



# OPTIMIST SYNERGY STRONGER

LAPORAN TAHUNAN KEBERLANJUTAN 2022 ANNUAL SUSTAINABILITY REPORT





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Seluruh negara menghadapi ujian yang sama pada tahun 2022 dalam wujud pandemi COVID-19. Perekonomian global yang melemah disusul oleh ketidakpastian di pasar keuangan turut memengaruhi kinerja industri perbankan nasional. Kendati semester dua mulai menunjukkan tanda-tanda perbaikan, masih terdapat ketidakpastian yang disebabkan oleh kekhawatiran terhadap gelombang kedua pandemi.

Dalam menghadapi kondisi yang menantang tersebut, PT Bank ICBC Indonesia selaku institusi yang memiliki pengalaman panjang di industri perbankan senantiasa mempertahankan visi memberikan keunggulan dengan layanan, kinerja, dan kontribusi terbaik.

Bank tetap konsisten menjaga kualitas layanan nasabah, didukung dengan produk-produk yang ada. Selain itu, strategi pengembangan inovasi terus berjalan dengan mengembangkan sistem teknologi informasi yang mutakhir dan berbasis pelanggan. Strategi ini didukung oleh penguatan aspek manajemen risiko, peningkatan kapabilitas sumber daya manusia, serta senantiasa mengedepankan aspek-aspek tata kelola perusahaan yang baik

The world has been facing the same challenge in 2022 in the form of COVID-19 pandemic. The global economic slowdown followed by the uncertainty in financial markets have also affected the performance of the national banking industry. While the second semester has shown some signs of improvement, there was still uncertainty caused by concern on the second wave of a pandemic.

In facing these challenging conditions, as an institution with long experience in banking industry, PT Bank ICBC Indonesia has always maintained its vision of providing excellence with the best service, performance and contribution.

The Bank remains consistent in maintaining the quality of its customer service, supported by existing products. In addition, the strategy to develop innovations continues through the development of a sophisticated and customer-based information technology system. This strategy is supported by the strengthening of risk management aspects, increasing of human resource capabilities, and to always prioritize the aspects of good corporate governance

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## LAPORAN KEUANGAN FINANCIAL REPORT

# KINERJA KEUANGAN

## FINANCIAL HIGHLIGHTS

**Rp57,44**  
**Tn**

Total aset Bank mencapai Rp57,44 triliun pada tahun 2022

The Bank's total assets reached Rp57.44 trillion in 2022

**Rp26,00**  
**Tn**

Total kredit yang diberikan sebesar Rp26,00 triliun pada tahun 2022

Total loans receivable stood at Rp26.00 trillion in 2022

**Rp40,89**  
**Tn**

Simpanan nasabah yang berhasil dihimpun Bank mencapai Rp40,89 triliun pada tahun 2022

Deposits from customers collected by The Bank reached Rp40.89 trillion in 2022

**Rp6,45**  
**Tn**

Ekuitas Bank menguat menjadi Rp6,45 triliun pada tahun 2022

The Bank's equity strengthened to Rp6.45 trillion in 2022.

**Rp1,22**  
**Tn**

Bank membukukan pendapatan bunga bersih yang lebih tinggi sebesar Rp1,22 triliun pada tahun 2022

The Bank recorded a higher net interest income of Rp1.22 trillion in 2022

**Rp345,25**  
**Bn**

Laba sebelum pajak penghasilan Bank mencapai Rp345,25 miliar pada tahun 2022

The Bank's profit before income tax stood at Rp345.25 billion in 2022.



# IKHTISAR KEUANGAN DAN OPERASIONAL

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# IKHTISAR KEUANGAN

## FINANCIAL HIGHLIGHTS

### LAPORAN POSISI KEUANGAN

#### STATEMENTS OF FINANCIAL POSITION

dalam Rp juta | in Rp million

Uraian	2022	2021	2020	2019	2018	Description
<b>LAPORAN POSISI KEUANGAN</b>						<b>STATEMENT OF FINANCIAL POSITION</b>
<b>Aset</b>						<b>Assets</b>
Kas	91.715	73.571	79.846	79.587	63.490	Cash
Giro pada Bank Indonesia	2.442.289	6.956.504	1.975.495	3.144.733	3.848.283	Current accounts with Bank Indonesia
Giro pada bank-bank lain	2.384.395	2.164.285	3.093.108	3.622.465	3.456.397	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	7.971.834	10.202.534	1.893.622	2.400.863	5.410.777	Placements with Bank Indonesia and other banks
Aset derivatif	6.187	25.514	42.653	46.513	267.422	Derivative assets
Tagihan akseptasi	66.245	220.472	151.041	200.815	595.160	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	9.835.773	8.183.786	9.993.575	3.513.004	-	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	6.994.707	6.229.163	5.480.648	3.714.365	3.791.167	Investment in securities
Kredit yang diberikan	25.998.130	27.561.697	31.482.256	35.276.096	36.542.280	Loans receivables
Aset tetap	211.076	256.070	289.901	264.650	246.968	Fixed assets
Aset pajak tangguhan	893.369	768.867	592.366	590.605	287.435	Deferred tax assets
Aset lain-lain	540.502	409.085	349.581	250.889	306.585	Other assets
<b>Jumlah Aset</b>	<b>57.436.222</b>	<b>63.051.548</b>	<b>55.424.092</b>	<b>53.104.585</b>	<b>54.815.964</b>	<b>Total Assets</b>
<b>Liabilitas dan Ekuitas</b>						<b>Liabilities and Equity</b>
<b>Liabilitas</b>						<b>Liabilities</b>
Liabilitas segera	2.857	4.000	25.343	2.564	2.355	Liabilities payable on demand
Simpanan nasabah	40.886.441	46.827.584	38.239.113	27.061.513	30.588.043	Deposits from customers
Simpanan dari bank-bank lain	1.464.763	2.492.892	2.720.605	3.731.791	2.227.491	Deposits from other banks
Liabilitas derivatif	80.179	24	150	15	538	Derivative liabilities
Efek-efek yang dijual dengan janji dibeli kembali	610.523	370.731	-	2.298.580	-	Securities sold under agreements to repurchase
Liabilitas akseptasi	66.800	222.283	152.204	200.815	595.160	Acceptance payables
Utang pajak penghasilan	117.343	124.578	60.266	271.546	3.972	Income tax payables
Pinjaman yang diterima	5.292.950	4.516.261	6.157.206	11.222.532	13.780.073	Borrowings
Pinjaman subordinasi	2.101.613	1.924.088	1.896.750	1.874.138	1.222.300	Subordinated loans
Liabilitas imbalan kerja	52.729	70.659	70.051	-	-	Employee benefits obligation

dalam Rp juta | in Rp million

Uraian	2022	2021	2020	2019	2018	Description
Liabilitas lain-lain dan beban yang masih harus dibayar	314.514	300.985	348.613	417.777	479.320	Other liabilities and accrued expenses
<b>Jumlah Liabilitas</b>	<b>50.990.712</b>	<b>56.854.085</b>	<b>49.670.301</b>	<b>47.081.271</b>	<b>48.899.252</b>	<b>Total Liabilities</b>
<b>Ekuitas</b>						<b>Equity</b>
Modal saham	3.706.150	3.706.150	3.706.150	3.706.150	3.706.150	Share capital
Dana setoran modal	-	-	-	-	-	Advanced for future shares subscription
Cadangan nilai wajar - bersih	(11.876)	9.384	44.711	12.988	(16.121)	Fair value reserve - net
Saldo laba	2.751.236	2.481.929	2.002.930	2.304.176	2.226.683	Retained earnings
<b>Jumlah Ekuitas</b>	<b>6.445.510</b>	<b>6.197.463</b>	<b>5.753.791</b>	<b>6.023.314</b>	<b>5.916.712</b>	<b>Total Equity</b>
<b>Jumlah Liabilitas dan Ekuitas</b>	<b>57.436.222</b>	<b>63.051.548</b>	<b>55.424.092</b>	<b>53.104.585</b>	<b>54.815.964</b>	<b>Total Liabilities and Equity</b>

## LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

dalam Rp juta | in Rp million

Uraian	2022	2021	2020	2019	2018	Description
<b>Pendapatan dan Beban Operasional</b>						<b>Operating Income and Expenses</b>
Pendapatan bunga	2.668.185	2.427.639	2.696.613	3.039.968	3.178.646	Interest income
Beban bunga	(1.452.478)	(1.274.675)	(1.751.259)	(2.141.153)	(2.073.643)	Interest expense
<b>Pendapatan bunga - bersih</b>	<b>1.215.707</b>	<b>1.152.964</b>	<b>945.354</b>	<b>898.815</b>	<b>1.105.003</b>	<b>Net interest income</b>
<b>Pendapatan Operasional Lainnya</b>						<b>Other Operating Income</b>
Provisi dan komisi lainnya	46.232	68.059	59.822	69.586	86.635	Other fees and commissions
Keuntungan transaksi mata uang asing - bersih	95.389	102.950	151.888	232.739	307.524	Gains on foreign exchange transactions - net
Keuntungan atas penjualan efek-efek untuk tujuan investasi - bersih	-	48.601	18.418	7.512	4.688	Gains on sale of investment in securities - net
Lain-lain	45.813	82.809	45.256	125.718	19.445	Miscellaneous
<b>Jumlah Pendapatan Operasional Lainnya</b>	<b>187.434</b>	<b>302.419</b>	<b>275.384</b>	<b>435.555</b>	<b>418.292</b>	<b>Total Other Operating Income</b>
<b>Jumlah Pendapatan Operasional</b>	<b>1.403.141</b>	<b>1.455.383</b>	<b>1.220.738</b>	<b>1.334.370</b>	<b>1.523.295</b>	<b>Total Operating Income</b>

dalam Rp juta | in Rp million

Uraian	2022	2021	2020	2019	2018	Description
<b>Beban Operasional</b>						<b>Operating Expenses</b>
Beban kerugian penurunan nilai aset keuangan	(578.512)	(442.344)	(690.683)	(724.888)	(841.992)	Impairment losses on financial assets
Beban umum dan administrasi	152.372	(123.096)	(168.594)	(154.510)	(155.587)	General and administrative expenses
Beban tenaga kerja	295.796	(325.084)	(307.334)	(309.250)	(289.476)	Personnel expenses
Beban lain-lain	31.212	(26.586)	(25.699)	(29.575)	(31.252)	Other expenses
<b>Jumlah Beban Operasional</b>	<b>1.057.892</b>	<b>(917.110)</b>	<b>(1.192.310)</b>	<b>(1.218.223)</b>	<b>(1.318.307)</b>	<b>Total Operating Expenses</b>
Laba Sebelum Pajak Penghasilan	345.249	538.273	28.428	116.147	204.988	Profit Before Tax Expense
<b>Beban pajak penghasilan</b>	<b>(77.392)</b>	<b>(62.196)</b>	<b>(148.900)</b>	<b>(36.784)</b>	<b>(57.232)</b>	<b>Income tax expense</b>
Laba Bersih Tahun Berjalan	267.857	476.077	(120.472)	79.363	147.756	Net Profit for the Year
<b>Penghasilan komprehensif lainnya tahun berjalan setelah pajak</b>	<b>(19.810)</b>	<b>(32.405)</b>	<b>31.824</b>	<b>27.239</b>	<b>(13.141)</b>	<b>Other comprehensive income for the year after tax</b>
<b>Jumlah Penghasilan Komprehensif Tahun Berjalan</b>	<b>248.047</b>	<b>443.672</b>	<b>(88.648)</b>	<b>106.602</b>	<b>134.615</b>	<b>Total Comprehensive Income for the Year</b>

## LAPORAN ARUS KAS STATEMENTS OF CASH FLOWS

dalam Rp juta | in Rp million

Uraian	2022	2021	2020	2019	2018	Description
Kas bersih yang diperoleh dari aktivitas operasi	(6.888.204)	15.184.725	5.598.336	(1.572.024)	(5.219.510)	Net cash provided by operating activities
Kas bersih yang diperoleh dari aktivitas investasi	(750.080)	(798.007)	(1.840.401)	59.381	2.266.665	Net cash provided by investing activities
Kas bersih digunakan untuk aktivitas pendanaan	423.154	(1.757.560)	(5.257.124)	(1.458.618)	3.633.869	Net cash used in financing activities
Pengaruh fluktuasi kurs mata uang asing pada kas dan setara kas	11.460	11.628	33.918	(55.914)	24.727	Effect of foreign exchange rate fluctuation on cash and cash equivalents
<b>Kenaikan (Penurunan) Bersih Kas dan Setara Kas</b>	<b>(7.203.670)</b>	<b>12.640.786</b>	<b>(1.465.271)</b>	<b>(3.027.175)</b>	<b>705.751</b>	<b>Net Increase (Decrease) in Cash and Cash Equivalents</b>
Kas dan Setara Kas Awal Tahun	19.095.656	6.454.870	7.920.141	10.947.316	10.241.565	Cash and Cash Equivalents at the Beginning of Year
Kas dan Setara Kas Akhir Tahun	11.891.986	19.095.656	6.454.870	7.920.141	10.947.316	Cash and Cash Equivalents at the End of Year

## RASIO KEUANGAN FINANCIAL RATIOS

dalam persentase | in percentage

Uraian	2022	2021	2020	2019	2018	Description
						<b>Capital</b>
<b>Modal</b>						
Kewajiban Penyediaan Modal Minimum (KPMM)	23,67	23,41	23,87	21,64	16,42	Capital Adequacy Ratio (CAR)
KPMM modal inti ( <i>Tier 1</i> )	20,58	19,27	18,35	15,84	13,22	Tier 1 ratio
KPMM modal pelengkap ( <i>Tier 2</i> )	3,09	4,14	5,52	5,80	3,20	Tier 2 ratio
Rasio CET 1	20,58	19,27	18,35	15,84	13,22	CET 1 ratio
						<b>Earning Assets</b>
<b>Aset Produktif</b>						
Aset produktif bermasalah dan aset non-produktif bermasalah terhadap total aset produktif dan aset non-produktif	1,32	1,46	0,30	1,85	2,02	Classified earning assets and non-productive assets to total earning assets and non-productive assets
Aset produktif bermasalah terhadap total aset produktif	1,46	1,57	0,35	2,25	2,75	Classified earning assets to total earning assets
Cadangan Kerugian Penurunan Nilai (CKPN) aset keuangan terhadap aset produktif	2,24	1,25	1,24	1,49	1,42	Allowance for impairment losses on financial assets to earning assets
Rasio kredit bermasalah (NPL) – bruto	3,00	3,17	3,17	3,14	3,57	Non-Performing Loan (NPL) - gross
Rasio kredit bermasalah (NPL) – bersih	0,58	2,53	2,88	1,77	2,47	Non-Performing Loan (NPL) - net
						<b>Profitability</b>
<b>Rentabilitas</b>						
Tingkat pengembalian atas asset (ROA)	0,55	0,96	0,05	0,22	0,28	Return on Asset (ROA)
Tingkat pengembalian atas ekuitas (ROE)	4,87	8,82	(2,32)	1,48	2,19	Return on Equity (ROE)
Marjin bunga bersih (NIM)	2,29	2,36	1,96	2,00	2,35	Net Interest Margin (NIM)
Beban Operasional terhadap Pendapatan Operasional (BOPO)	87,80	79,62	98,30	92,83	96,77	Operating expense to operating income (BOPO)
<i>Cost to Income Ratio</i> (CIR)	38,23	36,24	54,88	45,51	70,53	Cost to Income Ratio (CIR)
						<b>Liquidity</b>
<b>Likuiditas</b>						
Rasio kredit terhadap dana pihak ketiga (LDR)	64,61	58,60	79,83	130,07	119,33	Loan to Deposit Ratio (LDR)
Kewajiban pemenuhan rasio kecukupan likuiditas (LCR)	224,57	211,74	230,99	175,03	155,92	Liquidity Coverage Ratio (LCR)

dalam persentase | in percentage

Uraian	2022	2021	2020	2019	2018	Description
<b>Pendanaan</b>						<b>Funding</b>
Dana murah	25,64	26,32	20,23	23,93	28,48	Current accounts savings accounts (CASA)
Kewajiban pemenuhan rasio pendanaan stabil bersih (NSFR)	139,94	140,76	109,61	119,07	115,05	Net Stable Funding Ratio (NSFR)
<b>Kepatuhan</b>						<b>Compliance</b>
<b>Persentase pelanggaran Batas Maksimum Pemberian Kredit (BMPK)</b>						<b>Percentage of violation of Legal Lending Limit (LLL)</b>
Pihak terkait	0,00	0,00	0,00	0,00	0,00	Related parties
Pihak tidak terkait	0,00	0,00	0,00	0,00	0,00	Third parties
<b>Persentase pelampauan Batas Maksimum Pemberian Kredit (BMPK)</b>						<b>Percentage of excess of Legal Lending Limit (LLL)</b>
Pihak terkait	0,00	0,00	0,00	0,00	0,00	Related parties
Pihak tidak terkait	0,00	0,00	0,00	0,00	0,00	Third parties
<b>Giro Wajib Minimum (GWM)</b>						<b>Statutory Reserve (GWM)</b>
<b>GWM utama Rupiah</b>						<b>Primary GWM Rupiah</b>
Harian	0,00	0,50	0,50	3,00	3,50	Daily
Rata-rata	12,20	20,59	3,14	3,09	3,13	Average
<b>GWM valuta asing (harian)</b>						<b>Foreign currency GWM (daily)</b>
Posisi Devisa Neto (PDN) secara keseluruhan	2,27	1,52	1,03	2,10	1,12	Net Open Position (NOP)

## IKHTISAR OPERASIONAL

### OPERATIONAL HIGHLIGHTS

Uraian	2022	2021	2020	2019	2018	Description
Jumlah Karyawan	625	625	619	585	595	Total Employees
Jumlah Kantor Cabang	18	18	18	19	19	Total Branches
Jumlah ATM	24	24	25	29	30	Total ATM
Jumlah Nasabah	50.033	46.525	42.047	40.127	37.472	Total Customers
Tingkat Kesehatan Bank	2	2	2	2	2	Bank Soundness Level
Hasil <i>Self-Assessment</i> GCG	2	2	2	2	2	GCG Self-Assessment Result

## INFORMASI SAHAM

### SHARES INFORMATION

Per 31 Desember 2022, Bank tidak pernah melakukan penerbitan dan pencatatan saham di Bursa Efek Indonesia (BEI). Oleh karena itu, sebagai sebuah perusahaan non-publik dan sahamnya tidak terdaftar di BEI, Bank tidak menyajikan informasi terkait: jumlah saham yang beredar; kapitalisasi pasar; harga saham tertinggi, terendah, dan penutupan; dan volume perdagangan pada bursa efek tempat saham dicatatkan.

#### Suspensi Perdagangan Saham dan/atau Delisting

Sebagai sebuah perusahaan non-publik, Bank tidak pernah dikenakan sanksi perdagangan saham baik berupa penghentian sementara perdagangan saham maupun penghapusan pencatatan saham.

#### Aksi Korporasi

Selama tahun 2022, Bank tidak melakukan aksi korporasi seperti pemecahan saham, penggabungan saham, dividen saham, saham bonus, dan perubahan nilai nominal saham.

Selain itu, pada tahun 2022 Bank tidak melakukan pembayaran dividen tunai untuk tahun buku yang berakhir pada tanggal 31 Desember 2021 kepada para pemegang saham yang berhak untuk menerima dividen tunai.

As of December 31, 2022, The Bank has not issued and listed shares on the Indonesia Stock Exchange (IDX). Therefore, as a non-public company and its shares not yet listed on the IDX, The Bank did not provide any information related to the number of outstanding shares; market capitalization; the highest, lowest, and closing share prices; and trading volume on the stock exchange where the shares are listed.

#### Stock Trading Suspension and/or Delisting

As a private company, The Bank was not subject to any stock trading sanction either in the form of stock trading suspension and/or stock delisting.

#### Corporate Actions

Throughout 2022, The Bank did not conduct any corporate actions such as stock split, reverse stock, stock dividend, bonus shares, and changes in the nominal share value.

Moreover, in 2022 The Bank did not conduct cash dividend payment for the financial year ending on December 31, 2022 to shareholders who are entitled to receive cash dividends.

## INFORMASI OBLIGASI, SUKUK, ATAU OBLIGASI KONVERSI

### BONDS, SUKUK, OR CONVERTIBLE BONDS INFORMATION

Per 31 Desember 2022, Bank tidak melakukan pencatatan obligasi, sukuk atau obligasi konversi, maupun pencatatan efek lainnya. Oleh karena itu, Bank tidak menyajikan informasi terkait jumlah obligasi, sukuk atau obligasi konversi yang beredar (*outstanding*), tingkat bunga/ imbalan, tanggal jatuh tempo, dan peringkat obligasi/ sukuk.

As of December 31, 2022, The Bank did not conduct listing of bonds, sukuk or convertible bonds and other securities. Therefore, The Bank did not disclose any information regarding nominal value of outstanding bonds, sukuk or convertible bonds, interest/coupon rate, maturity date, and bond/sukuk ratings.

# PROYEK PEMBIAYAAN 2022

## FINANCING PROJECTS 2022



### PEMBIAYAAN SINDIKASI JALAN TOL SERANG - PANIMBANG

SYNDICATED LOAN OF SERANG - PANIMBANG TOLL ROAD

Bank turut serta dalam pembiayaan sindikasi *Tranche II*. Pembiayaan sindikasi tersebut digunakan untuk membiayai pembangunan jalan tol Serang - Panimbang seksi 2, ruas Rangkasbitung - Cileles sepanjang 24,17 km.

Untuk proses konstruksinya, seksi 1 (ruas Serang - Rangkasbitung) sepanjang 26,50 km telah selesai 100% pada bulan November 2021, dan telah dioperasikan sejak tanggal 5 Desember 2021. Sementara, untuk seksi 2, pembangunan konstruksinya telah dimulai sejak 22 Mei 2022, dan saat ini telah mencapai kemajuan sebesar 42,38%. Jalan tol ini ditargetkan akan beroperasi pada bulan Maret 2024.

Proyek ini merupakan bagian dari Proyek Infrastruktur Strategis Nasional yang mendukung program pemerintah untuk mengembangkan Kawasan Ekonomi Khusus (KEK) Tanjung Lesung yang merupakan salah satu prioritas utama Komite Percepatan Penyediaan Infrastruktur Prioritas (KPPIP) dan untuk membangun daerah potensial oleh pemerintah daerah.

Kehadiran jalan tol Serang - Panimbang ini diharapkan dapat meningkatkan pertumbuhan ekonomi provinsi Banten dan menjadikan kawasan Tanjung Lesung lebih mudah diakses sebagai tujuan objek wisata.

The Bank participated in the *Tranche II* syndicated loan. The syndicated loan was used to finance the construction of Serang - Panimbang toll road section 2, Rangkasbitung - Cileles section with a length of 24.17 km.

As for the construction process, section 1 (Serang - Rangkasbitung section) of 26.50 km was 100% completed in November 2021, and has been in operation since December 5, 2021. While for section 2, the construction has started since May 22, 2022, and is currently has achieved a progress of 42.38%. This toll road is targeted to be operational in March 2024.

This project is part of the National Strategic Infrastructure Project which supports the government's program to develop the Tanjung Lesung Special Economic Zone (KEK), which is one of the main priorities of the Committee for the Acceleration of Priority Infrastructure Delivery (KPPIP) and to develop potential areas by the local government.

The presence of Serang - Panimbang toll road is expected to increase the economic growth of Banten province and make the Tanjung Lesung area more accessible for tourist destinations.



**FACTORY**



**SEA-PORT**

**PEMBIAYAAN SINDIKASI PROYEK PABRIK SEMEN**  
SYNDICATED LOAN OF CEMENT FACTORY PROJECT

Bank berpartisipasi dalam pembiayaan sindikasi untuk pembiayaan proyek pabrik semen dengan kapasitas tahunan sebesar 3,2 juta ton klinker dan 4 juta ton semen. Lokasi proyek berada di Kalimantan Timur, Kabupaten Kutai Timur. Proyek pabrik semen ini untuk memenuhi kebutuhan dalam negeri dan memiliki target untuk pangsa pasar ekspor.

The Bank participated in loan syndication to finance cement factory project with an annual capacity of 3.2 million tons of clinker and 4 million tons of cement. The project location is in East Kalimantan, East Kutai Regency. The cement factory project will be utilized to fulfill domestic needs and target of export market.



**PEMBIAYAAN PROYEK PELEBURAN NIKEL**  
FINANCING OF NICKEL SMELTING PROJECT

Bank bekerja sama dengan ICBC Changsha dalam pembiayaan proyek peleburan bijih nikel laterit dengan produksi tahunan 60.000 ton. Proyek ini berlokasi di Indonesia Morowali Industrial Park, Kabupaten Morowali, Provinsi Sulawesi Tengah, Indonesia. Bank dalam proyek ini juga berperan sebagai Indonesia *Facility Agent*, Indonesia *Account Bank* dan Indonesia *Security Agent*.

The Bank in cooperation with ICBC Changsha in the financing of laterite nickel ore smelting project with an annual output of 60,000 tons. The project is located in Indonesia Morowali Industrial Park, Morowali Regency, Central Sulawesi Province, Indonesia. The Bank in this project also took roles as Indonesia Facility Agent, Indonesia Account Bank and Indonesia Security Agent.

# RATING PERUSAHAAN

## CORPORATE RATINGS

Bank telah mendapatkan peringkat kredit dari lembaga pemeringkat per 31 Desember 2022 sebagai berikut:

The Bank has received credit ratings from rating agency as of December 31, 2022 as follows:

Lembaga Pemeringkat Rating Agencies	Tanggal Pemeringkatan Rating Date	Kriteria Pemeringkatan Rating Criteria	Peringkat Rating
Fitch Ratings	21 Desember 2022	<i>Outlook</i>	AAA(idn) - Company's Long Term National Outlook
	December 21, 2022	<i>National long-term</i>	AAA(idn)
		<i>National short-term</i>	F1+(idn)

# PENGHARGAAN DAN SERTIFIKASI

## AWARDS AND CERTIFICATION

Bank menerima berbagai penghargaan dan sertifikasi per tanggal 31 Desember 2022 sebagai berikut:

The Bank received various awards and certifications as of December 31, 2022 as follows:

Penyelenggara Organizer	Ajang Event	Prestasi Achievement	Tanggal Perolehan Date of Acceptance
<b>Penghargaan   Awards</b>			
	ICBC Limited Award 2022	"Excellent Member" dalam Bisnis Pembayaran dan Kliring Lintas Batas untuk mata uang RMB	Januari 2022
	ICBC Limited Award 2022	"Excellent Member" in RMB Cross-Border Payment and Clearing Business	January 2022
	Ajang penghargaan <i>Best Bank 2022</i> dari majalah Investor dengan tema "Tantangan Mendorong Kredit Perbankan Seiring Tren Kenaikan Suku Bunga"	50 Bank Terbaik Tahun 2022 berdasarkan pemeringkatan Bank dan Kekuatan Aset	30 Mei 2022
	Best Bank 2022 award organized by Investor magazine with the theme "Challenges in Encouraging Banks Loan in line with the Trend of Increasing Interest Rates"	50 Best Bank in 2022 based on Bank rating and Asset Strength	May 30, 2022

Penyelenggara Organizer	Ajang Event	Prestasi Achievement	Tanggal Perolehan Date of Acceptance
	Piagam & Sertifikat dari KPP Madya Dua Jakarta Pusat	Kontribusi dan Partisipasi Bank, terhadap Penerimaan Negara Tahun 2021	21 Juli 2022
	Award & Certificate from KPP Madya Dua Central Jakarta	The Bank's Contribution and Participation in 2021 State Revenue	July 21, 2022
	Tempo Financial Award (TFA) 2022	Penghargaan "The Best Resilience Bank" untuk kategori Bank Umum Konvensional	14 Desember 2022
	Tempo Financial Award (TFA) 2022	"The Best Resilience Bank" award for the category of Conventional Commercial Banks	December 14, 2022
			

Jenis Sertifikasi Certification Type	Tahun Perolehan Date of Acceptance	Pemberi Sertifikasi Certificate Provider	Masa Berlaku Validity period
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**Sertifikasi | Certification**

	23 Agustus 2022	Badan Sertifikasi TUV NORD Indonesia	22 Juli 2024
	August 23, 2022	TUV NORD Indonesia Certification Body	July 22, 2024

Sertifikasi Sistem Manajemen sesuai dengan SNI ISO/IEC 27001 : 2013

Certification of Management System in Accordance with SNI ISO/IEC 27001 : 2013

# PERISTIWA PENTING 2022

## IMPORTANT EVENTS IN 2022



**JANUARI 2022**  
JANUARY 2022

### Bank Berhasil Meraih Predikat "Excellent Member" dalam Bisnis Pembayaran dan Kliring RMB Lintas Batas

The Bank was Awarded the Title of "Excellent Member" in the Cross-Border RMB Payment and Clearing Business

Di awal tahun 2022, Bank menerima predikat sebagai "Excellent Member" dalam kategori bisnis pembayaran dan kliring RMB lintas batas dari perusahaan induk Bank (ICBC Limited) pada Januari 2022. Perolehan atas penghargaan ini menunjukkan bahwa Bank memiliki kinerja yang unggul dalam bisnis kliring dan pembayaran RMB lintas batas.

At the beginning of the year 2022, The Bank was awarded the title of "Excellent Member" in the category of cross-border RMB payment and clearing business from the parent company of The Bank (ICBC Limited) in January 2022. This honored certification shows that The Bank has excellence performance in the cross-border RMB clearing and payment business.



**FEBRUARI 2022**  
FEBRUARY 2022

### Vaksinasi *Booster* untuk Karyawan beserta Keluarga

#### Booster Vaccination for All Employees and Families

Bank selalu mengutamakan kesehatan dan keselamatan karyawannya selama masa pandemi. Pada Februari 2022, Bank melanjutkan program Vaksinasi *Booster* sebagai upaya untuk meningkatkan imunitas pegawainya. Pelaksanaan atas kelanjutan dari program vaksinasi gotong royong ini juga dilaksanakan di seluruh cabang Bank dengan target seluruh karyawan dan anggota keluarganya.

The Bank always prioritizes the health and safety of its employees during the pandemic. In February 2022, The Bank continued the Booster Vaccination program as an effort to increase the immunity of its employees. The continuation of mutual cooperation vaccination program was also held in all of The Bank's branches with the target of all employees and their family members.



**17 MEI 2022**  
MAY 17, 2022



### **Pelaksanaan Pelatihan RMDP (*Relationship Manager Development Program*)** Implementation of RMDP (*Relationship Manager Development Program*) Training

Direktur, Ibu Fransisca Nelwan Mok dan Bapak Liu Hongbo turut hadir dan secara resmi membuka pelatihan *Relationship Manager Development Program (RMDP) 2022 – “Welcome Aboard The Next Young Leader”*, Selasa, 17 Mei 2022, yang bertempat di Hotel Le Meridien Jakarta. Beberapa kepala departemen dan pimpinan cabang juga menjadi mentor dan pembicara yang memperkenalkan seputar Bank ICBC Indonesia kepada para peserta.

Director, Ms. Fransisca Nelwan Mok and Mr. Liu Hongbo attended and officially opened the *Relationship Manager Development Program (RMDP) 2022 – “Welcome Aboard The Next Young Leader”*, Tuesday, May 17, 2022, which was located at Hotel Le Meridien Jakarta. Several department heads and branch managers also became mentor and speaker who introduced Bank ICBC Indonesia to the participants.



**23 JUNI 2022**  
JUNE 23, 2022



### **Aktivitas Go Green pada Kuartal II-2022** Go Green Activity on the Second Quarter of 2022

Kegiatan pengumpulan sampah kertas telah dilaksanakan dan kemudian disumbangkan pada 23 Juni 2022, di mana Bank menghasilkan 628 kg sampah daur ulang. Setelah didonasikan, maka dilakukan proses penimbangan dan peleburan untuk dijadikan bahan baku produksi, di mana perolehan dana hasil daur ulang sampah tersebut kemudian disalurkan untuk kegiatan kemanusiaan melalui program Yayasan Tzu Chi Indonesia.

The paper waste collection activity was carried out and then donated on June 23, 2022, where The Bank produced 628 kg of recycled waste. After being donated, there is a weighing and smelting process to be used as production raw materials, where the proceeds from the recycled waste are then channeled for humanitarian activities through the Tzu Chi Indonesia Foundation program.



**3 AGUSTUS 2022**  
AUGUST 3, 2022

### Bank Menerima Penghargaan atas Kontribusi dan Partisipasi Penerimaan Negara dari Kantor Pajak

The Bank Received an Award for the Contribution and Participation of The State Revenue from Tax Office

Pada tanggal 3 Agustus 2022, Bapak Zhang Jinxing selaku Presiden Direktur Bank didampingi oleh jajaran Direksi antara lain Ibu Zhang Wen, Ibu Fransisca Nelwan Mok, dan Ibu Dini Suprihatini menerima kunjungan Kepala Kantor Pajak bersama anggota timnya. Tujuan kunjungan tersebut dalam rangka pemberian Penghargaan atas Kontribusi dan Partisipasi Bank terhadap Penerimaan Negara periode tahun 2021.

On August 3, 2022, Mr. Zhang Jinxing as a President Director of The Bank accompanied by members of the Board of Directors including Ms. Zhang Wen, Ms. Fransisca Nelwan Mok, and Ms. Dini Suprihatini received a visit from the Head of Tax Office together with his team members. The purpose of visit was in the context of awarding a Certificate of Appreciation for the Contribution and Participation of The Bank to The State Revenue for the year of 2021 period.



**23 AGUSTUS 2022**  
AUGUST 23, 2022

### Bank Menerima Sertifikasi SNI ISO/IEC 27001 : 2013 dari TUV Nord Indonesia

The Bank Received a Certification of SNI ISO/IEC 27001 : 2013 from TUV Nord Indonesia

Sertifikasi diberikan pada 23 Agustus 2022 atas keberhasilan Bank dalam menerapkan sistem manajemen untuk lingkup Keamanan Informasi *Corporate Internet Banking (CIB)*, *Personal Internet Banking (PIB)* dan *Mobile Internet Banking (MIB)*, dalam penyediaan Proses Registrasi, Proses *User Management & Call Center* (Sesuai Pernyataan Keberlakuan: Versi 02 tanggal 30 Juni 2022). Bank menyadari pentingnya memitigasi risiko digital di tengah perkembangan teknologi informasi dan komunikasi yang semakin disruptif. Untuk itu Bank berkomitmen untuk terus meningkatkan kualitas keamanan dan kenyamanan layanan perbankan demi memenuhi kebutuhan nasabah. Sertifikasi yang diperoleh menandakan bahwa Bank telah memiliki sistem keamanan yang telah memenuhi standar.

The certificate was given on August 23, 2022 for The Bank's success in implementing a management system for the scope of Corporate Internet Banking (CIB), Personal Internet Banking (PIB) and Mobile Internet Banking (MIB) Information Security, in providing Registration Processes, User Management & Call Center Processes (According to the Statement of Applicability: Version 02 dated June 30, 2022). The Bank realizes the importance of mitigating digital risk in the midst of increasingly disruptive information and communication technology developments. Thus, The Bank is committed to continuously improving the quality of security and convenience of banking services to meet the customer needs. The certification obtained indicates that The Bank has a security system that meets the standards.



### Bank Resmi Menjadi Salah Satu Peserta BI-FAST (Batch ke-3)

The Bank Officially Becomes One of the Participants in BI-FAST (3<sup>rd</sup> Batch)

Sejak 29 Agustus 2022, Bank resmi menjadi salah satu peserta BI-FAST (*batch* ke-3) untuk memfasilitasi transaksi pembayaran ritel di Indonesia. Fasilitas ini dapat digunakan oleh nasabah dan masyarakat untuk melakukan transfer antar bank dengan biaya murah Rp2.500,- untuk setiap kali transaksi.

Since August 29, 2022, The Bank has officially become one of the participants in BI-FAST (3<sup>rd</sup> batch) to facilitate retail payment transactions in Indonesia. This facility is available to used by customers and public for inter-bank transfers at a low cost of Rp2,500.- for each transaction.



### Soft Launching Triple Currency Debit UnionPay

Soft Launching of Triple Currency Debit UnionPay

Bapak Zhang Jinxing, didampingi oleh jajaran Direksi dan Dewan Komisaris, hadir dan menyaksikan *soft launching Triple Currency Debit UnionPay*. Keunggulan dari produk ini selain memberikan kemudahan untuk bertransaksi di seluruh dunia, juga untuk tujuan perdagangan, perjalanan, dan pendidikan bagi individu Indonesia, khususnya dalam memberikan kemudahan bagi bisnis individu di Tiongkok. Acara *soft launching* produk ini dilaksanakan pada Jumat, 9 September 2022 di ICBC Lounge, lantai 33, The City Tower, Jakarta, dan dibuka oleh Direktur, Bapak Lukito Adisubrata.

Mr. Zhang Jinxing, accompanied by the Board of Directors and Board of Commissioners, attended and witnessed the soft launching of Triple Currency Debit UnionPay. The advantages of this product apart from providing convenience for transactions throughout the world, also for trade, travel, and education purposes for Indonesian individuals, especially in providing convenience for individual businesses in China. The soft launching of the product was held on Friday, September 9, 2022, located at ICBC Lounge, 33<sup>rd</sup> floor, The City Tower, Jakarta, and was opened by the Director, Mr. Lukito Adisubrata.



**OKTOBER 2022**  
OCTOBER 2022

### **Bank Terus Berupaya Memberikan Bantuan kepada Masyarakat yang Membutuhkan dengan Menyalurkan Dana CSR melalui Pelaksanaan Tanggung Jawab Sosial Lingkungan Bersama dengan HUT ke-15 Bank**

The Bank Continuously Strives to Provide Assistance for People in Need by Channeling CSR Funds through the Implementation of the Environmental Social Responsibility Together with The Bank's 15 Years Anniversary

Program CSR Bank di seluruh jaringan kantor cabang dilaksanakan bersamaan dengan HUT Bank ke-15 dengan tema *Optimist-Synergy-Stronger*, melalui program ICBC berbagi kepada masyarakat setempat yang membutuhkan uluran tangan, seperti panti asuhan dan panti jompo yang berada di sekitar lokasi kantor cabang Bank di seluruh Indonesia. Kegiatan ini telah melibatkan 15 (lima belas) kantor cabang dan 3 (tiga) kantor cabang pembantu. Melalui program ICBC berbagi ini diharapkan dapat membantu dan mendukung upaya pemerintah dalam meningkatkan kesejahteraan masyarakat yang membutuhkan, serta mengentaskan kemiskinan dalam rangka pemulihan ekonomi nasional.

The Bank's CSR program in all branch office networks was carried out together with The Bank's 15 years anniversary with the theme *Optimist-Synergy-Stronger*, through ICBC program sharing with local society who needs a helping hand, such as orphanages and nursing homes located around The Bank's branch offices throughout Indonesia. This activity has involved 15 (fifteen) branch offices and 3 (three) sub-branch offices. Through this ICBC sharing program, it is hoped that it can help and support the government's efforts in improving the welfare of society in needs, and alleviate poverty in the context of national economic recovery.



**10 OKTOBER 2022**  
OCTOBER 10, 2022

### Penutupan Program RMDP 2022

#### RMDP 2022 Closing Program

Program RMDP tahun ini ditutup dengan acara penyerahan sertifikat kelulusan kepada seluruh peserta pada tanggal 10 Oktober 2022. Acara tersebut dihadiri oleh jajaran direksi. Program RMDP ini bertujuan untuk memberikan pelatihan bagi talenta baru dan diharapkan semua peserta siap menjadi karyawan yang unggul dan profesional.

This year's RMDP program was closed with the presentation of graduation certificates to all participants on October 10, 2022. The event was attended by the Board of Directors. The program aims to provide training for new talents and it is hoped that all participants will be ready to become an excellent and professional employees.



**20 OKTOBER 2022**  
OCTOBER 20, 2022

### Aktivitas Go Green pada Kuartal IV-2022

#### Go Green Activity in the Fourth Quarter of 2022

Kegiatan pengumpulan sampah kertas kembali dilaksanakan dan disumbangkan pada tanggal 20 Oktober 2022, di mana Bank menghasilkan 663 kg sampah daur ulang. Setelah didonasikan, dilakukan proses penimbangan dan peleburan untuk dijadikan bahan baku produksi, di mana perolehan dana hasil daur ulang sampah tersebut kemudian disalurkan untuk kegiatan kemanusiaan melalui program Yayasan Tzu Chi Indonesia.

The paper waste collection activity was once again carried out and donated on October 20, 2022, where The Bank produced 663 kg of recycled waste. After being donated, there is a weighing and smelting process to be used as production raw materials, where the proceeds from the recycled waste are then channeled for humanitarian activities through the Tzu Chi Indonesia Foundation program.



**26-30 OKTOBER 2022**  
OCTOBER 26-30, 2022

### Bank Turut Serta dalam Event *Financial Expo 2022*

The Bank Participated in the Event of Financial Expo 2022

Bank berpartisipasi dalam acara *Financial Expo 2022*, di Central Park Mall, Terra Atrium. Kegiatan Fin-Expo 2022 ini merupakan rangkaian kegiatan Bulan Inklusi Keuangan (BIK) yang diselenggarakan selama 5 (lima) hari, dari tanggal 26-30 Oktober 2022 dengan tema “Go Inclusive, Go Productive” yang diprakarsai oleh Lembaga Jasa Keuangan (LJK) dan didukung oleh Otoritas Jasa Keuangan (OJK), Bank Indonesia (BI), dan Lembaga Penjamin Simpanan (LPS). Acara ini dihadiri oleh 134 (seratus tiga puluh empat) stand pameran yang terdiri dari berbagai industri jasa keuangan seperti perbankan, asuransi, pasar modal, pembiayaan, dana pensiun, pegadaian, *fintech*, *e-commerce*, dan pelaku UMKM.

The Bank participated in the Financial Expo 2022 event, at the Central Park Mall, Terra Atrium. This Fin-Expo 2022 activity is a series of Financial Inclusion Month (BIK) activities which were held for 5 (five) days, from October 26-30, 2022 with the theme “Go Inclusive, Go Productive” and was initiated by the Financial Services Institutions (LJK) and supported by the Financial Services Authority (OJK), Bank Indonesia (BI), and Deposit Insurance Corporation (LPS). This event was attended by 134 (one hundred thirty-four) exhibition booths consisting of various financial service industries such as banking, insurance, capital markets, financing, pension funds, pawnshops, fintech, e-commerce, and MSME players.



**28 OKTOBER 2022**  
OCTOBER 28, 2022

### Grand Launching Triple Currency Debit UnionPay

Grand Launching of Triple Currency Debit UnionPay

Bank melaksanakan *grand launching* atas produk *Triple Currency Debit UnionPay* pada hari Jumat, 28 Oktober 2022. Acara diadakan di Ruang Garbera, Hotel Mulia Senayan, Jakarta dan disaksikan oleh anggota Direksi Bank, perwakilan dari UnionPay International, serta dihadiri oleh nasabah setia Bank. Kedepannya, Bank akan terus melakukan inovasi produk dan layanan sesuai kebutuhan nasabah guna menghadirkan solusi kemudahan transaksi perbankan nasabah.

The Bank held a grand launching of Triple Currency Debit UnionPay on Friday, October 28, 2022. The event was held at Garbera Room, Hotel Mulia Senayan, Jakarta and witnessed by members of the Board of Directors, representatives from UnionPay International, and attended by The Bank’s loyal customers. In the future, The Bank will continue to innovate products and services according to customer needs in order to provide solutions to facilitate customer banking transactions.

**Fitch Ratings Indonesia Menetapkan Peringkat  
PT Bank ICBC Indonesia  
(ICBCI)**

**- Desember 2022 -**

Peringkat Nasional Jangka Panjang	'AAA(idn)'
Peringkat Nasional Jangka Pendek	'F1+(idn)'
Outlook Peringkat Nasional Jangka Panjang	'STABIL'

**21 DESEMBER 2022**  
DECEMBER 21, 2022

**Fitch Menetapkan Peringkat Nasional Bank 'AAA(idn)'; dengan Outlook 'Stabil'**  
Fitch Assigns The Bank's National Rating of 'AAA(idn)'; with Outlook 'Stable'

Pada 21 Desember 2022, lembaga pemeringkat, Fitch Ratings Indonesia menetapkan Peringkat Nasional Jangka Panjang Bank di 'AAA(idn)' dan Peringkat Nasional Jangka Pendek di 'F1+(idn)'. Outlook Peringkat Nasional Jangka Panjang Bank adalah 'Stabil'. Fitch Ratings Indonesia percaya bahwa ICBC Limited sebagai perusahaan induk Bank memiliki kecenderungan yang tinggi untuk mendukung Bank, mengingat bahwa Indonesia adalah pasar penting yang strategis bagi grup perusahaan. Anak perusahaan Indonesia merupakan bagian penting dari strategi luar negeri grup, terutama dalam mendukung arus perdagangan dan investasi di dalam negeri.

On December 21, 2022, Fitch Ratings Indonesia has assigned The Bank's National Long-Term Rating of 'AAA(idn)' and National Short-Term Rating of 'F1+(idn)'. The Outlook for The Bank's National Long-Term Rating is 'Stable'. Fitch Ratings Indonesia believes that ICBC Limited as the parent company of The Bank has a high propensity to support The Bank, given that Indonesia is a strategically important market for the group company. Indonesian subsidiaries are an important part of the group's overseas strategy, particularly in supporting trade and investment flows within the country.



# LAPORAN MANAJEMEN

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of Directors





ICBC



**Wang Kun**

**Presiden Komisaris**  
President Commissioner

**"PENERAPAN *GOOD CORPORATE GOVERNANCE (GCG)* DALAM SELURUH PROSES BISNIS PADA SETIAP JENJANG ORGANISASI BANK MEMPERKUAT POSISI BANK DALAM MENGHADAPI TANTANGAN EKSTERNAL DI SEPANJANG TAHUN 2022".**

**"The implementation of *Good Corporate Governance (GCG)* in all business processes at all levels of The Bank's organization strengthens in facing Bank's position in facing external challenges in 2022".**

# LAPORAN DEWAN KOMISARIS

## BOARD OF COMMISSIONERS' REPORT

### PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG TERHORMAT,

Dear Shareholders and Stakeholders,

Puji dan syukur kami ucapkan kehadiran Tuhan Yang Maha Esa, atas berkat rahmat dan karunia-Nya, PT Bank ICBC Indonesia (selanjutnya disebut "Bank ICBC Indonesia" atau "Bank") berhasil melalui tahun 2022 dengan kinerja cukup baik terkait pengelolaan Bank di tengah dinamika ekonomi eksternal dan domestik akibat ketidakpastian geopolitik global. Kami selaku Dewan Komisaris menyampaikan laporan pelaksanaan tugas dan tanggung jawab kepada Pemegang Saham terkait pelaksanaan tugas pengawasan atas kepengurusan Bank dan pemberian nasihat kepada Direksi serta implementasi strategi Bank ICBC Indonesia untuk tahun buku 2022.

### TINJAUAN EKONOMI

Dewan Komisaris berpandangan bahwa ketidakpastian geopolitik global akibat krisis geopolitik yang terjadi di Ukraina menjadi katalis utama yang memengaruhi fundamental ekonomi di berbagai negara. Krisis geopolitik di Ukraina telah mengakibatkan disrupsi rantai pasok sehingga berdampak kepada kenaikan harga yang signifikan atas berbagai komoditas pangan, pupuk, dan energi. Hal ini diperkuat oleh kenaikan tajam atas indeks harga pangan, pupuk, dan energi yang diterbitkan oleh Bank Dunia khususnya di sepanjang tahun 2022 pasca meletusnya perang Ukraina-Rusia.

Sebagai konsekuensi dari kenaikan harga berbagai komoditas dunia tersebut, inflasi mengalami kenaikan signifikan di berbagai negara di dunia. Akibatnya, berbagai bank sentral di dunia menaikkan suku bunga acuan untuk meredam dampak dari tekanan inflasi yang meningkat.

The Fed menaikkan suku bunga acuan (The Fed Rate) secara bertahap hingga sebesar 425bps menjadi 4,50% yang ditetapkan oleh Bank Sentral Amerika Serikat per Desember 2022. Kebijakan ini seperti yang telah diperkirakan berbagai pihak memberi dampak lanjutan kepada ketidakpastian pasar keuangan global yang ditandai dengan pelemahan nilai tukar berbagai mata uang dunia terhadap Dollar AS. Akhirnya, *multiplier effect* dari konflik geopolitik di Ukraina tersebut menyebabkan perlambatan ekonomi dunia di tahun 2022.

Praise and give thanks to God Almighty for the grace and mercy blessed to PT Bank ICBC Indonesia (hereinafter referred to as "Bank ICBC Indonesia" or The "Bank"), which has successfully navigated through the year of 2022 with a fairly good performance related to the management of The Bank amidst external and domestic economic dynamics due to global geopolitical uncertainties. We, as the Board of Commissioners, present a report on the performance of duties and responsibilities to the Shareholders in terms of implementing supervisory duties on The management of The Bank and advising the Board of Directors as well as the implementation of Bank ICBC Indonesia's strategy for the financial year 2022.

### ECONOMIC REVIEW

The Board of Commissioners believes that the global geopolitical uncertainty resulting from the geopolitical crisis that has occurred in Ukraine has become the primary catalyst affecting economic fundamentals in various countries. The geopolitical crisis in Ukraine has led to supply chain disruptions, resulting in significant price increases for various food, fertilizer and energy commodities. This has been reinforced by the fact that following the outbreak of the Ukrainian-Russian war, the World Bank's food, fertilizer and energy price indexes have risen sharply, especially throughout 2022.

Inflation has increased significantly in various countries around the world as a result of the rise in prices of various global commodities. Consequently, various central banks around the world raised their benchmark interest rates in order to mitigate the impact of rising inflationary pressures.

The Fed gradually raised its benchmark interest rate (The Fed Rate) by up to 425bps to 4.50% as set by the United States Central Bank in December 2022. This policy, as predicted by various parties, had a further impact on the uncertainty in the global financial markets. This was characterized by the depreciation of the exchange rates of various world currencies against the US Dollar. Finally, the multiplier effect of the geopolitical conflict in Ukraine has caused the global economy to slow down in 2022.

Sejalan dengan yang terjadi di perekonomian global, Bank Indonesia (BI) mengikuti langkah kenaikan suku bunga acuan tersebut. Sejak bulan Agustus 2022 ketika inflasi menyentuh level 4,69%, BI mulai menaikkan BI 7-Day Reverse Repo Rate (BI7DRR) sebesar 25bps menjadi 3,75%. Selanjutnya, BI secara gradual menaikkan BI7DRR hingga mencapai 200bps menjadi 5,50% ketika inflasi mencapai level 5,51% per Desember 2022. Tingkat inflasi akhir tahun ini melebihi target BI untuk inflasi di tahun 2022 sebesar  $3 \pm 1\%$ . Kebijakan kenaikan suku bunga acuan oleh BI di antaranya untuk memastikan terus berlanjutnya penurunan inflasi, memitigasi dampak rambatan dari masih kuatnya dolar AS dan masih tingginya ketidakpastian pasar keuangan global.

Di tengah kondisi tersebut, Dewan Komisaris sangat mengapresiasi dukungan kebijakan-kebijakan strategis pemerintah yang akomodatif, efektif, dan relevan dengan kebutuhan masyarakat sehingga mampu meningkatkan aktivitas usaha dan mendorong iklim investasi yang inklusif dan berkualitas serta ekonomi berhasil tumbuh 5,31% (yoy) di tahun 2022. Pertumbuhan ekonomi yang lebih tinggi dibandingkan tahun 2021 sebesar 3,70% (yoy) ini terutama didukung oleh peningkatan pengeluaran konsumsi rumah tangga, ekspor, dan investasi.

## PENILAIAN ATAS KINERJA BANK TAHUN 2022

Di tengah dinamika ekonomi eksternal dan domestik akibat ketidakpastian geopolitik global, Dewan Komisaris menilai bahwa pengelolaan Bank ICBC Indonesia masih berkinerja cukup baik dengan beberapa catatan dan rekomendasi perbaikan di tahun mendatang. Dewan Komisaris mengapresiasi pencapaian total peringkat komposit Bank yang masih terjaga di level 2 atau sehat. Selain itu, apresiasi kami berikan atas penetapan peringkat *National Long-Term Rating AAA* dengan *outlook stable* oleh Fitch Ratings Indonesia pada bulan Desember 2022. Hal ini menunjukkan penilaian objektif pihak eksternal atas kemampuan Bank ICBC Indonesia dalam memenuhi semua kewajibannya dengan kualitas terbaik.

## PENILAIAN ATAS KINERJA DIREKSI

Sebagaimana yang diatur dalam *Board Manual*, dalam menjalankan fungsi pengawasan Dewan Komisaris memberikan arahan, melakukan pemantauan dan mengevaluasi kebijakan strategis Bank yang dijalankan oleh Direksi serta pelaksanaannya. Dalam menjalankan fungsi utamanya, Dewan Komisaris mengawasi implementasi strategi Perseroan dengan melakukan pemantauan pencapaian Bank secara periodik terhadap target-target yang ditetapkan dalam Rencana Bisnis Bank (RBB).

Bank Indonesia (BI) also raised its benchmark interest rate, reflecting global economic developments. Since August 2022, when inflation reached 4.69%, BI started to increase the BI 7-Day Reverse Repo Rate (BI7DRR) by 25bps to 3.75%. Furthermore, BI gradually increased the BI7DRR until it reached 200bps to 5.50% when inflation reached the level of 5.51% as of December 2022. The inflation rate at the end of this year was higher than BI's inflation target of  $3 \pm 1\%$  for the year 2022. The BI's policy of raising benchmark interest rate is to ensure that inflation continues to decline and to mitigate the spillover effects of the continued strength of US dollar and high level of uncertainty in the global financial markets.

Under these conditions, the Board of Commissioners greatly appreciates the support of the government strategic policies that are responsive, effective and relevant to the needs of the community to increase business activities and to promote an inclusive and quality investment climate, and the economy has managed to achieve growth of 5.31% (yoy) in 2022. The higher economic growth from 3.70% (yoy) in 2021 was mainly supported by the increase in household consumption expenditure, exports, and investment.

## ASSESSMENT OF THE BANK'S PERFORMANCE IN 2022

In the midst of external and domestic economic dynamics due to global geopolitical uncertainty, the Board of Commissioners is of the opinion that the management of Bank ICBC Indonesia is still performing quite well with some notes and recommendations for improvement in the coming year. The Board of Commissioners appreciates the achievement of The Bank's overall composite rating. It is still maintained at level 2 or healthy. In addition, we appreciate that Fitch Ratings Indonesia assigned the National Long-Term Rating as AAA with stable outlook in December 2022. This shows the objective assessment of an external party on the ability of Bank ICBC Indonesia to meet all of its obligations with the best quality.

## ASSESSMENT OF THE PERFORMANCE OF THE BOARD OF DIRECTORS

In accordance with the Board Manual, the Board of Commissioners in the exercise of its supervisory function, provides guidance, monitors and evaluates The Bank's strategic policies, as adopted by the Board of Directors, and their implementation. In carrying out its main function, the Board of Commissioners monitors the implementation of the corporate strategy by periodically reviewing The Bank's performance against the objectives set out in The Bank's Business Plan (RBB).

Dewan Komisaris melakukan verifikasi pencapaian terhadap target yang sudah ditetapkan dan mitigasi yang dibuat untuk memastikan bahwa target bisa dicapai, termasuk melakukan penilaian lanjutan terhadap perkembangan bisnis Bank sebagai dasar untuk memberikan rekomendasi kepada Direksi. Hal ini dapat dicapai berkat komunikasi yang baik antara Dewan Komisaris dan Direksi.

Secara keseluruhan, Dewan Komisaris menilai strategi dijalankan dengan tepat oleh Direksi dengan raihannya kinerja Bank masih cukup baik di tengah ketidakpastian pasar ekonomi global akibat krisis geopolitik di Ukraina ketika dunia sebenarnya masih berada pada fase pemulihan akibat pandemi. Terlepas dari beragam target yang belum terpenuhi di tahun 2022, Dewan Komisaris memberikan apresiasi atas langkah efisiensi yang dijalankan Direksi sehingga mampu menekan beban tenaga yang lebih rendah 9,01% dibandingkan tahun 2021. Selain itu, pengelolaan aset produktif yang lebih baik mampu menghasilkan rasio NPL *gross* dan NPL *net* sebesar 3,00% dan 0,58% atau lebih baik dibandingkan dari tahun sebelumnya sebesar 3,17% dan 2,53%.

Dewan Komisaris juga mengapresiasi langkah-langkah transformasi digital yang dilakukan oleh Bank dengan menambahkan fitur-fitur baru pada layanan *e-banking* yang sudah ada sehingga diharapkan mampu memperluas jaringan pelayanan Bank. Bank juga menambahkan beragam fitur pada *Mobile Internet Banking* (MIB) antara lain transfer antar Bank secara *online* melalui sistem BI-FAST yang telah dilaksanakan pada bulan September 2022. Pengembangan fitur-fitur baru pada produk *Personal Internet Banking* (PIB) juga terus dilakukan di sepanjang tahun 2022.

Bank juga berkomitmen meningkatkan layanan perbankan konsumen kepada nasabah. Komitmen ini diwujudkan di antaranya melalui peluncuran *Triple Currency Debit UnionPay* atau kartu debit dengan logo UnionPay untuk bertransaksi dalam 3 (tiga) jenis mata uang, yakni IDR, USD, dan CNY. Langkah strategis lainnya yang kami apresiasi adalah implementasi produk *Virtual Account* dan kerja sama pemasaran *bancassurance* pada bulan Desember 2022.

Terakhir dan tidak kalah penting, dengan pencapaian rasio KPMM sebesar 23,67% di tahun 2022 memberikan ruang bagi Bank meningkatkan fungsi intermediasi. Dalam hal ini, Bank diharapkan mampu meningkatkan ekspansi aktiva produktif yang berkualitas tinggi dengan tingkat risiko yang terkendali dengan tetap memperhatikan dinamika makroekonomi dan kecenderungan pergerakan suku bunga.

The Board of Commissioners reviews the achievement of the objectives that have been set and the measures taken to ensure that the objectives can be achieved, including carrying out further assessments of the development of The Bank's business as a basis for making recommendations to the Board of Directors. This is achieved through good communication between the Board of Commissioners and Board of Directors.

Overall, the Board of Commissioners is of the opinion that the strategy of the Board of Directors has been correctly implemented, with the achievement of The Bank's performance still quite good in the midst of global economic market uncertainty due to geopolitical crisis in Ukraine, when the world was actually still in the recovery phase due to the pandemic. Notwithstanding the various targets that have not been met in 2022, the Board of Commissioners appreciates the efficiency measures taken by the Board of Directors so that they are able to reduce lower labor costs to 9.01% in comparison to 2021. In addition, better productive asset management is able to generate a gross NPL and net NPL of 3.00% and 0.58% or better than the previous year of 3.17% and 2.53%.

The Board of Commissioners also appreciates the steps taken by The Bank towards digital transformation by adding new features to the existing e-banking services, so it is expected that The Bank will be able to expand its network of services. The Bank has also added various features to Mobile Internet Banking (MIB) service, including online inter-bank transfers through BI-FAST system, which was implemented in September 2022. The development of new features for the Personal Internet Banking (PIB) products was also continued throughout 2022.

The Bank is also committed to enhance its consumer banking services. This commitment is realized, among others, through the launch of Triple Currency Debit UnionPay or a debit card with UnionPay logo for transactions in 3 (three) types of currencies, namely IDR, USD and CNY. Other strategic steps that we appreciate is the implementation of Virtual Account product and bancassurance marketing cooperation in December 2022.

Last but not least, the achievement of a CAR ratio of 23.67% in 2022 gave The Bank room to improve its intermediation function. In this case, The Bank is expected to be able to increase the expansion of high quality productive assets with a controlled level of risk, taking into account macroeconomic dynamics and trends in interest rate movements.

## PANDANGAN KOMISARIS TERHADAP KEPATUHAN BANK

Dewan Komisaris mengapresiasi atas berbagai langkah strategis yang dilakukan manajemen untuk memperkuat budaya kepatuhan di internal Bank. Bank secara berkelanjutan melakukan sosialisasi, pengkajian, dan internalisasi peraturan eksternal dari regulator maupun dokumen ketentuan internal. Selain itu, Bank melaksanakan program pelatihan *Compliance, Anti Money Laundering, Risk, Audit & Legal (CARAL)* dalam rangka meningkatkan implementasi budaya kepatuhan kepada segenap insan Bank.

Di samping itu, komitmen terhadap kepatuhan juga diwujudkan dengan menyelesaikan semua komitmen hasil pemeriksaan Otoritas Jasa Keuangan (OJK) selain beragam ketentuan baru yang diterbitkan oleh regulator yang berdampak kepada Bank. Melalui implementasi langkah strategis tersebut, Bank dinilai telah menjalankan fungsi kepatuhan dengan baik sesuai dengan ketentuan regulator dan secara konsisten mengadopsi ketentuan yang berlaku tersebut ke dalam peraturan internal Bank.

## PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI

Fungsi pengawasan yang dilakukan oleh Dewan Komisaris pasca memberikan persetujuan atas Rencana Bisnis Bank di antaranya adalah memantau dan mengevaluasi atas implementasi kebijakan strategis yang dilaksanakan oleh Direksi berdasarkan laporan yang disampaikan oleh Direksi.

Dalam hal ini, sebagaimana yang diatur dalam *Board Manual*, berdasarkan laporan yang memuat kebijakan dan keputusan strategis yang telah dijalankan oleh Direksi beserta kegiatan dan hasil usaha secara periodik, Dewan Komisaris memberikan nasihat kepada Direksi tentang hal-hal strategis yang berhubungan dengan kegiatan usaha Bank termasuk nasihat-nasihat dalam hal Bank menghadapi tantangan yang serius.

Strategi bisnis Bank pada tahun 2022 telah disusun dan dilaksanakan dengan cukup baik di antaranya pengelolaan aset produktif dengan baik sebagai antisipasi peningkatan risiko kredit dan penguatan modal Bank sebagai fondasi untuk ekspansi aktiva produktif Bank secara berkelanjutan. Dalam hal ini Bank memprioritaskan pada sektor industri yang *prudent* dan selektif yang memiliki daya tahan lebih kuat terhadap pandemi. Selain itu, Bank berkomitmen meningkatkan kapasitas perbankan konsumen sebagai usaha terbaik untuk mendapatkan dana murah lebih besar untuk mencapai target dana murah (CASA).

Terkait dengan pengelolaan aktiva produktif tersebut, Bank juga telah melakukan upaya restrukturisasi untuk para debitur yang terdampak pandemi sesuai dengan ketentuan OJK. Restrukturisasi ini dilakukan di seluruh

## THE BOARD OF COMMISSIONERS' VIEWS ON THE BANK'S COMPLIANCE

The Board of Commissioners appreciates the various strategic steps taken by management to strengthen the compliance culture within The Bank. The Bank carries out a continuous process of dissemination, updating and internalization of external regulations from regulatory authorities and internal regulatory documents. In addition, The Bank implements Compliance, Anti-Money Laundering, Risk, Audit & Legal (CARAL) training program in order to enhance the implementation of compliance culture for all employees of The Bank.

Furthermore, The Bank's commitment to compliance is also realized by fulfilling all obligations arising from inspections conducted by the Financial Services Authority (OJK) and various new regulations issued by regulators that affect The Bank. By implementing these strategic steps, The Bank is considered to have properly performed The compliance function according to regulatory requirements and consistently incorporated these requirements into The Bank's internal regulations.

## STRATEGY IMPLEMENTATION OVERSIGHT

The oversight function performed by the Board of Commissioners after approving The Bank's Business Plan includes monitoring and evaluating the implementation of the Board of Directors's strategic policies based on reports submitted by the Board of Directors.

In this case, as stipulated in the Board Manual, the Board of Commissioners provides advice to the Board of Directors on strategic matters related to The Bank's business activities, including advice in case The Bank faces serious challenges, based on reports containing strategic policies and decisions taken by the Board of Directors, as well as business activities and results on a regular basis.

The Bank's business strategy for 2022 was well prepared and implemented, including proper management of productive assets in anticipation of increased credit risk and strengthening The Bank's capital as a basis for sustainable expansion of productive assets. In this case, The Bank is prioritizing prudent and selective industrial sectors that have stronger resistance to pandemic. In addition, The Bank is committed to increase the capacity of consumer banking as the best effort to obtain more low cost funds to achieve the target of low-cost funds (CASA).

The Bank has also undertaken restructuring efforts for pandemic-affected debtors in accordance with OJK regulations with respect to the management of these productive assets. This restructuring was carried out in

segmen terhadap para debitur yang mengalami dampak pandemi sesuai dengan perubahan Peraturan Otoritas Jasa Keuangan (POJK) terakhir yaitu POJK No.17/POJK.03/2021 tanggal 10 September 2021.

Terakhir, Dewan Komisaris juga memberikan rekomendasi kepada Direksi dalam rangka meningkatkan kinerja Bank berdasarkan realisasi kinerja tahun 2022. Rekomendasi yang diberikan tersebut selain bertujuan untuk perbaikan kinerja Bank baik operasional maupun keuangan juga terkait dengan pengelolaan beragam risiko yang dihadapi serta penerapan tata kelola dalam seluruh proses bisnis pada setiap jenjang organisasi Bank.

### **PANDANGAN ATAS PROSPEK USAHA BANK YANG DISUSUN DIREKSI**

Perekonomian Indonesia terus menunjukkan ketahanan dan prospek yang baik di tengah gejolak ekonomi global yang belum mereda. BI memprakirakan pertumbuhan ekonomi Indonesia pada 2023 tetap kuat pada kisaran 4,5%-5,3%, didukung oleh konsumsi swasta, investasi, dan tetap positifnya kinerja ekspor di tengah pertumbuhan ekonomi global yang melambat.

Dengan mempertimbangkan beragam proyeksi indikator fundamental ekonomi, Direksi telah menyampaikan prospek bisnis Bank beserta target-target kinerja operasional dan keuangan. Prospek bisnis tersebut dituangkan dalam Rencana Bisnis Bank 2023-2025 dan telah disampaikan kepada OJK pada bulan November 2022.

Dengan tetap mengedepankan prinsip kehati-hatian, Bank optimis menjalankan rencana strategi Bank untuk menjaga kelangsungan bisnis Bank sekaligus memberikan nilai tambah bagi Pemegang Saham dan Pemangku Kepentingan.

### **PENGAWASAN TERHADAP PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK**

Dewan Komisaris memandang penerapan Tata Kelola Perusahaan (*Good Corporate Governance* atau GCG) di Bank secara umum dilaksanakan dengan baik. Hal ini dapat tercermin dari hasil *self-assessment* GCG Bank yang dilakukan di tahun 2022. Dalam rangka meningkatkan penerapan tata kelola secara berkelanjutan, Bank senantiasa melakukan penilaian sendiri (*self-assessment*) penerapan tata kelola secara individu berdasarkan POJK No. 55/POJK.03/2016 dan SEOJK No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola bagi Bank Umum. *Self-assessment* ini dilakukan 2 (dua) kali dalam setahun (Juni dan Desember). Hasil *self-assessment* GCG Bank pada bulan Juni dan Desember tersebut menempatkan Bank pada Peringkat Komposit (PK) 2.

accordance with the latest amendment to the Financial Services Authority Regulation (POJK), namely POJK No. 17/POJK.03/2021 dated September 10, 2021, for debtors affected by the pandemic in all segments.

Finally, based on The Bank's actual performances in 2022, the Board of Commissioners also provides recommendations to the Board of Directors to improve The Bank's performance. The recommendations are aimed at the improvement of The Bank's operational and financial performance, as well as the management of various risks faced and the implementation of governance in all business processes at all levels of The Bank's organization.

### **BOARD OF COMMISSIONERS' VIEWS ON THE BANK'S BUSINESS PROSPECTS COMPILED BY THE BOARD OF DIRECTORS**

The Indonesia's economy continues to show resilience and good prospects in the midst of global economic turmoil that has not yet been resolved. BI forecasts that Indonesia's economic growth will remain strong in the range of 4.5%-5.3% in 2023. This will be supported by private consumption, investment and continued positive export performance amid slowing global economic growth.

Taking into account various projected economic fundamental indicators, the Board of Directors has presented The Bank's business prospects along with operational and financial performance targets. The business outlook, which was submitted to OJK in November 2022, is outlined in The Bank's Business Plan 2023-2025.

The Bank is optimistic about the implementation of The Bank's strategic plan to ensure the continuity of The Bank's business while delivering value to Shareholders and Stakeholders by continuing to prioritize the principle of prudence.

### **SUPERVISION OF THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE**

The Board of Commissioners is of the opinion that the implementation of Good Corporate Governance (GCG) at The Bank is generally well implemented. This is reflected in the results of The Bank's GCG self-assessment conducted in 2022. In order to improve the implementation of sustainable governance, The Bank always conducts a self-assessment of the implementation of individual governance on the basis of POJK No. 55/POJK.03/2016 and SEOJK No. 13/SEOJK.03/2017 on the implementation of Governance for Commercial Banks. This self-assessment is conducted 2 (twice) a year (June and December). The results of The Bank's GCG self-assessment in June and December placed The Bank in the composite score (PK) 2.

Selain itu, Bank juga berkomitmen menjalankan praktik terbaik GCG sebagai fondasi untuk menciptakan nilai tambah yang berkelanjutan bagi kepentingan seluruh Pemangku Kepentingan. Penerapan GCG di Bank juga berpedoman pada 5 (lima) prinsip dasar GCG yakni Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan Kewajaran (TARIF) di semua aspek bisnis bagi kelangsungan bisnis Bank.

### MEKANISME PEMBERIAN NASIHAT KEPADA DIREKSI

Dewan Komisaris dan Direksi menjalin komunikasi yang baik dalam rangka meningkatkan kinerja Bank, melindungi kepentingan Pemangku Kepentingan dan meningkatkan kepatuhan terhadap peraturan perundang-undangan yang berlaku pada industri perbankan di Indonesia. Rapat komunikasi Dewan Komisaris dan Direksi sebagai media formal telah dilakukan 1 (satu) kali secara daring yang membahas tentang Rencana Bisnis Bank untuk periode 2023-2025.

Selain itu, secara internal Dewan Komisaris melaksanakan rapat sebanyak 4 (empat) kali yang di antaranya membahas tentang RBB Bank, pencapaian kinerja, dan aspek kepatuhan. Selain itu, komite-komite di bawah Dewan Komisaris juga melaksanakan rapat-rapat sebagai wadah untuk memberikan masukan kepada Direksi terkait pengelolaan Bank.

Dewan Komisaris telah menerima rekomendasi yang diberikan oleh masing-masing komite dan menjadi bahan pertimbangan dalam memberikan nasihat kepada Direksi terkait pengelolaan Bank.

### PANDANGAN ATAS KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Sebagaimana yang diatur dalam *Board Manual*, implementasi fungsi pengawasan yang dijalankan oleh Dewan Komisaris dibantu oleh organ pendukung Dewan Komisaris. Selain dibantu oleh Sekretaris Dewan Komisaris, terdapat 3 (tiga) komite yang membantu tugas Dewan Komisaris yaitu Komite Audit, Komite Remunerasi dan Nominasi, serta Komite Pemantau Risiko. *Board Manual* tersebut juga memberikan mandat kepada Dewan Komisaris untuk melakukan evaluasi terhadap kinerja komite yang dilakukan secara berkala sesuai dengan *Key Performance Indicator (KPI)* masing-masing komite.

In addition, The Bank is also committed to implement the best GCG practices as a basis for the creation of sustainable value added for the benefit of all Stakeholders. The implementation of GCG in The Bank is also guided by the 5 (five) basic principles of GCG, namely Transparency, Accountability, Responsibility, Independence and Fairness (TARIF) in all business aspects for the continuity of The Bank's business.

### MECHANISM FOR ADVISING THE BOARD OF DIRECTORS

The Board of Commissioners and Board of Directors maintain a good communication in order to improve the performance of The Bank, to protect the interests of the Stakeholders and to improve the compliance with the laws and regulations applicable to the banking industry in Indonesia. Communication meeting for the Board of Commissioners and Board of Directors as a formal media has been held 1 (once) online to discuss the The Bank's Business Plan for the period of 2023-2025.

In addition, the Board of Commissioners had 4 (four) internal meetings for discussion of, among other things, The Bank's business plan, performance results and compliance issues. In addition, meetings of the committees under the Board of Commissioners are also held as a forum to provide input to the Board of Directors with respect to the management of The Bank.

The Board of Commissioners has accepted the recommendations made by each of the committees and these are taken into account in providing advice to the Board of Directors with regard to the management of The Bank.

### REVIEW OF THE PERFORMANCE OF THE COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The implementation of the supervisory function of the Board of Commissioners is supported by the supporting organs of the Board of Commissioners as stipulated in the Board Manual. In addition to the support of the Secretary of the Board of Commissioners, there are three (3) committees that support the duties of the Board of Commissioners, namely the Audit Committee, the Remuneration and Nomination Committee, and the Risk Monitoring Committee. The Board Manual also mandates the Board of Commissioners to evaluate the performance of the committees. This is done periodically according to the Key Performance Indicator (KPI) of each committee.

Dewan Komisaris berpandangan bahwa komite-komite telah melaksanakan fungsinya dan terealisasi dengan baik dengan mengacu kepada program kerja ketiga komite sebagaimana tercantum dalam rencana kerja tiap komite di tahun 2022. Selain itu, seluruh rekomendasi masing-masing komite juga telah diterima oleh Dewan Komisaris dan menjadi bahan pertimbangan dalam proses pengambilan keputusan atas usulan yang disampaikan Direksi. Selama tahun 2022, Komite Audit melaksanakan 10 (sepuluh) kali rapat, Komite Remunerasi dan Nominasi menyelenggarakan rapat sebanyak 4 (empat) kali, dan Komite Pemantau Risiko menyelenggarakan rapat sebanyak 12 (dua belas) kali.

### **PANDANGAN ATAS PENERAPAN WHISTLEBLOWING SYSTEM (WBS)**

Dewan Komisaris berpandangan bahwa *Whistleblowing System (WBS)* berperan penting sebagai salah satu instrumen penerapan GCG. Namun demikian, pada prinsipnya, sistem pengendalian internal melekat dalam seluruh aktivitas dan seluruh unit kerja.

Untuk memastikan implementasi WBS berjalan dengan baik, Bank telah membentuk 3 (tiga) lini *assurance* guna memastikan sistem pengendalian internal berjalan sesuai fungsinya. Ketiga lini yang dimaksud terdiri dari unit bisnis/pendukung/operasional yang memiliki dan mengelola risiko; lini kedua yang bertugas memantau bahwa risiko dan pengendalian terkelola dengan baik oleh lini pertama; dan fungsi audit internal yang secara independen menilai efektivitas proses yang diciptakan di lini pertama dan kedua, serta memberikan *assurance* yang memadai atas seluruh aktivitas dan unit kerja.

Melalui WBS tersebut, semua pihak termasuk karyawan Bank dapat melaporkan tindakan penipuan/pelanggaran di dalam lingkungan kerja Bank. Selain itu, Bank ICBC Indonesia juga memiliki prosedur *Speak Up* sebagai media bagi karyawan Bank untuk mengungkapkan permasalahan jika melalui mekanisme eskalasi tidak dapat dijalankan dikarenakan tindakan penyimpangan yang dilaporkan berhubungan dengan atasan langsung karyawan dan/atau atasan lain.

The Board of Commissioners is of the opinion that the committees have carried out their functions and have realized them well with reference to the work programs of the three Committees as stated in the work plan 2022 for each committee. In addition, all recommendations from each committee have also been received by the Board of Commissioners and become an important consideration in the decision-making process on the proposal submitted by the Board of Directors. During 2022, the Audit Committee held 10 (ten) meetings, the Remuneration and Nomination Committee held 4 (four) meetings and the Risk Monitoring Committee held 12 (twelve) meetings.

### **VIEWS ON THE IMPLEMENTATION OF THE WHISTLEBLOWING SYSTEM (WBS)**

The Board of Commissioners is of the opinion that the Whistleblowing System (WBS) has an important role to play as one of the instruments for the implementation of GCG. Nevertheless, the internal control system is basically embedded in all activities and work units.

The Bank has established 3 (three) lines of assurance to ensure that internal control system operates in accordance with its function, in order to ensure that the WBS is well implemented. These three lines consist of the business/support/operational units, which own and manage the risks; the second line, which is responsible for monitoring that the risks and controls are well managed by the first line; and the internal audit function, which independently evaluates the effectiveness of the processes established in the first and second lines and provides adequate assurance for all activities and work units.

Through the WBS, all parties, including The Bank's employees, are allowed to report any act of fraud/violation within The Bank's working environment. In addition, Bank ICBC Indonesia also has a "Speak Up" procedure as a medium for The Bank employees to express problems in case the escalation mechanism cannot be carried out due to the reported irregularities related to the direct supervisor and/or other superiors of the employee.

**PERUBAHAN KOMPOSISI DEWAN KOMISARIS**

Bank melaporkan tidak ada perubahan komposisi Dewan Komisaris per 31 Desember 2022 yang terdiri dari 1 (satu) orang Presiden Komisaris, 2 (dua) orang Komisaris Independen, dan 1 (satu) orang Komisaris.

