	FK Universitas Sam Ratulangi (UNSRAT), Manado	FK Universitas Tadulako (UNTAD), Palu
	FK Universitas Haluoleo, Kendari	FK Universitas Muhammadiyah Makassar
	FK Universitas Khairun (UNKHAIR), Ternate	FK Universitas Negeri Makassar
	FK Universitas Al-Khairat, Palu	

Kemitraan yang terjalin selama ini mencakup penelitian, *transfer of knowledge*, serta partisipasi Prodia sebagai narasumber terkait berbagai penelitian, antara lain:

1. Pemilihan biomarker yang tepat;
2. Faktor kritis dalam pra analitik, analitik, dan post-analitik suatu pemeriksaan;

The partnerships that have been established so far include research, transfer of knowledge, as well as Prodia's participation as a resource regarding various research, including:

1. Selection of appropriate biomarkers;
2. Critical factors in pre-analytic, analytics, and post-analytic examination;

3. Tren *biomarker* terbaru untuk penelitian bidang tertentu seperti kardiologi, gastroenterologi, pulmonologi, neurologi, obgyn, hepatologi, pediatri, onkologi, penyakit infeksi, dan lainnya;
4. Metode dan prinsip pemeriksaan (ELISA, molekular, GCMS, LCMS, dan ICP-MS);
5. Metodologi penelitian;
6. Lokakarya penulisan manuskrip;
7. Riset *tissue-based*;
8. Metode analisis penelitian kualitatif dan kuantitatif;
9. *Update* terbaru dalam genomik (skor risiko poligenik & tes genomik);
10. Mikrobiota usus dan penyakit kardiometabolik;
11. Metode anatomi patologi;
12. Epigenetik; dan
13. *Stem-Cell Research*.

Prodia aktif terlibat dalam berbagai kegiatan kuliah tamu untuk berdiskusi terkait manajemen laboratorium medis dan klinik termasuk pengendalian dan pemantapan mutu, proses akreditasi ISO, dan manajemen laboratorium. Prodia juga berkontribusi di dunia pendidikan dengan menjadi dosen tamu dalam beberapa mata kuliah terkait laboratorium kedokteran, biomedik, dan patobiologi penyakit, mencakup biologi molekular (tingkat dasar dan lanjut), *stem cell*, patobiologi penyakit, nutrigenomik, dan sebagainya.

Perseroan terus mendorong kemajuan ilmu pengetahuan dan inovasi di bidang kesehatan melalui berbagai penelitian dan dukungan. Sepanjang tahun 2025, Perseroan menyelenggarakan 6.540 seminar dan/atau webinar dan *events*. Sejak 2010 hingga 2025, Prodia telah mendukung 5.065 penelitian melalui kontribusi dan dedikasi 1.173 peneliti. Selama 2025, sebanyak 689 penelitian berhasil diselesaikan.

Pada 2025, penelitian yang menggunakan tes riset menunjukkan kenaikan 3,8% dibandingkan tahun sebelumnya, sementara penelitian dengan tes rutin mengalami kenaikan 10,6%. Hingga saat ini, Perseroan telah menyelesaikan 611 tes riset, termasuk 26 jenis tes baru, yaitu RBC Folate, M30 Apoptosense, M65 EpiDeath, Variasi Genetik rs2275913, Variasi Genetik rs2430561, Bile Acid Vena Portal, IL-27 Cairan Pleura, Metallothionein-1A (serum darah tali pusat), Cu/ZnSOD (serum darah tali pusat), IL-6 cairan peritoneal, COX-2, Variasi Genetik MT-1A (rs8052394) (serum darah tali pusat), Myeloperoxidase Feses, TGF-β1 sampel BALF, PGE2 Urine, Piezo-1, Serca2A, VEGF Peritoneal Fluid, TNF-α Cairan Gusi, Variasi Genetik GLP-1R (rs3765467), BECN-1, GATA-4, PGE2 Saliva, Ketoconazole Serum, Ketoconazole Tumor Otak, serta CCL17/Thymus and Activation-Regulated Chemokine (TARC).

3. Latest biomarker trends for research in specific fields such as cardiology, gastroenterology, pulmonology, neurology, obgyn, hepatology, pediatrics, oncology, infectious diseases, and others;
4. Examination methods and principles (ELISA, molecular, GCMS, LCMS, ICP-MS, and NGS);
5. Research methodology;
6. Manuscript writing workshop;
7. Tissue-based research;
8. Qualitative and quantitative research analysis methods;
9. Latest updates in genomics (polygenic risk scores & genomic tests);
10. Gut microbiota and cardiometabolic disease;
11. Methods of pathological anatomy;
12. Epigenetics; and
13. Stem-Cell Research.

Prodia is actively involved in various guest lecture activities to discuss medical and clinical laboratory management, including quality control and consolidation, the ISO accreditation process, and laboratory management. Prodia also contributes to the world of education by serving as a guest lecturer in courses on laboratory medicine, biomedicine, and disease pathobiology, including molecular biology (basic and advanced level). stem cells, disease pathobiology, nutrigenomics, and so on.

The Company continues to advance scientific knowledge and innovation in the healthcare sector through various research initiatives and support. Throughout 2025, the Company organized 6,540 seminars and/or webinars. From 2010 to 2025, Prodia has supported 5,065 research projects through the contribution and dedication of 1,173 researchers. During 2025, a total of 689 research projects were successfully completed.

In 2025, research utilising research-based tests showed an increase of 3.8% compared with the previous year, while research using routine tests recorded an increase of 10.6%. To date, the Company has brought 611 research tests to completion, including 26 new types of tests, namely RBC Folate, M30 Apoptosense, M65 EpiDeath, Genetic Variation rs2275913, Genetic Variation rs2430561, Bile Acid Venous Portal, IL-27 Pleural Fluid, Metallothionein-1A (umbilical cord blood serum), Cu/ZnSOD (umbilical cord blood serum), IL-6 peritoneal fluid, COX-2, Genetic Variation MT-1A (rs8052394) (umbilical cord blood serum), Myeloperoxidase Feces, TGF-β1 BALF samples, PGE2 Urine, Piezo-1, Serca2A, VEGF Peritoneal Fluid, TNF-α Gum Fluid, Genetic Variation GLP-1R (rs3765467), BECN-1, GATA-4, PGE2 Saliva, Ketoconazole Serum, Ketoconazole Brain Tumor, and CCL17/Thymus and Activation-Regulated Chemokine (TARC).

Penelitian

Secara keseluruhan, peneliti yang menggunakan layanan Prodia adalah untuk pendidikan spesialisasi (PPDS interna, anak *obgyn*, bedah, dll) pendidikan S1, S2, dan S3, publikasi, serta konsulen. Beberapa topik kasus utama yang paling banyak diteliti adalah penyakit ginjal, *spondyloarthritis*, DM tipe 2, hepatitis B, HIV, preeklamsia, IBD, kanker paru, dan kanker payudara.

Research

Overall, researchers who use Prodia's services are for specialized education (internal PPDS, pediatric, obgyn, surgery, etc.), undergraduate, postgraduate, and doctoral education, publications, and consultancy. Some of the most researched main case topics are kidney disease, spondyloarthritis, type 2 DM, hepatitis B, HIV, preeclampsia, IBD, lung cancer, and breast cancer.

Persentase Penelitian berdasarkan Tujuan Penelitian Tahun 2025

Percentage of Research based on Research Objectives in 2025

Program Pendidikan Dokter Spesialis (PPDS) Specialist Doctor Education Program	Jumlah (%) Total (%)
PPDS Ilmu Penyakit Dalam | PPDS Internal Medicine	52
PPDS Ilmu Kesehatan Anak | PPDS Child Health Sciences	25
PPDS Obstetri & Ginekologi | PPDS Obstetrics & Gynecology	25
PPDS Kulit dan Kelamin | PPDS Skin and Genitals	2
PPDS Pulmonologi | PPDS Clinical Nutrition	9
PPDS Neurologi | PPDS Neurology	4
PPDS Ilmu Kedokteran Fisik dan Rehabilitasi | PPDS Physical Medicine and Rehabilitation	1
PPDS Ilmu Kesehatan Mata | PPDS Eye Health Sciences	1
PPDS Ilmu Kedokteran Jiwa | PPDS Psychiatric Medicine	1
PPDS Gizi Klinik | PPDS Clinical Nutrition	6
PPDS Anestesi | PPDS Anesthesia	1
PPDS Patologi Klinik | PPDS Clinical Pathology	3
Total: 100%	

SISTEM MANAJEMEN MUTU

Konsistensi dalam menjaga mutu layanan pemeriksaan kesehatan merupakan salah satu prioritas utama Prodia. Perseroan berkomitmen bahwa setiap laboratorium Prodia senantiasa memberikan layanan yang optimal dengan hasil pemeriksaan yang akurat, dapat dipertanggungjawabkan, dan terpercaya. Komitmen ini terbukti melalui keberhasilan Prodia dalam mempertahankan akreditasi Laboratory Accreditation Program (LAP) dari CAP selama lebih dari 13 tahun, bersama lebih dari 8.000 laboratorium global ternama lainnya.

Dengan memiliki sejumlah akreditasi dan sertifikasi berskala nasional maupun internasional, Perseroan termotivasi untuk terus meningkatkan kualitas sistem manajemen mutu secara komprehensif. Inisiatif transformasi dan inovasi, termasuk integrasi teknologi digital dalam proses laboratorium, memampukan Perseroan untuk memberikan hasil pemeriksaan yang akurat.

QUALITY MANAGEMENT SYSTEM

Consistency in maintaining the quality of health examination services remains one of Prodia's top priorities. The Company is committed to ensuring that every Prodia laboratory consistently delivers optimal services with accurate, accountable, and reliable results. This commitment is reflected in Prodia's success in maintaining its Laboratory Accreditation Program (LAP) accreditation from the CAP for more than 13 years, alongside more than 8,000 other leading laboratories worldwide.

With a number of national and international accreditations and certifications, the Company is driven to continuously enhance the quality of its comprehensive quality management system. Transformation and innovation initiatives, including the integration of digital technology into laboratory processes, enable the Company to deliver accurate examination results.

Prodia rutin berpartisipasi dalam berbagai program Pemantapan Mutu Eksternal berskala nasional dan internasional, termasuk CAP, External Quality Assurance Services (EQAS), Vitamin D External Quality Assessment Scheme (DEQAS), MLE (Medical Laboratory Evaluation) in Microbiology – USA, Royal College of Australian Pathologists (RCPA) – Australia, Centers for Disease Control and Prevention (CDC) USA for Trace Element, EMQN – UK, serta Euroimmun in Autoimmune Testing – Germany.

Prodia secara berkala mengikuti berbagai program EQAS, termasuk Kimia, Hematologi, Imunologi, dan HbA1C, yang menilai akurasi dan mutu hasil laboratorium secara internasional, sehingga setiap cabang yang berpartisipasi memperoleh pengakuan atas konsistensi penerapan standar mutu, kompetensi staf, dan keandalan proses pengukuran di seluruh jaringan laboratorium Prodia. Hasil yang dicapai menunjukan prestasi yang sangat baik, dengan 95,6% cabang peserta EQAS Kimia berada dalam Quintiles (Q1) dari 12.671 laboratorium di seluruh dunia. Sementara itu, 86,7% cabang peserta EQAS Hematologi masuk Q1 dari 4.740 laboratorium global, 90% cabang peserta EQAS Imunologi berada di Q1 dari 4.800 laboratorium, dan 92,1% laboratorium peserta EQAS HbA1C tercatat di Q1 dari 2.802 laboratorium di seluruh dunia.

Sejak tahun 2013, Prodia Rujukan Nasional menjadi satu-satunya laboratorium di Indonesia yang memperoleh sertifikasi level I dari National Glycohemoglobin Standardization Program (NGSP) USA untuk pemeriksaan HbA1C, dengan resertifikasi yang dilakukan setiap tahun. Secara Sigma Metrik, kualitas hasil pemeriksaan laboratorium Prodia rata-rata sepanjang tahun 2025 mencapai 5,91 sigma, melampaui batas minimal >4 sigma. Capaian ini menunjukkan tingkat presisi yang tinggi.

Operasional laboratorium Prodia didukung oleh lebih dari 1.497 buah instrumen di seluruh outlet, mencakup 136 jenis alat dengan usia rata-rata 5,6 tahun. Selama tahun 2025, Prodia telah melakukan peremajaan dan penambahan 204 alat.

Perseroan terus meningkatkan kapasitas laboratorium kalibrasi melalui sertifikasi ISO 17025. Laboratorium kalibrasi Prodia saat ini telah memiliki kemampuan kalibrasi alat penunjang meliputi Volumetrik, Termometer, Tensimeter, *Thermohygrometer*, Data *Logger*, Timbangan Badan, Termometer IR, Oven/Inkubator, *Data Logger*, *Timer* & *Stopwatch*, *Tachometer*, *Centrifuge*, TDS/ Konduktivitimeter, dan EKG.

Prodia routinely participates in various national and international External Quality Assurance programs, including the CAP, External Quality Assurance Services (EQAS), Vitamin D External Quality Assessment Scheme (DEQAS), Medical Laboratory Evaluation (MLE) in Microbiology – USA, Royal College of Australian Pathologists (RCPA) – Australia, the Centers for Disease Control and Prevention (CDC) USA for Trace Elements, EMQN – UK, and Euroimmun in Autoimmune Testing – Germany.

Prodia regularly participates in various EQAS programs, including Chemistry, Hematology, Immunology, and HbA1C, which assess the accuracy and quality of laboratory results at an international level. Through these programs, each participating branch receives recognition for its consistency in applying quality standards, staff competency, and the reliability of measurement processes across Prodia's laboratory network. The results demonstrated outstanding performance, with 95.6% of Chemistry EQAS participating branches ranking in Quintile 1 (Q1) out of 12,671 laboratories Meanwhile, 86.7% of EQAS Hematology participants were in Q1 out of 4,740 global laboratories, 90% of EQAS Immunology participants were in Q1 out of 4,800 laboratories, and 92.1% of EQAS HbA1C participants were in Q1 out of 2,802 laboratories worldwide.

Since 2013, Prodia National Reference Laboratory has been the only laboratory in Indonesia to receive Level I certification from the National Glycohemoglobin Standardization Program (NGSP) USA for HbA1C testing, with annual recertification. Based on Sigma Metrics, Prodia's average laboratory testing quality throughout 2025 reached 5.91 sigma, exceeding the minimum threshold of >4 sigma. This achievement reflects a high level of precision.

Prodia's laboratory operations are supported by more than 1,497 instruments across all outlets, covering 136 types of equipment with an average age of 5.6 years. Throughout 2025, Prodia has renewed and added 204 instruments.

The Company continues to strengthen the capacity of its calibration laboratory through ISO 17025 certification. Prodia's calibration laboratory currently has the capability to calibrate supporting equipment, including volumetric devices, thermometers, sphygmomanometers, thermohygrometers, data loggers, body scales, IR thermometers, ovens/incubators, data loggers, timers & stopwatches, tachometers, centrifuges, TDS/conductivity meters, and ECG.

Selama tahun 2025, Perseroan terus mengembangkan kemampuan laboratorium MS, laboratorium molekular diagnostik, laboratorium imunologi, dan anatomi dengan menambahkan berbagai instrumen baru, yaitu:

1. Giotto Diapath - Autostainer
2. Agilent LC-MS/MS 6465 Ultivo
3. MIRIS Human Milk Analyzer
4. Knauer K7400S Osmometer

Throughout 2025, the Company continued to enhance the capabilities of its MS laboratory, molecular diagnostics laboratory, immunology laboratory, and anatomical laboratory by adding various new instruments, namely:

1. Giotto Diapath - Autostainer
2. Agilent LC-MS/MS 6465 Ultivo
3. MIRIS Human Milk Analyzer
4. Knauer K7400S Osmometer

Laboratorium Kalibrasi

Laboratorium Kalibrasi Prodia merupakan unit strategis yang memastikan mutu alat ukur di seluruh cabang melalui proses kalibrasi yang akurat, andal, serta sesuai regulasi. Unit ini berperan penting dalam menjaga kualitas hasil pemeriksaan cabang, dengan memastikan seluruh peralatan yang digunakan memiliki akurasi tinggi dan laik pakai.

Didirikan pada tahun 2000, Laboratorium Kalibrasi terus mengembangkan sistem mutu dan kapabilitas teknisnya. Pada tahun 2015, Laboratorium Kalibrasi pertama kali memperoleh akreditasi ISO/IEC 17025. Proses asesmen akreditasi terakhir dilakukan pada Maret 2024, dan akreditasi terbaru dinyatakan berlaku 18 Desember 2024 hingga 17 Desember 2029. Sebagai bagian dari pemenuhan regulasi nasional, Laboratorium Kalibrasi Prodia juga memperoleh Izin Operasional Laboratorium dari Kementerian Kesehatan Republik Indonesia pada 21 Oktober 2024.

Seiring perkembangan cabang dan bertambahnya jumlah alat, kapasitas operasional laboratorium terus diperluas tanpa penambahan personel, melalui digitalisasi proses manual serta integrasi sistem kalibrasi *online*. Jumlah alat yang dikalibrasi selama beberapa tahun terakhir tercatat sebagai berikut:

Calibration Laboratory

Prodia's Calibration Laboratory is a strategic unit that ensures the quality of measuring instruments across all branches through accurate, reliable, and regulatory compliant calibration processes. This unit plays a crucial role in maintaining the quality of test results at branch laboratories by ensuring that all equipment used operates with high accuracy and remains fit for use.

Established in 2000, the Calibration Laboratory has continuously enhanced its quality systems and technical capabilities. In 2015, the Calibration Laboratory obtained ISO/IEC 17025 accreditation for the first time. The most recent accreditation assessment took place in March 2024, with the latest accreditation valid from December 18, 2024, to December 17, 2029. As part of fulfilling national regulatory requirements, Prodia's Calibration Laboratory also received its Operational Laboratory License from the Ministry of Health of the Republic of Indonesia on October 21, 2024.

In line with branch expansion and the increasing number of instruments, the laboratory's operational capacity continues to be strengthened without additional personnel through the digitalization of manual processes and the integration of an online calibration system. The number of instruments calibrated over the past several years is as follows:

Tahun Year	Jumlah Alat Dikalibrasi Number of Calibrated Devices
2021	6.201
2022	7.105
2023	8.223
2024	8.011
2025	8.141

Alat yang dapat dilayani oleh laboratorium kalibrasi saat ini adalah:

- kalibrasi mikropipet
- kalibrasi *glassware*
- kalibrasi termometer kontak
- kalibrasi termometer non kontak
- kalibrasi termometer medis
- kalibrasi termometer data *logger*
- kalibrasi *thermohygrometer*
- kalibrasi kulkas

The tools that can be served by the calibration laboratory currently are:

- micropipette calibration
- glassware calibration
- contact thermometer calibration
- non-contact thermometer calibration
- medical thermometers calibration
- thermometer data logger calibration
- thermohygrometer calibration
- refrigerator calibration

- kalibrasi *freezer*
- kalibrasi oven
- kalibrasi inkubator
- kalibrasi *timer & stopwatch*
- kalibrasi *tachometer*
- kalibrasi *centrifuge*
- kalibrasi rotator
- kalibrasi timbangan analitik
- kalibrasi timbangan badan
- kalibrasi timbangan bayi
- kalibrasi EKG
- kalibrasi tensimeter
- kalibrasi konduktivitimeter
- kalibrasi TDS meter

Laboratorium kalibrasi sedang melakukan pengembangan untuk proses kalibrasi alat lain antara lain:

- kalibrasi tinggi badan
- kalibrasi audiometer
- kalibrasi *chamber* audiometer
- kalibrasi USG
- kalibrasi *treadmill*
- kalibrasi spirometer
- kalibrasi *rontgen*

Kemudian dalam peningkatan mutu laboratorium kalibrasi sedang melakukan kajian kemampuan untuk mendapatkan izin operasional dari Badan Pengawas Tenaga Nuklir (BAPETEN) agar dapat melakukan uji kesesuaian untuk alat rontgen.

Laboratorium Satu-Satunya di Indonesia yang Mendapatkan Akreditasi College of American Pathologist (CAP)

Didirikan pada 1946, CAP merupakan organisasi internasional terkemuka yang beranggotakan lebih dari 18.000 dokter ahli patologi di seluruh dunia. Selama hampir 80 tahun, CAP telah menjadi pionir dan otoritas utama dalam penetapan standar mutu laboratorium, dengan pengalaman ekstensif dalam akreditasi dan penjaminan kualitas laboratorium medis dan klinik.

Sejak 1961, CAP menjalankan Laboratory Accreditation Program (CAP LAP) yang diakui secara global sebagai salah satu program pemantapan mutu laboratorium terbaik. Program ini membantu laboratorium mencapai standar kualitas tertinggi agar dapat memberikan kontribusi positif yang signifikan terhadap perawatan kesehatan pelanggan serta meningkatkan kepatuhan terhadap persyaratan mutu yang ditetapkan oleh Clinical Laboratory Improvement Amendments (CLIA).

- freezer calibration
- oven calibration
- incubator calibration
- timer & stopwatch calibration
- tachometer calibration
- centrifuge calibration
- rotator calibration
- analytical balance calibration
- body scales calibration
- baby scales calibration
- ECG calibration
- sphygmomanometer calibration
- conductivity calibration
- TDS meter calibration

The Calibration Laboratory is developing for the calibration process of other tools, such as:

- height calibration
- audiometer calibration
- audiometer chamber calibration
- ultrasound calibration
- treadmill calibration
- spirometer calibration
- x-ray calibration

To improve quality, the calibration laboratory is conducting a capability study for an operational license from the Nuclear Energy Regulatory Agency (BAPETEN) so that it can conduct conformity tests for X-ray equipment.

The Only Laboratory in Indonesia Accredited by College of American Pathologist (CAP)

Founded in 1946, the CAP is a leading international organization with more than 18,000 board-certified pathologists worldwide. For nearly 80 years, CAP has been a pioneer and the foremost authority in establishing laboratory quality standards, with extensive experience in the accreditation and quality assurance of medical and clinical laboratories.

Since 1961, CAP has operated the Laboratory Accreditation Program (CAP LAP), which is globally recognized as one of the most reputable laboratory quality assurance programs. This program supports laboratories in achieving the highest quality standards, enabling them to make a significant positive contribution to customer care and enhance compliance with the quality requirements set by the Clinical Laboratory Improvement Amendments (CLIA).

Kelebihan akreditasi ini dibandingkan dengan yang lain adalah:

The advantage of this accreditation compared to others is:

Evaluasi yang komprehensif dan menyeluruh Comprehensive and comprehensive evaluation	CAP mengakomodasi berbagai tipe dan skala laboratorium sehingga semua laboratorium yang terakreditasi CAP dapat memberikan layanan terbaik dan hasil pemeriksaan yang akurat. CAP accommodates various types and scales of laboratories so that all CAP-accredited laboratories can provide the best service and accurate examination results.
Tim inspeksi yang terdiri dari para ahli di bidangnya The inspection team consists of experts in their fields	CAP merupakan program akreditasi dengan tim pengawas yang terdiri dari praktisi laboratorium multi disiplin. Sebagai praktisi dengan pengalaman yang teruji, pengawas CAP memiliki kompetensi tinggi dalam melakukan inspeksi yang spesifik pada setiap bagian laboratorium. CAP is with an oversight team consisting of multidisciplinary laboratory practitioners. As practitioners with proven experience, CAP supervisors have high competence in carrying out specific inspections in each part of the laboratory.
Kesempatan untuk saling berbagi ide dan informasi secara paralel Opportunity to share ideas and information in parallel	Dengan keterlibatan individu-individu profesional laboratorium sebagai pengawas yang mewakili laboratorium yang diinspeksi, ruang untuk bertukar ide dan diskusi tentang teknik laboratorium selalu terbuka. With the involvement of laboratory professional individuals as supervisors representing the inspected laboratory, space for exchanging ideas and discussions about laboratory techniques is always open.
Dikenal sebagai pemain terbaik dalam industri laboratorium Known as the best player in the laboratory industry	Lebih dari 83% laboratorium dan rumah sakit pendidikan ternama di dunia memercayai CAP sebagai badan akreditasinya. Dengan menerapkan standar tertinggi dalam laboratorium, pemegang akreditasi mendapatkan kepercayaan dari pelanggan terhadap kualitas produk dan layanan yang diberikan. More than 83% of the world's leading laboratories and teaching hospitals trust CAP as their accreditation body. By implementing the highest standards in the laboratory, accreditation holders gain trust from customers in the quality of the products and services provided.

Pada 2025, Perseroan kembali berhasil mempertahankan akreditasi dari CAP untuk tahun ke-13. Pencapaian ini membuktikan kemampuan Prodia dalam menerapkan sistem manajemen mutu yang berkualitas serta menghasilkan pemeriksaan kesehatan yang bermutu tinggi.

Laboratorium yang telah terakreditasi CAP diwajibkan untuk mengikuti proses surveilans berkala guna memastikan penerapan standar mutu yang konsisten. Laboratorium Prodia telah menjalani surveilans rutin sejak Mei 2012, dengan kunjungan inspektur langsung dari Amerika Serikat setiap 2 (dua) tahun sekali.

In 2025, the Company successfully maintained its CAP accreditation for the 13th year. This achievement demonstrates Prodia's ability to run a high-quality management system while delivering reliable, high-standard medical testing services.

All CPA-accredited laboratories must undergo periodic surveillance to ensure consistent application of quality standards. Prodia Laboratory has been conducting routine surveillance since May 2012, with on-site inspections by CAP assessors from the United States conducted every 2 (two) years.







5

Analisis dan Pembahasan Manajemen

Management Discussion and Analysis

Tinjauan Ekonomi Makro
Macroeconomic Review



Perekonomian Indonesia mampu menunjukkan ketahanan dan daya saing yang kuat di tengah ketidakpastian global sepanjang tahun 2025. Berdasarkan data Badan Pusat Statistik (BPS), Produk Domestik Bruto (PDB) Indonesia berhasil tumbuh sebesar 5,11% (*yoy*), meningkat dari tahun 2024 yakni 5,03%. Pertumbuhan ini menunjukkan kekuatan fundamental ekonomi nasional, didorong oleh konsumsi rumah tangga yang solid, peningkatan investasi, serta kebijakan fiskal dan moneter yang terkoordinasi dengan baik. Pemerintah terus berupaya menjaga momentum ini dengan mendukung sektor produktif dan hilirisasi industri, mempercepat realisasi belanja negara, dan memperkuat perlindungan sosial.

Optimisme terhadap perekonomian Indonesia turut diperkuat oleh laporan IMF yang menaikkan proyeksi pertumbuhan ekonomi Indonesia untuk 2025 dan 2026, serta menempatkan Indonesia sebagai salah satu "*bright spot*" di tengah perlambatan ekonomi global. Kinerja Indonesia tercatat lebih baik dibandingkan sejumlah negara ASEAN dan G20, seperti Arab Saudi (5,0% *yoy*), Tiongkok (4,8% *yoy*), Singapura (2,9% *yoy*), dan Korea Selatan (1,7% *yoy*).

Despite global uncertainty, the Indonesian economy remained resilient and competitive throughout 2025. According to data from the Central Statistics Agency (BPS), Indonesia's Gross Domestic Product (GDP) grew by 5.11% (yoy), a slight increase from 5.03% in 2024. This sustained growth reflects the economy's fundamental strength, which was driven by restored household consumption, increasingly large investment, and well-coordinated fiscal and monetary policies. The Government attempted to maintain the momentum by supporting productive sectors and industrial downstreaming, accelerating state spending, and strengthening social protection.

A recent IMF report confirmed confidence about the Indonesian economy, resulting in more promising projections for 2025 and 2026 that position Indonesia among global "bright spots" amidst an economic slowdown. Indonesia performed better on this front than some of its ASEAN and G20 counterparts, such as Saudi Arabia (5.0% YoY), China (4.8% YoY), Singapore (2.9% YoY), and South Korea (1.7% YoY).

Tinjauan Industri
Review of Industry



Berdasarkan data Kementerian Kesehatan, total belanja kesehatan di Indonesia terus meningkat. Kenaikan ini berpotensi besar untuk berkontribusi meningkatkan ekonomi nasional, bahkan hingga 11% setiap tahunnya. Secara garis besar, sektor kesehatan ditopang 3 (tiga) industri besar, yaitu obat-obatan atau produk farmasi, alat kesehatan, dan pelayanan kesehatan. Kontribusi ketiga pilar ini berperan penting membangun industri kesehatan nasional.

According to the Ministry of Health data, Indonesia's healthcare spending has been steadily increasing at around 11% annually, with significant potential for economic contribution. In general, the healthcare sector has 3 (three) major industries as its pillars: pharmaceuticals or pharmaceutical products, medical devices, and healthcare services. The three play a crucial role in contributing to the national healthcare industry.

OJK memprediksi inflasi medis pada 2025 dapat mencapai 13,6%, lebih tinggi dari tahun 2024 yang hanya mencapai sekitar 10,1%. Pemerintah terus mengakselerasi transformasi sektor kesehatan agar dapat mendorong pertumbuhan industri kesehatan nasional dan Produk Domestik Bruto (PDB) sebesar 8% sehingga kesejahteraan masyarakat juga dapat meningkat.

The Financial Services Authority (OJK) forecast a medical inflation of up to 13.6% this year, up from 10.1% in 2024. The Government has accelerated the transformation of the healthcare sector to drive growth in the nation's healthcare industry and contribute up to 8% to Gross Domestic Product (GDP) to improve public welfare.

Industri pemeriksaan diagnostik di Indonesia menunjukkan pertumbuhan yang kuat sejalan dengan meningkatnya permintaan akan layanan kesehatan preventif dan deteksi dini. Pasar IVD diperkirakan mencapai USD2,15 miliar pada 2025 dan diproyeksikan meningkat ke USD5,10 miliar pada 2033 dengan CAGR sekitar 11,4% antara 2025–2033. Kenaikan ini mencerminkan adanya tren peningkatan kebutuhan akan pemeriksaan diagnostik lanjutan di

The diagnostic testing industry in Indonesia showed strong growth in line with growing demand for preventive healthcare services and early detection. The IVD market was estimated to reach USD2.15 billion in 2025 and would continue growing until it reached USD5.10 billion by 2033, with an approximate CAGR of 11.4% between 2025–2033. The potential increase simply reflects the increasing

fasilitas kesehatan di dalam negeri. Program pemeriksaan kesehatan nasional yang diluncurkan pemerintah juga menargetkan pemeriksaan 100 juta penduduk pada 2025 melalui skrining kesehatan gratis untuk deteksi tekanan darah, risiko jantung, dan penyakit lainnya, memperkuat fokus nasional pada layanan preventif.

Sementara itu, industri alat kesehatan dalam negeri terus berkembang, dengan nilai ekspor yang telah melampaui Rp4,6 triliun (±USD273 juta) dan pasar teknologi kesehatan terhubung (*connected healthcare*) yang diperkirakan mencapai USD880 juta pada 2025 dengan pertumbuhan tahunan yang tinggi. Pemerintah menargetkan produksi dalam negeri mencapai 70% dari kebutuhan nasional untuk meningkatkan ketahanan dan kemandirian industri.

Bidang *regenerative medicine*, termasuk terapi *stem cell*, menunjukkan potensi yang prospektif di Indonesia meskipun masih dalam tahap awal pembangunan infrastruktur layanan dan penelitian klinis. Perkembangan penelitian dan adopsi terapi sel punca di rumah sakit dan pusat riset terus bertambah, berpotensi menjadi segmen layanan kesehatan premium masa depan sejalan dengan kemajuan teknologi biomedis dan peraturan yang mendukung. Berbeda dengan pengobatan konvensional yang umumnya berfokus pada pengelolaan gejala, terapi ini bertujuan untuk membantu proses perbaikan dan regenerasi jaringan tubuh yang mengalami kerusakan. Pemerintah memprediksi bahwa proyeksi pasar terapi sel puncak global dapat mencapai sekitar Rp90 triliun di tahun 2034.

Transformasi di sektor kesehatan diprediksi bisa mendorong efisiensi, daya saing, dan kemandirian sistem. Berbagai perkembangan signifikan pada industri kesehatan Indonesia turut mendukung layanan yang lebih efisien dan terjangkau, misalnya peningkatan adopsi teknologi dalam layanan kesehatan, seperti *telemedicine*, *big data*, dan penggunaan kecerdasan buatan (AI) untuk diagnosis dan perawatan.

demand for advanced diagnostic testing in domestic healthcare facilities. The government's national health checkup program had also targeted screening 100 million people by 2025 through free health screenings to detect blood pressure, heart risk, and other diseases, reinforcing the national focus on preventive services.

The same trend was seen in the domestic medical device industry, with exports exceeding Rp4.6 trillion (approximately USD273 million) while the connected healthcare market was also projected to reach USD880 million by 2025, with strong annual growth. Consistent with the government's current target to reach 70% domestic production of national demand to enhance industrial resilience and self-reliance.

The field of regenerative medicine, including stem cell therapy, offered promising potential in Indonesia, although it was still in the early stages of developing service infrastructure and clinical research. Research and adoption of stem cell therapy in hospitals and research centers have continued to grow, with the potential to become a future premium healthcare segment as biomedical technology advances with supportive regulations. Unlike conventional medicine, which generally focuses on symptom management, this therapy aims to assist the repair and regeneration of damaged body tissue. The government predicts that the global stem cell therapy market could reach approximately Rp90 trillion by 2034.

Transformation in the healthcare sector is predicted to increase efficiency, competitiveness, and system independence. Several significant developments in the Indonesian healthcare industry are contributing to more efficient and affordable services. These developments include the increasing adoption of technologies such as telemedicine, big data, and artificial intelligence (AI) for diagnosis and treatment.

Tinjauan Operasi Per Segmen Usaha
Operational Review by Business Segment

Alur Proses Operasional Laboratorium

Perseroan menyediakan layanan pemeriksaan laboratorium yang dapat diakses melalui kunjungan langsung ke cabang Prodia maupun melalui pemesanan lewat aplikasi digital "U by Prodia" atau dengan menghubungi Kontak Prodia. Alur layanan meliputi tahapan pemesanan (*booking*), pembayaran, pengambilan sampel, pemeriksaan laboratorium, hingga penerimaan hasil.

Pengambilan sampel dilakukan oleh petugas laboratorium, baik di lokasi Prodia maupun melalui layanan *Prodia Home Service*. Layanan *Prodia Home Service* memungkinkan pelanggan melakukan pengambilan sampel di berbagai lokasi, termasuk di rumah atau kantor. Perseroan juga menghadirkan kemudahan dengan menyediakan layanan *Prodia Home Service* yang dapat dipesan pada hari yang sama (*same day service*) dan menjangkau lebih dari 1.000 titik lokasi di seluruh Indonesia. Layanan ini memberikan kenyamanan bagi pelanggan untuk memperoleh pemeriksaan laboratorium tanpa harus meninggalkan rumah.

Laboratory Operational Process Flow

The Company provides laboratory testing services customers can easily access through in-person visits to one of Prodia's branches or through the "U by Prodia" digital application, or by calling "Kontak Prodia" (Prodia Contact). The service flow includes booking, payment, sample collection, laboratory testing, and obtaining the testing results.

Sampling is performed by laboratory personnel, either at Prodia locations or through Prodia Home Service. Prodia Home Service allows customers to collect samples at various locations, including their homes and offices. The Company also offers convenience by offering Prodia Home Service, which can be ordered on the same day and reaches more than 1,000 locations throughout Indonesia. This service provides customers with the convenience of receiving laboratory tests without having to leave their homes.

Alur Proses Operasional Klinik

Sebagai fasilitas kesehatan berizin klinik, Perseroan menyediakan layanan kesehatan yang menyeluruh dan komprehensif bagi pelanggan. Proses operasional dimulai dari tahap pendaftaran atau penjadwalan, ketika pelanggan membuat janji untuk berkonsultasi dengan dokter. Setelah tiba di klinik, pelanggan menjalani asesmen keperawatan guna memeriksa kondisi awal, kemudian dilanjutkan dengan asesmen medis oleh dokter.

Tindakan medis yang diberikan dapat meliputi vaksinasi, infus vitamin, atau tindakan medis lainnya. Selain itu, pelanggan dapat menjalani pemeriksaan penunjang diagnostik, seperti tes laboratorium maupun layanan *ancillary* (EKG, *rontgen*, USG, audiometri, spirometri, dan lain-lain) sesuai kebutuhan untuk mendukung penegakan diagnosis. Setelah proses tersebut, dokter dapat meresepkan obat atau memberikan perawatan dan terapi lanjutan sesuai kondisi medis pelanggan. Prodia juga menyediakan layanan pemantauan kesehatan berkelanjutan untuk memastikan efektivitas perawatan.

Untuk meningkatkan kenyamanan, Prodia menawarkan layanan *chat* dokter melalui aplikasi digital U by Prodia atau telekonsultasi dengan dokter serta layanan *homecare* (kunjungan dokter, fisioterapi, dan lain-lain), sehingga pelanggan tetap dapat memperoleh layanan medis tanpa harus datang langsung ke klinik, termasuk bagi mereka yang memiliki keterbatasan fisik. Upaya ini ditujukan untuk

Clinic Operational Process Flow

As a licensed healthcare facility, the Company provides wide-ranging and comprehensive healthcare services to customers. The operational process begins with the registration or scheduling stage, when customers make an appointment to consult a doctor. Upon arrival at the clinic, customers will take a pre-diagnostic assessment to observe their condition and afterward, a medical diagnosis by a doctor.

Medical procedures may include vaccinations, vitamin infusions, or others. Additionally, customers can undergo further diagnostic tests, such as laboratory tests and ancillary services (ECG, X-ray, ultrasound, audiometry, spirometry, etc.) as needed to support a diagnosis. Following this process, the doctor can prescribe medication or provide follow-up care and therapy based on the customer's medical condition. Prodia also provides ongoing health monitoring services to ensure the effectiveness of treatment.

To improve convenience, Prodia provides a doctor chat service through the U by Prodia digital application or teleconsultation with doctors, as well as homecare services (doctor visits, physiotherapy, etc.), allowing customers, including those with physical limitations, to receive medical services without having to come to the clinic in person. These initiatives aim to make it easier for

memudahkan pelanggan yang kesulitan mengunjungi klinik Prodia agar tetap dapat mengelola kesehatan dan mencapai hasil kesehatan yang optimal.

customers who have difficulty visiting Prodia clinics to maintain their health and achieve optimal health outcomes.

Produksi, Kapasitas, dan Perkembangannya

Perseroan terus mengembangkan kapasitas operasionalnya untuk memenuhi permintaan pasar yang semakin meningkat terhadap layanan pemeriksaan kesehatan dan tes laboratorium. Dengan lebih dari 400 outlet yang tersebar di seluruh Indonesia, Perseroan mampu mengakomodasi lebih dari 2,79 juta pelanggan dan melayani lebih dari 20,9 juta tes setiap tahunnya. Kapasitas produksi laboratorium medis Prodia mencakup pengelolaan berbagai jenis tes medis, seperti urinalisis, kimia klinik, hematologi, serta tes berbasis genetik dan kanker, yang dilakukan dengan peralatan canggih dan tenaga medis profesional. Di klinik, kapasitas produksi layanan meliputi pemeriksaan kesehatan menyeluruh, termasuk *medical check-up*, konsultasi dokter, serta tes penunjang seperti USG, EKG, dan vaksinasi. Prodia juga terus mengembangkan kapasitas dengan menyediakan layanan *walk-in* dan *home service*, serta mempermudah akses melalui aplikasi U by Prodia.

Production, Capacity, and Development

The Company continues to expand its operational capacity to meet the growing market demand for health screening and laboratory testing services. With more than 400 outlets across Indonesia, the Company can accommodate well over 2.79 million customers and perform over 20.9 million tests annually. Prodia's medical laboratory can perform various types of medical tests, such as urinalysis, clinical chemistry, hematology, and genetic and cancer-based tests, performed using sophisticated equipment by professional medical personnel. In clinics, service production capacity includes comprehensive health examinations, including medical check-ups, doctor consultations, and supporting tests such as ultrasounds, EKGs, and vaccinations. Prodia also continues to expand its capacity by providing walk-in and home services, and facilitating access through the U by Prodia app.

Klasifikasi Segmen Usaha

Perseroan membagi segmen usahanya berdasarkan wilayah sebagaimana tampak melalui tabel di bawah ini:

Business Segment Classification

The Company divides its business segments by region, as shown in the table below:

dalam juta Rp | in Rp million

Wilayah Region	2025		2024	
	Pendapatan Revenue	Laba Profit	Pendapatan Revenue	Laba Profit
Sumatra Sumatra	252.378	27.057	256.568	86.037
Pusat dan Jakarta Raya | Central and Greater Jakarta	909.490	74.077	907.837	(53.547)
Jawa Barat West Java	161.387	13.027	160.915	42.232
Jawa Tengah Central Java	231.726	20.627	230.608	64.116
Jawa Timur, Bali, Nusa Tenggara East Java, Bali, Nusa Tenggara	364.696	35.840	353.246	105.120
Kalimantan Sulampua	362.027	36.066	343.020	99.029
Jumlah Total	**2.281.704**	**206.694**	**2.252.194**	**342.987**

Profitabilitas Segmen Usaha Berdasarkan Wilayah

Di tahun 2025, Perseroan membukukan laba tahun berjalan sebesar Rp206,69 miliar. Laba tersebut didukung oleh kontribusi pendapatan yang solid dari segmen tes rutin dan tes esoterik. Berdasarkan tinjauan operasi per segmen operasi, sebagian besar pendapatan dan laba tahun berjalan dikontribusi dari wilayah Pusat dan Jakarta Raya. Informasi mengenai kinerja berdasarkan segmen operasi dapat dilihat pada Laporan Keuangan Catatan No. 34.

Profitability by Business Segment by Region

In 2025, the Company reported net income of Rp206.69 billion. This profit was driven by solid revenue contributions from the routine testing and esoteric testing segments. A review of operations by operating segment revealed that region Central and Greater Jakarta contributed the majority of revenue and profit for the year. Information on performance by operating segment can be found in the Financial Statements, note No 34.

Selain berdasarkan wilayah, Perseroan juga melakukan segmentasi pelanggan untuk mengkategorikan alur layanan pemeriksaan kesehatan yang diberikan kepada pelanggan, mencakup segmen individu, rujukan dokter, referensi pihak ketiga, dan klien korporasi. Melalui pendekatan segmentasi ini, Perseroan berupaya memperluas pangsa pasar dengan memberikan layanan yang lebih relevan dan disesuaikan dengan kebutuhan masing-masing kelompok pelanggan, sekaligus memperkuat posisi perusahaan di pasar dengan meningkatkan efektivitas pemasaran.

In addition to region, the Company also conducts customer segmentation to categorize the flow of health screening services provided to customers, including individual segments, doctor referrals, third-party referrals, and corporate clients. Through this segmentation approach, the Company seeks to expand market share by providing more relevant and need-based services to each customer group, while simultaneously strengthening its market position by increasing marketing effectiveness.

Klasifikasi Segmen Usaha berdasarkan Pelanggan

Segmen Pelanggan Individu

Perseroan secara konsisten berupaya meningkatkan literasi dan pemahaman masyarakat mengenai pentingnya melakukan pemeriksaan kesehatan secara rutin. Upaya ini dilakukan melalui berbagai kegiatan, seperti seminar, *talkshow*, diskusi kelompok terbatas (*round table discussion*), serta beragam saluran komunikasi lainnya. Strategi pemasaran Perseroan juga menerapkan pendekatan *Scientific Marketing* untuk memastikan seluruh informasi yang disampaikan akurat dan dapat dipertanggungjawabkan secara ilmiah.

Melalui aplikasi U by Prodia, pelanggan dapat memperoleh informasi mengenai Perseroan dan layanan kesehatan, serta melakukan pendaftaran dan pembayaran secara *real time* melalui sistem pemesanan digital. Aplikasi ini juga dapat digunakan oleh pelanggan rujukan dokter maupun rujukan perusahaan. Selain itu, pelanggan dapat menghubungi Prodia melalui Call Prodia 1500-830, TANIA *Virtual Personal Assistance* (Tanya Prodia), maupun kanal media sosial resmi.

Segmen Rujukan Dokter

Dalam segmen rujukan dokter, pelanggan memperoleh rujukan dari dokter yang berpraktik di klinik atau rumah sakit. Untuk itu, Perseroan menerapkan pendekatan konsultatif sebagai strategi pemasaran utama dengan memberikan *sharing* dan pembaruan informasi kepada dokter mengenai manfaat serta keunggulan metode pemeriksaan di Prodia.

Strategi pemasaran kepada pelanggan dokter mengadopsi pendekatan *Scientific Marketing* untuk memastikan seluruh informasi yang disampaikan memiliki dasar ilmiah yang valid dan dapat dipertanggungjawabkan. Selain itu, Perseroan juga telah menghadirkan aplikasi "Prodia for Doctor" dan "Digital Diagnostic Partner" guna memudahkan dokter dalam memberikan rujukan pemeriksaan kesehatan bagi pelanggan, melakukan konsultasi, serta memantau riwayat hasil pemeriksaan pelanggan dalam satu platform yang terintegrasi.

Business Segment Classification based on Customers

Individual Customer Segment

The Company consistently strives to increase public literacy and understanding regarding the importance of regular health check-ups. This effort is carried out through a broad range of activities, such as seminars, talk shows, roundtable discussions, and a variety of other communication channels. The Company's marketing strategy also employs a Scientific Marketing approach to ensure all health information it releases to the public is accurate and scientifically accountable.

Through the U by Prodia application, customers can obtain information about the Company and its healthcare services, as well as register and pay in real time through a digital ordering system. Corporate customers of doctor referrals can also use this application. Additionally, customers can contact Prodia through Call Prodia 1500-830, TANIA Virtual Personal Assistance (Tanya Prodia), or official social media channels.

Doctor Referral Segment

In the doctor referral segment, customers receive referrals from doctors practicing in clinics or hospitals. Therefore, the Company implements a consultative approach as its primary marketing strategy, providing doctors with information and updates on the benefits and advantages of Prodia's examination methods.

The marketing strategy for doctor customers adopts a scientific marketing approach to ensure that all information provided is scientifically valid and accountable. Furthermore, the Company has launched the "Prodia for Doctor" and "Digital Diagnostic Partner" applications to facilitate doctors in providing referrals for health examinations, conducting consultations, and monitoring their test results within a single, integrated platform.

Segmen Referensi *External Referral*

Segmen pelanggan *external referral* mencakup rujukan untuk berbagai jenis pemeriksaan tertentu yang diterima pelanggan dari laboratorium, rumah sakit, dan klinik, meliputi tes rutin, tes esoterik, serta tes non-laboratorium. Selain itu, rujukan juga berasal dari perusahaan asuransi jiwa yang umumnya mensyaratkan beragam jenis pemeriksaan. Segmen pelanggan rumah sakit dan layanan *referral lab services* dapat memanfaatkan *Prodia Referral Laboratory Services* (PRLS) Portal. Sementara itu, segmen pelanggan asuransi dapat menggunakan *Corporate Client/External Referral Portal* atau *Web Portal* Prodia.

Segmen Klien Korporasi

Segmen klien korporasi mencakup berbagai jenis perusahaan, baik BUMN, BUMD, maupun swasta, dengan jangkauan nasional hingga internasional, yang memiliki kebutuhan spesifik terutama terkait layanan pemeriksaan untuk calon karyawan maupun karyawan aktif. Hingga akhir tahun 2025, lebih dari 4.800 korporasi di Indonesia telah memanfaatkan layanan pemeriksaan kesehatan Prodia.

Kontribusi Pendapatan Segmen Usaha berdasarkan Pelanggan

Pada 2025, segmen pelanggan individu dan rujukan dokter memberikan kontribusi sekitar 57,8% terhadap total pendapatan Perseroan. Sementara itu, kontribusi segmen referensi pihak ketiga, klien korporasi, dan *Referral Lab Services* (RLS) menyumbang 42,2% terhadap total pendapatan Perseroan.

External Referral Segment

The external referral customer segment includes referrals for various types of specific examinations received from laboratories, hospitals, and clinics, including routine tests, esoteric tests, and non-laboratory tests. In addition, referrals also come from life insurance companies, which generally require various types of examinations. Hospital and lab referral services can utilize Prodia Referral Laboratory Services (PRLS) Portal. Meanwhile, insurance customers can use the Corporate Client/External Referral Portal or Prodia's Web Portal.

Corporate Client Segment

The corporate client segment includes various companies of various types, including state-owned enterprises (SOE), regionally-owned enterprises (ROE), and private national and multinational companies with specific needs, particularly regarding screening services for prospective and current employees. By the end of 2025, more than 4,800 corporations in Indonesia had used Prodia's health screening services.

Business Segment Revenue Contribution by Customer

In 2025, the individual customer and doctor referral segments contributed around 57.8% of the Company's total revenue. Meanwhile, the third-party referral, corporate client, and Referral Lab Services (RLS) segments contributed the remaining 42.2%.



Strategi Pengembangan Usaha
Business Development Strategy

STRATEGI JANGKA PENDEK

Menjangkau Pelanggan melalui Pengembangan Kapabilitas Outlet
Berfokus pada peningkatan kapabilitas outlet yang tersebar di seluruh Indonesia untuk memperluas jangkauan pelanggan serta memastikan ketersediaan layanan di berbagai lokasi.

Mengoptimalkan Penggunaan Platform Digital
Meningkatkan pemanfaatan platform digital untuk mempercepat dan meningkatkan efisiensi proses layanan sehingga kebutuhan pelanggan dapat dipenuhi dengan lebih cepat dan efektif.

Mempertahankan dan Meningkatkan Volume Pemeriksaan
Menyediakan rangkaian pemeriksaan dan layanan komprehensif untuk memenuhi kebutuhan kesehatan masyarakat dengan tetap berfokus pada pemeliharaan dan peningkatan volume pemeriksaan.

Fokus pada Pembentukan Paradigma Kesehatan
Secara berkelanjutan membangun paradigma kesehatan yang sejalan dengan norma dan nilai kesehatan masyarakat demi mendukung peningkatan kualitas kesehatan publik.

Menjalin Peluang Kolaborasi dengan Mitra Eksternal
Bekerja sama dengan berbagai mitra eksternal untuk meningkatkan interoperabilitas dan kualitas pelayanan melalui kolaborasi yang inklusif.

Menunjang Peningkatan Nilai Bisnis melalui Kontribusi Sosial
Mengutamakan kontribusi sosial yang bermakna bagi masyarakat demi menghasilkan nilai tambah bagi bisnis Perseroan dan memperkuat posisi Perseroan di masyarakat.

STRATEGI JANGKA PANJANG

Membangun Ekosistem Kesehatan Digital
Berfokus pada pengembangan ekosistem kesehatan digital melalui pemberdayaan sumber daya yang berkualitas untuk menciptakan lingkungan layanan kesehatan yang terintegrasi.

SHORT-TERM STRATEGY

Reaching Customers through Outlet Capability Development
Focusing on enhancing the capabilities of outlets across Indonesia to expand customer reach and ensure service availability across multiple locations.

Optimizing the Use of Digital Platforms
Increasing the use of digital platforms to accelerate and improve the efficiency of service processes to meet customer needs more quickly and effectively.

Maintaining and Increasing Testing Volume
Providing a comprehensive range of tests and services to meet public health needs while keeping a focus on maintaining and increasing test volume.

Focus on Building a Health Paradigm
Sustainably building a health paradigm that aligns with public health norms and values to support improvements in the quality of public health.

Establishing Collaboration Opportunities with External Partners
Working with various external partners to improve interoperability and service quality through inclusive collaboration.

Supporting Business Value Enhancement through Social Contribution
Prioritizing meaningful social contributions to the community to generate added value for the Company's business and strengthen the Company's position in society.

LONG-TERM STRATEGY

Building a Digital Health Ecosystem
Focuses on developing a digital health ecosystem by empowering quality resources to create an integrated healthcare environment.

Mengintegrasikan Layanan Kesehatan Holistik

Mengintegrasikan layanan kesehatan secara holistik dengan menekankan pada konsep *excellence customers' journey* guna memberikan pengalaman pelayanan yang unggul bagi pelanggan.

Integrating Holistic Healthcare Services

Integrating healthcare services holistically by emphasizing the concept of excellence in the customer's journey to deliver an excellent service experience for customers.

Mengutamakan Komitmen Pelayanan Berkualitas

Terus berupaya memastikan layanan yang optimal, berkualitas, konsisten, dan tidak bergantung pada kondisi atau situasi tertentu.

Prioritizing a Commitment to Quality Service

Continuously striving to ensure optimal, high-quality, consistent service that is independent of specific conditions or situations.

Meraih Pertumbuhan Positif dan Berkelanjutan

Berkomitmen untuk mencapai pertumbuhan yang positif, tangguh, dan berkelanjutan demi keberlangsungan industri laboratorium kesehatan di Indonesia, sekaligus berkontribusi secara aktif terhadap peningkatan kesehatan masyarakat secara menyeluruh.

Achieving Positive and Sustainable Growth

Embracing a commitment to achieving positive, resilient, and sustainable growth for the sustainability of the medical laboratory industry in Indonesia, while actively contributing to improving overall public health.

Memperluas Jangkauan Pelanggan Melalui Pengembangan Kapabilitas Outlet

Secara berkelanjutan memperluas jaringan outlet di Indonesia serta mengembangkan kanal digital secara strategis untuk mempertahankan posisi sebagai pemimpin pasar.

Expanding Customer Reach Through Outlet Capability Development

Continuously expanding our outlet network in Indonesia and strategically developing digital channels to retain our market leadership position.

Mempertahankan dan Meningkatkan Volume Pemeriksaan

Meningkatkan pemeliharaan sekaligus ekspansi volume pemeriksaan dengan menyediakan layanan yang variatif untuk memenuhi kebutuhan kesehatan masyarakat yang terus berkembang.

Maintaining and Increasing Examination Volume

Improving the maintenance and expansion of examination volume by providing a variety of services to meet the evolving health needs of the community.

Mengembangkan Kemampuan Data dan Analitik untuk Menciptakan Nilai Bisnis

Mengoptimalkan pemanfaatan *Big Data* untuk mendukung kenyamanan dan keamanan pelanggan. Dengan pengembangan kemampuan data dan analitik, Perseroan mampu menciptakan nilai bisnis yang berdampak positif terhadap keberlanjutan usaha.

Developing Data and Analytics Capabilities to Create Business Value

Optimizing the use of Big Data to support customer convenience and security. By developing data and analytics capabilities, the Company is capable of creating business value that positively impacts its business sustainability.

Berfokus pada Pembentukan Paradigma Kesehatan

Membangun paradigma kesehatan yang selaras dengan norma dan nilai masyarakat melalui edukasi yang positif dan informatif bagi masyarakat serta pelanggan.

Focusing on Building a Health Paradigm

Building a health paradigm that aligns with community norms and values through positive and informative education for customers and society at large.

Meningkatkan Efisiensi Kegiatan Operasional Secara Berkelanjutan

Secara berkelanjutan meningkatkan efisiensi operasional dengan mengoptimalkan model bisnis serta kualitas layanan.

Sustainably Improve Operational Efficiency

Continuously improving operational efficiency by optimizing business models and service quality.

Menyediakan Diagnosis dan Pemeriksaan Berkualitas dengan Personel Kompeten

Menyediakan pemeriksaan dan layanan laboratorium dan klinik yang berkualitas secara konsisten dengan memantau akurasi dan kualitas pemeriksaan, serta

Providing Quality Diagnosis and Examination with Competent Personnel

Providing consistent quality laboratory and clinical examinations and services by monitoring the accuracy and quality of examinations and conducting regular quality

melaksanakan *quality assurance* secara berkala. Perseroan juga meningkatkan mutu peralatan laboratorium dan menempatkan personel yang ahli dan kompeten untuk memastikan kinerja yang produktif.

assurance. The Company also improves the quality of laboratory equipment and employs skilled and competent personnel to ensure productive performance.

Meningkatkan Kapasitas *Healthcare Ecosystem* melalui Penambahan Outlet dan Optimalisasi Layanan Klinik

Meningkatkan kontribusi terhadap pengelolaan layanan kesehatan di Indonesia dengan menambah outlet berizin klinik, fokus pada layanan *wellness*, memperluas kemampuan dan jenis layanan klinik, membuka cabang baru, serta melaksanakan berbagai program inovatif.

Enhancing Healthcare Ecosystem Capacity through Additional Outlets and Optimizing Clinic Services

Increasing contributions to healthcare management in Indonesia by adding licensed clinic outlets, focusing on wellness services, expanding clinic capabilities and service types, opening new branches, and implementing various innovative programs.

Berkolaborasi dengan Mitra Eksternal

Menjalin kerja sama dengan berbagai mitra eksternal untuk meningkatkan interoperabilitas Perseroan serta menghadirkan layanan yang lebih berkualitas melalui kolaborasi yang saling menguntungkan.

Collaborating with External Partners

Forming collaboration with various external partners to improve the Company's interoperability and provide higher-quality services through mutually beneficial collaboration.

Mengembangkan Teknologi Diagnostik Generasi Baru untuk *Precision Medicine*

Melakukan investasi dan peningkatan kapabilitas untuk menyediakan layanan *precision medicine* dengan memanfaatkan laboratorium Perseroan yang berfokus pada diagnosis molekular canggih.

Developing Next-Generation Diagnostic Technologies for Precision Medicine

Investing and enhancing capabilities to provide precision medicine services by leveraging the Company's laboratories, with a focus on advanced molecular diagnostics.

Memberikan Layanan Telekonsultasi dan Prodia *Home Service* untuk Mempermudah Akses Layanan Kesehatan

Menyediakan layanan telekonsultasi yang responsive agar pelanggan dapat melakukan konsultasi terkait kondisi kesehatan tanpa perlu mengunjungi outlet fisik Prodia.

Providing Teleconsultation Services and Prodia Home Service to Facilitate Access to Healthcare Services

Providing responsive teleconsultation services so customers can consult about their health conditions without having to visit a physical Prodia outlet.

Mengembangkan Area Layanan sebagai Pusat Rujukan di Asia Tenggara

Dengan kemampuan pemeriksaan laboratorium yang semakin maju, terutama di bidang *mass spectrometry* dan diagnostik molekular, Perseroan menargetkan untuk menjadi pusat rujukan bagi fasilitas kesehatan dari negara-negara di kawasan Asia Tenggara.

Developing Service Areas as a Referral Center in Southeast Asia

With increasingly advanced laboratory testing capabilities, particularly in the areas of mass spectrometry and molecular diagnostics, the Company aims to become a referral center for healthcare facilities in Southeast Asia.

Mengoptimalkan Pemanfaatan Platform Digital untuk Mempermudah Akses Layanan Prodia

Mengembangkan penggunaan platform digital untuk memberikan akses layanan yang lebih efektif dan efisien, dengan tetap berfokus pada *customer journey* dan model pelayanan yang berpusat pada pelanggan (*customer-centric*).

Optimizing the Use of Digital Platforms to Facilitate Access to Prodia Services

Developing the use of digital platforms to provide more effective and efficient service access, while maintaining a focus on the customer journey and a customer-centric service model.

Pelanggan Customer	Kolaborasi Collaboration	Budaya Culture
Membangun Pengalaman Pelanggan melalui Aplikasi Digital Building Customer Experience through Digital Applications	Membangun Ekosistem Terintegrasi melalui Kemitraan Building an Integrated Ecosystem through Partnerships	Membangun Digital *Mindset* untuk Meraih Budaya Digital Building a Digital Mindset to Achieve a Digital Culture

Aspek Pemasaran
Marketing Aspects

STRATEGI PENGEMBANGAN PRODUK

Perseroan senantiasa mengembangkan strategi produk dan tes inovatif untuk memperluas portofolio pemeriksaan guna mendukung pengobatan presisi. Pada 2025, Perseroan telah menambah 38 jenis tes baru.

PRODUCT DEVELOPMENT STRATEGY

The Company continues to develop innovative product and test strategies to expand its diagnostic portfolio in support of precision medicine. By 2025, the Company will have added 38 new types of tests.

STRATEGI HARGA

Dalam menetapkan harga, Perseroan melakukan riset dan pertimbangan yang komprehensif, meliputi persepsi harga terhadap kualitas, harga pokok masing-masing pemeriksaan, fase daur hidup tes, manfaat tambahan atau inovasi baru, inflasi, nilai tukar, tingkat kesejahteraan di tiap wilayah, serta biaya operasional terkait. Harga yang ditetapkan juga dapat bervariasi antarwilayah. Sebagai contoh, harga pemeriksaan kesehatan di kawasan Indonesia bagian timur umumnya lebih tinggi dibandingkan di Pulau Jawa, yang dipengaruhi oleh kondisi geografis, infrastruktur, dan akses logistik. Secara umum, tidak terdapat perbedaan harga antara segmen pelanggan individu dan segmen pelanggan rujukan dokter. Adapun penetapan harga untuk segmen pelanggan korporasi yang membutuhkan pemeriksaan medis bagi karyawan atau calon karyawan ditentukan melalui perjanjian dan proses negosiasi.

PRICING STRATEGY

In setting prices, the Company conducts comprehensive research and puts things in considerations, including price perceptions against quality, the cost of each examination, the test lifecycle phase, additional benefits or new innovations, inflation, exchange rates, the level of prosperity in each region, and related operational costs. Prices can also vary between regions. For example, the price of health checks in eastern Indonesia is generally higher than in Java, influenced by geographic conditions, infrastructure, and logistical access. In general, there is no price difference between individual customers and doctor-referred customers. Pricing for corporate customers requiring medical examinations for employees or prospective employees is determined through agreements and negotiations.

STRATEGI PEMASARAN

Strategi Komunikasi Pemasaran

Pada tahun 2025, Perseroan aktif melaksanakan berbagai program dan kampanye untuk memperkuat *brand awareness* serta memberikan edukasi tentang pentingnya pemeriksaan kesehatan rutin. Inisiatif ini bertujuan untuk menegaskan posisi Perseroan sebagai mitra kesehatan terpercaya sekaligus mempererat hubungan positif dengan berbagai pemangku kepentingan utama, termasuk pemerintah, media, masyarakat, dan komunitas.

Selain menjalankan promo taktikal setiap bulan, Perseroan juga meluncurkan kampanye tahunan bertajuk #HealthierTogether. Kampanye ini bertujuan untuk menyampaikan pesan bahwa kesehatan yang lebih baik dimulai dari kebiasaan menjaga kesehatan secara bersama-sama, dalam keluarga maupun komunitas. Dengan mengajak seluruh anggota keluarga untuk saling mendukung dalam menjalani gaya hidup sehat, Perseroan berharap dapat menciptakan kehidupan yang lebih sehat dan lebih berkualitas untuk setiap keluarga, dari generasi ke generasi.

MARKETING STRATEGY

Marketing Communication Strategy

In 2025, the Company actively ran various programs and campaigns to strengthen brand awareness and educate people about the importance of regular health check-ups. These initiatives aim to affirm the Company's position as a trusted healthcare partner while strengthening positive relationships with key stakeholders, including the government, media, the public, and the community.

In addition to monthly tactical promotions, the Company also launched an annual campaign titled #HealthierTogether. This campaign aims to send across the message that better health begins with healthy habits shared within the family and community. By encouraging all family members to support each other in adopting a healthy lifestyle, the Company hopes to create a healthier and better quality of life for every family, from generation to generation.

Perseroan juga mengadakan promo khusus dalam rangka Hari Kesehatan Nasional dengan tema #TenangKarenaTahu. Melalui kampanye ini, Perseroan mengajak masyarakat untuk lebih sadar akan pentingnya untuk membiasakan diri melakukan *check-up* kesehatan secara rutin.

Kegiatan Komunikasi Pemasaran

Sepanjang tahun 2025, Perseroan melakukan berbagai kegiatan komunikasi pemasaran sebagai berikut:

Penempatan Media

Perseroan menerbitkan beragam artikel dan sarana promosi di media cetak, media *online*, radio, dan *key opinion leader* (KOL) untuk mensosialisasikan aktivitas Perseroan. Selain itu, Perseroan juga mendistribusikan Majalah "Smart Living" kepada kalangan terbatas dengan jumlah salinan sekitar 20.000 eksemplar.

The Company also hosted a special promotion in commemoration of National Health Day with the theme #TenangKarenaTahu. This campaign allows the Company to encourage the public so they become more aware of the importance of getting accustomed to regular health check-ups.

Marketing Communication Activities

Throughout 2025, the Company conducted various marketing communication activities as follows:

Media Placement

The Company publishes various articles and promotional materials in print, online, on the radio, and through key opinion leaders (KOLs) to promote its activities. In addition, the Company distributes "Smart Living" magazine to a limited audience, with a circulation of approximately 20,000 copies.

6	64	10	40
Publikasi iklan dan edukasi di media cetak sebanyak 6 *placement* yang memang ditujukan untuk segmentasi korposasi, di antaranya Kompas, SWA, dan majalah Marketing. Advertising and educational publications in print media with 6 placements specifically targeting the corporate segment, including Kompas, SWA, and marketing magazines.	Publikasi iklan dan edukasi di media *online* sebanyak 64 *placement*, diantaranya media Kompas.com, Tribunnews.com., Sindonews.com, Kumparan.com, dan lain sebagainya. Advertising and educational publications in online media totaling 64 placements, including Kompas.com, Tribunnews.com, Sindonews.com, Kumparan.com, and others.	Edukasi dan upaya promosi di radio nasional sebanyak 10 *placement*, diantaranya radio Jak FM, Female Radio, dan sebagainya. Education and promotional efforts on national radio stations, including 10 placements on stations such as Jak FM, Female Radio, and others.	Kerja sama dengan KOL. Sebanyak 40 KOL di antaranya Mega *Influencer*, Makro, MIkro, dan Nano, termasuk *content creator* para dokter. Collaboration with KOLs. A total of 40 KOLs, including Mega Influencers, Macro, Micro, and Nano, as well as content creators who are doctors.

Hubungan Media

Program hubungan media dilaksanakan secara berkelanjutan untuk menyampaikan informasi terkini kepada media, baik melalui saluran formal maupun informal, seperti pertemuan pers, siaran pers, dan berbagai aktivitas pemasaran. Sepanjang tahun 2025, Perseroan telah menerbitkan 46 siaran pers.

Acara

Prodia kembali menggelar acara tahunan bertajuk "Prodia Healthy & Fun with Community (PHFC)" di 10 kota besar di Indonesia sebagai bagian dari upaya mempromosikan gaya hidup sehat dan memperkenalkan layanan kesehatan Prodia kepada masyarakat luas. PHFC mengusung tema kesehatan yang menyenangkan, dengan berbagai kegiatan menarik seperti pemeriksaan kesehatan gratis, edukasi mengenai pentingnya pemeriksaan rutin, serta program interaktif yang melibatkan masyarakat setempat.

Pada tahun 2025, tim Marketing Communication Perseroan berpartisipasi dalam 56 acara, termasuk pameran *expo*, *sponsorship*, *brand activation*, dan *wedding expo*.

Media Relations

The media relations program is run on an ongoing basis to convey the latest information to the media, both through formal and informal channels, such as press conferences, press releases, and various marketing activities. Throughout 2025, the Company published 46 press releases.

Events

Prodia once again hosted its annual event, "Prodia Healthy & Fun with Community (PHFC)," in 10 major cities across Indonesia as part of its dedicated efforts to promote a healthy lifestyle and introduce Prodia's healthcare services to the wider community. PHFC embraced the theme of "fun and healthy," featuring various engaging activities such as free health check-ups, education on the importance of regular check-ups, and interactive programs involving the local community.

In 2025, the Company's Marketing Communication team participated in 56 events, including expo exhibitions, sponsorships, brand activations, and wedding expos.

Media Sosial

Perseroan memasarkan merek Prodia melalui *owned media*, meliputi situs web Perseroan, Facebook, Instagram, X, Youtube, TikTok, dan Linkedin. Perseroan juga melakukan kegiatan pemasaran melalui *paid media*, yaitu Meta Ads dan Google Ads. Pada tahun 2025, Perseroan mengunggah sebanyak 291 Facebook *post*, 399 Instagram *post*, 27 *tweets*, 112 LinkedIn *post*, 240 video TikTok, dan 188 video YouTube.

Social Media

The Company markets the Prodia brand through owned media, including its official website, Facebook, Instagram, X, YouTube, TikTok, and LinkedIn. The Company also conducts marketing activities through paid media, namely Meta Ads and Google Ads. In 2025, the Company uploaded 291 Facebook posts, 399 Instagram posts, 27 tweets, 112 LinkedIn posts, 240 TikTok videos, and 188 YouTube videos.

Manajemen Kreatif

Pada tahun 2025, Perseroan membuat 625 sarana promosi pemasaran dalam bentuk *flyer*, brosur, poster, *booklet*, spanduk, kalender, agenda digital, dan sebagainya. Perseroan juga melakukan 17 program promosi pemasaran nasional, yaitu Thyroid Awareness, Cancer Awareness, World Kidney Day, Trisomy Awareness, World Health Awareness Day, Be Healthy First, Hari Lansia, Hepatitis Day, Next Level Prevention, World Heart Day, Osteoporosis, Hari Kesehatan Nasional, Aktivasi Prodia for Doctor, Free Health Plan, Promo Spesial untuk Anggota IDI dan IIDI, Home Sweet Home Service 2025, Mother's Day.

Creative Management

In 2025, the Company created 625 marketing promotional tools in the form of flyers, brochures, posters, booklets, banners, calendars, digital agendas, and so on. The Company also implemented 17 national marketing promotion programs, namely Thyroid Awareness, Cancer Awareness, World Kidney Day, Trisomy Awareness, World Health Awareness Day, Be Healthy First, Hari Lansia, Hepatitis Day, Next Level Prevention, World Heart Day, Osteoporosis, Hari Kesehatan Nasional, Aktivasi Prodia for Doctor, Free Health Plan, Promo Spesial untuk Anggota IDI dan IIDI, Home Sweet Home Service 2025, Mother's Day.

Memperkuat Edukasi Genomik

Dengan tetap menerapkan pendekatan *scientific marketing*, Perseroan secara konsisten memperluas edukasi genomik melalui berbagai media, seperti webinar, seminar, *podcast*, Instagram *Live*, serta kanal media sosial lainnya untuk menyampaikan manfaat dan keunggulan pemeriksaan genomik Prodia. Perseroan juga menjamin keamanan data genomik serta memanfaatkan basis data genomik masyarakat Indonesia guna menyediakan informasi dan interpretasi yang telah dikurasi dan divalidasi sesuai dengan karakteristik masyarakat Indonesia.

Strengthening Genomic Education

While maintaining a scientific marketing approach, the Company consistently expands genomic education through various media, such as webinars, seminars, podcasts, Instagram Live, and other social media channels, to convey the benefits and advantages of Prodia genomic testing. The Company also ensures the security of genomic data and utilizes the Indonesian population's genomic database to provide information and interpretations that have been curated and validated according to the characteristics of the population.

Tabel Webinar
Webinar Table

Area	Seminar/Webinar Dokter Doctor Seminar/Webinar	Seminar/Webinar All & Media All & Media Seminars/Webinars	Seminar/Webinar Corporate Client Corporate Client Seminar/Webinar
SMR	59	51	78
GJR	125	148	149
WJR	35	390	50
CJR	31	77	32
EBR	100	225	217
KMR	43	58	56
SLR	45	166	72
Pusat	20	0	1
Total	**458**	**1.115**	**655**

Keterangan | Notes:
SMR : Area Sumatera | Sumatra Region
GJR : Area Jakarta Raya | Greater Jakarta Region
WJR : Area Jawa Barat | West Java Region
CJR : Area Jawa Tengah | Central Java Region
EBR : Area Jawa Timur Batara | East Java Batara Region
KMR : Area Kalimantan | Kalimantan Region
SLR : Area Sulampua (Sulawesi-Maluku-Papua) | Sulampua (Sulawesi-Maluku-Papua) Region

Flyer Webinar 2025
Webinar Flyer 2025

























Flyer IG Live 2025
IG Live Flyer 2025











Forum Diagnosticum

Selama lebih dari lima dekade, Perseroan secara konsisten menunjukkan komitmennya dalam memajukan kualitas penelitian dan pengembangan ilmu kesehatan, khususnya di bidang laboratorium kesehatan di Indonesia. Saat ini, Perseroan terus menyediakan informasi terkini mengenai perkembangan ilmu kedokteran dan laboratorium kepada dokter, tenaga kesehatan, dan masyarakat umum melalui berbagai kanal, seperti Forum Diagnosticum, Informasi Laboratorium, The Indonesian Biomedical Journal bagi para dokter, serta beragam seminar atau *talkshow* tematik, diskusi ilmiah, dan penyuluhan kesehatan.

Forum Diagnosticum

For more than five decades, the Company has consistently demonstrated its commitment to advancing the quality of research and development in healthcare sciences, particularly in the field of medical laboratories in Indonesia. Currently, the Company continues to provide the latest information on developments in medical and laboratory sciences to doctors, healthcare workers, and the general public through various channels, such as Forum Diagnosticum, Laboratory Information, The Indonesian Biomedical Journal for physicians, as well as various thematic seminars and talk shows, scientific discussions, and health education.

Tinjauan Kinerja Keuangan
Financial Performance Overview

Analisis dan pembahasan kinerja keuangan di bawah ini merujuk pada Laporan Keuangan Konsolidasian untuk tahun-tahun buku yang berakhir pada 31 Desember 2025 yang telah diaudit oleh KAP Purwanto Susanti dan Surja, dan untuk 31 Desember 2024 oleh KAP Purwantono, Sungkoro & Surja, dengan hasil opini wajar tanpa pengecualian.

Penyajian dan pengungkapan laporan keuangan konsolidasian Perseroan disusun telah sesuai dengan Standar Akuntansi Keuangan ("SAK") yang berlaku di Indonesia, mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") serta Peraturan No. VIII.G.7 tentang Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik yang diterbitkan oleh OJK.

The analysis and discussion of financial performance below refer to the Consolidated Financial Statements for the fiscal years ended December 31, 2025, audited by KAP Purwanto Susanti dan Surja, and for December 31, 2024, audited by KAP Purwantono, Sungkoro & Surja, with an unqualified audit opinion.

The presentation and disclosure of the Company's consolidated financial statements have been prepared in accordance with the Indonesian Financial Accounting Standards ("SAK"), which include the Statements of Financial Accounting Standards ("PSAK"), as well as Regulation No. VIII.G.7 concerning the Presentation and Disclosure of Financial Statements of Issuers or Public Companies issued by the Financial Services Authority (OJK).

Laporan Posisi Keuangan Konsolidasian

Consolidated Statement of Financial Position

dalam juta Rp | in Rp million

Uraian Description	2025	2024
Aset Lancar Current Assets		
Kas dan Setara Kas Cash and cash equivalents	589.078	441.800
Deposito Berjangka Time deposit	113.407	299.940
Piutang Usaha Accounts receivable	203.679	207.687
Persediaan Inventories	45.545	42.803

Uraian Description	2025	2024
Beban Dibayar di Muka Prepaid Expenses	34.917	38.107
Aset Lancar Lainnya Other Current Assets	3.171	4.523
Aset Keuangan Lainnya - Lancar Other Financial Assets - Current	59.287	31.606
Jumlah Aset Lancar Total Current Asset	1.049.084	1.066.466
Aset Tidak Lancar **Non-Current Assets**		
Beban Dibayar di Muka Prepaid Expenses	6.143	529
Investasi pada Entitas Asosiasi Investments in an Associate	115.116	75.874
Aset Pajak Tangguhan – Neto Deferred Tax Assets-Net	15.996	20.561
Aset Tetap – Neto Fixed Assets-Net	710.064	750.745
Aset Tak Berwujud – Neto Intangible Assets-Net	260.367	288.571
Aset Hak Guna – Neto Right-of-use Assets-Net	312.743	351.634
Tagihan Pajak Claims for Tax Refund	902	-
Piutang pada Pihak Berelasi Due from Related Party	1.224	-
Aset Tidak Lancar Lainnya Other Non-Current Assets	1.241	4.030
Aset Keuangan Lainnya – Tidak Lancar Other Financial Assets – Non-current	223.299	281.726
Jumlah Aset Tidak Lancar Total Non-Current Assets	1.647.095	1.773.670
Jumlah Aset **Total Assets**	**2.696.179**	**2.840.136**

Jumlah Aset

Pada 2025, jumlah aset tercatat sebesar Rp2,70 triliun, menurun sebesar 5,07% dari Rp2,84 triliun pada 2024. Penurunan ini disebabkan oleh terutama dipicu oleh menyusutnya nilai aset tidak lancar, yang meliputi penurunan pada pos investasi keuangan, aset tetap, aset tidak berwujud, serta aset hak guna usaha.

Aset Lancar

Aset lancar tercatat sebesar Rp1,05 triliun pada 2025, menurun sebesar 1,63% dari Rp1,07 triliun pada 2024. Penurunan ini disebabkan oleh berkurangnya nilai deposito berjangka Perseroan selama tahun berjalan.

Aset Tidak Lancar

Di sisi lain, aset tidak lancar Perseroan menurun sebesar 7,14%, yaitu dari Rp1,77 miliar pada 2024 menjadi Rp1,65 miliar pada 2025 karena disebabkan oleh berkurangnya nilai investasi keuangan serta penyusutan pada pos investasi barang modal selama tahun berjalan.

Total Assets

In 2025, total assets amounted to Rp2.70 trillion, representing a decrease of 5.07% from Rp2.84 trillion in 2024. This decrease was primarily attributable to a decrease in the value of non-current assets, including a decrease in financial investment, fixed assets, intangible assets, and leasehold assets.

Current Assets

Current assets were recorded at Rp1.05 trillion in 2025, decreasing by 1.63% from Rp1.07 trillion in 2024. This decrease was driven by a decrease in the value of the Company's time deposits during the current year.

Non-Current Assets

Meanwhile, the Company's non-current assets decreased by 7.14%, from Rp1.77 billion in 2024 to Rp1.65 billion in 2025, mainly due to a decrease in the value of financial investments and depreciation in the capital expenditure in the current year.

dalam juta Rp | in Rp million

Uraian Description	2025	2024
Liabilitas Jangka Pendek **Current Liabilities**		
Utang Usaha Trade Payables	42.519	54.995
Utang Pajak Taxes Payable	27.913	31.700
Beban Akrual Accrued Expenses	81.557	75.127
Pendapatan Diterima di Muka Prepaid income	3.513	6.956
Liabilitas Jangka Pendek Lainnya Other Current Liabilities	35.798	65.768
Liabilitas Jangka Panjang yang Jatuh Tempo dalam Waktu Satu Tahun: **Non-Current Liabilities Due Within One Year:**		
Utang Pembiayaan Konsumen Consumer Finance Payables	2.026	2.653
Utang Sewa Hak Guna Lease Liabilities	7.575	13.519
Jumlah Liabilitas Jangka Pendek Total Current Liabilities	200.901	250.718
Liabilitas Jangka Panjang **Non-Current Liabilities** **Liabilitas Jangka Panjang – Setelah Dikurangi Bagian yang Jatuh Tempo dalam Waktu Satu Tahun:** **Non-Current Liabilities – After Deducting Portion Due Within One Year:**		
Utang Pembiayaan Konsumen Consumer Finance Payables	1.563	2.699
Utang Sewa Hak Guna Lease Liabilities	9.704	11.468
Liabilitas Jangka Panjang Lainnya - Pihak Ketiga Other Non-Current Liabilities - Third Parties	646	646
Liabilitas Imbalan Kerja Employee Benefits Liabilities	89.662	89.919
Jumlah Liabilitas Jangka Panjang Total Non-Current Liabilities	101.575	104.732
Jumlah Liabilitas Total Liabilities	302.476	355.450

Jumlah Liabilitas

Jumlah liabilitas Perseroan mengalami penurunan sebesar 14,90% dari Rp355,45 miliar pada 2024 menjadi Rp302,48 miliar pada 2025. Penurunan ini disebabkan oleh berkurangnya kewajiban jangka pendek, khususnya pada pos utang pembelian aset jangka pendek seiring dengan penurunan aktivitas investasi barang modal di tahun berjalan.

Liabilitas Jangka Pendek

Jumlah liabilitas jangka pendek Perseroan tercatat sebesar Rp200,90 miliar pada 2025, menurun sebesar 19,87% dari tahun 2024 yaitu Rp250,72 miliar. Penurunan ini selaras dengan berkurangnya utang pembelian aset jangka pendek, seiring dengan kebijakan efisiensi investasi barang modal pada periode berjalan.

Total Liabilities

The Company's total liabilities decreased by 14.90%, from Rp355.45 billion in 2024 to Rp302.48 billion in 2025. This decrease was attributable to a decrease in short-term liabilities, particularly in the short-term asset purchase in line with the decline in capital expenditure activity in the current year.

Current Liabilities

The Company's current liabilities amounted to Rp200.90 billion in 2025, representing a decrease of 19.87% compared to Rp250.72 billion in 2024. This decrease was driven by a decrease in short-term asset purchase, in line with the capital expenditure efficiency policy in the current period.

Liabilitas Jangka Panjang

Jumlah liabilitas jangka panjang Perseroan tercatat sebesar Rp101,58 miliar pada 2025, menurun sebesar 3,01% dari Rp104,73 miliar pada 2024. Penurunan ini utamanya disebabkan karena berkurangnya kewajiban atas utang sewa hak guna serta utang pembiayaan konsumen.

Non-Current Liabilities

The Company's non-current liabilities totaled Rp101.58 billion in 2025, decreasing by 3.01% from Rp104.73 billion in 2024. This decrease was mainly due to a decrease in obligations for leasehold and consumer financing.

dalam juta Rp | in Rp million

Uraian Description	2025	2024
Modal Saham Share Equity	93.750	93.750
Tambahan Modal Disetor Additional Paid-Up Capital	1.153.146	1.153.146
Saham Treasuri Saham Treasuri	(131.716)	-
Saldo Laba **Retained Earnings**		
Ditentukan Penggunaannya Appropriated	5.000	5.000
Belum Ditentukan Penggunaannya Unappropriated	1.271.342	1.230.515
Kepentingan Non pengendali Non-controlling Interest	2.181	2.275
Jumlah Ekuitas Total Equity	2.393.703	2.484.686
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	2.696.179	2.840.136

Ekuitas

Jumlah ekuitas Perseroan tercatat mengalami penurunan sebesar 3,66%, yaitu dari Rp2,48 triliun pada 2024 menjadi Rp2,39 triliun pada 2025. Penurunan ini terutama disebabkan oleh aktivitas pembelian kembali saham yang dibukukan sebagai saham treasuri dalam posisi keuangan perusahaan.

Equity

The Company's equity recorded a decrease of 3.66%, from Rp2.48 trillion in 2024 to Rp2.39 trillion in 2025. The decrease was mainly due to share repurchase activities that were posted as treasury shares in the company's financial position.

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Consolidated Statement of Profit or Loss and Other Comprehensive Income

dalam juta Rp | in Rp million

Uraian Description	2025	2024
Pendapatan dari Kontrak dengan Pelanggan Income from Contract with Customers	2.281.704	2.252.194
Beban Pokok Pendapatan Cost of Income	(948.963)	(900.167)
Laba Bruto Gross Profit	1.332.741	1.352.027
Beban Usaha Operating Expenses	(1.100.388)	(1.053.895)
Pendapatan Lainnya Other Income	11.044	15.088

Uraian Description	2025	2024
Beban Lainnya Other Expenses	(18.243)	(12.721)
Laba Usaha Operating Profit	225.154	300.499
Pendapatan Keuangan – Bersih Finance Income - Net	34.834	41.060
Laba Entitas Asosiasi Share in Profit of an Associate	6.243	3.874
Beban Keuangan Finance Expense	(1.894)	(2.446)
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	264.337	342.987
Beban Pajak Penghasilan – Bersih Income Tax Expense - Net	(57.643)	(72.946)
Total	**206.694**	**270.041**
Penghasilan Komprehensif Lain Tahun Berjalan, Setelah Pajak Other Comprehensive Income for the Year, Net of Tax	(3.843)	9.630
Total Penghasilan Komprehensif Tahun Berjalan Total Comprehensive Income for The Year	202.851	279.671
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada: Profit for the Year Attributable to:		
- Pemilik Entitas Induk - Owner of Parent Entity	206.788	270.197
- Kepentingan Non Pengendali - Non-Controlling Interest	(94)	(156)
Laba Tahun Berjalan Profit for the Year	206.694	270.041
Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan Kepada: Comprehensive Income for the Year Attributable to:		
- Pemilik Entitas Induk - Owner of Parent Entity	202.945	279.825
- Kepentingan Non Pengendali - Non-Controlling Interest	(94)	(154)
Penghasilan Komprehensif Tahun Berjalan Comprehensive Income for the Current Year	202.851	279.671
Laba per Saham Dasar Basic Earnings per Share	227,25	288,21
EBITDA	498.120	550,85

Pendapatan Bersih

Pada 2025, Perseroan berhasil meningkatkan pendapatan bersih sebesar 1,31%, dari Rp2,25 triliun pada 2024 menjadi Rp2,28 triliun. Kenaikan ini terutama didorong oleh kontribusi solid dari segmen pendapatan tes rutin dan tes esoterik.

Net Revenue

In 2025, the Company successfully increased its net revenue by 1.31%, from Rp2.25 trillion in 2024 to Rp2.28 trillion. The increase was primarily driven by solid contributions from the routine and esoteric testing revenue segments.

Beban Pokok Pendapatan

Beban pokok pendapatan Perseroan tercatat sebesar Rp948,96 miliar pada 2025, meningkat sebesar 5,42% dari Rp900,17 miliar pada 2024. Peningkatan ini selaras dengan kenaikan harga bahan medis dan reagen, serta langkah strategis Perseroan dalam memperkuat kualitas layanan dan teknologi diagnostik.

Laba Kotor

Laba kotor menurun sebesar 1,43% dari Rp1,35 triliun pada 2024 menjadi Rp1,33 triliun pada 2025. Penurunan ini dipicu oleh peningkatan biaya operasional pada bahan medis dan reagen, serta alokasi dana untuk pengembangan kualitas layanan dan teknologi diagnostik perusahaan.

Beban Usaha

Beban usaha tercatat sebesar Rp1,10 triliun pada 2025, meningkat sebesar 4,41% dari Rp1,05 triliun pada 2025. Kenaikan beban ini terutama dipicu oleh pertumbuhan biaya amortisasi serta peningkatan pengeluaran untuk lisensi perangkat lunak dalam rangka mendukung inisiatif pengembangan digital perusahaan.

Laba Usaha

Perseroan membukukan laba usaha sebesar Rp225,15 miliar pada 2025, menurun sebesar 25,07% dari Rp300,50 miliar pada 2024. Penurunan ini terjadi karena peningkatan beban pokok penjualan terkait kenaikan harga bahan pokok dan beban usaha terkait pengembangan digital.

Laba Tahun Berjalan

Per 31 Desember 2025, laba tahun berjalan tercatat mencapai Rp206,69 miliar, menurun sebesar 23,46% dari Rp270,04 miliar pada 2024. Penurunan ini secara utama dipengaruhi oleh melandainya laba usaha serta berkurangnya pendapatan dari pos keuangan.

Penghasilan Komprehensif Lain

Perolehan penghasilan komprehensif lain Perseroan pada 2025 tercatat sebesar minus Rp3,84 miliar, menurun sebesar 139,91% dari Rp9,63 miliar pada 2024 yang disebabkan oleh hasil pengukuran kembali liabilitas imbalan pasti.

Laba Komprehensif Tahun Berjalan

Di akhir 2025, Perseroan membukukan laba komprehensif tahun berjalan sebesar Rp202,85 miliar, menurun sebesar 27,47% dari Rp279,67 miliar pada 2024. Penurunan ini disebabkan oleh penurunan laba bersih pada periode berjalan dan penghasilan komprehensif lain.

Cost of Income

The Company's cost of income amounted to Rp948.96 billion in 2025, increasing by 5.42% from Rp900.17 billion in 2024. The increase was due to the increase in prices of medical materials and reagents, and in line with the Company's strategic steps in strengthening the quality of services and diagnostic technology.

Gross Profit

Gross profit decreased by 1.43%, from Rp1.35 trillion in 2024 to Rp1.33 trillion in 2025. The decline was triggered by increased operational costs on medical materials and reagents, and in line with the allocation of funds for the development of the company's service quality and diagnostic technology.

Operating Expenses

Operating expenses totaled Rp1.10 trillion in 2025, increasing by 4.41% from Rp1.05 trillion in 2024. The increase in expenses was primarily driven by growth in amortization costs and increased spending on software licenses to support the company's digital development initiatives.

Operating Profit

The Company recorded operating profit of Rp225.15 billion in 2025, decreasing by 25.07% from Rp300.50 billion in 2024. This decrease occurred due to an increase in the cost of goods sold in line with the recent increase in prices of basic commodities and operating expenses related to digital development.

Profit for the Year

As of December 31, 2025, profit for the year amounted to Rp206.69 billion, decreasing by 23.46% from Rp270.04 billion in 2024. The decline was primarily influenced by a slight decline in operating profits and revenues from financial posts.

Other Comprehensive Income

The Company's other comprehensive income loss in 2025 amounted to Rp3.84 billion, decreasing by 139.91% from other comprehensive income of Rp9.63 billion in 2024. This decrease was mainly due to the results of the re-measurement of the defined benefit liability.

Comprehensive Income for the Year

At the end of 2025, the Company recorded total comprehensive income for the year of Rp202.85 billion, decreasing by 27.47% from Rp279.67 billion in 2024. This decrease was attributable to adecrease in net profit in the current period and other comprehensive income.

Laporan Arus Kas Konsolidasian

Consolidated Cash Flow Statement

dalam juta Rp | in Rp million

Uraian Description	2025	2024
Arus Kas Bersih Diperoleh dari Aktivitas Operasi Net Cash Flow Provided by Operating Activities	424.134	476.645
Arus Kas Bersih Diperoleh dari (Digunakan Untuk) Aktivitas Investasi Net Cash Flow Provided by (Used for) Investing Activities	54.887	(299.780)
Arus Kas Bersih Digunakan untuk Aktivitas Pendanaan Net Cash Flow Used for Funding Activities	(331.743)	(278.025)
Kenaikan Neto Kas dan Setara Kas Net Increase in Cash and Cash Equivalents	147.278	(101.160)
Kas dan Setara Kas pada Awal Tahun Cash and Cash Equivalents at the Beginning of the Year	441.800	542.960
Kas dan Setara Kas pada Akhir Tahun Cash and Cash Equivalents at the End of the Year	589.078	441.800

Arus Kas Bersih Diperoleh dari Aktivitas Operasi

Arus kas bersih yang diperoleh dari aktivitas operasi Perseroan tercatat sebesar Rp424,13 miliar pada 2025, menurun sebesar 11,02% dari Rp476,65 miliar pada 2024. Penurunan ini disebabkan oleh terutama dipicu oleh peningkatan pembayaran kas kepada karyawan serta pemenuhan kewajiban kepada pemasok.

Net Cash Flow Provided by Operating Activities

Net cash flows provided from the Company's operating activities amounted to Rp424.13 billion in 2025, decreasing by 11.02% from Rp476.65 billion in 2024. This decrease was mainly triggered by an increase in cash payments to employees and some settlements of obligations to suppliers.

Arus Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Investasi

Sementara itu, arus kas bersih yang digunakan untuk aktivitas investasi Perseroan tercatat sebesar Rp54,89 miliar pada 2025, meningkat sebesar 118,31% dari minus Rp299,78 miliar pada 2024. Peningkatan arus kas masuk dari aktivitas investasi ini terutama didorong oleh pencairan atau penurunan penempatan pada reksa dana dan deposito, serta berkurangnya alokasi belanja untuk aset tetap.

Net Cash Flow from (Used in) Investing Activities

Meanwhile, the Company's net cash flow used for investment activities was recorded at Rp54.89 billion in 2025, a 118.31% increase from minus Rp299.78 billion in 2024. The increase in cash inflow from investment activities was primarily driven by the liquidation or decrease in placements in mutual funds and deposits, as well as a decrease in capital expenditures for fixed assets.

Arus Kas Bersih Digunakan untuk Aktivitas Pendanaan

Pada 2025, arus kas bersih yang digunakan Perseroan untuk aktivitas pendanaan tercatat sebesar Rp331,74 miliar, meningkat sebesar 19,32% dari Rp278,03 miliar pada 2024. Kenaikan penggunaan kas pada pos ini utamanya dipicu oleh pelaksanaan pembelian kembali saham (buyback) serta peningkatan alokasi pembayaran dividen kepada pemegang saham.

Net Cash Flow Used for Funding Activities

In 2025, net cash flow from the Company's financing activities is recorded at Rp331.74 billion, an increase of 19.32% from Rp278.03 billion in 2024. The increase in cash used in this post was primarily triggered by the implementation of share buybacks and an increase in the allocation of dividend payments to shareholders.

Kemampuan Membayar Utang
Ability to Pay Debt

Rasio Likuiditas Liquidity Ratio	2025	2024
Rasio Lancar (%) Current Ratio (%)	522,19	425,36

Rasio Solvabilitas Solvency Ratio	2025	2024
Utang Terhadap Aset (%) Debt to Assets (%)	4,12	4,26
Utang Terhadap Ekuitas (%) Debt to Equity (%)	4,24	4,22

Likuiditas
Tingkat likuiditas mencerminkan kemampuan Perseroan dalam memenuhi liabilitas jangka pendek dengan memanfaatkan aset lancar yang dimiliki. Untuk mengukur tingkat likuiditas, Perseroan menggunakan rasio lancar, yaitu perbandingan antara aset lancar dan liabilitas jangka pendek pada suatu periode tertentu. Per 31 Desember 2025, rasio lancar Perseroan sebesar 522,19%, meningkat dari tahun 2024 yakni 425,36%. Kinerja rasio lancar selama 2 (dua) tahun buku terakhir menunjukkan bahwa Perseroan memiliki kemampuan yang sangat baik dalam memenuhi seluruh kewajiban jangka pendeknya.

Liquidity
Liquidity reflects the Company's ability to meet its short-term liabilities by utilizing its current assets. To measure liquidity, the Company applies the current ratio, which represents the comparison between current assets and current liabilities at a given period. As of December 31, 2025, the Company's current ratio stood at 522.19%, increasing from 425.36% in 2024. The performance of the current ratio over the last 2 (two) fiscal years indicates that the Company has a tremendous capacity to meet all of its short-term obligations.

Solvabilitas
Perseroan menghitung solvabilitas dengan 2 (dua) pendekatan, yakni solvabilitas ekuitas dan solvabilitas aset. Solvabilitas merupakan kemampuan Perseroan untuk memenuhi seluruh liabilitas dengan menggunakan seluruh aset atau ekuitas. Per 31 Desember 2025, rasio solvabilitas aset Perseroan adalah sebesar 4,12%, menurun dari tahun 2024 yakni 4,26%. Sementara itu, rasio solvabilitas ekuitas Perseroan pada 2025 tercatat sebesar 4,24%, meningkat dari tahun 2024 yakni 4,22%.

Solvency
The Company assesses solvency using two approaches, namely asset solvency and equity solvency. Solvency reflects the Company's ability to settle all liabilities using its total assets or equity. As of December 31, 2025, the Company's asset solvency ratio was 4.12%, decreasing from 4.26% in 2024. Meanwhile, the Company's equity solvency ratio in 2025 was recorded at 4.24%, increasing from 4.22% in 2024.

Kolektibilitas Piutang
Receivables Collectibility

Tingkat kolektibilitas piutang Perseroan dapat diukur dari rasio lama penagihan yang menunjukkan waktu yang dibutuhkan Perseroan dalam menagih piutangnya dan rasio perputaran piutang (*receivable turnover*) yang mencerminkan berapa kali dana yang ditanam sebagai piutang berputar dalam setahun. Pada 2025, rasio periode penagihan Perseroan adalah sebesar 36 hari, lebih lambat dari tahun 2024 yaitu 32 hari.

The collectability of the Company's receivables can be measured by the collection period ratio, which indicates the time required by the Company to collect its receivables, and the receivable turnover ratio, which reflects how many times the funds invested as receivables turn over in a year. In 2025, the Company's collection period ratio was 36 days, which was slower than in 2024, which was 32 days.

Struktur Permodalan
Capital Structure

Berikut adalah komposisi struktur modal Perseroan selama 2 (dua) tahun buku terakhir:

The following is the composition of the Company's capital structure for the last 2 (two) financial years:

Keterangan Description	2025		2024	
	Jumlah (Rp juta) Total (Rp million)	%	Jumlah (Rp juta) Total (Rp million)	%
Jumlah Liabilitas Total Liabilities	302.476	11,22	355.450	12,52
Jumlah Ekuitas Total Equity	2.393.703	88,78	2.484.686	87,48
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	2.696.179	100,00	2.840.136	100,00

Kebijakan Manajemen atas Struktur Modal

Struktur permodalan Perseroan terdiri dari pendanaan yang berasal dari liabilitas jangka panjang dan ekuitas. Dalam menentukan dan menerapkan kebijakan struktur modalnya, Perseroan berfokus menciptakan memastikan struktur permodalan yang ideal dan berimbang untuk meningkatkan efisiensi biaya modal serta menciptakan nilai tambah yang tinggi bagi para pemegang saham. Penentuan kebijakan struktur modal mengacu pada prinsip pengelolaan modal yang hati-hati dengan tetap mencermati kondisi eksternal. Salah satu kebijakan yang dilakukan Perseroan adalah mengurangi jumlah liabilitas agar dapat meningkatkan ekuitas, sehingga berdampak positif pada laporan posisi keuangan Perseroan.

