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# WAKE UP CALL

Insights and Updates from **RSM Indonesia**

QUARTER II – 2025

Welcome to issue 73 of Wake Up Call  
RSM Indonesia newsletter covering topics on audit, tax and consulting.

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YEARS OF  
EXCELLENCE  
& PARTNERSHIP  
— 1985 – 2025 —

RSM INDONESIA



# Indonesia's Sustainability Transition: Growth, Challenges, and Opportunities

SYAHADAM MANAF, CONSULTING PRACTICE

## Global Trends in Renewable Energy

In 2022, approximately 295 GW of renewable energy capacity was added, representing 83% of new global power generation. This growth primarily driven by solar and wind investments, supports climate goals like the Paris Agreement and Net Zero Emissions (NZE) by 2050. The UN emphasizes the need to cut global emissions by 45% by 2030. China led the transition, accounting for nearly half of global renewable additions with solar making up almost two-thirds of the new capacity.

Despite progress, current investments are still inadequate. Southeast Asia contributes less than 2% of global clean energy investment, averaging USD 72 billion annually in recent years. To meet NZE targets, this must nearly double to USD 130 billion per year by 2030.

## ASEAN Renewable Energy Commitments

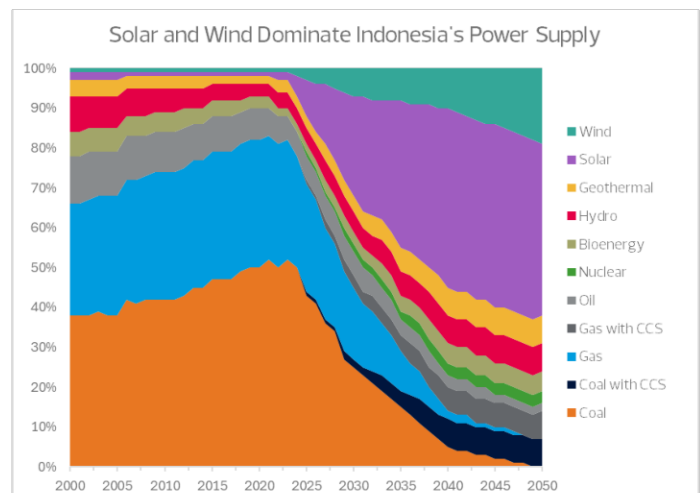
ASEAN nations have set ambitious goals to support NZE by 2050. Under the ASEAN Plan of Action for Energy Cooperation (APAEC), ASEAN aim for 23% renewable energy in the total primary energy supply and 35% of installed power capacity from renewables by 2025, equivalent to approximately 175 GW.

As of 2022, renewables made up 33.6% of ASEAN's installed capacity, indicating progress toward targets. However, renewables only account for 15% of total primary energy supply. While an additional 91 GW is expected by 2030 reaching 96 GW. This remains insufficient for full decarbonization

Solar and wind investments have accelerated, with Southeast Asia reaching USD 1.8 billion in financing by mid-2024, up 34% from the previous six months.

## Indonesia's Renewable Energy Landscape

Indonesia plays a key role in the regional transition with over 3,000 GW of renewable potential. However, deployment remains modest. In 2023, fossil fuels made up 87% of the energy supply, while renewables contributed only 13.1% to the mix and 13.5 GW in capacity and can be described below.