**APRESIASI DAN PENUTUP**

Atas nama Dewan Komisaris, kami mengucapkan terima kasih kepada para Pemegang Saham atas amanat dan dukungan kuat yang telah diberikan kepada Bank di sepanjang tahun 2022. Selain itu, kami berterima kasih kepada Direksi, manajemen, dan segenap insan Bank atas komitmen dan dedikasinya dalam menghadapi berbagai tantangan di industri perbankan di sepanjang tahun 2022. Kami juga mengucapkan terima kasih yang sebesar-besarnya kepada seluruh nasabah atas dukungan yang berkelanjutan. Kami berharap dapat terus membangun hubungan yang lebih kuat dengan mereka. Apresiasi juga kami sampaikan kepada Pemerintah Indonesia dan regulator atas dukungannya yang terus menerus terhadap industri perbankan termasuk Bank ICBC Indonesia. Kami percaya dengan bekerja sama dengan seluruh Pemangku Kepentingan, Bank memiliki potensi untuk tumbuh dan berkembang di industri perbankan Indonesia di masa depan.

**CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS**

The Bank has reported that there has been no change in the composition of the Board of Commissioners as of December 31, 2022, which consists of 1 (one) President Commissioner, 2 (two) Independent Commissioners, and 1 (one) Commissioner.

**APPRECIATION AND CLOSING**

On behalf of the Board of Commissioners, we would like to thank the Shareholders for the strong mandate and support given to The Bank throughout 2022. In addition, we would like to thank the Board of Directors, the management and all employees of The Bank for their commitment and dedication in facing the various challenges in the banking industry during the year 2022. We also express our deepest appreciation to all customers for their continued support. We look forward to continuing to build a stronger relationship with them. We would also like to express our appreciation to the Government of Indonesia and the regulatory authorities for their continued support to the banking industry, including Bank ICBC Indonesia. We believe that by working together with all Stakeholder, The Bank has the potential to continue to grow and develop in the Indonesian banking industry in the future.

Jakarta, 28 April 2023  
Jakarta, April 28, 2023

Atas nama Dewan Komisaris  
On behalf of the Board of Commissioners

**WANG KUN**

Presiden Komisaris  
President Commissioner

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**H. YUNNO KUSUMO**

Komisaris Independen  
Independent Commissioner

**HENDRA WIDJOJO**

Komisaris Independen  
Independent Commissioner



**WANG KUN**

Presiden Komisaris  
President Commissioner

**JEFF S.V. EMAN**

Komisaris  
Commissioner





**Zhang Jinxing**

Presiden Direktur  
President Director

**"PENETAPAN PERINGKAT AAA/STABLE OUTLOOK ATAS NATIONAL LONG-TERM RATING UNTUK BANK ICBC INDONESIA MENUNJUKKAN KEPERCAYAAN ATAS KEMAMPUAN TERBAIK BANK DALAM MEMENUHI KEWAJIBANNYA DENGAN DUKUNGAN YANG SANGAT KUAT DARI ENTITAS INDUK ICBC LIMITED SERTA POSISI PENTING DAN STRATEGIS BANK DI DALAM GROUP ICBC".**

*"The AAA/stable outlook national long-term rating assignment for Bank ICBC Indonesia reflects the confidence in The Bank's ability to meet its obligations with very strong support from its parent, ICBC Limited, and The Bank's important and strategic position within ICBC Group."*

# LAPORAN DIREKSI

## BOARD OF DIRECTORS' REPORT

### PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN YANG TERHORMAT,

Dear Shareholders and Stakeholders,

Ketidakpastian pasar keuangan dunia sebagai dampak lanjutan atas kenaikan suku bunga acuan oleh berbagai bank sentral di dunia guna merespon tekanan inflasi yang meningkat dipicu oleh disrupsi pasokan akibat konflik geopolitik di Ukraina di saat dunia masih berada dalam fase pemulihan pasca pandemi menjadi faktor kunci yang memengaruhi kinerja Bank di sepanjang tahun 2022.

Menjadi suatu kehormatan bagi kami selaku Direksi PT Bank ICBC Indonesia dapat menyampaikan laporan pengelolaan Bank untuk tahun buku 2022. Melalui laporan tahunan ini, Direksi memaparkan pencapaian kinerja Bank sepanjang tahun 2022 sebagai salah satu wujud pertanggungjawaban pengelolaan Bank kepada Pemegang Saham beserta seluruh Pemangku Kepentingan lainnya. Laporan Tahunan ini juga merupakan bentuk transparansi pengelolaan Bank sebagai salah satu penerapan prinsip-prinsip Tata Kelola Perusahaan (*Good Corporate Governance* atau GCG).

### TINJAUAN EKONOMI DAN INDUSTRI PERBANKAN

Krisis geopolitik di Ukraina yang hingga saat ini menimbulkan ketidakpastian geopolitik global telah memengaruhi perekonomian dunia dan Indonesia di sepanjang tahun 2022. Disrupsi pasokan komoditas pangan, pupuk, dan energi telah menyebabkan harga-harga komoditas dunia meningkat signifikan. Sejalan dengan peningkatan indeks energi yang menyentuh level tertinggi sebesar 173,48 pada bulan Juni 2022 berdasarkan data Bank Dunia, harga minyak mentah menembus level psikologis di atas US\$100,00/bbl di bulan yang sama tahun 2022.

Kenaikan tajam atas berbagai harga komoditas dunia tersebut berdampak kepada tekanan inflasi yang meningkat di berbagai negara dunia. Kondisi ini direspon dengan kenaikan suku bunga acuan berbagai bank sentral di dunia. Amerika Serikat, negara dengan kekuatan ekonomi terbesar di dunia, telah menaikkan suku bunga acuan (The Fed Rate) menjadi 4,50% per Desember 2022 dari 0,25% di awal tahun 2022. Langkah ini berdampak kepada ketidakpastian pasar keuangan global yang ditandai dengan pelemahan nilai tukar berbagai mata uang dunia terhadap Dollar AS.

The global financial market uncertainty as a result of the increase in benchmark interest rates by various central banks around the world in response to rising inflationary pressures triggered by supply disruptions due to geopolitical conflict in Ukraine when the world was still in the post-pandemic recovery phase became a key factor affecting The Bank's performance in 2022.

It is an honor for us as the Board of Directors of PT Bank ICBC Indonesia to present a report on the management of The Bank for the financial year 2022. Through this Annual Report, the Board of Directors describes the achievements of The Bank's performance in the year 2022 as a form of accountability for the management of The Bank to the Shareholders and all other Stakeholders. This Annual Report, is also a form of transparency in the management of The Bank as one of the implementation of Good Corporate Governance (GCG) principles.

### ECONOMIC AND BANKING REVIEW

The geopolitical crisis in Ukraine has created global geopolitical uncertainty to date. It has affected the global economy and Indonesia's economy throughout 2022. Global commodity prices have risen significantly due to disruptions in the supply of food, fertilizer and energy commodities. In line with the rising energy Index, which reached its highest level of 173.48 in June 2022 based on World Bank data, crude oil prices breached the psychological level of exceeding US\$100.00/bbl in the same month of 2022.

Soaring global commodity prices have led to rising inflationary pressures in many countries around the world. Various central banks around the world have responded to this situation by raising their benchmark interest rates. The United States of America, the world's largest economic power, raised its benchmark interest rate (The Fed Rate) from 0.25% in early 2022 to 4.50% in December 2022. This step affects the global financial market uncertainty, characterized by exchange rate depreciation of various world currencies against the US dollar.

*Multiplier effect* lainnya dari konflik geopolitik di Ukraina adalah pelemahan permintaan dunia atas berbagai komoditas dunia. World Trade Organization (WTO) memperkirakan pertumbuhan *volume* perdagangan dunia akan melambat menjadi sebesar 3,5% di tahun 2022 dibandingkan pertumbuhan *volume* perdagangan dunia tahun sebelumnya sebesar 9,7%. Beragam sentimen negatif global tersebut menyebabkan perlambatan ekonomi global di tahun 2022.

Sejalan dengan yang terjadi di perekonomian global, ekonomi Indonesia juga menghadapi tekanan inflasi akibat kenaikan berbagai komoditas di pasar domestik. Sejalan dengan dengan kenaikan inflasi hingga mencapai 5,51% per Desember 2022, Bank Indonesia (BI) telah menaikkan BI 7-Day Reverse Repo Rate (BI7DRR) secara bertahap hingga menjadi 5,50% dibandingkan awal tahun 2022 hingga bulan Juli yang masih bertahan di level 3,50%. Kenaikan BI7DRR sebesar 200bps ini dilakukan untuk memastikan terus berlanjutnya penurunan inflasi, memitigasi dampak rambatan dari masih kuatnya Dolar AS dan masih tingginya ketidakpastian pasar keuangan global.

Namun demikian, di tengah ketidakpastian ekonomi global tersebut, ekonomi Indonesia berhasil tumbuh lebih kuat sebesar 5,31% (yoy) di tahun 2022 dibandingkan tahun sebelumnya sebesar 3,70% (yoy). Pertumbuhan PDB Indonesia ini tidak terlepas dari dukungan kebijakan-kebijakan strategis pemerintah yang akomodatif, efektif, dan relevan dengan kebutuhan masyarakat sehingga mampu meningkatkan aktivitas usaha dan mendorong iklim investasi yang inklusif dan berkualitas.

Didukung oleh pertumbuhan ekonomi yang lebih kuat, penyaluran kredit perbankan berhasil tumbuh lebih tinggi sebesar 11,63% (yoy) di tahun 2022 dibandingkan tahun sebelumnya sebesar 4,92% (yoy). Kenaikan pinjaman perbankan ini didukung oleh permodalan yang kuat dengan CAR sebesar 25,62% dan pertumbuhan DPK sebesar 9,01% (yoy).

Sejalan dengan pertumbuhan kredit ini, aset perbankan berhasil tumbuh 9,90% (yoy). Selain itu, Profitabilitas perbankan meningkat dengan rasio NIM yang tinggi sebesar 4,80% dan ROA sebesar 2,45%. Selain itu, di tengah ekspansi kredit perbankan tersebut, pengelolaan aktiva produktif tetap terjaga dengan baik dengan rasio NPL turun menjadi 2,44%.

Another multiplier effect of the geopolitical conflict in Ukraine is the weakening of global demand for various commodities. Global trade volume growth is estimated to slowdown to 3.5% in 2022, compared with 9.7% growth in the previous year, according to the World Trade Organization (WTO). These various negative global sentiments have led to a slowdown in the global economy in the year 2022.

In line with the developments in the global economy, Indonesia's economy has also been subject to inflationary pressure due to an increase in various commodity prices in the domestic market. In line with the rising inflation which reached 5.51% as of December 2022, Bank Indonesia (BI) has gradually increased the BI 7-Day Reverse Repo Rate (BI7DRR) to 5.50% compared to the beginning of 2022 until July, which was still kept at the level of 3.50%. The increase of BI7DRR by 200bps was done to ensure the continued decline of inflation, mitigate the spillover effect of US Dollar dominance, and high uncertainty in global financial markets.

However, in the midst of this global economic uncertainty, Indonesia's economy has managed to grow more strongly at 5.31% (yoy) in 2022, compared to the previous of 3.70% (yoy). Indonesia's GDP growth is inextricably linked to the support of the government's strategic policies that are accommodative, effective, and relevant to the needs of society. These policies aim to increase business activity and promote an inclusive and quality investment climate.

Supported by stronger economic growth, bank loans grew by 11.63% (yoy) in 2022, as compared to 4.92% (yoy) in the previous year. The growth in bank loans was supported by strong capital with CAR recorded at 25.62% and deposits grew by 9.01% (yoy).

In line with this credit growth, bank assets grew by 9.90% (yoy). In addition, bank profitability increased with a high NIM ratio of 4.80% and ROA of 2.45%. Moreover, productive asset management was well maintained with the NPL ratio declining to 2.44% amid this credit expansion.

## PANGSA PASAR BANK ICBC INDONESIA DI INDUSTRI PERBANKAN

Pangsa pasar Bank ICBC Indonesia di industri perbankan Indonesia sebagai bank umum adalah sebagai berikut:

### JUMLAH ASET

Tahun Year	Bank Umum Commercial Bank	Bank ICBC Indonesia	Pangsa Pasar Market Share
2019	8.563	53	0,62%
2020	9.178	55	0,60%
2021	10.112	63	0,62%
<b>2022</b>	<b>11.113</b>	<b>57</b>	<b>0,52%</b>

dalam Rp triliun | in Rp trillion

## THE MARKET SHARE OF BANK ICBC INDONESIA IN THE INDONESIAN BANKING INDUSTRY

Bank ICBC Indonesia's market share in Indonesia's banking industry as a commercial bank is as follows:

### TOTAL ASSETS

## DANA PIHAK KETIGA

Tahun Year	Bank Umum Commercial Bank	Bank ICBC Indonesia	Pangsa Pasar Market Share
2019	5.999	27	0,45%
2020	6.665	38	0,57%
2021	7.479	47	0,63%
<b>2022</b>	<b>8.154</b>	<b>41</b>	<b>0,50%</b>

dalam Rp triliun | in Rp trillion

## THIRD PARTY FUND

## KREDIT

Tahun Year	Bank Umum Commercial Bank	Bank ICBC Indonesia	Pangsa Pasar Market Share
2019	5.684	37	0,64%
2020	5.548	31	0,57%
2021	5.821	28	0,47%
<b>2022</b>	<b>6.498</b>	<b>26</b>	<b>0,40%</b>

dalam Rp triliun | in Rp trillion

## LOANS

## STRATEGI DAN KEBIJAKAN STRATEGIS

Di tengah tantangan tekanan inflasi yang meningkat signifikan yang diikuti dengan kenaikan suku bunga di tahun 2022, Bank memprioritaskan pengelolaan kualitas dan kuantitas ekspansi aktiva produktif dengan menjaga *yield* positif untuk mempertahankan produktivitas seluruh portofolio aset produktif. Selain itu, untuk menopang ekspansi bisnis tersebut, Bank melakukan pengelolaan atas penghimpunan dana dari masyarakat dengan biaya dana yang lebih murah. Ketersediaan likuiditas sangat penting untuk menjalankan fungsi intermediasi Bank berjalan optimal.

Selain itu, Bank memperkuat segmen perbankan konsumen. Strategi ini ditindaklanjuti dengan kebijakan strategis terkait penyediaan layanan produk dan jasa *e-banking*. Transformasi digital dilakukan oleh Bank secara berkesinambungan di antaranya dengan menambahkan

## STRATEGY AND STRATEGIC POLICIES

Amid the challenges of a significant increase in inflationary pressure followed by an interest rate hike in 2022, The Bank prioritizes the management of quality and quantity of the expansion of earning assets by maintaining positive returns in order to maintain the productivity of all productive asset portfolios. In addition, to support business expansion, The Bank manages the collection of funds from the public at a lower cost of funds. Liquidity availability is very important to perform The Bank's intermediation function optimally.

In addition, The Bank has strengthened its consumer banking business. This strategy is followed by strategic measures related to providing e-banking products and services. Digital transformation is continuously implemented by The Bank, including adding new features

fitur-fitur baru pada layanan *e-banking* dengan memperhatikan preferensi nasabah guna meningkatkan pelayanan dan *engagement* nasabah terhadap Bank.

Bank juga meluncurkan produk perbankan konsumen baru dalam rangka memperluas jaringan pelayanan. Pada tahun 2022, Bank berhasil meluncurkan *Triple Currency Debit UnionPay* atau kartu debit dengan logo UnionPay untuk bertransaksi dalam 3 (tiga) jenis mata uang, yakni IDR, USD, dan CNY. Di samping itu, kebijakan strategis lainnya adalah implementasi produk *Virtual Account* dan kerja sama pemasaran *bancassurance* dalam rangka perluasan bisnis di segmen konsumen.

Di sisi lain, Bank juga menekankan pentingnya penguatan budaya GCG dan peningkatan fungsi pengendalian internal untuk menopang pelaksanaan beragam implementasi kebijakan strategis Bank. Penguatan budaya GCG tersebut dilakukan dengan memperkuat fungsi kepatuhan Bank melalui pemberian opini kepatuhan kepada departemen terkait untuk memastikan kebijakan internal telah sejalan dengan peraturan yang berlaku.

Perumusan strategi dan kebijakan strategis yang disusun Bank sejalan dengan Visi, Misi dan rencana strategis Bank. Direksi secara aktif telah mengkomunikasikan rencana kerja kepada Pemegang Saham dan seluruh jajaran Bank di sepanjang 2022.

## PERBANDINGAN REALISASI DAN TARGET

Bank ICBC Indonesia membukukan penyaluran kredit (*gross*) senilai Rp27,21 triliun atau 86,01% dari target tahun 2022 yang mencapai Rp31,64 triliun seiring dengan berkurangnya realisasi kredit untuk semua jenis kegunaan, baik modal kerja, investasi maupun konsumsi. Sejalan dengan pertumbuhan kredit yang lebih rendah dibandingkan target ini, realisasi pertumbuhan total aset juga lebih rendah yakni 87,10% atau setara dengan Rp57,44 triliun dibandingkan target sebesar Rp65,94 triliun.

Sementara itu, dari sisi liabilitas, realisasi Dana Pihak Ketiga (DPK) mencapai Rp40,89 triliun atau 83,14% dari target yang ditetapkan senilai Rp49,18 triliun sejalan dengan berkurangnya realisasi DPK untuk semua jenis simpanan baik giro, tabungan maupun deposito. Dari total DPK tersebut, realisasi CASA mencapai Rp10,48 triliun atau sekitar 80,81% dari target yang ditetapkan sebesar Rp12,97 triliun.

Pencapaian posisi laporan keuangan yang lebih rendah dari target ini berpengaruh terhadap realisasi laporan laba rugi dan penghasilan Bank. Dari target laba bersih sebesar Rp453,62 miliar di tahun 2022, realisasi lebih rendah sebesar 59,05% atau setara dengan Rp267,86 miliar. Pencapaian ini terutama dipengaruhi oleh realisasi pendapatan bunga bersih sebesar 88,84% atau setara Rp1,22 triliun

to *e-banking* services by taking into account customer preferences in order to improve customer service and engagement with The Bank.

The Bank also launched new consumer banking products for the expansion of its service network. In 2022, The Bank successfully launched the Triple Currency Debit UnionPay or a debit card with UnionPay logo for transactions in 3 (three) types of currencies, namely IDR, USD, and CNY. In addition, other strategic measures include implementing Virtual Account product and bancassurance marketing cooperation to expand consumer business.

On the other hand, in order to support the implementation of various measures to implement The Bank's strategic policies, The Bank also emphasizes the importance of strengthening GCG culture and improving the internal control function. Reinforcement of GCG culture is accomplished by strengthening The Bank's compliance function by providing compliance opinions to relevant departments to ensure that internal policies are in compliance with applicable regulations.

The formulation of strategies and strategic policies prepared by The Bank is in line with the Vision, Mission and strategic plans of The Bank. The Board of Directors has actively communicated work plans to Shareholders and all levels of The Bank throughout 2022.

## COMPARISON OF THE REALIZATION AND THE TARGET

Bank ICBC Indonesia recorded loans (*gross*) of Rp27.21 trillion or 86.01% of the 2022 target of Rp31.64 trillion, along with lower credit realization for all types of uses, including working capital, investment and consumption. In line with lower credit growth against this target, total asset growth realization was also lower at 87.10% or equivalent to Rp57.44 trillion against the target of Rp65.94 trillion.

Meanwhile, on the liabilities side, the realization of Third Party Funds (TPF) reached Rp40.89 trillion or 83.14% of the target set at Rp49.18 trillion. This was in line with the reduced realization of TPF for all types of deposit deposits, including current accounts, savings accounts, and time deposits. Of the total TPF, the realization of CASA reached Rp10.48 trillion or approximately 80.81% of the target set of Rp12.97 trillion.

A lower than target financial position has an impact on the realization of the profit and loss statement and The Bank's income. From the net profit target of Rp453.62 billion in 2022, the realization was lower by 59.05% or equivalent to Rp267.86 billion. This performance was mainly influenced by the realization of net interest income of 88.84% or equivalent to Rp1.22 trillion compared to

dibandingkan target sebesar Rp1,37 triliun di tahun 2022. Realisasi pendapatan bunga bersih ini dipengaruhi oleh realisasi biaya bunga sebesar Rp1,45 triliun atau 108,81% dari target yang ditetapkan sebesar Rp1,33 triliun.

Namun demikian, terlepas dari realisasi di bawah target tersebut, Bank berhasil membukukan kecukupan modal (CAR) sebesar 23,67% atau lebih tinggi dibandingkan target sebesar 22,08%. Selain itu, komitmen Bank untuk menjaga kualitas aset produktif tercermin dari pencapaian rasio NPL *net* sebesar 0,58% dibandingkan target sebesar 2,25%. Sementara itu, dari aspek operasional, Bank berhasil membukukan efisiensi beban tenaga kerja sebesar 17,38% di bawah target yang ditetapkan.

Selain itu, dari aspek penilaian objektif dari eksternal, Fitch Ratings Indonesia menetapkan peringkat AAA/*stable outlook* atas *National Long-Term Rating* untuk Bank ICBC Indonesia. Peringkat terbaik ini menunjukkan kualitas terbaik Bank dalam memenuhi semua kewajibannya dengan dukungan yang sangat kuat oleh entitas induk ICBC Limited dan posisi penting dan strategis Bank di dalam Group ICBC.

## KENDALA DAN LANGKAH PENYELESAIAN

Ketidakpastian geopolitik global akibat krisis geopolitik di Ukraina yang memicu disrupsi pasokan sehingga berdampak kepada kenaikan inflasi global dan domestik yang berujung kepada kenaikan suku bunga acuan bank sentral di dunia termasuk BI menjadi tantangan utama yang dihadapi oleh Bank di sepanjang tahun 2022. Perekonomian Indonesia yang berhasil tumbuh 5,31% dibayangi oleh laju inflasi sebesar 5,51% dengan peningkatan suku bunga acuan (BI7DRR) sebesar 200bps menjadi 5,50% di akhir tahun 2022.

Kondisi tersebut menyebabkan pelaku bisnis dan individu masih menahan diri untuk melakukan ekspansi bisnis secara signifikan dan sampai dengan level tertentu berusaha menurunkan tingkat utang (*leverage*) yang berdampak kepada penurunan penyaluran kredit dan penghimpunan DPK Bank.

Dalam menghadapi tantangan tersebut, Bank berupaya mengelola kualitas aktiva produktif dengan lebih hati-hati, penghimpunan dana murah dengan strategi *pricing* yang tepat di tengah persaingan antar bank yang semakin ketat, dan memperkuat *customer base* di sektor perbankan konsumen. Pelaksanaan inisiatif strategis ini diperkuat dengan upaya penerapan GCG di semua proses bisnis pada setiap jenjang organisasi Bank.

the target of Rp1.37 trillion in 2022. The realization of net interest income was influenced by the realization of interest expense of Rp1.45 trillion or 108.81% of the target of Rp1.33 trillion.

However, notwithstanding the below-target realization, The Bank managed to achieve a Capital Adequacy Ratio (CAR) of 23.67%, which was higher than the target of 22.08%. In addition, The Bank's commitment to maintain the quality of productive assets is reflected in the achievement of a net NPL ratio of 0.58% compared to the target of 2.25%. Meanwhile, from an operational standpoint, The Bank managed to achieve an operating efficiency of 17.38%, below the target set.

In addition, from an external objective assessment perspective, Fitch Ratings Indonesia assigned Bank ICBC Indonesia's national long-term rating AAA/*stable outlook*. This best rating indicates the best quality of The Bank in meeting all of its obligations with very strong support from the parent company ICBC Limited. It also indicates The Bank's important and strategic position within ICBC Group.

## CONSTRAINTS AND COMPLETION STEPS

Global geopolitical uncertainty due to geopolitical crisis in Ukraine, which triggered a supply disruption, resulting in an increase in global and domestic inflation, and led to an increase in benchmark interest rate for central banks in the world, including BI, became the main challenge faced by The Bank throughout 2022. Indonesia's economy which successfully grew by 5.31% was overshadowed by an inflation rate of 5.51% with an increase in the benchmark interest rate (BI7DRR) by 200bps to 5.50% at the end of 2022.

These conditions have caused business entities and individuals not to expand their businesses substantially and to some extent to try to reduce their leverage, which affect the decline in lending and collection of The Bank's TPF.

The Bank's response to these challenges is to manage the quality of productive assets more prudently, to attract low-cost funding with the right pricing strategy in the face of increasingly fierce competition among banks, and to strengthen the customer base in the consumer banking sector. The implementation of this strategic initiative will be strengthened by the efforts to implement GCG in all business processes at all the levels of organization of The Bank.

## PROSPEK USAHA BANK YANG DISUSUN DIREKSI

Pada tahun 2022, ekonomi Indonesia berhasil tumbuh 5,31% di tengah perlambatan pertumbuhan ekonomi dunia. Indonesia juga terus mencatatkan kemajuan dalam berbagai reformasi ekonomi baik melalui pembangunan infrastruktur, hilirisasi sumber daya alam, hingga digitalisasi ekonomi keuangan selama masa pandemi COVID-19. Berdasarkan pencapaian tersebut, di tengah ketidakpastian dinamika kondisi perekonomian global di tahun 2023, BI memperkirakan pertumbuhan ekonomi Indonesia tetap kuat pada kisaran 4,5%-5,3%, didorong oleh konsumsi swasta, investasi dan kinerja ekspor yang tetap positif di tengah pertumbuhan ekonomi global yang melambat.

Sejalan dengan optimisme atas perekonomian Indonesia di tahun mendatang, BI juga memperkirakan industri perbankan masih tumbuh baik, dengan pertumbuhan kredit di kisaran 10%-12% dan DPK sebesar 7%-9%. BI memproyeksikan permintaan kredit akan tetap kondusif dengan likuiditas perbankan yang tetap terjaga.

Dengan mempertimbangkan berbagai proyeksi indikator fundamental ekonomi, Direksi telah menyampaikan prospek bisnis Bank beserta target-target kinerja operasional dan keuangan. Prospek bisnis yang dituangkan dalam Rencana Bisnis Bank 2023-2025 tersebut tetap mengedepankan prinsip kehati-hatian dalam menjalankan strategi ekspansi usaha untuk menjaga kelangsungan bisnis Bank sekaligus memberikan nilai tambah bagi Pemegang Saham dan Pemangku Kepentingan.

## PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Bank ICBC Indonesia berkomitmen kuat atas penerapan praktik terbaik GCG sebagai landasan utama guna menciptakan nilai tambah yang berkelanjutan bagi Pemegang Saham dan seluruh Pemangku Kepentingan.

Dalam menerapkan GCG di semua aspek bisnis bagi kelangsungan bisnis Bank, Bank berpedoman pada 5 (lima) prinsip dasar GCG yakni Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan Kewajaran (TARIF). Dalam rangka pelaksanaan tugas dan tanggung jawab selama tahun buku 2022, Direksi tercatat telah melakukan 9 (sembilan) Rapat Direksi yang terdiri dari 8 (delapan) Rapat Direksi dan 1 (satu) Rapat Gabungan Direksi bersama Dewan Komisaris.

Selain itu, dalam rangka untuk melakukan perbaikan secara terus menerus atas pelaksanaan tata kelola dan

## THE BANK'S BUSINESS PROSPECTS COMPILED BY THE BOARD OF DIRECTORS

In 2022, the Indonesia's economy managed to grow 5.31% amidst a slowdown in world economic growth. Indonesia has also continued to make progress in various economic reforms, both through infrastructure development, downstreaming natural resources, and digitizing the financial economy during the COVID-19 pandemic. Based on these achievements, amidst the uncertainty of the dynamics of global economic conditions in 2023, BI estimates that Indonesia's economic growth will remain strong in the range of 4.5%-5.3%, driven by private consumption, investment and export performance which will remain positive amid slowdown global economic growth..

In line with the optimism for Indonesia's economy in the coming year, BI also estimates that the banking industry will continue to grow well, with credit growth in the range of 10%-12% and TPF growth of 7%-9%. BI expects credit demand to remain supportive, provided that bank liquidity is well-maintained.

Considering various projected fundamental economic indicators, the Board of Directors has presented The Bank's business prospects along with operational and financial performance goals. The business outlook presented in The Bank's Business Plan 2023-2025 continues to prioritize the principle of prudence in the implementation of a business expansion strategy to ensure the continuity of The Bank's business while creating value for Shareholders and Stakeholders.

## IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

Bank ICBC Indonesia is strongly committed to the implementation of GCG best practices as the main foundation for the creation of sustainable value for Shareholders and all Stakeholders.

In implementing GCG in all business aspects for the continuity of The Bank's business, The Bank is guided by 5 (five) basic principles of GCG namely Transparency, Accountability, Responsibility, Independence and Fairness (TARIF). In connection with the performance of its duties and responsibilities, the Board of Directors has held 9 (nine) meetings during the fiscal year 2022, of which 8 (eight) Board of Directors meetings and 1 (one) joint meeting of the Board of Directors and Board of Commissioners.

In addition, The Bank routinely conducts individual self-assessment in order to continuously improve

meningkatkan penerapan GCG secara berkelanjutan, Bank juga rutin melakukan penilaian sendiri (*self-assessment*) secara individu. Pelaksanaan *self-assessment* penerapan tata kelola secara individu ini berpedoman kepada POJK No. 55/POJK.03/2016 dan SEOJK No. 13/SEOJK.03/2017 tentang Penerapan Tata Kelola bagi Bank Umum. Hasil *self-assessment* GCG Bank pada bulan Juni dan Desember tersebut menempatkan Bank pada Peringkat Komposit (PK) 2.

Untuk meningkatkan implementasi GCG di Bank, Bank senantiasa mengoptimalkan langkah-langkah yang diperlukan untuk menjaga dan meningkatkan nilai komposit GCG tersebut dengan melakukan pemantauan atas pemenuhan 11 (sebelas) pilar faktor penilaian GCG dalam konteks *governance structure*, *governance process*, dan *governance outcome* serta tetap memperhatikan juga masukan dan rekomendasi dari OJK.

## PENILAIAN ATAS KINERJA KOMITE DI BAWAH DIREKSI

Dalam melaksanakan tugas pengelolaan Bank, Direksi dibantu oleh komite di bawah Direksi atau disebut juga Komite Eksekutif sebanyak 11 (sebelas) komite. Direksi menilai bahwa komite-komite di bawah Direksi selama 2022 telah menjalankan tugas dan tanggung jawabnya dengan baik sebagai berikut:

- *Asset and Liability Committee (ALCO)* bertugas untuk membantu Direksi dalam mengelola aset dan kewajiban, baik *on* maupun *off balance sheet*, termasuk mengelola risiko likuiditas, risiko valuta asing, risiko *Interest Rate Risk In Banking Book (IRRBB)*, manajemen instrumen surat berharga, manajemen penentuan suku bunga, manajemen *Fund Transfer Pricing (FTP)* dan manajemen permodalan Bank. Selama tahun 2022, ALCO mengadakan rapat sebanyak 13 (tiga belas) kali.
- *Risk Management Committee (RMC)* bertugas membantu Direksi dalam merumuskan kebijakan dan mengawasi pelaksanaan kebijakan yang berkaitan dengan manajemen risiko, memantau perkembangan dan kondisi profil risiko, serta memberikan saran dan perbaikan terkait dengan manajemen risiko. Selama tahun 2022, RMC mengadakan rapat sebanyak 5 (lima) kali.
- *Financial Review Committee (FRC)* bertugas mengawasi, memeriksa, dan mengevaluasi kebutuhan pengeluaran dana dalam jumlah besar yang persetujuannya berada di luar wewenang Direksi. Selama tahun 2022, FRC mengadakan 51 (lima puluh satu) kali rapat.
- *Credit Review Committee (CRC)* bertugas untuk memberikan rekomendasi atas usulan pinjaman yang memerlukan persetujuan Direksi. Selama 2022,

governance implementation and sustainably enhance the implementation of GCG. The self-assessment of individual governance implementation is based on POJK No. 55/POJK.03/2016 and SEOJK No. 13/SEOJK.03/2017 on the Implementation of Governance for Commercial Banks. Based on the results of The Bank's self-assessment of GCG self-assessment in June and December, The Bank was assigned a composite rating of 2 (PK).

In order to improve the implementation of the GCG at The Bank, The Bank is constantly optimizing the steps necessary to maintain and increase the GCG composite score by monitoring the fulfillment of the 11 (eleven) pillars of GCG assessment factors in the context of governance structure, governance process, and governance result, and by paying close attention to OJK's input and recommendations.

## ASSESSING THE PERFORMANCE OF THE BOARD OF DIRECTORS' COMMITTEES

The Board of Directors is assisted by 11 (eleven) committees under the Board of Directors, also referred to as the Executive Committee, in the performance of its duties in managing The Bank. The Board of Directors is of the opinion that the committees under the Board of Directors have properly fulfilled their duties and responsibilities in 2022 as follows:

- The Asset and Liability Committee (ALCO) is responsible for assisting the Board of Directors in managing on and off balance sheet assets and liabilities, including managing liquidity risk, foreign exchange risk, Interest Rate Risk In Banking Book Risk (IRRBB), securities instrument management, interest rates pricing management, Fund Transfer Pricing (FTP) management and The Bank's capital management. Throughout 2022 ALCO held 13 (thirteen) meetings.
- The Risk Management Committee (RMC) is responsible for assisting the Board of Directors in formulating and overseeing the implementation of policies related to risk management. RMC also monitors the development and status of risk profile and makes suggestions and improvements associated with risk management. RMC held 5 (five) meetings during 2022.
- The Financial Review Committee (FRC) is responsible to oversee, review evaluate the need for large exposures which approval is beyond the authority of the Board of Directors. Throughout 2022, FRC held 51 (fifty one) meetings.
- The Credit Review Committee (CRC) is responsible for providing recommendations on loan proposals that require the approval of the Board of Directors.

CRC mengadakan rapat sebanyak 49 (empat puluh sembilan) kali untuk Kredit Korporasi & SME dan 43 (empat puluh tiga) kali untuk Kredit Konsumsi.

- *Credit Policy Committee (CPC)* bertugas merumuskan kebijakan kredit, mengawasi pelaksanaan kebijakan kredit, memantau kemajuan dan kondisi portofolio pinjaman, dan memberikan rekomendasi untuk perbaikan, serta mendukung aktivitas pemberian kredit Bank. Selama tahun 2022, CPC mengadakan rapat sebanyak 5 (lima) kali.
- *Policy Committee* bertugas membantu manajemen melaksanakan penerapan prinsip-prinsip tata kelola, khususnya dalam memantau kebijakan Bank dan memastikan kesesuaian terhadap peraturan yang berlaku serta kebijakan bank induk. *Policy Committee* mengadakan rapat sebanyak 4 (empat) kali selama tahun 2022.
- Komite Kepatuhan dan Anti Pencucian Uang bertugas mengawasi risiko-risiko kepatuhan dan anti pencucian uang Bank. Selama tahun 2022, komite ini mengadakan rapat sebanyak 4 (empat) kali.
- Komite Pengarah Teknologi Informasi bertanggung jawab memberikan rekomendasi kepada Direksi terkait teknologi informasi dan telah mengadakan rapat sebanyak 4 (empat) kali selama tahun 2022.
- *Disciplinary Committee* bertugas untuk menjamin kepercayaan masyarakat terhadap integritas Bank dan selama tahun 2022 telah melaksanakan rapat sebanyak 6 (enam) kali.
- *Liability Recognition Committee (LRC)* bertugas untuk mendukung mekanisme akuntabilitas dan pelaksanaan tindakan perbaikan, menggerakkan penerapan manajemen risiko dan meningkatkan kepatuhan dengan kebijakan internal dan peraturan yang berlaku. LRC mengadakan rapat sebanyak 4 (empat) kali selama tahun 2022.

## PENGEMBANGAN SUMBER DAYA MANUSIA

Bank memiliki komitmen yang kuat untuk memastikan pemenuhan kualitas dan kecukupan kompetensi, *skill*, dan pengetahuan kepada seluruh Sumber Daya Manusia (SDM) Bank. Langkah yang ditempuh oleh Bank ICBC Indonesia adalah menyediakan program pendidikan dan pelatihan, maupun sertifikasi profesi yang relevan sesuai dengan ketentuan regulator dengan berpedoman pada POJK No. 24 Tahun 2022 tentang Pengembangan Kualitas Sumber Daya Manusia Bank Umum.

Pengembangan SDM difokuskan pada peningkatan kualitas kepemimpinan yang ditunjang dengan kompetensi terbaik, pola pikir pembelajar, adaptif, dan mampu memanfaatkan peluang untuk memaksimalkan potensi bisnis. Selain itu, Bank memfokuskan program pelatihan

During 2022, CRC held 49 (forty-nine) meetings for Corporate and SME Loans and 43 (forty-three) meetings for Consumer Loans.

- The Credit Policy Committee (CPC) is responsible for the formulation of credit policies, overseeing the implementation of credit policies, monitoring the progress and condition of the loan portfolio and providing recommendations for improvement, as well as supporting The Bank's lending activities. CPC held 5 (five) meetings in 2022.
- Policy Committee is responsible to assist the management in the implementation of corporate governance principles, particularly in the monitoring of The Bank's policies and ensuring compliance with applicable regulations and parent Bank policies. Policy Committee held 4 (four) meetings in 2022.
- The Compliance and Anti-Money Laundering Committee is responsible for the oversight of The Bank's compliance and anti-money laundering risks. This committee held 4 (four) meetings during 2022.
- The Information Technology Steering Committee is responsible for making recommendations to the Board of Directors regarding Information Technology and held 4 (four) meetings during the 2022.
- The Disciplinary Committee, is responsible to ensure public confidence in the integrity of The Bank. This committee held 6 (six) meetings during 2022.
- The Liability Recognition Committee (LRC) is in charge of supporting mechanisms for accountability and remediation, promoting the implementation of risk management and improving compliance with internal policies and applicable regulations. During 2022, LRC held 4 (four) meetings.

## HUMAN RESOURCE DEVELOPMENT

The Bank has a strong commitment to ensure the fulfillment of quality and adequacy of competencies, skills and knowledge for all of Human Resources (HR) of The Bank. The steps taken by Bank ICBC Indonesia include the provision of education and training programs as well as relevant professional certifications in accordance with regulatory requirements based on POJK No. 24 of 2022 on the Development of Quality of Human Resources for Commercial Banks.

HR development focuses on improving leadership quality, supported by the best competencies, a learner mindset, adaptable and able to exploit opportunities to maximize business potential. In addition, The Bank focuses on employee training and development programs

dan pengembangan karyawan untuk memenuhi persyaratan sertifikasi wajib dari regulator dan memberikan pengetahuan serta peningkatan kompetensi teknis terutama pada bagian kredit, teknologi informasi, kepatuhan, manajemen risiko, serta pencegahan terhadap pencucian uang dan pemberantasan pendanaan terorisme. Persentase karyawan yang telah mengikuti pelatihan sebanyak 99,04% dari total jumlah karyawan yang memenuhi persyaratan atas pelatihan.

Selain itu, Bank menyelenggarakan pemeriksaan kesehatan berkala bagi karyawan yang memenuhi persyaratan. Hal ini dilakukan dalam rangka menjaga dan meningkatkan kesejahteraan, kenyamanan, dan keamanan dalam bekerja bagi karyawan.

## PENGEMBANGAN TEKNOLOGI INFORMASI

Di tengah lingkungan bisnis yang semakin dinamis, Teknologi Informasi (TI) memiliki peran yang lebih dalam untuk meningkatkan daya saing Bank seiring dengan bermunculnya perusahaan fintech saat ini. Oleh karena itu, Bank terus mengoptimalkan TI dan sistem informasi untuk mempercepat pertumbuhan bisnis Bank, serta kemampuannya dalam mengakomodasi perubahan industri perbankan.

Sistem TI Bank menggunakan teknologi secara efisien, tepat waktu, dan hemat biaya untuk menghasilkan produk dan layanan perbankan yang berkualitas, andal, dan aman. Sistem tersebut selanjutnya dikembangkan secara berkelanjutan untuk memastikan tersedianya layanan yang berkualitas berbasis teknologi informasi yang andal dan inovatif, serta dapat mendukung dan menjadi faktor pendorong bagi perkembangan bisnis Bank.

Fokus pengembangan TI Bank di tahun 2022 diarahkan kepada layanan dan teknologi digital, baik untuk mendukung proses bisnis maupun untuk mengembangkan produk dan layanan baru bagi nasabah proyek utama antara lain pengembangan pada layanan dan aplikasi *e-channel: Corporate Internet Banking (CIB), Mobile Internet Banking (MIB), dan Personal Internet Banking (PIB)*. TI Bank juga mengembangkan aplikasi internal sesuai dengan *Business Requirement Document* untuk memenuhi kebutuhan pelaporan dari regulator dan sistem pelaporan lainnya. Selain itu, TI Bank mengembangkan sistem inti untuk memenuhi kebutuhan bisnis Bank dan melakukan pengembangan untuk dukungan bisnis, fungsi pendukung, dan peningkatan infrastruktur. Terakhir, TI Bank juga meningkatkan pengamanan informasi dan memenuhi kepatuhan kepada regulasi.

Terkait dengan tata kelola TI, Bank berkeyakinan bahwa penerapan tata kelola TI menjadi pedoman untuk memastikan kepatuhan terhadap aturan dan regulasi yang berlaku, sambil tetap mempertimbangkan kebutuhan untuk mencapai rencana bisnis Bank. Oleh karena itu,

designed to meet mandatory certification requirements imposed by regulators and to provide knowledge and enhance technical skills, particularly in the areas of credit, information technology, compliance, risk management, and preventing money laundering and countering the financing of terrorism. The percentage of employees who have taken part in training courses is 99.04% of the total number of employees who meet the requirements for training courses.

In addition, The Bank organizes medical check-up on a regular basis for those employees who meet the requirements. This is done in order to maintain and improve the well-being, comfort and safety of the employees in the workplace.

## INFORMATION TECHNOLOGY DEVELOPMENT

Amidst an increasingly dynamic business environment, Information Technology (IT) is playing a greater role in enhancing The Bank's competitiveness as fintech companies emerge. Therefore, The Bank continues to optimize its IT and information systems to accelerate The Bank's business growth, as well as to enhance its ability to adapt to the changing banking industry.

The Bank's IT system provides quality, reliable and secure banking products and services through the efficient, timely and cost-effective use of technology. The system is continuously developed to ensure the availability of quality services based on reliable and innovative information technology, which can support and become a driving factor for the development of The Bank's business.

The focus of The Bank's IT development in 2022 will be on digital services and technology, both to support business processes and to develop new products and services for key project customers, including the development of *e-channel services and applications: Corporate Internet Banking (CIB), Mobile Internet Banking (MIB), and Personal Internet Banking (PIB)*. The Bank's IT also develops internal applications in accordance with the *Business Requirement Document* to meet the reporting requirements of the regulatory authorities and other reporting systems. In addition, The Bank's IT develops core systems to meet the business needs of The Bank and carries out developments for business support, support functions and infrastructure improvements. Finally, The Bank's IT enhances information security and meets regulatory compliance requirements.

With regard to IT governance, The Bank believes that the implementation of IT governance serves as a guideline to ensure compliance with applicable rules and regulations, while also taking into account the needs to achieve The Bank's business plan. Therefore, The Bank is committed to

Bank berkomitmen meningkatkan penerapan tata kelola TI dan melakukan evaluasi secara berkala dalam hal kebijakan dan prosedur dengan mengadopsi regulasi Otoritas Jasa Keuangan, Bank Indonesia, dan pemerintah serta praktik internasional terbaik, untuk mengurangi risiko dan ancaman baru berdasarkan perkembangan teknologi.

## TANGGUNG JAWAB SOSIAL LINGKUNGAN PERUSAHAAN

Pelaksanaan tanggung jawab sosial perusahaan merupakan bagian dari penerapan strategi keberlanjutan Bank yang mengacu pada aspek Lingkungan, Sosial, dan Tata Kelola (*Environmental, Social, and Governance/ ESG*). Penerapan strategi tersebut merupakan upaya Bank untuk menciptakan nilai bagi para Pemangku Kepentingan dan mendorong pencapaian Tujuan Pembangunan Berkelanjutan (TPB).

Pada aspek lingkungan, Bank mencatatkan pengurangan limbah kertas sebanyak 1.291 kg di tahun 2022, di mana limbah kertas tersebut selanjutnya akan diolah menjadi produk daur ulang bernilai guna. Hal ini menjadi salah satu bentuk upaya Bank untuk mengurangi jejak karbon atas kegiatan operasionalnya yang sebagian besar menggunakan kertas. Selain itu, penggunaan teknologi baik dalam pengembangan produk dan layanan serta pelaksanaan proses bisnis juga berkontribusi terhadap pengurangan penggunaan kertas. Bank juga melakukan upaya lainnya seperti efisiensi penggunaan energi dan air.

Pada aspek sosial bidang ketenagakerjaan, Bank telah menerapkan praktik ketenagakerjaan sesuai dengan ketentuan dan perundang-undangan yang berlaku, mulai dari proses rekrutmen, pemberian program pelatihan dan pengembangan kompetensi hingga pemberian remunerasi kepada karyawan. Bank juga memastikan pemberian kesempatan bekerja yang sama tanpa adanya diskriminasi.

Untuk bidang masyarakat, Bank telah melaksanakan program tanggung jawab sosial dan lingkungan melalui beberapa kegiatan di tahun 2022 yang sejalan dengan TPB. Dalam rangkaian kegiatan ulang tahun Bank yang ke-15 tahun, Bank melakukan donasi sembako untuk panti asuhan dan panti jompo dengan melibatkan seluruh jaringan kantor cabang Bank. Sebagai bentuk dukungan terhadap program percepatan vaksinasi pemerintah dalam menanggulangi COVID-19, Bank menyelenggarakan Vaksinasi Gotong Royong dosis pertama dan dosis kedua, serta vaksinasi booster untuk seluruh karyawan dan keluarga karyawan.

Dalam rangka turut melestarikan lingkungan, Bank melakukan donasi sampah kertas ke Yayasan Tzu Chi Indonesia untuk selanjutnya didaur ulang serta

improve the implementation of IT governance and conduct periodic evaluations in terms of policies and procedures by adopting the regulations of Financial Services Authority, Bank Indonesia, government, and international best practices. This is to reduce the risks and new threats based on technological developments.

## CORPORATE SOCIAL RESPONSIBILITY

The implementation of corporate social responsibility is part of the implementation of The Bank's sustainability strategy, which covers Environmental, Social, and Governance (ESG) issues. The implementation of this strategy is The Bank's effort to create value for its Stakeholders and to contribute to the achievement of the Sustainable Development Goals (SDG).

In terms of the environment, The Bank recorded a reduction of 1,291 kg of paper waste in 2022. The paper waste will then be processed into value-added recycled products. This is one of the ways in which The Bank aims to reduce the carbon footprint of its operational activities, which mainly use paper. In addition, paper consumption is reduced through the use of technology in the development of products and services as well as in the implementation of business processes. The Bank is also making other efforts that include energy and water efficiency.

With regard to the social aspect of employment, The Bank has implemented employment practices in accordance with the prevailing laws and regulations, starting with the recruitment process, the provision of training programs and competency development, and the remuneration of employees. The Bank also strives to provide equal employment opportunities without discriminating.

In the community sector, The Bank implemented social and environmental responsibility programs through several activities in 2022, in line with the SDG. As part of a series of activities to mark The Bank's 15 years of anniversary, The Bank donated food to orphanages and nursing homes, involving The Bank's entire branch offices. The Bank organized the first and second doses of Mutual Cooperation Vaccination (VGR) and booster vaccination for all employees and their families to support the government's accelerated vaccination program against COVID-19.

In order to protect the environment, The Bank donated paper waste to the Tzu Chi Indonesia Foundation for further recycling. The Bank also conducted a campaign

mengkampanyekan pengurangan sampah plastik dengan membagikan *foldable bag*. Sebagai institusi jasa keuangan, Bank juga aktif melaksanakan kegiatan inklusi keuangan kepada masyarakat di mana pada tahun 2022 Bank telah melakukan 1 (satu) kali kegiatan di area Bandung, Jawa Barat dan 2 (dua) kali kegiatan di area Jakarta Barat.

Dengan upaya Bank untuk menyeimbangkan aspek bisnis dan juga kontribusi terhadap lingkungan dan masyarakat, diharapkan Bank akan mampu mencapai pertumbuhan yang berkesinambungan dan juga menciptakan nilai berkelanjutan bagi seluruh Pemangku Kepentingan.

## PERUBAHAN DIREKSI

Bank melaporkan tidak ada perubahan komposisi Direksi per 31 Desember 2022 yang terdiri dari 1 (satu) orang Presiden Direktur, dan 6 (enam) orang Direktur. Sementara itu, terdapat perubahan komposisi Direksi pada tahun 2023 di mana berdasarkan Akta No. 52 tanggal 6 Maret 2023 Bank menerima pengunduran diri Bpk. Zhang Jinxing dan bersamaan dengan itu mengangkat Bpk. Chen Yong selaku Presiden Direktur Bank ICBC Indonesia. Beliau efektif menjabat pada tanggal 27 Maret 2023.

## APRESIASI DAN PENUTUP

Atas nama Direksi, kami menyampaikan terima kasih dan penghargaan yang tinggi kepada Pemegang Saham atas kepercayaan yang diberikan dan kepada Dewan Komisaris atas nasihat, bimbingan, dan rekomendasi yang diberikan selama tahun 2022. Kami juga berterima kasih kepada nasabah, dan mitra bisnis kami atas dukungan, kepercayaan, dan kerja sama yang diberikan. Apresiasi juga kami sampaikan kepada segenap insan Bank atas dedikasi dan kerja kerasnya dalam menjalankan tugas dan tanggung jawabnya untuk mewujudkan Visi dan Misi Bank. Kami berharap dapat senantiasa bekerja sama dengan seluruh Pemangku Kepentingan di masa mendatang untuk mencapai kinerja yang lebih baik lagi.

to reduce plastic waste by distributing foldable bags. As a financial services institution, The Bank is also active in conducting financial inclusion activities for the community. In 2022, The Bank conducted 1 (one) activity in Bandung, West Java area and 2 (two) activities in West Jakarta area.

Through The Bank's efforts to balance business aspects with environmental and social contributions, it is hoped that The Bank will be able to achieve sustainable growth and create sustainable value for all Stakeholders.

## CHANGES IN THE BOARD OF DIRECTORS

The Bank reported that there was no change in the composition of the Board of Directors as of December 31, 2022 which consists of 1 (one) President Director and 6 (six) Directors. Meanwhile, there is a change in the composition of the Board of Directors in 2023, where based on the Deed No. 52 dated March 6, 2023, The Bank accepted the resignation of Mr. Zhang Jinxing and together with that appointed Mr. Chen Yong as President Director of Bank ICBC Indonesia. He effectively took office on March 27, 2023.

## APPRECIATION AND CLOSING

On behalf of the Board of Directors, we express our gratitude and appreciation to the Shareholders for their trust and confidence and to the Board of Commissioners for their advice, guidance and recommendations during the year. We also thank our customers and business partners for their support, trust and cooperation. We also express our appreciation to all employees of The Bank for their dedication and hard work in performing their duties and responsibilities to realize the Vision and Mission of The Bank. We hope to continue to work together with all of our Stakeholders in the future to achieve even better performance.

Jakarta, 28 April 2023  
Jakarta, April 28, 2023

Atas nama Direksi  
On behalf of the Board of Directors



**CHEN YONG**

Presiden Direktur  
President Director

**SANDY TJIPTA  
MULIANA**

Direktur  
Director

**DINI SUPRIHATINI**

Direktur  
Director

**FRANSISCA  
NELWAN MOK**

Direktur  
Director

**LUKITO  
ADISUBRATA  
SUWARDI**

Direktur  
Director



**ZHANG WEN**

Direktur  
Director

**ZHANG JINXING**

Presiden Direktur  
President Director

**LIU HONGBO**

Direktur  
Director



# PERNYATAAN TANGGUNG JAWAB ATAS LAPORAN TAHUNAN KEBERLANJUTAN 2022 OLEH DEWAN KOMISARIS DAN DIREKSI

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan Keberlanjutan PT Bank ICBC Indonesia tahun 2022 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Keberlanjutan Bank.

Demikian pernyataan ini dibuat dengan sebenarnya.  
Jakarta, 28 April 2023

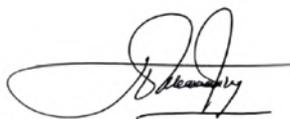
## Dewan Komisaris

Board of Commissioners



**WANG KUN**

Presiden Komisaris  
President Commissioner



**HENDRA WIDJOJO**

Komisaris Independen  
Independent Commissioner



**H. YUNNO KUSUMO**

Komisaris Independen  
Independent Commissioner



**JEFF S.V. EMAN**

Komisaris  
Commissioner

# STATEMENTS OF ACCOUNTABILITY OF 2022 ANNUAL SUSTAINABILITY REPORT BY THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

We the signatories, hereby certify that all information in the 2022 Annual Sustainability Report of PT Bank ICBC Indonesia has been comprehensively presented and that we are fully accountable for the accuracy of the contents of The Bank's Annual Sustainability Report.

This statement is made truthfully.  
Jakarta, April 28, 2023

## Direksi

Board of Directors



**CHEN YONG**

Presiden Direktur  
President Director



**ZHANG WEN**

Direktur  
Director



**LIU HONGBO**

Direktur  
Director



**SANDY T. MULIANA**

Direktur  
Director



**FRANSISCA NELWAN MOK**

Direktur  
Director



**DINI SUPRIHATINI**

Direktur  
Director



**LUKITO ADISUBRATA S.**

Direktur  
Director



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ICBC

# IDENTITAS PERUSAHAAN

## CORPORATE IDENTITY



“ PENGEMBANGAN NASABAH, PENGEMBANGAN BISNIS DAN PRODUK DASAR YANG KUAT, SERTA PELAKSANAAN MANAJEMEN DASAR YANG SOLID DIYAKINI AKAN MEMBAWA BANK MERAH PERTUMBUHAN YANG LEBIH TINGGI PADA TAHUN-TAHUN SELANJUTNYA.

CUSTOMER DEVELOPMENT, STRONG BUSINESS AND PRODUCTS DEVELOPMENT, AND THE IMPLEMENTATION OF SYSTEMATIC BASIC MANAGEMENT ARE BELIEVED TO BRING THE BANK TO ACHIEVE HIGHER GROWTH IN THE FOLLOWING YEARS. ”

■ Nama Perusahaan Company Name	PT Bank ICBC Indonesia	
■ Tanggal Berdiri Date of Establishment	PT Bankit - 15 Mei 1970 PT Bank ICBC Indonesia - 6 Juni 2007	PT Bankit - May 15, 1970 PT Bank ICBC Indonesia - June 6, 2007
■ Tanggal Beroperasi Date of Operations	PT Bank ICBC Indonesia 28 September 2007	PT Bank ICBC Indonesia September 28, 2007
■ Dasar Hukum Pendirian Legal Basis of Establishment	PT Bankit – Deed No.17 dd. 15-05-1970, TBN No.480/1974, BN No.73 dd. 10-9-1974 PT Bank ICBC Indonesia – Deed No.01 dd. 06-06-2007. MOL Approval No.W7-06959HT.01.04-TH.2007 dd. 22-06-2007	
■ Bidang Usaha Line of Business	Jasa Perbankan	Banking Services

<p>■ <b>Domisili</b> Domicile</p>	DKI Jakarta, Indonesia									
<p>■ <b>Modal Dasar</b> Authorized Share Capital</p>	Sebesar Rp6.000.000.000.000 yang terdiri dari 120.000 saham dengan nilai nominal Rp50.000.000 per saham	Amounted to Rp6,000,000,000,000 comprising of 120,000 shares at nominal value of Rp50,000,000 per share								
<p>■ <b>Modal Ditempatkan dan Disetor Penuh</b> Issued and Paid-Up Share Capital</p>	Sebesar Rp3.706.150.000.000 yang terdiri dari 74.123 saham dengan nilai nominal Rp50.000.000 per saham	Amounted to Rp3,706,150,000,000 comprising of 74,123 shares at nominal value of Rp50,000,000 per share								
<p>■ <b>Pemegang Saham</b> Shareholders</p>	<p>Pemegang saham Bank per 31 Desember 2022 adalah sebagai berikut: The Bank's shareholders as of December 31, 2022 were as follows:</p> <table border="1"> <thead> <tr> <th>Pemegang Saham Shareholders</th> <th>Persentase Kepemilikan Ownership Percentage</th> </tr> </thead> <tbody> <tr> <td>Industrial and Commercial Bank of China Limited (ICBC Limited)</td> <td>98,61%</td> </tr> <tr> <td>PT Intidana Wijaya</td> <td>1,39%</td> </tr> <tr> <td><b>Total</b></td> <td><b>100,00%</b></td> </tr> </tbody> </table>		Pemegang Saham Shareholders	Persentase Kepemilikan Ownership Percentage	Industrial and Commercial Bank of China Limited (ICBC Limited)	98,61%	PT Intidana Wijaya	1,39%	<b>Total</b>	<b>100,00%</b>
Pemegang Saham Shareholders	Persentase Kepemilikan Ownership Percentage									
Industrial and Commercial Bank of China Limited (ICBC Limited)	98,61%									
PT Intidana Wijaya	1,39%									
<b>Total</b>	<b>100,00%</b>									
<p>■ <b>NPWP</b> Tax Identification Number</p>	01108.0470-073.000									
<p>■ <b>TDP</b> Registration Certificate</p>	09.05.164.64137									
<p>■ <b>SIUP</b> Business Permit</p>	Keputusan Gubernur Bank Indonesia No. 9/48/KEP.GBI/2007 tanggal 26 September 2007	Bank Indonesia Gubernurial Decree No. 9/48/KEP.GBI/2007 dated September 26, 2007								
<p>■ <b>SWIFT Code</b></p>	ICBKIDJA									
<p>■ <b>Jumlah Karyawan</b> Total Employees</p>	625 karyawan (per 31 Desember 2022)	625 employees (as of December 31, 2022)								
<p>■ <b>Jaringan Kantor</b> Office Network</p>	<p>Kantor Pusat: 1 Kantor Cabang: 15 Kantor Cabang Pembantu : 3 ATM: 24 ATM dalam jaringan ATM Bersama dan LINK : 130.000</p>	<p>Head Office: 1 Branch Office: 15 Sub-Branch Office: 3 ATM: 24 ATMs in ATM Bersama and LINK networks: 130,000</p>								
<p>■ <b>Entitas Anak and Afiliasi</b> Subsidiaries and Affiliates</p>	-									
<p>■ <b>Alamat</b> Address</p>	<p>Kantor Pusat: ICBC Tower Lantai 32 Jl. M.H. Thamrin No. 81 Jakarta Pusat 10310 DKI Jakarta, Indonesia Telp: +62 21 2355 6000 Facs: +62 21 3199 6016 Call Center: 1-500-198 (i Call ICBC) customer_care@ina.icbc.com.cn</p>									
<p>■ <b>Situs Web dan Media Sosial</b> Website and Social Media</p>	<p>www.icbc.co.id Instagram: icbc.indonesia</p>									

# RIWAYAT SINGKAT PERUSAHAAN

## COMPANY BRIEF HISTORY



### PERUBAHAN NAMA DAN STATUS BADAN HUKUM

PT Bank ICBC Indonesia, selanjutnya disebut “Bank” atau “Bank ICBC Indonesia” didirikan pertama kali dengan nama PT Bankit pada tahun 1970 yang kemudian berubah nama menjadi PT Bank Halim Indonesia pada tahun 1989 berdasarkan Akta No. 16 tertanggal 17 April 1989, dibuat di hadapan Sastra Kosasih, S.H., notaris di Surabaya. Akta pendirian tersebut telah disetujui oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No. C2-3488.HT.01.04.TH.89 tertanggal 20 April 1989 serta diumumkan dalam Tambahan No. 100 pada Berita Negara No. 5104 tanggal 14 Desember 1990.

Melalui proses akuisisi yang dilakukan oleh Industrial and Commercial Bank of China Limited (ICBC Limited) pada 6 Juni 2007, Bank kemudian berubah nama menjadi PT Bank ICBC Indonesia pada 28 September 2007. Bank Indonesia telah menyetujui perubahan izin usaha atas nama PT Bank Halim Indonesia menjadi izin usaha atas nama PT Bank ICBC Indonesia berdasarkan surat Gubernur Bank Indonesia No. 9/48/KEP.GBI/2007 tertanggal 26 September 2007.

### NAME AND LEGAL ENTITY STATUS CHANGE

PT Bank ICBC Indonesia, hereinafter referred to as “The Bank” or “Bank ICBC Indonesia” was first established under the name of PT Bankit in 1970 which then changed its name to PT Bank Halim Indonesia in 1989 based on the Deed No. 16 dated April 17, 1989 made before Sastra Kosasih, S.H., notary in Surabaya. The article of incorporation was approved by the Ministry of Justice of the Republic of Indonesia in its Decision Letter No. C2-3488.HT.01.04.TH.89 dated April 20, 1989 and was published in No. 100 to the State Gazette No. 5104 dated December 14, 1990.

Through the acquisition process by Industrial and Commercial Bank of China Limited (ICBC Limited) on June 6, 2007, The Bank then changed its name to PT Bank ICBC Indonesia on September 28, 2007. Bank Indonesia approved the change of the business license under the name of PT Bank Halim Indonesia to the business license under the name of PT Bank ICBC Indonesia based on the letter of the Governor of Bank Indonesia No. 9/48/KEP.GBI/2007 dated September 26, 2007.

## SEKILAS BANK ICBC INDONESIA

ICBC Limited mengakuisisi PT Bank Halim Indonesia pada tanggal 28 September 2007, untuk kemudian berganti nama menjadi PT Bank ICBC Indonesia. PT Bank Halim Indonesia sebelumnya memperoleh izin usaha untuk beroperasi sebagai bank umum berdasarkan Surat Keputusan Menteri Keuangan Republik Indonesia No. 698/KMK.013/1989 tertanggal 20 Juni 1989 dan telah disetujui sebagai bank devisa berdasarkan Surat Keputusan Direksi Bank Indonesia No. 28/92/KEP/DIR tertanggal 7 November 1995.

Pasca akuisisi PT Bank Halim Indonesia, kantor pusat Bank di Surabaya dipindah ke Jakarta pada bulan Desember 2007 sebagai langkah awal yang baik untuk membangun kiprah keberhasilan Bank ICBC Indonesia. Selain itu, langkah penting ini merupakan respon Bank dalam menanggapi peningkatan permintaan terhadap produk dan layanan pasca akuisisi.

ICBC Limited disebut sebagai “Bank Terbaik di Tiongkok” menurut majalah Global Finance dari Amerika Serikat selama 4 (empat) tahun berturut-turut (2019-2022). Selama 10 (sepuluh) tahun, ICBC Limited menduduki peringkat pertama dari 1.000 bank teratas di dunia versi majalah The Banker dari Inggris.

Didukung oleh sistem perbankan dari ICBC Limited dan kepercayaan tinggi dari pemegang saham, serta ditopang oleh jaringan yang memadai guna mengoptimalkan posisi geografis yang strategis di Indonesia, Bank ICBC Indonesia mampu memberikan layanan terbaik serta menawarkan produk perbankan yang terpercaya, efisien, dan efektif bagi nasabah korporasi maupun individual. Pada tahun 2022, Bank mengambil langkah untuk mempertahankan serta meningkatkan performa jaringan kantor yang dimiliki. Sehingga tidak adanya pengembangan atau perubahan jaringan kantor yang dilaksanakan di tahun ini. Bank memiliki 15 (lima belas) jaringan kantor cabang dan 3 (tiga) jaringan kantor cabang pembantu yang tersebar di 7 (tujuh) provinsi di Indonesia, yaitu DKI Jakarta, Jawa Barat, Jawa Timur, Sumatera Utara, Kepulauan Riau, Kalimantan Timur, dan Sulawesi Selatan dengan jumlah karyawan mencapai 625 (enam ratus dua puluh lima) orang per 31 Desember 2022.

## BANK ICBC INDONESIA AT A GLANCE

ICBC Limited acquired PT Bank Halim Indonesia on September 28, 2007 to later change its name to PT Bank ICBC Indonesia. PT Bank Halim Indonesia received general banking license based on the Decision Letter of the Ministry of Finance of the Republic of Indonesia No. 698/KMK.013/1989 dated June 20, 1989 and has been approved to be a foreign exchange bank based on the Decision Letter of Bank Indonesia’s Board of Directors No. 28/92/KEP/DIR dated November 7, 1995.

After the acquisition of PT Bank Halim Indonesia, The Bank’s headquarter in Surabaya was relocated to Jakarta in December 2007 as the first step to build the foundation for Bank ICBC Indonesia’s next successes. Moreover, this important action was The Bank’s response to the increasing demand for products and services after the acquisition.

ICBC Limited was named as “Best Bank in China” by Global Finance magazine from the United States for 4 (four) consecutive years (2019-2022). For 10 (ten) consecutive years, ICBC Limited was in the first place among the top 1,000 world banks according to The Banker magazine from the United Kingdom.

Supported by banking system from ICBC Limited and high trust from shareholders, and sustained by adequate networking to leverage its strategic geographical position in Indonesia, Bank ICBC Indonesia managed to provide the best services and offer reliable, efficient and effective banking products to corporate and individual customers. In 2022, The Bank took step to maintain and improve the performance of its existing office networks. Thus, there was no development or changes to the office networks carried out this year. The Bank had 15 (fifteen) branch offices and 3 (three) sub-branch offices spread over 7 (seven) provinces in Indonesia, namely DKI Jakarta, West Java, East Java, North Sumatra, Riau Islands, East Kalimantan, and South Sulawesi with 625 (six hundred twenty-five) employees as of December 31, 2022.

Terkait kegiatan pelayanan kas, kartu ATM Bank ICBC Indonesia dapat digunakan oleh nasabah di 24 (dua puluh empat) terminal ATM ICBC di Indonesia, di samping 130.000 (seratus tiga puluh ribu) ATM dari bank-bank lain yang tergabung ke dalam jaringan ATM Bersama dan LINK di seluruh Indonesia. Hal ini didukung oleh integrasi jaringan ATM Bank dengan jaringan ATM ICBC Limited dan ATM Bersama dalam rangka mempermudah akses nasabah ke rekening tabungan. Lebih lanjut pada tahun 2022, Bank bekerja sama dengan UnionPay International meluncurkan jenis kartu debit baru dengan nama “*Triple Currency Debit UnionPay*”, di mana keunggulan dari kartu debit ini antara lain dapat digunakan untuk transaksi 3 (tiga) jenis mata uang yaitu Rupiah (IDR), Dollar Amerika Serikat (USD), dan Renminbi (CNY), serta memberikan pengalaman bertransaksi yang lebih aman dan nyaman kepada nasabah.

Didukung rekam jejak yang panjang dan teruji di industri perbankan, Bank senantiasa mengembangkan produk dan jasa sesuai dengan kebutuhan nasabah. Keberhasilan ini ditopang oleh dukungan yang sangat kuat dari ICBC Limited khususnya terkait transfer teknologi, sehingga Bank berhasil melakukan migrasi sistem utama (FOVA Platform System/FPS) yang sebelumnya berada di wilayah Republik Rakyat Tiongkok ke Indonesia. Transfer teknologi ini pula yang turut memudahkan Bank dalam menyediakan beragam produk dan layanan perbankan digital seperti *Corporate Internet Banking*, *Global Cash Management*, *Personal Internet Banking*, dan *Mobile Internet Banking*. Dengan kemampuan dan infrastruktur teknologi, Bank optimis mampu menjadi institusi finansial terkemuka di Indonesia dan mampu menyediakan produk dan layanan perbankan yang inovatif dan berbasis teknologi.

Produk dan layanan perbankan Bank dapat diakses oleh beragam profil nasabah seperti Korporasi dan Komersial, Konsumsi, Institusi Finansial, serta Usaha Kecil dan Menengah (UKM). Peran aktif Bank dalam transaksi perdagangan internasional dibuktikan dengan penunjukan Bank sebagai Bank ACCD (*Appointed Cross Currency Dealer*) oleh Bank Indonesia dan People’s Bank of China (PBC) untuk memfasilitasi pelaksanaan *Local Currency Settlement* (LCS) sejak tahun 2021. Pada akhirnya, peran aktif dan kontribusi Bank terhadap perekonomian Indonesia mendapatkan pengakuan dari Pemerintah Indonesia. Bank mendapatkan piagam penghargaan atas kontribusi terhadap penerimaan negara untuk periode tahun 2021 yang diberikan oleh Kepala Kantor Pajak berikut jajarannya pada tanggal 3 Agustus 2022.

Regarding cash service activities, The Bank’s ATM can be used by customers in 24 (twenty-four) terminals of ICBC ATMs in Indonesia apart from 130,000 (one hundred thirty thousand) ATM terminals of other banks incorporated into the ATM Bersama and LINK networks throughout Indonesia. This is supported by the integration of The Bank’s ATM network with ICBC Limited’s ATM network and ATM Bersama network enabling customers to access savings accounts. Furthermore, in 2022 The Bank in collaboration with UnionPay International launched a new type of debit card called “*Triple Currency Debit UnionPay*”, where the card can be used for transactions in 3 (three) currencies, namely Rupiah (IDR), US Dollar (USD), and Renminbi (CNY), as well as provides a safer and more comfortable transaction experience to customers.

Supported by its long and proven track record in the banking industry, The Bank consistently develops products and services in accordance with the customer needs. This success is sustained by ICBC Limited especially related to technological transfer, enabling The Bank to successfully conducting core banking system (FOVA Platform System/FPS) migration which was previously in the territory of People’s Republic of China to Indonesia. This technological transfer also enables The Bank to provide a variety of digital banking products and services, such as *Corporate Internet Banking*, *Global Cash Management*, *Personal Internet Banking*, and *Mobile Internet Banking*. With its technological capability and infrastructure, The Bank is optimistic to be a leading financial institution in Indonesia and capable to provide innovative and technology-based products and services.

The Bank’s banking products and services can be accessed by diversified customer profiles such as Corporate and Commercial, Consumer, Financial Institution, as well as Small and Medium Enterprises (SMEs). The Bank’s active role in the international trade was evidenced by The Bank’s appointment as ACCD (*Appointed Cross Currency Dealer*) Bank by Bank Indonesia and People’s Bank of China (PBC) to facilitate the implementation of *Local Currency Settlement* (LCS). Eventually, The Bank’s active role and contribution towards Indonesian economy was awarded by the Government of Indonesia. The Bank received a charter of appreciation award for its contribution to state revenue for the period of 2021, which was given by the Head of Tax Office and team on August 3, 2022.



# JEJAK LANGKAH PERUSAHAAN

## MILESTONES

### 1970

Pendirian PT Bankit di Surabaya.  
Establishment of PT Bankit in Surabaya.

### 1974

Perubahan nama menjadi PT Bank Pasar Sumber Dana.  
Change of name to PT Bank Pasar Sumber Dana.

### 1989

Perubahan nama menjadi PT Bank Halim Indonesia.  
Change of name to PT Bank Halim Indonesia.

### 1995

PT Bank Halim Indonesia memperoleh status bank devisa.  
PT Bank Halim Indonesia obtained status as foreign exchange bank.

### 2007

ICBC Limited menyelesaikan prosedur hukum pemindahan hak kepemilikan saham PT Bank Halim Indonesia pada bulan September dan mengubah nama menjadi PT Bank ICBC Indonesia.  
ICBC Limited completed the legal procedures of shareholding rights transfer of PT Bank Halim Indonesia in September and changed its name to PT Bank ICBC Indonesia.

### 2008

Pada bulan Desember dilakukan pemindahan kantor pusat Bank dari Surabaya ke Jakarta.  
In December, The Bank head office was relocated from Surabaya to Jakarta.

### 2012

- Bank ICBC Indonesia dan HSBC Indonesia melakukan transaksi penyesuaian RMB pertama senilai RMB1 juta. Dengan dukungan Bank Indonesia dan ICBC Limited, transaksi investasi obligasi mencapai RMB200 juta.
- Pembukaan Kantor Cabang Basuki Rahmat di Surabaya.
- Pembukaan Kantor Cabang Batam sebagai komitmen Bank untuk memperluas jaringan cabang di salah satu pulau dengan perdagangan tersibuk di Indonesia.
- Pembukaan Kantor Cabang Pembantu *City of Tomorrow* (CITO) di Surabaya sebagai relokasi dari kantor cabang pembantu di Sidoarjo.

### 2011

- Peresmian Kantor Kas Pasar Atom yang terletak di Pasar Atom Mall, Lantai 2, Jl. Stasiun Kota No. 22, Surabaya.
- Peresmian Kantor Cabang Pembantu Mangga Dua di Jl. Ruko Tekstil (Rutex) Mangga Dua, Blok C-6 Kav. 1, Jakarta.
- Inauguration of Pasar Atom Cash Office located at Pasar Atom Mall, 2<sup>nd</sup> Floor, Jl. Stasiun Kota No. 22, Surabaya.
- Inauguration of Mangga Dua Sub-Branch at Jl. Ruko Tekstil (Rutex) Mangga Dua, Block C-6 Kav. 1, Jakarta.

### 2010

Kartu Kredit ICBC diluncurkan pada bulan April dengan dilengkapi chip EMV-compliant dan PIN enam digit.  
ICBC Credit Card was launched in April. The card is equipped with EMV-compliant chips and six-digits PIN.

### 2009

Implementasi sistem FOVA ke sistem operasional Bank sehingga terintegrasi penuh dengan sistem perusahaan induk.  
The Bank's FOVA system was being put into operation, which signified The Bank and its parent company's system has officially been fully integrated.

- The Bank and HSBC Indonesia conducted the first RMB adjustment transaction amounted to RMB1 million. With the support from Bank Indonesia and ICBC Limited, the bond investment transactions reached RMB200 million.
- Grand opening of Basuki Rahmat Branch in Surabaya.
- Grand opening of Batam Branch as part of The Bank's commitment to expand its network in one of the busiest commercial islands.
- Grand opening of City of Tomorrow (CITO) Sub-branch in Surabaya as a relocation of former sub-branch office in Sidoarjo.

## 2013

- Acara penandatanganan antara Bank ICBC Indonesia dan Puro Pakualaman & Yayasan Batik Indonesia dalam rangka peluncuran Perbankan UKM.
- Bank mengadakan *soft-launching* layanan ATM ICBC di The City Tower.
- Bank meresmikan pembukaan kantor cabang baru di Green Central City, Jl. Gajah Mada No. 188, Jakarta.
- Pembukaan kantor cabang ke-21 di Balikpapan untuk menembus pasar di Kalimantan.
- The Bank held a signing ceremony between The Bank and Puro Pakualaman & Indonesian Batik Foundation to commemorate the launch of SME Banking.
- The Bank held a soft-launching of its ATM service at The City Tower.
- The Bank inaugurated the opening of a new branch office at Green Central City, Jl. Gajah Mada No. 188, Jakarta.
- Grand opening of the 21<sup>st</sup> branch in Balikpapan, aimed to penetrate the market in Kalimantan.

## 2014

- Bank meluncurkan Kartu Kredit Platinum *UnionPay*.
- *Soft-launching* Kantor Cabang Makassar sebagai cabang ke-22. Makassar dianggap sebagai gerbang investasi dan perdagangan di bagian timur Indonesia.
- Bank dan PT Bank Panin Tbk menandatangani perjanjian kredit melalui *club deal* dengan PT Lombok Energy Dynamics untuk membiayai pembangunan generator listrik dengan kapasitas 2x25 MW di Lombok Timur, Nusa Tenggara Barat.
- The Bank launched UnionPay Platinum Credit Card.
- Soft-launching of Makassar Branch Office as the 22<sup>nd</sup> branch. Makassar is considered as a gate of investment and trade in the eastern part of Indonesia.
- The Bank and PT Bank Panin Tbk signed a loan agreement through a club deal with PT Lombok Energy Dynamics to finance the construction of electric generator with 2x25 MW capacity in East Lombok, West Nusa Tenggara.