Management Policy on Capital Structure

The Company's capital structure consists of funding from non-current liabilities and equity. In determining and implementing its capital structure policy, the Company focuses on creating and ensuring an ideal and balanced capital structure to increase capital cost efficiency and create high added value for shareholders. Determination of capital structure policy refers to the principle of prudent capital management while still observing external conditions. One of the policies implemented by the Company is to reduce the amount of liabilities in order to increase equity, thus having a positive impact on the Company's financial position report.

Ikatan Material untuk Investasi Barang Modal
Material Commitment for Capital Goods Investment

Tujuan Ikatan **Commitment Objective**	Mendukung kegiatan operasional Perseroan seperti pengembangan jejaring outlet, peningkatan kemampuan dan kualitas layanan, dan pengembangan TI dan laboratorium Supporting the Company's operational activities such as outlet network development, service capability and quality improvement, and IT and laboratory development
Sumber Dana **Fund Source**	Arus kas yang diperoleh dari aktivitas operasi Perseroan Cash flows from the Company's operating activities
Mata Uang yang Menjadi Denominasi **Denomination Currency**	Rupiah
Langkah Mitigasi terhadap Risiko Mata Uang Asing **Mitigation Steps against Foreign Currency Risk**	Tidak ada, dikarenakan tidak menggunakan mata uang asing sehingga tidak terpapar risiko fluktuasi kurs None, since it does not use foreign currency so it is not exposed to exchange rate fluctuation risks

Realisasi Investasi Barang Modal pada Tahun Buku Terakhir
Realization of Capital Goods Investment in the Last Financial Year

Jenis Investasi Investment Type	Tujuan Investasi Investment Objective	Nilai Investasi Barang Modal yang Dikeluarkan (Rp juta) Value of Capital Expenditure (CapEx) on Fixed Assets (million Rp)	Alokasi Nilai Investasi (%) Investment Value Allocation (%)
Pengembangan Jejaring *Outlet* Outlet Network Development	Mendukung kegiatan operasional Support operational activities	45.063	37,00
Pengembangan TI dan Laboratorium IT and Lab Development		76.892	63,00
Jumlah Total		121.955	100,00

Perbandingan Antara Target dan Realisasi Tahun 2025, serta Proyeksi Tahun 2026
Comparison Between Target and Realization in 2025, and Projection in 2026

dalam juta Rp | in Rp million

Uraian Description	Target 2025 Target 2025	Realisasi 2025 Realization of 2025	Pencapaian (%) Achievement (%)	Proyeksi 2026 Projection of 2026
Pendapatan Bersih Net Income	2.395.740	2.281.704	95,24	2.371.250
Laba Bersih Net Profit	289.610	206.694	71,37	235.690

Informasi Keuangan yang Telah Dilaporkan yang Mengandung Kejadian Luar Biasa atau Jarang Terjadi
Reported Financial Information Containing Extraordinary or Rare Events

Per 31 Desember 2025, tidak terdapat informasi keuangan yang bersifat luar biasa atau jarang terjadi. Seluruh transaksi keuangan yang terjadi merupakan transaksi yang wajar dalam kegiatan operasional, investasi, maupun pendanaan.

As of December 31, 2025, there was no financial information that was extraordinary or rare. All financial transactions that occurred were normal transactions in operational, investment, and funding activities.

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan
Material Information and Facts Subsequent to the Date of the Accountant's Report

Sepanjang tahun 2025, Perseroan tidak mencatat adanya informasi dan fakta material yang terjadi setelah tanggal laporan akuntan.

Throughout 2025, the Company did not record any material information and facts occurring subsequent to the date of the accountant's report.

Program Kepemilikan Saham oleh Manajemen dan/atau Pegawai Melalui Opsi MSOP/ESOP

Management and/or Employee Share Ownership Program through MSOP/ESOP Options

Selama tahun 2025, Perseroan tidak memiliki program pemberian opsi saham melalui *Management Stock Option Plan* (MSOP) dan *Employee Stock Ownership Plan* (ESOP) kepada Direksi, Dewan Komisaris, maupun karyawan.

During 2025, the Company did not implement any share option programs through a Management Stock Option Plan (MSOP) or an Employee Stock Ownership Plan (ESOP) for members of the Board of Directors, the Board of Commissioners, or employees.

Prospek Usaha

Business Prospects

Seiring pesatnya kemajuan teknologi medis, berbagai inovasi terus bermunculan dan membentuk kembali pola konsumsi serta lanskap layanan kesehatan global. Memasuki tahun 2026, sejumlah tren diperkirakan kian menonjol dan menjadi fondasi ekosistem kesehatan baru. Beberapa di antaranya adalah *wellness tourism* (integrasi antara wisata, layanan medis, dan program pemulihan kesehatan), *personalized wellness* (rekomendasi kesehatan individu yang terpersonalisasi berdasarkan data biometrik, gaya hidup, dan riwayat genetik), dan *longevity marketing* (pendekatan pemasaran produk atau layanan yang menekankan pada manfaat memperpanjang usia sehat). Pergeseran orientasi ini mencerminkan meningkatnya kesadaran masyarakat terhadap kesehatan preventif dan kesejahteraan yang berkelanjutan.

Along with the rapid advancement of medical technology, various innovations continue to emerge and reshape consumption patterns as well as the global healthcare service landscape. Entering 2026, several trends are expected to become increasingly prominent and form the foundation of a new healthcare ecosystem. These trends include wellness tourism (the integration of tourism, medical services, and health recovery programs), personalized wellness (individualized health recommendations based on biometric data, lifestyle, and genetic history), and longevity marketing (a marketing approach that emphasizes products or services aimed at extending healthy life expectancy). This shift in orientation reflects growing public awareness of preventive healthcare and sustainable well-being.

Dengan pertumbuhan yang stabil dan permintaan yang terus meningkat, sektor farmasi dan alat kesehatan menunjukkan prospek yang semakin menjanjikan. Pertumbuhan stabil dan kenaikan permintaan, baik untuk kebutuhan klinis, diagnostik, maupun kesehatan preventif, mendorong ekspansi pada berbagai lini, mulai dari produksi bahan baku obat (API), manufaktur alat kesehatan, hingga digitalisasi proses distribusi. Berdasarkan data Kementerian Kesehatan RI, pasar alat kesehatan Indonesia memiliki potensi mencapai USD2,2 miliar per tahun sejalan dengan bertambahnya belanja kesehatan nasional, penetrasi teknologi medis, serta kesadaran masyarakat terhadap layanan kesehatan yang berkualitas. Dalam beberapa dekade mendatang, dinamika ini memperkuat posisi industri kesehatan sebagai salah satu motor pertumbuhan ekonomi nasional.

With stable growth and rising demand, the pharmaceutical and medical device sectors are likely to show increasingly promising prospects. Steady growth and rising demand, covering clinical needs, diagnostics, and preventive healthcare are driving expansion across various value chains, from active pharmaceutical ingredient (API) production and medical device manufacturing to the digitalization of distribution processes. Based on data from the Ministry of Health of the Republic of Indonesia, the Indonesian medical devices market has the potential to reach USD2.2 billion per year, in line with rising national healthcare expenditure, deeper penetration of medical technology, and increasing public awareness of quality healthcare services. Over the next few decades, these dynamics are expected to further strengthen the healthcare industry's position as one of the key drivers of national economic growth.

Kebijakan Dividen
Dividend Policy

Dalam hal pembagian dividen, Perseroan memiliki kebijakan untuk mempertahankan rasio pembayaran dividen sebanyak-banyaknya 30% dari laba bersih (persentase jumlah dividen yang dibagikan terhadap laba bersih). Dari waktu ke waktu, Direksi dapat menyesuaikan kebijakan pembagian dividen dengan persetujuan RUPS.

In terms of dividend distribution, the Company has a policy to maintain a dividend payout ratio of up to 30% of net income (the percentage of dividends distributed relative to net income). From time to time, the Board of Directors may adjust the dividend policy with the approval of the General Meeting of Shareholders (GMS).

Direksi dapat mengurangi jumlah dividen yang akan dibayarkan atau tidak melakukan pembayaran dividen sama sekali. Keputusan untuk melakukan pembayaran dividen dipengaruhi oleh berbagai faktor, antara lain laba ditahan, kinerja operasional dan keuangan, kondisi keuangan, kondisi likuiditas, prospek bisnis di masa mendatang, kebutuhan kas, serta faktor lainnya yang dianggap relevan.

The Board of Directors may reduce the amount of dividends to be paid or decide not to distribute dividends at all. Decisions regarding dividend payments are influenced by various factors, including retained earnings, operational and financial performance, financial condition, liquidity position, future business prospects, cash requirements, and other relevant considerations.

Sebagai bentuk apresiasi kepada para pemegang saham, Perseroan telah melakukan pembagian dividen secara konsisten kepada para pemegang saham dari tahun ke tahun. Berikut adalah rincian pembagian dividen yang telah dilakukan Perseroan selama 2 (dua) tahun buku terakhir:

As a form of appreciation to shareholders, the Company has consistently distributed dividends to its shareholders from year to year. The following is a summary of dividend distributions made by the Company over the last 2 (two) fiscal years:

Uraian Description	2025	2024
Total Dividen Total Dividends	Rp162,12 miliar Rp162.12 billion	Rp155,59 miliar Rp155.59 billion
Rasio Pembayaran Dividen Dividend Payout Ratio	60%	60%
Dividen per Saham Dividends per Share	Rp172,93	Rp165,97
Tanggal Pengumuman Dividen Dividend Announcement Date	28 April 2025 April 28, 2025	18 April 2024 April 18, 2024
Tanggal Pembayaran Dividen Dividend Payment Date	28 Mei 2025 May 28, 2025	17 Mei 2024 May 17, 2024

Realisasi Penggunaan Dana Hasil Penawaran Umum
Realization of Use of Proceeds from Public Offering

Per 31 Desember 2025, dana hasil penawaran umum Perseroan telah digunakan seutuhnya. Dengan demikian, Perseroan tidak lagi berkewajiban untuk melaporkan hasil penggunaan dana dari Penawaran Umum Perdana yang telah dilakukan. Hingga saat ini, Perseroan belum mengadakan penawaran umum saham kembali.

As of December 31, 2025, the Company's public offering proceeds have been fully utilized. Therefore, the Company is no longer obliged to report the results of the use of funds from the Initial Public Offering that has been carried out. Until now, the Company has not held another public offering of shares.

Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan/Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/Modal, Transaksi Material, Transaksi Afiliasi, dan Transaksi Benturan Kepentingan

Material Information on Investment, Expansion, Divestment, Business Merger/Consolidation, Acquisition, and Debt/Capital Restructuring, Material Transactions, Affiliated Transactions, and Conflict of Interest Transactions

Dalam melaksanakan kegiatan usahanya, Perseroan melakukan transaksi dengan pihak-pihak berelasi karena adanya hubungan kepemilikan dan/atau kepengurusan yang terdiri dari pemegang saham perusahaan pengendali dan perusahaan sepengendali. Pada 2025, Perseroan melakukan transaksi material dengan pihak-pihak afiliasi sebagai berikut:

In carrying out its business activities, the Company engages in transactions with related parties due to ownership and/or management relationships involving shareholders of the controlling company and companies under common control. In 2025, the Company conducted material transactions with affiliated parties as follows:

Tanggal Transaksi Transaction Date	26 Juni 2025 June 26, 2025
Objek Transaksi Transaction Object	Saham PT Prodia Stemcell Indonesia sejumlah 69.512 lembar saham atau setara dengan kepemilikan saham sebesar 30% yang dimiliki oleh PT Prodia Utama per 31 Desember 2024 Shares of PT Prodia Stemcell Indonesia totaling 69,512 shares, equivalent to a 30% shareholding owned by PT Prodia Utama as of December 31, 2024
Nilai Transaksi Transaction Value	Rp33.000.000.000 (setara 30% saham PT Prodia Stemcell Indonesia milik PT Prodia Utama) Rp33,000,000,000 (equivalent to 30% of the shares of PT Prodia Stemcell Indonesia owned by PT Prodia Utama)
Pihak yang Terlibat Parties Involved	Perseroan sebagai pembeli atas objek transaksi dan PT Prodia Utama sebagai penjual atas objek transaksi The Company, as the purchaser of the transaction object, and PT Prodia Utama, as the seller of the transaction object
Sifat Transaksi Nature of the Transaction	PT Prodia Utama merupakan pemegang saham utama atau pengendali Perseroan PT Prodia Utama is the Company's controlling or major shareholder
Pihak Independen yang Melakukan Penilaian Transaksi Independent Party Conducting the Transaction Valuation	Kantor Jasa Penilai Publik (KJPP) Stefanus Tonny Hardi & Rekan Public Appraisal Firm (Kantor Jasa Penilai Publik/KJPP) Stefanus Tonny Hardi & Rekan
Pemenuhan Ketentuan Terkait Compliance with Relevant Regulations	Telah memenuhi: - Surat Keputusan Direksi PT Bursa Efek Indonesia No. Kep-00066/BEI/09-2022 tanggal 30 September 2022 tentang Perubahan Peraturan Nomor I-E tentang Kewajiban Penyampaian Informasi - POJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan The transaction has complied with: - Decree of the Board of Directors of the Indonesia Stock Exchange No. Kep-00066/BEI/09-2022 dated September 30, 2022, regarding Amendments to Regulation No. I-E on Information Disclosure Obligations - OJK Regulation (POJK) No. 42/POJK.04/2020 on Affiliated Transactions and Conflict of Interest Transactions
Kewajaran Transaksi Fairness of the Transaction	Berdasarkan Laporan Pendapat Kewajaran sebagaimana tertera dalam Laporan Penilaian Pendapat Kewajaran No. 00035/2.0007-00/BS/10/0027/1/VI/2025-SF tanggal 18 Juni 2025 dan atas dasar analisis kewajaran yang meliputi analisis transaksi, analisis kualitatif dan kuantitatif, analisis atas kewajaran nilai transaksi dan analisis kewajaran atas transaksi, transaksi ini dinilai telah memenuhi prinsip-prinsip kewajaran (*arm's-length principle*) Based on the Fairness Opinion Report as stated in the Fairness Opinion Valuation Report No. 00035/2.0007-00/BS/10/0027/1/VI/2025-SF dated June 18, 2025, and the underlying fairness analysis—which included transaction analysis, qualitative and quantitative analysis, analysis of the fairness of the transaction value, and overall transaction fairness analysis—the transaction has been assessed as meeting the principles of fairness (arm's-length principle)
Tanggal Pelaksanaan RUPS yang Menyetujui Transaksi Date of the GMS Approving the Transaction	Tidak memerlukan RUPS No GMS required
Rujukan di Laporan Keuangan Reference in the Financial Statements	Catatan No. 11, halaman 68–69. Note No. 11, page 68–69.
Keterangan Description	Transaksi ini bukan merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan This transaction does not constitute part of the Company's business activities carried out to generate operating revenue and is conducted on a routine, recurring, and/or ongoing basis

Pihak Berelasi Related Parties	Jenis Hubungan Relationship Type	Sifat Transaksi Nature of Transaction
PT Prodia Utama	Entitas Induk Parent Entity	Dividen Dividend
Ichsan Hidayat	Pemegang Saham Perusahaan Pengendali Shareholders of Controlling Company	Beban Sewa, Piutang Pihak Berelasi Lease Expense, Receivables from Related Parties
PT Prodia DiaCRO Laboratories	Perusahaan Sepengendali Companies Under Controlling Entity	Piutang Pihak Berelasi, Liabilitas Jangka Pendek Lainnya, Pihak Berelasi, Penjualan, Jasa Manajemen Receivables from Related Parties, Other Current Liabilities, Related Parties, Sales, Management Fees
PT Innovasi Diagnostika	Perusahaan Sepengendali Companies Under Controlling Entity	Pembelian, Penjualan Utang Usaha Pihak Berelasi Purchase, Sale of Related Party Accounts Payable
PT Prodia Occupational Health Indonesia	Perusahaan Sepengendali Companies Under Controlling Entity	Piutang Pihak Berelasi, Liabilitas Jangka Pendek Pihak Berelasi, Jasa Manajemen, Penjualan Related Party Receivables, Related Party Current Liabilities, Management Fees, Sales
PT Grhanis Putra Propertindo	Perusahaan Sepengendali Companies Under Controlling Entity	Beban Sewa Lease Expenses
PT Prodia Stemcell Indonesia	Perusahaan Sepengendali Companies Under Controlling Entity	Piutang Pihak Berelasi Related Party Receivables
PT Prodia Diagnostic Line	Perusahaan Sepengendali Companies Under Controlling Entity	Pembelian Purchase

Tabel Piutang Usaha dengan Pihak Berelasi
Table of Accounts Receivable with Related Parties

Piutang Usaha Accounts Receivable	31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024	31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024
	Jumlah (dalam juta Rp) Total (in Rp million)		% dari Total Aset/Liabilitas % of Total Assets/Liabilities	
PT Prodia DiaCRO Laboratories	-	546	-	0,02
PT Prodia Stemcell Indonesia	7	98	0,00	0,00
PT Prodia OHI International	625	937	0,02	0,03
PT Prodia Utama	25	-	0,00	-
Total	**657**	**1.581**	**0,02**	**0,05**

Tabel Utang Usaha dengan Pihak Berelasi
Table of Accounts Payable with Related Parties

Utang Usaha Accounts Payable	31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024	31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024
	Jumlah (dalam juta Rp) Total (in Rp million)		% dari Total Aset/Liabilitas % of Total Assets/Liabilities	
PT Innovasi Diagnostika	855	824	0,28	0,23
PT Prodia Occupational Health Indonesia	28	33	0,01	0,01
PT Prodia Diagnostic Line	-	2	-	0,00
Total	**883**	**859**	**0,29**	**0,24**

Tabel Liabilitas Jangka Pendek Lainnya dengan Pihak Berelasi
Table of Other Current Liabilities with Related Parties

Liabilitas Jangka Pendek Lainnya Other Current Liabilities	31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024	31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024
	Jumlah (dalam juta Rp) Total (in Rp million)		% dari Total Aset/Liabilitas % of Total Assets/Liabilities	
PT Prodia Occupational Health Indonesia	2.538	2.276	0,84	0,64
PT Innovasi Diagnostika	-	719	-	0,20
PT Grhanis Prima Propertindo	-	583	-	0,16
PT Prodia DiaCRO Laboratories	1.695	568	0,56	0,16
PT Prodia Utama	-	180	-	0,05
PT Prodia Stemcell Indonesia	56	-	0,02	-
Total	**4.289**	**4.326**	**1,42**	**1,21**

Tabel Penjualan dengan Pihak Berelasi
Table of Sales with Related Parties

Penjualan Sales	31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024	31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024
	Jumlah (dalam juta Rp) Total (in Rp million)		% dari Total Aset/Liabilitas % of Total Assets/Liabilities	
PT Prodia DiaCRO Laboratories	413	548	0,02	0,02
PT Prodia Stemcell Indonesia	232	1.581	0,01	0,07
PT Prodia Occupational Health Indonesia	1.859	1.486	0,08	0,07
PT Prodia Utama	32	40	0,00	0,00
PT Innovasi Diagnostika	115	37	0,01	0,00
PT Prodia Diagnostic Line	5	1	0,00	0,00
Total	**2.656**	**3.693**	**0,12**	**0,16**

Tabel Pembelian dengan Pihak Berelasi
Table of Purchases with Related Party

Pembelian Purchases	31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024	31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024
	Jumlah (dalam juta Rp) Total (in Rp million)		% dari Total Pendapatan/Beban Terkait % of Total Income/Related Expenses	
PT Innovasi Diagnostika	12.443	12.873	1.31	1,43
PT Prodia Occupational Health Indonesia	17.384	18.252	1,83	2,03
PT Prodia Diagnostic Line	23	19	0,00	0,00
PT Prodia DiaCRO Laboratories	2.186	1.097	0,23	0,12
PT Grhanis Prakarsa Propertindo	1.941	-	0,20	-
Total	33.977	32.241	3,57	3,58

Tabel Beban Jasa Manajemen dengan Pihak Berelasi
Table of Management Fees with Related Parties

Beban Jasa Manajemen Management Fees	31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024	31 Desember 2025 December 31, 2025	31 Desember 2024 December 31, 2024
	Jumlah (dalam juta Rp) Total (in Rp million)		% dari Total Pendapatan/Beban Terkait % of Total Income/Related Expenses	
PT Prodia Occupational Health Indonesia	9.530	8.414	0,87	0,80
PT Prodia DiaCRO Laboratories	2.230	1.216	0,20	0,12
Total	**11.760**	**9.630**	**1,07**	**0,92**

Pernyataan Direksi dan Prosedur Evaluasi Transaksi Afiliasi

Direksi menyatakan bahwa seluruh transaksi afiliasi dan transaksi investasi yang dilakukan oleh Perseroan dengan pihak berelasi sepanjang tahun 2025 telah dilakukan secara wajar dan memenuhi prinsip transaksi yang wajar (*arm's-length principle*), serta sesuai dengan praktik bisnis yang berlaku umum dan peraturan perundang-undangan yang berlaku.

Statement of the Board of Directors and Procedures for Evaluating Affiliated Transactions

The Board of Directors states that all affiliated transactions and investment transactions conducted by the Company with related parties throughout 2025 were carried out fairly and in accordance with the arm's-length principle, as well as in compliance with generally accepted business practices and applicable laws and regulations.

Dewan Komisaris dan Komite Audit senantiasa melakukan prosedur evaluasi yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum dan memenuhi prinsip transaksi yang wajar (*arm's-length principle*).

The Board of Commissioners and the Audit Committee consistently perform adequate evaluation procedures to ensure that affiliated transactions are conducted in accordance with generally accepted business practices and comply with the arm's-length principle.

Transaksi-transaksi afiliasi yang disebutkan di atas merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan. Seluruh transaksi di atas telah diungkapkan dalam laporan keuangan tahunan, Catatan No. 31 halaman 96–98.

The affiliated transactions referred to above constitute business activities carried out to generate operating revenue and are conducted on a routine, recurring, and/or ongoing basis. All such transactions have been disclosed in the annual financial statements, Note No. 31, page 96–98.

Selain transaksi-transaksi yang diungkapkan di atas, tidak terdapat informasi material lainnya terkait ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, dan restrukturisasi utang/modal.

Other than the transactions disclosed above, there is no other material information related to expansion, divestment, business merger/consolidation, acquisition, and debt/capital restructuring.

Transaksi Material yang Mengandung Benturan Kepentingan

Sepanjang 2025, tidak terdapat transaksi material yang mengandung benturan kepentingan yang dilakukan Perseroan.

Material Transactions Containing Conflict of Interest

Throughout 2025, there were no material transactions containing conflicts of interest carried out by the Company.

Perubahan Peraturan Perundang-undangan yang Berpengaruh Signifikan terhadap Perseroan

Changes in Legislation that Have a Significant Impact on the Company

Sepanjang 2025, tidak terdapat perubahan peraturan perundangan yang berpengaruh signifikan terhadap Perseroan.

Throughout 2025, there were no changes in laws and regulations that had a significant impact on the Company.

Perubahan Kebijakan Akuntansi yang Berdampak Signifikan Terhadap Laporan Keuangan Perseroan

Changes in Accounting Policies that Have a Significant Impact on the Company's Financial Statements

Sepanjang 2025, tidak terdapat perubahan kebijakan akuntansi yang berdampak signifikan terhadap Laporan Keuangan Perseroan.

Throughout 2025, there were no changes in accounting policies that had a significant impact on the Company's financial statements.



6

Tata Kelola Perusahaan yang Baik

Good Corporate Governance

Tata Kelola Perusahaan
Corporate Governance



Dalam menghadapi dinamika industri kesehatan yang semakin kompleks, Perseroan memastikan bahwa praktik tata kelola perusahaan berlandaskan pada prinsip-prinsip GCG, pilar governansi korporat, dan aspek ESG sebagai fondasi utama. Sebagai penyedia layanan laboratorium medis dan klinik yang selalu berkomitmen terhadap kualitas dan keandalan hasil pemeriksaan kesehatan, Perseroan menyadari bahwa keberlanjutan bisnisnya tidak hanya ditentukan oleh kinerja finansial, tetapi juga oleh integritas, transparansi, tanggung jawab sosial, dan kepedulian terhadap lingkungan.

Dimensi tata kelola dalam ESG semakin memperkuat penerapan tata kelola Perseroan dengan menekankan integritas, kepatuhan, dan etika bisnis. Perseroan juga memastikan bahwa seluruh proses operasional mengikuti standar mutu internasional dan peraturan yang berlaku, khususnya di sektor kesehatan. Manajemen risiko yang terstruktur, audit internal, dan berbagai penerapan kebijakan tata kelola yang saling melengkapi memperlihatkan komitmen Perseroan terhadap tata kelola yang bersih dan terpercaya. Hal ini mencerminkan bahwa tata kelola berbasis GCG dan ESG bukan sekadar kepatuhan, tetapi menjadi strategi jangka panjang untuk mempertahankan daya saing dan posisinya di industri.

In navigating the increasingly complex dynamics of the healthcare industry, the Company ensures that its corporate governance practices are firmly grounded in the principles of GCG, core pillars of corporate governance, and the broader ESG framework. As a provider of medical and clinical laboratory services committed to the quality and reliability of diagnostic results, the Company recognizes that long-term business sustainability is determined not only by financial performance, but also by integrity, transparency, social responsibility, and environmental stewardship.

The governance dimension within the ESG framework further strengthens the Company's GCG implementation by emphasizing integrity, compliance, and ethical business conduct. The Company ensures that all operational processes adhere to international quality standards and applicable regulations, particularly within the healthcare sector. A comprehensive risk management framework, an independent internal audit function, and a set of complementary governance policies demonstrate the Company's commitment to maintaining clean, accountable, and trustworthy governance. As such, the implementation of GCG and ESG serves not merely as a compliance requirement but as a long-term strategy to sustain the Company's competitiveness and position within the industry.

Landasan Penerapan Tata Kelola Perusahaan
Foundation of Corporate Governance Implementation

Pelaksanaan tata kelola Perseroan senantiasa mematuhi sejumlah regulasi Indonesia, pedoman internasional, dan praktik-praktik terbaik, termasuk namun tidak terbatas pada:

1. Undang-Undang No. 8 tahun 1995 tentang Pasar Modal;
2. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas;
3. Undang-Undang No. 27 Tahun 2022 tentang Pelindungan Data Pribadi (UU PDP);
4. Undang-Undang yang berlaku lainnya;
5. Peraturan Otoritas Jasa Keuangan (POJK) dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) terkait dengan Emiten dan Perusahaan Publik yang relevan dengan Perseroan;
6. Peraturan BEI;
7. ASEAN CG Scorecard;
8. Anggaran Dasar Perseroan (termuat dalam situs web Perseroan, https://www.prodia.co.id/id/tata-kelola?title=anggaran-dasar)
9. Pedoman Umum *Good Corporate Governance* Indonesia dari Komite Nasional Kebijakan Governansi; dan
10. Pedoman Umum Governansi Korporat Indonesia (PUGKI).

The implementation of the Company's governance always complies all regulatory provisions in Indonesia, international guidelines, and best practices, including but not limited to:

1. Law No.8 of 1995 on Capital Market;
2. Law No. 40 of 2007 on Limited Liability Companies;
3. Law No.27 of 2022 on Personal Data Protection (PDP Law);
4. Other applicable laws;
5. Financial Services Authority (OJK) regulations and Circular Letter of The Financial Services Authority (SEOJK) related to Issuers and Public Companies that are relevant to The Company;
6. Regulation of the IDX;
7. ASEAN CG Scorecard;
8. Articles of Association (contained in the Company's website, https://www.prodia.co.id/en/tata-kelola?title=articles-of-association)
9. Indonesian Good Corporate Governance General Guidelines from the National Committee on Governance Policy; and
10. Indonesian General Guidelines for Corporate Governance (PUGKI).

Penerapan Prinsip dan Pedoman GCG
Implementation of GCG Principles and Guidelines

Dalam menjalankan tata kelola, seluruh insan Prodia di setiap lapisan jabatan dan jenjang organisasi harus menerapkan prinsip-prinsip dasar GCG, antara lain sebagai berikut:

In implementing governance, all Prodia employees at every organizational level and position must live up to the basic principles of GCG, including the following:

Prinsip Principle	Implementasi Implementation
Transparansi Transparency	Prinsip ini berfokus pada keterbukaan dan kejelasan informasi dalam segala aspek pengelolaan perusahaan, termasuk dalam hal pengambilan keputusan dan pengungkapan informasi material yang relevan, akurat, dan tepat waktu untuk memenuhi hak seluruh pemangku kepentingan. This principle focuses on openness and clarity of information in all aspects of company management, including in terms of decision making and disclosure of material information that is relevant, accurate and timely to fulfill the rights of all stakeholders.

Prinsip Principle	Implementasi Implementation
	1. Menyajikan informasi yang kredibel, tepat waktu, jelas, akurat, dapat dibandingkan, dan mudah diakses oleh pemangku kepentingan melalui Laporan Tahunan, Laporan Keuangan, serta keterbukaan informasi di berbagai media. 2. Mengungkapkan informasi penting terkait sasaran dan strategi usaha, kinerja perusahaan, susunan Direksi dan Dewan Komisaris, pemegang saham pengendali, pengelolaan risiko, sistem pengawasan dan pengendalian internal, fungsi kepatuhan, penerapan GCG, serta informasi dan fakta material yang dapat memengaruhi keputusan pemodal. 3. Memastikan seluruh proses pengambilan keputusan dijalankan secara transparan dan adil untuk melindungi kepentingan para pemangku kepentingan. 1. Providing credible, timely, clear, accurate, comparable, and easily accessible information to stakeholders through the Annual Report, Financial Statements, and various disclosure channels. 2. Disclosing material information related to business goals and strategies, corporate performance, the composition of the Board of Directors and Board of Commissioners, controlling shareholders, risk management, internal control and supervision systems, compliance functions, GCG implementation, as well as material information and facts that may influence investor decision-making. 3. Ensuring that all decision-making processes are conducted transparently and fairly to safeguard the interests of stakeholders.
Akuntabilitas Accountibillity	Prinsip ini berfokus pada pelaksanaan tugas dan fungsi dengan penuh tanggung jawab sesuai peraturan yang berlaku, mengedepankan aspek kejelasan fungsi, struktur, sistem, dan pertanggungjawaban masing-masing organ tata kelola sesuai kepentingan jangka panjang Perseroan dan masyarakat. This principle focuses on the implementation of duties and functions with full responsibility in accordance with applicable regulations, prioritizing aspects of clarity of functions, structures, systems, and accountability of each governance organ in accordance with the long-term interests of the Company and society.
	1. Menetapkan sasaran usaha dan strategi yang dapat dipertanggungjawabkan kepada para pemangku kepentingan. 2. Menetapkan pembagian tugas dan tanggung jawab yang jelas antar organ tata kelola dan seluruh tingkat jabatan agar selaras dengan visi, misi, nilai-nilai, serta arah strategi Perseroan. 3. Mempertanggungjawabkan pengelolaan dan kinerja Perseroan secara transparan kepada seluruh pemangku kepentingan. 4. Menetapkan ukuran kinerja manajemen yang konsisten dengan nilai perusahaan dan sasaran usaha, serta dilengkapi dengan mekanisme *rewards and punishment*. 1. Establish business objectives and strategies to be held accountable to stakeholders. 2. Establish clear delineation of duties and responsibilities across governance organs and all organizational levels to ensure alignment with the Company's vision, mission, values, and strategic direction. 3. To be accountable for the management and performance of the Company in a transparent and fair manner to stakeholders. 4. Establish management performance measures that are consistent with corporate values and business objectives, and include a rewards and punishment mechanism.
Tanggung Jawab Responsibillity	Prinsip ini berfokus pada pemenuhan kepatuhan terhadap peraturan perundang-undangan yang berlaku dalam menjalankan kegiatan usaha secara keseluruhan, dengan tetap mengutamakan kepentingan jangka panjang Perseroan dan seluruh pemangku kepentingan. This principle focuses on ensuring compliance with applicable laws and regulations in conducting business activities as a whole, while prioritizing the long-term interests of the Company and all stakeholders.
	1. Berkomitmen untuk mematuhi Anggaran Dasar, Peraturan Perusahaan, dan seluruh peraturan perundang-undangan yang berlaku serta mengimplementasikan prinsip-prinsip GCG di seluruh aspek organisasi. 2. Berperilaku sebagai *good corporate citizen* yang tidak hanya berorientasi pada keuntungan, tetapi turut memastikan keberlanjutan sosial, kelestarian lingkungan, dan peningkatan kesejahteraan masyarakat. 1. Committed to complying with Articles of Association, Company Regulations, and all applicable laws and regulations, and complementing the principles of good governance in all aspects of the organization. 2. Behaving as a good corporate citizen that is not only profit-oriented, but also ensures social sustainability, environmental preservation, and improved community welfare.
Independensi Independency	Prinsip ini berfokus pada pentingnya mengedepankan objektivitas, profesionalisme, dan ketidakberpihakan dalam melaksanakan tugas, kewajiban, serta wewenang dari masing-masing organ tata kelola sehingga tidak terdapat konflik kepentingan yang dapat memengaruhi integritas keputusan yang diambil. This principle focuses on the importance of prioritizing objectivity, professionalism, and impartiality in carrying out the duties, obligations, and authorities of each governance organ to avoid conflict of interest that can affect the integrity of the decisions taken.
	1. Mendorong seluruh organ tata kelola untuk bekerja secara independen dan profesional dalam menjalankan peran dan tugasnya, serta bebas dari intervensi maupun benturan kepentingan. 2. Mengambil keputusan secara objektif dan tanpa tekanan dari pihak mana pun dengan tetap menghormati hak, kewajiban, tugas, wewenang, dan tanggung jawab antar organ tata kelola. 1. Encouraging all governance organs to operate independently and professionally in carrying out their roles and responsibilities, free from any form of intervention or conflict of interest. 2. Ensuring that decisions are made objectively and without undue influence from any party, while upholding the rights, obligations, duties, authorities, and responsibilities of each governance organ.
Kesetaraan dan Kewajaran Equality and Fairness	Prinsip ini berfokus pada perlakuan yang wajar dan setara bagi seluruh pemangku kepentingan, serta pemenuhan hak secara adil bagi seluruh individu sesuai peraturan yang berlaku. This principle focuses on equal and fair treatment as well as fulfillment of rights fairly for all shareholders and stakeholders in accordance with applicable regulations.

Prinsip Principle	Implementasi Implementation
	1. Menjamin perlakuan yang setara tanpa diskriminasi bagi seluruh pemangku kepentingan, termasuk pemegang saham minoritas, karyawan, pelanggan, dan masyarakat. 2. Memberikan kesempatan yang sama kepada seluruh pemangku kepentingan untuk menyampaikan masukan dan memperoleh informasi melalui mekanisme serta saluran informasi yang disediakan oleh Perseroan. 3. Melakukan proses rekrutmen, promosi, dan pemberian penghargaan secara transparan, adil, dan objektif tanpa membedakan suku, agama, jenis kelamin, dan kondisi fisik. 4. Menjamin seluruh pemegang saham memiliki hak suara yang setara dan sah dalam RUPS sesuai ketentuan yang berlaku dan Anggaran Dasar Perseroan. 1. Ensuring equal and non-discriminatory treatment for all stakeholders, including minority shareholders, employees, customers, and the wider community. 2. Providing equal opportunities for all stakeholders to submit feedback and access information through the mechanisms and communication channels made available by the Company. 3. Conducting recruitment, promotion, and reward processes in a transparent, fair, and objective manner, without discriminating on the basis of ethnicity, religion, gender, or physical condition. 4. Ensuring that all shareholders have equal and legitimate voting rights at the GMS, in accordance with prevailing regulations and the Company's Articles of Association.

Selain kelima prinsip dasar di atas, Perseroan juga telah menerapkan 4 (empat) pilar governansi korporat yang diberlakukan oleh Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021 sebagai berikut:

Apart from the previous five core principles, the Company has applied the following 4 (four) corporate governance pillars as outlined in the 2021 General Guidelines for Corporate Governance in Indonesia (PUGKI):

Pilar Pillar	Implementasi Implementation
Perilaku Beretika Ethical Behaviour	Dalam menjalankan kegiatannya, Perseroan menjunjung tinggi kejujuran, memperlakukan semua pihak dengan hormat (*respect*), memenuhi komitmen, serta membangun dan menjaga nilai-nilai moral dan kepercayaan secara konsisten. Perseroan memerhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan kesetaraan, serta memastikan pengelolaan yang independen sehingga setiap organ perusahaan dapat berfungsi tanpa saling mendominasi maupun diintervensi oleh pihak lain. In carrying out its activities, the Company upholds honesty, treats all parties with respect, fulfils its commitments, and consistently builds and preserves moral values and trust. The Company safeguards the interests of shareholders and other stakeholders based on the principles of fairness and equality, while ensuring independent governance so that each corporate organ can function without domination or interference from any other party.
	1. Berpegang teguh pada nilai-nilai, budaya perusahaan, dan Kode Etik. 2. Menerapkan berbagai program dan kebijakan, termasuk Sistem Pelaporan Pelanggaran, Kebijakan Anti-Korupsi dan Gratifikasi, Kebijakan Pengadaan Barang dan Jasa, Kebijakan Perdagangan Orang Dalam, serta kebijakan etika lainnya untuk memastikan terciptanya perilaku etis di seluruh aktivitas bisnis. 1. Adhere to values, corporate culture, and the Code of Ethics. 2. Implement various programs and policies, including the Whistleblowing System, Anti-Corruption and Gratification Policy, Goods and Services Procurement Policy, Insider Trading Policy, and other ethical policies to ensure ethical behaviour in all business activities.
Akuntabilitas Accountibillity	Perseroan bertanggung jawab atas kinerjanya secara transparan dan wajar. Oleh karena itu, pengelolaan perusahaan harus dilakukan secara tepat, terukur, dan selaras dengan kepentingan perusahaan, sambil tetap memperhatikan kepentingan pemegang saham dan pemangku kepentingan. Akuntabilitas menjadi prasyarat penting untuk mencapai kinerja yang berkelanjutan. The company is held accountable for their performance in a transparent and fair manner. Therefore, the management of the company must be carried out appropriately, measurably, and in line with the interests of the company, while still paying attention to the interests of shareholders and stakeholders. Accountability is an important prerequisite for achieving sustainable performance.
	1. Menetapkan sasaran usaha dan strategi yang dapat dipertanggungjawabkan kepada para pemangku kepentingan. 2. Menetapkan pembagian tugas dan tanggung jawab yang jelas kepada seluruh organ tata kelola dan unit usaha untuk menghindari dominasi atau intervensi dalam pelaksanaan tugas dan tanggung jawab. 3. Menerapkan sistem penilaian dan evaluasi kinerja bagi Dewan Komisaris, Direksi, dan seluruh karyawan sebagai tolok ukur pertanggungjawaban masing-masing individu terhadap kinerja yang dicapai. 1. Setting business objectives and strategies that can be fully accounted for to stakeholders. 2. Establishing a clear division of duties and responsibilities across all governance organs and business units to prevent dominance or undue intervention in the execution of roles and responsibilities. 3. Implementing performance assessment and evaluation systems for the Board of Commissioners, the Board of Directors, and all employees as benchmarks for individual accountability toward the results achieved.
Transparansi Transparency	Untuk menjaga objektivitas dalam menjalankan bisnis, Perseroan menyediakan informasi material dan relevan yang mudah diakses dan dipahami oleh pemangku kepentingan. Perseroan mengungkapkan tidak hanya hal-hal yang diwajibkan oleh peraturan perundang-undangan, tetapi juga informasi penting yang dapat mendukung pengambilan keputusan oleh pemegang saham, kreditur, dan pemangku kepentingan lainnya. To maintain objectivity in conducting its business, the Company provides material and relevant information that is easily accessible and understandable to stakeholders. The Company discloses not only information mandated by applicable laws and regulations but also other key information that supports decision-making by shareholders, creditors, and other stakeholders.

Pilar Pillar	Implementasi Implementation
	1. Menyampaikan dan mempublikasikan kinerjanya kepada pemangku kepentingan melalui saluran informasi yang terbuka, mudah diakses, jelas, dan tepat waktu, serta rutin menerbitkan Laporan Tahunan, Laporan Keuangan, dan Keterbukaan Informasi. 2. Melakukan pengambilan keputusan secara adil dan terbuka dalam RUPS. 3. Mengungkapkan informasi dan fakta material yang penting bagi publik dan investor untuk memberikan pandangan yang berimbang bagi pemangku kepentingan. 1. Communicating and disclosing its performance to stakeholders through open, accessible, clear, and timely information channels, including the regular publication of the Annual Report, Financial Statements, and Information Disclosure. 2. Conducting decision-making at the GMS in a fair and transparent manner. 3. Disclosing material information and facts that are important to the public and investors to provide stakeholders with a balanced and informed perspective.
Keberlanjutan Sustainability	Perseroan mematuhi peraturan perundang-undangan dan berkomitmen menjalankan tanggung jawab terhadap masyarakat serta lingkungan, berkontribusi pada pembangunan berkelanjutan melalui kerja sama dengan semua pemangku kepentingan, sejalan dengan kepentingan bisnis dan agenda pembangunan berkelanjutan. The Company complies with laws and regulations and is committed to fulfilling its responsibilities to society and the environment, contributing to sustainable development through cooperation with all stakeholders, in line with business interests and the sustainable development agenda.
	1. Membuat dan menjalankan *Sustainability Blueprint* 2024–2030. 2. Melakukan beragam inisiatif, program, dan kebijakan tanggung jawab sosial perusahaan di bidang ekonomi, sosial, dan lingkungan. 1. Develop and implement the 2024–2030 Sustainability Blueprint. 2. Carry out various corporate social responsibility initiatives, programs, and policies in the economic, social, and environmental fields.

Infrastruktur GCG
GCG Infrastructure

Anggaran Dasar Perseroan
Anggaran Dasar yang saat ini berlaku di Perseroan adalah Akta No. 101 tanggal 13 April 2023 dibuat oleh Christina Dwi Utami, S.H., M.Hum., M.Kn., Notaris di Kota Administrasi Jakarta Barat, yang telah mendapat Persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusannya tanggal 28 April 2023 No. AHU-AH.01.03-0058110.

Company's Article of Association
The Company's Articles of Association currently in force are as stated in Notarial Deed No. 101 dated April 13, 2023 made before Christina Dwi Utami, S.H., M.Kum., M.Kn., Notary in West Jakarta Administrative City, which have been approved by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Letter dated April 28, 2023, No. AHU-AH.01.03-0058110.

Pedoman Perilaku Prodia
Perseroan senantiasa menekankan nilai-nilai positif bagi seluruh Insan Perseroan. Untuk itu, Perseroan merumuskan dan menerapkan Pedoman Perilaku yang memuat standar etika, nilai, dan prinsip sejalan dengan nilai inti serta filosofi perusahaan. Pedoman ini wajib diikuti oleh seluruh Insan Prodia dan pemangku kepentingan sebagai wujud penerapan budaya Perseroan dalam menjalankan GCG serta mencapai visi dan misi Perseroan. Pedoman ini juga memberikan arahan mengenai harapan perilaku Insan Prodia dalam berinteraksi dengan seluruh pemangku kepentingan.

Prodia's Code of Conduct
The Company always emphasizes positive values for all Prodia employees. To that end, the Company has formulated and implemented a Code of Conduct that contains ethical standards, values, and principles in line with the Company's core values and philosophy. This Code must be followed by all Prodia employees and stakeholders as a manifestation of the Company's culture in implementing GCG and achieving the Company's vision and mission. This Code also provides guidance on the expected behaviour of Prodia employees in interacting with all stakeholders.

Perangkat Kebijakan GCG
Perangkat kebijakan GCG Perseroan mencakup *Board Manual* Dewan Komisaris dan Direksi, Kebijakan Anti-korupsi dan Gratifikasi, Kebijakan Pencegahan Perdagangan Orang Dalam, Kebijakan Manajemen Risiko, Sistem Pelaporan Pelanggaran, Kebijakan Seleksi Pemasok/Vendor, Kebijakan Transaksi dengan Pihak Terafiliasi, Kebijakan Pemenuhan Hak Kreditur, Pakta

GCG Policy Tools
The Company's GCG policy framework includes the Board Manual for the Board of Commissioners and Board of Directors, Anti-Corruption and Gratification Policy, Insider Trading Prevention Policy, Risk Management Policy, Whistleblowing System, Supplier/Vendor Selection Policy, Transaction Policy with Affiliated Parties, Creditor Rights Fulfillment Policy, Integrity Pact, as well as charters for

Integritas, serta piagam untuk Komite Audit, Komite Nominasi dan Remunerasi, Komite Tata Kelola, Komite Manajemen Risiko, Sekretaris Perusahaan, dan Unit Audit Internal. Seluruh perangkat kebijakan ini dikaji secara berkala sesuai kebutuhan Perseroan dan peraturan yang berlaku.

the Audit Committee, Nomination and Remuneration Committee, Governance Committee, Risk Management Committee, Corporate Secretary, and Internal Audit Unit. All of these policies are reviewed periodically in accordance with the Company's needs and applicable regulations.

Standar Prosedur Perseroan

Perseroan menerapkan *Standard Operating Procedures* (SOP) sebagai landasan operasional sehari-hari, yang dikaji, disesuaikan, dan distandardisasi secara berkala untuk memastikan kesesuaian dan keberlanjutan pelaksanaannya.

Company's Standard Procedures

The Company implements Standard Operating Procedures (SOP) as the basis for its daily operations, which are reviewed, adjusted, and standardized periodically to ensure their suitability and sustainability.

Penerapan Praktik GCG
Implementation of GCG Practices

Sepanjang 2025, Perseroan telah melakukan sejumlah inisiatif untuk meningkatkan kualitas penerapan GCG serta sebagai upaya dalam memenuhi prinsip-prinsip tata kelola, antara lain:

Throughout 2025, the Company undertook a number of initiatives to improve the quality of GCG implementation and, as an effort to fulfil governance principles, including;

Pemantauan Kepatuhan dan Manajemen Risiko

Perseroan melakukan pemantauan kepatuhan terhadap ASEAN CG Scorecard dan POJK terkait pedoman tata kelola perusahaan terbuka yang diintegrasikan dengan sistem manajemen risiko Perseroan.

Monitoring Compliance and Risk Management

The Company monitors compliance with the ASEAN CG Scorecard and POJK concerning the public company governance guidelines integrated with the Company's risk management system.

Pemantauan dan Implementasi GCG

Melakukan pemantauan atas implementasi kebijakan GCG secara berkala. Seluruh kebijakan GCG Perseroan dapat diakses oleh publik melalui situs web resmi untuk memastikan transparansi dan akuntabilitas.

GCG Monitoring and Implementation

Conducting regular monitoring of the implementation of GCG policies. All of the Company's GCG policies are publicly accessible through the official website to ensure transparency and accountability.

Pembaruan Informasi dan Transparansi

Perseroan melakukan pengkinian informasi di situs web resmi sesuai peraturan yang berlaku guna mendukung transparansi dan memudahkan akses informasi bagi pemangku kepentingan.

Information Updates and Transparency

The Company updates information on its official website in accordance with applicable regulations to support transparency and facilitate access to information for stakeholders.

Sosialisasi Pedoman Perilaku/*Code of Conduct* dan terkait Kebijakan GCG

Pedoman Perilaku Perseroan dan kebijakan GCG terus disosialisasikan kepada seluruh Insan Prodia dan pemangku kepentingan melalui forum internal dan rapat yang dilakukan secara berkala.

Socialization of Code of Conduct and Related GCG Policies

The Company's Code of Conduct and GCG policies continue to be disseminated to all Prodia employees and stakeholders through internal forums and regular meetings.

Sosialisasi dan Pemantauan Program Keberlanjutan

Perseroan rutin mengadakan sosialisasi keberlanjutan (ESG) setiap bulan di seluruh tingkatan manajemen, termasuk pusat, wilayah, dan cabang, menggunakan

Socialization and Monitoring of Sustainability Programs

The Company regularly conducts monthly sustainability (ESG) socialization sessions at all management levels, including headquarters, regions, and branches, using

infografis untuk memperdalam pemahaman praktik keberlanjutan dalam operasional bisnis. Perseroan juga aktif memantau penerapan *Sustainability Blueprint* Prodia untuk memastikan setiap inisiatif dilaksanakan dengan baik di seluruh unit kerja.

Peningkatan Keterlibatan Pemangku Kepentingan

Perseroan menyediakan saluran *whistleblowing* bagi pemangku kepentingan untuk melaporkan pelanggaran atau ketidaksesuaian dengan aman dan konfidensial.

Penerapan Kebijakan Transparansi Informasi

Perseroan selalu menjamin keterbukaan informasi tepat waktu kepada masyarakat, investor, dan regulator melalui laporan tahunan, laporan keberlanjutan, laporan keuangan, serta publikasi informasi lainnya.

Peningkatan Tata Kelola pada Rantai Pasokan (*Supply Chain Governance*)

Perseroan menggunakan *Sustainability Supplier Questionnaire* (SSQ) untuk menilai vendor berdasarkan kriteria lingkungan, sosial, tata kelola, dan pelindungan data pribadi.

Pelindungan Data

Perseroan berkomitmen untuk melindungi data pribadi dan sensitif dengan menerapkan kebijakan keamanan yang ketat, termasuk penguatan infrastruktur TI, pengelolaan risiko siber, dan kepatuhan terhadap regulasi perlindungan data. Upaya ini juga mencakup pelatihan rutin untuk meningkatkan kesadaran keamanan informasi di seluruh organisasi, serta audit dan penilaian keamanan secara berkala.

infographics to deepen understanding of sustainability practices in business operations. The Company also actively monitors the implementation of Prodia's Sustainability Blueprint to ensure that every initiative is carried out properly in all work units.

Increasing Stakeholder Engagement

The company provides a whistleblowing channel for stakeholders to report violations or non-compliance safely and confidentially.

Implementation of Information Transparency Policy

The Company always ensures timely disclosure of information to the public, investors, and regulators through annual reports, sustainability reports, financial reports, and other information publications.

Improving Supply Chain Governance

The Company uses a Sustainability Supplier Questionnaire (SSQ) to assess vendors based on environmental, social, governance, and personal data protection criteria.

Data Protection

The company is committed to protecting personal and sensitive data by implementing strict security policies, including strengthening its IT infrastructure, managing cyber risks, and complying with data protection regulations. These efforts also include regular training to raise awareness of information security throughout the organization, as well as periodic security audits and assessments.

Penilaian Praktik GCG
GCG Practice Assessment

Perseroan melakukan penilaian internal penerapan GCG setiap tahun melalui mekanisme *self-assessment*, yang mengacu pada ketentuan dan pedoman yang berlaku.

Prosedur

Sekretaris Perusahaan mengumpulkan data dan informasi yang relevan untuk menilai kecukupan dan efektivitas penerapan GCG, mencakup seluruh aspek tata kelola dengan memperhatikan prinsip signifikansi. Proses penilaian ini melibatkan beberapa langkah sebagai berikut:

The Company conducts an internal assessment of GCG implementation every year through a self-assessment mechanism using all applicable regulations and guidelines as reference.

Procedures

The Corporate Secretary compiles relevant data and information to assess the adequacy and effectiveness of GCG implementation, covering all governance aspects while considering the principle of materiality. The assessment process includes the following steps:

1. Struktur Tata Kelola: Menilai kecukupan struktur agar penerapan prinsip GCG dapat mencapai tujuan sesuai harapan pemangku kepentingan.

2. Proses Tata Kelola: Menilai efektivitas dan hasil penerapan GCG yang didukung oleh struktur tata kelola secara berkala yang mencakup komunikasi dengan pemangku kepentingan, perumusan kebijakan dan pengambilan keputusan, serta penilaian dan evaluasi untuk memastikan keberlanjutan dan peningkatan kualitas tata kelola.

3. Hasil Tata Kelola:
   a. Kinerja Perseroan tumbuh positif.
   b. Tingkat kesehatan Perseroan terjaga dengan baik.
   c. Penilaian dan/atau penghargaan dari lembaga pemeringkat kredibel terkait kinerja Perseroan dan praktik GCG yang diterapkan.

Kriteria Penilaian

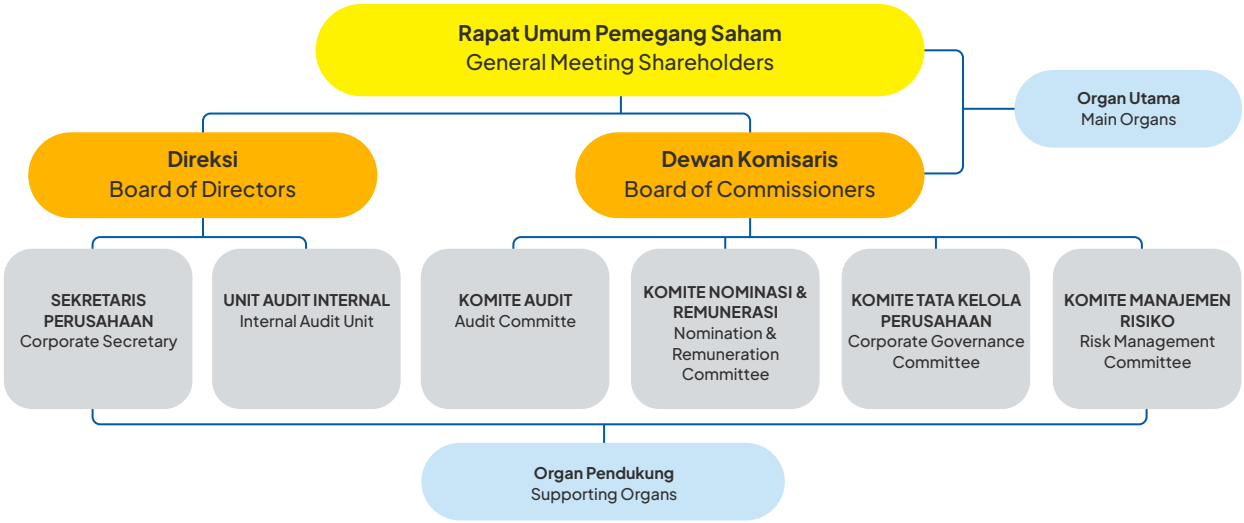
Kriteria penilaian mengacu pada POJK, SEOJK, dan peraturan tata kelola relevan lainnya.

1. Governance Structure: Evaluating the adequacy of the governance structure to ensure that the implementation of GCG principles achieves its intended objectives in line with stakeholder expectations.
2. Governance Processes: Assessing the effectiveness and outcomes of GCG implementation supported by the governance structure on a periodic basis. This includes stakeholder communication, policy formulation and decision-making, as well as performance assessment and evaluation to ensure continuous improvement and sustainability of governance quality.
3. Governance Outcomes:
   a. The Company's performance grew positively.
   b. The Company's financial soundness remains well-maintained.
   c. Assessments and/or recognitions from credible rating institutions related to the Company's performance and the GCG practices implemented.

Assessment Criteria

The assessment criteria refer to POJK, SEOJK, and other relevant governance regulations.

Struktur Tata Kelola
Governance Structure



Struktur tata kelola Perseroan terbagi dalam 3 (tiga) lapisan yang terdiri dari organ utama, organ pendukung, dan perangkat tata kelola. Perseroan telah menetapkan struktur tata kelola perusahaan yang mencerminkan prinsip *checks and balances* dalam penerapan GCG.

The Company's governance structure is divided into 3 (three) layers consisting of the main organs, supporting organs, and governance mechanisms. The Company has established a GCG structure that reflects the principle of checks and balances.

Rapat Umum Pemegang Saham (RUPS)
General Meeting of Shareholders (GMS)

RUPS merupakan organ tata kelola tertinggi yang memiliki kewenangan tidak diberikan kepada Direksi maupun Dewan Komisaris. Dalam RUPS, Dewan Komisaris dan Direksi melaporkan serta mempertanggungjawabkan pelaksanaan tugas dan kinerja kepada pemegang saham. RUPS juga menjadi forum bagi pemegang saham untuk menggunakan haknya dan memberikan masukan dalam pengambilan keputusan penting terkait arah perusahaan.

GMS is the highest governance body that has authority delegated to neither the Board of Directors nor the Board of Commissioners. At the GMS, the Board of Commissioners and the Board of Directors report and are accountable to shareholders for the performance of their duties and achievements. The GMS also serves as a forum for shareholders to exercise their rights and provide input in important decisions regarding the company's direction.

PEMEGANG SAHAM

Pemegang saham adalah individu atau badan hukum yang sah memiliki satu atau lebih saham di Perseroan. Saham Perseroan berupa saham atas nama yang tercatat dalam Daftar Pemegang Saham yang dikelola oleh Biro Administrasi Efek Perseroan, PT Datindo Entrycom, dan Kustodian Sentral Efek Indonesia (KSEI).

Pemegang saham memiliki hak dan tanggung jawab sesuai Anggaran Dasar Perseroan dan peraturan perundang-undangan dengan menganut prinsip-prinsip berikut ini:

1. Pemegang saham melaksanakan hak dan tanggung jawabnya dengan memperhatikan kelangsungan usaha Perseroan; dan
2. Perseroan menjamin terpenuhinya hak dan tanggung jawab pemegang saham secara wajar sesuai Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

SHAREHOLDERS

Shareholders are individuals or legal entities that legally own one or more shares in the Company. The Company's shares are registered shares listed in the Shareholder Register managed by the Company's Securities Administration Bureau, PT Datindo Entrycom, and the Indonesian Central Securities Depository (KSEI).

Shareholders have the rights and responsibilities over and to the Company in accordance with the Company's Articles of Association and laws and regulations by the following principles:

1. Shareholders shall exercise their rights and responsibilities with due regard to the continuity of the Company's business; and
2. The Company shall ensure that the rights and responsibilities of shareholders are fulfilled in a reasonable manner in accordance with the Company's Articles of Association and applicable laws and regulations.

HAK PEMEGANG SAHAM

Pemegang saham Perseroan memiliki hak dan perlakuan yang setara, di antaranya adalah:

1. Menghadiri, menyampaikan pendapat, dan memberikan suara setuju, tidak setuju, atau abstain pada setiap usulan putusan agenda RUPS secara elektronik (*e-Voting*) *real time* melalui aplikasi eASY. KSEI atau secara fisik dalam RUPS berdasarkan satu saham.
2. Berkesempatan mengajukan agenda/mata acara pada RUPS.
3. Memiliki kesempatan untuk memberikan kuasa kepada pihak lain apabila pemegang saham berhalangan hadir dalam RUPS baik dengan formulir surat kuasa yang tersedia pada situs web Perseroan, maupun dengan pemberian kuasa secara elektronik (*e-Proxy*) yang disediakan oleh PT Kustodian Sentral Efek Indonesia sebagai penyedia e-RUPS dalam aplikasi eASY.KSEI.

RIGHTS OF SHAREHOLDERS

The Company's shareholders are entitled to equal rights and treatment, including the following:

1. Attending, expressing opinions, and casting votes—agree, disagree, or abstain—on each resolution proposed in the GMS agenda, either electronically (real-time e-Voting) through the eASY.KSEI application or physically at the GMS, on the basis of one share.
2. Having the opportunity to propose agenda items for the GMS.
3. Having the option to grant power of attorney to another party if unable to attend the GMS, either through the power-of-attorney form available on the Company's website or via electronic proxy (e-Proxy) provided by PT Kustodian Sentral Efek Indonesia as the e-GMS provider through the eASY.KSEI application.

4. Mengajukan pertanyaan untuk setiap pembahasan agenda dan setiap putusan agenda RUPS.
5. Menominasikan calon anggota Dewan Komisaris dan/atau Direksi.
6. Mengangkat seorang anggota Direksi dan/atau Dewan Komisaris atau lebih untuk menambah jumlah atau menggantikan anggota yang diberhentikan, serta memberhentikan anggota Direksi dan/atau Dewan Komisaris setiap waktu sebelum masa jabatannya berakhir melalui RUPS.
7. Memperoleh informasi mengenai perusahaan secara tepat waktu, benar dan teratur, kecuali hal-hal yang bersifat rahasia.
8. Memperoleh publikasi agenda materi RUPS sebelum RUPS dilaksanakan.
9. Menerima bagian dari keuntungan perusahaan dalam bentuk dividen sesuai dengan tata cara dan ketentuan yang berlaku.
10. Menyetujui perubahan Anggaran Dasar Perseroan.
11. Memperoleh penjelasan lengkap dan informasi yang akurat mengenai prosedur pemungutan suara yang harus dipenuhi sehubungan penyelenggaraan RUPS.
12. Melaksanakan hak dan/atau kewenangan lainnya berdasarkan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku termasuk hak untuk berpartisipasi dalam otorisasi penambahan modal, perubahan Anggaran Dasar perusahaan, peralihan seluruh atau sebagian aset yang menyebabkan penjualan perusahaan, serta hak untuk mengangkat pihak independen guna menilai kewajaran harga transaksi dalam hal merger, akuisisi, dan/atau pengambilalihan.

Sementara itu, tanggung jawab pemegang saham antara lain sebagai berikut:

1. Memperhatikan kepentingan pemegang saham minoritas.
2. Menggunakan haknya dengan baik sesuai dengan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

PERLAKUAN YANG SETARA BAGI PEMEGANG SAHAM

Perseroan senantiasa memberikan perlakuan yang sama kepada seluruh pemegang saham dan tidak membatasi mereka untuk saling berkomunikasi atau berkonsultasi satu dengan lainnya. Selama tahun 2025, tidak ada bukti yang menunjukkan adanya hambatan atau halangan bagi pemegang saham untuk berkomunikasi atau berkonsultasi dengan pemegang saham lainnya. Hak, wewenang, dan tanggung jawab pemegang saham diatur dalam Anggaran Dasar Perseroan yang dapat diakses langsung melalui situs web Perseroan (www.prodia.co.id). Perseroan juga menghimbau kepada seluruh pemegang saham dan/atau kuasanya untuk menghadiri RUPS yang diselenggarakan.

4. Asking questions regarding each agenda discussion and each resolution of the GMS.
5. Nominating candidates for the Board of Commissioners and/or the Board of Directors.
6. Appointing one or more members of the Board of Directors and/or Board of Commissioners to increase the number of members or replace dismissed members, as well as dismissing any member of the Board of Directors and/or Board of Commissioners at any time before the end of their term through the GMS.
7. Receiving timely, accurate, and regular information about the Company, except for confidential matters.
8. Receiving published materials for GMS agenda items prior to the GMS.
9. Receiving a portion of the Company's profits in the form of dividends in accordance with applicable procedures and regulations.
10. Approving amendments to the Company's Articles of Association.
11. Receiving complete explanations and accurate information on the voting procedures to be fulfilled in the conduct of the GMS.
12. Exercising other rights and/or authorities as provided in the Company's Articles of Association and applicable laws and regulations, including the right to participate in authorizing capital increases, amendments to the Company's Articles of Association, the transfer of all or part of the Company's assets resulting in a sale of the Company, as well as the right to appoint an independent party to assess the fairness of transaction prices in the event of a merger, acquisition, and/or takeover.

Meanwhile, shareholders also have the following responsibilities:

1. Considering the interests of minority shareholders.
2. Exercising their rights properly in accordance with the Company's Articles of Association and applicable laws and regulations.

EQUAL TREATMENT FOR SHAREHOLDERS

The Company always treats all shareholders equally and does not restrict them from communicating or consulting with one another. During 2025, there was no evidence of any obstacles or barriers preventing shareholders from communicating or consulting with other shareholders. The rights, authorities, and responsibilities of shareholders are regulated in the Company's Articles of Association, which can be accessed directly through the Company's website (www.prodia.co.id). The Company also urges all shareholders and/or their proxies to attend the GMS.

MEKANISME PENYELENGGARAAN RUPS

Berdasarkan Anggaran Dasar Perseroan, Perseroan mengadakan 2 (dua) jenis RUPS, yakni:

1. RUPS Tahunan (RUPST) wajib diselenggarakan setiap tahun, paling lambat 6 (enam) bulan setelah tahun buku Perseroan berakhir.
2. RUPS lainnya dapat diadakan sewaktu-waktu berdasarkan kebutuhan Perseroan.

Seluruh mekanisme penyelenggaraan RUPS mengacu pada POJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan RUPS Perusahaan Terbuka.

TATA TERTIB RUPS DAN MEKANISME PERHITUNGAN SUARA

Prosedur rapat dan pengambilan suara ditetapkan sejak sebelum dimulainya RUPS. Seluruh pemegang saham dan kuasa pemegang saham berhak mengajukan pertanyaan atau menyampaikan pendapat sebelum pengambilan suara, dan semua pertanyaan serta jawaban dicatat dalam risalah rapat. Tata tertib dan proses pengambilan suara disusun dengan memperhatikan asas independensi dan kepentingan pemegang saham sebagai berikut:

1. Tata cara penyampaian hal-hal yang berhubungan dengan mata acara Rapat:
   a. Bagi pemegang saham atau kuasanya yang hadir secara fisik:
      - Dapat mengajukan pertanyaan dan/atau pendapat dengan mengisi formulir berisi nama, jumlah saham yang dimiliki atau diwakili, serta pertanyaan dan/atau pendapat yang diajukan.
      - Pengajuan pertanyaan dan/atau pendapat disampaikan kepada pimpinan Rapat sebelum diadakannya pemungutan suara mengenai hal yang bersangk angkutan, dengan cara mengangkat tangan dan menyerahkan formulir tersebut kepada petugas Rapat.
   b. Bagi pemegang saham atau kuasanya yang hadir secara elektronik:
      - Pertanyaan dan/atau pendapat diajukan secara tertulis melalui fitur *chat* pada kolom "Electronic Opinions" yang tersedia di layar E-Meeting Hall di aplikasi eASY.KSEI.
      - Pada saat mengajukan pertanyaan, pemegang saham atau kuasanya wajib menuliskan nama pemegang saham, jumlah saham yang dimiliki/diwakili.
2. Prosedur pemungutan suara
   a. Bagi pemegang saham atau kuasanya yang hadir secara fisik:

MECHANISM FOR ORGANIZING THE GMS

According to the Company's Articles of Association, the Company shall convene 2 (two) types of GMS, namely:

1. Annual GMS shall be held annually, at the latest 6 (six) months after the Company's financial year ends.
2. Other GMS can be held at any time based on the needs of the Company.

All mechanisms for holding GMS refer to POJK No. 15/POJK.04/2020 concerning the Plan and Implementation of GMS for Public Companies.

RULES OF PROCEDURE FOR THE GMS AND VOTING MECHANISM

The meeting procedures and voting mechanisms shall be established prior to the commencement of the GMS. All shareholders and proxies are entitled to raise questions or express opinions before voting takes place, and all questions and responses shall be recorded in the minutes of the meeting. The rules of procedure and voting process shall be prepared by upholding the principles of independence and protecting shareholders' interests, as follows:

1. Procedures for submitting matters related to the Meeting agenda:
   a. For shareholders or proxies attending physically:
      - Questions and/or opinions may be submitted by completing a form containing the name, number of shares owned or represented, and the question and/or opinion being submitted.
      - Questions and/or opinions must be submitted to the Chair of the Meeting prior to the voting session for the relevant agenda item, by raising a hand and handing the completed form to the Meeting officer.
   b. For shareholders or proxies attending electronically:
      - Questions and/or opinions must be submitted in writing through the chat feature in the "Electronic Opinions" column available on the E-Meeting Hall screen within the eASY.KSEI application.
      - When submitting a question, shareholders or proxies must state the shareholder's name and the number of shares owned or represented.

2. Voting Procedures
   a. For shareholders or proxies attending physically:

- Pemegang saham atau kuasanya yang blanko/ abstain atau memberikan suara tidak setuju diminta untuk mengangkat tangan dan mengisi formulir untuk diisi dengan menuliskan nama dan jumlah saham yang dimiliki atau diwakili.
- Pemegang saham atau kuasa kuasanya yang tidak mengangkat tangan maupun yang meninggalkan ruang Rapat pada saat pemungutan suara, dianggap memberikan suara setuju.

b. Bagi pemegang saham atau kuasanya yang hadir secara elektronik:
- Proses pemungutan suara berlangsung di aplikasi eASY.KSEI pada menu E-Meeting Hall.
- Pemegang saham yang hadir atau telah memberikan kuasa secara elektronik dalam Rapat melalui aplikasi eASY.KSEI, namun belum menetapkan pilihan suara, maka pemegang saham atau kuasanya tersebut memiliki kesempatan untuk menyampaikan pilihan suaranya selama masa pemungutan suara dibuka oleh Perseroan melalui layar E-Meeting Hall di aplikasi eASY.KSEI.
- Pemegang saham yang telah memberikan suaranya sebelum Rapat dimulai dan pemegang saham atau kuasanya yang telah melakukan registrasi melalui aplikasi eASY. KSEI pada tanggal pelaksanaan Rapat akan dianggap sah menghadiri Rapat walaupun tidak mengikuti jalannya Rapat sampai akhir karena alasan apapun.
- Apabila pemegang saham atau kuasanya tidak memberikan pilihan suara hingga selesainya pemungutan suara, maka pemegang saham atau kuasanya tersebut akan dianggap memberikan suara ABSTAIN untuk mata acara Rapat yang bersangkutan.

3. Perhitungan suara:
   a. Selanjutnya suara yang diberikan oleh pemegang saham atau kuasanya baik secara fisik maupun elektronik akan dihitung oleh Biro Administrasi Efek Perseroan dan kemudian diverifikasi oleh Notaris selaku pejabat umum yang independen.
   b. Pimpinan Rapat akan meminta Notaris menginformasikan hasil perhitungan suara untuk setiap mata acara Rapat.

TATA CARA PENYELENGGARAAN RUPS

Rincian tata cara dan mata acara beserta penjelasan atas setiap mata acara RUPS tersedia di situs web Perseroan, www.prodia.co.id pada tanggal yang sama dengan tanggal pemanggilan. Berikut adalah tahapan tata laksana RUPS termasuk upaya Perseroan dalam meningkatkan partisipasi pemegang saham baik individu maupun institusi

- Shareholders or proxies who abstain or cast a dissenting vote must raise their hand and complete a form indicating their name and the number of shares owned or represented.
- Shareholders or proxies who do not raise their hand or who leave the Meeting room during the voting process shall be deemed to have cast an affirmative vote.

b. For shareholders or proxies attending electronically:
- Voting shall be conducted through the eASY. KSEI application under the E-Meeting Hall menu.
- Shareholders who are present or have granted electronic proxy in the Meeting through the eASY.KSEI application, but have not yet cast their votes, shall have the opportunity to cast their votes during the voting period opened by the Company through the E-Meeting Hall screen on the eASY.KSEI application.
- Shareholders who have submitted their votes before the Meeting begins, as well as shareholders or proxies who have completed electronic registration through eASY.KSEI on the Meeting date, shall be considered validly present at the Meeting even if they do not follow the Meeting in full for any reason.
- If a shareholder or proxy does not cast a vote by the close of the voting session, they will be deemed to have ABSTAINED for the relevant agenda item of the Meeting.

3. Vote counting:
   a. All votes submitted by shareholders or proxies, whether physically or electronically, shall be counted by the Company's Share Registrar and subsequently verified by a Notary acting as an independent public official.
   b. The Chair of the Meeting shall request the Notary to announce the vote count results for each agenda item of the Meeting.

PROCEDURES FOR HOLDING THE GMS

Details of the procedures and agenda items, along with explanations for each agenda item of the GMS, shall be made available on the Company's website, www.prodia.co.id, on the same date as the GMS invitation. The following are the stages of the GMS implementation, including the Company's efforts to increase shareholder participation,

untuk menghadiri RUPS, Perseroan telah melakukan berbagai inisiatif sebagai berikut:

1. Menyampaikan pemberitahuan mata acara RUPS kepada OJK paling lambat 5 (lima) hari kerja sebelum pengumuman RUPS.
2. Menyampaikan pengumuman RUPS dalam Bahasa Indonesia dan Bahasa Inggris melalui situs web BEI, situs web penyedia e-RUPS, dan situs web Perseroan, telah dilakukan 14 hari kerja sebelum pemanggilan RUPS.
3. Menyampaikan pemanggilan RUPS dalam Bahasa Indonesia dan Bahasa Inggris melalui situs web BEI, situs web penyedia e-RUPS, dan situs web Perseroan telah dilakukan sebelum 28 (dua puluh delapan) hari sebelum pelaksanaan RUPS. Perseroan memberikan kesempatan kepada para pemegang saham untuk memberikan kuasa kepada pihak lain apabila pemegang saham berhalangan hadir (*in absentia*) agar tetap dapat memberikan suaranya dalam RUPS kepada Biro Administrasi Efek (BAE) Perseroan, yaitu PT Datindo Entrycom. Formulir surat kuasa dapat diperoleh di situs web Perseroan www.prodia.co.id, atau secara fisik setiap hari selama jam kerja di hari kerja BAE. Selain itu, Perseroan juga menyediakan fasilitas *secure electronic voting* secara *real-time* bagi pemegang saham yang hadir secara elektronik (*in absentia*) melalui sistem *e-proxy* yang disediakan. Dalam situs web Perseroan, kami menyediakan kontak bagi para pemegang saham untuk berkomunikasi sehubungan dengan penyelenggaraan RUPS. Perseroan juga memberikan pelayanan kepada pemegang saham yang membutuhkan informasi dan/atau yang akan mengajukan pertanyaan terkait rencana RUPS dan/atau mata acara RUPS baik melalui rapat langsung maupun korespondensi melalui *e-mail.*
4. Melaksanakan RUPS.
   Pemegang saham atau wakil pemegang saham yang berhak hadir dalam RUPST adalah pemegang saham yang namanya tercatat dalam Daftar Pemegang Saham pada tanggal 21 Maret 2025 pukul 16.00 WIB. Para pemegang saham Perseroan atau kuasanya dapat menyaksikan pelaksanaan Rapat yang sedang berlangsung melalui webinar Zoom dengan mengakses menu eASY. KSEI, selama pemegang saham Perseroan atau kuasanya telah terdaftar di fasilitas eASY.KSEI.
5. Menyampaikan pengumuman ringkasan risalah rapat RUPS melalui, situs web penyedia e-RUPS, situs web BEI, dan situs web Perseroan telah dilakukan 1 (satu) hari kerja setelah RUPS.
6. Menyampaikan Risalah RUPS ke OJK melalui situs web BEI.

both individual and institutional, through several initiatives:

1. Submit notification of the GMS agenda to the OJK no later than 5 (five) working days before the GMS announcement.
2. Announcing the GMS in Indonesian and English through the IDX website, the e-GMS provider's website, and the Company's website, 14 working days before the GMS invitation.
3. Submit the GMS invitation in Indonesian and English through the IDX website, the e-GMS provider's website, and the Company's website no later than 28 (twenty-eight) days before the GMS date. The Company provides an opportunity for shareholders to grant power of attorney to another party if they are unable to attend (in absentia) so that they can still exercise their voting rights in the GMS through the Company's Share Registrar (PT Datindo Entrycom). The proxy form can be obtained on the Company's website www.prodia.co.id, or physically during business hours at the Share Registrar's office on working days. In addition, the Company provides a secure electronic voting facility in real time for shareholders attending electronically (in absentia) through the e-proxy system provided. The Company also provides contact information on its website for shareholders to communicate regarding the GMS arrangements. The Company provides services to shareholders who require information and/or wish to submit questions related to the GMS plan and/or GMS agenda items, either through direct meetings or correspondence via e-mail.
4. Convening the GMS.
   Shareholders or their proxies entitled to attend the GMS are those whose names are registered in the Shareholders Register on March 21, 2025, at 4:00 PM WIB. Shareholders or their proxies may watch the ongoing Meeting via Zoom webinar by accessing the eASY.KSEI menu, provided that the shareholders or their proxies are registered with the eASY.KSEI facility.
5. The summary of the GMS minutes was announced via the e-GMS provider website, the IDX website, and the Company's website 1 (one) business day after the GMS.
6. Submitting the GMS Minutes to the OJK via the IDX website.

PENYELENGGARAAN RUPS TAHUNAN TAHUN BUKU 2024

Pada 28 April 2025, Perseroan telah menyelenggarakan RUPST untuk tahun buku 2024 di Grha Prodia Utama Lantai 7 Jl. Raden Saleh Raya No.57, Jakarta Pusat 10330, pukul 09.21 WIB hingga 10.11 WIB.

HOLDING OF THE ANNUAL GENERAL MEETING OF SHAREHOLDERS FOR FINANCIAL YEAR 2024

On April 28, 2025, the Company held an AGMS for financial year 2024 at Grha Prodia Utama, 7th Floor, Jl. Raden Saleh Raya No.57, Central Jakarta 10330, from 9:21 a.m. to 10:11 a.m. Western Indonesian Time.

Tahapan Stages	Tanggal Date	No. Surat Letter No.
Pemberitahuan RUPS GMS Notification	28 Februari 2025 February 28, 2025	046/CORSEC/EKS/II/2025
Pengumuman RUPS GMS Announcement	7 Maret 2025 March 7, 2025	050/CORSEC/EKS/III/2025
Pemanggilan RUPS GMS Invitation	24 Maret 2025 March 24, 2025	060/CORSEC/EKS/III/2025
Penyelenggaraan RUPS GMS Implementation	28 April 2025 April 28, 2025	-
Penyampaian Ringkasan Risalah RUPS Announcement of the Summary of the Minutes of the GMS	29 April 2025 April 29, 2025	071/CORSEC/EKS/IV/2025
Penyampaian Risalah RUPS kepada OJK Submission of the GMS Minutes to FSA	9 Mei 2025 May 9, 2025	081/CORSEC/EKS/V/2025

Pimpinan RUPST

Bapak Andi Widjaja selaku Komisaris Utama berdasarkan Keputusan Dewan Komisaris tanggal 13 Maret 2025.

Chair of the AGMS

Mr Andi Widjaja as President Commissioner based on the Board of Commissioners' Decision dated March 13, 2025.

Kuorum Kehadiran

Rapat dihadiri oleh para pemegang saham dan/atau kuasa pemegang saham yang mewakili 741.680.960 saham atau 79,113% dari 937.500.000 saham yang merupakan seluruh saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan.

Quorum

The meeting was attended by shareholders and/or shareholder representatives representing 741,680,960 shares or 79.113% of 937,500,000 shares, which constitute all valid voting shares issued by the Company.

Pihak Independen

Pihak independen yang melakukan dan memvalidasi proses penghitungan suara dalam RUPST serta memverifikasi perhitungan suara tersebut adalah:

- PT Datindo Entrycom selaku Biro Administrasi Efek
- Christina Dwi Utami, S.H., M.Hum., M.Kn., selaku Notaris

Independent Parties

The independent party that conducted and validated the vote counting process in the AGMS and verified the vote count were:

- PT Datindo Entrycom as the Securities Administration Bureau
- Christina Dwi Utami, S.H., M.Hum., M.Kn., as Notary

Mekanisme Pengambilan Keputusan

Seluruh mekanisme pengambilan keputusan disampaikan pada tata tertib rapat melalui situs web Perseroan dan dibacakan sebelum Rapat dimulai. Keputusan RUPS diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, keputusan diambil melalui pemungutan suara berdasarkan suara setuju lebih dari 1/2 (satu per dua) bagian dari seluruh saham dengan hak suara yang hadir untuk mata acara Rapat.

Decision-Making Mechanism

All decision-making mechanisms were conveyed in the meeting rules through the Company's website and read out before the Meeting began. GMS decisions are made based on deliberation to reach consensus. In the event that a decision based on deliberation to reach consensus cannot be reached, the decision is made by voting based on more than 1/2 (one-half) of the total voting shares present for the meeting agenda.

Kehadiran Direksi dan Dewan Komisaris

Seluruh anggota Dewan Komisaris dan Direksi hadir dalam RUPST (100% kehadiran), baik secara fisik dan daring. Berikut adalah kehadiran Direksi dan Dewan Komisaris dalam RUPST:

Attendance of the Board of Directors and Board of Commissioners

All members of the Board of Commissioners and Board of Directors were present at the AGMS (100% attendance), both physically and online. The following is the attendance of the Board of Directors and Board of Commissioners at the AGMS:

Nama Name	Jabatan Position	Kehadiran Attendance
Andi Widjaja	Komisaris Utama President Commissioner	√
Gunawan Prawiro Soeharto	Komisaris Commissioner	√
Endang W. Hoyaranda	Komisaris Commissioner	√
Joseph F.P. Luhukay *)	Komisaris Independen Independent Commissioner	√
Keri Lestari	Komisaris Independen Independent Commissioner	√
Dewi Muliaty *)	Direktur Utama President Director	√
Liana Kuswandi	Direktur Director	√
Indriyanti Rafi Sukmawati	Direktur Director	√
Andri Hidayat	Direktur Director	√
Ida Zuraida	Direktur Director	√

*) Hadir dalam RUPST secara daring melalui video konferensi untuk melihat dan mendengar jalannya RUPST.
Attended the AGMS virtually via video conference to see andhear to the proceedings.

Keputusan RUPST Tahun Buku 2024

Decision of the AGMS for the 2024 Financial Year

Mata Acara Pertama | First Agenda

Persetujuan dan pengesahan Laporan Tahunan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024, termasuk di dalamnya: (i) Laporan Kegiatan Perseroan; (ii) Laporan Pengawasan Dewan Komisaris; dan (iii) Laporan Keuangan tahun buku yang berakhir pada tanggal 31 Desember 2024; serta pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et decharge*) kepada Direksi dan Dewan Komisaris Perseroan.	Approval and ratification of the Company's Annual Report for the financial year ending on December 31, 2024, including: (i) the Company's Activity Report; (ii) The Supervisory Report of the Board of Commissioners; and (iii) The Financial Statements for the financial year ending on December 31, 2024; as well as the granting of full discharge and release of liability (acquit et decharge) to the Board of Directors and Board of Commissioners of the Company.

Hasil Pemungutan Suara | Voting Result

Setuju | Agree	Abstain | Abstain	Tidak Setuju | Disagree
734.821.960 saham | shares (99,08%)	6.859.000 saham | shares (0,92%)	0 saham | shares (0,00%)

Keputusan Rapat | Meeting Resolution

Menyetujui dan mengesahkan Laporan Tahunan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 termasuk di dalamnya Laporan Kegiatan Perseroan, Laporan Pengawasan Dewan Komisaris dan Laporan Keuangan Perseroan tahun buku yang berakhir pada tanggal 31 Desember 2024, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et de charge*) kepada anggota Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dilakukan, sepanjang tindakan tersebut sepanjang tercermin dalam Laporan Tahunan tersebut dan peraturan perundang-undangan yang berlaku.	To approve and ratify the Company's Annual Report for the financial year ending on December 31, 2024, including the Company's Activity Report, the Board of Commissioners' Supervision Report, and the Company's Financial Report for the financial year ending on December 31, 2024, and to grant full discharge and release of liability (acquit et de charge) to the members of the Board of Directors and Board of Commissioners of the Company for the management and supervision actions that have been carried out, to the extent that such actions are reflected in the Annual Report and applicable laws and regulation.

Realisasi Keputusan Rapat | Realization of Meeting Resolutions	
Telah selesai dilakukan. Perseroan telah menyampaikan Laporan Tahunan kepada OJK melalui surat No. 058/CORSEC/EKS/III/2025 tanggal 24 Maret 2025 dan mengumumkan Laporan Tahunan 2024 melalui situs web Bursa Efek Indonesia dan situs web Perseroan, serta telah menyampaikan kepada Pemegang Saham informasi terkait dengan kinerja keuangan tahun buku 2024.	Has been completed. The Company has submitted its Annual Report to the OJK via letter No. 058/CORSEC/EKS/III/2025 dated March 24, 2025, and announced its 2024 Annual Report on the Indonesia Stock Exchange website and the Company's website. It has also provided shareholders with information related to its financial performance for the 2024 financial year.

Mata Acara Kedua | Second Agenda	
Penetapan penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024.	Determination of the use of the Company's net profit for the financial year ended on December 31, 2024.

Hasil Pemungutan Suara | Voting Result		
Setuju | Agree	Abstain | Abstain	Tidak Setuju | Disagree
734.821.960 saham | shares (99,08%)	6.859.000 saham | shares (0,92%)	0 saham | shares (0,00%)

Keputusan Rapat | Meeting Resolutions	
1. Menyetujui penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 sebagai berikut: a. Membagikan dividen tunai sebesar Rp162.118.373.075 (seratus enam puluh dua miliar seratus delapan belas juta tiga ratus tujuh puluh tiga ribu tujuh puluh lima Rupiah) atau sebesar 60% (enam puluh persen) dari laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk tahun buku yang berakhir pada tanggal 31 Desember 2024 kepada para pemegang saham Perseroan, yaitu sebanyak 937.500.000 saham, sehingga setiap saham akan memperoleh dividen tunai sebesar Rp172,92626461376 (seratus tujuh puluh dua koma sembilan dua enam dua enam empat enam satu tiga tujuh enam Rupiah) dengan memperhatikan peraturan perpajakan yang berlaku; b. Membagikan Tantiem untuk tahun buku 2024 bagi anggota Direksi dan Dewan Komisaris dan memberikan kuasa kepada PT Prodia Utama selaku Pemegang Saham Utama untuk menetapkan jumlah Tantiem tersebut; c. Membukukan sisa laba bersih tahun buku yang berakhir pada tanggal 31 Desember 2024 laba ditahan.	1. To approve the use of the Company's net profit for the financial year ended December 31, 2024 as follows: a. To distribute cash dividends amounting to Rp162,118,373,075 (one hundred sixty-two billion one hundred eighteen million three hundred seventy-three thousand seventy-five Rupiah) or 60% (sixty percent) of the profit for the year attributable to owners of the parent entity for the financial year ended December 31, 2024 to the Company's shareholders, totaling 937,500,000 shares, so that each share will receive a cash dividend of Rp172.92626461376 (one hundred seventy-two point nine two six two six four six one three seven six Rupiah), subject to applicable tax regulations; b. To distribute Tantiem for the 2024 financial year to members of the Board of Directors and the Board of Commissioners, and to grant authority to PT Prodia Utama as the Majority Shareholder to determine the amount of such Tantiem; c. To record the remaining net profit for the financial year ended December 31, 2024 as retained earnings.
Memberikan kuasa dan wewenang kepada Direksi Perseroan untuk melakukan setiap dan semua tindakan yang diperlukan sehubungan dengan keputusan tersebut di atas, sesuai dengan peraturan perundang-undangan yang berlaku.	Granting power and authority to the Company's Board of Directors to take any and all actions necessary in connection with the above decision, in accordance with applicable laws and regulations.

Realisasi Keputusan Rapat | Realization of Meeting Resolutions	
Telah selesai dilakukan. Perseroan telah melakukan pembayaran dividen tunai pada tanggal 28 Mei 2025 atau dalam 30 hari sejak pengumuman dividen tunai dan persetujuan RUPST untuk pembagian dividen.	Has been completed. The Company paid the cash dividend on May 28, 2025, or within 30 days of the announcement of the cash dividend and the approval of the AGMS for the dividend distribution.

Mata Acara Ketiga | Third Agenda	
Penunjukan akuntan publik yang akan mengaudit laporan keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2025, dan pemberian wewenang untuk menetapkan jumlah honorarium akuntan publik tersebut serta persyaratan lainnya.	Appointment of a public accountant who will audit the Company's financial statements for the financial year ending December 31, 2025, and granting authority to determine the audit fee for the public accountant and other requirements.

Hasil Pemungutan Suara | Voting Result		
Setuju | Agree	Abstain | Abstain	Tidak Setuju | Disagree
721.624.760 saham | shares (97,29%)	6.859.000 saham | shares (0,93%)	13.197.200 saham | shares (1,78%)

Keputusan Rapat | Meeting Resolutions	
Mengingat sampai dengan saat ini Perseroan masih mengevaluasi, mempertimbangkan kriteria dan batasan sehubungan dengan penunjukkan akuntan publik tersebut, maka dengan ini memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik dengan kriteria sebagai berikut: (1) terdaftar di Otoritas Jasa Keuangan, dan (2) berasal dari Kantor Akuntan Publik yang merupakan 10 besar di Indonesia; yang akan mengaudit laporan keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2025, dan untuk menetapkan syarat-syarat sehubungan dengan penunjukkan dan pemberhentian Akuntan Publik tersebut, serta penunjukkan Kantor Akuntan Publik dan/atau Akuntan Publik Pengganti dalam hal terdapat pergantian Kantor Akuntan Publik dan/atau Akuntan Publik yang bersangkutan, dan menetapkan jumlah honorarium Kantor Akuntan Publik dan/atau Akuntan Publik tersebut serta persyaratan lainnya.	Considering that the Company is still evaluating and assessing the criteria and parameters related to the appointment of the public accountant, authority and power are hereby granted to the Company's Board of Commissioners to appoint a Public Accountant with the following criteria: (1) registered with the Financial Services Authority (OJK), and (2) originating from a Public Accounting Firm that is ranked among the top 10 in Indonesia; who will audit the Company's financial statements for the financial year ending December 31, 2025, and to determine the terms and conditions related to the appointment and dismissal of such Public Accountant, as well as the appointment of a Public Accounting Firm and/or a Substitute Public Accountant in the event of any change of Public Accounting Firm and/or Public Accountant concerned, and to determine the amount of honorarium for the Public Accounting Firm and/or Public Accountant and other applicable requirements.
Realisasi Keputusan Rapat | Meeting Resolutions	
Telah selesai dilakukan. Sesuai dengan Surat No. 182/CORSEC/EKS/X/2025 tanggal 8 Oktober 2025, Perseroan telah menunjuk Purwanto Susanti & Surja sebagai Kantor Akuntan Publik dan Bapak Daniel, CPA sebagai Akuntan Publik untuk melakukan audit atas informasi keuangan historis tahunan untuk tahun buku yang berakhir pada tanggal 31 Desember 2025.	Has been completed. In accordance with Letter No. 182/CORSEC/EKS/X/2025 dated October 8, 2025, the Company has appointed Purwanto Susanti & Surja as the Public Accounting Firm and Mr. Daniel, CPA as the Public Accountant to audit the historical annual financial information for the financial year ending December 31, 2025.

Mata Acara Keempat | Fourth Agenda	
Penentuan gaji, honorarium dan tunjangan lainnya bagi anggota Dewan Komisaris dan Direksi Perseroan.	Determination of salaries, honorariums and other allowances for members of the Company's Board of Commissioners and Board of Directors.

Hasil Pemungutan Suara | Voting Result		
Setuju | Agree	Abstain | Abstain	Tidak Setuju | Disagree
721.624.760 saham | shares (97,29%)	6.859.000 saham | shares (0,93%)	13.197.200 saham | shares (1,78%)

Keputusan Rapat | Meeting Resolutions	
Menetapkan gaji, honorarium dan/atau tunjangan lainnya bagi anggota Dewan Komisaris dan Direksi Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2025, sebanyak-banyaknya Rp17.915.300.000,- (tujuh belas miliar sembilan ratus lima belas juta tiga ratus ribu Rupiah) dan memberikan wewenang kepada Dewan Komisaris untuk menetapkan alokasinya, dengan memperhatikan rekomendasi dari Komite Nominasi dan Remunerasi.	To determine the salaries, honoraria and/or other allowances for the members of the Board of Commissioners and the Board of Directors of the Company for the financial year ending December 31, 2025, in a maximum amount of Rp17,915,300,000 (seventeen billion nine hundred fifteen million three hundred thousand Rupiah), and to grant authority to the Board of Commissioners to determine its allocation, taking into account the recommendations of the Nomination and Remuneration Committee.
Realisasi Keputusan Rapat | Realization of Meeting Resolutions	
Keputusan Rapat untuk mata acara ini telah terealisasi dengan baik pada 2025.	The Meeting resolution for this agenda item has been well realized in 2025.

Realisasi Keputusan RUPS Tahunan untuk Tahun Buku 2023

Resolutions of Annual GMS for the Financial Year 2023

Keputusan dan Realisasi Mata Acara Pertama | Resolutions and Realization of Agenda 1	
Menyetujui dan mengesahkan Laporan Tahunan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 termasuk di dalamnya Laporan Kegiatan Perseroan, Laporan Pengawasan Dewan Komisaris dan Laporan Keuangan Perseroan tahun buku yang berakhir pada tanggal 31 Desember 2023, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et de charge*) kepada anggota Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dilakukan, sepanjang tindakan tersebut sepanjang tercermin dalam Laporan Tahunan tersebut dan peraturan perundang-undangan yang berlaku.	Terealisasi dengan baik
Approval and ratification of the Company's Annual Report for the financial year ended on December 31, 2023, including the Company's Activity Report, Board of Commissioners' Supervisory Report, and Financial Statement for the financial year ended on December 31, 2023, as well as to release and discharge all responsibilities (acquit et decharge) to the Company's Board of Directors and Board of Commissioners for their management and supervision of the Company throughout the related financial year, insofar such actions are reflected in the Annual Report as well as in the laws and regulations.	Well-implemented

Keputusan dan Realisasi Mata Acara Kedua | Resolutions and Realization of Agenda 2	
1. Menyetujui penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 sebagai berikut: a. Membagikan dividen tunai sebesar Rp155.594.338.279,4650 (seratus lima puluh lima miliar lima ratus sembilan puluh empat juta tiga ratus tiga puluh delapan ribu dua ratus tujuh puluh sembilan koma empat enam lima nol Rupiah) atau sebesar 60% dari laba bersih Perseroan tahun buku yang berakhir pada tanggal 31 Desember 2023 kepada para pemegang saham, yaitu sebanyak 937.500.000 saham, sehingga setiap saham akan memperoleh dividen tunai sebesar Rp165,9672941647627 (seratus enam puluh lima koma sembilan enam tujuh dua sembilan empat satu enam empat tujuh enam dua tujuh Rupiah), dengan memperhatikan peraturan perpajakan yang berlaku; b. Membagikan Tantiem untuk tahun buku 2023 bagi anggota Direksi dan Dewan Komisaris dan memberikan kuasa kepada PT Prodia Utama selaku Pemegang Saham Utama untuk menetapkan jumlah Tantiem tersebut; c. Membukukan sisa laba bersih tahun buku yang berakhir pada tanggal 31 Desember 2023 sebagai laba ditahan. 2. Memberikan kuasa dan wewenang kepada Direksi Perseroan untuk melakukan setiap dan semua tindakan yang diperlukan sehubungan dengan keputusan tersebut di atas, sesuai dengan peraturan perundang-undangan yang berlaku.	Terealisasi dengan baik
1. Approved the determination of the use of the Company's net profit of the financial year ended on December 31, 2023, as follows: a. Distributed cash dividends amounting to Rp155,594,338,279.4650 (one hundred fifty five billion five hundred ninety four million three hundred and thirty-eight thousand two hundred and seventy-nine comma four six five zero Rupiah) or equivalent to 60% of the Company's net profit for the financial year ended on December 31, 2023, to the shareholders, amounting to 937,500,000 shares, so that each share will receive a cash dividend of Rp165.9672941647627 (one hundred sixty five comma nine six seven two nine four one six four seven six two seven Rupiah), taking into account the applicable tax regulation; b. Distributed Tantiem for the financial year 2023 to members of the Board of Directors and Board of Commissioners and authorized PT Prodia Utama as the Major Shareholder to determine the amount of tantiem; c. Recorded the remaining net profit of the financial year ended on December 31, 2023, as retained earnings. 2. Granted power and authority to the Company's Board of Directors to take any and all necessary actions with regards to the above resolutions, according to applicable laws and regulations.	Well-implemented
Keputusan dan Realisasi Mata Acara Ketiga | Resolutions and Realization of Agenda 3	
Mengingat sampai dengan saat ini Perseroan masih mengevaluasi, mempertimbangkan kriteria dan batasan sehubungan dengan penunjukkan akuntan publik tersebut, maka dengan ini memberikan kuasa dan wewenang kepada Dewan Komisaris Perseroan untuk menunjuk Akuntan Publik dengan kriteria sebagai berikut: (1) terdaftar di Otoritas Jasa Keuangan, dan (2) berasal dari Kantor Akuntan Publik yang merupakan 10 besar di Indonesia; yang akan mengaudit laporan keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024, dan untuk menetapkan syarat-syarat sehubungan dengan penunjukkan dan pemberhentian Akuntan Publik tersebut, serta penunjukkan Kantor Akuntan Publik dan/atau Akuntan Publik Pengganti dalam hal terdapat pergantian Kantor Akuntan Publik dan/atau Akuntan Publik yang bersangkutan, dan menetapkan jumlah honorarium Kantor Akuntan Publik dan/atau Akuntan Publik tersebut serta persyaratan lainnya.	Terealisasi dengan baik
Given that it is still evaluating and weighing the criteria and limitations pertaining to the appointment of the public accountant, the Company hereby grants power and authority to its Board of Commissioners to appoint a Public Accountant with the following criteria: (1) registered with the Financial Services Authority, and (2) from a Public Accounting Firm that is among the top 10 in Indonesia; who will audit the Company's financial statements for the financial year ending on December 31, 2024, and to determine the conditions in relation to the appointment and dismissal of the Public Accountant, as well as the appointment of a Replacement Public Accounting Firm and/or Public Accountant in the event of a change in the Public Accounting Firm and/or Public Accountant concerned, and to determine the amount of honorarium for the Public Accounting Firm and/or Public Accountant and other requirements.	Well-implemented
Keputusan dan Realisasi Mata Acara Keempat | Resolutions and Realization of Agenda 4	
Penentuan gaji, honorarium dan tunjangan lainnya bagi anggota Dewan Komisaris dan Direksi Perseroan.	Terealisasi dengan baik
Determination of salaries, honorariums and other allowances for members of the Company's Board of Commissioners and Board of Directors.	Well-implemented

Pernyataan terkait Keputusan RUPS yang Belum Terealisasi

Perseroan telah melaksanakan seluruh rekomendasi dari Keputusan RUPS Tahunan tanggal 18 April 2024 dan Keputusan RUPS Tahunan tanggal 28 April 2025, sehingga dalam Laporan Tahunan ini tidak terdapat informasi mengenai alasan dalam hal terdapat keputusan yang belum direalisasikan.

