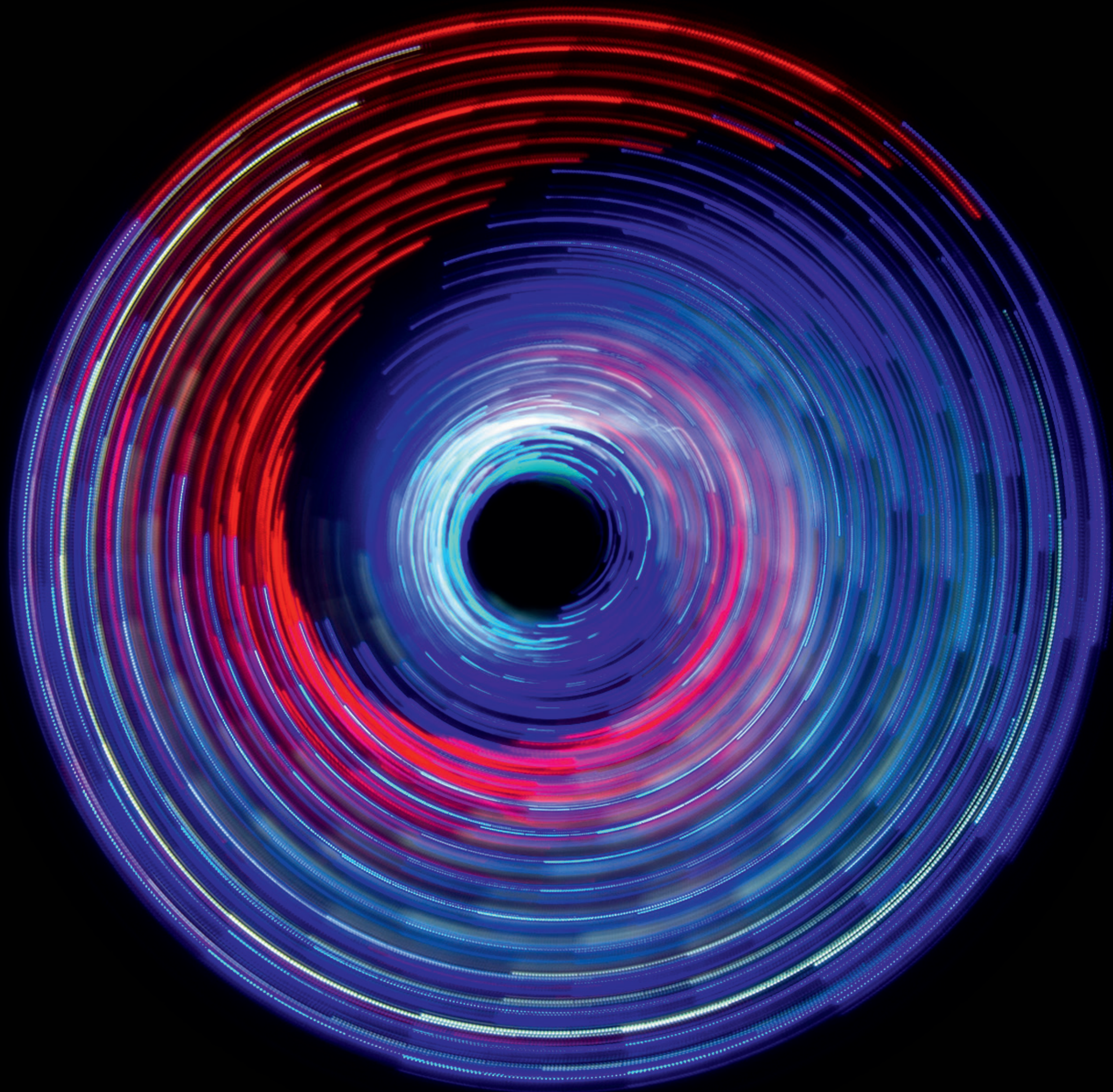
Deloitte.



Realising the potential of Indonesia's insurance sector

October 2023

MAKING AN IMPACT THAT MATTERS since 1845

Table of Contents

Foreword 03

An overview of Indonesia's insurance sector 04
- Lack of financial literacy remains key challenge 04
- Preparing to reap the demographic dividend with Gen Zs and millennials 05

Latest trends in key insurance segments 06
1. Health insurance 06
2. Sharia insurance 06
3. Sharia bancassurance 09

Staying ahead of regulatory developments 10
1. Sharia spin-offs 10
2. Technology risk management 10
3. Marketing of insurance products 11
4. Consumer and data protection 11
5. Risk distribution through reinsurance support 12
6. Foreign ownership 12
7. IFRS 17 Insurance Contracts 12

Embracing emerging technologies 14
1. Cloud computing 14
2. Artificial intelligence (AI) 14
3. Robotic process automation (RPA) 15

Recognising climate change as a risk and opportunity 16
1. Climate risk mitigation 16
2. Green product innovation 17

Rethinking workforce strategies 18
1. Embracing cultural shifts 18
2. Investing in critical skills 19

Realising the potential 21

Acronyms and abbreviations 22

Contact us 24

Foreword

Although the past few years have seen COVID-19 present monumental challenges for Indonesia's insurance sector, its players have demonstrated remarkable resilience. This is evident not only in their ability to weather the impacts of the pandemic, but also the ability to simultaneously navigate a host of other complexities in tandem, which include but are not limited to new legislation, technological advancements, and evolving consumer preferences.

Nevertheless, several longer-term challenges continue to lie ahead. Amongst the most pressing is the issue of persistently low insurance penetration rates in Indonesia, which requires that insurers put financial literacy and financial inclusion priorities at the front and centre of their go-to-market strategies. But with challenge also comes opportunity: Indonesia's burgeoning middle class and a large cohort of Millennial and Gen Z consumers who are now coming of age present numerous bright spots for insurers to introduce more diverse and novel insurance solutions.

Ultimately, we believe that the key to success for insurers in Indonesia lies in the continual investment in digitisation and innovation. Several emerging developments in artificial intelligence (AI) and analytics, for example, are already enabling players to push the envelope on operational enhancements and customer experience improvements across the entire end-to-end process from policy selection to claims resolution.

In this report, we take a deep dive into some of the latest trends that are reshaping Indonesia's insurance landscape – focusing in particular on the health insurance, Sharia insurance, and Sharia bancassurance segments – covering within our scope a range of different top-of-mind issues, including those relating to Sharia spin-offs and the implementation of International Financial Reporting Standards (IFRS) 17 in Indonesia.

Later, we will also discuss some of the latest developments in the regulatory environment; highlight the applications of the latest emerging technologies in insurance; explore the opportunities and challenges presented by climate risk; and finally, examine strategies for insurers to adapt to a changing workforce.

We hope that you will find this report insightful, and we look forward to more discussions with you on realising the full potential of Indonesia's promising insurance sector.

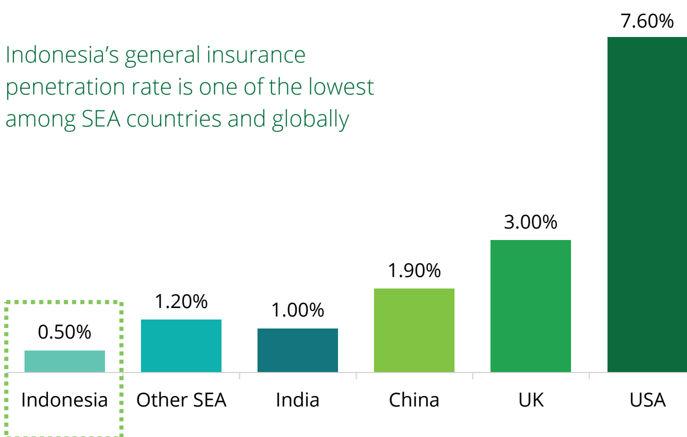
Iwan Atmawidjaja
Financial Services Industry Leader
iatmawidjaja@deloitte.com

An overview of Indonesia's insurance sector

Despite the headwinds posed by the COVID-19 pandemic, Indonesia's insurance sector has remained fairly resilient, with total gross premiums and assets demonstrating healthy year-on-year growth rates of approximately 16.87% and 7.69% respectively in 2022.[1]

However, the sector continues to present much more untapped potential for growth, primarily because it remains a fundamentally nascent one: Indonesia's general insurance penetration rate is currently only at 0.50%, which is significantly below many neighbouring geographies, including the rest of Southeast Asia (1.2%), India (1%), and China (1.9%) (see Figure 1).[2]

Figure 1: General insurance penetration rates in selected geographies as a percentage of gross domestic product (GDP)



Source: PasarPolis.