## 2015

- MoU antara ICBC Limited dan Kementerian Badan Usaha Milik Negara untuk pembiayaan senilai USD20 miliar.
- Bank berkolaborasi dengan ICBC Limited dan ICBC Group untuk menandatangani perjanjian kerja sama atas bisnis RMB dengan EximBank serta perjanjian kerja sama pembiayaan lintas batas RMB dengan beberapa institusi terkemuka dari Indonesia dan Tiongkok.
- *Call Center* nasional Bank mulai beroperasi 24 jam dan 7 hari untuk melayani pelanggan dalam 3 (tiga) bahasa: Bahasa Indonesia, Inggris, dan Mandarin.
- Bank memperluas jaringan kartu ATM, memungkinkan pemegang kartu memperoleh kemudahan dan kenyamanan akses di lebih dari 177.000 ATM di jaringan ATM Bersama dan ICBC Limited di Tiongkok.
- Bank ICBC Indonesia dan Bank BTN menandatangani MoU senilai Rp10 triliun untuk mendukung proyek pembangunan sejuta rumah yang diprakarsai Pemerintah Indonesia.
- Disaksikan oleh Duta Besar Tiongkok untuk Indonesia, H.E Xie Feng, ICBC Asia, EximBank, dan Bank ICBC Indonesia menandatangani perjanjian kredit modal kerja senilai USD500 juta untuk mempromosikan perdagangan impor dan ekspor serta infrastruktur Indonesia.
- The Bank signed the MoU between ICBC Limited and The Ministry of State Owned Enterprises in Indonesia amounted to USD20 billion.
- The Bank collaborated with ICBC Limited and ICBC Group to sign the RMB business cooperation agreement with EximBank and RMB crossborder financing cooperation agreement with several leading institutions from Indonesia and China.
- The Bank's nationwide Call Center started operating 24 hours and 7 days to serve the customers in 3 (three) languages: Bahasa Indonesia, English, and Mandarin.
- The Bank expanded its ATM card network. This service enables the cardholders to have easy and convenient access to ATM across Indonesia and Mainland China through over 177,000 ATM Bersama and ICBC Limited ATM networks.
- The Bank and Bank BTN signed MoU worth Rp10 trillion to support the Indonesian Government's one million public housing project.
- Witnessed by Chinese Ambassador to Indonesia, H.E Xie Feng, ICBC Asia, EximBank, and The Bank successfully signed working capital loan agreement in the amount of USD500 million to promote Indonesia's import and export trades and infrastructures.

## 2016

Bank ICBC Indonesia dan 3 (tiga) BUMN Indonesia, yakni PT Semen Indonesia (Persero) Tbk, PT Antam Indonesia (Persero) Tbk, dan PT Garuda Indonesia (Persero) Tbk menandatangani MoU senilai USD4 miliar. The Bank and 3 (three) Indonesia's SOEs, namely PT Semen Indonesia (Persero) Tbk, PT Antam Indonesia (Persero) Tbk, and PT Garuda Indonesia (Persero) Tbk signed MoU worth USD4 billion.

## 2017

- Bank ICBC Indonesia ikut serta dalam pembiayaan Palapa Ring senilai Rp1 triliun untuk pembangunan jaringan komunikasi bawah laut.
- Bank ICBC Indonesia ikut serta dalam pembiayaan Proyek Kereta Cepat Indonesia-China senilai USD4,5 miliar.
- The Bank participated in Palapa Ring financing worth Rp1 trillion for the construction of underwater communications network.
- The Bank participated in the financing of Indonesia-China High Speed Railway Project valued at USD4.5 billion.

## 2018

- Bank ICBC Indonesia dan ICBC Asia selaku *Senior Mandated Lead Arranger* menyalurkan kredit sindikasi kepada PLN sebesar USD150 juta untuk membiayai *general capital expenditure* di 2018.
- Bank mendukung program pembangunan infrastruktur pemerintah senilai Rp400 miliar untuk pembangunan jalan tol Balikpapan-Samarinda.
- Bank berpartisipasi dalam pembiayaan Proyek Taliabu Iron Ore yang berlokasi di Pulau Taliabu, Maluku Utara sebesar USD80 juta.
- The Bank and ICBC Asia as the Senior Mandated Lead Arranger rendered a syndicated financing to PLN amounted to USD150 million for the financing of general capital expenditures in 2018.
- The Bank fostered the government infrastructure program valued at Rp400 billion for the Balikpapan-Samarinda toll road construction.
- The Bank participated in the financing of Taliabu Iron Ore Project located in Taliabu Island, North Maluku amounted to USD80 million.

## 2020

Bank ICBC Indonesia turut serta dalam pembiayaan pinjaman sindikasi internasional sebesar RMB220 juta kepada PT Obsidian Stainless Steel untuk proyek konstruksi dan operasi dari pabrik nikel dan baja tahan karat terintegrasi, yang berlokasi di Taman Industri Konawe, Sulawesi Tenggara, Indonesia dari total biaya proyek sebesar RMB14,05 miliar (ekuivalen USD1,97 miliar) dan dengan kapasitas produksi baja tahan karat sebanyak 2,5 juta ton per tahun.

The Bank participated in international syndicated loan financing amounted to RMB220 million to PT Obsidian Stainless Steel for the construction and operation of an integrated nickel and stainless-steel plant project, located in Konawe Industrial Park, Southeast Sulawesi, Indonesia, from the total estimated project cost of RMB14.05 billion (equivalent to USD1.97 billion) and with a production capacity of 2.5 million tons of stainless steel per year.

## 2019

- Bank ICBC Indonesia dan ICBC Tokyo menyediakan *syndicated account receivable (revolving facility)* untuk Proyek *High Speed Railway (HSR) Jakarta-Bandung* dengan total pendanaan USD50 juta, dengan bagian ICBC Indonesia sebesar USD24,5 juta yang jatuh tempo dalam 36 (tiga puluh enam) bulan.
- Bank menyalurkan pembiayaan senilai USD47,89 juta untuk pembangunan Renaissance Bali Nusa Dua Hotel and Villa di bawah Marriott Vacation Club International.
- The Bank and ICBC Tokyo provided syndicated account receivable (revolving facility) for Jakarta-Bandung High Speed Railway (HSR) Project with total amount of USD50 million of which The Bank portion is USD24.5 million with 36 (thirty-six) months of loan maturity.
- The Bank distributed financing worth USD47.89 million for the construction of Renaissance Bali Nusa Dua Hotel and Villa under the Marriott Vacation Club International brand.

## 2021

- Bank ICBC Indonesia ditunjuk sebagai Bank ACCD (*Appointed Cross Currency Dealer*) oleh Bank Indonesia dan People's Bank of China (PBC) untuk memfasilitasi pelaksanaan *Local Currency Settlement* (LCS).
- Bank bersama dengan ICBC Shanghai Branch dan ICBC Hebei Branch turut serta dalam pembiayaan sindikasi internasional untuk Proyek Pabrik Baja Tahan Karat Terintegrasi dengan kapasitas produksi 5 (lima) juta ton per tahun.
- Bank turut serta dalam fasilitas pembiayaan sindikasi kepada perusahaan yang ditunjuk oleh Pemerintah Indonesia sebagai *holding* untuk perusahaan tambang milik negara.
- The Bank was appointed as ACCD (Appointed Cross Currency Dealer) Bank by Bank Indonesia and People's Bank of China (PBC) to facilitate the implementation of Local Currency Settlement (LCS).
- The Bank together with ICBC Shanghai Branch and ICBC Hebei Branch participated in international syndicated financing for the Integrated Stainless Steel Plan Project with a production capacity around 5 (five) million tons per year.
- The Bank participated in the syndicated loan facility for a holding company for state owned mining industry.

## 2022

- Bank ICBC Indonesia memperoleh penghargaan atas keberhasilan Bank dalam menerapkan sistem manajemen untuk lingkup Sistem Manajemen Keamanan Informasi *Corporate Internet Banking* (CIB), *Personal Internet Banking* (PIB), dan *Mobile Internet Banking* (MIB), dalam penyediaan Proses Registrasi, Proses *User Management & Call Center* pada 23 Agustus 2022. Sertifikat SNI ISO/IEC 27001 : 2013 dari TUV NORD Indonesia yang diperoleh ini menandakan bahwa Bank memiliki sistem keamanan yang telah memenuhi standard.
- Bank bersama UnionPay International meluncurkan *Triple Currency Debit UnionPay* pada 28 Oktober 2022.
- Bank mendapatkan Peringkat Nasional Jangka Panjang 'AAA(idn)' dan Peringkat Nasional Jangka Pendek 'F1+(idn)' oleh Fitch Ratings Indonesia pada 21 Desember 2022, di mana *Outlook* Peringkat Nasional Jangka Panjang Bank dinyatakan 'Stabil'.
- Bank ICBC Indonesia was awarded for the Bank's success in implementing management systems in the scope of Information Security Management System for Corporate Internet Banking (CIB), Personal Internet Banking (PIB), and Mobile Internet Banking (MIB), in providing the Registration Process, User Management Process & Call Center on August 23, 2022. The certificate of SNI ISO/IEC 27001 : 2013 from TUV NORD Indonesia indicates that Bank ICBC Indonesia has a security system that meets the standards.
- The Bank together with UnionPay International launched Triple Currency Debit UnionPay on October 28, 2022.
- The Bank was awarded a National Long-Term Rating of 'AAA(idn)' and a National Short-Term Rating of 'F1+(idn)' by Fitch Ratings Indonesia on December 21, 2022, where the Outlook on The Bank's National Long-Term Rating was indicated as 'Stable'.



# BIDANG USAHA

## LINE OF BUSINESS

### KEGIATAN USAHA MENURUT ANGGARAN DASAR

Sesuai dengan Pasal 3 Anggaran Dasar Perusahaan yang telah diperbarui dengan Akta No. 198 tanggal 28 Maret 2022, kegiatan usaha Bank adalah melakukan kegiatan usaha bank umum konvensional sesuai dengan peraturan perundang-undangan yang berlaku. Untuk mencapai maksud dan tujuan tersebut, Bank melaksanakan kegiatan usaha dengan penjabaran sebagai berikut:

- a. Menghimpun dana dari masyarakat dalam bentuk simpanan berupa giro, deposito berjangka, sertifikat deposito, tabungan, atau bentuk lainnya yang dipersamakan dengan itu.
- b. Memberikan kredit/pinjaman, baik jangka panjang, jangka menengah, maupun jangka pendek atau pinjaman dalam bentuk lainnya yang lazim diberikan dalam usaha perbankan.
- c. Menerbitkan surat pengakuan utang.
- d. Membeli, menjual, atau menjamin atas risiko sendiri maupun untuk kepentingan dan atas perintah nasabahnya:
  - Surat wesel, termasuk yang diakseptasi oleh Bank yang masa berlakunya tidak lebih lama dari masa berlaku perdagangan surat-surat wesel pada umumnya;
  - Surat pengakuan utang dan surat dagang lainnya yang masa berlakunya tidak lebih lama dari masa berlaku perdagangan surat-surat tersebut pada umumnya;
  - Surat Perbendaharaan Negara dan Surat Jaminan Pemerintah;
  - Sertifikat Bank Indonesia (SBI) atau yang dipersamakan dengan itu;
  - Obligasi;
  - Surat dagang dan/atau surat promes berjangka waktu;
  - Instrumen surat berharga lain yang berjangka waktu sesuai dengan peraturan perundang-undangan yang berlaku.
- e. Memindahkan uang, baik untuk kepentingan individu maupun untuk kepentingan nasabah.
- f. Menempatkan dana pada, meminjam dana dari, atau meminjamkan dana kepada bank lain, baik dengan menggunakan surat, sarana telekomunikasi, maupun dengan wesel unjuk, cek atau sarana lainnya.
- g. Menerima pembayaran dari tagihan atas surat berharga dan melakukan perhitungan dengan atau antar pihak ketiga.

### BUSINESS ACTIVITIES BASED ON THE ARTICLES OF ASSOCIATION

In accordance with Article 3 of the Company's Articles of Association which has been updated to Deed No. 198 dated March 28, 2022, The Bank's business activities are to conduct conventional commercial bank business activities in accordance with prevailing laws and regulations. To achieve such aims and objectives, The Bank has conducted the following business activities:

- a. Collect funds from the community in the form of current accounts, time deposits, certificates of deposit, savings, or other similar forms.
- b. Provide credit/loans, whether long-term, medium-term, or short-term or loans in other forms that are commonly provided in the banking business.
- c. Issue debt-recognition letters.
- d. Purchase, sell, or guarantee at its own risk or in the interest and on the orders of customers:
  - Notes payable, including those received by The Bank with a maturity no longer than the trading period of the draft papers in general;
  - Debt and other trade papers with a maturity no longer than the trading period of the letters in general;
  - Letters of State Treasury and Government Guarantee Letters;
  - Certificates of Bank Indonesia (SBI) or equivalent;
  - Bonds;
  - Trade papers and/or term promissory notes;
  - Other securities instruments with a maturity in accordance with the prevailing laws and regulations.
- e. Wire funds, whether for the benefit of the individual or for the benefit of customers.
- f. Place funds on, borrowing funds from, or lending funds to other banks, whether by mail, telecommunication, money orders, checks, or other means.
- g. Receive payments on claims on securities and performing calculations with or between third parties.

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| <ul style="list-style-type: none"><li>h. Menyediakan tempat untuk menyimpan barang dan surat berharga.</li><li>i. Melakukan kegiatan penitipan untuk kepentingan pihak lain berdasarkan suatu kontrak.</li><li>j. Melakukan penempatan dana dari nasabah kepada nasabah lainnya dalam bentuk surat berharga yang tidak tercatat di bursa efek.</li><li>k. Melakukan kegiatan anjak piutang, usaha kartu kredit, dan kegiatan wali amanat sepanjang sesuai dengan peraturan perundang-undangan yang berlaku.</li><li>l. Membeli agunan baik seluruhnya maupun sebagian melalui suatu pelelangan dalam hal debitur tidak memenuhi kewajibannya kepada perseroan dengan ketentuan bahwa agunan yang dibeli tersebut harus dijual kembali secepatnya.</li><li>m. Melakukan kegiatan lain yang lazim dilakukan oleh bank sepanjang tidak bertentangan dengan undang-undang di bidang perbankan dan peraturan perundang-undangan yang berlaku.</li><li>n. Melakukan kegiatan usaha perbankan dalam valuta asing dan/atau melakukan transaksi perbankan dengan pihak luar negeri dengan memenuhi ketentuan yang ditetapkan oleh Bank Indonesia dan/atau ditetapkan oleh yang berwenang.</li><li>o. Melakukan kegiatan penyertaan modal pada bank atau perusahaan lain di bidang keuangan, seperti sewa guna usaha, modal ventura, perusahaan efek, asuransi, serta lembaga kliring penyelesaian dan penyimpanan, dengan memenuhi ketentuan yang ditetapkan oleh yang berwenang.</li><li>p. Melakukan kegiatan penyertaan modal sementara untuk mengatasi akibat kegagalan kredit dengan syarat penyertaan modal tersebut harus ditarik kembali secepatnya.</li><li>q. Bertindak sebagai pendiri dan/atau pengurus dana pensiun sesuai dengan ketentuan dalam peraturan perundang-undangan di bidang dana pensiun yang berlaku.</li><li>r. Menyelenggarakan kegiatan jasa dalam sistem pembayaran.</li></ul> | <ul style="list-style-type: none"><li>h. Provide a space to store valuable items and securities.</li><li>i. Conduct custodial activities for the benefit of other parties based on a contract.</li><li>j. Place funds from customers to other customers in the form of securities non-listed on the stock exchange.</li><li>k. Conduct factoring, credit card business, and trustee activities as long as in accordance with the prevailing laws and regulations.</li><li>l. Purchase the collateral either wholly or partially through an auction in the event that the debtor does not fulfill its obligations to the company provided under the condition that the collateral purchased must be disbursed immediately.</li><li>m. Conduct other activities that are commonly carried out by bank as long as its implementation does not conflict with the banking laws and applicable regulations.</li><li>n. Conduct banking activities in foreign currencies and/or conduct banking transactions with foreign parties by fulfilling the provisions stipulated by Bank Indonesia and/or determined by the authorities.</li><li>o. Conduct equity participation in other banks or companies in the financial sector, such as leasing, venture capital, securities companies, insurance, and settlement clearing and storage institutions, by fulfilling the provisions stipulated by the authorities.</li><li>p. Conduct temporary equity participation activities to overcome the effects of credit failure under the condition that the equity participation must be withdrawn immediately.</li><li>q. Act as the founder and/or administrator of the pension fund in accordance with the provisions in the legislation of applicable pension fund.</li><li>r. Conduct service activities in the payment system.</li></ul> |
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# PRODUK DAN JASA

## PRODUCTS AND SERVICES

### PRODUK SIMPANAN DEPOSIT PRODUCTS

#### Giro

Current Accounts



Produk ini dikembangkan untuk menunjang kelancaran usaha nasabah dalam melakukan transaksi bisnisnya.

This product is designed to provide convenience to customers in performing their business transaction.

#### Smart Savings



Produk tabungan IDR yang memberikan suku bunga kompetitif dengan berbagai keuntungan, mulai dari bebas biaya administrasi bulanan, bebas biaya RTGS dan LLG, serta berbagai kemudahan lainnya.

IDR savings product that provides competitive interest rates with various benefits ranging from free monthly administration fees, free RTGS and LLG fees, and various other facilities.

#### Savings 88



Produk tabungan dengan 2 (dua) mata uang yang dapat dipilih oleh nasabah (IDR & RMB) yang memberikan 8 (delapan) keuntungan terbaik.

Savings product with 2 (two) currencies that can be chosen by the customers (IDR & RMB) that provides 8 (eight) best benefits.

#### RMB Savings



Produk tabungan dalam mata uang Renminbi (RMB) yang memberikan kemudahan, fleksibilitas serta keuntungan bagi nasabah.

Savings product in Renminbi (RMB) that provides convenience, flexibility and benefits for the customers.

#### USD Savings



Untuk memberikan solusi atas kebutuhan transaksi nasabah dalam bentuk valuta asing, Bank menyediakan rekening tabungan dalam mata uang USD.

To provide solution for the customers upon foreign exchange transaction needs, The Bank offers a savings account in USD.

#### All-in-One Savings



Produk tabungan yang mempunyai pilihan 10 (sepuluh) jenis mata uang dalam 1 (satu) nomor rekening. Memberikan kemudahan, kenyamanan, dan keuntungan dalam melakukan transaksi valuta asing.

Savings product that has a choice of 10 (ten) types of currencies in 1 (one) account number. Providing convenience, comfort and benefits in conducting foreign exchange transactions.

#### Junior Savings



Produk tabungan yang ditujukan untuk anak-anak di bawah umur 18 (delapan belas) tahun.

Savings product intended for children under 18 (eighteen) years old.

#### Deposito Berjangka IDR

IDR Time Deposits



Produk deposito ini menawarkan jangka waktu penempatan yang fleksibel dan dapat digunakan sebagai agunan kredit.

This product not only offers flexible time placement but also can be used as a loan collateral.

## PRODUK SIMPANAN DEPOSIT PRODUCTS

### Deposito Berjangka USD

USD Time Deposits

Produk ini dikembangkan untuk memenuhi keinginan nasabah yang ingin menyimpan dananya dalam bentuk simpanan deposito berjangka dalam mata uang USD.

This product is designed to meet the needs of customers who seek to deposit their funds in USD.

### Deposito Berjangka RMB

RMB Time Deposits

Bank menyediakan bentuk simpanan deposito berjangka RMB demi memenuhi kebutuhan nasabah yang ingin menyimpan dananya dalam bentuk valuta asing.

The Bank offers time deposits in RMB denomination to fulfill the needs of its customers to deposit their funds in a foreign currency.

### ICBC Virtual Account

Layanan untuk memberikan kemudahan bagi nasabah Korporasi dalam mengidentifikasi pengirim dana dan proses rekonsiliasi.

A service that provides effortless way for Corporate customers to identify fund remitters and reconciliation process.

### Corporate Internet Banking

Layanan untuk nasabah Korporasi yang memberikan kemudahan, kecepatan, dan keamanan dalam melakukan transaksi perbankan secara *online* melalui perambah internet.

A service for Corporate customers that provides effortless way, speedy service, and security in conducting online banking transactions through internet browser.

### Global Cash Management

Layanan yang memungkinkan nasabah grup multinasional yang berlokasi di luar negeri untuk dapat mengakses dan melakukan transaksi atas rekeningnya di Bank.

A service that enables multinational group customers located overseas to be able to access and make transactions on their accounts at The Bank.

### Personal Internet Banking

Layanan untuk nasabah perorangan yang memberikan kemudahan, kecepatan dan keamanan dalam melakukan transaksi perbankan secara *online* melalui perambah internet.

A service for individual customers that provides convenience, speedy service and security in conducting online banking transactions through internet browser.

### Mobile Internet Banking

Layanan untuk nasabah perorangan yang memberikan kemudahan, kecepatan dan keamanan dalam melakukan transaksi perbankan secara *online* melalui aplikasi di telepon seluler. Selain itu, pada tahun 2022 terdapat tambahan layanan transfer BI-FAST yang tersedia 24/7 untuk memenuhi kebutuhan nasabah.

A service for individual customers that provides convenience, speedy service and security in conducting online banking transactions through application on mobile devices.

Furthermore, in 2022 there was an additional BI-FAST transfer services available for 24/7 to satisfy customers' needs.



## PRODUK PINJAMAN LOAN PRODUCTS

BANK MEMILIKI BERBAGAI JENIS PRODUK PINJAMAN YANG SESUAI DENGAN KEBUTUHAN NASABAH, DALAM KEPEMILIKAN TEMPAT TINGGAL ATAU TEMPAT USAHA ATAU PUN PERKEMBANGAN BISNIS NASABAH. DALAM PENYALURANNYA, BANK DAPAT MEMBERIKAN PELAYANAN PINJAMAN ANTARA LAIN BERUPA:

THE BANK HAS A VARIETY OF LOAN PRODUCTS TO SUIT THE NEEDS OF CUSTOMERS, FOR THE PURPOSE OF HOME OR BUSINESS OWNERSHIP AS WELL AS BUSINESS DEVELOPMENT. IN CHANNELING THE FUNDS, THE BANK PROVIDES THE FOLLOWING SERVICES:



<p><b>Kredit Modal Kerja</b> Working Capital Loan</p>	<p>Pinjaman jangka pendek untuk memenuhi kebutuhan operasional usaha debitur. Modal kerja terdiri dari 2 (dua) macam:</p> <ul style="list-style-type: none"> <li>• Pinjaman Rekening Koran (PRK), yaitu fasilitas pinjaman untuk memenuhi kebutuhan operasional harian usaha debitur. PRK diberikan dalam bentuk cerukan pada rekening koran dan penarikan dapat dilakukan setiap saat dengan menggunakan bilyet giro/cek Bank.</li> <li>• Pinjaman Tetap <i>on Demand</i> (PTD), adalah pinjaman modal kerja berulang di mana debitur dapat melakukan penarikan dana dengan jumlah dan jangka waktu tertentu dengan promissory note di mana baki debit (<i>outstanding</i>) yang telah dilunasi dapat ditarik kembali saat transaksi berikutnya.</li> </ul>	<p>A short-term loan for fulfilling the business operational needs of debtors, consisting of 2 (two) types, namely:</p> <ul style="list-style-type: none"> <li>• Overdraft (PRK) is a loan used to fulfill the daily operational needs of a debtor's business. PRK is given as an overdraft in the debtor's current account and withdrawal may be done at any point of time by means of The Bank's transfer form/cheque.</li> <li>• Fixed Loan on Demand (PTD) is a revolving loan which allows a debtor to withdraw funds in a certain amount and tenure with a promissory note in which the paid off outstanding balance can be re-drawn at the next transaction.</li> </ul>
<p><b>Pinjaman Investasi</b> Investment Loan</p>	<p>Pinjaman untuk membiayai kegiatan investasi usaha debitur. Pinjaman ini juga dikenal dengan nama fasilitas Pinjaman Tetap Investasi (PTI), yaitu pinjaman investasi kepada debitur yang ditujukan untuk:</p> <ul style="list-style-type: none"> <li>• Membangun, memperluas, membangun kembali, mengembangkan, atau membeli aset tetap.</li> <li>• Membiayai ekspansi usaha atau akuisisi.</li> </ul>	<p>A credit facility, which intended to finance the investment activity of a debtor's business. This type of credit, also known as a Fixed Installment Loan (PTI), is an investment loan for the debtor that is intended to:</p> <ul style="list-style-type: none"> <li>• Build, expand, rebuild, develop or purchase the fixed assets.</li> <li>• Finance business expansion or acquisition.</li> </ul>

## PRODUK PINJAMAN LOAN PRODUCTS

<p>Pembiayaan Proyek Project Financing</p>	<p>Pinjaman Bank jangka panjang untuk membiayai pembangunan proyek dan sumber pembayaran berasal dari arus kas proyek tersebut setelah selesai.</p>	<p>A long-term loan dedicated to finance a construction project, and the source of repayment is derived from the project cash flow upon its completion.</p>
<p>Pembiayaan Bersama Joint Financing</p>	<p>Pinjaman yang diberikan oleh lebih dari 1 (satu) bank kepada debitur dan/atau proyek yang sama. Pembiayaan Bersama ini terdiri dari 2 (dua) macam:</p> <ul style="list-style-type: none"> <li>• Pinjaman Sindikasi, adalah Pembiayaan Bersama yang dilakukan oleh lebih dari 1 (satu) bank atau lembaga keuangan untuk debitur atau proyek yang sama dan mempunyai skema pinjaman dan Perjanjian Kredit yang sama. Pinjaman Sindikasi mempunyai Agen Fasilitas dan Agen Jaminan yang telah ditunjuk.</li> <li>• <i>Club Deal</i>, adalah Pembiayaan Bersama yang dilakukan lebih dari 1 (satu) bank atau lembaga keuangan di mana setiap peserta mempunyai skema pinjaman yang boleh berbeda dengan peserta yang lain dan mempunyai Perjanjian Kredit terpisah untuk masing-masing peserta, tetapi mempunyai Perjanjian Pengikatan Jaminan yang sama, serta diperkuat dengan suatu Perjanjian Keagenan dan Perjanjian Pembagian Jaminan.</li> </ul>	<p>A loan provided to a debtor or a project by more than 1 (one) bank. Joint Financing consists of 2 (two) types:</p> <ul style="list-style-type: none"> <li>• Syndicated Loan is a Joint Financing by more than 1 (one) bank or financial institution for the same debtor or project, which have an identical loan scheme and the same Loan Agreement. Each Syndicated Loan engages its appointed Facility Agent and Security Agent.</li> <li>• Club Deal is a Joint Financing by more than 1 (one) bank or financial institution where every participant may have different loan scheme and separate Loan Agreement from the others, yet has the same Collateral Binding Agreement, and strengthened with Partnership Agreement and Security Sharing Agreement.</li> </ul>
<p>Kredit Usaha Kecil dan Menengah Small and Medium Enterprises Loan</p>	<p>Fasilitas kredit dengan skema kredit yang khusus dirancang untuk mendukung pertumbuhan usaha kecil dan menengah. Termasuk ke dalam kredit ini adalah pembiayaan perdagangan, garansi bank, dan produk pembiayaan lainnya.</p>	<p>Small and Medium Enterprises Loan facility is a loan with a special scheme designed to support the growth of small and medium enterprises. This type of loan includes trade financing, bank guarantee, and other financial products.</p>
<p>Kredit Pemilikan Rumah Housing Loan</p>	<p>Fasilitas kredit bagi nasabah Bank untuk melakukan pembelian rumah atau <i>residential</i> lainnya dengan sistem angsuran dalam jangka waktu sampai 30 (tiga puluh) tahun atau sampai usia 65 (enam puluh lima) tahun.</p>	<p>This loan facility is dedicated for The Bank's customers to purchase a home or other types of residence with installment up to 30 (thirty) years tenure or until the age of 65 (sixty-five) years old.</p>
<p>Pembiayaan Perdagangan Internasional International Trade Financing</p>	<p>Salah satu layanan unggulan Bank. Berkat jaringan ICBC Limited yang didukung oleh 1.800 (seribu delapan ratus) bank korespondensi di 147 (seratus empat puluh tujuh) negara dan 361 (tiga ratus enam puluh satu) institusi luar negeri, Bank dapat memberikan kemudahan dalam melakukan pembiayaan perdagangan internasional, di antaranya adalah dengan jasa pengiriman uang, <i>letter of credit</i>, pembiayaan fasilitas kredit, dan <i>collection</i>.</p>	<p>One of The Bank's competitive advantages. Thanks to ICBC Limited network of 1,800 (one thousand eight hundred) correspondence banks in 147 (one hundred forty-seven) countries and 361 (three hundred sixty-one) institutions overseas. Hence, The Bank can provide convenient facility to international trade financing through its remittance service, letter of credit, credit facility financing and collection.</p>

## PRODUK PINJAMAN LOAN PRODUCTS

<b>Pembiayaan Rantai Pasokan</b> Supply Chain Financing	<p>Skema pembiayaan modal kerja dalam suatu rantai bisnis, di mana terdapat keterkaitan antara pembeli, penjual dan Bank dalam pembiayaan atas tagihan yang ada.</p>	<p>Working capital financing scheme in a supply chain business, which has a linkage among buyer, seller and The Bank in terms of financing for existing invoice.</p>
<b>Kartu Kredit</b> Credit Card	<p>Bank menyediakan serangkaian produk kartu kredit yang mampu membantu pemegang kartunya untuk dapat lebih menikmati hidupnya. Setiap kartu kredit menyajikan berbagai keuntungan dan keistimewaan saat bersantap, berbelanja dan bepergian. Melalui kerja samanya dengan UnionPay International sebagai asosiasi kartu terbesar di Tiongkok, dan VISA yang merupakan sistem pembayaran elektronik terbesar di dunia, pemegang kartu bisa memperoleh keuntungan saat bertransaksi di mitra usaha di mana pun di dunia.</p> <p>Selain itu, pemegang kartu dapat menikmati serangkaian manfaat, seperti poin <i>reward</i> yang dapat ditukarkan hadiah yang variatif; gratis biaya administrasi untuk pembayaran tagihan Kartu Kredit ICBC melalui ATM BCA, KlikBCA dan ATM ICBC di Indonesia; dan penawaran khusus di mitra-mitra usaha terpilih. Sesuai dengan rencana Bank untuk memudahkan nasabah dalam bertransaksi non tunai, Kartu Kredit ICBC juga akan memiliki metode nir-sentuh sehingga dapat digunakan dengan cukup mendekatkan kartu ke mesin EDC yang mendukung metode ini.</p>	<p>The Bank provides a range of credit card products that provide convenience to its cardholders in getting more out of their life. Each credit card includes an array of benefits and privileges when dining, shopping and traveling. Through its collaboration with UnionPay International, the leading bankcard association in China, and VISA, the world's largest retail electronic payments, the cardholders can take advantage of the utmost convenience of transaction experience at any merchants around the world.</p> <p>Moreover, the cardholders are able to enjoy an array of benefits, such as reward points redeemable for various gifts; free administration fee for ICBC Credit Card billing payment via BCA ATMs, KlikBCA and ICBC ATMs in Indonesia; as well as special offers from the selected business partners. In accordance with The Bank's plan to facilitate customers in non-cash transactions, ICBC Credit Cards will also be equipped with contactless payment method that allows the cardholders to simply tap their card on EDC machine that support such method.</p>

## JASA SERVICES

Bank memiliki berbagai layanan perbankan sebagai berikut:

The Bank has a variety of banking services as follows:

<b>Transfer IDR</b> IDR Remittance	<p>Layanan pengiriman dan penerimaan uang antar bank dalam mata uang IDR melalui sistem BI-RTGS, BI-SKN, dan BI-FAST untuk bank-bank di dalam negeri.</p>	<p>An interbank remittance service for both incoming and outgoing in IDR through BI-RTGS, BI-NCS, and BI-FAST systems for local banks.</p>
<b>Transfer Valuta Asing</b> Foreign Exchange Remittance	<p>Layanan pengiriman uang antar bank dalam 9 (sembilan) mata uang asing dari dalam dan ke luar negeri atau pun sebaliknya.</p>	<p>An interbank remittance service available in 9 (nine) foreign currencies from Indonesia to overseas and vice versa.</p>

## JASA SERVICES

<p>Prefix Remittance</p>	<p>Layanan <i>Prefix Remittance</i> memungkinkan pengiriman uang dalam USD dan diterima dalam RMB di ICBC Limited atau ke bank mana pun di Tiongkok dengan nilai yang ditetapkan saat pengiriman di Indonesia. <i>Prefix Remittance</i> adalah jenis <i>remittance</i> yang dirancang khusus untuk warga <i>beneficiary</i> di Tiongkok yang bertujuan menghindari risiko volatilitas nilai tukar mata uang USD dan RMB.</p>	<p>Prefix Remittance service allows remittance in USD and can be converted into RMB at ICBC Limited or any bank in China with a value preset in Indonesia. Prefix Remittance is a specific product designed for Chinese beneficiary with the purpose of avoiding the volatility risk of the USD and RMB exchange rates.</p>
<p>RMB Cross Border Cross Border RMB Settlement</p>	<p>Didukung oleh jaringan ICBC Limited dan koordinasi yang baik dengan seluruh jaringan ICBC di seluruh dunia, Bank mampu menyediakan jasa transfer RMB dengan jaringan luas dan layanan yang cepat.</p>	<p>Supported by the ICBC Limited network and good coordination with ICBC branches worldwide, The Bank is able to provide innovative RMB settlement with a wide network and fast service.</p>
<p>Jual Beli Bank <i>Notes/Draft</i> Sale and Purchase of Bank Notes/Draft</p>	<p>Layanan jual-beli mata uang asing yang mudah, efisien dan cepat, serta dapat juga dilakukan dengan menggunakan rekening bank.</p>	<p>This sale and purchase of foreign currencies service is simple, efficient, fast and can be done easily by using bank account.</p>
<p>Safe Deposit Box</p>	<p>Jasa penyewaan kotak penyimpanan untuk barang berharga yang dirancang secara khusus dan aman.</p>	<p>This service is offered to provide a secure storage unit, which is specially devised and secure for valuable items.</p>
<p>Penerbitan Garansi Bank Bank Guarantee Issuance</p>	<p>Suatu layanan yang memberikan jaminan kepada pihak penerima jaminan apabila pihak yang dijamin tidak dapat memenuhi kewajiban atau cidera janji.</p>	<p>A service that provides warranty to the recipient in case the guaranteed party fails to meet his/her obligations or if there is a breach of contract.</p>
<p>Bancassurance</p>	<p>Aktivitas kerja sama antara Bank dengan perusahaan asuransi dalam rangka memasarkan produk asuransi melalui Bank.</p>	<p>Cooperation between The Bank and insurance companies in order to sell the insurance products through The Bank.</p>
<p>Kartu ATM ATM Card</p>	<p>Perluasan jaringan ATM ICBC memungkinkan nasabah untuk menikmati akses ke rekening tabungan ICBC melalui jaringan ATM yang meliputi: 24 (dua puluh empat) terminal ATM ICBC di Indonesia dan 130.000 (seratus tiga puluh ribu) terminal ATM dari bank-bank yang tergabung ke dalam jaringan ATM Bersama dan LINK di seluruh Indonesia.</p>	<p>ICBC ATM network expansion enables customers to enjoy access to their savings accounts through ATM terminals that include: 24 (twenty-four) ICBC ATM terminals in Indonesia and 130,000 (one hundred thirty thousand) ATM terminals of other banks incorporated into the ATM Bersama &amp; LINK networks throughout Indonesia.</p>

## JASA SERVICES

<p>Kartu Debit Debit Card</p>	<p>Melalui kerja samanya dengan UnionPay International, Bank meluncurkan <i>Triple Currency Debit UnionPay</i> yang memiliki 3 (tiga) mata uang di dalam 1 (satu) kartu debit, yaitu Rupiah (IDR), Dollar AS (USD), dan Renminbi (CNY). Kartu ini memberikan kemudahan, kenyamanan serta keamanan bertransaksi melalui jaringan <i>UnionPay</i>. Kartu ini juga dapat digunakan di dalam negeri melalui Gerbang Pembayaran Nasional (GPN).</p>	<p>Through its collaboration with UnionPay International, The Bank launched Triple Currency Debit UnionPay which has 3 (three) currencies in 1 (one) debit card, including Rupiah (IDR), US Dollar (USD), and Renminbi (CNY). This card provides easiness, convenience and security of transactions through the UnionPay network. It can also be used domestically through the National Payment Gateway (NPG).</p>
<p>Layanan Nasabah Prioritas Priority Customer Service</p>	<p>Layanan khusus untuk nasabah Bank yang mempunyai saldo di atas nilai tertentu. Bank memberikan berbagai fasilitas tambahan yang tidak didapat oleh nasabah reguler, seperti <i>lounge</i> khusus, <i>personal relationship manager</i>, <i>meeting room</i>, dan berbagai fasilitas serta kemudahan lainnya.</p>	<p>This exclusive service is designed for The Bank's customers who maintain their account balances above certain amount. The Bank provides additional facilities that are not given to regular customers, such as: exclusive lounge, personal relationship manager, meeting room and other convenient facilities.</p>
<p>Sub Agen Penjual Sukuk Sukuk Sub Selling Agent</p>	<p>Aktivitas kerja sama antara Bank dan agen penjual dalam rangka memasarkan Obligasi Ritel Pemerintah Indonesia berdasarkan prinsip syariah di pasar primer. Sukuk adalah surat berharga negara yang diterbitkan berdasarkan prinsip syariah, bertujuan untuk menghasilkan pendapatan yang stabil dengan risiko seminimal mungkin dan dikombinasikan dengan imbal hasil yang kompetitif dalam mata uang IDR.</p>	<p>Cooperation between The Bank and selling agent in order to sell Indonesian Government Retail Bond based on sharia principles in the primary market. Sukuk is government securities issued based on sharia principles, which aims to generate a stable return with minimum risk while equipped with a competitive return in IDR.</p>
<p>Sub Agen Penjual ORI ORI Sub Selling Agent</p>	<p>Aktivitas kerja sama antara Bank dan agen penjual dalam rangka memasarkan Obligasi Ritel Pemerintah Indonesia (ORI) di pasar primer. Obligasi yang diterbitkan oleh Pemerintah Republik Indonesia yang dijual kepada individu atau perorangan Warga Negara Indonesia melalui agen penjual di pasar primer.</p>	<p>Cooperation between The Bank and selling agent in order to sell Indonesian Government Retail Bond (ORI) in the primary market. Bonds issued by the Government of Republic of Indonesia, are sold to individuals or Indonesian citizens through brokers in the primary market.</p>
<p>Payroll</p>	<p>Bank menawarkan layanan <i>payroll</i> terpadu yang dapat mengurangi biaya, meningkatkan efisiensi waktu, menghilangkan pemakaian kertas, dan meningkatkan keamanan.</p>	<p>The Bank offers integrated payroll services that can minimize cost, improve time efficiency, eliminate paperwork and improve security.</p>

## JASA SERVICES

<p>Valuta Asing (Valas) Foreign Currency (Forex)</p>	<p>Bank dapat melayani transaksi valas dengan valuta <i>Today, Tomorrow, Spot, Forward, dan Swap</i>.</p> <ul style="list-style-type: none"> <li>• <i>Today</i>, penyelesaian transaksi dilakukan pada hari yang sama;</li> <li>• <i>Tomorrow</i>, penyelesaian transaksi dilakukan pada 1 (satu) hari kerja setelah tanggal transaksi;</li> <li>• <i>Spot</i>, penyelesaian transaksi dilakukan pada 2 (dua) hari kerja setelah tanggal transaksi;</li> <li>• <i>Forward</i>, penyelesaian transaksi dilakukan di atas 2 (dua) hari kerja dari tanggal transaksi;</li> <li>• <i>Swap</i>, transaksi valas pada tanggal valuta tertentu sekaligus dengan perjanjian untuk menjual atau membeli kembali pada tanggal valuta berbeda di masa yang akan datang dengan harga yang telah ditentukan pada tanggal transaksi.</li> </ul>	<p>The Bank offers forex transactions with the currency of Today, Tomorrow, Spot, Forward and Swap.</p> <ul style="list-style-type: none"> <li>• Today, transaction is completed on the same day;</li> <li>• Tomorrow, transaction is completed in 1 (one) business day after the date of transaction;</li> <li>• Spot, transaction is completed in 2 (two) business days after the date of transaction;</li> <li>• Forward, transaction is completed after 2 (two) business days from the date of transaction;</li> <li>• Swap, forex transaction on a particular currency date with an agreement to resell or repurchase at different future currency dates, at a price specified on the date of transaction.</li> </ul>
<p>Local Currency Settlement</p>	<p>Penyelesaian transaksi bilateral antara 2 (dua) negara yang dilakukan dalam mata uang masing-masing negara, di mana <i>settlement</i> transaksinya dilakukan di dalam yurisdiksi wilayah negara masing-masing.</p> <p>Bank telah ditunjuk oleh otoritas kedua negara (Bank Indonesia dan People's Bank of China) untuk memfasilitasi pelaksanaan LCS sebagai Bank ACCD (<i>Appointed Cross Currency Dealer</i>).</p>	<p>Settlement of bilateral transactions between 2 (two) countries carried out in the currency of each country where the settlement of transactions is carried out within the jurisdiction of the respective countries.</p> <p>The Bank has been appointed by the authorities of the two countries (Bank Indonesia and People's Bank of China) to facilitate the implementation of LCS as an ACCD (Appointed Cross Currency Dealer) Bank.</p>
<p>Fixed Income</p>	<p>Kegiatan jual beli surat berharga yang diterbitkan oleh pemerintah maupun korporasi dari dalam maupun luar negeri, untuk mata uang IDR maupun valas, dengan tenor jangka pendek, menengah, maupun panjang, yang dilakukan untuk keperluan investasi dan cadangan likuiditas Bank.</p>	<p>Activity related to sale and purchase of securities, issued by the government and corporations from onshore and offshore, for IDR and foreign currency, with short, medium, and long-term tenors, which are conducted for investment purposes and The Bank liquidity reserves.</p>
<p>Pasar Uang Money Market</p>	<p>Kegiatan yang berhubungan dengan kegiatan penempatan dana atau pinjaman dana antar-bank atau pendanaan berjangka pendek sampai dengan 1 (satu) tahun dalam mata uang IDR dan valuta asing yang dilakukan dalam rangka pengelolaan kebutuhan likuiditas bank.</p>	<p>Activity related to fund placement or interbank lending or short-term financing of up to 1 (one) year in IDR and foreign currency, conducted in the framework of managing The Bank liquidity requirements.</p>
<p>Repo/Reverse Repo</p>	<p>Kontrak jual atau beli surat berharga dengan janji dibeli atau dijual kembali dengan jangka waktu yang telah ditetapkan di awal.</p>	<p>A contract of sale or purchase of securities with a promise of repurchase or reselling at a pre-defined time.</p>
<p>FI Lending dan Borrowing FI Lending and Borrowing</p>	<p>Layanan pemberian <i>lending</i> dan <i>borrowing</i> kepada bank dan lembaga keuangan (non-bank) dengan jangka waktu di atas 1 (satu) tahun pada pasar <i>onshore</i> dan <i>offshore</i>.</p>	<p>A lending and borrowing activity for bank and financial institution (non-bank) with a tenor above 1 (one) year both in onshore and offshore market.</p>

# VISI, MISI, MOTO DAN NILAI-NILAI PERUSAHAAN

VISION, MISSION, MOTTO, AND CORPORATE VALUES



## VISI VISSION

**MENJADI BANK “PILIHAN UTAMA” DAN “MEMBERIKAN KEUNGGULAN” UNTUK PERDAGANGAN DAN INTERAKSI EKONOMI ANTARA INDONESIA DAN TIONGKOK.**

TO BE “THE FIRST CHOICE” AND “DELIVERING EXCELLENCE” BANK FOR TRADING AND ECONOMIC TRANSACTIONS BETWEEN INDONESIA AND CHINA.



## MISI MISSION

### **BANK TERINTEGRASI**

Fokus pada kompetensi inti melalui peningkatan integrasi dan kolaborasi di antara ICBC Limited Group untuk memperkenalkan keunggulan operasional institusi di luar negeri.

### **BANK LOKAL**

Menjadi bank lokal utama dan berpengaruh dengan memberikan nilai terbaik bagi pemegang saham, nasabah, karyawan, serta masyarakat.

### **BANK INTERNASIONAL**

Berpartisipasi dalam kompetisi global dan berbagi peluang global untuk mendukung pembangunan ekonomi Indonesia dan Tiongkok.

### **BANK PROFESIONAL**

Menjalankan praktik-praktik bisnis yang solid, strategis dan inovatif untuk mengembangkan masa depan yang lebih baik bagi Bank ICBC Indonesia.

### **INTEGRATED BANK**

Focusing on the core competencies through increased integration and collaboration between ICBC Limited Group to introduce the operational excellence of institutions abroad.

### **LOCAL BANK**

To be a leading and influential local bank through providing the best value to shareholders, customers, employees and public.

### **INTERNATIONAL BANK**

Participate in global competition and share global opportunities to support economic development in Indonesia and China.

### **PROFESSIONAL BANK**

Conducting solid, strategic and innovative business practices to develop a better future for Bank ICBC Indonesia.

## MOTO MOTTO



MASA DEPAN ANDA ADALAH MASA DEPAN KAMI, DAN  
MASA DEPAN KAMI ADALAH MASA DEPAN ANDA

YOUR FUTURE IS OUR FUTURE,  
AND OUR FUTURE IS YOUR FUTURE

## TATA NILAI CORPORATE VALUES



### Integritas:

Bertindak sesuai dengan norma dan etika serta bertanggung jawab terhadap tindakan yang dilakukan.

### Integrity:

Act according to norms and ethics, and be responsible for actions taken.



### Kehati-hatian:

Menerapkan prinsip kehati-hatian dalam menjalankan usaha.

### Prudence:

Implement the prudential principles in progressing the business.



### Keunggulan:

Memberikan hasil terbaik agar terciptanya keunggulan dalam segala aspek.

### Excellence:

Provide the best results for excellence in all aspects.



### Peduli Sosial:

Membangun budaya peduli dan empati, serta menghargai sesama.

### Humanity:

Build a culture of care and empathy, and respect for others.



### Inovasi:

Terdepan dalam menciptakan produk dan layanan, dengan berfokus pada pengembangan teknologi.

### Innovation:

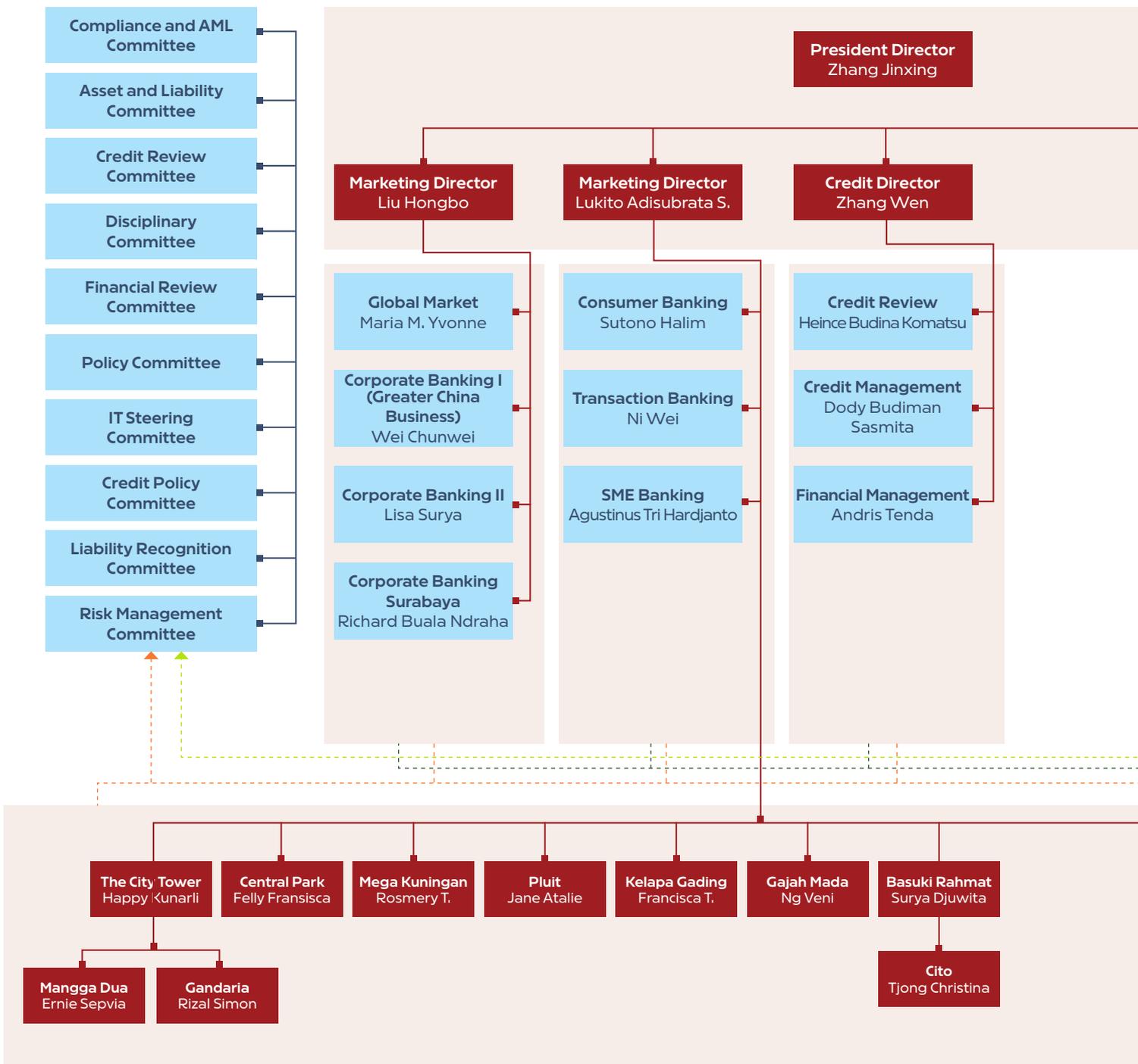
Leading forward in creating products and services by focusing on the development of technology.

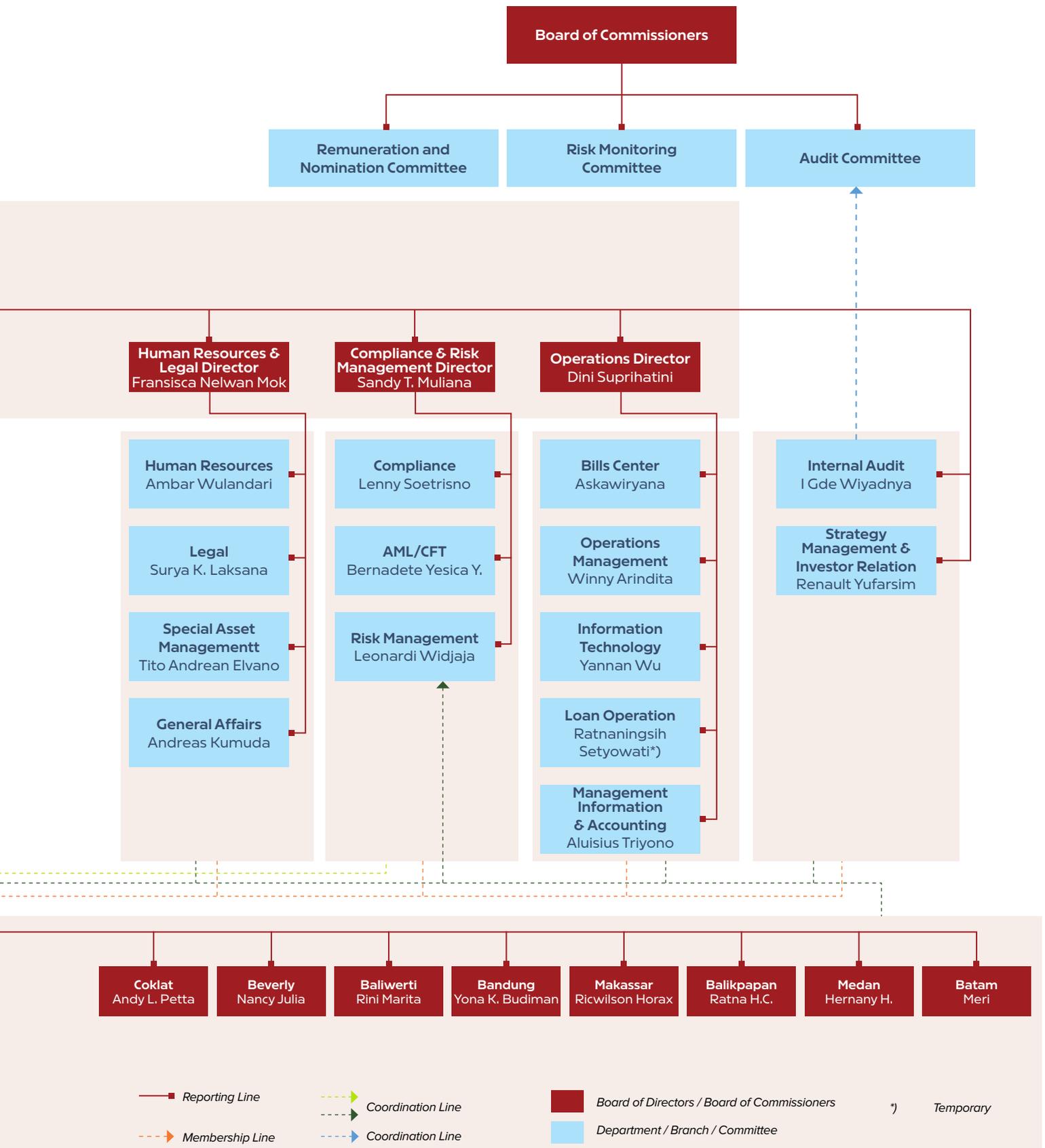
# STRUKTUR ORGANISASI

## ORGANIZATIONAL STRUCTURE

Dengan mempertimbangkan dinamika bisnis Bank yang perlu diikuti dengan upaya penetapan sistem dan proses bisnis yang efektif dan efisien guna menunjang tercapainya target kinerja, Direksi Bank menetapkan struktur organisasi terbaru berdasarkan Internal Memo No. 207/IM/HRD/XI/2022 dan berlaku sejak tanggal 1 Desember 2022 sebagai berikut:

By considering the dynamics of The Bank's business that needs to be followed by efforts to establish effective and efficient business systems and processes in order to support the achievement of performance targets, the Board of Directors of The Bank established the latest organizational structure based on Internal Memo No. 207/IM/HRD/XI/2022 and was effective from the date of December 1, 2022 as follows:





# PROFIL DEWAN KOMISARIS

## BOARD OF COMMISSIONERS' PROFILE



### Dasar Hukum Pengangkatan Legal Basis of Appointment

Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 108 pada 13 Desember 2017  
Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 108 on December 13, 2017



### Pendidikan Education

- Sarjana Seni jurusan Sastra Inggris, dari Teacher's College, Yangzhou University (1999)
- *Master of Arts* jurusan Sastra Inggris, dari Beijing Foreign Studies University (2002)
- Bachelor of Arts majoring in English Literature, from Teacher's College, Yangzhou University (1999)
- Master of Arts majoring in English Literature, from Beijing Foreign Studies University (2002)



### Hubungan Afiliasi Affiliate Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lain, anggota Direksi, maupun pemegang saham utama/pengendali.  
He has no affiliation with other members of the Board of Commissioners, members of the Board of Directors, or major/controlling shareholders.

## Wang Kun

**Presiden Komisaris**  
President Commissioner

**Usia | Age** : 45 tahun | years

**Kewarganegaraan  
Citizenship** : Tiongkok  
China

**Domisili  
Domicile** : Tiongkok  
China

## Pengalaman Kerja

Beliau berkarier di ICBC Limited sejak 2002. Selama berkarier di ICBC Limited, beliau telah menduduki beberapa jabatan penting dalam bidang manajemen urusan luar negeri perusahaan, korespondensi perbankan, perencanaan institusi luar negeri, strategi bisnis perbankan, dan hubungan investor.

Beliau juga pernah memimpin Kantor Cabang ICBC di Nanchong dan Bazhong di Sichuan, yang selama masa jabatan beliau di sana, berkembang sangat pesat, baik dari sisi bisnis, kepatuhan, maupun pengelolaan risiko. Prestasi dan kegemilangan karier beliau dilanjutkan di Bank ICBC Indonesia sebagai Presiden Komisaris.

## Rangkap Jabatan

*Deputy Head of International Banking Department* di ICBC Limited dan *Non-Executive Director* di ICBC Argentina.

## Pernyataan Independensi

Beliau telah menandatangani pernyataan independensi yang menyatakan bahwa beliau akan bertindak independen dalam melaksanakan tugasnya sebagai Presiden Komisaris.

## Pelatihan

Sepanjang kariernya, beliau telah mengikuti berbagai seminar, lokakarya, atau pun pelatihan yang diselenggarakan baik oleh ICBC Limited maupun oleh universitas atau institusi ternama, seperti *Advanced Credit Management*, *Senior Branch Management*, serta kursus singkat *Financial Business Administration* yang diselenggarakan oleh Southwestern University of Finance and Economics, Sichuan, Tiongkok. Pada tahun 2022, beliau mengikuti pelatihan "*Sustainable Finance*" yang diselenggarakan oleh Lembaga Pengembangan Perbankan Indonesia (LPPI); dan "*Good Anti Money Laundering Practice*" yang diselenggarakan oleh Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK).

## Working Experience

He began his career at ICBC Limited since 2002. During his career at ICBC Limited, he has held various important positions in the fields of foreign affairs management, banking correspondent, foreign institutions planning, banking business strategy, and investor relation.

He also led the ICBC Branch in Nanchong and Bazhong in Sichuan, which during his tenure there, these branches grew rapidly both in terms of business, compliance and risk management. His career achievements and glory continued at Bank ICBC Indonesia as President Commissioner.

## Concurrent Position

Deputy Head of International Banking Department at ICBC Limited and Non-Executive Director at ICBC Argentina.

## Independency Statement

He has signed an independency statement stating that he will act independently in carrying out his duties as President Commissioner.

## Training

Throughout his career, he has participated in various seminars, workshops, or training held by ICBC Limited and by renowned universities or institutions, such as *Advanced Credit Management*, *Senior Branch Management*, and short courses on *Financial Business Administration* organized by Southwestern University of Finance and Economics, Sichuan, China. In 2022, he participated in training entitled "*Sustainable Finance*" organized by Indonesian Banking Development Institute (LPPI); and "*Good Anti Money Laundering Practice*" organized by Financial Transaction Reports and Analysis Center (PPATK).



## Hendra Widjojo

**Komisaris Independen**  
Independent Commissioner

**Usia | Age** : 59 tahun | years

**Kewarganegaraan**  
Citizenship : Indonesia

**Domisili**  
Domicile : Surabaya



### Dasar Hukum Pengangkatan Legal Basis of Appointment

Akta Pernyataan Keputusan Rapat Umum Pemegang Saham (RUPS) Luar Biasa PT Bank ICBC Indonesia (dahulu bernama PT Bank Halim Indonesia) No. 24 pada tanggal 19 September 2007

Deeds of Decision of Extraordinary General Meeting of Shareholders (GMS) of PT Bank ICBC Indonesia (formerly named PT Bank Halim Indonesia) No. 24 on September 19, 2007



### Pendidikan Education

Sarjana Ekonomi dari Universitas Merdeka, Surabaya (2001)  
Bachelor of Economics from Merdeka University, Surabaya (2001)



### Hubungan Afiliasi Affiliate Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lain, anggota Direksi, maupun pemegang saham utama/pengendali.

He has no affiliation with other members of the Board of Commissioners, members of the Board of Directors, or major/controlling shareholders.

## Pengalaman Kerja

Selama 41 (empat puluh satu) tahun berkarier, beliau menduduki berbagai posisi mencakup Direktur PT Ogasaka (1981–1983) dan Kepala Divisi Keuangan di PT Multi Commodore Leasing (1982–1983). Dalam 5 (lima) tahun berikutnya, beliau menjabat sebagai Direktur Utama di Bank Pasar Sumber Dana.

Dari tahun 1989 sampai dengan 1998, beliau ditunjuk sebagai Presiden Direktur PT Bank Halim Indonesia, kemudian menjabat sebagai Komisaris (1998–2005), lalu akhirnya menduduki posisi Presiden Komisaris hingga Bank diakuisisi oleh ICBC Limited pada 2007 dan berganti nama menjadi PT Bank ICBC Indonesia. Sejak saat itu, beliau menjabat sebagai Komisaris Independen.

## Rangkap Jabatan

Beliau tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

## Pernyataan Independensi

Beliau telah menandatangani pernyataan independensi yang menyatakan bahwa beliau akan bertindak independen dalam melaksanakan tugasnya sebagai Komisaris Independen.

## Pelatihan

Beliau telah berpartisipasi dalam sejumlah pelatihan profesional sepanjang kariernya. Pada tahun 2022, beliau mengikuti pelatihan "*Anti Money Laundering & CFT pada Sektor Perbankan*" yang diselenggarakan oleh Praveena; "*Sustainable Finance*" yang diselenggarakan oleh Lembaga Pengembangan Perbankan Indonesia (LPPI); "*Webinar Implementation of Good Corporate Governance*" yang diselenggarakan oleh The Indonesian Institute of Corporate Governance; dan "*Good Anti Money Laundering Practice*" yang diselenggarakan oleh Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK).

## Working Experience

During 41 (forty-one) years of his career, he held various positions including the Director of PT Ogasaka (1981–1983) and Head of Finance Division at PT Multi Commodore Leasing (1982–1983). In the next 5 (five) years, he served as the Managing Director at Bank Pasar Sumber Dana.

From 1989 to 1998, he was appointed as the President Director of PT Bank Halim Indonesia, then served as Commissioner (1998–2005), and finally held the position of President Commissioner until The Bank was acquired by ICBC Limited in 2007 and renamed to PT Bank ICBC Indonesia. Since then, he served as an Independent Commissioner.

## Concurrent Position

He does not hold any position in another company/institution that has an affiliated and non-affiliated relationships with The Bank.

## Independency Statement

He has signed an independency statement stating that he will act independently in carrying out his duties as Independent Commissioner.

## Training

He has participated in a number of professional training throughout his career. In 2022, he participated in training entitled "*Anti Money Laundering & CFT in Banking Sector*" organized by Praveena; "*Sustainable Finance*" organized by Indonesian Banking Development Institute (LPPI); "*Implementation of Good Corporate Governance Webinar*" organized by The Indonesian Institute of Corporate Governance; and "*Good Anti Money Laundering Practice*" organized by Financial Transaction Reports and Analysis Center (PPATK).



## H. Yunno Kusumo

**Komisaris Independen**  
Independent Commissioner

**Usia | Age** : 66 tahun | years

**Kewarganegaraan**  
Citizenship : Indonesia

**Domisili**  
Domicile : Jakarta



### Dasar Hukum Pengangkatan Legal Basis of Appointment

Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 137 pada tanggal 29 Agustus 2018

Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 137 on August 29, 2018



### Pendidikan Education

- Sarjana Ekonomi jurusan Akuntansi, dari Universitas Airlangga, Surabaya (1982)
- *Master of Arts* dari University of Kansas, Amerika Serikat (1990)
- Bachelor of Economics majoring in Accounting, from Airlangga University, Surabaya (1982)
- Master of Arts from the University of Kansas, United States (1990)



### Hubungan Afiliasi Affiliate Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lain, anggota Direksi, maupun pemegang saham utama/pengendali.

He has no affiliation with other members of the Board of Commissioners, members of the Board of Directors, or major/controlling shareholders.

## Pengalaman Kerja

Beliau memiliki pengalaman yang sangat luas di bidang industri jasa keuangan, terutama terkait dengan pengawasan industri jasa keuangan dan perbankan. Beliau mengawali kariernya di Bank Indonesia pada 1983. Selama berkarier di Bank Indonesia, beliau telah banyak menduduki jabatan-jabatan strategis, di antaranya Kepala Seksi Biro Penelitian dan Pengembangan Perbankan, Analisis Senior Hukum dan Sekretariat, Peneliti Eksekutif Direktorat Penelitian dan Pengembangan Perbankan, Peneliti Eksekutif Departemen Sumber Daya Manusia, Direktur Pemeriksaan Bank I, serta Direktur Eksekutif-Kepala Departemen Investigasi dan Mediasi Perbankan.

Pada 2013, beliau melanjutkan kariernya di Otoritas Jasa Keuangan. Sampai dengan akhir masa baktinya di Otoritas Jasa Keuangan, beliau menduduki berbagai jabatan strategis, seperti Direktur Eksekutif-Kepala Departemen Investigasi dan Perlindungan Konsumen, Direktur Eksekutif-Kepala Regional III Jawa Timur, Bali, NTB, dan NTT, dan Direktur Eksekutif-Advisor Departemen Pengendalian Kualitas Pengawasan. Pada tahun 2018, beliau bergabung dengan Bank ICBC Indonesia sebagai Komisaris Independen.

## Rangkap Jabatan

Beliau tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

## Pernyataan Independensi

Beliau telah menandatangani pernyataan independensi yang menyatakan bahwa beliau akan bertindak independen dalam melaksanakan tugasnya sebagai Komisaris Independen.

## Pelatihan

Beliau telah berpartisipasi dalam berbagai pelatihan, seminar, maupun lokakarya dan telah meraih berbagai sertifikasi profesional sepanjang karier beliau, baik di Bank Indonesia maupun di Otoritas Jasa Keuangan. Pada tahun 2022, beliau mengikuti pelatihan dengan judul “*Anti Money Laundering & CFT pada Sektor Perbankan*” yang diselenggarakan oleh Praveena; “*Sustainable Finance*” yang diselenggarakan oleh Lembaga Pengembangan Perbankan Indonesia (LPPi); “*Good Anti Money Laundering Practice*” yang diselenggarakan oleh Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK).

## Working Experience

He has extensive experience in the financial services industry, especially related to the supervision of financial services and banking industry. He began his career at Bank Indonesia in 1983. During his career at Bank Indonesia, he held many strategic positions including the Section Head of Banking Research and Development Bureau, Senior Legal Analysis and Secretariat, Executive Researcher at the Directorate of Banking Research and Development, Executive Researcher at Human Resources Department, Director of Investigation for Bank I, and Executive Director-Head of Banking Investigation and Mediation Department.

In 2013, he continued his career at the Financial Services Authority. Until the end of his tenure at the Financial Services Authority, he held various strategic positions such as the Executive Director-Head of Investigation and Consumer Protection Department, Executive Director-Regional Head III for East Java, Bali, NTB, and NTT, and Executive Director-Advisor of the Supervision Quality Control Department. In 2018, he joined Bank ICBC Indonesia as an Independent Commissioner.

## Concurrent Position

He does not hold any position in another company/institution that has an affiliated and non-affiliated relationships with The Bank.

## Independency Statement

He has signed an independency statement stating that he will act independently in carrying out his duties as Independent Commissioner.

## Training

He has participated in various training, seminars and workshops, and has earned a number of professional certifications throughout his career, both at Bank Indonesia and the Financial Services Authority. In 2022, he participated in training namely “*Anti Money Laundering & CFT in Banking Sector*” organized by Praveena; “*Sustainable Finance*” organized by Indonesian Banking Development Institute (LPPi); and “*Good Anti Money Laundering Practice*” organized by Financial Transaction Reports and Analysis Center (PPATK).



**Dasar Hukum Pengangkatan**  
**Legal Basis of Appointment**

Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 19 pada tanggal 5 Juni 2020  
Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 19 on June 5, 2020



**Pendidikan**  
**Education**

Sarjana Ekonomi dari Universitas Advent Indonesia (1981)  
Bachelor of Economics from Advent Indonesia University (1981)



**Hubungan Afiliasi**  
**Affiliate Relationship**

Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lain, anggota Direksi, maupun pemegang saham utama/pengendali.  
He has no affiliation with other members of the Board of Commissioners, members of the Board of Directors, or major/controlling shareholders.

**Jeff S.V. Eman**

**Komisaris**  
Commissioner

**Usia | Age** : 65 tahun | years

**Kewarganegaraan** : Indonesia  
Citizenship

**Domisili** : Jakarta  
Domicile

## Pengalaman Kerja

Beliau adalah seorang bankir yang telah memiliki pengalaman selama lebih dari 30 (tiga puluh) tahun. Beliau memulai karier perbankan di PT Bank Halim Indonesia pada 1990 dan selama 17 (tujuh belas) tahun, beliau dipercayakan dalam peningkatan tanggung jawab di berbagai bidang termasuk Kepala Cabang, Koordinator Wilayah, dan Direktur yang membawahi *Marketing, Operations*, dan terakhir sebagai Presiden Direktur. Beliau terlibat dalam proses akuisisi, negosiasi dan proses transfer bisnis PT Bank Halim Indonesia menjadi PT Bank ICBC Indonesia dan kemudian bertanggung jawab di bagian *Compliance, Global Market, Credit* dan *Operations* sejak 2007.

Pada periode 2012 sampai 2015, beliau menjabat sebagai Komisaris. Selain itu, beliau adalah Eksekutif di *Foreign Committee* dari Perhimpunan Bank Nasional (Perbanas). Pada bulan Juni 2015 sampai April 2018, beliau kembali dipercaya untuk menjabat sebagai Direktur *Global Market and Financial Institution*. Kemudian pada tahun 2018 sampai dengan 2020, beliau ditunjuk sebagai Direktur Teknologi Informasi dan Operasional yang membawahi Departemen *Bills Center, Management Information & Accounting, Operations Management, Information Technology*, dan *Loan Operation*. Sejak bulan Juni 2020, beliau diangkat sebagai Komisaris.

Selama perjalanan kariernya yang cemerlang, beliau telah menerima penghargaan *Award for Management Achievement* dalam acara *ICBC Honorary Global Employee* di Beijing sebagai bentuk penghargaan atas kinerja dan dedikasinya.

## Rangkap Jabatan

Beliau tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

## Pernyataan Independensi

Beliau telah menandatangani pernyataan independensi yang menyatakan bahwa beliau akan bertindak independen dalam melaksanakan tugasnya sebagai Komisaris.

## Pelatihan

Beliau telah berpartisipasi dalam berbagai pelatihan, seminar, maupun lokakarya dan telah meraih berbagai sertifikasi profesional sepanjang karier beliau. Pada tahun 2022, beliau mengikuti pelatihan "*Anti Money Laundering & CFT pada Sektor Perbankan*" yang diselenggarakan oleh Praveena; "*Sustainable Finance*" yang diselenggarakan oleh Lembaga Pengembangan Perbankan Indonesia (LPPi); "*Webinar Implementation of Good Corporate Governance*" yang diselenggarakan oleh The Indonesian Institute of Corporate Governance; dan "*Good Anti Money Laundering Practice*" yang diselenggarakan oleh Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK).

## Working Experience

He is a banker with more than 30 (thirty) years of experience. He began his banking career at PT Bank Halim Indonesia in 1990 and for 17 (seventeen) years, he was entrusted with increasing responsibilities in various fields including the Branch Manager, Regional Coordinator, and Director in charge of Marketing, Operations, and finally as President Director. He was involved in the process of acquisition, negotiation and business transfer of PT Bank Halim Indonesia to become PT Bank ICBC Indonesia and was then responsible in the areas of Compliance, Global Market, Credit and Operations since 2007.

From 2012 to 2015, he served as Commissioner. In addition, he was an Executive at the Foreign Committee of the National Bank Association (Perbanas). In June 2015 to April 2018, he was again trusted to serve as the Director of Global Market and Financial Institution. Then in 2018 to 2020, he was appointed as the Director of Information Technology and Operations in charge of the Departments of Bills Center, Management Information & Accounting, Operations Management, Information Technology, and Loan Operation. Since June 2020, he was appointed as Commissioner.

During his career journey, he has received an Award for Management Achievement at the ICBC Honorary Global Employee in Beijing as a token of appreciation for his performance and dedication.

## Concurrent Position

He does not hold any position in another company/institution that has an affiliated and non-affiliated relationships with The Bank.

## Independency Statement

He has signed an independency statement stating that he will act independently in carrying out his duties as Commissioner.

## Training

He has participated in various training, seminars and workshops, and has earned a number of professional certifications throughout his career. In 2022, he participated in training entitled "*Anti Money Laundering & CFT in Banking Sector*" organized by Praveena; "*Sustainable Finance*" organized by Indonesian Banking Development Institute (LPPi); "*Implementation of Good Corporate Governance Webinar*" organized by The Indonesian Institute of Corporate Governance; and "*Good Anti Money Laundering Practice*" organized by Financial Transaction Reports and Analysis Center (PPATK).

# PROFIL DIREKSI

## BOARD OF DIRECTORS' PROFILE



## Zhang Jinxing

**Presiden Direktur**  
President Director

**Usia | Age** : 56 tahun | years

**Kewarganegaraan**  
Citizenship : Tiongkok  
China

**Domisili**  
Domicile : Jakarta



### Dasar Hukum Pengangkatan

#### Legal Basis of Appointment

- Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 108 pada tanggal 13 Desember 2017
- Surat Izin Mempekerjakan Tenaga Kerja Asing No. KEP.D31306/MEN/B/IMTA/2018 yang diterbitkan oleh Kementerian Ketenagakerjaan Republik Indonesia pada tanggal 19 April 2018
- Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 108 on December 13, 2017
- Foreign Worker Employment Permit No. KEP.D31306/MEN/B/IMTA/2018 issued by the Ministry of Manpower of the Republic of Indonesia on April 19, 2018



### Pendidikan

#### Education

- Sarjana Sains jurusan Matematika Terapan, dari Wuhan University (1988)
- *Master of Economics* jurusan *Western Economics*, dari Huazhong University of Science and Technology (1999)
- Bachelor of Science majoring in Applied Mathematics, from Wuhan University (1988)
- Master of Economics majoring in Western Economics, from Huazhong University of Science and Technology (1999)



### Hubungan Afiliasi

#### Affiliate Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi lain, anggota Dewan Komisaris, maupun pemegang saham utama/pengendali.

He has no affiliation with other members of the Board of Directors, members of the Board of Commissioners, or major/controlling shareholders.

## Pengalaman Kerja

Beliau mengawali kariernya di ICBC Xiangyang pada Divisi *International Banking* pada tahun 1988, dan setelah itu karier beliau terus menanjak dengan menduduki berbagai posisi penting seperti Kepala ICBC Wuhan Jiangbei dan Kepala Cabang Pembantu di ICBC Wuhan Zhongnan dengan beragam tanggung jawab seperti pengelolaan dana pihak ketiga, analisa kebutuhan pendanaan, dan pengembangan bisnis valuta asing. Pada 2002, beliau memulai perjalanan karier internasionalnya di ICBC Frankfurt selama 3 (tiga) tahun sebagai *Deputy General Manager* dengan tanggung jawab untuk mengelola pengembangan bisnis ICBC Frankfurt, baik dalam pemberian pinjaman korporasi maupun pengelolaan pendanaan korporasi, dan memperkuat hubungan bisnis dengan bank-bank lain di Frankfurt.

Pada tahun 2005, beliau kembali ke Tiongkok untuk menduduki berbagai posisi penting di ICBC Hubei seperti *Deputy General Manager* di Departemen *Banking Business*, *General Manager* di Departemen *Corporate Banking*, *Assistant President and Head of Executive Office*, *Vice President* dan merangkap sebagai Ketua *Financial Review Committee* dan *Centralized Purchase Review Committee*, Wakil Ketua Komite *Credit Review*, dan Wakil Ketua Komite Manajemen Risiko. Selama berkarier di ICBC Hubei, beliau berhasil meraih berbagai penghargaan di antaranya *Best Service Banking Award* selama 2 (dua) tahun berturut-turut yaitu tahun 2013 dan 2014, *Best Department of Hubei Branch* di tahun 2015, *Investment Banking Outstanding Contribution Award* di tahun 2016, dan penghargaan bergengsi lainnya. Pada April 2018, beliau ditugaskan di Bank ICBC Indonesia sebagai Presiden Direktur.

## Rangkap Jabatan

Beliau tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

## Pernyataan Independensi

Beliau telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Presiden Direktur.

## Pelatihan

Sepanjang kariernya, beliau telah berpartisipasi dalam berbagai pelatihan profesional dari universitas dan lembaga pendidikan ternama, seperti *Senior Executives Training Program* dari Oxford University, *Big Data Finance Training Course* dari Lausanne Collegiate School, dan *Corporate Finance: Merger and Restructuring Training Course* dari Yale University. Pada tahun 2022, beliau turut serta dalam pelatihan "*Sustainable Finance*" yang diselenggarakan oleh Lembaga Pengembangan Perbankan Indonesia (LPPi); "*Webinar Implementation of Good Corporate Governance*" yang diselenggarakan oleh The Indonesian Institute of Corporate Governance; dan "*Good Anti Money Laundering Practice*" yang diselenggarakan oleh Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK).

## Working Experience

He began his career at ICBC Xiangyang in the International Banking Division in 1988, and from then on his career continued to develop by occupying a number of important positions such as the Head of ICBC Wuhan Jiangbei and Sub-Branch Manager of ICBC Wuhan Zhongnan with various responsibilities including third party funds management, funding needs analysis, and foreign exchange business development. In 2002, he began his international career at ICBC Frankfurt for 3 (three) years as Deputy General Manager with responsibilities for managing the business development of ICBC Frankfurt, both in providing corporate loans and managing corporate funding, and strengthening the business relationships with other banks in Frankfurt.

In 2005, he returned to China to occupy various important positions at ICBC Hubei such as Deputy General Manager of Banking Business Department, General Manager of Corporate Banking Department, Assistant President and Head of Executive Office, Vice President and concurrently as Chairman of the Financial Review Committee and Centralized Purchase Review Committee, Deputy Chair of Credit Review Committee, and Deputy Chair of Risk Management Committee. During his career at ICBC Hubei, he was rewarded with various awards including the Best Service Banking Award for 2 (two) consecutive years, namely in 2013 and 2014, Best Department of Hubei Branch in 2015, Investment Banking Outstanding Contribution Award in 2016, and other prestigious awards. In April 2018, he was assigned to Bank ICBC Indonesia as President Director.

## Concurrent Position

He does not hold any position in another company/institution that has an affiliated and non-affiliated relationships with The Bank.