Statement regarding Unrealized GMS Resolutions

The Company has implemented all recommendations from the Annual GMS Resolution dated April 18, 2024 and the Annual GMS Resolution dated April 28, 2025, so that in this Annual Report there is no information regarding the reasons for any unrealized resolutions.

Dewan Komisaris
Board of Commissioners

Mengacu pada POJK No. 33/POJK.04/2014 Tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik ("POJK 33/2014"), Dewan Komisaris adalah organ tata kelola Perseroan yang berperan untuk mengawasi dan mengendalikan jalannya Perseroan serta atas Direksi sesuai ruang lingkup tugas dan wewenangnya berdasarkan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Setiap anggota Dewan Komisaris harus mampu menjaga integritas dan independensinya dalam menjalankan tugas dan tanggung jawabnya dengan berpegang pada nilai-nilai moral dan etika bisnis, demi mendukung pencapaian tujuan jangka panjang Perseroan dan memenuhi hak dan kepentingan para pemegang saham.

Pedoman Dewan Komisaris

Pelaksanaan peran, tugas dan fungsi pengawasan Dewan Komisaris mengacu pada pada Pedoman Kerja Dewan Komisaris (*Board Manual*). *Board Manual* mengatur berbagai hal seperti persyaratan dan komposisi Dewan Komisaris; pengunduran diri; masa jabatan; tugas dan wewenang; rangkap jabatan; pembagian tugas, pelaksanaan rapat; serta ketentuan tentang organ pendukung. Informasi selengkapnya mengenai Pedoman Kerja Dewan Komisaris dapat ditemukan dalam situs web Perseroan (https://www.prodia.co.id/id/tata-kelola?title=pedoman-kerja-dewan-komisaris-direksi).

Kriteria dan Persyaratan Pengangkatan

Sebagaimana tercantum dalam Anggaran Dasar Perseroan dan POJK 33/2014, pemilihan dan pengangkatan anggota Dewan Komisaris dilakukan berdasarkan kriteria dan persyaratan berikut ini:

1. Mempunyai akhlak, moral, dan integritas yang baik;
2. Cakap melakukan perbuatan hukum;
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
   a. Tidak pernah dinyatakan pailit;
   b. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;
   c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan
   d. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:

Referring to POJK No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies ("POJK 33/2014"), the Board of Commissioners is a corporate governance organ of the Company responsible for supervising and overseeing the management of the Company and the Board of Directors in accordance with the scope of duties and authorities set out in the Articles of Association and prevailing laws and regulations. Each member of the Board of Commissioners must uphold integrity and independence in carrying out their duties and responsibilities, guided by moral values and business ethics, in order to support the Company's long-term objectives and safeguard the rights and interests of shareholders.

Board Manual

The Implementation of roles, duties, and functions of the Board of Commissioners' supervision refers to the Board Manual. The Board Manual regulates various matters such as the requirements and composition of the Board of Commissioners; resignation; term of office of the Board of Commissioners; duties and authorities; concurrent positions; division of duties; conduct of meetings; and provisions on supporting organs. Further information on the Board Manual can be found on the Company's website (https://www.prodia.co.id/en/tata-kelola?title=guidelines-for-board-of-commissioners-and-board-of-directors).

Appointment Criteria and Requirement

As stated in the Company's Articles of Association and POJK 33/2014, members of the Board of Commissioners shall be elected and appointed using the following criteria and requirements:

1. Have good morals, character, and integrity;
2. Capable of performing legal acts;
3. Within 5 (five) years prior to appointment and during the term of office:
   a. Has never been declared bankrupt;
   b. Never been a member of the Board of Directors and/or a member of the Board of Commissioners who was found guilty of causing a company to be declared bankrupt;
   c. Never been convicted of a criminal offense that harms state finances and/or is related to the financial sector; and
   d. Never become a member of the Board of Directors and/or a member of the Board of Commissioners during his/her tenure:

- Pernah tidak menyelenggarakan RUPST;
- Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS; dan
- Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK.

4. Memiliki komitmen untuk mematuhi peraturan perundang-undangan; dan
5. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan.

Masa Jabatan

Anggota Dewan Komisaris diangkat dalam RUPS untuk masa tugas selama 5 (lima) tahun dengan ketentuan dapat dipilih kembali untuk 1 (satu) periode berikutnya, tanpa mengesampingkan hak RUPS untuk memberhentikan sewaktu-waktu. Hal ini diatur dan telah sesuai ketentuan Anggaran Dasar Perseroan. Jabatan anggota Dewan Komisaris berakhir apabila:

1. Masa jabatannya berakhir;
2. Dinyatakan pailit atau ditaruh di bawah pengampuan berdasarkan suatu penetapan pengadilan;
3. Mengundurkan diri dan telah disetujui oleh RUPS;
4. Tidak lagi memenuhi persyaratan perundang-undangan yang berlaku;
5. Meninggal dunia;
6. Diberhentikan berdasarkan keputusan RUPS; dan
7. Terlibat dalam kejahatan keuangan dan telah dinyatakan bersalah sesuai dengan putusan pengadilan yang mempunyai kekuatan hukum yang tetap.

Komisaris Independen yang telah menjabat selama 2 (dua) periode masa jabatan dapat diangkat kembali pada periode selanjutnya sepanjang Komisaris Independen tersebut menyatakan dirinya tetap independen kepada RUPS dan pernyataan independensi Komisaris Independen tersebut wajib diungkapkan dalam laporan tahunan. Dewan Komisaris dinominasikan oleh Komite Nominasi dan Remunerasi dan diangkat melalui mekanisme RUPS. RUPS juga berwenang untuk memberhentikan anggota Dewan Komisaris sewaktu-waktu.

Komposisi

Per 31 Desember 2025, Perseroan memiliki 5 (lima) anggota Dewan Komisaris, yang terdiri dari 1 (satu) Komisaris Utama, 2 (dua) Komisaris, dan 2 (dua) Komisaris Independen. Jumlah anggota Dewan Komisaris Perseroan tidak melebihi

- Has not held an AGMS;
- His/her accountability as a member of the Board of Directors and/or a member of the Board of Commissioners has not been accepted by the GMS or has not provided his/her accountability as a member of the Board of Directors and/or a member of the Board of Commissioners to the GMS; and
- Has caused a company that obtained a license, approval, or registration from OJK to not fulfill the obligation to submit annual reports and/or financial reports to OJK.

4. Have a commitment to comply with laws and regulations; and
5. Have knowledge and/or expertise in the field required by the Company.

Term of Office

Members of the Board of Commissioners are appointed in the GMS for a term of 5 (five) years with the provision that they can be re-elected for the next 1 (one) period, without prejudice to the right of the GMS to dismiss them at any time. This is regulated and in accordance with the provisions of the Company's Articles of Association. The position of a member of the Board of Commissioners ends when:

1. His/her term of office ends;
2. Declared bankrupt or placed under guardianship based on a court order;
3. Resigned and has been approved by the GMS;
4. No longer meets the requirements of the applicable legislation;
5. Passed away;
6. Dismissed by resolution of the GMS; and
7. Involved in a financial crime and has been found guilty in accordance with a court decision that has permanent legal force.

Independent Commissioners who have served 2 (two) terms of office may be reappointed for the next period as long as the Independent Commissioner declares to the GMS that he or she remains independent, and the Independent Commissioner's statement of independence must be disclosed in the annual report. The Board of Commissioners is nominated by the Nomination and Remuneration Committee and appointed through the GMS mechanism. The GMS is also authorized to dismiss members of the Board of Commissioners at any time.

Composition

As of December 31, 2025, the Company's Board of Commissioners had 5 (five) members consisting of 1 (one) President Commissioner, 2 (two) Commissioners, and 2 (two) Independent Commissioners. In terms of number, the

jumlah anggota Direksi Perseroan. Seluruh anggota Dewan Komisaris Perseroan berdomisili di Indonesia.

composition did not exceed that of the Company's Board of Directors in. All members were domiciled in Indonesia.

Nama Name	Jabatan Position	Masa Jabatan Term of Office	Dasar Pengangkatan Terakhir Basis for Final Appointment	Periode Jabatan ke- Period
Andi Widjaja	Komisaris Utama President Commissioner	2021–2026	Keputusan RUPST Perseroan tanggal 8 April 2021 Resolution of the Company's AGM dated April 8, 2021	2
Gunawan Prawiro Soeharto	Komisaris Commissioner	2021–2026	Keputusan RUPST Perseroan tanggal 8 April 2021 Decision of the Company's AGM on April 8, 2021	2
Endang W. Hoyaranda	Komisaris Commissioner	2021–2026	Keputusan RUPST Perseroan tanggal 8 April 2021 Decision of the Company's AGM on April 8, 2021	2
Joseph F.P. Luhukay	Komisaris Independen Independent Commissioner	2021–2026	Keputusan RUPSLB Perseroan tanggal 18 Oktober 2022 Decision of the Company's EGMS on October 18, 2022	2
Keri Lestari	Komisaris Independen Independent Commissioner	2021–2026	Keputusan RUPST Perseroan tanggal 8 April 2021 Decision of the Company's AGM on April 8, 2021	1

Komisaris Independen

Perseroan memiliki 2 (dua) orang Komisaris Independen atau setara dengan 40% (empat puluh persen) dari jumlah seluruh anggota Dewan Komisaris sebanyak 5 (lima) orang dan terdapat 1 (satu) perempuan Komisaris Independen. Dengan demikian, persentase jumlah Komisaris Independen Perseroan telah melampaui jumlah minimum yang disyaratkan OJK yaitu paling kurang 30% (tiga puluh persen) dari jumlah seluruh anggota Dewan Komisaris. Komisaris Independen Perseroan telah memenuhi kriteria independensi sesuai dengan persyaratan OJK, yaitu:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya;
2. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan;
3. Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Perseroan; dan
4. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Masa Jabatan Komisaris Independen

Masa jabatan Komisaris Independen mengikuti masa jabatan Dewan Komisaris secara umum, yaitu hingga tahun 2026. Komisaris Independen yang telah menjabat selama 2 (dua) periode berturut-turut dapat diangkat kembali untuk periode berikutnya sebagai Komisaris Independen dengan mempertimbangkan hasil evaluasi dari rapat Dewan Komisaris yang menyatakan bahwa Komisaris Independen masih dapat bertindak secara independen, serta pernyataan independensi yang disampaikan oleh Komisaris Independen dalam RUPS.

Independent Commissioner

The Company has 2 (two) Independent Commissioners, equivalent to 40% (forty percent) of the total number of 5 (five) members of the Board of Commissioners, and there is 1 (one) female Independent Commissioner. Thus, the percentage of the Company's Independent Commissioners exceeds the minimum amount required by OJK, which is at least 30% (thirty percent) of the total number of members of the Board of Commissioners. The Company's Independent Commissioners met the independence criteria in accordance with OJK requirements, which are:

1. Not anyone who works or has the authority and responsibility to plan, lead, control, or oversee the activities of the Company within the last 6 (six) months, except for reappointment as Independent Commissioner of the Company in the following period;
2. Holds no shares either directly or indirectly in the Company;
3. Have no affiliation with the Issuer or Public Company, members of the Board of Commissioners, members of the Board of Directors, or major shareholders of the Issuer or Public Company; and
4. Have no direct or indirect business relationship related to the business activities of the Issuer or Public Company.

Term of Office of Independent Commissioners

The term of office of Independent Commissioners follows the general term of office of the Board of Commissioners or until 2026. Independent Commissioners who have served for 2 (two) consecutive terms may be reappointed for the next term as Independent Commissioners by considering the results of the evaluation of the Board of Commissioners meeting that state that the Independent Commissioner can still act independently, and a statement of independence submitted by the Independent Commissioner at the GMS.

Pernyataan Independensi Komisaris Independen

Komisaris Independen Perseroan yang saat ini menjabat telah diangkat pada tahun 2021 hingga tahun 2026. Setiap Komisaris Independen Perseroan telah menyampaikan Surat Pernyataan Independensi sesuai dengan aspek independensi yang mengacu pada ketentuan Pasal 25 ayat (1) POJK 33/2014.

Berdasarkan aturan tersebut, Bapak Joseph F.P. Luhukay dan Ibu Keri Lestari selaku Komisaris Independen Perseroan telah menyatakan komitmennya untuk menjalankan peran, amanah, tugas, dan tanggung jawabnya dengan independen dan objektif, serta senantiasa terhindarkan dari segala bentuk konflik kepentingan yang dapat berdampak negatif pada kinerja dan pertumbuhan Perseroan.

Rangkap Jabatan

Pedoman Kerja Dewan Komisaris Perseroan mengatur ketentuan mengenai rangkap jabatan Dewan Komisaris, anggota Dewan Komisaris hanya dapat merangkap jabatan sebagai anggota Direksi paling banyak pada 2 (dua) emiten/perusahaan publik lain dan sebagai anggota Dewan Komisaris paling banyak pada 2 (dua) emiten/ perusahaan publik lain. Anggota Dewan Komisaris juga dapat merangkap sebagai anggota komite paling banyak pada 5 (lima) komite di emiten/perusahaan publik di mana yang bersangkutan menjabat sebagai anggota Direksi atau anggota Dewan Komisaris.

Selama tahun 2025, tidak terdapat anggota Dewan Komisaris Perseroan yang merangkap jabatan sebagai Direktur pada emiten atau perusahaan publik lainnya. Namun, beberapa anggota Dewan Komisaris memegang jabatan di perusahaan tertutup, asosiasi atau organisasi tertentu serta di lingkup Perseroan, anggota Dewan Komisaris hanya merangkap jabatan sebagai ketua dan anggota pada komite yang berada di Perseroan, yaitu Komite Audit, Komite Nominasi dan Remunerasi, Komite Tata Kelola, serta Komite Manajemen Risiko. Informasi lebih lengkap mengenai rangkap jabatan dapat dilihat pada Profil Dewan Komisaris dalam Laporan Tahunan ini.

Tugas dan Tanggung Jawab Dewan Komisaris

1. Melakukan pengawasan terhadap pengurusan Perseroan yang dilakukan Direksi serta memberi nasihat kepada Direksi termasuk mengenai rencana kerja, pengembangan bisnis Perseroan, pelaksanaan ketentuan Anggaran Dasar dan keputusan RUPS, serta peraturan perundang-undangan yang berlaku.

2. Memastikan terselenggaranya pelaksanaan GCG dalam setiap kegiatan usaha Perseroan serta melakukan evaluasi terhadap kebijakan tata kelola perusahaan.

Statement of Independence of Independent Commissioners

The Company's incumbent Independent Commissioners were appointed for a tenure of 2021 to 2026. Each of the Independent Commissioners has submitted a Statement of Independence according to the independence aspect referring to the provisions of Article 25 paragraph (1) of POJK 33/2014.

Based on these regulations, Mr. Joseph F.P. Luhukay and Mrs. Keri Lestari as the Independent Commissioners of the Company have stated their commitment to carry out their roles, mandates, duties, and responsibilities independently and objectively, and refrain from having all forms of conflicts of interest that could otherwise jeopardize the Company's performance and growth.

Concurrent Position

The Company's Board of Commissioners Charter governs concurrent positions where its members may only hold other positions as members of the Board of Directors at a maximum of 2 (two) other issuers/public companies and as members of the Board of Commissioners at a maximum of 2 (two) other issuers/public companies. Members of the Board of Commissioners may also hold other positions as committee members at a maximum of 5 (five) committees at issuers/public companies where they serve as a member of the Board of Directors or a member of the Board of Commissioners.

During 2025, no members of the Company's Board of Commissioners held concurrent positions as Directors in other issuers or public companies. However, some of the members did hold positions in other private companies, associations, or organizations, but within the Company, the only positions they held this year were chairpersons and members of the Audit Committee, the Nomination and Remuneration Committee, and the Governance Committee. More detailed information about other positions is available in the Board of Commissioners Profile in this Annual Report.

Duties and Responsibilities of the Board Commissioners

1. Supervise the management of the Company by the Board of Directors and provide advice to the Board of Directors, including matters related to work plans, the development of the Company, the implementation of the provisions of the Articles of Association and resolutions of the GMS and applicable laws and regulations.
2. Ensure the implementation of GCG in every business activity of the Company and evaluate the Company's corporate governance policy.

3. Menjaga kepentingan Perseroan dengan memperhatikan kepentingan para pemegang saham dan bertanggung jawab kepada RUPS.
4. Melakukan pengawasan dan memberikan masukan serta turut bertanggung jawab atas Laporan Tahunan dan Laporan Keberlanjutan yang disiapkan Direksi.
5. Memberikan pendapat dan saran atas Rencana Kerja dan Anggaran Tahunan yang diusulkan Direksi.
6. Memantau perkembangan kegiatan Perseroan.
7. Mengarahkan, memantau, dan mengevaluasi pelaksanaan kebijakan strategis yang diterapkan Perseroan.
8. Melakukan penilaian atas laporan auditor internal maupun eksternal dan memberikan nasihat kepada manajemen atas hal-hal yang perlu ditindaklanjuti.
9. Melakukan pengawasan terhadap kelengkapan dan pelaksanaan tugas komite-komite yang berada di bawahnya, antara lain Komite Audit, Komite Manajemen Risiko, Komite Tata Kelola Perusahaan serta Komite Nominasi dan Remunerasi.
10. Melakukan pengawasan secara periodik dan memberikan nasihat kepada manajemen terkait penyelenggaraan keberlanjutan dan tata kelola perusahaan yang baik, termasuk pengawasan terhadap fungsi kepatuhan, penerapan manajemen risiko, serta sistem pengendalian internal dalam pengelolaan aset dan liabilitas.
11. Memantau dan memberikan masukan perihal perkembangan ESG.
12. Melakukan pengawasan, memberikan masukan atas pengelolaan Perseroan, serta meninjau dan memberikan persetujuan terhadap Laporan Tahunan dan Laporan Keberlanjutan.

Tugas dan Wewenang Komisaris Utama

Tugas dan wewenang Komisaris Utama adalah:

1. Komisaris Utama berperan sebagai koordinator Dewan Komisaris dalam pelaksanaan tugas dan tanggung jawab Dewan Komisaris serta memastikan efektivitasnya.
2. Melakukan pemanggilan rapat Dewan Komisaris secara tertulis yang disampaikan kepada seluruh anggota Dewan Komisaris dengan mencantumkan acara, tanggal, waktu, dan tempat rapat.
3. Memimpin rapat Dewan Komisaris.

Hak dan Wewenang

Dewan Komisaris memiliki wewenang untuk melakukan pengawasan terhadap pengelolaan perusahaan serta melaporkannya kepada pemegang saham melalui RUPS, antara lain:

1. Melihat surat-surat, serta dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain surat berharga dan memeriksa kekayaan perusahaan;

3. Maintain the interests of the Company with due regard to the interests of the Shareholders and be responsible to the GMS.
4. Exercise oversight and provide input and assume responsibility for the Annual Report and Sustainability Report prepared by the Board of Directors.
5. Provide opinions and suggestions on the annual Work Plan and Budget proposed by the Board of Directors.
6. Monitor the development of the Company's activities.
7. Directing, monitoring, and evaluating the implementation of strategic policies implemented by the Company.
8. Assess the reports of internal and external auditors and advise management on matters requiring follow-up.
9. Oversee the adequacy and implementation of the duties of the committees under the Board, including the Audit Committee, Risk Management Committee, Corporate Governance Committee and Nomination and Remuneration Committee.
10. Conduct periodic oversight and provide advice to management regarding the implementation of sustainability and good corporate governance, including supervision of the compliance function, implementation of risk management, and internal control systems in managing assets and liabilities.
11. Monitoring and providing input on ESG developments.
12. Exercising oversight, providing input on the management of the Company, and reviewing and giving approval for the Annual Report and Sustainability Report.

The duties and authorities of the President Commissioner

The duties and authorities of the President Commissioner are:

1. The President Commissioner acts as the coordinator of the Board of Commissioners in carrying out the duties and responsibilities of the Board of Commissioners and ensuring its effectiveness.
2. Make a written invitation for a meeting of the Board of Commissioners which is delivered to all members of the Board of Commissioners by stating the agenda, date, time, and place of the meeting.
3. Lead the meeting of the Board of Commissioners.

Rights and Authorities

The Board of Commissioners has the authority to supervise the management of the Company and report it to the shareholders through the GMS, among others in terms of:

1. Viewing letters, as well as other documents, checking cash for verification purposes and other securities and checking company assets;

2. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan perusahaan;
3. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi; dan
4. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris.

2. Request explanations from the Board of Directors and/or other officials regarding all issues concerning the management of the Company;
3. Have knowledge of all policies and actions that have been and will be carried out by the Board of Directors; and
4. Request the Board of Directors and/or other officials under the Board of Directors with the knowledge of the Board of Directors to attend Board of Commissioners' meetings.

Jenis Keputusan yang Memerlukan Persetujuan Dewan Komisaris

1. Meminjam atau meminjamkan uang atas nama Perseroan (dalam hal ini tidak termasuk pengambilan uang Perseroan di bank-bank, mendepositkan uang Perseroan di bank/lembaga keuangan) yang jumlahnya melebihi jumlah dari waktu ke waktu;
2. Mengikat Perseroan sebagai penanggung/penjamin;
3. Mendirikan suatu usaha atau turut serta pada perusahaan lain baik di dalam maupun di luar negeri;
4. Mengalihkan atau menjadikan jaminan utang sebagian atau kurang dari 50% (lima puluh per seratus) dari jumlah kekayaan bersih Perseroan dalam 1 (satu) transaksi atau lebih baik yang berkaitan satu sama lain maupun tidak.

Types of Decisions Requiring Approval from the Board of Commissioners

1. Borrowing or lending money on behalf of the Company (excluding the withdrawal of Company funds from banks or the placement of Company funds in banks/financial institutions) exceeding the amount stipulated from time to time;
2. Binding the Company as a guarantor;
3. Establishing a business or participating in another company, whether domestically or abroad;
4. Transferring or encumbering debt collateral amounting to less than 50% of the Company's net assets, whether in a single transaction or multiple transactions, whether related or unrelated.

Program Orientasi

Untuk mempercepat adaptasi anggota Dewan Komisaris baru agar mampu memahami Perseroan dan menjalankan tugas serta tanggung jawabnya secara optimal, Perseroan menyelenggarakan program pengenalan berupa *specific coaching* dan *Executive Board Discussion Program*. Program ini mencakup pendalaman nilai dan budaya perusahaan, struktur organisasi, sistem tata kelola, informasi kegiatan usaha, serta informasi relevan lainnya. Pada tahun 2025, program orientasi tidak dilaksanakan karena tidak ada pengangkatan anggota Dewan Komisaris baru. Selain itu, Dewan Komisaris secara berkala mengikuti *Refreshment of GCG Policies* yang disampaikan oleh Sekretaris Perusahaan atas permintaan Komite Tata Kelola Perusahaan, minimal sekali dalam setahun.

Induction Program

To accelerate the adaptation of new Board of Commissioners members so that they are able to understand the Company and carry out their duties and responsibilities optimally, the Company organizes an introduction program in the form of specific coaching and an Executive Board Discussion Program. This program covers an in-depth understanding of the company's values and culture, organizational structure, governance system, business activity information, and other relevant information. In 2025, the orientation program was not implemented because there were no new Board of Commissioners members appointed. In addition, the Board of Commissioners periodically attends the Refreshment of GCG Policies delivered by the Corporate Secretary at the request of the Corporate Governance Committee, at least once a year.

Rapat Dewan Komisaris

Sesuai dengan Anggaran Dasar Perusahaan dan mengacu pada ketentuan POJK 33/2014, Dewan Komisaris wajib mengadakan rapat internal sekurang-kurangnya 1 (satu) kali setiap 2 (dua) bulan dan rapat dengan Direksi secara berkala paling tidak 1 (satu) kali dalam 4 (empat) bulan. Apabila dianggap perlu, Dewan Komisaris juga dapat mengadakan pertemuan tambahan sewaktu-waktu. Rapat Dewan Komisaris harus dijadwalkan sebelum berakhirnya tahun berjalan. Jadwal rapat Dewan Komisaris untuk tahun buku 2026 telah dibagikan pada Oktober 2025.

Meeting of the Board of Commissioners

In accordance with the Company's Articles of Association and the provisions of POJK 33/2014, the Board of Commissioners must meet at least 1 (once) every 2 (two) months and hold joint meetings with the Board of Directors at least 1 (once) every 4 four months. If necessary, the Board of Commissioners may hold additional meetings at any time. The Board of Commissioners meeting must be scheduled before the end of the current year. The Board of Commissioners meeting schedule for the 2026 financial year was distributed in October 2025.

Rapat dapat dilakukan secara fisik dan daring (melalui video atau telekonferensi), dan materi rapat wajib disampaikan kepada peserta rapat paling lambat 5 (lima) hari sebelum penyelenggaraan rapat. Hasil rapat wajib dituangkan dalam risalah rapat yang ditandatangani oleh ketua rapat serta seluruh anggota yang hadir, untuk kemudian disampaikan kepada seluruh anggota Dewan Komisaris. Risalah rapat yang telah disetujui menjadi bukti yang sah atas pengambilan keputusan Dewan Komisaris dalam rapat internal tersebut.

Meetings can be held physically and online (via video or teleconference), and the meeting materials must be provided to the participants no later than 5 (five) days before the meeting. The results of the meeting must be documented in the minutes of the meeting, which are to be signed by the chairperson of the meeting and all attending members, and then submitted to all members of the BOC. The approved minutes of the meeting serve as valid evidence of the decisions made by the Board of Commissioners in that internal meeting.

Berikut adalah rekapitulasi rapat internal Dewan Komisaris sepanjang tahun 2025:

The following is a recapitulation of the Board of Commissioners' internal meetings throughout 2025:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Tingkat Kehadiran (%) Percentage of Attendance (%)
Andi Widjaja	Komisaris Utama President Commissioner	10	10	100
Gunawan Prawiro Soeharto	Komisaris Commissioner	8	10	80
Endang W. Hoyaranda	Komisaris Commissioner	8	10	80
Keri Lestari	Komisaris Independen Independent Commissioner	8	10	80
Joseph F.P. Luhukay	Komisaris Independen Independent Commissioner	9	10	90

Agenda Rapat

Secara umum, rapat Dewan Komisaris mendiskusikan hal-hal terkait rekomendasi yang diberikan oleh Komite Audit, Komite Nominasi dan Remunerasi, Komite Manajemen Risiko, dan Komite Tata Kelola Perusahaan sehubungan dengan jalannya perusahaan yang dikelola oleh Direksi, persetujuan yang diperlukan dari Dewan Komisaris sehubungan dengan pelaksanaan pengelolaan perusahaan; pembahasan mengenai kinerja Direksi, serta hal-hal strategis lainnya.

Meeting Agenda

In general, the Board of Commissioners' meetings discuss matters related to the recommendations provided by the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Committee, and the Corporate Governance Committee in relation to the operations of the Company managed by the Board of Directors, the necessary approvals from the Board of Commissioners regarding the implementation of corporate management; discussions on the performance of the Board of Directors, as well as other strategic matters.

Kebijakan Pelatihan

Perseroan telah memiliki kebijakan serta menerapkan praktik nyata yang mendorong Dewan Komisaris untuk mengikuti program pendidikan profesional berkelanjutan. Sesuai dengan ketentuan dalam Piagam Dewan Komisaris, Perseroan mewajibkan anggota Dewan Komisaris untuk mengikuti program pelatihan minimal satu kali setahun guna meningkatkan kompetensi dan mendukung pelaksanaan tugas serta kewajiban mereka. Seluruh anggota Dewan Komisaris memiliki kesempatan dan akses seluas-luasnya untuk mengasah keahlian dan meningkatkan kompetensinya guna mengoptimalkan pelaksanaan tugas pengawasannya. Selama tahun 2025, Dewan Komisaris aktif mengikuti dan berperan dalam berbagai pelatihan eksternal secara mandiri.

Training Policy

The Company has policies and implements practices that encourage the Board of Commissioners to participate in continuing professional education programs. In accordance with the provisions of the Board of Commissioners Charter, the Company requires members of the Board of Commissioners to participate in training programs at least once a year to improve their competence and support the performance of their duties and obligations. All members of the Board of Commissioners have ample opportunity and access to hone their skills and improve their competence in order to optimize the performance of their supervisory duties. During 2025, the Board of Commissioners actively participated in and played a role in various external training programs independently.

Tanggal Pelatihan Training Date	Tempat Pelatihan Training Place	Penyelenggara Organizer	Nama Pelatihan Training Name
Pelatihan Dewan Komisaris			
24 Februari 2025 February 24, 2025	Jakarta	Prodia Utama	Sharing Information tentang UU PDP dan Cyber Security oleh Prof. Dr. Ir. Richardus Eko Indrajit, M.Sc., M.B.A., M.Phil., M.A. Sharing Information about the Personal Data Protection Law and Cyber Security by Prof. Dr. Ir. Richardus Eko Indrajit, M.Sc., M.B.A., M.Phil., M.A.
30 September 2025 September 30, 2025	Jakarta	KAKI (Koalisi Anti Korupsi Indonesia)	Webinar bedah buku Manajemen Risiko Korupsi KAKI Webinar on the book Management of Corruption Risk KAKI
Endang Wahjuningtyas Hoyaranda			
30 Januari 2025 January 30, 2025	*Online*	IFC (International Finance Corporation)	Discussion on Women in Leadership
18–20 Februari 2025 February 18–20, 2025	Bali	IFC (International Finance Corporation)	IFC Health Conference
24 Februari 2025 February 24, 2025	Jakarta	Prodia Utama	Sharing Information tentang UU PDP dan Cyber Security oleh Bapak Prof. Dr. Ir. Richardus Eko Indrajit, M.Sc., M.B.A., M.Phil., M.A. Sharing Information about the Personal Data Protection Law and Cyber Security by Prof. Dr. Ir. Richardus Eko Indrajit, M.Sc., M.B.A., M.Phil., M.A.
28 Februari 2025 February 28, 2025	*Online*	SCRI	Webinar GCP SCRI (Singapore Clinical Research Institute)
25 Maret 2025 March 25, 2025	*Online*	IFCC (International Federation of Clinical Chemistry)	Webinar IFCC: Impact of Laboratory Medicine on the Environment and how it can be Mitigated by Clinical Laboratories
12–14 April 2025 April 12–24, 2025	Taiwan	AAMLS	The 8th Congress of the Asia Association of Medical Laboratory Scientists (AAMLS) & AAMLS Award
7 Mei 2025 May 7, 2025	*Online*	DIA (Drug Information Association)	DIA Webinar: From Guidance to Operation – Key Considerations and Training Areas for Implementing the Reliance Pathway
18–22 Mei 2025 May 18–22, 2025	Brussels	IFCC (International Federation of Clinical Chemistry) - EFLM	"EUROMEDLAB 2025 26th IFCC-EFLM EUROMEDLAB Congress of Clinical Chemistry and Laboratory Medicine 49th Annual Meeting of the Royal Belgian Society of Laboratory Medicine"
16–19 Juni 2025 June 16–19, 2025	Washington DC	DIA (Drug Information Association)	DIA 2025 Global Annual Meeting
30 Juni 2025 June 30, 2025	*Online*	IFCC (International Federation of Clinical Chemistry)	Webinar IFCC Machine Learning
17–18 Juli 2025 July 17–18, 2025	Singapore	DIA (Drug Information Association)	DIA Asia Meeting 2025
28 Juli 2025 July 28, 2025	Jakarta	IMS (Integrated Management Systems) Prodia	Executive Briefing Offline - Penguatan Internal Control Melalui Manajemen Risiko Executive Briefing Offline - Strengthening Internal Control Through Risk Management
5 Agustus 2025 August 5, 2025	Jakarta	BRIN & Asosiasi Sel Punca Indonesia (ASPI)	Seminar Internasional BRIN-ASPI tentang Inovasi Sel Punca BRIN-ASPI International Seminar on Stem Cell Innovation
14 Agustus 2025 August 14, 2025	Jakarta	IMS (Integrated Management Systems) Prodia	Conim Convention PG I/2025
19 Agustus 2025 August 19, 2025	Jakarta	IICD (Indonesian Institute for Corporate Directorship)	IICD Business Model Canvas Training
4–7 September 2025 September 4–7, 2025	Malang	IACC (Indonesian Association for Clinical Chemistry)	XVII Indonesian Association for Clinical Chemistry (IACC) National Congress
10–11 September 2025 September 10–11, 2025	Singapore	SID (Singapore Institute of Directors)	Global Directors Exchange Singapore 2025
30 September 2025 September 30, 2025	Jakarta	KAKI (Koalisi Anti Korupsi Indonesia)	Webinar bedah buku Manajemen Risiko Korupsi KAKI Webinar on the book Management of Corruption Risk KAKI
13 Oktober 2025 October 13, 2025	*Online*	PWC (PricewaterhouseCoopers)	PWC Global Webcast Family Business Survey Launch
5 November 2025 November 5, 2025	*Online*	IFC (International Finance Corporation)	Train of trainer climate change IFC
20–21 November 2025 November 20–21, 2025	Singapore	ASK Health Asia	2025 APAC Health and Life Sciences Summit

Pelaksanaan Tugas Tahun 2025

Sepanjang tahun 2025, Dewan Komisaris menjalankan fungsi pengawasan dan memberikan arahan strategis kepada manajemen, meliputi penguatan portofolio tes esoterik/genomik, inovasi dan strategi *blue ocean*, percepatan ekosistem kesehatan digital, serta optimalisasi pemasaran berbasis komunitas. Dewan Komisaris juga memfokuskan penguatan manajemen risiko, sistem pengendalian internal, agenda keberlanjutan, serta pengembangan SDM untuk memastikan peningkatan kompetensi dan kualitas layanan Perseroan. Laporan Pelaksanaan Tugas Dewan Komisaris selengkapnya disajikan pada halaman 36 bagian Laporan Dewan Komisaris pada Laporan Tahunan ini.

Penilaian Kinerja Komite di Bawah Dewan Komisaris

Prosedur Penilaian Kinerja dan Pihak Penilai

Dewan Komisaris melakukan penilaian kinerja tahunan terhadap komite-komite pendukungnya dengan metode *self-assessment*, *peer evaluation*, atau dapat dengan sistem lainnya sebagaimana diputuskan dalam rapat Dewan Komisaris. Dewan Komisaris menerbitkan surat keputusan sirkuler tentang persetujuan laporan kegiatan komite sebagai bentuk evaluasi terhadap kinerja komite selama tahun buku. Persetujuan terhadap laporan kegiatan seluruh komite pendukung Dewan Komisaris untuk tahun buku 2025 telah tertuang dalam Surat Keputusan Sirkuler Dewan Komisaris No. 001/SK-DEKOM/I/2026 tanggal 16 Januari 2026.

Kriteria Penilaian

Kriteria yang digunakan sebagai acuan penilaian kinerja meliputi antara lain, kehadiran dalam rapat, kualitas pelaporan, keterlibatan dalam pelaksanaan tata kelola, serta pelaksanaan tugas berdasarkan piagam masing masing komite.

Hasil Penilaian

Berdasarkan Surat Keputusan Sirkuler Dewan Komisaris No. 001/SK-DEKOM/I/2026 tanggal 16 Januari 2026, Dewan Komisaris telah menyetujui dan menerima Laporan Kegiatan Komite Audit, Komite Nominasi dan Remunerasi, Komite Manajemen Risiko, dan Komite Tata Kelola Perseroan selama tahun buku 2025. Dewan Komisaris menilai Komite-Komite di bawah Dewan Komisaris Perseroan telah melaksanakan tugas dan tanggung jawabnya sesuai dengan Pedoman Kerja Dewan Komisaris dan prinsip-prinsip GCG.

Dewan Komisaris juga menilai bahwa seluruh komite telah menjalankan fungsinya dengan optimal, sesuai visi dan misi masing-masing komite. Seluruh komite melakukan pelaporan yang akurat dan akuntabel secara tepat waktu dan memberikan rekomendasi yang mampu mendukung peningkatan kualitas tata kelola Perseroan.

Implementation of Duties in 2025

Throughout 2025, the Board of Commissioners carried out its oversight function and provided strategic guidance to management, covering the strengthening of the esoteric/genomic test portfolio, blue ocean innovation and strategy, the acceleration of the digital health ecosystem, and the optimization of community-based marketing. The Board of Commissioners also focused on enhancing risk management, internal control systems, the sustainability agenda, and human capital development to ensure improved competencies and service quality within the Company. The full report on the Board of Commissioners' Duties is presented on page 36 in the Board of Commissioners' Report section of this Annual Report.

Performance Assessment of Committees under the BOC

Performance Evaluation Procedures and Evaluating Parties

The Board of Commissioners conducts an annual performance evaluation of its supporting committees using self-assessment, peer evaluation, or other methods as determined in the Board of Commissioners' meetings. The Board of Commissioners issues a circular resolution approving the committees' activity reports as a form of evaluation of their performance during the financial year. The approval of the activity reports of all supporting committees of the Board of Commissioners for the 2025 financial year is stated in the Board of Commissioners' Circular Resolution No. 001/SK-DEKOM/I/2026 dated January 16, 2026.

Evaluation Criteria

The criteria used as the basis for performance evaluation include, among others, meeting attendance, quality of reporting, involvement in governance implementation, and the execution of duties in accordance with each committee's charter.

Evaluation Results

Based on the Board of Commissioners' Circular Resolution No. 001/SK-DEKOM/I/2026 dated January 16, 2026, the Board of Commissioners approved and accepted the Activity Reports of the Audit Committee, the Nomination and Remuneration Committee, the Risk Management Committee, and the Corporate Governance Committee for the 2025 financial year. The Board of Commissioners concluded that the committees under the Board have carried out their duties and responsibilities in accordance with the Board of Commissioners' Working Guidelines and the principles of GCG.

The Board of Commissioners also assessed that all committees have performed their functions optimally in line with their respective visions and missions. All committees delivered accurate and accountable reports in a timely manner and provided recommendations that supported the enhancement of the Company's governance quality.

Direksi
Board of Directors

Berdasarkan POJK 33/2014, Direksi adalah organ tata kelola Perseroan yang memegang peran dan wewenang penuh atas jalannya Perseroan, bertindak untuk kepentingan Perseroan sesuai dengan maksud dan tujuan Perseroan, serta berhak mewakili Perseroan, baik di dalam maupun luar pengadilan sebagaimana tercantum dalam Anggaran Dasar Perseroan. Setiap anggota Direksi wajib menjaga integritas dan objektivitasnya dalam menjalankan tugas dan tanggung jawabnya sesuai nilai-nilai moral, etika bisnis, dan peraturan yang berlaku. Apabila dalam menjalankan tugasnya, anggota Direksi terbukti terlibat dalam kejahatan keuangan, maka Perseroan akan melakukan tindak lanjut sesuai ketentuan dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku.

Based on POJK 33/2014, the Board of Directors is a corporate governance organ of the Company that holds full roles and authorities over the Company's operations, acts in the interests of the Company in accordance with its purposes and objectives, and is entitled to represent the Company, both inside and outside the courts as stipulated in the Company's Articles of Association. Each member of the Board of Directors is required to maintain their integrity and objectivity in carrying out their duties and responsibilities in accordance with moral values, business ethics, and prevailing regulations. If, in performing their duties, a member of the Board of Directors is proven to be involved in financial crimes, the Company will take follow-up actions in accordance with the provisions of the Company's Articles of Association and the applicable laws and regulations.

Pedoman Direksi

Dalam menjalankan peran dan fungsinya, Direksi berpedoman pada Pedoman Kerja Direksi (*Board Manual*) yang mengatur berbagai hal seperti persyaratan dan komposisi, masa jabatan, pengunduran diri, tugas dan wewenang, rangkap jabatan, pembagian tugas, pelaksanaan rapat, dan organ pendukung. Pedoman kerja Direksi dievaluasi secara berkala dan diperbaharui jika diperlukan. Informasi selengkapnya mengenai Pedoman Kerja Direksi dapat ditemukan dalam situs web Perseroan.

Guidelines for the Board of Directors

The Board of Directors has a Board Manual that offers it guidance in discharging its roles and functions covering various matters such as requirements and composition, term of office, resignation, duties and authorities, concurrent positions, division of duties, implementation of meetings, and supporting organs. The Board Manual is evaluated periodically and updated if necessary. Further information regarding the Board Manual is available on the Company's website.

Kriteria dan Persyaratan Pengangkatan

Pemilihan dan pengangkatan anggota Direksi Perseroan dilakukan berdasarkan kriteria dan persyaratan sebagaimana tercantum dalam Anggaran Dasar Perseroan dan POJK 33/2014, adalah sebagai berikut:

1. Mempunyai akhlak, moral, dan integritas yang baik;
2. Cakap melakukan perbuatan hukum;
3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
   a. Tidak pernah dinyatakan pailit;
   b. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit;
   c. Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan; dan
   d. Tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:

Appointment Criteria and Requirements

The selection and appointment of members of the Company's Board of Directors is based on the criteria and requirements stated in the Company's Articles of Association and POJK 33/2014, among others:

1. Have good morals, character and integrity;
2. Capable of performing legal acts;
3. Within 5 (five) years prior to appointment and during the term of office:
   a. Has never been declared bankrupt;
   b. Never been a member of a Board of Directors and/or a member of a Board of Commissioners who was found guilty of causing a company to be declared bankrupt;
   c. Never been convicted of a criminal offense that is detrimental to state finances and/or related to the financial sector; and
   d. Has never been a member of a Board of Directors and/or a member of a Board of Commissioners who during his/her tenure:

- Pernah tidak menyelenggarakan RUPST;
- Pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS; dan
- Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK.

4. Memiliki komitmen untuk mematuhi peraturan perundang-undangan; dan
5. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perseroan.

Selain itu, pengangkatan anggota Direksi juga memperhatikan pengalaman serta persyaratan lain berdasarkan peraturan perundang-undangan. Perseroan wajib menyelenggarakan RUPS untuk melakukan penggantian anggota Direksi yang tidak memenuhi persyaratan sebagaimana dimaksud tersebut di atas. Persyaratan lainnya yang harus dimiliki oleh Direksi Perseroan di antaranya:

1. Memiliki kemampuan dan pengalaman dalam pengurusan dan pengelolaan perusahaan, kepemimpinan, visi dan misi tentang perusahaan, strategi pengembangan perusahaan baik jangka panjang serta penyelesaian masalah strategis perusahaan.
2. Mempunyai pengetahuan dan keterampilan mengenai proses bisnis perusahaan.
3. Mempunyai pengetahuan dan keterampilan mengenai manajemen risiko, tata kelola perusahaan, dan sistem pengendalian internal.
4. Memiliki integritas, yaitu tidak pernah secara langsung maupun tidak langsung terlibat dalam perbuatan rekayasa dan praktik-praktik menyimpang, cidera janji serta perbuatan lain yang merugikan perusahaan.

Masa Jabatan Direksi

Anggota Direksi dinominasikan oleh Komite Nominasi dan Remunerasi dan diangkat dalam RUPS untuk masa tugas selama 5 (lima) tahun dengan ketentuan dapat dipilih kembali untuk 1 (satu) periode berikutnya, tanpa mengesampingkan hak RUPS untuk memberhentikan sewaktu-waktu. Hal ini diatur dan telah sesuai ketentuan Anggaran Dasar Perseroan. Jabatan anggota Direksi berakhir apabila:

1. Masa jabatannya berakhir;
2. Dinyatakan pailit atau ditaruh di bawah pengampuan berdasarkan suatu penetapan pengadilan;
3. Mengundurkan diri dan telah disetujui oleh RUPS;

- Has not held an AGMS;
- His/her accountability as a member of a Board of Directors and/or a member of a Board of Commissioners has not been accepted by the GMS or has not provided accountability as a member of a Board of Directors and/or a member of a Board of Commissioners to the GMS; and
- Ever caused a company that obtained a license, approval, or registration from OJK to not fulfill the obligation to submit annual reports and/or financial reports to OJK.

4. Have a commitment to comply with laws and regulations; and
5. Have knowledge and/or expertise in the field required by the Company.

In addition, the appointment of members of the Board of Directors also takes into account experience and other requirements based on applicable laws and regulations. The Company is required to hold a GMS to replace members of the Board of Directors who do not meet the aforementioned requirements. Other requirements that must be possessed by the Company's Board of Directors include:

1. Has the ability and experience in the management and management of the Company, leadership, vision and mission of the Company, long-term company development strategies and solving the Company's strategic problems.
2. Have knowledge and skills regarding the Company's business processes.
3. Possess knowledge and skills on risk management, corporate governance, and internal control systems.
4. Have integrity, that is, never directly or indirectly involved in engineering and deviant practices, breach of promise and other actions that harm the Company.

Term of Office of the Board of Directors

Members of the Board of Directors are nominated by the Nomination and Remuneration Committee and appointed in the GMS for a term of 5 (five) years with the provision that they may be re-elected for the next 1 (one) period, without prejudice to the right of the GMS to dismiss them at any time. This is regulated and in accordance with the provisions of the Company's Articles of Association. The position of a member of the Board of Directors ends if:

1. His/her term of office ends;
2. Declared bankrupt or placed under guardianship based on a court order;
3. Resigned and approved by the GMS;

4. Tidak lagi memenuhi persyaratan perundang-undangan yang berlaku;
5. Meninggal dunia;
6. Diberhentikan berdasarkan keputusan RUPS; dan
7. Terlibat dalam kejahatan keuangan dan telah dinyatakan bersalah sesuai dengan putusan pengadilan yang mempunyai kekuatan hukum yang tetap.

4. No longer meets the requirements of the applicable legislation;
5. Passed away;
6. Dismissed by resolution of the GMS; and
7. Involved in a financial crime and has been found guilty in accordance with a court decision that has permanent legal force.

Komposisi

Per 31 Desember 2025, komposisi Direksi Perseroan beranggotakan 5 (lima) orang dengan 1 (satu) Direktur Utama dan 4 (empat) Direktur. Seluruh anggota Direksi Perseroan berdomisili di Indonesia.

Composition

As of December 31, 2025, the Company's Board of Directors consisted of 5 (five) members, including 1 (one) President Director and 4 (four) Directors. All members of the Company's Board of Directors are domiciled in Indonesia.

Nama Name	Jabatan Position	Masa Jabatan Term of Office	Dasar Pengangkatan Terakhir Basis for Final Appointment	Periode Jabatan ke- Period
Dewi Muliaty	Direktur Utama President Director	2021–2026	Keputusan RUPST Perseroan tanggal 8 April 2021 Resolution of the Company's AGM dated April 8, 2021	2
Liana Kuswandi	Direktur Director	2021–2026	Keputusan RUPST Perseroan tanggal 8 April 2021 Resolution of the Company's AGM dated April 8, 2021	2
Indriyanti Rafi Sukmawati	Direktur Director	2021–2026	Keputusan RUPST Perseroan tanggal 8 April 2021 Company AGM Resolution dated April 8, 2021	2
Andri Hidayat	Direktur Director	2021–2026	Keputusan RUPST Perseroan tanggal 8 April 2021 Company AGM Resolution dated April 8, 2021	2
Ida Zuraida	Direktur Director	2021–2026	Keputusan RUPST Perseroan tanggal 8 April 2021 Company AGM Resolution dated April 8, 2021	1

Rangkap Jabatan

Pedoman Kerja Direksi Perseroan mengatur ketentuan mengenai anggota Direksi dapat merangkap jabatan sebagai anggota Direksi paling banyak pada 1 (satu) emiten atau perusahaan publik lain, sebagai anggota Dewan Komisaris paling banyak pada 3 (tiga) emiten atau perusahaan publik lain, dan sebagai anggota komite paling banyak pada 5 (lima) komite di emiten atau perusahaan publik di mana yang bersangkutan juga menjabat sebagai anggota Direksi atau anggota Dewan Komisaris, sepanjang tidak bertentangan dengan peraturan perundang-undangan yang berlaku.

Selama tahun 2025, tidak terdapat anggota Direksi yang memiliki rangkap jabatan di emiten atau perusahaan publik lainnya. Beberapa anggota Direksi hanya merangkap jabatan pada perusahaan tertutup. Informasi lebih lengkap mengenai rangkap jabatan dapat dilihat pada Profil Dewan Komisaris dalam Laporan Tahunan ini.

Concurrent Position

The Company's Board of Directors Board Manual governs that members of the Board who may hold other positions as members of the Board of Directors at a maximum of 1 (one) issuer or other public company, as members of the Board of Commissioners at a maximum of 3 (three) issuers or other public companies, and as members of a committee at a maximum of 5 (five) committees in an issuer or public company where they serve as a member of the Board of Directors or a member of the Board of Commissioners, as long as it does not conflict with applicable laws and regulations.

In 2025, none of the Board of Directors members held other positions at other issuers or public companies. Some only held other positions at private companies. More complete information about concurrent positions is available in the Profile of the Board of Commissioners in this Annual Report.

Tugas dan Tanggung Jawab Direksi

1. Bertanggung jawab atas pengelolaan operasional bisnis Perseroan sesuai dengan hukum yang berlaku dan Anggaran Dasar serta dengan mempertimbangkan kepentingan Perseroan secara keseluruhan, termasuk pemegang saham, karyawan, pelanggan, dan pemasok.

Duties and Responsibilities of the Board of Directors

1. Responsible for the management of the Company's business operations in accordance with applicable laws and the Articles of Association as well as by considering the interests of the Company as a whole, including shareholders, employees, customers and suppliers.

2. Menerapkan praktik tata kelola perusahaan yang baik dalam kegiatan bisnis pada semua level organisasi.
3. Bertanggung jawab atas pelaksanaan kebijakan strategis Perseroan serta kinerja Perseroan dan usahanya
4. Mengidentifikasi dan mengelola risiko yang signifikan dalam melaksanakan rencana strategis Perseroan dalam mencapai tujuan Perseroan.
5. Bertanggung jawab penuh untuk mengelola dan meninjau efektivitas pengendalian internal dan sistem manajemen risiko termasuk mengidentifikasi risiko-risiko kunci terkait teknologi informasi, seperti gangguan sistem, keamanan siber, dan pemulihan bencana untuk memastikan mitigasi yang efektif dan kontinuitas operasional.
6. Bertanggung jawab melakukan penilaian atas struktur modal.
7. Bertanggung jawab atas penyampaian Laporan Tahunan, termasuk penyajian kinerja operasional dan keuangan Perseroan. Untuk Laporan Keberlanjutan, Direksi menyusun topik materialitas ESG dengan melibatkan pemangku kepentingan dan mengelola risiko terkait, serta meninjau dan menyetujui laporan yang memuat risiko, peluang, dan pencapaian inisiatif keberlanjutan.

2. Implement good corporate governance practices in business activities at all levels of the organization.
3. Responsible for the implementation of the Company's strategic policies as well as the performance of the Company and its business.
4. Identify and manage significant risks in implementing the Company's strategic plans in achieving the Company's objectives.
5. Fully responsible for managing and reviewing the effectiveness of internal control and risk management systems, including identifying key risks related to information technology, such as system disruptions, cybersecurity, and disaster recovery, to ensure effective mitigation and operational continuity.
6. Responsible for assessing the capital structure.
7. Responsible for submitting the Annual Report, including the disclosure of the Company's operational and financial performance. For the Sustainability Report, the Board of Directors develops ESG materiality topics by engaging stakeholders and managing related risks, as well as reviews and approves reports containing risks, opportunities, and achievements of sustainability initiatives.

Tugas dan Tanggung Jawab Masing-Masing Anggota Direksi

The Duties and Responsibilities of Each Board of Directors Member

Dewi Muliaty - Direktur Utama | President Director

Bertanggung jawab atas pengelolaan Perseroan yang berkaitan dengan bidang *Diagnostics Operation, Specialty & Research Lab, Evaluation Lab, Molecular Diagnostic Lab, Immunology Lab, Anatomical Pathology Lab, Mass Spectro Lab, Trend & Laboratory Testing, Scientific Lab, Sustainability, Internal Audit, Project Management Officer*, dan *Corporate Secretary*.
Responsible for the management of the Company related to Diagnostics Operation, Specialty & Research Lab, Evaluation Lab, Molecular Diagnostic Lab, Immunology Lab, Anatomical Pathology Lab, Mass Spectro Lab, Trend & Laboratory Testing, Scientific Lab, Sustainability, Internal Audit, Project Management Officer, and Corporate Secretary.

Liana Kuswandi - Direktur | Director

Bertanggung jawab atas pengelolaan Perseroan yang berkaitan dengan bidang *Investor Relations, Finance, Accounting, Financial Management Information System, Tax, Purchasing,* dan *Financial Controller.*
Responsible for the management of the Company related to matters of Investor Relations, Finance, Accounting, Financial Management Information System, Tax, Purchasing, and Financial Controller.

Indriyanti Rafi Sukmawati - Direktur | Director

Bertanggung jawab atas pengelolaan Perseroan yang berkaitan dengan kegiatan bisnis dan strategi pemasaran atas *Clinical Laboratory, Referral Lab Services,* Klinik, *Marketing Communication, Product*, dan *Research Support*.
Responsible for the management of the Company related to business activities and marketing strategies for Clinical Laboratory, Referral Lab Services, Clinic, Marketing Communication, Product, and Research Support.

Andri Hidayat – Direktur | Director

Bertanggung jawab atas pengelolaan Perseroan yang berkaitan dengan bidang pengembangan *Digital Services and Information Technology* (DST-IT), termasuk *Customer Experience*, *Contact Centre*, dan *Integrated Management System*.
Responsible for the management of the Company related to the development of Digital Services and Information Technology (DST-IT), including Customer Experience, Contact Center, and Integrated Management System.

Ida Zuraida – Direktur | Director

Bertanggung jawab atas pengelolaan Perseroan yang berkaitan dengan bidang *Human Capital Management*, *Property and Facility Services*, serta *Legal Compliance.*
Responsible for managing the Company's Human Capital Management, Property and Facility Services, and Legal Compliance.

Wewenang

Wewenang yang dimiliki Direksi di antaranya adalah:

1. Mewakili Perseroan di dalam dan luar pengadilan;
2. Mengesahkan Laporan Tahunan Perseroan termasuk di dalamnya Laporan Keuangan; dan
3. Mengusulkan rencana kerja tahunan dan rencana kerja jangka panjang.

Program Orientasi

Untuk mempercepat adaptasi anggota Direksi baru agar mampu memahami Perseroan dan menjalankan tugas serta tanggung jawabnya secara optimal, Perseroan menyelenggarakan program pengenalan berupa *specific coaching* dan *Executive Board Discussion Programme*. Program ini mencakup pendalaman nilai dan budaya perusahaan, struktur organisasi, sistem tata kelola, informasi kegiatan usaha, serta informasi relevan lainnya. Pada tahun 2025, program orientasi tidak dilaksanakan karena tidak ada pengangkatan anggota Direksi baru. Selain itu, Direksi secara berkala mengikuti *Refreshment of GCG Policies* yang disampaikan oleh Sekretaris Perusahaan atas permintaan Komite Tata Kelola Perusahaan, minimal sekali dalam setahun.

Rapat Direksi

Sesuai dengan Anggaran Dasar Perusahaan dan mengacu pada ketentuan POJK 33/2014, Direksi wajib mengadakan rapat sekurang-kurangnya 1 (kali) setiap bulan dan rapat dengan Dewan Komisaris paling tidak 1 (satu) kali dalam 4 (empat) bulan. Direksi dapat mengadakan pertemuan tambahan setiap saat jika dianggap perlu. Rapat Direksi harus dijadwalkan sebelum berakhirnya tahun berjalan. Jadwal rapat Direksi untuk tahun buku 2026 telah dibagikan pada Oktober 2025.

Rapat dapat dilakukan secara fisik dan daring (melalui video atau telekonferensi), dan materi rapat wajib disampaikan kepada peserta rapat paling lambat 5 (lima) hari sebelum penyelenggaraan rapat. Hasil rapat wajib dituangkan dalam risalah rapat yang ditandatangani oleh ketua rapat serta seluruh anggota yang hadir, untuk kemudian disampaikan kepada seluruh anggota Direksi. Risalah rapat yang telah disetujui menjadi bukti yang sah atas pengambilan keputusan Direksi dalam rapat internal tersebut.

Authorities

The authorities of the members of the Board of Directors of the Company are as follows:

1. Representing the Company in and out of court;
2. To approve the Company's Annual Report including the Financial Statements; and
3. Propose annual work plans and long-term work plans.

Induction Program

To accelerate the adaptation of new members of the Board of Directors so that they can understand the Company and perform their duties and responsibilities optimally, the Company conducts an induction program in the form of specific coaching and an Executive Board Discussion Programme. This program covers a deepening of the Company's values and culture, organizational structure, governance systems, business activity information, and other relevant information. In 2025, the orientation program was not conducted because there were no new appointments to the Board of Directors. In addition, the Board of Directors periodically participates in the Refreshment of GCG Policies delivered by the Corporate Secretary at the request of the Corporate Governance Committee, at least once a year.

Meeting of the Board of Directors

In accordance with the Company's Articles of Association and referring to the provisions of POJK 33/2014, the Board of Directors is required to hold meetings at least once every month and joint meetings with the Board of Commissioners at least 1 (once) every 4 (four) months. The Board of Directors may convene additional meetings at any time if deemed necessary. Meetings of the Board of Directors must be scheduled before the end of the current year. The meeting schedule for the 2026 financial year was distributed in October 2025.

Meetings may be conducted either physically or virtually (through video or teleconferencing), and meeting materials must be provided to participants no later than 5 (five) days prior to the meeting. The results of the meeting must be documented in minutes of the meeting, which are to be signed by the chair of the meeting and all members in attendance, and subsequently distributed to all members of the Board of Directors. The approved minutes of the meeting serve as valid evidence of decisions made by the Board of Directors in such internal meetings.

Berikut adalah rekapitulasi rapat internal Direksi sepanjang tahun 2025:

Below is a recap of internal meetings of the Board of Directors throughout 2025:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Tingkat Kehadiran (%) Percentage of Attendance (%)
Dewi Muliaty	Direktur Utama President Director	11	11	100%
Liana Kuswandi	Direktur Director	11	11	100%
Indriyanti Rafi Sukmawati	Direktur Director	11	11	100%
Andri Hidayat	Direktur Director	11	11	100%
Ida Zuraida	Direktur Director	11	11	100%

Agenda Rapat

Secara umum, rapat Direksi sepanjang tahun 2025 membahas hal-hal terkait strategi dan kelangsungan bisnis, peluncuran tes baru dan inovasi layanan, penjajakan kerja sama dan kolaborasi strategis dengan lembaga nasional dan internasional, evaluasi kinerja operasional dan finansial, penyusunan rencana anggaran dan rencana bisnis tahun mendatang, rencana pelaksanaan RUPS, berbagai laporan terkait manajemen risiko, audit internal, dan sumber daya manusia, serta strategi dan pelaksanaan inisiatif keberlanjutan.

Meeting Agenda

In general, the Board of Directors' meetings throughout 2025 discussed matters related to business strategy and continuity, the launch of new tests and service innovations, the exploration of strategic partnerships and collaborations with national and international institutions, the evaluation of operational and financial performance, the preparation of budget plans and business plans for the coming year, plans for the implementation of the GMS, various reports related to risk management, internal audits, and human resources, as well as strategies and the implementation of sustainability initiatives.

Rapat Gabungan Dewan Komisaris dan Direksi

Mengacu pada ketentuan POJK 33/2014 dan Pedoman Direksi, Dewan Komisaris dan Direksi wajib mengadakan rapat gabungan secara berkala paling sedikit 1 (satu) kali dalam setiap 4 (empat) bulan. Berikut adalah rekapitulasi rapat gabungan Dewan Komisaris dan Direksi sepanjang tahun 2025:

Joint Meetings of the Board of Commissioners and the Board of Directors

Referring to the provisions of POJK 33/2014 and the Board of Directors Guidelines, the Board of Commissioners and Board of Directors shall hold joint meetings at least 1 (once) every 4 (four) months. The following is a summary of the joint meetings of the Board of Commissioners and Board of Directors throughout 2025:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Tingkat Kehadiran (%) Percentage of Attendance (%)
Dewan Komisaris | Board of Commissioners				
Andi Widjaja	Komisaris Utama President Commissioner	11	11	100%
Gunawan Prawiro Soeharto	Komisaris Commissioner	11	8	82%
Endang W. Hoyaranda	Komisaris Commissioner	11	7	82%
Keri Lestari	Komisaris Independen Independent Commissioner	11	10	91%
Joseph F.P. Luhukay	Komisaris Independen Independent Commissioner	11	10	91%

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Tingkat Kehadiran (%) Percentage of Attendance (%)
Direksi | Directors				
Dewi Muliaty	Direktur Utama President Director	11	11	100%
Liana Kuswandi	Direktur Director	11	11	100%
Indriyanti Rafi Sukmawati	Direktur Director	11	11	100%
Andri Hidayat	Direktur Director	11	11	100%
Ida Zuraida	Direktur Director	11	11	100%

Agenda Rapat Gabungan Dewan Komisaris dan Direksi

Secara umum, rapat gabungan Dewan Komisaris dan Direksi sepanjang tahun 2025 membahas hal-hal terkait:

1. Arahan, masukan, dan saran dari Dewan Komisaris terkait strategi dan langkah mitigasi yang akan dilakukan oleh Perseroan dalam menghadapi tantangan pada tahun berjalan.
2. Laporan perkembangan saham Perseroan di pasar modal, analisis pasar, dan strategi hubungan investor untuk meningkatkan transparansi dan komunikasi kepada pemegang saham.
3. Laporan perkembangan hukum dan regulasi terkait bisnis kesehatan, serta perkembangan pasar modal yang relevan dengan perusahaan.
4. Laporan perkembangan implementasi inisiatif ESG, termasuk kebijakan dan praktik keberlanjutan yang diterapkan dalam operasi bisnis, layanan kesehatan, dan tanggung jawab sosial perusahaan.
5. Strategi dan rencana Perseroan, termasuk perencanaan ekspansi layanan kesehatan, pengembangan produk baru, dan perbaikan infrastruktur pelayanan kesehatan berbasis teknologi.
6. Penyusunan dan evaluasi rencana anggaran untuk tahun buku mendatang yang mencakup proyeksi pendapatan, biaya operasional, serta alokasi investasi untuk pengembangan layanan dan infrastruktur kesehatan.

Agenda of Joint Meetings of the Board of Commissioners and the Board of Directors

In general, joint meetings of the Board of Commissioners and Board of Directors throughout 2025 discussed matters related to:

1. Directions, input, and advice from the Board of Commissioners regarding strategies and mitigation measures to be taken by the Company in facing challenges during the current year.
2. Reports on the Company's stock performance in the capital market, market analysis, and investor relations strategies to improve transparency and communication with shareholders.
3. Reports on legal and regulatory developments related to the healthcare business, as well as capital market developments relevant to the Company.
4. Reports on the progress of ESG initiative implementation, including sustainability policies and practices applied in business operations, healthcare services, and corporate social responsibility.
5. The Company's strategies and plans, including plans for healthcare service expansion, new product development, and improvements to technology-based healthcare service infrastructure.
6. Preparation and evaluation of budget plans for the coming financial year, including revenue projections, operating costs, and investment allocations for the development of healthcare services and infrastructure.

Kebijakan Pelatihan

Perseroan telah memiliki kebijakan serta menerapkan praktik nyata yang mendorong Direksi untuk mengikuti program pendidikan profesional berkelanjutan. Sesuai dengan ketentuan dalam Piagam Direksi, Perseroan mewajibkan anggota Direksi untuk mengikuti program pelatihan minimal satu kali setahun guna meningkatkan kompetensi dan mendukung pelaksanaan tugas serta kewajiban mereka. Seluruh anggota Direksi memiliki kesempatan dan akses seluas-luasnya untuk mengasah keahlian dan meningkatkan kompetensinya guna

Training Policy

The Company has policies and implements practices that encourage the Board of Directors to participate in continuing professional education programs. In accordance with the provisions of the Board of Directors Charter, the Company requires members of the Board of Directors to participate in training programs at least once a year to improve their competence and support the performance of their duties and obligations. All members of the Board of Directors have ample opportunity and access to hone their skills and improve their competencies in order to

mengoptimalkan pelaksanaan tugas pengawasannya. Selama tahun 2025, Direksi aktif mengikuti dan berperan dalam berbagai pelatihan eksternal secara mandiri.

optimize the performance of their supervisory duties. During 2025, the Board of Directors actively participated in and took part in various external training programs independently.

Tanggal Pelatihan Training Date	Tempat Pelatihan Training Place	Penyelenggara Organizer	Nama Pelatihan Training Name
Dewi Muliaty			
20 Januari 2025 January 20, 2025	Jakarta	MacQuire	Healthcare Reform & Outlook
24 Februari 2025 February 24, 2025	Jakarta	Eko Indrajit	Undang-Undang PDP & Cyber Security Personal Data Protection & Cyber Security Law
27–28 Februari 2025 February 27–28, 2025	Singapore	Nasional University Singapore	Unlock Healthy Longevity
7–8 Maret 2025 March 7–8, 2025	Jakarta	Jakarta Asah Asih Clinic (JAAC)	Antiaging Hormonal Course
12 April 2025 April 12, 2025	Jakarta	iCIO Community	Prodia Scientific Society - Bpk. Andi Wijaya: Resveratrol (RSV): A Metabolite for Healthy Diet & Longevity
16 April 2025 April 16, 2025	Jakarta	iCIO Community	Woman Leadership AI : A Dual Wdged Sword unmanageable Technical Debt or The Future of Inclusive Leadership?
17 April 2025 April 17, 2025	Jakarta	Bank Central Asia	Wealth Inspiration
24 April 2025 April 24, 2025	Jakarta	Illumina	Illumina Genomic Summit
25 April 2025 April 25, 2025	*Online*	Trisakti Sustainability Center	Industry - based Guest lecture on Sustainability : Riding the Waves of Major Changes and Uncertainly
14–15 Mei 2025 May 14–15, 2025	Jakarta	Abbott	Infectious Disease Expert Forum
18–22 Mei 2025 May 18–22, 2025	Brussel, Belgia	The International Federation of Clinical Chemistry and Laboratory Medicine (IFCC)	26th IFCC-EFLM EUROMEDLAB Congress of Clinical Chemistry and Laboratory Medicine
28 Mei 2025 May 28, 2025	Jakarta	Edelman dan Investor Relations PRDA	C-Suites Edelman Workshop
18–19 Juli 2025 July 18–19, 2025	Jakarta	Jakarta Asah Asih Clinic (JAAC)	Intermediate Antiaging Hormonal Course
1–3 Agustus 2025 August 1–3, 2025	Jakarta	Jakarta Annual Meeting on Clinical Nutrition And Annual Scientific Meeting Of Indonesian Society Of Clinical Nutrition Physician	Comprehensive Medical Nutrition for Nutritional-Related Metabolic Disorders : from Molecular Examination to Prescription, from Nutrients to Functional Food, from Foods to Supplements
9 Agustus 2025 August 9, 2025	Jakarta	PRODIA Education & Research Institute	Prodia Scientific Society: Organoids in the New Era: Bridging Diagnostics, Biomarker Discovery, and Regenerative Medicine — A Retinal Perspective, Role of Gut Microbiota in Lupus
22–24 Agustus 2025 August 22–24, 2025	Denpasar, Bali	FK Universitas Warmadewa Bali	Bali Wellness & Integrative Medicine Conference
4–7 September 2025 September 4–7, 2025	Malang	The Indonesian Association for Clinical Chemistry	A Call To Action For Sustainability in Laboratory Medicine
13 September 2025 September 13, 2025	Jakarta	The Indonesian Association for Clinical Chemistry	Optimizing Blood Gas Analysis Managing Risk and Quality with Intelligent Technology
13 September 2025 September 13, 2025	Jakarta	Jakarta Asah Asih Clinic (JAAC)	Intermediate Antiaging Hormonal Course
11 Oktober 2025 October 11, 2025	Jakarta	The Asia Pacific Association of Allergy, Asthma and Clinical Immunology (APAAACI)	Unity in Diversity: Advancing Science and Innovation in Allergy, Asthma, and Immunology - From Genetics to Cell-Based Therapies
12 Oktober 2025 October 12, 2025	Jakarta	Dr. Gee	Mind Body Intelligent Webinar
14–15 Oktober 2025 October 14–15, 2025	Jakarta	Forbes	Forbes Global CEO Conference
15 Oktober 2025 October 15, 2025	Jakarta	Dr. Gee	Mind Body Intelligent Webinar
24–25 Oktober 2025 October 24–25, 2025	Jakarta	Dr. Gee	Mind Body Intelligent Webinar

Tanggal Pelatihan Training Date	Tempat Pelatihan Training Place	Penyelenggara Organizer	Nama Pelatihan Training Name
28 Oktober 2025 October 28, 2025	Jakarta	Dr. Gee	Mind Body Intelligent Webinar
6 November 2025 November 6, 2025	Jakarta	Dr. Gee	Mind Body Intelligent Webinar
11 November 2025 November 11, 2025	*Online*	Gartner	Remote Research - IT Strategic Cost Optimization
19 November 2025 November 19, 2025	Jakarta	Dr. Gee	Mind Body Intelligent Webinar
13–14 Desember 2025 December 13–14, 2025	Bangkok Thailand	Organoid	Organoid Developer Conference
23 December 2025 December 23, 2025	Jakarta	Trisakti Sustainability Center	"Persiapan Adopsi Double Materiality Assessment & International Financial Reporting Standards" "Preparation for the Adoption of Double Materiality Assessment & International Financial Reporting Standards"
Liana Kuswandi			
16–19 Februari 2025 February 16–19, 2025	Nashville, Tennessee - USA	CHIME + HLTH	ViVE 2025
18–22 Mei 2025 May 18–22, 2025	Brussels	IFCC & EFLM	26th IFCC-EFLM EUROMEDLAB Congress of Clinical Chemistry and Laboratory Medicine
28 Mei 2025 May 28, 2025	Jakarta	Edelman & Investor Relations PRDA	C-Suites Edelman Workshop
17 Juli 2025 July 17, 2025	Le Meridien Jakarta	cxociety	4th Annual Future CFO Conference Indonesia 2025
11 November 2025 November 11, 2025	Virtual	Gartner	IT Strategic Cost Optimization
Indriyanti Rafi Sukmawati			
19 Januari 2025 January 19, 2025	ZOOM Meeting	KEMENKES - LMS Kemenkes	Newborn Screening: SHAPING THE FUTURE OF CHILD HEALTH
15 Februari 2025 February 15, 2025	Auditorium Prodia Tower, Jakarta	PRODIA Education & Research Institute	Prodia Scientific Society - Bpk. Andi Wijaya: Educate Not Kill: Treating Cancer Without Triggering Its Defenses
24 Februari 2025 February 24, 2025	Jakarta	PRODIA Utama - Prof. Eko Indrajit	Sharing Information UU PDP dan Cyber Security Sharing Information on Personal Data Protection Law and Cyber Security
27–28 Februari 2025 February 27–28, 2025	Singapore	National University Singapore	Unlock Healthy Longevity
12 April 2025 April 12, 2025	Auditorium Prodia Tower, Jakarta	PRODIA Education & Research Institute	Prodia Scientific Society - Bpk. Andi Wijaya: Resveratrol (RSV): A Metabolite for Healthy Diet & Longevity
16 April 2025 April 16, 2025	Jakarta	ICIOO Community	Women Leadership Forum: AI: A Dual-Edged Sword – Unmanageable Technical Debt or the Future of Inclusive Leadership
25 April 2025 April 25, 2025	Jakarta	Univ. Trisaksi	Sustainability: Riding the waves of major changes and uncertainty
18–22 Mei 2025 May 18–22, 2025	Brussels	IFCC & EFLM	26th IFCC-EFLM EUROMEDLAB Congress of Clinical Chemistry and Laboratory Medicine
28 Mei 2025 May 28, 2025	Jakarta	PRODIA Investor Relation - Edelman Smithfield	Workshop: The Strategic Role in Enhancing Company Performance to Increase Shareholder Value
3 Juni 2025 June 3, 2025	Prodia Tower Lt.10, Jakarta	PQM CEO Forum 2025	Productivity Improvement in the Service Industry
21 Juni 2025 June 21, 2025	Prodia Tower lantai 5, Jakarta	PRODIA Education & Research Institute	Prodia Scientific Society - Bpk. Andi Wijaya: Resveratrol (RSV): A Metabolite for Healthy Diet & Longevity (Part II)
26–28 Juni 2025 June 26–28, 2025	JW Marriott Hotel, Jakarta	Kongres Nasional Perhimpunan Dokter Keluarga Indonesia (PDKI)	Family Medicine 2025: Towards a Healthier Indonesia: Family Medicine's Contribution to Healthcare Transformation
5 Juli 2025 July 5, 2025	Auditorium Prodia Tower, Jakarta	The 9th Prodia Scientific Day	Healthy Aging for Longevity
5 Juli 2025 July 5, 2025	Pullman Jakarta	Biomerieux	Microbiology & Molecular Scientific
21 - 23 Juli 2025 July 21–23, 2025	Nusa Dua, Bali	Kongres Obstetri dan Ginekologi Indonesia (KOGI) 2025	Advancements in Maternal and Reproductive Health Through Technology, Digital Innovations, and Educations

Tanggal Pelatihan Training Date	Tempat Pelatihan Training Place	Penyelenggara Organizer	Nama Pelatihan Training Name
8 Agustus 2025 August 8, 2025	Jakarta	BCA Jakarta	Dr. Eugene Yeo: Cintai Usus besar, hindari Kanker Dr. Eugene Yeo: Love Your Colon, Avoid Cancer
9 Agustus 2025 August 9, 2025	Prodia Tower lantai 5, Jakarta	PRODIA Education & Research Institute	Prodia Scientific Society: Organoids in the New Era: Bridging Diagnostics, Biomarker Discovery, and Regenerative Medicine — A Retinal Perspective, Role of Gut Microbiota in Lupus
19 Agustus 2025 August 19, 2025	Jakarta	PRODIA Utama - Indonesia Institute for Corporate Directorship	Pelatihan: Business Model Canvas Training: Business Model Canvas
22–24 Agustus 2025 August 22–24, 2025	Denpasar, Bali	FK Universitas Warmadewa Bali - Bali Wellness & Integrative Medicine Conference 2025	Timeless Wellness
11 Oktober 2025 October 11, 2025	Prodia Tower Lantai 5, Jakarta	PRODIA Education & Research Institute	Prodia Scientific Society: Clinical Metabolomics in Type 2 Diabetes Mellitus : from Pathogenesis to Biomarkers, Multiomic Integration and Immune Clockworks in Human Pregnancy: A Systems Biology Perspective
10 Oktober 2025 October 10, 2025	Kuningan, Jakarta	Yayasan Kesehatan Anak Global (YKAG)	Global Perspectives in Child Health: How To Start A Healthy Life
9 - 12 Oktober 2025 October 9–12, 2025	Fairmont, Jakarta	The Asia Pacific Association of Allergy, Asthma, and Clinical Immunology (APAAACI) Congress	Unity in Diversity: Advancing Science and Innovation in Allergy, Asthma, and Immunology - From Genetics to Cell-Based Therapies
16 Oktober 2025 October 16, 2025	Seribu Rasa, Jakarta	PRODIA Marketing Dept.	Seminar Pelanggan Awam - Coach Mia: Beyond the Plate: Weight Loss and Fat Loss in Menopause Public Customer Seminar - Coach Mia: Beyond the Plate: Weight Loss and Fat Loss in Menopause
25–26 Oktober 2025 October 25–26, 2025	Denpasar, Bali	PRODIA Marketing Dept.	Seminar Pelanggan Dokter: New Born Screening Doctor Customer Seminar: Newborn Screening
11 November 2025 November 11, 2025	Zoom Meeting	Gartner	Strategic Cost Optimization
26 November 2025 November 26, 2025	ICE Hall Nusantara, Jakarta	KOMPAS CEO 100	Menavigasi Arah dan Menelisik Strategi Ketahanan Indonesia di Tengah Gejolak Global Navigating Direction and Examining Indonesia's Resilience Strategy Amid Global Turmoil
28 Nov & 22 Des 2025 Nov 28 & Dec 22, 2025	Graha Prodia Utama, Jakarta	Prodia University	Workshop: Business Model Canvas
Andri Hidayat			
16–19 Februari 2025 February 16–19, 2025	Nashville, Tennessee - USA	CHIME + HLTH	ViVE Conference 2025
24 Februari 2025 February 24, 2025	Jakarta	PRODIA Utama - Prof. Eko Indrajit	Sharing Information UU PDP dan Cyber Security Sharing Information on Personal Data Protection Law and Cyber Security
16 April 2025 April 16, 2025	Jakarta	ICIOO Community	Women Leadership Forum: AI: A Dual-Edged Sword – Unmanageable Technical Debt or the Future of Inclusive Leadership
18–22 Mei 2025 May 18–22, 2025	Brussels	IFCC & EFLM	26th IFCC-EFLM EUROMEDLAB Congress of Clinical Chemistry and Laboratory Medicine
28 Mei 2025 May 28, 2025	Jakarta	PRODIA Investor Relation - Edelman Smithfield	Workshop: The Strategic Role in Enhancing Company Performance to Increase Shareholder Value
3 Juni 2025 June 3, 2025	Prodia Tower Lt.10, Jakarta	PQM CEO Forum 2025	Productivity Improvement in the Service Industry
21 Juni 2025 June 21, 2025	Prodia Tower Lantai 5, Jakarta	PRODIA Education & Research Institute	Prodia Scientific Society - Bpk. Andi Wijaya: Resveratrol (RSV): A Metabolite for Healthy Diet & Longevity (Part II)
5 Juli 2025 July 5, 2025	Auditorium Prodia Tower, Jakarta	The 9th Prodia Scientific Day	Healthy Aging for Longevity
19 Agustus 2025 August 19, 2025	Jakarta	PRODIA Utama - Indonesia Institute for Corporate Directorship	IICD Business Model Canvas Training
14–19 September 2025 September 14–19, 2025	Kairo, Mesir	CIO200 Global	The World CIO 200 Summit Grand Finale 2025

Tanggal Pelatihan Training Date	Tempat Pelatihan Training Place	Penyelenggara Organizer	Nama Pelatihan Training Name
11 November 2025 November 11, 2025	Zoom Meeting	Gartner	IT Strategic Cost Optimization
22 November 2025 November 22, 2025	Harris Hotel & Conventions - Surabaya	Ikatan Laboratorium Kesehatan Indonesia (ILKI)	Seminar Ilmiah -Munas VII & PIN ILKI 4 : The Digital Transformation of Diagnostic Technologiest & Laboratory Service Scientific Seminar - Munas VII & PIN ILKI 4: The Digital Transformation of Diagnostic Technologies & Laboratory Services
Ida Zuraida			
24 Februari 2025 February 24, 2025	Jakarta	PRODIA Utama - Prof. Eko Indrajit	Sharing Information UU PDP dan Cyber Security Sharing Information on Personal Data Protection Law and Cyber Security
19 Maret 2025 March 19, 2025	Zoom Meeting	Corporate Innovators Forum	Webinar: CORPORATE INNOVATION MODEL: Temukan Rahasia Inovasi Pegadaian yang Meningkatkan Performa Bisnis Webinar: CORPORATE INNOVATION MODEL: Discover the Secrets of Pegadaian's Innovation that Improves Business Performance
10 April 2025 April 10, 2025	Zoom Meeting	Mercer	Global Talent Trends 2025
18–22 Mei 2025 May 18–22, 2025	Brussels	IFCC & EFLM	26th IFCC-EFLM EUROMEDLAB Congress of Clinical Chemistry and Laboratory Medicine
28 Mei 2025 May 28, 2025	Jakarta	PRODIA Investor Relation - Edelman Smithfield	Workshop: The Strategic Role in Enhancing Company Performance to Increase Shareholder Value
2 Juni 2025 June 2, 2025	Prodia Tower lt.5, Jakarta	PRODIA University	Leadership Workshop : Unlocking Value Through Business Partner
3 Juni 2025 June 3, 2025	Prodia Tower lt.5, Jakarta	PQM Consutant	Productivity Improvement in the Service Industry
19 Juni 2025 June 19, 2025	Google Meet	PRODIA University - Webinar Digital Data Series	AI Awareness & AI Ethical
26 Juni 2025 June 26, 2025			ChatGPT Prompting & DALL-E Image Editing
3 Juli 2025 July 3, 2025			Business Analytics
10 Juli 2025 July 10, 2025			Data Management & Flow
17 Juli 2025 July 17, 2025			Decision Making & Cyber Security
28 Juli 2025 July 28, 2025	Prodia Tower, Jakarta	Proxsis Consulting	Effective Risk Management for Robust Internal Control
8 Agustus 2025 August 8, 2025	Zoom Meeting	Lembaga Penjamin Simpanan Indonesia	Webinar: Strengthening Economic Resilience Amidst Global Uncertainty through Fostering the Global South MSMEs Networks
19 Agustus 2025 August 19, 2025	Grha PRODIA Utama, Jakarta	PRODIA Utama - Indonesia Institute for Corporate Directorship	Pelatihan: Business Model Canvas Training: Business Model Canvas
16–17 Oktober 2025 October 16–17, 2025	The Alana Hotel, Yogyakarta	Fakultas Ekonomi & Bisnis, Univ. Indonesia	The 15th International Conference on Business and Management Research
23 Oktober 2025 October 23, 2025	Zoom Meeting	Korn Ferry	Webinar: The Mind Meld: Leading the Human + AI Era
11 November 2025 November 11, 2025	Zoom Meeting	Gartner	Strategic Cost Optimization
26 November 2025 November 26, 2025	Gd. Kompas Gramedia, Jakarta	KOMPAS Institute	Kultur Perusahaan & Transformasi Bisnis Berkelanjutan Corporate Culture & Sustainable Business Transformation
28 Nov & 22 Des 2025 Nov 28 & Dec 22, 2025	Graha Prodia Utama, Jakarta	Prodia University	Workshop: Business Model Canvas

Pelaksanaan Tugas di Tahun 2025

Selama tahun 2025, Direksi telah melaksanakan tugas dan tanggung jawabnya dengan baik, antara lain sebagai berikut:

1. Menyusun dan mengevaluasi strategi pengelolaan keuangan perusahaan.
2. Mengembangkan strategi bisnis dan pemasaran, serta memperkenalkan inovasi produk dan layanan.
3. Mendorong pengembangan teknologi dan transformasi digital untuk meningkatkan efisiensi operasional.
4. Membahas pengisian dan pengembangan struktur organisasi serta pengelolaan SDM di seluruh tingkatan perusahaan.
5. Menangani potensi isu hukum dan mengimplementasikan langkah-langkah mitigasi risiko.
6. Memantau implementasi *Sustainability Blueprint* untuk memastikan keberlanjutan perusahaan berjalan efektif.
7. Memastikan kepatuhan terhadap regulasi dan peraturan yang berlaku di seluruh lini operasi perusahaan.
8. Mengelola manajemen risiko dengan mengidentifikasi, memitigasi, dan mengawasi faktor-faktor yang dapat memengaruhi kinerja perusahaan.
9. Menyampaikan laporan kinerja secara rutin kepada Dewan Komisaris dalam rapat gabungan.

Penilaian terhadap Kinerja Organ Tata Kelola di Bawah Direksi

Sepanjang tahun 2025, Direksi menilai kinerja Sekretaris Perusahaan dan Unit Audit Internal telah berjalan dengan baik. Kedua organ tata kelola pendukung senantiasa membantu pelaksanaan tugas Direksi dengan memastikan kepatuhan, transparansi, dan efektivitas pengawasan dalam setiap aspek operasional perusahaan.

Implementation of Duties in 2025

Throughout 2025, the Board of Directors carried out its duties and responsibilities effectively, including the following:

1. Formulating and evaluating the Company's financial management strategies.
2. Developing business and marketing strategies, as well as introducing product and service innovations.
3. Driving technological development and digital transformation to enhance operational efficiency.
4. Discussing the staffing and development of the organizational structure and the management of human resources at all levels of the Company.
5. Addressing potential legal issues and implementing risk mitigation measures.
6. Monitoring the implementation of the Sustainability Blueprint to ensure that the Company's sustainability initiatives run effectively.
7. Ensuring compliance with applicable laws and regulations across all operational lines of the Company.
8. Managing risk by identifying, mitigating, and overseeing factors that may affect the Company's performance.
9. Submitting regular performance reports to the Board of Commissioners in joint meetings.

Performance Assessment of Governance Organs Under the Board of Directors

Throughout 2025, the Board of Directors assessed that the performance of the Corporate Secretary and Internal Audit Unit had been satisfactory. These two supporting governance bodies consistently assisted the Board of Directors in carrying out its duties by ensuring compliance, transparency, and effective supervision in all aspects of the company's operations.

Penilaian terhadap Kinerja Dewan Komisaris dan Direksi
Performance Assessment of the Board of Commissioners and the Board of Directors

PROSEDUR PELAKSANAAN PENILAIAN KINERJA DEWAN KOMISARIS

Metode Penilaian
Pelaksanaan penilaian kinerja Dewan Komisaris dilakukan dengan metode evaluasi antar sesama anggota Dewan Komisaris mencakup penilaian kinerja individual dan kolegial.

Waktu Pelaksanaan
Penilaian kinerja dilakukan sekali dalam setahun.

Kriteria atau Indikator Penilaian
Penilaian dan evaluasi kinerja Dewan Komisaris dilakukan berdasarkan indikator-indikator kinerja yang telah disepakati, antara lain:
a. Komposisi Dewan Komisaris.
b. Tanggung jawab pengawasan atas manajemen secara keseluruhan.
c. Pemahaman terhadap visi, misi, dan bisnis Perseroan.
d. Pelaksanaan rapat Dewan Komisaris.
e. Evaluasi terhadap komite-komite Perseroan.

Pihak yang Melakukan Penilaian
Pihak yang melakukan penilaian terhadap kinerja Dewan Komisaris adalah Dewan Komisaris itu sendiri, kemudian hasilnya dievaluasi oleh Dewan Komisaris melalui rapat berdasarkan rekomendasi dari Komite Remunerasi Perseroan.

Alur Proses Penilaian
a. Penilaian dilakukan antar anggota Dewan Komisaris.
b. Hasil penilaian dievaluasi dalam Rapat Dewan Komisaris.
c. Komite Remunerasi dan Nominasi memberikan rekomendasi untuk evaluasi akhir.

Hasil Penilaian Tahun 2025
Penilaian kinerja atas Dewan Komisaris telah dilakukan pada 2025 dengan hasil penilaian kinerja yang baik dan hasil Penilaian kinerja rata-rata untuk setiap anggota Komisaris juga mencerminkan kinerja yang baik. Dewan Komisaris Perseroan akan terus melakukan pengawasan terhadap implementasi governansi Perusahaan, pengendalian internal, dan manajemen risiko.

IMPLEMENTATION PROCEDURE OF PERFORMANCE ASSESSMENT

Assessment Method
The performance assessment of the Board of Commissioners is conducted through a peer-evaluation mechanism, covering both individual and collective performance assessments.

Time of Assessment
The performance assessment is carried out once a year.

Assessment Criteria or Indicators
The performance assessment and evaluation of the Board of Commissioners are conducted based on predetermined performance indicators, including:
a. Composition of the Board of Commissioners.
b. Supervisory responsibilities over overall management.
c. Understanding of the Company's vision, mission, and business.
d. Implementation of Board of Commissioners meetings.
e. Evaluation of the Company's committees.

Party Conducting the Assessment
The party performing the performance assessment of the Board of Commissioners is the Board of Commissioners itself, and the results are subsequently reviewed by the Board of Commissioners in a meeting, based on recommendations from the Company's Remuneration Committee.

Assessment Process Flow
a. The assessment is conducted among the members of the Board of Commissioners.
b. The assessment results are evaluated in a Board of Commissioners Meeting.
c. The Remuneration and Nomination Committee provides recommendations for the final evaluation.

2025 Assessment Results
The performance assessment of the Board of Commissioners was conducted in 2025, with results indicating good performance and the average performance rating for each member of the Board of Commissioners also reflects good performance. The Board of Commissioners will continue to supervise the implementation of the Company's governance, internal control, and risk management.

PROSEDUR PELAKSANAAN PENILAIAN KINERJA DIREKSI

Metode Penilaian

Penilaian kinerja Direksi dilakukan antar sesama anggota Direksi dan dilakukan oleh Dewan Komisaris mencakup evaluasi kinerja individual dan kolegial, serta pemenuhan tanggung jawab masing-masing anggota Direksi.

Waktu Pelaksanaan

Penilaian kinerja dilakukan sekali dalam setahun.

CRITERIA OF ASSESSMENT OF THE BOARD OF DIRECTORS

Assessment Method

The performance assessment of the Board of Directors is conducted among fellow members of the Board of Directors and by the Board of Commissioners. This includes evaluation of individual and collegial performance, as well as the fulfilment of each member's responsibilities.

Implementation Time

Performance assessments are conducted once a year.

Kriteria atau Indikator Penilaian / Assessment Criteria or Indicators

Manajemen Management	• Memahami persyaratan pekerjaan dan kompetensi yang diperlukan • Melaksanakan rencana, strategi, dan tujuan perusahaan dengan efektif • Mampu memimpin dan mengarahkan dengan baik • Menciptakan lingkungan kerja yang kondusif • Mampu memotivasi bawahan • Mengembangkan serta mengendalikan sistem untuk mendukung pencapaian strategi dan tujuan perusahaan • Mengambil tindakan tindak lanjut atas setiap isu strategis yang muncul • Understand job requirements and necessary competencies • Effectively implement company plans, strategies, and objectives • Be able to lead and direct well • Create a conducive work environment • Be able to motivate subordinates • Develop and control systems to support the achievement of company strategies and objectives • Take follow-up action on any strategic issues that arise
Pemahaman terhadap Bisnis Perseroan Understanding of the Company's Business	• Memahami bisnis Perseroan dan industri kesehatan, termasuk faktor kompetitif, ancaman, serta peluang • Mampu menjaga keberlanjutan perusahaan • Mengembangkan strategi dan pertumbuhan usaha dengan langkah mitigasi yang tepat waktu • Understand the Company's business and the healthcare industry, including competitive factors, threats, and opportunities • Be able to maintain the company's sustainability • Develop business strategies and growth with timely mitigation measures
Pengungkapan dan Transparansi Disclosure and Transparency	Menyediakan informasi yang memadai dan tepat waktu kepada Dewan Komisaris mengenai kegiatan operasional, rencana dan kinerja keuangan, risiko dan isu yang memengaruhi bisnis serta prospek perusahaan, termasuk alternatif tindakan yang tersedia, potensi konflik kepentingan, dan transparansi atas kepemilikan saham Provide adequate and timely information to the Board of Commissioners regarding operational activities, financial plans and performance, risks and issues affecting the business and the company's prospects, including available alternatives, potential conflicts of interest, and transparency regarding share ownership
Memahami Nilai-Nilai Perusahaan Understanding of the Company's Values	• Mampu menerapkan nilai-nilai perusahaan dan membimbing bawahan untuk melakukan hal yang sama • Menjaga keseimbangan pelaksanaan tugas dan kode etik perusahaan secara konsisten • Mendorong bawahan untuk terus bertumbuh agar dapat mencapai hasil sebagai tim yang berkinerja tinggi • Able to apply company values and guide subordinates to do the same • Maintain a consistent balance between task execution and the company's code of ethics • Encourage subordinates to continue growing so that they can achieve results as a high-performing team
Kehadiran dalam Rapat dan Membagi Informasi Attendance in Meetings and Sharing of Information	Menjamin efektivitas penyelenggaraan pertemuan, penyampaian informasi yang akurat, serta ketepatan waktu dalam memberikan laporan kepada Dewan Komisaris Ensuring the effectiveness of meetings, the delivery of accurate information, and the timely submission of reports to the Board of Commissioners
Pengembangan Diri dan Orang Lain Development of Self and Others	• Aktif mengembangkan diri sendiri dan orang-orang yang bekerja dengannya • Menunjukkan kepemimpinan yang efektif dan perencanaan suksesi yang strategis • Actively developing themselves and the people they work with • Demonstrating effective leadership and strategic succession planning
Kemampuan Membangun Jejaring Strategis Capability of Strategic Networking	Mampu membangun jejaring strategis untuk membuka peluang bisnis baru dengan melibatkan pemangku kepentingan secara relevan Able to build strategic networks to open up new business opportunities by involving relevant stakeholders

Pihak yang Melakukan Penilaian

Pihak yang melakukan penilaian terhadap kinerja Direksi adalah Direksi itu sendiri, kemudian hasilnya dievaluasi oleh Dewan Komisaris melalui rapat berdasarkan rekomendasi dari Komite Remunerasi Perseroan.

Alur Proses Penilaian

a. Penilaian kinerja Direksi dilakukan antar sesama anggota Direksi dan dilakukan oleh Dewan Komisaris secara individual dan kolegial Direksi.

b. Hasil penilaian dievaluasi dalam Rapat Dewan Komisaris.
c. Komite Remunerasi dan Nominasi memberikan rekomendasi untuk evaluasi akhir.

Hasil Penilaian Tahun 2025

Penilaian kinerja atas Direksi telah dilakukan pada 2025 dengan hasil penilaian kinerja yang baik dan hasil penilaian kinerja rata-rata untuk setiap anggota Direksi juga mencerminkan kinerja yang baik. Direksi Perseroan akan terus memfokuskan pada implementasi governansi Perseroan, pengendalian internal, dan manajemen risiko.

PROSEDUR PELAKSANAAN PENILAIAN KINERJA DIREKTUR UTAMA

Metode Penilaian

Pelaksanaan penilaian kinerja Direktur Utama dilakukan dengan metode evaluasi.

Waktu Pelaksanaan

Penilaian kinerja dilakukan sekali dalam setahun.

Kriteria atau Indikator Penilaian

a. Pelaksanaan tugas Direktur Utama sesuai dengan mekanisme kerja, yang meliputi rapat dan pelaporan.

b. Implementasi tata kelola dan aspek keberlanjutan.

c. Keselarasan antara kinerja usaha Perseroan dengan strategi usaha yang dicanangkan, serta kinerja finansial dan manajemen risiko.

Pihak yang Melakukan Penilaian

Pihak yang melakukan penilaian terhadap kinerja Direktur Utama adalah Direktur Utama itu sendiri serta dinilai dan dievaluasi oleh Dewan Komisaris melalui rapat berdasarkan rekomendasi dari Komite Nominasi dan Remunerasi.

Party Conducting the Assessment

The party that assesses the performance of the Board of Directors is the Board of Directors itself, and the results shall be evaluated by the Board of Commissioners through a meeting based on recommendations from the Company's Remuneration Committee.

Assessment Process Flow

a. The assessment of the Board of Directors' performance shall be conducted among its fellow members and is carried out by the Board of Commissioners individually and collectively.
b. The assessment results shall be evaluated at a Board of Commissioners Meeting.
c. The Remuneration and Nomination Committee shall provide recommendations for the final evaluation.

2025 Assessment Results

The performance assessment of the Board of Directors was conducted in 2025 with results indicating good performance and the average performance rating for each member of the Board of Directors also reflect good performance. The Company's Board of Directors will continue to focus on the implementation of corporate governance, internal control, and risk management.

PROCEDURE FOR CONDUCTING THE PRESIDENT DIRECTOR'S PERFORMANCE ASSESSMENT

Assessment Method

The performance assessment of the President Director shall be carried out through an evaluation method.

Time of Assessment

The performance assessment shall be conducted once a year.

Assessment Criteria or Indicators

a. Execution of the President Director's duties in accordance with established work mechanisms, including meetings and reporting.
b. Implementation of governance practices and sustainability aspects.
c. Alignment of the Company's business performance with its defined business strategy, as well as financial performance and risk management.

Party Conducting the Assessment

The performance assessment of the President Director shall be conducted by the President Director and subsequently reviewed and evaluated by the Board of Commissioners in a meeting, based on recommendations from the Nomination and Remuneration Committee.

Alur Proses Penilaian

a. Penilaian dilakukan oleh Direktur Utama.

b. Hasil penilaian dievaluasi dalam Rapat Dewan Komisaris.
c. Komite Nominasi dan Remunerasi memberikan rekomendasi untuk evaluasi akhir.

Hasil Penilaian Tahun 2025

Penilaian kinerja atas Direktur Utama telah dilakukan pada 2025 dengan hasil penilaian kinerja yang baik. Direktur Utama memperhatikan dan mengakomodasi masukan dari Dewan Komisaris terkait praktik tata kelola, pengendalian internal, dan manajemen risiko guna menjaga pertumbuhan bisnis Perseroan yang berkelanjutan.

Assessment Process Flow

a. The assessment shall be conducted by the President Director.
b. The assessment results shall be evaluated in a Board of Commissioners Meeting.
c. The Nomination and Remuneration Committee shall provide recommendations for the final evaluation.

2025 Assessment Results

The performance assessment of the President Director was conducted in 2025, with the results indicating good performance. The President Director has taken into account and accommodated recommendations from the Board of Commissioners related to governance practices, internal control, and risk management to ensure the Company's sustainable business growth.