Lack of financial literacy remains key challenge

One important reason for the low insurance penetration rates is the lack of financial literacy and financial inclusion amongst the general population. As of 2022, Indonesia's overall financial literacy rate was less than 50%; in particular, the insurance literacy rate (31.72%) had lagged significantly behind other financial services sectors, such as banking (49.93%) and pawnshops (40.75%). Similarly, the insurance inclusion rate of 16.63% was also a stark contrast to that of the banking sector, which stood at 74.03%.[3]

These low literacy and inclusion rates are, in turn, a function of broader underlying societal issues, such as an overall lack of access to insurance products and services, educational levels, demographic differences, and geographical challenges. To address this complex and multifaceted challenge, insurers will therefore need to support their distribution and agency networks in stepping up to assume the important responsibility of consumer education.

Achieving this, however, is easier said than done, not least because of the widespread perception that insurance providers and agents sometimes provide their customers with little to no – or in some cases, even misleading – information.[4] Indeed, the Indonesian Insurance Agents Association (PAAI) had earlier in 2022 also highlighted concerns of insurance companies deliberately misleading customers for their own advantage.[5] More often than not, however, misinformation tends to stem from an insurance provider's or agent's lack of familiarity of the insurance product or service in question, rather than malice. Educating and upskilling their distribution and agency networks should therefore be a front-and-centre priority for insurers going forward.

[1] "Hadapi Ketidakpastian Global, Asuransi Umum Harus Tingkatkan Inovasi". Infobanknews. 9 March 2023.
[2] "Prospek Insurtech di Indonesia". Presented by Cleosent Randing (Founder and CEO of PasarPolis) at Webinar Prospek Insurtech di Indonesia by OJK Institute. 2 March 2023.
[3] "Infografis Hasil Survei Nasional Literasi dan Inklusi Keuangan Tahun 2022". Otoritas Jasa Keuangan (OJK). 24 November 2022.
[4] "Literasi Asuransi Masih Rendah, OJK: Masyarakat Harus Paham Itu Apa". Okezone Economy. 28 September 2021.
[5] "Agen Asuransi Nakal Bisa Kena Denda Rp5 Miliar, Asosiasi Angkat Bicara". Bisnis.com. 18 October 2022.

Preparing to reap the demographic dividend with Gen Zs and Millennials

Given its vast and relatively young population, Indonesia represents a large and untapped market for insurance. Of particular interest to insurers are the Gen Zs and millennials, who currently account for more than half or 54% of Indonesia's total population.[6] To gain a foothold amongst these younger consumers – who display markedly different preferences and behaviours from other generations – insurers will need to make several important pivots in their overall mindset and go-to-market approaches.

As a start, insurers should look to create or adapt products and services to address the specific financial concerns of Gen Z and millennial consumers. According to Deloitte's latest global survey of Gen Zs and millennials across 44 geographies in Latin America, Western Europe, Eastern Europe, the Middle East, Africa, and Asia Pacific, economic concerns are top-of-mind considerations for Gen Zs and millennials. More than half of them live pay cheque to pay cheque, and 61% of Gen Zs and 62% of millennials also think that buying a house will become harder or impossible. Furthermore, to cope with their financial pressures, 46% of Gen Zs and 37% of millennials have taken on a side job in addition to their primary job.[7]

At the same time, Gen Zs and millennials also believe that businesses should take a leading role in addressing a range of social issues from inequality to environmental sustainability. In particular, concerns about climate change have major impacts on Gen Zs and millennials' decision-making, and seven in 10 of them are actively taking action to minimise their impact on the environment.[8] To appeal to these socially conscious demographics, insurers will need to consider how they can fundamentally transform their business models to integrate environmental, social, and governance (ESG) considerations – for example, with the creation of new green insurance products – and more effectively communicate such values to their target audience.

Other potential opportunities that insurers could explore also include leveraging the power of emerging technologies for customer acquisition and claims servicing, as well as launching personalised insurance offerings to enable customers to benefit from policies that are highly tailored to their individual needs and lifestyles.

In the sections ahead, we will adopt an integrative approach to exploring these themes. We will begin with a brief discussion of the latest trends within the key insurance segments in Indonesia – namely, the health insurance, Sharia, and Sharia bancassurance segments. Then, we will delve into four macro trends relating to regulatory developments, emerging technologies, climate change, and workforce strategies that are broadly applicable to all segments, and which we believe all insurers should embrace as they prepare to realise the full potential of Indonesia's nascent insurance sector.

[6] "Gen Z and Millennial Challenges and Opportunities". Program Pendidikan Vokasi Universitas Indonesia. 20 February 2023.
[7] "2023 Gen Z and Millennial Survey". Deloitte. 2023.
[8] Ibid.

Latest developments in key insurance segments

Customers are embracing digital technologies, and insurers are compelled to integrate technologies such as analytics and AI into their operations. With technology advancements enabling the delivery of significantly enhanced services at reduced costs, we envision a smarter future ahead for the insurance sector. In this section, we will examine the latest developments impacting the key segments in Indonesia's insurance sector.

1. **Health insurance**
   Indonesia's health insurance landscape has been confronted with several significant challenges in recent years, particularly in the area of claims management. Amidst the ongoing COVID-19 pandemic, health insurance claims skyrocketed to IDR11.8 trillion in 2022 – a significant 35.1% increase from the previous year – and presented a real test for insurers as they sought to manage the magnitude and immediacy of these claims.[9]

   Looking ahead, the stakes are likely to continue to rise: health insurance premiums are projected to have risen nearly 10% from 2021 levels to reach IDR54 trillion in 2022.[10] This, in turn, is driving an urgent need for insurers to rethink their claims management approaches, not least by leveraging digital transformation as a means to expedite processes and create seamless claims experiences for all stakeholders involved.

   Achieving these objectives, however, will require the development of AI-driven analytics capabilities and a fundamental shift from a product-centric to a service-oriented mindset. Over the past three years, Deloitte has played an active role in supporting a number of leading health insurers in Indonesia with the development of a future state blueprint for their claims management processes.

   Based on this experience, we have distilled our approach into three key principles that we believe every successful future-proof claims management process should adhere to:

- **Efficiency:** When examined through a process management lens, not unlike those applied to traditional supply chains, it becomes possible to identify areas where human judgement can be augmented with automation or technology to increase the throughput of claims examination and processing.
- **Effectiveness:** Robust governance and AI-driven analytics are the cornerstones of effective, informed decision-making that will enable an insurer to achieve cost control while seeking to reduce the risk of fraud and unnecessary outflows.
- **Experience:** A paradigm shift is needed to reorientate insurers' mindsets to put the experiences of their customers, agents, and providers at the centre. This is perhaps the most challenging principle to adhere to, as it requires the top-down support and vision of the CEO and COO to radically alter the way business is done.

Ultimately, beyond merely fulfilling their contractual and legal obligations, insurers should also consider how they can step up to the role of a proactive partner in the longer term and play a part in supporting broader preventive care and health education initiatives within the communities in which they operate.

2. **Sharia insurance**
   Sharia insurance, or Takaful, is a form of mutual insurance grounded in Islamic principles that emphasises mutual cooperation, assurance, and protection between groups of participants (see Figure 2). In Indonesia, the Sharia insurance market has been on a path of rapid growth: between 2015 and 2019, total Sharia insurance assets nearly doubled from IDR24.6 billion to IDR44.6 billion. While the COVID-19 pandemic had resulted in a minor contraction to IDR41.6 billion in 2020, growth has since quickly rebounded with assets reaching IDR45.2 billion in 2022. This latest wave of growth is driven predominantly by Sharia life insurance, which accounted for 78% of total Sharia insurance assets, followed by Sharia general insurance at 17% and Sharia reinsurance at 5%.[11]

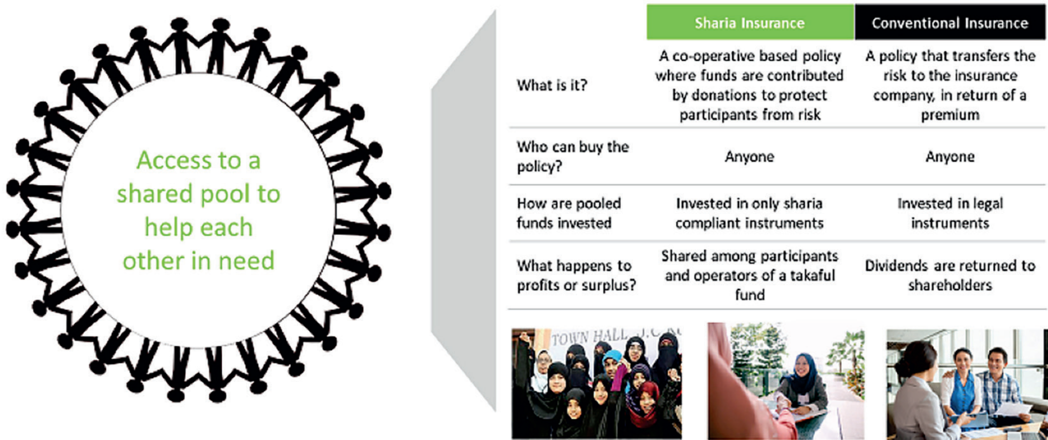
[9] "Proteksi Asuransi Kesehatan Terus Meningkat Sejak Pandemi". Infobanknews. 12 December 2022.
[10] "OJK: Pendapatan premi asuransi komersial tumbuh 9,88% di Februari 2023". AntaraNews. 3 April 2023.
[11] "Publikasi Data Perkembangan Industri Asuransi Syariah". Asosiasi Asuransi Syariah Indonesia. 2022.