## Independency Statement

He has signed an independency statement stating that he has fulfilled the criteria to act independently in performing his function as President Director.

## Training

Throughout his career, he has participated in various professional training from renowned universities and educational institutions, such as the Senior Executives Training Program from Oxford University, Big Data Finance Training Course from Lausanne Collegiate School, and Corporate Finance: Merger and Restructuring Training Course from Yale University. In 2022, he participated in training namely "Sustainable Finance" organized by Indonesian Banking Development Institute (LPPi); "Implementation of Good Corporate Governance Webinar" organized by The Indonesian Institute of Corporate Governance; and "Good Anti Money Laundering Practice" organized by Financial Transaction Reports and Analysis Center (PPATK).



## Zhang Wen

**Direktur**  
Director

**Usia | Age** : 51 tahun | years

**Kewarganegaraan** : Tiongkok  
Citizenship : China

**Domisili** : Jakarta  
Domicile



### Dasar Hukum Pengangkatan Legal Basis of Appointment

- Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 4 pada tanggal 1 Februari 2021
- Notifikasi Penggunaan Tenaga Kerja Asing No. KEP 007304/PPTK/PTA/NOTIF/2021 yang diterbitkan oleh Kementerian Ketenagakerjaan Republik Indonesia pada 5 Februari 2021
- Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 4 on February 1, 2021
- Foreign Workers Employment Notification No. KEP 007304/PPTK/PTA/NOTIF/2021 issued by the Ministry of Manpower of the Republic of Indonesia on February 5, 2021



### Pendidikan Education

- Sarjana fakultas Akuntansi, dari Jiangxi University of Finance and Economics (2001)
- Magister fakultas Administrasi Bisnis, dari Universitas Lanzhou (2004)
- Doktorat (PhD) fakultas Ekonomi Industri, dari Jiangxi University of Finance and Economics (2009)
- Bachelor's degree in Accounting, from Jiangxi University of Finance and Economics (2001)
- Master's degree in Business Administration, from Lanzhou University (2004)
- PhD in Industrial Economics, from Jiangxi University of Finance and Economics (2009)



### Hubungan Afiliasi Affiliate Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi lain, anggota Dewan Komisaris, maupun pemegang saham utama/pengendali. She has no affiliation with other members of the Board of Directors, members of the Board of Commissioners, or major/controlling shareholders.

## Pengalaman Kerja

Beliau memulai kariernya di ICBC Jiangxi sebagai *Office Staff* pada tahun 1991. Sepanjang kariernya di ICBC Jiangxi selama 31 (tiga satu) tahun, beliau telah memegang beberapa jabatan antara lain *Deputy General Manager of Credit Approval Department, General Manager of Credit and Investment Management Department, General Manager of Investment and Bank Asset Management Department, Direktur di Cabang Xinyu dan Cabang Nanchang, dan lain-lain*. Pada tahun 2021, beliau ditugaskan di Bank ICBC Indonesia sebagai Direktur Kredit yang membawahi Departemen *Financial Management, Credit Management, dan Credit Review*.

## Rangkap Jabatan

Beliau tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

## Pernyataan Independensi

Beliau telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Direktur.

## Pelatihan

Pada tahun 2022, beliau mengikuti pelatihan, seminar dan webinar dengan beragam topik yakni “*Anti Money Laundering & CFT pada Sektor Perbankan*” dan “*The Latest Condition of Treasury Global Market*” yang diselenggarakan oleh Praveena; “*Sustainable Finance*” yang diselenggarakan oleh Lembaga Pengembangan Perbankan Indonesia (LPPi); “*Webinar Implementation of Good Corporate Governance*” yang diselenggarakan oleh The Indonesian Institute of Corporate Governance; “*Pelatihan Bahasa Indonesia untuk Penutur Asing*” yang diselenggarakan oleh International Language Program (ILP); dan “*Good Anti Money Laundering Practice*” yang diselenggarakan oleh Pusat Pelaporan dan Analisis Transaksi (PPATK).

## Working Experience

She began her career at ICBC Jiangxi in 1991 as Office Staff. Throughout 31 (thirty-one) years of her career, she has held several positions at ICBC Jiangxi, including Deputy General Manager of Credit Approval Department, General Manager of Credit and Investment Management Department, General Manager of Investment and Bank Asset Management Department, Director of Xinyu Branch and Nanchang Branch, etc. In 2021, she was assigned to Bank ICBC Indonesia as Director of Credit in charge of the Departments of Financial Management, Credit Management, and Credit Review.

## Concurrent Position

She does not hold any position in another company/institution that has an affiliated and non-affiliated relationships with The Bank.

## Independency Statement

She has signed an independency statement stating that she has fulfilled the criteria to act independently in performing her function as Director.

## Training

In 2022, she participated in training, seminars and webinars on various topics namely “*Anti Money Laundering & CFT in Banking Sector*” and “*The Latest Condition of Treasury Global Market*” organized by Praveena; “*Sustainable Finance*” organized by Indonesian Banking Development Institute (LPPi); “*Implementation of Good Corporate Governance Webinar*” organized by The Indonesian Institute of Corporate Governance; “*Bahasa Indonesia for Expatriate Course*” organized by International Language Program (ILP); and “*Good Anti Money Laundering Practice*” organized by Financial Transaction Reports and Analysis Center (PPATK).



### Dasar Hukum Pengangkatan Legal Basis of Appointment

- Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 4 pada tanggal 1 Februari 2021
- Notifikasi Penggunaan Tenaga Kerja Asing No. KEP 007303/PPTK/PTA/NOTIF/2021 yang diterbitkan oleh Kementerian Ketenagakerjaan Republik Indonesia pada 5 Februari 2021
- Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 4 on February 1, 2021
- Foreign Workers Employment Notification No. KEP 007303/PPTK/PTA/NOTIF/2021 issued by the Ministry of Manpower of the Republic of Indonesia on February 5, 2021



### Pendidikan Education

- Sarjana Hukum dari Shandong University Law School (1998)
- Magister Hukum dari Shandong University Law School (2001)
- Bachelor of Law from Shandong University Law School (1998)
- Master of Law from Shandong University Law School (2001)

## Liu Hongbo

**Direktur**  
Director

**Usia | Age** : 47 tahun | years

**Kewarganegaraan  
Citizenship** : Tiongkok  
China

**Domisili  
Domicile** : Jakarta



### Hubungan Afiliasi Affiliate Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi lain, anggota Dewan Komisaris, maupun pemegang saham utama/pengendali.  
He has no affiliation with other members of the Board of Directors, members of the Board of Commissioners, or major/controlling shareholders.

## Pengalaman Kerja

Beliau bergabung dengan ICBC Shandong pada tahun 2001 sebagai *Legal Staff*. Sepanjang kariernya selama 21 (dua puluh satu) tahun, beliau telah mengemban beberapa jabatan di ICBC Shandong, antara lain *Chief of ICBC Shandong Tai'an Branch*, *General Manager of E-Banking Department*, dan lain-lain. Pada tahun 2021, beliau ditugaskan di Bank ICBC Indonesia sebagai Direktur Marketing yang membawahi Departemen *Corporate Banking I*, *Corporate Banking II*, *Corporate Banking Surabaya*, dan *Global Market & Financial Institution*.

## Rangkap Jabatan

Beliau tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

## Pernyataan Independensi

Beliau telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Direktur.

## Pelatihan

Pada tahun 2022, beliau mengikuti pelatihan dan webinar dengan beragam topik yakni "*Anti Money Laundering & CFT pada Sektor Perbankan*" yang diselenggarakan oleh Praveena; "*Sustainable Finance*" yang diselenggarakan oleh Lembaga Pengembangan Perbankan Indonesia (LPPi); "*Webinar Implementation of Good Corporate Governance*" yang diselenggarakan oleh The Indonesian Institute of Corporate Governance; "*Pelatihan Bahasa Indonesia untuk Penutur Asing*" yang diselenggarakan oleh Lembaga Bahasa Internasional Universitas Indonesia; dan "*Good Anti Money Laundering Practice*" yang diselenggarakan oleh Pusat Pelaporan dan Analisis Transaksi (PPATK).

## Working Experience

He joined ICBC Shandong in 2001 as Legal Staff. Throughout 21 (twenty-one) years of his career, he has held several positions at ICBC Shandong, including Chief of ICBC Shandong Tai'an Branch, General Manager of E-Banking Department, etc. In 2021, he was assigned to Bank ICBC Indonesia as Director of Marketing in charge of the Departments of Corporate Banking I, Corporate Banking II, Corporate Banking Surabaya, and Global Market & Financial Institution.

## Concurrent Position

He does not hold any position in another company/institution that has an affiliated and non-affiliated relationships with The Bank.

## Independency Statement

He has signed an independency statement stating that he has fulfilled the criteria to act independently in performing his function as Director.

## Training

In 2022, he participated in training and webinars on various topics namely "*Anti Money Laundering & CFT in Banking Sector*" organized by Praveena; "*Sustainable Finance*" organized by Indonesian Banking Development Institute (LPPi); "*Implementation of Good Corporate Governance Webinar*" organized by The Indonesian Institute of Corporate Governance; "*Bahasa Indonesia for Expatriate Course*" organized by International Language Program (ILP); and "*Good Anti Money Laundering Practice*" organized by Financial Transaction Reports and Analysis Center (PPATK).



## Sandy Tjipta Muliana

**Direktur**  
Director

**Usia | Age** : 58 tahun | years

**Kewarganegaraan**  
Citizenship : Indonesia

**Domisili**  
Domicile : Jakarta



### Dasar Hukum Pengangkatan Legal Basis of Appointment

Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 35 pada tanggal 24 November 2009  
Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 35 on November 24, 2009



### Pendidikan Education

Sarjana Ekonomi jurusan Manajemen, dari Universitas Katolik Atma Jaya, Jakarta (1988)  
Bachelor of Economics majoring in Management from Atma Jaya Catholic University (1988)



### Hubungan Afiliasi Affiliate Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi lain, anggota Dewan Komisaris, maupun pemegang saham utama/pengendali.  
He has no affiliation with other members of the Board of Directors, members of the Board of Commissioners, or major/controlling shareholders.

## Pengalaman Kerja

Beliau memulai karier pada 1989 di PT Bank Arta Prima sebagai *Account Officer*, dan kemudian dipromosikan sebagai Kepala Cabang Pembantu, Kepala Cabang, Manajer *Corporate Banking*, dan pada tahun 1995 beliau dipercaya sebagai *Credit and Marketing General Manager* yang bertanggung jawab atas Departemen *Corporate Banking, Financial Institution & Syndication Banking, Consumer Banking, dan Credit Support and Review*. Karier beliau berlanjut di PT Bank Artamedia, sebagai *Business Development General Manager, Kepala Audit Internal*, dengan jabatan terakhir sebagai Direktur Kepatuhan. Di tahun 2002, beliau terlibat di dalam proses merger PT Bank Artamedia menjadi PT Bank Permata.

Karier beliau dilanjutkan di PT Bank Permata dengan menduduki jabatan sebagai *Head of Corporate Compliance* kemudian sebagai Sekretaris Perusahaan. Selama periode tersebut, beliau menangani risiko kepatuhan, APU dan GCG, serta bertindak sebagai juru bicara bank. Saat ini, beliau menjabat sebagai Direktur Kepatuhan dan Manajemen Risiko yang membawahi Departemen Kepatuhan, *Anti Money Laundering/Countering Financing of Terrorism (AML/CFT)*, dan Manajemen Risiko.

## Rangkap Jabatan

Beliau tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

## Pernyataan Independensi

Beliau telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Direktur.

## Pelatihan

Pada tahun 2022, beliau mengikuti pelatihan, seminar dan webinar dengan judul "*Anti Money Laundering & CFT pada Sektor Perbankan*" yang diselenggarakan oleh Praveena; "*Hybrid Banking Ecosystem: The Key to Future Value Creation in Banking*" yang diselenggarakan oleh Infobank Institute; "*BARa RISK Forum: Persiapan Implementasi Basel III Final Reforms untuk Perhitungan ATMR Risiko Operasional dan Operational Risk Trend*" yang diselenggarakan oleh Bankers Association for Risk Management; "*Webinar Implementation of Good Corporate Governance*" yang diselenggarakan oleh The Indonesian Institute of Corporate Governance; "*Peranan Perbankan dalam Pemberantasan dan Pencegahan Tindak Pidana Pencucian Uang (TPPU)*" yang diselenggarakan oleh Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP); dan "*Good Anti Money Laundering Practice*" yang diselenggarakan oleh Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK).

## Working Experience

He began his career in 1989 at PT Bank Arta Prima as an *Account Officer*, and then was promoted as *Sub-Branch Manager, Branch Manager, Corporate Banking Manager*, and in 1995 he was trusted as *Credit and Marketing General Manager* in charge of the Departments of *Corporate Banking, Financial Institution & Syndication Banking, Consumer Banking, and Credit Support and Review*. His career continued at PT Bank Artamedia, as *Business Development General Manager, Head of Internal Audit*, with his last position as *Compliance Director*. In 2002, he was involved in the merger of PT Bank Artamedia to become PT Bank Permata.

His career carried on at PT Bank Permata by holding the position of the *Head of Corporate Compliance* then as *Corporate Secretary*. During this period, he handled the compliance risk, AML and GCG, and acted as the bank spokesperson. He currently serves as *Director of Compliance and Risk Management* in charge of the Departments of *Compliance, Anti Money Laundering/Countering Financing of Terrorism (AML/CFT), and Risk Management*.

## Concurrent Position

He does not hold any position in another company/institution that has an affiliated and non-affiliated relationships with The Bank.

## Independency Statement

He has signed an independency statement stating that he has fulfilled the criteria to act independently in performing his function as *Director*.

## Training

In 2022, he participated in training, seminars and webinars entitled "*Anti Money Laundering & CFT in Banking Sector*" organized by Praveena; "*Hybrid Banking Ecosystem: The Key to future Value Creation in Banking*" organized by Infobank Institute; "*BARa Risk Forum: Preparation of the Implementation of Basel III Final Reforms for the Calculation of RWA for Operational Risk and Operational Risk Trend*" organized by Bankers Association for Risk Management; "*Implementation of Good Corporate Governance Webinar*" organized by The Indonesian Institute of Corporate Governance; "*The Role of Banking in the Eradication and Prevention of Money Laundering Crimes (TPPU)*" organized by Banking Compliance Director Communication Forum (FKDKP); and "*Good Anti Money Laundering Practice*" organized by Financial Transaction Reports and Analysis Center (PPATK).



## Fransisca Nelwan Mok

**Direktur**  
Director

**Usia | Age** : 66 tahun | years

**Kewarganegaraan  
Citizenship** : Indonesia

**Domisili  
Domicile** : Jakarta



### Dasar Hukum Pengangkatan Legal Basis of Appointment

Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 71 pada tanggal 13 April 2017

Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 71 on April 13, 2017



### Pendidikan Education

- Sarjana di bidang Peternakan, dari Universitas Padjajaran, Bandung (1981)
- Pasca Sarjana dari Sekolah Tinggi Manajemen Labora, Jakarta (2002)
- Bachelor's degree in Animal Husbandry, from Padjajaran University, Bandung (1981)
- Postgraduate degree from Labora School of Management, Jakarta (2002)



### Hubungan Afiliasi Affiliate Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi lain, anggota Dewan Komisaris, maupun pemegang saham utama/pengendali.

She has no affiliation with other members of the Board of Directors, members of the Board of Commissioners, or major/controlling shareholders.

## Pengalaman Kerja

Karier beliau di dunia perbankan diawali dari tahun 1983 di Bank Bumi Daya, dengan berbagai tanggung jawab yang pernah beliau jalani seperti di bidang administrasi dokumen perkreditan, pengelolaan kredit bermasalah, dan akuisisi kredit. Setelah Bank Bumi Daya merger menjadi PT Bank Mandiri, karier beliau semakin berkembang dengan menduduki berbagai posisi penting seperti Kepala Wilayah, *Group Head of Jakarta Commercial Sales Group*, dan *Direktur Corporate Banking*. Selain itu, beliau juga pernah menjabat sebagai *Direktur Supervisi* pada Dana Pensiun Lembaga Keuangan (DPLK) – Bank Mandiri I, PT Asuransi Jiwa Inhealth Indonesia, Ketua Pengawas Dana Pensiun Bank Mandiri, Komisariss pada PT Mandiri Sekuritas, dan Komisariss pada PT Lintas Arta. Saat ini, beliau menjabat sebagai *Direktur Sumber Daya Manusia dan Hukum* yang membawahi Departemen Sumber Daya Manusia, Hukum, *Special Asset Management*, dan *General Affairs*.

## Rangkap Jabatan

Beliau tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

## Pernyataan Independensi

Beliau telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai *Direktur*.

## Pelatihan

Pada tahun 2022, beliau turut serta dalam berbagai pelatihan, seminar dan webinar meliputi “*Mandiri Investment Forum*” dan “*G20 Side Event: Managing Risk of the Exit Policy Dynamic Through More Diversified Currency to Support Global Trade and Investment*” yang diselenggarakan oleh Bank Mandiri; “*Sustainable Finance*” yang diselenggarakan oleh Lembaga Pengembangan Perbankan Indonesia (LPPi); “*Think Equal, Deliver Above and Beyond*” yang diselenggarakan oleh PwC Indonesia; “*Webinar Implementation of Good Corporate Governance*” yang diselenggarakan oleh The Indonesian Institute of Corporate Governance; “*The Latest Condition of Treasury Global Market*” yang diselenggarakan oleh Praveena; “*Evaluation of HR Quality Management and Development Activities in Order to Meet Regulatory Requirements for HR Quality Development in Sustainable Manner*” yang diselenggarakan oleh Talent Observe; “*Good Anti Money Laundering Practice*” yang diselenggarakan oleh Pusat Pelaporan dan Analisis Transaksi (PPATK); dan “*Webinar OJK - Hari Anti Korupsi Sedunia 2022*” yang diselenggarakan oleh Otoritas Jasa Keuangan (OJK).

## Working Experience

Her career in banking industry began in 1983 at Bank Bumi Daya, with various responsibilities she had lived on, such as the administration of credit, management of non-performing loan, and acquisition of credit. After the merger of Bank Bumi Daya to become PT Bank Mandiri, her career continued to grow by occupying a number of important positions such as Region Head, Group Head of Jakarta Commercial Sales Group, and Director of Corporate Banking. In addition, she also served as Supervision Director of the Financial Institution Pension Fund (DPLK) – Bank Mandiri I, PT Asuransi Jiwa Inhealth Indonesia, Chairman of Bank Mandiri Pension Fund Supervisory, Commissioner at PT Mandiri Sekuritas, and Commissioner at PT Lintas Arta. She currently serves as Director of Human Resources and Legal in charge of the Departments of Human Resources, Legal, Special Asset Management, and General Affairs.

## Concurrent Position

She does not hold any position in another company/institution that has an affiliated and non-affiliated relationships with The Bank.

## Independency Statement

She has signed an independency statement stating that she has fulfilled the criteria to act independently in performing her function as *Director*.

## Training

In 2022, she participated in various training, seminars and webinars namely “*Mandiri Investment Forum*” and “*G20 Side Event: Managing Risk of the Exit Policy Dynamic Through More Diversified Currency to Support Global Trade and Investment*” organized by Bank Mandiri; “*Sustainable Finance*” organized by Indonesian Banking Development Institute (LPPi); “*Think Equal, Deliver Above and Beyond*” organized by PwC Indonesia; “*Implementation of Good Corporate Governance Webinar*” organized by The Indonesian Institute of Corporate Governance; “*The Latest Condition of Treasury Global Market*” organized by Praveena; “*Evaluation of HR Quality Management and Development Activities in Order to Meet Regulatory Requirements for HR Quality Development in Sustainable Manner*” organized by Talent Observe; “*Good Anti Money Laundering Practice*” organized by Financial Transaction Reports and Analysis Center (PPATK); and “*OJK Webinar - World Anti-Corruption Day 2022*” organized by the Financial Services Authority (OJK).



**Dasar Hukum Pengangkatan**  
**Legal Basis of Appointment**

Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 19 pada tanggal 5 Juni 2020

Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 19 on June 5, 2020



**Pendidikan**  
**Education**

Sarjana Pertanian jurusan Agribisnis, dari Institut Pertanian Bogor (1995)

Bachelor of Agriculture majoring in Agribusiness, from the Bogor Institute of Agriculture (1995)



**Hubungan Afiliasi**  
**Affiliate Relationship**

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi lain, anggota Dewan Komisaris, maupun pemegang saham utama/pengendali.

She has no affiliation with other members of the Board of Directors, members of the Board of Commissioners, or major/controlling shareholders.

**Dini Suprihatini**

**Direktur**  
Director

**Usia | Age** : 51 tahun | years

**Kewarganegaraan** : Indonesia  
Citizenship

**Domisili** : Jakarta  
Domicile

## Pengalaman Kerja

Beliau memulai kariernya di Bank Nusa Nasional pada 1995–1999 dengan posisi terakhir sebagai *Head of Treasury Risk Management Department*. Karier beliau berlanjut di Bank Ekspor Indonesia sebagai *ALCO Support and Treasury Dealer* pada 1999–2003, kemudian di Bank Danamon pada 2003–2010 dengan posisi terakhir sebagai *Head of Market and Liquidity Risks*, dan di Bank BTPN sebagai *Advisor for ALM System Implementation* pada 2010–2011.

Beliau bergabung di PT Bank ICBC Indonesia pada 3 Oktober 2011 sebagai Wakil Kepala Departemen Manajemen Risiko. Selanjutnya, beliau menjabat sebagai Kepala Departemen Manajemen Risiko sejak 17 Desember 2012 yang diangkat berdasarkan Surat Keputusan Direksi No. 039/KPTS.DIR/ICBC.IND/2012. Saat ini, beliau menjabat sebagai Direktur Operasional yang membawahi Departemen *Bills Center, Management Information & Accounting, Operations Management, Information Technology*, dan *Loan Operation*.

## Rangkap Jabatan

Beliau tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

## Pernyataan Independensi

Beliau telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Direktur.

## Pelatihan

Pada tahun 2022, beliau turut serta dalam pelatihan dan webinar yang meliputi “*Hybrid Banking Ecosystem: The Key to Future Value Creation in Banking*” yang diselenggarakan oleh Infobank Institute; “*Sustainable Finance*” yang diselenggarakan oleh Lembaga Pengembangan Perbankan Indonesia (LPPI); “*Workshop Asesor Profesi Perbankan*” yang diselenggarakan oleh Lembaga Sertifikasi Profesi Perbankan (LSPP); “*Webinar Implementation of Good Corporate Governance*” yang diselenggarakan oleh The Indonesian Institute of Corporate Governance; “*BARa Risk Forum: Digitalization of Risk Management*” yang diselenggarakan oleh Bankers Association for Risk Management; dan “*Good Anti Money Laundering Practice*” yang diselenggarakan oleh Pusat Pelaporan Analisis Transaksi Keuangan (PPATK).

## Working Experience

She began her career at Bank Nusa Nasional in 1995–1999 with her last position as the Head of Treasury Risk Management Department. Her career continued at Bank Export Indonesia as ALCO Support and Treasury Dealer in 1999–2003, then at Bank Danamon in 2003–2010 with her last position as the Head of Market and Liquidity Risks, and at Bank BTPN as Advisor for ALM System Implementation in 2010–2011.

She joined PT Bank ICBC Indonesia on October 3, 2011 as Deputy Head of Risk Management Department. Subsequently, she served as the Head of Risk Management Department since December 17, 2012 that was appointed based on Board of Directors Decree No. 039/KPTS.DIR/ICBC.IND/2012. She currently serves as Director of Operations in charge of the Departments of Bills Center, Management Information & Accounting, Operations Management, Information Technology, and Loan Operation.

## Concurrent Position

She does not hold any position in another company/institution that has an affiliated and non-affiliated relationships with The Bank.

## Independency Statement

She has signed an independency statement stating that she has fulfilled the criteria to act independently in performing her function as Director.

## Training

In 2022, she participated in training and webinars namely “*Hybrid Banking Ecosystem: The Key to Future Value Creation in Banking*” organized by Infobank Institute; “*Sustainable Finance*” organized by Indonesian Banking Development Institute (LPPI); “*Banking Professional Assessor Workshop*” organized by Banking Professional Certification Agency (LSPP); “*Implementation of Good Corporate Governance Webinar*” organized by The Indonesian Institute of Corporate Governance; “*BARa Risk Forum: Digitalization of Risk Management*” organized by Bankers Association for Risk Management; and “*Good Anti Money Laundering Practice*” organized by Financial Transaction Reports and Analysis Center (PPATK).



## Lukito Adisubrata Suwardi

**Direktur**  
Director

**Usia | Age** : 47 tahun | years

**Kewarganegaraan**  
Citizenship : Indonesia

**Domisili**  
Domicile : Jakarta



### Dasar Hukum Pengangkatan Legal Basis of Appointment

Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 16 pada tanggal 2 September 2021

Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 16 on September 2, 2021



### Pendidikan Education

Sarjana Ekonomi jurusan Manajemen dari Universitas Tarumanagara (1997)

Bachelor of Economics majoring in Management from Tarumanagara University (1997)



### Hubungan Afiliasi Affiliate Relationship

Beliau tidak memiliki hubungan afiliasi dengan anggota Direksi lain, anggota Dewan Komisaris, maupun pemegang saham utama/pengendali.

He has no affiliation with other members of the Board of Directors, members of the Board of Commissioners, or major/controlling shareholders.

## Pengalaman Kerja

Beliau memulai kariernya di PT Bank Lippo, Tbk sebagai *Account Officer* pada tahun 1997 dan menduduki posisi sebagai Kepala Kantor Kas pada 1998. Pada tahun 2000, beliau menjabat sebagai *Citigold Relationship Manager*, kemudian menapak karir menjadi *Citigold Head* pada 2003 dan sebagai *Branch Manager* pada 2005 di Citibank.

Karier beliau terus berkembang dengan menduduki berbagai posisi penting, antara lain sebagai Pejabat Eksekutif selama 15 (lima belas) tahun (2006-2021). Beliau menjabat sebagai *National Sales Group Head, Unsecured Lending Business & Telesales Group Head* di PT Bank Lippo, Tbk pada 2006-2007; kemudian sebagai *Head of Special Project, Head of Strategic Planning*, serta *Head of National Non Branch Sales* di Bank Permata, Tbk pada 2008. Pada tahun 2011-2015, karier beliau dilanjutkan di PT Bank CIMB Niaga, Tbk dengan menjabat sebagai *Head of Cross Sell* dan beliau dianugerahkan gelar sebagai *The Best Head* untuk kinerja tahun 2014; kemudian sebagai *Head of Non Branch Channel* selama 6 (enam) tahun dengan berbagai lingkup pekerjaan seperti *call center, customer care, customer relationship management (CRM), telemarketing*, dan *direct selling*. Selama perjalanan kariernya, beliau meraih prestasi dengan memenangkan *Indonesia Contact Center Association (ICCA) The 2020 Best Contact Center Indonesia* dalam 4 (empat) kategori: *Best Agent English (Silver Winner), Best Team Leader (Gold Winner), Best Supervisor (Bronze Winner)*, dan *Best Technology Innovation (Platinum Winner for Speech Analytics)*.

Beliau bergabung di PT Bank ICBC Indonesia pada 2 September 2021 dan dipercaya untuk menjabat sebagai Direktur Marketing yang membawahi Departemen *Consumer Banking, Transaction Banking, SME Banking*, dan seluruh kantor cabang Bank ICBC Indonesia.

## Rangkap Jabatan

Beliau tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

## Pernyataan Independensi

Beliau telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Direktur.

## Pelatihan

Pada tahun 2022, beliau mengikuti pelatihan dan webinar antara lain “Kursus Bahasa Mandarin” yang diselenggarakan oleh Lembaga Bahasa Internasional Universitas Indonesia; “*Hybrid Banking Ecosystem: The Key to Future Value Creation in Banking*” yang diselenggarakan oleh Infobank Institute; “*Webinar Implementation of Good Corporate Governance*” yang diselenggarakan oleh The Indonesian Institute of Corporate Governance; dan “*Good Anti Money Laundering Practice*” yang diselenggarakan oleh Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK).

## Working Experience

He began his career at PT Bank Lippo, Tbk as Account Officer in 1997 and held the position of Head of Cash Office in 1998. In 2000, he served as Citigold Relationship Manager, then stepped up his career as Citigold Head in 2003 and as Branch Manager in 2005 at Citibank.

His career continued to grow by occupying a number of important positions, including Executive Office for 15 (fifteen) years (2006-2021). He served as National Sales Group Head, Unsecured Lending Business & Telesales Group Head at PT Bank Lippo, Tbk in 2006-2007; then as Head of Special Project, Head of Strategic Planning, and Head of National Non Branch Sales at Bank Pertama, Tbk in 2008. In 2011-2015, his career continued at PT Bank CIMB Niaga, Tbk with his position as Head of Cross Sell and he was awarded as The Best Head for his performance in 2014; then as Head of Non Branch Channel for 6 (six) consecutive years with his scope of works including call center, customer care, customer relationship management (CRM), telemarketing, and direct selling. During his career journey, he received awards at Indonesia Contact Center Association (ICCA) The 2020 Best Contact Center Indonesia for 4 (four) categories: Best Agent English (Silver Winner), Best Team Leader (Gold Winner), Best Supervisor (Bronze Winner), and Best Technology Innovation (Platinum Winner for Speech Analytics).

He joined PT Bank ICBC Indonesia on September 2, 2021 and was trusted to serve as Director of Marketing in charge of the Departments of Consumer Banking, Transaction Banking, SME Banking, and all branches of Bank ICBC Indonesia.

## Concurrent Position

He does not hold any position in another company/institution that has an affiliated and non-affiliated relationships with The Bank.

## Independency Statement

He has signed an independency statement stating that he has fulfilled the criteria to act independently in performing his function as Director.

## Training

In 2022, he participated in training and webinars namely “Mandarin Language Course” organized by Indonesia University International Language Institute; “Hybrid Banking Ecosystem: The Key to Future Value Creation in Banking” organized by Infobank Institute; “Implementation of Good Corporate Governance Webinar” organized by The Indonesian Institute of Corporate Governance; and “Good Anti Money Laundering Practice” organized by Financial Transaction Reports and Analysis Center (PPATK).

# PROFIL PEJABAT EKSEKUTIF DAN PIMPINAN JARINGAN CABANG

## PROFILE OF EXECUTIVE OFFICIALS AND BRANCH MANAGERS

### Agustinus Tri Hardjanto

Kepala Departemen *SME Banking*  
Head of SME Banking Department

Warga Negara Indonesia. 51 tahun. Sarjana Ekonomi jurusan Manajemen dari Universitas Gadjah Mada, Yogyakarta (1994) dan meneruskan mengambil gelar Magister Manajemen dari Universitas Gadjah Mada, Yogyakarta (2005).

Indonesian citizen. 51 years old. Bachelor of Economics majoring in Management from Gadjah Mada University, Yogyakarta (1994) and went on to take Master of Management from Gadjah Mada University, Yogyakarta (2005).

Bergabung pada 2 Mei 2014. Menjabat sebagai Kepala Departemen *SME Banking* sejak 20 April 2018. Diangkat berdasarkan Surat Keputusan Direksi No. 009/KPTS.DIR/ICBC.IND/2018. Sebelumnya pernah bekerja di Bank Danamon dengan posisi terakhir sebagai *Senior Credit Risk Analyst* (1996–2014).

Joined on May 2, 2014. Served as the Head of SME Banking Department since April 20, 2018. Appointed based on Board of Directors Decree No. 009/KPTS.DIR/ICBC.IND/2018. Previously worked at Bank Danamon with his last position as Senior Credit Risk Analyst (1996–2014).

### Aluisius Triyono

Kepala Departemen *Management Information & Accounting*  
Head of Management Information & Accounting Department

Warga Negara Indonesia. 51 tahun. Sarjana Ekonomi dari Universitas Indonesia, Depok (2001) dan meneruskan mengambil gelar Magister Manajemen dari IPMI International Business School, Jakarta (2012).

Indonesian citizen. 51 years old. Bachelor of Economics from the University of Indonesia, Depok (2001) and went on to take Master of Management from IPMI International Business School, Jakarta (2012).

Bergabung pada 26 September 2012. Menjabat sebagai Kepala Departemen *Management Information & Accounting* sejak 1 Juli 2018. Diangkat berdasarkan Surat Keputusan Direksi No. 016/KPTS.DIR/ICBC.IND/2018. Sebelumnya pernah bekerja di Bank Dagang Nasional Indonesia (1992–1997), di Bank Dai-ichi Kangyo Indonesia (1997–2001), dan di Bank Mizuho dengan posisi terakhir sebagai *Head of Financial Control and Planning Department* (2001–2012).

Joined on September 26, 2012. Served as the Head of Management Information & Accounting Department since July 1, 2018. Appointed based on Board of Directors Decree No. 016/KPTS.DIR/ICBC.IND/2018. Previously worked at Bank Dagang Nasional Indonesia (1992–1997), at Bank Dai-ichi Kangyo Indonesia (1997–2001), and at Bank Mizuho with his last position as the Head of Financial Control and Planning Department (2001–2012).

### Ambar Wulandari Suhardi, S.E.

Kepala Departemen Sumber Daya Manusia  
Head of Human Resources Department

Warga Negara Indonesia. 52 tahun. Sarjana Ekonomi dari Universitas Indonesia, Depok (1996).

Indonesian citizen. 52 years old. Bachelor of Economics from the University of Indonesia, Depok (1996).

Bergabung pada 13 Februari 2020. Menjabat sebagai Kepala Departemen Sumber Daya Manusia sejak 13 Agustus 2020. Diangkat berdasarkan Surat Keputusan Direksi No. 016/SK.DIR/VIII/2020. Sebelumnya pernah bekerja di Bank Universal (1996-2003), di Bank Permata (2003-2017), dan sebagai Konsultan Sumber Daya Manusia Independen (2018-2020).

Joined on February 13, 2020. Served as the Head of Human Resources Department since August 13, 2020. Appointed based on Board of Directors Decree No. 016/SK.DIR/VIII/2020. Previously worked at Bank Universal (1996-2003), at Bank Permata (2003-2017), and as an Independent Human Resources Consultant (2018-2020).

### Andreas Nirmala Kumuda

Kepala Departemen *General Affairs*  
Head of General Affairs Department

Warga Negara Indonesia. 41 tahun. Sarjana Ilmu Komputer jurusan Teknologi Informasi dari Universitas Bina Nusantara (2005).

Indonesian citizen. 41 years old. Bachelor of Computer Science majoring in Information Technology from Bina Nusantara University (2005).

Bergabung pada 13 Oktober 2008. Menjabat sebagai Kepala Departemen *General Affairs* sejak 1 Oktober 2019. Diangkat berdasarkan Surat Keputusan Direksi No. 024/KPTS.DIR/ICBC.IND/2019. Sebelumnya pernah bekerja di PT SOHO Industri Farmasi Jakarta sebagai *Marketing Audit* (2007) dan di Si Chuan Mercenary Equipment Exp & Imp Co., Limited sebagai *Translator* (2008).

Joined on October 13, 2008. Served as the Head of General Affairs Department since October 1, 2019. Appointed based on Board of Directors Decree No. 024/KPTS.DIR/ICBC.IND/2019. Previously worked at PT SOHO Industri Farmasi Jakarta as Marketing Audit (2007) and at Si Chuan Mercenary Equipment Exp & Imp Co., Limited as Translator (2008).

### Andris Tenda

Kepala Departemen *Financial Management*  
Head of Financial Management Department

Warga Negara Indonesia. 42 tahun. Sarjana Ilmu Komputer jurusan Komputerisasi Akuntansi dari Universitas Bina Nusantara (2002).

Indonesian citizen. 42 years old. Bachelor of Computer Science majoring in Computerized Accounting from Bina Nusantara University (2002).

Bergabung pada 6 Februari 2012. Menjabat sebagai Kepala Departemen *Financial Management* sejak 18 November 2016. Diangkat berdasarkan Surat Keputusan Direksi No. 015/KPTS.DIR/ICBC.IND/2018. Sebelumnya pernah bekerja di Hong Kong Shanghai Banking Corporation sebagai *Senior Supervisor, Accounting & Business Support* (2004–2007), di Standard Chartered Bank sebagai *Finance Assistant Manager, Corporate Business* (2007–2008), di Royal Bank of Scotland sebagai *Finance Manager, Retail & Commercial Business* (2008–2010), dan di CIMB Niaga sebagai *Head of Portfolio Solution & Channel Management* (2010–2012).

Joined on February 6, 2012. Served as the Head of Financial Management Department since November 18, 2016. Appointed based on Board of Directors Decree No. 015/KPTS.DIR/ICBC.IND/2018. Previously worked at Hong Kong Shanghai Banking Corporation as Senior Supervisor, Accounting & Business Support (2004–2007), at Standard Chartered Bank as Finance Assistant Manager, Corporate Business (2007–2008), at the Royal Bank of Scotland as Finance Manager, Retail & Commercial Business (2008–2010), and at CIMB Niaga as the Head of Portfolio Solution & Channel Management (2010–2012).

### Andy Leonard Petta

Pimpinan Cabang Coklat – Surabaya  
Coklat – Surabaya Branch Manager

Warga Negara Indonesia. 54 tahun. Sarjana Hukum dari Universitas Merdeka, Malang (1999).

Indonesian citizen. 54 years old. Bachelor of Laws from Merdeka University, Malang (1999).

Bergabung pada 15 September 2010. Menjabat sebagai Pimpinan Cabang Coklat – Surabaya sejak 31 Januari 2019. Diangkat berdasarkan Surat Keputusan Direksi No. 012/KPTS.DIR/ICBC.IND/2019. Sebelumnya pernah bekerja di PT Pelayaran Lokal Ratu Kidul Nusantara sebagai *General Affairs* (1988–1990), di Bank Halim Indonesia sebagai *Branch Manager* (1990–2007), di Bank ICBC Indonesia sebagai *Branch Manager* (2007–2010), dan di Bank Harda International sebagai *Branch Manager* (2010).

Joined on September 15, 2010. Served as Coklat – Surabaya Branch Manager since January 31, 2019. Appointed based on Board of Directors Decree No. 012/KPTS.DIR/ICBC.IND/2019. Previously worked at PT Pelayaran Lokal Ratu Kidul Nusantara as General Affairs (1988–1990), at Bank Halim Indonesia as Branch Manager (1990–2007), at Bank ICBC Indonesia as Branch Manager (2007–2010), and at Bank Harda International as Branch Manager (2010).

**Askawiryana**

Kepala Departemen *Bills Center*  
Head of Bills Center Department

Warga Negara Indonesia. 55 tahun. Diploma III jurusan Akuntansi dari Sekolah Tinggi Ilmu Ekonomi Nasional, Jakarta (1991).

Indonesian citizen. 55 years old. Diploma III majoring in Accounting from the National College of Economics, Jakarta (1991).

Bergabung pada 18 November 2013. Menjabat sebagai Kepala Departemen *Bills Center* sejak 1 Oktober 2022. Diangkat berdasarkan Surat Keputusan Direksi No. 033/SK.DIR/X/2022. Sebelumnya pernah bekerja di Bank Danamon sebagai *Supervisor, L/C Department* (1989–1991), di Bank Tamara sebagai *Head of Bills Department* (1991–2000), di Bank Mayapada sebagai *Head of Trade Finance Department* (2000–2003), dan di Bank OCBC NISP sebagai *Trade Operations Manager – Export* (2003–2013).

Joined on November 18, 2013. Served as the Head of Bills Center Department since October 1, 2022. Appointed based on Board of Directors Decree No. 033/SK.DIR/X/2022. Previously worked at Bank Danamon as Supervisor, L/C Department (1989-1991), at Bank Tamara as the Head of Bills Department (1991–2000), at Bank Mayapada as the Head of Trade Finance Department (2000-2003), and at Bank OCBC NISP as Trade Operations Manager – Export (2003–2013).

**Bernadete Yesica Yuwono**

Kepala Departemen *Anti Money Laundering/Countering Financing of Terrorism*  
Head of Anti Money Laundering/Countering Financing of Terrorism Department

Warga Negara Indonesia. 38 tahun. Sarjana Ekonomi jurusan Akuntansi dari Universitas Widyatama, Bandung (2005).

Indonesian citizen. 38 years old. Bachelor of Economics majoring in Accounting from Widyatama University, Bandung (2005).

Bergabung pada 6 Mei 2009. Menjabat sebagai Kepala Departemen *Anti Money Laundering/Countering Financing of Terrorism* sejak 17 September 2021. Diangkat berdasarkan Surat Keputusan Direksi No. 027/SK.DIR/IX/2021. Sebelumnya pernah bekerja di Bank Nusantara Parahyangan sebagai *Risk Management & KYC Staff* (2007–2008) dan di Bank BNP Paribas Indonesia sebagai *Compliance Officer* (2008–2009).

Joined on May 6, 2009. Served as the Head of Anti Money Laundering/Countering Financing of Terrorism Department since September 17, 2021. Appointed based on Board of Directors Decree No. 027/SK.DIR/IX/2021. Previously worked at Bank Nusantara Parahyangan as Risk Management & KYC Staff (2007–2008) and at Bank BNP Paribas Indonesia as Compliance Officer (2008–2009).

**Dody Budiman Sasmita**

Kepala Departemen *Credit Management*  
Head of Credit Management Department

Warga Negara Indonesia. 48 tahun. Sarjana Ekonomi jurusan Akuntansi dari Universitas Yayasan Administrasi Indonesia (YAI), Jakarta (1998).

Indonesian citizen. 48 years old. Bachelor of Economics majoring in Accounting from the Indonesian Administration Foundation University (YAI), Jakarta (1998).

Bergabung pada 10 Januari 2012. Menjabat sebagai Kepala Departemen *Credit Management* sejak 1 Juli 2022. Diangkat berdasarkan Surat Keputusan Direksi No. 021/SK.BOD/VII/2022. Sebelumnya pernah bekerja di Bank Buana (1999–2007), di Bank UOB Buana (2007–2010), dan di Standard Chartered Bank (2010–2011).

Joined on January 10, 2012. Served as the Head of Credit Management Department since July 1, 2022. Appointed based on Board of Directors Decree No. 021/SK.BOD/VII/2022. Previously worked at Bank Buana (1999-2007), at Bank UOB Buana (2007-2010), and at Standard Chartered Bank (2010-2011).

### Ernie Sepvia

Pimpinan Cabang Pembantu Mangga Dua  
Mangga Dua Sub-Branch Manager

Warga Negara Indonesia. 42 tahun. Sarjana Ekonomi dari Universitas Tarumanagara, Jakarta (2005).

Indonesian citizen. 42 years old. Bachelor of Economics from Tarumanagara University, Jakarta (2005).

Bergabung pada 13 September 2012. Menjabat sebagai Pimpinan Cabang Pembantu Mangga Dua sejak 3 Juli 2017. Diangkat berdasarkan Surat Keputusan Direksi No. 013/KPTS.DIR/ICBC.IND/2017. Sebelumnya pernah bekerja di Lion Air sebagai Staf Audit (2005–2006), di Bank DBS sebagai *Relationship Manager* (2006–2010), dan di Bank Commonwealth sebagai *Relationship Manager* (2010–2012).

Joined on September 13, 2012. Served as Mangga Dua Sub-Branch Manager since July 3, 2017. Appointed based on Board of Directors Decree No. 013/KPTS.DIR/ICBC.IND/2017. Previously worked at Lion Air as Audit Staff (2005–2006), at Bank DBS as Relationship Manager (2006–2010), and at Bank Commonwealth as Relationship Manager (2010–2012).

### Felly Fransisca Maria

Pimpinan Cabang Central Park  
Central Park Branch Manager

Warga Negara Indonesia. 40 tahun. Sarjana Teknik jurusan Teknik Industri dari Universitas Bina Nusantara, Jakarta (2004).

Indonesian citizen. 40 years old. Bachelor of Engineering majoring in Industrial Engineering from Bina Nusantara University, Jakarta (2004).

Bergabung pada 7 Maret 2011. Menjabat sebagai Pimpinan Cabang Central Park sejak 17 Mei 2021. Diangkat berdasarkan Surat Keputusan Direksi No. 022B/SK.DIR/V/2021. Sebelumnya pernah bekerja di Bank International Indonesia/Maybank sebagai *Account Officer* (2004–2006) dan di CIMB Niaga sebagai *Business Banking Relationship Manager* (2006–2011).

Joined on March 7, 2011. Served as Central Park Branch Manager since May 17, 2021. Appointed based on Board of Directors Decree No. 022B/SK.DIR/V/2021. Previously worked at Bank International Indonesia/Maybank as Account Officer (2004–2006) and at CIMB Niaga as Business Banking Relationship Manager (2006–2011).

### Francisca Tirtasaputra

Pimpinan Cabang Kelapa Gading  
Kelapa Gading Branch Manager

Warga Negara Indonesia. 45 tahun. Sarjana Ekonomi jurusan Manajemen dari Universitas Tarumanagara (1999).

Indonesian citizen. 45 years old. Bachelor of Economics majoring in Management from Tarumanagara University (1999).

Bergabung pada 3 Januari 2022. Menjabat sebagai Pimpinan Cabang Kelapa Gading sejak 1 Juli 2022. Diangkat berdasarkan Surat Keputusan Direksi No. 027/SK.BOD/VII/2022. Sebelumnya pernah bekerja di Bank Asiatik sebagai Sekretaris Direktur (1999-2000), di PT Astrido Toyota sebagai *Customer Relation Officer* (2000-2002), di Bank Ekonomi Raharja dengan jabatan terakhir sebagai *Account Officer* (2002-2007), di Bank Commonwealth sebagai *Relationship Manager* (2007-2008), di Bank OCBC NISP sebagai *Consumer Banking Manager* (2009-2011), di Bank Permata sebagai *Branch Manager* (2011), di Bank CIMB Niaga dengan jabatan terakhir sebagai *Senior Branch Manager* (2011-2019), dan di Bank UOB Indonesia sebagai *Area Manager*.

Joined on January 3, 2022. Served as Kelapa Gading Branch Manager since July 1, 2022. Appointed based on Board of Directors Decree No. 027/SK.BOD/VII/2022. Previously worked at Bank Asiatik as Director Secretary (1999-2000), at PT Astrido Toyota as Customer Relations Officer (2000-2002), at Bank Ekonomi Raharja with her last position as Account Officer (2002-2007), at Bank Commonwealth as Relationship Manager (2007-2008), at Bank OCBC NISP as Consumer Banking Manager (2009-2011), at Bank Permata as Branch Manager (2011), at Bank CIMB Niaga with her last position as Senior Branch Manager (2011-2019), and at Bank UOB Indonesia as Area Manager.

**Happy Kunarli**

Pimpinan Cabang TCT  
TCT Branch Manager

Warga Negara Indonesia. 54 tahun. Sarjana Ekonomi dari Universitas Trisakti, Jakarta (1992).

Indonesian citizen. 54 years old. Bachelor of Economics from Trisakti University, Jakarta (1992).

Bergabung pada 3 September 2009. Menjabat sebagai Pimpinan Cabang TCT sejak 31 Januari 2019. Diangkat berdasarkan Surat Keputusan Direksi No. 006/KPTS.DIR/ICBC.IND/2019. Sebelumnya pernah bekerja di Bank Modern sebagai Analis Kredit (1996–1997), di Bank Umum Servitia sebagai *Branch Manager* Pluit (1997–1999), di Bank Kesawan sebagai *Branch Manager* Pluit (2003–2005), dan di Bank OCBC NISP sebagai *Consumer Banking Manager* Cabang Wisma BNI & Cabang Menteng (2005–2009).

Joined on September 3, 2009. Served as TCT Branch Manager since January 31, 2019. Appointed based on Board of Directors Decree No. 006/KPTS.DIR/ICBC.IND/2019. Previously worked at Bank Modern as Credit Analyst (1996–1997), at Bank Umum Servitia as Pluit Branch Manager (1997–1999), at Bank Kesawan as Pluit Branch Manager (2003–2005), and at Bank OCBC NISP as Consumer Banking Manager at Wisma BNI Branch & Menteng Branch (2005–2009).

**Heince Budina Komatsu**

Kepala Departemen *Credit Review*  
Head of Credit Review Department

Warga Negara Indonesia. 48 tahun. Sarjana Ekonomi jurusan Manajemen dari Universitas Trisakti, Jakarta (1997) dan meneruskan mengambil gelar Magister Hukum dari Universitas Jayabaya (2015).

Indonesian citizen. 48 years old. Bachelor of Economics majoring in Management from Trisakti University, Jakarta (1997) and went on to take Master of Laws from Jayabaya University (2015).

Bergabung pada 9 Mei 2011. Menjabat sebagai Kepala Departemen *Credit Review* sejak 1 Juli 2018. Diangkat berdasarkan Surat Keputusan Direksi No. 017/KPTS.DIR/ICBC.IND/2018. Sebelumnya pernah bekerja di Aetna Life Indonesia sebagai *Life Insurance, Unit Manager* (1998–1999), di Bank Buana Indonesia dengan jabatan terakhir sebagai *Corporate Credit Risk Management and Financial Institution Division* (1999–2005), dan di Bank Barclays Indonesia dengan jabatan terakhir sebagai *Business Support and Recoveries Division* (2009–2011).

Joined on May 9, 2011. Served as the Head of Credit Review Department since July 1, 2018. Appointed based on Board of Directors Decree No. 017/KPTS.DIR/ICBC.IND/2018. Previously worked at Aetna Life Indonesia as Life Insurance, Unit Manager (1998–1999), at Bank Buana Indonesia with his last position as Corporate Credit Risk Management and Financial Institution Division (1999–2005), and at Bank Barclays Indonesia with his position most recently as the Business Support and Recoveries Division (2009–2011).

**Hernany Hartono**

Pimpinan Cabang Medan  
Medan Branch Manager

Warga Negara Indonesia. 47 tahun. Sarjana Ekonomi dari Universitas Methodist Indonesia, Medan (1998).

Indonesian citizen. 47 years old. Bachelor of Economics from Indonesian Methodist University, Medan (1998).

Bergabung pada 3 Januari 2011. Menjabat sebagai Pimpinan Cabang Medan sejak 11 Januari 2016. Diangkat berdasarkan Surat Keputusan Direksi No. 086/KPTS.DIR/ICBC.IND/2015. Sebelumnya pernah bekerja di PT Supra Istanakanaka sebagai *Accounting Staff* (1993–1997), di PT Aceh Prima Plywood Industry sebagai *Assistant Manager Accounting* (1997–2002), di Citibank sebagai *Associate Business Development Manager* (2002–2005), di Bank Danamon sebagai *Business Manager* (2005–2007), di Bank Commonwealth sebagai *Regional Acquisition Manager* (2007–2009), dan di Bank UOB Indonesia sebagai *Regional Sales Manager* (2009–2010).

Joined on January 3, 2011. Served as Medan Branch Manager since January 11, 2016. Appointed based on Board of Directors Decree No. 086/KPTS.DIR/ICBC.IND/2015. Previously worked at PT Supra Istanakanaka as Accounting Staff (1993–1997), at PT Aceh Prima Plywood Industry as Assistant Manager Accounting (1997–2002), at Citibank as Associate Business Development Manager (2002–2005), at Bank Danamon as Business Manager (2005–2007), at Bank Commonwealth as Regional Acquisition Manager (2007–2009), and at Bank UOB Indonesia as Regional Sales Manager (2009–2010).

### I Gde Wiyadnya

Kepala Departemen Audit Internal  
Head of Internal Audit Department

Warga Negara Indonesia. 50 tahun. Sarjana Ekonomi jurusan Akuntansi dari Universitas Indonesia, Depok (1997) dan meneruskan mengambil gelar Magister Manajemen dari Universitas Indonesia, Depok (2004).

Bergabung pada 5 November 2018. Menjabat sebagai Kepala Departemen Audit Internal sejak 5 November 2018. Diangkat berdasarkan Surat Keputusan Direksi No. 026/KPTS.DIR/ICBC.IND/2018. Sebelumnya pernah bekerja di Kantor Akuntan Publik Sarwoko & Sandjaja (Ernst & Young) sebagai *Tax Consultant* (1997–1998), di PT Bank Mandiri (Persero) sebagai *Senior Manager, Accounting & Information System, Treasury Operations* (1998–2003), di Reuters Indonesia sebagai *Managing Consultant and Implementation & Support Manager, Trade & Risk Management* (2003–2006), di Standard Chartered Bank Indonesia sebagai *Assistant Vice President, Country Audit* (2006–2011), di Deloitte Indonesia sebagai *Senior Project Manager* (2011), di JPMorgan Chase Bank, N.A. Indonesia sebagai *Vice President, Internal Audit* (2012–2013), dan di PT XL Axiata sebagai *Head of Audit and Risk Management* (2015–2018).

Indonesian citizen. 50 years old. Bachelor of Economics majoring in Accounting from the University of Indonesia, Depok (1997) and went on to take Master of Management from the University of Indonesia, Depok (2004).

Joined on November 5, 2018. Served as the Head of Internal Audit Department since November 5, 2018. Appointed based on Board of Directors Decree No. 026/KPTS.DIR/ICBC.IND/2018. Previously worked at Sarwoko & Sandjaja Registered Public Accountants (Ernst & Young) as Tax Consultant (1997–1998), at PT Bank Mandiri (Persero) as Senior Manager, Accounting & Information System, Treasury Operations (1998–2003), at Reuters Indonesia as Managing Consultant and Implementation & Support Manager, Trade & Risk Management (2003–2006), at Standard Chartered Bank Indonesia as Assistant Vice President, Country Audit (2006–2011), at Deloitte Indonesia as Senior Project Manager (2011), at JPMorgan Chase Bank, N.A. Indonesia as Vice President, Internal Audit (2012–2013), and at PT XL Axiata as Head of Audit and Risk Management (2015–2018).

### Jane Atalie Bernadette Tjoeng

Pimpinan Cabang Pluit  
Pluit Branch Manager

Warga Negara Indonesia. 48 tahun. Sarjana Ekonomi dari Universitas Tarumanagara, Jakarta (1996).

Bergabung pada 22 Mei 2014. Menjabat sebagai Pimpinan Cabang Pluit sejak 1 Juli 2022. Diangkat berdasarkan Surat Keputusan Direksi No. 025/SK.BOD/VII/2022. Sebelumnya pernah bekerja di Bank Bali sebagai *Branch Manager* (1996–2002), di PT Indomak Kita Cipta Karya (Makita Power Tools) sebagai *Regional Sales Manager* (2002–2008), dan di Bank Commonwealth sebagai *Branch Manager* (2008–2014).

Indonesian citizen. 48 years old. Bachelor of Economics from Tarumanagara University, Jakarta (1996).

Joined on May 22, 2014. Served as Pluit Branch Manager since July 1, 2022. Appointed based on Board of Directors Decree No. 025/SK.BOD/VII/2022. Previously worked at Bank Bali as Branch Manager (1996–2002), at PT Indomak Kita Cipta Karya (Makita Power Tools) as Regional Sales Manager (2002–2008), and at Bank Commonwealth as Branch Manager (2008–2014).

### Leonardi Widjaja

Kepala Departemen Manajemen Risiko  
Head of Risk Management Department

Warga Negara Indonesia. 51 tahun. Sarjana Ekonomi dari Universitas Katolik Atma Jaya, Jakarta (1992).

Bergabung pada 27 Juli 2020. Menjabat sebagai Kepala Departemen Manajemen Risiko sejak 1 Februari 2021. Diangkat berdasarkan Surat Keputusan Direksi No. 007/SK.DIR/II/2021. Sebelumnya pernah bekerja di Bank Bali (1993-1996), di Standard Chartered Bank (1996-2006), di Bank International Indonesia/Maybank (2006-2015), di Bank MNC International (2015-2018), dan di Lippo Securities (2018-2020).

Indonesian citizen. 51 years old. Bachelor of Economics from Atma Jaya Catholic University, Jakarta (1992).

Joined on July 27, 2020. Served as the Head of Risk Management Department since February 1, 2021. Appointed based on Board of Directors Decree No. 007/SK.DIR/II/2021. Previously worked at Bank Bali (1993-1996), at Standard Chartered Bank (1996-2006), at Bank International Indonesia/Maybank (2006-2015), at Bank MNC International (2015-2018), and at Lippo Securities (2018-2020).

**Lisa Surya**Kepala Departemen *Corporate Banking II*  
Head of Corporate Banking II Department

Warga Negara Indonesia. 52 tahun. Sarjana Teknik Sipil dari Universitas Katolik Parahyangan, Bandung (1993) dan meneruskan mengambil gelar Magister Manajemen di jurusan Manajemen Keuangan dari Prasetiya Mulya School of Management, Jakarta (1995).

Bergabung pada 3 Mei 2010. Menjabat sebagai Kepala Departemen *Corporate Banking II* sejak 1 Juli 2022. Diangkat berdasarkan Surat Keputusan Direksi No. 019/SK.BOD/VII/2022. Sebelumnya pernah bekerja di PT BDNI, Tbk sebagai *Corporate Banking Officer* (1995–1998), di Bank Bali sebagai *Manager, Special Asset Management Division* (1998–2000), di Bank Lippo sebagai *Account Manager Corporate Clients* (2000–2006), dan di Bank OCBC NISP sebagai *Head of Corporate Business* (2006–2010).

Indonesian citizen. 52 years old. Bachelor of Civil Engineering from Parahyangan Catholic University, Bandung (1993) and went on to take Master of Management majoring in Financial Management from Prasetiya Mulya School of Management, Jakarta (1995).

Joined on May 3, 2010. Served as the Head of Corporate Banking II Department since July 1, 2022. Appointed based on Board of Directors Decree No. 019/SK.BOD/VII/2022. Previously worked at PT BDNI, Tbk as Corporate Banking Officer (1995–1998), at Bank Bali as Manager, Special Asset Management Division (1998–2000), at Bank Lippo as Account Manager for Corporate Clients (2000–2006), and at Bank OCBC NISP as Head of Corporate Business (2006–2010).

**Lenny Soetrisno**Kepala Departemen Kepatuhan  
Head of Compliance Department

Warga Negara Indonesia. 42 tahun. Sarjana Akuntansi dari Universitas Bina Nusantara (2003).

Bergabung pada 5 Oktober 2020. Menjabat sebagai Kepala Departemen Kepatuhan sejak 1 November 2022. Diangkat berdasarkan Surat Keputusan Direksi No. 038/SK.BOD/XI/2022. Sebelumnya pernah bekerja di Bank Panin sebagai Auditor Internal (2004-2008), di Bank Ekonomi Raharja dengan jabatan terakhir sebagai *Senior Manager Regulatory Affairs and Policy* (2008-2015), dan di Bank HSBC Indonesia dengan jabatan terakhir sebagai *Regulatory Affairs and Policy* (2015-2019).

Indonesian citizen. 42 years old. Bachelor of Accounting from Bina Nusantara University (2003).

Joined on October 5, 2020. Served as the Head of Compliance Department since November 1, 2022. Appointed based on Board of Directors Decree No. 038/SK.BOD/XI/2022. Previously worked at Bank Panin as Internal Auditor (2004-2008), at Bank Ekonomi Raharja with her last position as Senior Manager Regulatory Affairs and Policy (2008-2015), and at Bank HSBC Indonesia with her last position as Regulatory Affairs and Policy (2015-2019).

**Maria Margaretha Yvonne H**Kepala Departemen Global Market  
Head of Global Market Department

Warga Negara Indonesia. 52 tahun. Sarjana Teknologi Pangan dan Gizi dari Institut Pertanian Bogor (1993).

Bergabung pada 8 September 2014. Menjabat sebagai Kepala Departemen *Global Market* sejak 20 November 2020. Diangkat berdasarkan Surat Keputusan Direksi No. 027/SK.DIR/X/2020. Sebelumnya pernah bekerja di Bank Prima Express (1993-2001), di Bank UOB Indonesia (2001-2011), dan di Bank Ekonomi Rahardja (*Member of HSBC Group*) (2011-2014).

Indonesian citizen. 52 years old. Bachelor of Food and Nutrition Technology from Bogor Agricultural Institute (1993).

Joined on September 8, 2014. Served as the Head of Global Market Department since November 20, 2020. Appointed based on Board of Directors Decree No. 027/SK.DIR/X/2020. Previously worked at Bank Prima Express (1993-2001), at Bank UOB Indonesia (2001-2011), and at Bank Ekonomi Rahardja (*Member of HSBC Group*) (2011- 2014).

### Meri

Pimpinan Cabang Batam  
Batam Branch Manager

Warga Negara Indonesia. 52 tahun. Mengenyam pendidikan di SMEA Negeri Batam dan lulus pada 1989.

Indonesian citizen. 52 years old. Studied at Batam State High School and graduated in 1989.

Bergabung pada 1 Maret 2012. Menjabat sebagai Pimpinan Cabang Batam sejak 1 Maret 2012. Diangkat berdasarkan Surat Keputusan Direksi No. 021/KPTS.DIR/ICBC.IND/2012. Sebelumnya pernah bekerja di Bank Lippo sebagai *Operations Manager* (1989–1991), di Bank Bira sebagai *Branch Manager* (1997–2000), dan di Bank OCBC NISP sebagai *Branch Manager* (2000–2012).

Joined on March 1, 2012. Served as Batam Branch Manager since March 1, 2012. Appointed based on Board of Directors Decree No. 021/KPTS.DIR/ICBC.IND/2012. Previously worked at Bank Lippo as Operations Manager (1989–1991), at Bank Bira as Branch Manager (1997–2000), and at Bank OCBC NISP as Branch Manager (2000–2012).

### Nancy Julia

Pimpinan Cabang Beverly – Surabaya  
Beverly – Surabaya Branch Manager

Warga Negara Indonesia. 52 tahun. Sarjana Ekonomi jurusan Akuntansi dari Universitas Widya Mandala, Surabaya (1993).

Indonesian citizen. 52 years old. Bachelor of Economics majoring in Accounting from Widya Mandala University, Surabaya (1993).

Bergabung pada 23 September 2014. Menjabat sebagai Pimpinan Cabang Beverly – Surabaya sejak 31 Januari 2019. Diangkat berdasarkan Surat Keputusan Direksi No. 013/KPTS.DIR/ICBC.IND/2019. Sebelumnya pernah bekerja di Bank Danamon sebagai *Sub-Branch Manager, Commercial Banking* (1993–2001), di Bank Commonwealth sebagai *Relationship Manager, Privilege Banking* (2001–2004), di Bank ANZ sebagai *Senior Relationship Manager* (2004–2010), dan di Bank UOB Indonesia sebagai *Team Leader, Commercial Wealth Management* (2010–2014).

Joined on September 23, 2014. Served as Beverly – Surabaya Branch Manager since January 31, 2019. Appointed based on Board of Directors Decree No. 013/KPTS.DIR/ICBC.IND/2019. Previously worked at Bank Danamon as Sub-Branch Manager, Commercial Banking (1993–2001), at Bank Commonwealth as Relationship Manager, Privilege Banking (2001–2004), at Bank ANZ as Senior Relationship Manager (2004–2010), and at Bank UOB Indonesia as Team Leader, Commercial Wealth Management (2010–2014).

### Ng Veni

Pimpinan Cabang Gajah Mada  
Gajah Mada Branch Manager

Warga Negara Indonesia. 38 tahun. Sarjana Ekonomi jurusan Akuntansi dari Sekolah Tinggi Ilmu Ekonomi dan Akuntansi Santa Ursula, Jakarta (2012).

Indonesian citizen. 38 years old. Bachelor of Economics majoring in Accounting from the College of Economics and Accounting Santa Ursula, Jakarta (2012).

Bergabung pada 1 Agustus 2017. Menjabat sebagai Pimpinan Cabang Gajah Mada sejak 31 Januari 2019. Diangkat berdasarkan Surat Keputusan Direksi No. 011/KPTS.DIR/ICBC.IND/2019. Sebelumnya pernah bekerja di Bank Lippo sebagai *Teller* (2003–2006) dan di Bank CIMB Niaga dengan jabatan terakhir sebagai *Business Manager* (2006–2017).

Joined on August 1, 2017. Served as Gajah Mada Branch Manager since January 31, 2019. Appointed based on Board of Directors Decree No. 011/KPTS.DIR/ICBC.IND/2019. Previously worked at Bank Lippo as Teller (2003–2006) and at Bank CIMB Niaga with her last position as Business Manager (2006–2017).

**Ni Wei**

Kepala Departemen *Transaction Banking*  
Head of Transaction Banking Department

Warga Negara Tiongkok. 35 tahun. Sarjana Akuntansi dari Nanjing Audit University (2009).

Chinese citizen. 35 years old. Bachelor of Accounting from Nanjing Audit University (2009).

Bergabung pada 7 April 2022. Menjabat sebagai Kepala Departemen *Transaction Banking* sejak 7 April 2022. Diangkat berdasarkan Surat Keputusan Direksi No. 007/SK.BOD/IV/2022. Sebelumnya pernah bekerja sebagai *Counter Operation* di ICBC *Suzhou Liuyuan Branch* (2009-2010), *Corporate Manager* di ICBC *Suzhou Daoqian Branch* (2010-2014), *Deputy Manager of Pingjiang Sub-Branch* (2014-2016), *Manager of Pingjiang Sub-Branch* (2016-2018), dan *Manager of Corporate and Investment Department* di ICBC *Suzhou Daoqian Branch* (2018).

Joined on April 7, 2022. Served as the Head of Transaction Banking Department since April 7, 2022. Appointed based on Board of Directors Decree No. 007/SK.BOD/IV/2022. Previously worked as Counter Operation at ICBC Suzhou Liuyuan Branch (2009-2010), Corporate Manager at ICBC Suzhou Daoqian Branch (2010-2014), Deputy Manager of Pingjiang Sub-Branch (2014-2016), Manager of Pingjiang Sub-Branch (2016-2018), and Manager of Corporate and Investment Department at ICBC Suzhou Daoqian Branch (2018).

**Ratnaningsih Setyowati. RH**

Pjs. Kepala Departemen *Loan Operation*  
Acting Head of Loan Operation Department

Warga Negara Indonesia. 45 tahun. Magister Kenotariatan dari Universitas Diponegoro (2012).

Indonesian citizen. 45 years old. Master of Notary from Diponegoro University (2012).

Bergabung pada 13 Maret 2013. Menjabat sebagai Pjs. Kepala Departemen *Loan Operation* sejak 1 Desember 2022. Diangkat berdasarkan Surat Keputusan Direksi No. 042/SK.BOD/XII/2022. Sebelumnya pernah bekerja di Kantor Notaris Misahardi Wilamarta, SH (2001-2003), dan di Bank UOB Indonesia dengan jabatan terakhir sebagai *Credit Legal Senior Supervisor* (2003-2013).

Joined on March 13, 2013. Served as the Acting Head of Loan Operation Department since December 1, 2022. Appointed based on Board of Directors Decree No. 042/SK.BOD/XII/2022. Previously worked at the Notary Office of Misahardi Wilamarta, SH (2001-2003), and at Bank UOB Indonesia with her last position as Credit Legal Senior Supervisor (2003-2013).

**Ratna Hartaty**

Pimpinan Cabang Balikpapan  
Balikpapan Branch Manager

Warga Negara Indonesia. 49 tahun. Sarjana Teknik Kimia dari UPN Veteran Yogyakarta (1997).

Indonesian citizen. 49 years old. Bachelor of Chemical Engineering from UPN Veteran Yogyakarta (1997).

Bergabung pada 18 Mei 2016. Menjabat sebagai Pimpinan Cabang Balikpapan sejak 18 Mei 2016. Diangkat berdasarkan Surat Keputusan Direksi No. 093/KPTS.DIR/ICBC.IND/2016. Sebelumnya pernah bekerja di PT Omedata Electronics sebagai *Quality Assurance Engineer* (1997-1999), di PT JIT Electronics Indonesia sebagai *Quality Assurance Engineer* (1999-2000), di ABN AMRO Bank sebagai *Relationship Manager Coordinator* (2000-2005), dan di Bank Commonwealth sebagai *Branch Manager* (2005-2016).

Joined on May 18, 2016. Served as Balikpapan Branch Manager since May 18, 2016. Appointed based on Board of Directors Decree No. 093/KPTS.DIR/ICBC.IND/2016. Previously worked at PT Omedata Electronics as Quality Assurance Engineer (1997-1999), at PT JIT Electronics Indonesia as Quality Assurance Engineer (1999-2000), at ABN AMRO Bank as Relationship Manager Coordinator (2000-2005), and at Bank Commonwealth as Branch Manager (2005-2016).

### Renault Yufarsim

Kepala Departemen *Strategy Management & Investor Relation*  
Head of Strategy Management & Investor Relation Department

Warga Negara Indonesia. 39 tahun. Sarjana Ilmu Komputer jurusan Akuntansi dari Universitas Bina Nusantara, Jakarta (2005) dan meneruskan mengambil gelar Magister Manajemen dari Universitas Kristen Krida Wacana (UKRIDA), Jakarta (2018).

Bergabung pada 14 November 2008. Menjabat sebagai Kepala Departemen *Strategy Management & Investor Relation* sejak 4 Desember 2019. Diangkat berdasarkan Surat Keputusan Direksi No. 028/KPTS.DIR/ICBC.IND/2019. Sebelumnya pernah bekerja di Bank Panin sebagai *Foreign Remittance Staff* (2005–2008) dan di PT Starindo Sugiarta sebagai *Marketing* (2008).

Indonesian citizen. 39 years old. Bachelor of Computer Science majoring in Accounting from Bina Nusantara University, Jakarta (2005) and went on to take Master of Management from Krida Wacana Christian University (UKRIDA), Jakarta (2018).

Joined on November 14, 2008. Served as the Head of Strategy Management & Investor Relation Department since December 4, 2019. Appointed based on Board of Directors Decree No. 028/KPTS.DIR/ICBC.IND/2019. Previously worked at Bank Panin as Foreign Remittance Staff (2005–2008) and at PT Starindo Sugiarta as Marketing (2008).

### Richard Buala Ndraha

Wakil Kepala Departemen *Corporate Banking Surabaya*  
Deputy Head of Surabaya Corporate Banking Department

Warga Negara Indonesia. 45 tahun. Sarjana Teknik Sipil dari Universitas Brawijaya, Malang (2002).

Bergabung pada 15 Agustus 2013. Menjabat sebagai Wakil Kepala Departemen *Corporate Banking Surabaya* sejak 29 September 2019. Diangkat berdasarkan Surat Keputusan Direksi No. 023/KPTS.DIR/ICBC.IND/2019. Sebelumnya pernah bekerja di Bank Central Asia dengan jabatan terakhir sebagai *Commercial Credit Officer* (2002–2008), di Bank International Indonesia/Maybank dengan jabatan terakhir sebagai *Business Development Manager of Emerging Business Center* (2008–2010), di Bank DBS Indonesia sebagai *Relationship Manager of Account Origination Team* (2011–2012), dan di Bank OCBC NISP sebagai *Commercial Business Manager* (2013).

Indonesian citizen. 45 years old. Bachelor of Civil Engineering from Brawijaya University, Malang (2002).

Joined on August 15, 2013. Served as Deputy Head of Surabaya Corporate Banking Department since September 29, 2019. Appointed based on Board of Directors Decree No. 023/KPTS.DIR/ICBC.IND/2019. Previously worked at Bank Central Asia with his last position as Commercial Credit Officer (2002–2008), at Bank International Indonesia/Maybank with his last position as Business Development Manager of Emerging Business Center (2008–2010), at Bank DBS Indonesia as Relationship Manager of Account Origination Team (2011–2012), and at Bank OCBC NISP as Commercial Business Manager (2013).

### Ricwilson Horax

Kepala Cabang Makassar  
Makassar Branch Manager

Warga Negara Indonesia. 30 tahun. Sarjana Ekonomi jurusan Bisnis Internasional dari Universitas Bina Nusantara, Jakarta (*Double Degree Program dengan Ningbo University*) (2014).

Bergabung pada 18 September 2019. Menjabat sebagai Kepala Cabang Makassar sejak 18 September 2019. Diangkat berdasarkan Surat Keputusan Direksi No. 022/KPTS.DIR/ICBC.IND/2019. Sebelumnya pernah mengikuti program *ICBC Business Academy* dari Bank ICBC Indonesia (2014–2015), bekerja di Bank ICBC Indonesia sebagai *Relationship Manager, Corporate Banking* (2015–2017), dan di Bank KEB Hana sebagai *Relationship Manager, Corporate Banking* (2017–2018).

Indonesian citizen. 30 years old. Bachelor of Economics majoring in International Business from Bina Nusantara University, Jakarta (*Double Degree Program with Ningbo University*) (2014).

Joined on September 18, 2019. Served as Makassar Branch Manager since September 18, 2019. Appointed based on Board of Directors Decree No. 022/KPTS.DIR/ICBC.IND/2019. He previously participated in the ICBC Business Academy program from Bank ICBC Indonesia (2014–2015), then worked at Bank ICBC Indonesia as Relationship Manager, Corporate Banking (2015–2017), and at Bank KEB Hana as Relationship Manager, Corporate Banking (2017–2018).

**Rini Marita**

Pimpinan Cabang Baliwerti – Surabaya  
Baliwerti – Surabaya Branch Manager

Warga Negara Indonesia. 54 tahun. Sarjana Bisnis dari Monash University, Australia (1992).

Indonesian citizen. 54 years old. Bachelor of Business from Monash University, Australia (1992).

Bergabung pada 1 Oktober 2010. Menjabat sebagai Pimpinan Cabang Baliwerti – Surabaya sejak 31 Januari 2019. Diangkat berdasarkan Surat Keputusan Direksi No. 014/KPTS.DIR/ICBC.IND/2019. Sebelumnya pernah bekerja di Bank Dagang Nasional Indonesia sebagai *Regional Treasury Officer* (1993–1999), di Bank Arta Niaga Kencana Surabaya sebagai *Head of Treasury Department* (1999–2008), dan di Bank Commonwealth sebagai *Treasury Client Relationship Manager* (2008–2010).

Joined on October 1, 2010. Served as Baliwerti – Surabaya Branch Manager since January 31, 2019. Appointed based on Board of Directors Decree No. 014/KPTS.DIR/ICBC.IND/2019. Previously worked at Bank Dagang Nasional Indonesia as Regional Treasury Officer (1993–1999), at Bank Arta Niaga Kencana Surabaya as Head of Treasury Department (1999–2008), and at Bank Commonwealth as Treasury Client Relationship Manager (2008–2010).

**Rizal Simon**

Pimpinan Cabang Pembantu Gandaria  
Gandaria Sub-Branch Manager

Warga Negara Indonesia. 37 tahun. Sarjana Ekonomi dari Universitas Tarumanagara (2008).

Indonesian citizen. 37 years old. Bachelor of Economics from Tarumanagara University (2008).

Bergabung pada 4 Agustus 2014. Menjabat sebagai Pimpinan Cabang Pembantu Gandaria sejak 19 April 2021. Diangkat berdasarkan Memo Internal No. 047/IM-HRD/ICBC/IV/2021. Sebelumnya pernah bekerja di Bank ANZ Indonesia sebagai *Marketing* (2008–2010), di PT Trimegah Asset Management sebagai *Relationship Manager* (2010–2013), dan di PT MNC Asset Management sebagai *Relationship Manager* (2013–2014).

Joined on August 4, 2014. Served as Gandaria Sub-Branch Manager since April 19, 2021. Appointed based on Internal Memo No. 047/IM-HRD/ICBC/IV/2021. Previously worked at Bank ANZ Indonesia as Marketing (2008–2010), at PT Trimegah Asset Management as Relationship Manager (2010–2013), and at PT MNC Asset Management as Relationship Manager (2013–2014).

**Rosmery Thomas**

Pimpinan Cabang Mega Kuningan  
Mega Kuningan Branch Manager

Warga Negara Indonesia. 44 tahun. Sarjana Ekonomi dari Perbanas Institute, Jakarta (2014).

Indonesian citizen. 44 years old. Bachelor of Economics from Perbanas Institute, Jakarta (2014).

Bergabung pada 28 September 2009. Menjabat sebagai Pimpinan Cabang Mega Kuningan sejak 15 Mei 2017. Diangkat berdasarkan Surat Keputusan Direksi No. 007/KPTS.DIR/ICBC.IND/2017. Sebelumnya pernah bekerja di Evershine Quartz Trading Singapore sebagai *Office Clerk* (1997–1999), di Bank UOB Cabang Batam sebagai *IT Staff* (2000–2002), di PT Unity Service Center sebagai *Assistant Manager* (2002–2004), dan di Bank of China Limited sebagai *Customer Service* (2004–2009).

Joined on September 28, 2009. Served as Mega Kuningan Branch Manager since May 15, 2017. Appointed based on Board of Directors Decree No. 007/KPTS.DIR/ICBC.IND/2017. Previously worked at Evershine Quartz Trading Singapore as Office Clerk (1997–1999), at Bank UOB Batam Branch as IT Staff (2000–2002), at PT Unity Service Center as Assistant Manager (2002–2004), and at Bank of China Limited as Customer Service (2004–2009).

### Surya Djuwita

Pimpinan Cabang Basuki Rahmat – Surabaya  
Basuki Rahmat – Surabaya Branch Manager

Warga Negara Indonesia. 53 tahun. Sarjana Sains dari Oregon State University, Amerika Serikat (1990).

Indonesian citizen. 53 years old. Bachelor of Science from Oregon State University, United States (1990).