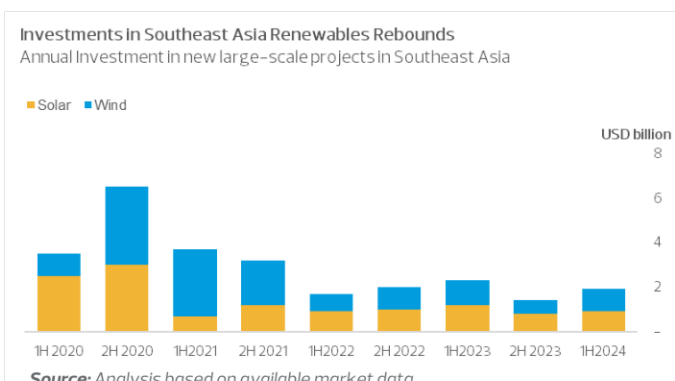


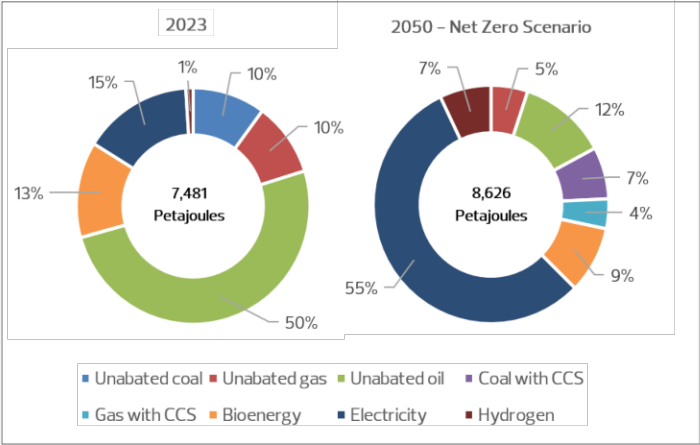
Source: Analysis based on available market data

The projected fourfold increase in electricity demand by 2050 further highlights the urgency of transitioning. Most of Indonesia's renewable generation still comes from hydro and geothermal sources.

## Gap Analysis: Today vs. Future Targets

Indonesia continues to make steady progress toward its 2025 renewable energy target, currently at around 13%, and contributing to ASEAN's 175 GW goal with potential for further growth.





National Strategies and EV Implementation

President Prabowo Subianto has committed to reducing coal reliance and adding 75 GW of renewable capacity over the next 15 years and also emphasize sustainability through electric vehicle (EV) adoption.

Year	EV Cars (Cumulative)	EV Motorcycles	EV Buses	Public Chargers (SPKLU)	Swap Stations (SPBKLU)
2021	1.478	7.526	30	240	n/a
2022	11.805	17.198	100	439	961
2023	28.856	62.409	100	932	1.772
2024*	71.856	74.988	300	3.000+	3.000+

Source: Analysis based on available market data

EV adoption in Indonesia has grown rapidly between 2021 and 2023 due to Presidential Regulation No. 55/2019, which mandates local manufacturing and tech transfer. The Ministry of Finance supports this shift through motorcycle subsidies and lower taxes on electric cars. As of April 2024, Indonesia recorded over 133,000 electric vehicles, most of which are two-wheelers.

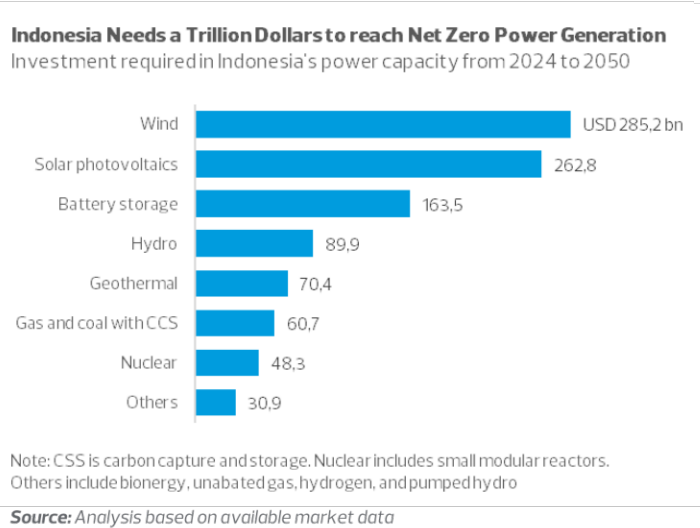
Conclusion: Seizing the Opportunity

Despite immense renewable energy potential, Indonesia remains far from achieving its climate targets. Its current installed capacity of 13.5 GW is significantly below PLN's 2030 target of 32 GW. Achieving Net Zero by 2060 demands accelerated investment, regulatory clarity, and technological advancement.

This gap presents a strategic opportunity for investors. Indonesia's energy transition opens private collaboration and sustainability partnerships to shape its future.

As the government moves to integrate renewable energy deeply into its development agenda, now is the time for stakeholders to engage because it is no longer just an environmental imperative, it is a market transformation.

Demand is projected to surge by industrialization and urbanization. To meet NZE by 2060, Indonesia needs an estimated USD 3.8 trillion in energy investments by 2050 (USD 37 billion annually) yet current annual investments remain below USD 10 billion.



State utility PLN's most recent Electricity Supply Plan (RUPTL) outlines a path to add 32 GW of renewables by 2030. It also commits to increasing the share of renewables in new capacity additions to over 75%.