However, given that Indonesia is home to the world's largest Muslim population, its Sharia insurance market is considered to only be in its infancy (see Figure 3). Indeed, if we benchmark Indonesia's Sharia insurance market against that of Malaysia (see Figure 4), which possesses many demographic and socio-cultural similarities, we can see that there is much more potential for growth. Even under a conservative scenario where Indonesia's Sharia market grows at the same rate as the more mature market of Malaysia, we can anticipate a Sharia insurance market size of at least USD2.7 billion in 2028 (see Figure 5).

Figure 2: Differences between conventional and Sharia insurance

Re-imagine Takaful offerings

Differentiate sharia insurance products from conventional insurance by emphasizing it as a community based service rather than a commoditized product



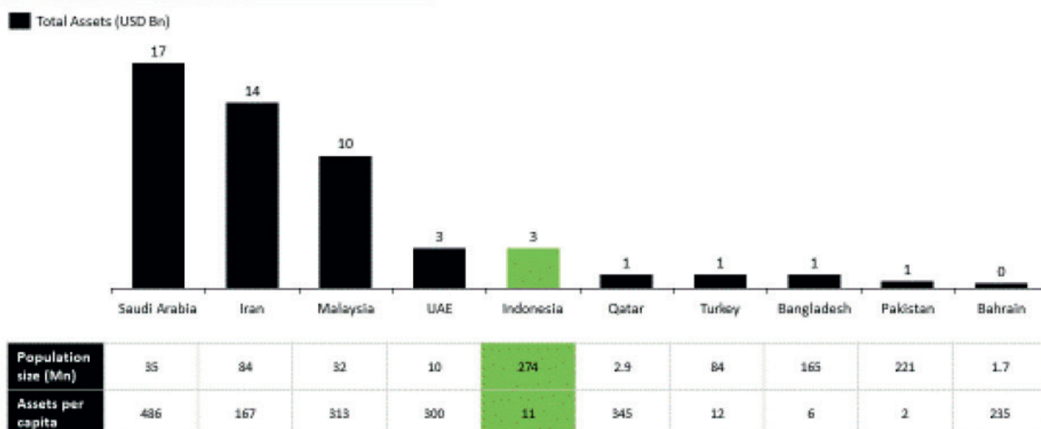
	Sharia Insurance	Conventional Insurance
What is it?	A co-operative based policy where funds are contributed by donations to protect participants from risk	A policy that transfers the risk to the insurance company, in return of a premium
Who can buy the policy?	Anyone	Anyone
How are pooled funds invested	Invested in only sharia compliant instruments	Invested in legal instruments
What happens to profits or surplus?	Shared among participants and operators of a takaful fund	Dividends are returned to shareholders

Source: Deloitte Consulting.

Figure 3: A global benchmarking of Indonesia's Sharia insurance market

Indonesia's sharia insurance potential from a global perspective

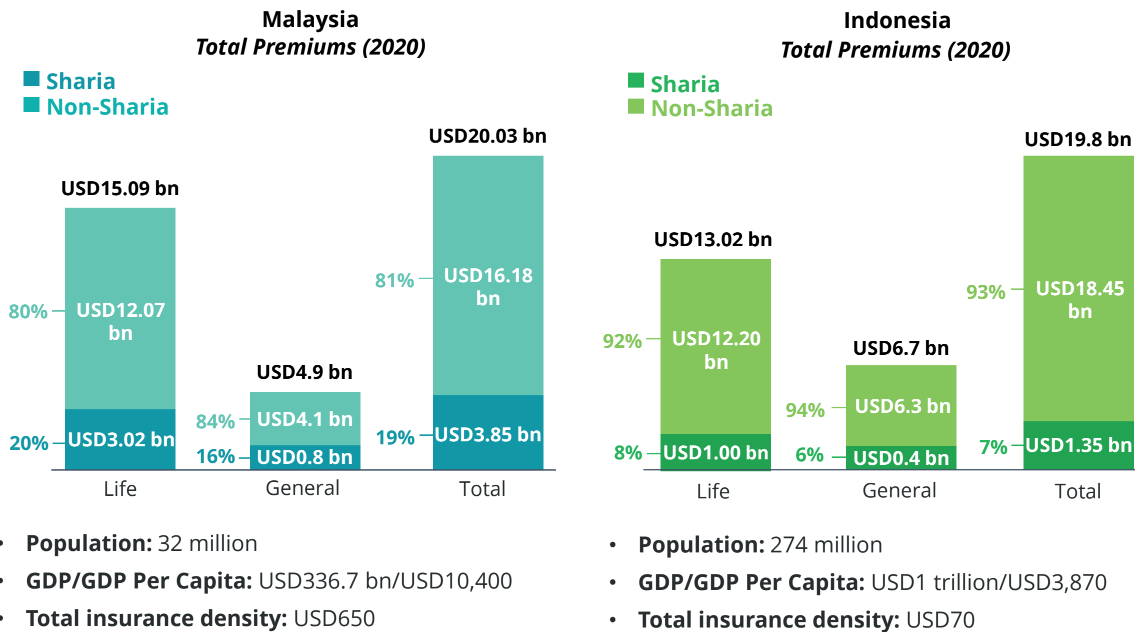
Relative to its Muslim population size, Indonesia's sharia insurance market is at its infancy poised for growth in the mid-long term



	Saudi Arabia	Iran	Malaysia	UAE	Indonesia	Qatar	Turkey	Bangladesh	Pakistan	Bahrain
Population size (Mn)	35	84	32	10	274	2.9	84	165	221	1.7
Assets per capita	486	167	313	300	11	345	12	6	2	235

Source: Deloitte Consulting.

Figure 4: Comparison of the Sharia insurance market in Malaysia and Indonesia in 2020

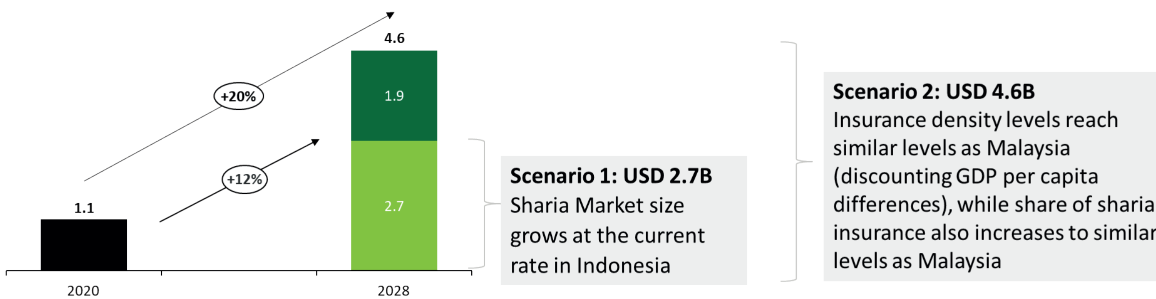


- **Population:** 32 million
- **GDP/GDP Per Capita:** USD336.7 bn/USD10,400
- **Total insurance density:** USD650

- **Population:** 274 million
- **GDP/GDP Per Capita:** USD1 trillion/USD3,870
- **Total insurance density:** USD70

Source: Deloitte analysis.