Kebijakan Nominasi Dewan Komisaris dan Direksi
Nomination Policy of the Board of Commissioners and the Board of Directors

Mekanisme pemilihan kandidat anggota Dewan Komisaris dan Direksi menggunakan jejaring yang dimiliki Perseroan dengan mengacu pada POJK 33/2014. Selanjutnya, Komite Nominasi dan Remunerasi melaksanakan proses nominasi anggota Dewan Komisaris dan Direksi untuk diangkat pada RUPS Perseroan. Perseroan juga telah menetapkan ketentuan mengenai mekanisme nominasi Dewan Komisaris dan Direksi dalam Pedoman Komite Nominasi dan Remunerasi, yang disusun dengan tetap memperhatikan prinsip-prinsip GCG, antara lain:

1. Anggota Dewan Komisaris dan/atau Pemegang Saham Pengendali dapat menyampaikan usulan kandidat anggota Dewan Komisaris kepada Perseroan.

2. Komite Nominasi dan Remunerasi mengusulkan kandidat anggota Dewan Komisaris dan Direksi yang telah memenuhi persyaratan.

3. Komite Nominasi dan Remunerasi akan meninjau, menilai, dan mempertimbangkan kandidat Direksi dan Komisaris berdasarkan:
   a. Persyaratan minimum pada poin 2;
   b. Warga Negara;
   c. Pengetahuan, kompetensi, pengalaman, dan keahlian untuk melengkapi komposisi Dewan Komisaris;
   d. Kebutuhan atas keterwakilan dan keragaman dari Dewan Komisaris;
   e. Kesesuaian dengan strategi Perseroan;

The mechanism for selecting candidates for the Board of Commissioners and Board of Directors uses the Company's network with reference to POJK 33/2014. Furthermore, the Nomination and Remuneration Committee carries out the nomination process for members of the Board of Commissioners and Board of Directors to be appointed at the Company's GMS. The Company has also established provisions regarding the nomination mechanism for the Board of Commissioners and Board of Directors in the Nomination and Remuneration Committee Guidelines, which are compiled with due regard to GCG principles, including:

1. Members of the Board of Commissioners and/or Controlling Shareholders of the Company may submit proposals for candidates for members of the Board of Commissioners to the Company.
2. The Nomination and Remuneration Committee proposes candidates for members of the Board of Commissioners and Board of Directors who have met the following requirements.
3. The Nomination and Remuneration Committee will review, assess and consider candidates based on:

   a. Minimum requirements in point 2;
   b. Citizen;
   c. Knowledge, competence, experience and expertise to complement the composition of the Board of Commissioners;
   d. The need for representation and diversity of the BOC;
   e. Compatibility with the Company's Strategy;

f. Jenis kelamin untuk memenuhi komposisi Dewan Komisaris yang optimal; serta
g. Komposisi Komisaris Non Independen dan Komisaris Independen.

4. Komite Nominasi dan Remunerasi akan memberikan rekomendasi disertai dengan dokumen penilaian pemenuhan persyaratan kandidat dan mengusulkan kandidat yang terpilih kepada Dewan Komisaris dan Direksi untuk diusulkan dan diangkat dalam RUPS.

5. Komite Nominasi dan Remunerasi juga melakukan evaluasi dan memberikan rekomendasi kepada Dewan Komisaris beserta dokumen penilaian pemenuhan persyaratan kandidat, terkait dengan seluruh anggota Dewan Komisaris dan Direksi yang akan diangkat kembali dalam RUPS.

6. Setiap usulan pengangkatan anggota Dewan Komisaris dan Direksi dimintakan persetujuan kepada pemegang saham melalui RUPS harus memperhatikan rekomendasi Komite Nominasi dan Remunerasi.
7. Perseroan dapat menggunakan jasa pihak ketiga dalam rangka melakukan pencarian kandidat Dewan Komisaris dan Direksi.

Kebijakan Suksesi Direksi

Mekanisme suksesi Direksi dilaksanakan dengan berpedoman pada prinsip-prinsip GCG, profesionalisme, serta kompetensi, guna memastikan keberlanjutan proses regenerasi kepemimpinan. Penetapan anggota Direksi dilakukan sesuai dengan ketentuan perundang-undangan, Anggaran Dasar, dan *Board Manual* Perseroan. Dalam proses nominasi, Perseroan mengutamakan pemanfaatan sumber daya internal apabila tersedia dan memenuhi persyaratan. Komite Nominasi dan Remunerasi bertugas menelaah serta mengusulkan perencanaan suksesi Direksi dan/atau Dewan Komisaris secara transparan, selaras dengan kebutuhan Perseroan serta ketentuan yang berlaku. Secara umum, proses suksesi Direksi melalui beberapa tahapan sebagai berikut:

f. Gender to fulfill the optimal composition of the Board of Commissioners; and
g. Composition of Non-Independent Commissioners and Independent Commissioners.

4. The Nomination and Remuneration Committee will provide recommendations accompanied by documents assessing the fulfillment of candidate requirements and propose selected candidates to the Board of Commissioners and Board of Directors to be proposed and appointed at the GMS.
5. The Nomination and Remuneration Committee also evaluates and provides recommendations to the Board of Commissioners, along with the assessment documents regarding the candidates' compliance with the requirements, for all members of the Board of Commissioners on all members of the Board of Commissioners who will be reappointed in the GMS.
6. Any proposal for the appointment of a member of the Board of Commissioners to the GMS must consider the recommendation of the Nomination and Remuneration Committee.
7. The Company may use the services of third parties in order to search for candidates for the Board of Commissioners and Directors.

Succession Policy of the Board of Directors

The succession mechanism for the Board of Directors shall be carried out based on the principles of GCG, professionalism, and competence to ensure the continuity of the leadership regeneration process. The appointment of members of the Board of Directors is conducted in accordance with statutory regulations, the Articles of Association, and the Company's Board Manual. In the nomination process, the Company prioritizes the utilization of internal resources when available and meeting the required qualifications. The Nomination and Remuneration Committee is responsible for reviewing and proposing the succession plan for the Board of Directors and/or the Board of Commissioners in a transparent manner, aligned with the Company's needs and applicable regulations. In general, the succession process for the Board of Directors consists of the following stages:

Tahap Step	Kewenangan Authority	Kegiatan Activity
I	Pemegang Saham/Dewan Komisaris/ Direktur Utama Shareholders/Board of Commissioners/ President Director	Memberikan usulan nominasi calon Direksi. Providing proposals for nominations of prospective directors.
II	Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	Mengusulkan kandidat Direksi yang telah memenuhi persyaratan. Propose candidates for the Board of Directors who have met the requirements.
III	Dewan Komisaris Board of Commissioners	Mengkaji rekomendasi calon Direksi dari Komite Nominasi dan Remunerasi. Conduct review of recommendations for candidates for the Board of Directors from the Nomination and Remuneration Committee.
IV	RUPS GMS	Menyetujui serta menetapkan penunjukan Direksi. Approve and determine the appointment of the Board of Directors.

Kebijakan Suksesi Manajemen Kunci

Fungsi Human Capital Perseroan mengelola sistem manajemen talenta dan suksesi untuk Manajemen Kunci (senior manajer/AVP/VP) secara menyeluruh, termasuk identifikasi, pengembangan, dan persiapan kandidat agar siap mengisi posisi strategis di masa depan. Kebijakan dan prosedur suksesi ini diterapkan untuk memastikan kelangsungan kepemimpinan dan tata kelola organisasi yang sehat.

Key Management Succession Policy

The Company's Human Capital Functionmanages the talent and succession management system for Key Management (senior manager/AVP/VP) comprehensively, including the identification, development, and preparation of candidates to ensure their readiness to fill strategic positions in the future. This succession policy and procedure are implemented to ensure leadership continuity and a sound organizational governance structure.

Kebijakan Remunerasi Dewan Komisaris dan Direksi
Remuneration Policy of the Board of Commissioners and the Board of Directors

Sesuai dengan Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, besaran remunerasi Dewan Komisaris dan Direksi ditetapkan oleh RUPS. Namun, RUPS dapat melimpahkan kewenangan tersebut kepada Dewan Komisaris untuk menetapkan remunerasi Direksi. Dalam hal ini, Komite Nominasi dan Remunerasi berperan penting dalam mengevaluasi kebijakan, besaran, dan struktur remunerasi secara berkala.

According to Law No. 40 of 2007 on Limited Liability Companies, the GMS determines the remuneration of the Board of Commissioners and Board of Directors. However, the GMS may delegate authority to the Board of Commissioners to determine the Board of Directors' remuneration. In terms of remuneration, the Nomination and Remuneration Committee is responsible for periodically evaluating the remuneration policy, amount, and structure.

Indikator Penetapan Remunerasi

Penetapan remunerasi bagi Dewan Komisaris dan Direksi dilakukan dengan mempertimbangkan berbagai indikator, termasuk tingkat penerapan GCG, pencapaian kinerja, kebijakan yang berlaku, serta kontribusi dalam menciptakan nilai tambah bagi Perseroan dan pemegang saham. Selain itu, keselarasan kinerja dengan visi dan misi Perseroan, kondisi ekonomi, serta indikator relevan lainnya juga menjadi bagian dari pertimbangan, sepanjang tidak bertentangan dengan peraturan perundang-undangan.

Indicators to Determine the Remuneration

The determination of remuneration for the Board of Commissioners and the Board of Directors always considers several indicators, the implementation of GCG, achievement of performance and policies that have been set, creation of added value for the Company and shareholders, alignment of performance with the Company's vision and mission, inflation rate, and other indicators that are relevant and not contrary to laws and regulations.

Prosedur Penetapan Remunerasi

Prosedur penetapan remunerasi Dewan Komisaris dan Direksi adalah sebagai berikut:

Procedure of Determination of the Remuneration

The procedure for determining the remuneration of the Board of Commissioners and Directors is as follows:

Komite Nominasi & Remunerasi Nomination and Remuneration Committee	- Meninjau jumlah dan struktur remunerasi Dewan Komisaris dan Direksi. - Memberikan rekomendasi mengenai besaran remunerasi berdasarkan sejumlah indikator. - Review the amount and structure of remuneration for the Board of Commissioners and Board of Directors. - Provide recommendations on the amount of remuneration based on indicators including the implementation of GCG, the creation of added value for the Company, the inflation rate and other indicators.
Dewan Komisaris Board of Commissioners	- Mengevaluasi rekomendasi yang diusulkan oleh Komite Nominasi dan Remunerasi terkait penetapan besaran remunerasi bagi Dewan Komisaris dan Direksi. - Mengusulkan rekomendasi yang telah dievaluasi dalam RUPS untuk mendapatkan persetujuan pemegang saham. - Evaluate the remuneration recommendations proposed by the Nomination and Remuneration Committee regarding the determination of the amount of remuneration for the Board of Commissioners and Directors. - Propose recommendations that have been evaluated at the GMS for shareholder approval.
RUPS GMS	**Penetapan Remunerasi Dewan Komisaris** Menetapkan honorarium dan/atau tunjangan lainnya bagi anggota Dewan Komisaris Perseroan dan memberikan wewenang kepada Dewan Komisaris untuk menetapkan alokasinya dengan memperhatikan rekomendasi dari Komite Nominasi dan Remunerasi. **Penetapan Remunerasi Direksi** Memberikan wewenang kepada Dewan Komisaris Perseroan untuk menetapkan gaji dan/atau tunjangan lainnya bagi anggota Direksi Perseroan dengan memperhatikan rekomendasi dari Komite Nominasi dan Remunerasi. **Determination of Commissioners' Remuneration** Determine the honorarium and/or other benefits for members of the Board of Commissioners of the Company and authorize the Board of Commissioners to determine the allocation by taking into account the recommendations of the Nomination and Remuneration Committee. **Determination of Directors' Remuneration** To give authorization to the Board of Commissioners of the Company to determine the salary and/or other benefits for the members of the Board of Directors of the Company by taking into account the recommendations of the Nomination and Remuneration Committee.

Struktur dan Besaran Remunerasi Direksi dan Dewan Komisaris

Selama tahun 2025, Direksi dan Dewan Komisaris telah menerima sejumlah remunerasi yang terdiri dari gaji/honorarium, tantiem, tunjangan, dan fasilitas dengan jumlah sebesar Rp35,0 miliar, sedangkan pada tahun 2024 sebesar Rp34,5 miliar.

Struktur remunerasi Direksi dan Dewan Komisaris terdiri atas:

1. Remunerasi jangka pendek, mencakup gaji pokok, tunjangan kesehatan, tunjangan transportasi dan komunikasi, fasilitas pekerjaan, dan/atau bonus tahunan sesuai kinerja.
2. Remunerasi jangka panjang, yang diberikan dalam bentuk program kompensasi berkelanjutan lainnya sesuai dengan kinerja dan kebijakan Perseroan.

Sepanjang tahun 2025, tidak terdapat remunerasi atau bonus (*deferred bonus*) yang ditangguhkan maupun ditarik kembali (*clawback*), karena tidak ditemukan adanya kesalahan serius atau salah saji material dalam laporan keuangan Perseroan.

Perseroan memberikan remunerasi kepada seluruh anggota Dewan Komisaris berdasarkan prinsip kewajaran dan kinerja. Perseroan tidak memberikan insentif, bonus, atau opsi kepemilikan saham kepada Komisaris Independen untuk menjaga objektivitas, independensi, dan menghindari potensi benturan kepentingan dalam pelaksanaan tugas pengawasannya.

Structure and amount of remuneration of the Board of Directors and Board of Commissioners

During 2025, the Board of Directors and Board of Commissioners received a number of remunerations consisting of salaries/honorariums, allowances, and facilities totaling Rp35.0 billion, while in 2024 it amounted to Rp34.5 billion.

The remuneration structure for the Board of Directors and the Board of Commissioners consists of:

1. Short-term remuneration, which includes base salary, health benefits, transportation and communication allowances, work facilities, and/or annual performance-based bonuses.
2. Long-term remuneration, provided in the form of other continuous compensation programs in accordance with the performance Company's policies.

Throughout 2025, there were no deferred bonuses or clawbacks, as no serious misconduct or material misstatements were found in the Company's financial statements.

The Company provides remuneration to all members of the Board of Commissioners based on fairness and performance. The Company does not grant incentives, bonuses, or stock options to Independent Commissioners in order to maintain their objectivity and independence, and to avoid potential conflicts of interest in carrying out their supervisory duties.

Kebijakan Transaksi dengan Pihak Terafiliasi dan Transaksi Benturan Kepentingan

Affiliated Party Transactions and Conflict of Interest Transactions Policy

Perseroan telah memiliki Kebijakan Transaksi dengan Pihak Terafiliasi dan Transaksi Benturan Kepentingan yang memuat larangan bagi pihak terafiliasi Perseroan untuk memanfaatkan Perseroan demi kepentingan pribadi, keluarga, dan/atau pihak lain yang dapat merugikan atau mengurangi keuntungan Perseroan. Selain itu, pihak terafiliasi Perseroan juga dilarang untuk mengambil dan/atau menerima keuntungan pribadi dari Perseroan selain remunerasi dan fasilitas lainnya yang ditetapkan berdasarkan RUPS.

The Company has established an Affiliate Transaction Policy and Conflict of Interest Transaction Policy, which sets out prohibitions for affiliated parties of the Company from utilizing the Company for personal, family, and/or third-party interests that may harm or reduce the Company's benefits. In addition, affiliated parties are prohibited from taking and/or receiving personal gains from the Company other than remuneration and other facilities determined by the GMS.

Pelaksanaan transaksi afiliasi dilakukan pada kondisi harga dan harga yang wajar (*fair and arm's length basis*) sehingga tidak terdapat perlakuan yang berbeda atau istimewa kepada/dari pihak terafiliasi. Dalam hal terjadi benturan kepentingan, maka seluruh pihak wajib mengedepankan kepentingan Perseroan dan dilarang mengambil tindakan yang dapat merugikan Perseroan.

Affiliate transactions are carried out under fair conditions and at arm's-length terms, ensuring that no preferential or discriminatory treatment is given to or received from affiliated parties. In the event of a conflict of interest, all parties are required to prioritize the interests of the Company and are prohibited from taking actions that may cause harm to the Company.

Mekanisme Transaksi Afiliasi dan Benturan Kepentingan

Setiap Fungsi/perusahaan terkendali yang akan melakukan transaksi dengan pihak terafiliasi wajib memberitahukan secara tertulis disertai dengan data yang dibutuhkan kepada Tim Sekretaris Perusahaan. Tim Sekretaris Perusahaan melakukan koordinasi dengan fungsi/perusahaan terkendali tersebut untuk melakukan analisis dan menentukan tindak lanjut sesuai dengan ketentuan perundang-undangan yang berlaku. Untuk memastikan setiap transaksi dilakukan demi kepentingan terbaik Perseroan serta mencegah potensi benturan kepentingan yang dapat merugikan Perseroan, Komite Audit sesuai dengan tugas dan tanggung jawabnya melakukan penelaahan dan memberikan rekomendasi kepada Dewan Komisaris atas setiap indikasi benturan kepentingan yang mungkin timbul.

Mechanism of Affiliate Transaction and Conflict of Interest

Every controlled Function/company that will conduct a transaction with an affiliated party shall notify the Corporate Secretary Team in writing with attached data provisions. The Corporate Secretary Team coordinates with the function/controlled Company to conduct analysis and determine follow-up actions in accordance with applicable laws and regulations. To ensure that every transaction is conducted in the best interests of the Company and to prevent potential conflicts of interest that could harm the Company, the Audit Committee, in accordance with its duties and responsibilities, reviews and provides recommendations to the Board of Commissioners on any indications of conflicts of interest that may arise.

Kewajaran Transaksi

Prinsip-prinsip yang diperhatikan dalam melakukan transaksi dengan pihak terafiliasi selaras dengan prinsip-prinsip GCG. Selain itu, transaksi juga harus memastikan kelayakan dan kewajaran nilai, serta persyaratan transaksi yang dilakukan (*arm's length transaction*). Transaksi afiliasi yang dilaksanakan oleh Perseroan dan anak perusahaan Perseroan selama tahun 2025 adalah transaksi yang wajar dan dilakukan dengan prinsip *fairness* serta sesuai dengan ketentuan *arm's length*.

Fairness of Transactions

The principles considered in conducting transactions with affiliated parties shall align with the principles of GCG. The transactions shall also ensure the feasibility and fairness of the value and agreed terms of the transaction (arm's length transaction). Affiliate transactions made by the Company and its subsidiaries during 2025 were fair transactions and aligned with the principle of fairness and in accordance with arm's length provisions.

Kesesuaian Transaksi Afiliasi dengan Prosedur yang Berlaku

Transaksi yang dilakukan dengan pihak terafiliasi mempertimbangkan tujuan untuk memberikan manfaat optimal bagi Perseroan. Seluruh transaksi afiliasi yang terjadi sepanjang tahun 2025 telah dilaksanakan sesuai dengan prosedur dan kebijakan yang berlaku mengenai transaksi afiliasi yang telah ditetapkan oleh Perseroan.

Compliance of Affiliate Transactions with Applicable Procedures

Transactions made with affiliated parties shall consider providing optimal benefits to the Company. All affiliate transactions made in 2025 were made in accordance with the applicable procedures and policies regarding affiliate transactions that have been established by the Company.

Kebijakan Benturan Kepentingan bagi Dewan Komisaris dan Direksi

Berdasarkan ketentuan yang berlaku, setiap keputusan yang berpotensi menimbulkan benturan kepentingan wajib diputuskan dalam RUPS Independen kecuali ditentukan lain. Apabila terjadi benturan kepentingan dalam suatu transaksi, maka anggota Dewan Komisaris dan/atau Direksi yang bersangkutan dilarang mengambil keputusan dan/atau tindakan dan/atau terlibat dalam proses pelaksanaan transaksi yang dapat merugikan Perseroan atau mengurangi keuntungan Perseroan dan wajib mengungkapkan kondisi benturan kepentingan dimaksud dalam setiap keputusan serta anggota Direksi tidak berwenang mewakili Perseroan dalam hal atau transaksi di mana anggota Direksi yang bersangkutan memiliki benturan kepentingan dengan Perseroan.

Conflict of Interest Policy for the Board of Commissioners and Directors

Based on applicable provisions, any decision that may cause a conflict of interest shall be made in an independent GMS unless otherwise stated. Should there be a conflict of interest in a transaction, the relevant member of the Board of Commissioners and/or Board of Directors shall refrain from making decisions and/or actions and/or getting involved in the entire transaction process that can cause harms to the Company or reduce the Company's profits and shall disclose the conditions of the conflict of interest in each decision and the member of the Board of Directors is not authorized to represent the Company in matters or transactions in which the relevant member of the Board of Directors has a conflict of interest with the Company.

Kesesuaian Transaksi yang Mengandung Benturan Kepentingan dengan Kebijakan yang Berlaku

Sepanjang tahun 2025, anggota Dewan Komisaris dan anggota Direksi Perseroan telah mengelola potensi terjadinya benturan kepentingan sesuai dengan ketentuan yang berlaku. Apabila terdapat anggota Dewan Komisaris atau Direksi yang mengalami benturan kepentingan yang bersangkutan tidak terlibat dalam proses pengambilan keputusan. Selama tahun 2025, tidak ada transaksi benturan kepentingan yang dapat merugikan Perseroan atau mengurangi keuntungan Perseroan.

Compliance of Transactions Containing Conflicts of Interest with Applicable Policies

Throughout 2025, the members of the Board of Commissioners and the Board of Directors managed potential conflicts of interest in accordance with the prevailing regulations. In the event that any member of the Board of Commissioners or Board of Directors encountered a conflict of interest, the individual concerned did not take part in the decision-making process. During 2025, there were no conflict-of-interest transactions that could harm the Company or reduce the Company's benefits.

Pihak Independen dalam Transaksi Afiliasi dan Benturan Kepentingan

Merujuk pada ketentuan yang berlaku dan yang telah dituangkan dalam Kebijakan Transaksi dengan Pihak Terafiliasi, dalam hal terdapat transaksi material yang mengandung benturan kepentingan yang membutuhkan persetujuan pemegang saham, Perseroan wajib menunjuk penilai independen untuk melakukan evaluasi kewajaran nilai transaksi.

Apabila terdapat transaksi antara Perseroan dengan pihak ketiga yang mengandung perbedaan kepentingan ekonomis antara Perseroan dengan anggota Direksi, anggota Dewan Komisaris, pemegang saham utama, atau pengendali yang berpotensi merugikan Perseroan, maka Perseroan wajib menggunakan penilai independen untuk menentukan nilai wajar dari objek transaksi dan/

Independent Parties in Affiliated Transactions and Conflicts of Interest

Referring to the applicable regulations and the provisions set out in the Company's Policy on Transactions with Affiliated Parties, should there be any material transaction involving a conflict of interest that requires shareholder approval, the Company is obliged to appoint an independent appraiser to assess the fairness of the transaction value.

If a transaction occurs between the Company and a third party that contains a difference in economic interests between the Company and members of the Board of Directors, members of the Board of Commissioners, major shareholders, or controllers that have the potential to harm the Company, then the Company is required to use an independent appraiser to determine the fair value of the

atau kewajaran transaksi tersebut. Selain itu, Perseroan juga wajib mendapatkan persetujuan terlebih dahulu dari Pemegang Saham Independen melalui RUPS Independen.

transaction object and/or the fairness of the transaction. It is also mandatory for the Company to get prior approval from Independent Shareholders through an Independent GMS.

Kebijakan Peminjaman Uang oleh Direksi dan Dewan Komisaris
Policy on Money Lending to Directors and Board of Commissioners

Kebijakan ini mengatur penggunaan dana yang tidak diperuntukkan bagi kepentingan perusahaan atau yang berisiko merugikan kondisi finansial Perseroan. Perseroan memastikan dana perusahaan tidak digunakan untuk kepentingan pribadi oleh siapa pun, termasuk Direksi dan Dewan Komisaris. Selain itu, Perseroan tidak meminjamkan dana kepada Direksi maupun Dewan Komisaris, baik secara kolektif maupun individual.

This policy regulates the use of funds that are not intended for the company's interests or that risk harming the Company's financial condition. The Company ensures that company funds are not used for personal gain by anyone, including the Board of Directors and Board of Commissioners. In addition, the Company does not lend funds to the Board of Directors or Board of Commissioners, either collectively or individually.

Keberagaman Komposisi Dewan Komisaris dan Direksi
Diversity in the Composition of Board of Commissioners and Board of Directors

Seluruh anggota Dewan Komisaris dan Direksi telah memenuhi persyaratan dan kualifikasi pengangkatan yang disyaratkan sesuai POJK 33/2014, sebagaimana tertuang dalam Anggaran Dasar, dan Pedoman Kerja Dewan Komisaris dan Direksi (*Board Manual*) Perseroan serta memperhatikan ketentuan Prinsip dan Rekomendasi OJK sebagaimana diatur dalam SEOJK No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka ("SEOJK 32/2015"). Komposisi Dewan Komisaris dan Direksi mencerminkan keberagaman dalam berbagai aspek, yaitu pendidikan, keahlian/pengalaman kerja, independensi, dan usia, tanpa membedakan gender, suku, agama, maupun ras. Pertimbangan keberagaman tersebut akan berdampak pada ketepatan proses pencalonan dan penunjukan individual anggota Dewan Komisaris dan anggota Direksi ataupun komposisi Dewan Komisaris dan Direksi secara kolegial.

All members of the Board of Commissioners and the Board of Directors have fulfilled the appointment requirements and qualifications stipulated under POJK 33/2014, as set out in the Articles of Association and the Company's Board of Commissioners and Board of Directors Board Manual, while also adhering to the principles and recommendations of the OJK as regulated in SEOJK No. 32/SEOJK.04/2015 on the Guidelines for the Governance of Public Companies ("SEOJK 32/2015"). The composition of the Board of Commissioners and the Board of Directors reflects diversity across various aspects, including education, expertise/work experience, independence, and age, without discrimination based on gender, ethnicity, religion, or race. Such diversity considerations contribute to the accuracy and appropriateness of the nomination and appointment process for individual members of the Board of Commissioners and the Board of Directors, as well as the composition of both Boards on a collegial basis.

Perseroan memberikan kesempatan yang setara bagi perempuan maupun laki-laki yang memenuhi kualifikasi untuk menjadi anggota Dewan Komisaris maupun Direksi. Dalam proses nominasi, Komite Nominasi dan Remunerasi mempertimbangkan kualifikasi kandidat, kondisi internal dan eksternal, kesesuaian dengan arah strategi Perseroan, serta berkomunikasi dengan pemegang saham pengendali. Kebijakan lengkap mengenai keberagaman anggota Dewan Komisaris dan Direksi dapat diakses melalui situs web Perseroan. Keberagaman komposisi anggota Dewan Komisaris dan Direksi pada tahun 2025 dapat dilihat pada tabel berikut:

The Company provides equal opportunities for both women and men who meet the qualifications to serve as members of the Board of Commissioners and the Board of Directors. In the nomination process, the Nomination and Remuneration Committee evaluates candidates' qualifications, internal and external conditions, alignment with the Company's strategic direction, and engages in communication with the controlling shareholder. The complete policy on the diversity of the Board of Commissioners and the Board of Directors is available on the Company's website. The diversity composition of the Board of Commissioners and the Board of Directors in 2025 is presented in the table below:

Dewan Komisaris
Board of Commissioners

No.	Aspek Keberagaman Diversity Aspects	Realisasi Realization
1	Keahlian Expertise	Anggota Dewan Komisaris memiliki keahlian yang beragam yaitu farmasi, biologi molekuler, *computer science*, tata kelola, penelitian ilmiah, risiko manajemen, dan *corporate planning*. Members of the Board of Commissioners have diverse expertise: pharmacy, molecular biology, computer science, governance, scientific research, risk management, and corporate planning.
2	Pendidikan Education	Anggota Dewan Komisaris memiliki jenjang pendidikan yang beragam mulai dari sarjana, master, sampai dengan doktoral di bidang farmasi, biologi molekuler, *computer science*, dan teknik elektro. Members of the Board of Commissioners have various levels of education, from bachelor's, master's, to doctoral degrees in pharmacy, molecular biology, computer science, and electrical engineering.
3	Pengalaman Kerja Work Experience	Anggota Dewan Komisaris memiliki pengalaman kerja yang beragam antara lain berasal dari profesional pada bidang farmasi/kesehatan, peneliti, dan dosen. Members of the Board of Commissioners have diverse work experience, including professionals in the pharmaceutical/health sector, researchers, and lecturers.
4	Jenis Kelamin Gender	Anggota Dewan Komisaris Perseroan saat ini terdiri dari dua perempuan dan tiga laki-laki. The Company's incumbent Board of Commissioners has two female and three male members.
5	Usia Age	Anggota Dewan Komisaris memiliki usia yang beragam mulai dari 56 tahun sampai dengan 89 tahun. Members of the Board of Commissioners have varying ages, from 55 to 89.
6	Independensi Independence	Perseroan memiliki dua komisaris independen. The Company has two independent commissioners.

Direksi
Board of Directors

No.	Aspek Keberagaman Diversity Aspects	Realisasi Realization
1	Keahlian Expertise	Anggota Direksi memiliki keahlian yang beragam yaitu: farmasi, kesehatan, penelitian ilmiah, biomedik kimia klinik, sosial, manajemen, ESG, risiko manajemen, keuangan, sistem informasi dan teknologi, *human capital management*, serta strategi marketing dan bisnis. The Board of Directors members have diverse expertise: pharmacy, health, scientific research, biomedical clinical chemistry, social, management, ESG, risk management, finance, information systems and technology, human capital management, as well as marketing and business strategy.
2	Pendidikan Education	Anggota Direksi memiliki jenjang pendidikan yang beragam mulai dari sarjana, master, sampai dengan doktoral di bidang farmasi, biomedik kimia klinik, sosial, keuangan, dan manajemen. Members of the Board of Directors have various levels of education, from bachelor's, master's, to doctoral degrees in pharmacy, biomedical clinical chemistry, social sciences, finance, and management.
3	Pengalaman Kerja Work Experience	Anggota Direksi memiliki pengalaman kerja yang beragam antara lain berasal dari profesional pada bidang farmasi/kesehatan, biomedik kimia klinik, informasi dan teknologi, sosial, dan manajemen. Members of the Board of Directors have diverse work experience, including professionals in the fields of pharmacy/health, biomedical clinical chemistry, information and technology, social, and management.
4	Jenis Kelamin Gender	Anggota Direksi Perseroan saat ini terdiri dari empat perempuan dan satu laki-laki. The Company's incumbent Board of Directors has four female and one male members.
5	Usia Age	Anggota Direksi memiliki usia yang beragam mulai dari 48 tahun sampai dengan 64 tahun. The ages of members of the Board of Directors vary, from 48 to 64 years.
6	Independensi Independence	Direktur Utama merupakan pihak yang independen terhadap pemegang saham pengendali Perseroan. Seluruh Direksi merupakan pihak independen terhadap pemegang saham pengendali Perseroan, kecuali Ibu Liana Kuswandi. The President Director is party independent of the Company's controlling shareholders. All Directors, except Mrs. Liana Kuswandi, are parties independent of the Company's controlling shareholders.

Hubungan Afiliasi
Affiliated Relationship

Nama Name	Hubungan Keuangan dengan Affiliated Relationship with						Hubungan Keluarga dengan Affiliated Relationship with					
	Dewan Komisaris Board of Commissioners		Direks Board of Director		Pemegang Saham Utama Controlling Shareholders		Dewan Komisaris Board of Commissioners		Direksi Board of Director		Pemegang Saham Utama Controlling Shareholders	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Dewan Komisaris | Board of Commissioners												
Andi Widjaja		√		√	√			√		√		√
Gunawan Prawiro Soeharto		√	√		√			√	√			√
Endang W. Hoyaranda		√		√	√			√		√		√
Joseph F.P. Luhukay		√		√		√		√		√		√
Keri Lestari		√		√		√		√		√		√
Direksi | Board of Directors												
Dewi Muliaty		√		√		√		√		√		√
Liana Kuswandi	√			√	√		√			√		√
Indriyanti Rafi Sukmawati		√		√		√		√		√		√
Andri Hidayat		√		√		√		√		√		√
Ida Zuraida		√		√		√		√		√		√

Komite di Bawah Dewan Komisaris
Committee Under the Board of Commissioners

Dewan Komisaris membawahi 4 (empat) komite yang memiliki ruang lingkup tugas dan kewenangannya masing-masing, yaitu Komite Audit, Komite Nominasi dan Remunerasi, Komite Tata Kelola Perusahaan, dan Komite Manajemen Risiko.

The Board of Commissioners oversees 4 (four) committees, each with its own scope of duties and authority, namely the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance Committee, and the Risk Management Committee.

KOMITE AUDIT

Berdasarkan POJK No. 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit ("POJK 55/2015"), tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit, Dewan Komisaris membentuk Komite Audit sebagai organ tata kelola pendukung untuk membantu Dewan Komisaris dalam melakukan pengawasan terpadu atas proses dan integritas pelaporan keuangan, manajemen risiko, dan audit di lingkungan Perseroan. Komite Audit dibentuk oleh, bertanggung jawab, dan melapor langsung kepada Dewan Komisaris.

AUDIT COMMITTEE

Based on POJK No. 55/POJK.04/2015 concerning the Establishment and Implementation Guidelines of the Audit Committee ("POJK 55/2015") concerning the Establishment and Implementation Guidelines of the Audit Committee, the Board of Commissioners formed the Audit Committee as a supporting governance body to assist the Board of Commissioners in conducting integrated supervision of the financial reporting process and integrity, risk management, and audits within the Company. The Audit Committee is formed by, is responsible to, and reports directly to the Board of Commissioners.

Piagam Komite Audit

Dalam menjalankan tugas, wewenang dan tanggung jawabnya, Komite Audit berpedoman pada Piagam Komite Audit yang disusun pada 18 Agustus 2016 dan telah berlaku efektif pada 1 September 2016. Informasi lebih lengkap mengenai Piagam Komite Audit telah tersedia dalam situs web Perseroan.

Audit Committee Charter

The Audit Committee's duties, authorities, and responsibilities are guided by the Audit Committee Charter, which was prepared on August 18, 2016 and became effective on September 1, 2016. The company's website contains more information about the Audit Committee Charter.

Komposisi Keanggotaan

Sesuai dengan POJK 55/2015, Komite Audit beranggotakan setidaknya 3 (tiga) orang, dan dikepalai oleh seorang Komisaris Independen. Seluruh anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris. Per 31 Desember 2025, komposisi Komite Audit terdiri dari 2 (dua) Komisaris Independen dan 1 (satu) pihak eksternal, dengan detail sebagai berikut:

Membership Composition

In accordance with POJK 55/2015, the Audit Committee consists of at least 3 (three) members and is chaired by an Independent Commissioner. All members of the Audit Committee are appointed and dismissed by the Board of Commissioners. As of December 31, 2025, the composition of the Audit Committee consists of 2 (two) Independent Commissioners and 1 (one) external party, with the following details:

Nama Name	Jabatan Position	Rangkap Jabatan Concurrent Position	Dasar Pengangkatan Basis for Appointment	Masa Jabatan Term of Office	Periode Jabatan Period
Joseph F.P. Luhukay	Ketua Chairman	Komisaris Independen Independent Commissioner	Surat Keputusan Dewan Komisaris Perseroan No. 001/SK-Dekom/X/2022 tanggal 18 Oktober 2022 Board of Commissioners' Decision Letter No. 001/SK-Dekom/X/2022 dated October 18, 2022	2022–2026 (5 tahun | years)	Kedua Second
Keri Lestari	Anggota Member	Komisaris Independen Independent Commissioner			
Sigid Moerkardjono	Anggota Member	Pihak Independen Independent Party			

JOSEPH F.P. LUHUKAY

Ketua

Profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

Chairman

His complete profile can be found in the Company Profile chapter, under the Board of Commissioners Profile subsection of this Annual Report.

KERI LESTARI

Anggota

Profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

Member

She also serves as an Independent Commissioner of the Company. Therefore, his complete profile can be found in the Company Profile chapter, under the Board of Commissioners Profile subsection of this Annual Report.



Sigid Moerkardjono

Anggota
Member

Usia Age	73 tahun 73 years old
Kewarganegaraan Citizenship	Indonesia
Domisili Domicile	Jakarta
Dasar Hukum Pengangkatan Legal Basis of First Appointment	Surat Keputusan Dewan Komisaris Perseroan No. 001/SK-Dekom/X/2022 tanggal 18 Oktober 2022 Decree of the Company's Board of Commissioners No. 001/SK-Dekom/X/2022 dated October 18, 2022
Riwayat Pendidikan Education Background	Sarjana Ekonomi Akuntansi dari Universitas Gadjah Mada tahun 1979 Bachelor Degree majoring in Economic and Accounting from University of Gadjah Mada in 1979
Kualifikasi/Sertifikasi Qualification/Certification	Tidak ada None
Riwayat Karir Work Experience	• Direktur dan Komisaris PT Bank Niaga (1999–2008) • Ketua Komite Audit, Ketua Komite Pemantau Risiko, serta anggota Komite Remunerasi dan Nominasi PT Bank Niaga (2000–2008) • Anggota Komite Audit PT Garuda Indonesia (Persero) (2005–2007) • Anggota Komite Audit dan Komite Pemantau Risiko Bank BTPN (2005–2011) • Komisaris PT Bank Mutiara (2011–2014) • Ketua Komite Audit, Ketua Pemantau Risiko, dan Anggota Komite Remunerasi dan Nominasi Bank Mutiara (2011–2016) • Komisaris Bank J Trust (2014–2016) • Anggota Komite Audit PT Bank BNI (Persero) Tbk (2015–2016) • Director and Commissioner of PT Bank Niaga (1999–2008) • Chairman of the Audit Committee, Chairman of the Risk Monitoring Committee, and Member of the Remuneration and Nomination Committee of PT Bank Niaga (2000–2008) • Member of the Audit Committee of PT Garuda Indonesia (2005–2007) • Member of the Audit Committee and Risk Monitoring Committee of Bank BTPN (2005–2011) • Commissioner of PT Bank Mutiara (2011–2014) • Chairman of the Audit Committee, Chairman of the Risk Monitoring Committee, and Member of the Remuneration and Nomination Committee of Bank Mutiara (2011–2016) • Commissioner of Bank J Trust (2014–2016) • Member of Audit Committee of PT Bank BNI (Persero) Tbk (2015–2016)
Rangkap Jabatan per 31 Desember 2025 Concurrent Positions as at December 31, 2025	Tidak ada None

Pernyataan Independensi

Untuk menjamin independensi dan objektivitasnya, seluruh anggota Komite Audit dipilih sesuai dengan kompetensi dan keahliannya, serta telah memenuhi syarat yang ditetapkan dalam POJK 55/2015. Seluruh anggota Komite Audit telah menandatangani Surat Pernyataan Independensi Komite Audit dan mendeklarasikan bahwa mereka telah dan akan terus:

1. Bersikap independen dan melakukan penilaian secara profesional dalam mendampingi Dewan Komisaris untuk melaksanakan peran pengawasannya demi kebaikan perusahaan.

Independency Statement

To ensure the Audit Committee's independence and objectivity, all members are selected based on their competence and expertise, and have met the requirements outlined in POJK 55/2015. All Audit Committee members have signed the Audit Committee's Statement of Independence and declare that they have been and will continue to be:

1. Independent and exercise professional judgment in assisting the Board of Commissioners to carry out its supervisory role for the good of the Company.

2. Menunjukkan independensi dalam menjalankan perannya sesuai yang ditetapkan pada peraturan yang berlaku dan Piagam Komite Audit.

Tugas dan Tanggung Jawab

Tugas dan tanggung jawab yang dimiliki oleh Komite Audit adalah sebagai berikut:

1. Menelaah informasi keuangan yang akan dikeluarkan Perseroan kepada publik dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan;
2. Menelaah ketaatan Perseroan terhadap peraturan perundang-undangan di bidang pasar modal dan peraturan perundang-undangan lainnya yang berhubungan dengan kegiatan Perseroan;
3. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan akuntan atas jasa yang diberikannya;
4. Memberikan rekomendasi kepada Dewan Komisaris sehubungan dengan hasil evaluasi mengenai penunjukan, penunjukan kembali dan pemberhentian auditor eksternal (Kantor Akuntan Publik dan/atau Akuntan Publik) yang akan mengaudit laporan keuangan yang didasarkan pada independensi, ruang lingkup penugasan, serta imbalan jasa;
5. Menelaah pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal;
6. Menelaah aktivitas pelaksanaan manajemen risiko yang dilakukan oleh Direksi;
7. Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan;
8. Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan;
9. Menjaga kerahasiaan dokumen, data dan informasi Perseroan.

Wewenang

Wewenang yang dimiliki oleh Komite Audit di antaranya sebagai berikut:

1. Meminta dan mengakses dokumen, data, dan informasi Perseroan tentang karyawan, dana, aset, dan sumber daya perusahaan yang diperlukan. Berdasarkan permintaan dari Komite Audit, Perseroan wajib menyediakan semua data tersebut secara rutin dan selanjutnya Komite Audit akan melaporkan semua temuan kepada Dewan Komisaris;
2. Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan akuntan terkait tugas dan tanggung jawab Komite Audit;

2. Demonstrate independence in carrying out its role in accordance with the applicable regulations and the Audit Committee Charter.

Duties and Responsibilities

Duties and responsibilities of the Audit Committee include the following:

1. Reviewing the financial information that will be released by the Company to the public and/or the authorities, including financial statements, projections, and other reports related to the Company's financial information;
2. Reviewing the Company's compliance with capital market laws and regulations and other laws and regulations related to the Company's activities;
3. Providing an independent opinion in the event of a difference of opinion between management and accountants on the services they provide;
4. Provide recommendations to the Board of Commissioners regarding the results of evaluations on the appointment, reappointment, and dismissal of external auditors (Public Accounting Firms and/or Public Accountants) who will audit financial statements based on independence, scope of assignment, and service fees;
5. Reviewing the implementation of audit by internal auditors and overseeing the implementation of follow-up by the Board of Directors on the findings of internal auditors;
6. Reviewing the risk management implementation activities carried out by the Board of Directors;
7. Reviewing complaints related to the accounting and financial reporting process of the Company;
8. Review and provide advice to the Board of Commissioners regarding potential conflicts of interest of the Company;
9. Maintain the confidentiality of the Company's documents, data, and information.

Authorities

The Audit Committee has the authorities among others, as the following:

1. Request and access the Company's documents, data, and information on employees, funds, assets, and corporate resources as necessary. The Company's Audit Committee has the authority to request all necessary data or information. Based on the request of the Audit Committee, the Company shall provide all such data on a regular basis and subsequently the Audit Committee shall report all findings to the Board of Commissioners;
2. Communicate directly with employees, including the Board of Directors and those who perform internal audit, risk management, and accounting functions related to the duties and responsibilities of the Audit Committee;

3. Melakukan komunikasi dengan Audit Internal Perseroan untuk menilai apakah fungsi pengawasan internal telah dijalankan sesuai dengan program yang telah ditetapkan serta melakukan pembahasan lebih lanjut atas hasil-hasil pemeriksaan yang telah dilakukannya. Rencana kerja tahunan Audit Internal juga merupakan bagian dari faktor penilaian Komite Audit atas efektivitas pemeriksaan internal di lingkungan Perseroan;
4. Melibatkan pihak independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan);
5. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris;

3. Communicating with Internal Audit in the Company to assess whether the internal control function has been carried out in accordance with the established program and conduct further discussion on the results of the audit that has been carried out. Internal Audit's annual work plan is also part of the Audit Committee's assessment of the effectiveness of internal audit in the Company;
4. Involve independent parties outside the Audit Committee members as needed to assist in carrying out their duties (if needed);
5. Perform other authorities granted by the Board of Commissioners.

Penyelenggaraan Rapat

Berdasarkan Piagam Komite Audit, Komite Audit harus mengadakan rapat sekurang-kurangnya 12 (dua belas) kali selama setahun, dan harus dilakukan setidaknya 3 (tiga) hari sebelum rapat Dewan Komisaris. Berikut adalah rekapitulasi rapat Komite Audit sepanjang tahun 2025:

Meetings

Based on the Audit Committee Charter, the Audit Committee shall hold at least 12 (twelve) meetings per year, and these shall be held at least 3 (three) days before the Board of Commissioners meeting. The following is a summary of the Audit Committee meetings throughout 2025:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Tingkat Kehadiran (%) Percentage of Advantage
Joseph F.P. Luhukay	Ketua Chairman	10	9	90,0%
Keri Lestari	Anggota Member	10	8	80,0%
Sigid Moerkardjono	Anggota Member	10	8	80,0%

Agenda Rapat

Secara umum, rapat Komite Audit selama tahun 2025 membahas dan menelaah hal-hal berikut ini:

1. *Company Highlight* dan *Financial Results*;
2. Hasil audit eksternal tahun buku 2024 dan tanggapan manajemen atas temuan tersebut;
3. Hasil temuan internal audit bulan-bulan sebelumnya;
4. Laporan Tahunan dan Laporan Keuangan Tahunan Perseroan Tahun Buku 2024;
5. Kepatuhan Perseroan terhadap peraturan perundang-undangan yang berlaku,
6. Laporan keuangan triwulanan;
7. Efektivitas sistem pengendalian internal dan upaya peningkatan tata kelola perusahaan;
8. Pembaruan dan perkembangan terkini dari Unit Audit Internal;
9. Pelaksanaan tindak lanjut atas temuan audit internal dan eksternal;
10. Pelaksanaan manajemen risiko oleh Direksi (dilakukan bersama Komite Manajemen Risiko);
11. Evaluasi penggunaan jasa audit eksternal (KAP tahun buku 2024);

Meeting Agenda

In general, the Audit Committee meetings throughout 2025 discussed and reviewed the following matters:

1. Company highlights and financial results;
2. External audit results for the 2024 financial year and management's responses to the findings;
3. Internal audit findings from previous months;
4. The Company's Annual Report and Annual Financial Statements for the 2024 financial year;
5. The Company's compliance with applicable laws and regulations;
6. Quarterly financial statements;
7. The effectiveness of internal control systems and efforts to enhance corporate governance;
8. Updates and recent developments from the Internal Audit Unit;
9. Follow-up actions on internal and external audit findings;
10. Implementation of risk management by the Board of Directors (conducted jointly with the Risk Management Committee);
11. Evaluation of the use of external audit services (Public Accounting Firm for the 2024 financial year);

12. Rekomendasi kepada Dewan Komisaris mengenai penunjukan AP dan KAP untuk tahun buku 2025;
13. Rencana kerja dan ruang lingkup audit eksternal untuk laporan keuangan tahun buku 2025; dan
14. Rencana kerja Komite Audit untuk tahun buku 2026.

Pelatihan

Sepanjang tahun 2025, anggota Komite Audit aktif mengembangkan keahlian dan kompetensinya secara mandiri dan berkelanjutan.

Pelaksanaan Tugas di Tahun 2025

Sepanjang tahun 2025, Komite Audit telah melaksanakan tugas dan tanggung jawabnya sebagai berikut:

1. Meninjau dan mengkaji hasil audit yang dilakukan oleh internal audit.
2. Meninjau dan menganalisis tindakan yang diambil Perseroan untuk mengidentifikasi dan mengendalikan risiko keuangan dan bisnis.
3. Meninjau dan menganalisis rencana, kemajuan, dan hasil kegiatan yang dilakukan oleh auditor eksternal Perseroan.
4. Memberikan pendapat independen dalam hal perselisihan antara manajemen Perseroan dan auditor eksternal untuk layanan yang diberikan.
5. Meninjau objektivitas dan independensi auditor eksternal Perseroan.
6. Mengawasi tindak lanjut oleh Direksi sehubungan dengan temuan dan rekomendasi dari auditor eksternal.

Secara keseluruhan, Komite Audit telah melakukan tugas dan tanggung jawabnya sesuai dengan POJK 55/2015 termasuk menelaah Laporan Keuangan dan Laporan Tahunan. Penelaahan ini dilakukan dalam rapat internal Komite Audit dan rapat bersama KAP. Komite Audit tidak mengalami kendala dan pembatasan dalam menjalankan wewenangnya serta dapat menjalankan tugasnya secara independen, tanpa intervensi dari pihak mana pun. Hal tersebut telah tercantum dalam Laporan Kegiatan Komite Audit Perseroan Tahun Buku 2025 dan telah disetujui melalui Surat Keputusan Sirkuler Dewan Komisaris Perseroan tentang Persetujuan Laporan Komite Perseroan Tahun Buku 2025.

Rekomendasi Komite Audit

Sepanjang tahun 2025, Komite Audit memberikan sejumlah rekomendasi kepada Dewan Komisaris sebagai berikut:

12. Recommendations to the Board of Commissioners regarding the appointment of the Public Accountant and Public Accounting Firm for the 2025 financial year;
13. Work plan and audit scope for the external audit of the 2025 financial statements; and
14. Audit Committee work plan for the 2026 financial year.

Training

Throughout 2025, members of the Audit Committee actively developed their expertise and competencies independently and sustainably.

Implementation of Duties in 2025

Throughout 2025, the Audit Committee carried out its duties and responsibilities in accordance with the Company's Audit Committee Charter as follows:

1. Review and assess the results of audits conducted by the internal audit.
2. Review and analyze the actions taken by the Company to identify and control financial and business risks.
3. Reviewing and analyzing the plan, progress and results of activities carried out by the Company's external auditors.
4. Provide an independent opinion in the event of a dispute between the Company's management and the external auditor for services rendered.
5. Review the objectivity and independence of the Company's external auditors.
6. Oversee the follow-up by the Board of Directors with respect to the findings and recommendations of the external auditors.

Overall, the Audit Committee has performed its duties and responsibilities in accordance with POJK 55/2015, including reviewing the Financial Statements and Annual Report. This review was conducted during internal Audit Committee meetings and joint meetings with the KAP. The Audit Committee did not encounter any obstacles or restrictions in exercising its authority and was able to perform its duties independently, without interference from any party. This is stated in the Company's Audit Committee Activity Report for the 2025 Financial Year and has been approved through a Circular Letter of the Company's Board of Commissioners regarding the Approval of the Company's Committee Report for the 2025 Financial Year.

Recommendations from the Audit Committee

Throughout 2025, the Audit Committee provided several recommendations to the Board of Commissioners as follows:

Terkait Laporan Keuangan

Komite Audit mengkaji laporan keuangan setiap kuartal sebelum dipublikasikan, meliputi kebijakan akuntansi, penilaian signifikan, asumsi yang mendasari laporan keuangan, serta pengungkapan informasi. Anggota manajemen hadir dalam rapat Komite Audit untuk memberikan penjelasan dan menjawab pertanyaan yang muncul. Semua rekomendasi Komite, beserta tindak lanjutnya, dibahas dan diteruskan kepada seluruh anggota Komite Audit.

Terkait Fungsi Audit Internal

Komite Audit mengkaji rencana audit Perseroan untuk tahun berjalan, termasuk pembaruan laporan interim dan laporan tahunan, serta menilai tanggapan dari manajemen. Komite juga mengevaluasi kinerja Unit Audit Internal dan menilai efektivitas fungsinya memadai. Selain itu, Komite Audit memberikan arahan kepada Audit Internal untuk meninjau pedoman dan prosedur yang berlaku, serta memastikan langkah-langkah mitigasi yang diperlukan dilaksanakan dengan baik.

Terkait Audit Laporan Keuangan Tahunan

Auditor eksternal dan akuntan publik independen Perseroan menyampaikan laporan rinci kepada Komite Audit mengenai ruang lingkup dan hasil audit tahunan. Laporan tersebut mencakup aspek audit dan akuntansi, tata kelola dan pengendalian, serta perkembangan akuntansi terkini. Komite Audit mengkaji, membahas, menyetujui, dan mengajukan pertanyaan terkait rencana audit dan laporan, termasuk evaluasi profil risiko pelaporan keuangan Perseroan. Selain itu, Komite Audit merekomendasikan agar Internal Audit menindaklanjuti *Management Letter* tahun sebelumnya sebagai dasar perbaikan untuk menghindari temuan serupa di masa mendatang.

Terkait Auditor Eksternal

Perseroan menyetujui pengangkatan kembali KAP Purwanto Susanti dan Surja, anggota jaringan Ernst & Young (sebelumnya bernama KAP Purwantono, Sungkoro dan Surja) sebagai auditor eksternal untuk mengaudit Laporan Keuangan Perseroan Tahun Buku 2025.

Terkait Manajemen Risiko

Dalam melaksanakan tanggung jawab pengawasan terkait manajemen risiko, pengendalian internal, dan laporan keuangan, Komite Audit secara rutin mengadakan pertemuan dengan anggota manajemen senior dan menilai berbagai keputusan penting telah diambil secara memadai. Komite Audit juga mengusulkan pembentukan fungsi pengendalian internal untuk mendukung Unit Audit Internal dalam menjalankan proses audit secara lebih efektif.

Financial Statements

The Audit Committee reviewed the quarterly financial statements prior to publication, including accounting policies, significant judgments, underlying assumptions, and information disclosures. Members of management attended Audit Committee meetings to provide explanations and respond to questions raised. All Committee recommendations, along with the corresponding follow-up actions, were discussed and communicated to all Audit Committee members.

Internal Audit Function

The Audit Committee reviewed the Company's audit plan for the year, including updates to interim and annual reports, and assessed management's responses. The Committee also evaluated the performance of the Internal Audit Unit and concluded that its functional effectiveness was adequate. In addition, the Audit Committee provided direction to Internal Audit to review applicable guidelines and procedures and ensure that necessary mitigation measures were properly implemented.

Annual Financial Statement Audit

The Company's external auditor and independent public accountant presented detailed reports to the Audit Committee regarding the scope and results of the annual audit. These reports covered audit and accounting matters, governance and control aspects, and recent accounting developments. The Audit Committee reviewed, discussed, approved, and raised inquiries related to the audit plans and reports, including the evaluation of the Company's financial reporting risk profile. The Audit Committee also recommended that Internal Audit follow up on the prior year's Management Letter as a basis for improvement to prevent similar findings in the future.

External Auditor

The Company approved the reappointment of Public Accounting Firm Purwanto Susanti dan Surja, a member of the Ernst & Young network (previously known as Purwantono, Sungkoro & Surja), as the external auditor to audit the Company's Financial Statements for the 2025 financial year.

Risk Management

In carrying out its oversight responsibilities related to risk management, internal control, and financial reporting, the Audit Committee routinely held meetings with senior management and assessed that key decisions had been appropriately made. The Audit Committee also proposed the establishment of an internal control function to support the Internal Audit Unit in conducting audit processes more effectively.

KOMITE NOMINASI DAN REMUNERASI

Mengacu pada POJK No. 34/POJK.04/2014 ("POJK 34/2014") tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik, Dewan Komisaris membentuk Komite Nominasi dan Remunerasi yang berperan untuk menominasikan kandidat anggota Dewan Komisaris dan Direksi, termasuk menetapkan kriteria dan melaksanakan *fit and proper test*, mengevaluasi kinerja Dewan Komisaris dan Direksi, dan merekomendasikan besaran remunerasi bagi Dewan Komisaris dan Direksi. Dewan Komisaris menunjuk dan memberhentikan Komite Nominasi dan Remunerasi. Pembentukan Komite Nominasi dan Remunerasi tertuang dalam Surat Keputusan Dewan Komisaris No. 009/SK-Dekom/IV/2021 tanggal 8 April 2021.

Piagam Komite Nominasi dan Remunerasi

Dalam menjalankan tugas, wewenang dan tanggung jawabnya, Komite Nominasi dan Remunerasi berpedoman pada Piagam Komite Nominasi dan Remunerasi yang disusun pada 18 Agustus 2016. Informasi lebih lengkap mengenai Piagam Komite Nominasi dan Remunerasi telah tersedia dalam situs web Perseroan.

Komposisi Keanggotaan

Sesuai dengan POJK 34/2014, Komite Nominasi dan Remunerasi beranggotakan setidaknya 3 (tiga) orang yang berasal dari Komisaris Independen, pihak eksternal, atau pihak yang menduduki jabatan manajerial di bawah Direksi yang membawahi bidang SDM. Per 31 Desember 2025, komposisi Komite Nominasi dan Remunerasi terdiri dari 4 (empat) anggota Dewan Komisaris dengan detail sebagai berikut:

NOMINATION AND REMUNERATION COMMITTEE

With reference to POJK No. 34/POJK.04/2014 ("POJK 34/2014") concerning the Nomination and Remuneration Committee of Issuers or Public Companies, The Board of Commissioners established a Nomination and Remuneration Committee whose role is to nominate candidates for the Board of Commissioners and Board of Directors, including determining criteria and conducting fit and proper tests, evaluating the performance of the Board of Commissioners and Board of Directors, and recommending the amount of remuneration for the Board of Commissioners and Board of Directors. The Board of Commissioners appoints and dismisses the Nomination and Remuneration Committee. The establishment of the Nomination and Remuneration Committee is stipulated in Board of Commissioners Decree No. 009/SK-Dekom/IV/2021 dated April 8, 2021.

Nomination and Remuneration Committee's Charter

In carrying out its duties, authorities, and responsibilities, the Nomination and Remuneration Committee is guided by the Nomination and Remuneration Committee Charter prepared on August 18, 2016. Further information on the Nomination and Remuneration Committee Charter can be found on the Company's website.

Membership Composition

In accordance with POJK 34/2014, the Nomination and Remuneration Committee consists of at least 3 (three) members who are Independent Commissioners, external parties, or parties who hold managerial positions under the Board of Directors in charge of human resources. As of December 31, 2025, the composition of the Nomination and Remuneration Committee consists of 4 (four) members of the Board of Commissioners with the following details:

Nama Name	Jabatan Position	Rangkap Jabatan Concurrent Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period
Keri Lestari	Ketua Chairwoman	Komisaris Independen Independent Commissioner	Surat Keputusan Dewan Komisaris No. 009/SK-Dekom/IV/2021 tanggal 8 April 2021 Board of Commissioners Decree No. 009/SK-Dekom/IV/2021 dated April 8, 2021	2021–2026 (5 tahun | years)	Pertama | First
Andi Widjaja	Anggota Member	Komisaris Utama President Commissioner			Kedua | Second
Gunawan Prawiro Soeharto	Anggota Member	Komisaris Commissioner			Kedua | Second
Endang Wahjuningtyas Hoyaranda	Anggota Member	Komisaris Commissioner			Kedua | Second

KERI LESTARI
Ketua

Beliau juga merupakan Komisaris Independen Perseroan. Oleh sebab itu, profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

Chairwoman

She is also an Independent Commissioner of the Company. Therefore, his complete profile can be found in the Company Profile chapter, sub-chapter Board of Commissioners Profile in this Annual Report.

ANDI WIDJAJA
Anggota

Beliau juga merupakan Komisaris Utama Perseroan. Oleh sebab itu, profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

Member

He is also the President Commissioner of the Company. Therefore, his complete profile can be found in the Company Profile chapter, sub-chapter Board of Commissioners Profile in this Annual Report.

GUNAWAN PRAWIRO SOEHARTO
Anggota

Beliau juga merupakan Komisaris Perseroan. Oleh sebab itu, profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

Member

He is also a Commissioner of the Company. Therefore, his complete profile can be found in the Company Profile chapter, sub-chapter Board of Commissioners Profile in this Annual Report.

ENDANG WAHJUNINGTYAS HOYARANDA
Anggota

Beliau juga merupakan Komisaris Perseroan. Oleh sebab itu, profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

Member

She is also a Commissioner of the Company. Therefore, his complete profile can be found in the Company Profile chapter, sub-chapter Profile of the Board of Commissioners in this Annual Report.

Pernyataan Independensi

Untuk menjamin independensi dan objektivitasnya, seluruh anggota Komite Nominasi dan Remunerasi dipilih sesuai dengan kompetensi dan keahliannya, serta telah memenuhi syarat yang ditetapkan dalam POJK 34/2014. Seluruh anggota Komite Nominasi dan Remunerasi telah menandatangani Surat Pernyataan Independensi Komite Nominasi dan Remunerasi dan mendeklarasikan bahwa mereka telah dan akan terus:

1. Bersikap independen dan melakukan penilaian secara profesional dalam mendampingi Dewan Komisaris untuk melaksanakan peran pengawasannya demi kebaikan Perusahaan.
2. Menunjukkan independensi dalam menjalankan perannya sesuai yang ditetapkan pada peraturan yang berlaku dan Piagam Komite Nominasi dan Remunerasi.

Independency Statement

To ensure the Nomination and Remuneration Committee's independence and objectivity, all members are selected based on their competence and expertise, and have met the requirements outlined in POJK 34/2014. All Nomination and Remuneration Committee members have signed the Nomination and Remuneration Committee's Statement of Independence and declare that they have been and will continue to be:

1. Independent and exercise professional judgment in assisting the Board of Commissioners to carry out its supervisory role for the good of the Company.
2. Demonstrate independence in carrying out its role in accordance with the applicable regulations and the Nomination and Remuneration Committee Charter.

Tugas dan Tanggung Jawab

Komite Nominasi dan Remunerasi memiliki tugas dan tanggung jawab sebagai berikut:

1. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi.
2. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris.

Duties and Responsibilities

The Nomination and Remuneration Committee has the duties and responsibilities as follows:

1. 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.
2. Provide recommendations to the Board of Commissioners regarding programs of capacity building for members of the Board of Directors and/or members of the Board of Comissioners.

3. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.
4. Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian Remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris.

3. Propose candidates who qualify as members of the Board of Directors and/or members of the Board of Commissioners to the Board of Commissioners to be submitted to the GMS.
4. Assist the Board of Commissioners in evaluating performance with the suitability of remuneration received by each member of the Board of Directors and / or members of the Board of Commissioners.

Penyelenggaraan Rapat

Rapat Komite Nominasi dan Remunerasi wajib diselenggarakan secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan. Berikut adalah rekapitulasi rapat Komite Nominasi dan Remunerasi sepanjang tahun 2025:

Meetings

Nomination and Remuneration Committee meetings shall be held periodically, at least 1 (once) every 4 (four) months. The following is a summary of Nomination and Remuneration Committee meetings throughout 2025:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Tingkat Kehadiran (%) Percentage of Advantage
Keri Lestari	Ketua Chairwoman	4	3	75,0%
Andi Widjaja	Anggota Member	4	4	100,0%
Gunawan Prawiro Soeharto	Anggota Member	4	4	100,0%
Endang Wahjuningtyas Hoyaranda	Anggota Member	4	4	100,0%

Agenda Rapat

Secara umum, rapat Komite Nominasi dan Remunerasi membahas dan menelaah hal-hal berikut ini:

1. Program pengembangan kemampuan anggota Direksi dan Dewan Komisaris;
2. Struktur dan kebijakan remunerasi sebagai dasar evaluasi kinerja dan pemberian kompensasi;
3. Usulan calon dan komposisi anggota Direksi dan Dewan Komisaris yang memenuhi syarat kepada Dewan Komisaris untuk disampaikan kepada RUPS selanjutnya;
4. Evaluasi kinerja anggota Direksi dan Dewan Komisaris berdasarkan tolok ukur yang telah disusun;
5. Rekomendasi terkait struktur remunerasi dan kebijakan remunerasi berdasarkan hasil evaluasi kinerja;
6. Rekomendasi mengenai besaran remunerasi anggota Direksi dan Dewan Komisaris serta kebijakan remunerasi yang akan diterapkan tahun depan;
7. Penilaian akhir kinerja anggota Direksi dan Dewan Komisaris dan memastikan kesesuaian remunerasi yang diterima;
8. Program pengembangan kemampuan anggota Direksi dan Dewan Komisaris untuk tahun depan; dan

Meeting Agenda

In general, the meetings of the Nomination and Remuneration Committee discussed and reviewed the following matters:

1. Development programs for members of the Board of Directors and Board of Commissioners;
2. Remuneration structure and policy as the basis for performance evaluation and compensation;
3. Proposals for candidates and the composition of members of the Board of Directors and Board of Commissioners who meet the requirements to be submitted by the Board of Commissioners to the next GMS;
4. Performance evaluation of members of the Board of Directors and Board of Commissioners based on predetermined benchmarks;
5. Recommendations related to the remuneration structure and remuneration policy based on performance evaluation results;
6. Recommendations regarding the amount of remuneration for members of the Board of Directors and Board of Commissioners and the remuneration policy to be applied next year;
7. Final performance assessment of members of the Board of Directors and Board of Commissioners and ensuring the appropriateness of the remuneration received;
8. Development programs for members of the Board of Directors and Board of Commissioners for the following year; and

9. Struktur dan kebijakan remunerasi sebagai dasar evaluasi kinerja dan pemberian kompensasi.

Pelatihan

Seluruh anggota Komite Nominasi dan Remunerasi merupakan anggota Dewan Komisaris. Oleh sebab itu, informasi ini telah tersedia pada bab Tata Kelola Perusahaan, sub-bab Pelatihan Dewan Komisaris dalam Laporan Tahunan ini.

Pelaksanaan Tugas di Tahun 2025

Selama 2025, Komite Nominasi dan Remunerasi telah melakukan tugas dan tanggung jawabnya, antara lain:

1. Meninjau dan memberikan rekomendasi atas remunerasi Dewan Komisaris dan Direksi, dengan mempertimbangkan tugas, tanggung jawab, dan kinerja tahun berjalan.
2. Mengajukan rekomendasi tersebut kepada Dewan Komisaris dan pemegang saham untuk disetujui dalam RUPST.

9. Remuneration structure and policy are the basis for performance evaluation and compensation.

Training

All members of the Nomination and Remuneration Committee are members of the Board of Commissioners. Therefore, this information is available in the Corporate Governance chapter, sub-chapter Board of Commissioners Training in this Annual Report.

Implementation of Duties in 2025

During 2025, the Nomination and Remuneration Committee conducted activities in accordance with its duties and responsibilities, including:

1. Review and provide recommendations on the remuneration of the Board of Commissioners and the Board of Directors, taking into account the duties, responsibilities, and performance for the year.
2. Submitted the recommendation to the Board of Commissioners and Shareholders for approval at the AGMS.

KOMITE MANAJEMEN RISIKO

Untuk mendukung pelaksanaan tata kelola perusahaan yang efektif, Dewan Komisaris membentuk Komite Manajemen Risiko yang berfungsi secara terpisah untuk membantu pelaksanaan tugasnya dalam mengidentifikasi, menilai, dan mengelola berbagai risiko yang mungkin dihadapi Perseroan. Komite ini bertanggung jawab untuk memastikan implementasi strategi mitigasi risiko secara tepat waktu, menjaga keberlanjutan operasional, serta meningkatkan kualitas pengambilan keputusan di seluruh tingkatan manajemen. Selain itu, Komite Manajemen Risiko secara berkala meninjau kebijakan dan prosedur terkait risiko, serta memberikan rekomendasi perbaikan untuk mendukung pencapaian tujuan strategis Perseroan.

Piagam Komite Manajemen Risiko

Dalam menjalankan tugas, wewenang dan tanggung jawabnya, Komite Manajemen Risiko berpedoman pada Piagam Komite Manajemen Risiko. Informasi lebih lengkap mengenai Piagam Komite Manajemen Risiko telah tersedia dalam situs web Perseroan.

Komposisi Keanggotaan

Komposisi Komite Manajemen Risiko per 31 Desember 2025 adalah sebagai berikut:

RISK MANAGEMENT COMMITTEE

To support the implementation of effective corporate governance, the Board of Commissioners established the Risk Management Committee, which functions separately to assist in carrying out its duties in identifying, assessing, and managing various risks that may be faced by the Company. This Committee is responsible for ensuring the timely implementation of risk mitigation strategies, maintaining operational sustainability, and improving the quality of decision-making at all levels of management. In addition, the Risk Management Committee periodically reviews policies and procedures related to risk and provides recommendations for improvements to support the achievement of the Company's strategic objectives.

Risk Management Committee Charter

In carrying out its duties, authorities, and responsibilities, the Risk Management Committee is guided by the Risk Management Policy, which can be accessed on the Company's website.

Membership Composition

The composition of the Risk Management Committee as of December 31, 2025 is as follows:

Nama Name	Jabatan Position	Rangkap Jabatan Concurrent Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office
Keri Lestari	Ketua Chairwoman	Komisaris Independen Independent Commissioner	Surat Keputusan Dewan Komisaris No. 003/SK-Dekom/X/2022 tanggal 18 Oktober 2022 Board of Commissioners Decree No. 003/SK-Dekom/X/2022 dated October 18, 2022	2022–2027 (5 tahun | years)
Joseph F.P. Luhukay	Anggota Member	Komisaris Independen Independent Commissioner		
Endang Wahjuningtyas Hoyaranda	Anggota Member	Komisaris Commissioner		

KERI LESTARI
Ketua

Beliau juga merupakan Komisaris Independen Perseroan. Oleh sebab itu, profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

JOSEPH F.P. LUHUKAY
Anggota

Beliau juga merupakan Komisaris Independen Perseroan. Oleh sebab itu, profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

ENDANG WAHJUNINGTYAS HOYARANDA
Anggota

Beliau juga merupakan Komisaris Perseroan. Oleh sebab itu, profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

Pernyataan Independensi

Untuk menjamin independensi dan objektivitasnya, seluruh anggota Komite Manajemen Risiko dipilih sesuai dengan kompetensi dan keahliannya, serta telah memenuhi syarat yang ditetapkan dalam Piagam Komite Manajemen Risiko. Seluruh anggota Komite Manajemen Risiko telah menandatangani Surat Pernyataan Independensi Komite Manajemen Risiko dan mendeklarasikan bahwa mereka telah dan akan terus:

1. Bersikap independen dan melakukan penilaian secara profesional dalam mendampingi Dewan Komisaris untuk melaksanakan peran pengawasannya demi kebaikan Perseroan.
2. Menunjukkan independensi dalam menjalankan perannya sesuai yang ditetapkan pada peraturan yang berlaku dan Piagam Komite Manajemen Risiko.

Tugas dan Tanggung Jawab

Komite Manajemen Risiko mengemban tugas dan tanggung jawab sebagai berikut:

1. Melakukan kajian atas permohonan persetujuan Direksi kepada Dewan Komisaris atas rencana aksi korporasi seperti investasi, rencana jangka panjang Perseroan, kontrak kerja sama operasional, pengelolaan aset.
2. Melakukan evaluasi kebijakan dan strategi manajemen risiko baik risiko operasional dan risiko pengembangan usaha Perseroan.
3. Memantau dan melakukan evaluasi terhadap penerapan manajemen risiko Perseroan dan mitigasi atas risiko yang dihadapi oleh Perseroan terutama risiko terkait rencana bisnis dan investasi Perseroan.
4. Melaporkan hasil pemantauan dan evaluasi penerapan manajemen risiko.
5. Memberikan rekomendasi atas hal-hal yang perlu mendapat perhatian Dewan Komisaris.

Chairwoman

She is also an Independent Commissioner of the Company. Therefore, his complete profile can be found in the Company Profile chapter, sub-chapter Board of Commissioners Profile in this Annual Report.

Member

He is also an Independent Commissioner of the Company. Therefore, his complete profile can be found in the Company Profile chapter, sub-chapter Profile of the Board of Commissioners in this Annual Report.

Member

She is also an Independent Commissioner of the Company. Therefore, his complete profile can be found in the Company Profile chapter, sub-chapter Profile of the Board of Commissioners in this Annual Report.

Independency Statement

To ensure its independence and objectivity, all members of the Risk Management Committee are selected based on their competencies and expertise, and have met the requirements set forth in the Risk Management Committee Charter. All members of the Risk Management Committee have signed the Risk Management Committee Independence Statement and declared that they have been and will continue to:

1. Maintain independence and conduct professional assessments in assisting the Board of Commissioners in carrying out its supervisory role in the best interest of the Company.
2. Demonstrate independence in performing their roles in accordance with applicable regulations and the Risk Management Committee Charter.

Duties and Responsibilities

The Risk Management Committee carries out the following duties and responsibilities:

1. Reviewing the request for approval from the Board of Directors to the Board of Commissioners regarding corporate action plans such as investment, long-term plans, operational cooperation contracts, asset management.
2. Evaluating risk management policies and strategies, both operational risks and business development risks of the Company.
3. Monitoring and evaluating the implementation of the Company's risk management and mitigation of risks faced by the Company, especially risks related to the Company's business and investment plans.
4. Reporting the results of monitoring and evaluation of the implementation of risk management.
5. Providing recommendations on matters that require the attention of the Board of Commissioners.

Penyelenggaraan Rapat

Berdasarkan Piagam Komite Manajemen Risiko, rapat Komite Manajemen Risiko wajib diselenggarakan secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan. Berikut adalah rekapitulasi rapat Komite Manajemen Risiko sepanjang tahun 2025:

Meetings

Based on the Risk Management Committee Charter, Risk Management Committee meetings shall be held periodically, at least 1 (once) every 4 (four) months. The following is a summary of Risk Management Committee meetings throughout 2025:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Tingkat Kehadiran (%) Percentage of Attendance (%)
Keri Lestari	Ketua Chairwoman	11	9	81,8%
Joseph F.P. Luhukay	Anggota Member	11	10	90,9%
Endang Wahjuningtyas Hoyaranda	Anggota Member	11	11	100,0%

Agenda Rapat

Secara umum, rapat Komite Manajemen Risiko membahas dan menelaah hal-hal berikut ini:

1. Penyusunan prioritas mitigasi risiko dan pembaruan profil risiko perusahaan terkait tantangan dan peluang terbaru.
2. Evaluasi kebijakan dan efektivitas manajemen risiko, serta langkah mitigasi risiko terkait investasi dan pengembangan usaha.
3. Pemantauan penerapan manajemen risiko terhadap rencana aksi korporasi, termasuk investasi jangka panjang dan pengelolaan aset.
4. Kajian atas rencana kerja operasional dan strategi pengelolaan risiko dalam pengembangan usaha.
5. Evaluasi akhir tahun dan rekomendasi pembaruan kebijakan manajemen risiko untuk tahun mendatang.

Meeting Agenda

In general, the meetings of the Risk Management Committee discussed and reviewed the following matters:

1. The formulation of risk mitigation priorities and updates of the company's risk profile in light of the latest challenges and opportunities.
2. Evaluation of risk management policies and effectiveness, as well as risk mitigation measures related to investment and business development.
3. Risk management monitoring in corporate action plans, including long-term investment and asset management.
4. Review of operational work plans and risk management strategies for business expansion.
5. Year-end evaluation and recommendations for updating risk management policies for the coming year.

Pelatihan

Seluruh anggota Komite Manajemen Risiko merupakan anggota Dewan Komisaris. Oleh sebab itu, informasi ini telah tersedia pada bab Tata Kelola Perusahaan, sub-bab Pelatihan Dewan Komisaris dalam Laporan Tahunan ini.

Training

All members of the Risk Management Committee are members of the Board of Commissioners. Therefore, this information is available in the Corporate Governance chapter, sub-chapter Board of Commissioners Training in this Annual Report.

Pelaksanaan Tugas di Tahun 2025

Sepanjang 2025, Komite Manajemen Risiko aktif mengidentifikasi serta mengevaluasi efektivitas dan konsistensi penerapan manajemen risiko Perseroan untuk mengantisipasi dan memitigasi berbagai risiko operasional. Seluruh risiko senantiasa dipantau secara berkala, dan langkah-langkah penanganan yang tepat diterapkan. Hasil evaluasi tersebut dijadikan dasar penyusunan rekomendasi untuk meningkatkan kualitas manajemen risiko di masa mendatang.

Task Implementation in 2025

Throughout 2025, the Risk Management Committee actively identified and evaluated the effectiveness and consistency of the Company's risk management implementation to anticipate and mitigate various operational risks. All risks were monitored regularly, and appropriate measures were taken. The results of the evaluation are used as a basis for preparing recommendations to improve the quality of risk management in the future.

KOMITE TATA KELOLA PERUSAHAAN

Dewan Komisaris membentuk Komite Tata Kelola Perusahaan sebagai bagian dari upaya memperkuat praktik GCG. Komite ini berperan membantu Dewan Komisaris dalam melaksanakan pengawasan secara menyeluruh terhadap penerapan prinsip-prinsip GCG di seluruh aspek operasional Perseroan. Komite Tata Kelola Perusahaan bertugas untuk mengevaluasi kepatuhan terhadap kebijakan dan prosedur GCG, pemantauan implementasi pedoman internal, serta memberikan rekomendasi untuk perbaikan berkelanjutan.

Piagam Komite Tata Kelola Perusahaan

Dalam menjalankan tugas, wewenang dan tanggung jawabnya, Komite Tata Kelola Perusahaan berpedoman pada Piagam Komite Tata Kelola Perusahaan. Informasi lebih lengkap mengenai Piagam Komite Tata Kelola Perusahaan telah tersedia dalam situs web Perseroan.

Komposisi Keanggotaan

Komposisi Komite Tata Kelola Perusahaan per 31 Desember 2025 adalah sebagai berikut:

CORPORATE GOVERNANCE COMMITTEE

The Board of Commissioners established a Corporate Governance Committee as part of its efforts to strengthen GCG practices. This committee assists the Board of Commissioners in conducting comprehensive supervision of the implementation of GCG principles in all aspects of the Company's operations. The Corporate Governance Committee is tasked with evaluating compliance with GCG policies and procedures, monitoring the implementation of internal guidelines, and providing recommendations for continuous improvement.

Corporate Governance Committee Charter

In discharging its duties, authorities, and responsibilities, the Corporate Governance Committee is guided by the Corporate Governance Committee Charter made available on the Company's website.

Membership Composition

The composition of the Risk Management Committee as of December 31, 2025 is as follows

Nama Name	Jabatan Position	Rangkap Jabatan Concurrent Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office
Endang Wahjuningtyas Hoyaranda	Ketua Chairwoman	Komisaris Commissioner	Surat Keputusan Dewan Komisaris No. 003/SK-Dekom/X/2022 tanggal 18 Oktober 2022 Board of Commissioners Decree No. 003/SK-Dekom/X/2022 dated October 18, 2022	2022–2027 (5 tahun | years)
Joseph F.P. Luhukay	Anggota Member	Komisaris Independen Independent Commissioner		
Keri Lestari	Anggota Member	Komisaris Independen Independent Commissioner		
Gunawan Prawiro Soeharto	Anggota Member	Komisaris Commissioner		

ENDANG WAHJUNINGTYAS HOYARANDA
Ketua

Beliau juga merupakan Komisaris Perseroan. Oleh sebab itu, profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

Chairwoman

She is also a Commissioner of the Company. Therefore, his complete profile can be found in the Company Profile chapter, sub-chapter Board of Commissioners Profile in this Annual Report.

JOSEPH F.P. LUHUKAY
Anggota

Beliau juga merupakan Komisaris Independen Perseroan. Oleh sebab itu, profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

Member

He is also a Commissioner of the Company. Therefore, his complete profile can be found in the Company Profile chapter, sub-chapter Board of Commissioners Profile in this Annual Report.

KERI LESTARI
Ketua

Beliau juga merupakan Komisaris Independen Perseroan. Oleh sebab itu, profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

Member

She is also a Commissioner of the Company. Therefore, his complete profile can be found in the Company Profile chapter, sub-chapter Board of Commissioners Profile in this Annual Report.

GUNAWAN PRAWIRO SOEHARTO
Anggota/Member

Beliau juga merupakan Komisaris Perseroan. Oleh sebab itu, profil lengkap beliau dapat dilihat pada bab Profil Perusahaan, sub-bab Profil Dewan Komisaris dalam Laporan Tahunan ini.

Member

He is also a Commissioner of the Company. Therefore, his complete profile can be found in the Company Profile chapter, sub-chapter Board of Commissioners Profile in this Annual Report.

Pernyataan Independensi

Untuk menjamin independensi dan objektivitasnya, seluruh anggota Komite Tata Kelola Perusahaan dipilih sesuai dengan kompetensi dan keahliannya, serta telah memenuhi syarat yang ditetapkan dalam Piagam Komite Tata Kelola Perusahaan. Seluruh anggota Komite Tata Kelola Perusahaan telah menandatangani Surat Pernyataan Independensi Komite Tata Kelola Perusahaan dan mendeklarasikan bahwa mereka telah dan akan terus:

1. Bersikap independen dan melakukan penilaian secara profesional dalam mendampingi Dewan Komisaris untuk melaksanakan peran pengawasannya demi kebaikan perusahaan.
2. Menunjukkan independensi dalam menjalankan perannya sesuai yang ditetapkan pada peraturan yang berlaku dan Piagam Komite Tata Kelola Perusahaan.

Independency Statement

To ensure its independence and objectivity, all members of the Corporate Governance Committee are selected based on their competence and expertise, and have met the requirements set forth in the Corporate Governance Committee Charter. All members of the Corporate Governance Committee have signed the Corporate Governance Committee Independence Statement and declared that they have and will continue to:

1. Be independent and make professional assessments in assisting the Board of Commissioners to carry out its supervisory role for the good of the company.
2. Demonstrate independence in performing their roles as stipulated in the applicable regulations and the Corporate Governance Committee Charter.

Tugas dan Tanggung Jawab

Komite Tata Kelola Perusahaan mengemban tugas dan tanggung jawab sebagai berikut:

1. Memantau pelaksanaan tata kelola perusahaan sesuai praktik GCG terbaik dan peraturan perundang-undangan yang berlaku.
2. Memberikan rekomendasi kepada Dewan Komisaris tentang penyempurnaan dan kelengkapan penerapan praktik GCG.
3. Mengkaji prinsip, pedoman, dan praktik-praktik terbaik pelaksanaan GCG untuk diterapkan di Perseroan.

Duties and Responsibilities

Corporate Governance Committee carries out duties and responsibilities as follows:

1. Monitoring the implementation of corporate governance in accordance with the provisions of the prevailing laws and regulations.
2. Providing recommendations to the Board of Commissioners regarding the improvement and completeness of GCG implementation.
3. Conducting studies on best practices in GCG implementation to be applied in the Company.

Penyelenggaraan Rapat

Berdasarkan Piagam Komite Tata Kelola Perusahaan, rapat Komite Tata Kelola Perusahaan wajib diselenggarakan secara berkala paling kurang setiap 2 (dua) bulan atau apabila dianggap perlu. Berikut adalah rekapitulasi rapat Komite Tata Kelola Perusahaan sepanjang tahun 2025:

Meetings

Based on the Corporate Governance Committee Charter, Corporate Governance Committee meetings shall be held periodically, at least every 2 (two) months, or as deemed necessary. The following is a summary of Corporate Governance Committee meetings throughout 2025:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Tingkat Kehadiran (%) Percentage of Attendance (%)
Endang Wahjuningtyas Hoyaranda	Ketua Chairwoman	7	7	100,0%
Joseph F.P. Luhukay	Anggota Member	7	7	100,0%
Keri Lestari	Anggota Member	7	5	71,4%
Gunawan Prawiro Soeharto	Anggota Member	7	7	100,0%

Agenda Rapat

Secara umum, rapat Komite Tata Kelola Perusahaan membahas dan menelaah hal-hal berikut ini:

1. Perkembangan berkala mengenai dokumen Perseroan terkait tata kelola perusahaan, termasuk Pedoman Perilaku Perseroan dan Kebijakan ESG.
2. Kepatuhan terhadap regulasi sektor layanan kesehatan, hukum Hak Asasi Manusia (HAM), dan perubahan regulasi terkait SDM/operasional.
3. Strategi SDM, kebijakan internal, dan pemantauan kinerja serta inisiatif keberlanjutan/ESG.
4. Evaluasi kepatuhan tata kelola dan hukum per semester serta dampak kebijakan tata kelola terhadap pengelolaan risiko operasional.
5. Rencana program kepatuhan tata kelola Perseroan tahun mendatang dan pemantauan kegiatan kepatuhan di tahun 2025.

Pelatihan

Seluruh anggota Komite Tata Kelola Perusahaan merupakan anggota Dewan Komisaris. Oleh sebab itu, informasi ini telah tersedia pada bab Tata Kelola Perusahaan, sub-bab Pelatihan Dewan Komisaris dalam Laporan Tahunan ini.

Pelaksanaan Tugas di Tahun 2025

Sepanjang tahun 2025, Komite Tata Kelola Perusahaan secara proaktif melaksanakan pengawasan dan peninjauan berkala terhadap pelaksanaan praktik GCG Perseroan. Selain itu, Komite Tata Kelola Perusahaan melakukan evaluasi komprehensif untuk mengidentifikasi area yang dapat diperbaiki, memberikan rekomendasi strategis guna meningkatkan transparansi, akuntabilitas, dan kepatuhan, serta memastikan prinsip-prinsip GCG diterapkan secara konsisten di seluruh tingkatan organisasi.

Meeting Agenda

In general, the meetings of the Corporate Governance Committee discussed and reviewed the following matters:

1. Periodic updates on the Company's governance-related documents, including the Company's Code of Conduct and ESG Policy.
2. Compliance with regulations in the healthcare sector, human rights, and regulatory changes related to HR/operations.
3. HR strategy, internal policies, and performance monitoring, as well as sustainability/ESG initiatives.
4. Semiannual evaluation of governance and legal compliance and the impact of governance policies on operational risk management.
5. The Company's governance compliance program plan for the coming year and monitoring of compliance activities in 2025.

Training

All members of the Corporate Governance Committee are members of the Board of Commissioners. Therefore, this information is available in the Corporate Governance chapter, under the Board of Commissioners Training subsection of this Annual Report.

Implementation of Duties in 2025

Throughout 2025, the Corporate Governance Committee proactively monitored and periodically reviewed the Company's GCG practices. In addition, the Corporate Governance Committee conducted comprehensive evaluations to identify areas for improvement, provide strategic recommendations to enhance transparency, accountability, and compliance, and ensure the consistent application of GCG principles at all levels of the organization.

Organ Tata Kelola di Bawah Direksi
Governance Bodies Under the Board of Directors

Pelaksanaan tugas dan tanggung jawab Direksi juga didukung oleh sejumlah organ tata kelola pendukung, seperti Sekretaris Perusahaan, Hubungan Investor, dan Unit Audit Internal.

SEKRETARIS PERUSAHAAN

Sesuai POJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik ("POJK 35/2014"), Sekretaris Perusahaan merupakan organ tata kelola pendukung yang berperan penting sebagai penghubung antara Perseroan, OJK dan BEI sebagai regulator, dan publik. Sekretaris Perusahaan diangkat dan bertanggung jawab langsung kepada Direktur Utama. Sekretaris Perusahaan membantu Direksi dalam memastikan kepatuhan Perseroan terhadap ketentuan perundang-undangan di bidang pasar modal, serta memberikan pelayanan kepada masyarakat atas setiap informasi yang dibutuhkan terkait Perseroan. Berdasarkan Surat Perseroan No. 014/PD/Ekstern/I/2017 tanggal 17 Januari 2017 perihal Perubahan Corporate Secretary, Perseroan mengangkat Marina Eka Amalia sebagai Sekretaris Perusahaan.

The implementation of the duties and responsibilities of the Board of Directors is also supported by a number of supporting governance organs, such as the Corporate Secretary, Investor Relations, and Internal Audit Unit.

CORPORATE SECRETARY

In accordance with OJK Regulation No. 35/POJK.04/2014 concerning Corporate Secretaries of Issuers or Public Companies ("POJK 35/2014"), the Corporate Secretary is a supporting governance organ that plays an important role as a liaison between the Company, OJK and IDX as regulators, and the public. The Corporate Secretary is appointed by and reports directly to the President Director. The Corporate Secretary assists the Board of Directors in ensuring the Company's compliance with laws and regulations in the capital market sector, as well as providing services to the public for any information required regarding the Company. Based on the Company Letter No. 014/PD/Ekstern/I/2017 dated January 17, 2017, regarding the Change of Corporate Secretary, the Company appointed Marina Eka Amalia as the Corporate Secretary.



Marina Eka Amalia

Sekretaris Perusahaan
Corporate Secretary

Usia Age	40 tahun 40 years old
Kewarganegaraan Citizenship	Indonesia Indonesian
Domisili Domicile	Jakarta
Dasar Hukum Pengangkatan Legal Basis of Appointment	Surat Perseroan No. 014/PD/Ekstern/I/2017 tanggal 17 Januari 2017 Company's Letter No. 014/PD/Ekstern/I/2017 dated January 17, 2017
Riwayat Pendidikan Education Background	Sarjana Hukum dari Fakultas Hukum Universitas Indonesia (2007) Magister Hukum dari Fakultas Hukum Universitas Indonesia (2023) Chief Financial Officer Development Program dari Singapore Management University (2025–sekarang) Bachelor of Laws from the Faculty of Law, Universitas Indonesia (2007) Master of Laws from the Faculty of Law, Universitas Indonesia (2023) Chief Financial Officer Development Program from Singapore Management University (2025–now)
Kualifikasi/Sertifikasi Qualification/Certification	Pendidikan Khusus Profesi Advokat (2010) Sertifikasi Profesi Advokat (2025) Advocate Special Professional Education (2010) Advocate Professional Certification (2025)
Riwayat Karier Work Experience	AVP Legal & Investor Relation, Corporate Secretary, Data Protection Officer Perseroan (2024–Sekarang) AVP Legal & Corporate Secretary Perseroan (2022–2024) Legal Head & Corporate Secretary Perseroan (2017–2022) Legal Manager Prodia Group Companies (2014–2016) Internal Legal Consultant pada PT Hutama Karya (Persero) (2013–2014) Senior Legal Officer pada PT Berlian Laju Tanker Tbk (2009–2012) Legal Supervisor PT Mahaputra Adi Nusa (2008–2009) Assistant Lawyer Malaming, Imanuddin & Partners (2007) AVP Legal & Investor Relation, Corporate Secretary, Data Protection Officer of the Company (2024–now) AVP Legal & Corporate Secretary of the Company (2022–2024) Legal Head & Corporate Secretary of the Company (2017–2022) Legal Manager Prodia Group Companies (2014–2016) Internal Legal Consultant at PT Hutama Karya (Persero) (2013–2014) Senior Legal Officer at PT Berlian Laju Tanker Tbk (2009–2012) Legal Supervisor at PT Mahaputra Adi Nusa (2008–2009) Assistant Lawyer of Malaming, Imanuddin & Partners (2007)
Rangkap Jabatan per 31 Desember 2025 Concurrent Positions as at December 31, 2025	Beliau merupakan AVP Legal, Investor Relation & Corporate Secretary Perseroan. Beliau saat ini juga menjabat sebagai Pejabat Pelindungan Data Pribadi di Perseroan dan PT Prodia Digital Indonesia, Anggota Dewan Pengurus di Prodia Education and Research Institute (PERI), serta Head of Communication pada Indonesian Corporate Counsel Association (2024–2028) She is AVP Legal, Investor Relations & Corporate Secretary of the Company. She currently also holds the position as Personal Data Protection Officer at the Company and PT Prodia Digital Indonesia, Board Member Management at Prodia Education and Research Institute (PERI), as well as Head of Communication at the Indonesian Corporate Counsel Association (2024–2028)

Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Sekretaris Perusahaan memegang peran penting dalam mendukung Dewan Komisaris dan Direksi dalam menjalankan tugas dan tanggung jawabnya, di antaranya adalah:

Duties and Responsibilities

The duties and responsibilities of the Corporate Secretary play an important role in supporting the Board of Commissioners and Directors in carrying out their duties and responsibilities, including:

1. Mengelola informasi yang tepat, akurat, dan objektif bagi perusahaan dan pemangku kepentingan serta menjadi penghubung antara perusahaan, OJK, dan pemangku kepentingan lainnya untuk mengungkapkan informasi yang relevan dengan status Perseroan.
2. Memfasilitasi pencatatan dan penyimpanan notulensi rapat pemegang saham dan rapat Dewan, serta mengirimkan semua laporan yang disyaratkan kepada otoritas yang relevan.
3. Mengikuti perkembangan tentang peraturan perundang-undangan yang berlaku yang berkaitan dengan pasar modal, GCG, dan industri layanan kesehatan.
4. Memantau dan memberi masukan kepada Direksi untuk mematuhi ketentuan dan peraturan yang berlaku.
5. Mengelola administrasi kesekretariatan atau korespondensi Direksi kepada pihak-pihak yang berkepentingan termasuk OJK dan BEI serta pihak terkait lainnya.
6. Memastikan kelancaran komunikasi antara Perseroan dan pemangku kepentingan serta menjamin tersedianya informasi yang layak diakses oleh pemangku kepentingan.
7. Mewakili Perseroan untuk berpartisipasi dan terlibat dalam berbagai forum nasional dan internasional untuk kepentingan perusahaan.
8. Menjalin komunikasi dan hubungan kerja yang baik dengan pihak internal, eksternal, dan mitra kerja.
9. Melakukan koordinasi dengan unit kerja internal terkait dan pihak/lembaga eksternal dalam upaya memperlancar kegiatan korporasi dan meningkatkan tata kerja yang terkait dengan kegiatan Direksi, Dewan Komisaris, dan Komite Dewan Komisaris.
10. Mengelola dan mengembangkan citra positif Perseroan melalui pengembangan hubungan internal dan eksternal melalui kegiatan kehumasan.
11. Membuat dan menyampaikan laporan secara berkala kepada Direksi dan Komisaris atau sesuai permintaan.
12. Bertanggung jawab dalam mengelola dan melaksanakan aktivitas *Corporate Social Responsibility* (CSR), program kepedulian sosial, serta *sponsorship* korporasi untuk menjaga hubungan dengan seluruh pemangku kepentingan serta mengoordinasi pengelolaan implementasi fokus ESG Perseroan guna mewujudkan pertumbuhan yang berkelanjutan.
13. Bertanggung jawab untuk mengikuti pelatihan dalam bidang hukum, akuntansi, atau praktik kesekretariatan perusahaan, serta secara berkelanjutan mengikuti perkembangan regulasi dan ketentuan yang relevan.

1. Managing appropriate, accurate, and objective information for the Company and stakeholders as well as being a liaison between the Company, OJK, and other stakeholders regarding the disclosure of information that is relevant to the status of the Company.
2. Facilitate the recording and filing of minutes of shareholder meetings and Board meetings, and submit all required reports to the relevant authorities.
3. Keep abreast of the prevailing laws and regulations relating to the capital market, GCG and healthcare, monitor and provide input to the Board of Directors to comply with the provisions of the prevailing regulations and their implementing regulations.
4. Monitor and provide input to the Board of Directors to comply with applicable provisions and regulations.
5. Managing the secretarial administration or correspondence of the Board of Directors with interested parties including the OJK and the IDX as well as other related parties.
6. Ensure smooth communication between the Company and stakeholders and ensure the availability of information that can be accessed by stakeholders in accordance with reasonable needs.
7. Representing the Company to be active in various national and international forums for the benefit of the Company.
8. Establish good communication and working relationships with internal, external parties, and partners.
9. Coordinating with related internal work units and external parties/institutions in an effort to expedite corporate activities and improve work procedures related to the activities of the Board of Directors, Board of Commissioners and Committees under the Board of Commissioners Committee.
10. Manage and develop the Company's positive image through the development of internal and external relations through public relations activities.
11. Prepare and submit periodic reports to the Board of Directors and Commissioners or as requested.
12. Responsible for managing and implementing Corporate Social Responsibility (CSR) activities, social outreach programs, and corporate sponsorships to maintain relationships with all stakeholders, as well as coordinating the implementation of the Company's ESG focus areas to support sustainable growth.
13. Responsible for participating in training related to law, accounting, or corporate secretarial practices, and for continuously keeping abreast of relevant regulatory and compliance developments.