Bergabung pada 1 Februari 2012. Menjabat sebagai Pimpinan Cabang Basuki Rahmat – Surabaya sejak 1 Februari 2012. Diangkat berdasarkan Surat Keputusan Direksi No. 077/KPTS.DIR/ICBC.IND/2015. Sebelumnya pernah bekerja di Standard Chartered Bank sebagai *Internal Control Officer* (1991–1992), di Bank Credit Lyonnais sebagai *Credit Administration Officer* (1992–1996), dan di Bank HSBC Indonesia sebagai *Branch Manager* (1996–2012).

Joined on February 1, 2012. Served as Basuki Rahmat – Surabaya Branch Manager since February 1, 2012. Appointed based on Board of Directors Decree No. 077/KPTS.DIR/ICBC.IND/2015. Previously worked at Standard Chartered Bank as Internal Control Officer (1991–1992), at Bank Credit Lyonnais as Credit Administration Officer (1992–1996), and at Bank HSBC Indonesia as Branch Manager (1996–2012).

### Surya Karya Laksana

Kepala Departemen Hukum  
Head of Legal Department

Warga Negara Indonesia. 51 tahun. Sarjana Hukum dari Universitas Brawijaya, Malang (1995) dan meneruskan mengambil gelar Magister Manajemen dari Universitas Tarumanagara, Jakarta (2005).

Indonesian citizen. 51 years old. Bachelor of Laws from Brawijaya University, Malang (1995) and went on to take Master of Management from Tarumanagara University, Jakarta (2005).

Bergabung pada 15 September 2017. Menjabat sebagai Kepala Departemen Hukum sejak 15 September 2017. Diangkat berdasarkan Surat Keputusan Direksi No. 019/KPTS.DIR/ICBC.IND/2017. Sebelumnya pernah bekerja di Bank Ekspor Impor Indonesia sebagai *Legal Officer* (1996–1999), di Bank Mandiri sebagai *AVP Legal Corporate Banking Directorate* (1999–2010), di PT Selular Media Infotama sebagai *Head of Legal* (2010–2011), di Maybank Indonesia sebagai *Head of Legal* (2011–2012), di Bank CTBC Indonesia sebagai *Head of Legal* (2012–2014), dan di Bank HSBC Indonesia sebagai *Senior Legal Counsel Business Risk and Control Management and Global Function* (2014–2017).

Joined on September 15, 2017. Served as the Head of Legal Department since September 15, 2017. Appointed based on Board of Directors Decree No. 019/KPTS.DIR/ICBC.IND/2017. Previously worked at Bank Export Import Indonesia as Legal Officer (1996–1999), at Bank Mandiri as AVP Legal Corporate Banking Directorate (1999–2010), at PT Selular Media Infotama as Head of Legal (2010–2011), at Maybank Indonesia as Head of Legal (2011–2012), at Bank CTBC Indonesia as Head of Legal (2012–2014), and at Bank HSBC Indonesia as Senior Legal Counsel Business Risk and Control Management and Global Function (2014–2017).

### Sutono Halim

Kepala Departemen *Consumer Banking*  
Head of Consumer Banking Department

Warga Negara Indonesia. 41 tahun. Sarjana *Business and Commerce* dari Monash University, Australia (2003).

Indonesian citizen. 41 years old. Bachelor of Business and Commerce from Monash University, Australia (2003).

Bergabung pada 23 Oktober 2020. Menjabat sebagai Kepala Departemen *Consumer Banking* sejak 23 Oktober 2020. Diangkat berdasarkan Surat Keputusan Direksi No. 025/SK.BOD/X/2020. Sebelumnya pernah bekerja di Citibank (2003–2006), di Bank Lippo (2006–2008), di Bank Permata (2008–2010), dan di Bank DBS Indonesia (2010–2020).

Joined on October 23, 2020. Served as the Head of Consumer Banking Department since October 23, 2020. Appointed based on Board of Directors Decree No. 025/SK.BOD/X/2020. Previously worked at Citibank (2003–2006), at Bank Lippo (2006–2008), at Bank Permata (2008–2010), and at Bank DBS Indonesia (2010–2020).

**Tito Andrian Elvano**Kepala Departemen *Special Asset Management*  
Head of Special Asset Management Department

Warga Negara Indonesia. 39 tahun. Mendapatkan gelar ganda dari Universitas Bina Nusantara di bidang Manajemen dan Manajemen Sistem Informasi dengan gelar Sarjana Ekonomi dan Sarjana Komputer (2006) dan meneruskan mengambil gelar Magister *Business Administration* dari IPMI International Business School (2017).

Indonesian citizen. 39 years old. Obtained a double degree from Bina Nusantara University in the fields of Management and Information System Management with a Bachelor of Economics and Bachelor of Computer (2006) and went on to take Master of Business Administration from IPMI International Business School (2017).

Bergabung pada 17 Desember 2020. Menjabat sebagai Kepala Departemen *Special Asset Management* sejak 17 Desember 2020. Diangkat berdasarkan Surat Keputusan Direksi No. 030/SK.BOD/XII/2020. Sebelumnya pernah bekerja di Bank Mandiri (2006-2011) dan di Indonesia Eximbank (2011-2020).

Joined on December 17, 2020. Served as the Head of Special Asset Management Department since December 17, 2020. Appointed based on Board of Directors Decree No. 030/SK.BOD/XII/2020. Previously worked at Bank Mandiri (2006-2011) and at Indonesia Eximbank (2011-2020).

**Tjong Christina Hartono**Pimpinan Cabang Pembantu CITO – Surabaya  
CITO – Surabaya Sub-Branch Manager

Warga Negara Indonesia. 51 tahun. Sarjana Teknik Industri dari Universitas Surabaya (1996).

Indonesian citizen. 51 years old. Bachelor of Industrial Engineering from University of Surabaya (1996).

Bergabung pada 29 Juni 2015. Menjabat sebagai Pimpinan Cabang Pembantu CITO – Surabaya sejak 31 Januari 2019. Diangkat berdasarkan Surat Keputusan Direksi No. 015/KPTS.DIR/ICBC.IND/2019. Sebelumnya pernah bekerja di Bank International Indonesia/Maybank sebagai *Branch Manager* (1996–2008), di Bank ANZ sebagai *Senior Relationship Manager* (2008–2010), dan di Bank Commonwealth sebagai *Branch Manager* (2010–2015).

Joined on June 29, 2015. Served as CITO – Surabaya Sub-Branch Manager since January 31, 2019. Appointed based on Board of Directors Decree No. 015/KPTS.DIR/ICBC.IND/2019. Previously worked at Bank International Indonesia/Maybank as Branch Manager (1996–2008), at Bank ANZ as Senior Relationship Manager (2008–2010), and at Bank Commonwealth as Branch Manager (2010–2015).

**Yona Kristianto Budiman**Pimpinan Cabang Bandung  
Bandung Branch Manager

Warga Negara Indonesia. 44 tahun. Sarjana Ekonomi jurusan Manajemen dari Universitas Katolik Parahyangan, Bandung (2001).

Indonesian citizen. 44 years old. Bachelor of Economics majoring in Management from Parahyangan Catholic University, Bandung (2001).

Bergabung pada 26 Oktober 2009. Menjabat sebagai Pimpinan Cabang Bandung sejak 31 Januari 2019. Diangkat berdasarkan Surat Keputusan Direksi No. 004/KPTS.DIR/ICBC.IND/2019. Sebelumnya pernah bekerja di Bank Lippo sebagai *Account Officer, SME Business* (2001–2007) dan di Bank UOB sebagai *Senior Account Officer, Business Banking* (2007–2009).

Joined on October 26, 2009. Served as Bandung Branch Manager since January 31, 2019. Appointed based on Board of Directors Decree No. 004/KPTS.DIR/ICBC.IND/2019. Previously worked at Bank Lippo as Account Officer, SME Business (2001–2007) and at Bank UOB as Senior Account Officer, Business Banking (2007–2009).

### Wei Chunwei

Kepala Departemen *Corporate Banking I*  
Head of Corporate Banking I Department

Warga Negara Tiongkok. 38 tahun. Sarjana Ekonomi dari Fujian Normal University (2006).

Bergabung pada 10 April 2022. Menjabat sebagai Kepala Departemen *Corporate Banking I* sejak 10 April 2022. Diangkat berdasarkan Surat Keputusan Direksi No. 011/SK.BOD/IV/2022. Sebelumnya pernah bekerja sebagai *Comprehensive Counter* di *Yonan County Branch of ICBC Fujian Branch* (2006-2007), *Relationship Manager* di *Yonan County Branch of ICBC Fujian Branch* (2007-2008), *Relationship Manager of International Business Department* di *ICBC Sanming Branch* (2008-2011), *Deputy President of Guangming Sub-Branch of ICBC Sanming Branch* (2011-2013), *Deputy President of Yongan County Sub-Branch of ICBC Fujian Branch* (2013-2015), *Deputy Manager of Corporate and Investment Banking Department of ICBC Sanming Branch* (2015-2016), *Manager of Corporate and Investment Banking Department of ICBC Sanming Branch* (2016-2018), *President of Ninghua County Sub-Branch of ICBC Fujian Branch* (2018), dan *Manager of Key Customer Service Center of ICBC Sanming Branch* (2019).

Chinese citizen. 38 years old. Bachelor of Economics from Fujian Normal University (2006).

Joined on April 10, 2022. Served as the Head of Corporate Banking I Department since April 10, 2022. Appointed based on Board of Directors Decree No. 011/SK.BOD/IV/2022. Previously worked as Comprehensive Counter at Yonan County Branch of ICBC Fujian Branch (2006-2007), Relationship Manager at Yonan County Branch of ICBC Fujian Branch (2007-2008), Relationship Manager of International Business Department of ICBC Sanming Branch (2008-2011), Deputy President of Guangming Sub-Branch of ICBC Sanming Branch (2011-2013), Deputy President of Yongan County Sub-Branch of ICBC Fujian Branch (2013-2015), Deputy Manager of Corporate and Investment Banking Department of ICBC Sanming Branch (2015-2016), Manager of Corporate and Investment Banking Department of ICBC Sanming Branch (2016-2018), President of Ninghua County Sub-Branch of ICBC Fujian Branch (2018), and Manager of Key Customer Service Center of ICBC Sanming Branch (2019).

### Winnie Arindita

Kepala Departemen *Operation Management*  
Head of Operation Management Department

Warga Negara Indonesia. 40 tahun. Magister Manajemen dari Universitas Gadjah Mada (2007).

Bergabung pada 13 Februari 2012. Menjabat sebagai Kepala Departemen *Operation Management* sejak 1 Desember 2022. Diangkat berdasarkan Surat Keputusan Direksi No. 040/SK.BOD/XII/2022. Sebelumnya pernah bekerja di Bank Ekonomi Rakyat dengan jabatan terakhir sebagai *Assistant Manager Investigation* (2007-2011).

Indonesian citizen. 40 years old. Master of Management from Gadjah Mada University (2007).

Joined on February 13, 2012. Served as the Head of Operation Management Department since December 1, 2022. Appointed based on Board of Directors Decree No. 040/SK.BOD/XII/2022. Previously worked at Bank Ekonomi Rakyat with her last position as Assistant Manager Investigation (2007-2011).

### Yannan Wu

Kepala Departemen *Teknologi Informasi*  
Head of Information Technology Department

Warga Negara Tiongkok. 36 tahun. *Master of Computer Science and Software Engineering* dari Zhejiang University (2010).

Bergabung pada 20 April 2022. Menjabat sebagai Kepala Departemen *Teknologi Informasi* sejak 20 April 2022. Diangkat berdasarkan Surat Keputusan Direksi No. 013/SK.BOD/IV/2022. Sebelumnya pernah bekerja di Kantor Pusat ICBC Limited dengan jabatan terakhir sebagai *Architect-Software Development Centre* (2008-2012), dan di ICBC London sejak tahun 2012 dengan jabatan terakhir sebagai *Deputy Head* Departemen *Teknologi Informasi*.

Chinese citizen. 36 years old. Master of Computer Science and Software Engineering from Zhejiang University (2010).

Joined on April 20, 2022. Served as the Head of Information Technology Department since April 20, 2022. Appointed based on Board of Directors Decree No. 013/SK.BOD/IV/2022. Previously worked at ICBC Limited Head Office with his last position as Architect-Software Development Centre (2008-2012), and at ICBC London since 2012 with his last position as Deputy Head of Information Technology Department.

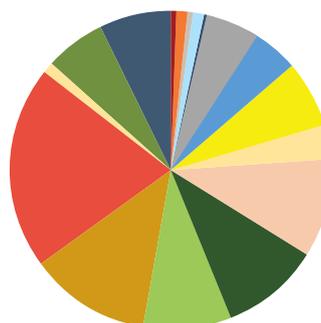
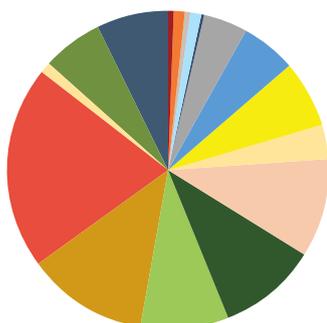
# DEMOGRAFI KARYAWAN

## EMPLOYEE DEMOGRAPHIC

Bank melaporkan jumlah karyawan sebanyak 625 (enam ratus dua puluh lima) karyawan per 31 Desember 2022, dengan beberapa indikator demografi karyawan Bank dalam perbandingan 2 (dua) tahun terakhir sebagai berikut:

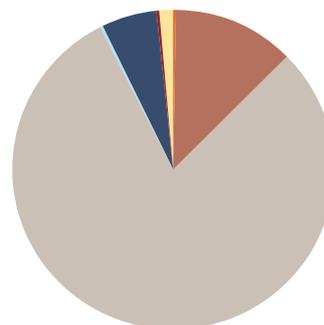
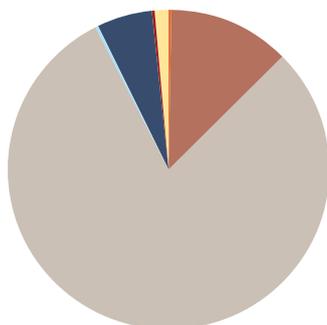
The Bank reported a total of 625 (six hundred twenty-five) employees as of December 31, 2022, with several demographic indicators of The Bank's employees in the last 2 (two) years comparison as follows:

### JUMLAH KARYAWAN BERDASARKAN GRADE/LEVEL ORGANISASI (ORANG) EMPLOYEE BY GRADE/ORGANIZATION LEVEL (PERSON)



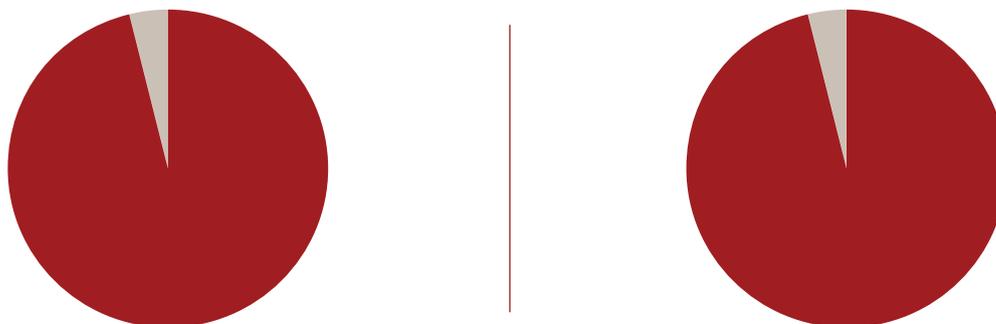
	Grade/Level Organisasi	2022	2021	Grade/Organization Level
●	Komisaris	4	4	Commissioner
●	Direktur	7	7	Director
●	Anggota Komite	4	4	Committee Member
●	Tenaga Kerja Asing	6	7	Expatriate
●	Senior Executive Vice President	3	2	Senior Executive Vice President
●	Executive Vice President	28	29	Executive Vice President
●	Senior Vice President	34	26	Senior Vice President
●	Vice President	36	39	Vice President
●	Assistant Vice President	29	37	Assistant Vice President
●	Senior Manager	62	58	Senior Manager
●	Manager	63	67	Manager
●	Assistant Manager	54	52	Assistant Manager
●	Senior Officer	77	74	Senior Officer
●	Officer	129	123	Officer
●	Senior Clerk	7	6	Senior Clerk
●	Intermediate Clerk	37	42	Intermediate Clerk
●	Clerk	45	48	Clerk
●	Non-Clerk	-	-	Non-Clerk
●	Lainnya	-	-	Others
	<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>

## JUMLAH KARYAWAN BERDASARKAN TINGKAT PENDIDIKAN (ORANG) EMPLOYEE BY EDUCATION LEVEL (PERSON)



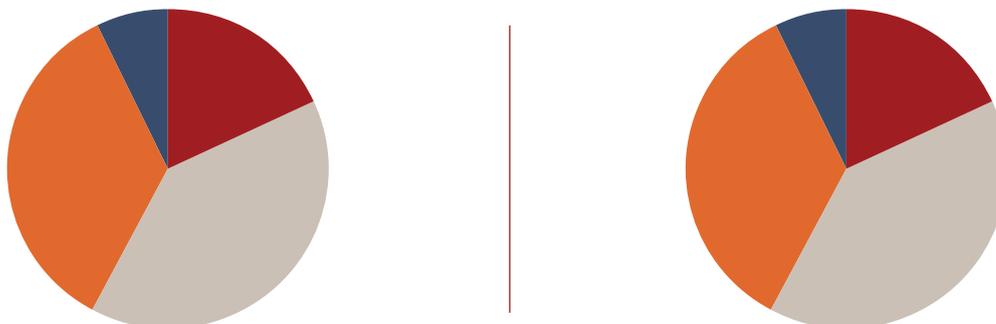
Tingkat Pendidikan	2022	2021	Education Level
● S3	2	2	PhD
● S2	77	76	Master's Degree
● S1	500	505	Bachelor's Degree
● D4	2	1	Diploma 4
● D3	34	32	Diploma 3
● D1	2	1	Diploma 1
● SMA dan Sederajat	8	8	High School and Equivalent
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>

**JUMLAH KARYAWAN BERDASARKAN STATUS KEPEGAWAIAN (ORANG)**  
**EMPLOYEE BY EMPLOYMENT STATUS (PERSON)**



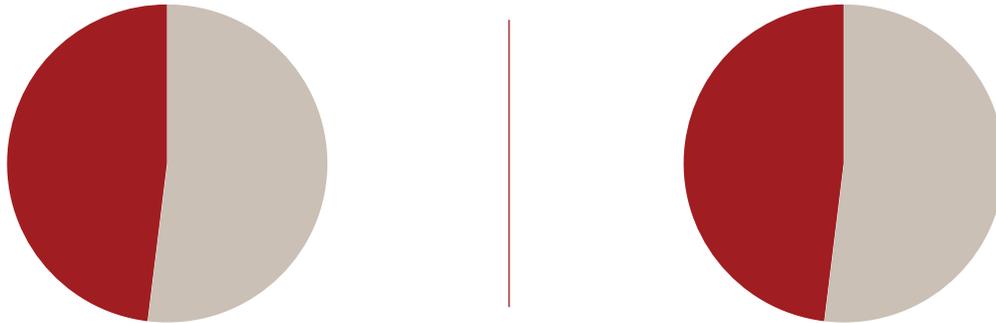
Status Kepegawaian	2022	2021	Employment Status
● Permanen	602	597	Permanent Employee
● Kontrak	23	28	Non-Permanent Employee
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>

**JUMLAH KARYAWAN BERDASARKAN RENTANG USIA (ORANG)**  
**EMPLOYEE BY AGE (PERSON)**



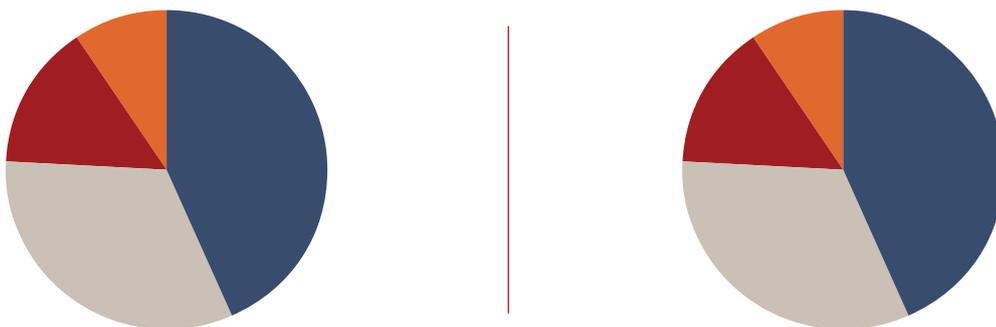
Rentang Usia	2022	2021	Age
● 21-25 tahun	45	37	21-25 years old
● > 45 tahun	114	111	> 45 years old
● 36-45 tahun	248	251	36-45 years old
● 26-35 tahun	218	226	26-35 years old
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>

### JUMLAH KARYAWAN BERDASARKAN GENDER/JENIS KELAMIN (ORANG) EMPLOYEE BY GENDER (PERSON)



Jenis Kelamin	2022	2021	Gender
● Pria	300	300	Male
● Wanita	325	325	Female
Jumlah	625	625	Total

### JUMLAH KARYAWAN BERDASARKAN MASA KERJA (ORANG) EMPLOYEE BY TENURE (PERSON)



Masa Kerja	2022	2021	Tenure
● < 1 tahun	107	100	< 1 year
● 3-5 tahun	68	65	3-5 years
● > 5 tahun	318	328	> 5 years
● 1-3 tahun	239	132	1-3 years
Jumlah	625	625	Total

## PENGEMBANGAN KOMPETENSI KARYAWAN

Program pelatihan dan pengembangan karyawan Bank dilakukan sebanyak 398 (tiga ratus sembilan puluh delapan) kali yang terbagi dalam 323 (tiga ratus dua puluh tiga) topik pelatihan di sepanjang tahun 2022.

Bank memfokuskan program pelatihan dan pengembangan karyawan untuk memenuhi persyaratan sertifikasi wajib dari regulator dan memberikan pengetahuan serta peningkatan kompetensi teknis terutama pada bidang kredit, teknologi informasi, kepatuhan, manajemen risiko, dan pencegahan terhadap pencucian uang dan pemberantasan pendanaan terorisme.

Bank mengalokasikan anggaran sebesar Rp5,55 miliar untuk pengembangan kompetensi karyawan. Terkait dengan pemenuhan sertifikasi wajib sesuai dengan regulasi yang berlaku, sampai dengan akhir tahun 2022, persentase pemenuhan sertifikasi manajemen risiko mencapai 89,28%, sementara sertifikasi *treasury dealer* sebesar 100%, dan sertifikasi Sistem Pembayaran dan Pengelolaan Uang Rupiah (SSPUR) sebesar 87,67%. Pencapaian ini melebihi target yang ditetapkan oleh Bank Indonesia untuk periode tahun 2022, yaitu sebesar 70%. Secara kumulatif, terdapat 99,04% karyawan yang telah mengikuti program pelatihan dan pengembangan di sepanjang tahun 2022.

## EMPLOYEE COMPETENCY DEVELOPMENT

The Bank's employee training and development programs have been organized as many as 398 (three hundred ninety-eight) times which were divided into 323 (three hundred twenty-three) training topics throughout 2022.

The Bank concentrated on employee training and development programs to fulfill mandatory certification requirements from regulators and to provide knowledge and elevate technical competence, particularly in the areas of credit, information technology, compliance, risk management, and prevention of money laundering and countering the financing of terrorism.

The Bank allocated a budget of Rp5.55 billion for employee competency development. In regard to the fulfillment of mandatory certification in accordance with applicable regulations, up to the end of 2022, the percentage of fulfillment of risk management certification stood at 89.28%, while the certificate of treasury dealer reached 100%, and the Payment System and Rupiah Money Management (SSPUR) certification reached 87.67%. This achievement surpassed the target set by Bank Indonesia for the 2022 period at 70%. Cumulatively, there were 99.04% employees who have participated in training and development programs throughout 2022.

## BIAYA PENGEMBANGAN KOMPETENSI COMPETENCY DEVELOPMENT COST

Uraian	2022 (Rp)	2021 (Rp)	Peningkatan/ Penurunan Increase/Decrease (%)	Description
Biaya Pengembangan SDM	5.545.595.448	4.821.577.218	15,02%	Human Resources Development Cost

# KEANGGOTAAN DALAM ASOSIASI

## ASSOCIATION MEMBERSHIP

Di samping menjalankan usaha di industri perbankan, Bank juga aktif menjadi anggota dalam asosiasi sebagai berikut:

Besides operating its business in the banking industry, The Bank is also active as a member in the following associations:

Nama Organisasi Name of Organization	Status Anggota Membership Status
ACCD Bank Association	Tim Pengembangan LCS LCS Development Team
ACI Financial Market Association	Anggota Member
Asosiasi Kartu Kredit Indonesia (AKKI)	Anggota Member
Asosiasi Pengusaha Tiongkok Kepri Indonesia (APTKI)	Bendahara Treasurer
Asosiasi Sistem Pembayaran Indonesia (ASPI)	Anggota Member
Asosiasi Swift Indonesia (Aswiftindo)	Anggota Member
Badan Musyawarah Perbankan Daerah (BMPD)	Sekretaris Secretary
Banker's Risk Management Associate (BARa)	Anggota Member
China Chamber of Commerce in Indonesia	Dewan Kehormatan Honorary Chairman
Forum Human Capital Perbankan Indonesia (FHCPi)	Anggota Member
Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	Anggota Member
Forum Komunikasi Industri Jasa Keuangan (FKIJK)	Anggota Member
Forum Komunikasi Lembaga Jasa Keuangan (FKLJK)	Anggota Member
Forum Komunikasi Lembaga Jasa Keuangan Daerah (FKLJKD)	Anggota Member
Masyarakat Profesi Penilai Indonesia (MAPPI)-P	Anggota Peserta Associate Member
Masyarakat Profesi Penilai Indonesia (MAPPI)-T	Anggota Terakreditasi Acredited Member
Perhimpunan Bank-Bank Internasional Indonesia (PERBINA)	Anggota Eksekutif Executive Member
Perhimpunan Bank Umum Nasional (Perbanas)	Anggota Member

# STRUKTUR DAN KOMPOSISI PEMEGANG SAHAM

## SHAREHOLDERS STRUCTURE AND COMPOSITION

Struktur pemegang saham Bank ICBC Indonesia per 31 Desember 2022 adalah sebagai berikut:

The shareholders composition of Bank ICBC Indonesia as of December 31, 2022 was as follows:

Pemegang Saham Shareholders	Jumlah Saham* (Lembar Saham) Total Shares* (Number of Shares)	Modal Ditempatkan dan Disetor Penuh (Rp juta) Issued and Fully Paid Capital (Rp million)	Persentase Kepemilikan Shareholding Percentage (%)
Industrial and Commercial Bank of China Limited	73.091	3.654.550	98,61
PT Intidana Wijaya	1.032	51.600	1,39
<b>Total</b>	<b>74.123</b>	<b>3.706.150</b>	<b>100.00</b>

\*Nilai nominal saham = Rp50.000.000/lembar saham

\*Nominal value of shares = Rp50,000,000/share

Pemegang Saham Shareholders	Jumlah Saham (Lembar Saham) Total Shares (Number of Shares)	Jumlah Modal Disetor (Rp juta) Total Paid in Capital (Rp million)	Persentase Kepemilikan Shareholding Percentage (%)
<b>Mencapai 5% atau lebih   Reach 5% or more</b>			
Industrial and Commercial Bank of China Limited	73.091	3.654.550	98,61
<b>Di bawah 5%   Below 5%</b>			
PT Intidana Wijaya	1.032	51.600	1,39
<b>Total</b>	<b>74.123</b>	<b>3.706.150</b>	<b>100.00</b>

Status Kepemilikan Ownership Status	Jumlah Investor Number of Investors	Jumlah Saham (Lembar Saham) Total Shares (Number of Shares)	Persentase Kepemilikan Shareholding Percentage (%)
<b>Pemodal Nasional   National Investors</b>			
Perseroan Terbatas Limited Liability Company	1	1.032	1,39
<b>Pemodal Asing   Foreign Investors</b>			
Badan Usaha Asing Foreign Business Entity	1	73.091	98,61
<b>Total</b>	<b>2</b>	<b>74.123</b>	<b>100.00</b>

## TRANSPARANSI KEPEMILIKAN SAHAM OLEH DEWAN KOMISARIS DAN DIREKSI

Dewan Komisaris dan Direksi Bank ICBC Indonesia tidak memiliki kepemilikan saham di Bank ini.

## INFORMASI TENTANG PEMEGANG SAHAM MAYORITAS

Pemegang Saham Industrial and Commercial Bank of China Limited (ICBC Limited) per 31 Desember 2022 berdasarkan informasi di situs ICBC Limited <http://www.icbc-ltd.com/en/column/1438058343720960071.html> dijelaskan dalam tabel berikut ini.

## TRANSPARENCY OF SHARE OWNERSHIP BY THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Board of Commissioners and Board of Directors of Bank ICBC Indonesia do not have share ownership in this Bank.

## INFORMATION ON MAJORITY SHAREHOLDERS

Shareholders of Industrial and Commercial Bank of China Limited (ICBC Limited) as of December 31, 2022 based on information on the ICBC Limited website <http://www.icbc-ltd.com/en/column/1438058343720960071.html> was mentioned in the following table.

Nama Pemegang Saham Name of Shareholder	Status Pemegang Saham Nature of Shareholder	Jenis Saham Class of Shares	Kenaikan/ Penurunan Saham Selama Tahun Pelaporan Increase/ Decrease of Shares During the Reporting Period	Jumlah Saham yang Dimiliki pada Akhir Periode Pelaporan Number of Shares Held at the End of Reporting Period	Persentase Kepemilikan Shareholding Percentage (%)	Jumlah Saham yang Dijaminkan atau Dikunci Number of Pledged or Locked-Up Shares
Huijin	State-owned	A Share	-	123.717.852.951	34,71	Tidak ada None
MOF	State-owned	A Share	-	110.984.806.678	31,14	Tidak ada None
HKSCC Nominees Limited(5)	Foreign legal person	H Share	(8.788.188)	86.145.336.361	24,17	Tidak dikenal Unknown
SSF(6)	State-owned	A Share	-	12.331.645.186	3,46	Tidak ada None
China Securities Finance Co., Ltd.	State-owned legal person	A Share	-	2.416.131.540	0,68	Tidak ada None
Hong Kong Securities Clearing Company Limited(7)	Foreign legal person	A Share	513.627.255	1.900.078.921	0,53	Tidak ada None
Central Huijin Asset Management Co., Ltd.	State-owned legal person	A Share	-	1.013.921.700	0,28	Tidak ada None

Nama Pemegang Saham Name of Shareholder	Status Pemegang Saham Nature of Shareholder	Jenis Saham Class of Shares	Kenaikan/ Penurunan Saham Selama Tahun Pelaporan Increase/ Decrease of Shares During the Reporting Period	Jumlah Saham yang Dimiliki pada Akhir Periode Pelaporan Number of Shares Held at the End of Reporting Period	Persentase Kepemilikan Shareholding Percentage (%)	Jumlah Saham yang Dijaminkan atau Dikunci Number of Pledged or Locked-Up Shares
China Life Insurance Company Limited — Traditional — Ordinary Insurance Products — 005L — CT001 Hu	Other entities	A Share	541.168.980	977.079.865	0,27	Tidak ada None
Taiping Life Insurance Co., Ltd.	State-owned legal person	A Share	370.944.126	538.741.372	0,15	Tidak ada None
ICBC - SSE 50 Exchange Traded Securities Investment Funds	Other entities	A Share	917.700	300.225.253	0,08	Tidak ada None

## ENTITAS ANAK DAN ENTITAS ASOSIASI

### SUBSIDIARY AND ASSOCIATE ENTITIES

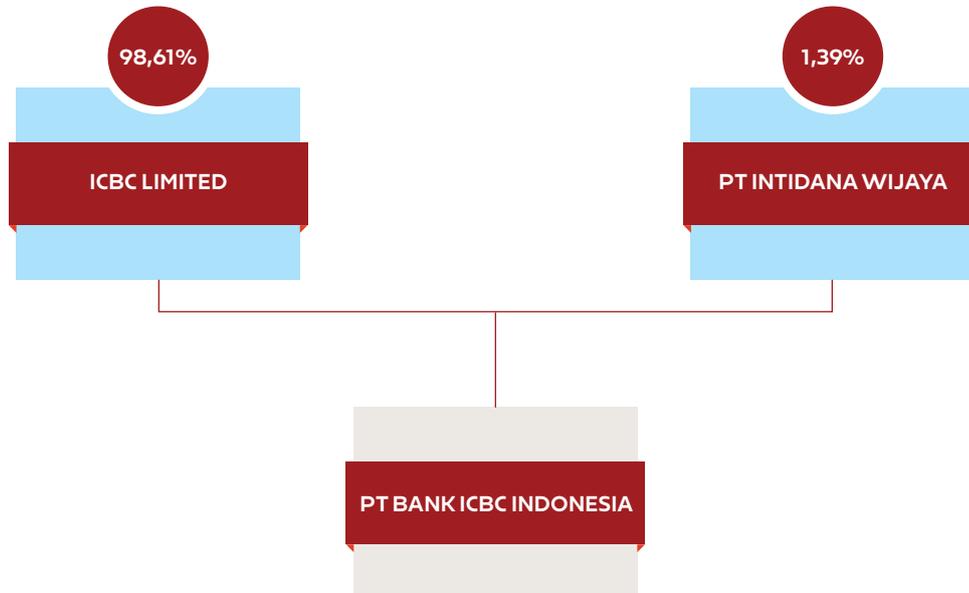
Bank ICBC Indonesia tidak memiliki Entitas Anak, Entitas Asosiasi, maupun Perusahaan Ventura untuk periode yang berakhir pada tanggal 31 Desember 2022.

Bank ICBC Indonesia does not have any Subsidiaries, Associates, or Venture Companies for the period ended on December 31, 2022.

## STRUKTUR GRUP PERUSAHAAN GROUP STRUCTURE

Struktur grup perusahaan Bank ICBC Indonesia per 31 Desember 2022 adalah sebagai berikut

Bank ICBC Indonesia's business group structure as of Desember 31, 2022 was as follows



## KRONOLOGI PENERBITAN DAN/ATAU PENCATATAN OBLIGASI, SUKUK, ATAU OBLIGASI KONVERSI

CHRONOLOGY OF BONDS, SUKUK, OR CONVERTIBLE BONDS  
ISSUANCES AND/OR LISTINGS

Bank ICBC Indonesia tidak menerbitkan efek dalam bentuk apa pun hingga periode yang berakhir pada tanggal 31 Desember 2022. Oleh karena itu, Bank tidak menyajikan informasi tentang nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalance efek lainnya, tanggal jatuh tempo efek lainnya, nilai penawaran efek lainnya, nama bursa di mana efek lainnya dicatatkan, dan peringkat efek.

Bank ICBC Indonesia did not issue securities in any form until the period ending on December 31, 2022. Therefore, The Bank did not provide information about the names of other securities, year of issuance, interest rates/yields, maturity dates, offering value, the name of exchange of which other securities are listed, and rating of the securities.

# INFORMASI SITUS PERUSAHAAN

## INFORMATION ON THE COMPANY'S WEBSITE



Seluruh kegiatan dan informasi penting mengenai Bank ICBC Indonesia dapat diakses melalui situs <https://www.icbc.co.id/> sebagai sarana informasi terbuka kepada pemegang saham dan masyarakat. Hal ini juga merupakan implementasi salah satu prinsip GCG dan ketaatan Bank terhadap peraturan yaitu Peraturan Otoritas Jasa Keuangan (POJK) No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik.

Bank senantiasa memperbarui situs web ini secara berkala agar menjadi semakin informatif dan mudah untuk diakses. Situs web Bank tersebut menyajikan informasi yang wajib dimuat dalam situs web emiten atau perusahaan publik sesuai POJK sebagai berikut:

All important activities and information regarding Bank ICBC Indonesia can be accessed through its official website <https://www.icbc.co.id/> as a means of open information to all shareholders as well as wider community. It is also an implementation of one of GCG principles in The Bank and its compliance with regulations, namely Financial Services Authority Regulation (POJK) No. 8/POJK.04/2015 concerning The Websites of Issuers or Public Companies.

The Bank consistently updates its official website to make it more informative and easy to access. The Bank's website provides information that must be posted on the website of issuer or public company in accordance with POJK as follows:

Uraian Description	Link Terkait Related Links	Keterangan Information
Beranda Homepage	<a href="https://www.icbc.co.id/it/column/1438058343720960098.html">https://www.icbc.co.id/it/column/1438058343720960098.html</a>	Menyajikan berbagai informasi, seperti Suku Bunga Dasar Kredit, Kurs Mata Uang, <i>Corporate Internet Banking log-in portal</i> , <i>Personal Internet Banking log-in portal</i> , Pemberitahuan, Hubungi Kami, Kartu Kredit, Korporasi dan Komersial, Perbankan Konsumer, dan <i>Web Banner</i> . Discloses information on Prime Lending Rate, FX Rate, Corporate Internet Banking log-in portal, Personal Internet Banking log-in portal, Announcement, Contact Us, Credit Card, Corporate and Commercial, Consumer Banking, and Web Banner.
Tentang Kami About Us	<a href="https://www.icbc.co.id/it/column/1438058386850988355.html">https://www.icbc.co.id/it/column/1438058386850988355.html</a>	Memberikan informasi tentang Sekilas Bank, Visi dan Misi, Profil Manajemen, Tata Kelola Perusahaan, dan Informasi Lainnya. Provides information on The Bank's Introduction, Vision and Mission, Management Profile, Good Corporate Governance, and Information Release.
Produk dan Layanan Products and Services	<a href="https://www.icbc.co.id/it/column/1438058394388152378.html">https://www.icbc.co.id/it/column/1438058394388152378.html</a>	Menyajikan informasi produk Perbankan Korporasi, produk Perbankan Konsumer, Suku Bunga Dasar Kredit, Kurs Mata Uang, dan informasi mengenai Produk dan Layanan lainnya. Discloses information on The Bank's Corporate Banking products, Consumer Banking products, Prime Lending Rate, FX Rate, and other Products and Services.
Karir Career Development	<a href="https://www.icbc.co.id/it/column/1438058386850988333.html">https://www.icbc.co.id/it/column/1438058386850988333.html</a>	Menyajikan informasi terkait perekrutan pegawai. Provides information on recruitment.
Layanan Nasabah Customer Service	<a href="https://www.icbc.co.id/it/column/1438058394388152590.html">https://www.icbc.co.id/it/column/1438058394388152590.html</a>	Memberikan informasi tentang jaringan kontak Bank, Pemberitahuan, Syarat & Ketentuan, serta Layanan Pengaduan Nasabah. Provides information on The Bank's contact channel, Announcement, Terms & Conditions, and Complaints Service.
Tautan kepada situs ICBC Limited di Tiongkok dan situs ICBC Worldwide Links to ICBC Limited website in China and ICBC Worldwide websites	<a href="https://www.icbc-ltd.com/en/column/1438058319654043654.html">https://www.icbc-ltd.com/en/column/1438058319654043654.html</a>	Menyajikan informasi terkait tautan kepada situs ICBC Limited di Tiongkok dan situs ICBC Worldwide. Contains links to ICBC Limited website in China and ICBC Worldwide websites.

# PENDIDIKAN & PELATIHAN DEWAN KOMISARIS, DIREKSI, KOMITE-KOMITE, SEKRETARIS PERUSAHAAN, DAN SATUAN KERJA AUDIT INTERNAL

EDUCATION & TRAINING OF THE BOARD OF COMMISSIONERS,  
BOARD OF DIRECTORS, COMMITTEES, CORPORATE SECRETARY, AND  
INTERNAL AUDIT DEPARTMENT

## PENDIDIKAN & PELATIHAN DEWAN KOMISARIS EDUCATION & TRAINING OF THE BOARD OF COMMISSIONERS

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tempat/Tanggal Location/Date	Penyelenggara Organizer
<b>Wang Kun</b> Presiden Komisaris President Commissioner	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPPI)
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
<b>Hendra Widjojo</b> Komisaris Independen Independent Commissioner	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan</i>	Daring, 4 Maret 2022 Online, March 4, 2022	Praveena
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPPI)
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
<b>H. Yunno Kusumo</b> Komisaris Independen Independent Commissioner	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan</i>	Daring, 4 Maret 2022 Online, March 4, 2022	Praveena
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPPI)
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
<b>Jeff S.V. Eman</b> Komisaris Commissioner	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan</i>	Daring, 4 Maret 2022 Online, March 4, 2022	Praveena
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPPI)
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)

## PENDIDIKAN & PELATIHAN DIREKSI EDUCATION & TRAINING OF THE BOARD OF DIRECTORS

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tempat/Tanggal Location/Date	Penyelenggara Organizer
<b>Zhang Jinxing</b> Presiden Direktur President Director	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPI)
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
<b>Zhang Wen</b> Direktur Director	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan</i>	Daring, 4 Maret 2022 Online, March 4, 2022	Praveena
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPI)
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	Pelatihan Bahasa Indonesia untuk Penutur Asing	Jakarta, 13 September - 10 November 2022 Jakarta, September 13 – November 10, 2022	International Language Program (ILP)
	<i>The Latest Condition of Treasury Global Market</i>	Jakarta, 29 November 2022 Jakarta, November 29, 2022	Praveena
<b>Liu Hongbo</b> Direktur Director	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan</i>	Daring, 4 Maret 2022 Online, March 4, 2022	Praveena
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPI)
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	Pelatihan Bahasa Indonesia untuk Penutur Asing	Jakarta, 3 Oktober - 24 November 2022 Jakarta, October 3 – November 24, 2022	Lembaga Bahasa Internasional Universitas Indonesia
<b>Sandy T. Muliana</b> Direktur Director	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan</i>	Daring, 4 Maret 2022 Online, March 4, 2022	Praveena
	<i>Hybrid Banking Ecosystem: The Key to Future Value Creation in Banking</i>	Daring, 17 Maret 2022 Online, March 17, 2022	Infobank Institute
	BARa Risk Forum: Persiapan Implementasi Basel III Final Reforms untuk Perhitungan ATMR Risiko Operasional dan Operational Risk Trend	Jakarta, 9-10 Juni 2022 Jakarta, June 9-10, 2022	Bankers Association for Risk Management
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	Peranan Perbankan dalam Pemberantasan dan Pencegahan Tindak Pidana Pencucian Uang (TPPU)	Jakarta 24-25 Agustus 2022 Jakarta, August 24-25, 2022	Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)
<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)	

## PENDIDIKAN & PELATIHAN DIREKSI

### EDUCATION & TRAINING OF THE BOARD OF DIRECTORS

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tempat/Tanggal Location/Date	Penyelenggara Organizer
<b>Fransisca Nelwan Mok</b> Direktur Director	<i>Mandiri Investment Forum</i>	Daring, 9 Februari 2022 Online, February 9, 2022	Bank Mandiri
	<i>G20 Side Event: Managing Risk of the Exit Policy Dynamic Through More Diversified Currency to Support Global Trade and Investment</i>	Daring, 16 Februari 2022 Online, February 16, 2022	Bank Mandiri
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPPI)
	<i>Think Equal, Deliver Above and Beyond</i>	Daring, 14 April 2022 Online, April 14, 2022	PwC Indonesia
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>The Latest Condition of Treasury Global Market</i>	Jakarta, 29 November 2022 Jakarta, November 29, 2022	Praveena
	<i>Evaluation of HR Quality Management and Development Activities in Order to Meet Regulatory Requirements for HR Quality Development in Sustainable Manner</i>	Jakarta, 30 November 2022 Jakarta, November 30, 2022	Talent Observe
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
	<i>Webinar OJK - Hari Anti Korupsi Sedunia 2022</i>	Daring, 20 Desember 2022 Online, December 20, 2022	Otoritas Jasa Keuangan (OJK)
<b>Dini Suprihatini</b> Direktur Director	<i>Hybrid Banking Ecosystem: The Key to Future Value Creation in Banking</i>	Daring, 17 Maret 2022 Online, March 17, 2022	Infobank Institute
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPPI)
	<i>Workshop Asesor Profesi Perbankan</i>	Daring, 25-28 Maret 2022 Online, March 25-28, 2022	Lembaga Sertifikasi Profesi Perbankan (LSPP)
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>BARa Risk Forum: Digitalization of Risk Management</i>	Daring, 6 Oktober 2022 Online, October 6, 2022	Bankers Association for Risk Management
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)

## PENDIDIKAN & PELATIHAN DIREKSI EDUCATION & TRAINING OF THE BOARD OF DIRECTORS

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tempat/Tanggal Location/Date	Penyelenggara Organizer
<b>Lukito Adisubrata S.</b> Direktur Director	Kursus Bahasa Mandarin	Daring, 1 Maret - 14 Mei 2022, 8 Agustus - 8 September 2022, dan 3 Oktober - 24 November 2022 Online, March 1 – May 14, 2022, August 8 – September 8, 2022, and October 3 – November 24, 2022	Lembaga Bahasa Internasional Universitas Indonesia
	<i>Hybrid Banking Ecosystem: The Key to Future Value Creation in Banking</i>	Daring, 17 Maret 2022 Online, March 17, 2022	Infobank Institute
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)

## PENDIDIKAN & PELATIHAN ANGGOTA KOMITE EDUCATION & TRAINING OF COMMITTEES' MEMBERS

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tempat/Tanggal Location/Date	Penyelenggara Organizer
<b>Komite Audit   Audit Committee</b>			
<b>H. Yunno Kusumo</b> Ketua Komite Audit & Komisaris Independen Chairman of Audit Committee & Independent Commissioner	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan</i>	Daring, 4 Maret 2022 Online, March 4, 2022	Praveena
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPI)
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
<b>Jeff S.V. Eman</b> Anggota Komite Audit & Komisaris Audit Committee Member & Commissioner	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan</i>	Daring, 4 Maret 2022 Online, March 4, 2022	Praveena
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPI)
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
<b>Richard S. Dompas</b> Anggota Komite Audit/ Pihak Independen Audit Committee Member/ Independent Party	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
<b>Arini Imamawati</b> Anggota Komite Audit/ Pihak Independen Audit Committee Member/ Independent Party	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)

## PENDIDIKAN & PELATIHAN ANGGOTA KOMITE EDUCATION & TRAINING OF COMMITTEES' MEMBERS

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tempat/Tanggal Location/Date	Penyelenggara Organizer
<b>Komite Remunerasi dan Nominasi   Remuneration and Nomination Committee</b>			
<b>Hendra Widjojo</b> Ketua Komite Remunerasi dan Nominasi & Komisaris Independen Chairman of Remuneration and Nomination Committee & Independent Commissioner	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan</i>	Daring, 4 Maret 2022 Online, March 4, 2022	Praveena
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPi)
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
<b>H. Yunno Kusumo</b> Anggota Komite Remunerasi dan Nominasi & Komisaris Independen Remuneration and Nomination Committee Member & Independent Commissioner	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan</i>	Daring, 4 Maret 2022 Online, March 4, 2022	Praveena
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPi)
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
<b>Ambar Wulandari</b> Anggota Komite Remunerasi dan Nominasi Remuneration and Nomination Committee Member	<i>Socialization Bank Product Implementation</i>	Daring, 18 Februari 2022 Online, February 18, 2022	PT Bank ICBC Indonesia
	<i>Think Equal, Deliver Above and Beyond</i>	Daring, 14 April 2022 Online, April 14, 2022	PwC Indonesia
	<i>Security Management Policy Socialization and Awareness</i>	Daring, 25 April 2022 Online, April 25, 2022	PT Bank ICBC Indonesia
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Procedure and Claim Insurance for Fixed Asset, Cash in Save Branch and ATM in Save</i>	Daring, 4 Juli 2022 Online, July 4, 2022	PT Bank ICBC Indonesia
	<i>Sosialisasi Infosec ISO 27001 : 2013</i>	Daring, 15-16 September 2022 Online, September 15-16, 2022	PT Bank ICBC Indonesia
	<i>The Latest Condition of Treasury Global Market</i>	Jakarta, 29 November 2022 Jakarta, November 29, 2022	Praveena
	<i>Evaluation of HR Quality Management and Development Activities in Order to Meet Regulatory Requirements for HR Quality Development in Sustainable Manner</i>	Jakarta, 30 November 2022 Jakarta, November 30, 2022	Talent Observe
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
	<i>BCM and BCP Polpro Socialization and BCP Testing 2022</i>	<i>E-Learning</i>	PT Bank ICBC Indonesia
<i>Webinar OJK - Hari Anti Korupsi Sedunia 2022</i>	Daring, 20 Desember 2022 Online, December 20, 2022	Otoritas Jasa Keuangan (OJK)	

## PENDIDIKAN & PELATIHAN ANGGOTA KOMITE EDUCATION & TRAINING OF COMMITTEES' MEMBERS

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tempat/Tanggal Location/Date	Penyelenggara Organizer
<b>Komite Pemantau Risiko   Risk Monitoring Committee</b>			
<b>Hendra Widjojo</b> Ketua Komite Pemantau Risiko & Komisaris Independen Chairman of Risk Monitoring Committee & Independent Commissioner	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan</i>	Daring, 4 Maret 2022 Online, March 4, 2022	Praveena
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPI)
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
<b>Jeff S.V. Eman</b> Anggota Komite Pemantau Risiko & Komisaris Risk Monitoring Committee Member & Commissioner	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan</i>	Daring, 4 Maret 2022 Online, March 4, 2022	Praveena
	<i>Sustainable Finance</i>	Daring, 24 Maret 2022 Online, March 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPI)
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
<b>Aki H. Parwoto</b> Anggota Komite Pemantau Risiko Risk Monitoring Committee Member	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
<b>Douval</b> Anggota Komite Pemantau Risiko Risk Monitoring Committee Member	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)

## PENDIDIKAN & PELATIHAN SEKRETARIS PERUSAHAAN EDUCATION & TRAINING OF CORPORATE SECRETARY

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tempat/Tanggal Location/Date	Penyelenggara Organizer
<b>Renault Yufarsim</b> Kepala Departemen <i>Strategy Management and Investor Relation</i> Head of Strategy Management and Investor Relation Department	<i>Socialization Bank Product Implementation</i>	Daring, 17 Februari 2022 Online, February 17, 2022	PT Bank ICBC Indonesia
	<i>Impactful Training Delivery and Slide Content Development Training for Trainers</i>	Daring, 28-29 Maret 2022 Online, March 28-29, 2022	Talkinc
	Sosialisasi Peraturan Perusahaan	Daring, 27 Mei 2022 Online, May 27, 2022	PT Bank ICBC Indonesia
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Procedure and Claim Insurance for Fixed Asset, Cash in Save Branch and ATM in Save</i>	Daring, 4 Juli 2022 Online, July 4, 2022	PT Bank ICBC Indonesia
	<i>Socialization Security Management</i>	Daring, 24 November 2022 Online, November 24, 2022	PT Bank ICBC Indonesia
	<i>Socialization Robbery and Drill</i>	Jakarta, 26 November 2022 Jakarta, November 26, 2022	G4S
	<i>The Latest Condition of Treasury Global Market</i>	Jakarta, 29 November 2022 Jakarta, November 29, 2022	Praveena
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
	<i>BCM and BCP Polpro Socialization and BCP Testing 2022</i>	<i>E-Learning</i>	PT Bank ICBC Indonesia



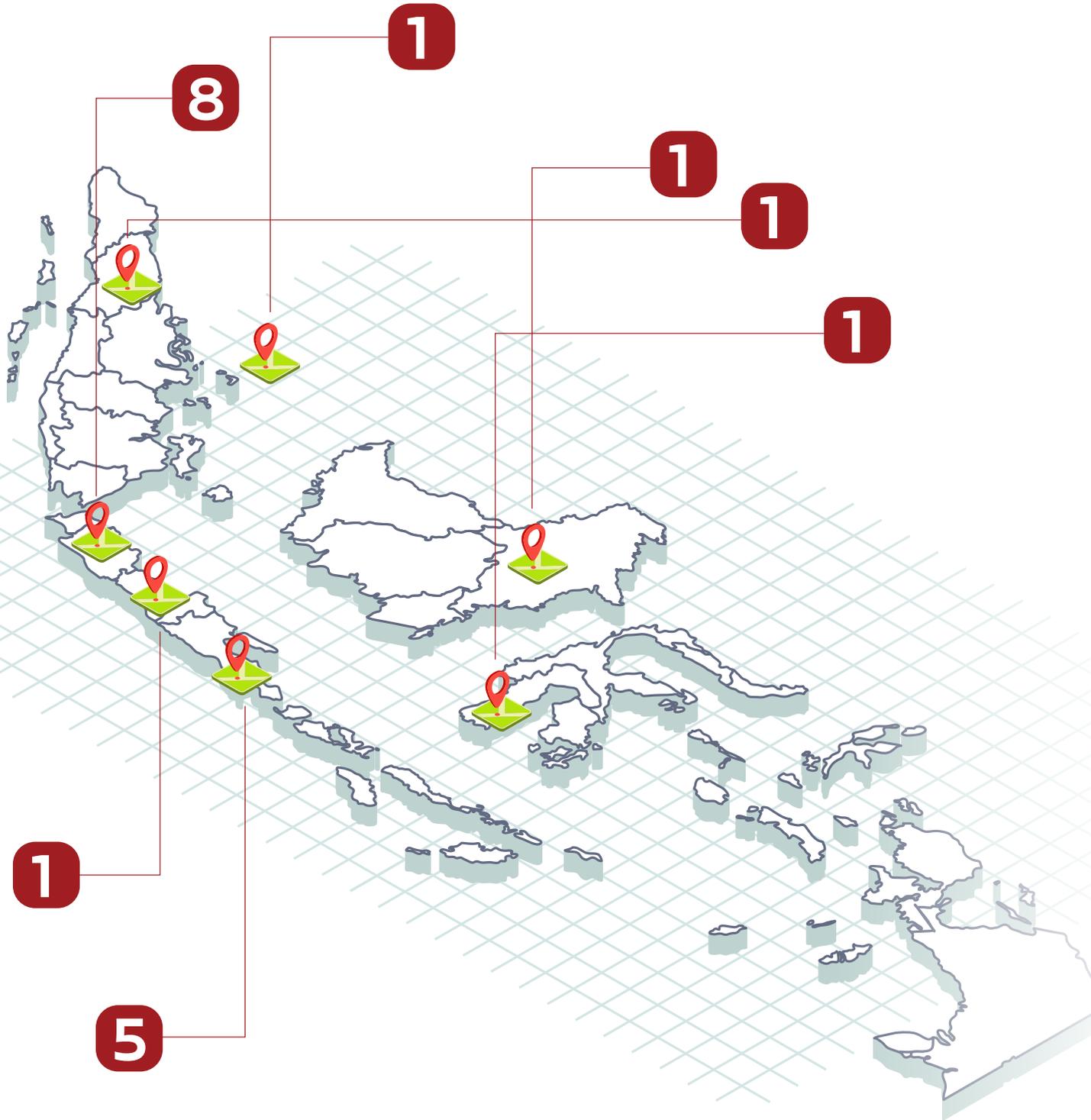
**PENDIDIKAN & PELATIHAN SATUAN KERJA AUDIT INTERNAL**  
**EDUCATION & TRAINING OF INTERNAL AUDIT DEPARTMENT**

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tempat/Tanggal Location/Date	Penyelenggara Organizer
<b>I Gde Wiyadya</b> Kepala Satuan Kerja Audit Internal Head of Internal Audit Department	<i>Impactful Training Delivery and Slide Content Development Training for Trainers</i>	Daring, 28-29 Maret 2022 Online, March 28-29, 2022	Talkinc
	Sosialisasi Peraturan Perusahaan	Daring, 27 Mei 2022 Online, May 27, 2022	PT Bank ICBC Indonesia
	<i>Webinar Implementation of Good Corporate Governance</i>	Daring, 30 Juni 2022 Online, June 30, 2022	The Indonesian Institute of Corporate Governance
	<i>Procedure and Claim Insurance for Fixed Asset, Cash in Save Branch and ATM in Save</i>	Daring, 4 Juli 2022 Online, July 4, 2022	PT Bank ICBC Indonesia
	<i>Good Anti Money Laundering Practice</i>	Daring, 6 Desember 2022 Online, December 6, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
	<i>BCM and BCP Polpro Socialization and BCP Testing 2022</i>	<i>E-Learning</i>	PT Bank ICBC Indonesia



# AREA OPERASIONAL & JARINGAN KANTOR

## OPERATIONAL AREA & OFFICE NETWORKS



## Kantor Pusat | Head Office

ICBC Tower 32<sup>nd</sup> Floor,  
Jalan M.H. Thamrin No. 81,  
Central Jakarta 10310  
T. (+62 21) 2355 6000  
F. (+62 21) 3199 6016



## Kantor Cabang | Branch Offices

The City Tower (TCT) Branch	Gajah Mada Branch	Pluit Branch	Makassar Branch
ICBC Tower Ground Floor, Jalan M.H. Thamrin No. 81, Central Jakarta 10310 T. (+62 21) 2355 6068 F. (+62 21) 2355 6069	Green Central City 1 <sup>st</sup> Floor, Jalan Gajah Mada No. 188, West Jakarta 11120 T. (+62 21) 2937 9279	The Clover Tower, Jalan Pluit Selatan Raya No. 8A-9, North Jakarta 14450 T. (+62 21) 6629 792 / (+62 21) 2266 9260 F. (+62 21) 6629 793	Wisma Kalla Building 8 <sup>th</sup> Floor, Jalan Dr. Ratulangi No. 8-10, Makassar 90125 T. (+62 411) 870 199 F. (+62 411) 870 229
Bandung Branch	Basuki Rahmat Branch	Beverly Branch	Central Park Branch
Jalan Ir. H. Juanda No. 71, Bandung 40116 T. (+62 22) 4232 560 F. (+62 22) 4232 590	ICBC Center Building 1 <sup>st</sup> Floor, Jalan Basuki Rahmat No. 16-18, Surabaya 60262 T. (+62 31) 5451 990 F. (+62 31) 5451 996	Komplek Ruko Taman Beverly, Jalan H.R. Mohammad No. 49-55, Surabaya 60189 T. (+62 31) 7344 054 F. (+62 31) 7344 728	Ruko GSA Central Park Blok B/08/AH, Tanjung Duren Selatan, Grogol, Petamburan, West Jakarta 11470 T. (+62 21) 2933 4728 F. (+62 21) 2933 4727
Kelapa Gading Branch	Mega Kuningan Branch	Coklat Branch	Batam Branch
Rukan Mall of Indonesia (MOI) Blok A No. 1-3, Jalan Boulevard Barat Raya, North Jakarta 14240 T. (+62 21) 4531 851 F. (+62 21) 4520 980	The East Tower, Jalan Dr. Ide Anak Agung Gde Agung Kav. E3.2 No.1, South Jakarta 12950 T. (+62 21) 5793 8671 F. (+62 21) 5793 8672	Jalan Coklat No. 23-25, Surabaya 60161 T. (+62 31) 3522 288 F. (+62 31) 3520 707	Kompleks Nagoya Gateway, Jalan Raden Patah Blok E No. 5-7, Batam 29432 T. (+62 778) 428 275 / (+62 778) 428 276 F. (+62 778) 427 395
Medan Branch	Balikpapan Branch	Baliwerti Branch	
Mega Prima Building, Jalan Kapten Pattimura No. 92/356A, Medan, North Sumatera 20153 T. (+62 61) 4521 922 F. (+62 61) 4521 911	Grha Bintang Building Ground Floor, Jalan Jenderal Sudirman No. 423, Balikpapan 76114 T. (+62 542) 300 1601 F. (+62 542) 300 1602	Jalan Baliwerti No. 1, Surabaya 60174 T. (+62 31) 5317 033 F. (+62 31) 5452 678	
Kantor Cabang Pembantu   Sub-Branch Offices			
Gandaria Sub Branch	Mangga Dua Sub Branch	CITO Sub Branch	
Gandaria 8 Office Tower, Ground Floor Unit B, Jalan Sultan Iskandar Muda, South Jakarta 12240 T. (+62 21) 2903 6608 F. (+62 21) 2903 6609	Komplek Ruko Mangga Dua Mall No. 10, Jalan Mangga Dua Raya, Central Jakarta 10730 T. (+62 21) 601 7068 F. (+62 21) 601 7069	Mall CITO (City of Tomorrow) Ground Floor Unit GE 21-22, Jalan Ahmad Yani No. 288, Surabaya 60234 T. (+62 31) 5825 1301-6 F. (+62 31) 5825 1309	



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# TINJAUAN PEREKONOMIAN

## ECONOMIC REVIEW



### PEREKONOMIAN GLOBAL

Dunia menghadapi tantangan baru yang lebih kompleks ketika seluruh negara di dunia sedang berada dalam tahap pemulihan akibat pandemi COVID-19. Krisis geopolitik di Ukraina telah mengakibatkan disrupsi rantai pasok sehingga berdampak kepada kenaikan harga yang signifikan atas berbagai komoditas pangan, pupuk, dan energi. Hal ini dapat dilihat dari kenaikan tajam atas indeks harga pangan, pupuk, dan energi khususnya di sepanjang tahun 2022 pasca meletusnya perang Ukraina-Rusia. Menurut indeks harga komoditas Bank Dunia, harga komoditas pertanian dan pupuk mencapai level tertinggi pada bulan April 2022 atau hanya 2 bulan setelah perang tersebut dan mencapai level tertinggi masing-masing sebesar 134,46 dan 254,97. Hal ini tidak dapat dihindari karena komoditas pangan merupakan kebutuhan dasar manusia dan kedua negara yang sedang berkonflik tersebut adalah produsen pupuk dan gandum terkemuka di dunia.

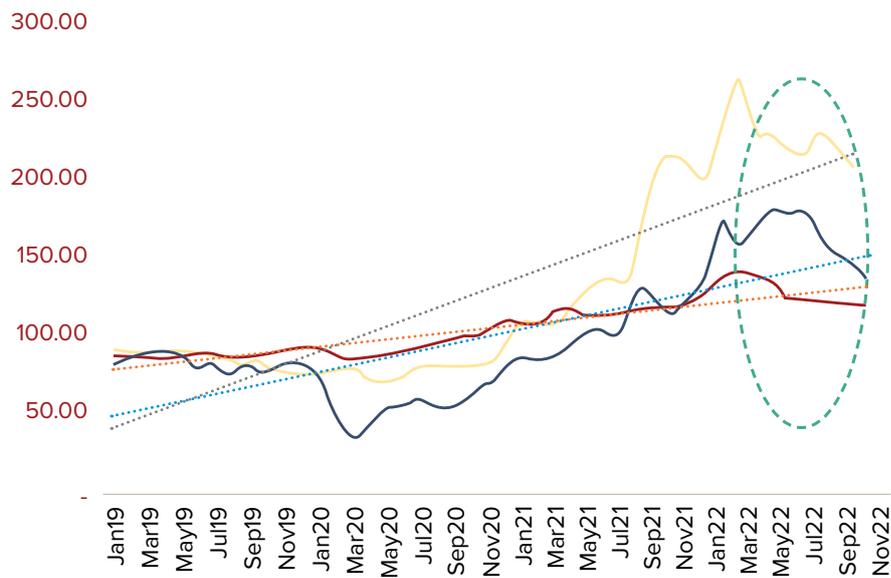
### WORLD ECONOMY

The world faces new and more complex challenges when all countries in the world are in the recovery phase due to the COVID-19 pandemic. The geopolitical crisis in Ukraine has resulted in supply chain disruptions affecting a sharp price raise of food, fertilizer and energy commodities. This can be traced from a sharp rise in the food, fertilizer and energy price indices throughout 2022, post-the outbreak of the Russia-Ukraine war in particular. According to the World Bank's commodity price indexes, the price of agricultural and fertilizers commodities reached their highest level in April 2022 or only 2 months after the outbreak of that war and reached their highest level of 134.46 and 254.97, respectively. This is an unavoidable factor because food commodities are the human basic needs and these two countries in conflict are the world's leading producers of fertilizer and grain in the world.

Rata-rata harga komoditas gandum (Wheat, US HRW) pada bulan April 2022 tumbuh 76,29% yoy menjadi US\$495,28/mt. Harga tertinggi komoditas ini terjadi pada bulan berikutnya yang mencapai US\$522,29/mt. Selain itu, harga komoditas pertanian lainnya seperti *Palm Oil* (CPO) yang sebagian besar diproduksi Indonesia mengalami kenaikan sebesar 56,09% yoy menjadi US\$1.682,74/mt. Kenaikan terbesar atas minyak nabati dibukukan oleh *rapeseed oil* yang naik tajam sebesar 72,68% yoy pada bulan April 2022.

The average wheat commodity price (Wheat, US HRW) in April 2022 surged 76.29% yoy to US\$495.28/mt. The price for this commodity occurred reached its highest level in the next month which standing at US\$522.29/mt. In addition, the price of another agricultural commodity such as Palm Oil (CPO), which is mostly produced by Indonesia, climbed by 56.09% yoy to US\$1,682.74/mt. The biggest hike in vegetable oil was recorded by rapeseed oil raising sharply by 72.68% yoy in April 2022.

**Grafik Indeks harga komoditas energi, pertanian dan pupuk**  
Graph of energy, agriculture and fertilizer commodity price indices



Sumber: World Bank, diolah  
Source: World Bank, processed

Selanjutnya, berdasarkan data dari World bank, indeks harga komoditas energi mencapai level tertinggi sebesar 173,48 pada bulan Juni 2022 terutama dipengaruhi oleh harga batu bara di dunia. Harga batu bara yang membukukan kenaikan tertinggi sebesar 247,40% yoy menjadi US\$371,86/mt pada bulan Mei 2022. Pada bulan yang sama, harga minyak mentah dunia juga membukukan kenaikan tertinggi sebesar 65,81% yoy menjadi US\$110,10/bbl. Harga kedua komoditas tersebut jauh lebih tinggi dibandingkan pada bulan Desember 2021 masing-masing sebesar US\$ 169,65/mt dan US\$72,87/bbl.

Furthermore, according to the World Bank, the energy commodity price index reached its highest level of 173.48 in June 2022, mainly influenced by the global coal prices. Coal price posted its highest hike of 247.40% yoy to US\$371.86/mt in May 2022. In the same month, world crude oil price also recorded its highest rise of 65.81% yoy to US\$110.10/bbl. The prices for these two commodities were much higher than in December 2021 at US\$169.65/mt and US\$72.87/bbl, respectively.

Kenaikan atas beragam harga komoditas pangan dan energi tersebut berimplikasi kepada peningkatan inflasi di seluruh dunia. Amerika Serikat (AS) sebagai kekuatan ekonomi terbesar melaporkan tren kenaikan tekanan inflasi sejak kuartal I tahun 2021 hingga kuartal akhir 2022. Inflasi di AS pada kuartal III tahun 2022 mencapai 8,3% atau lebih tinggi dibandingkan periode yang sama tahun sebelumnya 5,4%. Tren kenaikan inflasi mendorong Bank Sentral AS menaikkan suku bunga

The raising prices of various food and energy commodities resulted in higher inflationary pressures around the world. The United States (US) as the world's largest economy reported an increasing trend of inflationary pressure from the first quarter of 2021 to the final quarter of 2022. Inflation in the US in the third quarter of 2022 reached 8.3% or higher than 5.4% in the same period of previous year. The uptrend in inflation prompted the US Central Bank to gradually raise the Fed Rate's

acuan *The Fed Rate* secara bertahap hingga mencapai 4,50% pada kuartal terakhir tahun 2022. Akibatnya, bank sentral di dunia termasuk Bank Indonesia mengikuti langkah kenaikan suku bunga acuan tersebut. Kebijakan kenaikan suku bunga acuan oleh Bank Indonesia di antaranya untuk memastikan terus berlanjutnya penurunan inflasi, memitigasi dampak rambatan dari masih kuatnya dolar AS dan masih tingginya ketidakpastian pasar keuangan global.

Di tengah ketidakpastian pasar keuangan global tersebut, Dollar Amerika Serikat mengalami penguatan nilai mata uang dibandingkan berbagai mata uang dunia. Berdasarkan data dari Bank Indonesia, mata uang Uni Eropa (EUR) terdepresiasi sebesar 5,68% pada bulan Desember 2022 dibandingkan posisi akhir tahun 2021. Di periode yang sama, nilai tukar mata uang negara maju lain seperti Poundsterling dan Yen terdepresiasi lebih dalam masing-masing sebesar 12,16% dan 13,94% terhadap Dolar AS. Sementara itu, Rupiah terdepresiasi sebesar 9,18% terhadap Dollar AS *in that period*.

Sentimen negatif global akibat dari krisis geopolitik di Ukraina tersebut yang berdampak pada kenaikan harga berbagai komoditas dunia sangat mempengaruhi perdagangan dunia. World Trade Organization (WTO) memperkirakan pertumbuhan *volume* perdagangan dunia akan melambat menjadi sebesar 3,5% pada tahun 2022 dibandingkan pertumbuhan *volume* perdagangan dunia tahun sebelumnya sebesar 9,7%. Pertumbuhan ekspor dari negara-negara Eropa yang paling terdampak krisis geopolitik di Ukraina diperkirakan melambat menjadi 1,8% pada tahun 2022 dibandingkan sebesar 7,9% pada tahun sebelumnya. Impor dari negara-negara tersebut juga diperkirakan tumbuh melambat menjadi 5,4% pada tahun 2022 dari tahun sebelumnya sebesar 8,3%.

Dunia yang masih dalam tahap pemulihan pandemi dan dihadapkan pada beragam dampak dari krisis geopolitik sangat mempengaruhi pertumbuhan ekonomi dunia pada tahun 2022 yang diperkirakan mengalami perlambatan. International Monetary Fund (IMF), World Bank, dan Organisation for Economic Co-operation and Development (OECD) memproyeksikan pertumbuhan ekonomi dunia pada tahun 2022 akan melambat masing-masing menjadi 3,20%; 3,00%; dan 2,90%. Pada tahun sebelumnya, menurut ketiga institusi terkemuka di dunia tersebut, PDB dunia tumbuh sebesar 6,0%; 5,8%; dan 5,7%.

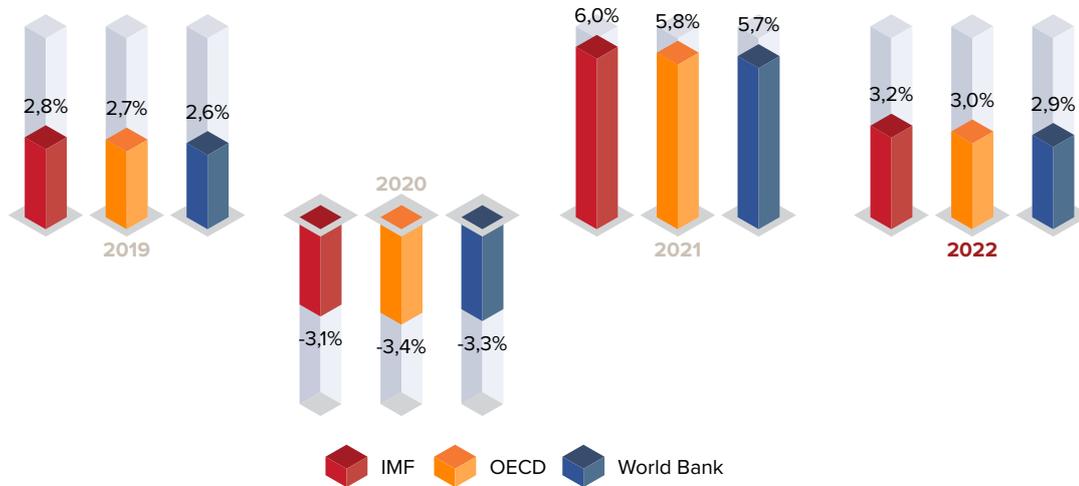
benchmark interest rate until it reached 4.50% in the last quarter of 2022. Consequently, the world's central banks, including Bank Indonesia, followed the policy to raise the benchmark interest rate. Bank Indonesia's policy to rise the benchmark interest rate aims to ensure continued inflation reduction, mitigate the spillover impact of the US dollar appreciation and a high uncertainty on global financial markets.

In the midst of this global financial market uncertainty, the US Dollar has appreciated against various currencies in the world. According to Bank Indonesia, the European Union currency (EUR) depreciated by 5.68% in December 2022 compared to its position at end of 2021. In the same period, the exchange rates of other developed countries' currencies such as Poundsterling and Yen depreciated deeper against the US Dollar at 12.16% and 13.94%, respectively. Meanwhile, the Rupiah depreciated at 9.18% against the US Dollar.

Global adverse sentiment due to geopolitical crisis in Ukraine which resulted in rising world commodities prices highly affected the global trade. The World Trade Organization (WTO) estimates that global trade volume growth will slow down to 3.5% in 2022 compared to the previous year's world trade volume growth of 9.7%. The European countries' export growth that is largely affected by the geopolitical crisis in Ukraine is expected to slow down to 1.8% in 2022 compared to 7.9% in the previous year. Imports from these countries are also projected to decelerate to 5.4% in 2022 from 8.3% in the previous year.

The world that is still in the recovery phase due to pandemic and challenged by various impacts of the geopolitical crisis highly affect the global economic growth in 2022 which is projected to decelerate. The International Monetary Fund (IMF), World Bank, and Organization for Economic Co-operation and Development (OECD) project that global economic growth in 2022 will slow down to 3.20%; 3.00%; and 2.90%, respectively. In the previous year, according to the three world's leading institutions, the world GDP grew by 6.0%; 5.8%; and 5.7%.

Grafik Pertumbuhan PDB Dunia  
World GDP Growth Chart



Sumber: IMF, OECD, dan World Bank, diolah  
Source: IMF, OECD, and World Bank, processed

## PEREKONOMIAN INDONESIA

Di tengah perekonomian dunia yang tumbuh melambat tersebut, ekonomi Indonesia mampu tumbuh menguat didukung oleh fundamental ekonomi yang masih terjaga dengan baik. Berbagai lembaga pemeringkat internasional masih mempertahankan *Sovereign Credit Rating* Indonesia di level layak investasi (BBB/Baa2) di sepanjang tahun 2022. Yang menarik, S&P merevisi *outlook* peringkat tersebut menjadi stabil dari negatif pada tanggal 27 April 2022 yang merefleksikan kepercayaan internasional atas pemulihan ekonomi berjalan dengan baik yang mendukung konsolidasi fiskal Pemerintah Indonesia.

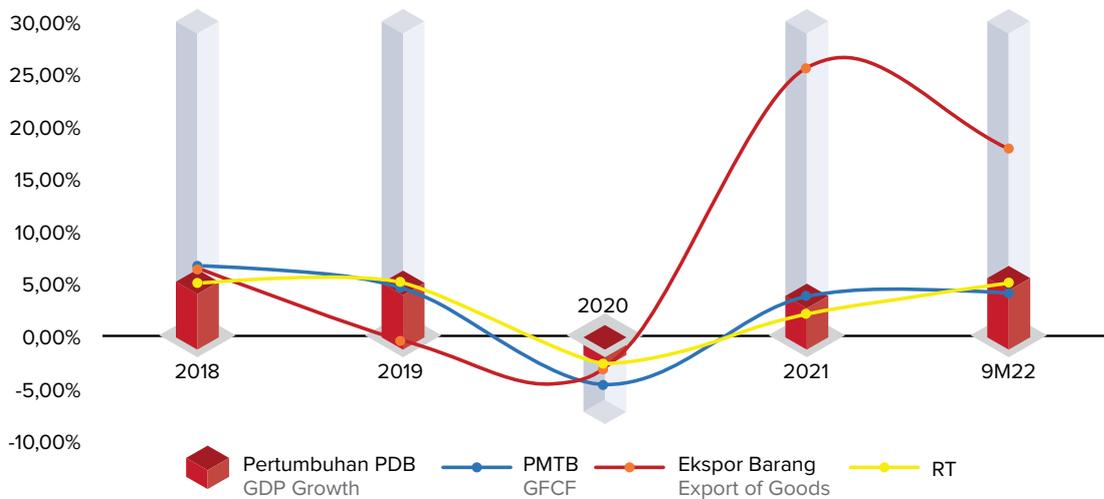
Kepercayaan investor terhadap fundamental ekonomi Indonesia tersebut didukung oleh pertumbuhan ekonomi Indonesia sebesar 5,31% yoy di tahun 2022. Selain pengeluaran konsumsi rumah tangga (RT) sebagai kontributor utama Produk Domestik Bruto (PDB) Indonesia meningkat 4,93% yoy di tahun 2022, pertumbuhan PDB Indonesia didorong oleh ekspor barang (EB) yang mampu membukukan pertumbuhan tertinggi sebesar 14,41% yoy didukung oleh kenaikan tajam atas berbagai harga komoditas dunia karena disrupsi pasokan akibat konflik geopolitik di Ukraina. Selain itu, faktor pendorong lainnya adalah kenaikan investasi atau Pembentukan Modal Tetap Domestik Bruto (PMTB) yang mencapai 3,87% yoy di tahun 2022 sebagaimana yang dijelaskan pada grafik berikut ini:

## INDONESIAN ECONOMY

Amidst the slowing growth of the world economy, the Indonesian economy grew stronger sustained by well-maintained economic fundamentals. International rating agencies still maintain Indonesia's Sovereign Credit Rating in investment grade level (BBB/Baa2) throughout 2022. Interestingly, S&P revised the rating outlook to stable from negative on April 27, 2022 reflecting international confidence towards this country's economic recovery is on the right track which supports the fiscal consolidation of the Government of Indonesia.