To support the acceleration of renewable energy projects, the Indonesian government enacted Ministerial Regulation ESDM No. 5/2025, which governs Power Purchase Agreements (PPAs) between PLN and Independent Power Producers (IPPs). This regulation provides greater contractual clarity and ensures 30-year procurement terms, thereby enhancing investor confidence, ensuring long-term bankability, and aligning procurement practices with global standards.



# How Real-Time Operational Intelligence Creates Strategic Advantage

RESDY BENYAMIN, TECHNOLOGY CONSULTING PRACTICE

## The Board Demands Agility. Your Dashboard Tells You What Happened Yesterday.

That disconnect is where many organizations falter. Despite growing digital investments in dashboards and reporting tools, decision-making remains reactive, siloed, and too slow for the pace of today's business environment.

In an era where minutes can mean millions, visibility is no longer enough. Leaders need to know not just what happened—but what is happening now, and what should be done next. Organizations that fail to make this shift risk falling behind more adaptive competitors. This is where Real-Time Operational Intelligence (RTOI) becomes essential: a structured capability that enables companies to sense operational signals, interpret them with context, and respond with speed and precision.

## Data is Everywhere, But Action Is Still Too Late

Function / Stage	Monitor	Detect	Interpret	Decide	Act
Logistics	Green	Yellow	Red	Red	Yellow
Manufacturing	Yellow	Yellow	Yellow	Yellow	Red
Customer Service	Green	Yellow	Yellow	Red	Red
Compliance	Red	Red	Yellow	Red	Red
Finance	Yellow	Yellow	Red	Yellow	Red

- Green : Real-time, streamlined, automated or proactive
- Yellow : Partially optimized but still semi-manual
- Red : Major delay or friction (manual, slow, or reactive)

Over the past decade, enterprises have significantly improved their access to operational data. Most have implemented systems for reporting, analytics, and performance tracking. Dashboards are widespread. Automation is increasing. Cloud platforms are modernizing data pipelines.

Yet in practice, many organizations still struggle to act in time. Data may be available, but it's often fragmented, delayed, or unclear in meaning. Frontline teams are overwhelmed with notifications, but under-informed about what actions to take. Meanwhile, key

decisions—whether to reroute a shipment, shut down a production line, or reallocate customer support—arrive too slowly or not at all.

The result is a cycle of observation without orchestration, where visibility exists but fails to produce real-time responsiveness.

A manufacturing unit initiates maintenance after equipment failure, not before.

A retail store is overwhelmed by unexpected customer traffic because demand forecasts didn't trigger timely staffing adjustments.

## Operational Lags Create Strategic Risk

Information delays aren't just operational inefficiencies—they create strategic vulnerabilities. Consider these recurring scenarios:

1. A logistics team detects a cold chain failure only after goods are spoiled.
2. A manufacturing unit initiates maintenance after equipment failure, not before.
3. A retail store is overwhelmed by unexpected customer traffic because demand forecasts didn't trigger timely staffing adjustments.

These aren't edge cases. They're daily occurrences in organizations that operate with backward-looking visibility, instead of forward-driving intelligence.

As operations become more distributed, digital, and customer-centric, the margin for delayed action narrows. The cost of inaction rises. And the complexity of decision-making multiplies.

What's needed is not more data—but better timing, better context, and better execution.

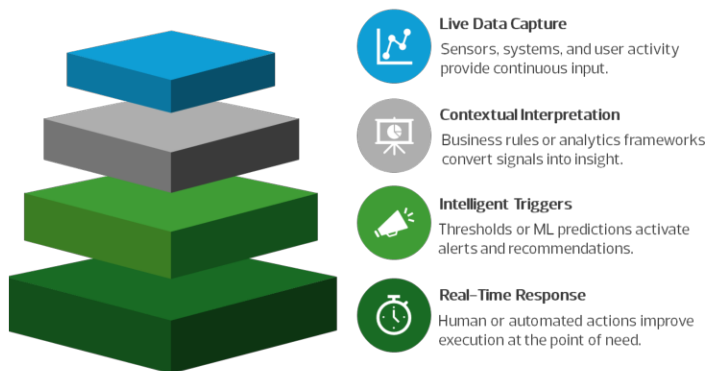


## Real-Time Operational Intelligence as a Strategic Lever

RTOI addresses this challenge by embedding intelligence into the rhythm of daily operations. It transforms the way organizations monitor, interpret, and act on operational data.