Figure 5: Projected size of Indonesia's Sharia market under two growth scenarios



Scenario 1: USD 2.7B
Sharia Market size grows at the current rate in Indonesia

Scenario 2: USD 4.6B
Insurance density levels reach similar levels as Malaysia (discounting GDP per capita differences), while share of sharia insurance also increases to similar levels as Malaysia

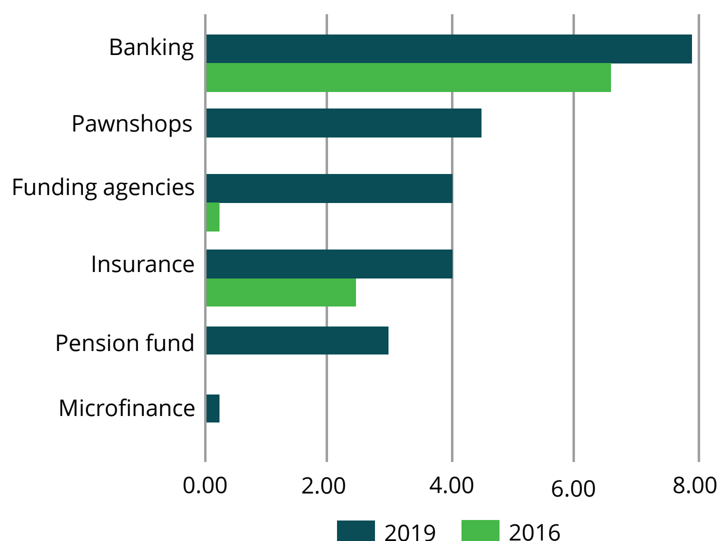
Source: Deloitte analysis, 2023.

To fulfil the potential of the Sharia insurance segment, however, insurers will need to focus on overcoming several challenges – the most important of which is a lack of consumer literacy. Based on a survey conducted by the Financial Services Authority of Indonesia (OJK) in 2019, the overall Sharia insurance literacy rate in Indonesia was found to be less than 4%. Furthermore, the majority of consumers continue to prefer conventional insurers, who for their part tend to be larger and possess more established brand names. This lack of literacy is also especially pronounced in Sharia insurance: consumers are relatively more familiar with other forms of Sharia financial services, such as pawnshops and banking (see Figure 6).[12]

The good news is that progress is already underway. Currently, The National Committee for Sharia Economy and Finance (KNEKS) is in the midst of conducting large-scale public socialisation and education programs on Sharia financial services. Its efforts include, amongst others, developing a Sharia economy curriculum and other knowledge-sharing programs in partnership with local universities.[13]

[12] "2019 National Survey on Financial Literacy and Inclusion (SNLIK)". Otoritas Jasa Keuangan (OJK). 2019.
[13] "Pemahaman Asuransi Syariah Masih Rendah, KNKS Maksimalkan Literasi". Sharia Economy and Financial National Committee (KNEKS). 18 September 2019.

Figure 6: Literacy rates for various Sharia financial services (2016 and 2019)



Source: OJK National Survey on Financial Literacy and Inclusion (SNLIK), 2019.

Other oft-cited challenges for the Sharia insurance segment also include regulations that limit the variety of Sharia products; insufficient infrastructure and supporting data, information, and research and development ecosystems; and lack of incentives to promote growth within the segment. Incentives, in particular, have been viewed by many players as critical to creating a more balanced playing field between conventional insurers and Sharia insurers.[14]

3. Sharia bancassurance

Given their ease of access and transactional simplicity, bancassurance has traditionally been an important channel for the distribution of insurance products across the Southeast Asia region. Within the specific context of Indonesia, we expect the potential for bancassurance to continue to increase in tandem with the ongoing expansion of banking services into rural areas, which will in turn enable banks and insurers to reach previously uninsured or underinsured populations with a broad spectrum of tailored offerings, from loans and credit protection to life insurance.

Sharia bancassurance, in particular, is one bancassurance segment that can be expected to benefit from this development. Underpinned by a Takaful model emphasising community contributions to a shared fund and alignment between the Islamic doctrines of risk-sharing and profit-sharing, this segment has been gaining popularity in recent years on the back of the growing demand for ethical banking and Islamic finance in Indonesia. These factors, coupled with Indonesia's vast Muslim-majority population and relatively low insurance penetration rate, mean that the market opportunity for Sharia bancassurance could potentially be immense.

Furthermore, Indonesia's burgeoning middle class also presents the opportunity for insurers to introduce more diverse and compelling value propositions. For example, through their bancassurance partnerships, Sharia insurers are increasingly integrating digital technologies through online platforms and mobile applications to simplify transaction processes and enhance customer experiences.

One pioneering initiative that Deloitte had played an instrumental role in developing for the Indonesian market was a digital Sharia venture. Designed for insurers to tap into vast unbanked and underserved communities, it leveraged a community-centric approach – instead of the conventional product-centric approach – to foster close partnerships and collaborations between banks and insurers, grounded by a shared commitment to invest in the people, processes, and technology within the respective communities.

[14] "Persaingan Bisnis: Asuransi Syariah Minta Insentif". Bisnis Indonesia. 23 November 2018.

Staying ahead of regulatory developments

Insurance provisions in Indonesia are primarily regulated under Law No. 40 of 2014 regarding Insurance (Insurance Law), which has been amended by Law No. 4 of 2023 regarding the Development and Strengthening of the Financial Sector (Law No. 4/2023). As set out under the above-mentioned Insurance Law, insurance is divided into two categories: conventional insurance and Sharia insurance.

In this section, we will discuss some of the latest legal and regulatory developments within Indonesia's insurance sector and provide our commentary on the important impacts of the new IFRS 17 Insurance Contracts standard.

1. **Sharia spin-offs**
   Pursuant to Article 87 (1) of the Insurance Law, insurers are required to spin off their Sharia units within 10 years upon the enactment of the Insurance Law – that is, by October 2024 – if the value of their tabarru funds and participant investment funds account for at least 50% of the total value of their insurance funds.[15] This provision had previously triggered a flurry of activity as insurers with Sharia units ramped up their spin-off activities, however, this timeline was rescinded by Law No. 4/2023, where the obligation to spin off now hinges on the insurer's financial condition rather than a pre-set date.

   The OJK, through its new regulation – OJK Reg. 11/2023 on Spin-Off of Sharia Units for Insurance Companies and Reinsurance Companies – specifies several requirements for the spin-off. Notably, these criteria include having tabarru funds and participant investment funds that account for at least 50% of the total value of their insurance funds (similar to the previous regime). Additionally, the equity of Sharia units should be a minimum of IDR100 billion for insurance companies or IDR200 billion for reinsurance companies.

   OJK also mandates that the spin-off shall be conducted by 31 December 2026 at the latest – of which the insurers that are yet to meet OJK's equity prerequisites for the spin-off are required to undertake several precautionary measures, including increasing their Sharia unit's equity.

   For insurers with Sharia units that have planned out their Sharia insurance business and received OJK's approval, the OJK Reg. 11/2023 has set an end-of-2023 deadline for these insurers to revise their Sharia business working plans if needed.

2. **Technology risk management**
   Over the past two years, one regulation of interest to many insurers is OJK Regulation No. 4/POJK.05/2021 on Application of Risk Management During the Use of Information Technology by Non-Bank Financial Service Institutions, as last amended by OJK Regulation No. 10/POJK.05/2022 on Information Technology Based Co-Funding Services (OJK Reg. No. 4/2021).

   As non-bank financial institutions, insurers are required to ensure that they comply with the following data retention requirements pertaining to the use of information technology (IT):

   i. Insurers with total assets of up to IDR500 billion are obliged to ensure that they back up their IT activity data on a regular basis, with the appropriate time period for the backup to be determined by the insurer and documented in a written policy;
   ii. Insurers with total assets of between IDR500 billion and IDR1 trillion are obliged to comply with the first requirement, and also possess a data centre; and
   iii. Insurers with total assets of more than IDR1 trillion are obliged to comply with the first and second requirements, and also possess a disaster recovery centre.

   Under OJK Reg. No. 4/2021, electronic systems of data centres and/or disaster recovery centres must be located within the territory of Indonesia, unless prior approval has been obtained from OJK. The electronic systems of an insurer's data centre and disaster recovery centre must also be situated in different locations, taking geographical factors into account.

[15] Tabarru funds are a sum of money paid by Sharia insurance participants in the form of pooling funds by the agreement, intended to be distributed to other participants who are experiencing a risk.

3. Marketing of insurance products

Given the increasing prevalence of digital marketing activities in the insurance sector, OJK had earlier released the OJK Circular Letter No. 19/SEOJK.05/2020 on Marketing Channels for Insurance Products, as amended by OJK Circular Letter No. 30/SEOJK.05/2022 on Amendment to OJK Circular Letter No. 19/SEOJK.05/2020 (OJK Circular No. 19/2020).

Pursuant to Section VIII (1) of OJK Circular No. 19/2020, it is stated that insurers may, independently or in cooperation with other parties, market insurance products with the use of electronic systems – including but not limited to websites, social media, applications, email, and Short Message Service (SMS). To do so, however, they must comply with provisions requiring them to:

i. Possess an electronic system organiser registration certificate issued by the relevant authorities in accordance with the laws and regulations of the electronic information and transactions sector;
ii. Possess and implement IT risk management policies, standards, and procedures; and
iii. Fulfil all requirements set out by OJK and other authorities for the organisation of electronic systems.

In the event that electronic systems are used to provide services relating to insurance policy application, closure, and/or premium payment or contribution, insurers must also ensure that the parties managing the relevant electronic systems put in place a 24-hour service centre to handle enquiries and/or complaints.