Investors' confidence towards Indonesia's economic fundamentals is supported by this country's economic growth of 5.31% yoy until in 2022. Apart from the household consumption expenditure (RT) as the main contributor to Indonesia's Gross Domestic Product (GDP) raising 4.93% yoy in 2022, Indonesia's GDP growth was boosted by export of goods (EB), which was able to post its highest growth level of 14.41% yoy thanks to a sharp increase in the world's various commodity prices due to supply disruptions affected by geopolitical conflict in Ukraine. Moreover, another driving factor was a surge in the investment or Gross Domestic Fixed Capital Formation (GFCF) which reached 3.87% yoy in 2022 as described in the following graph:

**Grafik Pertumbuhan PDB Indonesia**  
Indonesian GDP Growth Chart



Sumber: Badan Pusat Statistik & Bank Indonesia, diolah  
Source: Central Bureau of Statistics & Bank Indonesia, processed

Peningkatan peran pengeluaran konsumsi rumah tangga pada tahun 2022 didorong oleh keyakinan konsumen terhadap kondisi ekonomi yang cenderung meningkat. Hal ini terjadi seiring dengan kebijakan pemerintah untuk melonggarkan aktivitas ekonomi didukung oleh penanganan pandemi yang lebih baik baik dari aspek kesehatan maupun ekonomi. Menurut Bank Indonesia, Indeks Keyakinan Konsumen (IKK) di bulan Desember 2022 tetap kuat sebesar 119,9 serta tetap berada pada area optimis. Pencapaian ini diperkuat dengan Indeks Penjualan Riil (IPR) yang juga menunjukkan kecenderungan peningkatan dengan level tertinggi IPR sebesar 239,2 pada bulan April tahun 2022. Kinerja penjualan eceran yang tumbuh positif tersebut menurut Bank Indonesia diprakirakan didorong oleh tetap kuatnya pertumbuhan sub-kelompok sandang, kelompok barang budaya dan rekreasi, makanan, minuman dan tembakau.

Sementara itu, pertumbuhan tertinggi ekspor barang terutama didorong oleh kenaikan signifikan atas harga komoditas utama dunia akibat krisis geopolitik di Ukraina. Hal ini berdampak positif terhadap peningkatan surplus perdagangan Indonesia yang mencapai US\$62,68 miliar atau tumbuh 43,09% yoy di tahun 2022. Pada periode yang sama tahun sebelumnya berdasarkan data Neraca Pembayaran Indonesia (NPI), surplus perdagangan senilai US\$43,81 miliar.

Kinerja ekspor yang meningkat tersebut berdampak positif terhadap posisi cadangan devisa Indonesia yang lebih tinggi. Menurut Bank Indonesia, cadangan devisa mencapai level tertinggi sebesar US\$141,43 triliun pada bulan Februari 2022. Posisi cadangan devisa yang lebih tinggi ini memberikan ruang bagi Bank Indonesia untuk

The household consumption expenditure's rising role in 2022 was driven by consumer confidence towards economic conditions which tend to hike. It is in line with the government policy to ease economic activities supported by better pandemic handling either from a health or economic perspective. According to Bank Indonesia, Consumer Confidence Index (CCI) in December 2022 remains strong at 119.9 and within the optimistic area. This achievement is reinforced by the Real Sales Index (RSI) showing an increasing trend with its highest RSI level of 239.2 in April 2022. According to Bank Indonesia, the positive growth in retail sales performance is projected to be driven by continued strong growth in the sub-category of clothing, groups of cultural and recreational goods, food, beverages and tobacco.

Meanwhile, the highest growth in the exports of goods was mainly boosted by a significant raise in the world's main commodities price due to the geopolitical crisis in Ukraine. This factor affects positively towards Indonesia's trade surplus hike which reached US\$62.68 billion or surged 43.09% yoy in 2022. In the same period of previous year, based on Indonesia's Balance of Payments (BOP) data, the trade surplus stood at US\$43.81 billion.

The raising export performance had a positive impact on the higher position of this country's foreign exchange reserves. According to Bank Indonesia, foreign exchange reserves reached their highest level of US\$141.43 trillion in February 2022. This higher position of foreign exchange reserves provides room for Bank Indonesia to intervene

melakukan intervensi terhadap fluktuasi Rupiah akibat ketidakpastian keuangan global. Kurs Rupiah terhadap Dollar AS terdepresiasi sebesar 9,18% per Desember 2022 dibandingkan posisi akhir tahun 2021. Di saat yang sama, cadangan devisa Indonesia turun menjadi US\$137,23 triliun yang terutama disebabkan oleh intervensi bank sentral untuk meredam depresiasi Rupiah lebih dalam.

Kebijakan Bank Indonesia untuk melakukan intervensi tersebut ditopang kondisi fundamental ekonomi Indonesia yang masih kuat berdampak positif terhadap depresiasi mata uang Rupiah yang masih lebih baik dibandingkan negara-negara tetangga di kawasan Asia Tenggara. Kurs mata uang negara-negara di Asia Tenggara seperti Malaysia, Filipina, dan Thailand juga mengalami depresiasi sebagaimana yang dialami Rupiah. Mata uang Ringgit Malaysia, Peso Filipina dan Bath Thailand masing-masing terdepresiasi sebesar 5,52%; 9,32%; dan 4,22% terhadap Dolar AS pada bulan Desember 2022 dibandingkan posisi akhir tahun 2021 berdasarkan data dari Bank Indonesia.

Selain pengeluaran konsumsi rumah tangga dan ekspor barang, penopang pertumbuhan ekonomi Indonesia adalah investasi atau Pembentukan Modal Tetap Domestik Bruto (PMTB). Pertumbuhan PMTB sebesar 3,87% yoy di tahun 2022 didukung oleh pembangunan infrastruktur yang berkelanjutan di seluruh wilayah Indonesia. Data realisasi investasi dari Badan Koordinasi Penanaman Modal (BKPM) menunjukkan investasi di Indonesia tumbuh 33,98% yoy menjadi Rp1.207,2 triliun di tahun 2022.

Di saat yang sama, penanaman modal asing (PMA) yang tumbuh sebesar 44,16% yoy menjadi Rp654,5 triliun di tahun 2022 dari Rp454,0 triliun di tahun 2021. Sementara itu, penanaman modal dalam negeri (PMDN) tumbuh 23,65% yoy menjadi Rp552,7 triliun. Secara kumulatif, kontribusi investasi PMA dan PMDN masing-masing sebesar 54,22% dan 45,78% dari total investasi pada periode tersebut.

Di sisi lain, dilihat dari perspektif lapangan usaha, beberapa sektor mampu membukukan pertumbuhan signifikan pada tahun 2022. Industri transportasi dan pergudangan membukukan kenaikan tertinggi sebesar 19,87% yoy di tahun 2022. Industri lain yang mampu mencatatkan pertumbuhan double digit adalah industri penyediaan akomodasi dan makan minum dengan kenaikan sebesar 11,97% yoy di tahun 2022.

Sementara itu, sektor yang berkontribusi terbesar terhadap PDB seperti industri pengolahan membukukan pertumbuhan 4,89% yoy untuk sejalan dengan perbaikan daya beli masyarakat yang direfleksikan dengan kenaikan pengeluaran konsumsi rumah tangga. Sektor perdagangan besar dan eceran, reparasi mobil dan motor juga mengalami kenaikan lebih tinggi yakni 5,52%

the Rupiah fluctuations due to global financial uncertainty. The Rupiah exchange rate against the US Dollar depreciated by 9.18% as of December 2022 compared to the position at the end of 2021. At the same time, Indonesia's foreign exchange reserves fell to US\$137.23 trillion which was mainly due to central bank intervention to dampen further Rupiah depreciation.

Bank Indonesia's intervention policy was supported by Indonesia's strong economic fundamentals affects positively towards the Rupiah depreciation which was still better than neighboring countries in the Southeast Asian region. The currencies of Southeast Asian countries such as Malaysia, the Philippines and Thailand also depreciated, as did the Rupiah. Malaysian Ringgit, Philippine Peso and Thai Bath depreciated by 5.52%; 9.32%; and 4.22% against the US Dollar in December 2022 compared to the position at the end of 2021 according to Bank Indonesia.

Apart from household consumption expenditure and export of goods, the pillars of this country's economic growth are investment or Gross Domestic Fixed Capital Formation (PMTB). PMTB growth of 3.87% yoy in 2022 is supported by sustainable infrastructure development throughout Indonesia. Investment realization data from the Investment Coordinating Board (BKPM) indicates that investment in Indonesia surged 33.98% yoy to Rp1.207.2 trillion in 2022.

At the same time, foreign direct investment (FDI) grew by 44.16% yoy to Rp654.5 trillion in 2022 from Rp454.0 trillion in 2021. Meanwhile, domestic direct investment (DDI) climbed 23.65% yoy to Rp552.7 trillion. Cumulatively, the contribution of FDI and DDI investment are 54.22% and 45.78% of the total investment in that period, respectively.

Elsewhere, from industrial origin perspective, several sectors was able to record significant growths in 2022. The transportation and storage industry posted the highest increase of 19.87% yoy in 2022. Other industries that were able to record double digit growth is the accommodation and food service activities growing at 11.97% yoy di tahun 2022.

Meanwhile, a sector with the greatest contribution to GDP such as the manufacturing industry posted a growth of 4.89% yoy in line with the better consumers' purchasing power as reflected in the hike of household consumption expenditure. The wholesale and retail trade, repair of motor vehicle and and motorcycle sectors also posted a higher growth of 5.52% yoy boosted by stronger

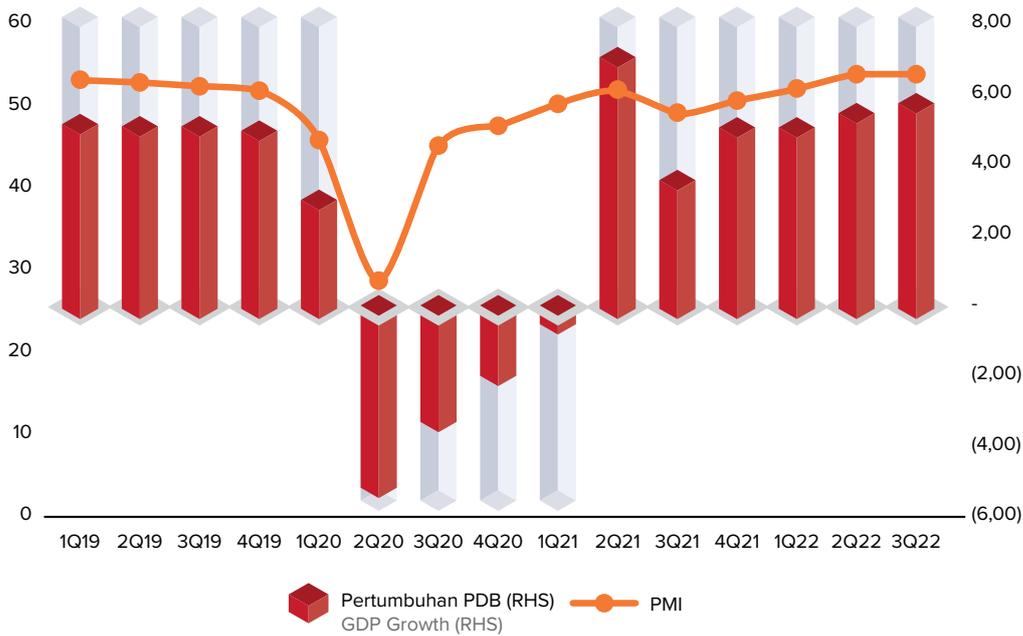
yoy didorong oleh peningkatan penjualan otomotif di Indonesia. Hal ini tidak lepas dari kebijakan pemerintah terkait insentif pajak dan pelonggaran uang muka untuk pembelian kendaraan bermotor.

Perbaikan kinerja beragam lapangan usaha tersebut diperkuat dengan hasil survei kegiatan dunia usaha Bank Indonesia yang menunjukkan peningkatan di sepanjang tahun 2022. Menurut Bank Indonesia, kinerja sektor industri pengolahan di tahun 2022 terindikasi tetap kuat dan berada pada fase ekspansi. Hal tersebut tercermin dari Prompt Manufacturing Index (PMI-BI) triwulan III-2022 sebesar 53,71% atau berada pada fase ekspansi (indeks > 50%), meningkat dari 53,61% pada triwulan sebelumnya dan level tertinggi di tahun 2022. Peningkatan tersebut didorong oleh komponen pembentuk PMI-BI terutama volume produksi, volume persediaan barang jadi, dan jumlah tenaga kerja. Pergerakan PMI-BI tersebut sejalan dengan perkembangan kegiatan sektor industri pengolahan hasil Survei Kegiatan Dunia Usaha (SKDU) Bank Indonesia yang tercatat positif dan meningkat dengan Saldo Bersih Tertimbang (SBT) sebesar 3,18%.

automotive sales in Indonesia. This is inseparable from government policies related to tax incentives and easing down payments for the purchase of automotives.

The better performance of various industrial origins was strengthened by the results of a survey of business activities conducted by Bank Indonesia indicating a tendency to increase throughout 2022. According to Bank Indonesia, the performance of manufacturing sector in 2022 was remain strong and in the expansive phase. This is reflected in the Prompt Manufacturing Index (PMI-BI) in third quarter of 2022 at 53.71% or in an expansive phase (index > 50%), a hike from 53.61% in the previous quarter and the highest level in 2022. This increase was boosted by the components of PMI-BI formation, particularly production volume, finished goods inventory volume, and the number of workers. The PMI-BI movement is in line with developments in the manufacturing sector as a result of the Bank Indonesia's Business Activity Survey (BAS) which recorded a positive outcome with a Weighted Net Balance (WNB) of 3.18%.

**Grafik PMI dan Pertumbuhan PDB**  
PMI and GDP Growth Charts



Sumber: Bank Indonesia, diolah  
Source: Bank Indonesia, processed

# TINJAUAN INDUSTRI PERBANKAN

## BANKING INDUSTRY REVIEW



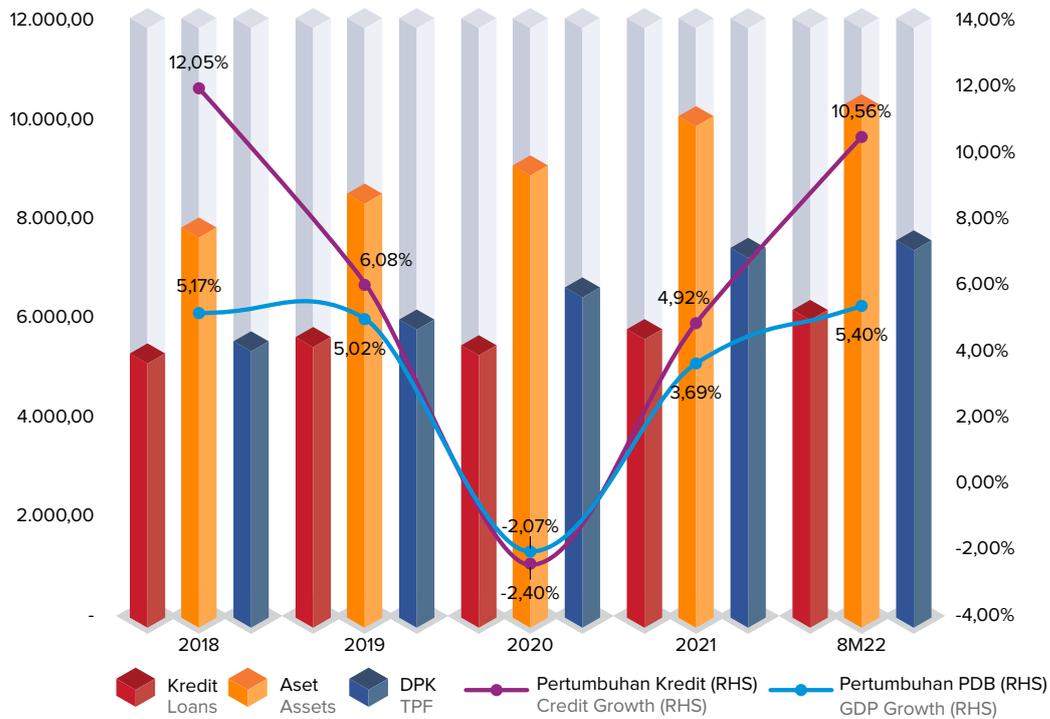
Fungsi intermediasi bank dalam menyalurkan pinjaman berperan aktif dalam menggerakkan perekonomian Indonesia. Industri perbankan juga memberikan dukungan pendanaan bagi pemulihan ekonomi Indonesia akibat pandemi. Di sisi lain, ketika pertumbuhan ekonomi berkontraksi sebesar 2,40% yoy pada tahun 2020, pertumbuhan kredit bank juga berada di zona negatif sebesar 2,07% yoy sebagai dampak dari kebijakan pembatasan sosial sehingga aktivitas ekonomi tidak berjalan dengan normal. Namun demikian, ketika Pemerintah melonggarkan kebijakan pembatasan sosial seiring dengan penanganan pandemi yang lebih baik, pinjaman dari perbankan menunjukkan tren kenaikan 4,92% yoy pada tahun 2021 dan tumbuh lebih tinggi menjadi 11,63% yoy di tahun 2022. Di saat bersamaan, PDB Indonesia mampu tumbuh masing-masing sebesar 3,70% yoy dan 5,31% yoy.

The intermediary function of banks in channeling loans plays an active role in generating Indonesian economy. The banking industry has also provided funding support for this country's economic recovery due to the pandemic. Elsewhere, when economic growth contracted by 2.40% yoy in 2020, bank credit growth was also in the negative zone of 2.07% yoy due to social restriction policy resulting in abnormal economic activities. However, when the Government loosened its social restriction policy thanks to pandemic better handling, bank loans showed an uptrend growth of 4.92% yoy in 2021 and grew 11.63% yoy in 2022. At the same time, Indonesia's GDP managed to grow by 3.70% yoy and 5.31% yoy respectively.

Pertumbuhan kredit pada tahun 2022 tersebut sedikit lebih tinggi dari batas atas revisi target pertumbuhan pinjaman bank yang ditetapkan Bank Indonesia sebesar 9%-11% pada tahun 2022. Target pertumbuhan kredit ini lebih tinggi dibandingkan target sebelumnya sebesar 6%-8% pada tahun 2022.

Credit growth in 2022 is slightly above the ceiling of Bank Indonesia's revised credit growth target of 9%-11% in 2022. This credit growth target is higher than the previous target of 6%-8% in 2022.

Grafik Pertumbuhan PDB dan Kredit Bank  
GDP Growth and Bank Credit Charts



Sumber: Badan Pusat Statistik & Bank Indonesia  
Source: Central Bureau of Statistics & Bank Indonesia

Peningkatan penyaluran pinjaman perbankan selama pandemi mendapatkan dukungan yang kuat dari Otoritas Jasa Keuangan (OJK) selaku regulator khususnya terkait kebijakan restrukturisasi kredit terhadap nasabah yang terdampak pandemi. Dalam perkembangan terakhir tanggal 28 November 2022, OJK mengambil kebijakan mendukung segmen, sektor, industri dan daerah tertentu (*targeted*) yang memerlukan periode restrukturisasi kredit/ pembiayaan tambahan selama 1 tahun sampai 31 Maret 2024 untuk segmen UMKM yang mencakup seluruh sektor, sektor penyediaan akomodasi dan makan-minum, dan industri yang menyediakan lapangan kerja besar, yaitu industri tekstil dan produk tekstil (TPT) serta industri alas kaki. Kebijakan ini ditempuh dengan mempertimbangkan ketidakpastian ekonomi global tetap tinggi dan laju inflasi yang tinggi serta masih dijumpai beberapa pengecualian akibat dampak berkepanjangan pandemi COVID-19 (*scarring effect*) di tengah pemulihan perekonomian nasional yang terus berlanjut seiring dengan lebih

A sound bank loan hike during the pandemic was strongly supported by the Financial Services Authority (OJK) as the regulator, particularly regarding credit restructuring policies for customers affected by the pandemic. In the latest developments on November 28, 2022, OJK adopted a policy supporting particular (*targeted*) segments, sectors, industries, and regions that would require an additional period of loans/financing restructuring for another year until 31 March 2024 for MSMEs covering all sectors; accommodation and food and beverages sectors; and several industries with a high number of employments, i.e., textile and textile products and footwear industries. This policy was pursued by considering the high global economic uncertainty and inflationary pressures as well as there were still several exceptions due to the scarring effect of the COVID-19 pandemic amid the continuing recovery of this country's economy in line with the more controlled pandemic and the normalization of public economic activities. Meanwhile, the existing

terkendalinya pandemi dan normalisasi kegiatan ekonomi masyarakat. Sementara itu, kebijakan restrukturisasi kredit/pembiayaan yang ada dan bersifat menyeluruh dalam rangka pandemi COVID-19 masih berlaku sampai Maret 2023.

Selain itu, dalam perkembangan terakhir di tahun 2022, Bank Indonesia selaku otoritas moneter juga kembali memutuskan untuk melanjutkan kebijakan makroprudensial yang bersifat akomodatif dalam rangka mendorong penyaluran kredit atau pembiayaan perbankan kepada dunia usaha. Sejalan dengan kebijakan makroprudensial yang bersifat akomodatif, Bank Indonesia melanjutkan pelonggaran *Rasio Loan to Value* (LTV) untuk Kredit Properti (KP), *Rasio Financing to Value* (FTV) untuk Pembiayaan Properti (PP), dan Uang Muka untuk Kredit atau Pembiayaan Kendaraan Bermotor (KKB atau PKB) untuk mendorong pertumbuhan kredit di sektor properti dan sektor otomotif. Kebijakan ini berlaku dengan tanggal 31 Desember 2023.

Pencapaian pertumbuhan kredit sebesar 11,63% yoy tersebut mampu menopang pertumbuhan total aset bank umum menjadi sebesar 9,90% yoy pada 2022. Di sisi lain, keberlanjutan penyaluran kredit perbankan tersebut juga didukung oleh ketersediaan likuiditas perbankan yang memadai dengan pertumbuhan Dana Pihak Ketiga (DPK) sebesar 9,01% yoy menjadi Rp8.153,59 triliun pada 2022. Ketersediaan likuiditas yang memadai ini menyebabkan *Loan to Deposit Ratio* (LDR) terjaga di level 78,98%. Porsi pendanaan berbiaya murah dari giro dan tabungan (CASA) mengalami peningkatan dari 59,12% di tahun 2021 menjadi 63,30% di tahun 2022. Peningkatan porsi CASA ini didukung oleh pertumbuhan CASA sebesar 23,68% menjadi Rp5.161,34 triliun pada 2022.

Ekspansi penyaluran kredit selama kondisi pandemi hingga tahun 2022 diimbangi dengan pengelolaan kualitas aset produktif yang lebih baik. Hal ini dapat dilihat dari pencapaian Rasio NPL bank umum di tahun 2022 yang lebih baik menjadi 2,44% dibandingkan 3,00% pada tahun sebelumnya. Faktor penting lainnya untuk mendukung ekspansi penyaluran kredit adalah kecukupan modal yang relatif stabil sebesar 25,62% di tahun 2022 dibandingkan *Capital Adequacy Ratio* (CAR) sebesar 25,66% pada periode yang sama tahun sebelumnya.

Pengelolaan perbankan yang lebih baik dari sisi operasional juga ditunjukkan dengan perbaikan rasio Beban Operasional/Pendapatan Operasional (BOPO) menjadi 78,70% per di tahun 2022 dibandingkan 83,55% pada tahun sebelumnya. Dengan demikian, industri perbankan mampu menghasilkan pertumbuhan bisnis yang lebih berkualitas sehingga meningkatkan profil profitabilitas di tahun 2022. Hal ini dapat dilihat dari rasio *Net Interest Margin* (NIM) naik menjadi 4,80% di

and comprehensive credit/financing restructuring policy under the COVID-19 pandemic condition will be valid until March 2023.

Moreover, in the latest developments of 2022, Bank Indonesia as the monetary authority has also decided to continue accommodative macroprudential policies in order to encourage loans channeling or bank loans distribution to the business. In line with accommodative macroprudential policies, Bank Indonesia continued to relax the Loan to Value Ratio (LTV) for Property Loans (KP), the Financing to Value Ratio (FTV) for Property Financing (PP), and down payment on automotive loans/financing (KKB or PKB) to encourage credit growth in the property and automotive sector. This policy is valid until December 31, 2023.

The Bank credit growth of 11.63% yoy managed to support the commercial bank's asset growth to 9.90% yoy in 2022. Elsewhere, the sustainable bank loan disbursement was also supported by the availability of ample banking liquidity with Third Party Funds (TPF) growth of 9.01% yoy to Rp8,153.59 trillion in 2022. The availability of ample liquidity has maintained the Loan to Deposit Ratio (LDR) at 78.98%. The portion of low-cost funding from current accounts and savings (CASA) hiked from 59.12% in 2021 to 63.30% in 2022. A higher CASA portion was supported by CASA growth of 23.68% to Rp5,161.34 trillion in 2022.

The credit expansion during the pandemic period until 2022 was coupled with better management of the productive assets quality. It can be traced from a better NPL ratio for commercial banks in 2022 to 2.44% compared to 3.00% in the previous year. Another important factor supporting The Bank loans expansion is a relatively stable capital adequacy of 25.62% in 2022 compared to the Capital Adequacy Ratio (CAR) of 25.66% in the previous year.

Better banking management from an operational perspective was also demonstrated by an improving Operating Expenses/Operating Income (BOPO) ratio to 78.70% in 2022 compared to 83.55% in the previous year. Thus, the banking industry is able to generate higher quality business growth, thereby increasing the 2022 profitability profile. It was reflected by Net Interest Margin (NIM) ratio raising to 4.80% as in 2022 from the previous year's position of 4.63%. Furthermore, commercial banks'

tahun 2022 dari posisi tahun sebelumnya sebesar 4,63%. Selain itu, jumlah laba bank umum (setelah taksiran pajak penghasilan) meningkat tajam sebesar 43,94% yoy menjadi Rp201,82 triliun. Peningkatan laba ini berkorelasi positif terhadap kenaikan rasio *Return On Assets* menjadi 2,45% di tahun 2022 dibandingkan sebesar 1,85% pada tahun sebelumnya.

profit after tax estimation increased sharply by 43.94% yoy to Rp201.82 trillion. This increase in profit correlated positively with a higher Return On Assets ratio to 2.45% in 2022 compared to 1.85% in the previous year.

## PANGSA PASAR BANK ICBC INDONESIA DI INDUSTRI PERBANKAN

Pangsa pasar Bank ICBC Indonesia di industri perbankan Indonesia baik sebagai bank umum adalah sebagai berikut:

## BANK ICBC INDONESIA'S MARKET SHARE IN THE BANKING INDUSTRY

Bank ICBC Indonesia's market share in the Indonesian banking industry as a conventional commercial bank is as follows:

### JUMLAH ASET

### TOTAL ASSETS

dalam Rp triliun | in Rp trillion

Tahun Year	Bank Umum Commercial Bank	Bank ICBC Indonesia	Pangsa Pasar Market Share
2019	8.563	53	0,62%
2020	9.178	55	0,60%
2021	10.112	63	0,62%
<b>2022</b>	<b>11.113</b>	<b>57</b>	<b>0,52%</b>

### DANA PIHAK KETIGA

### THIRD PARTY FUND

dalam Rp triliun | in Rp trillion

Tahun Year	Bank Umum Commercial Bank	Bank ICBC Indonesia	Pangsa Pasar Market Share
2019	5.999	27	0,45%
2020	6.665	38	0,57%
2021	7.479	47	0,63%
<b>2022</b>	<b>8.154</b>	<b>41</b>	<b>0,50%</b>

### KREDIT

### LOANS

dalam Rp triliun | in Rp trillion

Tahun Year	Bank Umum Commercial Bank	Bank ICBC Indonesia	Pangsa Pasar Market Share
2019	5.684	37	0,64%
2020	5.548	31	0,57%
2021	5.821	28	0,47%
<b>2022</b>	<b>6.498</b>	<b>26</b>	<b>0,40%</b>

# TINJAUAN OPERASIONAL PER SEGMENT USAHA

## OPERATIONAL REVIEW PER BUSINESS SEGMENT



Bank ICBC Indonesia senantiasa menerapkan prinsip kehati-hatian dalam menjaga pertumbuhan total aset dan total profitabilitas yang memadai dalam rangka mengembangkan bisnis di tahun 2022. Dalam mengembangkan dan memperkuat segmen Perbankan Korporasi, Bank mempertimbangkan *risk appetite* dan *risk tolerance*, termasuk kemampuan internal yang berhubungan dengan kekuatan modal, sumber daya manusia, dan teknologi informasi, serta dukungan sumber daya ICBC Limited yang luas. Dukungan dari entitas induk tidak terlepas dari posisi penting dan strategis Bank di dalam Group ICBC. Selain itu, Bank ICBC Indonesia dalam mengembangkan bisnisnya menyediakan layanan perbankan global kepada nasabah di dalam dan di luar Indonesia, termasuk kebutuhan finansial antara Indonesia dan Tiongkok, serta didukung oleh penyempurnaan segmen Perbankan UKM dan Perbankan Konsumsi dengan menjalin hubungan baik dengan nasabah.

Bank juga fokus pada pengembangan layanan dan teknologi digital, baik untuk mendukung proses bisnis maupun untuk mengembangkan produk dan layanan baru bagi nasabah proyek utama antara lain pengembangan pada layanan dan aplikasi *e-channel*: *Corporate Internet Banking (CIB)*, *Mobile Internet Banking (MIB)*, dan *Personal Internet Banking (PIB)* di sepanjang tahun 2022.

Bank ICBC Indonesia always applies the principle of prudence in maintaining a reasonable growth of total assets and profitability in order to develop its business in the year 2022. The Bank considers risk appetite and risk tolerance, including internal capabilities in terms of strength capital, human resources and information technology, as well as the comprehensive support from ICBC Limited in developing and strengthening the corporate banking segment. The support from the parent company is inextricably linked to the important and strategic position of The Bank within the ICBC Group. In addition, Bank ICBC Indonesia, in developing its business, provides global banking services to customers both inside and outside Indonesia, including financial needs between Indonesia and China, and is supported by improving the SME Banking and Consumer Banking segments by establishing good relationships with customers.

The Bank is also focusing on the development of digital services and technologies, both for the support of business processes and for the development of new products and services for key project customers, including the development of *e-channel* services and applications: *Corporate Internet Banking (CIB)*, *Mobile Internet Banking (MIB)*, and *Personal Internet Banking (PIB)* by 2022.

# PERBANKAN KORPORASI

## CORPORATE BANKING

Sejalan dengan fokus usaha Bank, segmen bisnis Perbankan Korporasi banyak terlibat dalam proyek-proyek pertambangan dan infrastruktur seperti jalan tol, jalan kereta api, serta proyek lainnya. Peran segmen Perbankan Korporasi untuk proyek-proyek tersebut antara lain melalui beberapa pembiayaan sindikasi maupun bilateral dengan bank-bank di Indonesia maupun bank dan lembaga keuangan di luar negeri.

Segmen usaha Perbankan Korporasi terbagi menjadi 3 (tiga) grup:

1. Perbankan Korporasi I fokus pada pemberian layanan keuangan kepada perusahaan-perusahaan Tiongkok yang unggul, atau perusahaan-perusahaan Indonesia yang unggul yang memiliki keterkaitan bisnis dengan Tiongkok;
2. Perbankan Korporasi II fokus pada pemberian layanan keuangan perusahaan-perusahaan korporasi lokal, perusahaan multinasional, konglomerasi, BUMN, dan perusahaan-perusahaan *blue-chip*; dan
3. Perbankan Korporasi Surabaya fokus melayani perusahaan-perusahaan korporasi lokal, perusahaan multinasional, konglomerasi, BUMN, dan perusahaan-perusahaan *blue-chip* yang beroperasi di bagian timur Indonesia.

Secara keseluruhan, Perbankan Korporasi menyumbang sekitar 74,68% terhadap total kredit Bank di tahun 2022, yaitu mencapai Rp20,33 triliun. Total kredit tersebut merupakan gabungan dari total kredit untuk segmen korporasi dan BUMN sebelum dikurangi cadangan penurunan nilai (*gross*). Dari sisi pendanaan, Perbankan Korporasi menyumbang sekitar 58,73% terhadap total DPK Bank di tahun 2022, yaitu sebesar Rp24,01 triliun.

Transaksi-transaksi dan/atau proyek pembiayaan penting di Perbankan Korporasi yang dilaksanakan selama tahun 2022 antara lain:

1. Pembiayaan Sindikasi Jalan Tol Serang - Panimbang Bank turut serta dalam pembiayaan sindikasi *Tranche II*. Pembiayaan sindikasi tersebut digunakan untuk membiayai pembangunan jalan tol Serang – Panimbang seksi 2, ruas Rangkasbitung – Cileles sepanjang 24,17 km.
2. Pembiayaan Sindikasi Proyek Pabrik Semen Bank berpartisipasi dalam pembiayaan sindikasi untuk pembiayaan proyek pabrik semen dengan kapasitas tahunan sebesar 3,2 juta ton klinker dan 4 juta ton semen. Proyek pabrik semen ini bertujuan untuk memenuhi kebutuhan dalam negeri dan memiliki target untuk pangsa pasar ekspor.

In line with The Bank's business focus, Corporate Banking business segment mostly involves in mining and infrastructure projects such as toll road, railway tracks, and other projects. The Corporate Banking roles for these projects include syndicated and bilateral financing with other banks in Indonesia as well as any banks and financial institutions abroad.

The Corporate Banking segment is divided into 3 (three) groups:

1. Corporate Banking I focuses on providing financial services to prime Chinese companies operating in Indonesia, or prime Indonesian companies which have business relations with China;
2. Corporate Banking II focuses on providing financial services to local corporations, multinational companies, conglomerates, SOEs, and blue-chip companies; and
3. Corporate Banking Surabaya focuses on serving local corporations, multinational companies, conglomerates, SOEs, and blue-chip companies operating in Eastern Indonesia.

Overall, Corporate Banking contributed approximately 74.68% of The Bank's total lending in 2022, reaching Rp20.33 trillion. The total loans was the gross outstanding loans balance for corporate and SOEs segments before deducted allowance for impairment losses. In terms of funding, Corporate Banking contributed around 58.73% of The Bank's total TPF in 2022, amounting at Rp24.01 trillion.

Important transactions and/or financing projects carried out by Corporate Banking in 2022 include:

1. Syndicated Loan of Serang – Panimbang Toll Road The Bank participated in the Tranche II syndicated loan. The syndicated loan was used to finance the construction of Serang – Panimbang toll road section 2, Rangkasbitung – Cileles section with a length of 24.17 km.
2. Syndicated Loan of Cement Factory Project The Bank participated in loan syndication to finance cement factory project with an annual capacity of 3.2 million tons of clinker and 4 million tons of cement. The cement factory project will be utilized to fulfill domestic needs and target of export market.

3. Pembiayaan Proyek Peleburan Nikel  
Bank bekerja sama dengan ICBC Changsha dalam pembiayaan proyek peleburan bijih nikel laterit dengan produksi tahunan 60.000 ton. Bank dalam proyek ini juga berperan sebagai Indonesia *Facility Agent*, Indonesia *Account Bank* dan Indonesia *Security Agent*.

3. Financing of Nickel Smelting Project  
The Bank in cooperation with ICBC Changsha in the financing of laterite nickel ore smelting project with an annual output of 60,000 tons. The Bank in this project also took roles as Indonesia Facility Agent, Indonesia Account Bank and Indonesia Security Agent.

Langkah strategis Bank di segmen Perbankan Korporasi dalam jangka pendek dan menengah adalah sebagai berikut:

The Bank's strategic steps in Corporate Banking segment in the short and medium-term are as follows:

1. Mempromosikan dan meningkatkan bisnis RMB, sehingga menjadikan Bank sebagai bank utama dalam kliring RMB;
  2. Memanfaatkan keunggulan dan jaringan ICBC Group dan bank sindikasi terkemuka, untuk memimpin sindikasi dan mencapai kinerja yang lebih baik;
  3. Memperluas jaringan dan hubungan dengan badan pemerintah, seperti Kementerian BUMN, Kementerian Koordinator Bidang Kemaritiman dan Investasi, Kementerian Perindustrian, dan lainnya;
  4. Memperkuat fungsi marketing bagi nasabah Korporasi untuk meningkatkan portofolio kredit;
  5. Terlibat aktif dengan asosiasi industri yang ditargetkan, seperti Kamar Dagang China, KADIN, Perbanas, dan lain-lain, untuk terus memperbarui kondisi pasar dan respons cepat terhadap peluang bisnis;
  6. Berkolaborasi dengan penasihat keuangan terkemuka dan perusahaan asuransi untuk memperbesar basis pelanggan;
  7. Melanjutkan inovasi produk dan layanan, termasuk FX lanjutan dan layanan *cash management*, serta sindikasi terutama fokus pada proyek infrastruktur;
  8. Mengikuti panduan target pasar Perbankan Korporasi sebagai berikut: perusahaan multinasional besar, perusahaan Tiongkok yang utama di Indonesia, perusahaan Indonesia utama yang memiliki bisnis terkait dengan Tiongkok, perusahaan BUMN yang utama dan perusahaan *blue-chip* Indonesia, konglomerasi pemimpin pasar di Indonesia, dan perusahaan *supply chain* dari pelanggan inti Bank;
  9. Merekrut, mempertahankan, dan melatih kembali karyawan yang ada melalui kerja sama dengan pihak internal dan/atau eksternal, serta ICBC Group untuk memperbaiki dan meningkatkan kualitas karyawan Bank;
  10. Guna memaksimalkan profitabilitas Bank melalui pendapatan komisi, Bank akan berkolaborasi dengan institusi finansial yang terafiliasi dengan ICBC Group guna melakukan *risk participation* untuk fasilitas yang diberikan kepada nasabah Korporasi terutama yang dengan fasilitas berjumlah besar.
1. Promote and enhance the RMB business, making The Bank as the main bank in RMB clearing;
  2. Utilize the advantages and networks of ICBC Group as well as leading syndicated banks, to lead syndication and to achieve better performance;
  3. Expand the networks and relationships with government agencies, such as the Ministry of SOEs, Coordinating Ministry for Maritime and Investment Affairs, Ministry of Industry, and others;
  4. Strengthen the marketing function for Corporate customers to increase the loan portfolio;
  5. Actively involved with targeted industry associations, such as the China Chamber of Commerce, KADIN, Perbanas, etc., to continuously update market conditions and quickly respond to business opportunities;
  6. Collaborate with leading financial advisors and insurance companies to enlarge the customer base;
  7. Continue products and services innovation, including advanced FX and cash management services, as well as syndication mainly focusing on infrastructure projects;
  8. Follow the Corporate Banking target market guidelines as follows: large multinational companies, major Chinese companies in Indonesia, major Indonesian companies that have business related to China, major SOEs companies and Indonesian blue-chip companies, conglomerates of market leaders in Indonesia, and supply chain companies from The Bank's core customers;
  9. Recruit, retain and retrain existing employees through collaboration with internal and/or external parties, as well as ICBC Group to improve the quality of The Bank's employees;
  10. In order to maximize The Bank's profitability through commission income, The Bank will collaborate with financial institutions affiliated with ICBC Group to carry out risk participation for facilities provided to Corporate customers, especially for those with large facilities.

# PERBANKAN USAHA KECIL DAN MENENGAH

## SMALL AND MEDIUM ENTERPRISES BANKING



Perbankan Usaha Kecil dan Menengah (UKM) merupakan salah satu sektor yang potensial dengan potensi pasar terus bertumbuh. Untuk mengiringinya, Bank juga senantiasa mengoptimalkan penyaluran kredit terhadap sektor ini dengan tetap mempertahankan kualitas portofolio kredit UKM, serta menyesuaikan dengan *risk appetite* Bank. Bank telah menetapkan target market yang jelas, mencakup pengalaman bisnis nasabah, soliditas kondisi keuangan, dan didukung dengan ketersediaan jaminan dalam bentuk aktiva tetap (properti) yang memiliki daya jual serta rasio LTV sangat baik.

Tahun ini, Bank akan tetap berfokus mengembangkan potensi pasar di area cabang Bank berada, dengan prioritas pembiayaan sampai dengan Rp6 miliar per nasabah. Selain itu, untuk mempercepat pertumbuhan portofolio kredit UKM, Bank juga akan mengembangkan program pembiayaan *supply chain financing*.

Small and Medium Enterprises (SME) Banking is one of the potential sectors with the market potential to continue to grow. The Bank continues to optimize lending in this sector while continuing to maintain the quality of SME loan portfolio, as well as adapting to The Bank's risk appetite. The Bank has set a clear target market, including customer business experience, the solidity of financial conditions, and is supported by the availability of collateral in the form of fixed assets (property) that have very good marketability and LTV ratio.

This year, The Bank will continue to focus on developing market potential in The Bank's branch area, with funding priorities of up to Rp6 billion per customer. In addition, to accelerate the growth of SME loan portfolio, The Bank will also develop the supply chain financing program.

Dengan menyinergikan nasabah-nasabah yang sudah ada di Perbankan Korporasi dan para pelaku usaha di skala UKM yang memiliki hubungan bisnis dengan nasabah-nasabah korporasi Bank, baik sebagai pemasok, distributor, maupun kontraktor, Bank akan menganalisis potensi kebutuhan dana untuk usahanya melalui program di atas.

Model pembiayaan ini akan memungkinkan Bank mendapatkan nasabah potensial dengan rekam jejak, reputasi, dan pengalaman bisnis yang lebih jelas berdasarkan informasi yang didapatkan dari nasabah Perbankan Korporasi yang sudah ada. Selain itu, model pembiayaan ini juga memudahkan verifikasi sumber pembayaran kembali atas fasilitas kredit yang diberikan yang merupakan pembayaran dari nasabah Perbankan Korporasi tersebut.

Hingga akhir tahun 2022, pencapaian kredit UKM Bank sebesar Rp86,79 miliar. Per Desember 2022, rasio total kredit untuk usaha kecil dan usaha menengah terhadap total kredit UKM masing-masingnya sebesar 99,08% dan 0,92%, sedangkan rasio total kredit UKM terhadap total kredit sebesar 0,32%.

Dalam menjalankan segmen Perbankan UKM ini, Bank menyiapkan langkah strategis jangka pendek dan menengah sebagai berikut:

1. Melakukan *cross-selling* dengan segmen bisnis lainnya untuk produk-produk yang dimiliki oleh Perbankan UKM melalui *supply chain financing*, *project chain financing*, dan *industrial chain financing*; dan
2. Menjalani kerja sama dengan cabang-cabang Bank dalam rangka mendapatkan nasabah potensial yang berlokasi di sekitar area cabang beroperasi, baik untuk nasabah *funding* maupun nasabah *lending* UKM.

By synergizing existing customers in Corporate Banking and business actors at SME scale who have business relations with The Bank's corporate customers, both as suppliers, distributors, and contractors, The Bank will analyze the potential funding needs for its business through program above.

This financing model will enable The Bank to get potential customers with a clearer track record, reputation and business experience based on the information obtained from existing Corporate Banking customers. In addition, this financing model facilitates the verification of sources of repayment for credit facilities provided as payments from the Corporate Banking customers.

By the end of 2022, the achievement of SME loans amounted to Rp86.79 billion. As of December 2021, the ratio of total loans for small and medium businesses to total SME loans was 99.08% and 0.92% respectively, while the ratio of total SME loans to total loans was 0.32%.

In carrying out this SME Banking segment, The Bank prepares the following short and medium-term strategic steps:

1. Conduct cross-selling with other business segment for products owned by SME Banking through supply chain financing, project chain financing, and industrial chain financing; and
2. Collaborate with branches in obtaining potential customers located around the branch operating areas, both for SME funding and lending customers.

# GLOBAL MARKET & FINANCIAL INSTITUTION

## GLOBAL MARKET & FINANCIAL INSTITUTION

*Global Market & Financial Institution* menunjukkan pencapaian yang sangat baik di tahun 2022, baik dari sisi *fee-based income* maupun pendapatan bunga bersih. Selain itu, *Global Market & Financial Institution* juga memainkan peranan penting dalam mengelola aset dan kewajiban Bank guna mengoptimalkan keuntungan di buku Bank. *Global Market & Financial Institution* juga harus memastikan tersedianya pendanaan yang efisien untuk mendukung pertumbuhan aset dan bisnis Bank.

Produk yang ditawarkan segmen usaha *Global Market & Financial Institution* meliputi layanan valuta asing seperti TOD, TOM, *Spot*, *Forward*, dan *FX Swap*; produk surat berharga seperti obligasi pemerintah, obligasi korporasi, *Medium Term Notes* (MTN), Sertifikat Bank Indonesia (SBI), Sertifikat Deposito Bank Indonesia (SDBI), dan Surat Perbendaharaan Negara (SPN); produk pasar uang antar bank (IDR, USD, dan RMB), *Negotiable Certificate of Deposit* (NCD), instrumen Bank Indonesia, transaksi *repo/reverse repo*, penempatan dan peminjaman dana pada segmen *finance institution*, dll.

Berikut ini adalah program kerja utama *Global Market & Financial Institution* yang berhasil diselesaikan di tahun 2022:

1. Mengelola likuiditas Bank secara efisien, mengelola investasi Bank secara optimal, dan mengelola pelayanan transaksi valuta asing secara maksimal;
2. Membukukan kredit bilateral kepada Bank BJB;
3. Melakukan *refinancing* atas kredit kepada Lembaga Pembiayaan Ekspor Indonesia;
4. Memperpanjang kredit bilateral dengan Bank Mandiri;
5. Membukukan laba sebelum pajak sebesar Rp345,25 miliar.

Selain itu, dalam upaya mempromosikan bisnis RMB, *Global Market & Financial Institution* telah melakukan beberapa langkah sebagai berikut:

1. Membantu Bank Indonesia dalam upaya untuk menggunakan akun Nostro pada ICBC Limited;
2. Secara aktif membantu dan mendampingi Bank Indonesia, PBOC, dan bank ACCD dalam proses implementasi RMB *Local Currency Settlement* (LCS);
3. Secara aktif membantu bank lain untuk memberikan informasi dan solusi terkait dengan penggunaan RMB dalam hal remitansi, *trade finance*, dan penyelesaian transaksi (*settlement*).

*Global Market & Financial Institution* showed very good achievements in 2022, both in terms of fee-based income and net interest income. In addition, *Global Market & Financial Institution* plays an important role in managing The Bank's assets and liabilities in order to optimize profits in the banking book. *Global Market & Financial Institution* must also ensure the availability of efficient funding to support the growth of The Bank's assets and businesses.

Products offered by *Global Market & Financial Institution* business segment include foreign exchange services such as TOD, TOM, *Spot*, *Forward*, and *FX Swap*; securities products such as government bonds, corporate bonds, *Medium-Term Notes* (MTN), *Bank Indonesia Certificates* (SBI), *Bank Indonesia Deposit Certificates* (SDBI), and *State Treasury Notes* (SPN); interbank money market products (IDR, USD, and RMB), *Negotiable Certificate of Deposit* (NCD), *Bank Indonesia instruments*, *repo/reverse repo* transactions, lending and borrowing in finance institution segment, etc.

The following are the main work programs of the *Global Market & Financial Institution* which were successfully completed in 2022:

1. Managed The Bank's liquidity efficiently, managed The Bank's investment optimally, and maximized the management of foreign exchange transaction services;
2. Booked bilateral loans to BJB Bank;
3. Refinancing credit to Indonesian Export Financing Institution;
4. Extending bilateral loans to Bank Mandiri;
5. Booked profit before tax of Rp345.25 billion.

In addition, to promote the RMB business, *Global Market & Financial Institution* have carried out strategies as follows:

1. Assisting Bank Indonesia in its efforts to utilize the Nostro account with ICBC Limited;
2. Actively assisting and accompanying Bank Indonesia, PBOC, and ACCD bank in the process of implementing RMB *Local Currency Settlement* (LCS);
3. Actively assisting other banks to share information and solution related to the utilization of RMB through remittance, *trade finance* and settlement.

Langkah strategis Bank di segmen *Global Market & Financial Institution* dalam jangka pendek dan menengah adalah sebagai berikut:

1. Dalam jangka pendek, Bank berencana untuk:
  - Menjaga posisi aktual aset pinjaman dan dana pihak ketiga;
  - Meningkatkan NIM Bank melalui peningkatan *volume* pada *interbank placement* dan investasi surat berharga;
  - Membantu Bank Indonesia dalam investasi RMB dan penggalangan dana RMB.
2. Sedangkan dalam jangka menengah, Bank menjabarkan strategi bisnisnya berdasarkan:
  - *Asset Strategy*
    - Memperpanjang pinjaman kepada mitra bank lain dengan struktur penetapan harga baru (bunga mengambang, jangka waktu berganda);
    - Bereksplorasi untuk meningkatkan aset pinjaman Institusi Keuangan kepada mitra bank lain;
    - Meningkatkan pendapatan Bank melalui penempatan portofolio surat berharga yang memberikan imbal hasil lebih menarik dengan tingkat risiko rendah.
  - *Liability (Funding) Strategy*
    - Melakukan pendanaan/pinjaman yang diterima dari mitra bank lain melalui *Cash Back Funding (CBF) scheme*, perjanjian pembelian kembali surat berharga (*repo*) baik dalam mata uang yang sama maupun mata uang yang berbeda, serta penerimaan pinjaman bersih (*clean loan received*);
    - Meningkatkan target pendanaan pihak ketiga untuk segmen Institusi Keuangan Bank dan Institusi Keuangan Non-Bank, seperti perusahaan asuransi, perusahaan pembiayaan, manajemen aset, dana pensiun, dan regional development bank, melalui koordinasi yang tepat dengan cabang.
  - *Business Strategy in FX Services*
    - Meningkatkan layanan valuta asing dalam menyediakan layanan lindung nilai, seperti *FX Forward*, *FX Swap*, *DNDF*, dan *IRS*;
    - Menjadi yang terdepan dalam memberikan layanan kegiatan dan transaksi keuangan dalam mengembangkan bisnis RMB di pasar domestik;
    - Bertindak sebagai penasihat pasar dan investasi bagi instansi pemerintah dalam produk dan layanan RMB melalui penyaluran ke ICBC Limited.

The Bank's strategic steps in Global Market & Financial Institution segment in short and medium-term are as follows:

1. In the short-term, The Bank plans to:
  - Maintain the actual position of loan assets and third party funds;
  - Increase The Bank's NIM through step up volume on interbank placement and securities investment;
  - Assist Bank Indonesia in RMB investment and RMB fund raising.
2. While in medium-term, The Bank lays out its business strategies based on:
  - *Asset Strategy*
    - Extend loans to other bank counterparties with new pricing structure (floating rate, multiple tenor);
    - Explore to increase loan assets of Financial Institutions to other bank counterparties;
    - Increase The Bank's revenue through the placement of marketable securities portfolios which provide more attractive returns with a low risk level.
  - *Liability (Funding) Strategy*
    - Carry out funding/loans received from other bank counterparties through Cash Back Funding (CBF) scheme, securities repurchase agreement (repo) both for the same currency and cross currency, and clean loans received;
    - Increase third party funding target for the segment of Financial Institutions and Non-Bank Financial Institutions, such as insurance companies, financing companies, asset management, pension funds, and regional development banks, through the right coordination with branches.
  - *Business Strategy in FX Services*
    - Enhance foreign exchange services in providing hedging instruments such as *FX Forward*, *FX Swap*, *DNDF*, and *IRS*;
    - Leading in providing financial transaction and activity services in developing the RMB business in the domestic market;
    - Acting as market and investment advisory for government institution in RMB products and services through channelling to ICBC Limited.

## TRADE FINANCE

### TRADE FINANCE

Departemen *Bills Center* berkontribusi dalam memberikan pelayanan guna memenuhi kebutuhan nasabah dalam transaksi *trade finance*. Bekerja sama dengan Departemen Perbankan Korporasi dan Departemen Perbankan Komersial, pada 2022 di masa pandemi COVID-19 ini, Departemen *Bills Center* telah memberikan layanan transaksi *trade finance* kepada 52 (lima puluh dua) nasabah (ekspor, impor, dan bank garansi) dan menghasilkan *volume trade finance* sebesar USD707,48 juta dengan kontribusi pendapatan sebesar Rp11,01 miliar. Kontribusi terbesar untuk transaksi *trade* di Bank adalah melalui sektor yang berhubungan dengan konstruksi pembangunan dan sumber daya alam.

Departemen *Bills Center* juga bekerja sama dengan departemen terkait lainnya dan semua cabang guna memberikan pelayanan terbaik agar dapat mempertahankan dan meningkatkan hubungan nasabah dengan Bank.

The Bills Center Department contributes to providing services for customer needs in trade finance transactions. In collaboration with the Corporate Banking Department and Commercial Banking Department, in 2022 during the COVID-19 pandemic, the Bills Center Department provided trade finance services to 52 (fifty-two) clients (export, import, and bank guarantee) and generated trade finance volume of USD707.48 million with revenue contribution of Rp11.01 billion. The biggest contribution to trade transactions at The Bank is through sectors related to construction and natural resources.

The Bills Center Department also works closely with other relevant departments and all branches in providing the best services in order to maintain and improve customer relationship with The Bank.

## CONSUMER BANKING

### CONSUMER BANKING

Departemen *Consumer Banking* mengelola serta mengembangkan produk dan layanan, seperti pendanaan, penyimpanan, manajemen kas, asuransi, investasi, serta kredit perorangan, seperti layanan kartu kredit dan Kredit Pemilikan Rumah (KPR) ke segmen konsumen. Produk dan layanan dari *Consumer Banking* antara lain adalah rekening giro, tabungan, dan deposito dalam mata uang IDR, USD dan RMB, *bancassurance*, dan rekening *multicurrency* (dalam sepuluh mata uang). Selain itu, *Consumer Banking* menyediakan layanan digital seperti *Mobile Internet Banking* (MIB) dan *Personal Internet Banking* (PIB). *Consumer Banking* juga menjadi sub agen penjual SUKUK dan ORI dan obligasi di pasar sekunder.

Pada tahun 2022, Bank meluncurkan serangkaian produk dan program sebagai berikut:

1. *Grab Your Gift Revamp*;
2. Layanan transfer BI-FAST pada kanal MIB;
3. *Lunar New Year Promo*;
4. *Triple Currency Debit UnionPay*;
5. *SIJI FIXED LINK – Simas Jiwa*;
6. SKN Promo untuk layanan MIB dan PIB;
7. SR016;
8. ORI021;
9. ORI022; dan
10. *Red Trans Promo for ICBC Employees*.

Consumer Banking Department manages and develops products and services, such as funding, storage, cash management, insurance, investment, and individual loans, such as credit card services and housing loans (mortgage) for the consumer segment. Products and services of Consumer Banking include current accounts, savings accounts, and time deposits denominated in IDR, USD and RMB, *bancassurance*, and multicurrency accounts (in ten currencies). Furthermore, Consumer Banking provides digital services such as Mobile Internet Banking (MIB) and Personal Internet Banking (PIB). Consumer Banking also acts as a sub-selling agent of SUKUK and ORI and bonds in the secondary market.

In 2022, The Bank launched an array of products and programs as follows:

1. *Grab your Gift Revamp*;
2. *BI-FAST transfer service in MIB channel*;
3. *Lunar New Year Promo*;
4. *Triple Currency Debit UnionPay*;
5. *SIJI FIXED LINK – Simas Jiwa*;
6. *NCS Promo for MIB and PIB services*;
7. SR016;
8. ORI021;
9. ORI022; and
10. *Red Trans Promo for ICBC Employees*.

## REALISASI PROGRAM KERJA DEPARTEMEN CONSUMER BANKING

### A. Dana Pihak Ketiga

Di tengah meningkatnya ketidakpastian pandemi COVID-19, nasabah memikirkan masa depan dengan lebih cermat; mencari stabilitas, keselamatan dan keamanan finansial. Per Desember 2022, dana pihak ketiga (DPK) individu tercatat sebesar Rp12,32 triliun, 3,31% lebih tinggi dibandingkan Rp11,92 triliun pada tahun 2021. Sementara itu, laba sebelum pajak tercatat sebesar Rp154,07 miliar atau menurun sebesar 10,49% dibanding tahun sebelumnya Rp172,12 miliar. Jumlah nasabah bertumbuh 7,54% (*year-on-year*) sebanyak 50.033 nasabah.

## WORK PROGRAMS REALIZATION OF CONSUMER BANKING DEPARTMENT

### A. Third Party Funds

Amidst the rising uncertainty of COVID-19 pandemic, customers are thinking more carefully about the future; searching for more financial stability, safety and security. As of December 2022, the individual third party funds (TPF) was recorded at Rp12.32 trillion, 3.31% higher as compared to Rp11.92 trillion in 2021. Meanwhile, profit before tax was recorded at Rp154.07 billion or decreased by 10.49% compared to the previous year of Rp172.12 billion. Meanwhile, the total number of customers grew by 7.54% (*year-on year*) totaling of 50,033 customers.

### JUMLAH NASABAH TOTAL CUSTOMER

2022

50.033

2021

46.525

### LABA SEBELUM PAJAK (SEBELUM PENURUNAN NILAI) PROFIT BEFORE TAX (BEFORE IMPAIRMENT)

2022

154.070

2021

172.124

### DANA PIHAK KETIGA THIRD PARTY FUND

2022

12.315

2021

11.920

**B. KPR**

Untuk mendorong pertumbuhan bisnis KPR, Bank telah memperluas kolaborasinya dengan para pengembang terkemuka (fokus utamanya pada pasar primer). Selain itu, Bank juga telah melakukan beberapa kegiatan, antara lain:

- Secara berkala melakukan *refreshment* produk KPR ke seluruh cabang;
- Memberikan *leads* data nasabah Bank dengan minimal AUM Rp500 juta;
- Menambahkan PT Bumi Serpong Damai (BSD City) ke portofolio mitra KPR *Consumer Banking*;
- Melakukan kunjungan pameran secara rutin ke lokasi BSD City.
- Melakukan kerja sama dengan beberapa agen properti untuk meningkatkan penjualan KPR.

Per Desember 2022, Bank mencatat *volume* KPR sebesar Rp90,17 miliar, penurunan yang cukup tajam sebesar 33,46% dibandingkan *volume* tahun lalu sebesar Rp135,53 miliar. Ke depannya, seiring dengan pemulihan daya beli masyarakat dan optimisme program vaksin nasional, diperkirakan pertumbuhan kredit akan mencatatkan pertumbuhan lebih baik.

**C. Kartu Debit/ATM**

Perluasan jaringan ATM ICBC memungkinkan nasabah untuk menikmati akses ke rekening tabungan ICBC melalui jaringan ATM yang meliputi 24 (dua puluh empat) terminal ATM ICBC di Indonesia dan 130.000 (seratus tiga puluh ribu) terminal ATM dari bank-bank yang tergabung ke dalam jaringan ATM Bersama dan LINK di seluruh Indonesia. Pada tahun 2022, Bank bekerja sama dengan UnionPay International meluncurkan kartu debit dengan nama *Triple Currency Debit UnionPay*, kartu ATM yang memiliki 3 (tiga) mata uang di dalam 1 (satu) kartu, yaitu Rupiah (IDR), Dollar AS (USD), dan Renminbi (CNY). Kartu ini memberikan kemudahan bertransaksi yang dapat digunakan untuk belanja maupun penarikan uang di 181 (seratus delapan puluh satu) negara, 64 (enam puluh empat) juta *merchant*, dan 2,9 juta ATM di seluruh dunia. Selain itu, kartu ini juga dapat digunakan di dalam negeri melalui Gerban Pembayaran Nasional (GPN).

**D. Kartu Kredit**

Data menunjukkan *volume* transaksi Kartu Kredit ICBC mengalami kenaikan sebesar 13,10%, dari Rp51,41 miliar pada Desember 2021 menjadi Rp58,15 miliar pada Desember 2022.

**B. Mortgage**

In order to fuel growth in the housing loan business, The Bank has enhanced its collaboration with leading developers (focus mainly on primary markets). In addition, The Bank has also conducted several activities, including:

- Periodically conduct refreshment on mortgage product to all branches;
- Provide data leads of The Bank's customers with a minimum AUM of Rp500 million;
- Add PT Bumi Serpong Damai (BSD City) to Consumer Banking's mortgage partner portfolio.
- Conduct regular exhibition visits to BSD City;
- Collaborate with several property agents to increase mortgage sales.

As of December 2022, outstanding mortgage volume was recorded at Rp90.17 billion, a sizeable dropped of 33.46% compared to last year's volume of Rp135.53 billion. Moving forward, in addition to the resumption of public purchasing power and optimism for the national vaccine program, credit growth is expected to increase.

**C. Debit/ATM Card**

ICBC ATM networks expansion enables customers to enjoy convenience access to their savings accounts through ATM terminals that include 24 (twenty-four) ICBC ATM terminals in Indonesia and 130,000 (one hundred thirty thousand) ATM terminals of other banks incorporated into ATM Bersama and LINK networks throughout Indonesia. In 2022, The Bank in collaboration with UnionPay International launched a debit card named Triple Currency Debit UnionPay, an ATM card that has 3 (three) currencies in 1 (one) card, including Rupiah (IDR), US Dollar (USD), and Renminbi (CNY). This card provides easy transactions that can be used for shopping and money withdrawal in 181 (one hundred and eighty-one) countries, 64 (sixty-four) million merchant, and 2.9 million ATMs worldwide. Furthermore, this card can be used domestically through the National Payment Gateway (NPG).

**D. Credit Card**

Data shows that ICBC Credit Card sales volume increased by 13.10%, from Rp51.41 billion in December 2021 to Rp58.15 billion in December 2022.

Setelah melewati pandemi COVID-19, keadaan ekonomi Indonesia menunjukkan adanya pemulihan dengan pertumbuhan sebesar 5,3%, dengan aktivitas belanja pada kelompok masyarakat juga mengalami peningkatan. Di sisi lain, produk *financial technology (fintech)* bertumbuh pesat, di mana *fintech* sebagai alternatif produk kredit perbankan, menawarkan layanan yang lebih cepat dan mudah bagi nasabah. Salah satu produk *fintech* yang mengalami pertumbuhan pesat adalah *Buy Now Pay Later (BNPL)* dengan pertumbuhan hingga 98% pada tahun 2022. Tren ini mengakibatkan semakin ketatnya persaingan kartu kredit dengan produk alternatif kredit.

Begitu pula dengan pertumbuhan jumlah pemegang kartu yang mengalami penurunan sebesar 5,23%, dari 13.297 pemegang kartu pada Desember 2021 menjadi 12.601 pada Desember 2022.

Bank tetap sepenuhnya menyadari tren belanja konsumen dan pola perilaku. Oleh karena itu, Bank memastikan Kartu Kredit ICBC menawarkan nilai yang nyata dengan memasukkan manfaat yang ditingkatkan ke dalam penawaran produknya:

1. Dalam upaya meningkatkan pengalaman nasabah dalam menggunakan Kartu Kredit ICBC, Bank bekerja sama dengan UnionPay International terus mengkomunikasikan penawaran promosi menarik seperti hotel, belanja, *travel*, dan sebagainya di lebih dari 100 (seratus) gerai yang berpartisipasi di seluruh dunia.
2. Kemitraan menjadi faktor penting dalam bisnis kartu kredit. Oleh karena itu, sepanjang tahun, Bank bekerja sama dengan lebih dari 15 (lima belas) gerai di kota-kota besar di Indonesia, serta mitra *frequent flyer* untuk mendorong pembelanjaan dan meningkatkan kesetiaan terhadap Kartu Kredit ICBC.

Di masa mendatang, Bank akan terus mengupayakan peningkatan kualitas layanan dan pengalaman nasabah, dengan strategi sebagai berikut:

1. Meningkatkan kerja sama baru dengan mitra usaha daring seperti *online marketplace*, *online travel agent*, dan sebagainya.
2. Meningkatkan *cross-sell* produk perbankan ke nasabah Bank.
3. Mengembangkan layanan perbankan secara digital untuk pengalaman nasabah yang lebih *seamless* dan *real-time*.

After going through the COVID-19 pandemic, Indonesia's economy showed a recovery with a growth of 5.3% and spending activity among community groups has increased. On the other hand, financial technology (*fintech*) products grew rapidly, where *fintech* as an alternative to banking credit product offered faster and easy services to customers. One of the *fintech* products experiencing a rapid growth called Buy Now Pay Later (BNPL) with a growth of up to 98% in 2022. This trend has resulted in increasing competition between credit card and alternative credit products.

The case was also true for the number of cardholders which decreased by 5.23%, from 13,297 cardholders as of December 2021 to 12,601 as of December 2022.

The Bank remained completely cognizant of consumer spending trends and behavior patterns. Therefore, The Bank ensured the ICBC Credit Cards offered tangible values by incorporating enhanced benefits into its product offerings:

1. In an attempt to increase customer experience when using ICBC Credit Card, The Bank in collaboration with UnionPay International, continues to communicate attractive promotional offers, such as hotel, shopping, travel, and so on with more than 100 (one hundred) participating outlets worldwide.
2. Partnerships factored significantly in the credit card business. Therefore, throughout the year, The Bank worked together with over 15 (fifteen) outlets in major cities in Indonesia, and frequent flyer partners to encourage cardholders spending and loyalty towards ICBC Credit Cards.

In the future, The Bank will continue to strive to improve service quality and customer experience, with the following strategies:

1. Increase new collaboration with online business partners, such as online marketplace, online travel agent, and so on.
2. Increase cross-sell of banking products to The Bank's customers.
3. Develop digital banking services for more seamless and real-time customer experience.

# TRANSACTION BANKING

## TRANSACTION BANKING

*Transaction Banking* bertujuan untuk melakukan kegiatan perbankan, antara lain Manajemen Kas, *Trade Finance*, *Supply Chain*, dan *FI-Trade*.

1. **Manajemen Kas**, yang terdiri dari:
  - Layanan *Corporate Internet Banking*: layanan yang memudahkan nasabah perusahaan untuk melakukan transaksi keuangan melalui sistem ICBC.
  - Layanan *Global Cash Management*: layanan yang menghubungkan nasabah kantor pusat dan/atau perusahaan induk dengan cabang dan/atau anak perusahaannya yang tersebar di seluruh dunia melalui sistem ICBC.
2. **Trade Finance**: layanan bagi nasabah perusahaan yang melakukan transaksi perdagangan baik dengan cara *collection* ataupun menggunakan LC (*Letter of Credit*).
3. **Supply Chain**: sebuah skema yang memungkinkan nasabah untuk mendapatkan dukungan pembiayaan dalam jalur rantai pasokannya antara sebuah perusahaan utama dengan jaringan pemasoknya.
4. **FI-Trade**: unit yang melakukan transaksi *trade* dengan perbankan lainnya.

Ke depannya, bank akan mendorong pertumbuhan *Transaction Banking* yang berfokus kepada peningkatan produk dan layanan serta program yang sesuai dengan kebutuhan nasabah.

Transaction Banking aims to conduct banking activities, including Cash Management, Trade Finance, Supply Chain, and FI-Trade:

1. **Cash Management**, comprised of:
  - Corporate Internet Banking: services that assist corporate customers in conducting financial transactions through ICBC system.
  - Global Cash Management: services that connect customers from the head office and/or parent company with its branches and/or subsidiaries across the world through ICBC system.
2. **Trade Finance**: services for corporate customers who conduct trade transactions either through collection or LC (Letter of Credit).
3. **Supply Chain**: a scheme that allows customers to obtain support on supply chain financing among the principal companies with their suppliers.
4. **FI-Trade**: a unit that runs trade transactions with other banks.

Moving forward, The Bank will strive the growth of Transaction Banking which focuses on enhancing products and services and programs related to customer needs.

# TINJAUAN OPERASIONAL PENDUKUNG

## OPERATIONAL SUPPORT REVIEW

### MANAJEMEN OPERASIONAL

Ruang lingkup manajemen operasional mencakup aspek manajemen organisasi dan proses operasional yang melibatkan akuntansi bisnis di berbagai bisnis yang ditangani oleh cabang dan *settlement center*. Melalui peningkatan berkelanjutan proses dan prosedur operasional, Departemen Manajemen Operasional mendukung peningkatan kualitas dan efisiensi operasional bisnis Bank serta memperkuat kendali risiko operasional bisnis. Fungsi manajemen operasional di Bank adalah aktivitas manajemen yang memantau rekening internal dan melakukan perencanaan, desain, kontrol, dan pengawasan terhadap operasional bisnis Bank.

Saat ini Departemen Manajemen Operasional mengawasi 2 (dua) bagian, yaitu *branch support & business improvement* dan *settlement center*.

#### Realisasi Program Kerja Departemen Manajemen Operasional

Sebagai unit pendukung, Departemen Manajemen Operasional mendukung penuh pencapaian Rencana Bisnis Bank dan pertumbuhan usaha Bank, di mana dalam aktivitasnya selama 2022 mencakup realisasi peningkatan proses dan pengembangan, antara lain:

1. Keikutsertaan menjadi koordinator dalam proyek BI-FAST bersama dengan Departemen Teknologi Informasi (TI) yang telah diimplementasikan pada akhir Agustus 2022 dengan melakukan beberapa aktivitas sebagai berikut:
  - a. Mengikuti berbagai sosialisasi dan seminar yang diadakan oleh Bank Indonesia maupun bank lain dalam rangka proyek BI-FAST;
  - b. Mengadakan rapat koordinasi secara berkala dengan seluruh departemen terkait proyek BI-FAST;
  - c. Memberikan sosialisasi kepada seluruh departemen terkait dan cabang mengenai layanan BI-FAST;
  - d. Melakukan koordinasi dengan seluruh departemen terkait proyek BI-FAST untuk setiap pengisian *survey - check point* yang diadakan oleh Bank Indonesia;
  - e. Menyiapkan analisa dan mitigasi risiko untuk layanan BI-FAST;
  - f. Melakukan koordinasi dengan departemen unit bisnis terkait untuk menyiapkan dokumen BCP BI-FAST;
  - g. Menyiapkan surat dan dokumen yang diperlukan untuk pengajuan izin prinsip dan operasional BI-FAST;

### OPERATIONS MANAGEMENT

The scope of operations management covers aspects of organizational management and operational processes involving business accounting in various businesses that are handled by branches and settlement center. Through continuous improvement of operational process and procedures, the Operations Management Department supports the improvement in the quality and efficiency of The Bank business operations and strengthens business operational risk control. The operations management function at The Bank is the management activity that monitors internal account and carries out planning, design, control and supervision of The Bank's business operations.

Currently, the Operations Management Department oversees 2 (two) sections, namely the branch support & business improvement and settlement center.

#### Work Programs Realization of Operations Management Department

As a supporting unit, Operations Management Department fully supports the achievement of The Bank Business Plan and The Bank business growth, which in its activities during 2022 include the realization of process improvements and developments, among others:

1. Participated as a coordinator in BI-FAST project together with Information Technology (IT) Department which has been implemented at the end of August 2022, by carrying out the following activities:
  - a. Joined socialization and seminar held by Bank Indonesia or other banks regarding BI-FAST project;
  - b. Conducted regular coordination meetings with all relevant departments regarding BI-FAST project;
  - c. Conducted socialization with all relevant departments and branches regarding BI-FAST services;
  - d. Coordinated with all relevant departments regarding BI-FAST project for every filling out survey – check point held by Bank Indonesia;
  - e. Prepared the analysis and mitigation of risk for BI-FAST services;
  - f. Coordinated with relevant business unit departments to prepare BI-FAST BCP documents;
  - g. Prepared the necessary letters and documents for the application of BI-FAST principle and operational licenses;

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| <ul style="list-style-type: none"> <li>h. Menyiapkan kebijakan dan prosedur BI-FAST;</li> <li>i. Memonitor implementasi BI-FAST.</li> <li>2. Keikutsertaan dalam proyek <i>Reengineering</i> yang diadakan oleh Departemen <i>Consumer Banking</i> untuk mempermudah dan menyederhanakan proses pembukaan rekening di cabang.</li> <li>3. Memberikan sosialisasi kebijakan, prosedur, dan panduan teknis untuk karyawan di cabang secara berkesinambungan untuk memastikan kebijakan, prosedur, dan panduan teknis operasional tersebut telah diimplementasikan di seluruh cabang sehingga dapat meminimalkan risiko operasional. Selain itu, Departemen Manajemen Operasional melakukan konferensi melalui telepon, mengadakan rapat koordinasi dengan para <i>Supervisor</i> cabang, serta meminta para <i>Supervisor</i> cabang untuk melakukan kembali sosialisasi di cabangnya masing-masing untuk seluruh materi sosialisasi yang telah diberikan.</li> <li>4. Keikutsertaan dalam program pelatihan <i>Relationship Manager Development Program (RMDP)</i> dengan menyampaikan beberapa materi terkait operasional di cabang.</li> <li>5. Melakukan tinjauan secara berkala atas seluruh kebijakan, prosedur, maupun panduan teknis operasional di cabang termasuk Departemen Manajemen Operasional itu sendiri.</li> <li>6. Melakukan analisa dan mengajukan perbaikan atau pengembangan sistem dalam rangka peningkatan proses yang ditujukan kepada Departemen TI, antara lain: <ul style="list-style-type: none"> <li>a. Mengembangkan sistem konverter agar hasil unduh GL <i>Booking CKPN</i> dari Departemen <i>Management Information &amp; Accounting (MI&amp;A)</i> dapat tersaji langsung ke dalam <i>template excel 8211</i>;</li> <li>b. Optimalisasi fungsi RTGS (kode transaksi 5570 &amp; 5330) dan Kliring Pembayaran untuk rekening gabungan (kode transaksi 2123) untuk mengurangi kesalahan manusia;</li> <li>c. Optimalisasi proses pelunasan pinjaman (kode transaksi 4081) agar lebih cepat, efisien dan efektif;</li> <li>d. Mengembangkan sistem rekonsiliasi antara sistem FPS dengan sistem BI-RTGS;</li> <li>e. Mengembangkan sistem yang dapat menyediakan laporan mengenai waktu SLA transaksi RTGS untuk keperluan auditor.</li> </ul> </li> <li>7. Mendukung Departemen <i>Transaction Banking</i> dalam implementasi peningkatan fitur transaksi pengiriman uang IDR di <i>e-channel Corporate Internet Banking (CIB)</i> yang terkoneksi langsung dengan BI-SKN dan BI-RTGS dan produk bisnis ICBC <i>Virtual Account</i> dengan melakukan diskusi, UAT dan implementasi penyelesaian transaksinya. Selain itu juga berpartisipasi dalam diskusi, ikut serta dalam <i>testing</i> yang dibutuhkan untuk kebutuhan penetrasi <i>test</i> yang masih berlanjut untuk rencana pengembangan <i>e-channel Corporate Banking</i> untuk fitur baru transaksi FX dan pengiriman uang untuk mata uang asing.</li> </ul> | <ul style="list-style-type: none"> <li>h. Prepared the policy and procedures of BI-FAST;</li> <li>i. Monitored BI-FAST implementation.</li> <li>2. Participated in Reengineering project organized by Consumer Banking Department to simplify the account opening process in branches.</li> <li>3. Provided socialization of policies, procedures, and technical guidances to employees at branches continuously to ensure the operational policies, procedures, and technical guidances have been implemented in all branches so as to minimize the operational risk. In addition, Operations Management Department held conference calls, coordination meetings with branch Supervisors, and urged branch Supervisors to carry out socialization in their respective branches for all socialization materials provided.</li> <li>4. Participated in Relationship Manager Development Program (RMDP) training program by delivering several materials related to branch operations.</li> <li>5. Conducted periodic reviews of all operational policies, procedures, and technical guidances in branches, including the Operations Management Department itself.</li> <li>6. Performed analysis and submitted system improvements or developments for process improvements to IT Department, among others: <ul style="list-style-type: none"> <li>a. Developing a converter system so that the downloading result of GL Booking Impairment Loss (CKPN) from Management Information &amp; Accounting (MI&amp;A) Department can be directly presented into excel 8211 template;</li> <li>b. Optimizing RTGS function (transaction code 5570 &amp; 5330) and Intro-Inward Clearing Agent payment for joint account function (transaction code 2123) to minimize human error;</li> <li>c. Optimizing loan repayment process (transaction code 4081) to be faster, more efficient and effective;</li> <li>d. Developing reconciliation system between FPS system and BI-RTGS system;</li> <li>e. Developing report system that can provide SLA time of RTGS transactions for auditors.</li> </ul> </li> <li>7. Supported the Transaction Banking Department in implementing the enhancement of IDR remittance feature at Corporate Internet Banking (CIB) e-channel, which is directly connected to BI-SKN and BI-RTGS, and ICBC Virtual Account product by conducting discussion, UAT and implementation of settlement. Also participated in discussion and testing required for the ongoing penetration test for the development plan of Corporate Banking e-channel for new feature of FX transactions and foreign remittances.</li> </ul> |
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| <p>8. Mendukung peluncuran bisnis <i>Debit Card NPG</i> dan <i>Triple Currency Debit UnionPay</i> di Departemen <i>Consumer Banking</i> dari pengujian sampai dengan implementasi penyelesaian transaksi, rekonsiliasi dan penanganan <i>dispute</i>.</p> <p>9. Mendukung peningkatan otomasi produk transaksi di Departemen Global Market antara lain produk <i>Discounted</i>, <i>Money Market Deposit</i> yang menggunakan suku bunga mengambang, <i>Interest Rate Swap</i> di mana sistem FMBM terkoneksi langsung ke sistem GMO dengan melakukan diskusi dan UAT.</p> <p>10. Mendukung pengembangan <i>E-channel Personal Internet Banking (PIB)</i> dan <i>Mobile Internet Banking (MIB)</i> untuk fitur baru pembayaran mata uang luar negeri, transaksi prefix dengan melakukan UAT, pilot <i>testing</i> serta partisipasi dalam rapat koordinasi secara berkala dengan seluruh departemen terkait.</p> <p>11. Melakukan perubahan parameter berdasarkan permintaan dari unit bisnis dan pemeriksaan parameter yang dilakukan secara tahunan serta melakukan pertemuan berkala dengan PIC parameter untuk sistem lainnya.</p> <p>12. Dalam rangka meningkatkan kualitas pemeriksaan <i>voucher</i> di cabang, tim <i>Post Supervision</i> menetapkan standarisasi pemeriksaan untuk setiap jenis <i>voucher</i> transaksi di cabang.</p> <p>13. Melakukan pemantauan pada rekening-rekening tunda dan parameter lainnya yang sudah ditetapkan sebelumnya.</p> <p>14. Memperkuat peran <i>maker-checker</i> untuk meminimalisasi terjadinya <i>human error</i> pada saat menjalankan transaksi.</p> <p>15. Menjaga kelangsungan operasional melalui uji coba dengan Bank Indonesia terkait BI-RTGS, BI-SSSS, SKNBI, dan BI-FAST.</p> | <p>8. Supported the launch of Debit Card NPG &amp; Triple Currency Debit UnionPay in Consumer Banking Department, starting from testing to the implementation of settlement, reconciliation and dispute handling.</p> <p>9. Supported the enhancement of transaction automation in Global Market Department, such as Discounted product, Money Market Deposit with floating rate, Interest Rate Swap with FMBM system linked to GMO by conducting discussion and UAT.</p> <p>10. Supported the development of Personal Internet Banking (PIB) and Mobile Internet Banking (MIB) e-channel for new feature of foreign remittances, prefit transactions by conducting UAT, pilot testing and participated in regular coordination meeting with all relevant departments.</p> <p>11. Made changes to parameters based on requests from the business unit and conducted checking on parameters on an annual basis as well as conducted regular meetings with PIC parameter of other system owner.</p> <p>12. In order to improve voucher checking quality in branches, Post Supervision team established a standardized inspection for each type of transaction voucher in branches.</p> <p>13. Conducted monitoring on suspense accounts and other predefined parameters.</p> <p>14. Strengthened the maker-checker role to minimize human errors when executing transactions.</p> <p>15. Maintained the operational continuity by conducting testing with Bank Indonesia regarding BI-RTGS, BI-SSSS, SKNBI, and BI-FAST.</p> |
|--|--|

Departemen Manajemen Operasional juga mengeluarkan kebijakan dan prosedur baru serta melakukan pembaruan kebijakan dan prosedur, baik terkait dengan operasional di cabang, departemen terkait lainnya, maupun Departemen Manajemen Operasional sendiri.