RTOI is not a dashboard, tool, or report. It is a systemic capability—a combination of:

### The RTOI Capability Stack



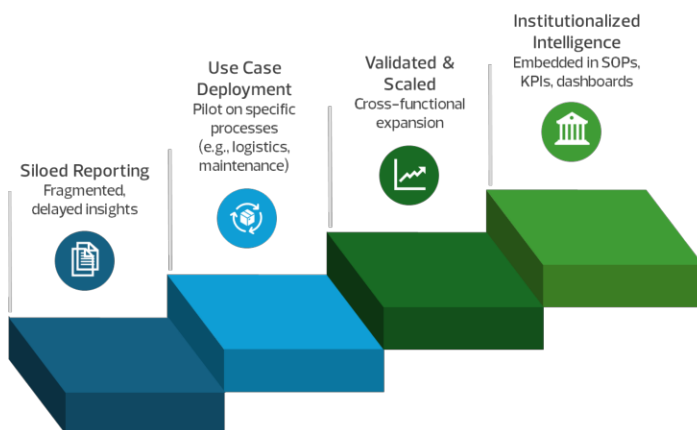
Together, these elements create a closed feedback loop that enables proactive operations, not just reactive response.

### Retail Workforce Management

A retail chain analyzed real-time foot traffic and sales telemetry to dynamically adjust in-store staffing. Result: 25% drop in customer wait times and 12% reduction in overtime costs.

The examples show that RTOI is a tangible operational shift that delivers measurable results.

### Phased Maturity Model for RTOI Adoption



## How to Get Started

Organizations do not need to launch enterprise-wide transformations to begin reaping the benefits of operational intelligence. A phased, strategic approach allows for early wins and sustainable scale.

1. **Discovery**: Identify pain points where decision delays are costly. Focus on specific bottlenecks in logistics, production, or customer service.
2. **Use Case Definition**: Select a high-impact use case where real-time signals and responses could materially improve performance.
3. **Pilot and Validation**: Develop a prototype and measure impact. Track speed of response, efficiency gains, and user adoption.
4. **Scale and Integration**: Expand the solution across other functions or geographies. Standardize architecture and governance for consistency.
5. **Institutionalization**: Embed the intelligence layer into operating procedures, dashboards, KPIs, and frontline workflows.

In today's dynamic business environment, moving from visibility to velocity is essential for organizations seeking measurable and lasting impact. By embedding real-time operational intelligence into core workflows—grounded in strategy, data, and governance—businesses can respond faster, operate more efficiently, and manage risks more effectively. The path forward lies in building intelligence that's not just visionary, but actionable and tailored to the realities of each organization.



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# How to Strengthen Cybersecurity Using NIST CSF 2.0

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Imagine it's Black Friday. Your systems are at full capacity, and suddenly a threat actor breaches your network, silently exfiltrating sensitive data. Your cybersecurity and IT teams spring into action, racing to contain the damage and investigate the source. In the chaos, a few pressing questions emerge:

- How did this happen?
- What vulnerabilities were exploited?
- Have we done enough to manage our cybersecurity risks?

Scenarios like this are no longer hypothetical.

According to IBM's 2024 Cost of a Data Breach report, the average cost of a breach surged to USD 4.88 million, up from USD 4.45 million in 2023. The report also highlights that breaches involving stolen or compromised credentials took 292 days on average to detect and contain—the longest of any attack vector.

The Global Cybersecurity Outlook 2025, released by the World Economic Forum in collaboration with Accenture, further underscores the increasingly complex threat landscape organizations are navigating.

Factors compounding the complex nature of cybersecurity



Source: WEF Global Cybersecurity Outlook: Insight Report January 2025

## The Critical Question: How Should Organizations Respond?

There is no one-size-fits-all answer to this question. Every organization faces unique threats, operates

under different constraints, and has its own risk appetite. But one thing remains consistent: the need to understand your cybersecurity maturity level and align it with your business strategy.

That's where the NIST Cybersecurity Framework (CSF) 2.0 comes into play. As a globally recognized framework, it offers practical guidance to assess and improve an organization's cybersecurity risk management in a structured, scalable way.