Pelatihan dan Sosialisasi Peraturan yang Diikuti
Training and Socialization of Regulations

Tanggal Pelatihan Date of Training	Nama Pelatihan Name of Training	Penyelenggara Organizer
22 Januari 2025 January 22, 2025	Pendalaman POJK No. 29/POJK.04/2016 & POJK No. 51/POJK.03/2017 Elaboration of POJK No. 29/POJK.04/2016 & POJK No. 51/POJK.03/2017	ICSA
23 Januari 2025 January 23, 2025	POJK Nomor 15 Tahun 2022 & POJK Nomor 29 Tahun 2023: Terkait Aksi Korporasi POJK No. 15 of 2022 & POJK No. 29 of 2023: Related to Corporate Actions	AEI
6 Februari 2025 February 6, 2025	Sosialisasi POJK Nomor 45 Tahun 2024 tentang Pengembangan dan Penguatan Emiten dan Perusahaan Publik Socialization of POJK No. 45 of 2024 concerning the Development and Strengthening of Issuers and Public Companies	OJK
24 Februari 2025 February 24, 2025	ESG Disclosure: Peran Corporate Secretary dalam Penyampaian ESG Metrics melalui SPE-IDXnet ESG Disclosure: The Role of Corporate Secretaries in Reporting ESG Metrics through SPE-IDXnet	ICSA
13 Maret 2025 March 13, 2025	Peran Perusahaan Publik dalam Keuangan Berkelanjutan: Memahami Taksonomi Versi 2 The Role of Public Companies in Sustainable Finance: Understanding Taxonomy Version 2	ICSA
15 Mei 2024 May 15, 2025	Pendalaman Peraturan OJK No. 29 Tahun 2023 tentang Pembelian Kembali Saham yang dikeluarkan Oleh Perusahaan In-depth Discussion of OJK Regulation No. 29 of 2023 concerning the Repurchase of Shares Issued by Companies	ICSA
28 Mei 2025 May 28, 2025	Kesiapan Perusahaan dalam Menghadapi Volatilitas Pasar Global: Perspektif Investor Relations dan Corporate Company Readiness in Facing Global Market Volatility: Investor Relations and Corporate Perspectives	ICSA
17 Juni 2025 June 17, 2025	Peraturan Otoritas Jasa Keuangan No. 14 Tahun 2019 tentang Perubahan atas POJK No 32 Tahun 2015 tentang Penambahan Modal Perusahaan Terbuka dengan Memberikan Hak Memesan Efek Terlebih Dahulu Financial Services Authority Regulation No. 14 of 2019 concerning Amendments to POJK No. 32 of 2015 concerning Capital Increases of Public Companies by Granting Preemptive Rights	ICSA
19 Juni 2025 June 19, 2025	Digital Governance: Automating Compliance and Disclosure with AI Tools	ICSA
22 Juli 2025 July 22, 2025	Embracing Diversity, Equality, Inclusion in the Workplace	ICSA
29 Juli 2025 July 29, 2025	Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka Reports on Ownership or Any Changes in Ownership of Shares in Public Companies and Reports on Activities Securing Shares in Public Companies	ICSA
19 September 2025 September 19, 2025	IFRS S2 Governance: The Strategic Role of ESG Committees	ESG Talk & Center for Environmental, Social, and Governance Studies (CESGS) Universitas Airlangga
19 September 2025 September 19, 2025	Webinar Tax for Non-Tax: Peran Corporate Secretary dalam Kewajiban Pajak Emiten, M&A, dan Transaksi Saham Webinar Tax for Non-Tax: The Role of Corporate Secretaries in Issuers' Tax Obligations, M&A, and Stock Transactions	ICSA
30 September 2025 September 30, 2025	Pelaksanaan Rapat Umum Pemegang Saham, Rapat Umum Pemegang Obligasi, dan Rapat Umum Pemegang Sukuk secara Elektronik Conducting Electronic General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukuk Holders	ICSA

Tanggal Pelatihan Date of Training	Nama Pelatihan Name of Training	Penyelenggara Organizer
14 Oktober 2025 October 14, 2025	Dematerialisasi Efek Bersifat Ekuitas dan Pengelolaan Aset yang tidak Diklaim di Pasar Modal Dematerialization of Equity Securities and Management of Unclaimed Assets in the Capital Market	ICSA
20 November 2025 November 20, 2025	Media Handling 4.0: Peran Corporate Secretary dalam Era AI dan Reputasi Digital Media Handling 4.0: The Role of Corporate Secretaries in the Era of AI and Digital Reputation	ICSA
21–22 November 2025 November 21–22, 2025	Pelaporan Keberlanjutan: Standar dan Implementasi Pembaruan Terkini Standar International Sustainability Standards Board (ISSB) Sustainability Reporting: Standards and Implementation Latest Updates on International Sustainability Standards Board (ISSB) Standards	Ikatan Akuntan Indonesia (IAI) The Institute of Indonesia Chartered Accountants (IAI)

Pelaksanaan Tugas di Tahun 2025

Sepanjang 2025, Sekretaris Perusahaan telah melaksanakan tugas-tugas sebagai berikut:

1. Mengikuti perkembangan pasar modal, termasuk aktif mengikuti acara sosialisasi, seminar, ataupun lokakarya terkait pasar modal.
2. Menginformasikan kepada manajemen termasuk memberikan masukan/opini untuk mematuhi peraturan di bidang pasar modal serta implementasi ketentuan bursa efek, dan kepatuhan tata kelola lainnya.
3. Penyelenggaraan dan dokumentasi RUPST pada 28 April 2025.
4. Penyempurnaan penerapan kebijakan GCG yang berlaku dan implementasi praktik GCG terhadap ASEAN CG Scorecard.
5. Penyelenggaraan serta dokumentasi kegiatan rapat Dewan Komisaris dan Rapat Direksi.
6. Keterbukaan informasi kepada masyarakat, termasuk ketersediaan informasi pada Situs web Emiten atau Perusahaan Publik.
7. Penyampaian laporan kepada OJK secara tepat waktu.
8. Penyelenggaraan sarana komunikasi dan penyediaan *event* internal.
9. Mengelola program CSR, sponsorship, dan implementasi fokus ESG Perseroan untuk mendukung hubungan dengan pemangku kepentingan dan pertumbuhan berkelanjutan.

Implementation of Duties in 2025

Throughout 2025, the Corporate Secretary has carried out the following tasks:

1. Keeping abreast of developments in the capital market, including actively participating in capital market outreach events, seminars, and workshops.
2. Informing management and providing input/opinions to ensure compliance with capital market regulations, the implementation of stock exchange requirements, and other governance-related obligations.
3. Organizing and documenting the AGMS held on April 28, 2025.
4. Enhancing the implementation of applicable GCG policies and applying GCG practices in line with the ASEAN CG Scorecard.
5. Organizing and documenting meetings of the Board of Commissioners and Board of Directors.
6. Ensuring information disclosure to the public, including the availability of information on the Company's website as an Issuer or Public Company.
7. Submitting reports to the OJK in a timely manner.
8. Organizing communication channels and facilitating internal corporate events.
9. Managing the Company's CSR programs, sponsorships, and ESG focus implementation to support stakeholder relations and sustainable growth.

Keterbukaan Informasi dan Laporan Kepatuhan

Sekretaris Perusahaan senantiasa melakukan penyampaian keterbukaan informasi kepada publik dan laporan kepatuhan kepada regulator sebagai bentuk pemenuhan kewajiban Perseroan. Selama tahun 2025, Perseroan telah menyampaikan 87 surat kepada regulator yang secara garis besar meliputi:

1. Laporan Bulanan Registrasi Pemegang Efek;
2. Laporan terkait RUPS;
3. Laporan Tahunan;
4. Laporan Keberlanjutan;

Information Disclosure and Compliance Reports

The Corporate Secretary consistently provides information transparency to the public and compliance reports to regulators as a form of the Company's obligation fulfillment. In 2025, the Company submitted 87 letters to regulators, which broadly include:

1. Monthly Report on Securities Holder Registration;
2. Reports related to the General Meeting of Shareholders (GMS);
3. Annual Report;
4. Sustainability Report;

5. Laporan Keuangan;
6. Laporan Fakta & Informasi Material;
7. Laporan Hasil Evaluasi Komite Audit atas Penggunaan Jasa Kantor Akuntan Publik;
8. Laporan Penunjukan Akuntan Publik (AP) dan/atau Kantor Akuntan Publik (KAP);
9. Laporan Paparan Publik;
10. Laporan Rencana dan Hasil atas Aksi Korporasi;
11. Laporan Transaksi Afiliasi;
12. Laporan keterbukaan informasi lainnya.

HUBUNGAN INVESTOR

Dalam rangka menerapkan prinsip keterbukaan dan transparansi terhadap informasi material, Perseroan membentuk fungsi Hubungan Investor sebagai bagian dari struktur organisasi. Fungsi ini bertanggung jawab menyediakan layanan informasi yang akurat dan membangun hubungan yang baik dengan pemangku kepentingan terkait investasi saham, termasuk pemegang saham, analis efek, manajer investasi, serta broker institusi dan ritel.

Fungsi Hubungan Investor senantiasa berupaya meningkatkan kualitas dan kuantitas informasi material yang disampaikan, baik yang bersifat operasional maupun finansial, kepada investor yang sudah ada maupun calon investor. Berdasarkan Surat No. 015/HC-TAA/i/II/2024 tertanggal 1 Februari 2024, Perseroan mengangkat Mella Melia sebagai Manajer Investor Relation.

5. Financial Statements;
6. Material Facts and Information Disclosure Report;
7. Report on the Audit Committee's Evaluation of the Use of Public Accounting Firm Services;
8. Report on the Appointment of a Public Accountant (AP) and/or Public Accounting Firm (KAP);
9. Public Expose Report;
10. Report on Plans and Outcomes of Corporate Actions;
11. Affiliated Transaction Report;
12. Other information disclosure report.

INVESTOR RELATION

To implement the principles of disclosure and transparency regarding material information, the Company has established an Investor Relations function within its organizational structure. This function is responsible for providing accurate information services and fostering constructive relationships with investment-related stakeholders, including shareholders, securities analysts, investment managers, as well as institutional and retail brokers.

The Investor Relations function continuously strives to enhance the quality and quantity of material information disclosed, whether operational or financial, to existing and potential investors. Based on Letter No. 015/HC-TAA/i/II/2024 dated February 1, 2024, the Company appointed Mella Melia as Investor Relations Manager.



Mella Melia

Manajer Investor Relation
Investor Relation Manager

Usia Age	33 tahun 33 years old
Kewarganegaraan Citizenship	Indonesia Indonesian
Domisili Domicile	Jakarta
Riwayat Pendidikan Education Background	• Sarjana Sosial jurusan Hubungan Internasional di Universitas Pelita Harapan, Indonesia (2010–2014) • Master jurusan International Economics di HWR Berlin: Hochschule für Wirtschaft und Recht Berlin, Jerman (2014–2016) • Bachelor of Social Science in International Relations at Universitas Pelita Harapan, Indonesia (2010–2014) • Master's degree in International Economics at HWR Berlin: Hochschule für Wirtschaft und Recht Berlin, Germany (2014–2016)
Riwayat Karier Work Experience	• Corporate Secretary Assistant Manager di PT Prodia Widyahusada Tbk (2022–2024) • Investor Relations and Corporate Secretary Officer at PT Ace Hardware Indonesia Tbk (2017–2022) • Corporate Secretary Assistant Manager at PT Prodia Widyahusada Tbk (2022–2024) • Investor Relations and Corporate Secretary Officer at PT Ace Hardware Indonesia Tbk (2017–2022)
Penghargaan Award	Rising Star Award from IR Impact & Award - South East Asia 2025
Sertifikasi Certificate	Financial Analyst Certification CFA Level 1 Preparatory Program from BINUS University 2025

Dalam kegiatan sehari-hari, Hubungan Investor melakukan pertemuan berkala dengan analis dan investor baik secara fisik dan *conference call*. Hubungan Investor juga aktif menghadiri forum-forum pertemuan investor dan roadshow, di dalam dan luar negeri. Selama tahun 2025, Hubungan Investor telah mengadakan sejumlah kegiatan sebagai berikut:

In its daily activities, Investor Relations conducts regular meetings with analysts and investors both physically and through conference calls. Investor Relations also actively attends investor meeting forums and roadshows, both at home and abroad. During 2025, Investor Relations did the following activities:

No.	Kegiatan Activities	Jumlah Total
1.	Roadshow dan Konferensi Roadshow and Conference	2
2.	Rapat dengan Analis Analyst Meetings	1
3.	One-on-One Meetings/Call	58
4.	Group Investor Meeting/Call	4
5.	Webinar terkait Investor Ritel Retail Investor Webinar	3
6.	Pelatihan Trainings	20
7.	Earning call	3
8.	Forum Media	1

Unit Audit Internal
Internal Audit Unit

Mengacu pada POJK No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal ("POJK 56/2015"), Unit Audit Internal merupakan organ tata kelola Perseroan yang bertanggung jawab memberikan keyakinan atas efektivitas pengendalian internal di seluruh lingkungan Perseroan. Unit ini melakukan evaluasi menyeluruh terhadap kegiatan operasional, pengelolaan keuangan, serta kepatuhan Perseroan terhadap kebijakan dan peraturan yang berlaku, sehingga memastikan operasional berjalan efektif. Selain itu, Unit Audit Internal juga bertugas memastikan tidak terjadi penyimpangan dari Prosedur Operasional Standar (*Standard Operating Procedure*).

Struktur dan Kedudukan

Sesuai Piagam Audit Internal, Unit Audit Internal dipimpin oleh seorang Kepala Audit Internal yang diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Komisaris. Secara struktural, Kepala Audit Internal bertanggung jawab kepada Direktur Utama dan mempunyai hubungan fungsional dengan Komite Audit.

Hingga 31 Desember 2025, Unit Audit Internal terdiri dari 12 (dua belas) orang Auditor dan dikepalai oleh seorang Kepala Audit Internal, yaitu Sri Paulani. Seluruh anggota Unit Audit Internal tidak diperbolehkan merangkap tugas dan tanggung jawab terkait pelaksanaan kegiatan operasional Perseroan.

Referring to POJK No. 56/POJK.04/2015 on the Establishment and Guidelines for the Preparation of the Internal Audit Unit Charter ("POJK 56/2015"), the Internal Audit Unit is the Company's corporate governance body responsible for providing assurance on the effectiveness of internal control throughout the Company's environment. This unit conducts comprehensive evaluations of operational activities, financial management, and the Company's compliance with applicable policies and regulations, thereby ensuring that operations are carried out effectively. In addition, the Internal Audit Unit is tasked with ensuring that there are no deviations from the established Standard Operating Procedures (SOPs).

Structure and Status of Internal Audit

As stated in the Internal Audit Charter, the Internal Audit Unit is led by a Head of Internal Audit who is appointed and dismissed by the President Director with the approval of the Board of Commissioners. Structurally, the Head of Internal Audit reports to the President Director and has a functional relationship with the Audit Committee.

Until December 31, 2025, the Internal Audit Unit consists of 12 (twelve) auditors, including the Head of Internal Audit, Sri Paulani. They are not allowed to have concurrent duties and responsibilities related to the implementation of the Company's operational activities.



Sri Paulani

Kepala Audit Internal
Head of Internal Audit

Usia Age	54 tahun 54 years old
Kewarganegaraan Citizenship	Indonesia Indonesian
Domisili Domicile	Jakarta
Dasar Hukum Pengangkatan Legal Basis of First Appointment	Surat Perseroan No. 0061/SK-P/HC/III/2021 tanggal 1 Maret 2021 Company Letter No. 0061/SK-P/HC/III/2021 dated March 1, 2021
Riwayat Pendidikan Education Background	S2 Stratejik Manajemen, Fakultas Ekonomi dan Bisnis dari Universitas Indonesia Master of Strategic Management, Faculty of Economics and Business from Universitas Indonesia
Kualifikasi/Sertifikasi Qualification/Certification	Certified Strategy Execution Professional (CSEP)
Riwayat Karier Work Experience	Quality Management System (QMS) Manager di Perseroan dan bertugas melakukan pengawasan risiko operasional usaha Perseroan sejak 2004–2021 Quality Management System (QMS) Manager in the Company and in charge of supervising the Company's business operational risks from 2004–2021

Piagam Audit Internal

Unit Audit Internal memiliki Piagam Unit Audit Internal untuk memastikan pelaksanaan tugas dan tanggung jawabnya sesuai peraturan yang berlaku. Informasi selengkapnya mengenai Piagam Unit Audit Internal telah tersedia dalam situs web Perseroan.

Internal Audit Charter

The Internal Audit Unit has an Internal Audit Unit Charter to ensure the implementation of its duties and responsibilities in accordance with applicable regulations. More detailed information regarding the Internal Audit Unit Charter is available on the Company's website.

Tugas dan Tanggung Jawab

Unit Audit Internal memiliki tugas dan tanggung jawab sebagai berikut:

1. Menyusun rencana audit tahunan berdasarkan *risk assessment* dan melaksanakannya secara profesional.
2. Menguji dan mengevaluasi pelaksanaan pengendalian internal dan sistem manajemen risiko sesuai dengan kebijakan Perseroan.
3. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, SDM, pemasaran, dan teknologi informasi serta bidang-bidang lainnya.
4. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang sedang diaudit di semua tingkat manajemen.
5. Membuat laporan hasil audit dan menyampaikannya kepada Direksi dan Dewan Komisaris.
6. Memantau, menganalisis, dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan.
7. Bekerja sama dengan Komite Audit.
8. Menyusun program untuk mengevaluasi kualitas kegiatan audit internal yang dilaksanakan.
9. Melakukan pemeriksaan khusus apabila diperlukan.

Duties and Responsibilities

The Internal Audit Unit has the following duties and responsibilities:

1. Develop an annual audit plan based on risk assessment and carry it out professionally.
2. Test and evaluate the implementation of internal control and risk management systems in accordance with the Company's policies.
3. Conduct examination and assessment of the efficiency and effectiveness of finance, accounting, operations, human resources, marketing, and information technology as well as other areas.
4. Provide suggestions for improvement and objective information about the activities being audited at all levels of management.
5. Prepare an audit report and submit the report to the Board of Directors and Board of Commissioners.
6. Monitor, analyze, and report on the implementation of suggested corrective actions.
7. Cooperate with the Audit Committee.
8. Develop a program to evaluate the quality of internal audit activities carried out.
9. Conduct special examinations if necessary.

Pernyataan Independensi dan Objektivitas

Perseroan memastikan bahwa Audit Internal memiliki kedudukan yang independen terhadap satuan kerja operasional atau unit yang berisiko. Setiap auditor internal diwajibkan untuk tidak memiliki hubungan keluarga, finansial, atau kepentingan lain yang dapat memengaruhi objektivitas pemeriksaan terhadap objek audit atau pihak yang diperiksa (*auditee*).

Independence and Objectivity Statement

The Company ensures that Internal Audit maintains an independent position from operational work units or risk units. Each internal auditor shall not have any family, financial, or other interests that could otherwise affect the objectivity of their audits of the audit object or auditee.

Selama tahun 2025, Unit Audit Internal telah melaksanakan kegiatan audit secara independen tanpa mengalami benturan kepentingan, pembatasan cakupan, hambatan akses terhadap data, personel, atau aset Perseroan. Tidak terdapat keterbatasan sumber daya yang dapat memengaruhi independensi dan objektivitas dalam pelaksanaan audit.

Throughout 2025, the Internal Audit Unit conducted audit activities independently without experiencing conflicts of interest, scope limitations, or barriers to access to data, personnel, or Company assets. There were no resource limitations that could affect independence and objectivity in conducting audits.

Penyelenggaraan Rapat

Sepanjang tahun 2025, Unit Audit Internal telah mengadakan rapat bersama Direksi, Dewan Komisaris dan/atau Komite Audit dengan rincian sebagai berikut:

Meetings

Throughout 2025, the Internal Audit Unit has held meetings with the Board of Directors, Board of Commissioners and/or Audit Committee, with details as follows:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meeting	Jumlah Kehadiran Number of Attendance	Tingkat Kehadiran (%) Percentage of Advantage
Sri Paulani	Internal Audit Head	11	11	100
Budi Darmawan	Financial Audit Manager	11	10	91

Agenda Rapat

Secara umum, agenda rapat Unit Audit Internal membahas hal-hal terkait laporan pemeriksaan audit bulanan, laporan manajemen risiko Perseroan, laporan terkait penunjukan KAP, laporan Komite Audit kepada Dewan Komisaris, dan hal-hal relevan lainnya.

Meeting Agenda

In general, the agenda of the Internal Audit Unit meetings covers matters pertaining to monthly audit inspection reports, the Company's risk management reports, reports concerning the appointment of the Public Accounting Firm (KAP), Audit Committee reports to the Board of Commissioners, and other relevant matters.

Pelatihan
Training

Nama Pelatihan Name of Training	Tanggal Pelatihan Date of Training	Penyelenggara Organizer
Qualified Healthcare Internal Auditor Part 1	30 Juni–5 Juli 2025 June 30 – July 5, 2025	Yayasan Pendidikan Internal Audit (YPIA)
IIA Indonesia National Conference	27–28 Agustus 2025 August 27–28, 2025	Institute of Internal Auditors (IIA)
Konferensi Auditor Internal Internal Auditor Conference	2–3 Juli 2025 July 2–3, 2025	Yayasan Pendidikan Internal Audit (YPIA)

Pelaksanaan Tugas di Tahun 2025

Sepanjang tahun 2025, Unit Audit Internal telah menjalankan tugasnya sesuai Rencana Audit Tahunan Perseroan dan Piagam Audit Internal. Unit Audit Internal telah melakukan evaluasi secara komprehensif terhadap sistem pengendalian internal dan manajemen risiko, termasuk aspek pengelolaan keuangan, operasional, SDM, bisnis dan pemasaran, TI, dan lainnya.

Implementation of Duties in 2025

Throughout 2025, the Internal Audit Unit carried out its duties in accordance with the Company's Annual Audit Plan and Internal Audit Charter. The Internal Audit Unit conducted comprehensive evaluations of the internal control system and risk management, covering financial management, operations, human resources, business and marketing, information technology, and other relevant aspects.

Pernyataan Kepatuhan Pajak
Statement of Tax Compliance

Sebagai perusahaan yang berdomisili di Republik Indonesia, Perseroan senantiasa menekankan komitmennya untuk selalu mematuhi dan menaati peraturan perundang-undangan dan perpajakan yang berlaku. Komitmen ini tidak mencerminkan pemenuhan terhadap kewajiban hukum semata, tetapi merupakan tanggung jawab Perseroan untuk berkontribusi secara nyata bagi pembangunan negara. Selain itu, komitmen ini juga mencerminkan prinsip integritas, akuntabilitas, dan tanggung jawab Perseroan dalam menjalankan kegiatan usaha.

As a company domiciled in the Republic of Indonesia, the Company consistently underscores its commitment to complying with all applicable laws and tax regulations. This commitment not only reflects adherence to legal obligations but also represents the Company's responsibility to make a tangible contribution to national development. It further demonstrates the Company's principles of integrity, accountability, and responsibility in conducting its business activities.

Selama 3 (tiga) tahun terakhir, Perseroan tidak menerima putusan bersalah dari pengadilan pajak tertinggi terkait masalah perpajakan dalam hal apapun.

Over the past 3 (three) years, the Company has not received any guilty verdict from the highest tax court in relation to any tax matters.

Sistem Pengendalian Internal
Internal Control System

Pengendalian Keuangan dan Operasional serta Kepatuhan terhadap Peraturan Perundang-Undangan Berlaku

Sistem pengendalian internal yang diterapkan oleh Perseroan dirancang secara komprehensif untuk mengendalikan, memantau, dan mengevaluasi seluruh aktivitas pengelolaan keuangan maupun operasional. Sistem ini disusun selaras dengan praktik GCG di industri kesehatan serta mengikuti seluruh peraturan perundang-undangan yang berlaku.

Dalam pelaksanaannya, Direktur Keuangan bertanggung jawab untuk menelaah, mengawasi, dan memastikan efektivitas proses pengendalian keuangan bersama Unit Audit Internal dan Fungsi Keuangan. Secara umum, mekanisme pengendalian keuangan internal mengatur perlindungan dan penjaminan aset, mitigasi risiko usaha, dan pelaporan keuangan yang akurat dan transparan.

Kesesuaian dengan Kerangka Kerja Pengendalian Internal COSO Tahun 2013

Penerapan sistem pengendalian internal Perseroan mengadopsi sejumlah prinsip-prinsip utama yang termuat dalam kerangka kerja Committee of Sponsoring Organizations of the Treadway Commission (COSO), yaitu lingkungan pengendalian, asesmen risiko, aktivitas pengendalian, informasi dan komunikasi, serta pemantauan.

Kerangka kerja COSO 2013 juga berfungsi sebagai alat untuk menilai efektivitas pengendalian internal Perseroan secara menyeluruh. Selain itu, kerangka ini membantu Direksi dan Dewan Komisaris dalam melaksanakan fungsi pengawasan mereka, memastikan bahwa seluruh pengendalian internal dapat mendukung pencapaian tujuan strategis Perseroan serta memastikan kepatuhan terhadap seluruh peraturan dan regulasi yang berlaku.

Tinjauan terhadap Efektivitas Sistem Pengendalian Internal Tahun 2025

Sepanjang tahun 2025, Perseroan senantiasa memastikan bahwa sistem pengendalian internal berjalan secara efektif dan efisien pada seluruh aspek operasional maupun finansial. Hal ini mencakup pemantauan berkelanjutan terhadap kepatuhan prosedur, perlindungan aset, mitigasi risiko, serta keandalan pelaporan keuangan.

Seiring dengan berkembangnya skala dan kompleksitas usaha Perseroan, Unit Audit Internal secara proaktif meningkatkan kualitas pengendalian internal melalui berbagai langkah strategis, yaitu meliputi perbaikan

Financial and Operational Control and Compliance with Applicable Laws and Regulations

The internal control system implemented by the Company is comprehensively designed to control, monitor, and evaluate all financial and operational management activities. This system is structured in line with GCG practices in the healthcare industry and complies with all applicable laws and regulations.

In its implementation, the Chief Financial Officer is responsible for reviewing, supervising, and ensuring the effectiveness of the financial control process together with the Internal Audit Unit and the Finance Function. In general, the internal financial control mechanism regulates the protection and guarantee of assets, business risk mitigation, and accurate and transparent financial reporting.

Conformity with COSO Internal Control Framework 2013

The Company's internal control system adopts a number of key principles contained in the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework, namely control environment, risk assessment, control activities, information and communication, and monitoring.

The 2013 COSO framework also serves as a tool for assessing the overall effectiveness of the Company's internal controls. In addition, this framework assists the Board of Directors and Board of Commissioners in performing their supervisory functions, ensuring that all internal controls support the achievement of the Company's strategic objectives and ensure compliance with all applicable rules and regulations.

Evaluation of the Effectiveness of the Internal Control System in 2025

Throughout 2025, the Company will continue to ensure that its internal control system runs effectively and efficiently in all operational and financial aspects. This includes continuous monitoring of procedural compliance, asset protection, risk mitigation, and financial reporting reliability.

As the scale and complexity of the Company's business grows, the Internal Audit Unit proactively improves the quality of internal control through various strategic measures, including improving existing procedures,

prosedur yang telah berjalan, penyesuaian mekanisme pengendalian sesuai dinamika bisnis, serta implementasi perubahan yang diperlukan untuk menjaga efektivitas sistem pengendalian internal.

adjusting control mechanisms in line with business dynamics, and implementing necessary changes to maintain the effectiveness of the internal control system.

Pernyataan Direksi dan Dewan Komisaris atas Kecukupan Sistem Pengendalian Internal

Berdasarkan penilaian yang dilakukan oleh Dewan Komisaris dan Direksi, sistem pengendalian internal Perseroan telah diterapkan secara efektif dan memadai sepanjang tahun 2025. Penilaian ini mencakup keseluruhan aspek operasional dan keuangan, serta kepatuhan terhadap peraturan yang berlaku, menunjukkan bahwa mekanisme pengendalian internal telah berjalan sesuai standar tata kelola perusahaan yang baik.

Statement of the Board of Directors and Board of Commissioners on the Adequacy of the Internal Control System

Based on assessments conducted by the Board of Commissioners and Directors, the Company's internal control system has been implemented effectively and adequately throughout 2025. This assessment covers all operational and financial aspects, as well as compliance with applicable regulations, indicating that the internal control mechanism has been running in accordance with good corporate governance standards.

Sistem Manajemen Risiko
Risk Management System

Untuk mendukung penerapan tata kelola perusahaan secara menyeluruh, Perseroan menerapkan sistem manajemen risiko yang dirancang untuk mengidentifikasi, menganalisis, mengelola, mencegah, memitigasi, serta mengevaluasi risiko-risiko usaha yang dapat memengaruhi kelangsungan bisnis Perseroan. Dengan sistem manajemen risiko yang terstruktur dan terkendali dengan baik, Perseroan mampu melindungi aset-aset perusahaan, menjaga kelangsungan usaha, serta memperkuat kemampuan organisasi dalam beradaptasi dan menavigasi tantangan bisnis dengan cepat dan tepat.

To support the comprehensive implementation of corporate governance, the Company has implemented a risk management system designed to identify, analyze, manage, prevent, mitigate, and evaluate business risks that may affect the Company's business continuity. Through a well-structured and properly controlled risk management system, the Company is able to safeguard its assets, maintain business continuity, and strengthen the organization's capability to adapt and navigate business challenges in a timely and effective manner.

Perseroan melakukan peninjauan berkala terhadap sistem dan kebijakan manajemen risiko, serta menyesuaikannya dengan perkembangan situasi baik secara internal maupun eksternal. Pendekatan ini memungkinkan Perseroan untuk memiliki pemahaman yang komprehensif terhadap kondisi bisnis dan lingkungan, sehingga setiap perencanaan dan pengambilan keputusan dapat dilakukan secara strategis dan tepat sasaran.

The Company conducts periodic reviews of its risk management system and policies and makes necessary adjustments to changes in both internal and external conditions. This approach enables the Company to maintain a comprehensive understanding of its business conditions and operating environment, ensuring that planning and decision-making processes are carried out strategically and in a well-targeted manner.

PROFIL RISIKO TAHUN 2025

Berikut adalah profil risiko tahun 2025 yang relevan dengan kegiatan bisnis Perseroan:

RISK PROFILE IN 2025

The following is the 2025 risk profile relevant to the Company's business activities:

Risiko Bisnis

Bertambah banyaknya laboratorium dan klinik yang beroperasi di era pasar terbuka membuat persaingan dalam sektor kesehatan semakin ketat. Selain itu, Perseroan juga berisiko kehilangan peluang karena adanya keterlambatan eksekusi strategis bisnis, seperti bisnis

Business Risk

The increasing number of laboratories and clinics operating in the open market era has intensified competition in the healthcare sector. In addition, the Company is also at risk of losing opportunities due to delays in the execution of business strategies, such as new business, new outlet

baru, peluncuran outlet baru, renovasi, dan relokasi. Sejumlah upaya mitigasi yang dilakukan Perseroan adalah melakukan pemilihan vendor atau kontraktor yang bermutu dan memantau setiap proses pembangunan atau renovasi secara intensif.

launches, renovations, and relocations. A number of mitigation efforts undertaken by the Company are selecting quality vendors or contractors and intensively monitoring each construction or renovation process.

Risiko Keuangan

Perseroan menghadapi risiko keuangan yang timbul akibat aktivitas penjualan jasa terhadap pelanggan, seperti terjadinya *fraud* dan piutang pelanggan. Penanganan risiko keuangan dilakukan melalui penerapan sistem teknologi informasi *Enterprise Resource Planning* (ERP) yang dapat meningkatkan pengendalian kebijakan dan proses keuangan, koordinasi fungsi keuangan pusat, wilayah, serta semua laboratorium dan klinik Prodia, serta mempermudah pemantauan realisasi anggaran terhadap aktivitas yang dilakukan. Sementara itu, untuk menangani risiko keuangan terhadap piutang pelanggan, Perseroan memberlakukan sistem termin pembayaran, penetapan limit penjualan kredit, atau penghentian layanan kredit untuk piutang di atas waktu tertentu. Jenis dan upaya mitigasi risiko keuangan dapat dilihat sebagai berikut:

Financial Risk

The Company faces financial risks arising from service sales activities to customers, such as the occurrence of fraud and customer receivables. Financial risk management is carried out through the implementation of an Enterprise Resource Planning (ERP) information technology system that can enhance the control of financial policies and processes, coordinate the functions of the central finance, regional offices, and all Prodia's laboratories and clinics, as well as facilitate the monitoring of budget realization against the activities conducted. Meanwhile, to address financial risks related to customer receivables, the Company enforces a payment term system, establishes credit sales limits, or suspends credit services for receivables that exceed a certain period. The types and mitigation efforts for financial risks can be seen as follows:

Risiko Kredit

Risiko kredit Perseroan berasal dari simpanan di bank, dan risiko kerugian dapat muncul apabila pelanggan gagal memenuhi kewajiban kontraktual mereka. Perseroan mengendalikan eksposur risiko kredit dengan menetapkan kebijakan risiko yang berhubungan dengan bank, dan menempatkan dananya hanya pada perbankan dengan predikat baik. Perseroan memiliki kebijakan untuk tidak membatasi penempatan dana hanya di satu bank tertentu, sehingga Perseroan memiliki kas dan setara kas yang stabil di berbagai institusi keuangan. Piutang usaha dilakukan dengan pihak ketiga terpercaya dan pihak berelasi. Eksposur maksimum Perseroan atas risiko kredit adalah sebesar nilai tercatat bersih atas aset keuangan di laporan posisi keuangan.

Credit Risk

The Company's credit risk arises from deposits in banks, and the risk of loss may occur if customers fail to meet their contractual obligations. The Company manages its credit risk exposure by establishing bank-specific risk policies and only investing in banks with good credit ratings. Furthermore, the Company has a policy not to limit the placement of funds in one particular bank, ensuring that the Company has cash and cash equivalents in a variety of financial institutions. Trade receivables are established with trustworthy third parties and related parties. The net carrying amount of financial assets on the statement of financial position represents the Company's maximum exposure to credit risk.

Risiko Likuiditas

Perseroan dapat terdampak oleh risiko likuiditas apabila terdapat perbedaan waktu yang signifikan antara penerimaan piutang, penyelesaian utang, dan utang bank. Pengelolaan risiko likuiditas dilakukan dengan pengawasan proyeksi dan arus kas aktual secara berkesinambungan, menjaga kecukupan kas dan setara kas, dan menjaga fasilitas kredit yang tersedia.

Liquidity Risk

The Company may be affected by liquidity risk if there is a significant time difference between the receipt of receivables and the settlement of debts and bank loans. Liquidity risk management is carried out by monitoring projections and actual cash flows on an ongoing basis, as well as maintaining adequate cash and cash equivalents and available credit facilities.

Risiko Tingkat Bunga

Risiko tingkat bunga Perseroan berasal dari utang bank yang didasarkan pada tingkat bunga mengambang, yang menyebabkan Perseroan terekspos pada fluktuasi arus kas akibat perubahan tingkat bunga. Perseroan meminimalisir risiko ini dengan berupaya mendapatkan fasilitas kredit dari berbagai pemberi pinjaman dan mengawasi pergerakan tingkat bunga pasar.

Interest Rate Risk

The Company's interest rate risk arises from bank borrowings that are based on floating interest rates. Therefore, the Company is exposed to cash flow fluctuations caused by changes in interest rates. The Company minimizes interest rate risk from bank debt by obtaining credit facilities from various lenders and monitoring the movement of market interest rates.

Risiko Operasional

Risiko operasional berkaitan dengan kegiatan usaha utama Perseroan, yaitu penyediaan layanan terhadap pelanggan dan pengeluaran hasil pemeriksaan laboratorium. Beberapa risiko operasional yang dapat terjadi adalah *service interrupted* terhadap peralatan yaitu kerusakan alat laboratorium dan kegagalan sistem TI pada *Core Apps* dan *Digital Apps*, serta terhadap kekosongan bahan baku/bahan kontrol/kalibrator/bahan pembantu. Kekosongan yang dimaksud adalah ketidakmampuan untuk menyediakan bahan yang dimaksud sehingga menyebabkan ketidakmampuan pengerjaan pemeriksaan.

Untuk memitigasi kedua risiko tersebut, Perseroan melakukan perawatan preventif pada alat laboratorium dan sistem keamanan TI. Perseroan juga melakukan pengaturan *forecast* di Laboratorium Klinik Prodia maupun dengan vendor terkait. Perseroan juga berisiko terpapar oleh risiko keamanan teknologi informasi, seiring dengan semakin mutakhirnya perkembangan teknologi informasi.

Kegiatan usaha Perseroan juga dapat menghasilkan limbah medis. Untuk itu, Perseroan melakukan pengelolaan limbah cair secara internal sesuai prosedur yang benar, termasuk dengan mengirimkan limbah cair dan padat kepada vendor pengelola limbah berlisensi sesuai peraturan Badan Pengendalian Dampak Lingkungan (Bapedal) setempat.

Untuk mengelola risiko pemenuhan peraturan, Perseroan berkomitmen untuk memenuhi seluruh peraturan perundangan berlaku yang relevan dengan kegiatan operasional Perseroan. Oleh karena itu, Perseroan senantiasa berupaya memenuhi setiap perizinan yang diperlukan oleh setiap cabang Prodia sesuai aturan yang berlaku.

Risiko Reputasi

Perseroan memiliki risiko reputasi yang artinya terdapat kemungkinan menurunnya daya saing akibat reputasi, antara lain pemberitaan negatif di media massa, *word of mouth* negatif dari pelanggan/masyarakat atau pelanggan yang tidak puas/kecewa, serta persaingan bisnis yang tidak sehat. Beberapa upaya mitigasi risiko yang dilakukan Perseroan adalah sebagai berikut:

1. Diseminasi berita pers atas setiap kinerja positif Perseroan.
2. Meningkatkan kolaborasi mitra baik nasional maupun internasional.
3. Mengikuti ajang penghargaan yang dapat meningkatkan citra Perseroan.
4. Mengeluarkan pernyataan perusahaan (*corporate statement*) secara tepat dan cepat (1×24 jam) pada saat terjadi krisis komunikasi.
5. Tidak terpengaruh atas pancingan berita-berita negatif yang tidak signifikan.

Operational Risk

Operational risk is related to the Company's core business activities, which involve providing services to customers and delivering laboratory test results. Some operational risks that may occur include service interruptions due to equipment issues, such as laboratory equipment malfunctions and IT system failures in Core Apps and Digital Apps, as well as shortages of raw materials /control materials/calibrators/supporting materials. The shortages refer to the inability to provide the necessary materials, which results in failure to perform tests.

To mitigate both risks, the Company conducts preventive maintenance of laboratory equipment and implements IT security systems. The company also sets forecasts in Prodia Clinical Laboratory as well as improving coordination with related vendors. The Company is also at risk of exposure to information technology security risks, in line with the advancements in information technology.

The Company's business activities may also generate medical waste. Therefore, the Company manages liquid waste internally in accordance with proper procedures, including sending liquid and solid waste to licensed waste management vendors in compliance with the regulations of the local Environmental Impact Control Agency (Bapedal).

To manage the risk of regulatory compliance, the Company is committed to adhering to all relevant laws and regulations related to its operational activities. Consequently, the Company continuously strives to fulfill all necessary permits required by each Prodia branch in accordance with applicable regulations.

Reputational Risk

The Company has a reputation risk, which means there is a possibility of decreased competitiveness due to reputation issues, including negative media coverage, negative word of mouth from customers/society, dissatisfied/disappointed customers, and unhealthy business competition. Some of the risk mitigation efforts undertaken by the Company are as follows:

1. Dissemination of press news on every positive performance of the Company.
2. Increase collaboration with national and international partners.
3. Participating in award events that can improve the Company's image.
4. Issue a corporate statement appropriately and quickly (within 24 hours) in the event of a communication crisis.
5. Not being influenced by insignificant negative publicity.

6. Melakukan kerja sama yang harmonis dan kooperatif antar Fungsi.
7. Membentuk tim *Business Continuity Plan* (BCP), yang terdiri dari tim BCP-Supply Chain dan tim BCP-Crisis Communication. Masing-masing tim bertugas memetakan strategi untuk menghadapi risiko yang dapat berdampak pada kegiatan bisnis Perseroan sebagai langkah mitigasi dan strategi preventif.

TINJAUAN ATAS EFEKTIVITAS SISTEM MANAJEMEN RISIKO

Perseroan secara berkala dan berkelanjutan mengevaluasi dan mengukur tingkat efektivitas sistem manajemen risiko, termasuk pengendalian operasional, keuangan, dan kepatuhan untuk memastikan kecukupan sistem tersebut untuk menghadapi risiko material yang dihadapi Perseroan. Penilaian ini mencakup identifikasi risiko baru, pemantauan risiko eksisting, serta pengukuran dampak dan kemungkinan terjadinya risiko sehingga Perseroan dapat menerapkan strategi mitigasi secara tepat.

PERNYATAAN DIREKSI DAN DEWAN KOMISARIS SERTA KOMITE AUDIT ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Berdasarkan penilaian Dewan Komisaris dan Direksi serta Komite Audit, kecukupan sistem manajemen risiko Perseroan sepanjang tahun 2025 telah berjalan secara efektif, sehingga mampu meminimalkan dan menghindarkan Perseroan dari dampak-dampak risiko yang bersifat signifikan terhadap operasional maupun keuangan. Penilaian ini mencerminkan bahwa mekanisme identifikasi, pengendalian, dan mitigasi risiko telah dijalankan secara konsisten dan sesuai dengan standar dan prinsip GCG.

6. Building harmonious and cooperative inter-Function collaboration.
7. Forming a Business Continuity Plan (BCP) team, which consists of the BCP-Supply Chain team and the BCP-Crisis Communication team. Each team is responsible for mapping out strategies to address risks that may impact the Company's business activities as a mitigation measure and preventive strategy

REVIEW OF THE EFFECTIVENESS OF RISK MANAGEMENT SYSTEM

The Company periodically and continuously reviews and evaluates the effectiveness of its risk management system, including operational, financial, and compliance controls, to ensure the adequacy of the system in addressing material risks faced by the Company. This assessment includes the identification of new risks, monitoring of existing risks, and measuring their impact and likelihood, enabling the Company to implement mitigation strategies appropriately.

STATEMENT OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS AS WELL AS AUDIT COMMITTEE ON THE ADEQUACY OF THE RISK MANAGEMENT SYSTEM

Based on the assessment by the Board of Commissioners, Board of Directors, and Audit Committee, the adequacy of the Company's risk management system throughout 2025 has been effectively maintained, enabling the Company to minimize and avoid significant risks affecting its operations and financial performance. This assessment reflects that the mechanisms for risk identification, control, and mitigation have been consistently implemented in accordance with the standards and principles of GCG.

Pernyataan Kepatuhan
Statement of Compliance

Dalam 3 (tiga) tahun terakhir, Perseroan tidak pernah mengalami kasus ketidakpatuhan terhadap hukum, aturan, maupun peraturan yang berkaitan dengan transaksi pihak berelasi yang signifikan atau material, serta tidak pernah terlibat dalam pelanggaran hukum apa pun yang berhubungan dengan perburuhan, ketenagakerjaan, konsumen, kepailitan, komersial, persaingan usaha, maupun lingkungan. Perseroan juga tidak pernah dikenai sanksi oleh regulator akibat kelalaian dalam melakukan pengumuman atas peristiwa penting dalam jangka waktu yang ditentukan, dan senantiasa mematuhi seluruh aturan serta peraturan pencatatan yang berlaku sepanjang tahun terakhir.

Over the past three (3) years, the Company has never encountered any cases of non-compliance with laws, rules, or regulations related to significant or material related-party transactions, nor has it been involved in any legal violations concerning labor, employment, consumer protection, insolvency, commercial matters, competition, or environmental issues. The Company has also never been sanctioned by regulators for failing to disclose material events within the prescribed timeframe, and has consistently complied with all applicable listing rules and regulations throughout the past year.

Litigasi dan Perkara Hukum
Litigation and Legal Matters

Hingga akhir tahun 2025, Perseroan, anggota Dewan Komisaris dan Direksi Perseroan, tidak terlibat perkara hukum yang mencakup lingkup perdata, pidana, kepailitan, perpajakan, tata usaha negara, dan lainnya.

Until the end of 2025, neither the Company nor members of its Board of Commissioners and Board of Directors was involved in legal cases whether civil, criminal, bankruptcy, taxation, state administration, and others

Informasi Sanksi Administratif
Litigation and Legal Matters

Sepanjang tahun 2025, tidak ada sanksi administratif/ sanksi yang dikenakan kepada Perseroan, anggota Dewan Komisaris dan anggota Direksi, oleh OJK dan otoritas lainnya pada tahun buku.

During 2025, no administrative sanctions were imposed on the Company, members of the Board of Commissioners, or members of the Board of Directors by OJK or other authorities.

Akses Informasi dan Data Perusahaan
Access to Company's Information and Data

Sebagai bentuk penerapan prinsip transparansi, Perseroan menyediakan akses informasi yang cepat, mudah, dan andal bagi seluruh pemangku kepentingan. Melalui situs web resmi Perseroan yang disajikan secara bilingual yaitu dalam bahasa Indonesia dan bahasa Inggris, pemangku kepentingan dapat mengakses berbagai informasi penting, termasuk kinerja keuangan Perseroan, berita pers dan siaran resmi, program CSR, publikasi laporan informasi produk, dan aksi korporasi. Selain itu, pemangku kepentingan juga dapat memperoleh laporan kondisi keuangan dan nonkeuangan yang telah diterbitkan Perseroan melalui berbagai saluran, baik media cetak maupun elektronik, termasuk melalui situs resmi BEI. Untuk mengakomodir berbagai pertanyaan terkait dengan Perseroan, para pemangku kepentingan dapat menghubungi langsung kontak di bawah ini:

As a form of implementing the principle of transparency, the Company provides fast, easy, and reliable access to information for all stakeholders. Through the Company's official website, which is presented in both Indonesian and English, stakeholders can access a variety of important information, including the Company's financial performance, press releases and official announcements, CSR programs, product information reports, and corporate actions. In addition, stakeholders can also obtain financial and non-financial reports published by the Company through various channels, both print and electronic media, including through the official IDX website. To accommodate various questions related to the Company, stakeholders can directly contact the following:

PT Prodia Widyahusada Tbk
Prodia Tower
Jl. Kramat Raya No. 150, Jakarta Pusat/Central Jakarta 10430
Telp/Phone: 021- 3144182
Email: corporate.secretary@prodia.co.id

Pedoman Perilaku (Kode Etik)
Code of Conduct

Pedoman Perilaku Perseroan disusun untuk mengatur interaksi seluruh Insan Prodia dengan berbagai pihak eksternal, termasuk namun tidak terbatas pada pelanggan, masyarakat umum, tenaga medis, dokter, rumah sakit, laboratorium, klinik, mitra kerja, pelaku usaha sejenis, pemerintah, kreditur, investor, media massa, serta aparat penegak hukum. Pedoman ini bertujuan untuk memastikan bahwa setiap interaksi Perseroan berlangsung secara etis, profesional, dan sesuai dengan prinsip GCG.

The Company's Code of Conduct is designed to regulate the interactions of all Prodia employees with various external parties, including but not limited to customers, the general public, medical personnel, doctors, hospitals, laboratories, clinics, business partners, similar businesses, the government, creditors, investors, the mass media, and law enforcement officials. These guidelines aim to ensure that all interactions of the Company are conducted in an ethical and professional manner and in accordance with the principles of GCG.

Pernyataan Pemberlakuan

Pedoman Perilaku berlaku bagi seluruh lapisan organisasi Perseroan, mulai dari Dewan Komisaris, Direksi, hingga karyawan, termasuk mereka yang bertindak atas nama Perseroan, perusahaan afiliasi, mitra kerja sama, maupun pelanggan. Untuk menegaskan komitmen terhadap kepatuhan, seluruh anggota Dewan Komisaris, Direksi, dan karyawan diwajibkan untuk menandatangani Pernyataan Kepatuhan sebagai bukti bahwa mereka memahami dan bersedia mematuhi Pedoman Perilaku Perseroan.

Statement of Enforcement

The Code of Conduct applies to all levels of the Company's organization, from the Board of Commissioners and Board of Directors to employees, including those acting on behalf of the Company, affiliated companies, business partners, and customers. To reinforce their commitment to compliance, all members of the Board of Commissioners, Board of Directors, and employees are required to sign a Compliance Statement as proof that they understand and are willing to comply with the Company's Code of Conduct.

Sosialisasi Kode Etik

Sosialisasi Kode Etik Perseroan dilakukan secara berkala di seluruh lingkungan kerja melalui berbagai media dan platform komunikasi, untuk memastikan bahwa seluruh karyawan memahami dan menerapkan prinsip-prinsip etika dalam menjalankan tugas dan tanggung jawabnya. Media sosialisasi yang digunakan antara lain Infografis Prodia Employee News, orientasi karyawan baru melalui program My POP UP, dan berbagai program ProU.

Upaya sosialisasi yang dilakukan secara konsisten dan berkelanjutan setiap tahun diharapkan dapat mengingatkan dan menegaskan komitmen seluruh karyawan agar senantiasa mematuhi Kode Etik Perseroan. Selain itu, Perseroan juga menegaskan bahwa setiap pelanggaran terhadap Kode Etik akan dikenakan sanksi sesuai dengan kebijakan yang berlaku, sebagai bentuk tanggung jawab perusahaan dalam menegakkan disiplin, integritas, dan budaya kerja yang profesional.

Socialization of Code of Ethics

The dissemination of the Company's Code of Conduct is carried out regularly across the entire organization through various media and communication platforms to ensure that all employees understand and apply ethical principles in performing their duties and responsibilities. The communication channels used include Prodia Employee News infographics, new employee orientation through the My POP UP program, and various ProU programs.

Consistent and continuous dissemination efforts each year are intended to remind employees and reinforce their commitment to upholding the Company's Code of Conduct at all times. In addition, the Company emphasizes that any violation of the Code of Conduct will be subject to sanctions in accordance with applicable policies, as part of the Company's responsibility to uphold discipline, integrity, and a professional work culture

Penegakan Kode Etik

Seluruh karyawan Perseroan bertanggung jawab dalam mengawasi dan melaporkan setiap dugaan pelanggaran terhadap peraturan perusahaan sesuai dengan prosedur yang telah ditetapkan. Selain itu, seluruh organ tata kelola Perseroan, termasuk Dewan Komisaris, Direksi, dan unit terkait, memiliki tanggung jawab pengawasan dan evaluasi atas pelaksanaan Pedoman Perilaku.

Code of Ethics Enforcement

All employees of the Company are responsible for monitoring and reporting any suspected violations of company regulations in accordance with established procedures. In addition, all corporate governance bodies of the Company, including the Board of Commissioners, Board of Directors, and related units, are responsible for monitoring and evaluating the implementation of the Code of Conduct.

Laporan Pengaduan Kode Etik

Sepanjang tahun 2025, tidak terdapat pelanggaran terhadap Kode Etik yang dilakukan oleh karyawan Perseroan.

Report of Code of Ethics Complaint

Throughout 2025, there were no violations committed by the Company's employees.

Program Kepemilikan Saham oleh Karyawan dan Manajemen
Employee and Management Share Ownership Program

Sampai dengan akhir tahun 2025, Perseroan tidak memiliki program kepemilikan saham oleh manajemen ataupun karyawan.

Until the end of 2025, the Company has no share ownership program by management or employees.

Kebijakan Pengungkapan Informasi Kepemilikan Saham Dewan Komisaris dan Direksi
Disclosure Policy of Share Ownership Information of the Board of Commissioners and Directors

Perseroan telah memiliki kebijakan terkait pengungkapan informasi kepemilikan saham Dewan Komisaris dan Direksi dengan mengacu pada SEOJK No. 10/SEOJK.04/2025 tentang Penyampaian Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka Secara Elektronik.

Berdasarkan peraturan ini, anggota Direksi, Dewan Komisaris, pemegang saham yang memiliki saham paling sedikit 5%, dan pihak pengendali Perseroan wajib melaporkan kepemillkan dan setiap perubahan kepemilikan sahamnya atas Perseroan kepada OJK, selambat-lambatnya 3 (tiga) hari kerja sejak terjadinya kepemilikan hak suara atas saham atau setiap perubahan kepemilikan hak suara atas saham perusahaan terbuka, atau ditandatanganinya perjanjian atau kesepakatan terkait aktivitas menjaminkan saham Perseroan yang menyebabkan terpenuhinya kondisi sebagaimana dimaksud dalam POJK No. 4 Tahun 2024 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka.

Sepanjang tahun 2025, Perseroan rutin menyampaikan laporan kepemilikan saham Dewan Komisaris dan Direksi sesuai dengan jangka waktu yang telah ditentukan serta apabila terjadi perubahan kepemilikan saham melalui sistem *e-reporting* kepada OJK dan BEI, sebagai bentuk kepatuhan terhadap kebijakan dan peraturan yang berlaku.

The Company has a policy regarding the disclosure of information on the share ownership of the Board of Commissioners and Board of Directors with reference to SEOJK No. 10/SEOJK.04/2025 concerning the Electronic Submission of Ownership Reports or Changes in Share Ownership of Public Companies and Reports on Activities of Pledged Shares of Public Companies.

Based on the above regulation, members of the Board of Directors, Board of Commissioners, shareholders who own at least 5% of shares, and controlling parties of the Company shall report their share ownership and any changes in share ownership in the Company to the OJK, no later than 3 (three) working days since the occurrence of ownership of voting rights over shares or any change in ownership of voting rights over shares of a public company, or the signing of an agreement or deal related to the activity of pledging the Company's shares which results in the fulfillment of the conditions as referred to in POJK No. 4 of 2024 concerning the Report of Ownership or Any Change in Ownership of Shares of a Public Company and the Report of Activities of Pledging Shares of a Public Company.

Throughout 2025, the Company routinely submits reports on the share ownership of the Board of Commissioners and Board of Directors within the specified time frame, as well as when there are changes in share ownership through the e-reporting system to the OJK and IDX, as a form of compliance with applicable policies and regulations.

Kebijakan Sistem Pelaporan Pelanggaran
Whistleblowing System

Perseroan berkomitmen untuk mewujudkan tata kelola perusahaan yang bersih, sehat, dan mandiri, dengan selalu berpegang pada prinsip etika bisnis yang benar dan berintegritas. Sebagai bagian dari upaya tersebut, Perseroan memberlakukan Sistem Pelaporan Pelanggaran (*Whistleblowing System*/WBS). Sistem ini dirancang untuk mendorong seluruh Insan Prodia agar secara proaktif berpartisipasi dalam menciptakan lingkungan kerja yang konstruktif, positif, dan bebas dari praktik yang tidak etis.

Melalui WBS, seluruh pemangku kepentingan memiliki saluran yang terpercaya untuk melaporkan berbagai bentuk tindakan kecurangan atau pelanggaran, baik terhadap hukum, peraturan perusahaan, Kode Etik, maupun kasus benturan kepentingan, tanpa rasa takut atau khawatir akan adanya tindakan represif. Dengan demikian, sistem ini tidak hanya memperkuat mekanisme pengawasan internal, tetapi juga menegaskan komitmen Perseroan terhadap transparansi, akuntabilitas, dan perlindungan pemangku kepentingan.

Jenis Pelanggaran

Jenis-jenis pelanggaran yang dapat dilaporkan melalui WBS di antaranya:

1. Korupsi, yaitu menerima/meminta imbalan dan/atau penyelewengan atau penyalahgunaan uang Perseroan untuk kepentingan pribadi atau orang lain dan/atau menggerakkan orang lain atau membuat rencana untuk merugikan Perseroan.
2. Pencurian, yaitu mengambil sebagian dan/atau keseluruhan aset atau data Prodia yang bukan merupakan haknya dan digunakan untuk kepentingan yang dapat merugikan Perseroan.
3. Penipuan, yaitu mengelabui pelanggan atau pihak ketiga dan/atau memalsukan dokumen, tanda tangan, bukti fisik dan/atau segala bukti otentik.
4. Pelanggaran, lainnya yang dilakukan dan bertentangan dengan Kode Etik Prodia.

Perlindungan bagi Pelapor

Perseroan wajib merahasiakan identitas dan seluruh informasi rahasia yang dilaporkan oleh pelapor dan akan memberikan perlindungan bagi pelapor dengan prinsip agar terhindar dari intimidasi, pemerasan, dan kekerasan dari pihak terlapor, kelompok maupun institusi yang berbadan hukum kecuali laporan diselesaikan melalui jalur hukum di luar perusahaan.

The Company is committed to realizing clean, healthy, and independent corporate governance, by always adhering to the principles of proper business ethics and integrity. As part of these efforts, the Company has implemented a Whistleblowing System (WBS). This system is designed to encourage all Prodia employees to proactively participate in creating a constructive, positive, and ethical work environment.

Through the WBS, all stakeholders have a reliable channel to report various forms of fraud or violations, whether against the law, company regulations, the Code of Ethics, or cases of conflict of interest, without fear or worry of repressive actions. Thus, this system not only strengthens the internal control mechanism but also affirms the Company's commitment to transparency, accountability, and stakeholder protection.

Type of Violation

Types of violations that can be reported through WBS include:

1. Corruption, namely receiving/asking for rewards and/or misappropriation or misuse of the Company's money for personal or other interests and/or mobilizing others or making plans to harm the Company.
2. Theft, i.e. taking part and/or all of Prodia's assets or data that is not his/her right and used for purposes that may harm the Company.
3. Fraud, namely deceiving customers or third parties and/or falsifying documents, signatures, physical evidence, and/or any authentic evidence.
4. Other offenses committed that contradict Prodia's Code of Ethics.

Protection for Whistleblowers

The Company shall keep confidential the identity and all confidential information reported by whistleblowers and shall provide protection for whistleblowers based on the principle of avoiding intimidation, extortion, and violence from the reported party, group, or legal entity, unless the report is resolved through legal channels outside the company.

Mekanisme Penyampaian Laporan

Bila terdapat dugaan adanya pelanggaran yang dilakukan oleh karyawan Perseroan, maka pemangku kepentingan dapat menyampaikan laporan dengan mengirimkan *e-mail* ke whistleblower@prodia.co.id. Pengaduan harus didasari pada itikad baik dan bukan merupakan suatu keluhan pribadi ataupun didasari kehendak buruk/fitnah, serta harus memenuhi beberapa hal:

1. Identitas pelapor (nama atau diperbolehkan menggunakan anonim).
2. Nomor telepon/alamat *e-mail* yang dapat dihubungi.
3. Indikasi awal yang dapat dipertanggungjawabkan.

Penanganan Pelaporan Pelanggaran dan Pihak Pengelola Pengaduan

Sistem Pelaporan Pelanggaran dikelola oleh Tim WBS. Mekanisme pengelolaan pelaporan pelanggaran adalah sebagai berikut:

1. Tim WBS dan Tim Investigasi harus melakukan tindak lanjut terhadap laporan yang diterima dengan jelas dan dapat menyerahkan kepada atasan terlapor, bila sesuai, melalui disposisi untuk menindaklanjuti sesuai peraturan perusahaan dan/atau peraturan perundangan yang berlaku.
2. Untuk hal-hal terkait tindakan kriminal, maka Tim WBS berwenang untuk memutuskan menyelesaikan laporan melalui jalur hukum di luar perusahaan.
3. Tim WBS wajib merahasiakan identitas dan seluruh informasi rahasia yang dilaporkan oleh pelapor dan akan memberikan perlindungan bagi pelapor dengan prinsip agar terhindar dari intimidasi, pemerasan, dan kekerasan dari pihak terlapor, kelompok maupun institusi yang berbadan hukum kecuali laporan diselesaikan melalui jalur hukum di luar Perseroan.
4. Apabila berdasarkan hasil investigasi terbukti adanya tindakan kecurangan atau pelanggaran, maka terlapor dapat dikenakan sanksi sesuai dengan peraturan perusahaan dan peraturan perundang-undangan yang berlaku.

Jumlah Pelaporan Pelanggaran dan Tindak Lanjut Pengaduan

Pada 2025, tidak terdapat laporan pelanggaran yang diterima melalui Perseroan. Dikarenakan tidak terdapat laporan pelanggaran pada tahun 2024, maka tidak terdapat laporan yang perlu ditindaklanjuti dari tahun 2024.

Mechanism of Report Submission

If there are allegations of violations committed by the Company's employees, the Company's stakeholders can submit their reports through letters sent via e-mail to whistleblower@prodia.co.id. Complaints must be based on good faith and not a personal complaint or based on bad will/slander, and they must fulfill several things:

1. Identity of the reporter (name or anonymity is allowed).
2. Phone number/e-mail address that can be contacted.
3. Initial indications that can be accounted for.

Management of Violation Reporting

The whistleblowing system is managed by the WBS team. The violation reporting mechanism includes:

1. The WBS Team and Investigation Team must follow up on reports received clearly and can submit them to the reported superior, if appropriate, through a disposition to follow up in accordance with company regulations and/or applicable laws and regulations.
2. For matters related to criminal acts, the WBS Team is authorized to decide to resolve the report through legal channels outside the Company.
3. The WBS Team is obliged to keep the identity and all confidential information reported by the reporter confidential and will provide protection for the reporter with the principle of avoiding intimidation, extortion, and violence from the reported party, group, or legal institution unless the report is resolved through legal channels outside the Company.
4. If, based on the results of the investigation, it is proven that there is fraud or violation, the reported party may be subject to sanctions in accordance with company regulations and applicable laws and regulations.

Number of Violation Reports and Follow-up on Complaints

In 2025, no violation reports were received by the Company. As there were no violation reports in 2024, there were no reports from 2024 that required follow-up.

Kebijakan Antikorupsi dan Anti Gratifikasi
Anti-Corruption and Anti-Gratification Policy

Program dan Prosedur

Perseroan menegaskan komitmen yang tegas untuk selalu mematuhi peraturan perundang-undangan yang berlaku dan mendukung upaya pemerintah Indonesia dalam pemberantasan korupsi. Sebagai wujud komitmen tersebut, Perseroan menetapkan kebijakan antikorupsi dan anti-gratifikasi yang berlaku bagi seluruh lingkungan Perseroan, melibatkan seluruh karyawan, mitra kerja, maupun instansi pemerintah. Perseroan mendorong seluruh karyawan dan pihak eksternal untuk secara aktif mendukung kebijakan ini dengan melaporkan setiap potensi tindakan korupsi atau gratifikasi melalui WBS.

Melalui kebijakan ini, Perseroan berupaya mencegah kerugian baik materiil maupun immateriil yang berpotensi mengganggu kelangsungan usaha Perseroan, meningkatkan ketaatan dan kedisiplinan terhadap hukum, serta mendukung program pemerintah dalam mencegah tindakan korupsi, serta menumbuhkan kesadaran dan budaya kerja beretika tinggi dalam bekerja dan berinteraksi dengan pihak eksternal.

Perseroan akan memberikan hukuman atau konsekuensi tegas kepada pihak yang melanggar kebijakan Perseroan sesuai peraturan yang berlaku, yaitu dengan memberhentikan secara tidak hormat dan/atau mempidanakan yang bersangkutan melalui jalur hukum yang berlaku di wilayah Republik Indonesia.

Dalam rangka pengawasan, melalui fungsi Sekretaris Perusahaan, Perseroan telah menerbitkan Form Laporan Gratifikasi, sebagai sarana pemantauan penerimaan barang atau layanan dari pihak eksternal yang berpotensi mengarah pada praktik suap, baik yang diberikan kepada Insan Prodia maupun Perseroan. Sepanjang tahun 2025, Perseroan telah menerima 53 laporan gratifikasi.

Perseroan telah mengelola penerimaan barang/layanan sebagai berikut:

1. Tidak menerima barang/layanan jika vendor/pihak eksternal masih terlibat dalam proses *pitching/bidding* proyek Perseroan.

2. Jika vendor/pihak eksternal tidak terlibat dalam proses *pitching/bidding* proyek, maka Perseroan hanya akan mengizinkan penerimaan barang/layanan tersebut apabila dimanfaatkan untuk konsumsi/kepentingan bersama dan bukan untuk kepentingan pribadi.

Programs and Procedures

The Company affirms its strong commitment to complying with all applicable laws and regulations and supporting the Indonesian government's efforts to eradicate corruption. As part of this commitment, the Company has established anti-corruption and anti-gratification policies that apply across the entire organization, involving all employees, business partners, and government institutions. The Company encourages all employees and external parties to actively support these policies by reporting any potential acts of corruption or gratification through the Whistleblowing System (WBS).

Through these policies, the Company strives to prevent both material and immaterial losses that may disrupt business continuity, enhance compliance and discipline with respect to the law, support government initiatives to prevent corruption, and foster awareness as well as a highly ethical work culture in all interactions with external parties.

The Company will impose strict sanctions on any party that violates these policies in accordance with prevailing regulations, including termination with cause and/or pursuing criminal prosecution through the applicable legal channels within the jurisdiction of the Republic of Indonesia.

As part of its oversight function, the Corporate Secretary has issued a Gratification Report Form as a monitoring tool for the receipt of goods or services from external parties that may potentially lead to bribery practices, whether directed to Prodia personnel or the Company itself. Throughout 2025, the Company received 53 gratification reports.

The Company manages the receipt of goods/services as follows:

1. The Company does not accept goods/services from vendors or external parties who are currently involved in the pitching or bidding process for the Company's projects.
2. If the vendor or external party is not involved in any pitching or bidding process, the Company may allow the receipt of such goods/services only if they are used for shared consumption or collective purposes, and not for personal benefit.

Kegiatan Pelatihan dan Sosialisasi

Selama tahun 2025, Perseroan secara aktif menyelenggarakan sosialisasi dan pelatihan antikorupsi dan anti-gratifikasi kepada seluruh karyawan melalui program yang diselenggarakan oleh Prodia Corporate University (ProU). Kegiatan ini bersifat wajib dan dirancang untuk dipahami oleh seluruh Insan Prodia. Sosialisasi dilakukan secara berkelanjutan, mulai dari masa orientasi karyawan baru melalui program My POP UP dan PEN, hingga pelatihan lanjutan selama bekerja.

Training and Socialization Activities

Throughout 2025, the Company actively conducted anti-corruption and anti-gratification socialization and training for all employees through programs organized by Prodia Corporate University (ProU). These activities are mandatory and designed to be understood by all Prodia employees. Socialization is carried out continuously, starting from the orientation period for new employees through the My POP UP and PEN programs, to advanced training during employment.

Kebijakan Komunikasi dengan Pemegang Saham
Shareholder Communication Policy

Kebijakan ini mencerminkan komitmen Perseroan untuk terus berupaya meningkatkan peran dan partisipasi pemegang saham/investor melalui komunikasi yang efektif dan berkesinambungan dalam rangka mencapai tujuan Perseroan.

Perseroan mengedepankan komunikasi yang terbuka, pengungkapan secara transparan dan wajar, perlakuan yang setara terhadap para pemegang saham/investor baik ritel maupun institusi dan perlindungan atas kepentingan para pemegang saham, dengan menjunjung integritas, ketepatan waktu dan relevansi informasi yang diberikan. Perseroan senantiasa memastikan akurasi informasi yang disampaikan kepada pemegang saham/investor agar para pemegang saham/investor dapat membuat keputusan terbaik atas investasinya pada Perseroan. Komunikasi dengan pemegang saham/investor dan komunitas investasi dilakukan sesuai dengan peraturan perundang-undangan dan peraturan yang berlaku.

This policy reflects the Company's commitment to continuously strive to enhance the role and participation of shareholders/investors through effective and ongoing communication in order to achieve the Company's objectives.

The Company prioritizes open communication, transparent and fair disclosure, equal treatment of shareholders/investors both retail and institutional, and protection of shareholders' interests, while upholding integrity, timeliness, and relevance of the information provided. The Company always ensures the accuracy of information provided to shareholders/investors so that shareholders/investors can make the best decisions regarding their investments in the Company. Communication with shareholders/investors and the investment community is carried out in accordance with applicable laws and regulations.

Kebijakan Pengadaan Barang dan Jasa serta Seleksi Pemasok
Procurement Policy for Goods and Services and Supplier Selection

Perseroan memiliki kebijakan seleksi pemasok yang bertujuan untuk memastikan bahwa proses seleksi dan evaluasi pengadaan barang dan jasa dilakukan secara efektif, efisien, kompetitif, adil, wajar, transparan, dan dapat dipertanggungjawabkan. Dalam pelaksanaannya, Perseroan menetapkan sejumlah syarat dan kriteria yang jelas untuk memilih pemasok yang tepat, dengan mempertimbangkan kemampuan, reputasi, kualitas, dan kepatuhan terhadap prinsip GCG.

The Company has a supplier selection policy designed to ensure that the procurement selection and evaluation process for goods and services is conducted effectively, efficiently, competitively, fairly, reasonably, transparently, and accountably. In its implementation, the Company establishes clear requirements and criteria to select the right suppliers, taking into account capability, reputation, quality, and compliance with GCG principles.

Sebagai bagian dari komitmen terhadap Tujuan Pembangunan Berkelanjutan (TPB), Perseroan berupaya menjadikan proses pengadaan sebagai instrumen untuk berkontribusi secara positif terhadap isu-isu lingkungan dan sosial. Hal ini dilakukan melalui kerja sama dengan pihak swasta, mitra kerja, pemerintah, organisasi masyarakat sipil, dan lembaga lainnya. Perseroan secara bertahap mengadopsi pendekatan pengadaan berkelanjutan, yang memungkinkan Perseroan mengatasi tantangan lingkungan dan sosial secara lebih luas dan berkelanjutan. Dalam praktiknya, Perseroan mengundang pemasok untuk menerapkan upaya keberlanjutan dalam rantai pasokan mereka. Informasi yang disampaikan oleh pemasok digunakan sebagai dasar untuk pengambilan keputusan terkait pemberian atau perpanjangan kontrak, sehingga setiap kemitraan mendukung prinsip keberlanjutan.

As part of its commitment to the Sustainable Development Goals (SDGs), the Company strives to position procurement as an instrument for contributing positively to environmental and social issues. This is carried out through collaboration with the private sector, business partners, the government, civil society organizations, and other institutions. The Company is gradually adopting a sustainable procurement approach, enabling it to address environmental and social challenges more broadly and sustainably. In practice, the Company encourages suppliers to implement sustainability efforts within their supply chains. The information provided by suppliers serves as a basis for decision-making related to contract awarding or extension, ensuring that every partnership supports sustainability principles.

Sebagai sarana implementasi, Perseroan menerbitkan *Supplier Sustainability Questionnaire* (SSQ) untuk memeriksa dan mengevaluasi tingkat keberlanjutan dan praktik bisnis bertanggung jawab dari pemasok. Formulir ini mencakup isu lingkungan, sosial, dan ekonomi yang terkait dengan bisnis pemasok, dan bertujuan untuk membantu Perseroan memilih mitra bisnis yang memiliki tanggung jawab sosial, lingkungan, dan tata kelola perusahaan yang tinggi, meminimalkan dampak negatif terhadap lingkungan dan masyarakat, dan mendukung keberlanjutan bisnis Perseroan secara jangka panjang.

As an implementation tool, the Company issues a Supplier Sustainability Questionnaire (SSQ) to assess and evaluate the level of sustainability and responsible business practices of suppliers. This form covers environmental, social, and economic issues related to suppliers' business operations and aims to help the Company select business partners with strong social, environmental, and corporate governance responsibility, minimize negative impacts on the environment and society, and support the Company's long-term business sustainability.

Kriteria dan Persyaratan Pemasok

Kriteria dan persyaratan yang harus dipenuhi oleh pemasok dalam proses pengadaan barang/jasa di Perseroan adalah sebagai berikut:

1. Diutamakan memiliki badan hukum.
2. Memenuhi aspek legalitas sesuai dengan bidang usahanya.
3. Memiliki keahlian, pengalaman, dan kemampuan teknis dan manajemen sesuai bidang usahanya.
4. Memiliki sumber daya yang diperlukan dalam pengadaan barang/jasa di Perseroan.
5. Mampu memberikan pelayanan/jasa/barang yang baik dan harga yang kompetitif serta memiliki integritas yang tinggi.
6. Kualitas produk barang/jasa yang dihasilkan sesuai dengan yang telah ditentukan oleh Perseroan.
7. Ketepatan waktu dalam proses *delivery* produk barang dan jasa.
8. Rekam jejak (*track record*) dari pemasok.
9. Tidak terlibat atau sedang menjalani sanksi pidana.
10. Bersedia menandatangani dokumen Perjanjian Kerahasiaan yang dikeluarkan oleh Perseroan bagi rekanan/pemasok/vendor.
11. Bersedia mentaati dan patuh akan Undang-Undang Perlindungan Data Pribadi sesuai dengan yang telah diatur dan berlaku di Negara Kesatuan Republik Indonesia.

Criteria and Requirements of Vendor

The following are the criteria and requirements for suppliers involved in the procurement process of goods/services in the Company:

1. Preferably one that has a legal entity.
2. Fulfill legality aspects in accordance with the field of business.
3. Have expertise, experience, and technical and management capabilities in accordance with their field of business.
4. Have the necessary resources in the procurement of goods / services in the Company.
5. Able to provide good services/services/goods and competitive prices and have high integrity.
6. The quality of goods/services produced is in accordance with what has been determined by the Company.
7. Timeliness in the delivery process of goods/services.
8. Track record of the supplier.
9. Not involved or currently serving criminal sanctions.
10. Willing to sign the Integrity Pact issued by the Company for partners/suppliers/vendors.
11. Willing to comply with and adhere to the Personal Data Protection Law as regulated and applicable in Indonesia.

12. Persyaratan lainnya yang ditentukan sesuai dengan jenis pengadaan barang/jasa.

Mekanisme dan Tata Cara Seleksi Pemasok

Setiap proses pengadaan barang atau jasa harus melalui proses seleksi, baik secara terbuka atau tertutup dan/atau penunjukan langsung, dengan syarat pernah menjalin kerja sama yang baik dengan Perseroan. Prosedur untuk melakukan seleksi pemasok adalah:

1. Melakukan asesmen terhadap profil perusahaan dan kinerja calon pemasok salah satunya melalui formulir SSQ.
2. Menentukan daftar calon pemasok serta mengundang calon pemasok untuk ikut berpartisipasi dalam rangka pengadaan barang dan jasa.
3. Melakukan evaluasi terhadap dokumen yang disampaikan oleh calon pemasok.
4. Memastikan bahwa spesifikasi produk dan jasa yang dibutuhkan dimiliki atau dapat disediakan calon pemasok.
5. Melakukan perbandingan harga, fleksibilitas termin pembayaran, kualitas, layanan purna jual, serta pengalaman kerja antara calon pemasok.
6. Melakukan negosiasi dan menetapkan pemasok terpilih.

Dalam melakukan seleksi pemasok, Perseroan dibantu oleh bagian *purchasing* dan logistik yang bertugas mengawasi jalannya proses pengadaan barang/jasa di Perseroan.

Peningkatan Kemampuan Pemasok

Perseroan secara rutin melakukan evaluasi berkala terhadap pelaksanaan proses pengadaan barang dan jasa untuk memastikan bahwa seluruh kegiatan pengadaan dilakukan secara wajar, adil, efektif, dan sesuai dengan syarat yang telah ditentukan. Evaluasi ini bertujuan untuk menjamin mutu, transparansi, dan perbaikan berkelanjutan, sekaligus menjaga hubungan yang harmonis dan profesional antara Perseroan dan para pemasok.

Seluruh pemasok diharapkan dapat berkompetisi secara sehat dan profesional, sambil tetap mengedepankan prinsip etika bisnis yang baik. Sebagai bentuk apresiasi atas kontribusi para pemasok, Perseroan secara berkala menyelenggarakan vendor *gathering* dan memberikan penghargaan kepada vendor atau mitra kerja yang berprestasi. Penghargaan diberikan berdasarkan beberapa kategori, antara lain kualitas produk, ketepatan waktu pengiriman, pemenuhan aspek keselamatan kerja dan lingkungan (K3L), kelengkapan tim dalam proyek, sikap kooperatif, dan kecepatan respons terhadap klaim.

12. Other requirements determined in accordance with the type of goods/services procurement.

Mechanism and Procedure of Vendor Selection

Each procurement for goods or services must go through a selection process, either open or closed and/or direct appointment, on condition that the supplier has worked satisfactorily with the Company. The procedures for supplier selection are as follows:

1. Assess the Company profile and performance of prospective suppliers by asking them to fill out SSQ form.
2. Determine the list of prospective suppliers and invite prospective suppliers to participate in the procurement of goods/services.
3. Evaluate the documents submitted by prospective suppliers.
4. Ensure that the required product/service specifications are owned or can be provided by potential suppliers.
5. Do benchmark in price, payment term flexibility, quality, after-sales service, and work experience among prospective suppliers.
6. Make negotiation with suppliers prior to selection.

The Company is also assisted in the implementation of supplier selection by the purchasing and logistics department, which is in charge of overseeing the Company's procurement process for goods and services.

Procurement of Goods and Services

The Company routinely conducts periodic evaluations of its procurement processes to ensure that all procurement activities are carried out fairly, reasonably, effectively, and in accordance with the established requirements. These evaluations aim to ensure quality, transparency, and continuous improvement, while maintaining a harmonious and professional relationship between the Company and its suppliers.

All suppliers are expected to compete in a healthy and professional manner while upholding sound business ethics. As a form of appreciation for suppliers' contributions, the Company regularly holds vendor gatherings and grants awards to outstanding vendors or business partners. The awards are given based on several categories, including product quality, delivery timeliness, compliance with occupational health, safety, and environmental aspects (HSE), completeness of project teams, cooperative attitude, and responsiveness to claims.

Selama tahun 2025, Perseroan telah melaksanakan kegiatan pengadaan barang dan jasa melalui prosedur dan mekanisme yang berlandaskan pada prinsip-prinsip *Good Corporate Governance* (GCG), dengan rincian sebagai berikut:

Bagian Purchasing:
1. Pengadaan Barang Aset
2. Pengadaan Barang Aset tidak berwujud
3. Pengadaan Jasa yang Tidak Melekat pada Aset
4. Pengadaan Renovasi dan Pembangunan Gedung
5. Pengadaan Seragam
6. Interior Bangunan
7. Pengadaan terkait *Project* IT

Bagian Logistik:
1. Bahan Baku Lab & Non Lab
2. Bahan Pembantu Lab & Non Lab
3. Perlengkapan Lab & Non Lab
4. Sparepart Alat Lab & Non Lab
5. Promosi
6. Administrasi Umum
7. Alat Tulis Kantor (ATK)
8. Rumah Tangga (RT)
9. *Sparepart* Umum (Gedung, Elektronik, Elektrikal)

During 2025, the Company has carried out procurement of goods and services through procedures and mechanisms based on the principles of Good Corporate Governance (GCG), with the following details:

Purchasing Function:
1. Procurement of Tangible Assets
2. Procurement of Intangible Assets
3. Procurement of Services Not Attached to Assets
4. Procurement of Building Renovation and Construction
5. Procurement of Uniforms
6. Building Interiors
7. Procurement related to IT Projects

Logistics Function:
1. Laboratory and Non-Laboratory Raw Materials
2. Laboratory and Non-Laboratory Auxiliary Materials
3. Laboratory and Non-Laboratory Equipment
4. Laboratory and Non-Laboratory Equipment Spare Parts
5. Promotions
6. General Administration
7. Office Stationery (ATK)
8. Household Items (RT)
9. General Spare Parts (Building, Electronics, Electrical)

Kebijakan Pemenuhan Hak-Hak Kreditur

Perseroan senantiasa memperhatikan kepentingan para kreditur sebagai bentuk upaya mempertahankan kepercayaan dan mendukung prospek pertumbuhan Perseroan secara jangka panjang. Kebijakan ini juga bertujuan untuk memastikan hak-hak kreditur terpenuhi dan menjaga kepercayaan yang diberikan kreditur terhadap Perseroan. Dalam menjalin hubungan dengan kreditur, Perseroan berkomitmen untuk selalu mematuhi seluruh ketentuan dan kewajiban yang tercantum dalam perjanjian kredit.

Policy on Fulfilling Creditors' Rights

The Company always pays attention to the interests of creditors as a way to maintain trust and support the Company's long-term growth prospects. This policy also aims to ensure that creditors' rights are fulfilled and to maintain the trust that creditors have placed in the Company. In establishing relationships with creditors, the Company is committed to always complying with all terms and obligations set forth in the credit agreement.

Kebijakan Perdagangan Orang Dalam
Insider's Trading Policy

Perseroan memiliki dan menerapkan Kebijakan Perdagangan Orang Dalam untuk mencegah terjadinya benturan kepentingan serta mengatur praktik perdagangan efek berbentuk saham di lingkungan Perseroan. Setiap karyawan yang memiliki akses terhadap informasi material non-publik dilarang menyalahgunakan kedudukannya untuk mengungkapkan atau memanfaatkan informasi tersebut dengan cara yang dapat memengaruhi keputusan investasi para pemegang saham maupun investor.

The Company has established and implemented an Insider Trading Policy to prevent conflicts of interest and regulate the trading of equity securities within the Company. All employees with access to material non-public information are prohibited from misusing their position to disclose or utilize such information in any manner that may influence the investment decisions of shareholders or investors.

Kebijakan ini secara jelas meregulasi hal-hal terkait larangan kegiatan perdagangan apa pun dalam saham korporasi yang dilakukan oleh Direktur, Komisaris, dan orang dalam untuk memastikan bahwa siapapun tidak boleh mendapatkan keuntungan secara langsung atau tidak langsung dari informasi yang tidak atau belum tersedia di pasar.

This policy clearly regulates prohibitions relating to any form of trading in the Company's shares conducted by Directors, Commissioners, and insiders to ensure that no individual may gain, directly or indirectly, any benefit from information that is not yet available to the public.

Setiap Orang Dalam Perseroan yang memiliki informasi orang dalam, dilarang untuk:

1. Melakukan pembelian atau penjualan efek berbentuk saham Perseroan, atau saham perusahaan lain yang sedang melakukan transaksi dengan Perseroan.
2. Memengaruhi pihak lain untuk membeli atau menjual efek tersebut.
3. Memberikan informasi orang dalam kepada pihak mana pun yang berpotensi menggunakan informasi tersebut untuk melakukan transaksi efek.

All Company Insiders who possess inside information are prohibited from:

1. Purchasing or selling the Company's equity securities, or the shares of other companies conducting transactions with the Company.
2. Influencing other parties to buy or sell such securities.
3. Providing inside information to any party who may potentially use such information to conduct securities transactions.

Untuk mencegah terjadinya praktik perdagangan orang dalam, Perseroan menerapkan kebijakan berikut:

1. Memisahkan secara tegas data dan/atau informasi yang bersifat konfidensial dan bersifat publik;
2. Mewajibkan penandatanganan *Non-Disclosure Agreement* dalam setiap hubungan kerja sama dengan pihak ketiga; dan
3. Membagi tugas dan tanggung jawab dalam pengelolaan informasi yang bersifat rahasia.

To prevent insider trading practices, the Company implements the following measures:

1. Clearly segregating confidential data and/or information from public information;
2. Requiring the execution of a Non-Disclosure Agreement in every collaboration or engagement with third parties; and
3. Separating duties and responsibilities in the management of confidential information.

Perseroan menegaskan bahwa tidak terdapat praktik *insider trading* sepanjang tahun 2025. Seluruh laporan mengenai perubahan kepemilikan saham telah disampaikan dengan akurat dan tepat waktu kepada instansi terkait. Selama 3 (tiga) tahun terakhir, tidak terdapat perdagangan orang dalam yang melibatkan anggota Direksi, anggota Dewan Komisaris, manajemen, dan karyawan.

The Company confirms that no insider trading practices occurred throughout 2025. All reports on changes in share ownership were submitted accurately and in a timely manner to the relevant authorities. For the past 3 (three) years, there has been no insider trading involving members of the Board of Directors, members of the Board of Commissioners, management, or employees.

Kebijakan Keselamatan dan Kesehatan Kerja
Occupational Safety and Health Policy

Kebijakan ini merepresentasikan komitmen kuat Perseroan untuk menyediakan, mempromosikan, dan memelihara lingkungan kerja yang sehat dan aman bagi tenaga kerja, pelanggan, dan mitra kerja dan penerapan program perbaikan berkelanjutan melalui Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sesuai dengan peraturan perundang-undangan yang berlaku. Untuk selengkapnya, kebijakan ini dapat dilihat dan diunduh dalam situs web Perseroan.

This policy represents the Company's strong commitment to providing, promoting, and maintaining a healthy and safe working environment for employees, customers, and business partners, and implementing continuous improvement programs through the Occupational Health and Safety Management System (SMK3) in accordance with applicable laws and regulations. For further information, this policy can be viewed and downloaded on the Company's website.

Kebijakan Perlindungan terhadap Pelecehan Seksual, Non-Diskriminasi, Hak Asasi Manusia, dan Larangan Pekerja Anak

Policy on Protection Against Sexual Harassment, Non-Discrimination, Human Rights, and the Prohibition of Child Labor

Secara umum, kebijakan ini mengatur komitmen Perseroan terkait:

Kebijakan terkait Pelecehan Seksual dan Non-Diskriminasi

Perseroan melakukan proses penerimaan karyawan melalui seleksi bertahap secara profesional melalui prosedur dan syarat-syarat yang ditetapkan. Perseroan berkomitmen tidak melakukan diskriminasi dalam penerimaan karyawan dengan tidak mencantumkan persyaratan yang mengandung atau mendorong diskriminasi atas suku agama maupun ras dan antar golongan. Setiap pekerja berhak memperoleh perlakuan yang sama tanpa diskriminasi dari perusahaan.

Kebijakan Hak Asasi Manusia (HAM)

Perseroan memastikan penghargaan terhadap HAM tertuang dalam ketentuan internal dan praktik pelaksanaan HAM di perusahaan. Setiap ketentuan kerja yang dibuat oleh Perseroan didasari oleh pelaksanaan prinsip-prinsip GCG serta Pedoman Perilaku yang akan menjamin keberlanjutan Perseroan. Perseroan berkomitmen menjunjung tinggi HAM dalam aspek operasional, finansial, dan reputasi.

Kebijakan mengenai Pekerja Anak/Kerja Paksa

Perseroan menegaskan sikap penolakan atas pekerja anak atau proses kerja paksa. Perseroan memastikan tidak terdapat pekerja anak dan pekerja paksa dalam praktik ketenagakerjaan di dalam perusahaan. Perseroan memenuhi hak dasar ketenagakerjaan dan menghormati hak-hak pekerja dalam menjalankan tugasnya. Perseroan juga menerapkan ketentuan hubungan kerja sesuai dengan peraturan perundang-undangan yang berlaku.

Untuk selengkapnya, kebijakan ini dapat dilihat dan diunduh dalam situs web Perseroan.

In general, this policy governs the Company's commitments related to:

Policy on Sexual Harassment and Non-Discrimination

The Company conducts the employee recruitment process through a professional, phased selection procedure based on established requirements. The Company is committed to ensuring a non-discriminatory recruitment process by not including any requirements that contain or encourage discrimination based on ethnicity, religion, race, or inter-group relations. Every employee is entitled to equal treatment from the Company without discrimination.

Human Rights Policy

The Company ensures that respect for human rights is embedded in its internal regulations and implemented in daily business practices. Every employment provision established by the Company is based on the principles of GCG and the Code of Conduct, which support the Company's long-term sustainability. The Company is committed to upholding human rights across its operational, financial, and reputational aspects.

Policy on Child Labor/Forced Labor

The Company firmly rejects the use of child labor or any form of forced labor. The Company ensures that no child labor or forced labor exists within its employment practices. The Company fulfills fundamental labor rights and respects the rights of employees in carrying out their duties. The Company also enforces employment relations in accordance with applicable laws and regulations.

Further details regarding this policy can be accessed and downloaded through the Company's website

Kebijakan Privasi
Privacy Policy

Kebijakan Privasi mengatur bagaimana Perseroan memperlakukan data/informasi pribadi pelanggan seperti memperoleh, mengumpulkan, mengolah, menganalisa, menyimpan, menampilkan, mengumumkan, mengirim, menyebarluaskan, dan/atau membuka akses serta memusnahkan data/informasi pribadi pelanggan. Kebijakan ini merupakan wujud kepatuhan Perseroan terhadap peraturan perundang-undangan yang berlaku. Kebijakan Privasi merupakan satu kesatuan yang tidak terpisahkan dengan Syarat dan Ketentuan kebijakan privasi Perseroan dan/atau syarat kebijakan tersendiri yang diatur Perseroan. Untuk selengkapnya, kebijakan ini dapat dilihat dan diunduh dalam situs web Perseroan pada https://prodia.co.id/id/kebijakan-privasi.

The Privacy Policy governs how the Company manages customers' personal data/information, including the processes of obtaining, collecting, processing, analyzing, storing, displaying, announcing, transmitting, disseminating, granting access to, and/or destroying customers' personal data/information. This policy reflects the Company's compliance with applicable laws and regulations. The Privacy Policy forms an integral part of the Company's Terms and Conditions on privacy and/or any separate policy provisions established by the Company. For further details, the policy can be accessed and downloaded through the Company's website on https://prodia.co.id/en/privacy-policy.

Penerapan Pedoman Tata Kelola Perusahaan Terbuka
Implementation of Public Company Governance Guidelines

Sesuai dengan kepatuhan pada POJK 21/2015 dan SEOJK 32/2015, Perseroan mengungkapkan informasi mengenai penerapan rekomendasi yang tercantum dalam Pedoman Tata Kelola Perusahaan Terbuka sebagaimana tercantum dalam tabel berikut ini:

In accordance with compliance with POJK 21/2015 and SEOJK 32/2015, the Company discloses information regarding the implementation of the recommendations contained in the guidelines or provides an explanation if the Company has not or does not implement the recommendations as stated in the following table:

Prinsip Principle	**Rekomendasi** Recommendation	**Penerapan** Implementation
Aspek 1: Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-Hak Pemegang Saham Aspect 1: Public Listed Company's Relationship with Shareholders in Ensuring Shareholders' Rights		
Prinsip 1: Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS)	• Memiliki cara atau prosedur pengumpulan suara (voting) yang mengedepankan independensi. • Seluruh anggota Direksi dan Dewan Komisaris hadir dalam RUPS Tahunan. • Ringkasan risalah RUPS tersedia dalam situs web perusahaan paling sedikit satu tahun.	Telah diterapkan
Principle 1: Increasing the Value of the General Meeting of Shareholders	• Have a voting method or procedure that emphasizes independence. • All members of the Board of Directors and Board of Commissioners attended the AGMS. • A summary of the GMS minutes is available on the Company's website for at least one year.	Implemented
Prinsip 2: Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor	• Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. • Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan Pemegang Saham atau investor dalam situs web.	Telah diterapkan
Principle 2: Improving the Quality of Communication of Public Companies with Shareholders or Investors	• Public Listed Companies have a policy of communication with shareholders or investors. • The Public Listed Company discloses its communication policy with Shareholders or investors on its website.	Implemented

Prinsip Principle	Rekomendasi Recommendation	Penerapan Implementation
Aspek 2: Fungsi dan Peran Dewan Komisaris Aspect 2 : Function and Role of the Board of Commissioners		
Prinsip 3: Memperkuat Keanggotaan dan Komposisi Dewan Komisaris	• Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka. • Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.	Telah diterapkan
Principle 3: Strengthening Membership and Composition of the Board of Commissioners	• Determination of the number of members of the Board of Commissioners considers the condition of the Public Listed Company. • Determination of the composition of the Board of Commissioners takes into account the diversity of expertise, knowledge and experience required.	Implemented
Prinsip 4: Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris	• Dewan Komisaris mempunyai kebijakan penilaian sendiri (self-assessment) untuk menilai kinerja Dewan Komisaris. • Kebijakan penilaian sendiri (self-assessment) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. • Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan. • Dewan Komisaris atau Komite yang menjalankan fungsi nominasi dan remunerasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi.	Telah diterapkan
Principle 4: Improving the Quality of the Implementation of Duties and Responsibilities of the Board of Commissioners	• The Board of Commissioners has a self-assessment policy to assess the performance of the BOC. • The self-assessment policy for assessing the performance of the Board of Commissioners is disclosed in the Annual Report of the Public Listed Company. • The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if involved in financial crimes. • The Board of Commissioners or the Committee that carries out the nomination and remuneration function develops a succession policy in the nomination process for members of the Board of Directors.	Implemented
Fungsi Peran Direksi Function and Role of the Board of Directors		
Prinsip 5: Memperkuat Keanggotaan dan Komposisi Direksi	• Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka, serta efektivitas dalam pengambilan keputusan. • Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. • Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi.	Telah diterapkan
Principle 5: Strengthening Membership and Composition of the Board of Directors	• The determination of the number of members of the Board of Directors considers the condition of the Public Listed Company, as well as the effectiveness in decision making. • Determination of the composition of the Board of Directors takes into account the diversity of expertise, knowledge, and experience required. • Members of the Board of Directors in charge of accounting or finance have expertise and/or knowledge in accounting.	Implemented
Prinsip 6: Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi	• Direksi mempunyai kebijakan penilaian sendiri (self-assessment) untuk menilai kinerja Direksi. • Kebijakan penilaian sendiri (self-assessment) untuk menilai kinerja Direksi diungkapkan melalui Laporan Tahunan Perusahaan Terbuka. • Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan.	Telah diterapkan
Principle 6: Improving the Quality of the Implementation of the Duties and Responsibilities of the Board of Directors	• The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors. • The self-assessment policy to assess the performance of the Board of Directors is disclosed in the Public Listed Company's Annual Report. • The Board of Directors has a policy regarding the resignation of members of the Board of Directors if they are involved in financial crimes.	Implemented

Prinsip Principle	Rekomendasi Recommendation	Penerapan Implementation
	Aspek 4: Partisipasi Pemangku Kepentingan Aspect 4: Participation of Stakeholders	
Prinsip 7: Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan	• Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya insider trading. • Perusahaan Terbuka memiliki kebijakan anti-korupsi dan anti-fraud. • Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. • Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur. • Perusahaan Terbuka memiliki kebijakan sistem whistleblowing. • Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan.	Telah diterapkan
Principle 7: Improving Corporate Governance Aspects through Stakeholder Participation	• Public Listed Company has a policy to prevent practices of insider trading. • Public Listed Company has an anti-corruption and anti-fraud policy. • The Public Listed Company has a policy on the selection and upgrading of suppliers or vendors. • Public Listed Company has a policy on the fulfillment of creditors' rights. • Public Listed Company has a policy of whistleblowing system. • Public Listed Company has a policy of providing long-term incentives to Directors and employees.	Implemented
	Aspek 5: Keterbukaan Informasi Aspect 5: Information Disclosure	
Prinsip 8: Meningkatkan Pelaksanaan Keterbukaan Informasi	• Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan informasi. • Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham perusahaan terbuka paling sedikit 5%, selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui Pemegang Saham Utama dan Pengendali.	Telah diterapkan
Principle 8: Improving the Implementation of Information Disclosure	• Public Listed Company utilizes the wider use of information technology other than website as a media for information disclosure. • The Annual Report of a Public Listed Company discloses the ultimate beneficial owner in the shareholding of the public listed company of at least 5%, in addition to the disclosure of the ultimate beneficial shareholders of the Public Listed Company through the Majority and Controlling Shareholders.	Implemented

Penerapan atas Pedoman Umum Governansi Korporat Indonesia (PUG-KI)

Implementation of the Indonesian General Corporate Governance Guidelines (PUG-KI)

	Prinsip Principle	Pelaksanaan (Terapkan/Jelaskan) Implementation (Implement/Explain)
1.	**Peran dan Tanggung Jawab Direksi dan Dewan Komisaris** Roles and Responsibilities of the Board of Directors and the Board of Commissioners	
1.1	Peran dan Tanggung Jawab Direksi Roles and Responsibilities of the Board of Directors	Telah diterapkan Implemented
1.2	Penilaian Kinerja - Direksi dan Anggotanya Assessment of Performance – Board of Directors and its Members	Telah diterapkan Implemented
1.3	Peran dan Tanggung Jawab Dewan Komisaris Roles and Responsibilities of the Board of Commissioners	Telah diterapkan Implemented
1.4	Pembentukan Komite Establishment of Committee	Telah diterapkan Implemented
1.5	Penilaian Kinerja - Dewan Komisaris dan Anggotanya Assessment of Performance – Board of Commissioners and its Members	Telah diterapkan Implemented

	Prinsip Principle	Pelaksanaan (Terapkan/Jelaskan) Implementation (Implement/Explain)
1.6	Benturan Kepentingan Conflict of Interest	Telah diterapkan Implemented
1.7	Peningkatan Kompetensi Anggota Direksi dan Dewan Komisaris Competency Improvement of Members of the Board of Directors and the Board of Commissioners	Telah diterapkan Implemented
2.	**Komposisi dan Remunerasi Direksi dan Dewan Komisaris** Composition and Remuneration of the Board of Directors and the Board of Commissioners	
2.1	Komposisi Direksi Composition of the Board of Directors	Telah diterapkan Implemented
2.2	Remunerasi Direksi dan Dewan Komisaris Remuneration of the Board of Directors and the Board of Commissioners	Telah diterapkan Implemented
3.	**Hubungan Kerja antara Direksi dengan Dewan Komisaris** Working Relationship between the Board of Directors and the Board of Commissioners	
3.1	Sifat Hubungan Kerja Nature of the Working Relationship	Telah diterapkan Implemented
3.2	Akses informasi Dewan Komisaris Information Access for the Board of Commissioners	Telah diterapkan Implemented
3.3	Tanggung jawab Direksi dan Dewan Komisaris atas Dampak Struktur Kepemilikan terhadap Korporasi Responsibility of the Board of Directors and Board of Commissioners for the Impact of Ownership Structure on the Corporation	Telah diterapkan Implemented
4.	**Perilaku Etis dan Bertanggung Jawab** Ethical and Responsible Conduct	
4.1	Pedoman Etika dan Perilaku Code of Ethic and Code of Conduct	Telah diterapkan Implemented
4.2	Nilai-Nilai dan Budaya Organisasi Organizational Values and Culture	Telah diterapkan Implemented
4.3	Komunikasi dan Penegakan Pedoman Etika, Nilai-nilai dan Budaya Communication and Enforcement of Guidelines of Ethic, Values, and Culture	Telah diterapkan Implemented
5.	**Manajemen Risiko, Pengendalian Internal dan Kepatuhan** Risk Management, Internal Control and Compliance	
5.1	Pengendalian Internal dan Kepatuhan Internal Control and Compliance	Telah diterapkan Implemented
5.2	Manajemen Risiko Risk Management	Telah diterapkan Implemented
5.3	Integrasi Governansi, Manajemen Risiko, dan Kepatuhan Integration of Governance, Risk Management, and Compliance	Telah diterapkan Implemented
5.4	Audit Internal Internal Audit	Telah diterapkan Implemented
6.	**Pengungkapan dan Transparansi** Disclosure and Transparency	
6.1	Kebijakan Pengungkapan Disclosure Policy	Telah diterapkan Implemented
6.2	Laporan Keuangan dan Keberlanjutan Financial and Sustainability Reports	Telah diterapkan Implemented
6.3	Diseminasi Informasi Information Dissemination	Telah diterapkan Implemented

	Prinsip Principle	Pelaksanaan (Terapkan/Jelaskan) Implementation (Implement/Explain)
7.	Perlindungan terhadap Hak-Hak Pemegang Saham Protection for Rights of Shareholders	
7.1	Hak Pemegang Saham Shareholder's Right	Telah diterapkan Implemented
7.2	Perlakuan Adil Terhadap Pemegang Saham Fair Treatment of Shareholders	Telah diterapkan Implemented
7.3	Rapat Umum Pemegang Saham General Meeting of Shareholders	Telah diterapkan Implemented
8.	Pemangku Kepentingan Lainnya Other Stakeholders	
8.1	Keterlibatan Pemangku Kepentingan Kunci (*stakeholder engagement*) Key Stakeholders engagement	Telah diterapkan Implemented
8.2	Integrasi Keberlanjutan dalam Model Bisnis Integration of Sustainability in Business Model	Telah diterapkan Implemented
8.3	Perlindungan terhadap Pemangku Kepentingan Protection of Stakeholders	Telah diterapkan Implemented

Pernyataan atas Praktik Tata Kelola Perusahaan yang Tidak Baik
Statement of Implementation of Bad Corporate Governance Principles

Perseroan menyatakan komitmennya untuk tidak menjalankan praktik Tata Kelola Perusahaan yang Tidak Baik dalam bentuk apapun, sebagaimana ditunjukkan pada tabel berikut ini:

The Company declares its commitment not to carry out Bad Corporate Governance practices in any form, as shown in the following table:

Uraian Description	Jumlah Total
Adanya laporan sebagai perusahaan yang mencemari lingkungan. Reports of being a company that pollutes the environment.	Tidak ada None
Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, anggota Direksi dan/atau anggota Dewan Komisaris yang sedang menjabat tidak diungkapkan dalam Laporan Tahunan. Important cases that are being faced by the Company, subsidiaries, members of the Board of Directors and/or members of the Board of Commissioners who are currently serving are not disclosed in the Annual Report.	Tidak ada None
Ketidakpatuhan dalam pemenuhan kewajiban perpajakan. Non-compliance in fulfilling tax obligations.	Tidak ada None
Ketidaksesuaian penyajian laporan tahunan dan laporan keuangan dengan peraturan yang berlaku. Discrepancies in the presentation of annual reports and financial statements with applicable regulations.	Tidak ada None
Kasus terkait buruh dan karyawan. Cases related to workers and employees.	Tidak ada None
Terdapat ketidaksesuaian antara Laporan Tahunan *hardcopy* dan Laporan Tahunan *softcopy*. There are discrepancies between the hardcopy Annual Report and the softcopy Annual Report.	Tidak ada None

Pernyataan Pelaksanaan Prinsip-Prinsip Tata Kelola Perusahaan yang Baik

Seluruh anggota Dewan Komisaris, Direksi, dan Insan Prodia berkomitmen dan telah menerapkan prinsip-prinsip tata kelola perusahaan yang baik dan tidak terdapat pelanggaran yang material terhadap peraturan perundang-undangan yang berlaku.