4. Consumer and data protection

With the objective of strengthening the regulatory framework for consumer protection, OJK had issued the OJK Regulation No. 6/POJK.07/2022 of 2022 regarding Consumer and Public Protection in the Financial Service Sector (OJK Reg. No. 6/2022) to regulate the entire financial services industry's product and/or service lifecycle, from product planning and servicing to dispute resolution. Briefly, the regulation clarifies the disclosure and transparency obligations of financial services providers with respect to the provision of product and service information by:

i. Strengthening consumer protection, with financial services providers obliged to provide adequate education in the consumer's selection of financial products and services;
ii. Strengthening information disclosure and transparency through regulations pertaining to the form, procedures, and exemptions of product and service information summaries;
iii. Strengthening support for consumers and/or people living with disabilities and the elderly, while increasing consumer data and information protection;
iv. Requiring that consumers be given sufficient time to fully understand a financial agreement prior to its undertaking, and requiring a post-undertaking grace period in the case of more complex products and services;
v. Requiring voice and/or video recordings if a product or service is offered via personal communication devices;
vi. Affirming the authority of OJK in its oversight of consumer protection and market conduct supervision;
vii. Mandating the establishment of a consumer and public protection unit or function within financial institutions; and
viii. Establishing reporting obligations for financial services providers to submit self-assessments on their compliance with consumer protection regulations.

In terms of consumer data protection, OJK Regulation No. 31/POJK.07/2020 regarding the Organisation of Consumer and Public Services by Financial Service Providers (including Insurance Providers) within the Financial Services Sector (OJK Reg. No. 31/2020) prohibits financial institutions from providing third parties with data and/or information on their customers, except where the customer has provided written consent, or the provision of the data and/or information is required by law.

OJK Reg. No. 31/2020 also covers within its scope dispute-based complaints, which refer to consumer dissatisfaction caused by material, reasonable, and direct losses, and/or potential losses stemming from a financial services provider's failure to fulfil an agreement. In this regard, it sets out the formal and material requirements of the complaint indicating a dispute, as well as the obligation of financial services providers in supporting OJK's dispute services and accompanying sanctions on players who violate the provisions of the regulation.

Of particular note is also the expectation that has been set forth by OJK in terms of the responsibility of financial institutions to conduct financial literacy activities for consumers and the general public. In particular, the newly introduced OJK Regulation No. 3/2023 on Financial Inclusion and Literacy Enhancement in Financial Industries for Consumers and Public requires that financial institutions, including insurers, to not only develop annual programs to enhance consumer financial literacy, but also ensure that these activities are recorded and conducted at a regular cadence.

5. **Risk distribution through reinsurance support**

With the introduction of OJK Reg. No. 39/POJK.05/2020 regarding the Second Amendment of OJK Reg. No. 14/POJK.05/2015 on Self-Retention and Local Reinsurance Support (OJK Reg. No. 39/2020), the financial services authority has offered more flexibility for insurers to distribute their risks through reinsurance support programs.

The addition of the following key provisions is worth noting:

i. Provisions relating to the staged elimination of obligations for reinsurance support from domestic reinsurers for simple risk coverage;
ii. Provisions relating to the expiration of the obligation to comply with the minimum amount of automatic reinsurance support and facultative reinsurance on a priority basis to domestic reinsurers for non-simple risk coverage;
iii. Provisions relating to the conditions for obtaining reinsurance support from foreign reinsurers; and
iv. Provisions relating to sanctions.

6. **Foreign ownership**

Enacted in early 2020, Government Regulation (GR) No. 14 of 2018 regarding Foreign Ownership in Insurance Companies (GR 14), later amended by Government Regulation No. 3 of 2020 (GR 3) – and collectively referred to as GR 14/2018 – stipulates that foreign individuals may only hold shares in a local insurance company through a transaction on the stock exchange.

At the same time, up to 80% of the insurance company's paid-up capital may be owned by foreign entities. Foreign ownership is calculated cumulatively for any means of ownership, both direct and indirect, including foreign ownership of shares in local legal entities that hold shares in a local insurance company. This limit does not apply to publicly listed insurance companies.

It is worth noting that foreign legal entities may hold shares in local insurance companies through the following means: direct participation; transactions on the stock exchange; and/or participation in a local legal entity that owns shares in an insurance company through its own direct participation or transactions on the stock exchange.

The foreign-level entity must also own total equity of at least five times the size of its direct participation in the local insurance company, both at the time of establishment and ownership change, and fulfil other requirements set by OJK. These requirements are waived for foreign legal entities owning local insurance companies through transactions on the stock exchange, or participation in a local legal entity holding shares in a local insurance company through transactions on the stock exchange.

7. **IFRS 17 Insurance Contracts**

The introduction of the IFRS 17 Insurance Contracts standard by the International Accounting Standards Board (IASB) represents an important development in the field of accounting, with far-reaching implications for companies offering insurance contracts. In the context of Indonesia, the standard – adopted by the IASB (DSAK-IAI) as PSAK 74 – is set to become effective on 1 January 2025, with early adoption permitted.

At this juncture, it is worthwhile stating that although IFRS 17 is intended as a replacement for IFRS 4, a comparison between the two is not meaningful as they differ significantly in their principles. While IFRS 4 had been developed to accommodate diverse accounting practices among insurance companies, IFRS 17 aims to enable greater standardisation and transparency through the establishment of comprehensive, principle-based accounting for all types of insurance contracts (see "Advantages of IFRS 17 implementation").

This, in turn, means that IFRS 17 is likely to have substantial impacts on how insurance companies operate and report their financial results. To comply with the new standard, insurers will be required to make significant changes to their accounting systems and procedures. In particular, they will need to pay attention to two key areas:

i. Shift in focus towards indicators of value creation, particularly, the Contractual Service Margin (CSM)

Under IFRS 17, only the margin or profit that is calculated periodically on an actuarial basis can be recognised as revenue – this is to be initially recorded as Contractual Service Margin (CSM), and then later converted to revenue upon expiry of the insurer's obligation to policyholders.

ii. Emphasis on the use of up-to-date, market-based information

One key implication of IFRS 17 is the need for insurers to revamp their foundational data management practices, and utilise up-to-date, market-based information in determining the value of their liabilities and estimating the discounted cash flows of their insurance contracts.

As insurers in Indonesia test their data to develop and refine solutions in preparation for IFRS 17, the challenges associated with their data capture, management, reporting, governance, and quality processes will likely become more apparent. Indeed, across the globe, early adopters of IFRS 17 have already recognised the importance of enhancing their data analytics capabilities to align their financial planning and analysis tools with IFRS 17 requirements.[16]

[16] "Setting new standards: Preparing for IFRS 17 compliance". Deloitte. December 2022.

Advantages of IFRS 17 implementation
Based on research conducted by Economist Impact on behalf of Deloitte, there are three main advantages of IFRS 17 implementation for insurers:[17]

1. Easier access to capital markets for mergers and acquisitions (M&As) and fundraising activities;
2. Improved operational efficiency of finance, actuarial, and other functions; and
3. Financial statements that better reflect the results of business performance.

Additionally, insurers across the globe also found that the technological improvements that they made during their IFRS 17 implementation journey have also enabled them to update actuarial models, improve disclosure processes, and optimise performance metrics through enhanced comparisons of financial and operational data.

This view is also consistent with that expressed by regulators in Indonesia. According to Ogi Prastomiyono, Head of the Board of Commissioners at OJK, the adoption of IFRS 17 as PSAK 74 is part of insurance industry reforms in Indonesia, and can be expected to increase public confidence in the insurance industry through the adoption of more accurate and transparent accounting methods.[18]

[17] Ibid.

[18] “Implementasi PSAK 74 Start Beragam Perusahaan Asuransi”. Bisnis Indonesia. 13 March 2023.

Embracing emerging technologies

The insurance sector has long been associated with a conservative approach that relies on traditional, manual methods to assess risk and manage claims. However, the advent of disruptive technologies has forced the industry to adapt to stay relevant in today's fast-paced business landscape.

In this section, we will explore three emerging technologies – cloud computing, AI, and robotic process automation (RPA) – whose applications have been gaining momentum in the insurance sector.

1. **Cloud computing**
   Cloud computing has revolutionised the operation of insurance companies. It enables them to store and access vast amounts of data, while also providing the flexibility to access their data from anywhere at any time in a quick and secure manner. This is a capability that is particularly important for insurers who experience seasonal fluctuations in demand. By leveraging cloud-based services, insurance companies can become better equipped to scale their operations as required, allowing them to respond more effectively to the changing needs without having to invest in expensive IT infrastructure.