## Understanding the Four Tiers of Cybersecurity Maturity

NIST CSF 2.0 defines four Cybersecurity Maturity Tiers, each reflecting an organization's level of cybersecurity governance and operational capability:



Fig. 4. CSF Tiers for cybersecurity risk governance and management

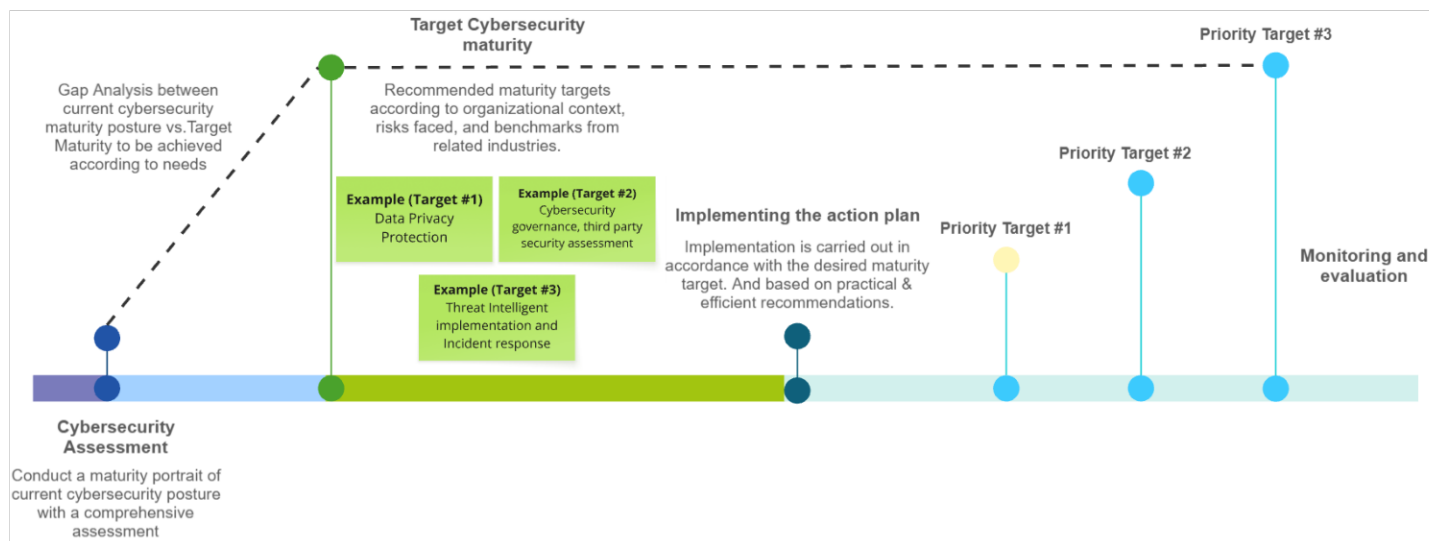
Source: The NIST Cybersecurity Framework (CSF) 2.0

1. Tier 1 – Partial: Cybersecurity efforts are ad hoc and largely reactive.
2. Tier 2 – Risk-Informed: There is some awareness of cybersecurity risks, but practices are not consistently applied across the organization.
3. Tier 3 – Repeatable: Policies and processes are established and executed consistently across the enterprise.
4. Tier 4 – Adaptive: The organization proactively adapts to changing threats through continuous improvement and learning.



## Cybersecurity Is a Journey (Not a Destination)

Building cyber resilience is not a one-time project. It requires ongoing improvement. Here's how organizations can navigate the maturity journey:



### • Assess Current Cybersecurity Maturity

Identify existing controls, policies, roles, and practices. Map these against the six CSF Functions (Identify, Protect, Detect, Respond, Recover, and Govern) and determine your current implementation tier.

### • Define the Target Profile

Set clear goals for where your organization wants to be in terms of cybersecurity capabilities, aligned with your business needs and risk tolerance.

### • Conduct Gap Analysis & Prioritize Actions

Compare your current and target profiles to identify the gaps. Prioritize initiatives based on risk exposure, business impact, and feasibility.

### • Develop a Roadmap & Implement Improvements

Build a cybersecurity roadmap outlining short-, mid-, and long-term initiatives. Execute improvements with stakeholder alignment and commit to ongoing monitoring and refinement.

## Regulatory Drivers in Indonesia:

### Why Cybersecurity Maturity Matters Now More Than Ever

Indonesia's regulatory landscape has raised the bar for cyber resilience, especially in the financial sector.