- 1. Terkait dengan operasional di cabang**, antara lain Panduan Kliring *Intercity*; Panduan Pengelolaan Kas & Kotak Uang; Panduan *Remittance*; Panduan Aplikasi Transfer Dana; Panduan *Safe Deposit Box*; Panduan Pelayanan Khusus; Panduan Informasi Nasabah; Panduan Simpanan; Panduan Pengelolaan *Voucher*; Kebijakan dan Prosedur Mengenai Layanan Pembayaran Penerimaan Negara di Bank Persepsi; Kebijakan Operasional di Cabang; Kebijakan dan Prosedur Surat Kuasa untuk Rekening Nasabah; Prosedur *Non-Transactional* di Cabang; Prosedur Tata Kelola User *FOVA Platform System (FPS)*, Aset, dan Pengelolaan Dokumen; Panduan Aplikasi Pemotongan Pajak; Panduan Aplikasi Modul Penerimaan Negara (MPN); Pedoman Aplikasi Bukti Potong Pajak; Prosedur Rekening Giro Perusahaan dan Deposito; Panduan BI-FAST; Kebijakan dan Prosedur BI-FAST.

The Operations Management Department also issued new policies and procedures as well as updated policies and procedures, both related to operations in branches, other relevant departments, and the Operations Management Department itself.

- 1. Related to operations in branches**, include Intercity Clearing Guideline; Cash & Cash Box Management Guideline; Remittance Guideline; Fund Transfer Application Guideline; Safe Deposit Box Guideline; Special Service Guideline; Customer Information Guideline; Deposit Guideline; Voucher Management Guideline; Policy and Procedure on State Revenue Payment Service at Collection Bank; Operational Policy in Branches; Policy and Procedure on the Power of Attorney for Customer's Account; Non-Transactional Procedure in Branches; Governance of FOVA Platform System (FPS) User, Assets, and Document Management Procedure; Tax Withholding Application Guideline; MPN Guideline; Tax Withholding Slip Application Guideline; Corporate Current Account and Time Deposit Procedure; BI-FAST Guideline; BI-FAST Policy and Procedure.

**2. Departemen terkait lainnya**, antara lain Kebijakan dan Prosedur Sistem Manajemen Parameter; Kebijakan dan Prosedur Pengguna *FOVA Platform System (FPS)*; Kebijakan Pengelolaan Dokumen; Prosedur *Monitoring Rekening Tunda*; Panduan *Signature Verification System (SVS)*.

**3. Departemen Manajemen Operasi**, antara lain Kebijakan dan Prosedur *Local Payment* di Departemen Manajemen Operasional; Kebijakan *Post Supervision*; Panduan *Post Supervision*; Prosedur Penyelesaian Transaksi pada Sistem *Global Market Operation (GMO)*; Prosedur Tata Kelola ATM/Debit, Percetakan dan Pengiriman Rekening Giro dan Tabungan di Departemen Manajemen Operasional; Prosedur Alih Daya di Departemen Manajemen Operasional; Prosedur Kartu Kredit di Departemen Manajemen Operasional; Prosedur *Foreign & IBS* di Departemen Manajemen Operasional; Prosedur *Loan Settlement*; Panduan Sistem *GMO*; Panduan *Loan Settlement*; Panduan *Standard Clearing Management System (SCMS)*; Panduan Manual Sistem Manajemen Parameter.

#### Analisis Target dan Realisasi

Departemen Manajemen Operasional telah mencapai indikator kinerja utama yang merupakan realisasi program tahun 2022.

Saat ini, kualitas sumber daya manusia yang dimiliki cukup baik dan terus diasah dari segi teknis dan non-teknis. Bank memiliki tim yang bekerja secara profesional, dapat bekerja secara mandiri maupun dalam tim. Selain itu, dengan adanya *Job Description* dan *Key Performance Indicator* yang jelas dan terukur dapat menjamin kualitas kerja yang bagus dari para karyawan. Koordinasi dan komunikasi yang baik antar bagian di Departemen Manajemen Operasional juga sangat mendukung kesuksesan untuk setiap proyek atau tugas yang dikerjakan.

Serangkaian produk-produk baru yang diluncurkan oleh fungsi bisnis juga melibatkan Departemen Manajemen Operasional dalam pengembangan kebijakan atau prosedur maupun perbaikan sistem utama Bank. Hal ini semakin menunjukkan kontribusi dan peran dari Departemen Manajemen Operasional dalam mendukung pertumbuhan usaha Bank.

Kecepatan perubahan peraturan yang dibuat oleh regulator (Bank Indonesia dan Otoritas Jasa Keuangan) atau badan pemerintah lainnya, menjadi tantangan tersendiri dalam hal penyesuaian kebijakan internal Bank.

**2. Other relevant departments**, include Policy and Procedure on Parameter Management System; Policy and Procedure on *FOVA Platform System (FPS)* User; Document Management Policy; Suspense Account Monitoring Procedure; Signature Verification System (SVS) Guideline.

**3. Operations Management Department**, include Local Payment Policy and Procedure in Operations Management Department; Post Supervision Policy; Post Supervision Guideline; Procedure on Transaction Settlement using *Global Market Operation (GMO)* System; ATM/Debit Governance, Printing and Delivery of Current Accounts and Savings Accounts Statement Procedure in Operations Management Department; Outsourcing Procedure in Operations Management Department; Credit Card Procedure in Operations management Department; Foreign & IBS Procedure in Operations Management Department; Loan Settlement Procedure; *GMO* System Guideline; Loan Settlement Guideline; *Standard Clearing Management System (SCMS)* Guideline; Parameter Management System Guideline.

#### Targets and Realization Analysis

The Operations Management Department has achieved key performance indicators as work program realization for 2022.

Currently, the department's human resources have sufficient quality that continuously enhanced both in technicality and non-technicality. The Bank has a professionally working group that can work independently and as a team. Moreover, clear and measured Job Description and Key Performance Indicator may ensure good working quality of employees. Good coordination and communication inter sections under the Operations Management Department also support the successful delivery of every assigned project or task.

Series of new products launched by business functions also involve the Operations Management Department, in terms of policy and procedure development as well as the core banking system improvement. This further shows the contribution and role of the Operations Management Department in supporting The Bank's business growth.

The prompt changes of regulations by regulators (Bank Indonesia and Financial Services Authority) or other government agencies rendered a distinct challenge in the adjustment of The Bank's internal policies.

## SPECIAL ASSET MANAGEMENT

### Fungsi Special Asset Management

Untuk mendukung rencana Bank dalam mengelola aset dengan baik, Departemen *Special Asset Management* (SAM) berfungsi sebagai berikut:

- Menangani kredit bermasalah (NPL) yang masuk klasifikasi kolektibilitas 3 (kurang lancar), 4 (diragukan), dan 5 (macet).
- Menentukan strategi penanganan NPL melalui penyelamatan kredit atau penyelesaian kredit guna mendapatkan *recovery* Bank secara optimal.
- Upaya penyelamatan kredit dengan melakukan restrukturisasi dilakukan untuk debitur NPL yang kualifikasinya memenuhi syarat ketentuan Bank dan Peraturan Bank Indonesia (PBI)/Peraturan Otoritas Jasa Keuangan (POJK) yang berlaku.
- Debitur NPL yang tidak memenuhi syarat restrukturisasi, dilakukan upaya penyelesaian kredit baik melalui litigasi maupun non-litigasi.
- Melakukan kerja sama dengan pihak ketiga, antara lain *lawyer*, broker/agen properti, KPKNL, notaris/PPAT dan pihak terkait lainnya dalam rangka mendukung pelaksanaan strategi penanganan NPL guna kepentingan Bank di dalam rangka *collection*.
- Menjaga rasio NPL agar tidak melebihi rasio NPL yang telah ditentukan (baik target Bank maupun ketentuan regulator).

Ke depannya, fungsi SAM akan terus ditingkatkan dengan mencari terobosan baru, antara lain dengan cara melakukan diskusi berkala/sesi tukar pendapat dengan kreditor lain, melakukan diskusi dengan *lawyer*, mengikuti seminar/pelatihan, serta berbagi pengetahuan antar anggota tim sehingga mempunyai wawasan dan pengetahuan serta alternatif baru sebagai berikut:

- Melakukan upaya non-litigasi dalam penyelesaian kredit debitur NPL melalui upaya preventif, *early warning*, dan negosiasi;
- Melakukan upaya litigasi melalui pengadilan yang berwenang terhadap debitur NPL yang sudah tidak dapat diselesaikan secara non-litigasi; dan
- Meningkatkan langkah-langkah penanganan kredit bermasalah yang lebih terarah, baik melalui penyelamatan kredit dengan cara restrukturisasi, lelang, atau penyelesaian kredit yang semua pelaksanaannya tetap mengacu pada ketentuan internal dan eksternal.

Kinerja SAM pada tahun 2022 berhasil menjaga rasio NPL di kisaran 3% (posisi 31 Desember 2022) dan berhasil menagih kembali sebesar Rp391,08 miliar, baik dari *NPL collection* maupun pemulihan hapus buku, serta melakukan hapus buku (*write off*) sebesar Rp77,90 miliar.

## SPECIAL ASSET MANAGEMENT

### Special Asset Management Function

To support The Bank's plan in managing assets properly, the functions of Special Asset Management (SAM) Department are as follows:

- Deal with non-performing loans (NPLs) that fall into collectability class 3 (substandard), 4 (doubtful), and 5 (bad).
- Determine the strategy for handling NPLs through credit rescue or credit settlement in order to obtain The Bank recovery optimally.
- Efforts to save loans through restructuring are carried out for NPL debtors whose qualifications meet The Bank requirements and Bank Indonesia Regulations (PBI)/Financial Services Authority Regulations (POJK) in force.
- NPL debtors who do not meet the restructuring requirements are attempted to resolve loans through litigation and non-litigation efforts.
- Cooperate with third parties, including lawyers, property brokers/agents, KPKNL, notaries/PPAT and other related parties in order to support the implementation of NPL handling strategy for the benefit of The Bank in the framework of collection.
- Maintain the NPL ratio so as to not exceed the predetermined NPL ratio (both The Bank targets and regulatory provisions).

Moving forward, SAM functions will continue to be improved by seeking new breakthroughs, including conducting periodic discussions/brainstorming sessions with other creditors, conducting discussions with lawyers, attending seminars/training, and sharing knowledge among team members so that they have insight and knowledge and new alternatives as follows:

- Carry out non-litigation efforts in settling NPL debtor loans through preventive measures, early warning, and negotiations;
- Carry out litigation efforts through the authorized court against NPL debtors who can no longer be resolved on a non-litigation basis; and
- Improve more directed measures for handling non-performing loans, either through credit rescue by means of restructuring, auctions, or settlement of credit, all of which implementation still refers to the internal and external provisions.

SAM's performance in 2022 succeeded in maintaining the NPL ratio in the range of 3% (as of December 31, 2022) and managed to collect Rp391.08 billion, both from NPL collection and write off recovery, and write off for Rp77.90 billion.

## CREDIT MANAGEMENT

*Credit Management Department (CMD)* ditugaskan untuk melakukan pemantauan kredit, pemantauan sistem kredit, dan pemantauan kualitas kredit. Pertumbuhan kredit yang berkelanjutan dan sehat harus didukung oleh pemantauan kredit yang komprehensif, sistem yang kuat, dan jaminan kredit. Oleh karena itu, CMD memberikan informasi dan analisis kepada manajemen dan semua unit terkait di area pemasaran, pengkajian kredit, akuntansi, manajemen keuangan, manajemen risiko, *special asset management*, dan lainnya, dengan secara berkala melakukan sistem informasi pemantauan kredit.

Dari perspektif pemantauan kredit, CMD memberikan kontribusi dalam perbaikan menyeluruh pada proses pemberian dan pemantauan kredit yang berkelanjutan, dengan melakukan penerapan konsep *Maker-Checker* dalam setiap langkah pada proses kredit, sehingga memastikan aktivitas pemantauan kredit yang kuat.

Selanjutnya, dengan bergabungnya *Credit Policy Unit* dalam CMD, memastikan implementasi komprehensif terhadap kontrol manajemen kredit, kebijakan kredit yang ketat, pemantauan sistem persetujuan kredit secara ketat, pemantauan kalkulasi pencadangan terhadap pinjaman yang lebih komprehensif, pemantauan jaminan kredit dan penilaian ulang jaminan secara periodik, perbaikan besar secara menyeluruh pada proses penyimpanan *file* kredit guna mendukung pemantauan kredit yang lebih hati-hati.

Semua ini dilakukan dengan 2 (dua) tujuan, yaitu untuk memperkuat perolehan dan pemeliharaan akuisisi aset dan menerapkan prinsip kehati-hatian pada saat yang bersamaan, termasuk pengaturan batas kredit, persetujuan fasilitas, dokumentasi kredit *soft copy*, dan lain-lain. Selain itu, dari sudut pandang kualitas kredit, CMD memberikan kontribusi dalam pemantauan yang berkelanjutan untuk portofolio pinjaman Bank untuk memastikan kualitas aset yang tinggi sejalan dengan *risk appetite* dan prioritas pertumbuhan Bank.

Sebagai tambahan, CMD menetapkan Pedoman Kerja Komite Kebijakan Perkreditan (*Credit Policy Committee - CPC*) yang bertujuan untuk membantu Direksi dalam merumuskan Kebijakan Perkreditan, untuk mengawasi pelaksanaan Kebijakan Perkreditan, untuk memantau kemajuan dan kondisi portofolio kredit dan memberikan saran untuk perbaikan. Selain itu, peran CPC sangat penting dalam mendukung kegiatan perkreditan Bank dengan tetap memperhatikan prinsip kehati-hatian dan melakukan tinjauan terhadap strategi/profil/portofolio Bank. Selama 2022, telah dilakukan 5 (lima) rapat CPC.

## CREDIT MANAGEMENT

Credit Management Department (CMD) is assigned to perform credit monitoring, credit system monitoring, and credit quality assurance. Sustainable and healthy credit growth must be supported by comprehensive credit monitoring, robust system, and credit assurance. Therefore, CMD provides information and analysis to management as well as to all related units in the area of marketing, credit review, accounting, financial management, risk management, special asset management, and others, by periodically conducting credit monitoring information system.

From the perspective of credit monitoring, CMD contributes in the improvement of credit approval and monitoring process by continuously engaging a *Maker-Checker* concept, applicable in every step of credit transaction process, which significantly promotes a rigorous credit monitoring activity.

Moreover, the amalgamation of *Credit Policy Unit* into CMD also contributes in a further implementation of a robust credit management control encompassing a sound credit policy, strong approval system monitoring, a more comprehensive monitoring of reserve calculation for loans, the implementation of credit guarantees supervision and its periodic assessments, tremendous improvements in the credit file safe keeping process to support prudent credit monitoring.

All of these efforts are done with 2 (two) objectives in mind; first, that is to strengthen the acquisition and maintenance of credit asset procurement coupled with an application of a credit precautionary principle, to include setting credit limits, credit facility approvals, soft copy credit documentation, and others. Second, from a credit quality standpoint, CMD contributes to ongoing monitoring of The Bank's loan portfolio to ensure high asset quality in line with The Bank's risk appetite and growth priorities.

Furthermore, CMD established the *Credit Policy Committee (CPC)* Charter with the aim to assist the Board of Director in formulating Credit Policies, to oversee the implementation of Credit Policies, to monitor the progress and condition of the loan portfolio and to provide recommendations for improvement. In addition, the role of CPC is valuable in supporting The Bank's lending activities while still observing the prudential principle and review The Bank's credit strategy/profile/portfolio. There were 5 (five) CPC meetings held in 2022.

## CREDIT REVIEW

Peran dan tanggung jawab *Credit Review Department* (CRD) adalah memastikan proses aplikasi kredit yang tepat untuk mendukung kebijakan kredit Bank dan menjaga prosedur analisa kredit di seluruh segmen termasuk Korporasi dan Komersial, UKM, dan Ritel. Hal ini bertujuan untuk membantu menjaga risiko kinerja yang akan dilakukan oleh unit bisnis pada tingkat yang sejalan dengan kebijakan dan prosedur Bank.

Selain melakukan kajian proposal, CRD turut mengelola limit kredit dari kelompok kredit tunggal atau portofolio bersama serta turut aktif dalam pemantauan portofolio kredit dan pengembangan kebijakan perkreditan, sesuai dengan ketentuan perkreditan yang berlaku dengan memperhatikan prinsip kehati-hatian dan manajemen risiko untuk mendukung kelancaran pencapaian target bisnis secara keseluruhan.

Didukung oleh sumber daya manusia yang telah berpengalaman di bidang perkreditan dan dibekali pengetahuan manajemen risiko yang memadai, CRD telah melakukan analisis kredit secara menyeluruh dan baik guna mendapatkan debitur yang berkualitas sehingga dapat mendukung pertumbuhan portofolio kredit.

Di tahun 2022, CRD telah melakukan kajian terhadap permohonan yang masuk sebagai berikut:

1. Segmen Korporasi sebanyak 164 (seratus enam puluh empat) permohonan;
2. Segmen Lembaga Keuangan sebanyak 37 (tiga puluh tujuh) permohonan;
3. Segmen Usaha Kecil Menengah sebanyak 32 (tiga puluh dua) permohonan;
4. Segmen Perumahan sebanyak 24 (dua puluh empat) permohonan;
5. Segmen Kartu sebanyak 199 (seratus sembilan puluh sembilan) permohonan;
6. Segmen Karyawan sebanyak 27 (dua puluh tujuh) permohonan;
7. Lainnya (IP SAM, CMD, CSB, dll.) sebanyak 13 (tiga belas) permohonan.

Selama 2022, CRD melalui *Credit Review Committee* mengadakan rapat sebanyak 49 (empat puluh sembilan) kali untuk Kredit Korporasi & SME dan 43 (empat puluh tiga) kali untuk Kredit Konsumen.

## CREDIT REVIEW

The role and responsibility of *Credit Review Department* (CRD) is to ensure a suitable credit application process to support The Bank's credit policy and to maintain credit analysis procedures across the Corporate and Commercial, SME and Retail segments. The purpose is to help maintaining the risks of business unit performance at a level consistent with The Bank's policies and procedures.

Besides reviewing proposals, CRD also manages credit limit of a single credit group or joint portfolio, and actively participates in credit portfolio monitoring and the development of credit policy, in accordance with applicable credit provisions by adhering to prudential principles and risk management to support the achievement of overall business targets.

Supported by experienced human resources in the field of credit and equipped with risk management knowledge, CRD has been conducting a thorough and proper credit analysis to obtain qualified debtors to support the growth of loan portfolio.

In 2022, CRD has been reviewing incoming proposals as follows:

1. Corporate Segment with 164 (one hundred and sixty-four) proposals;
2. Financial Institution Segment with 37 (thirty-seven) proposals;
3. Small Medium Enterprises Segment with 32 (thirty-two) proposals;
4. Housing Segment with 24 (twenty-four) proposals;
5. Card Segment with 199 (one hundred and ninety-nine) proposals;
6. Staff Segment with 27 (twenty-seven) proposals;
7. Others (IP SAM, CMD, CSB, etc.) with 13 (thirteen) proposals.

Throughout 2022, CRD through *Credit Review Committee* conducted 49 (forty-nine) meetings for Corporate & SME Loans and 43 (forty-three) meetings for Consumer Loan.

**LOAN OPERATION**

*Loan Operation Department (LOD)* adalah unit pendukung bisnis dalam hal penyaluran kredit yang bertanggung jawab dari segi *legal operation* atau pengikatan kredit, *credit administration* atau pencairan kredit, dan beberapa fungsi pelaporan kepada regulator (SLIK, BMPK dan laporan kredit lainnya). Di samping itu, LOD juga berperan sebagai *service agency* yang meliputi agen fasilitas, agen jaminan, dan agen Bank pada pinjaman sindikasi dan *club deal*.

Selama tahun 2022 hingga saat ini, Bank melalui LOD melanjutkan transaksi dengan mekanisme *risk participation* yang sudah dimulai sejak tahun 2015 dengan ICBC Group terutama dengan ICBC Limited Hong Kong *Branch Overseas Asset Center*. Transaksi ini ditujukan untuk mendukung proyek-proyek besar di wilayah Republik Indonesia. Sampai dengan akhir Desember 2022, portofolio Bank yang dibukukan dengan metode *risk participation* dengan ICBC Limited Hong Kong *Branch Overseas Asset Center* mencapai USD50 juta dengan jumlah 1 (satu) debitur.

Saat ini, LOD sebagai agen memonitor sebagai berikut:

1. Agen Fasilitas: 6 (enam) debitur;
2. Agen Jaminan: 8 (delapan) debitur;
3. Agen Bank: 8 (delapan) debitur.

**LOAN OPERATION**

Loan Operation Department (LOD) is a business support unit in terms of lending with responsibilities in legal operation or loan agreement, credit administration or loan disbursement, and other reporting functions to regulators (SLIK, LLL, and other reportings of lending). In addition, LOD acts as a service agency that includes facility agent, security agent and The Bank agent on syndicated loan and club deal.

Throughout 2022, The Bank through LOD continued its transaction with risk participation mechanism started in 2015 with ICBC Group, mainly with ICBC Limited Hong Kong Branch Overseas Asset Center. The transaction was intended to support major projects in Republic of Indonesia. Until the end of December 2022, The Bank portfolios recorded by risk participation mechanism with ICBC Limited Hong Kong Branch Overseas Asset Center reached USD50 million with a total of 1 (one) debtor.

At present, LOD as an agent monitors the following:

1. Facility Agent: 6 (six) debtors;
2. Security Agent: 8 (eight) debtors;
3. The Bank Agent: 8 (eight) debtors.

# TINJAUAN KEUANGAN

## FINANCIAL REVIEW

Tinjauan keuangan yang disajikan berikut mengacu kepada Laporan Keuangan audit PT Bank ICBC Indonesia yang terdiri dari laporan posisi keuangan pada tanggal 31 Desember 2022 dan 2021, serta laporan laba rugi dan penghasilan komprehensif lain, serta laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Kantor Akuntan Publik (KAP) Imelda & Rekan (anggota jaringan firma Deloitte) telah mengaudit laporan keuangan tersebut tertanggal 30 Maret 2023 yang ditandatangani oleh Fonny Alimin dengan izin praktik akuntan publik No. AP.1687.

Menurut opini KAP, laporan keuangan tersebut menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Bank ICBC Indonesia pada tanggal 31 Desember 2022, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia.

### LAPORAN POSISI KEUANGAN

Bank ICBC Indonesia membukukan penurunan aset sebesar 8,91% menjadi Rp57,44 triliun pada tahun 2022 dibandingkan Rp63,05 triliun pada tahun sebelumnya. Penurunan ini terutama disebabkan oleh berkurangnya aset keuangan berupa kredit yang diberikan sebesar 5,67% menjadi Rp26,00 triliun di tahun 2022. Sejalan dengan penurunan aset, liabilitas Bank juga berkurang 10,31% menjadi Rp51,00 triliun di tahun 2022. Penurunan liabilitas ini terutama dipengaruhi oleh berkurangnya simpanan nasabah sebesar 12,69% menjadi Rp40,89 triliun di tahun 2022. Meski demikian, Bank mampu membukukan kenaikan ekuitas sebesar 4,00% menjadi Rp6,45 triliun didukung oleh kenaikan saldo laba sebesar 10,85% pada tahun 2022.

The financial review presented below refers to the audited financial statements of PT Bank ICBC Indonesia, which consists of the statement of financial position as of December 31, 2022 and 2021, and the statement of profit or loss and other comprehensive income as well as statement of cash flows for the year then ended, in accordance with Financial Accounting Standards in Indonesia.

Imelda & Partners Registered Public Accountants (member of Deloitte network) has audited the financial statements dated March 30, 2023, signed by Fonny Alimin with public accounting license No. AP.1687.

In KAP's opinion, the financial statements present fairly, in all material respects, the financial position of PT Bank ICBC Indonesia as of December 31, 2022, and the financial performance and its cash flows for the year then ended in accordance with Indonesian Accounting Standards.

### STATEMENT OF FINANCIAL POSITION

Bank ICBC Indonesia's assets decreased by 8.91% to Rp57.44 trillion in 2022 from Rp63.05 trillion last year. This decline was mainly due to a decrease in financial assets in the form of loans receivable by 5.67% to Rp26.00 trillion in 2022. In line with a decrease in the assets, The Bank's liabilities also dropped by 10.31% to Rp51.00 trillion in 2022. The decline in liabilities was mainly influenced by a decrease in the deposits from customers by 12.69% to Rp40.89 trillion in 2022. However, The Bank managed to record an increase in the shareholders' equity by 4.00% to Rp6.45 trillion in 2022, supported by a 10.85% hike in the retained earnings.

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Porsi Portion (%)	Description
			Nominal	%		
Jumlah aset	57.436.222	63.051.548	(5.615.326)	(8,91)	100,00	Total assets
Jumlah liabilitas	50.990.712	56.854.085	(5.863.373)	(10,31)	88,78	Total liabilities
Jumlah ekuitas	6.445.510	6.197.463	248.047	4,00	11,22	Total equity
Jumlah liabilitas dan ekuitas	57.436.222	63.051.548	(5.615.326)	(8,91)	100,00	Total liabilities and equity

**Aset Keuangan**

Bank ICBC Indonesia membukukan aset keuangan senilai Rp55,79 triliun di tahun 2022, lebih rendah 9,46% dibandingkan tahun sebelumnya yang mencapai Rp61,62 triliun. Berkurangnya aset keuangan ini terutama dipengaruhi oleh penurunan kredit yang diberikan sebesar 5,67% menjadi Rp26,00 triliun. Selain itu, penempatan pada Bank Indonesia dan Bank-Bank lain mengalami penurunan lebih besar 21,86% menjadi Rp7,97 triliun di tahun 2022 dari Rp10,20 triliun di tahun sebelumnya.

**Financial Assets**

Bank ICBC Indonesia recorded financial assets worth Rp55.79 trillion in 2022, a 9.46% lower than the previous year which reached Rp61.62 trillion. The decrease in financial assets was mainly influenced by a decline in loans receivable by 5.67% to Rp26.00 trillion. In addition, placements with Bank Indonesia and other banks experienced a greater decrease of 21.86% to Rp7.97 trillion in 2022 from Rp10.20 trillion in the previous year.

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Porsi Portion (%)	Description
			Nominal	%		
Kas	91.715	73.571	18.144	24,66	0,16	Cash
Giro pada Bank Indonesia	2.442.289	6.956.504	(4.514.215)	(64,89)	4,25	Current accounts with Bank Indonesia
Giro pada bank lain	2.384.395	2.164.285	220.110	10,17	4,15	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	7.971.834	10.202.534	(2.230.700)	(21,86)	13,88	Placements with Bank Indonesia and other banks
Aset derivatif	6.187	25.514	(19.327)	(75,75)	0,01	Derivative assets
Tagihan akseptasi	66.245	220.472	(154.227)	(69,95)	0,12	Acceptance receivables
Efek yang dibeli dengan janji dijual kembali	9.835.773	8.183.786	1.651.987	20,19	17,12	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	6.994.707	6.229.163	765.544	12,29	12,18	Investment in securities
Kredit yang diberikan	25.998.130	27.561.697	(1.563.567)	(5,67)	45,26	Loans receivable
<b>Jumlah aset keuangan</b>	<b>55.791.275</b>	<b>61.617.526</b>	<b>(5.826.251)</b>	<b>(9,46)</b>	<b>97,14</b>	<b>Total financial assets</b>

**Kas**

Bank ICBC Indonesia membukukan kenaikan kas sebesar 24,66% menjadi Rp91,71 miliar di tahun 2022. Pada tahun sebelumnya, kas Bank sebesar Rp73,57 miliar.

**Cash**

Bank ICBC Indonesia recorded a cash increase of 24.66% to Rp91.71 billion in 2022. In the previous year, The Bank's cash amounted to Rp73.57 billion.

**Giro pada Bank Indonesia**

Giro pada Bank Indonesia Bank ICBC Indonesia mengalami penurunan sebesar 64,89% menjadi Rp2,44 triliun di tahun 2022. Penurunan ini terutama dipengaruhi oleh berkurangnya giro pada Bank Indonesia berdenominasi Rupiah sebesar 73,83% dari Rp6,15 triliun menjadi Rp1,61 triliun. Meski demikian, Bank masih memenuhi ketentuan Bank Indonesia mengenai GWM dengan rasio GWM sebagai berikut:

**Current Accounts with Bank Indonesia**

Current accounts with Bank Indonesia of Bank ICBC Indonesia decreased by 64.89% to Rp2.44 trillion in 2022. This decline was mainly influenced by a 73.83% decrease in the Rupiah-denominated current accounts with Bank Indonesia from Rp6.15 trillion to Rp1.61 trillion. However, The Bank still complies with Bank Indonesia's regulations on GWM. The GWM ratios are as follows:

Uraian	2022	2021	Description
<b>Rupiah</b>			<b>Rupiah</b>
GWM Primer	12.20%	21.09%	Primary GWM
GWM Penyangga Likuiditas Makroprudensial ("PLM")	54.11%	66.67%	Macroprudential Liquidity Buffer ("PLM") GWM
<b>Mata uang asing</b>	<b>4.08%</b>	<b>4.12%</b>	<b>Foreign currencies</b>

### Giro pada Bank Lain

Bank melaporkan giro pada bank lain tumbuh 10,17% menjadi Rp2,38 triliun di tahun 2022. Kenaikan ini seiring dengan peningkatan giro pada bank lain dalam mata uang Yuan dan Dollar AS masing-masing menjadi Rp1,63 triliun dan Rp686,21 miliar di tahun 2022 dibandingkan tahun sebelumnya sebesar Rp1,55 triliun dan Rp558,67 miliar.

Tingkat suku bunga rata-rata giro pada bank-bank lain per tahun untuk tahun yang berakhir pada tanggal 31 Desember 2022 adalah 0,19% (31 Desember 2021: 0,20%)

### Penempatan pada Bank Indonesia dan Bank-Bank lain

Bank membukukan penempatan pada Bank Indonesia dan Bank-Bank lain sebesar Rp7,97 triliun di tahun 2022, lebih rendah 21,86% dari tahun sebelumnya senilai Rp10,20 triliun. Penurunan ini terutama disebabkan oleh deposito berjangka pada Bank Indonesia dalam mata uang Rupiah menjadi hanya Rp2,22 triliun di tahun 2022 dari Rp7,00 triliun di tahun sebelumnya. Sementara itu, deposito berjangka pada Bank Indonesia dalam mata uang asing naik menjadi Rp4,75 triliun di tahun 2022 dari Rp2,24 triliun di tahun sebelumnya. Porsi akun ini terhadap total aset mencapai 13,88% di tahun 2022.

Seluruh penempatan pada Bank Indonesia dan bank-bank lain pada tanggal 31 Desember 2022 dan 2021 digolongkan lancar menurut kolektibilitas OJK. Tingkat suku bunga kontraktual rata-rata setahun dalam mata uang Rupiah sebesar 3,60% (2022) dan 3,99% (2021) sedangkan dalam mata uang asing sebesar 1,84% dan 0,64%.

### Aset Derivatif

Bank membukukan penurunan aset derivatif sebesar 75,75% menjadi Rp6,19 miliar di tahun 2022. Pada tahun sebelumnya, aset derivatif Bank mencapai Rp25,51 miliar.

### Tagihan Akseptasi

Tagihan akseptasi Bank berkurang signifikan 69,95% menjadi Rp66,25 miliar di tahun 2022 dari Rp220,47 miliar di tahun sebelumnya. Penurunan ini terutama disebabkan oleh berkurangnya akun ini dalam mata uang Rupiah menjadi hanya Rp52,56 miliar di tahun 2022 dari tahun sebelumnya sebesar Rp208,77 miliar.

### Current Accounts with Other Banks

The Bank reported that current accounts with other banks increased by 10.17% to Rp2.38 trillion in 2022. This increase was in line with the hike in the current accounts with other banks denominated in the Yuan and US dollar to Rp1.63 trillion and Rp686.21 billion respectively in 2022. This was compared to Rp1.55 trillion and Rp558.67 billion in the previous year.

The average interest rates per annum of current accounts with other banks for the years ended December 31, 2022 were 0.19% (December 31, 2021: 0.20%)

### Placements with Bank Indonesia and Other Banks

The Bank recorded placements with Bank Indonesia and other banks in the amount of Rp7.97 trillion in 2022, which was 21.86% lower than the previous year's Rp10.20 trillion. This decrease was mainly due to time deposits with Bank Indonesia denominated in rupiah, which dropped to only Rp2.22 trillion in 2022 from Rp7.00 trillion in the previous year. Meanwhile, time deposits with Bank Indonesia in foreign currencies rose to Rp4.75 trillion in 2022 from Rp2.24 trillion in the previous year. This account's share of total assets reaches 13.88% in 2022.

All placements with Bank Indonesia and other banks as of December 31, 2022 and 2021 was classified as current based on OJK collectability. The average annual contractual interest rates in Rupiah are 3.60% (2022) and 3.99% (2021), while those in foreign currencies are 1.84% and 0.64%, respectively.

### Derivative Assets

The Bank recorded a 75.75% decrease in derivative assets to Rp6.19 billion in 2022. In the previous year, The Bank's derivative assets stood at Rp25.51 billion.

### Acceptance Receivables

Bank Acceptance Receivables declined sharply 69.95% to Rp66.25 billion in 2022 from Rp220.47 billion in the previous year. This decrease was mainly due to the reduction of this account in the Rupiah currency to only Rp52.56 billion in 2022 from Rp208.77 billion in the previous year.

### Efek yang Dibeli dengan Janji Dijual Kembali

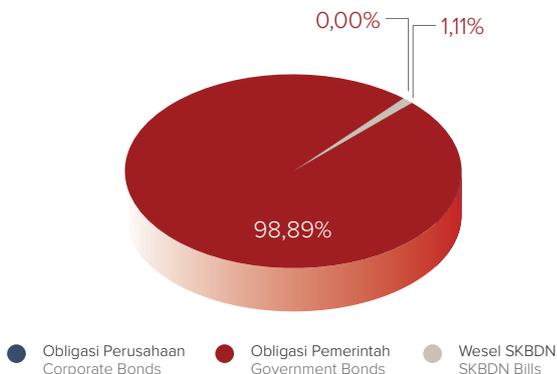
Bank ICBC Indonesia melakukan transaksi repo atas obligasi pemerintah seri *Variable Rate* (VR) dengan Bank Indonesia sebagai pihak lawan. Total efek yang dibeli dengan janji dijual kembali mencapai Rp9,84 triliun di tahun 2022 dengan pertumbuhan sebesar 20,19%. Pada tahun sebelumnya, total efek yang dibeli dengan janji dijual Kembali mencapai Rp8,18 triliun. Kontribusi akun ini terhadap total aset Bank mencapai 17,12% di tahun 2022.

### Efek-Efek untuk Tujuan Investasi

Bank ICBC Indonesia memiliki efek-efek untuk tujuan investasi yang mencapai Rp7,00 triliun (sebelum cadangan kerugian penurunan nilai) di tahun 2022 atau tumbuh 12,29% dari tahun sebelumnya sebesar Rp6,23 triliun. Portfolio investasi hampir semuanya berupa obligasi pemerintah yang mencapai 99,01% sebagaimana yang dijelaskan dalam bagan di bawah. Sementara itu, berdasarkan jenis mata uangnya, efek investasi berupa obligasi pemerintah dalam mata uang Rupiah dan mata uang asing masing-masing sebesar Rp4,56 triliun dan Rp1,61 triliun atau setara dengan 73,14% dan 25,75% dari jumlah nominal efek-efek untuk tujuan investasi di tahun 2022.

#### Komposisi Efek Untuk Investasi 2022

Composition of Securities for 2022 Investment



Sumber: Audited 2022, diolah  
Source: Audited 2022, processed

### Kredit yang Diberikan

Kredit yang diberikan mengalami penurunan sebesar 5,67% (yoy) dari Rp27,56 triliun di tahun 2021 menjadi Rp26,00 triliun di tahun 2022. Penurunan ini terutama dipengaruhi oleh berkurangnya kredit dalam mata uang Rupiah menjadi Rp9,48 triliun di tahun 2022 dibandingkan sebesar Rp10,65 triliun di tahun sebelumnya. Sementara itu, berdasarkan sektor usaha, penurunan kredit ini terutama diakibatkan oleh berkurangnya kredit yang diberikan kepada sektor konstruksi menjadi Rp2,49 triliun di tahun 2022 dari Rp3,62 triliun di tahun sebelumnya.

### Securities Purchased under Agreements to Resell

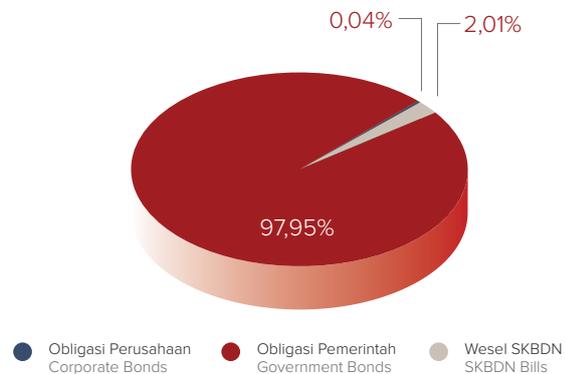
Bank ICBC Indonesia conducted a repo transaction on Variable Rate (VR) series government bonds with Bank Indonesia as the counterparty. The total securities purchased under agreements to resell reached Rp9.84 trillion in 2022 with a growth of 20.19%. In the previous year, the total amount of securities purchased under agreements to resell was Rp8.18 trillion. The contribution of this account to The Bank's total assets reached 17.12% in 2022.

### Investment in Securities

Bank ICBC Indonesia has securities for investment purposes which reached Rp7.00 trillion in 2022 (before allowance for impairment losses). This is an increase of 12.29% from Rp6.23 trillion in the previous year. The investment portfolio is almost entirely in government bonds, representing 99.01% as shown in the graph below. Meanwhile, based on the type of currency, investment securities in the form of government bonds in the Rupiah and foreign currencies amount to Rp4.56 trillion and Rp1.61 trillion or equivalent to 73.14% and 25.75% of the nominal amount of investment in securities purposes in 2022.

#### Komposisi Efek Untuk Investasi 2021

Composition of Securities for 2021 Investment



Sumber: Audited 2022, diolah  
Source: Audited 2022, processed

### Loans Receivable

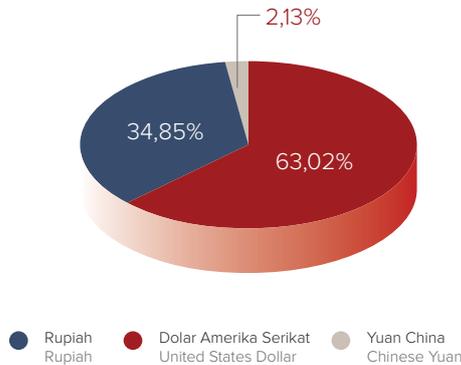
Loans receivables dropped by 5.67% (yoy) from Rp27.56 trillion in 2021 to Rp26.00 trillion in 2022. This decrease was mainly influenced by the reduction in the Rupiah denominated loans receivable to Rp9.48 trillion in 2022 compared to Rp10.65 trillion in the previous year. Meanwhile, in terms of business sectors, a decrease in the loans receivable was mainly due to a reduction in credit to the construction sector to Rp2.49 trillion in 2022 from Rp3.62 trillion in the previous year.

Sektor usaha lainnya yang membukukan penurunan kredit adalah sektor *real estate*, persewaan dan jasa dunia usaha yang membukukan penyerapan kredit lebih rendah menjadi Rp2,24 triliun di tahun 2022 dibandingkan Rp2,60 triliun di tahun sebelumnya.

Other business sectors which recorded a decline in the loans receivable were real estate, leasing and business services, which recorded lower credit absorption to Rp2.24 trillion in 2022 from Rp2.60 trillion in the previous year.

**Kredit Yang Diberikan (gross) – 2022**

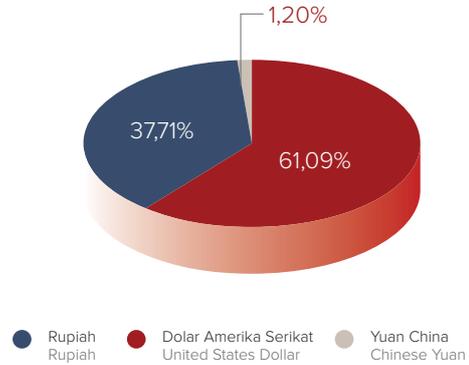
Loans Receivable (gross) – 2022



Sumber: Audited 2022, diolah  
Source: Audited 2022, processed

**Kredit Yang Diberikan (gross) - 2021**

Loans Receivable (gross) - 2021



Sumber: Audited 2022, diolah  
Source: Audited 2022, processed

dalam Rp juta | in Rp million

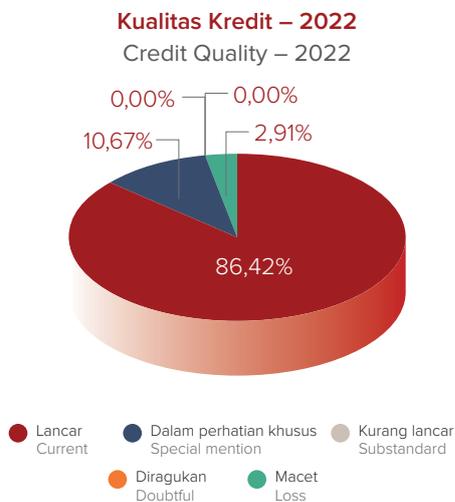
Uraian	2022	2021	Perubahan Change		Description
			Nominal	%	
Perantara keuangan	6.649.635	6.191.137	458.498	7,41	Financial intermediaries
Industri pengolahan	5.257.528	5.212.849	44.679	0,86	Manufacturing
Listrik, gas dan air	3.127.769	3.105.372	22.397	0,72	Electricity, gas and water
Pertambangan	2.613.274	2.418.195	195.079	8,07	Mining
Konstruksi	2.486.648	3.623.548	(1.136.900)	(31,38)	Construction
<i>Real estate</i> , persewaan dan jasa dunia usaha	2.243.341	2.603.506	(360.165)	(13,83)	Real estate, leasing and business services
Pertanian, perkebunan dan sarana pertanian	1.749.867	1.976.097	(226.230)	(11,45)	Agriculture, farming, and agriculture facilities
Pengadaan akomodasi, makanan dan minuman	1.587.854	1.600.751	(12.897)	(0,81)	Accommodation, food and beverages
Pengangkutan, pergudangan dan komunikasi	1.083.393	941.274	142.119	15,10	Transportation, warehousing and
Perdagangan, hotel dan restoran	304.963	403.431	(98.468)	(24,41)	Trading, hotel and restaurant

dalam Rp juta | in Rp million

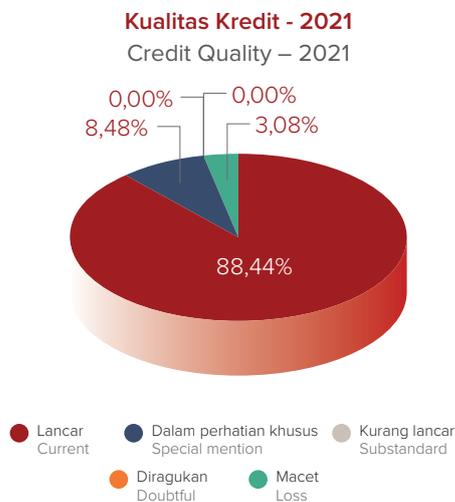
Uraian	2022	2021	Perubahan Change		Description
			Nominal	%	
Jasa-jasa sosial/ masyarakat	389	976	(587)	(60,14)	Social/public services
Lain-lain	110.206	172.887	(62.681)	(36,26)	Others
Jumlah kredit yang diberikan sebelum cadangan kerugian penurunan nilai	27.214.867	28.250.023	(1.035.156)	(3,66)	Total loans receivable before allowance for impairment losses
Cadangan kerugian penurunan nilai	(1.216.737)	(688.326)	(528.411)	76,77	Allowance for impairment losses
<b>Jumlah kredit yang diberikan - bersih</b>	<b>25.998.130</b>	<b>27.561.697</b>	<b>(1.563.567)</b>	<b>(5,67)</b>	<b>Total loans receivable - net</b>

Di tengah penurunan kredit yang diberikan ini, Bank mampu meningkatkan kualitas pengelolaan kredit. Porsi kualitas kredit (*gross*) untuk kategori kurang lancar, diragukan, dan macet mampu ditekan menjadi 2,91% di tahun 2022 dibandingkan tahun sebelumnya sebesar 3,08% sebagaimana yang dijelaskan pada grafik berikut ini:

In the midst of this decline in loans receivable, The Bank managed to improve the quality of credit management. The share of the credit quality (*gross*) for the categories of substandard, doubtful and loss was able to be reduced to 2.91% in 2022 as compared to 3.08% in the previous year, as explained in the following graph:



Sumber: Audited 2022, diolah  
Source: Audited 2022, processed



Sumber: Audited 2022, diolah  
Source: Audited 2022, processed

Tingkat suku bunga kontraktual rata-rata untuk kredit yang diberikan dalam mata uang Rupiah mengalami penurunan menjadi 9,13% di tahun 2022 dari tahun sebelumnya sebesar 10,51%. Sementara itu, suku bunga kredit dalam mata uang Dollar AS meningkat masing-masing menjadi 5,39% di tahun 2022 dari tahun sebelumnya sebesar 3,99%. Sementara itu, suku bunga kredit dalam mata uang Yuan China mengalami penurunan menjadi 4,75% di tahun 2022 dari 5,05% di tahun sebelumnya.

The average contractual interest rate for loans in the Rupiah currency has decreased to 9.13% in 2022 from 10.51% in the previous year. Meanwhile, US dollar loan rates increased to 5.39% in 2022 from 3.99% last year. Meanwhile, lending rates in Chinese yuan were reduced to 4.75% in 2022, down from 5.05% in the previous year.

Per 31 Desember 2022, saldo kredit yang direstrukturisasi mencapai Rp8,20 triliun dibandingkan tahun sebelumnya sebesar Rp8,78 triliun. Selain itu, Bank melaporkan tidak terdapat pelampauan ataupun pelanggaran Batas Maksimum Pemberian Kredit (BMPK) kepada pihak berelasi dan pihak ketiga.

As of Desember 31, 2022, restructured loans amounted to Rp8.20 trillion compared to Rp8.78 trillion in the previous year. In addition, The Bank reported that there was no excess of nor violation of Legal Lending Limit (LLL) to related parties and third parties.

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Porsi Portion (%)	Description
			Nominal	%		
Aset tetap	211.076	256.070	(44.994)	(17,57)	(44.994)	Fixed assets
Aset pajak tangguhan	893.369	768.867	124.502	16,19	124.502	Deferred tax assets
Aset lain-lain	540.502	409.085	131.417	32,12	131.417	Other assets
<b>Jumlah aset non-keuangan</b>	<b>1.644.947</b>	<b>1.434.022</b>	<b>210.925</b>	<b>14,71</b>	<b>210.925</b>	<b>Total non-financial assets</b>

#### Aset Non-Keuangan

Aset non keuangan Bank tumbuh 14,71% menjadi Rp1,65 triliun di tahun 2022 dibandingkan sebesar Rp1,43 triliun di tahun sebelumnya. Peningkatan ini terutama disebabkan oleh kenaikan aset pajak tangguhan dan aset lain-lain masing-masing sebesar 16,19% dan 32,12% menjadi Rp893,37 miliar dan Rp540,50 miliar.

#### Non-Financial Assets

The Bank's non-financial assets increased by 14.71% to Rp1.65 trillion in 2022 from Rp1.43 trillion last year. This increase was mainly due to a hike in the deferred tax assets and other assets by 16.19% and 32.12% respectively to Rp893.37 billion and Rp540.50 billion.

#### Liabilitas Keuangan

Liabilitas keuangan Bank menurun 10,30% menjadi Rp50,82 triliun di tahun 2022 dari Rp56,66 triliun di tahun sebelumnya. Penurunan ini terutama disebabkan oleh berkurangnya simpanan nasabah sebesar 12,69% menjadi Rp40,89 triliun di tahun 2022 dari Rp46,83 triliun di tahun sebelumnya. Selain itu, simpanan dari bank lain juga mengalami penurunan sebesar 41,24% menjadi Rp1,46 triliun di tahun 2022.

#### Financial Liabilities

The Bank's financial liabilities fell by 10.30% to Rp50.82 trillion in 2022 from Rp56.66 trillion in the previous year. This decrease was mainly due to a 12.69% decline in the customer deposits to Rp40.89 trillion in 2022 from Rp46.83 trillion last year. In addition, deposits from other banks also dropped by 41.24% to Rp1.46 trillion in 2022.

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Porsi Portion (%)	Description
			Nominal	%		
Liabilitas segera	2.857	4.000	(1.143)	(28,58)	0,00	Liabilities payable on demand
Simpanan nasabah	40.886.441	46.827.584	(5.941.143)	(12,69)	71,18	Deposits from customers
Simpanan dari bank-bank lain	1.464.763	2.492.892	(1.028.129)	(41,24)	2,55	Deposits from other banks
Liabilitas derivatif	80.179	24	80.155	333.979,17	0,14	Derivative liabilities

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Porsi Portion (%)	Description
			Nominal	%		
Efek-efek yang dijual dengan janji dibeli kembali	610.523	370.731	239.792	64,68	1,06	Securities sold under agreements to repurchased
Liabilitas akseptasi	66.800	222.283	(155.483)	(69,95)	0,12	Acceptance payables
Pinjaman yang diterima	5.292.950	4.516.261	776.689	17,20	9,21	Borrowings
Pinjaman subordinasi	2.101.613	1.924.088	177.525	9,23	3,66	Subordinated loans
Liabilitas lain-lain dan beban yang masih harus dibayar	314.514	300.985	13.529	4,49	0,55	Other liabilities and accrued expenses
<b>Jumlah liabilitas keuangan</b>	<b>50.820.640</b>	<b>56.658.848</b>	<b>(5.838.208)</b>	<b>(10,30)</b>	<b>88,48</b>	<b>Total financial liabilities</b>

#### Liabilitas Segera

Liabilitas segera Bank ICBC Indonesia mengalami penurunan sebesar 28,58% menjadi Rp2,86 miliar di tahun 2022. Pada tahun sebelumnya, liabilitas segera Bank mencapai Rp4,00 miliar.

#### Liabilities Payable on Demand

Bank ICBC Indonesia's liabilities payable on demand fell by 28.58% to Rp2.86 billion in 2022. In the previous year, The Bank's liabilities payable on demand stood at Rp4.00 billion.

#### Simpanan Nasabah

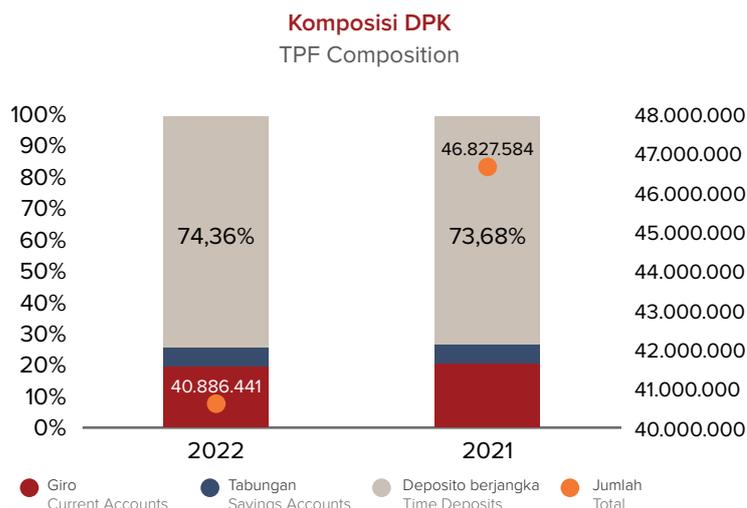
Simpanan nasabah Bank mencapai Rp40,89 triliun di tahun 2022. Pencapaian ini lebih rendah 12,69% dari sebesar Rp46,83 triliun pada tahun sebelumnya. Penurunan ini dipengaruhi oleh penurunan deposito Bank sebesar 11,88% dari Rp34,50 triliun di tahun 2021 menjadi Rp30,40 triliun di tahun 2022. Selain itu, dana murah (CASA) yang berasal dari giro dan tabungan juga mengalami penurunan masing-masing sebesar 17,53% dan 3,54% menjadi Rp8,28 triliun dan Rp2,20 triliun di tahun 2022.

#### Deposits from Customers

Bank customer deposits reached Rp40.89 trillion in 2022. This achievement was a 12.69% lower than the Rp46.83 trillion achieved in the previous year. This decline is affected by a 11.88% decrease in The Bank's time deposits from Rp34.50 trillion in 2021 to Rp30.40 trillion in 2022. Moreover, low-cost funds (CASA) from current accounts and saving accounts also dropped by 17.53% and 3.54% to Rp8.28 trillion and Rp2.20 trillion respectively in 2022.

Akibatnya rasio CASA mengalami penurunan menjadi 25,64% di tahun 2022 dibandingkan 26,32% di tahun sebelumnya. Selain itu, porsi deposito berjangka mengalami kenaikan menjadi 74,36% di tahun 2022 dari 73,68% di tahun sebelumnya.

As a result, the CASA ratio fell to 25.64% in 2022 from 26.32% in the previous year. The proportion of time deposits was 74.36% in 2022, up from 73.68% a year earlier.



Sumber: Audited 2022, diolah  
Source: Audited 2022, processed

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Description
			Nominal	%	
Giro	8.279.258	10.039.445	(1.760.187)	(17,53)	Current accounts
Tabungan	2.205.159	2.286.190	(81.031)	(3,54)	Savings accounts
Deposito berjangka	30.402.024	34.501.949	(4.099.925)	(11,88)	Time deposits
<b>Jumlah</b>	<b>40.886.441</b>	<b>46.827.584</b>	<b>(5.941.143)</b>	<b>(12,69)</b>	<b>Total</b>

### TINGKAT SUKU BUNGA KONTRAKTUAL RATA-RATA SETAHUN

### AVERAGE ANNUAL CONTRACTUAL INTEREST RATE

Uraian	2022	2021	Description
<b>Rupiah</b>			
Giro	1,73%	2,13%	Current accounts
Deposito berjangka	3,47%	3,71%	Time deposits
<b>Mata uang asing</b>			
Giro	0,53%	0,46%	Current accounts
Deposito berjangka	1,38%	-	Time deposits

#### Simpanan dari Bank-bank Lain

Simpanan dari bank-bank lain juga menunjukkan penurunan sebesar 41,24% menjadi Rp1,46 triliun di tahun 2022 dibandingkan senilai Rp2,49 triliun di tahun sebelumnya. Penurunan ini terutama disebabkan simpanan dari bank-bank lain dalam mata uang Rupiah berkurang signifikan dari Rp1,30 triliun di tahun 2021 menjadi hanya Rp178,04 miliar di tahun 2022. Dari jumlah ini, deposito berjangka dalam mata uang Rupiah mengalami penurunan tajam dari Rp1,27 triliun di tahun 2021 menjadi hanya Rp177,30 miliar di tahun 2022.

#### Deposits from Other Banks

Deposits from other banks also showed a decrease of 41.24% to Rp1.46 trillion in 2022 compared to Rp2.49 trillion in the previous year. This decrease was mainly due to deposits from other banks denominated in Rupiah, which dropped significantly from Rp1.30 trillion in 2021 to only Rp178.04 billion in 2022. Of this amount, time deposits in Rupiah experienced a sharp decrease from Rp1.27 trillion in 2021 to only Rp177.30 billion in 2022.

**Liabilitas Derivatif**

Liabilitas derivatif Bank meningkat tajam menjadi Rp80,18 miliar di tahun 2022. Pada tahun sebelumnya, akun ini hanya sebesar Rp24,00 juta.

**Efek-Efek Yang Dijual dengan Janji Dibeli Kembali**

Untuk mengelola kebutuhan pendanaannya, Bank melakukan transaksi pembiayaan berdasarkan perjanjian jual dan pembelian kembali surat berharga. Bank memiliki kewajiban pembelian kembali atas transaksi *repo* efek utang yang dilakukannya kepada pihak *counterparty* yakni Bank ANZ Indonesia atas obligasi pemerintah seri FR0081 senilai Rp610,52 miliar, atau lebih tinggi 64,68% dibandingkan transaksi *repo* tahun sebelumnya senilai Rp370,73 miliar.

**Liabilitas Akseptasi**

Liabilitas akseptasi Bank turun sebesar 69,95% menjadi Rp66,80 miliar di tahun dari Rp222,28 miliar di tahun sebelumnya. Penurunan ini seiring dengan berkurangnya akun ini baik dalam mata uang Rupiah maupun valuta asing di tahun 2022.

**Pinjaman yang Diterima**

Bank berhasil membukukan kenaikan pinjaman yang diterima sebesar 17,20% menjadi Rp5,29 triliun di tahun 2022 dibandingkan tahun sebelumnya senilai Rp4,52 triliun. Kenaikan ini seiring dengan diversifikasi sumber pendanaan dari bank lain yakni Standard Chartered Bank Indonesia (Rp622,70 miliar) dan Citi Bank Indonesia (Rp311,35 miliar) di tahun 2022.

Pinjaman yang diterima paling besar berasal dari entitas induk yakni Industrial and Commercial Bank of China Ltd., China dengan pinjaman sebesar Rp2,34 triliun di tahun 2022 atau lebih tinggi dibandingkan tahun sebelumnya sebesar Rp2,14 triliun.

Pada tanggal 31 Desember 2022 dan 2021, Bank ICBC Indonesia telah mematuhi pembatasan-pembatasan penting sehubungan dengan perjanjian pinjaman dengan para kreditur tersebut.

**Pinjaman Subordinasi**

Bank memperoleh dukungan yang kuat dari entitas induk yakni Industrial and Commercial Bank of China Ltd., China yang telah memberikan pinjaman sebesar US\$60 juta dengan jangka waktu 10 tahun dan jatuh tempo pada tanggal 25 April 2023 dengan suku bunga sebesar suku bunga LIBOR 3 bulan + margin yang diberikan pada 25 April 2013. Selain itu, pada tanggal 4 Desember 2019, induk usaha juga memberikan pinjaman subordinasi senilai US\$75 juta dengan jangka waktu 5 tahun dan jatuh tempo pada tanggal 4 Desember 2024.

**Derivative Liabilities**

The Bank's derivative liabilities increased significantly to Rp80.18 billion in 2022. In the previous year, this account was only Rp24.00 million.

**Securities Sold under Agreements to Repurchased**

To manage funding requirements, The Bank engages in financing transactions under securities sale and repurchase agreements. The Bank has an obligation to repurchase the debt securities *repo* transaction it made to the counterparty, namely Bank ANZ Indonesia, for government bonds series FR0081 worth Rp610.52 billion, or a 64.68% higher than the previous year's *repo* transaction of Rp370.73 billion.

**Acceptance Payables**

The Bank's acceptance liabilities fell 69.95% to Rp66.80 billion from Rp222.28 billion last year. This decrease is in line with the reduction of this account both in Rupiah and in foreign currencies in the year of 2022.

**Borrowings**

The Bank managed to increase the borrowings by 17.20% to reach Rp5.29 trillion in 2022, compared to Rp4.52 trillion of borrowings in the previous year. This increase is in line with the diversification of funding sources from other banks, namely Standard Chartered Bank Indonesia (Rp 622.70 billion) and Citi Bank Indonesia (Rp 311.35 billion) in 2022.

The largest number of borrowings came from its parent entity, Industrial and Commercial Bank of China Ltd, China with borrowings worth Rp2.34 trillion in 2022 or higher than previous year's Rp2.14 trillion.

As of December 31, 2022 and 2021, Bank ICBC Indonesia was in compliance with the aforementioned covenants in relation to the loan agreement with creditors.

**Subordinated Loans**

The Bank is strongly supported by its parent company, Industrial and Commercial Bank of China Ltd., China, which provided a US\$60 million loan with a term of 10 years maturing on April 25, 2023 at 3 months LIBOR + margin on April 25, 2013. In addition, on December 4, 2019, the parent company has also provided a subordinated loan of US\$75 million with a term of 5 years and a maturity date of December 4, 2024.

Untuk keperluan perhitungan rasio Kewajiban Penyediaan Modal Minimum (KPM), pinjaman subordinasi di atas diperhitungkan sebagai bagian dari modal Tier 2.

For the purpose of Capital Adequacy Ratio (CAR) calculation, the above subordinated loan is treated as part of Tier 2 capital.

Per 31 Desember 2022, pinjaman subordinasi dari entitas induk mencapai Rp2,10 triliun atau naik 9,23% dibandingkan Rp1,92 triliun di tahun sebelumnya.

As of December 31, 2022, the parent entity's subordinated loans reached Rp2.10 trillion, a 9.23% increase from Rp1.92 trillion in the previous year.

#### Liabilitas Lain-Lain dan Beban yang Masih Harus Dibayar

Bank membukukan kenaikan 4,49% atas Liabilitas Lain-Lain dan Beban yang Masih Harus Dibayar menjadi Rp314,51 miliar di tahun 2022. Kenaikan ini terutama disebabkan oleh peningkatan bunga masih harus dibayar menjadi Rp178,35 miliar di tahun 2022 dari Rp145,08 miliar di tahun sebelumnya.

#### Other Liabilities and Accrued Expenses

The Bank recorded a 4.49% increase in other liabilities and accrued expenses to Rp314.51 billion in 2022. This increase was mainly due to an increase in interest payable to Rp178.35 billion in 2022 from Rp145.08 billion in the previous year.

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Porsi Portion (%)	Description
			Nominal	%		
Utang pajak penghasilan	117.343	124.578	(7.235)	(5,81)	0,20	Income tax payable
Liabilitas imbalan pascakerja	52.729	70.659	(17.930)	(25,38)	0,09	Employment benefits obligation
<b>Jumlah liabilitas non-keuangan</b>	<b>184.602</b>	<b>195.237</b>	<b>(10.635)</b>	<b>(5,45)</b>	<b>0,30</b>	<b>Total non-financial liabilities</b>

#### Liabilitas Non-Keuangan

Jumlah liabilitas non keuangan Bank mengalami penurunan sebesar 5,45% menjadi Rp184,60 miliar di tahun 2022. Penurunan ini seiring dengan berkurangnya jumlah liabilitas imbalan pasca kerja sebesar 25,38% dari Rp70,66 miliar di tahun 2021 menjadi Rp52,73 miliar di tahun 2022.

#### Non-Financial Liabilities

The Bank's total non-financial liabilities fell by 5.45% to Rp184.60 billion in 2022. This decrease was in line with a 25.38% decline in the employment benefits obligation from Rp70.66 billion in 2021 to Rp52.73 billion in 2022.

#### Ekuitas

Di tengah penurunan aset dan liabilitas, Bank berhasil membukukan kenaikan ekuitas sebesar 4,00% menjadi Rp6,45 triliun di tahun 2022 dari Rp6,20 triliun di tahun sebelumnya. Kenaikan ini disebabkan oleh peningkatan saldo laba sebesar 10,85% menjadi Rp2,75 triliun di tahun 2022.

#### Equity

The Bank managed to increase its equity by 3.90% to Rp6.44 trillion in 2022 from Rp6.20 trillion in the previous year, amidst a decline in assets and liabilities. This increase was due to an increase in retained earnings of 10.59% to Rp2.74 trillion in 2022.

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Description
			Nominal	%	
Modal ditempatkan dan disetor	3.706.150	3.706.150	-	-	Subscribed and paid-up capital
Cadangan nilai wajar	(11.876)	9.384	(21.260)	(226,56)	Fair value reserve
Saldo laba	2.751.236	2.481.929	269.307	10,85	Retained earnings
<b>Jumlah Ekuitas</b>	<b>6.445.510</b>	<b>6.197.463</b>	<b>248.047</b>	<b>4,00</b>	<b>Total Equity</b>

LAPORAN LABA RUGI DAN PENGHASILAN  
KOMPREHENSIF LAINSTATEMENT OF PROFIT OR LOSS AND OTHER  
COMPREHENSIVE INCOME

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Description
			Nominal	%	
<b>Pendapatan dan Beban Operasional</b>			<b>Operating Income and Expenses</b>		
Pendapatan bunga	2.668.185	2.427.639	240.546	9,91	Interest income
Beban bunga	(1.452.478)	(1.274.675)	(177.803)	13,95	Interest expense
Pendapatan bunga – bersih	1.215.707	1.152.964	62.743	5,44	Net interest income
Provisi dan komisi lainnya	46.232	68.059	(21.827)	(32,07)	Other fees and commissions
Keuntungan transaksi mata uang asing – bersih	95.389	102.950	(7.561)	(7,34)	Gains on foreign exchange transactions – net
Keuntungan atas penjualan efek- efek untuk tujuan investasi – bersih	-	48.601	(48.601)	(100,00)	Gains on sale of investment in securities – net
Lain-lain	45.813	82.809	(36.996)	(44,68)	Miscellaneous
Jumlah pendapatan operasional lainnya	187.434	302.419	(114.985)	(38,02)	Total other operating income
Jumlah pendapatan operasional	1.403.141	1.455.383	(52.242)	(3,59)	Total operating income
Beban kerugian penurunan nilai aset keuangan	(578.512)	(442.344)	(136.168)	30,78	Impairment losses on financial assets
Beban umum dan administrasi	(152.372)	(123.096)	(29.276)	23,78	General and administrative expenses
Beban tenaga kerja	(295.796)	(325.084)	29.288	(9,01)	Personnel expenses
Beban lain-lain	(31.212)	(26.586)	(4.626)	17,40	Other expenses
Jumlah beban operasional	(1.057.892)	(917.110)	(140.782)	15,35	Total operating expenses
Laba sebelum pajak penghasilan	345.249	538.273	(193.024)	(35,86)	Income before tax expense
Beban pajak penghasilan	(77.392)	(62.196)	(15.196)	24,43	Income tax expense
Laba bersih tahun berjalan	267.857	476.077	(208.220)	(43,74)	Net profit for the year
Penghasilan (rugi) komprehensif lain- nya tahun berjal- annya tahun berjal- an – setelah pajak	(19.810)	(32.405)	12.595	(38,87)	Other comprehensive income (loss) for the year – net of tax
Total penghasilan komprehensif tahun berjalan	248.047	443.672	(195.625)	(44,09)	Total comprehensive income for the year

### Pendapatan Bunga

Ditengah penurunan pendapatan bunga dari kredit yang diberikan yang mengalami penurunan sebesar 5,72% menjadi Rp1,53 triliun seiring dengan penurunan penyaluran kredit Bank, Bank ICBC Indonesia mampu membukukan kenaikan pendapatan bunga sebesar 9,91% menjadi Rp2,67 triliun di tahun 2022 dibandingkan Rp2,43 triliun di tahun 2021.

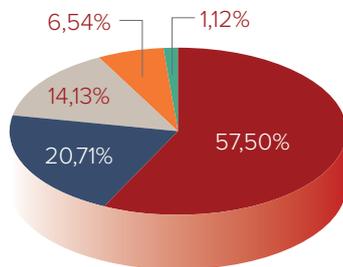
Kenaikan ini terutama didukung oleh pendapatan bunga dari transaksi repo yang dilakukan Bank yang mencapai Rp552,70 miliar di tahun 2022. Pencapaian ini naik tajam sebesar 95,68% dari sebesar Rp282,46 miliar di tahun 2021.

### Interest Income

Bank ICBC Indonesia was able to record an increase in interest income to Rp2.67 trillion in 2022 from Rp2.43 trillion in 2021 amidst lower interest income from loans receivable, which dropped by 5.72% to Rp1.53 trillion in line with the decline in bank lending.

This increase, which reached Rp552.70 billion in 2022, was mainly supported by interest income from repo transactions conducted by The Bank. This income increased sharply by 95.68% from Rp282.46 billion in 2021.

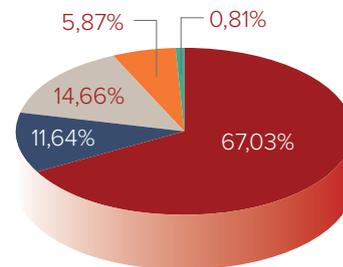
**Pendapatan Bunga 2022**  
Interest Income 2022



- Kredit yang diberikan  
Loans receivable
- Efek-efek yang dibeli dengan janji dijual kembali  
Securities purchased under agreements to resell
- Efek-efek untuk tujuan investasi  
Investment in securities
- Penempatan pada Bank Indonesia dan bank-bank lain  
Placements with Bank Indonesia and other banks
- Giro pada Bank Indonesia dan bank-bank lain  
Current accounts with Bank Indonesia and other banks

Sumber: Audited 2022, diolah  
Source: Audited 2022, processed

**Pendapatan Bunga 2021**  
Interest Income 2021



Sumber: Audited 2022, diolah  
Source: Audited 2022, processed

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Description
			Nominal	%	
Kredit yang diberikan	1.534.148	1.627.218	(93.069)	(5,72)	Loans receivable
Efek-efek yang dibeli dengan janji dijual kembali	552.697	282.456	270.241	95,68	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	377.143	355.797	21.346	6,00	Investment in securities
Penempatan pada Bank Indonesia dan bank-bank lain	174.385	142.408	31.977	22,45	Placements with Bank Indonesia and other banks
Giro pada Bank Indonesia dan bank-bank lain	29.812	19.760	10.051	50,87	Current accounts with Bank Indonesia and other banks
<b>Jumlah</b>	<b>2.668.185</b>	<b>2.427.639</b>	<b>240.546</b>	<b>9,91</b>	<b>Total</b>

Meskipun mengalami penurunan, secara kumulatif porsi pendapatan bunga dari kredit yang diberikan masih dominan sebesar 57,50% di tahun 2022 dibandingkan 67,03% di tahun sebelumnya.

### Beban Bunga

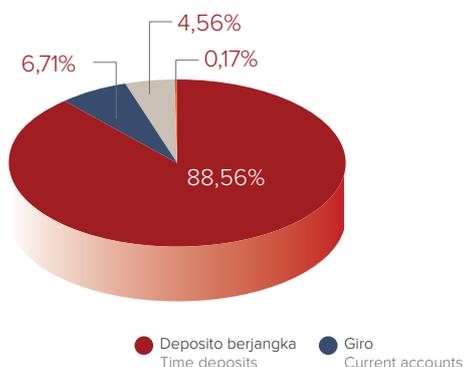
Secara kumulatif, beban bunga Bank mengalami kenaikan sebesar 13,95% menjadi Rp1,45 triliun di tahun 2022. Beban bunga dari simpanan nasabah masih memiliki kontribusi terbesar mencapai 88,56% di tahun 2022 dari 87,40% di tahun sebelumnya. Kenaikan porsi ini sejalan dengan kenaikan beban bunga dari simpanan nasabah sebesar 9,05% menjadi Rp1,14 triliun di tahun 2022 seiring dengan peningkatan simpanan nasabah yang berasal dari deposito berjangka. Beban bunga dari deposito berjangka di tahun 2022 mencapai Rp1,01 triliun atau tumbuh 10,50% dari tahun sebelumnya.

Although there has been a decline, the cumulative share of interest income from loans is still dominant at 57.50% in 2022, down from 67.03% in the previous year.

### Interest Expense

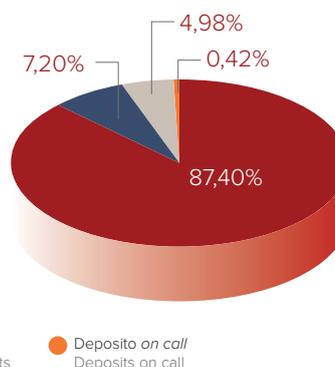
Cumulatively, The Bank's interest expense increased by 13.95% to Rp1.45 trillion in 2022. Interest expense from customer deposits remains the largest contributor, reaching 88.56% in 2022 from 87.40% last year. The increase in this share is consistent with the increase in interest expense from customer deposits by 9.05% to Rp1.14 trillion in 2022, in line with the increase in time deposits. Time deposit interest expense reached Rp1.01 trillion in 2022, up 10.50% year-on-year.

**Beban Bunga 2022**  
Interest Expense 2022



Sumber: Audited 2022, diolah  
Source: Audited 2022, processed

**Beban Bunga 2021**  
Interest Expense 2021



Sumber: Audited 2022, diolah  
Source: Audited 2022, processed

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Description
			Nominal	%	
Simpanan nasabah	1.139.459	1.044.874	94.585	9.05	Deposits from customers
Pinjaman subordinasi dan pinjaman yang diterima	167.879	92.351	75.528	81.78	Subordinated loans and borrowings
Premi penjaminan dana pihak ketiga	99.322	83.127	16.195	19.48	Premium on third party funds guarantee
Simpanan dari bank lain	41.820	49.381	(7.561)	(15.31)	Deposit from other banks

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubaha Change		Description
			Nominal	%	
Efek-efek yang dijual dengan janji dibeli kembali	2.067	2.860	(793)	(27.73)	Securities sold under agreements to repurchase
Bunga atas liabilitas sewa	1.931	2.082	(151)	(7.25)	Interest on lease liabilities
<b>Jumlah</b>	<b>1.452.478</b>	<b>1.274.675</b>	<b>177.803</b>	<b>13.95</b>	<b>Total</b>

Beban bunga lain yang naik signifikan adalah pinjaman subordinasi dan pinjaman yang diterima yang mencapai Rp167,88 miliar, naik 81,78% dari tahun sebelumnya sebesar Rp92,35 miliar.

Other interest expenses that increased significantly were subordinated loans and borrowings which amounted to Rp167.88 billion, an increase of 81.78% from Rp92.35 billion in the previous year.

#### Pendapatan Bunga – Bersih

Didukung oleh kenaikan pendapatan bunga di tahun 2022, Bank berhasil membukukan pendapatan bunga bersih sebesar Rp1,22 triliun atau tumbuh 5,44%. Pada tahun sebelumnya pendapatan bunga bersih sebesar Rp1,15 triliun.