   Furthermore, cloud computing is also an important building block for various applications required to unlock the value of data to provide real-time operational insights, and enable the personalisation of insurance products for customers. Several important use cases of cloud computing in insurance include:[19]

   - **Platform-hosting:** Using the cloud to host, deploy, and maintain new applications, including personalised marketing campaign systems, enterprise resource planning, and customer relationship management
   - **Data storage and backup:** Using the cloud to store data in a secure, reliable, accessible, and scalable manner
   - **Integration:** Using the cloud to connect insurance companies' systems with third-party providers through application programming interfaces (APIs), allowing them to access new functionality and data
   - **Analytics:** Using cloud-based analytical tools to analyse and identify trends from a vast amount of data to help insurance companies improve their products or services.

   In Indonesia, the use of cloud computing technologies by financial services providers is subject to regulations set out by OJK, which require cloud providers to be registered with OJK, be based in Indonesia, and comply with all relevant data protection laws and regulations.

2. **Artificial Intelligence (AI)**
   AI is not a single technology, but a compendium of them, each with a myriad of applications in the insurance sector. Common applications include the use of AI-powered chatbots and virtual assistants to improve customer service and enhance the claims process; automated AI-powered underwriting and claims processing; and AI algorithms capable of analysing vast amounts of data to make predictions about risks and enable insurers to price their products more accurately.

   For property and casualty (P&C) insurers in particular, AI technologies – including machine learning, image recognition, and unstructured text recognition capabilities – can help to automate many of the manual activities involved in underwriting and claims processing, such as data entry and document review. With the right algorithms, AI can also help to detect and prevent fraud by alerting insurers to suspicious activities.

   For their part, life insurers may benefit from the use of voice recognition and unstructured text AI technologies to improve customer engagement and satisfaction. Apart from AI-powered chatbots and virtual assistants in the customer service experience, these technologies can also be used to analyse customer data for the identification of specific customer preferences and behaviours, that can in turn enable insurance companies to better tailor their products and services to meet their customers' needs.

   Within Indonesia, we have observed an increasing uptake of AI technologies across both P&C and life insurers, with use cases typically in the areas of claim processing, predictive sales analytics, fraud detection, and customer segmentation. Several leading companies can also be observed to have started leveraging AI for increased customer engagement, such as 24-hour chatbots.

[19] "Cloud Computing in the Insurance Sector: The Ultimate Guide". InsurTech Magazine. 21 January 2022.

3. **Robotic Process Automation (RPA)**
In recent years, RPA – or software bots – has been gaining popularity in the insurance sector as a tool to automate repetitive and mundane tasks, such as data entry, policy management, and claims processing. These software bots can be programmed to perform tasks accurately and quickly across the entire insurance value chain (see Figure 7), providing benefits not only in the form of increased efficiencies but also reduced risks of error.

Examples of common use cases of RPA in insurance include:

- **Policy management:** By implementing RPA in policy management, insurers can quickly process and approve applications, issue policies, and manage policy renewals. Software bots can also handle complex policy configurations and ensure that the policies are accurately priced and underwritten. This process is crucial in enabling insurers to meet their customer needs and retain them in the long term.
- **Automated payments:** By relying on software bots, insurers can handle payment processing and reconciliation without human intervention. This enables payments to be made accurately and on time, minimising the risk of payment delays or errors. Having an automated system also enables an insurer to handle high volumes of transactions, which is critical during peak periods for policy renewal or issuance.
- **Claims management:** Software bots can be used to automate claims processing, from the initial claim registration to the eventual investigation and settlement. These bots can collect and process data, verify policy information, assess claims, and even make payments. This approach not only benefits the insurer through a reduction in the manual workload, but also improves the customer experience, as customers will be able to benefit from faster and more efficient claims processing.

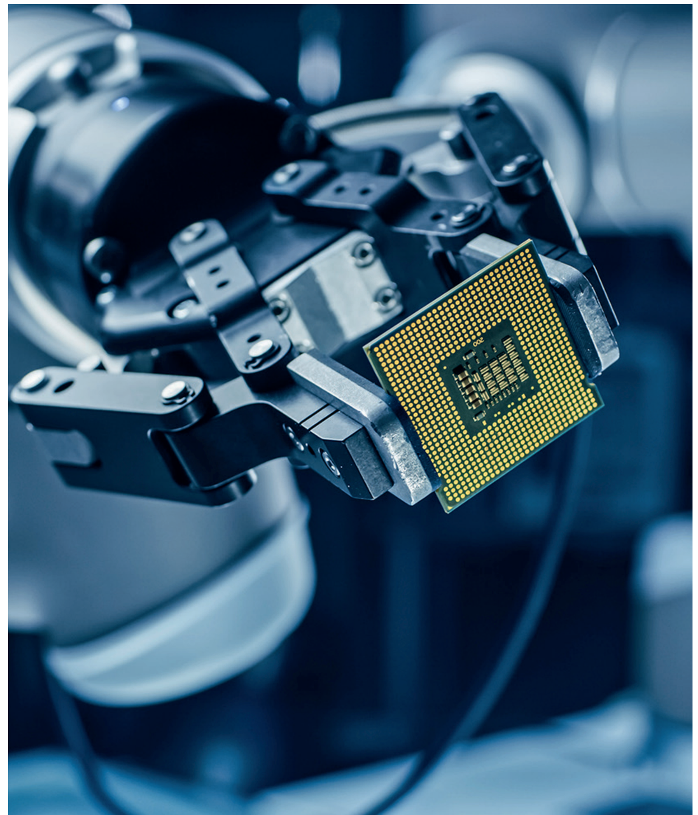
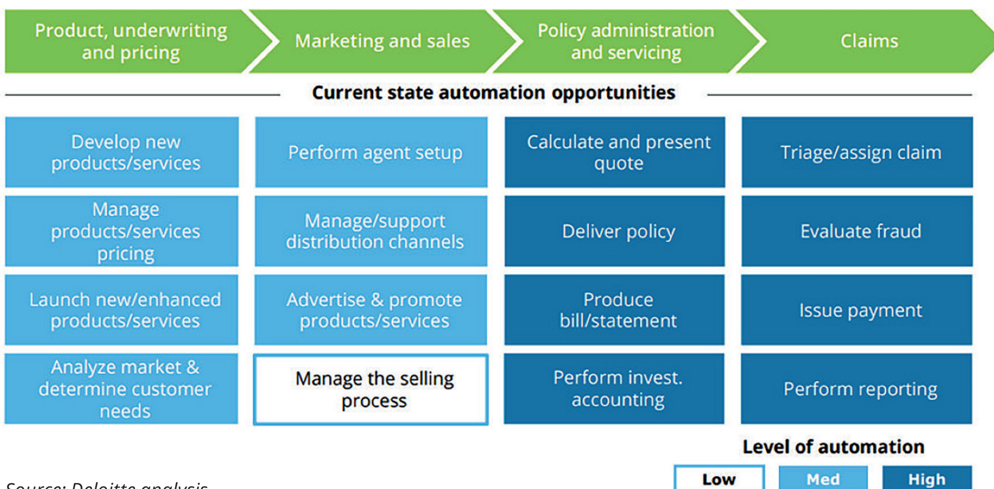


Figure 7: RPA use cases across the entire insurance value chain



Source: Deloitte analysis.

Recognising climate change as a risk and opportunity

Insurers should not underestimate the real threat posed by environmental concerns. With climate change expected to result in systemic change or even market failures in many local economies, stakeholders within the insurance ecosystem – including but not limited to consumers, shareholders, and regulators – are likely to demand that insurers expand their remit beyond their traditional domain of risk transfer to take on greater ownership of climate risk mitigation efforts.

Yet, climate change is not just a risk; it is also an opportunity. In this section, we will discuss some of the steps that insurers can take to not only mitigate inevitable climate risks, but also capitalise on the opportunities presented by the sustainability transition to develop a long-term competitive advantage.