#### 1. Peraturan Otoritas Jasa Keuangan Republik Indonesia Nomor 11/POJK.03/2022 and Surat Edaran Otoritas Jasa Keuangan Republik Indonesia Nomor 29/SEOJK.03/2022

This regulation from the Financial Services Authority (OJK) emphasizes the need for banks to assess their cybersecurity maturity, including:

- Mandatory evaluation of IT governance, risk, and security posture.
- Implementation of Three Lines of Defense and periodic assessment of cyber resilience.
- Integration of cybersecurity maturity assessments into internal audit and risk monitoring processes.

#### 2. Peraturan Bank Indonesia Nomor 2 Tahun 2024

Bank Indonesia's latest regulation outlines minimum standards for cyber resilience:

- Institutions must perform self-assessments of cybersecurity maturity using recognized frameworks (e.g., NIST, COBIT).
- Requirements to demonstrate continuous improvement and incident handling readiness through simulations and controls.
- Strong emphasis on Board involvement, cyber governance, and threat intelligence capabilities.
- Buy-in from senior leadership and operational teams.

## What You Can Get from a Cybersecurity Maturity Assessment

By conducting a cybersecurity maturity assessment using the NIST Cybersecurity Framework (CSF) 2.0, your organization can gain:

- A clear view of current maturity across functions
- Alignment between cybersecurity and business objectives
- A realistic, phased improvement roadmap



This assessment not only identified gaps but also catalyzed cultural and procedural shifts toward more proactive cybersecurity governance.

## Key Takeaways

- Cybersecurity incidents are costly and growing in complexity. Maturity assessments provide clarity and focus.
- NIST CSF 2.0 offers a flexible, structured model to guide cybersecurity improvement.
- Cybersecurity is a continuous process, not a project. Regular reviews and updates are essential.
- Indonesian regulators now expect financial institutions to actively assess and improve cyber maturity.



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## INDONESIA FACTS

### KERIS – traditional weapon



Keris is a traditional asymmetrical dagger from Indonesia, valued for its distinctive blade and deep cultural meaning. It typically has a straight or wavy blade with intricate *pamur* patterns created by folding metal layers. The hilt and sheath are often beautifully crafted, reflecting the owner's status and artistry. Historically, it was worn by nobility or warriors as a symbol of bravery, honor, and social rank. Beyond being a weapon, keris plays a vital role in rituals, ceremonies, and as a family heirloom. In 2005, UNESCO recognized the Indonesian keris as a Masterpiece of the Oral and Intangible Heritage of Humanity.

Source: pinterest



# Automate, Anticipate, and Jumpstart: Transforming Your Tax Function with Technology

ICHWAN SUKARDI & T QIVI HADY DAHOLI, TAX PRACTICE

Indonesia's tax landscape is rapidly changing. With the full deployment of CoreTax in 2025, the Directorate General of Taxes (DGT) has made a major change toward a real-time, technology-driven approach. However, this is not simply a system upgrade. It foreshadows a larger transition in which data, not just documents, becomes the foundation of tax compliance.

It is designed that the DGT do more than just collect data; they also monitor conduct. That means Indonesian businesses must examine their tax management practices, not just for filing purposes, but also for strategy, risk mitigation, and resilience.

## CoreTax: The Future is Real-Time

CoreTax consolidates various type of taxes, information, and business process. These include VAT, income tax, withholding, and other taxes, including third-party data, into a single unified platform. It automatically cross-checks the data, identifies mismatches, and tracks submissions in real time. Errors that used to take months to unearth can now generate alerts in minutes. As a result, the usual monthly compliance cycle will be replaced by ongoing oversight. In this new era, slow or laborious operations are not only inefficient, but also dangerous.

## Where Are You on the Maturity Curve?

Every company's tax function reaches a particular level of maturity. It is not just about scale, but also about structure, consistency, and how tax fits into your organization.

The tax function of a company often follows four phases to ensure tax function efficacy (see *Technology-Enabled Tax Compliance*; Bianca Kuijper, Todd Cameron, and Zsolt Szatmari; 2024). Such phases consist of reactive, pro-active, progressive, and best-in-class.

At the reactive level, teams are mired in spreadsheets. Data is stored in silos, deadlines cause confusion, and

last-minute changes are the norm. Tax is always a step behind. Then there is the Pro-Active level, which includes some automation. Processes are more predictable, and compliance is better managed. However, most insights occur after the event.

Some companies take a more progressive approach. Their systems communicate with one another. Tax information is sent from source to report. Forecasting and scenario planning become feasible. Tax begins to help companies make decisions rather than just explain them.