Statement of Implementation of Good Corporate Governance Principles

All members of the Board of Commissioners, Board of Directors, and Prodia personnel are committed to and have implemented the principles of good corporate governance and there are no material violations of the prevailing laws and regulations.


InnoGloves



7

Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility

Sebagai perusahaan yang bertanggung jawab, Perseroan berkomitmen penuh terhadap Tanggung Jawab Sosial dan Lingkungan (TJSL), dengan menyadari bahwa pertumbuhan yang berkelanjutan tidak dapat terlepas dari kesejahteraan sosial dan perhatian terhadap lingkungan. Perseroan percaya bahwa pelaksanaan tanggung jawab sosial yang baik akan menciptakan hubungan yang positif, memberdayakan, dan saling menguntungkan antara perusahaan, masyarakat, karyawan, serta para pemangku kepentingan lainnya. Melalui berbagai program TJSL, Perseroan tidak hanya berupaya meningkatkan kualitas layanan, tetapi juga berperan sebagai agen perubahan yang mendukung kemajuan masyarakat secara keseluruhan.

As a responsible corporate citizen, the Company is fully committed to Social and Environmental Responsibility (TJSL), recognizing that sustainable growth is inseparable from social welfare and environmental concerns. The Company believes that implementing strong social responsibility will create positive, empowering, and mutually beneficial relationships among the company, the community, employees, and other stakeholders. Through various TJSL programs, the Company not only strives to improve the quality of its services but also serves as an agent of change, supporting the progress of society as a whole.

Atas dasar kepatuhan terhadap POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik dan SEOJK No. 16 /SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan, Perseroan juga menerbitkan sebuah Laporan Keberlanjutan. Laporan Keberlanjutan ini diterbitkan dalam buku yang terpisah dari Laporan Keberlanjutan ini, namun merupakan bagian yang tidak terpisahkan dengan Laporan Tahunan.

Under OJK Regulation No. 51/POJK.03/2017 on Sustainable Finance implementation for Financial Service Institutions, Issuers, and Public Companies, and OJK Circular Letter No. 16/SEOJK.04/2021 on the Format and Content of the Annual Report, the Company also issues a Sustainability Report. This Sustainability Report is published separately from the Annual Report but remains an integral part of it.

Laporan Keberlanjutan Perseroan menyajikan informasi yang elaboratif dan komprehensif mengenai program Tanggung Jawab Sosial dan Lingkungan (TJSL) serta kinerja keberlanjutan Perseroan, termasuk aspek ESG. Oleh sebab itu, Laporan Tahunan ini tidak lagi memuat informasi mengenai TJSL. Laporan Tahunan dan Laporan Keberlanjutan Perseroan tersedia dalam 2 (dua) bahasa dan dapat diunduh secara digital di www.prodia.co.id.

The Company's Sustainability Report presents detailed and comprehensive information on its Social and Environmental Responsibility (TJSL) programs and sustainability performance, including ESG aspects. Consequently, the Annual Report no longer includes CSR information. Both the Annual and Sustainability Reports are available in two languages and can be downloaded digitally from www.prodia.co.id.



Lembar Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan 2025 PT Prodia Widyahusada Tbk

Statement of the Board of Directors and the Board of Commissioners regarding Responsibility for the 2025 Annual Report of PT Prodia Widyahusada Tbk

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Prodia Widyahusada Tbk tahun 2025 telah dimuat secara lengkap, dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

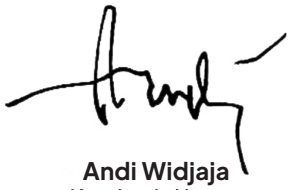
Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned, hereby declare that all information in the Annual Report of PT Prodia Widyahusada Tbk for the year 2025 has been presented in its entirety, and that we assume full responsibility for the accuracy of the contents of such Annual Report of the Company.

This statement is duly made in all integrity.

Jakarta, 25 Maret | March 2026

DEWAN KOMISARIS
Board of Commissioners



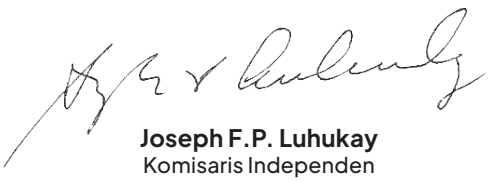
Andi Widjaja
Komisaris Utama
President Commissioner



Gunawan P. Soeharto
Komisaris
Commissioner



Endang W. Hoyaranda
Komisaris
Commissioner



Joseph F.P. Luhukay
Komisaris Independen
Independent Commissioner



Keri Lestari
Komisaris Independen
Independent Commissioner

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Prodia Widyahusada Tbk tahun 2025 telah dimuat secara lengkap, dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

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This statement is duly made in all integrity.

Jakarta, 25 Maret | March 2026

DIREKSI
Board of Directors

Dewi Muliaty
Direktur Utama
President Director

Liana Kuswandi
Direktur
Director

Indriyanti Rafi Sukmawati
Direktur
Director

Andri Hidayat
Direktur
Director

Ida Zuraida
Direktur
Director


PP
RR
OO
DI
AA



8

Laporan Keuangan

Financial Report

PT Prodia Widyahusada Tbk
dan entitas anaknya/and its subsidiary

Laporan keuangan konsolidasian tanggal 31 Desember 2025
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
Consolidated financial statements as of December 31, 2025
and for the year then ended
with independent auditor's report

The original consolidated financial statements included herein are in the Indonesian language.

PT PRODIA WIDYAHUSADA TBK
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN

PT PRODIA WIDYAHUSADA TBK
AND ITS SUBSIDIARY
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2025
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT

Daftar Isi | ***Table of Contents***

	Halaman/ *Page*	
Surat Pernyataan Direksi		*Statement of the Board of Directors*
Laporan Auditor Independen		*Independent Auditor's Report*
Laporan Posisi Keuangan Konsolidasian	1-3	*Consolidated Statement of Financial Position*
Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian	4-5	*Consolidated Statement of Profit or Loss and Other Comprehensive Income*
Laporan Perubahan Ekuitas Konsolidasian	6	*Consolidated Statement of Changes in Equity*
Laporan Arus Kas Konsolidasian	7-8	*Consolidated Statement of Cash Flows*
Catatan Atas Laporan Keuangan Konsolidasian	9-109	*Notes to the Consolidated Financial Statements*

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PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN KONSOLIDASIAN
UNTUK TAHUN YANG BERAKHIR
31 DESEMBER 2025
PT PRODIA WIDYAHUSADA Tbk DAN ENTITAS ANAK

DIRECTORS' STATEMENT OF
RESPONSIBILITY FOR
THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEARS ENDED
DECEMBER 31, 2025
PT PRODIA WIDYAHUSADA Tbk AND SUBSIDIARY

Kami, yang bertanda-tangan dibawah ini, untuk dan atas nama Direksi:

We, the undersigned, for and on behalf of Board of Directors:

1. Nama : Dewi Muliaty
   Alamat kantor : Jl. Kramat Raya No. 150, Jakarta Pusat
   Alamat domisili sesuai KTP : Jl. Gn. Merbabu No. 23, Jatinegara Baru, RT/RW: 004/016 Penggilingan, Cakung, Jakarta Timur
   Telepon : 021-3144182
   Jabatan : Direktur Utama

2. Nama : Liana Kuswandi
   Alamat kantor : Jl. Kramat Raya No. 150, Jakarta Pusat
   Alamat domisili sesuai KTP : Perumahan Grand Orchard, Jl. Clover VII, RT/RW: 006/011 Blok BH No. 11, Sukapura, Cilincing, Jakarta Utara
   Telepon : 021-3144182
   Jabatan : Direktur

1. *Name* : *Dewi Muliaty*
   Office address : *Jl. Kramat Raya No. 150, Jakarta Pusat*
   Domicile as stated in ID card : *Jl. Gn. Merbabu No. 23, Jatinegara Baru, RT/RW: 004/016 Penggilingan, Cakung, Jakarta Timur*
   Telephone : *021-3144182*
   Title : *President Director*

2. *Name* : *Liana Kuswandi*
   Office address : *Jl. Kramat Raya No. 150, Jakarta Pusat*
   Domicile as stated in ID card : *Perumahan Grand Orchard, Jl. Clover VII, RT/RW: 006/011 Blok BH No. 11, Sukapura, Cilincing, Jakarta Utara*
   Telephone : *021-3144182*
   Title : *Director*

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian Perusahaan dan Entitas Anaknya;
2. Laporan keuangan konsolidasian Perusahaan dan Entitas Anaknya telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian Perusahaan dan Entitas Anaknya telah diungkapkan secara lengkap dan benar;
   b. Laporan keuangan konsolidasian Perusahaan dan Entitas Anaknya tidak mengandung infomasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta yang material;
4. Kami bertanggung jawab atas sistem pengendalian interen dalam Perusahaan dan Entitas Anaknya;
5. Kami bertanggung jawab atas kepatuhan terhadap hukum dan peraturan.

declare that:

1. *We are responsible for the preparation and presentation of the consolidated financial statements of the Company and Subsidiary;*
2. *The consolidated financial statements of the Company and Subsidiary have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. *a. All information in the consolidated financial statements of the Company and Subsidiary has been completely and correctly disclosed;*
   b. The consolidated financial statements of the Company and Subsidiary do not contain misleading material information or facts, and do not omit material information or facts;
4. *We are responsible for the internal control system of the Company and Subsidiary;*
5. *We are responsible for the compliance with laws and regulations.*

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is made truthfully.

Jakarta, 11 Maret 2026 / *March 11, 2026*

PT Prodia Widyahusada Tbk
METERAI TEMPEL
10000
D0A9ANX253809420

Dewi Muliaty
Presiden Direktur/*President Director*

Liana Kuswandi
Direktur/*Director*

Shape the future with confidence

KAP Purwanto Susanti dan Surja

Indonesia Stock Exchange Building
Tower 2, 7th Floor
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190, Indonesia

Tel : +62 21 5289 5000
Fax: +62 21 5289 4100
ey.com/id

The original report included herein is in the Indonesian language.

Laporan Auditor Independen

Laporan No. 00142/2.1505/AU.1/10/1814-3/1/III/2026

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Prodia Widyahusada Tbk

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Prodia Widyahusada Tbk ("Perusahaan") dan entitas anaknya (secara kolektif disebut sebagai "Grup") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Independent Auditor's Report

Report No. 00142/2.1505/AU.1/10/1814-3/1/III/2026

The Shareholders and the Boards of Commissioners and Directors
PT Prodia Widyahusada Tbk

Opinion

We have audited the accompanying consolidated financial statements of PT Prodia Widyahusada Tbk (the "Company") and its subsidiary (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as of December 31, 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2025, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Shape the future
with confidence

The original report included herein is in
the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (lanjutan)

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini kami.

Hal audit utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal-hal paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal audit utama tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, dan kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut. Untuk hal audit utama di bawah ini, penjelasan kami tentang bagaimana audit kami merespons hal tersebut disampaikan dalam konteks tersebut.

Independent Auditor's Report (continued)

Report No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (continued)

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants ("IICPA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. Such key audit matters were addressed in the context of our audit of the consolidated financial statements taken as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on such key audit matters. For the key audit matter below, our description of how our audit addressed such key audit matter is provided in such context.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (lanjutan)

Hal audit utama (lanjutan)

Kami telah memenuhi tanggung jawab yang diuraikan dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami, termasuk sehubungan dengan hal audit utama yang dikomunikasikan di bawah ini. Oleh karena itu, audit kami mencakup pelaksanaan prosedur yang didesain untuk merespons penilaian kami atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian terlampir. Hasil prosedur audit kami, termasuk prosedur yang dilakukan untuk merespons hal audit utama di bawah ini, menyediakan basis bagi opini kami atas laporan keuangan konsolidasian terlampir.

Akuntansi sewa

Penjelasan atas hal audit utama:

Seperti diungkapkan dalam Catatan 14 dan 21 atas laporan keuangan konsolidasian, Grup mengakui aset hak guna dan utang sewa hak guna konsolidasian masing-masing sebesar Rp312.743 juta dan Rp17.279 juta pada tanggal 31 Desember 2025. Akuntansi sewa merupakan hal audit utama kami karena Grup memiliki jumlah kontrak yang signifikan dengan ketentuan yang berbeda dimana diperlukan pertimbangan dan estimasi manajemen yang signifikan yang mencakup, antara lain, (a) menilai apakah suatu kontrak mengandung sewa; (b) menentukan masa sewa dengan mempertimbangkan opsi pembaharuan dan atau penghentian; (c) menentukan tingkat diskonto yang sesuai.

Independent Auditor's Report (continued)

Report No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (continued)

Key audit matter (continued)

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report, including in relation to the key audit matter communicated below. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the accompanying consolidated financial statements. The results of our audit procedures, including the procedures performed to address the key audit matter below, provide the basis for our opinion on the accompanying consolidated financial statements.

Accounting for lease

Description of the key audit matter:

As disclosed in Notes 14 and 21 to the consolidated financial statements, the Group recognized consolidated right-of-use assets and lease liabilities amounting to Rp312,743 million and Rp17,279 million, respectively, as of December 31, 2025. The accounting for leases is key audit matter for us because the Group has a significant number of contracts with various terms which requires the exercise of significant management judgment and estimate that include, among others, (a) assessing whether a contract contains a lease; (b) determining the lease term with the consideration on the renewal and or termination options; and (c) determining the appropriate discount rate.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (lanjutan)

Hal audit Utama (lanjutan)

Akuntansi sewa (lanjutan)

Respons audit:

Kami memeroleh pemahaman tentang proses Grup dalam mengidentifikasi dan menilai apakah perjanjian mereka mengandung sewa. Kami memeroleh seluruh daftar kontrak sewa sepanjang tahun secara lengkap dan kami menguji penilaian manajemen apakah kontrak tersebut mengandung sewa. Kami memeroleh daftar perjanjian sewa yang diubah dan mengevaluasi apakah perubahan tersebut menyebabkan pengukuran kembali utang sewa hak guna melalui penelaahan apakah terdapat perubahan dalam ruang lingkup sewa, atau imbalan untuk sewa, yang bukan merupakan bagian dari syarat dan ketentuan awal sewa.

Untuk perjanjian sewa yang baru, kami mengevaluasi asumsi utama manajemen dan estimasi yang digunakan dalam menentukan aset hak guna dan utang sewa hak guna, termasuk suku bunga pinjaman inkremental dan masa sewa. Kami mengevaluasi pertimbangan manajemen dalam menilai apakah cukup yakin untuk menggunakan opsi memperbaharui atau menghentikan sewa melalui penelaahan terhadap ketentuan penting dalam perjanjian sewa. Kami menguji suku bunga pinjaman inkremental dengan membandingkan dengan suku bunga pasar saat ini. Kami juga menguji akurasi matematis dari perhitungan aset hak guna dan utang sewa hak guna, serta menguji amortisasi aset hak guna dan beban bunga atas utang sewa hak guna menggunakan pengujian analitis, dengan mempertimbangkan masa manfaat aset tersebut dan tingkat diskonto sewa.

Independent Auditor's Report (continued)

Report No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (continued)

Key audit matter (continued)

Accounting for lease (continued)

Audit response:

We obtained an understanding of the Group's process in identifying and assessing whether their arrangements contain a lease. We obtained a complete list of lease contracts during the year, and we tested management's assessment whether such contracts contain a lease. We obtained a list of amended lease contracts and evaluated whether the amendments resulted in remeasurement of lease liabilities through a review if there is a change in the scope of a lease, or the consideration for a lease, that was not part of original terms and conditions of the lease.

For new lease contracts, we evaluated management's key assumptions and estimates used in determining the right-of-use assets and lease liabilities, which include the incremental borrowing rates, and the lease term. We evaluated management's judgement in assessing whether it is reasonably certain to exercise the option to renew or terminate a lease through review of the significant provisions of the lease contracts. We tested the incremental borrowing rates by comparing them with current market interest rates. We also tested the mathematical accuracy of the calculation of the right-of-use assets and lease liabilities, and tested the amortization of right-of-use assets and interest expense on lease liabilities by means of analytical test, considering the useful lives of these assets and discount rate of the leases.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (lanjutan)

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2025 ("Laporan Tahunan") selain laporan keuangan konsolidasian terlampir dan laporan auditor independen kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Opini kami atas laporan keuangan konsolidasian terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

Independent Auditor's Report (continued)

Report No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (continued)

Other information

Management is responsible for the other information. Other information comprises the information included in the 2025 Annual Report ("The Annual Report") other than the accompanying consolidated financial statements and our independent auditor's report thereon. The Annual Report is expected to be made available to us after the date of this independent auditor's report.

Our opinion on the accompanying consolidated financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

In connection with our audit of the accompanying consolidated financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (lanjutan)

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Independent Auditor's Report (continued)

Report No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (continued)

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless management either intends to liquidate the Group or to cease its operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian

Tujuan kami adalah untuk memeroleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.

Independent Auditor's Report (continued)

Report No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

Independent Auditor's Report (continued)

Report No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan kepada pihak tersebut seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

Independent Auditor's Report (continued)

Report No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Evaluate the overall presentation, structure, and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama tersebut dalam laporan auditor independen kami kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal audit utama tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal audit utama tidak boleh dikomunikasikan dalam laporan auditor independen kami karena konsekuensi yang merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

Independent Auditor's Report (continued)

Report No. 00142/2.1505/AU.1/10/1814-3/1/III/2026 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe such key audit matters in our independent auditor's report unless laws or regulations preclude public disclosure about such key audit matters or when, in extremely rare circumstances, we determine that a key audit matter should not be communicated in our independent auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

KAP Purwanto Susanti dan Surja

Daniel, CPA
Registrasi Akuntan Publik No.: AP. 1814/*Public Accountant Registration No.: AP. 1814*

11 Maret 2026/*March 11, 2026*

00142

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PT PRODIA WIDYAHUSADA TBK
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT PRODIA WIDYAHUSADA TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As of December 31, 2025
(Expressed in millions of Indonesian Rupiah, unless otherwise stated)

	Catatan/ *Notes*	31 Desember/ *December 31,* 2025	31 Desember/ *December 31,* 2024	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	2f,2g,4	589.078	441.800	*Cash and cash equivalents*
Deposito berjangka	2f,5	113.407	299.940	*Time deposits*
Piutang usaha				*Trade receivables*
Pihak ketiga - neto	2g,6	203.022	206.106	*Third parties - net*
Pihak berelasi	2h,6,31	657	1.581	*Related parties*
Persediaan	2j,7	45.545	42.803	*Inventories*
Beban dibayar di muka	2k,8	34.917	38.107	*Prepaid expenses*
Uang muka	2g,9	3.171	4.523	*Advances*
Aset keuangan lainnya				*Other financial assets*
- lancar	2g,10	59.287	31.606	*- current*
Total aset lancar		**1.049.084**	**1.066.466**	***Total current assets***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Beban dibayar di muka	2k,8	6.143	529	*Prepaid expenses*
Tagihan pajak	17a	902	-	*Claims for tax refund*
Investasi pada entitas asosiasi	2y,11	115.116	75.874	*Invesment in associates*
Aset pajak tangguhan - neto	2s,3,17d	15.996	20.561	*Deferred tax assets - net*
Aset tetap - neto	2n,3,12	710.064	750.745	*Fixed assets - net*
Aset takberwujud - neto	2o,13	260.367	288.571	*Intangible assets - net*
Aset hak guna - neto	2m,14	312.743	351.634	*Right-of-use assets - net*
Piutang pada pihak berelasi	2h,31	1.224	-	*Due from related party*
Aset tidak lancar lainnya	2g,15	1.241	4.030	*Other non-current assets*
Aset keuangan lainnya				*Other financial assets*
- tidak lancar	2g,10	223.299	281.726	*- non-current*
Total aset tidak lancar		**1.647.095**	**1.773.670**	***Total non-current assets***
TOTAL ASET		**2.696.179**	**2.840.136**	***TOTAL ASSETS***

Catatan atas laporan keuangan merupakan bagian integral dari laporan keuangan konsolidasian ini.

The accompanying notes form an integral part of these consolidated financial statements.

**PT PRODIA WIDYAHUSADA TBK
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

***PT PRODIA WIDYAHUSADA TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF FINANCIAL
POSITION (continued)
As of December 31, 2025
(Expressed in millions of Indonesian Rupiah,
unless otherwise stated)***

	Catatan/ *Notes*	31 Desember/ *December 31,* 2025	31 Desember/ *December 31,* 2024	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha				*Trade payables*
Pihak ketiga	2g,16	41.636	54.136	*Third parties*
Pihak berelasi	2g,2h,16,31	883	859	*Related parties*
Utang pajak	2s,17b	27.913	31.700	*Taxes payable*
Beban akrual	2g,18	81.557	75.127	*Accrued expenses*
Liabilitas kontrak		3.513	6.956	*Contract liabilities*
Liabilitas jangka pendek lainnya				*Other current liabilities*
Pihak ketiga	2g,19	31.509	61.442	*Third parties*
Pihak berelasi	2g,2h,19,31	4.289	4.326	*Related parties*
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:				*Current maturities of long-term debts:*
Utang pembiayaan konsumen	20	2.026	2.653	*Consumer finance payables*
Utang sewa hak guna	2m,21	7.575	13.519	*Lease liabilities*
Total liabilitas jangka pendek		**200.901**	**250.718**	***Total current liabilities***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam satu tahun:				*Long-term debts - net of current maturities:*
Utang pembiayaan konsumen	20	1.563	2.699	*Consumer finance payables*
Utang sewa hak guna	21	9.704	11.468	*Lease liabilities*
Liabilitas jangka panjang lainnya - pihak ketiga	2g,32	646	646	*Other non-current liabilities - third parties*
Liabilitas imbalan kerja	2q,3,22	89.662	89.919	*Employee benefits liability*
Total liabilitas jangka panjang		**101.575**	**104.732**	***Total non-current liabilities***
TOTAL LIABILITAS		**302.476**	**355.450**	***TOTAL LIABILITIES***

**PT PRODIA WIDYAHUSADA TBK
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

***PT PRODIA WIDYAHUSADA TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF FINANCIAL
POSITION (continued)
As of December 31, 2025
(Expressed in millions of Indonesian Rupiah,
unless otherwise stated)***

	Catatan/ *Notes*	31 Desember/ *December 31,* 2025	31 Desember/ *December 31,* 2024	
EKUITAS				***EQUITY***
Modal saham				*Share capital*
Modal dasar:				*Authorized capital:*
3.000.000.000 saham dengan nilai nominal Rp100 (Rupiah penuh) per saham				*3,000,000,000 shares with nominal value of Rp100 (Rupiah full amount) per share*
Modal ditempatkan dan disetor penuh:				*Issued and fully paid share capital:*
937.500.000 saham	24	93.750	93.750	*937,500,000 shares*
Tambahan modal disetor	25	1.153.146	1.153.146	*Additional paid-in capital*
Saham treasuri	24	(131.716)	-	*Treasury shares*
Saldo laba				*Retained earnings*
Ditentukan penggunaannya	24	5.000	5.000	*Appropriated*
Belum ditentukan penggunaannya		1.271.342	1.230.515	*Unappropriated*
Jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk		2.391.522	2.482.411	*Equity attributable to the owner of the parent company*
Kepentingan nonpengendali	23	2.181	2.275	*Non-controlling interest*
TOTAL EKUITAS		**2.393.703**	**2.484.686**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS		**2.696.179**	**2.840.136**	***TOTAL LIABILITIES AND EQUITY***

PT PRODIA WIDYAHUSADA TBK
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT PRODIA WIDYAHUSADA TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2025
(Expressed in millions of Indonesian Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 December/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
PENDAPATAN DARI KONTRAK DENGAN PELANGGAN	**2.281.704**	2v,27	**2.252.194**	***REVENUE FROM CONTRACT WITH CUSTOMERS***
BEBAN POKOK PENDAPATAN	**(948.963)**	2v,28	**(900.167)**	***COST OF REVENUES***
LABA BRUTO	**1.332.741**		**1.352.027**	***GROSS PROFIT***
Beban usaha	(1.100.388)	2v,29	(1.053.895)	*Operating expenses*
Pendapatan lainnya	11.044	2v,30	15.088	*Other income*
Beban lainnya	(18.243)	2v,30	(12.721)	*Other expenses*
LABA USAHA	**225.154**		**300.499**	***OPERATING INCOME***
Pendapatan keuangan	34.834	2w,34	41.060	*Finance income*
Beban keuangan	(1.894)	2w	(2.446)	*Finance costs*
Bagian atas laba entitas asosiasi	6.243		3.874	*Share in profit of an associate*
LABA SEBELUM PAJAK PENGHASILAN	**264.337**		**342.987**	***PROFIT BEFORE INCOME TAX***
Beban pajak penghasilan	(57.643)	2s,3,17b	(72.946)	*Income tax expense*
LABA TAHUN BERJALAN	**206.694**		**270.041**	***INCOME FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME***
Pos yang tidak akan direklasifikasi ke laba rugi:				*Item that will not be reclassified into profit or loss:*
Pengukuran kembali liabilitas imbalan pasti	(19.358)	2q,22	9.396	*Remeasurement of defined benefits liability*
Kenaikan nilai wajar aset keuangan lainnya	14.438	2g	2.889	*Increase in fair value of other financial assets*
Manfaat/(beban) pajak tangguhan atas pos yang tidak akan direklasifikasikan ke laba rugi	1.077		(2.655)	*Deferred tax benefit/(expense) on item that will not be reclassified to profit or loss*
Penghasilan komprehensif lain tahun berjalan, setelah pajak	**(3.843)**		**9.630**	***Other comprehensive income for the year, net of tax***
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**202.851**		**279.671**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***

Catatan atas laporan keuangan merupakan bagian integral dari laporan keuangan konsolidasian ini.

The accompanying notes form an integral part of these consolidated financial statements.

**PT PRODIA WIDYAHUSADA TBK
DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2025
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

***PT PRODIA WIDYAHUSADA TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
(continued)
For the Year Ended December 31, 2025
(Expressed in millions of Indonesian Rupiah,
unless otherwise stated)***

	Tahun yang Berakhir pada Tanggal 31 December/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	206.788		270.197	*Owner of the parent entity*
Kepentingan nonpengendali	(94)	23	(156)	*Non-controlling interest*
Total	**206.694**		**270.041**	***Total***
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:				***TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:***
Pemilik entitas induk	202.945		279.825	*Owner of the parent entity*
Kepentingan nonpengendali	(94)		(154)	*Non-controlling interest*
Total	**202.851**		**279.671**	***Total***
LABA PER SAHAM DASAR (Rupiah Penuh)	**227,25**	2t,37	**288,21**	***BASIC EARNINGS PER SHARE (Rupiah full amount)***

Catatan atas laporan keuangan merupakan bagian integral dari laporan keuangan konsolidasian ini.

The accompanying notes form an integral part of these consolidated financial statements.

PT PRODIA WIDYAHUSADA TBK DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT PRODIA WIDYAHUSADA TBK AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF
CHANGES IN EQUITY
For the Year Ended December 31, 2025
(Expressed in millions of Indonesian Rupiah, unless otherwise stated)

		Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk/ *Equity Attributable to the Owners of the Parent*								
					Saldo laba/Retained earnings					
	Catatan/ Notes	Modal saham/*Share capital*	Tambahan modal disetor/ *Additional paid-in capital*	Saham treasuri/ *Treasury shares*	Ditentukan penggunaannya/ *Appropriated*	Belum Ditentukan Penggunaannya/ *Unappropriated*	Total	Kepentingan Nonpengendali/ *Non-controlling interest*	Total ekuitas/ *Total equity*	
Saldo per 31 Desember 2023		**93.750**	**1.153.146**	**-**	**5.000**	**1.106.284**	**2.358.180**	**2.429**	**2.360.609**	***Balance at December 31, 2023***
Laba tahun berjalan		-	-	-	-	270.197	270.197	(156)	270.041	*Income for the year*
Penghasilan komprehensif lain tahun berjalan, setelah pajak		-	-	-	-	9.628	9.628	2	9.630	*Other comprehensive income for the year, net of tax*
Total penghasilan komprehensif tahun berjalan		-	-	-	-	279.825	279.825	(154)	279.671	*Total comprehensive income for the year*
Dividen kas	26	-	-	-	-	(155.594)	(155.594)	-	(155.594)	*Cash dividend*
Saldo per 31 Desember 2024		**93.750**	**1.153.146**	**-**	**5.000**	**1.230.515**	**2.482.411**	**2.275**	**2.484.686**	***Balance at December 31, 2024***
Laba tahun berjalan		-	-	-	-	206.788	206.788	(94)	206.694	*Income for the year*
Penghasilan komprehensif lain tahun berjalan, setelah pajak		-	-	-	-	(3.843)	(3.843)	-	(3.843)	*Other comprehensive income for the year, net of tax*
Total penghasilan komprehensif tahun berjalan		-	-	-	-	202.945	202.945	(94)	202.851	*Total comprehensive income for the year*
Dividen kas	26	-	-	-	-	(162.118)	(162.118)	-	(162.118)	*Cash dividend*
Perolehan saham treasuri	24	-	-	(131.716)	-	-	(131.716)	-	(131.716)	*Acquisition of treasury shares*
Saldo per 31 Desember 2025		**93.750**	**1.153.146**	**(131.716)**	**5.000**	**1.271.342**	**2.391.522**	**2.181**	**2.393.703**	***Balance at December 31, 2025***

Catatan atas laporan keuangan merupakan bagian integral dari laporan keuangan konsolidasian ini.

The accompanying notes form an integral part of these consolidated financial statements.

PT PRODIA WIDYAHUSADA TBK
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT PRODIA WIDYAHUSADA TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended December 31, 2025
(Expressed in millions of Indonesian Rupiah, unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan kas dari pelanggan	2.280.869		2.251.554	*Cash received from customers*
Pembayaran kas kepada karyawan, pemasok dan pihak ketiga	(1.833.619)		(1.746.859)	*Cash paid to employees, suppliers and third parties*
Pendapatan bunga	33.276		39.649	*Finance income*
Beban keuangan	(282)		(229)	*Finance costs*
Pembayaran pajak penghasilan	(56.110)		(67.470)	*Payment of income tax*
Arus kas neto diperoleh dari aktivitas operasi	424.134		476.645	*Net cash flows provided by operating activities*
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Hasil penjualan aset tetap	1.453	12	5.845	*Proceeds from sale of fixed assets*
Perolehan aset tetap	(63.757)	12,36	(124.371)	*Acquisition of fixed assets*
Perolehan aset takberwujud	(71.910)	13,36	(88.408)	*Acquisition of intangible assets*
Perolehan aset hak guna	(8.240)	14,36	(8.534)	*Acquisition of right-of-use assets*
Penambahan uang muka untuk pembelian aset tetap	(581)	15	(3.799)	*Addition of advance for purchase of fixed assets*
(Pengurangan)/penambahan aset tidak lancar lainnya	(429)		1.778	*(Decrease)/Increase of other non-current assets*
Pembayaran deposito berjangka	186.576	5	150.000	*Settlement of time deposits*
Pencairan/(penempatan) aset keuangan lainnya	44.775	10	(160.291)	*Settlement/(placement) of other financial assets*
Penambahan investasi pada entitas asosiasi	(33.000)	11	(72.000)	*Additions of investment in associates*
Arus kas neto diperoleh dari/ (digunakan untuk) aktivitas investasi	54.887		(299.780)	*Net cash flows provided by/(used in) investing activities*
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
(Pembayaran)/penambahan utang pembiayaan konsumen	(1.763)	36	1.710	*(Payment)/addition for consumer finance payables*
Pembayaran utang sewa hak guna	(36.146)	21,36	(124.141)	*Payment for lease liabilities*
Pembayaran dividen kas	(162.118)	26	(155.594)	*Payment of cash dividend*
Perolehan saham treasuri	(131.716)	24	-	*Acquisition of treasury shares*
Arus kas neto digunakan untuk aktivitas pendanaan	(331.743)		(278.025)	*Net cash flows used in financing activities*

Catatan atas laporan keuangan merupakan bagian integral dari laporan keuangan konsolidasian ini.

The accompanying notes form an integral part of these consolidated financial statements.

PT PRODIA WIDYAHUSADA TBK
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal
31 Desember 2025
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)

PT PRODIA WIDYAHUSADA TBK
AND ITS SUBSIDIARY
CONSOLIDATED STATEMENT OF
CASH FLOWS (continued)
For the Year Ended December 31, 2025
(Expressed in millions of Indonesian Rupiah,
unless otherwise stated)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*			
	2025	**Catatan/ *Notes***	**2024**	
PENURUNAN BERSIH KAS DAN SETARA KAS	**147.278**		**(101.160)**	***NET DECREASE IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN	**441.800**		**542.960**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR***
KAS DAN SETARA KAS PADA AKHIR TAHUN	**589.078**	4	**441.800**	***CASH AND CASH EQUIVALENTS AT THE END OF YEAR***

*) Tambahan informasi arus kas disajikan dalam Catatan 36

**) Supplementary cashflow information are presented in Note 36*

Catatan atas laporan keuangan merupakan bagian integral dari laporan keuangan konsolidasian ini.

The accompanying notes form an integral part of these consolidated financial statements.

**PT PRODIA WIDYAHUSADA TBK
DAN ENTITAS ANAKNYA
CATATAN ATAS LAPORAN
KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2025 dan untuk
Tahun yang Berakhir pada Tanggal Tersebut
(Disajikan dalam jutaan Rupiah,
kecuali dinyatakan lain)**

***PT PRODIA WIDYAHUSADA TBK
AND ITS SUBSIDIARY
NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS
As of December 31, 2025 and
for the Year Then Ended
(Expressed in millions of Indonesian Rupiah,
unless otherwise stated)***

1. UMUM

a. Pendirian dan Informasi Umum

PT Prodia Widyahusada Tbk ("Perusahaan") didirikan berdasarkan Akta Notaris Sri Rahayu, No. 14 tanggal 8 Februari 1988. Akta pendirian tersebut disahkan oleh Menteri Kehakiman Republik Indonesia dalam Surat Keputusan No. C2-1459 HT.01.01.Th.91 tanggal 27 April 1991 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 52 tanggal 28 Juni 1991, tambahan No. 1846.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, perubahan terakhir sehubungan dengan perubahan maksud dan tujuan serta kegiatan usaha Perusahaan dan perubahan pernyataan bahwa Perusahaan wajib mengumumkan laporan keuangan berkala sebagaimana disebutkan dalam peraturan OJK dan peraturan yang berlaku sebagaimana disebutkan dalam Akta Notaris Christina Dwi Utami, S.H., M.HUM., M.KN No. 101 tanggal 13 April 2023. Perubahan-perubahan tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia ("Menkumham") melalui Surat Keputusan No. AHU-0024049.AH.01.02.Tahun 2023 tanggal 28 April 2023.

Sesuai dengan Anggaran Dasar, maksud dan tujuan Perusahaan adalah bergerak dalam bidang aktivitas kesehatan manusia. Saat ini, kegiatan utama Perusahaan adalah menyediakan usaha aktivitas pelayanan kesehatan yang dilakukan oleh paramedis, menjalankan usaha aktivitas pelayanan penunjang kesehatan, dan menjalankan usaha aktivitas poliklinik swasta. Kegiatan usaha penunjang Perusahaan adalah menjalankan kegiatan usaha lainnya, termasuk perdagangan dan usaha sesuai dengan peraturan perundang-undangan yang berlaku. Perusahaan memulai operasi komersialnya pada tahun 1988.

1. GENERAL

a. Establishment and General Information

PT Prodia Widyahusada Tbk (the "Company") was established based on the Deed of Notary Sri Rahayu, No. 14 dated February 8, 1988. The Deed of Establishment was approved by Minister of Justice of the Republic of Indonesia in Decree No. C2-1459 HT.01.01.Th.91 dated April 27, 1991 and was published in State Gazette of the Republic of Indonesia No. 52 dated June 28, 1991, supplement No. 1846.

The Company's Articles of Association have been amended several times, the latest amendment of which was in connection with change in the Company's purpose and objectives as well as the Company's business activities and changes to the statement that the Company is obliged to publish periodic financial reports as stated in OJK regulations and applicable regulations as stated in Notarial Deed of Christina Dwi Utami, S.H., M.HUM., M.KN No. 101 dated April 13, 2023. These amendments were approved by the Ministry of Law and Human Rights of the Republic of Indonesia (the "MOLHR") through Decision Letter No. AHU-0024049.AH.01.02. Tahun 2023 dated April 28, 2023.

In accordance with the Articles of Association, the purpose and objectives of the Company is to engage in human health activities. Currently, the Company's principal activity is to running business in health services activities conducted by the paramedics, running business in health supporting services activities, and running business in private policlinic activities. The Company's supporting business activities are carrying out other business activities, including trade and business in accordance with applicable laws and regulations. The Company started its commercial operations in 1988.

1. UMUM (lanjutan)

a. Pendirian dan Informasi Umum (lanjutan)

Perusahaan berkedudukan di Jakarta dengan 402 (2024:354) (tidak diaudit) kantor cabang serta outlet-outlet yang tersebar di seluruh Indonesia. Kantor pusat Perusahaan beralamat di Jl. Kramat Raya No. 150, Jakarta Pusat.

Entitas induk dan entitas induk terakhir Perusahaan adalah PT Prodia Utama.

b. Penawaran Umum Perdana Saham Perusahaan

Perusahaan telah menawarkan sahamnya kepada masyarakat melalui pasar modal di Bursa Efek Indonesia sejumlah 187.500.000 saham dengan nilai nominal Rp100 (Rupiah penuh) per saham dengan harga penawaran Rp6.500 per saham. Pada tanggal 29 November 2016, berdasarkan Surat keputusan Dewan Komisioner Otoritas Jasa Keuangan ("OJK") No. S-700/D.04/2016, Perusahaan telah memperoleh Surat Pemberitahuan Efektifnya Pernyataan Pendaftaran. Selisih lebih jumlah yang diterima dari pengeluaran saham terhadap nilai nominalnya sebesar Rp1.127.776 dicatat dalam akun "Tambahan Modal Disetor" setelah dikurangi total biaya emisi saham sebesar Rp70.120.

Berdasarkan Pernyataan Keputusan Rapat Umum Pemegang Saham mengenai Perubahan Anggaran Dasar Perusahaan dalam akta No. 40 tanggal 20 Januari 2017 yang dibuat dihadapan Jose Dima Satria, SH, M.Kn, notaris di Jakarta, para pemegang saham telah memutuskan dan menyetujui yang meliputi antara lain:

1. Menyatakan bahwa proses Penawaran Umum Perdana Saham telah selesai dilaksanakan;
2. Modal ditempatkan dan disetor menjadi 937.500.000 lembar dengan nilai nominal per saham Rp100 (Rupiah penuh).

Perubahan anggaran dasar ini telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU.AH.01.03-0063788 Tahun 2017 tanggal 13 Februari 2017 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 39 tanggal 16 Mei 2017, tambahan No. 1368/L.

1. GENERAL (continued)

a. Establishment and General Information (continued)

The Company is domiciled in Jakarta with 402 (2024:354) (unaudited) branches and outlets throughout Indonesia. The Company's head office is located at Jl. Kramat Raya No. 150, Central Jakarta.

The parent and ultimate parent entity of the Company is PT Prodia Utama.

b. Public Offering of Shares of the Company

The Company has conducted the initial public offering at Indonesia Stock Exchange of 187,500,000 shares with par value of Rp100 (Rupiah full amount) the per share with offering price of Rp6,500 per share through the capital market. Based on decision letter from Board of Commissioner of Financial Services Authority ("OJK") No.S-700/D.04/2016 dated November 29, 2016, the Company received Letter of effective of Registration Statement. The excess amount received from the issuance of stock over its par value amounting to Rp1,127,776 was recorded as "Additional Paid In Capital", net of stock issuance cost of Rp70,120.

Based on the Resolution of General Shareholders Meeting regarding amendment of Articles of Association in deed No. 40 dated January 20, 2017 of Jose Dima Satria, SH, M.Kn, Notary in Jakarta, the shareholders decided and agreed among others to:

1. *Declare that the process of Initial Public Offering has been completed; and*
2. *That the issued and paid-up capital totaled to 937,500,000 shares with a par value of Rp100 (Rupiah full amount) per share.*

This amendment has been approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU.AH.01.03-0063788 Tahun 2017 dated February 13, 2017 and was published in State Gazette of the Republic of Indonesia No. 39 dated May 16, 2017, supplement No. 1368/L.

1. UMUM (lanjutan)

c. Dewan Komisaris, Direksi dan Karyawan

Susunan Dewan Komisaris, Dewan Direksi dan Komite Audit Perusahaan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

1. GENERAL (continued)

c. Board of Commissioners, Board of Directors and Employees

The members of the Board of Commissioners, Board of Directors and Audit Committee of the Company as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Dewan Komisaris			***Board of Commissioners***
Komisaris Utama	Andi Widjaja	Andi Widjaja	*President Commissioner*
Komisaris	Gunawan Prawiro Soeharto	Gunawan Prawiro Soeharto	*Commissioner*
	Endang Wahjuningtyas Hoyaranda	Endang Wahjuningtyas Hoyaranda	
Komisaris Independen	Joseph Fellipus Peter Luhukay	Joseph Fellipus Peter Luhukay	*Independent Commissioner*
Komisaris Independen	Keri Lestari Dandan	Keri Lestari Dandan	*Independent Commissioner*

	31 Desember 2025/ December 31, *2025*	**31 Desember 2024/ *December 31, 2024***	
Dewan Direksi			***Board of Directors***
Direktur Utama	Dewi Muliaty	Dewi Muliaty	*President Director*
Direktur	Liana Kuswandi	Liana Kuswandi	*Director*
Direktur	Andri Hidayat	Andri Hidayat	*Director*
Direktur	Indriyanti Rafi Sukmawati	Indriyanti Rafi Sukmawati	*Director*
Direktur	Ida Zuraida	Ida Zuraida	*Director*

Jumlah kompensasi kepada Dewan Komisaris dan Dewan Direksi Perusahaan berupa gaji dan tunjangan adalah masing-masing sebesar Rp35.025 dan Rp34.589 untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024.

The total compensation to the Group's Board of Commissioners and Board of Directors in the form of salary and benefits amounted to Rp35,025 and Rp34,589 for the year ended December 31, 2025 and 2024, respectively.

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan mempekerjakan masing-masing 2.908 dan 2.962 karyawan tetap (tidak diaudit).

As of December 31, 2025 and 2024, the Company has 2,908 and 2,962 permanent employees (unaudited), respectively.

1. UMUM (lanjutan)

d. Komite Audit, Sekretaris Perusahaan dan Kepala Internal Audit

Susunan Komite Audit Perusahaan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Ketua	Joseph Fellipus Peter Luhukay	Joseph Fellipus Peter Luhukay	*Chairman*
Anggota	Keri Lestari Dandan	Keri Lestari Dandan	*Member*
Anggota	Sigid Moerkardjono	Sigid Moerkardjono	*Member*

Sekretaris Perusahaan pada tanggal 31 Desember 2025 dan 2024 adalah Marina Eka Amalia.

Kepala Internal Audit pada tanggal 31 Desember 2025 dan 2024 adalah Sri Paulani.

e. Entitas Anak

Laporan keuangan konsolidasian mencakup akun-akun Perusahaan dan entitas anaknya (kolektif disebut sebagai "Grup"), di mana Perusahaan memiliki pengendalian secara langsung sebagai berikut:

Entitas Anak/ *Subsidiary*	Kegiatan Utama/ *Principal Activity*	Tempat Kedudukan / *Domicile*	Tahun Operasi Komersial/ *Start of Commercial Operations*	Tahun Pendirian/ *Year of Incorporation*	Persentase Kepemilikan/ *Percentage of Ownership*		Total Aset sebelum eliminasi (dalam Jutaan Rupiah)/ *Total Assets before elimination (in Millions of Rupiah)*	
					31 Des 2025/ *Dec 31, 2025*	31 Des 2024/ *Dec 31, 2024*	31 Des 2025/ *Dec 31, 2025*	31 Des 2024/ *Dec 31, 2024*
PT Prodia Digital Indonesia	Jasa informasi/ *Information service*	Jakarta	2022	2022	99,00	99,00	387.524	318.728

PT Prodia Digital Indonesia ("PRDI")

Berdasarkan Akta Pendirian Perseroan Terbatas yang diaktakan oleh H. Arief Afdal, S.H., M.Kn. dalam Akta Notaris No. 32 tanggal 22 Agustus 2022, Perusahaan dan PT Prodia Utama (PU), pihak berelasi, mendirikan PRDI, sebuah perusahaan yang bergerak di bidang jasa informasi, di Jakarta, dengan modal dasar sejumlah 300.000 saham dengan nilai nominal Rp1.000.000 (Rupiah penuh) per saham atau total sebesar Rp300.000 yang terdiri dari Rp297.000 dan Rp3.000 masing-masing disetor oleh Perusahaan dan PU. Komposisi pemegang saham PRDI adalah 99% Perusahaan dan 1% PU.

1. GENERAL (continued)

d. Audit Committee, Corporate Secretary and Head of Internal Audit

The composition of the Company's Audit Committee as of December 31, 2025 and 2024 is as follows:

The Company's Corporate Secretary as of December 31, 2025 and 2024 is Marina Eka Amalia.

The head of Internal Audit as of December 31, 2025 and 2024 is Sri Paulani.

e. Subsidiary

The consolidated financial statements include the accounts of the Company and its subsidiary (collectively referred as "the Group"), in which the Company has control as follows:

PT Prodia Digital Indonesia ("PRDI")

Based on the Deed of Establishment of Limited Liability Company, which was notarized by H. Arief Afdal, S.H., M.Kn in the Notarial Deed No. 32 dated August 22, 2022, the Company and PT Prodia Utama (PU), a related party, established PRDI, a company engaged in information service, located in Jakarta, with authorized shares capital of 300,000 shares with par value of Rp1,000,000 (Rupiah full amount) per share or totaling amounted to Rp300,000 which represented Rp297,000 and Rp3,000 contributed by the Company and PU. The composition of PRDI's shareholder is as follows: 99% owned by the Company and 1% owned by PU.

1. UMUM (lanjutan)

e. Entitas Anak (lanjutan)

PT Prodia Digital Indonesia ("PRDI") (lanjutan)

Akta ini telah disahkan oleh Menkumham sebagaimana dinyatakan dalam suratnya No. AHU-0057791.AH.01.01. Tahun 2022 pada tanggal 24 Agustus 2022.

f. Penyelesaian Laporan Keuangan Konsolidasian

Manajemen Grup bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian ini, sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang telah diselesaikan dan diotorisasi untuk terbit oleh Dewan Direksi Grup pada tanggal 11 Maret 2026.

1. GENERAL (continued)

e. Subsidiary (continued)

PT Prodia Digital Indonesia ("PRDI") (continued)

This Deed was approved by the MOLHR as stated in Letter No. AHU-0057791.AH.01.01. Tahun 2022 dated August 24, 2022.

f. Completion of the Consolidated Financial Statement

The management of the Group is responsible for the preparation and fair presentation of these financial statements in accordance with Indonesian Financial Accounting Standards, which were completed and authorized for issuance by the Board of Directors of the Group on March 11, 2026.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

a. Dasar Penyajian Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia ("SAK"), yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK IAI") dan Peraturan regulator pasar modal yaitu Peraturan No. VIII.G.7 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik" yang diterbitkan oleh Otoritas Jasa Keuangan ("OJK").

Laporan keuangan konsolidasian disusun berdasarkan konsep akrual, kecuali laporan arus kas konsolidasian, dengan menggunakan konsep biaya historis, kecuali seperti yang disebutkan dalam Catatan atas laporan keuangan konsolidasian yang relevan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION

a. Basis of Presentation of the Consolidated Financial Statement

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards ("SAK"), which comprise the Statements and Interpretations issued by the Financial Accounting Standards Board of the Institute of Indonesia Chartered Accountants (Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia or DSAK IAI*) and the Capital Market Regulator Regulation No. VIII.G.7 on "Financial Statements Presentation and Disclosures for Issuers and Public Companies" issued by Otoritas Jasa Keuangan ("OJK").*

The consolidated financial statements have been prepared on the accrual basis, except for the consolidated statement of cash flows, using the historical cost concept of accounting, except as disclosed in the relevant Notes to the consolidated financial statement herein.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

a. Dasar Penyajian Laporan Keuangan Konsolidasian (lanjutan)

Laporan arus kas konsolidasian yang disajikan dengan menggunakan metode langsung, menyajikan penerimaan dan pengeluaran kas dan setara kas yang diklasifikasikan ke dalam aktivitas operasi, investasi dan pendanaan.

Kebijakan akuntansi yang diterapkan oleh Grup adalah selaras bagi tahun yang dicakup oleh laporan keuangan konsolidasian, kecuali untuk standar akuntansi baru dan revisi seperti diungkapkan pada Catatan 2b dibawah ini.

Grup telah menyusun laporan keuangan konsolidasian dengan dasar bahwa Grup akan terus beroperasi secara berkesinambungan.

b. Perubahan kebijakan akuntansi

Grup menerapkan pertama kali seluruh standar baru dan/atau yang direvisi yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, termasuk standar yang direvisi berikut ini yang mempengaruhi laporan keuangan konsolidasian Grup:

Amandemen PSAK 221: Kekurangan Ketertukaran

Amandemen tersebut menetapkan bagaimana entitas harus menilai apakah suatu mata uang dapat dipertukarkan serta bagaimana entitas harus menentukan kurs spot ketika ketertukaran (*exchangeability*) tidak tersedia. Amandemen tersebut juga mensyaratkan pengungkapan informasi yang memungkinkan pengguna laporan keuangan untuk memahami bagaimana ketidakmampuan mata uang tersebut untuk dipertukarkan dengan mata uang lainnya memengaruhi, atau diharapkan akan memengaruhi, kinerja keuangan, posisi keuangan, dan arus kas entitas.

Amendemen ini tidak berdampak pada laporan keuangan konsolidasian Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

a. Basis of Presentation of the Consolidated Financial Statement (continued)

The consolidated statement of cash flows, which have been prepared using the direct method, present receipts and disbursements of cash and cash equivalents classified into operating, investing and financing activities.

The accounting policies adopted by the Group are consistently applied for the years covered by the consolidated financial statements, except for new and revised accounting standards as disclosed in the following Note 2b.

The Group has prepared the consolidated financial statements on the basis that it will continue to operate as a going concern.

b. Changes in accounting principles

The Group made first time adoption of all the new and/or revised standards effective for the periods beginning on or after January 1, 2025, including the following revised standards that have affected the consolidated financial statements of the Group:

Amendment of PSAK 221: Lack of Exchangeability

The amendments specifies how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

The amendment had no impact on the Group's consolidated financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Perubahan kebijakan akuntansi (lanjutan)

Grup menerapkan pertama kali seluruh standar baru dan/atau yang direvisi yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, termasuk standar yang direvisi berikut ini yang mempengaruhi laporan keuangan konsolidasian Grup: (lanjutan)

PSAK 117: Kontrak Asuransi

PSAK 117 merupakan standar akuntansi baru yang komprehensif mencakup pengakuan dan pengukuran, penyajian, serta pengungkapan untuk kontrak asuransi. PSAK 117 menggantikan *PSAK 104: Kontrak Asuransi*. PSAK 117 berlaku untuk seluruh jenis kontrak asuransi (yaitu, jiwa, non-jiwa, asuransi langsung, dan reasuransi), tanpa memandang jenis entitas yang menerbitkannya, serta berlaku pula untuk jenis garansi tertentu dan instrumen keuangan dengan fitur partisipasi diskresioner.

Tujuan utama PSAK 117 adalah menyediakan model akuntansi yang komprehensif untuk kontrak asuransi yang lebih berguna dan konsisten bagi entitas asuransi, mencakup seluruh aspek akuntansi yang relevan. PSAK 117 didasarkan pada model umum yang dilengkapi dengan:

- Penyesuaian khusus untuk kontrak dengan fitur partisipasi langsung (variable fee approach)
- Pendekatan yang disederhanakan (premium allocation approach) yang terutama berlaku untuk kontrak berdurasi pendek

Amendemen ini tidak berdampak pada laporan keuangan konsolidasian Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

b. Changes in accounting principles (continued)

The Group made first time adoption of all the new and/or revised standards effective for the periods beginning on or after January 1, 2025, including the following revised standards that have affected the consolidated financial statements of the Group: (continued)

PSAK 117: Insurance Contracts

PSAK 117 is a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. PSAK 117 replaces PSAK 104 Insurance Contracts. PSAK 117 applies to all types of insurance contracts (i.e., life, non-life, direct insurance and re-insurance), regardless of the type of entities that issue them as well as to certain guarantees and financial instruments with discretionary participation features.

The overall objective of PSAK 117 is to provide a comprehensive accounting model for insurance contracts that is more useful and consistent for insurers, covering all relevant accounting aspects. PSAK 117 is based on a general model, supplemented by:

- *A specific adaptation for contracts with direct participation features (the variable fee approach)*
- *A simplified approach (the premium allocation approach) mainly for short-duration contracts*

The amendment had no impact on the Group's consolidated financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Prinsip-prinsip Konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas-entitas anak. Kendali diperoleh bila Grup terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*. Dengan demikian, investor mengendalikan *investee* jika dan hanya jika investor memiliki seluruh hal berikut ini:

i) Kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi investor kemampuan kini untuk mengarahkan aktivitas relevan dari *investee*,
ii) Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*, dan
iii) Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil.

Bila Grup tidak memiliki hak suara atau hak serupa secara mayoritas atas suatu *investee*, Grup mempertimbangkan semua fakta dan keadaan yang relevan dalam mengevaluasi apakah mereka memiliki kekuasaan atas *investee*, termasuk:

i) Pengaturan kontraktual dengan pemilik hak suara lainnya dari *investee*,
ii) Hak yang timbul atas pengaturan kontraktual lain, dan
iii) Hak suara dan hak suara potensial yang dimiliki Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Principles of Consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Thus, the Group controls an investee if and only if the Group has all of the following:

i) Power over the investee, that is existing rights that give the Group current ability to direct the relevant activities of the investee,
ii) Exposure, or rights, to variable returns from its involvement with the investee, and

iii) The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

i) The contractual arrangement with the other vote holders of the investee,
ii) Rights arising from other contractual arrangements, and
iii) The Group's voting rights and potential voting rights.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Prinsip-prinsip Konsolidasi (lanjutan)

Grup menilai kembali apakah mereka mengendalikan *investee* bila fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari ketiga elemen dari pengendalian. Konsolidasi atas entitas anak dimulai sejak Grup memperoleh pengendalian atas entitas anak dan berakhir pada saat Grup kehilangan pengendalian atas entitas anak. Aset, liabilitas, penghasilan dan beban dari entitas anak yang diakuisisi pada tahun tertentu disertakan dalam laporan keuangan konsolidasian sejak tanggal Grup memperoleh kendali sampai tanggal Grup tidak lagi mengendalikan entitas anak tersebut.

Seluruh laba rugi dan setiap komponen penghasilan komprehensif lain ("PKL") diatribusikan pada pemilik entitas induk dan pada kepentingan nonpengendali ("KNP"), walaupun hal ini akan menyebabkan saldo KNP yang defisit. Bila dipandang perlu, penyesuaian dilakukan terhadap laporan keuangan entitas anak untuk diselaraskan dengan kebijakan akuntansi Grup.

Seluruh aset dan liabilitas, ekuitas, penghasilan, beban dan arus kas atas transaksi antar anggota Grup dieliminasi sepenuhnya pada saat konsolidasi.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas. Bila kehilangan pengendalian atas suatu entitas anak, maka Grup menghentikan pengakuan atas aset (termasuk *goodwill*), liabilitas dan komponen lain dari ekuitas terkait, dan selisihnya diakui pada laba rugi. Bagian dari investasi yang tersisa diakui pada nilai wajar.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Principles of Consolidation (continued)

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the equity holders of the parent of the Group and to the non-controlling interests ("NCI"), even if this results in the NCI having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intra-group assets and liabilities, equity, income, expenses and cash flows relation to transactions between members of the Group are eliminated in full on consolidation.

A change in the parent's ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, NCI and other component of equity, while the difference is recognized in the profit or loss. Any investment retained is recognized at fair value.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Klasifikasi lancar dan tak lancar

Grup menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tak lancar. Suatu aset disajikan lancar bila:

1) akan direalisasi, dijual atau dikonsumsi dalam siklus operasi normal,
2) untuk diperdagangkan,
3) akan direalisasi dalam 12 bulan setelah tanggal pelaporan, atau
4) kas atau setara kas kecuali yang dibatasi penggunaannya atau akan digunakan untuk melunasi suatu liabilitas dalam kurun waktu 12 bulan setelah tanggal pelaporan.

Seluruh aset lain diklasifikasikan sebagai tidak lancar.

Suatu liabilitas disajikan lancar bila:

i) akan dilunasi dalam siklus operasi normal,
ii) untuk diperdagangkan,
iii) akan dilunasi dalam 12 bulan setelah tanggal pelaporan, atau
iv) tidak ada hak tanpa syarat untuk menangguhkan pelunasannya dalam kurun waktu 12 bulan setelah tanggal pelaporan.

Seluruh liabilitas lain diklasifikasikan sebagai tidak lancar.

Aset dan kewajiban pajak tangguhan diklasifikasikan sebagai aset dan kewajiban tidak lancar dan kewajiban jangka panjang.

e. Pengukuran Nilai Wajar

Grup mengukur pada pengakuan awal instrumen keuangan, dan aset dan liabilitas yang diperoleh melalui kombinasi bisnis pada nilai wajar. Grup juga mengukur jumlah terpulihkan dari unit penghasil kas ("UPK") tertentu berdasarkan nilai wajar dikurangi biaya pelepasan, dan aset keuangan tertentu pada nilai wajar melalui penghasilan komprehensif lain ("NWPKL").

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

d. Current and non-current classification

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

1) expected to be realized or intended to be sold or consumed in the normal operating cycle,
2) held primarily for the purpose of trading,
3) expected to be realized within 12 months after the reporting period, or
4) cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as non-current.

A liability is current when it is:

i) expected to be settled in the normal operating cycle,
ii) held primarily for the purpose of trading,
iii) due to be settled within twelve months after the reporting period, or
iv) there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

e. Fair Value Measurement

The Group initially measures financial instruments, and assets and liabilities of the acquirees upon business combinations at fair value. They also measure certain recoverable amounts of the cash generating unit ("CGU") using fair value less cost of disposal ("FVLCD") and certain financial assets at fair value through other comprehensive income ("FVOCI").

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Pengukuran Nilai Wajar (lanjutan)

Nilai wajar adalah harga yang akan diterima dari menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

i) Di pasar utama untuk aset atau liabilitas tersebut, atau
ii) Jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Pasar utama atau pasar yang paling menguntungkan tersebut harus dapat diakses oleh Grup.

Nilai wajar dari aset atau liabilitas diukur dengan menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomi terbaiknya.

Pengukuran nilai wajar dari suatu aset nonkeuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomik dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut pada penggunaan tertinggi dan terbaiknya.

Grup menggunakan teknik penilaian yang sesuai dengan keadaan dan data yang memadai tersedia untuk mengukur nilai wajar, dengan memaksimalkan masukan (*input*) yang dapat diamati (*observable*) yang relevan dan meminimalkan masukan (*input*) yang tidak dapat diamati (*unobservable*).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Fair Value Measurement (continued)

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:

i) In the principal market for the asset or liability, or
ii) 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 to 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.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Pengukuran Nilai Wajar (lanjutan)

Semua aset dan liabilitas yang nilai wajarnya diukur atau diungkapkan dalam laporan keuangan konsolidasian dikategorikan dalam hierarki nilai wajar berdasarkan *level* masukan *(input)* paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan sebagai berikut:

i) *Level* 1 - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses entitas pada tanggal pengukuran.
ii) *Level* 2 - Teknik penilaian yang menggunakan tingkat masukan *(input)* yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang dapat diamati (*observable*) baik secara langsung atau tidak langsung.
iii) *Level* 3 - Teknik penilaian yang menggunakan tingkat masukan *(input)* yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang tidak dapat diamati (*unobservable*).

Untuk aset dan liabilitas yang diakui pada laporan keuangan konsolidasian secara berulang, Grup menentukan apakah terdapat perpindahan antara *level* dalam hierarki 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 MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Fair Value Measurement (continued)

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized 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:

i) Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities that can be accessed on measurement date.
ii) Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

iii) Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

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.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Pengukuran Nilai Wajar (lanjutan)

Tim pelaporan keuangan Grup bertanggung-jawab atas penilaian dalam menentukan kebijakan dan prosedur untuk pengukuran nilai wajar berulang, seperti aset biologis, nilai wajar (dikurangi biaya untuk menjual) UPK (untuk uji penurunan nilai), dan aset keuangan pada NWPKL.

Penilai eksternal terlibat dalam penilaian aset signifikan, terutama aset biologis. Keterlibatan penilai eksternal ditentukan setiap tahun setelah dibahas dan disetujui oleh Direksi Perusahaan. Kriteria pemilihan termasuk pengetahuan pasar, reputasi, independensi dan kemampuan mematuhi standar profesi. Metode penilaian dan *input* yang digunakan dibahas dan diputuskan bersama oleh Grup dan penilai eksternal.

Untuk tujuan pengungkapan nilai wajar, Grup menentukan klasifikasi aset dan liabilitas berdasarkan sifat, karakteristik dan risikonya dan *level* pada hierarki nilai wajar sebagaimana dijelaskan diatas.

f. Kas dan Setara Kas dan Deposito Berjangka

Kas dan setara kas dalam laporan posisi keuangan konsolidasian yang terdiri dari kas dan bank serta deposito jangka pendek yang jatuh tempo dalam waktu 3 bulan atau kurang, yang dapat segera dikonversikan menjadi kas dalam jumlah yang dapat ditentukan dan memiliki risiko perubahan nilai yang tidak signifikan. Deposito berjangka yang jatuh temponya lebih dari tiga bulan dari tanggal penempatannya dicatat sebagai "Deposito Berjangka".

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Fair Value Measurement (continued)

The Group's financial reporting team in charge of valuation to determine the policies and procedures for recurring fair value measurement, such as biological assets and fair value (less costs of disposal) of CGUs (for impairment test purpose) and financial assets at fair value through other comprehensive income ("FVOCI").

External valuers are involved for valuation of significant assets, in particular, the biological assets. Involvement of external valuers is decided upon annually after discussion with and approval by the Company's Board of Directors. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. Valuation techniques and inputs to use were discussed and decided by the Group and external valuers.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

f. Cash and Cash Equivalents and Time Deposits

Cash and cash equivalents in the consolidated statements of financial position comprise cash on hand and in banks and short-term deposits with a maturity of three (3) months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value. Time deposits with maturities of more than three months from the date of placement are recorded as "Time Deposits".

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen Keuangan

Instrumen keuangan adalah setiap kontrak yang menambah nilai aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

Aset Keuangan

Pengakuan dan Pengukuran Awal

Pada pengakuan awal, Grup mengukur aset keuangan pada nilai wajarnya ditambah biaya transaksi, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laba rugi ("NWLR"). Piutang usaha yang tidak mengandung komponen pembiayaan yang signifikan, dimana Grup telah menerapkan cara praktis, yaitu diukur pada harga transaksi yang ditentukan sesuai PSAK 115, Pendapatan dari Kontrak dengan Pelanggan seperti diungkapkan pada Catatan 2v.

Agar aset keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi atau NWPKL, aset keuangan harus menghasilkan arus kas yang semata dari pembayaran pokok dan bunga ("SPPB") dari jumlah pokok terutang. Penilaian ini disebut sebagai uji SPPB dan dilakukan pada tingkat instrumen.

Pengukuran Selanjutnya

Model bisnis Grup untuk mengelola aset keuangan mengacu pada bagaimana mereka mengelola aset keuangannya untuk menghasilkan arus kas. Model bisnis menentukan apakah arus kas akan dihasilkan dari penerimaan arus kas kontraktual, penjualan aset keuangan, atau keduanya.

Untuk tujuan pengukuran selanjutnya, aset keuangan diklasifikasikan dalam empat kategori:

- Aset keuangan pada biaya perolehan diamortisasi (instrumen hutang),
- Aset keuangan pada NWPKL dengan pendauran laba dan rugi kumulatif (instrumen utang),
- Aset keuangan NWPKL tanpa pendauran laba dan rugi kumulatif setelah penghentian pengakuan (instrumen ekuitas), dan
- Nilai wajar melalui laba rugi (NWLR).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial Instrument

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial Assets

Initial Recognition and Measurement

At initial recognition, the Group measures a financial asset at its fair value plus transaction costs, in the case of a financial asset not at fair value through profit or loss ("FVTPL"). Trade receivables that do not contain a significant financing component, for which the Group has applied the practical expedient are measured at the transaction price determined under PSAK 115, Revenue from Contracts with Customers as disclosed in Note 2v.

In order for a financial asset to be classified and measured at amortized cost or FVOCI, it needs to give rise to cash flows that are 'solely payments of principal and interest ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

Subsequent Measurement

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

For purposes of subsequent measurement, financial assets are classified in four categories:

- *Financial assets at amortized cost (debt instruments),*
- *Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments),*
- *Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments) and*
- *Fair value through profit or loss (FVTPL).*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen Keuangan (lanjutan)

Aset Keuangan (lanjutan)

Pengukuran Selanjutnya (lanjutan)

Pengukuran selanjutnya dari aset keuangan tergantung kepada klasifikasi masing-masing aset keuangan seperti berikut ini:

Aset keuangan pada biaya perolehan diamortisasi (instrumen utang).

Grup mengukur aset keuangan pada biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:

- Aset keuangan dimiliki dalam model bisnis dengan tujuan untuk memiliki aset keuangan untuk mengumpulkan arus kas kontraktual; dan
- Persyaratan kontraktual dari aset keuangan menimbulkan arus kas pada tanggal tertentu yang merupakan SPPB dari jumlah pokok terutang.

Aset keuangan yang diukur dengan biaya perolehan diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif ("SBE") dan menjadi subjek penurunan nilai. Keuntungan dan kerugian diakui dalam laba rugi pada saat aset dihentikan pengakuannya, dimodifikasi atau diturunkan nilainya.

Aset keuangan Grup pada biaya perolehan diamortisasi termasuk kas dan setara kas, deposito berjangka, piutang usaha, piutang lainnya pada aset lancar lainnya, dan uang jaminan dan bank garansi pada aset keuangan lainnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial Instrument (continued)

Financial Assets (continued)

Subsequent Measurement (continued)

The subsequent measurement of financial assets depends on their classification as described below:

Financial assets at amortized cost (debt instruments).

The Group measures financial assets at amortized cost if both of the following conditions are met:

- *The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and*
- *The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.*

Financial assets at amortized cost are subsequently measured using the effective interest ("EIR") method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

The Group's financial assets at amortized cost includes cash and cash equivalents, time deposits, trade receivables, other receivables under other current assets, and refundable deposits and bank guarantee under other financial assets.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen Keuangan (lanjutan)

Aset Keuangan (lanjutan)

Pengukuran Selanjutnya (lanjutan)

Pengukuran selanjutnya dari aset keuangan tergantung kepada klasifikasi masing-masing aset keuangan seperti berikut ini: (lanjutan)

Aset keuangan pada NWPKL dengan pendauran laba dan rugi kumulatif (instrumen utang)

Untuk instrumen utang yang diukur pada NWPKL, pendapatan bunga, revaluasi mata uang asing dan kerugian penurunan nilai atau pembalikan diakui dalam laba rugi dan dihitung dengan cara yang sama seperti untuk aset keuangan yang diukur pada biaya perolehan diamortisasi. Perubahan nilai wajar yang tersisa diakui di PKL. Pada saat penghentian pengakuan, perubahan nilai wajar kumulatif yang diakui di PKL direklasifikasi ke laba rugi.

Perusahaan tidak mempunyai aset keuangan yang diklasifikasikan sebagai aset keuangan pada NWPKL dengan pendauran laba dan rugi kumulatif setelah penghentian pengakuan (instrumen utang).

Aset keuangan Grup yang diklasifikasikan sebagai aset keuangan pada NWPKL tanpa pendauran laba dan rugi kumulatif setelah penghentian pengakuan (instrumen ekuitas) termasuk investasi pada reksadana. Instrumen utang Grup yang diukur pada NWLR termasuk investasi pada surat utang.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial Instrument (continued)

Financial Assets (continued)

Subsequent Measurement (continued)

The subsequent measurement of financial assets depends on their classification as described below: (continued)

Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments)

For debt instruments at FVOCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognized in profit or loss and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon derecognition, the cumulative fair value change recognized in OCI is recycled to profit or loss.

The Company does not have financial assets classified as financial assets designated at FVOCI with recycling of cumulative gains and losses (debt instruments).

The Group's financial assets classified as financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments) include investment in mutual fund. The Group's debt instruments at FVTPL include debt securities.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen Keuangan (lanjutan)

Aset Keuangan (lanjutan)

Penghentian Pengakuan

Aset keuangan (atau, sesuai dengan kondisinya, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapus dari laporan posisi keuangan konsolidasian Grup) ketika:

- Hak untuk menerima arus kas dari aset telah berakhir;
  atau
- Grup telah mengalihkan haknya untuk menerima arus kas dari aset atau menanggung kewajiban untuk membayar arus kas yang diterima tersebut secara penuh tanpa penundaan yang material kepada pihak ketiga berdasarkan pengaturan *'pass-through'*; dan salah satu (a) Grup telah mengalihkan secara substansial semua risiko dan manfaat aset, atau (b) Grup tidak mengalihkan atau memiliki secara substansial seluruh risiko dan manfaat aset, tetapi telah mengalihkan pengendalian aset.

Ketika Grup telah mengalihkan haknya untuk menerima arus kas dari suatu aset atau telah menandatangani kesepakatan '*pass-through'*, Grup mengevaluasi jika, dan sejauh mana, Grup masih mempertahankan risiko dan manfaat atas kepemilikan aset. Ketika Grup tidak mengalihkan atau mempertahankan secara substansial seluruh risiko dan manfaat dari aset, atau mengalihkan pengendalian atas aset, Grup terus mengakui aset yang ditransfer tersebut sejauh keterlibatannya secara berkelanjutan. Dalam kasus tersebut, Grup juga mengakui liabilitas terkait. Aset yang dialihkan dan liabilitas terkait diukur dengan basis yang mencerminkan hak dan kewajiban yang masih dipertahankan oleh Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial Instrument (continued)

Financial Assets (continued)

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Group's consolidated statement of financial position) when:

- *The rights to receive cash flows from the asset have expired;*
  or
- *The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.*

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen Keuangan (lanjutan)

Aset Keuangan (lanjutan)

Penghentian Pengakuan (lanjutan)

Keterlibatan berkelanjutan dalam bentuk jaminan atas aset yang ditransfer, diukur pada nilai yang lebih rendah antara jumlah tercatat awal aset dan jumlah maksimum imbalan yang dibutuhkan oleh Grup untuk membayar kembali.

Penurunan Nilai

Grup mengakui penyisihan Kerugian Kredit Ekspektasian (KKE) untuk semua instrumen utang yang bukan diukur pada NWLR dan kontrak jaminan keuangan. KKE ditentukan atas perbedaan antara arus kas kontraktual menurut kontrak dan semua arus kas yang diharapkan akan diterima oleh Grup, yang didiskontokan dengan perkiraan SBE orisinal. Arus kas yang diharapkan mencakup setiap arus kas dari penjualan agunan yang dimiliki atau perbaikan kredit lainnya yang merupakan bagian yang tidak terpisahkan dalam ketentuan kontrak.

KKE diakui dalam dua tahap. Bila belum terdapat peningkatan risiko kredit signifikan sejak pengakuan awal, KKE diakui untuk kerugian kredit yang dihasilkan dari peristiwa gagal bayar yang mungkin terjadi dalam jangka waktu 12 bulan ke depan (KKE 12 bulan). Namun, bila telah terdapat peningkatan signifikan risiko kredit sejak pengakuan awal, penyisihan kerugian diakui untuk kerugian kredit yang diperkirakan selama sisa umur aset, tanpa mempertimbangkan waktu gagal bayar (KKE sepanjang umurnya).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial Instruments (continued)

Financial Assets (continued)

Derecognition (continued)

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Impairment

The Group recognizes an allowance for ECL for all debt instruments not held at FVTPL and financial quarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original EIR. The expected cash flows will include cash flows include any cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. When there have been no significant increases in credit risks since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). But, when there have been significant increases in credit risks since initial recognition, a loss allowance is recognized for credit losses expected over the remaining life of the asset, irrespective of timing of the default (a lifetime ECL).

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen Keuangan (lanjutan)

Aset Keuangan (lanjutan)

Penurunan nilai (lanjutan)

Karena piutang usaha dan piutang lain-lainnya tidak memiliki komponen pembiayaan signifikan, Grup menerapkan pendekatan yang disederhanakan dalam perhitungan KKE. Oleh karena itu, Grup tidak menelusuri perubahan dalam risiko kredit, namun justru mengakui penyisihan kerugian berdasarkan KKE sepanjang umurnya pada setiap tanggal pelaporan. Grup membentuk matriks provisi berdasarkan pengalaman kerugian kredit masa lampau, disesuaikan dengan perkiraan masa depan (*forward-looking*) atas faktor yang spesifik untuk debitur dan lingkungan ekonomi.

Untuk instrumen utang pada NWPKL, Grup menerapkan penyederhanaan sehubungan dengan risiko kredit rendah. Setiap tanggal pelaporan, Grup mengevaluasi apakah instrumen utang tersebut dianggap memiliki risiko kredit rendah dengan menggunakan semua informasi yang wajar dan terdukung yang tersedia tanpa biaya atau usaha yang berlebihan. Dalam melakukan evaluasi tersebut, Grup menilai kembali peringkat kredit internal dari instrumen utang tersebut. Selain itu, Grup mempertimbangkan bahwa telah terjadi peningkatan risiko kredit secara signifikan ketika pembayaran kontraktual lebih dari 120 hari dari tanggal jatuh tempo.

Grup menganggap aset keuangan dalam gagal bayar ketika pembayaran kontraktual telah lewat 120 hari dari tanggal jatuh tempo. Namun, dalam kasus tertentu, Grup juga dapat mempertimbangkan aset keuangan menjadi gagal bayar ketika informasi internal atau eksternal menunjukkan bahwa besar kemungkinan Grup tidak menerima jumlah kontraktual terutang secara penuh sebelum memperhitungkan perbaikan kredit yang dimiliki oleh Grup. Aset keuangan dihapuskan jika tidak terdapat ekspektasi yang wajar untuk memulihkan arus kas kontraktual.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial Instruments (continued)

Financial Assets (continued)

Impairment (continued)

Because its trade and other receivables do not contain significant financing component, the Group applies a simplified approach in calculating ECL. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECL at each reporting date. The Group established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For debt instruments at FVOCI, the Group applies the low credit risk simplification. At every reporting date, the Group evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Group reassesses the internal credit rating of the debt instrument. In addition, the Group considers that there has been a significant increase in credit risk when contractual payments are more than 120 days past due.

The Group considers a financial asset in default when contractual payments are 120 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen Keuangan (lanjutan)

Liabilitas Keuangan

Pengakuan dan Pengukuran Awal

Liabilitas keuangan diklasifikasikan, pada pengakuan awal, sebagai liabilitas keuangan yang diukur pada NWLR, utang dan pinjaman atau derivatif ditetapkan sebagai instrumen lindung nilai pada lindung nilai yang efektif, sesuai dengan kondisinya.

Semua liabilitas keuangan diakui pada nilai wajar saat pengakuan awal dan, dalam hal liabilitas keuangan dilklasifikasi sebagai utang dan pinjaman, diakui pada nilai wajar setelah dikurangi biaya transaksi yang dapat diatribusikan secara langsung.

Grup menetapkan liabilitas keuangannya sebagai utang dan pinjaman, seperti utang usaha, beban akrual, liabilitas jangka pendek lainnya, utang pembiayaan konsumen, utang sewa hak guna, liabilitas jangka panjang lainnya.

Pengukuran selanjutnya

Pengukuran selanjutnya dari liabilitas keuangan ditentukan oleh klasifikasinya sebagai berikut:

Liabilitas keuangan pada NWLR

Liabilitas keuangan yang diukur pada NWLR mencakup liabilitas keuangan yang dimiliki untuk diperdagangkan dan liabilitas keuangan yang diukur pada NWLR yang ditetapkan saat pengakuan awal.

Liabilitas keuangan diklasifikasikan sebagai dimiliki untuk diperdagangkan, jika liabilitas keuangan tersebut diperoleh untuk tujuan dibeli kembali dalam waktu dekat. Kategori ini juga mencakup instrumen keuangan derivatif yang dilakukan oleh Grup dimana instrumen derivatif tersebut tidak ditetapkan sebagai instrumen lindung nilai dalam hubungan lindung nilai, Instrumen Keuangan. Derivatif melekat yang dipisahkan juga diklasifikasikan sebagai dimiliki untuk diperdagangkan kecuali ditetapkan sebagai instrumen lindung nilai yang efektif.

Keuntungan atau kerugian atas liabilitas yang dimiliki untuk diperdagangkan diakui dalam laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial Instruments (continued)

Financial Liabilities

Initial Recognition and Measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at FVTPL, loans and borrowings, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group designates its financial liabilities as loans and borrowings, such as trade payables, accrued expense, other current liabilities, consumer finance payables, lease liabilities and other non-current liabilities.

Subsequent measurement

The subsequent measurement of financial liabilities depends on their classification as described below:

Financial liabilities at FVTPL

Financial liabilities at FVTPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVTPL.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entere into by the Group that are not designated as hedging instruments in hedge relationships, Financial Instruments. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognized in profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen Keuangan (lanjutan)

Liabilitas Keuangan (lanjutan)

Pengukuran selanjutnya (lanjutan)

Liabilitas keuangan pada NWLR (lanjutan)

Pengukuran selanjutnya dari liabilitas keuangan ditentukan oleh klasifikasinya sebagai berikut:

Liabilitas keuangan pada biaya perolehan diamortisasi (Utang dan pinjaman)

(i) Utang dan Pinjaman Jangka Panjang yang Dikenakan Bunga

Setelah pengakuan awal, utang dan pinjaman jangka panjang yang berbunga diukur pada biaya perolehan yang diamortisasi dengan menggunakan metode SBE. Pada tanggal pelaporan, biaya bunga yang masih harus dibayar dicatat secara terpisah, dari pokok pinjaman terkait, dalam bagian liabilitas jangka pendek. Keuntungan dan kerugian diakui pada laba rugi ketika liabilitas dihentikan pengakuannya maupun melalui proses amortisasi menggunakan metode SBE.

Biaya amortisasi dihitung dengan mempertimbangkan setiap diskonto atau premium atas akusisi dan komisi atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai beban keuangan pada laba rugi.

(ii) Utang dan Akrual

Liabilitas untuk utang usaha, beban akrual, liabilitas jangka pendek lainnya dinyatakan sebesar jumlah tercatat (jumlah nosional), yang kurang lebih sebesar nilai wajarnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial Instruments (continued)

Financial Liabilities (continued)

Subsequent measurement (continued)

Financial liabilities at FVTPL (continued)

The subsequent measurement of financial liabilities depends on their classification as described below:

Financial liabilities at amortized cost (Loans and borrowings)

(i) Long-term Interest-bearing Loans and Borrowings

Subsequent to initial recognition, long-term interest-bearing loans and borrowings are measured at amortized acquisition costs using EIR method. At the reporting dates, accrued interest is recorded separately from the associated borrowings within the current liabilities section. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in finance costs in the profit or loss.

(ii) Payables and Accruals

Liabilities for current trade payables, accrued expense, other current liabilities,.are stated at carrying amounts (notional amounts), which approximate their fair values.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Instrumen Keuangan (lanjutan)

Liabilitas Keuangan (lanjutan)

Penghentian Pengakuan (lanjutan)

Suatu liabilitas keuangan dihentikan pengakuannya pada saat kewajiban yang ditetapkan dalam kontrak berakhir atau dibatalkan atau kedaluwarsa.

Ketika sebuah liabilitas keuangan ditukar dengan liabilitas keuangan lain dari pemberi pinjaman yang sama atas persyaratan yang secara substansial berbeda, atau bila persyaratan dari liabilitas keuangan tersebut secara substansial dimodifikasi, pertukaran atau modifikasi persyaratan tersebut dicatat sebagai penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan tersebut diakui pada laba rugi.

Saling Hapus Instrumen Keuangan

Aset keuangan dan liabilitas keuangan disaling hapuskan dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, terdapat hak secara hukum untuk melakukan saling hapus atas jumlah tercatat dari aset keuangan dan liabilitas keuangan tersebut dan terdapat intensi untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

h. Transaksi dengan Pihak Berelasi

Pihak berelasi adalah orang atau entitas yang terkait dengan Grup sebagai berikut:

(1) Orang atau anggota keluarga terdekat sebagai berikut:

(i) memiliki pengendalian atau pengendalian bersama atas grup;
(ii) memiliki pengaruh signifikan atas grup;
(iii) merupakan personil manajemen kunci Grup atau entitas induk dari Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Financial Instruments (continued)

Financial Liabilities (continued)

Derecognition (continued)

A financial liability is derecognized when the obligation under the contract is discharged or cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and recognition of a new liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

Offsetting of Financial Instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

h. Transactions with Related Parties

A related party is a person or entity that is related to the Group as follows:

(1) A person or close member of that person's family as follows:

(i) has control or joint control over the group;
(ii) has significant influence over the group;
(iii) is a member of the key management personnel of the Group or of a parent of the Group.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Transaksi dengan Pihak Berelasi (lanjutan)

Pihak berelasi adalah orang atau entitas yang terkait dengan Grup sebagai berikut: (lanjutan)

(2) Entitas yang memenuhi salah satu hal berikut:
- (i) merupakan anggota dari grup yang sama (artinya entitas induk, entitas anak dan entitas anak berikutnya terkait satu sama lain);
- (ii) merupakan entitas asosiasi atau ventura bersama dari grup (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha dimana Grup adalah anggotanya);
- (iii) entitas tersebut bersama-sama grup adalah ventura bersama dari suatu pihak ketiga yang sama;
- (iv) merupakan suatu program imbalan pasca kerja untuk imbalan kerja dari suatu karyawan yang ditujukan bagi karyawan dari grup atau entitas yang terkait dengan grup;
- (v) dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf-huruf di atas; dan
- (vi) orang yang diidentifikasi dalam huruf 1(i) memiliki pengaruh signifikan atas grup atau personil manajemen kunci Grup (atau entitas induk Grup).

Seluruh transaksi dan saldo yang material dengan pihak berelasi diungkapkan dalam catatan atas laporan keuangan yang relevan.

i. Transaksi dan Saldo dalam Mata Uang Asing

Mata uang fungsional dan mata uang pelaporan Grup adalah Rupiah.

Transaksi dalam mata uang asing dicatat dalam Rupiah berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan sesuai dengan rata-rata kurs jual dan beli yang diterbitkan oleh Bank Indonesia pada tanggal transaksi perbankan terakhir untuk periode yang bersangkutan, dan laba atau rugi kurs yang timbul, dikreditkan atau dibebankan pada operasi periode yang bersangkutan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

h. Transactions with Related Parties (continued)

A related party is a person or entity that is related to the Group as follows: (continued)

(2) An entity which meets any of the following conditions:
- *(i) is a member of the same the group with the Group (which means that each parent, subsidiaries and fellow subsidiaries is related to each other);*
- *(ii) is an associate or joint venture of the group (or an associate or joint venture of a member of a group of which the Group is a member);*
- *(iii) an entity and the group, are joint ventures of the same third party;*
- *(iv) is a post-employment benefit plan for the benefit of employees of either the group or an entity related to the group;*
- *(v) is controlled or jointly controlled by the person identified above; and*
- *(vi) a person identified in 1(i) has significant influence over the grup or is a member of the key management personnel of the Group (or of a parent of the entity).*

All significant transactions and balances with related parties are disclosed in the relevant notes to the financial statements.

i. Foreign Currency Transactions and Balances

The functional and reporting currency of the Group is Rupiah.

Transactions involving foreign currencies are recorded in Indonesian Rupiah at the rates of exchange prevailing at the time the transactions are made. At the reporting date, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the average of the selling and buying rates of exchange prevailing at the last banking transaction date of the period, as published by Bank Indonesia, and any resulting gains or losses are credited or charged to operations of the current period.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Transaksi dan Saldo dalam Mata Uang Asing (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, kurs yang digunakan untuk menjabarkan mata uang asing ke mata uang Rupiah adalah sebagai berikut:

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

i. Foreign Currency Transactions and Balances (continued)

As of December 31, 2025 and 2024, the exchange rates used to translate the foreign currencies into Rupiah are as follows:

	31 Desember 2025/ ***December 31, 2025***	**31 Desember 2024/** ***December 31, 2024***	
	Rupiah penuh/ *Rupiah full amount*	Rupiah penuh/ *Rupiah full amount*	
1 Dolar Amerika Serikat (USD)	16.782	16.162	*United States Dollar (USD) 1*
1 Dolar Singapura (SGD)	13.069	11.919	*Singapore Dollar (SGD) 1*
1 Dolar Australia (AUD)	11.255	10.082	*Australian Dollar (AUD) 1*
1 Yen Jepang	108	102	*Japan Yen 1*

j. Persediaan

Persediaan dinyatakan sebesar nilai yang lebih rendah antara biaya perolehan atau nilai realisasi neto. Biaya perolehan ditentukan dengan menggunakan metode rata-rata tertimbang. Nilai realisasi neto persediaan adalah estimasi harga jual dalam kegiatan usaha biasa dikurangi estimasi biaya penyelesaian dan estimasi biaya yang diperlukan untuk membuat penjualan.

Biaya persediaan dihitung dengan metode *first-in first-out*.

Biaya yang dikeluarkan untuk setiap produk agar berada pada lokasi dan kondisi siap untuk dijual dicatat sebagai berikut:

i) Bahan baku, suku cadang dan bahan pembantu: harga pembelian;
ii) Barang jadi dan persediaan dalam proses: biaya bahan baku dan tenaga kerja langsung dan bagian proporsional dari beban *overhead* berdasarkan kapasitas operasi normal namun tidak termasuk biaya pinjaman.

Sehubungan dengan pembelian bahan baku, biaya perolehan awal persediaan termasuk pengalihan keuntungan dan kerugian atas lindung nilai arus kas kualifikasian, diakui dalam PKL.

Grup menetapkan penyisihan untuk nilai realisasi neto persediaan berdasarkan hasil penelaahan berkala atas kondisi fisik dan nilai realisasi neto persediaan.

j. Inventories

Inventories are valued at the lower of cost or net realizable value. Cost is calculated using weighted-average method. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

Cost of inventories is computed using the first-in first-out method.

Costs incurred in bringing each product to its present location and condition are accounted for as follow:

i) Raw materials, spare parts and factory supplies: purchase cost;
ii) Finished goods and work in-process: cost of direct materials and labor and a proportion of manufacturing overheads based on normal operating capacity but excluding borrowing costs.

Initial cost of inventories includes the transfer of gains and losses on qualifying cash flow hedges, recognized in OCI, in respect of the purchases of raw materials.

The Group provides allowance for net realizable value of inventories based on periodic reviews of the physical conditions and net realizable values of the inventories.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Beban Dibayar Di Muka

Beban dibayar di muka diamortisasi dan dibebankan pada operasi selama masa manfaatnya.

l. Kombinasi Bisnis dan *Goodwill*

Kombinasi bisnis dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari sebuah akuisisi disajikan pada nilai agregat imbalan yang dialihkan, disajikan pada nilai wajar pada tanggal akuisisi, dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, pihak pengakuisisi mengukur KNP pada entitas yang diakuisisi baik pada nilai wajar ataupun pada proporsi kepemilikan KNP atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan disertakan dalam beban administrasi.

Grup menentukan bahwa mereka telah mengakuisisi bisnis ketika rangkaian aktivitas dan aset yang diakuisisi mencakup *input* dan proses substantif yang bersama-sama secara signifikan berkontribusi pada kemampuan untuk menghasilkan *output*. Proses yang diperoleh adalah substantif jika penting bagi kemampuan untuk terus menghasilkan *output*, dan *input* yang diperoleh mencakup tenaga kerja yang terorganisir dengan keterampilan, pengetahuan, atau pengalaman yang diperlukan untuk melakukan proses itu atau secara signifikan berkontribusi pada kemampuan untuk terus menghasilkan *output* dan dianggap unik atau langka atau tidak dapat diganti tanpa biaya, usaha, atau penundaan yang signifikan dalam kemampuan untuk terus menghasilkan *output*.

Ketika melakukan akuisisi atas sebuah bisnis, Grup mengklasifikasikan dan menentukan aset keuangan yang diperoleh dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lain yang ada pada tanggal akuisisi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Prepaid Expenses

Prepaid expenses are amortized and charged to operations over the periods benefited.

l. Business Combination and Goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition-date fair value, and the amount of any NCI in the acquiree. For each business combination, the acquirer measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Transaction costs incurred are directly expensed and included in administrative expenses.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organized workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

I. Kombinasi Bisnis dan *Goodwill* (lanjutan)

Dalam suatu kombinasi bisnis yang dilakukan secara bertahap, Grup mengukur kembali kepentingan ekuitas yang dimiliki sebelumnya pada pihak yang diakuisisi pada nilai wajar tanggal akuisisi dan mengakui keuntungan atau kerugian yang dihasilkan.

Setiap imbalan kontinjensi yang akan ditransfer oleh pihak pengakuisisi akan diakui pada nilai wajar pada tanggal akuisisi. Imbalan kontinjensi yang diklasifikasikan sebagai ekuitas tidak diukur kembali dan penyelesaian selanjutnya adalah diperhitungkan dalam ekuitas. Imbalan kontinjensi yang diklasifikasikan sebagai aset atau liabilitas yaitu instrumen keuangan dan dalam lingkup PSAK 109, diukur pada nilai wajar dengan perubahan nilai wajar yang diakui dalam laba rugi sesuai dengan PSAK 109. Imbalan kontinjensi lain yang tidak termasuk dalam PSAK 109 diukur sebesar nilai wajar pada setiap tanggal pelaporan dengan perubahan nilai wajar yang diakui pada laba rugi.

Bila pencatatan awal kombinasi bisnis belum dapat diselesaikan pada tanggal pelaporan, Grup melaporkan jumlah sementara bagi *item* yang pencatatannya belum dapat diselesaikan tersebut.

Periode pengukuran adalah periode setelah tanggal akuisisi yang didalamnya Grup dapat melakukan penyesuaian atas jumlah sementara yang diakui dalam kombinasi bisnis tersebut. Selama periode pengukuran, Grup mengakui penambahan aset atau liabilitas bila terdapat informasi terbaru yang diperoleh mengenai fakta dan keadaan pada tanggal akuisisi, yang bila diketahui pada saat itu, akan menyebabkan pengakuan atas aset dan liabilitas pada tanggal tersebut.

Periode pengukuran berakhir pada saat pengakuisisi menerima informasi yang diperlukan mengenai fakta dan keadaan pada tanggal akuisisi atau mengetahui bahwa informasi lainnya tidak dapat diperoleh, namun tidak lebih dari satu tahun dari tanggal akuisisi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

I. Business Combination and Goodwill (continued)

If the business combination is achieved in stages, the acquisition date fair value of the Group's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Contingent consideration classified as equity is not re-measured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of PSAK 109, is measured at fair value with the changes in fair value recognized in the profit or loss in accordance with PSAK 109. Other contingent consideration that is not within the scope of PSAK 109 is measured at fair value at each reporting date with changes in fair value recognized in profit or loss.

If the initial accounting for a business combination is incomplete by the end of the reporting, the Group reports provisional amounts for the items for which the accounting is incomplete.

The measurement period is the period after the acquisition date during which the Group may adjust the provisional amounts recognized for a business combination. During the measurement period, the Group recognizes additional assets or liabilities if new information is obtained about facts and circumstances that existed as of the acquisition date and, if known, would have resulted in the recognition of those assets and liabilities as of that date.

The measurement period ends as soon as the acquirer receives the information it was seeking about facts and circumstances that existed as of the acquisition date or learns that more information is not obtainable but shall not exceed one year from the acquisition date.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Kombinasi Bisnis dan *Goodwill* (lanjutan)

Pada tanggal akuisisi, *goodwill* awalnya diukur pada harga perolehan yang merupakan selisih lebih nilai agregat dari imbalan yang dialihkan dan jumlah setiap KNP atas selisih jumlah dari aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih.

Jika imbalan tersebut lebih rendah dari nilai wajar aset neto entitas anak yang diakuisisi, selisih tersebut diakui pada laba rugi sebagai keuntungan dari pembelian dengan diskon setelah sebelumnya manajemen melakukan penilaian atas identifikasi dan nilai wajar dari aset yang diperoleh dan liabilitas yang diambil alih.

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 ("UPK") dari Grup yang diharapkan akan bermanfaat dari sinergi kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi ditetapkan atas UPK tersebut.

Jika *goodwill* telah dialokasikan pada suatu UPK dan operasi tertentu atas UPK tersebut dihentikan, maka *goodwill* yang diasosiasikan dengan operasi yang dihentikan 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 terhadap bagian dari dan porsi UPK yang ditahan.

Kombinasi bisnis entitas sepengendali

Kombinasi bisnis entitas sepengendali dicatat dengan menggunakan metode penyatuan kepentingan, dimana selisih antara jumlah imbalan yang dialihkan dengan jumlah tercatat aset neto entitas yang diakuisisi diakui sebagai bagian dari akun "Tambahan Modal Disetor" pada laporan posisi keuangan konsolidasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

l. Business Combination and Goodwill (continued)

At acquisition date, goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for NCI over the net 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 assessing the identification and fair value measurement of the acquired assets and the assumed liabilities.

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 is, from the acquisition date, allocated to each of the Group's Cash-generating Units ("CGU') that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those CGUs.

Where goodwill has been allocated to a CGU and part of the operation within that CGU is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the CGU retained.

Business combinations under common control

Business combinations under common control are accounted for using the pooling-of-interests method, whereby the difference between the considerations transferred and the book value of the net assets of the acquiree is recognized as part of "Additional Paid-in Capital" account in the consolidated statement of finansial position.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Kombinasi Bisnis dan *Goodwill* (lanjutan)

Kombinasi bisnis entitas sepengendali (lanjutan)

Dalam menerapkan metode penyatuan kepentingan tersebut, unsur-unsur laporan keuangan dari entitas yang bergabung disajikan seolah-olah penggabungan tersebut telah terjadi sejak awal periode entitas yang bergabung berada dalam kesepengendalian.

m. Sewa

Grup menilai pada saat insepsi kontrak apabila kontrak tersebut adalah, atau mengandung, sewa. Yaitu, bila kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Grup sebagai Penyewa

Grup menerapkan pendekatan pengakuan dan pengukuran tunggal untuk semua sewa, kecuali untuk sewa jangka-pendek dan sewa yang aset pendasarnya bernilai-rendah. Grup mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak guna yang mewakili hak untuk menggunakan aset pendasar.