1. **Climate risk mitigation**
   Given that financial markets are capable of swiftly revaluing assets susceptible to climate risk, insurers must act quickly to protect their investment portfolios and market valuations. Briefly, they will need to update their risk models and portfolios to account for three types of climate-related risks:

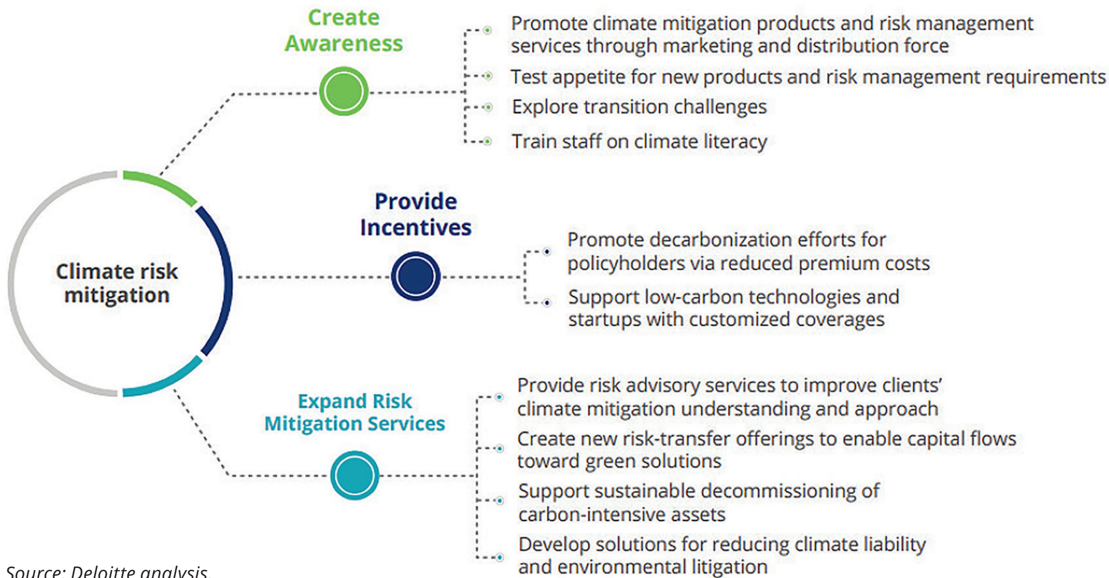
   - Physical risks, which are risks resulting directly from the increasing occurrence and severity of extreme weather conditions, such as the higher costs of insuring catastrophic flooding events;
   - Transition risks, which are risks resulting from the transition to a low-carbon economy and ensuing structural adjustments to the underlying economy, such as asset repricing; and
   - Litigation risks, which are risks associated with a lack of compliance to climate-related regulations.

The impacts of these risks on an insurer's business model and balance sheet can be highly significant, and must not be underestimated. For example, insurers may face increased capital requirements for reinsurance due to the greater frequency and severity of tail events previously deemed to have low probabilities of occurrence. In locations and sectors that are especially vulnerable to climate risk, certain hitherto steady premium and profit pools may also contract and even disappear, while assets may become more difficult to insure.

Immediate actions that insurers should consider taking include, but are by no means limited to, adjusting underwriting and coverage assumptions to account for physical and transitional risks associated with specific goods and territories; stress-testing for climate risk exposures; and developing new sustainability-driven products and services to explicitly address climate risk.

Beyond their own products and services, insurers should also consider how they can support players across their entire value chains in mitigating climate risks. Examples include investing in consumer and employee education, supporting the development of low-carbon technologies through coverage and incentives, and providing risk advisory services to support other players in mitigating climate risks (see Figure 8).

Figure 8: Mitigating climate risks across the entire insurance value chain



Source: Deloitte analysis.

2. **Green product innovation**

The development of green insurance products is an important strategy that insurers can deploy to not only mitigate their climate-related risks, but also create new competitive advantages over the long haul. Indeed, several private insurance companies in Indonesia can be observed to have introduced green product offerings in several forms – including as sustainable add-ons to standard insurance products, sustainable insurance solutions that directly support environmental and social causes, or sustainable investment solutions that enable customers to invest in green funds.

Across the globe, we are also witnessing the emergence of various green product innovations that could serve as an inspiration for local insurers. These include, for example:

- **Environmental Liability Insurance (ELI):** One of the most well-established types of green insurance products, ELI is an important innovation that helps to protect the environment from pollution and contamination. Typically, ELI covers the cost of restoration for contaminated and/or polluted areas and their surrounding biodiversity, as well as compensation for individuals who have been intentionally or unintentionally harmed.
- **Green automotive insurance:** To capitalise on the transition to electric vehicles (EVs), some insurers are now providing coverage for EVs, as well as "pay as you drive" coverage for conventional internal combustion engine (ICE) vehicles that offer policyholders discounts on their premium for a corresponding reduction in their usage of ICE vehicles.
- **Green building insurance:** With the shift towards eco-friendly buildings, some insurers are providing green building owners with coverage on the green materials and technologies used in the construction process, as a form of assurance that they have met green regulatory standards. Other insurers can also be observed to be offering green re-building schemes for building owners whose assets require repair or reconstruction.
- **Renewable energy insurance:** To support the transition to low-carbon and renewable energy, some insurers are assuming the risks related to the maintenance, engineering, and construction of technologies such as solar panels and wind turbines.
- **Green agriculture insurance:** To protect agricultural actors from environmental risks due to climate change, some insurers are offering farmers coverage for crop failures and other adverse or catastrophic events.

As insurers in Indonesia recalibrate their product offerings, it is perhaps also worthwhile considering how their green product offerings can be better integrated with Sharia insurance. Given the large size of Indonesia's Sharia insurance market, the intersection of these two types of insurance – which are highly complementary in nature and share many similarities in their mechanisms – represents a highly significant untapped opportunity.[20]

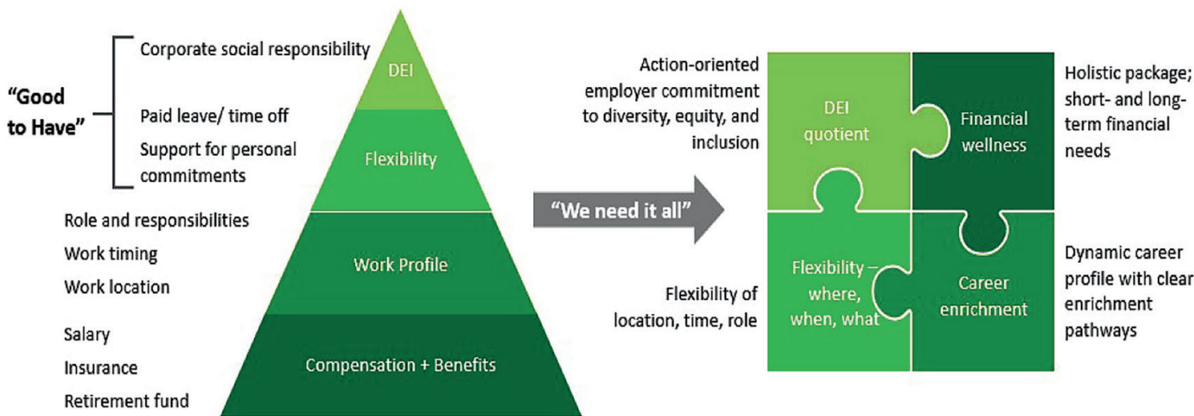
[20] "Industri Asuransi Syariah Didorong Buat Produk Hijau". Republika. 24 November 2022.

Rethinking workforce strategies

The forced virtualisation of work amidst the COVID-19 pandemic has fuelled a revolutionary change in employee expectations and upended many traditional approaches to work. Where flexibility, wellness, inclusion, and purpose were previously ‘nice-to-have’, they now dominate employee aspirations as fundamental pre-requisites for a meaningful career (see Figure 9).

These shifts are, of course, not unique to the insurance sector. However, given that most insurers are facing an ageing workforce and must compete for talent both within and outside the sector, it is critical that they rethink their workforce strategies in light of these evolving trends. In this section, we will discuss two urgent priorities – embracing culture shifts and investing in critical skills – that we believe insurers should focus on in the short to medium term.

Figure 9: A revolutionary change in employee expectations



Source: Deloitte analysis, 2023.

1. **Embracing culture shifts**
   Insurers in Indonesia face the complex challenge of meeting the diverse needs and expectations of their workforce. As they stand at this inflection point in a world remade by the COVID-19 pandemic – characterised not least by a fading of long-established workplace boundaries, and a premium on talent – it is timely that they re-examine the way they source for, attract, and retain employees.

This endeavour is not a one-and-done effort, but an ongoing journey. Insurers are likely to have to undergo multiple iterative rounds of learning and testing to find the configurations that would be fit for their purpose, taking into consideration the unique nuances of their organisation and preferences of individual employees. While there are no one-size-fits-all solutions to this issue, there are nevertheless six broad culture shifts that all insurers should consider in their redesign of the future employee experience (see Figure 10).

Figure 10: Six broad culture shifts that insurers should consider embracing in their future employee experience

Source: Deloitte analysis, 2023.

"Insurance has often been perceived as a product to be marketed rather than actively sought by customers. This perspective has traditionally prioritised an 'inside-out' approach, rather than an 'outside-in' perspective. The time has come for the insurance sector to embrace an 'outside-in' approach, one that revolves around a customer-centric mindset. By crafting easily comprehensible and tailored protection and investment solutions, we can genuinely cater to the unique needs of our clients. Achieving success also hinges on the commitment of insurance companies to both digitally upskill their existing workforce and warmly embrace new digital talents. Cultivating a digital-first culture will be the linchpin for industry players to maintain their competitive edge."