And at best-in-class standards? Taxation is an essential component of the corporate structure. It relates to procurement, pricing, and operations. Issues are detected before they become problems. The data is audit-ready, and the taxes' function provides value.

## Where Are You Now?

To find out, ask yourself:

- Do we still copy numbers from emails to Excel?
- Do we experience inconsistent tax treatment across teams or regions?
- Is our VAT/withholding tax data clean, consolidated, and easy to access?
- Does our tax staff prioritize checking reports above advising the business?

If those questions sound familiar, do not worry. That only indicates there is room for improvement. And that is where the opportunity is.

## Automation is the Beginning, Not the End

Many companies assume that automation is the ultimate stage of digital tax revolution. They use robotic process automation (RPA) to replace repetitive processes like data entry, report production, and invoice matching, believing it to be a one-time solution. While this initial step improves efficiency, it is simply the start.

RPA works like a well-trained helper, following precise instructions to complete mechanical operations. It can log onto systems, collect reports, create spreadsheets, and move data between platforms. However, RPA has apparent limitations: it does not learn, it does not make decisions, and it does not adapt to changes in regulation or business situation. When an unexpected transaction occurs or a new rule is implemented, RPA cannot change unless a human tells it to.

This is why RPA is commonly referred to as the gateway to Artificial Intelligence (AI). It handles one aspect of automation, but not adaptability. In contrast, genuine AI allows computers to comprehend context, detect abnormalities, and recommend actions. AI can interpret unstructured data, such as invoice descriptions or intercompany contracts, and classify it for tax purposes. It can examine transaction trends and predict risks.

As a result, the future tax professional must transition away from manual verification and toward technological stewardship, curating, overseeing, and understanding AI outputs rather than manually preparing reports. As governments raise transparency demands and shorten audit periods, the distinction between RPA and AI becomes important.

In summary, automation solves for speed. Intelligence solutions for sustainability. Businesses that focus solely on RPA may enhance throughput but fail to address the larger risks. Those who embrace the entire journey will not only keep up with regulators but also transform their tax function into a forward-thinking business partner.

## What Can AI Do?

AI has ushered in a new age for tax practitioners. It does not replace, but rather enables them to perform more quickly, accurately, and strategically. AI can process massive amounts of organized and unstructured data, detect abnormalities, and learn from trends to improve results over time. The possibilities are immense.

In indirect tax, AI may assess product descriptions based on an inventory list. The system can learn to accurately tag new products, regardless of how diverse their descriptions are, after being taught on thousands of previous examples and classifications. This is not science fiction; it is machine learning in action.

In compliance monitoring, AI may continually evaluate financial transactions and identify irregularities that signal tax exposure before submitting them to tax authorities. This early intervention skill is becoming increasingly important in a real-time auditing environment.

AI can help with transfer pricing by examining inter-company agreements to guarantee consistency with arm's length norms and spotting odd patterns in financial performance across companies that require further study. These are time-consuming chores that AI can significantly speed up without sacrificing accuracy.

AI is becoming increasingly important in tax dispute settlement. As audit processes become more data-intensive, having tools that can quickly understand large volumes of legal and financial documents becomes increasingly important. At RSM Indonesia, for example, our AAJ Tax platform uses AI trained on more than twenty thousand tax court decisions to find the most relevant precedents, evaluate patterns in tax court judgments, and give timely, fact-based arguments.

As governments improve their data-matching skills, having your own AI-powered defenses is no longer an option; it is required. AI's value lies not just in its speed, but also in its capacity to unearth insights that the human eye cannot perceive, providing organizations with the clarity and foresight they require to respond confidently to audits and disputes.

This is not about removing humans from the equation. It is about improving their capabilities, decreasing low-value busywork, and allowing them to focus on what is important: risk anticipation, strategy, and decision-making.





## The Taxman Shift: From Cost Centre to Strategic Partner

Nothing works without people.

Artificial intelligence does not replace tax specialists. However, it alters their role. It shifts them away from busywork and toward planning. It allows them to think, analyze, and manage the business.

To get there, tax teams must upgrade their skills. They need to grasp data, systems, and automation logic. Instead of coding, we should collaborate. To formulate better queries. To connect the dots.

When taxes are reactive, they are costly. When integrated, it is advantageous.

Consider understanding the tax implications of a pricing adjustment before launching or identifying a VAT risk in a supply chain before the tax authorities do. This is what happens when taxation is addressed early on, rather than later.