Aset hak guna

Grup mengakui aset hak guna pada tanggal permulaan sewa (yaitu tanggal aset pendasar tersedia untuk digunakan). Aset hak guna diukur pada harga perolehan, dikurangi akumulasi penyusutan dan penurunan nilai, serta disesuaikan dengan pengukuran kembali liabilitas sewa. Biaya perolehan aset hak guna mencakup jumlah liabilitas sewa yang diakui, biaya langsung awal yang terjadi, dan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan dikurangi setiap insentif sewa yang diterima. Aset hak guna disusutkan dengan metode garis lurus selama masa sewa.

Jika kepemilikan aset pendasar sewa beralih ke Grup pada akhir masa sewa atau biaya perolehan aset hak guna merefleksikan Grup akan mengeksekusi opsi beli, maka penyusutan aset hak guna dihitung menggunakan estimasi masa manfaat aset. Aset hak guna juga dievaluasi untuk penurunan nilai (Note 2p).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

l. Business Combination and Goodwill (continued)

Business combinations under common control (continued)

In applying the said pooling-of-interest method, the componentfinansialfinancial statements of the combining entities are presented as if the combination has occurred since the beginning of the period of the combining entity become under common control.

m. Lease

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as Lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also assessed for impairment (Note 2p).

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa (lanjutan)

Liabilitas Sewa - sebagai *Lessee*

Pada tanggal permulaan sewa, Grup mengakui liabilitas sewa yang diukur pada nilai kini pembayaran sewa yang harus dilakukan selama masa sewa.

Pembayaran sewa juga mencakup harga pelaksanaan dari opsi beli yang secara wajar pasti dilaksanakan oleh Grup dan pembayaran pinalti untuk mengakhiri sewa, jika masa sewa merefleksikan adanya opsi dapat mengakhiri sewa. Pembayaran sewa variabel yang tidak bergantung pada indeks atau tarif diakui sebagai beban pada periode terjadinya peristiwa atau kondisi yang memicu terjadinya pembayaran tersebut.

Dalam menghitung nilai sekarang dari pembayaran sewa, Grup menggunakan suku bunga pinjaman *incremental* pada saat tanggal permulaan sewa karena suku bunga implisit dalam sewa tidak dapat ditentukan. Setelah tanggal permulaan, jumlah liabilitas sewa meningkat untuk merefleksikan bunga atas liabilitas sewa dan berkurang atas sewa yang telah dibayar. Sebagai tambahan, jumlah tercatat liabilitas sewa diukur kembali jika terdapat modifikasi, perubahan masa sewa, perubahan pembayaran sewa (misalnya, perubahan pembayaran sewa masa depan sebagai akibat dari perubahan indeks atau suku bunga yang digunakan untuk menentukan pembayaran tersebut) atau perubahan pada penilaian atau opsi untuk membeli aset mendasar tersebut.

Sewa Jangka Pendek dan Sewa atas Aset Bernilai Rendah

Grup menerapkan pengecualian pengakuan sewa jangka pendek untuk sewa yang jangka waktu sewanya pendek (yaitu, sewa yang memiliki jangka waktu sewa 12 bulan atau kurang dari tanggal permulaan dan tidak memiliki opsi beli). Grup juga menerapkan pengecualian pengakuan sewa dengan aset bernilai rendah untuk sewa yang aset pendasarnya dianggap bernilai rendah. Pembayaran sewa untuk sewa jangka pendek dan sewa dari aset bernilai rendah diakui sebagai beban dengan metode garis lurus selama masa sewa.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Lease (continued)

Lease Liabilities - as Lessee

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of the lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the in-substance fixed lease payments (for example, change in the future lease payments as a result of changes in the index or interest rate used to determine those payments) or a change in the assessment to purchase the underlying asset.

Short-term Leases and Leases of Low-value Assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). The Group also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value underlying assets are recognized as expense on a straight-line basis over the lease term.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Aset Tetap

Aset tetap pada awalnya diakui sebesar biaya perolehan, yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan agar aset siap digunakan.

Setelah pengakuan awal, aset ini dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan kerugian penurunan nilai.

Penyusutan aset tetap selain tanah dihitung sejak bulan aset yang bersangkutan siap untuk digunakan, dengan metode garis lurus (*straight-line method*), berdasarkan estimasi masa manfaat sebagai berikut:

Bangunan	10 - 30 tahun/*years*	*Building*
Kendaraan	4 - 8 tahun/*years*	*Vehicles*
Inventaris kantor	4 - 8 tahun/*years*	*Office equipment*
Peralatan	4 tahun/*years*	*Equipment*
Renovasi bangunan sewa	4 - 10 tahun/*years*	*Leasehold improvements*

Metode penyusutan dan masa manfaat ekonomis ditelaah setiap akhir tahun. Pengaruh setiap perubahan estimasi diberlakukan secara prospektif.

Jumlah tercatat aset ini direviu atas penurunan nilai jika terdapat peristiwa atau perubahan keadaan yang mengindikasikan bahwa jumlah tercatat mungkin tidak dapat seluruhnya terealisasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Fixed Assets

All fixed assets are initially recognized at cost, which comprises its purchase price and any costs directly attributable in bringing the asset to its working condition and to the location where it is intended to be used.

Subsequent to initial recognition, these assets are carried at cost less any subsequent accumulated depreciation and impairment losses.

Depreciation of fixed assets other than land is applied from the month such assets are ready for their intended use, using the straight-line method, based on estimated useful lives as follows:

Depreciation method and the estimated useful lives are reviewed at year end. The effect of any changes in estimate is accounted for on a prospective basis.

The carrying amounts of these assets are reviewed for impairment when events or changes in circumstances indicate that their carrying values may not be fully recoverable.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Aset Tetap (lanjutan)

Jumlah tercatat komponen dari suatu aset dihentikan pengakuannya pada saat dilepaskan atau saat sudah tidak ada lagi manfaat ekonomi masa depan yang diharapkan dari penggunaan maupun pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan tersebut (ditentukan sebesar selisih antara jumlah hasil pelepasan neto dan jumlah tercatatnya) dimasukkan ke dalam laba rugi pada tahun penghentian pengakuan tersebut dilakukan.

Nilai residu, umur manfaat dan metode penyusutan aset tetap dievaluasi setiap akhir tahun pelaporan dan disesuaikan secara prospektif jika dipandang perlu.

Aset tetap dalam penyelesaian dicatat sebesar biaya perolehan, yang mencakup kapitalisasi beban pinjaman dan biaya-biaya lainnya yang terjadi sehubungan dengan pendanaan aset tetap dalam penyelesaian tersebut. Akumulasi biaya perolehan akan direklasifikasi ke akun "Aset Tetap" yang bersangkutan pada saat aset tetap tersebut telah selesai dikerjakan dan siap untuk digunakan. Aset tetap dalam penyelesaian tidak disusutkan sampai memenuhi syarat pengakuan sebagai aset tetap seperti diungkapkan di atas.

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Beban pemugaran dan penambahan dalam jumlah besar dikapitalisasi kepada jumlah tercatat aset terkait bila besar kemungkinan bagi Grup manfaat ekonomi masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat aset terkait.

Tanah termasuk biaya pengurusan legal hak atas tanah dalam bentuk Hak Guna Bangunan ("HGB") ketika tanah diperoleh pertama kali dinyatakan sebesar biaya perolehan dan tidak diamortisasi karena manajemen berpendapat bahwa kemungkinan besar hak atas tanah tersebut dapat diperbaharui/diperpanjang pada saat masa berlakunya selesai.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Fixed Assets (continued)

The carrying amount of an item of these assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from the derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is directly included in the profit or loss of year the item is derecognized.

The residual values, useful lives and depreciation method of fixed assets are reviewed at the end of each reporting year and adjusted prospectively, if necessary.

Constructions in-progress are stated at cost, including capitalized borrowing costs and other charges incurred in connection with the financing of the said asset constructions. The accumulated costs will be reclassified to the appropriate "Fixed Assets" account when the construction is completed. Assets under construction are not depreciated until they fulfill criteria for recognition as fixed assets as disclosed above.

Repairs and maintenance expenses are taken to the profit or loss when they are incurred. The cost of major renovation and restoration is included in the carrying amount of the related asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group and is depreciated over the remaining useful life of the related asset.

Land including legal cost of land rights in the form of Right to Build ("Hak Guna Bangunan" or "HGB") when the land rights were acquired initially are stated at cost and not amortized as the management is of the opinion that it is probable the titles of land rights can be renewed/extended upon expiration.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Aset Tetap (lanjutan)

Biaya pengurusan atas perpanjangan atau pembaruan legal hak atas tanah dalam bentuk HGB ditangguhkan dan diamortisasi yang lebih pendek antara umur hukum hak atas tanah dan umur ekonomi tanah, dan disajikan sebagai bagian dari akun "Aset Tidak Lancar Lainnya" pada laporan posisi keuangan.

o. Aset Takberwujud

Aset takberwujud yang dibeli, yang berupa lisensi perangkat lunak komputer dan aplikasi, memiliki masa manfaat terbatas, dan pada pengakuan awal diukur sebesar harga perolehan dikurangi akumulasi amortisasi dan akumulasi kerugian penurunan nilai.

Amortisasi diakui dalam laba rugi menggunakan metode garis lurus selama taksiran masa manfaat dari aset takberwujud, sejak aset yang bersangkutan siap untuk digunakan. Estimasi masa manfaat dari lisensi piranti lunak komputer dan paten Grup adalah 4 tahun. Estimasi masa manfaat dari aplikasi Grup adalah 8 tahun.

Aset tidak berwujud dihentikan pengakuannya pada saat pelepasan (yaitu, pada tanggal penerima memperoleh kendali) atau ketika tidak ada manfaat ekonomi masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara hasil pelepasan neto dan jumlah tercatat aset) dimasukkan dalam laporan laba rugi.

p. Penurunan Nilai Aset Non-keuangan

Pada setiap tanggal pelaporan, Grup menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat pengujian penurunan nilai aset (yaitu aset takberwujud dengan umur manfaat tidak terbatas, aset takberwujud yang belum dapat digunakan, atau *goodwill* yang diperoleh dalam suatu kombinasi bisnis) diperlukan, maka Grup membuat estimasi formal jumlah terpulihkan aset tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Fixed Assets (continued)

The extension or the legal renewal costs of land rights in the form of HGB are deferred and amortized over the shorter between the land rights' legal life and the economic life of the land, and presented as part of "Other Non-current Assets" account in the statement of financial position.

o. Intangible Assets

Purchased intangible assets, which comprise computer software licenses and application, have finite useful lives, and are initially measured at cost less accumulated amortization and accumulated impairment losses.

Amortization is recognized in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, from the date they are available for use. The estimated useful life of the Group's computer software license and patent is 4 years. The estimated useful life of the Group's application is 8 years.

An intangible asset is derecognized upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss.

p. Impairment of Non-financial Assets

The Group assesses at the each reporting date whether there is an indication that an asset may be impaired. If any such indication exists or when annual impairment testing for an asset (i.e. an intangible asset with an indefinite useful life, an intangible asset not yet available for use, or goodwill acquired in a business combination) is required, the Group makes an estimate of the asset's recoverable amount.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Penurunan Nilai Aset Non-keuangan (lanjutan)

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau UPK dikurangi biaya untuk menjual dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain. Jika nilai tercatat aset atau UPK lebih besar daripada jumlah terpulihkannya, maka aset tersebut dipertimbangkan mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar jumlah terpulihkannya.

Grup mendasarkan perhitungan penurunan nilai pada rincian perhitungan anggaran atau prakiraan yang disusun secara terpisah untuk masing-masing UPK Grup atas aset individual yang dialokasikan. Perhitungan anggaran dan prakiraan ini secara umum mencakup periode selama lima atau sepuluh tahun sesuai dengan stabilitas arus kas perkebunan terkait. Setelah periode yang dianggarkan proyeksi arus kas diestimasi dengan melakukan ekstrapolasi proyeksi yang dianggarkan dengan menggunakan tingkat pertumbuhan jangka panjang yang tetap.

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset. Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga penawaran pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, Grup menggunakan model penilaian yang sesuai untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dikuatkan oleh penilaian berganda atau indikator nilai wajar yang tersedia.

Kerugian penurunan nilai dari operasi yang berkelanjutan, jika ada, diakui pada laba rugi sesuai dengan kategori biaya yang konsisten dengan fungsi dari aset yang diturunkan nilainya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Impairment of Non-financial Assets (continued)

An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs to sell and its value in use, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

The Group bases its impairment calculation on detailed budgets and forecast calculations which are prepared separately for each of the Group's CGUs to which the individual assets are allocated. These budgets and forecast calculations are generally covering a period of five or ten years in accordance with the stability of each estate's cash flows. Beyond the forecasted period, the estimated cash flows are determined by extrapolating the forecasted cash flows using a steady long term growth rate.

In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the assets. These calculations are corroborated by valuation multiples or other available fair value indicators.

Impairment losses of continuing operations, if any, are recognized in the profit or loss in those expense categories consistent with the functions of the impaired asset.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Penurunan Nilai Aset Non-keuangan (lanjutan)

Untuk aset selain *goodwill*, penilaian dilakukan pada akhir setiap tanggal pelaporan apakah terdapat indikasi bahwa rugi penurunan nilai yang telah diakui dalam tahun sebelumnya mungkin tidak ada lagi atau mungkin telah menurun. Jika indikasi dimaksud ditemukan, maka entitas mengestimasi jumlah terpulihkan aset atau UPK tersebut. Kerugian penurunan nilai yang telah diakui dalam tahun sebelumnya untuk aset selain *goodwill* dibalik hanya jika terdapat perubahan asumsi-asumsi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui. Dalam hal ini, jumlah tercatat aset dinaikkan ke jumlah terpulihkannya. Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat, neto setelah penyusutan, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada periode/tahun sebelumnya. Pembalikan rugi penurunan nilai diakui pada laba rugi. Setelah pembalikan tersebut, penyusutan aset tersebut disesuaikan di periode mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

q. Imbalan Kerja

(i) Imbalan pascakerja

Kewajiban imbalan pascakerja dihitung sebesar nilai kini dari estimasi jumlah imbalan pascakerja di masa depan yang timbul dari jasa yang telah diberikan oleh karyawan pada masa kini dan masa lalu dikurangi nilai wajar aset program. Perhitungan dilakukan oleh aktuaris berkualifikasi dengan metode *projected unit credit*.

Pengukuran kembali, terdiri atas keuntungan dan kerugian aktuarial, segera diakui pada laporan posisi keuangan konsolidasian dengan pengaruh langsung didebit atau dikreditkan kepada saldo laba melalui PKL pada periode terjadinya. Pengukuran kembali tidak direklasifikasi ke laba rugi pada periode berikutnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Impairment of Non-financial Assets (continued)

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased. If such indication exists, the asset's or CGU's recoverable amount is estimated. A previously recognized impairment loss for an asset other than goodwill is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case, the carrying amount of the asset is increased to its recoverable amount. The reversal is limited so that the carrying amount of the assets does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior periods/years. Reversal of an impairment loss is recognized in the profit or loss. After such a reversal, the depreciation charge on the said asset is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value,on a systematic basis over its remaining useful life.

q. Employee Benefits

(i) Post-employment benefits

The obligation for post-employment benefits is calculated at the present value of estimated future benefits that the employees have earned in return for their services in the current and prior periods less fair value of plan assets. The calculation is performed by a qualified actuary using the projected unit credit method.

Re-measurements, comprising of actuarial gains and losses, are recognized immediately in the consolidated statement of financial position with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Imbalan Kerja (lanjutan)

(ii) Imbalan kerja jangka panjang lainnya

Kewajiban neto Grup atas imbalan kerja jangka panjang selain imbalan pascakerja adalah nilai dari imbalan di masa depan yang timbul dari jasa yang telah diberikan oleh karyawan pada masa kini dan masa lalu. Perhitungan dilakukan oleh aktuaris berkualifikasi dengan menggunakan metode *projected unit credit*. Keuntungan dan kerugian aktuarial diakui dalam laba rugi pada periode dimana mereka timbul.

Biaya jasa lalu harus diakui sebagai beban pada saat yang lebih awal antara:
i) ketika program amandemen atau kurtailmen terjadi; dan
ii) ketika entitas mengakui biaya restrukturisasi atau imbalan terminasi terkait.

Bunga neto dihitung dengan menerapkan tingkat diskonto yang digunakan terhadap liabilitas imbalan kerja. Grup mengakui perubahan berikut pada kewajiban obligasi neto pada akun "Beban Pokok Pendapatan" dan "Beban Umum dan Administrasi" pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian:
i) Biaya jasa terdiri atas biaya jasa kini, biaya jasa lalu, keuntungan atau kerugian atas penyelesaian (*curtailment*) tidak rutin, dan
ii) Beban atau penghasilan bunga neto.

Sebagai tambahan, ketika manfaat program berubah atau ketika suatu kurtailmen atas program terjadi, dampak perubahan manfaat tersebut yang terkait dengan jasa lalu atau keuntungan/kerugian dari kurtailmen diakui segera dalam laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

q. Employee Benefits (continued)

(ii) Other long-term employee benefits

The Group's net obligation in respect of long-term employee benefits other than post-employment benefits is the amount of future benefits that employees have earned in return for their services in the current and prior periods. The calculation is performed by a qualified actuary, using the projected unit credit method. Any actuarial gains and losses are recognized in profit or loss in the period in which they arise.

Past service costs are recognized in profit or loss at the earlier between:
i) the date of the plan amendment or curtailment, and
ii) the date the Group recognizes related restructuring costs.

Net interest is calculated by applying the discount rate to the net defined benefit liability. The Group recognizes the following changes in the net defined benefit obligation under "Cost of Revenues" and "General and Administrative Expenses" as appropriate in the consolidated statement of profit or loss and other comprehensive income:
i) Service costs comprising current service costs, past-service costs, gains or losses on curtailments and non-routine settlements, and
ii) Net interest expense or income.

In addition, when the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognized immediately in profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Provisi

Provisi diakui jika Grup memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) yang akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika kemungkinan besar tidak terjadi arus keluar sumber daya yang mengandung manfaat ekonomi untuk menyelesaikan liabilitas tersebut, maka provisi dibatalkan.

Provisi untuk biaya pembongkaran aset diestimasi berdasarkan beberapa asumsi dan disajikan pada nilai wajar sesuai dengan tingkat diskonto yang berlaku.

s. Pajak Penghasilan

Pajak Tangguhan

Pajak tangguhan diakui dengan menggunakan metode liabilitas atas perbedaan temporer pada tanggal pelaporan antara dasar pengenaan pajak dari aset dan liabilitas dan jumlah tercatatnya untuk tujuan pelaporan keuangan pada tanggal pelaporan.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer yang kena pajak, kecuali:

i) liabilitas pajak tangguhan yang terjadi dari pengakuan awal *goodwill* atau dari aset atau liabilitas dari transaksi yang bukan transaksi kombinasi bisnis, dan pada waktu transaksi tidak mempengaruhi laba akuntansi dan laba kena pajak/rugi pajak;

ii) dari perbedaan temporer kena pajak atas investasi pada entitas anak, yang saat pembalikannya dapat dikendalikan dan besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

r. Provisions

Provisions are recognized when the Group has a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

Provision for asset dismantling costs is estimated based on certain assumptions and carried at fair value based on applicable discount rates.

s. Income Tax

Deferred Tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognized for all taxable temporary differences, except:

i) where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss;

ii) in respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. Pajak Penghasilan (lanjutan)

Pajak Tangguhan (lanjutan)

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan dan akumulasi rugi pajak belum dikompensasi, bila kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dikurangkan tersebut, dan rugi pajak belum dikompensasi, dapat dimanfaatkan, kecuali:

i) jika aset pajak tangguhan timbul dari pengakuan awal aset atau liabilitas dalam transaksi yang bukan transaksi kombinasi bisnis dan tidak mempengaruhi laba akuntansi maupun laba kena pajak/rugi pajak; atau

ii) dari perbedaan temporer yang dapat dikurangkan atas investasi pada entitas anak, aset pajak tangguhan hanya diakui bila besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat dan laba kena pajak dapat dikompensasi dengan beda temporer tersebut.

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir setiap periode pelaporan dan diturunkan apabila laba fiskal mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan tersebut. Pada akhir setiap periode pelaporan, Grup menilai kembali aset pajak tangguhan yang tidak diakui. Grup mengakui aset pajak tangguhan yang sebelumnya tidak diakui apabila besar kemungkinan bahwa laba fiskal pada masa depan akan tersedia untuk pemulihannya.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diperkirakan akan berlaku pada tahun saat aset dipulihkan atau liabilitas diselesaikan berdasarkan tarif pajak dan peraturan pajak yang telah berlaku atau yang secara substantif telah berlaku pada tanggal pelaporan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

s. Income Tax (continued)

Deferred Tax (continued)

Deferred tax assets are recognized for all deductible temporary differences and carry forward of unused tax losses, to the extent that it is probable that taxable profits will be available against which deductible temporary differences, and the carry forward of unused tax losses can be utilized, except:

i) where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or

ii) in respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

The carrying amount of a deferred tax asset is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be utilized. At the end of each reporting period, the Group reassesses unrecognized deferred tax assets. The Group recognizes a previously unrecognized deferred tax assets to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted as at the reporting date.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. Pajak Penghasilan (lanjutan)

Pajak Tangguhan (lanjutan)

Pajak tangguhan terkait dengan pos-pos yang diakui di luar laba rugi diakui di luar laba rugi. Item pajak tangguhan diakui sesuai dengan transaksi yang mendasarinya baik di PKL maupun secara langsung di ekuitas.

Manfaat pajak yang diperoleh sebagai bagian dari kombinasi bisnis, tetapi tidak memenuhi kriteria untuk pengakuan terpisah pada tanggal tersebut, diakui selanjutnya jika informasi baru tentang fakta dan keadaan berubah. Penyesuaian tersebut diperlakukan sebagai pengurangan *goodwill* (selama tidak melebihi *goodwill*) jika terjadi selama periode pengukuran atau diakui dalam laba rugi.

Grup melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika memiliki hak yang berkekuatan hukum untuk saling hapus aset pajak kini dan liabilitas pajak kini dan aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas baik entitas kena pajak yang sama atau entitas kena pajak yang berbeda yang bermaksud untuk menyelesaikan liabilitas dan aset pajak kini secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan di mana jumlah liabilitas atau aset pajak tangguhan yang signifikan diharapkan untuk diselesaikan atau dipulihkan.

Pajak Kini

Aset dan liabilitas pajak kini untuk periode berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan. Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang telah berlaku pada tanggal pelaporan di negara tempat Grup beroperasi dan menghasilkan penghasilan kena pajak.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

s. Income Tax (continued)

Deferred Tax (continued)

Deferred tax relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred tax items are recognized in correlation to the underlying transaction either in OCI or directly in equity.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognized in profit or loss.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Current Tax

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authority. The tax rates and tax laws used to compute the amount are those that have been enacted or substantively enacted as at the reporting date in the countries where the Group operates and generates taxable income.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. Pajak Penghasilan (lanjutan)

Pajak Kini (lanjutan)

Bunga dan denda disajikan sebagai bagian dari penghasilan atau beban operasi lain karena tidak dianggap sebagai bagian dari beban pajak penghasilan.

Pajak penghasilan kini terkait dengan pos-pos yang diakui secara langsung di ekuitas diakui dalam ekuitas dan bukan dalam laporan laba rugi. Manajemen secara berkala mengevaluasi posisi yang diambil dalam Surat Pemberitahuan Tahunan (SPT) sehubungan dengan situasi di mana peraturan perpajakan yang berlaku tunduk pada interpretasi dan menetapkan ketentuan yang sesuai.

Sebagai tanggapan terhadap penerapan kerangka Pilar 2 Organisasi untuk Kerja Sama dan Pembangunan Ekonomi (Organisation for Economic Co-operation and Development atau "OECD"), pada tanggal 31 Desember 2024, Pemerintah Indonesia menetapkan aturan kerangka Pilar 2 (:Pillar 2") melalui Peraturan Menteri Keuangan No. 136/2024 (PMK 136/2024). Pilar 2 sesuai PMK 136/2024 akan berlaku untuk tahun fiskal yang dimulai pada atau setelah tanggal 1 Januari 2025. Untuk tahun yang berakhir pada 31 Desember 2025, Grup telah menerapkan amandemen PSAK 212: Pajak Penghasilan, yang memberikan pengecualian wajib sementara dari pengakuan atau pengungkapan pajak tangguhan terkait Pilar 2. PMK 136/2024 menerapkan mekanisme perpajakan baru yang mensyaratkan Perusahaan Multinasional ("PMN") untuk membayar pajak tambahan padayurisdiksi tertentu ketika tarif pajak efektif yang ditentukan per yurisdiksi menurut Pilar 2 lebih rendah dari tarif minimum 15%. Untuk tahun yang berakhir pada 31 Desember 2025, Grup tidak masuk dalam lingkup Pilar 2 karena tidak memenuhi kriteria yang ditetapkan dalam PMK 136/2024.

Pajak Pertambahan Nilai

Pendapatan, beban-beban dan aset-aset diakui neto atas jumlah PPN kecuali:

- PPN yang muncul dari pembelian aset atau jasa yang tidak dapat dikreditkan, yang dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai bagian dari item beban-beban yang terkait; dan
- Piutang dan utang yang disajikan termasuk dengan jumlah PPN.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

s. Income Tax (continued)

Current Tax (continued)

Interests and penalties are presented as part of other operating income or expenses since they are not considered as part of the income tax expense.

Current income tax relating to items recognized directly in equity is recognized in equity and not in the statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

In response to the implementation of the Organisation for Economic Co-operation and Development ("OECD") Pillar 2 framework rule ("Pillar 2"), on December 31, 2024, Indonesian Government implemented Pillar 2 framework through Ministry of Finance Regulation No. 136/2024 (PMK 136/2024). The Pillar 2 model rules as implemented under PMK 136/2024 will take effect for fiscal years beginning on or after January 1, 2025. For the year ended December 31, 2025, the Group has applied amendments to PSAK 212: Income Taxes, which provide mandatory temporary exception from recognizing or disclosing deferred taxes related to Pillar 2. PMK 136/2024 applies new taxing mechanisms under which a Multinational Enterprises ("MNE") should pay a top-up tax in a jurisdiction whenever their efective tax rate, determined on a jurisdictional basis under the Pillar2, is below a 15% minimum rate. For the year ended December 31, 2025, the Group is not within the scope of Pillar 2 as the criteria set forth in PMK 136/2024 have not been met.

Value-added Tax ("VAT")

Revenue, expenses and assets are recognized net of the amount of VAT except:

- *Where the VAT incurred on a purchase of assets or services is not recoverable, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable; and*
- *Receivables and payables that are stated with the amount of VAT included.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. Pajak Penghasilan (lanjutan)

Pajak Pertambahan Nilai (lanjutan)

Jumlah PPN neto yang diajukan untuk direstitusi, atau terutang kepada, kantor pajak termasuk sebagai bagian dari aset atau liabilitas pada laporan posisi keuangan konsolidasian.

t. Laba per Saham

Laba per saham dihitung berdasarkan rata-rata tertimbang jumlah saham yang beredar selama periode yang bersangkutan.

Perusahaan tidak mempunyai efek berpotensi saham biasa yang bersifat dilutif pada tanggal 31 Desember 2025.

u. Saham Treasuri

Instrumen ekuitas sendiri yang diperoleh kembali (saham tresuri) diakui pada harga perolehan kembali dan dikurangi dari ekuitas. Tidak ada laba atau rugi yang diakui pada laba rugi atas perolehan, penjualan kembali, penerbitan atau pembatalan dari instrumen ekuitas Grup. Selisih antara jumlah tercatat dan penerimaan, bila diterbitkan kembali, diakui sebagai bagian dari tambahan modal disetor pada ekuitas.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

s. Income Tax (continued)

Value-added Tax ("VAT") (continued)

The net amount of VAT which is claimed for restitution from, or payable to, the taxation authorities is included as part of assets or liabilities in the consolidated statement of financial position.

t. Earnings per Share

Earnings per share is computed based on the weighted average number of issued and fully paid shares during the period.

The Company has no outstanding dilutive potential ordinary shares as of December 31, 2025.

u. Treasury Shares

Own equity instruments that are reacquired (treasury shares) are recognized at reacquisition cost and deducted from equity. No gain or loss is recognized in profit or loss on the purchase, sale, issue or cancellation of the Group's own equity instruments. Any difference between the carrying amount and the consideration, if reissued, is recognized as part of additional paid-in capital in the equity.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

v. Pendapatan dari Kontrak dengan Pelanggan dan Pengakuan Beban

Grup menerapkan PSAK 115: Pendapatan dari Kontrak dengan Pelanggan, yang mensyaratkan pengakuan pendapatan untuk memenuhi 5 (lima) langkah analisis sebagai berikut:

1. Identifikasi kontrak dengan pelanggan.
2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan.
3. Menetapkan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan dan pajak pertambahan nilai, yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan di kontrak.
4. Menetapkan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan dan pajak pertambahan nilai, yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan di kontrak.
5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut). Pendapatan diakui ketika Grup memenuhi kewajiban pelaksanaan dengan mengalihkan barang atau jasa yang dijanjikan kepada pelanggan, yaitu ketika pelanggan memperoleh pengendalian atas barang atau jasa tersebut. Kewajiban pelaksanaan dapat dipenuhi pada waktu tertentu. Jumlah pendapatan yang diakui adalah jumlah yang dialokasikan untuk kewajiban pelaksanaan yang dipenuhi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

v. Revenue from Contracts with Customers and Recognition of Expenses

The Group implements PSAK 115: Revenue from Contracts with Customers, which requires revenue recognition to fulfill 5 (five) steps of assessment as follows:

1. *Identify contract(s) 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, net of discounts, returns, sales incentives and value added tax, which an entity expects to be entitled in exchange for transferring the promised goods or services to a customer.*
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. When these are not directly observable, the relative standalone selling price are estimated based on expected cost plus margin.*
5. *Recognize revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of those goods or services). Revenue is recognized when the Group satisfies a performance obligation by transfering a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time. The amount of revenue recognized is the amount allocated to the satisfied performance obligation.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

v. Pendapatan dari Kontrak dengan Pelanggan dan Pengakuan Beban (lanjutan)

Liabilitas kontrak

Liabilitas kontrak diakui jika pembayaran telah diterima atau pembayaran telah jatuh tempo (mana yang lebih dahulu) dari pelanggan sebelum Grup mengalihkan barang atau jasa terkait. Liabilitas kontrak diakui sebagai pendapatan pada saat Grup melaksanakan kontrak (yaitu, mengalihkan kendali atas barang atau jasa terkait kepada pelanggan).

Beban

Beban diakui pada saat terjadinya (asas akrual).

w. Pendapatan Keuangan dan Biaya Keuangan

Pendapatan dan biaya yang berasal dari aktivitas pendanaan dan laba dan rugi kurs terkait tercermin dalam laporan laba rugi dan pendapatan komprehensif lain sebagai bagian dari "Pendapatan Keuangan atau Beban Keuangan". Laba dan rugi kurs dilaporkan secara bersih baik sebagai pendapatan keuangan atau biaya keuangan tergantung pada angka mutasi ke laba bersih atau rugi bersih.

Pendapatan keuangan dan beban keuangan terdiri dari pendapatan bunga atas dana yang diinvestasikan dan beban bunga atas pinjaman, dan laba atau rugi kurs yang timbul dari aktivitas investasi dan pendanaan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

v. Revenue from Contracts with Customers and Recognition of Expenses (continued)

Contract liabilities

A contract liability is recognized if a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognized as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

Expenses

Expenses are recognized when they are incurred (accrual basis).

w. Finance Income and Finance Costs

Income and costs derived from financing activities and the related currency exchange gains and losses are reflected in the statement of profit or loss and other comprehensive income as part of "Finance Income" or "Finance Cost". Currency exchange gains and losses are reported on a net basis as either finance income or finance costs depending on whether currency exchange movements amount to a net gain or a net loss.

Finance income and finance costs comprise interest income on funds invested and interest expense on borrowings, and currency exchange gains or losses arising from investing and financing activities.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

x. Informasi Segmen Operasi

Informasi segmen operasi disajikan secara konsisten menurut informasi internal yang digunakan oleh pengambil keputusan operasional dalam mengalokasikan sumber daya dan menilai kinerja segmen operasi Grup.

Segmen operasi adalah komponen dari entitas yang melakukan aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban, termasuk pendapatan dan beban terkait transaksi dengan komponen lain dalam entitas yang sama, yang hasil operasinya dikaji ulang secara berkala oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya, dan tersedia informasi keuangan yang dapat dipisahkan.

Pengungkapan tambahan pada masing-masing segmen terdapat dalam Catatan 34, termasuk faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan dan dasar pengukuran informasi segmen.

y. Investasi pada Entitas Asosiasi

Entitas asosiasi adalah entitas yang terhadapnya Grup memiliki pengaruh signifikan. Pengaruh signifikan adalah kekuasaan untuk berpartisipasi dalam keputusan kebijakan keuangan dan operasional *investee*, tetapi tidak mengendalikan atau mengendalikan bersama atas kebijakan tersebut.

Pertimbangan yang dibuat dalam menentukan pengaruh signifikan adalah serupa dengan hal-hal yang diperlukan dalam menentukan kendali atas entitas anak.

Investasi Grup pada entitas asosiasi dicatat dengan menggunakan metode ekuitas. Dalam metode ekuitas, investasi awalnya diakui pada harga perolehan. Nilai tercatat investasi disesuaikan untuk mengakui perubahan bagian Grup atas aset neto entitas asosiasi sejak tanggal perolehan. *Goodwill* yang terkait dengan entitas asosiasi termasuk dalam jumlah tercatat investasi dan tidak diamortisasi maupun diuji secara individual untuk penurunan nilai.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

x. Operating Segment Information

Operating segment information is reported consistently based on the internal reporting used by the chief operating decision maker in allocating resources and assessing performance of the Group's operating segments.

An operating segment is a component of an entity that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses relating to transactions with other components of the same entity, whose operating results are regularly reviewed by the chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance, and for which discrete financial information is available.

Additional disclosures on each of these segments are shown in Note 34, including the factors used to identify the reportable segments and the measurement basis of segment information.

y. Investment in Associate

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and policy decisions of the investee, but is not control or joint control over those policies.

The considerations made in determining significant influence are similar to those necessary to determine control over subsidiaries.

The Group's investment in its associate is accounted for using the equity method. Under the equity method, the investment in an associate is initially recognized at cost. The carrying amount of the investment is adjusted to recognize changes in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is neither amortized nor tested for impairment individually.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

y. Investasi pada Entitas Asosiasi (lanjutan)

Laba rugi konsolidasian mencerminkan bagian dari Grup atas hasil operasi dari entitas asosiasi. Perubahan PKL dari entitas asosiasi disajikan sebagai bagian dari PKL Grup. Selain itu, bila terdapat perubahan yang diakui langsung pada ekuitas entitas asosiasi, Grup mengakui bagiannya atas perubahan, jika sesuai, dalam laporan perubahan ekuitas konsolidasian. Laba atau rugi yang belum direalisasi sebagai hasil dari transaksi-transaksi antara Grup dengan entitas asosiasi dieliminasi sesuai dengan kepentingan dalam entitas asosiasi.

Gabungan bagian Grup atas laba rugi entitas asosiasi disajikan pada muka laporan laba rugi dan penghasilan komprehensif lain konsolidasian (sebagai laba atau rugi) di luar laba usaha dan mencerminkan laba atau rugi setelah pajak dan kepentingan nonpengendali pada entitas anak dari entitas asosiasi.

Laporan keuangan entitas asosiasi disusun atas periode pelaporan yang sama dengan Grup.

Setelah penerapan metode ekuitas, Grup menentukan apakah diperlukan untuk mengakui tambahan rugi penurunan nilai atas investasi Grup dalam entitas asosiasi. Grup menentukan pada setiap tanggal pelaporan apakah terdapat bukti yang obyektif yang mengindikasikan bahwa investasi dalam entitas asosiasi mengalami penurunan nilai. Dalam hal ini, Grup menghitung jumlah penurunan nilai berdasarkan selisih antara jumlah terpulihkan atas investasi dalam entitas asosiasi dan nilai tercatatnya dan mengakuinya dalam laba rugi.

Pada saat kehilangan pengaruh signifikan atas entitas asosiasi, Grup mengukur dan mengakui bagian investasi tersisa pada nilai wajar. Selisih antara nilai tercatat entitas asosiasi dan nilai wajar investasi yang tersisa dan penerimaan dari pelepasan investasi diakui pada laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

y. Investment in Associate (continued)

The consolidated profit or loss reflects the Group's share of the results of operations of the associate. Any change in OCI of the associate is presented as part of the Group's OCI. In addition, when there has been a change recognized directly in the equity of the associate, the Group recognizes its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealized gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate.

The aggregate of the Group's share of profit or loss of an associate is shown on the face of the consolidated statement of profit or loss and other comprehensive income (as profit or loss) outside operating profit and represents profit or loss after tax and NCI in the subsidiaries of the associate.

The financial statements of the associate are prepared for the same reporting period of the Group.

After application of the equity method, the Group determines whether it is necessary to recognize an additional impairment loss on the Group's investment in its associate. 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 Group calculates the amount of impairment as the difference between the recoverable amount of the investment in associate and its carrying value, and recognizes the amount in profit or loss.

Upon loss of significant influence over the associate, the Group measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the associate and the fair value of the retained investment and proceeds from disposal is recognized in profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

z. Standar Akuntansi yang Telah Diterbitkan Namun Belum Berlaku Efektif

Berikut ini adalah beberapa standar akuntansi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan ("DSAK") yang dipandang relevan terhadap pelaporan keuangan Grup namun belum berlaku efektif untuk laporan keuangan tahun 2025:

Mulai efektif pada atau setelah 1 Januari 2026

Amendemen PSAK 109 and PSAK 107: Klasifikasi dan Pengukuran Instrument Keuangan

Amandemen tersebut mencakup klarifikasi atas suatu liabilitas keuangan dihentikan pengakuannya pada "tanggal penyelesaian" serta memperkenalkan pilihan kebijakan akuntansi (apabila kondisi tertentu terpenuhi) untuk menghentikan pengakuan liabilitas keuangan yang diselesaikan melalui sistem pembayaran elektronik sebelum tanggal penyelesaian. Selain itu, panduan tambahan ditambahkan mengenai bagaimana arus kas kontraktual untuk aset keuangan dengan fitur lingkungan, sosial, dan tata kelola perusahaan (ESG) serta fitur serupa harus dinilai. Amandemen tersebut juga mengklarifikasi apa saja yang merupakan fitur *non-recourse* dan karakteristik instrumen yang terkait secara kontraktual. Selain itu, amandemen tersebut memperkenalkan persyaratan pengungkapan untuk instrumen keuangan dengan fitur kontinjensi serta persyaratan pengungkapan tambahan untuk instrumen ekuitas yang diklasifikasikan pada nilai wajar melalui penghasilan komprehensif lain (OCI).

Amandemen tersebut berlaku efektif untuk periode tahunan yang dimulai pada atau setelah 1 Januari 2026, dengan penerapan dini diperkenankan hanya untuk klasifikasi aset keuangan dan pengungkapan terkait. Grup tidak memperkirakan bahwa amandemen tersebut akan memberikan dampak material terhadap laporan keuangan Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

z. Accounting Standards Issued but Not Yet Effective

The following are several issued accounting standards by the Indonesian Financial Accounting Standards Board ("DSAK") that are considered relevant to the financial reporting of the Group but not yet effective for the 2025 financial statements:

Effective beginning on or after January 1, 2026

Amendments to PSAK 109 and PSAK 107: Classification and Measurement of Financial Instruments

The amendments includes a clarification that a financial liability is derecognised on the 'settlement date' and the introduction of an accounting policy choice (if specific conditions are met) to derecognise financial liabilities settled using an electronic payment system before the settlement date. Further, additional guidance is added on how the contractual cash flows for financial assets with environmental, social and corporate governance (ESG) and similar features should be assessed. The amendments also clarifiies what constitute 'non-recourse features' and what are the characteristics of contractually linked instruments. The amendments also introduces of disclosures for financial instruments with contingent features and additional disclosure requirements for equity instruments classified at fair value through other comprehensive income (OCI).

The Amendments are effective for annual periods starting on or after January 1, 2026 with early adoption permitted for classification of financial assets and related disclosures only. The Group does not anticipate that the amendments will have a material effect on the Group's financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

z. Standar Akuntansi yang Telah Diterbitkan Namun Belum Berlaku Efektif (lanjutan)

Berikut ini adalah beberapa standar akuntansi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan ("DSAK") yang dipandang relevan terhadap pelaporan keuangan Grup namun belum berlaku efektif untuk laporan keuangan tahun 2025: (lanjutan)

Amendemen PSAK 109 and PSAK 107: Kontra yang Mengacu Pada Listrik Bergantung Alam

Amandemen tersebut mengklarifikasi penerapan persyaratan *own-use* untuk kontrak yang berada dalam ruang lingkup, mengubah persyaratan penetapan (*designation*) atas item yang dilindungi dalam hubungan lindung nilai arus kas untuk kontrak-kontrak tersebut, serta menambahkan persyaratan pengungkapan baru untuk memungkinkan investor memahami dampak kontrak tersebut terhadap kinerja keuangan dan arus kas perusahaan.

Amandemen tersebut akan berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2026. Penerapan dini diperbolehkan, namun harus diungkapkan. Amandemen terkait pengecualian *own-use* diterapkan secara retrospektif, sedangkan amandemen akuntansi lindung nilai diterapkan secara prospektif untuk hubungan lindung nilai baru yang ditetapkan sejak tanggal penerapan awal. Selain itu, amandemen pengungkapan dalam PSAK 107 harus diterapkan bersamaan dengan amandemen PSAK 109. Grup tidak memperkirakan bahwa amandemen tersebut akan memberikan dampak material terhadap laporan keuangan Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

z. Accounting standards issued but not yet effective (continued)

The following are several issued accounting standards by the Indonesian Financial Accounting Standards Board ("DSAK") that are considered relevant to the financial reporting of the Group but not yet effective for the 2025 financial statements: (continued)

Amendments to PSAK 109 and PSAK 107: Contracts Referencing Nature-dependent Electricity

The amendments clarify the application of the 'own-use' requirements for in-scope contracts, amend the designation requirements for a hedged item in a cash flow hedging relationship for in-scope contracts, and add new disclosure requirements to enable investors to understand the effect of these contracts on a company's financial performance and cash flows.

The amendments will take effect for annual reporting periods starting on or after January 1, 2026. Early adoption is allowed, but it must be disclosed. The amendments concerning the own-use exception are to be applied retrospectively, while the hedge accounting amendments should be applied prospectively to new hedging relationships designated from the initial application date. Additionally, the PSAK 107 disclosure amendments must be implemented alongside the PSAK 109 amendments. The Group does not anticipate that the amendments will have a material effect on the Group's financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

z. Standar Akuntansi yang Telah Diterbitkan Namun Belum Berlaku Efektif (lanjutan)

Berikut ini adalah beberapa standar akuntansi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan ("DSAK") yang dipandang relevan terhadap pelaporan keuangan Grup namun belum berlaku efektif untuk laporan keuangan tahun 2025: (lanjutan)

PSAK 338: Kombinasi Bisnis Entitas Sepengendali (Revisi 2025)

Pada Oktober 2025, DSAK IAI mengesahkan revisi atas PSAK 338: Kombinasi Bisnis Entitas Sepengendali. Revisi ini mencakup ruang lingkup dan penerapan dari metode penyatuan kepemilikan (*pooling of interest*) dan pelepasan di ekuitas (*disposal in equity*) sebagai konsep akuntansi yang digunakan dalam PSAK 338. Perubahan utama mencakup pengecualian entitas investasi dari ruang lingkup PSAK 338, serta tambahan definisi bisnis alihan, entitas penerima, dan entitas pengalih. Revisi ini juga mencakup rujukan jumlah tercatat bisnis alihan dan penyajian informasi prakombinasi bisnis ketika terjadi ketidakpraktisan dalam penerapan metode penyatuan kepemilikan. Revisi ini berlaku efektif 1 Januari 2026 dengan opsi penerapan dini.

Grup tidak memperkirakan bahwa amandemen tersebut akan memberikan dampak material terhadap laporan keuangan Grup.

Penyesuaian tahunan 2024

DSAK IAI menerbitkan Penyesuaian Tahunan 2024 SAK Indonesia), yang mencakup klarifikasi, penyederhanaan, koreksi, atau perubahan untuk meningkatkan konsistensi dalam PSAK 107 Instrumen Keuangan: Pengungkapan, PSAK 109 Instrumen Keuangan, PSAK 10 Laporan Keuangan Konsolidasian, dan PSAK 207 Laporan Arus Kas. Amandemen tersebut akan berlaku efektif untuk periode pelaporan yang dimulai pada atau setelah 1 Januari 2026. Penerapan lebih awal diperkenankan dan harus diungkapkan. Amandemen tersebut tidak diharapkan menimbulkan dampak material terhadap laporan keuangan Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

z. Accounting Standards Issued but Not Yet Effective (continued)

The following are several issued accounting standards by the Indonesian Financial Accounting Standards Board ("DSAK") that are considered relevant to the financial reporting of the Group but not yet effective for the 2025 financial statements: (continued)

PSAK 338: Business Combination under Common Control (2025 Revision)

On October 2025, DSAK IAI issued revisions to PSAK 338: Business Combinations of Entities Under Common Control. The revisions cover the scope and application of the pooling of interest method and disposal in equity as the accounting concepts used in PSAK 338. The key changes include the exclusion of investment entities from the scope of PSAK 338, as well as the addition of definitions for transferred business, receiving entity, and transferring entity. The revision also includes references to the carrying amount of the transferred business and the presentation of pre-combination information when applying the pooling of interest method is impracticable. The revision is effective on 1 January 1, 2026 with early adoption permitted.

The Group does not anticipate that the amendments will have a material effect on the Group's financial statements.

Annual Improvements 2024

The DSAK IAI issued Annual Improvements 2024 to SAK Indonesia, which include clarifications, simplifications, corrections or changes to improve consistency in, PSAK 107 Financial instruments: Disclosure, PSAK 109 Financial Instruments, PSAK 110 Consolidated Financial Statements and PSAK 207 Statements of Cash Flows. The amendments will be effective for reporting periods beginning on or after 1 January 2026. Earlier application is permitted and must be disclosed. The amendments are not expected to have a material impact on the Group's financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

z. Standar Akuntansi yang Telah Diterbitkan Namun Belum Berlaku Efektif (lanjutan)

Berikut ini adalah beberapa standar akuntansi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan ("DSAK") yang dipandang relevan terhadap pelaporan keuangan Grup namun belum berlaku efektif untuk laporan keuangan tahun 2025: (lanjutan)

Mulai efektif pada atau setelah tanggal 1 Januari 2027

PSAK 118: Penyajian dan Pengungkapan dalam Laporan Keuangan

PSAK 118 akan menggantikan PSAK 201. Standar baru ini memperkenalkan persyaratan baru terkait penyajian dalam laporan laba rugi, termasuk total dan subtotal tertentu. Selain itu, entitas diwajibkan untuk mengklasifikasikan seluruh pendapatan dan beban dalam laporan laba rugi ke dalam salah satu dari lima kategori: operasi, investasi, pendanaan, pajak penghasilan, dan operasi yang dihentikan.

Standar ini juga mensyaratkan pengungkapan ukuran kinerja yang didefinisikan manajemen, subtotal pendapatan dan beban, serta mencakup persyaratan baru terkait agregasi dan disagregasi informasi keuangan.

PSAK 118 berlaku efektif untuk periode pelaporan yang dimulai pada atau setelah 1 Januari 2027, dengan penerapan dini diperkenankan dan harus diungkapkan. PSAK 118 akan diterapkan secara retrospektif.

Grup saat ini sedang mengidentifikasi seluruh dampak yang akan timbul atas laporan keuangan utama dan catatan atas laporan keuangan terkait implementasi amandemen tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

z. Accounting Standards Issued but Not Yet Effective (continued)

The following are several issued accounting standards by the Indonesian Financial Accounting Standards Board ("DSAK") that are considered relevant to the financial reporting of the Group but not yet effective for the 2025 financial statements: (continued)

Effective beginning on or after January 1, 2027

PSAK 118: Presentation and Disclosure in Financial Statements

PSAK 118 will replace PSAK 201. The new standard introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations.

The standard requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and it also includes new requirements for aggregation and disaggregation of financial information.

PSAK 118 are effective for reporting periods beginning on or after January 1, 2027, but earlier application is permitted and must be disclosed. PSAK 118 will apply retrospectively.

The Group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

z. Standar Akuntansi yang Telah Diterbitkan Namun Belum Berlaku Efektif (lanjutan)

Berikut ini adalah beberapa standar akuntansi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan ("DSAK") yang dipandang relevan terhadap pelaporan keuangan Grup namun belum berlaku efektif untuk laporan keuangan tahun 2025: (lanjutan)

PSAK 119: Entitas Anak Tanpa Akuntabilitas Publik - Pengungkapan

Standar baru tersebut memungkinkan entitas yang memenuhi syarat untuk memilih menerapkan pengungkapan yang lebih singkat dan tetap menerapkan persyaratan pengakuan, pengukuran, dan penyajian dalam standar akuntansi lainnya. Untuk memenuhi syarat, pada akhir periode pelaporan, entitas harus merupakan entitas anak sebagaimana didefinisikan dalam PSAK 110, tidak memiliki akuntabilitas publik, dan memiliki entitas induk (baik entitas induk akhir atau entitas induk perantara) yang menyusun laporan keuangan konsolidasian yang tersedia untuk penggunaan publik dan sesuai dengan standar akuntansi keuangan SAK Indonesia, *SAK Internasional atau IFRS accounting standards*.

PSAK 119 akan berlaku efektif untuk periode pelaporan yang dimulai pada atau setelah 1 Januari 2027, dengan penerapan dini diperkenankan. Grup memperkirakan bahwa standar baru tersebut tidak akan memberikan dampak material terhadap laporan keuangan Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

z. Accounting Standards Issued but Not Yet Effective (continued)

The following are several issued accounting standards by the Indonesian Financial Accounting Standards Board ("DSAK") that are considered relevant to the financial reporting of the Group but not yet effective for the 2025 financial statements: (continued)

PSAK 119: Subsidiaries without Public Accountability - Disclosures

The new standard allows eligible entities to elect to apply its reduced disclosure requirements and still applying the recognition, measurement and presentation requirements in other accounting standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in PSAK 110, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements, available for public use, which comply with SAK Indonesia, SAK Internasional or IFRS accounting standards.

PSAK 119 will become effective for reporting periods beginning on or after January 1, 2027, with early application permitted. The Group anticipates that the new standard will have no material effect on the Group's financial statements.

3. SUMBER ESTIMASI KETIDAKPASTIAN

Penyusunan laporan keuangan konsolidasian Grup mengharuskan manajemen untuk membuat pertimbangan, estimasi, dan asumsi yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi, pada akhir periode pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material di tahun yang akan datang terhadap nilai tercatat aset atau liabilitas yang terkait.

Pertimbangan

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan:

Klasifikasi Aset dan Liabilitas Keuangan

Grup menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan pertimbangan bila definisi yang ditetapkan PSAK 109 terpenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Grup seperti diungkapkan pada Catatan 2g.

Mata Uang Fungsional dan Penyajian

Mata uang fungsional Grup adalah mata uang dari lingkungan ekonomi primer di mana entitas beroperasi. Manajemen menetapkan mata uang fungsional Grup adalah Rupiah. Mata uang tersebut adalah mata uang yang mempengaruhi pendapatan dan beban dari jasa yang diberikan. Laporan keuangan disajikan dalam jutaan Rupiah.

Opsi pembaruan dan penghentian dalam kontrak - Grup sebagai penyewa - Grup sebagai penyewa

Grup menentukan masa sewa sesuai masa sewa yang tidak dapat terbatalkan, ditambah dengan setiap periode yang dicakup oleh opsi untuk memperpanjang sewa jika cukup pasti untuk mengeksekusi, atau setiap periode yang dicakup oleh opsi untuk menghentikan sewa, jika cukup pasti untuk tidak mengeksekusi opsi tersebut.

3. SOURCES OF ESTIMATION UNCERTAINTY

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates, and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. Uncertainty about these judgments, assumptions, and estimates could result in outcomes that require a material adjustment to the carrying amounts of assets and liabilities affected in future years.

Judgments

The following judgments are made by management in the process of applying the Group's accounting policies that have the most significant effects on the amounts recognized in the financial statements:

Classification of Financial Assets and Financial Liabilities

The Group determines the classification of certain assets and liabilities as financial assets and financial liabilities considering if the definition set forth in PSAK 109 are met. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group's accounting policies as disclosed in Note 2g.

Functional and Presentation Currency

The functional currency of the Group is the currency of the primary economic environment in which the entity operated. Management determined that the functional currency of the Group is Rupiah. It is the currency that mainly influences the revenue and cost of rendering services. The financial statements are presented in millions of Rupiah.

Lease term of contracts with renewal and termination options - the Group as a lessee

The Group determines the lease term as the non-cancellable 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.

3. SUMBER ESTIMASI KETIDAKPASTIAN (lanjutan)

Pertimbangan (lanjutan)

Opsi pembaruan dan penghentian dalam kontrak - Grup sebagai penyewa (lanjutan)

Grup memiliki beberapa kontrak sewa yang mencakup opsi perpanjangan dan terminasi. Grup menerapkan pertimbangan dalam mengevaluasi apakah secara wajar akan menggunakan opsi untuk memperbarui atau mengakhiri sewa. Grup mempertimbangkan semua faktor relevan yang membentuk insentif ekonomi untuk melakukan pembaruan atau penghentian. Setelah tanggal permulaan, Grup menilai kembali masa sewa jika terdapat peristiwa atau perubahan signifikan yang berada dalam kendalinya dan mempengaruhi kemampuannya untuk menjalankan atau tidak menggunakan opsi untuk memperbarui atau untuk mengakhiri.

Pengungkapan lebih lanjut mengenai sewa terdapat pada Catatan 14.

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada tanggal pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Grup. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

Sewa - Estimasi tingkat suku bunga inkremental

Grup tidak dapat langsung menentukan tingkat bunga implisit dalam sewa, oleh karena itu, Grup menggunakan SBPI untuk mengukur liabilitas sewa. SBPI adalah tingkat bunga yang harus dibayar oleh Grup untuk meminjam dalam jangka waktu yang sama.

Dengan demikian, SBPI mencerminkan tingkat bunga yang harus dibayar oleh Grup, yang perlu diestimasi ketika tidak ada tingkat bunga yang dapat langsung diamati (seperti untuk entitas dalam Grup yang tidak melakukan transaksi pembiayaan) atau ketika tingkat bunga perlu disesuaikan untuk mencerminkan persyaratan dan kondisi sewa.

3. SOURCES OF ESTIMATION UNCERTAINTY (continued)

Judgments (continued)

Lease term of contracts with renewal and termination options - the Group as lessee (continued)

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain to exercise the option to renew or terminate the lease or not. The Group considers all relevant factors that create an economic incentive for them to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

Further disclosures of leases are made in Note 14.

The key assumptions concerning the future and other key sources of uncertainty of estimation at the reporting date that have a significant risk of causing material adjustments to the carrying amounts of assets and liabilities within the next financial year are disclosed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Leases - Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate ("IBR") to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term.

The IBR therefore reflects interest the Group would have to pay, which requires estimation when no observable rates are available (such as for entities within the Group that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease.

3. SUMBER ESTIMASI KETIDAKPASTIAN (lanjutan)

Pertimbangan (lanjutan)

Sewa - Estimasi tingkat suku bunga inkremental (lanjutan)

Grup menetapkan estimasi SBPI menggunakan input yang dapat diamati (seperti suku bunga pasar) jika tersedia dan diharuskan untuk membuat estimasi spesifik untuk entitas tertentu jika diperlukan.

Estimasi dan Asumsi

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada tanggal pelaporan yang memiliki risiko signifikan mengakibatkan penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk periode berikutnya diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi yang di luar kendali Grup. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

Penyusutan Aset Tetap

Biaya perolehan aset tetap disusutkan dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset tetap antara 4 sampai 30 tahun. Ini adalah umur yang secara umum diharapkan dalam industri di mana Grup menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi.

Jumlah nilai tercatat aset tetap Grup pada tanggal 31 Desember 2025 dan 2024 adalah sebesar Rp710.064 dan Rp750.745, Penjelasan lebih lanjut diungkapkan dalam Catatan 12.

Imbalan Kerja

Penentuan liabilitas imbalan kerja Grup bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut dan regulasi Grup. Asumsi tersebut termasuk, antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat pengunduran diri karyawan tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian.

3. SOURCES OF ESTIMATION UNCERTAINTY (continued)

Judgments (continued)

Leases – Estimating the incremental borrowing rate (continued)

The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates as necessary.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying values of assets and liabilities within the next financial period are disclosed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Depreciation of Fixed Assets

The costs of fixed assets are depreciated on a straight-line method over their estimated useful lives. Management estimates the useful lives of these fixed assets to be within 4 to 30 years. These are common life expectancies applied in the industry where the Group conducts its business. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised.

The total carrying amount of the Group's fixed assets as of December 31, 2025 and 2024 amounted to Rp710,064 and Rp750,745, respectively. Further details are disclosed in Note 12.

Employee Benefits

The determination of the Group's employee benefits liability is dependent on the selection of certain assumptions used by the independent actuaries in calculating such amounts and the Group's regulation. Those assumptions include among others, discount rates, future annual salary increase rate, annual employee turn-over rate, disability rate, retirement age and mortality rate.

3. SUMBER ESTIMASI KETIDAKPASTIAN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Imbalan Kerja (lanjutan)

Dikarenakan kompleksitas dari penilaian, dasar asumsi dan tahun jangka panjang, liabilitas manfaat pasti sangat sensitif terhadap perubahan asumsi.

Sementara Grup berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi yang ditetapkan Grup dapat memengaruhi secara material liabilitas atas pensiun dan imbalan kerja dan beban imbalan kerja neto. Semua asumsi ditelaah pada setiap tanggal pelaporan.

Jumlah nilai tercatat liabilitas imbalan kerja jangka panjang Grup pada tanggal 31 Desember 2025 dan 2024 adalah sebesar Rp89.662 dan Rp89.919. Penjelasan lebih lanjut diungkapkan dalam Catatan 22.

Pajak Penghasilan

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan, Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti dalam kegiatan usaha normal. Grup mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan. Penjelasan lebih lanjut diungkapkan dalam Catatan 17.

Aset Pajak Tangguhan

Grup menelaah ulang jumlah tercatat aset pajak tangguhan pada setiap akhir periode pelaporan dan mengurangi jumlah aset pajak tangguhan ini jika kemungkinan besar laba kena pajak tidak lagi tersedia dalam jumlah yang memadai untuk mengompensasikan sebagian atau seluruh aset pajak tangguhan tersebut.

Penelaahan Grup atas pengakuan aset pajak tangguhan untuk perbedaan temporer yang dapat dikurangkan, didasarkan atas tingkat dan waktu dari penghasilan kena pajak yang ditaksirkan untuk periode pelaporan berikutnya. Estimasi ini berdasarkan hasil pencapaian Grup di masa lalu dan ekspektasi di masa depan terhadap penghasilan dan beban, sebagaimana juga dengan strategi perencanaan perpajakan di masa depan. Pada tanggal 31 Desember 2025 dan 2024, saldo aset pajak tangguhan masing-masing sebesar Rp15.996 dan Rp20.561. Penjelasan lebih rinci diungkapkan dalam Catatan 17.

3. SOURCES OF ESTIMATION UNCERTAINTY (continued)

Estimates and Assumptions (continued)

Employee Benefits (continued)

Due to the complexity of the valuation, assumptions and long-term period, the defined benefits liability is highly sensitive to changes in assumptions.

While the Group believes that its assumptions are reasonable and appropriate, significant differences in the Group's actual results or significant changes in the Group's assumptions may materially affect its estimated liability for employee benefits and net employee benefits expense. All assumptions are reviewed at each reporting date.

The total carrying amount of the Group's long-term employee benefits as of December 31, 2025 and 2024 amounted Rp89,662 and Rp89,919, respectively. Further details are disclosed in Note 22.

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. Further details are disclosed in Note 17.

Deferred Tax Assets

The Group reviews the carrying amounts of deferred tax assets at the end of each reporting period and reduces these to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the deferred tax assets to be utilized.

The Group's assessment of the recognition of deferred tax assets for deductible temporary differences is based on the level and timing of forecast taxable income for the subsequent reporting periods. This forecast is based on the Group's past results and future expectations of revenues and expenses as well as future tax planning strategies. As of December 31, 2025 and 2024, deferred tax assets amounted to Rp15,996 and Rp20,561, respectively. Further details are disclosed in Note 17.

4. KAS DAN SETARA KAS / *4. CASH AND CASH EQUIVALENTS*

Akun ini terdiri dari: / *This account consists of:*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
Kas:			***Cash on hand:***
Rupiah	1.430	1.171	*Rupiah*
Dolar AS	3	-	*US Dollar*
Bank - pihak ketiga:			***Bank - third parties:***
Rupiah			*Rupiah*
PT Bank Central Asia Tbk	79.689	107.733	*PT Bank Central Asia Tbk*
PT Bank Mandiri (Persero) Tbk	39.416	86.953	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	36.155	28.239	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Danamon Indonesia Tbk	114.982	27.898	*PT Bank Danamon Indonesia Tbk*
PT Bank Pan Indonesia Tbk	12.146	4.527	*PT Bank Pan Indonesia Tbk*
PT Bank OCBC NISP Tbk	6.439	1.838	*PT Bank OCBC NISP Tbk*
PT Bank Permata Tbk	5.582	3.148	*PT Bank Permata Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	3.479	1.703	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank CIMB Niaga Tbk	1.383	1.538	*PT Bank CIMB Niaga Tbk*
PT Bank UOB Indonesia	1.297	341	*PT Bank UOB Indonesia*
PT Bank Pembangunan Daerah Jawa Barat Dan Banten Tbk	1.092	1.017	*PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk*
PT Bank Woori Saudara Indonesia 1906 Tbk	888	881	*PT Bank Woori Saudara Indonesia 1906 Tbk*
PT Bank Tabungan Negara (Persero)	696	643	*PT Bank Tabungan Negara (Persero)*
PT Bank Pembangunan Daerah Jawa Tengah	268	45	*PT Bank Pembangunan Daerah Jawa Tengah*
PT Bank Sultra	237	150	*PT Bank Sultra*
PT Bank Aceh	196	148	*PT Bank Aceh*
PT Bank Sulawesi Selatan dan Sulawesi Barat	111	1	*PT Bank Sulawesi Selatan dan Sulawesi Barat*
PT Bank Lampung	93	79	*PT Bank Lampung*
PT Bank Pembangunan Daerah Jawa Timur	46	24	*PT Bank Pembangunan Daerah Jawa Timur*
PT Bank ICBC	15	14	*PT ICBC*
PT Bank Sulteng	14	71	*PT Bank Sulteng*
PT Bank Nationalnobu Tbk	11	11	*PT Bank Nationalnobu Tbk*
PT Bank BPR Lestari	6	25	*PT Bank BPR Lestari*
PT Bank Papua	5	5	*PT Bank Papua*
PT Bank Kalbar	3	8	*PT Bank Kalbar*
PT Bank Sulut	3	162	*PT Bank Sulut*
PT Bank Pembangunan Daerah Nusa Tenggara Timur	2	3	*PT Bank Pembangunan Daerah Nusa Tenggara Timur*
PT Bank Pembangunan Daerah Sumatera Utara	2	3	*PT Bank Pembangunan Daerah Sumatera Utara*
PT Bank Syariah Indonesia Tbk	2	1	*PT Bank Syariah Indonesia Tbk*
PT Bank Kaltimtara	1	6	*PT Bank Kaltimara*
PT Bank Tabungan Negara Syariah	1	1	*PT Bank Tabungan Negara Syariah*
Dolar Singapura			*Singapore Dollar*
PT Bank Danamon Indonesia Tbk	3.953	4.584	*PT Bank Danamon Indonesia Tbk*
Dolar Amerika			*US Dollar*
PT Bank Danamon Indonesia Tbk	5.694	2.906	*PT Bank Danamon Indonesia Tbk*
EFG Bank AG	85	63	*EFG Bank AG*
Dolar Australia			*Australian Dollar*
PT Bank Danamon Indonesia Tbk	3.653	3.274	*PT Bank Danamon Indonesia Tbk*
Sub-total	317.645	278.043	*Sub-total*
Saldo dilanjutkan	319.078	279.214	*Balance brought forward*

4. KAS DAN SETARA KAS (lanjutan) / *4. CASH AND CASH EQUIVALENTS (continued)*

Akun ini terdiri dari: (lanjutan) / *This account consists of: (continued)*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
Saldo selanjutnya	319.078	279.214	*Balance carried forward*
Deposito berjangka:			***Time deposit:***
Rupiah			*Rupiah*
PT Bank Danamon Indonesia Tbk	170.000	-	*PT Bank Danamon Indonesia Tbk*
PT Bank Negara Indonesia (Persero) Tbk	100.000	150.000	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Pan Indonesia Tbk	-	10.000	*PT Bank Pan Indonesia Tbk*
Dolar AS			*US Dollar*
EFG Bank AG	-	2.586	*EFG Bank AG*
Sub-total	270.000	162.586	*Sub-total*
TOTAL	**589.078**	**441.800**	***TOTAL***

Rincian kas dan setara kas dalam mata uang asing adalah sebagai berikut:

Details of cash and cash equivalents in foreign currency are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
Dolar Amerika Serikat	344.318	183.751	*United States Dollar*
Dolar Singapura	302.485	384.794	*Singapore Dollar*
Dolar Australia	324.604	324.777	*Australian Dollar*

Tingkat suku bunga deposito untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 berkisar antara 4,75%-5,50% per tahun dan 5,75%-6,50% per tahun.

The deposits' interest rate for the year ended December 31, 2025 and 2024 ranged between 4.75%-5.50% per annum and 5.75%-6.50% per annum, respectively.

Tidak terdapat saldo kas dan setara kas yang ditempatkan pada pihak berelasi, dijaminkan dan dibatasi penggunaannya.

There are no cash and cash equivalents balances placed with related parties, pledged or restricted in the usage.

5. DEPOSITO BERJANGKA / *5. TIME DEPOSITS*

Akun ini terdiri dari: / *This account consists of:*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
PT Bank Danamon Indonesia Tbk	100.000	300.000	*PT Bank Danamon Indonesia Tbk*
PT Bank Pan Indonesia Tbk	13.424	-	*PT Bank Pan Indonesia Tbk*
Sub-total	113.424	300.000	*Sub-total*
Cadangan kerugian penurunan nilai	(17)	(60)	*Allowance for impairment losses*
Total	**113.407**	**299.940**	***Total***

5. DEPOSITO BERJANGKA (lanjutan)

Deposito berjangka merupakan penempatan deposito dalam Rupiah dengan jangka waktu enam bulan dan dengan tingkat suku bunga yang masing-masing berkisar antara 4,75% hingga 5,50% per tahun dan 5,75% hingga 6,50% per tahun untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024.

Manajemen berpendapat bahwa penyisihan kerugian penurunan nilai deposito tersebut di atas cukup untuk menutup kemungkinan kerugian.

Tidak terdapat saldo deposito berjangka yang ditempatkan pada pihak berelasi, dijaminkan dan dibatasi penggunaannya.

5. TIME DEPOSITS (continued)

Time deposits are denominated in Indonesian Rupiah with maturity period of six months and with interest rates ranging between 4.75% to 5.50% per annum and 5.75% to 6.50% per annum for the year ended December 31, 2025 and 2024, respectively.

Management believes that the allowance for impairment losses of time deposits mentioned above is adequate to cover possible losses.

There are no time deposits placed with related parties, pledged or restricted in the usage.

6. PIUTANG USAHA

Piutang usaha merupakan piutang dari pihak ketiga dan pihak berelasi dalam mata uang Rupiah.

6. TRADE RECEIVABLES

Trade receivables represents receivables from third parties and related parties in Indonesian Rupiah.

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
Pihak ketiga:			*Third parties:*
BPJS Kesehatan	41.292	31.916	*BPJS Kesehatan*
Takeda Vaccines, Inc	9.749	-	*Takeda Vaccines Inc*
PT PLN (Persero)	6.517	7.841	*PT PLN (Persero)*
Lain-lain (masing-masing di bawah Rp5 miliar)	145.971	168.851	*Others (each below Rp5 billion)*
	203.529	208.608	
Dikurangi:			*Less:*
Penyisihan kerugian penurunan nilai	(507)	(2.502)	*Allowance for impairment losses*
Pihak ketiga - neto	203.022	206.106	*Third parties - net*
Pihak berelasi (Catatan 31)	657	1.581	*Related parties (Note 31)*
Total	**203.679**	**207.687**	***Total***

Rincian piutang usaha dalam mata uang asing adalah sebagai berikut:

Details of trade receivables in foreign currency are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
Dolar Amerika Serikat	553.220	-	*United States Dollar*

Pada tanggal 31 Desember 2025 dan 2024, tidak terdapat piutang usaha yang dijaminkan.

As of December 31, 2025 and 2024, there are no pledged trade receivables.

6. PIUTANG USAHA (lanjutan) / *6. TRADE RECEIVABLES (continued)*

Analisa umur piutang usaha adalah sebagai berikut: / *The aging analysis of trade receivables is as follows:*

	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
	Gross	***Impairment***	***Gross***	***Impairment***	
Belum jatuh tempo	95.232	-	91.859	-	*Not yet past due*
Jatuh tempo:					*Due:*
1-30 hari	60.068	(39)	57.117	(45)	*1-30 days*
31-60 hari	26.559	(37)	26.948	(37)	*31-60 days*
Lebih dari 60 hari	22.327	(431)	34.265	(2.420)	*More than 60 days*
Total	**204.186**	**(507)**	**210.189**	**(2.502)**	***Total***

Grup menyusun analisa umur piutangnya berdasarkan tanggal jasa diberikan, yang mana lebih dahulu dari tanggal tagihan.

The Group prepared its aging analysis based on the date of service provided, which is earlier than the date of invoice.

Perubahan penyisihan kerugian penurunan nilai adalah sebagai berikut:

The movements in the allowance for impairment losses are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Saldo awal	2.502	290	*Beginning balance*
Penambahan penyisihan kerugian penurunan nilai tahun berjalan	593	2.954	*Addition for allowance for impairment losses during the year*
Penghapusan piutang	(2.588)	(742)	*Write-off of receivables*
Saldo akhir	**507**	**2.502**	***Ending balance***

Manajemen berpendapat bahwa penyisihan kerugian penurunan nilai piutang tersebut di atas cukup untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang usaha.

Management believes that the allowance for impairment losses of receivables mentioned above is adequate to cover possible losses on uncollectible accounts.

7. PERSEDIAAN / *7. INVENTORIES*

Akun ini terdiri dari: / *This account consists of:*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Bahan baku laboratorium	31.050	28.027	*Laboratory raw materials*
Bahan pembantu laboratorium	10.883	11.490	*Laboratory supporting materials*
Perlengkapan	1.465	1.017	*Supplies*
Bahan baku non-laboratorium	435	433	*Non-laboratory raw materials*
Bahan pembantu non-laboratorium	1.712	1.836	*Non-laboratory supporting materials*
Total	**45.545**	**42.803**	***Total***

7. PERSEDIAAN (lanjutan)

Manajemen berkeyakinan bahwa tidak terdapat penurunan nilai persediaan pada tanggal 31 Desember 2025 dan 2024. Pada tanggal 31 Desember 2025 dan 2024, seluruh persediaan telah diasuransikan terhadap risiko kerugian atas kebakaran dan risiko lainnya pada PT Asuransi Wahana Tata, pihak ketiga, dengan total nilai pertanggungan secara keseluruhan masing-masing sebesar Rp46.217 dan Rp36.501 Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas persediaan yang dipertanggungkan.

Pada tanggal-tanggal 31 Desember 2025 dan 2024, tidak terdapat persediaan yang dijaminkan.

7. INVENTORIES (continued)

Management believes that there was no impairment in value of inventories as of December 31, 2025 and 2024. As of December 31, 2025 and 2024, all inventories are insured against losses from fire and other risks with PT Asuransi Wahana Tata, third party, for a total insurance coverage of Rp46,217 and Rp36,501, respectively. Management believes that the insurance is adequate to cover possible losses on the assets insured.

As of December 31, 2025 and 2024, there are no pledged inventories.

8. BEBAN DIBAYAR DI MUKA

Rincian beban dibayar di muka adalah sebagai berikut:

8. PREPAID EXPENSES

The details of prepaid expenses are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Lancar			***Current***
Sewa	184	221	*Rent*
Asuransi	1.767	1.945	*Insurance*
Lain-lain (masing-masing di bawah Rp1.000)	32.966	35.941	*Others (each below Rp1,000)*
Sub-total	34.917	38.107	*Sub-total*
Jangka panjang			***Non-current***
Asuransi	112	189	*Insurance*
IT dan lisensi	5.250	7	*License and IT*
Lain-lain	781	333	*Others*
Sub-total	6.143	529	*Sub-total*
Total	**41.060**	**38.636**	***Total***

Beban dibayar di muka lain-lain merupakan beban lisensi software, beban iklan dan promosi dan beban perawatan lainnya.

Beban dibayar di muka tidak lancar adalah beban dibayar di muka yang diperuntukkan lebih dari satu tahun.

Other prepaid expenses mainly pertains to software licenses, advertising and promotion and other maintenance costs.

Non-current prepaid expenses are prepaid expenses to be amortized for more than one year.

9. UANG MUKA / *9. ADVANCES*

Pada tahun 2025 dan 2024, uang muka merupakan pembayaran di muka untuk keperluan sewa bangunan, perjalanan dinas, kegiatan pemasaran dan perpanjangan dukungan teknis tahunan. Pada tanggal 31 Desember 2025 dan 2024, uang muka masing-masing sebesar Rp3.171 dan Rp4.523.

In 2025 and 2024, advance payments represent advances for rent of buildings, business travel, marketing activities and renewal of annual technical support. As of December 31, 2025 and 2024, advance payments are amounting to Rp3,171 and Rp4,523, respectively.

10. ASET KEUANGAN LAINNYA / *10. OTHER FINANCIAL ASSETS*

Rincian aset keuangan lainnya adalah sebagai berikut:

The details of other financial assets are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Lancar:			*Current:*
Surat utang - pihak ketiga	54.146	24.498	*Debt securities - third parties*
Piutang lain-lain	5.141	7.108	*Other receivables*
Sub-total	59.287	31.606	*Sub-total*
Tidak lancar:			*Non-current:*
PT Ashmore Asset Management Indonesia	50.194	146.260	*PT Ashmore Asset Management Indonesia*
Surat utang - pihak ketiga	171.910	134.634	*Debt securities - third parties*
Lain-lain	1.195	832	*Others*
Sub-total	223.299	281.726	*Sub-total*
Total	**282.586**	**313.332**	***Total***

Piutang lain-lain terdiri dari piutang atas pinjaman karyawan dan lainnya. Pinjaman karyawan adalah pinjaman tanpa bunga yang diberikan kepada karyawan dengan pembayaran secara angsuran berdasarkan perjanjian.

Other receivabes consists of employee loan and others. Employee loans are non-interest bearing loans provided to employees with installment payments based on the agreement.

Lainnya terutama berkaitan dengan piutang dari beberapa dokter yang timbul dari kegiatan kerjasama penelitian dimana Grup menyediakan bahan yang digunakan untuk tujuan penelitian.

Others mainly pertain to receivables from several doctors arising from the research collaboration with the Group, where the Group provides the materials to be used for research purposes.

Manajemen berpendapat bahwa piutang tersebut di atas pada tanggal 31 Desember 2025 dan 2024 dapat tertagih, sehingga tidak dibentuk pencadangan atas penurunan kerugian piutang.

Management believes that the above mentioned receivables as of December 31, 2025 and 2024 are collectible, hence no allowance for impairment losses of receivables was provided.

10. ASET KEUANGAN LAINNYA (lanjutan)

Grup telah melakukan investasi pada reksadana Dana Obligasi Unggulan Nusantara yang dikelola oleh PT Ashmore Asset Management Indonesia, pihak ketiga.

Perusahaan berencana untuk menyimpan investasi tersebut dalam waktu lebih dari satu tahun dan akan melepaskan atau menjual investasi tersebut. Perubahan neto nilai wajar aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain.

Pada tanggal 31 Desember 2025 dan 2024, Grup melakukan investasi pada surat utang yang diterbitkan oleh berbagai entitas di luar negeri dan dikelola oleh EFG Bank AG, Singapura. Surat utang tersebut memiliki jangka waktu yang bervariasi, serta mendapatkan bunga antara 0,01% per tahun dan 4,82% per tahun.

Pergerakan penyesuaian nilai wajar yang tidak diamortisasi selama tahun yang berakhir pada 31 Desember 2025 dan 2024 adalah sebagai berikut:

10. OTHER FINANCIAL ASSETS (continued)

The Group has invested in Dana Obligasi Unggulan Nusantara mutual fund, which is being managed by PT Ashmore Asset Management Indonesia, third party.

The Company plans to hold the investment within a period of more than one year and will later redeem or sold such investment. Net changes in fair values of financial assets are measured at fair value through other comprehensive income.

As of December 31, 2025 and 2024, the Group invested in debt securities issued by various entities outside of the country and managed by EFG Bank AG, Singapore. The debt securities' term has various terms of period, and subject to interest between 0.01% per annum and 4.82% per annum.

Movements of unamortized fair value adjustment during the years ended December 31, 2025 and 2024 are as follows:

	2025	**2024**	
Saldo awal	1.630	(1.259)	*Beginning balance*
Penyesuaian nilai wajar	14.438	2.889	*Fair value adjustment*
Penyesuaian nilai wajar yang tidak diamortisasi	**16.068**	**1.630**	***Unamortized fair value adjustment***

11. INVESTASI PADA ENTITAS ASOSIASI

11. INVESTMENT IN ASSOCIATES

Entitas Asosiasi/ ***Associate***	**Domisili/** ***Domicile***	**Awal Operasi Komersial/** ***Start of Commercial Operations***	**Kegiatan Usaha/** ***Business Activity***	**Persentase Kepemilikan Efektif Grup (%)/*Effective***		**Investasi pada Entitas Asosiasi/ *Investment in Associate* (Dalam Jutaan Rupiah/*in Millions of Rupiah*)**	
				2025	**2024**	**2025**	**2024**
PT Prodia Diagnostic Line ("Proline")	Provinsi Jawa Barat/*Province West Java*	2011	Industri Perdagangan alat besar Laboratorium, Farmasi, Kedokteran, dan Industri Pengolahan/*the Laboratory, Pharmaceutical, Medical and Processing Industries*	39,00	39,00	82.500	75.874
PT Prodia Stemcell Indonesia ("Prostem")	Provinsi DKI Jakarta	2010	Industri jasa pelayanan penunjang kesehatan terutama dalam bidang penyimpanan dan pengolahan sel punca/ healthcare support services industry, particularly in the field of stem cell storage and processing.	30,00	-	32.616	-

11. INVESTASI PADA ENTITAS ASOSIASI (lanjutan) / *11. INVESTMENT IN ASSOCIATES (continued)*

Berikut ini adalah rincian kepemilikan saham Perusahaan pada Proline dan Prostem:

The following describes detail of share ownership of the Company in Proline and Prostem:

Entitas Asosiasi/ *Associate*	Nilai perolehan investasi/*Cost of investment*		Akumulasi bagian atas laba/ *Accumulated share of profit*		Nilai tercatat investasi/ *Carrying value of investment*	
	2025	2024	2025	2024	2025	2024
PT Prodia Diagnostic Line ("Proline")	72.000	72.000	10.500	3.874	82.500	75.874
PT Prodia Stemcell Indonesia ("Prostem")	33.000	-	(384)	-	32.616	-

Ringkasan informasi keuangan atas entitas asosiasi yang signifikan:

Summary of financial information of significant associate:

Entitas Asosiasi/ *Associate*	Total Aset/*Total assets*		Total Liabilitas/ *Total Liabilities*		Aset Neto/ *Net Assets*	
	2025	2024	2025	2024	2025	2024
PT Prodia Diagnostic Line ("Proline")	194.428	184.080	111.368	117.899	83.061	66.181

Entitas Asosiasi/ *Associate*	Pendapatan dari kontrak dengan pelanggan/*Revenue form contracts with customer*		Laba tahun berjalan/ *Profit for the year*	
	2025	2024	2025	2024
PT Prodia Diagnostic Line ("Proline")	74.731	58.656	16.989	9.998

12. ASET TETAP / *12. FIXED ASSETS*

Rincian aset tetap adalah sebagai berikut:

The details of fixed assets are as follows:

	Untuk tahun yang berakhir pada tanggal 31 Desember 2025/ *For the year ended December 31, 2025*					
	Saldo Awal/ *Beginning*	Penambahan/ *Addition*	Pengurangan/ *Deduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Harga perolehan						***Cost***
Tanah	342.365	-	-	-	342.365	*Land*
Bangunan	236.651	-	(295)	7.231	243.587	*Buildings*
Bangunan dalam rangka bangun, kelola dan alih	32.058	-	-	-	32.058	*Buildings under build, operate and transfer arrangements*
Kendaraan	53.767	4.422	(4.661)	-	53.528	*Vehicles*
Inventaris kantor	409.444	20.237	(10.024)	7.178	426.835	*Office equipment*
Peralatan	256.292	12.831	(3.530)	503	266.096	*Equipment*
Renovasi bangunan sewa	68.379	70	(8.566)	10.617	70.500	*Leasehold improvements*
Aset dalam penyelesaian	5.101	27.606	-	(25.529)	7.178	*Construction in progress*
Total harga perolehan	**1.404.057**	**65.166**	**(27.076)**	**-**	**1.442.147**	***Total cost***
Akumulasi penyusutan						***Accumulated depreciation***
Bangunan	(78.354)	(15.885)	295	-	(93.944)	*Buildings*
Bangunan dalam rangka bangun, kelola dan alih	(7.530)	(1.168)	-	-	(8.698)	*Buildings under build, operate and transfer arrangements*
Kendaraan	(31.091)	(5.021)	4.566	-	(31.546)	*Vehicles*
Inventaris kantor	(301.438)	(45.025)	9.891	-	(336.572)	*Office equipment*
Peralatan	(200.037)	(25.720)	3.513	-	(222.244)	*Equipment*
Renovasi bangunan sewa	(34.862)	(12.783)	8.566	-	(39.079)	*Leasehold improvements*
Total akumulasi penyusutan	**(653.312)**	**(105.602)**	**26.831**	**-**	**(732.083)**	***Total accumulated depreciation***
Nilai buku bersih	**750.745**				**710.064**	***Net book value***

12. ASET TETAP (lanjutan)

Rincian aset tetap adalah sebagai berikut: (lanjutan)

12. FIXED ASSETS (continued)

The details of fixed assets are as follows: (continued)

	Untuk tahun yang berakhir pada tanggal 31 Desember 2024/ *For the year ended December 31, 2024*					
	Saldo Awal/ *Beginning*	**Penambahan/ *Addition***	**Pengurangan/ *Deduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***	
Harga perolehan						***Cost***
Tanah	329.247	14.388	(1.270)	-	342.365	*Land*
Bangunan	181.546	8.532	(1.379)	47.952	236.651	*Buildings*
Bangunan dalam rangka bangun, kelola dan alih	32.058	-	-	-	32.058	*Buildings under build, operate and transfer arrangements*
Kendaraan	44.809	12.032	(3.074)	-	53.767	*Vehicles*
Inventaris kantor	376.164	36.463	(12.231)	9.048	409.444	*Office equipment*
Peralatan	227.996	33.926	(5.716)	86	256.292	*Equipment*
Renovasi bangunan sewa	60.391	1.070	(7.461)	14.379	68.379	*Leasehold improvements*
Aset dalam penyelesaian	52.433	24.133	-	(71.465)	5.101	*Construction in progress*
Total harga perolehan	**1.304.644**	**130.544**	**(31.131)**	**-**	**1.404.057**	***Total cost***
Akumulasi penyusutan						***Accumulated depreciation***
Bangunan	(65.860)	(13.735)	1.241	-	(78.354)	*Buildings*
Bangunan dalam rangka bangun, kelola dan alih	(6.362)	(1.168)	-		(7.530)	*Buildings under build, operate and transfer arrangements*
Kendaraan	(30.244)	(3.852)	3.005	-	(31.091)	*Vehicles*
Inventaris kantor	(272.099)	(41.328)	11.989	-	(301.438)	*Office equipment*
Peralatan	(183.427)	(22.194)	5.584	-	(200.037)	*Equipment*
Renovasi bangunan sewa	(30.010)	(12.313)	7.461	-	(34.862)	*Leasehold improvements*
Total akumulasi penyusutan	**(588.002)**	**(94.590)**	**29.280**	**-**	**(653.312)**	***Total accumulated depreciation***
Nilai buku bersih	**716.642**				**750.745**	***Net book value***

Pada tanggal 31 Desember 2025 dan 2024, Grup memiliki bangunan yang terkait dengan perjanjian pembangunan pengelolaan dan penyerahan kembali tanah, bangunan dan fasilitas penunjang lainnya ("BOT"). Grup berkewajiban mengalihkan bangunan dan fasilitas penunjang pada tanggal pengalihan, yaitu 30 hari sejak selesainya masa perjanjian BOT. Jangka waktu BOT adalah 30 tahun sejak 2 Januari 2016 sampai tanggal 31 Desember 2046 (Catatan 35).

As of December 31, 2025 and 2024, the Group owned buildings related to the agreements of build, operate and transfer (the "BOT") of land, buildings and its infrastructures. The Group is obligated to hand over the building and supporting facilities on the date of transfer, which is 30 days after the completion of the term of the BOT agreements. The term of the BOT agreements is 30 years commencing from January 2, 2016 up to December 31, 2046 (Note 35).

12. ASET TETAP (lanjutan) / *12. FIXED ASSETS (continued)*

Aset dalam penyelesaian pada tanggal 31 Desember 2025 adalah sebagai berikut:

Constructions in progress as of December 31, 2025 are as follows:

Jenis aset/ *Type of asset*	Wilayah/*Region*	Jumlah/*Amount*	Persentase penyelesaian/ *Percentage of completion*	Perkiraan penyelesaian/ *Estimated to be completed*
Bangunan/ *Buildings*	Pusat/*Head Office*	324	58%	Februari 2026/*February 2026*
	Sumatra/*Sumatra*	283	82%	Januari 2026/*January 2026*
	Jakarta Raya/ *Greater Jakarta*	5.889	60%	Februari 2026/*February 2026*
	Jawa Tengah/ *Central Java*	300	90%	Februari 2026/*February 2026*
Inventaris kantor/ *Office equipment*	Jawa Tengah/ *Central Java*	72	90%	Februari 2026/*February 2026*
	Pusat/*Head Office*	215	90%	Januari 2026/*January 2026*
Peralatan/ *Equipment*	Kalimantan Sulampua/ *Kalimantan Sulampua*	95	95%	Januari 2026/*January 2026*
Total		**7.178**		

Aset dalam penyelesaian pada tanggal 31 Desember 2024 adalah sebagai berikut:

Constructions in progress as of December 31, 2024 are as follows:

Jenis aset/ *Type of asset*	Wilayah/*Region*	Jumlah/*Amount*	Persentase penyelesaian/ *Percentage of completion*	Perkiraan penyelesaian/ *Estimated to be completed*
Bangunan/ *Buildings*	Sumatra/*Sumatra*	1.149	90%	Februari 2025/*February 2025*
	Jakarta Raya/ *Greater Jakarta*	2.548	75%	Februari 2025/*February 2025*
	Jawa Tengah/ *Central Java*	54	75%	
	Jawa Timur, Bali, Nusa Tenggara/ *East Java, Bali, Nusa Tenggara*	84	10%	Agustus 2025/*August 2025*
	Kalimantan Sulampua/ *Kalimantan Sulampua*	763	45%	February 2025/*February 2025*
Peralatan/ *Equipment*	Jawa Tengah/ *Central Java*	503	90%	Januari 2025/*January 2025*
Total		**5.101**		

12. ASET TETAP (lanjutan) / *12. FIXED ASSETS (continued)*

Alokasi pembebanan penyusutan untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

Allocation of depreciation expenses for the years ended December 31, 2025 and 2024 is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Beban pokok pendapatan (Catatan 28)	17.130	16.797	*Cost of revenues (Note 28)*
Beban umum dan administrasi (Catatan 29b)	88.472	77.793	*General and administrative expenses (Note 29b)*
Total	**105.602**	**94.590**	***Total***

Pengurangan pada aset tetap berkaitan dengan penghapusan dan penjualan aset tetap. Keuntungan dari penjualan aset tetap adalah sebagai berikut:

Deduction in fixed assets pertains to the disposal and sale of the fixed assets. The computation of gain on sale of fixed assets is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Hasil penjualan neto	1.714	5.845	*Net proceeds from sales*
Dikurangi: nilai buku bersih	(261)	(1.642)	*Less: net book value*
Laba penjualan aset tetap (Catatan 30)	**1.453**	**4.203**	***Gain on sale of fixed asset (Note 30)***

Pada tanggal 31 Desember 2025 dan 2024, aset tetap tertentu dijadikan jaminan atas pinjaman kepada perusahaan pembiayaan. Aset tetap yang dijaminkan berupa kendaraan untuk utang pembiayaan konsumen yang diberikan oleh PT BCA Finance (Catatan 20).

As of December 31, 2025 and 2024, certain fixed assets are pledged as collaterals for loans obtained from finance companies. Fixed assets pledged as collaterals are in the form of vehicle for consumer finance payables from PT BCA Finance (Note 20).

Grup memiliki beberapa bidang tanah yang digunakan oleh kantor cabang yang tersebar di beberapa daerah dengan hak pemilikan berupa 59 sertifikat Hak Guna Bangunan ("HGB") yang akan jatuh tempo antara tahun 2026 dan 2053. Manajemen berpendapat tidak terdapat masalah signifikan sehubungan dengan perpanjangan hak atas tanah karena seluruh tanah diperoleh secara sah dan didukung dengan bukti kepemilikan yang memadai.

The Group owns several land that are used by branch offices in some areas through the right of ownership under 59 Hak Guna Bangunan (the "HGB") title certificates. Which will due between 2026 and 2053. Management believes that there will be no significant issues with respect to the extension of land rights because the entire land were acquired legally and supported by sufficient evidence of ownership.

12. ASET TETAP (lanjutan) / *12. FIXED ASSETS (continued)*

Pada tanggal 31 Desember 2025 dan 2024, aset tetap kecuali tanah, telah diasuransikan terhadap risiko kebakaran dan risiko lainnya dengan PT Asuransi Wahana Tata, pihak ketiga, dengan jumlah pertanggungan masing-masing sebesar Rp570.068 dan Rp735.293. Manajemen berpendapat bahwa jumlah pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungkan.

As of December 31, 2025 and 2024, fixed assets, except land, are insured against fire and other risks with PT Asuransi Wahana Tata, third party, for a total coverage of Rp570,068 and Rp735,293, respectively. Management believes that the insurance coverage is adequate to cover possible losses on the assets insured.

Manajemen berkeyakinan bahwa tidak terdapat indikasi penurunan nilai aset tetap pada tanggal 31 Desember 2025 dan 2024.

Management believes that there are no indications of impairment of fixed assets as of December 31, 2025 and 2024.

Pada tanggal 31 Desember 2025 dan 2024, Grup memiliki saldo utang terkait dengan pembelian aset tetap tertentu masing-masing sebesar Rp10.270 dan Rp12.659 yang dicatat sebagai "Liabilitas Jangka Pendek Lainnya" pada laporan posisi keuangan konsolidasian.

As of December 31, 2025 and 2024, the Group has balance of payables related to the purchase of certain fixed assets amounting to Rp10,270 and Rp12,659, respectively, recorded as "Other Current Liabilities" in the consolidated statement of financial position.

13. ASET TAKBERWUJUD / *13. INTANGIBLE ASSETS*

Rincian aset takberwujud adalah sebagai berikut: / *The details of intangible assets are as follows:*

Tahun yang berakhir pada tanggal 31 Desember 2025/
For the year ended December 31, 2025

	Saldo Awal/ *Beginning*	Penambahan/ *Addition*	Pengurangan/ *Deduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Biaya Perolehan						***Cost***
Piranti lunak	379.874	2.107	(97)	45.147	427.031	*Software*
Paten	15	-	-		15	*Patent*
Piranti lunak dalam pengembangan	29.481	38.145	-	(45.147)	22.479	*Software in development*
Sub-total	409.370	40.252	(97)	-	449.525	*Sub-total*
Akumulasi penyusutan						***Accumulated depreciation***
Piranti lunak	(120.784)	(68.456)	97	-	(189.143)	*Software*
Paten	(15)	-	-	-	(15)	*Patent*
Sub-total	(120.799)	(68.456)	97	-	(189.158)	*Sub-total*
Nilai buku bersih	**288.571**				**260.367**	***Net book value***

Tahun yang berakhir pada tanggal 31 Desember 2024/
For the year ended December 31, 2024

	Saldo Awal/ *Beginning*	Penambahan/ *Addition*	Pengurangan/ *Deduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Biaya Perolehan						***Cost***
Piranti lunak	280.051	7.283	(6.433)	98.973	379.874	*Software*
Paten	15	-	-	-	15	*Patent*
Piranti lunak dalam pengembangan	20.819	107.635	-	(98.973)	29.481	*Software in development*
Sub-total	300.885	114.918	(6.433)	-	409.370	*Sub-total*
Akumulasi penyusutan						***Accumulated depreciation***
Piranti lunak	(74.065)	(47.030)	311	-	(120.784)	*Software*
Paten	(15)	-	-	-	(15)	*Patent*
Sub-total	(74.080)	(47.030)	311	-	(120.799)	*Sub-total*
Nilai buku bersih	**226.805**				**288.571**	***Net book value***

13. ASET TAKBERWUJUD (lanjutan) / *13. INTANGIBLE ASSETS (continued)*

Aset takberwujud dalam pengembangan diestimasi akan diselesaikan pada bulan Juni 2026 dengan persentase penyelesaian berkisar pada 58% pada tanggal 31 Desember 2025.

Intangible assets in development are estimated to be completed in June 2026 with percentages of completion between 58%, as of December 31, 2025.

Manajemen berkeyakinan bahwa tidak terdapat indikasi penurunan nilai atas aset takberwujud pada tanggal 31 Desember 2025 dan 2024.

Management believes that there are no indications of impairment of intangible assets as of December 31, 2025 and 2024.

Pada tanggal 31 Desember 2025 dan 2024, Grup memiliki saldo utang terkait dengan pembelian aset takberwujud tertentu masing-masing sebesar Rp8.450 dan Rp40.108 yang dicatat sebagai "Liabilitas Jangka Pendek Lainnya" pada laporan posisi keuangan konsolidasian.

As of December 31, 2025 and 2024, the Group has balance of payables related to the purchase of certain intangible assets amounting to Rp8,450 and Rp40,108, respectively, recorded as "Other Current Liabilities" in the consolidated statement of financial position.