Indrijati Rahayoe, Chief Human Resources and Community Investment Officer, Prudential Indonesia

At this juncture, it must be emphasised that these concepts are not only theoretical, but also highly practical in nature. This means that insurers will need to make more conscious decisions about the ways in which they choose to embrace these shifts, and ensure that they equip their leadership and management with the right tools to lead and manage change across the organisation.

2. **Investing in critical skills**

Distribution and agency networks are a critical priority for many insurers in Indonesia, as they are an important means by which insurers can attain commercial targets. Recognising this, many leading insurers have made significant investments in their agency networks in recent years; however, given that such networks tend to be highly distributed and fragmented, some players have found it challenging to drive any meaningful transformation.

To overcome this hurdle, insurers should focus their efforts on developing transferrable skills – instead of remaining fixated on narrow, industry-specific qualifications – and providing more long-term career development paths and opportunities. Apart from upskilling their agency network to enable them to pivot from their existing focus on product sales and towards more holistic, customer-centric financial advisory, insurers will also need to rethink the entire agency talent spectrum to ensure that they are hiring and cultivating the right sets of talent and skills required to engage their target customer profiles.

"Increasing the competencies within our agent networks is of paramount importance. We face substantial challenges in reshaping the culture and mindset of our established agency leaders. However, with persistent engagement efforts, we are progressively transcending the focus solely on sales and redirecting our attention towards nurturing the next generations of life and financial advisors."

Ichsan Adiwijaya, CHRO AIA Indonesia

Beyond agency networks, insurers should also consider their organisational talent strategies in tandem with broader enterprise-wide digital transformation objectives. More specifically, as insurers continue to accelerate their rollout of new digital tools and platforms, they will need to ensure that they are able to secure the right technology talent to support their transformation activities. The main challenge, however, is that unlike the technology and banking sectors, the insurance sector is not typically the sector of choice for technology talent.

To win the war for talent, insurers will therefore need to find ways to provide their employees with more meaningful work, engage them in the organisation's overall technology strategy, and provide higher quality leadership.[21] At the same time, as processes become increasingly automated across all functions from sales and claims to the back-office, insurers should also leverage the opportunity to free up their middle and back-office employees from manual and repetitive work, and nudge them towards higher value and specialised activities, such as fraud detection and prevention.

[21] Winning the war for tech talent in FSI organizations". Deloitte. February 2022.

Realising the potential

From the introduction of new regulatory developments and emerging technologies to the rise of new climate-related considerations and workforce expectations, Indonesia's insurance sector has undergone several significant transformations in recent years. But as insurers only know too well, more challenges are always afoot.

Economic uncertainty, in particular, is likely to dominate insurers' agendas over the short to medium term. In an environment with increasing costs of capital and declining liquidity, insurers will need to exercise greater discipline in their underwriting and ensure that they retain sufficient flexibility in their decision-making and risk management processes.

Yet, insurers should also be mindful that they do not become overly cautious or risk averse. Rather, they should seek to maintain the adaptable and agile mindset that they displayed during the COVID-19 pandemic and capitalise on the renewed consumer appreciation of insurance as a reliable safety net to continue on a path of nimble transformation.

Fundamentally, access and accessibility will be key to realising the potential of Indonesia's nascent insurance sector. To this end, insurers will need to double down on efforts to increase insurance literacy and inclusion – not least by investing in their distribution and agency networks, and leveraging opportunities presented by Sharia insurance to extend the reach of insurance products and services to underserved consumer segments.

In tandem, as they continue to embrace emerging technologies as a way of automating legacy operations, insurers will also need to focus on boosting the capabilities of their workforce to take full advantage of these new tools. This shift from laying a new digital foundation to fulfilling its potential is likely to remain a major challenge for the sector – one that will need to be tackled through a combination of upskilling, culture change, and mindset shifts in the years ahead.

Researched and written by:

Iwan Atmawidjaja
Executive Director, Consulting
Deloitte Indonesia
iatmawidjaja@deloitte.com

Dionisius Damijanto
Partner, Tax & Legal
Deloitte Indonesia
ddamijanto@deloitte.com

Contributors:

Alexander Tansil SE
Partner, Audit & Assurance
Deloitte Indonesia

Imelda Maybituin Orbito
Partner, Audit & Assurance
Deloitte Indonesia

Rio Ricardo
Executive Director, Consulting
Deloitte Indonesia

Satya Radjasa
Executive Director, Consulting
Deloitte Indonesia

Daniel O'Keeffe O'Donovan
Executive Director, Consulting
Deloitte Singapore

Mark Teoh
Executive Director, Consulting
Deloitte Indonesia

Dedy Bachtiar Rivai
Director, Financial Advisory
Deloitte Indonesia

Derryan Rahmat Putra
Director, Tax & Legal
Deloitte Indonesia

Steve Aditya
Director, Financial Advisory
Deloitte Indonesia

Yanuar Tedjawidjaja
Director, Audit & Assurance
Deloitte Indonesia

Indri Rahmi Pratami
Director, Consulting
Deloitte Indonesia

Aris Firman
Manager, Consulting
Deloitte Indonesia

Muhammad Naufal
Senior Associate, Financial Advisory
Deloitte Indonesia

Gabriella Gwenny Dermawan
Senior Associate, Audit & Assurance
Deloitte Indonesia

Satria Nugraha
Senior Associate, Audit & Assurance
Deloitte Indonesia

Tanaya Devi Kemala Agni
Senior Associate, Audit & Assurance
Deloitte Indonesia

Bagastama Aulia Mahardika
Associate, Financial Advisory
Deloitte Indonesia

Acronym and abbreviation list

AI	Artificial Intelligence
API	Application Programming Interface
Bn	Billion
BNPB	Badan Nasional Penanggulangan Bencana (National Agency for Disaster Management)
CEO	Chief Executive Officer
CHRO	Chief Human Resources Officer
COVID-19	Corona Virus Disease-2019
CSM	Contractual Service Margin
DEI	Diversity, Equity, and Inclusion
DSAK-IAI	Dewan Standar Akuntansi Keuangan-Ikatan Akuntan Indonesia (Indonesia Accounting Standards Board-Institute of Indonesia Chartered Accountants)
EIU	Economist Intelligence Unit
ELI	Environmental Liability Insurance
ESG	Environmental, Social, and Governance
EV	Electric Vehicle
FSI	Financial Services Industry
GDP	Gross Domestic Product
GR	Government Regulation
IASB	International Accounting Standards Board
ICE	Internal Combustion Engine
IDR	Indonesian Rupiah
IFRS	International Financial Reporting Standard
InsurTech	Insurance Technology
IT	Information Technology
KNEKS	Komite Nasional Ekonomi dan Keuangan Syariah (Sharia Economy and Financial National Committee)
LKM	Lembaga Keuangan Mikro (Micro Financial Institution)
M&A	Merger and Acquisition
OJK	Otoritas Jasa Keuangan (Financial Services Authority)
P&C	Property and Casualty
PAAI	Perkumpulan Agen Asuransi Indonesia (Indonesia Association of Insurance Agents)
POJK	Peraturan Otoritas Jasa Keuangan (Financial Authority Services Regulation)
PSAK	Pernyataan Standar Akuntansi Keuangan (Financial Accounting Standards)

Rp	Rupiah
RPA	Robotic Process Automation
SEA	Southeast Asia
SEOJK	Surat Edaran Otoritas Jasa Keuangan (Financial Authority Services Circular Letter)
SMS	Short Message Service
SNLIK	Survei Nasional Literasi dan Inklusi Keuangan (National Survey on Financial Literacy and Inclusion)
UK	United Kingdom
USA	United States of America
USD	United States Dollar

Contact Us

Iwan Atmawidjaja
Financial Services Industry Leader
iatmawidjaja@deloitte.com

Dionisius Damijanto
Insurance Leader
ddamijanto@deloitte.com

Business Leader

Elisabeth Imelda
Audit Leader
eimelda@deloitte.com

Tay Hwee Ling
Assurance Advisory Leader
hwtay@deloitte.com

Jamil Raza Syed
Financial Advisory Leader
jasyed@deloitte.com

Brian Indradjaja
Risk Advisory Leader
bindradjaja@deloitte.com

Melisa Himawan
Tax & Legal Leader
mehimawan@deloitte.com

Iwan Atmawidjaja
Consulting Leader
iatmawidjaja@deloitte.com

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which is a separate and independent legal entity, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Bengaluru, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Mumbai, New Delhi, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

About Deloitte Indonesia
In Indonesia, consulting services are provided by PT Deloitte Consulting and its affiliates.

This communication contains general information only, and none of DTTL, its global network of member firms or their related entities is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication.

© 2023 PT Deloitte Consulting