Taxation is no longer simply about filing on time. It is about visibility, control, and insight. Businesses that embrace this will move faster, take smarter risks, and have stronger foundations.

## What to Consider Next?

At some point, every business must decide whether to continue patching things up or to start building properly.

With CoreTax fully operational, real-time monitoring in place, and AI entering the mainstream, the traditional approach of tax management will simply not suffice.

So, ask yourself:

- Consider whether you are managing tax or being managed by it.
- Do we solve problems or simply react to them?
- Would we be confident or hopeful if a tax officer showed up tomorrow?

You do not need to do everything at once, but you need to get started.



For further information,  
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## RSM INSIGHT



How should financial statements be prepared when an entity is no longer a going concern?

Our latest guide breaks down key areas to consider, including:

- Preparing statements using the non-going concern approach
- Proper classification of assets and liabilities
- Required disclosures and compliance with IAS 1 and IAS 8
- Assessing potential asset write-downs
- Recognizing obligations and liabilities effectively

Ensure accurate and reliable reporting by addressing specific entity circumstances and following the relevant IFRS guidelines.

Click [here](#) to read more.



# OUR ACTIVITIES

## RSM ASIA PACIFIC REGIONAL CONFERENCE 2025

From 19 to 22 May 2025, RSM held the Asia Pacific Regional Conference 2025 in Jakarta, Indonesia, bringing together global and regional leaders under the theme, **“One RSM – Igniting Infinite Possibilities Together”**. This year's conference held special significance as it marked RSM Indonesia's 40th anniversary, celebrating four decades of growth, collaboration, and strong partnerships across the region.

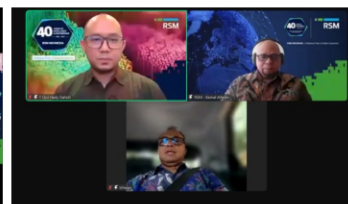
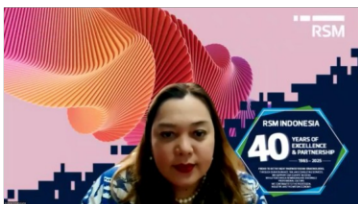
Delegates engaged in insightful discussions on key business trends and strategic priorities, while training sessions provided valuable learning opportunities across a range of important technical and professional topics. RSM Indonesia, as the host, also held a host dinner to warmly welcome delegates, celebrate the occasion with traditional music and dance performances—offering a memorable cultural experience and setting the tone for meaningful connections throughout the conference.

As the conference concluded, the spirit of unity, innovation, and collaboration continued to resonate across the region. Committed to empowering people, serving clients with excellence, and shaping the future together—as One RSM.



## RSM INDONESIA WEBINAR

During the second quarter, we successfully conducted a series of webinars addressing current issues that significantly impact businesses and industries. Our professionals provided in-depth insights on key topics, including tax dispute risks, taxation and technology: future adaptation and innovation, as well as the NIST Cybersecurity Framework 2.0. Our previous webinars are available on our official YouTube channel. *Stay tuned for updates on upcoming webinar!*



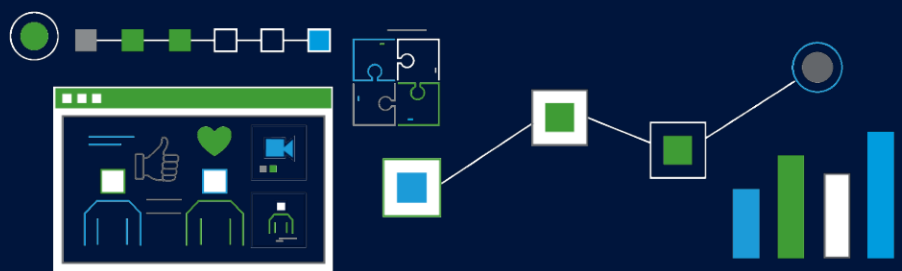
## RSM INDONESIA GOES TO CAMPUS

We recently participated in Career Days at several top universities, including BINUS, Universitas Indonesia, Universitas Airlangga, Universitas Surabaya, and Universitas Brawijaya. More than 200 students visited our booth and engaged with our team. These events reflect our commitment to connecting with future talents and supporting them in maximizing their potential as they take the next step in their professional journey with RSM Indonesia. *See you in our next Career Days event!*





# Thank you for reading



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