Pembebanan amortisasi adalah sebagai berikut:

Amortization expense is charged as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Beban pokok pendapatan (Catatan 28)	24.373	18.765	*Cost of revenues (Note 28)*
Beban umum dan administrasi (Catatan 29b)	44.083	28.266	*General and administrative expenses (Note 29b)*
Total	**68.456**	**47.031**	***Total***

14. ASET HAK GUNA - NETO / *14. RIGHT-OF-USE ASSETS - NET*

Rincian aset hak guna - neto adalah sebagai berikut:

The details of right-of-use assets - net are as follows:

	Tahun yang berakhir pada tanggal 31 Desember 2025/ *For the year ended December 31, 2025*					
	Saldo Awal/ *Beginning*	**Penambahan/ *Addition***	**Terminasi/ *Terminations***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***	
Biaya Perolehan						***Cost***
Tanah dan bangunan	523.415	32.007	(10.730)	-	544.692	*Land and building*
Kendaraan	4.172	708	(1.898)	-	2.982	*Vehicle*
Inventaris kantor	133	133	(54)	-	212	*Office equipment*
Peralatan	39.503	4.368	(5.375)	-	38.496	*Equipment*
Sub-total	567.223	37.216	(18.057)	-	586.382	*Sub-total*
Akumulasi penyusutan						***Accumulated depreciation***
Tanah dan bangunan	(191.666)	(64.737)	10.730	-	(245.673)	*Land and building*
Kendaraan	(2.705)	(1.058)	1.898	-	(1.865)	*Vehicle*
Inventaris kantor	(66)	(65)	54	-	(77)	*Office equipment*
Peralatan	(21.152)	(8.626)	3.754	-	(26.024)	*Equipment*
Sub-total	(215.589)	(74.486)	16.436	-	(273.639)	*Sub-total*
Nilai buku bersih	**351.634**				**312.743**	***Net book value***

14. ASET HAK GUNA - NETO (lanjutan) / *14. RIGHT-OF-USE ASSETS - NET (continued)*

Rincian aset hak guna - neto adalah sebagai berikut: (lanjutan) / *The details of right-of-use assets are as follows: (continued)*

Tahun yang berakhir pada tanggal 31 Desember 2024/ *For the year ended December 31, 2024*

	Saldo Awal/ *Beginning*	Penambahan/ *Addition*	Terminasi/ *Terminations*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*	
Biaya Perolehan						***Cost***
Tanah dan bangunan	422.191	121.263	(20.039)	-	523.415	*Land and building*
Kendaraan	4.362	798	(988)	-	4.172	*Vehicle*
Inventaris kantor	143	80	(90)	-	133	*Office equipment*
Peralatan	41.540	6.817	(8.854)	-	39.503	*Equipment*
Sub-total	468.236	128.958	(29.971)	-	567.223	*Sub-total*
Akumulasi penyusutan						***Accumulated depreciation***
Tanah dan bangunan	(149.141)	(62.548)	20.023	-	(191.666)	*Land and building*
Kendaraan	(2.176)	(1.517)	988	-	(2.705)	*Vehicle*
Inventaris kantor	(99)	(57)	90	-	(66)	*Office equipment*
Peralatan	(19.626)	(9.166)	7.640	-	(21.152)	*Equipment*
Sub-total	(171.042)	(73.288)	28.741	-	(215.589)	*Sub-total*
Nilai buku bersih	**297.194**				**351.634**	***Net book value***

Pembebanan penyusutan adalah sebagai berikut: / *Depreciation expense is charged as follows:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Beban pokok pendapatan (Catatan 28)	8.626	9.166	*Cost of revenues (Note 28)*
Beban umum dan administrasi (Catatan 29b)	65.860	64.122	*General and administrative expenses (Note 29b)*
Total	**74.486**	**73.288**	***Total***

Jumlah yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian: / *Amounts recognized in the consolidated statement of profit or loss and other comprehensive income:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Beban depresiasi aset hak-guna	74.486	73.288	*Depreciation expense of right-of-use assets*
Beban bunga atas liabilitas sewa	1.612	2.217	*Interest expense on lease liabilities*
Biaya yang terkait dengan sewa atas aset bernilai rendah dan sewa jangka pendek	58.696	44.252	*Expense relating to leases of low value assets and short-term leases*
Jumlah yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian	134.794	119.757	*Total amount recognized in the consolidated statement of profit or loss and other comprehensive income*

Grup mempunyai arus kas keluar untuk sewa sebesar Rp44.386 (2024: Rp132.675), termasuk beban bunga sebesar Rp1.612 (2024: Rp2.217). Grup juga memiliki penambahan nonkas pada aset hak-guna dan liabilitas sewa sebesar Rp28.976 pada tahun 2025 (2024: Rp120.423).

The Group had total cash outflows for leases of Rp44,386 (2024: Rp132,675), including interest expenses of Rp1,612 and (2024: Rp2,217). The Group also had non-cash additions to right-of-use assets and lease liabilities of Rp28.976 in 2025 (2024: Rp120,423).

15. ASET TIDAK LANCAR LAINNYA / *15. OTHER NON-CURRENT ASSETS*

Rincian aset tidak lancar lainnya adalah sebagai berikut:

The details of other non-current assets are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
Uang muka pembelian aset tetap	581	3.799	*Advance payments for purchase of fixed assets*
Lain-lain (masing-masing di bawah Rp2.000)	660	231	*Others (each below Rp2,000)*
Total	**1.241**	**4.030**	***Total***

16. UTANG USAHA / *16. TRADE PAYABLES*

Rincian utang usaha berdasarkan pemasok adalah sebagai berikut:

The details of trade payables based on suppliers are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
Pihak ketiga			*Third parties*
PT Anugerah Pharmindo Lestari	22.079	17.770	*PT Anugerah Pharmindo Lestari*
PT Saba Indomedika	3.508	2.699	*PT Saba Indomedika*
PT Diastika Biotekindo	2.146	2.330	*PT Diastika Biotekindo*
PT Enseval Putera Megatrading Tbk	2.810	2.013	*PT Enseval Putera MegatradingTbk*
PT Inti Makmur Meditama	2.300	1.195	*PT Inti Makmur Meditama*
Sumber Mitra Agungjaya	2.207	1.843	*PT Sumber Mitra Agungjaya*
Speedminer Sdn Bhd	1.276	2.233	*Speedminer Sdn Bhd*
PT Devoteam Cloud Services	-	4.866	*PT Devoteam Cloud Servces*
Lain-lain (masing-masing di bawah Rp2 miliar)	5.310	19.187	*Others (each below Rp2 billion)*
Total pihak ketiga	41.636	54.136	*Total third parties*
Pihak berelasi (Catatan 31)	883	859	*Related party (Note 31)*
Total	**42.519**	**54.995**	***Total***

17. PERPAJAKAN / *17. TAXATION*

a. Tagihan Pajak Penghasilan / *a. Claim for Tax Refund*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
Pajak Penghasilan:			*Withholding Taxes:*
Pasal 23	902	-	*Art. 23*

17. PERPAJAKAN (lanjutan) / *17. TAXATION (continued)*

b. Utang Pajak / *b. Taxes Payable*

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
Pajak Penghasilan Badan	22.691	19.723	*Corporate Income Tax*
Pajak Penghasilan:			*Withholding Taxes:*
Pasal 21	334	839	*Art. 21*
Pasal 23	1.248	1.071	*Art. 23*
Pasal 25	572	6.747	*Art. 23*
Pasal 4 ayat 2	2.017	2.632	*Art. 4 (2)*
Pasal 26	3	180	*Art. 26*
Pajak Pertambahan Nilai	1.048	508	*Value-added Tax*
Total	**27.913**	**31.700**	***Total***

Rekonsiliasi antara laba sebelum pajak penghasilan dengan beban pajak penghasilan dihitung dengan tarif pajak yang berlaku sebagai berikut:

A reconciliation between profit before income tax and income tax expense at current tax rate is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Laba sebelum pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	264.337	342.987	*Profit before income tax as shown in the consolidated statement of profit or loss and other comprehensive income*
Rugi entitas anak sebelum pajak penghasilan	9.390	15.572	*Loss of subsidiary before income tax*
Bagian atas laba entitas asosiasi	(6.243)	(3.874)	*Share in profit of associates*
Laba Perusahaan sebelum pajak penghasilan	267.484	354.685	*Income before income tax attributable to the Company*
Perbedaan permanen:			***Permanent differences:***
Sumbangan dan biaya jamuan	1.640	1.672	*Donation and entertainment*
Beban pajak	13.073	9.333	*Tax expense*
Penghapusan piutang	2.588	742	*Write-off of receivables*
Pendapatan keuangan yang dikenakan pajak final	(27.871)	(36.918)	*Finance income subject to final tax*
Lain-lain	3.691	2.057	*Others*
	(6.879)	(23.114)	
Perbedaan temporer:			***Temporary differences:***
Penyusutan aset hak guna	74.051	73.143	*Depreciation of right-of use assets*
Beban bunga utang sewa hak guna	1.612	2.217	*Interest expense for lease liabilities*
Amortisasi pembayaran sewa per fiskal	(75.953)	(75.011)	*Amortization of lease payments per fiscal*
Keuntungan terminasi aset hak guna	(530)	-	*Gain on termination of right-of-use assets*
Penyisihan kerugian penurunan nilai piutang usaha dan deposito berjangka	(2.037)	2.125	*Allowance for impairment losses of trade receivables and time deposits*
Biaya imbalan kerja	(19.820)	5.481	*Employee benefit expense*
Nilai wajar investasi pada surat utang	(1.558)	-	*Fair value investment in debt securities*
	(24.235)	7.955	
Taksiran penghasilan kena pajak	**236.370**	**339.526**	***Estimated taxable income***
Tarif pajak penghasilan	22%	22%	*Income tax rate*
Beban pajak penghasilan kini	**52.001**	**74.696**	***Current income tax expense***

17. PERPAJAKAN (lanjutan) / *17. TAXATION (continued)*

b. Utang Pajak (lanjutan) / *b. Taxes Payable (continued)*

Perhitungan utang pajak penghasilan - pasal 29 adalah sebagai berikut:

The computation of income tax payable - article 29 is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Taksiran penghasilan kena pajak			*Estimated taxable income*
Perusahaan	236.370	339.526	*The Company*
Entitas anak	-	-	*Subsidiary*
Pajak penghasilan - tahun berjalan			*Income tax - current*
Perusahaan	52.001	74.696	*The Company*
Entitas anak	-	-	*Subsidiary*
Pembayaran di muka pajak penghasilan			*Prepayments of income tax*
Perusahaan	(29.310)	(54.973)	*The Company*
Entitas anak	(902)	-	*Subsidiary*
Perusahaan			*The Company*
Utang pajak penghasilan	**22.691**	**19.723**	*Income tax payable*
Entitas anak			*Subsidiary*
Tagihan pajak penghasilan	**902**	**-**	*Claims for tax refund*

c. Beban Pajak Penghasilan / *c. Income Tax Expenses*

Komponen beban pajak penghasilan adalah sebagai berikut:

The components of income tax expense are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Pajak kini			*Current tax*
Tahun berjalan	52.001	74.696	*Current year*
Pajak tangguhan			*Deferred tax*
Pembentukan dan pemulihan perbedaan temporer	5.642	(1.750)	*Origination and reversal of temporary differences*
Total	**57.643**	**72.946**	***Total***

17. PERPAJAKAN (lanjutan) / *17. TAXATION (continued)*

c. Beban Pajak Penghasilan (lanjutan) / *c. Income Tax Expenses (continued)*

Rekonsiliasi antara laba sebelum pajak penghasilan dengan beban pajak penghasilan adalah sebagai berikut:

The reconciliation between the profit before income tax and income tax expense is as follow:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Laba sebelum pajak penghasilan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	264.337	342.987	*Profit before income tax as shown in the consolidated statement of profit or loss and other comprehensive income*
Pajak dihitung dengan tarif pajak yang berlaku	58.154	75.457	*Tax calculated at enacted tax rate*
Efek pajak atas perbedaan temporer tanpa pajak tangguhan	1.003	2.574	*Tax effects on temporary differences with no deferred tax assets*
Penghasilan kena pajak final	(6.132)	(8.432)	*Income subject to final tax*
Beban yang tidak dapat dikurangkan untuk tujuan perpajakan	4.618	3.347	*Expenses not deductible for tax purposes*
Beban pajak penghasilan	**57.643**	**72.946**	***Income tax expenses***

d. Pajak Tangguhan / *d. Deferred Tax*

	31 Desember/*December 31, 2025*				
	Saldo awal/ *Beginning balance*	**Dikreditkan (dibebankan) ke laporan laba rugi konsolidasian/ *Credited (charged) to consolidated profit or loss***	**Dikreditkan (dibebankan) ke penghasilan komprehensif lain/ *Credited (charged) to other comprehensive income***	**Saldo akhir/ *Ending balance***	
Perusahaan					***The Company***
Aset/(liabilitas) pajak tangguhan					***Deferred tax assets/(liabilities)***
Liabilitas imbalan kerja	19.496	(4.360)	4.253	19.389	*Employee benefit liabilities*
Aset hak guna	41.403	12.675	-	54.078	*Right-of-use assets*
Utang sewa hak guna	(40.503)	(12.856)	-	(53.359)	*Lease liabilities*
Penyisihan kerugian nilai piutang usaha dan deposito berjangka	523	(448)	-	75	*Allowance for impairment losses of trade receivables and time deposit*
Aset keuangan lainnya	(358)	(653)	(3.176)	(4.187)	*Other financial assets*
Aset pajak tangguhan - neto	**20.561**	**(5.642)**	**1.077**	**15.996**	***Deferred tax assets - net***

17. PERPAJAKAN (lanjutan) / *17. TAXATION (continued)*

d. Pajak Tangguhan (lanjutan) / *d. Deferred Tax (continued)*

	31 Desember/*December 31, 2024*				
	Saldo awal/ *Beginning balance*	Dikreditkan (dibebankan) ke laporan laba rugi konsolidasian/ *Credited (charged) to consolidated profit or loss*	Dikreditkan (dibebankan) ke penghasilan komprehensif lain/ *Credited (charged) to other comprehensive income*	Saldo akhir/ *Ending balance*	
Perusahaan					***The Company***
Aset/(liabilitas) pajak tangguhan					***Deferred tax assets/(liabilities)***
Liabilitas imbalan kerja	20.311	1.205	(2.020)	19.496	*Employee benefit liabilities*
Aset hak guna	37.629	3.774	-	41.403	*Right-of-use assets*
Utang sewa hak guna	(36.806)	(3.697)	-	(40.503)	*Lease liabilities*
Penyisihan kerugian nilai piutang usaha dan deposito berjangka	55	468	-	523	*Allowance for impairment losses of trade receivables and time deposit*
Aset keuangan lainnya	277	-	(635)	(358)	*Other financial assets*
Aset pajak tangguhan - neto	**21.466**	**1.750**	**(2.655)**	**20.561**	***Deferred tax assets - net***

Realisasi aset pajak tangguhan Grup bergantung pada laba kena pajak di masa depan. Manajemen berkeyakinan bahwa aset pajak tangguhan ini dapat direalisasikan dengan kompensasi pajak penghasilan atas laba kena pajak pada periode mendatang.

Realization of the Group's deferred tax assets is dependent upon future taxable profit. Management believes that these deferred tax assets are probable of being realized through offset against taxes due on future taxable profit.

e. Lain-lain / *e. Others*

Jumlah penghasilan kena pajak dan beban pajak penghasilan kini Perusahaan untuk tahun 2025 seperti yang disebutkan di atas akan dilaporkan oleh Perusahaan dalam Surat Pemberitahuan Tahunan ("SPT") PPh badan tahun 2025 kepada otoritas perpajakan.

The amounts of the Company's taxable income and current income tax expense for 2025, as stated in the foregoing, will be reported by the Company in its 2025 annual income tax return ("SPT") to be submitted to the taxation authority.

Jumlah penghasilan kena pajak dan beban pajak penghasilan kini Perusahaan untuk tahun 2024 seperti yang disebutkan di atas dan utang PPh terkait telah dilaporkan oleh Perusahaan dalam SPT PPh badan tahun 2024 kepada otoritas perpajakan.

The amounts of the Company's taxable income and current income tax expense for 2024, as stated in the foregoing, and the related income tax payables have been reported by the Company in its 2024 SPT as submitted to the taxation authority.

Pada tanggal 31 Maret 2020, Pemerintah menerbitkan Peraturan Pemerintah Pengganti Undang-Undang Republik Indonesia Nomor 1 Tahun 2020 yang menetapkan, antara lain, penurunan tarif pajak penghasilan wajib pajak badan dalam negeri dan bentuk usaha tetap dari semula 25% menjadi 22% untuk tahun pajak 2020 dan 2022 dan 20% mulai tahun pajak 2023 dan seterusnya, serta pengurangan lebih lanjut tarif pajak sebesar 3% untuk wajib pajak dalam negeri yang memenuhi persyaratan tertentu.

On March 31, 2020, the Government issued a Government Regulation in lieu of the Law of the Republic of Indonesia Number 1 Year 2020 which stipulates, among others, reduction of the tax rates for corporate income taxpayers and permanent establishments entities from previously 25% to become 22% for fiscal years 2020 and 2022 and 20% starting fiscal year 2023 and onwards, and further reduction of 3% for corporate income taxpayers that fulfill certain criteria.

17. PERPAJAKAN (lanjutan)

f. Tarif Pajak Penghasilan Badan

Pada tanggal 29 Oktober 2022, Presiden Republik Indonesia menandatangani UU No.7/2022 tentang "Harmonisasi Peraturan Perpajakan", yang menyediakan tarif pajak penghasilan badan sebesar 22% yang mulai berlaku pada tahun pajak 2023.

Tarif pajak penghasilan badan yang digunakan oleh Grup adalah masing-masing sebesar 22% untuk tahun 2025 dan 2024.

17. TAXATION (continued)

f. Corporate Income Tax Rate

On October 29, 2022, the President of the Republic of Indonesia signed UU No.7/2022 regarding "Harmonization of Tax Regulation", which provides the corporate income tax rate of 22% effective starting fiscal year 2023.

The corporate income tax rate applicable to the Group in both fiscal year 2025 and 2024 is 22%.

18. BEBAN AKRUAL

18. ACCRUED EXPENSES

Rincian beban akrual adalah sebagai berikut:

Details of accrued expenses are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31,2024***	
Rujukan	17.136	16.374	*References*
Jasa profesional	17.304	15.040	*Professional fees*
Digital & informasi teknologi	10.620	7.737	*Digital & information technology*
Sewa alat	7.402	2.912	*Rent equipment*
Listrik, air dan telekomunikasi	2.599	7.708	*Electricity, water and telecommunication*
Pemeliharaan	3.233	4.511	*Maintenance*
Pemasaran	4.668	2.806	*Marketing*
Personalia	2.574	7.046	*Employee expenses*
Lain-lain (masing-masing di bawah Rp2 miliar)	16.021	10.993	*Others (each below Rp2 billion)*
Total	**81.557**	**75.127**	***Total***

Rincian beban akrual dalam mata uang asing adalah sebagai berikut:

Details of accrued expenses in foreign currencies are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31,2024***	
Dolar Amerika Serikat	118.263	33.357	*United States Dollar*
Dolar Singapura	20.514	9.609	*Singapore Dollar*
Yen Jepang	184.800	1.650.000	*Japan Yen*
Dolar Australia	15.575	-	*Australian Dollar*
Euro	15.175	-	*Euro*

Beban akrual lain-lain terutama merupakan beban akrual pengiriman barang, perjalanan dinas, asuransi kendaraan bermotor dan lain-lain.

Other accrued expenses mainly represent delivery expenses, official travel, motor vehicle insurance and others.

19. LIABILITAS JANGKA PENDEK LAINNYA / *19. OTHER CURRENT LIABILITIES*

Rincian liabilitas jangka pendek lainnya adalah sebagai berikut:

Details of other current liabilities are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
Pihak ketiga:			*Third parties:*
Renovasi	3.213	1.402	*Renovation*
Pembelian aset tetap dan aset takberwujud	18.719	52.767	*Acquisition of fixed assets and intangible asset*
Lain-lain (masing-masing di bawah Rp1 miliar)	9.577	7.273	*Others (each below Rp1 billion)*
Total pihak ketiga	31.509	61.442	*Total third parties*
Pihak berelasi:			*Related parties:*
Lainnya (Catatan 31)	4.289	4.326	*Others (Note 31)*
Total pihak berelasi	4.289	4.326	*Total related parties*
Total	**35.798**	**65.768**	***Total***

Liabilitas jangka pendek lainnya atas utang pembelian aset tetap dan aset takberwujud adalah utang atas pembelian peralatan laboratorium, inventaris kantor dan perangkat lunak komputer.

Other current liabilities relating to acquisition of fixed assets and intangible asset are liabilities on the purchase of laboratory equipment, office equipment and computer software.

Rincian liabilitas jangka pendek lainnya dalam mata uang asing adalah sebagai berikut:

Details of other current liabilities in forreign currencies are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
Dolar Amerika Serikat	-	24.608	*United States Dollar*

20. UTANG PEMBIAYAAN KONSUMEN / *20. CONSUMER FINANCE PAYABLE*

Rincian utang pembiayaan konsumen adalah sebagai berikut:

Details of consumer financing payables are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
PT BCA Finance	2.164	4.293	*PT BCA Finance*
PT Adira Dinamika Multi Finance, Tbk	1.425	1.059	*PT Adira Dinamika Multi Finance, Tbk*
Dikurangi: jatuh tempo dalam waktu 1 tahun	(2.026)	(2.653)	*Less: current maturities*
Jangka panjang	**1.563**	**2.699**	***Long-term maturities***

Grup memperoleh fasilitas kredit pembiayaan kendaraan dari PT BCA Finance dengan jangka waktu 3 (tiga) tahun. Utang ini dijamin dengan kendaraan yang diperoleh menggunakan fasilitas ini (Catatan 12).

The Group obtained vehicle financing credit facilities from PT BCA Finance with terms of 3 (three) years. These payables are secured with the vehicle that was obtained using this facility (Note 12).

Utang tersebut dikenakan tingkat bunga efektif berkisar 4,94% sampai 11,76% per tahun.

The loans bears effective interest rate ranging between 4.94% to 11.76% per annum.

21. UTANG SEWA HAK GUNA / *21. LEASE LIABILITIES*

Rincian utang sewa hak guna adalah sebagai berikut:

Details of lease liabilities are as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Saldo awal	24.987	27.720	*Beginning balance*
Penambahan tahun berjalan	28.976	120.423	*Addition during the year*
Pembayaran	(36.146)	(124.141)	*Payment*
Penambahan bunga	1.612	2.217	*Accretion of interest*
Terminasi	(2.150)	(1.232)	*Termination*
Saldo akhir	17.279	24.987	*Ending balance*
Bagian lancar	7.575	13.519	*Current portion*
Bagian tidak lancar	9.704	11.468	*Non-current portion*
Total	**17.279**	**24.987**	***Total***

22. LIABILITAS IMBALAN KERJA / *22. EMPLOYEE BENEFITS LIABILITY*

Liabilitas imbalan kerja yang diakui dalam laporan posisi keuangan terdiri dari:

Employee benefits liability recognized in the statement of financial position consist of:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Imbalan pasca kerja	14.026	18.829	*Post employment benefits*
Imbalan kerja jangka panjang lainnya	75.636	71.090	*Other long-term employee benefits*
Total	**89.662**	**89.919**	***Total***

a. Imbalan Pasca Kerja / *a. Post Employment Benefits*

Grup menghitung dan membukukan liabilitas imbalan kerja berdasarkan Undang-undang Ketenagakerjaan No.13 Tahun 2003 tanggal 25 Maret 2003 dan Peraturan Grup. Liabilitas atas imbalan kerja yang diestimasi pada tanggal 31 Desember 2025 dan 2024 dihitung oleh Kantor Konsultan Aktuaria Steven dan Mourits, aktuaris independen, berdasarkan laporannya tanggal 20 Februari 2026 dan 21 Februari 2025.

The Group calculated and recorded employee benefits expense based on Labor Law No.13 year 2003 dated March 25, 2003 and the Group's policy. Estimated liabilities for employee benefits as of December 31, 2025 and 2024 are calculated by Kantor Konsultan Aktuaria Steven dan Mourits, independent actuary, based on reports dated February 20, 2026 and February 21, 2025, respectively.

22. LIABILITAS IMBALAN KERJA (lanjutan) / *22. EMPLOYEE BENEFITS LIABILITY (continued)*

a. Imbalan Pasca Kerja (lanjutan) / *a. Post Employment Benefits (continued)*

Jumlah yang diakui dalam laporan posisi keuangan ditentukan sebagai berikut:

The amount recognized in the statement of financial position is as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Nilai kini liabilitas imbalan pasti	406.286	390.513	*Present value of defined benefit obligation*
Nilai wajar aset program	(392.260)	(371.684)	*Fair value of plan asset*
Liabilitas imbalan pasca kerja pada akhir tahun	**14.026**	**18.829**	***Liabilities for post employment benefits at the end of year***

(Keuntungan)/kerugian aktuarial yang diakui dalam penghasilan komprehensif lain:

Actuarial (gains)/losses recognized in other comprehensive income:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Nilai akumulasi dalam penghasilan komprehensif lain, awal tahun	86.380	95.776	*Accumulated amount in other comprehensive income, beginning of year*
Diakui pada periode berjalan dari:			*Recognized for the period from:*
Asumsi finansial	23.826	(12.342)	*Financial assumption*
Penyesuaian pengalaman	(8.234)	(4.457)	*Experience adjustment*
Kerugian hasil aset program	3.766	7.403	*Loss from return on plan assets*
Nilai akumulasi dalam penghasilan komprehensif lain, akhir tahun	**105.738**	**86.380**	***Accumulated amount in other comprehensive income, end of year***

22. LIABILITAS IMBALAN KERJA (lanjutan) / *22. EMPLOYEE BENEFITS LIABILITY (continued)*

a. Imbalan Pasca Kerja (lanjutan) / *a. Post Employment Benefits (continued)*

Perubahan liabilitas imbalan kerja yang diakui dalam laporan posisi keuangan adalah sebagai berikut:

The movements in the employee benefits liabilitiy recognized in the statements of financial position are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Saldo awal	390.513	368.724	*Beginning balance*
Perubahan yang dibebankan ke laba rugi			*Changes charged to profit or loss*
Biaya jasa kini	34.674	34.662	*Current service cost*
Biaya jasa lalu	(26.767)	-	*Past service cost*
Beban bunga	26.412	23.770	*Interest cost*
Provisi untuk pembayaran imbalan di luar provisi yang telah dihitung oleh Grup	4.943	881	*Provision for benefits payments over the previously calculated provision by the Group*
Sub-total	39.262	59.313	*Sub-total*
Lain-lain			***Others***
Pembayaran manfaat tahun berjalan	(5.472)	(6.613)	*Employee benefits paid in current year*
Kelebihan pembayaran imbalan	(1.632)	(404)	*Excess benefits paid*
Pembayaran imbalan oleh aset program	(31.977)	(13.707)	*Benefit payment from plan assets*
Pengukuran kembali (laba)/rugi yang dibebankan ke penghasilan komprehensif lain			*Re-measurement (gains)/losses charged to other comprehensive income*
Perubahan aktuaria yang timbul dari perubahan:			*Actuarial changes arising from changes in:*
Asumsi keuangan	23.826	(12.343)	*Financial assumption*
Penyesuaian pengalaman	(8.234)	(4.457)	*Experience adjustment*
Saldo akhir	**406.286**	**390.513**	***Ending balances***

Pada September 2024, Grup mengadakan perjanjian dengan PT Asuransi Jiwa Manulife Indonesia tentang Perjanjian Pengelolaan Dana Kompensasi Pascakerja DPLK Manulife Indonesia. Program ini memanfaatkan Dana Kompensasi Pascakerja ("DKPK") sesuai dengan Dana Pensiun Lembaga Keuangan ("DPLK") yang mampu memberikan jasa pengelolaan dan administrasi manfaat pensiun. Program ini memanfaatkan nilai dana untuk pembayaran maslahat meninggal dunia, maslahat berhenti bekerja dan maslahat jatuh tempo.

In September 2024, the Group entered into an agreement with PT Asuransi Jiwa Manulife Indonesia called Post-Employment Compensation Fund Management Agreement DPLK Manulife Indonesia. This program utilizes the Post-Employment Compensation Fund ("DKPK") in accordance with the Financial Institution Pension Fund ("DPLK") and provide pension benefit management and administration services. This program utilizes the fund value to pay death, resignation and maturity benefits.

22. LIABILITAS IMBALAN KERJA (lanjutan) / *22. EMPLOYEE BENEFITS LIABILITY (continued)*

a. Imbalan Pasca Kerja (lanjutan) / *a. Post Employment Benefits (continued)*

Perubahan nilai wajar aset program untuk imbalan pensiun selama tahun berjalan adalah sebagai berikut:

The movements in the fair value of plan assets for pension benefits during the year are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Nilai wajar aset program, awal tahun	371.684	344.411	*Fair value of plan assets, beginning of year*
Termasuk di dalam laba rugi			***Included in profit or loss***
Pendapatan bunga atas aset program	26.319	23.383	*Interest income on plan assets*
Termasuk di dalam penghasilan komprehensif lain			***Included in other comprehensive income***
Imbal hasil aset program tidak termasuk pendapatan bunga	(3.766)	(7.403)	*Return on plan assets excluding interest income*
Lain-lain			***Others***
Iuran oleh Grup	30.000	25.000	*Group's contribution*
Imbalan yang dibayar	(31.977)	(13.707)	*Benefits paid*
Nilai wajar aset program, akhir tahun	**392.260**	**371.684**	***Fair value of plan assets, end of year***

Aset program berdasarkan alokasi aset adalah sebagai berikut:

Assets allocation of plan assets is as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Kas dan setara kas	392.260	371.684	*Cash and cash equivalents*

Hasil yang diharapkan dari aset program ditentukan dengan mempertimbangkan imbal hasil yang diharapkan atas aset dengan mengacu kepada kebijakan investasi.

The expected return on plan assets is determined by considering the expected return avaliable on the assets underlying the current investments policy.

b. Imbalan Kerja Jangka Panjang Lainnya / *b. Other Long-Term Employee Benefits*

Imbalan kerja jangka panjang lainnya berupa penghargaan masa kerja yang diberikan kepada karyawan dalam bentuk uang untuk setiap lima tahun masa kerja.

Other long-term employee benefits in the form of long service award are provided to the employees in the form of amount of money for every completion of five continuous years of service.

22. LIABILITAS IMBALAN KERJA (lanjutan) / *22. EMPLOYEE BENEFITS LIABILITY (continued)*

b. Imbalan Kerja Jangka Panjang Lainnya (lanjutan) / *b. Other Long-Term Employee Benefits (continued)*

Perubahan imbalan kerja jangka panjang lainnya yang diakui dalam laporan posisi keuangan adalah sebagai berikut:

The movements in other long-term employee benefits recognized in the statement of financial position are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Saldo awal	71.090	69.025	*Liabilities at beginning of year*
Termasuk di dalam laba rugi			***Included in profit or loss***
Beban jasa kini	13.736	13.791	*Current service cost*
Beban jasa lalu	(336)	-	*Past service cost*
Beban bunga	4.399	4.075	*Interest cost*
Keuntungan atas perubahan asumsi finansial	3.438	(1.511)	*Gain from changes in financial assumption*
Kerugian atas penyesesuaian pengalaman	1.636	2.172	*Loss from experience adjustments*
Lain-lain			***Others***
Pembayaran manfaat tahun berjalan	(18.327)	(16.462)	*Benefits paid during the year*
Saldo akhir	**75.636**	**71.090**	***Ending balance***

Asumsi aktuaria yang digunakan dalam menentukan beban dan liabilitas imbalan kerja pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The actuarial assumptions used in determining employee benefits expenses and liabilities as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Usia pensiun normal	55 tahun/*years*	55 tahun/*years*	*Normal pension age*
Tingkat diskonto	7,1%	7,1%	*Discount rate*
Tingkat proyeksi kenaikan gaji	7,0%	7,0%	*Salary increase rate*
Tabel mortalita	Tabel Mortalita Indonesia 4 2019/*Indonesian Mortality Table 4 2019*	Tabel Mortalita Indonesia 4 2019/*Indonesian Mortality Table 4 2019*	*Mortality table*
Tingkat cacat	5% dari TMI 4 - 2019	5% dari TMI 4 - 2019	*Disability rate*
Tingkat pengunduran diri	10% sampai dengan usia 25 tahun, kemudian menurun secara linear sampai dengan 2% pada saat usia 40 tahun/*10% up to age 25 years, then decreases linearly up to 2% at the age of 40 years*	10% sampai dengan usia 25 tahun, kemudian menurun secara linear sampai dengan 2% pada saat usia 40 tahun/*10% up to age 25 years, then decreases linearly up to 2% at the age of 40 years*	*Resignation rate*
Metode	*Projected unit credit*	*Projected unit credit*	*Method*

22. LIABILITAS IMBALAN KERJA (lanjutan)

b. Imbalan Kerja Jangka Panjang Lainnya (lanjutan)

Program imbalan pasti memberikan eksposur Grup terhadap risiko tingkat bunga dan risiko tingkat gaji.

Tingkat diskonto digunakan untuk menentukan nilai kini dari liabilitas imbalan kerja pada tanggal penilaian. Secara umum, tingkat bunga berhubungan dengan hasil imbal balik obligasi pemerintah yang diperdagangkan di pasar aktif pada tanggal pelaporan.

Asumsi tingkat kenaikan gaji di masa depan memproyeksikan liabilitas imbalan kerja mulai dari tanggal penilaian sampai dengan usia pensiun normal. Tingkat kenaikan gaji umumnya ditentukan dengan memperhitungkan penyesuaian inflasi terhadap tingkat upah, dan juga bertambahnya masa kerja.

c. Analisis Sensitivitas Liabilitas Imbalan Kerja

Kemungkinan perubahan yang wajar, pada tanggal pelaporan terhadap salah satu asumsi aktuarial yang relevan, dimana asumsi lainnya konstan, akan mempengaruhi kewajiban imbalan pasti dengan jumlah yang ditunjukkan dibawah ini:

22. EMPLOYEE BENEFITS LIABILITY (continued)

b. Other Long-Term Employee Benefits (continued)

A defined benefit plan provides the Group exposure to interest rate risk and the risk level of salary.

The discount rate is used in determining the present value of the benefit liability at valuation date. In general, the discount rate correlates with the yield on high quality government bonds that are traded in active capital markets at the reporting date.

The future salary increase assumption projects the benefits liability starting from the valuation date through the normal retirement age. The salary increase rate is generally determined by applying inflation adjustments to pay scales, and by taking into account the length of services.

c. Sensitivity Analysis of Employees Benefits Liability

Reasonable possible change, as at the reporting date to one of the relevant actuarial assumption, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Tingkat diskonto			*Discount rate*
Kenaikan 1%	(33.557)	(31.116)	*Increase by 1%*
Penurunan 1%	37.865	35.091	*Decrease* by 1%
Tingkat kenaikan gaji			*Salary increase*
Kenaikan 1%	37.266	34.108	*Increase by 1%*
Penurunan 1%	(33.610)	(30.753)	*Decrease by 1%*

Analisa ini memberikan perkiraan atas sensitivitas asumsi yang ditampilkan, tetapi tidak memperhitungkan variabilitas pada waktu distribusi pembayaran manfaat yang diharapkan dari program.

This analysis provides an approximation of the sensitivity of the assumptions shown, but does not take account of the variability in the timing of the distribution of benefit payments expected under the plan.

Durasi rata-rata tertimbang liabilitas imbalan kerja Grup pada tanggal 31 Desember 2025 adalah berkisar antara 11,53 tahun sampai 19,62 tahun.

Weighted average duration of the Group's employee benefits liability as of December 31, 2025 is 11.53 years to 19.62 years.

22. LIABILITAS IMBALAN KERJA (lanjutan) / *22. EMPLOYEE BENEFITS LIABILITY (continued)*

Jatuh tempo liabilitas imbalan pasti pada tanggal 31 Desember 2025 adalah sebagai berikut:

The maturity profile of defined benefit obligation as of December 31, 2025 is as follows:

	31 Desember 2025/ *December 31, 2025*	
Estimasi imbalan tidak terdiskonto yang dibayarkan tahun ke-1	53.245	*Undiscounted benefits expected to be paid in 1st year*
Tahun ke-2	64.270	*In 2nd year*
Tahun ke-3	45.384	*In 3rd year*
Tahun ke-4	56.516	*In 4th year*
Tahun ke-5	56.385	*In 5th year*
Tahun ke-6 sampai dengan tahun ke-10	353.231	*In 6th until 10th year*
Tahun ke-11 sampai dengan tahun ke-15	514.752	*In 11th until 15th year*
Tahun ke-16 sampai dengan tahun ke-20	639.524	*In 16th until 20th year*
Tahun ke-20 dan seterusnya	939.862	*In 20th year and beyond*
Total	**2.723.169**	***Total***

23. KEPENTINGAN NONPENGENDALI / *23. NON-CONTROLLING INTEREST*

Kepentingan nonpengendali atas aset neto entitas anak yang dikonsolidasi adalah sebagai berikut:

Non-controlling interest in net assets of consolidated subsidiary is as follows:

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
PT Prodia Digital Indonesia	2.181	2.275	*PT Prodia Digital Indonesia*

Kepentingan nonpengendali atas laba atau rugi tahun berjalan entitas anak yang dikonsolidasi adalah sebagai berikut:

Non-controlling interest in profit or loss of consolidated subsidiary is as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
PT Prodia Digital Indonesia	94	156	*PT Prodia Digital Indonesia*

24. MODAL SAHAM / *24. SHARE CAPITAL*

Komposisi pemegang saham Grup pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut**:**

The composition of the shareholders of the Group as of December 31, 2025 and 2024 is as follows:

	31 Desember 2025/ *December 31, 2025*			
	Saham Ditempatkan dan Disetor Penuh/ *Number of Shares Issued And Fully Paid*	**Persentase Kepemilikan/ *Percentage of Ownership***	**Total/*Total***	
PT Prodia Utama	534.375.000	57,00	53.438	*PT Prodia Utama*
Bio Majesty Pte. Ltd.	140.625.000	15,00	14.063	*Bio Majesty Pte. Ltd.*
Masyarakat (dibawah 5%)	214.775.500	22,91	21.477	*Public (below 5%)*
Sub-Total	**889.775.500**	**94,91**	**88.978**	**Sub-*Total***
Saham Treasuri	47.724.500	5,09	4.772	*Treasury Shares*
Sub-Total	**937.500.000**	**100,00**	**93.750**	**Sub-*Total***

	31 Desember 2024/ *December 31, 2024*			
	Saham Ditempatkan dan Disetor Penuh/ *Number of Shares Issued And Fully Paid*	**Persentase Kepemilikan/ *Percentage of Ownership***	**Total/*Total***	
PT Prodia Utama	534.375.000	57,00	53.437	*PT Prodia Utama*
Bio Majesty Pte. Ltd.	140.625.000	15,00	14.063	*Bio Majesty Pte. Ltd.*
Masyarakat (dibawah 5%)	262.500.000	28,00	26.250	*Public (below 5%)*
Total	**937.500.000**	**100,00**	**93.750**	***Total***

24. MODAL SAHAM (lanjutan)

Pada tahun 2017, Grup telah membentuk cadangan wajib sebesar Rp5.000.

Saham Treasuri

Berdasarkan keputusan Direksi, Perusahaan memutuskan untuk melaksanakan pembelian kembali saham Perusahaan yang beredar dalam jangka waktu antara 8 Mei 2025 sampai dengan 7 Agustus 2025, dengan pembelian maksimum sejumlah 20% dari modal ditempatkan dan disetor penuh Perusahaan.

Selama tahun 2025, Perusahaan telah melaksanakan pembelian kembali saham Perusahaan dengan jumlah keseluruhan sebanyak 47.724.500 lembar saham dengan total nilai pembelian sebesar Rp131.716.

24. SHARE CAPITAL (continued)

In 2017, the Group established a statutory reserve amounting to Rp5,000.

Treasury Shares

Based on Board of Director's resolution, The Company decided to conduct buyback of shares form May 8, 2025 up to August 7, 2025, with maximum buyback of 20% of the Company's issued and fully paid shares.

During 2025, the Company conducted shares buyback totalling 47,724,500 shares with the total acquisition cost at Rp131,716.

25. TAMBAHAN MODAL DISETOR

Akun ini merupakan agio atas nilai nominal saham dari penawaran umum saham perdana Perusahaan serta selisih nilai transaksi pelepasan entitas anak, sebagai berikut:

25. ADDITIONAL PAID-IN CAPITAL

This account represents share's premium over the par value of initial public offering of the Company and the difference in value resulting from disposal of subsidiaries, as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31,2024*	
Agio sebagai hasil penawaran umum perdana saham	1.197.896	1.197.896	*Premium on stock from initial public offering*
Beban emisi saham	(70.120)	(70.120)	*Stock issuance cost*
	1.127.776	1.127.776	
Selisih nilai transaksi pelepasan entitas anak	25.370	25.370	*Difference in value resulting from disposal of subsidiaries*
Total	**1.153.146**	**1.153.146**	***Total***

Pada tahun 2015, Grup menjual seluruh kepemilikan saham di PT Prodia Occupational Health Indonesia (PT Prodia OHI), PT Prodia Stemcell Indonesia, PT Innovasi Diagnostika dan PT Prodia Diagnostic Line kepada PT Prodia Utama sebesar Rp32.219.

PT Prodia Utama merupakan entitas induk Grup dan entitas yang berada dalam pengendalian yang sama dengan Grup. Oleh karena itu, transaksi tersebut di atas dicatat sesuai dengan PSAK 103 tentang "Kombinasi Bisnis Entitas Sepengendali". Selisih antara bagian kepemilikan Grup atas aset bersih sebesar Rp6.849 dengan harga jual sebesar Rp32.219 yaitu sebesar Rp25.370 dicatat sebagai selisih nilai transaksi pelepasan entitas anak kepada entitas sepengendali dan disajikan sebagai bagian dari ekuitas, yaitu "Tambahan Modal Disetor".

In 2015, the Group sold its entire ownership in PT Prodia Occupational Health Indonesia (PT Prodia OHI), PT Prodia Stemcell Indonesia, PT Innovasi Diagnostika and PT Prodia Diagnostic Line to PT Prodia Utama for Rp32,219.

PT Prodia Utama is the parent entity of the Group and entities under its common control with the Group. Accordingly, the above transaction is recorded in conformity with PSAK 103 concerning "Business Combination of Companies under Common Control". The difference between the Group's share on net asset value of Rp6,849 and the disposal price of Rp32,219. amounting to Rp25,370 is recorded as difference in value resulting from disposal of subsidiaries transactions among entities under common control and is presented as part of the equity as "Additional Paid-in Capital".

25. TAMBAHAN MODAL DISETOR (lanjutan)

Berikut rincian selisih nilai transaksi pelepasan entitas anak:

25. ADDITIONAL PAID-IN CAPITAL (continued)

The following are details of difference in value resulting from disposal of subsidiaries:

Entitas sepengendali/ *Under Common Entities*	Lokasi/ *Location*	Kegiatan Usaha Utama/ *Main Business*	Jumlah/ *Amount*
PT Prodia Occupational Health Indonesia (PT Prodia OHI)	Jakarta	Pelayanan kesehatan/*Healthcare*	5.853
PT Prodia Stemcell Indonesia	Jakarta	Pelayanan penunjang kesehatan/ *Supporting Healthcare*	14.806
PT Prodia Diagnostic Line	Cikarang	Perdagangan dan industri/ *Trading and Manufacturing*	5.290
PT Innovasi Diagnostika	Jakarta	Pelayanan kesehatan/ *Healthcare*	(579)
Total			**25.370**

26. DIVIDEN KAS

Berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan yang dilaksanakan pada tanggal 28 April 2025, yang dinyatakan dalam Akta Notaris Christina Dwi Utami, S.H., M.Hum, M.Kn No. 143, para pemegang saham Grup menyetujui pembayaran dividen kas yang berasal dari saldo laba sejumlah Rp162.118 atau sebesar Rp172,93 (nilai penuh) per saham. Dividen ini telah dibayar pada tanggal 28 Mei 2025.

Berdasarkan Keputusan Rapat Umum Pemegang Saham Tahunan yang dilaksanakan pada tanggal 18 April 2024, yang dinyatakan dalam Akta Notaris Christina Dwi Utami, S.H., M.Hum, M.Kn No. 105, para pemegang saham Grup menyetujui pembayaran dividen kas yang berasal dari saldo laba sejumlah Rp155.594 atau sebesar Rp165,97 (nilai penuh) per saham. Dividen ini telah dibayar pada tanggal 17 Mei 2024.

26. CASH DIVIDENDS

Based on the Annual General Meeting of Shareholders held on April 28, 2025, which was covered by Notarial Deed No. 143 of Christina Dwi Utami, S.H., M.Hum, M.Kn, the shareholders approved the payment of cash dividends derived from retained earnings amounting to Rp162,118 or Rp172.93 (full amount) per share. The cash dividends were paid on May 28, 2025.

Based on the Annual General Meeting of Shareholders held on April 18, 2024, which was covered by Notarial Deed No. 105 of Christina Dwi Utami, S.H., M.Hum, M.Kn, the shareholders approved the payment of cash dividends derived from retained earnings amounting to Rp155,594 or Rp165.97 (full amount) per share. The cash dividends were paid on May 17, 2024.

27. PENDAPATAN DARI KONTRAK DENGAN PELANGGAN / *27. REVENUE FROM CONTRACT WITH CUSTOMERS*

a. Berdasarkan Jenis Pendapatan / *a. By Type of Revenue*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Rutin	1.563.852	1.565.481	*Routine*
Esoterik	521.735	492.390	*Esoteric*
Non-laboratorium	196.117	194.321	*Non-laboratory*
Lainnya	-	2	*Others*
Pendapatan - neto	**2.281.704**	**2.252.194**	***Revenues - net***

b. Berdasarkan Pelanggan / *b. By Customer*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Pelanggan individu	706.860	680.469	*Walk-in customers*
Referensi dokter	611.253	616.652	*Doctor referrals*
Referensi pihak ketiga	623.032	600.144	*External referrals*
Klien korporasi	340.559	354.927	*Corporate clients*
Lainnya	-	2	*Others*
Pendapatan - neto	**2.281.704**	**2.252.194**	***Revenues - net***

Selama tahun 2025 dan 2024, tidak terdapat penjualan kepada satu pelanggan yang jumlah penjualannya selama setahun melebihi 10% dari penjualan neto.

During 2025 and 2024, there was no revenue to a single customer with annual cumulative amount exceeding 10% of net revenues.

28. BEBAN POKOK PENDAPATAN / *28. COST OF REVENUES*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Beban Pokok Langsung			***Direct Cost of Revenues***
Bahan baku	318.190	302.941	*Raw materials*
Gaji	223.872	202.328	*Salaries*
Rujukan ke pihak ketiga	72.227	89.733	*Referrals to third parties*
Bahan pembantu	81.554	83.309	*Supporting materials*
Check up	5.312	9.669	*Check up*
Administrasi *payment gateway*	1.401	2.102	*Payment gateway administration*
Lain-lain (masing-masing di bawah Rp1.000)	2.355	303	*Others (each below Rp1,000)*
Total beban pokok langsung	**704.911**	**690.385**	***Total direct cost of revenues***

28. BEBAN POKOK PENDAPATAN (lanjutan) / *28. COST OF REVENUES (continued)*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Total beban pokok langsung	704.911	690.385	*Total direct cost of revenues*
Beban Pokok Tidak Langsung			***Indirect Cost of Revenues***
Gaji	117.006	105.195	*Salaries*
Sewa alat	42.426	26.051	*Rent equipment*
Amortisasi aset tak berwujud (Catatan 13)	24.373	18.765	*Amortization of intangible assets (Note 13)*
Penyusutan aset tetap (Catatan 12)	17.130	16.797	*Depreciation of fixed assets (Note 12)*
Perlengkapan dan pemeliharaan alat	11.779	11.837	*Equipment and maintenance*
Penyusutan aset hak guna (Catatan 14)	8.626	9.166	*Depreciation of right-of-use assets (Note 14)*
Limbah	7.893	8.727	*Waste*
Aplikasi IT	5.863	5.640	*IT Software*
Kontrol kualitas	6.001	4.503	*Quality control*
Maintenance support aplikasi	1.403	1.412	*Application maintenance support*
Lain-lain (masing-masing di bawah Rp1.000)	1.552	1.689	*Others (each below Rp1,000)*
Total beban pokok tidak langsung	244.052	209.782	*Total indirect cost of revenues*
Total beban pokok pendapatan	**948.963**	**900.167**	***Total cost of revenues***

Selama tahun 2025 dan 2024, tidak terdapat pembelian kepada satu pemasok yang jumlah pembeliannya selama setahun melebihi 10% dari penjualan neto.

During 2025 and 2024, there was no purchase to a single supplier with annual cumulative amount exceeding 10% of net revenues.

29. BEBAN USAHA / *29. OPERATING EXPENSES*

a. Beban Pemasaran / *a. Marketing Expenses*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Edukasi pelanggan	20.310	19.322	*Customer education*
Hubungan pelanggan	15.116	14.612	*Customer relation*
Kunjungan pelanggan	9.071	9.198	*Customer visit*
Iklan dan promosi	14.578	8.457	*Advertising and promotion*
Digital marketing	1.543	2.109	*Marketing digital*
Biaya pemasaran lainnya	721	76	*Other marketing expenses*
Lain-lain (masing-masing di bawah Rp1.000)	387	835	*Others (each below Rp1,000)*
Sub-total	**61.726**	**54.609**	***Sub-total***

29. BEBAN USAHA (lanjutan) / *29. OPERATING EXPENSES (continued)*

b. Beban Umum dan Administrasi / *b. General and Administrative Expenses*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Gaji dan tunjangan karyawan	387.034	389.821	*Employee salaries and compensation*
Konsultan	173.396	175.140	*Consultant*
Penyusutan aset tetap dan amortisasi aset tak berwujud (Catatan 12 dan 13)	132.555	106.059	*Depreciation of fixed assets and amortization of intangible assets (Notes 12 and 13)*
Digital dan infomasi teknologi	85.689	54.640	*Digital and information technology*
Penyusutan aset hak guna (Catatan 14)	65.860	64.122	*Depreciation of right-of-use assets (Note 14)*
Listrik, air dan telekomunikasi	48.084	57.885	*Electricity, water and telecommunication*
Keperluan kantor	31.933	35.464	*Office utilities*
Beban perjalanan dinas dan transportasi	26.378	26.493	*Business travel and transportation expense*
Beban pengiriman barang	18.858	18.620	*Delivery expense*
Pemeliharaan aset	17.180	16.935	*Asset maintenance*
Sewa bangunan, kendaraan, inventaris kantor	16.270	17.937	*Rental for building, vehicle and office supplies*
Beban administrasi bank	7.823	6.933	*Bank administration*
Penelitian pengembangan pemeriksaan	4.494	5.868	*Research and development*
Beban pajak	4.055	3.596	*Tax expense*
Konsumsi kantor	3.723	3.473	*Office consumptioni*
Pengurusan surat dan ijin	3.434	3.402	*License and permit*
Asuransi	2.796	2.944	*Insurance*
Diklat dan seminar	3.977	2.886	*Seminar and training*
Pengembangan lingkungan	1.375	1.267	*Environmental development*
Baju dinas	728	1.016	*Office uniform*
Lain-lain (masing-masing di bawah Rp1.000)	3.020	4.785	*Others (each below Rp1,000)*
Sub-total	**1.038.662**	**999.286**	***Sub-total***
Total beban usaha	**1.100.388**	**1.053.895**	***Total operating expense***

30. PENDAPATAN/(BEBAN) LAINNYA / *30. OTHER INCOME/(EXPENSES)*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Pendapatan lainnya			***Other Income***
Laba penjualan aset tetap (Catatan 12)	1.453	4.203	*Gain on sale of fixed assets (Note 12)*
Laba selisih kurs	4.031	894	*Gain on foreign exchange*
Lain-lain	5.560	9.991	*Others*
Sub-total	**11.044**	**15.088**	***Sub-total***
Beban Lainnya			***Other Expenses***
Denda pajak	(13.066)	(8.880)	*Tax penalties*
Rugi selisih kurs	(2.723)	(732)	*Loss on foreign exchange*
Lain-lain	(2.454)	(3.109)	*Others*
Sub-total	**(18.243)**	**(12.721)**	***Sub-total***
Total	**(7.199)**	**2.367**	***Total***

31. TRANSAKSI DAN SALDO DENGAN PIHAK BERELASI

a. Transaksi dan saldo dengan pihak berelasi

Dalam kegiatan usaha normal, Grup melakukan transaksi dengan pihak berelasi. Entitas dianggap sebagai pihak berelasi dari Grup berkaitan dengan kesamaan pemilik. Harga jual atau beli antara pihak berelasi ditentukan berdasarkan harga yang disepakati oleh kedua belah pihak.

Rincian saldo piutang dan utang yang timbul dari transaksi dengan pihak berelasi pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

31. TRANSACTIONS AND BALANCES WITH RELATED PARTIES

a. Transaction and balances with related parties

In the normal course of business, the Group has transactions with entities which are considered related parties. The entities are considered related parties of the Group in view of their common ownership. Sales or purchase price among related parties is determined based on prices agreed by both parties.

Details of the balances of receivables and payables arising from transactions with related parties as of December 31, 2025 and 2024 are as follows:

	Total		Persentase terhadap total aset/liabilitas *Percentage of total asset/liabilites*		
	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	**31 Desember 2025/ *December 31, 2025***	**31 Desember 2024/ *December 31, 2024***	
Piutang usaha (Catatan 6)					*Trade receivables (Note 6)*
PT Prodia Occupational Health Indonesia (PT Prodia OHI)	625	937	0,02	0,03	*PT Prodia Occupational Health Indonesia (PT Prodia OHI)*
PT Prodia DiaCRO Laboratories	-	546	-	0,02	*PT Prodia DiaCRO Laboratories*
PT Prodia Stemcell Indonesia	7	98	0,00	0,00	*PT Prodia Stemcell Indonesia*
PT Innovasi Diagnostika	25	-	0,00	-	*PT Prodia Utama*
Total	**657**	**1.581**	**0,02**	**0,05**	***Total***
Piutang pada pihak berelasi					*Due from related party*
PT Prodia Utama	1.224	-	0,05	-	*PT Prodia Utama*
Utang usaha (Catatan 16)					*Trade payables (Note 16)*
PT Innovasi Diagnostika	855	824	0,28	0,23	*PT Innovasi Diagnostika*
PT Prodia Occupational Health Indonesia (PT Prodia OHI)	28	33	0,01	0,01	*PT Prodia Occupational Health Indonesia (PT Prodia OHI)*
PT Prodia Diagnostic Line	-	2	-	0,00	*PT Prodia Diagnostic Line*
Total	**883**	**859**	**0,29**	**0,24**	***Total***
Liabilitas jangka pendek lainnya (Catatan 19)					*Other current liabilities (Note 19)*
PT Prodia Occupational Health Indonesia (PT Prodia OHI)	2.538	2.276	0,84	0,64	*PT Prodia Occupational Health Indonesia (PT Prodia OHI)*
PT Innovasi Diagnostika	-	719	-	0,20	*PT Innovasi Diagnostika*
PT Grhanis Prima Propertindo	-	583	-	0,16	*PT Ghranis Prima Propertindo*
PT Prodia DiaCRO Laboratories	1.695	568	0,56	0,16	*PT Prodia DiaCRO Laboratories*
PT Prodia Utama	-	180	-	0,05	*PT Prodia Utama*
PT Prodia Stemcell Indonesia	56	-	0,02	-	*PT Prodia Stemcell Indonesia*
Total	**4.289**	**4.326**	**1,42**	**1,21**	***Total***

31. TRANSAKSI DAN SALDO DENGAN PIHAK BERELASI (lanjutan)

31. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

a. Transaksi dan saldo dengan pihak berelasi (lanjutan)

a. Transaction and balances with related parties (continued)

Rincian penjualan, pembelian, beban dan pendapatan yang timbul dari transaksi dengan pihak berelasi untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The details of sales, purchases, expenses and income arising from transactions with related parties for the years ended December 31, 2025 and 2024 are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember / *Year Ended December 31,*		Persentase terhadap total pendapatan/ beban terkait/*Percentage of total revenue/ related expense*		
	2025	**2024**	**31 Desember 2025/ *December 31, 2025***	**31 Desember 2024/ *December 31, 2024***	
Penjualan					*Sales*
PT Prodia Stemcell Indonesia	232	1.581	0,01	0,07	*PT Prodia Stemcell Indonesia*
PT Prodia Occupational Health Indonesia (PT Prodia OHI)	1.859	1.486	0,08	0,07	*PT Prodia Occupational Health Indonesia (PT Prodia OHI)*
PT Prodia DiaCRO Laboratories	413	548	0,02	0,02	*PT Prodia DiaCRO Laboratories*
PT Prodia Utama	32	40	0,00	0,00	*PT Prodia Utama*
PT Innovasi Diagnostika	115	37	0,01	0,00	*PT Innovasi Diagnostika*
PT Prodia Diagnostic Line	5	1	0,00	0,00	*PT Prodia Diagnostic Line*
Total	**2.656**	**3.693**	**0,12**	**0,16**	***Total***
Pembelian					*Purchases*
PT Prodia Occupational Health Indonesia (PT Prodia OHI)	17.384	18.252	1,83	2,03	*PT Prodia Occupational Health Indonesia (PT Prodia OHI)*
PT Innovasi Diagnostika	12.443	12.873	1,31	1,43	*PT Innovasi Diagnostika*
PT DiaCRO Laboratories	2.186	1.097	0,23	0,12	*PT DiaCRO Laboratories*
PT Grhanis Prakarsa Propertindo	1.941	-	0,20	-	*PT Grhanis Prakarsa Propertindo*
PT Prodia Diagnostic Line	23	19	0,00	0,00	*PT Prodia Diagnostic Line*
Total	**33.977**	**32.241**	**3,57**	**3,58**	***Total***
Beban Jasa Manajemen					*Management fee*
PT Prodia Occupational Health Indonesia (PT Prodia OHI)	9.530	8.414	0,87	0,84	*PT Prodia Occupational Health Indonesia (PT Prodia OHI)*
PT Prodia DiaCRO Laboratories	2.230	1.216	0,20	0,12	*PT Prodia DiaCRO Laboratories*
Total	**11.760**	**9.630**	**1,07**	**0,96**	***Total***

b. Sifat hubungan pihak berelasi

b. Nature of relationships with related parties

Sifat hubungan dan transaksi dengan pihak berelasi adalah sebagai berikut:

Nature of transactions and relationships with related parties are as follows:

Pihak-pihak Berelasi/ *Related Parties*	**Hubungan/ *Relationship***	**Sifat Transaksi/ *Transaction Status***
PT Prodia Utama	Entitas induk/*Parent entity*	Dividen/*Dividend*
PT Prodia DiaCRO Laboratories	Entitas sepengendali/ *Entity under common control*	Piutang pihak berelasi, utang usaha, penjualan dan jasa manajemen/*Due from related parties, trade payables related parties, sales and management fee*
PT Innovasi Diagnostika	Entitas sepengendali/ *Entity under common control*	Utang usaha pihak berelasi, penjualan dan pembelian/*Trade payables related parties, sales and purchase.*
PT Prodia Occupational Health Indonesia (PT Prodia OHI)	Entitas sepengendali/ *Entity under common control*	Piutang pihak berelasi, liabilitas jangka pendek pihak berelasi, penjualan dan jasa manajemen/ *Due from related parties, other current liabilities related party, sales and management fee*

31. TRANSAKSI DAN SALDO DENGAN PIHAK BERELASI (lanjutan)

b. Sifat hubungan pihak berelasi (lanjutan)

Sifat hubungan dan transaksi dengan pihak berelasi adalah sebagai berikut (lanjutan):

31. TRANSACTIONS AND BALANCES WITH RELATED PARTIES (continued)

b. Nature of relationships with related parties (continued)

Nature of transactions and relationships with related parties are as follows (continued):

Pihak-pihak Berelasi/ *Related Parties*	Hubungan/ *Relationship*	Sifat Transaksi/ *Transaction Status*
PT Grhanis Putra Propertindo	Entitas sepengendali/ *Entity under common control*	Beban sewa /*Rent expense*
PT Prodia Stemcell Indonesia	Entitas sepengendali/ *Entity under common control*	Piutang pihak berelasi dan penjualan/*Due from related parties and sales*
PT Prodia Diagnostic Line	Entitas sepengendali/ *Entity under common control*	Pembelian/*Purchase*

32. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN

Nilai wajar instrumen keuangan Grup pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

32. FINANCIAL INSTRUMENTS AND FINANCIAL RISK MANAGEMENT

Fair value of financial instruments of the Group as of December 31, 2025 and 2024 consist of the following:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Aset Keuangan			*Financial Assets*
Kas dan setara kas	589.078	441.800	*Cash and cash equivalents*
Deposito berjangka	113.407	299.940	*Time deposits*
Piutang usaha			*Trade receivables*
Pihak ketiga - neto	203.022	206.106	*Third parties - net*
Pihak berelasi	657	1.581	*Related parties*
Aset keuangan lainnya	282.586	312.500	*Other financial assets*
Total Aset Keuangan	**1.188.750**	**1.261.927**	***Total Financial Assets***
Liabilitas Keuangan			*Financial Liabilities*
Utang usaha	42.519	54.995	*Trade payables*
Beban akrual	81.557	75.127	*Accrued expenses*
Liabilitas jangka pendek lainnya	35.798	65.768	*Other current liabilities*
Utang pembiayaan konsumen	3.589	5.352	*Consumer finance payables*
Utang sewa hak guna	17.279	24.987	*Lease liabilities*
Liabilitas jangka panjang lainnya	646	646	*Other non-current liabilities*
Total Liabilitas Keuangan	**181.388**	**226.875**	***Total Financial Liabilities***

Kecuali kas dan setara kas, deposito berjangka, investasi pada instrumen keuangan dan utang bank, seluruh aset dan liabilitas keuangan Grup tidak mengandung bunga. Seluruh aset dan liabilitas keuangan Grup diharapkan dapat terealisasi atau diselesaikan dalam waktu dekat atau tingkat bunganya dikaji ulang secara beraturan. Oleh karenanya, nilai tercatat diperkirakan mendekati nilai wajar, karena dampak dari diskonto tidak signifikan.

Except for cash and cash equivalent, time deposits, investments in financial instruments and bank loans, all financial assets and liabilities of the Group are non-interest bearing. All financial assets and liabilities of the Group are expected to be realized or settled in the near term or the interest rate is repriced frequently. Therefore, the carrying amounts approximate the fair values, as the impact of discounting is not significant.

32. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Hirarki Nilai Wajar

Aset dan liabilitas keuangan diklasifikasikan secara keseluruhan berdasarkan tingkat terendah dari masukan (*input*) yang signifikan terhadap pengukuran nilai wajar. Penilaian dampak signifikan dari suatu input tertentu terhadap pengukuran nilai wajar membutuhkan pertimbangan dan dapat mempengaruhi penilaian dari aset dan liabilitas yang diukur dan penempatannya dalam hirarki nilai wajar.

Bukti terbaik dari nilai wajar adalah harga yang dikuotasikan (*quoted prices*) dalam sebuah pasar yang aktif. Jika pasar untuk sebuah instrumen keuangan tidak aktif, entitas menetapkan nilai wajar dengan menggunakan metode penilaian. Tujuan dari penggunaan metode penilaian adalah untuk menetapkan harga transaksi yang terbentuk pada tanggal pengukuran dalam sebuah transaksi pertukaran yang wajar dengan pertimbangan bisnis normal. Metode penilaian termasuk penggunaan harga dalam transaksi pasar yang wajar (*arm's length*) terakhir antara pihak-pihak yang memahami dan berkeinginan, jika tersedia, referensi kepada nilai wajar terkini dari instrumen lain yang secara substansial sama, analisa arus kas yang didiskontokan dan model harga opsi (*option pricing models*).

Jika terdapat metode penilaian yang biasa digunakan oleh para peserta pasar untuk menentukan harga dari instrumen dan metode tersebut telah didemonstrasikan untuk menyediakan estimasi yang handal atas harga yang diperoleh dari transaksi pasar yang aktual, entitas harus menggunakan metode tersebut. Metode penilaian yang dipilih membuat penggunaan maksimum dari input pasar dan bergantung sedikit mungkin atas input yang spesifik untuk entitas (*entity-specific inputs*). Metode tersebut memperhitungkan semua faktor yang akan dipertimbangkan oleh peserta pasar dalam menentukan sebuah harga dan selaras dengan metode ekonomis untuk penilaian sebuah instrumen keuangan. Secara berkala, Grup menelaah metode penilaian dan mengujinya untuk validitas dengan menggunakan harga dari transaksi pasar terkini yang dapat diobservasi untuk instrumen yang sama (yaitu tanpa modifikasi dan pengemasan kembali) atau berdasarkan data pasar yang tersedia dan dapat diobservasi.

32. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS MANAGEMENT (continued)

Fair Value Hierarchy

Financial assets and liabilities are classified in their entirety based on the lowest level of input that is significant to the fair value measurements. The assessment of the significance of a particular input to the fair value measurements requires judgment, and may affect the valuation of the assets and liabilities being measured and their placement within the fair value hierarchy.

The best evidence of fair value is quoted prices in an active market. If the market for a financial instrument is not active, an entity establishes fair value by using a valuation technique. The objective of using a valuation technique is to establish what the transaction price would have been on the measurement date in an arm's length exchange motivated by normal business considerations. Valuation techniques include using recent arm's length market transactions between knowledgeable and willing parties, if available, reference to the current fair value of another instrument that is substantially the same, discounted cash flow analysis and option pricing models.

If there is a valuation technique commonly used by market participants to price the instrument and that technique has been demonstrated to provide reliable estimates of prices obtained in actual market transactions, the entity uses that technique. The chosen valuation technique makes maximum use of market inputs and relies as little as possible on entity-specific inputs. It incorporates all factors that market participants would consider in setting a price and is consistent with accepted economic methodologies for pricing financial instruments. Periodically, the Group calibrates the valuation technique and tests it for validity using prices from any observable current market transactions in the same instrument (e.g. without modification or repackaging) or based on any available observable market data.

32. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Hirarki Nilai Wajar (lanjutan)

Grup menggunakan hirarki di bawah untuk menentukan dan menyajikan nilai wajar dari instrumen keuangan dalam melakukan pengukuran: *Level* 1: harga kuotasian (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas yang identik; *Level* 2: input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset atau liabilitas, baik secara langsung (misalnya harga) atau secara tidak langsung (misalnya derivasi dari harga); dan *Level* 3: input untuk aset atau liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (*input* yang tidak dapat diobservasi).

Manajemen risiko keuangan

Risiko utama yang timbul dari instrumen keuangan Grup adalah risiko kredit, risiko likuiditas, dan risiko tingkat bunga.

Risiko kredit

Risiko kredit Grup terutama dari simpanan di bank dan risiko kerugian yang muncul apabila pelanggan gagal memenuhi kewajiban kontraktual mereka. Grup mengendalikan eksposur risiko kredit dengan menetapkan kebijakan risiko yang berhubungan dengan bank, Grup menempatkan dananya hanya pada bank-bank dengan predikat baik. Selain itu, kebijakan Grup adalah untuk tidak membatasi penempatan dana hanya di satu bank tertentu, sehingga Grup memiliki kas dan setara kas di berbagai institusi keuangan.

Piutang usaha dilakukan dengan pihak ketiga terpercaya dan pihak berelasi.

Eksposur maksimum Grup atas risiko kredit adalah sebesar nilai tercatat bersih atas aset keuangan di laporan posisi keuangan.

32. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS MANAGEMENT (continued)

Fair Value Hierarchy (continued)

The Group uses the following hierarchy to determine and present the fair value of financial instruments: Level 1: price quotations (unadjusted) in active markets for identical assets or liabilities; Level 2: inputs other than price quotations included in Level 1 that are observable for the assets or liabilities, either directly (e.g. price) or indirectly (e.g. derivation of prices); and Level 3: inputs for the assets or liabilities that are not based on observable market data (unobservable inputs).

Financial risk management

The main risks arising from the financial instruments of the Group are credit risk, liquidity risk, and interest risk.

Credit risk

The credit risk of the Group mainly arises from deposits with banks and risk of loss if customers fail to discharge their contractual obligations. The Group controls credit risk exposure by defining policies for risk associated with the banks, the Group put its fund only in banks with good rating. In addition, the Group's policy is not to restrict the placement of funds only in one particular bank, so that the Group has cash and cash equivalents in various financial institutions.

Receivables are made to trusted third parties and related parties.

Maximum exposure of the Group to credit risk is represented by carrying amounts of the financial assets in the statement of financial position.

32. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

32. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS MANAGEMENT (continued)

Risiko kredit (lanjutan)

Credit risk (continued)

Eksposur maksimum terhadap risiko kredit pada tanggal pelaporan adalah sebagai berikut:

The maximum exposure to credit risk at the reporting date is as follows:

	31 Desember 2025/ *December 31, 2025*	31 Desember 2024/ *December 31, 2024*	
Aset keuangan			*Financial assets*
Bank	587.645	440.629	*Cash in bank*
Deposito berjangka	113.407	299.940	*Time deposits*
Piutang usaha			*Trade receivables*
Pihak ketiga - neto	203.022	206.106	*Third parties - net*
Pihak berelasi	657	1.581	*Related parties*
Aset keuangan lainnya	282.586	314.164	*Other financial assets*
Total	**1.187.317**	**1.262.420**	***Total***

Risiko Likuiditas

Liquidity Risk

Grup dapat terekspos risiko likuiditas apabila terdapat perbedaan waktu yang signifikan antara penerimaan piutang dan penyelesaian utang dan utang bank. Grup mengelola risiko likuiditas dengan pengawasan proyeksi dan arus kas aktual secara berkesinambungan, serta menjaga kecukupan kas dan setara kas dan fasilitas kredit yang tersedia.

The Group would be exposed to liquidity risk if there is a significant mismatch in the timing of receivables collection and the settlement of payables and bank loans. The Group manages its liquidity risk by ongoing monitoring over the projected and actual cash flows, as well as the adequacy of cash and cash equivalents and available credit facilities.

Berikut ini adalah jatuh tempo kontraktual dari liabilitas keuangan, termasuk estimasi pembayaran bunga:

The following are the contractual maturities of financial liabilities, including estimated interest payments:

		Arus kas kontraktual/*Contractual cash flow*					
31 Desember 2025	**Nilai buku/ *Carrying amount***	**Total/*Total***	**Dalam 1 tahun/ *Within 1 year***	**Antara 1 dan 2 tahun/ *Between 1 and 2 years***	**Antara 2 dan 5 tahun/ *Between 2 and 5 years***	**Lebih dari 5 tahun/ *Beyond 5 years***	***December 31, 2025***
Liabilitas keuangan							*Financial liabilities*
Utang usaha	42.519	42.519	42.519	-	-	-	*Trade payables*
Beban akrual	81.557	81.557	81.557	-	-	-	*Accrued expenses*
Liabilitas jangka pendek lainnya	35.798	35.798	35.798	-	-	-	*Other current liabilities*
Utang sewa hak guna	17.279	17.279	7.575	5.184	4.520	-	*Lease liabilities*
Utang pembiayaan konsumen	3.589	3.589	2.026	1.440	123	-	*Consumer finance payables*
Liabilitas jangka panjang lainnya	646	646	-	-	-	646	*Other non-current liabilities*
Total	181.388	181.388	169.475	6.624	4.643	646	*Total*

		Arus kas kontraktual/*Contractual cash flow*					
31 Desember 2024	**Nilai buku/ *Carrying amount***	**Total/*Total***	**Dalam 1 tahun/ *Within 1 year***	**Antara 1 dan 2 tahun/ *Between 1 and 2 years***	**Antara 2 dan 5 tahun/ *Between 2 and 5 years***	**Lebih dari 5 tahun/ *Beyond 5 years***	***December 31, 2024***
Liabilitas keuangan							*Financial liabilities*
Utang usaha	54.995	54.995	54.995	-	-	-	*Trade payables*
Beban akrual	75.127	75.127	75.127	-	-	-	*Accrued expenses*
Liabilitas jangka pendek lainnya	65.768	65.768	65.768	-	-	-	*Other current liabilities*
Utang sewa hak guna	24.987	24.987	13.519	5.436	6.032	-	*Lease liabilities*
Utang pembiayaan konsumen	5.352	5.352	2.653	1.710	989	-	*Consumer finance payables*
Liabilitas jangka panjang lainnya	646	646	-	-	-	646	*Other non-current liabilities*
Total	226.875	226.875	212.062	7.146	7.021	646	*Total*

32. INSTRUMEN KEUANGAN DAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Risiko tingkat bunga

Risiko tingkat bunga Grup berasal dari utang bank yang didasarkan pada tingkat bunga mengambang. Oleh karena itu, Grup terekspos dengan fluktuasi arus kas yang diakibatkan oleh perubahan tingkat bunga.

Grup meminimalisir risiko tingkat bunga dari utang bank dengan mendapatkan fasilitas kredit dari berbagai pemberi pinjaman dan pengawasan terhadap pergerakan tingkat bunga pasar.

Pada tanggal 31 Desember 2025 dan 2024, Grup sudah tidak memiliki pinjaman di akhir periode pelaporan.

Pengelolaan risiko modal

Grup mengelola modal dengan tujuan untuk menjaga kelangsungan usaha Grup dan menjaga kemampuan Grup untuk memberikan pengembalian kepada pemegang saham dan manfaat kepada pemangku kepentingan lainnya, dan juga mempertahankan struktur modal yang optimal untuk meminimalisasi biaya modal. Tujuan ini dicapai dengan cara mengoptimalkan tingkat pinjaman.

32. FINANCIAL INSTRUMENTS AND FINANCIAL RISKS MANAGEMENT (continued)

Interest rate risk

The interest rate risk of the Group is from bank loans which are based on floating interest rates. Accordingly, the Group is exposed to fluctuations in cash flows due to changes in interest rates.

The Group minimizes the interest rate risk from bank loans by maintaining credit facilities from diversified lenders and monitoring market interest rate movement.

As of December 31, 2025 and 2024, the Group had no outstanding loans at the end of the reporting period.

Capital risk management

The Group manages capital with the objective of being able to continue as a going concern and sustaining its ability to provide returns for shareholders and benefits for other stakeholders, as well as maintaining an optimal capital structure to minimize the effective cost of capital. This objective is achieved by optimizing debt levels.

33. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING

Pada tanggal 31 Desember 2025 dan 2024, aset dan liabilitas moneter dalam mata uang asing adalah sebagai berikut:

33. MONETARY ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCIES

As of December 31, 2025 and 2024, monetary assets and liabilities denominated in foreign currencies are as follows:

	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
	Mata Uang Asing/ *Foreign Currency*	Setara dengan Rupiah/ *Equivalent in Rupiah*	Mata Uang Asing/ *Foreign Currency*	Setara dengan Rupiah/ *Equivalent in Rupiah*	
Aset					*Assets*
Kas dan setara kas	USD 344.318	5.779	USD 183.751	2.906	*Cash and cash equivalents*
	SGD 302.485	3.953	SGD 384.794	4.584	
	AUD 324.604	3.653	AUD 324.777	3.274	
Piutang usaha	USD 553.220	9.203			*Trade receivables*
Aset keuangan lainnya	USD 3.226.431	54.146			*Investment in securities*
Total Aset		76.734		10.764	*Total Assets*
Liabilitas					*Liabilities*
Beban akrual	USD 118.263	1.984	USD 33.357	539	*Accrued expense*
	SGD 20.514	268	SGD 9.609	115	
	Yen 184.800	20	Yen 1.650.000	168	
	Euro 15.175	300			
	AUD 15.575	175			
Liabilitas jangka pendek lainnya			USD 24.608	398	*Other current liabilities*
Total Liabilitas		2.747		1.220	*Total Liabilities*
Aset Bersih		73.987		9.544	*Asset-Net*

33. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING (lanjutan)

Jika liabilitas neto dalam mata uang Dolar Amerika Serikat, Dolar Singapura, Dolar Australia dan Yen Jepang pada tanggal 31 Desember 2025 tersebut dijabarkan ke dalam Rupiah dengan menggunakan kurs tengah Bank Indonesia pada tanggal 11 Maret 2026 (Rp16.879 per 1USD, Rp13.280 per 1SGD, Rp12.006 per 1AUD dan Rp107 per 1YEN), maka liabilitas moneter neto mengalami kenaikan sebesar Rp400.

33. MONETARY ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCIES (continued)

If the net monetary liabilities in United States Dollar, Singapore Dollar, Australian Dollar and Japan Yen as of December 31, 2025 is reflected into Indonesian Rupiah using the Bank Indonesia's middle rate as of March 11, 2026 (Rp16,879 per USD1, Rp13,280 per SGD1, Rp12,006 per AUD1 and Rp107 per YEN1), the net monetary liabilities would have increased by Rp400.

34. SEGMEN OPERASI

Pembuat keputusan dalam operasional adalah Direksi Grup yang melakukan penelaahan terhadap pelaporan internal Grup untuk menilai kinerja dan mengalokasikan sumber daya. Manajemen menentukan operasi segmen berdasarkan informasi berikut ini:

- Pusat: Jakarta;
- Sumatera: Sumatera, Kepulauan Riau;
- Jakarta Raya: Jakarta, Bogor, Depok, Tangerang, Bekasi, Lampung, Pangkal Pinang;
- Jawa Barat;
- Jawa Tengah;
- Jawa Timur, Bali, Nusa Tenggara;
- Kalimantan Sulampua: Kalimantan, Sulawesi, Ambon, Papua.

34. OPERATING SEGMENT

The chief operating decision-maker of the Group are the Directors who review the Group's internal reporting in order to assess performance and allocate resources. Management has determined the operating segment based on the following information:

- *Central: Jakarta;*
- *Sumatera: Sumatera, Kepulauan Riau;*
- *Greater Jakarta: Jakarta, Bogor, Depok, Tangerang, Bekasi, Lampung, Pangkal Pinang;*
- *West Java;*
- *Central Java;*
- *East Java, Bali, Nusa Tenggara;*
- *Kalimantan Sulampua: Kalimantan, Sulawesi, Ambon, Papua.*

Tahun yang Berakhir 31 Desember 2025/*Year Ended December 31, 2025*

	Pendapatan dari kontrak dengan pelanggan/*Revenue from contract with customers*	Pendapatan keuangan/ *Finance income*	Penyusutan dan amortisasi/ *Depreciation and amortization***)	Beban pajak penghasilan bersih/*Income Tax Expense*	Laba segmen dilaporkan/*Reported segment income*	
Sumatera	252.378	2	11.681	-	27.057	*Sumatera*
Pusat dan Jakarta Raya	909.490	34.830	154.965	57.643	74.077	*Central and Greater Jakarta*
Jawa Barat	161.387	-	11.612	-	13.027	*West Java*
Jawa Tengah	231.726	1	16.196	-	20.627	*Central Java*
Jawa Timur, Bali Nusa Tenggara	364.696	1	26.048	-	35.840	*East Java, Bali, Nusa Tenggara*
Kalimantan Sulampua	362.027	-	28.042	-	36.066	*Kalimantan Sulampua*
Total	**2.281.704**	**34.834**	**248.544**	**57.643**	**206.694**	***Total***

Tahun yang Berakhir 31 Desember 2024/*Year Ended December 31, 2024*

	Pendapatan dari kontrak dengan pelanggan/*Revenue from contract with customers*	Pendapatan keuangan/ *Finance income*	Penyusutan dan amortisasi/ *Depreciation and amortization***)	Beban pajak penghasilan bersih/*Income Tax Expense*	Laba segmen dilaporkan/*Reported segment income*	
Sumatera	256.568	2	10.822	-	86.037	*Sumatera*
Pusat dan Jakarta Raya	907.837	41.053	124.768	72.946	(53.547)	*Central and Greater Jakarta*
Jawa Barat	160.915	-	11.312	-	42.232	*West Java*
Jawa Tengah	230.608	1	14.896	-	64.116	*Central Java*
Jawa Timur, Bali Nusa Tenggara	353.246	1	26.576	-	105.120	*East Java, Bali, Nusa Tenggara*
Kalimantan Sulampua	343.020	3	26.535	-	99.029	*Kalimantan Sulampua*
Total	**2.252.194**	**41.060**	**214.909**	**72.946**	**342.987**	***Total***

**) Penyusutan dan amortisasi terdiri dari beban penyusutan aset tetap, aset takberwujud, dan aset hak guna/
Depreciation and amortization consist of depreciation expense of fixed assets, intangible assets, and right-of-use assets.

34. SEGMEN OPERASI (lanjutan) / *34. OPERATING SEGMENT (continued)*

Pembuat keputusan dalam operasional adalah Direksi Grup yang melakukan penelaahan terhadap pelaporan internal Grup untuk menilai kinerja dan mengalokasikan sumber daya. Manajemen menentukan operasi segmen berdasarkan informasi berikut ini: (lanjutan)

The chief operating decision-maker of the Group are the Directors who review the Group's internal reporting in order to assess performance and allocate recources. Management has determined the operating segment based on the following information: (continued)

	31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Aset segmen dilaporkan/ *Reported segment assets*	Liabilitas segmen dilaporkan/ *Reported segment liabilities*	Aset segmen dilaporkan/ *Reported segment assets*	Liabilitas segmen dilaporkan/ *Reported segment liabilities*	
Pusat	1.148.856	200.710	1.363.061	253.191	*Central*
Sumatera	155.193	13.781	148.116	12.846	*Sumatera*
Jakarta Raya	509.788	30.267	476.239	28.623	*Greater Jakarta*
Jawa Barat	89.101	7.361	82.472	7.026	*West Java*
Jawa Tengah	252.048	11.851	248.336	13.260	*Central Java*
Jawa Timur, Bali, Nusa Tenggara	286.404	15.550	276.544	15.733	*East Java, Bali, Nusa Tenggara*
Kalimantan Sulampua	254.789	22.956	245.368	24.771	*Kalimantan Sulampua*
Total	**2.696.179**	**302.476**	**2.840.136**	**355.450**	***Total***

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31*		
	2025	**2024**	
Pendapatan			***Revenues***
Total pendapatan untuk laporan segmen	2.321.343	2.279.062	*Total income for segment report*
Eliminasi pendapatan antar segmen	(39.639)	(26.868)	*Elimination of inter-segment revenue*
Total pendapatan	**2.281.704**	**2.252.194**	***Total revenues***
Laba tahun berjalan			***Income for the year***
Laba segmen dilaporkan	264.337	342.987	*Reported segment income*
Beban pajak penghasilan	(57.643)	(72.946)	*Income tax expense*
Total laba tahun berjalan	**206.694**	**270.041**	***Total income for the year***

	31 Desember 2025/ *December 31, 2025*	**31 Desember 2024/ *December 31, 2024***	
Aset			***Assets***
Aset segmen dilaporkan	3.180.074	3.233.492	*Reported segment assets*
Eliminasi aset antara segmen	(483.895)	(393.356)	*Elimination of inter-segment assets*
Total aset	**2.696.179**	**2.840.136**	***Total assets***
Liabilitas			***Liabilities***
Liabilitas segmen dilaporkan	489.373	451.808	*Reported segment liabilities*
Eliminasi liabilitas antara segmen	(186.897)	(96.358)	*Elimination of inter-segment liabilities*
Total liabilitas	**302.476**	**355.450**	***Total liabilities***

35. PERJANJIAN - PERJANJIAN PENTING

Perjanjian-perjanjian penting Grup pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

a. Grup melakukan perjanjian-perjanjian dengan PT Abbott Laboratories, PT Saba Indomedika, PT Kristalab Surya Medika, CV Gisna Jaya Medical, Dr. dr. Idar Mappangara, SpPd, SpJP, PT. Sumbermitra Agungjaya, dan dr. Teddy Ngantung mengenai kerjasama operasional penempatan alat laboratorium.

b. Berdasarkan Perjanjian Pembangunan Pengelolaan dan Penyerahan Kembali Tanah, Bangunan dan Fasilitas Penunjang No.19 tanggal 10 Juni 2016 dengan PT Grhanis Prima Propertindo, pihak berelasi, Kelompok Usaha mendapatkan hak untuk mendirikan bangunan di atas tanah seluas 594 m2 yang terletak di Jalan Jendral S.Parman No.223F, Medan dan tanah seluas 526 m2 yang terletak di Jalan Jendral S.Parman, Medan yang kemudian diperuntukkan sebagai perkantoran dan kegiatan usaha kesehatan Kelompok Usaha (Hak BOT). Sebagai kompensasi pemberian hak kepada Kelompok Usaha, maka Kelompok Usaha berkewajiban mengalihkan bangunan dan fasilitas penunjang pada tanggal pengalihan yaitu 30 hari sejak selesainya jangka waktu pengelolaan. Jangka waktu pengelolaan adalah 30 tahun sejak 2 Januari 2016 sampai tanggal 31 Desember 2046.

c. Berdasarkan Perjanjian Kerjasama No.8 tanggal 11 Februari 2010 antara Kelompok Usaha dengan Dokter Erdina Hardiono Djuned Pusponegoro (“Dokter Erdina”), pihak ketiga, kedua belah pihak setuju bekerjasama mengelola Laboratorium Klinik cabang Kelapa Gading, Jakarta Utara. Berdasarkan perjanjian tersebut di atas, Kelompok Usaha wajib mengelola laboratorium dengan standar Kelompok Usaha, sedangkan Dokter Erdina wajib menyediakan bangunan, peralatan laboratorium, dan inventaris kantor. Kelompok Usaha mendapatkan 10% dari penjualan bersih sebagai pemilik merk, 5% dari penjualan bersih untuk mengupayakan pengendalian mutu dan 40% dari laba setelah pajak sebelum penyusutan. Jangka waktu pengelolaan adalah 10 tahun sejak 21 Desember 2009 sampai tanggal 20 Desember 2019. Perjanjian tersebut telah diperbaharui berdasarkan Perjanjian Kerjasama No. 4 tanggal 17 Januari 2020, dengan jangka waktu 10 tahun terhitung sejak 21 Desember 2019 sampai dengan 20 Desember 2029.

35. SIGNIFICANT AGREEMENTS

Significant agreements of the Group as of December 31, 2025 and 2024 are as follows:

a. The Group entered into agreements with PT Abbott Laboratories, PT Saba Indomedika, PT Kristalab Surya Medika, CV Gisna Jaya Medical, Dr. dr. Idar Mappangara, SpPd, SpJP, PT. Sumbermitra Agungjaya, and dr. Teddy Ngantung regarding the operational cooperation in the placement of laboratory equipment.

b. Based on the Build Operate and Transfer Back Agreement for Land, Building and Supporting Facilities No.19 dated June 10, 2016 with PT Grhanis Prima Propertindo, a related party, the Group has the right to construct building on the land area of 594 sqm located in Jalan Jendral S.Parman No.223F, Medan and land area of 526 sqm located in Jalan Jendral S.Parman, Medan, which was later on designated as office and health business activities of the Group (Build Operation Transfer Rights). As a compensation for granting those rights to the Group, the Group is obliged to hand over the building and supporting facilities on the date of transfer of which is 30 days after the completion of the term of BOT agreement. The term of BOT agreement is 30 years, commencing from January 2, 2016 up to December 31, 2046.

c. Based on Cooperation Agreement No. 8 dated February 11, 2010 between the Group and Dr. Erdina Hardiono Djuned Pusponegoro (“Dokter Erdina”), third party, both parties agreed to cooperate to manage Kelapa Gading, North Jakarta branch’s clinical laboratorium. Based on the agreement, the Group is required to manage the laboratorium within the Group’s standards, meanwhile Dokter Erdina is required to provide building, laboratory equipment, and office equipment. The Group receives 10% of the net sales as brand owners, 5% of the net sales to manage on quality control and 40% of profit after tax but before the depreciation cost. The term of the agreement is 10 years, commencing from December 21, 2009 up to December 20, 2019. The agreement was amended based on Cooperation Agreement No. 4 dated January 17, 2020, which extended the term for another 10 years, commencing from December 21, 2019 up to December 20, 2029.

35. PERJANJIAN - PERJANJIAN PENTING (lanjutan)

Perjanjian-perjanjian penting Grup pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

d. Grup melakukan perjanjian sewa menyewa bangunan dengan PT Grhanis Permata Propertindo, PT Grhanis Putra Propertindo, dan PT Grhanis Pusaka Propertindo, pihak-pihak berelasi. Perjanjian-perjanjian pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

35. SIGNIFICANT AGREEMENTS (continued)

Significant agreements of the Group as of December 31, 2025 and 2024 are as follows: (continued)

d. The Group entered into building rental agreements with PT Grhanis Permata Propertindo, PT Grhanis Putra Propertindo, and PT Grhanis Pusaka Propertindo, related parties. Agreements as of December 31, 2025 and 2024 are as follows:

Perjanjian	**Nama Vendor/ *Vendor Name***	**Periode Perjanjian/ *Agreement Period***	**Total Nilai Kontrak/ *Total Contract Amount***	**Lokasi/ *Location***	**Periode Sewa setelah Perpanjangan Terakhir/*Rent Period After Last Renewal***
Sewa Menyewa Bangunan/ *Building Rental*	PT Grhanis Permata Propertindo	10 tahun/ *10 years*	Rp5.465/ *Rp5,465*	Manado/ *Manado*	22 Januari 2016 – 22 Januari 2026/ *January 22, 2016 – January 22, 2026*
Sewa Menyewa Bangunan/*Building Rental*	PT Grhanis Putra Propertindo	15 tahun/ *15 years*	Rp17.378/ *Rp17,378*	Bandung/ *Bandung*	22 Januari 2016 – 22 Januari 2031/ *January 22, 2016 – January 22, 2031*
Sewa Menyewa Bangunan/*Building Rental*	PT Grhanis Putra Propertindo	16 tahun/ *16 years*	Rp187.780/ *Rp187,780*	Kramat, Jakarta/ *Kramat, Jakarta*	22 Januari 2016 – 22 Januari 2032/ *January 22, 2016 – January 22, 2032*
Sewa Menyewa Bangunan/*Building Rental*	PT Grhanis Putra Propertindo	10 tahun/ *10 years*	Rp1.111/ *Rp1,111*	Denpasar/ *Denpasar*	01 Juli 2021 – 12 Januari 2031/ *July 01, 2021 – January 12, 2031*
Sewa Menyewa Bangunan/*Building Rental*	PT Grhanis Prakarsa Propertindo	10 tahun/ *10 years*	Rp3.301/ *Rp3,301*	Gading Serpong/ *Gading Serpong*	22 Januari 2016 – 22 Januari 2026/ *January 22, 2016 – January 22, 2026*
Sewa Menyewa Bangunan/*Building Rental*	PT Grhanis Prakarsa Propertindo	15 tahun/ *15 years*	Rp9.815/ *Rp9,815*	Bogor/ *Bogor*	22 Januari 2016 – 22 Januari 2031/ *January 22, 2016 – January 22, 2031*
Sewa Menyewa Bangunan/*Building Rental*	PT Grhanis Permata Propertindo	15 tahun/ *15 years*	Rp9.874/ *Rp9,874*	Surakarta/ *Surakarta*	22 Januari 2016 – 22 Januari 2031/ *January 22, 2016 – January 22, 2031*
Sewa Menyewa Bangunan/*Building Rental*	PT Grhanis Putra Propertindo	15 tahun/ *15 years*	Rp119.516/ *Rp119,516*	Surabaya/ *Surabaya*	02 Januari 2016 – 02 Januari 2031/ *January 02, 2016 – January 02, 2031*
Sewa Menyewa Bangunan/*Building Rental*	PT Grhanis Putra Propertindo	10 tahun/ *10 years*	Rp36.667/ *Rp36,667*	Denpasar/ *Denpasar*	30 Agustus 2020 – 30 Agustus 2030/ *August 30, 2020 – August 30, 2030*
Sewa Menyewa Bangunan/ *Building Rental*	PT Grhanis Putra Propertindo	11 tahun/ *11 years*	Rp36.917/ *Rp36,917*	Semarang/ *Semarang*	1 Januari 2024 – 31 Desember 2034/ *January 1, 2024 – December 31, 2034*
Sewa Menyewa Bangunan/ *Building Rental*	PT Grhanis Pusaka Propertindo	15 tahun/ 15 years	Rp7.681/ *Rp7.681*	Palembang/ *Palembang*	22 Januari 2016 – 22 Januari 2031/ *January 22, 2016 – January 22, 2031*

35. PERJANJIAN – PERJANJIAN PENTING (lanjutan)

Perjanjian-perjanjian penting Grup pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut: (lanjutan)

e. Grup melakukan perjanjian kerjasama dengan PT Prodia DiaCRO Laboratories mengenai kerjasama dalam hal pelayanan pemeriksaan laboratorium medis untuk penelitian uji klinis obat. Perjanjian tersebut akan berakhir pada tanggal 29 Februari 2028.

f. Grup melakukan perjanjian kerjasama dengan PT Prodia Occupational Health Indonesia (PT Prodia OHI) mengenai kerjasama dalam hal pelayanan kesehatan, berupa *medical surveillance* dimana cakupan layanan kesehatan yang akan diberikan oleh PT Prodia OHI adalah konsultasi dan layanan kesehatan lainnya yang terkait dengan aspek okupasi. Perjanjian ini berlaku efektif sejak tanggal 1 April 2011 sampai dengan jangka waktu yang tidak ditentukan.

35. SIGNIFICANT AGREEMENTS (continued)

Significant agreements of the Group as of December 31, 2025 and 2024 are as follows: (continued)

e. The Group entered into a cooperation agreement with PT Prodia DiaCRO Laboratories regarding the cooperation in terms of medical laboratory examination services for clinical drug trial research. The agreement will expire on February 29, 2028.

f. The Group entered into agreements with PT Prodia Occupational Health Indonesia (PT Prodia OHI) regarding the cooperation in terms of health services, in the form of medical surveillance where the scope of health services that will be provided by PT Prodia OHI is consultation and other health services related to occupational aspects. This agreement is effective from April 1, 2011 for an unspecified period of time.

36. TAMBAHAN INFORMASI ARUS KAS

36. SUPPLEMENTARY CASH FLOWS INFORMATION

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Aktivitas yang tidak mempengaruhi arus kas:			*Activities not affecting cash flows:*
Perolehan aset tetap melalui liabilitas jangka pendek	(2.389)	3.263	*Acquisition of fixed assets through other current liabilities*
Perolehan aset takberwujud melalui liabilitas jangka pendek	(31.658)	26.510	*Acquisition of intangible assets through other current liabilities*
Penambahan aset tetap melalui reklasifikasi dari uang muka pembelian aset tetap	3.799	2.900	*Addition of fixed assets through reclassification from advance payment*
Penghapusan piutang dagang	2.588	742	*Write-off trade receivables*
Perolehan aset hak guna melalui utang sewa hak guna	28.976	120.423	*Acquisition of right-of-use assets through lease liabilities*

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut:

The changes in liabilities arising from financing activities in the statement of cash flows are as follows:

	1 Januari 2025/ *January 1, 2025*	Arus kas/ *Cash flows*	Non-arus kas/*Non-cash flow*				31 Desember 2025/ *Desember 31, 2025*	
			Selisih kurs/ *Foreign exchange*	Penambahan bunga/ *Accretion of interest*	Penambahan periode berjalan/ *Addition during the period*	Lainnya/ *Others*		
Utang pembiayaan konsumen	5.352	(1.763)	-	-	-	-	3.589	*Consumer finance payables*
Utang sewa hak guna	24.987	(36.146)	-	1.612	28.976	(2.150)	17.279	*Lease liabilities*
Total liabilitas dari aktivitas pendanaan	**30.339**	**(37.909)**	**-**	**1.612**	**28.976**	**(2.150)**	**20.868**	***Total liabilities from financing activities***

36. TAMBAHAN INFORMASI ARUS KAS (lanjutan)

36. SUPPLEMENTARY CASH FLOWS INFORMATION (continued)

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut: (lanjutan)

The changes in liabilities arising from financing activities in the statement of cash flows are as follows: (continued)

			Non-arus kas/*Non-cash flow*					
	1 Januari 2024/ *January 1, 2024*	Arus kas/ *Cash flows*	Selisih kurs/ *Foreign exchange*	Penambahan bunga/ *Accretion of interest*	Penambahan periode berjalan/ *Addition during the period*	Lainnya/ *Others*	31 Desember 2024/ *Desember 31, 2024*	
Utang pembiayaan konsumen	3.642	1.710	-	-	-	-	5.352	*Consumer finance payables*
Utang sewa hak guna	27.720	(124.141)	-	2.217	120.423	(1.232)	24.987	*Lease liabilities*
Total liabilitas dari aktivitas pendanaan	**31.362**	**(122.431)**	**-**	**2.217**	**120.423**	**(1.232)**	**30.339**	***Total liabilities from financing activities***

37. LABA PER SAHAM

37. EARNINGS PER SHARE

Berikut adalah data yang digunakan untuk perhitungan laba per saham:

The computation of earnings per share is based on the following data:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2025	**2024**	
Laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk	206.788	270.197	*Profit for the year attributable to equity holders of the parent entity*
Jumlah rata-rata tertimbang saham biasa - dasar	909.967.708	937.500.000	*Weighted average number of common shares - basic*
Laba per saham (dalam Rupiah penuh) yang diatribusikan kepada pemilik entitas induk			*Earnings per share (in Rupiah full amount) attributable to the equity holders of the parent entity*
Dasar	227,25	288,21	*Basic*

Perusahaan tidak mempunyai efek berpotensi saham biasa yang bersifat dilutif pada tanggal 31 Desember 2025 dan 2024.

The Company has no outstanding dilutive potential ordinary shares as of December 31, 2025 and 2024.

38. PERISTIWA SETELAH PERIODE PELAPORAN

Perpanjangan Sewa

Grup melakukan perpanjangan perjanjian sewa menyewa bangunan dengan PT Grhanis Permata Propertindo dan PT Grhanis Prakarsa Propertindo, pihak-pihak berelasi. Perjanjian-perjanjian setelah perpanjangan adalah sebagai berikut:

38. EVENTS AFTER THE REPORTING PERIODS

Lease Extension

The Group entered into extension building rental agreements with PT Grhanis Permata Propertindo and PT Grhanis Prakarsa Propertindo, related parties. Agreements after extension are as follows:

Perjanjian	**Nama Vendor/ *Vendor Name***	**Periode Perjanjian/ *Agreement Period***	**Total Nilai Kontrak/ *Total Contract Amount***	**Lokasi/ *Location***	**Periode Sewa setelah Perpanjangan Terakhir/*Rent Period After Last Renewal***
Sewa Menyewa Bangunan/ *Building Rental*	PT Grhanis Permata Propertindo	15 tahun/ *15 years*	Rp9.505/ *Rp9,505*	Manado/ *Manado*	22 Januari 2016 – 22 Januari 2031/ *January 22, 2016 – January 22, 2031*
Sewa Menyewa Bangunan/*Building Rental*	PT Grhanis Prakarsa Propertindo	15 tahun/ *15 years*	Rp5.188/ *Rp5,188*	Gading Serpong/ *Gading Serpong*	22 Januari 2016 – 22 Januari 2031/ *January 22, 2016 – January 22, 2031*

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Kantor Pusat | Head Office

Jl. Kramat Raya No. 150
Jakarta Pusat 10430
Tel. (021) 3144 182

www.prodia.co.id