#### Net Interest Income

The Bank recorded net interest income of Rp1.22 trillion or a growth of 5.44%, supported by an increase in interest income in 2022. In the previous year, net interest income stood at Rp1.15 trillion.

#### Jumlah Pendapatan Operasional Lainnya

Bank membukukan penurunan pendapatan operasional lainnya sebesar 38,02% menjadi Rp187,43 miliar. Penurunan ini terutama dipengaruhi oleh berkurangnya pendapatan dari provisi dan komisi lainnya sebesar 32,07% menjadi Rp46,23 miliar di tahun 2022 dari Rp68,06 miliar di tahun sebelumnya. Selain itu, Bank juga tidak membukukan keuntungan atas penjualan efek-efek untuk tujuan investasi – bersih di tahun 2022 dimana tahun sebelumnya Bank mampu membukukan sebesar Rp48,60 miliar.

#### Total Other Operating Income

The Bank recorded other operating income which decreased by 38.02% to Rp187.43 billion. This decrease was mainly influenced by a decrease in income from other fees and commissions by 32.07% to Rp46.23 billion in 2022 from Rp68.06 billion in the previous year. In addition, The Bank also did not record gains from sale of securities for investment purposes - net in 2022 where The Bank recorded Rp48.60 billion in the previous year.

#### Jumlah Pendapatan Operasional

Berkurangnya jumlah pendapatan operasional lainnya berdampak kepada penurunan jumlah pendapatan operasional sebesar 3,59% menjadi Rp1,40 triliun di tahun 2022 dari Rp1,45 triliun di tahun sebelumnya.

#### Total Operating Income

Due to lower other operating income, total operating income decreased by 3.59% to Rp1.40 trillion in 2022 from Rp1.45 trillion last year.

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Description
			Nominal	%	
Beban kerugian penurunan nilai aset keuangan	(578.512)	(442.344)	(136.168)	30,78	Impairment losses on financial assets
Beban umum dan administrasi	(152.372)	(123.096)	(29.276)	23,78	General and administrative expenses

dalam Rp juta | in Rp million

Uraian	2022	2021	Perubahan Change		Description
			Nominal	%	
Beban tenaga kerja	(295.796)	(325.084)	29.288	(9,01)	Personnel expenses
Beban lain-lain	(31.212)	(26.586)	(4.626)	17,40	Other expenses
<b>Jumlah beban operasional</b>	<b>(1.057.892)</b>	<b>(917.110)</b>	<b>(140.782)</b>	<b>15,35</b>	<b>Total operating expenses</b>

**Jumlah Beban Operasional**

Bank membukukan jumlah beban operasional meningkat sebesar 15,35% menjadi Rp1,06 triliun. Peningkatan ini terutama dipengaruhi oleh kenaikan beban kerugian penurunan nilai aset keuangan sebesar 30,78% menjadi Rp578,51 miliar di tahun 2022. Beban umum dan administrasi juga menunjukkan kenaikan sebesar 23,78% menjadi Rp152,37 miliar. Di sisi lain, Bank mampu membukukan efisiensi beban tenaga kerja yang berhasil turun sebesar 9,01% menjadi Rp295,80 miliar.

**Laba Sebelum Pajak Penghasilan**

Penurunan jumlah pendapatan operasional yang dikombinasikan dengan kenaikan jumlah beban operasional tersebut di atas menyebabkan laba sebelum pajak penghasilan menurun 35,86% menjadi Rp345,25 miliar di tahun 2022 dari Rp538,27 miliar di tahun sebelumnya.

**Laba Bersih Tahun Berjalan**

Sejalan dengan penurunan laba sebelum pajak penghasilan tersebut, laba bersih tahun berjalan Bank berkurang 43,74% menjadi Rp267,86 miliar di tahun 2022 dari Rp476,08 miliar di tahun sebelumnya.

**Total Penghasilan Komprehensif Tahun Berjalan**

Setelah memperhitungkan rugi komprehensif lain tahun berjalan setelah pajak yang mencapai Rp19,81 miliar, total penghasilan komprehensif tahun berjalan Bank turun 44,09% menjadi Rp248,05 miliar di tahun 2022 dari sebesar Rp443,67 miliar di tahun 2021.

**Total Operating Expenses**

The Bank recorded an increase in total operating expenses by 15.35% to Rp1.06 trillion. This increase was mainly influenced by an increase in the expense for impairment losses on financial assets by 30.78% to Rp 578.51 billion in the year 2022. General and administrative expenses also showed an increase of 23.78% to Rp152.37 billion. On the other hand, The Bank was able to record the efficiency of personnel expenses which dropped by 9.01% to Rp295.80 billion.

**Income Before Tax Expense**

The decrease in total operating income combined with higher total operating expenses mentioned above caused profit before income tax to fell by 35.86% to Rp345.25 billion in 2022 from Rp538.27 billion in the previous year.

**Net Profit for The Year**

In line with a decrease in the profit before income tax, The Bank's net profit for the year dropped by 43.74% to Rp267.86 billion in 2022 from Rp476.08 billion in the previous year.

**Total Comprehensive Income for The Year**

The Bank's total comprehensive income for the year fell by 44.09% to Rp248.05 billion in 2022 from Rp443.67 billion in 2021, taking into account the other comprehensive loss for the year after tax of Rp19.81 billion.

# LAPORAN ARUS KAS

## STATEMENT OF CASH FLOWS

Uraian	2022	2021	Perubahan Change		Description
			Nominal	%	
Kas bersih yang diperoleh dari (digunakan untuk) kegiatan operasi	(6.888.204)	15.184.725	(22.072.929)	(145,36)	Net cash (used in) provided from operating activities
Kas bersih yang diperoleh (digunakan untuk) diperoleh dari kegiatan investasi	(750.080)	(798.007)	47.927	(6,01)	Net cash (used in) provided from investing activities
Kas bersih yang diperoleh (digunakan untuk) aktivitas pendanaan	423.154	(1.757.560)	2.180.714	(124,08)	Net cash (used in) provided from financing activities
Pengaruh fluktuasi kurs mata uang asing pada kas dan setara kas	11.460	11.628	(168)	(1,44)	Effect of foreign exchange rate fluctuation on cash and cash equivalents
(Penurunan) kenaikan bersih kas dan setara kas	(7.203.670)	12.640.786	(19.844.456)	(156,99)	Net increase (decrease) in cash and cash equivalents
Kas dan setara kas awal tahun	19.095.656	6.454.870	12.640.786	195,83	Cash and cash equivalents at the beginning of year
Kas dan setara kas akhir tahun	11.891.986	12.640.786	(7.203.670)	(37,72)	Cash and cash equivalents at the end of year

### Arus Kas dari Aktivitas Operasi

Bank membukukan kas bersih digunakan untuk kegiatan operasi senilai Rp6,89 triliun di tahun 2022. Sebaliknya, di tahun sebelumnya, Bank mampu mencatatkan kas bersih diperoleh dari aktivitas operasi sebesar Rp15,18 triliun. Hal terutama dipengaruhi oleh penurunan simpanan nasabah dan efek-efek yang dibeli dengan janji dijual Kembali masing-masing senilai Rp5,94 triliun dan Rp1,65 triliun. Simpanan dari bank-bank lain juga berkurang sebesar Rp1,03 triliun di tahun 2022 meski di sisi lain Bank berhasil membukukan penerimaan bunga, provisi, dan komisi senilai Rp2,60 triliun di tahun 2022 dari Rp2,43 triliun di tahun sebelumnya.

### Arus Kas dari Aktivitas Investasi

Kas bersih digunakan Bank untuk aktivitas investasi menurun 6,01% menjadi Rp750,08 miliar di tahun 2022. Hal ini disebabkan kenaikan efek-efek untuk tujuan investasi sebesar Rp744,87 miliar atau lebih rendah dari Rp791,26 miliar di tahun sebelumnya.

### Arus Kas dari Aktivitas Pendanaan

Bank membukukan kas bersih diperoleh dari aktivitas pendanaan senilai Rp423,15 miliar di tahun 2022. Hal ini dipengaruhi oleh pembayaran untuk pinjaman yang diterima sebesar Rp2,51 triliun atau lebih rendah dari tahun sebelumnya sebesar Rp4,61 triliun. Di tahun yang sama, Bank memperoleh pinjaman senilai Rp2,95 triliun.

### Cash Flows from Operating Activities

The Bank recorded net cash used in operating activities of Rp6.89 trillion in 2022. In contrast, in the previous year, The Bank recorded net cash provided by operating activities worth Rp15.18 trillion. This was mainly due to a decrease in the customer deposits and securities purchased under agreements to resell in the amount of Rp5.94 trillion and Rp1.65 trillion, respectively. Deposits from other banks also decreased by Rp1.03 trillion in 2022, although on the other hand The Bank managed to record interest, fees and commissions worth Rp2.60 trillion in 2022 from Rp2.43 trillion in the previous year.

### Cash Flows from Investing Activities

The Bank's net cash used in investing activities fell by 6.01% to Rp750.08 billion in 2022. This was due to an increase in investment securities of Rp744.87 billion or lower than Rp791.26 billion in the previous year.

### Cash Flows from Financing Activities

In 2022, The Bank generated Rp 423.15 billion in net cash provided by financing activities. This was influenced by payments for borrowings of Rp2.51 trillion or lower than the previous year of Rp4.61 trillion. The Bank received Rp2.95 trillion worth of borrowings in the same year.

**Kas dan Setara Kas Akhir Tahun**

Meski membukukan penurunan kas dan setara kas – bersih sebesar Rp7,20 triliun di tahun 2022, Bank mampu melaporkan kas dan setara kas akhir tahun sebesar Rp11,89 triliun. Hal ini didukung oleh ketersediaan kas dan setara kas awal tahun yang mencapai Rp19,10 triliun.

**Cash and Cash Equivalents at the End of Year**

The Bank was able to report cash and cash equivalents of Rp11.89 trillion at the end of year, despite a decrease in cash and cash equivalents - net of Rp7.20 trillion in 2022. This was supported by the availability of cash and cash equivalents at the beginning of year which reached Rp19.10 trillion.

## KEMAMPUAN MEMBAYAR UTANG DAN KOLEKTIBILITAS PIUTANG

### SOLVENCY AND RECEIVABLES COLLECTIBILITY

**Kemampuan Membayar Utang**

Kemampuan membayar utang Bank ICBC Indonesia dapat dilihat dari profil likuiditas dan solvabilitas dari sisi internal. Sementara itu, dari sudut pandang eksternal, kemampuan membayar utang Bank dapat dilihat dari penetapan peringkat perusahaan dari PT Fitch Ratings Indonesia pada bulan Desember 2022 dengan peringkat sebagai berikut:

1. *National Long-Term Rating*: AAA(idn)
2. *National Short-Term Rating*: 'F1+(idn)
3. *Outlook on its National Long-Term Rating*: Stable

Rating tersebut ditetapkan tidak terlepas dari kepercayaan Fitch atas dukungan kuat dari entitas induk (ICBC) dengan mempertimbangkan posisi penting dan strategis entitas anak di Indonesia sebagai unit usaha yang beroperasi di luar negeri guna mendukung perdagangan dan investasi di Indonesia.

**Kemampuan Membayar Utang Jangka Pendek (Likuiditas Bank)**

Kecukupan likuiditas Bank dapat dilihat dari beberapa indikator untuk mengukur likuiditas di antaranya rasio Giro Wajib minimum (GWM), Penyangga Likuiditas Makroprudensial (PLM), dan *Liquidity Coverage Ratio* (LCR) yang mampu memenuhi ketentuan yang ditetapkan oleh regulator sebagai berikut:

**Ability to Pay Debt**

The ability to pay debts of Bank ICBC Indonesia can be seen from the internal liquidity and solvency profile. Meanwhile, from an external perspective, The Bank's ability to pay debts can be seen from the corporate rating assigned by PT Fitch Ratings Indonesia in December 2022 with the following ratings:

1. *National Long-Term Rating*: AAA(idn)
2. *National Short-Term Rating*: 'F1+(idn)
3. *Outlook on its National Long-Term Rating*: Stable

The assigned rating is inseparable from Fitch's belief that ICBC has a high propensity to support ICBCI, given our view that Indonesia is a strategically important market for ICBC. The Indonesian subsidiary is an important part of the group's overseas strategy, especially in supporting trade and investment flows in the country.

**Ability to Pay Short-Term Debt (The Bank's Liquidity)**

The Bank's liquidity adequacy can be seen from several liquidity indicators, including the ratio of statutory reserves (GWM), macroprudential liquidity buffer (PLM) and liquidity coverage ratio (LCR), which can meet the conditions set by the regulator as follows:

dalam persentase | in percentage

Likuiditas	2022	2021	Liquidity
Giro Wajib Minimum (GWM) primer - Rupiah	12,20	21,09	Primary reserve requirement (GWM) - Rupiah
GWM Penyangga Likuiditas Makroprudensial (PLM) - Rupiah	54,11	66,67	Macroprudential liquidity buffer (PLM) GWM - Rupiah
<i>Liquidity Coverage Ratio</i> (LCR)	224,57	211,74	Liquidity Coverage Ratio (LCR)

### Kemampuan Membayar Utang Jangka Panjang (Solvabilitas Bank)

Rasio kecukupan modal (*Capital Adequacy Ratio*) atau CAR Bank mencapai 23,67% pada tahun 2022 dibandingkan rasio CAR tahun sebelumnya sebesar 23,41%. Rasio ini menunjukkan solvabilitas Bank masih baik karena telah melebihi minimal *requirement* rasio CAR dari Regulator sehingga dapat memenuhi risiko kredit, risiko pasar dan risiko operasional.

### Rentabilitas Bank

Bank ICBC Indonesia menggunakan beberapa rasio keuangan seperti Imbal Hasil Aset (ROA), Imbal Hasil Ekuitas (ROE), Marjin Pendapatan Bunga Bersih (NIM), rasio Beban Operasional terhadap Pendapatan Operasional (BOPO), dan rasio *Cost Efficiency Ratio* (CER) untuk mengetahui tingkat kinerja profitabilitas Bank. Adapun pencapaian Bank terkait rasio-rasio tersebut pada tahun 2022 adalah sebagai berikut:

### Ability to Pay Long-Term Debt (The Bank's Solvency)

The Bank's Capital Adequacy Ratio (CAR) reached 23.67% in 2022 compared to the previous year's CAR ratio of 23.41%. This ratio shows that the solvency of The Bank is still good as it has exceeded the minimum CAR ratio required by the Regulator so that it can cover the credit risk, the market risk and the operational risk.

### The Bank's Profitability

Bank ICBC Indonesia uses several financial ratios such as return on assets (ROA), return on equity (ROE), net interest margin (NIM), ratio of operating expenses to operating income (BOPO), and cost efficiency ratio (CER) to determine the performance level of bank profitability. The Bank's performance with respect to these ratios in 2022 is as follows:

dalam persentase   in percentage			
Profitabilitas	2022	2021	Profitability
Tingkat pengembalian atas aset (ROA)	0,55	0,96	Return on Assets (ROA)
Tingkat pengembalian atas ekuitas (ROE)	4,87	8,82	Return on Equity (ROE)
Marjin bunga bersih (NIM)	2,29	2,36	Net Interest Margin (NIM)
Beban Operasional terhadap Penghasilan Operasional (BOPO)	87,80	79,62	Operating expense to operating income (BOPO)
<i>Cost to Income Ratio</i> (CIR)	38,23	36,24	Cost to Income Ratio (CIR)

### Kolektibilitas Piutang Bank

Kolektibilitas piutang Bank diukur dari kelancaran pembayaran kredit yang disalurkan. Bank melaporkan kolektibilitas piutang dari aktivitas penyaluran kredit sebagai berikut:

### Collectability of The Bank Loans

The recoverability of The Bank receivables is measured by the ease with which loan payments are made. The Bank reports the collectability of loans as follows:

dalam Rp juta   in Rp million			
Kategori	2022	2021	Category
Lancar	22.718.446	24.177.267	Current
Dalam perhatian khusus	2.903.404	2.394.851	Special mention
Kurang lancar	54	146	Substandard
Diragukan	106	182	Doubtful
Macet	792.857	869.863	Loss
Kredit yang diberikan	26.414.867	27.442.309	Loans receivable
Kredit bermasalah	793.017	870.191	Non-performing loan
NPL gross	3,00%	3,17%	Gross NPL
NPL net	0,58%	2,53%	Net NPL

# STRUKTUR PERMODALAN

## CAPITAL STRUCTURE

### Kebijakan Manajemen atas Struktur Modal

Dalam memperhitungkan kecukupan modal, Bank berpedoman kepada ketentuan Otoritas Jasa Keuangan (OJK) di antaranya sebagai berikut:

1. POJK No. 34/POJK.03/2016 tanggal 22 September 2016 tentang Perubahan atas POJK No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum.
2. SEOJK No. 26/SEOJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Susuai Profil Risiko dan Pemenuhan Capital Equivalency maintained assets.

Selain itu, Bank menggunakan Pendekatan Standar Basel II (*Standardized Approach*) untuk Risiko Kredit dan telah memasukkan komponen External Rating dalam memperhitungkan Aset Tertimbang Menurut Risiko (ATMR).

Tabel-tabel di bawah ini menjelaskan hasil perhitungan ATMR (Kredit, Operasional, dan Pasar) serta Rasio Kecukupan Modal posisi 31 Desember 2022 dan 2021.

### Tabel Struktur Permodalan Bank ICBC Indonesia

Table of Capital Structure of Bank ICBC Indonesia

dalam Rp juta | in Rp million

Permodalan	2022	2021	Capital
Modal inti	5.544.461	5.421.241	Core capital
Modal pelengkap	831.721	1.163.732	Supplementary capital
<b>Jumlah modal untuk risiko kredit, risiko operasional dan risiko pasar</b>	<b>6.376.182</b>	<b>6.584.973</b>	<b>Total capital for credit risk, operational risk, and market risk</b>
Aset Tertimbang Menurut Risiko (ATMR) kredit	24.265.279	25.486.892	Credit Risk-Weighted Assets (RWA)
Aset Tertimbang Menurut Risiko (ATMR) operasional	2.524.820	2.541.752	Operational Risk-Weighted Assets (RWA)
Aset Tertimbang Menurut Risiko (ATMR) pasar	144.514	100.063	Market Risk-Weighted Assets (RWA)
<b>Jumlah ATMR untuk risiko kredit, risiko operasional dan risiko pasar</b>	<b>26.934.613</b>	<b>28.128.707</b>	<b>Total RWA for credit risk, operational risk, and market risk</b>

### Management Policy on Capital Structure

The Bank is guided by the regulations of the Financial Services Authority (OJK) in calculating capital adequacy, including:

1. POJK No. 34/POJK.03/2016 dated September 22, 2016 on the amendments to POJK No. 11/POJK.03/2016 on the minimum capital adequacy requirements for commercial banks.
2. SEOJK No. 26/SEOJK.03/2016 concerning minimum capital adequacy in accordance with the risk profile and meeting the capital adequacy of maintained assets.

In addition, The Bank has adopted the Basel II standardized approach to credit risk and an external rating component in the calculation of risk-weighted assets (RWA).

The following tables show the results of the calculation of the RWA (Credit, Operations and Market) and the Capital Adequacy Ratio for the positions as of December 31, 2022 and 2021.

### Tabel Pengungkapan Kuantitatif Struktur Permodalan Bank Umum

Table on the Disclosure of the Quantitative Structure of the Capital of Commercial Banks

dalam Rp juta | in Rp million

Permodalan	2022	2021	Capital
<b>Modal inti (Tier 1)</b>	<b>5.544.461</b>	<b>5.421.241</b>	<b>Core Capital (Tier 1)</b>
1. CET 1	5.544.461	5.421.241	1. CET 1
1.1 Modal disetor (setelah dikurangi <i>treasury stock</i> )	3.706.150	3.706.150	1.1 Paid-in capital (net of treasury stock)
1.2 Cadangan tambahan modal	2.733.307	2.486.710	1.2 Disclosed reserves
1.2.1 Faktor penambah	2.746.389	2.487.916	1.2.1 Additional factor
1.2.1.1 Pendapatan komprehensif lainnya	-	9.384	1.2.1.1 Other comprehensive income
1.2.1.1.1 Selisih lebih penjabaran laporan keuangan	-	-	1.2.1.1.1 Excess differences arising from translation of financial statement
1.2.1.1.2 Potensi keuntungan dari peningkatan nilai wajar keuangan dalam kelompok tersedia untuk dijual	-	9.384	1.2.1.1.2 Potential gain of the increase in the fair value of financial assets available for sale
1.2.1.1.3 Saldo <i>surplus</i> revaluasi aset tetap	-	-	1.2.1.1.3 Surplus of fixed assets revaluation
1.2.1.2 Cadangan tambahan modal lainnya	2.746.389	2.478.532	1.2.1.2 Other disclosed reserves
1.2.1.2.1 <i>Agio</i>	-	-	1.2.1.2.1 <i>Agio</i>
1.2.1.2.2 Cadangan umum	291.371	243.763	1.2.1.2.2 General reserves
1.2.1.2.3 Laba tahun-tahun lalu	2.187.161	1.758.692	1.2.1.2.3 Previous year profit
1.2.1.2.4 Laba tahun berjalan	267.857	476.077	1.2.1.2.4 Current year profit
1.2.1.2.5 Dana setoran modal	-	-	1.2.1.2.5 Funds for paid-in capital
1.2.1.2.6 Ekuitas <i>merging entities</i> **)	-	-	1.2.1.2.6 <i>Merging entities equity</i> **)
1.2.1.2.7 Lainnya	-	-	1.2.1.2.7 Others
1.2.2 Faktor pengurang	(13.082)	(1.206)	1.2.2 Deduction factor
1.2.2.1 Pendapatan komprehensif lainnya	(11,876)	-	1.2.2.1 Other comprehensive income
1.2.2.1.1 Selisih kurang penjabaran laporan keuangan	-	-	1.2.2.1.1 Negative differences arising from translation of financial statement
1.2.2.1.2 Potensi kerugian dari penurunan nilai wajar aset keuangan dalam kelompok tersedia untuk dijual	(11,876)	-	1.2.2.1.2 Potential losses from the decrease in the fair value of financial assets available for sale
1.2.2.2 Cadangan tambahan modal lainnya	(1.206)	(1.206)	1.2.2.2 Other disclosed reserves
1.2.2.2.1 <i>Disagio</i>	-	-	1.2.2.2.1 <i>Disagio</i>
1.2.2.2.2 Rugi tahun-tahun lalu	-	-	1.2.2.2.2 Previous year loss
1.2.2.2.3 Rugi tahun berjalan	-	-	1.2.2.2.3 Current year loss
1.2.2.2.4 Selisih Kurang antara Penyisihan Penghapusan Aset (PPA) dan Cadangan Kerugian Penurunan Nilai (CKPN) atas Aset Produktif	-	-	1.2.2.2.4 Negative difference in allowance for possible losses and allowance for impairment on earning assets

## Tabel Pengungkapan Kuantitatif Struktur Permodalan Bank Umum

Table on the Disclosure of the Quantitative Structure of the Capital of Commercial Banks

dalam Rp juta | in Rp million

Permodalan	2022	2021	Capital
1.2.2.2.5 Selisih kurang jumlah penyesuaian nilai wajar dari instrumen keuangan dalam <i>trading book</i>	-	-	1.2.2.2.5 Negative difference in adjustment amounts from fair value of financial assets in trading book
1.2.2.2.6 PPA aset non-produktif yang wajib dibentuk	(1.206)	(1.206)	1.2.2.2.6 Required allowance for non-earning asset
1.2.2.2.7 Lainnya	-	-	1.2.2.2.7 Others
1.3 Kepentingan non-pengendali yang dapat diperhitungkan	-	-	1.3 Non-controlling interest
1.4 Faktor pengurang modal inti utama	894.996	771.619	1.4 Deduction factor of CET 1
1.4.1 Perhitungan pajak tangguhan	893.369	768.867	1.4.1 Deferred tax calculation
1.4.2 <i>Goodwill</i>	-	-	1.4.2 Goodwill
1.4.3 Aset tidak berwujud lainnya	1.627	2.752	1.4.3 Other intangible assets
1.4.4 Penyertaan yang diperhitungkan sebagai faktor pengurang	-	-	1.4.4 Investments in share
1.4.5 Kekurangan modal pada entitas anak asuransi	-	-	1.4.5 Shortfall of capital on insurance subsidiaries
1.4.6 Eksposur sekuritisasi	-	-	1.4.6 Securitisation exposure
1.4.7 Faktor pengurang modal inti utama lainnya	-	-	1.4.7 Other deduction of CET 1
1.4.7.1 Penempatan dana pada instrumen AT 1 dan/atau <i>tier 2</i> pada bank lain	-	-	1.4.7.1 Placement of funds in instrumen AT 1 and/or Tier 2 to other bank
1.4.7.2 Kepemilikan silang pada entitas lain yang diperoleh berdasarkan peralihan karena hukum, hibah, atau hibah wasiat	-	-	1.4.7.2 Cross-ownership in another entity acquired by the transition due to law, grants, or grants will
1.4.7.3 Eksposur yang menimbulkan risiko kredit akibat kegagalan <i>settlement (settlement risk) - non-delivery versus payment</i>	-	-	1.4.7.3 Exposures that give rise to credit risk due the settlement risk (settlement risk) - non delivery versus payment
1.4.7.4 Eksposur di perusahaan anak yang melakukan kegiatan usaha berdasarkan prinsip syariah (apabila ada)	-	-	1.4.7.4 Exposures in subsidiaries that do business activity based on sharia principles (if available)
2. Modal inti tambahan	-	-	2. Additional Tier 1 (AT 1)
2.1 Instrumen yang memenuhi persyaratan AT 1	-	-	2.1 Instrument which comply with AT 1 requirements
2.2 <i>Agio/disagio</i>	-	-	2.2 Agio/disagio
2.3 Faktor pengurang modal inti tambahan	-	-	2.3 Deduction factor of AT 1
2.3.1 Penempatan dana pada instrumen AT 1 dan/atau <i>Tier 2</i> pada bank lain	-	-	2.3.1 Placement of funds in instrument AT 1 and or Tier 2 to other banks
2.3.2 Kepemilikan silang pada entitas lain yang diperoleh berdasarkan peralihan karena hukum, hibah, atau hibah wasi	-	-	2.3.2 Cross-ownership in another entity acquired by the transition due to law, grants, or grants will

### Tabel Pengungkapan Kuantitatif Struktur Permodalan Bank Umum

Table on the Disclosure of the Quantitative Structure of the Capital of Commercial Banks

dalam Rp juta | in Rp million

Permodalan	2022	2021	Capital
<b>Modal Pelengkap (Tier 2)</b>	<b>831.721</b>	<b>1.163.732</b>	<b>Supplementary Capital (Tier 2)</b>
1. Instrumen modal dalam bentuk saham atau lainnya yang memenuhi persyaratan Tier 2	529.295	869.403	1. Capital instrument in the form of stock or others which comply with Tier 2 requirements
2. Agio/disagio	-	-	2. Agio/disagio
3. Cadangan umum PPA atas aset produktif yang wajib dibentuk (paling tinggi 1,25% ATMR risiko kredit)	302.426	294.329	3. General provision on earning assets (max. 1.25% credit RWA)
4. Faktor pengurang modal pelengkap	-	-	4. Deduction supplementary capital
4.1 Sinking fund	-	-	4.1 Sinking fund
4.2 Investasi pada instrument Tier 2 pada bank lain	-	-	4.2 Placement of funds in instrument AT 1 and/or Tier 2 to other banks
4.3 Kepemilikan silang pada entitas lain yang diperoleh berdasarkan peralihan karena hukum, hibah, atau hibah wasiat	-	-	4.3 Cross-ownership in another entity acquired by the transition due to law, grants, or grants will
<b>Total modal inti dan modal pelengkap</b>	<b>6.376.182</b>	<b>6.584.973</b>	<b>Total core capital and supplementary capital</b>

dalam Rp juta | in Rp million

Uraian	2022	2021	Description
<b>Aset Tertimbang Menurut Risiko (ATMR)</b>			<b>Risk-Weighted Assets (RWA)</b>
ATMR risiko kredit	24.265.279	25.486.892	Credit RWA
ATMR risiko pasar	144.514	100.063	Market RWA
ATMR risiko operasional	2.524.820	2.541.752	Operational RWA
<b>Total ATMR</b>	<b>26.934.613</b>	<b>28.128.707</b>	<b>Total RWA</b>
Rasio KPMM sesuai profil risiko (%)	10,00	10,00	CAR based on risk profile
<b>Alokasi Pemenuhan KPMM Sesuai Profil Risiko</b>			<b>Capital Allocation for Car Based on Risk Profile</b>
Dari CET 1 (%)	6,91	6,00	From CET 1 (%)
Dari AT 1 (%)	0,00	0,00	From AT 1 (%)
Dari Tier 2 (%)	3,09	4,00	From Tier 2 (%)
<b>Rasio KPMM</b>			<b>KPMM Ratio</b>
Rasio CET 1 (%)	20,58	19,27	CET 1 ratio (%)
Rasio Tier 1 (%)	0,00	0,00	Tier 1 ratio (%)
Rasio Tier 2 (%)	3,09	4,14	Tier 2 ratio (%)
Rasio KPMM (%)	23,67	23,41	CAR (%)
CET 1 untuk buffer (%)	13,67	13,27	CET 1 for buffer (%)
<b>Persentase buffer yang wajib dipenuhi oleh bank (%)</b>			<b>Percentage of buffer mandatory filled by bank (%)</b>
Capital conservation buffer (%)	0,00	0,00	Capital conservation buffer (%)
Countercyclical buffer (%)	0,00	0,00	Countercyclical buffer (%)
Capital surcharge untuk bank sistemik (%)	0,00	0,00	Capital surcharge for systemic bank (%)

### Dasar Penentuan Kebijakan Manajemen atas Struktur Modal

Sasaran utama atas kebijakan pengelolaan permodalan yang dilakukan oleh Bank adalah untuk mematuhi ketentuan permodalan eksternal yang berlaku dan untuk mempertahankan rasio permodalan yang sehat agar dapat mendukung usaha dan memaksimalkan nilai bagi pemegang saham.

Bank mengelola struktur modal dan melakukan penyesuaian atas struktur tersebut terhadap perubahan kondisi ekonomi dan karakteristik risiko aktivitasnya. Untuk mempertahankan atau menyesuaikan struktur modal tersebut, Bank dapat melakukan penambahan setoran modal inti dari pemegang saham dan memperoleh pinjaman subordinasi.

Manajemen menggunakan rasio permodalan yang diwajibkan regulator untuk memantau permodalan Bank. Pendekatan Bank Indonesia untuk pengukuran tersebut terutama berdasarkan pengawasan atas hubungan antara kecukupan modal dengan ketersediaan modal. Sejak tanggal 31 Desember 2013, fungsi pengaturan dan pengawasan perbankan telah beralih dari Bank Indonesia ke Otoritas Jasa Keuangan (OJK).

Sesuai dengan peraturan yang berlaku, Bank wajib menyediakan modal minimum sesuai dengan profil risikonya. Selain itu, Bank juga diwajibkan membentuk tambahan modal sebagai penyangga (*buffer*) yaitu:

1. *Capital Conservation Buffer* ("CCB") sebesar 2,5% dari ATMR bagi bank yang tergolong sebagai KBMI 2, KBMI 3 dan KBMI 4 berdasarkan POJK No. 12/POJK.03/2021 berlaku efektif pada tanggal 31 Oktober 2021. Saat ini, Bank tergolong sebagai KBMI 1.
2. *Countercyclical Buffer* ("CB") dalam kisaran sebesar 0% sampai dengan 2,5% dari ATMR yang berlaku bagi seluruh bank dan mulai diterapkan pada tanggal 1 Januari 2016 sesuai penetapan oleh OJK berdasarkan kondisi makro-ekonomi Indonesia. Besaran *Countercyclical Buffer* sebesar 0% dari ATMR telah dilaporkan secara bulanan dan triwulan kepada regulator.
3. *Capital Surcharge* untuk *Domestic Systemically Important Bank* ("D-SIB") dalam kisaran sebesar 1% sampai dengan 2,5% dari ATMR berlaku bagi bank yang telah ditetapkan berdampak sistemik. Saat ini, Bank tidak ditetapkan sebagai Bank Sistemik.

### Basis for the Determination of Management Policy on the Capital Structure

The primary objectives of The Bank's capital management policy are to ensure that The Bank complies with externally imposed capital requirements and that The Bank maintains healthy capital ratios in order to support its business and to maximize shareholders' value.

The Bank manages its capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of its activities. In order to maintain or adjust the capital structure, The Bank may inject additional core capital from shareholders and obtain subordinated loans.

Management uses regulatory capital ratios in order to monitor its capital. Bank Indonesia's approach to such measurement is primarily based on monitoring the relationship of the capital adequacy to availability of capital resources. Starting December 31, 2013, the role of regulator and supervision of banking industry has changed from Bank Indonesia to Otoritas Jasa Keuangan (OJK).

In accordance with prevailing regulation, The Bank is required to maintain a minimum capital according to its risk profile. In addition, The Bank is also required to have additional capital as buffer namely:

1. *Capital Conservation Buffer* ("CCB") of 2.5% from the Risk Weighted Assets for banks categorized as KBMI 2, KBMI 3 and KBMI 4 based on POJK No. 12/POJK.03/2021 effective on October 31, 2021. Currently, The Bank is categorized as KBMI 1.
2. *Countercyclical Buffer* ("CB") in the range of 0% up to 2.5% from RWA which are applicable to all banks and will be implemented starting January 1, 2016 by OJK depending on Indonesia macroeconomic condition. The *Countercyclical Buffer* is set at 0% of RWA has been reported on a monthly and quarterly based to regulator.
3. *Capital Surcharge* for *Domestic Systemically Important Bank* ("D-SIB") in the range of 1% up to 2.5% from RWA which are applicable to banks which are determined as having systemic impacts. Currently, The Bank is not designated as the Systemic Bank.

# IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL

## MATERIAL COMMITMENTS IN RELATION TO CAPITAL EXPENDITURES

Bank tidak memiliki ikatan material untuk investasi barang modal pada tahun buku 2022. Oleh karena itu, Bank tidak menyajikan informasi yang berkaitan dengan hal tersebut, di antaranya berupa:

1. Nama dari pihak yang melakukan ikatan;
2. Tujuan dari perikatan;
3. Sumber dana yang disiapkan untuk memenuhi perikatan tersebut;
4. Denominasi mata uang dalam ikatan tersebut; dan
5. Langkah-langkah yang direncanakan Bank untuk melindungi risiko dari posisi mata uang asing yang terkait.

For the fiscal year 2022, The Bank has no material commitments for investments in capital goods. Therefore, The Bank does not provide related information, including in form of:

1. The name of the party that has made the commitment;
2. The purpose of the commitment;
3. Source of funds available for meeting commitment;
4. The denomination of the currency in the commitment; and
5. The bank's plans for the hedging of risks from related foreign currency positions.

# INVESTASI BARANG MODAL PADA TAHUN BUKU 2022

## CAPITAL EXPENDITURES IN 2022

### Investasi Barang Modal

Bank merealisasikan investasi barang modal setiap tahun yang digunakan untuk membeli sejumlah aset atau investasi yang diharapkan dapat memberikan nilai manfaat di masa depan untuk mendukung ekspansi bisnis Bank. Adapun jenis dan nilai investasi barang modal yang direalisasikan di tahun 2022 adalah sebagai berikut:

### Capital Expenditures

The Bank realizes investment in capital goods on an annual basis, which is used to acquire a number of assets or investments that are expected to provide value in the future to support the expansion of The Bank's business. The types and values of fixed asset investment realized in 2022 are as follows:

dalam Rp juta I in Rp million

Jenis Capex	Nilai Investasi Barang Modal Investment Value of Capital Goods		Types of Capex
	2022	2021	
Bangunan	122	8	Buildings
Inventaris kantor	4.501	3.136	Office equipments
Kendaraan	58	19	Vehicles
Prasarana	54	-	Leasehold improvement
Aset dalam penyelesaian	-	3.476	Construction in progress
Aset hak-guna	5.260	25.564	Right-of-use assets
<b>Jumlah</b>	<b>9.995</b>	<b>32.203</b>	<b>Total</b>

### Tujuan Investasi Barang Modal

Investasi barang modal Bank dimaksudkan untuk mendukung serta menunjang aktivitas operasional kegiatan Bank ICBC Indonesia secara menyeluruh.

### The Objectives of Capital Expenditure

The Bank's investment in fixed assets is intended to support ICBC Indonesia's overall operational activities.

# INFORMASI TRANSAKSI TERKAIT INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN USAHA, AKUISISI, DAN RESTRUKTURISASI

TRANSACTION INFORMATION RELATED TO INVESTMENTS, EXPANSION,  
DIVESTMENTS, MERGERS, ACQUISITIONS, AND RESTRUCTURING

## Investasi

Sebagai salah satu kegiatan usaha di industri perbankan, Bank melakukan investasi di efek bersifat utang yang diterbitkan oleh Pemerintah per 31 Desember 2022 sebagai berikut:

## Investment

As one of the business activities in the banking industry, The Bank invests in debt securities issued by the Government as of 31 December 2022 as follows:

dalam Rp juta | in Rp million

Jenis Efek	Nilai Value		Type of Securities
	2022	2021	
Diukur pada nilai wajar melalui penghasilan komprehensif lain Obligasi Pemerintah - Rupiah	754.813	683.933	Measured at fair value through other comprehensive income Government Bonds - Rupiah
Jumlah diukur pada nilai wajar melalui penghasilan komprehensif lain	754.813	683.933	Total measured at fair value through other comprehensive income
<b>Diukur pada biaya yang diamortisasi</b>			<b>Measured at amortized cost</b>
<b>Rupiah</b>			<b>Rupiah</b>
Obligasi Perusahaan	-	125.000	Corporate Bonds
Obligasi Pemerintah	4.564.035	3.863.119	Government Bonds
Wesel SKBDN	48.278	2.578	SKBDN Bills
	4.612.313	3.990.697	
<b>Mata uang asing</b>			<b>Foreign currencies</b>
Obligasi Pemerintah	1.607.011	1.554.570	Government Bonds
Wesel SKBDN	20.954	-	SKBDN Bills
	1.627.965	1.554.570	
Jumlah diukur pada biaya yang diamortisasi	6.240.278	5.545.267	Total measured at amortized cost
	6.995.091	6.229.200	
Cadangan kerugian penurunan nilai	(384)	(37)	Allowance for impairment losses
<b>Jumlah</b>	<b>6.994.707</b>	<b>6.229.163</b>	<b>Total</b>

## Ekspansi

Bank tidak melakukan transaksi atau aktivitas terkait ekspansi selama tahun 2022.

## Expansion

The Bank will not engage in any transactions or activities related to expansion during the year 2022.

## Divestasi

Bank tidak melakukan transaksi atau aktivitas terkait divestasi selama tahun 2022.

## Disinvestment

There are no transactions or activities related to divestments in 2022.

## Akuisisi

Bank tidak memiliki transaksi atau aktivitas terkait akuisisi di sepanjang tahun 2022.

## Acquisition

The Bank does not engage in any acquisition-related transactions or activities during 2022.

## Restrukturisasi Hutang dan Modal

Bank tidak melakukan transaksi restrukturisasi utang dan/atau restrukturisasi modal selama tahun 2022.

## Debt and Equity Restructuring

The Bank has no transactions or activities related to debt restructuring and/or capital restructuring during 2022.

# KOMITMEN DAN KONTINJENSI

## COMMITMENTS AND CONTINGENCIES

Bank melaporkan transaksi komitmen dan kontinjensi di sepanjang tahun 2022 sebagai berikut:

The Bank reports commitments and contingencies for 2022 as follows:

dalam Rp juta | in Rp million

Uraian	Nilai Value		Description
	2022	2021	
<b>Komitmen</b>			<b>Commitments</b>
<b>Pihak ketiga</b>			<b>Third parties</b>
Liabilitas komitmen			Committed liabilities
L/C dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	(99.783)	(192.976)	Outstanding irrecoverable L/C and domestic L/C
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed</i>	(2.194.722)	(1.928.468)	Unused loan facilities - committed
<b>Pihak berelasi</b>			<b>Related parties</b>
Liabilitas komitmen			Committed liabilities
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed</i> Direksi, Dewan Komisaris dan Pejabat Eksekutif	(3.984)	(3.422)	Unused loan facilities - committed Directors, Board of Commissioners and Executive Officers
<b>Jumlah liabilitas komitmen - bersih</b>	<b>(2.298.489)</b>	<b>(2.124.866)</b>	<b>Total commitment liabilities - net</b>
<b>Kontinjensi</b>			<b>Contingencies</b>
<b>Pihak ketiga</b>			<b>Third parties</b>
Tagihan kontinjensi			Contingent receivables
Pendapatan bunga dalam penyelesaian	364.131	234.189	Interest receivable on non-performing
Bank garansi yang diterima	295.891	436.093	Bank guarantees received
Liabilitas kontinjensi			Contingent liabilities
Bank garansi dan <i>Standby</i> L/C yang diterbitkan	(1.495.683)	(565.646)	Bank guarantees and Standby L/C issued
<b>Jumlah tagihan kontinjensi - bersih</b>	<b>(835.661)</b>	<b>104.636</b>	<b>Total contingent receivables - net</b>
<b>Pihak berelasi</b>			<b>Related parties</b>
Tagihan kontinjensi			Contingent receivables
Bank garansi yang diterima: Industrial and Commercial Bank of China Ltd, China	3.015.330	1.992.454	Bank guarantees received: Industrial and Commercial Bank of China Ltd, China
Liabilitas kontinjensi			Contingent liabilities
Bank garansi dan <i>Standby</i> L/C yang diterbitkan: Industrial and Commercial Bank of China (Asia) Ltd, Hong Kong	(1.712.425)	(1.425.250)	Bank guarantees and Standby L/C issued: Industrial and Commercial Bank of China (Asia) Ltd, Hong Kong
<b>Jumlah tagihan kontinjensi – bersih</b>	<b>1.302.905</b>	<b>567.204</b>	<b>Total contingent receivables – net</b>
<b>Jumlah tagihan kontinjensi</b>	<b>467.244</b>	<b>671.840</b>	<b>Total contingent receivables</b>

# PERBANDINGAN ANTARA TARGET & REALISASI 2022

## COMPARISON BETWEEN 2022 TARGETS & REALIZATION

### TARGET DAN REALISASI 2022

### 2022 TARGET AND REALIZATION

Parameter dan Rasio Keuangan	2022		Financial Parameters and Ratios
	Target	Realisasi Realization	
Total aset (Rp miliar)	65.944	57.436	Total assets (Rp billion)
Total kredit (Rp miliar)	30.472	25.998	Total credit (Rp billion)
Laba bersih (Rp miliar)	454	268	Net profit (Rp billion)
KPMM (%)	22,08	23,67	KPMM (%)
Modal inti (Rp miliar)	5.862	5.544	Core capital (Rp billion)
ROE (%)	7,79	4,87	ROE (%)
ROA (%)	0,89	0,55	ROA (%)
NIM (%)	2,24	2,29	NIM (%)
BOPO (%)	80,78	87,80	BOPO (%)
CIR (%)	37,46	38,23	CIR (%)
CASA ratio (%)	26,38	25,64	CASA ratio (%)
LDR (%)	62,70	64,61	LDR (%)
NPL gross (%)	2,86	3,00	Gross NPL (%)
NPL net (%)	2,25	0,58	Net NPL (%)

## PROYEKSI 2023

### 2023 PROJECTION

Bank telah menetapkan proyeksi keuangan tahun 2023 sebagai berikut:

The Bank has made the following financial projections for the year 2023:

Uraian	Proyeksi 2023 2023 Projections	Description
NIM (%)	2,34	NIM (%)
Cost of credit (%)	1,80	Cost of credit (%)
Kredit (Rp miliar)	28.932	Loans (Rp billion)
Dana pihak ketiga (Rp miliar)	44.157	Third party funds (Rp billion)
Laba bersih (Rp miliar)	281	Net income (Rp billion)
Beban operasional (Rp miliar)	1.003	Operating Expense (Rp billion)
Cadangan kerugian penurunan nilai (Rp miliar)	607	Allowance for impairment losses (Rp billion)
NPL gross (%)	2,38	Gross NPL (%)
CIR (%)	42,49	CIR (%)

# INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

## MATERIAL INFORMATION SUBSEQUENT EVENTS

Berdasarkan laporan keuangan audited Bank ICBC Indonesia untuk periode yang berakhir pada tanggal 31 Desember 2022 yang disusun oleh Kantor Akuntan (KAP) Imelda & Rekan (anggota jaringan firma Deloitte) dan ditandatangani oleh Fonny Alimin pada tanggal 30 Maret 2023 menyatakan tidak ada informasi atau fakta material yang terjadi setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang.

Based on the audited financial report of Bank ICBC Indonesia for the period ending December 31, 2022, prepared by the auditing firm (KAP) Imelda & Rekan (a member of the Deloitte network of firms) and signed by Fonny Alimin on March 30, 2023, it is stated that there is no material information or facts that occurred after the date of the audit report, including the impact on performance and business risks in the future.

# KEBIJAKAN DIVIDEN DAN PEMBAGIANNYA

## DIVIDEN POLICY AND DISTRIBUTION

Demi menunjang ekspansi bisnis Bank ke depannya, pemegang saham sepakat untuk tidak melakukan pembayaran dividen dan mengalokasikan laba bersih ke dalam laba ditahan untuk memperkuat permodalan Bank pada tahun buku yang berakhir 31 Desember 2022.

To enhance The Bank's future business expansion, the shareholders agreed to not exercise any dividend payout, and to allocate net income for retained earnings in order to strengthen The Bank's capital for fiscal year ended December 31, 2022.

# REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

## REALIZATION OF THE USE OF PUBLIC OFFERING PROCEEDS

Per 31 Desember 2022, Bank ICBC Indonesia belum terdaftar di Bursa Efek Indonesia sebagai sebuah perusahaan terbuka atau emiten yang menerbitkan efek bersifat utang. Oleh karena itu, Bank tidak menyajikan informasi terkait realisasi dana hasil penawaran umum baik saham maupun efek bersifat utang.

As of December 31, 2022, Bank ICBC Indonesia has not been listed on the Indonesia Stock Exchange as a public company or as an issuer of debt securities. Accordingly, no information is provided on the realization of the proceeds from the issue of shares and bonds.

# TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI

## MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED PARTIES

### INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN

Selama tahun 2022, tidak ada informasi transaksi material yang mengandung benturan kepentingan.

### INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG TRANSAKSI DENGAN PIHAK AFILIASI

Dalam menyalurkan pinjaman kepada masyarakat, Bank selalu memperhatikan prinsip-prinsip kehati-hatian dengan tujuan untuk menjamin kepercayaan masyarakat. Dengan demikian, Bank membuat kebijakan dan ketentuan dalam bertransaksi dengan pihak-pihak terafiliasi dengan Bank. Transaksi dengan pihak terafiliasi pada tahun 2022 dan 2021 dijabarkan sebagai berikut:

### TRANSAKSI DENGAN PIHAK TERAFILIAS

### INFORMATION ON MATERIAL TRANSACTIONS CONTAINING CONFLICTS OF INTEREST

There were no material transactions containing conflicts of interest during 2022.

### INFORMATION ON MATERIAL TRANSACTIONS CONTAINING TRANSACTIONS WITH AFFILIATED PARTIES

In providing loans to customers, The Bank always pays attention to prudential principles to ensure the public trust. Therefore, The Bank sets policies and terms of transactions with The Bank's affiliated parties. Transactions with the affiliated parties in 2022 and 2021 are shown as follows:

### TRANSACTIONS WITH AFFILIATED PARTIES

dalam Rp juta | in Rp million

Uraian Description	2022	2021
Industrial and Commercial Bank of China Limited, China	7.553	6.125
Bank of China Limited, China	-	114
Industrial and Commercial Bank of China Limited, Frankfurt	8	7
Industrial and Commercial Bank of China Limited, Hong Kong	9	31
Industrial and Commercial Bank of China Limited, Japan	1	1
Industrial and Commercial Bank of China Limited, New York	-	5
Industrial and Commercial Bank of China Limited, Singapore	62	95
Industrial and Commercial Bank of China Limited, Sydney	18	6
China Construction Bank, China	-	118
China Construction Bank, Indonesia	-	3
<b>Jumlah   Total</b>	<b>7.651</b>	<b>6.505</b>

# PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN/ATAU MANAJEMEN

## EMPLOYEE STOCK OPTION PROGRAM AND/OR MANAGEMENT STOCK OPTION PROGRAM

Bank ICBC Indonesia bukan merupakan perusahaan terbuka yang sahamnya tercatat di bursa efek Indonesia. Oleh karena itu, Bank tidak memiliki program kepemilikan saham oleh karyawan dan/atau manajemen. Oleh karena itu, Bank tidak menyajikan informasi terkait jumlah saham ESOP/MSOP dan realisasinya; jangka waktu; persyaratan karyawan dan/atau manajemen yang berhak; dan harga exercise.

Bank ICBC Indonesia is not a publicly listed company and its shares are not listed on the Stock Exchange of Indonesia. Therefore, The Bank does not have an employee and/or management share ownership program. Therefore, The Bank does not disclose the number of ESOP/MSOP shares and their implementation, period, eligible employee and/or management requirements and exercise price.

# PERUBAHAN PERUNDANG-UNDANGAN

## REGULATORY CHANGES

Peraturan perbankan yang diterbitkan oleh Otoritas Jasa Keuangan dan Bank Indonesia selama tahun 2022 yang memerlukan perhatian Bank adalah sebagai berikut:

1. Peraturan Anggota Dewan Gubernur (PADG) No. 23/28/PADG/2021 tentang Perubahan atas PADG No. 21/4/PADG/2019 tentang Pelaporan Kegiatan Lalu Lintas Devisa Berupa Utang Luar Negeri dan Transaksi Partisipasi Risiko.
2. PADG No. 23/29/PADG/2021 tentang Perubahan Keempat atas PADG No. 20/15/PADG/2018 tentang Penyelenggaraan Setelmen Dana Seketika Melalui Sistem Bank Indonesia-*Real Time Gross Settlement* (BI-RTGS).
3. PADG No. 23/30/PADG/2021 tentang Perubahan Kedua atas PADG No. 22/22/PADG/2020 tentang Instrumen Operasi Pasar Terbuka (OPT).
4. PADG No. 23/31/PADG/2021 tentang Perubahan Keempat atas PADG No. 21/22/PADG/2019 tentang Rasio Intermediasi Makroprudensial (RIM) dan Penyangga Likuiditas Makroprudensial (PLM) bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah.
5. PADG No. 24/1/PADG/2022 tentang Perubahan Kedua atas PADG No. 21/18/PADG/2019 tentang Implementasi Standar Nasional *Quick Response Code* untuk Pembayaran.
6. PADG No. 24/3/PADG/2022 tentang Perubahan Kedelapan atas PADG No. 20/10/PADG/2018 tentang Giro Wajib Minimum dalam Rupiah dan Valuta Asing bagi Bank Umum Konvensional, Bank Umum Syariah, and Unit Usaha Syariah.
7. PADG No. 24/4/PADG/2022 tentang Peraturan Pelaksanaan Insentif bagi Bank yang Memberikan Penyediaan Dana untuk Kegiatan Ekonomi Tertentu dan Inklusif.

The banking regulations issued by the Financial Services Authority (OJK) and Bank Indonesia during 2022 that require The Bank's attention are as follows:

1. Regulation of Member of Board of Governors (PADG) No. 23/28/PADG/2021 on Amendment to PADG No. 21/4/PBI/2019 concerning the Report of Foreign Exchange Activities in the Forms of Offshore Loans and Risk Participation Transactions.
2. PADG No. 23/29/PADG/2021 on the Fourth Amendment to PADG No. 20/15/PADG/2018 concerning Administration of Real-Time Fund Settlement by Bank Indonesia-Real Time Gross Settlement (BI-RTGS).
3. PADG No. 23/30/PADG/2021 on the Second Amendment to PADG No. 22/22/PADG/2020 concerning Instruments for Open Market Operations (OPT).
4. PADG No. 23/31/PADG/2021 on the Fourth Amendment to PADG No. 21/22/PADG/2019 concerning Macroprudential Intermediation Ratio (MIR) and Macroprudential Liquidity Buffer (MPLB) for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.
5. PADG No. 24/1/PADG/2022 on the Second Amendment to PADG No. 21/18/PADG/2019 concerning the Implementation of Quick Response Code National Standard for Payments.
6. PADG No. 24/3/PADG/2022 on the Eight Amendment to PADG No. 20/10/PADG/2018 concerning Statutory Reserves in Rupiah and Foreign Currencies for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.
7. PADG No. 24/4/PADG/2022 concerning the Implementation of Incentives for Banks Providing Funds for Specific and Inclusive Economic Activities.

8. PADG No. 24/5/PADG/2022 tentang Perubahan Kelima atas PADG No. 20/15/PADG/2018 tentang Penyelenggaraan Setelmen Dana Seketika Melalui Sistem Bank Indonesia- *Real Time Gross Settlement* (BI-RTGS).
  9. PADG No. 24/6/PADG/2022 tentang Peraturan Pelaksanaan Rasio Pembiayaan Inklusif Makroprudensial (RPIM) bagi Bank Umum Konvensional, Bank Umum Syariah, and Unit Usaha Syariah.
  10. PADG No. 24/7/PADG/2022 tentang Penyelenggaraan Sistem Pembayaran oleh Penyedia Jasa Pembayaran dan Penyelenggara Infrastruktur Sistem Pembayaran.
  11. PADG No. 24/8/PADG/2022 tentang Peraturan Pelaksanaan Pemenuhan Giro Wajib Minimum dalam Rupiah dan Valuta Asing bagi Bank Umum Konvensional, Bank Umum Syariah, and Unit Usaha Syariah.
  12. PADG No. 24/9/PADG/2022 tentang Penerapan Kode Etik Pasar dan Pelaksanaan Sertifikasi Treasuri.
  13. PADG No. 24/10/PADG/2022 tentang Peraturan Pelaksanaan Transaksi di Pasar Valuta Asing.
  14. PADG No. 24/11/PADG/2022 tentang Transaksi Domestik *Non-Deliverable Forward*.
  15. PADG No. 24/12/PADG/2022 tentang Perubahan atas PADG No. 24/4/PADG/2022 tentang Peraturan Pelaksanaan Insentif bagi Bank yang Memberikan Penyediaan Dana untuk Kegiatan Ekonomi Tertentu dan Inklusif.
  16. PADG No. 24/14/PADG/2022 tentang Perubahan Kelima atas PADG No. 21/22/PADG/2019 tentang Rasio Intermediasi Makroprudensial (RIM) dan Penyangga Likuiditas Makroprudensial (PLM) bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah.
  17. PADG No. 24/15/PADG/2022 tentang Laporan Pembawaan Uang Kertas Asing ke Dalam dan ke Luar Daerah Pabean Indonesia.
  18. PADG No. 24/16/PADG/2022 tentang Perubahan Keempat atas PADG No. 21/25/PADG/2019 tentang Rasio *Loan to Value* untuk Kredit Properti, Rasio *Financing to Value* untuk Pembiayaan Properti, dan Uang Muka untuk Kredit atau Pembiayaan Kendaraan Bermotor.
  19. PADG No. 24/17/PADG/2022 tentang Perubahan ketiga atas PADG No. 22/22/PADG/2020 tentang Instrumen Operasi Pasar Terbuka (OPT).
  20. PADG No. 24/18/PADG/2022 tentang Perubahan atas PADG No. 20/19/PADG/2018 tentang Indonesia *Overnight Index Average* dan Jakarta *Interbank Offered Rate*.
  21. Peraturan Bank Indonesia (PBI) No. 23/18/PBI/2021 tentang Pengendalian Moneter.
  22. PBI No. 24/1/PBI/2022 tentang Jumlah dan Nilai Nominal Uang Rupiah yang Dimusnakan Tahun 2021.
  23. PBI No. 24/2/PBI/2022 tentang Transaksi Bank dengan Bank Indonesia untuk Mendukung Penyelesaian Transaksi Menggunakan Mata Uang Lokal Negara Mitra.
  24. PBI No. 24/3/PBI/2022 tentang Perubahan atas PBI No. 23/13/PBI/2021 tentang Rasio Pembiayaan Inklusif Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah.
8. PADG No. 24/5/PADG/2022 on the Fifth Amendment to PADG No. 20/15/PADG/2018 concerning Administration of Real-Time Fund Settlement by Bank Indonesia-Real Time Gross Settlement (BI-RTGS).
  9. 9PADG No. 24/6/PADG/2022 concerning Regulations for Implementing Macroprudential Inclusive Financing Ratio for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.
  10. PADG No. 24/7/PADG/2022 concerning the Operations of Payment Systems by Payment Service Providers and Payment System Infrastructure Operators.
  11. PADG No. 24/8/PADG/2022 concerning Implementation Regulations for Fulfillment of Statutory Reserves in Rupiah and Foreign Currencies for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.
  12. PADG No. 24/9/PADG/2022 concerning the Application of Market Code of Ethics and the Implementation of Treasury Certification.
  13. PADG No. 24/10/PADG/2022 concerning Regulations for Implementation of Transactions in the Foreign Exchange Market.
  14. PADG No. 24/11/PADG/2022 concerning Domestic Non-Deliverable Forward Transactions.
  15. PADG No. 24/12/PADG/2022 on Amendment to PADG No. 24/4/PADG/2022 concerning the Implementation of Incentives for Banks Providing Funds for Specific and Inclusive Economic Activities.
  16. PADG No. 24/14/PADG/2022 on the Fifth Amendment to PADG No. 21/22/PADG/2019 concerning Macroprudential Intermediation Ratio (MIR) and Macroprudential Liquidity Buffer (MPLB) for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.
  17. PADG No. 24/15/PADG/2022 concerning Reporting of the Carriage of Foreign Banknotes Into and Out of Indonesian Custom Areas.
  18. PADG No. 24/16/PADG/2022 on the Fourth Amendment to PADG No. 21/25/PADG/2019 concerning Loan to Value Ratio for Property Loans, Financing to Value Ratio for Property Financing, and Down Payment for Motor Vehicle Credit or Financing.
  19. PADG No. 24/17/PADG/2022 on the Third Amendment to PADG No. 22/22/PADG/2020 concerning Instruments for Open Market Operations (OPT).
  20. PADG No. 24/18/PADG/2022 on the Amendment to PADG No. 20/19/PADG/2018 concerning Indonesia Overnight Index Average and Jakarta Interbank Offered Rate.
  21. Bank Indonesia Regulation (PBI) No. 23/18/PBI/2021 concerning Monetary Control.
  22. PBI No. 24/1/PBI/2022 concerning Amount and Nominal Value of Destroyed Rupiah in 2021 .
  23. PBI No. 24/2/PBI/2022 concerning Bank Transactions through Bank Indonesia to Support Transaction Settlement Using Local Currency of Partner Countries.
  24. PBI No. 24/3/PBI/2022 on Amendment to PBI No. 23/13/PBI/2021 concerning Macroprudential Inclusive Financing Ratio for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units..

25. PBI No. 24/4/PBI/2022 tentang Perubahan Keempat atas PBI No. 20/3/PBI/2018 tentang Giro Wajib Minimum dalam Rupiah dan Valuta Asing bagi Bank Umum Konvensional, Bank Umum Syariah, and Unit Usaha Syariah.
26. PBI No. 24/5/PBI/2022 tentang Insentif bagi Bank yang Memberikan Penyediaan Dana untuk Kegiatan Ekonomi Tertentu dan Inklusif.
27. PBI No. 24/6/PBI/2022 tentang Kebijakan Penggunaan Rupiah pada Kegiatan Internasional.
28. PBI No. 24/7/PBI/2022 tentang Transaksi di Pasar Valuta Asing.
29. PBI No. 24/8/PBI/2022 tentang Pengeluaran dan Penedaran Uang Rupiah Kertas Pecahan 100.000 (Seratus Ribu) Tahun Emisi 2022.
30. PBI No. 24/9/PBI/2022 tentang Pengeluaran dan Penedaran Uang Rupiah Kertas Pecahan 50.000 (Lima Puluh Ribu) Tahun Emisi 2022.
31. PBI No. 24/10/PBI/2022 tentang Pengeluaran dan Penedaran Uang Rupiah Kertas Pecahan 20.000 (Dua Puluh Ribu) Tahun Emisi 2022.
32. PBI No. 24/11/PBI/2022 tentang Pengeluaran dan Penedaran Uang Rupiah Kertas Pecahan 10.000 (Sepuluh Ribu) Tahun Emisi 2022.
33. PBI No. 24/12/PBI/2022 tentang Pengeluaran dan Penedaran Uang Rupiah Kertas Pecahan 5.000 (Lima Ribu) Tahun Emisi 2022.
34. PBI No. 24/13/PBI/2022 tentang Pengeluaran dan Penedaran Uang Rupiah Kertas Pecahan 2.000 (Dua Ribu) Tahun Emisi 2022.
35. PBI No. 24/14/PBI/2022 tentang Pengeluaran dan Penedaran Uang Rupiah Kertas Pecahan 1.000 (Seribu) Tahun Emisi 2022.
36. PBI No. 24/15/PBI/2022 tentang Pencabutan dan Penarikan Uang Rupiah Khusus Peringatan 50 Tahun Kemerdekaan Republik Indonesia Tahun Emisi 1995 dari Peredaran.
37. PBI No. 24/16/PBI/2022 tentang Perubahan Keempat atas PBI No. 20/4/PBI/2018 tentang Rasio Intermediasi Makroprudensial (RIM) dan Penyangga Likuiditas Makroprudensial (PLM) bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah.
38. Peraturan Otoritas Jasa Keuangan (POJK) No. 1/POJK.03/2022 tentang Layanan Keuangan Tanpa Kantor dalam Rangka Keuangan Inklusif.
39. POJK No. 11/POJK.03/2022 tentang Penyelenggaraan Teknologi Informasi oleh Bank Umum.
40. POJK No. 6/POJK.07/2022 tentang Perlindungan Konsumen dan Masyarakat di Sektor Jasa Keuangan.
41. POJK No. 18 Tahun 2022 tentang Perintah Tertulis.
42. POJK No. 19 Tahun 2022 tentang Perlakuan Khusus untuk Lembaga Jasa Keuangan pada Daerah dan Sektor Tertentu di Indonesia yang Terkena Dampak Bencana.
43. POJK No. 22 Tahun 2022 tentang Kegiatan Penyertaan Modal oleh Bank Umum.
25. PBI No. 24/4/PBI/2022 on the Fourth Amendment to PBI No. 20/3/PBI/2018 concerning Statutory Reserves in Rupiah and Foreign Currencies for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.
26. PBI No. 24/5/PBI/2022 concerning Incentives for Banks Providing Funds for Specific and Inclusive Economic Activities.
27. PBI No. 24/6/PBI/2022 concerning Policy on the Use of Rupiah in International Activities.
28. PBI No. 24/7/PBI/2022 concerning Transactions in the Foreign Exchange Market.
29. PBI No. 24/8/PBI/2022 concerning Issuance and Circulation of 100,000 (Hundred Thousand) Rupiah Banknotes in 2022.
30. PBI No. 24/9/PBI/2022 concerning Issuance and Circulation of 50,000 (Fifty Thousand) Rupiah Banknotes in 2022.
31. PBI No. 24/10/PBI/2022 concerning Issuance and Circulation of 20,000 (Twenty Thousand) Rupiah Banknotes in 2022.
32. PBI No. 24/11/PBI/2022 concerning Issuance and Circulation of 10,000 (Ten Thousand) Rupiah Banknotes in 2022.
33. PBI No. 24/12/PBI/2022 concerning Issuance and Circulation of 5,000 (Five Thousand) Rupiah Banknotes in 2022.
34. PBI No. 24/13/PBI/2022 concerning Issuance and Circulation of 2,000 (Two Thousand) Rupiah Banknotes in 2022.
35. PBI No. 24/14/PBI/2022 concerning Issuance and Circulation of 1,000 (One Thousand) Rupiah Banknotes in 2022.
36. PBI No. 24/15/PBI/2022 concerning the Revocation and Withdrawal of Special Rupiah Currency for the 50th Anniversary of Independence of the Republic of Indonesia Issued in 1995 from Circulation.
37. PBI No. 24/16/PBI/2022 on the Fourth Amendment to PBI No. 20/4/PBI/2018 concerning Macroprudential Intermediation Ratio (MIR) and Macroprudential Liquidity Buffer (MPLB) for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.
38. Financial Services Authority Regulation (POJK) No. 1/POJK.03/2022 concerning Branchless Financial Services for Financial Inclusion.
39. POJK No. 11/POJK.03/2022 concerning Implementation of Information Technology by Commercial Banks.
40. POJK No. 6/POJK.07/2022 concerning Consumer and Public Protection in the Financial Services Sector.
41. POJK No. 18 Year 2022 concerning Written Order.
42. POJK No. 19 Year 2022 concerning Special Treatment for Financial Services Institutions in Specific Regions and Sectors in Indonesia Impacted by a Disaster.
43. POJK No. 22 Year 2022 concerning Equity Investments by Commercial Banks.

44. POJK No. 24 Tahun 2022 tentang Pengembangan Kualitas Sumber Daya Manusia Bank Umum.
45. Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 32/SEOJK.03/2021 tentang Perubahan atas SEOJK No. 9/SEOJK.03/2019 tentang Penilaian Kembali bagi Pihak Utama Bank.
46. SEOJK No. 34/SEOJK.03/2021 tentang Buku Panduan Akuntansi Perbankan bagi Bank Umum Konvensional.
47. SEOJK No. 23/SEOJK.03/2022 tentang Perhitungan Aset Tertimbang Menurut Risiko (ATMR) untuk Risiko Pasar bagi Bank Umum.

44. POJK No. 24 Year 2022 concerning Development of Human Resources Quality for Commercial Banks.
45. Circular Letter of Financial Services Authority (SEOJK) No. 32/SEOJK.03/2021 on Amendment to SEOJK No. 9/SEOJK.03/2019 concerning Re-assessment for the Main Parties of the Bank.
46. SEOJK No. 34/SEOJK.03/2021 concerning Guide Book of Banking Accounting for Conventional Commercial Banks.
47. SEOJK No. 23/SEOJK.03/2022 concerning Calculation of Risk-Weighted Asset (RWA) for Market Risk For Commercial Banks.

## PERUBAHAN KEBIJAKAN AKUNTANSI DAN DAMPAKNYA YANG DITERAPKAN DI TAHUN 2022

### CHANGES IN ACCOUNTING POLICIES AND THEIR IMPACTS IN 2022

#### PERUBAHAN KEBIJAKAN AKUNTANSI

##### Pengatribusian Imbalan pada Periode Jasa

Pada bulan April 2022, Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK-IAI) menerbitkan siaran pers dan mengklarifikasi pengatribusian imbalan pada periode jasa untuk program pensiun berbasis Undang-Undang Ketenagakerjaan atau Undang-Undang Cipta Kerja beserta peraturan pelaksanaan (UU Ketenagakerjaan).

Bank telah menerapkan panduan dalam siaran pers dan menerapkan perubahan yang diperlukan atas kebijakan akuntansi. Bank menentukan bahwa dampak atas perubahan tersebut tidak material terhadap laporan keuangan periode berjalan dan periode sebelumnya.

Standar, amendemen/penyesuaian dan interpretasi standar yang berlaku efektif pada tahun berjalan. Dalam tahun berjalan, Bank telah menerapkan standar dan sejumlah amendemen/penyesuaian/interpretasi PSAK yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada atau setelah 1 Januari 2022. Penerapan atas PSAK baru/revisi tidak mengakibatkan perubahan atas kebijakan akuntansi Bank dan tidak memiliki dampak material terhadap jumlah yang dilaporkan pada tahun berjalan atau tahun-tahun sebelumnya,.

- PSAK 73 (amendemen) Sewa: Konsesi Sewa Terkait COVID-19 Setelah 30 Juni 2021
- PSAK 22 (amendemen) Kombinasi Bisnis - Referensi ke Kerangka Konseptual
- PSAK 57 (amendemen) Provisi, Liabilitas Kontijensi, dan Aset Kontijensi – Kontrak Merugi – Biaya Memenuhi Kontrak
- Penyesuaian tahunan 2020 atas PSAK - Amendemen PSAK 71 Instrumen Keuangan, PSAK 73 Sewa, dan PSAK 69 Agrikultur

#### CHANGE IN ACCOUNTING POLICY

##### Attribution of Benefits to Periods of Services

In April 2022, the Indonesian Financial Accounting Standards Board of the Institute of Indonesia Chartered Accountants (DSAK-IAI) has issued a press release and clarified the attribution of benefits to the periods of service for the pension program under the Manpower Act or the Job Creation Law and its implementing regulations (Manpower Act).

The Bank has implemented the guidance in the press release and applied the necessary changes to its accounting policies. The Bank has determined that the impact is not material to its current and prior period financial statements.

Standards, amendments/improvements and interpretation to standards effective in the current year. In the current year, The Bank has applied new standards and a number of amendments/ improvements to PSAK that are relevant to its operations and effective for accounting period beginning on or after January 1, 2022. The adoption of these new/revised PSAKs does not result in changes to The Bank's accounting policies and has no material effect on the amounts reported for the current or prior years,.

- PSAK 73 (Amendment) Leases —COVID-19-Related Rent Concessions Beyond June 30, 2021
- PSAK 22 (amendment) Business Combinations - Reference to the Conceptual Framework
- PSAK 57 (amendment) Provisions, Contingent Liabilities and Contingent Assets Onerous Contracts - Cost of Fulfilling a Contract
- 2020 Annual Improvements to PSAK - Amendments to PSAK 71 Financial Instruments, PSAK 73 Leases, and PSAK 69 Agriculture

# SUKU BUNGA DASAR KREDIT

## PRIME LENDING RATE

Bank ICBC Indonesia mengungkapkan informasi Suku Bunga Dasar Kredit (SBDK) sebagai bentuk kepatuhan terhadap Surat Edaran OJK Nomor 9/SEOJK.03/2020 tentang Transparansi dan Publikasi Laporan Bank Umum Konvensional yang mewajibkan Bank Umum yang melaksanakan kegiatan usaha secara konvensional melaporkan dan mempublikasikan SBDK dalam mata uang Rupiah.

Suku Bunga Dasar Kredit (SBDK) digunakan sebagai dasar penetapan suku bunga kredit yang akan dikenakan oleh Bank kepada nasabah. Namun demikian, SBDK belum memperhitungkan komponen estimasi premi risiko yang besarnya tergantung dari penilaian Bank terhadap risiko untuk masing-masing debitur atau kelompok debitur. Dengan demikian, besarnya suku bunga kredit yang dikenakan kepada debitur belum tentu sama dengan SBDK.

Bank ICBC Indonesia discloses information on prime lending rate (SBDK) as a form of compliance with OJK Circular Letter Number 9/SEOJK.03/2020 on Transparency and Publication of Conventional Commercial Bank Reports, which requires commercial banks that conduct conventional business activities to report and publish SBDK in Rupiah currency.

The prime lending rate (SBDK) is used as a basis for determining the lending rate that The Bank charges to its customers. However, the estimated risk premium component, the amount of which depends on The Bank's risk assessment for each debtor or group of debtors, is not included in the prime lending rate. Therefore, the amount of loan interest charged to borrowers does not necessarily equal the prime rate.

Tahun Year	Suku Bunga Dasar Kredit Rupiah Berdasarkan Segmen Bisnis (Efektif % per tahun) Prime Rupiah Credit Interest Rate Based on Business Segment (Effective % per year)					
	Periode Period	Kredit Korporasi Corporate Credit	Kredit Retail Retail Credit	Kredit Mikro Mikro Credit	Kredit Konsumsi Consumer Credit	
					KPR	Non KPR
2022	Maret 2022	7,37%	8,37%	N/A	8,03%	N/A
	Juni 2022	7,33%	8,46%	N/A	8,04%	N/A
	Sep 2022	7,28%	8,40%	N/A	8,01%	N/A
	Des 2022	7,41%	8,47%	N/A	8,05%	N/A
2021	Des 2021	7,52%	8,41%	N/A	8,12%	N/A

# PROSPEK USAHA

## BUSINESS PROSPECT

Ekonomi Indonesia berhasil tumbuh 5,31% di tengah perlambatan pertumbuhan ekonomi dunia. Indonesia juga terus membukukan kemajuan dalam berbagai reformasi ekonomi baik melalui pembangunan infrastruktur, hilirisasi sumber daya alam, hingga digitalisasi ekonomi keuangan selama masa pandemi COVID-19. Berdasarkan pencapaian tersebut, di tengah ketidakpastian dinamika kondisi perekonomian global di tahun 2023, Bank Indonesia memproyeksikan pertumbuhan Produk Domestik Bruto Indonesia tetap kuat pada kisaran 4,5%-5,3%, didorong oleh konsumsi swasta, investasi dan kinerja ekspor yang tetap positif di tengah pertumbuhan ekonomi global yang melambat.

Sejalan dengan optimisme atas perekonomian Indonesia di tahun mendatang, BI juga memperkirakan industri perbankan masih tumbuh baik, dengan pertumbuhan kredit di kisaran 10%-12% dan DPK sebesar 7%-9%. BI memproyeksikan permintaan kredit akan tetap kondusif dengan likuiditas perbankan yang tetap terjaga.

Dengan mempertimbangkan berbagai proyeksi indikator fundamental ekonomi, Direksi telah menyampaikan prospek bisnis Bank beserta target-target kinerja operasional dan keuangan. Prospek bisnis yang dituangkan dalam Rencana Bisnis Bank 2023-2025 tersebut tetap mengedepankan prinsip kehati-hatian dalam menjalankan strategi ekspansi usaha untuk menjaga kelangsungan bisnis Bank sekaligus memberikan nilai tambah bagi pemegang saham dan pemangku kepentingan.

Amid a slowdown in global economic growth, the Indonesian economy managed to grow by 5.31%. Indonesia also continues to make progress in various economic reforms, both in developing infrastructure, downstreaming natural resources, and digitizing the financial economy during the COVID-19 pandemic. Based on these achievements, amidst the uncertainty of the dynamics of global economic conditions in 2023, Bank Indonesia projects that Indonesia's gross domestic product growth will remain strong in the range of 4.5%-5.3%, driven by private consumption, investment and export performance, which remains positive amidst the slowdown in global economic growth.

In line with its optimism for the Indonesian economy in the coming year, BI also expects the banking industry to continue to grow well, with credit growth in the range of 10-12% and DPK growth in the range of 7%-9%. BI expects credit demand to remain supportive as bank liquidity is maintained.

The Board of Directors has presented The Bank's business outlook and operational and financial performance targets in light of various forecast economic fundamentals. The business outlook outlined in The Bank's Business Plan for 2023-2025 continues to prioritize the principle of prudence in the implementation of a business expansion strategy to ensure the continuity of The Bank's business while providing added value to its shareholders and stakeholders.

# PENGELOLAAN SUMBER DAYA MANUSIA

## HUMAN RESOURCES MANAGEMENT

Kondisi perekonomian di tahun 2022 yang mulai pulih pasca pandemi COVID-19 memberikan berbagai dampak baik dari sisi bisnis maupun dari sisi pengelolaan sumber daya manusia. Perubahan perilaku konsumen maupun perilaku kerja karyawan sebagai salah satu dampak pandemi menuntut pengelolaan sumber daya manusia yang adaptif dan efektif, yang bertujuan tidak hanya untuk meningkatkan produktivitas karyawan dan meningkatkan profitabilitas Bank, akan tetapi juga untuk menjaga *sustainability* bisnis Bank.

Dalam rangka menjawab tantangan tersebut serta mewujudkan visi Bank menjadi bank pilihan utama dan memberikan keunggulan untuk perdagangan dan interaksi ekonomi antara Indonesia dan Tiongkok, strategi sumber daya manusia di Bank berfokus pada pengembangan talenta internal, mempertahankan talenta terbaik, dan memastikan kebutuhan sumber daya manusia terpenuhi secara optimal. Dalam mewujudkan strategi tersebut, Bank menyusun kerangka pengembangan sumber daya manusia yang mencakup hal-hal sebagai berikut: pengembangan organisasi dan perencanaan sumber daya manusia, rekrutmen, pengembangan karyawan, manajemen talenta dan suksesi, pengelolaan kinerja, remunerasi, dan hubungan industrial. Kerangka ini didukung dengan pembentukan *performance driven culture* dan pemanfaatan teknologi melalui sistem informasi sumber daya manusia yang dapat diandalkan.

### PENGEMBANGAN ORGANISASI

Pengelolaan organisasi yang efektif bertujuan untuk mendapatkan model struktur organisasi yang sesuai dengan kebutuhan bisnis Bank dan mampu mendorong peningkatan performa kinerja Bank. Proses pengelolaan organisasi dilakukan melalui hal-hal berikut ini:

- Melakukan analisa terhadap efektivitas organisasi melalui evaluasi terhadap struktur organisasi baik secara *bank-wide* maupun secara departemental untuk mendapatkan model struktur organisasi yang paling tepat bagi Bank dalam mencapai target-target yang telah ditetapkan;
- Melakukan peninjauan terhadap efektivitas struktur organisasi berdasarkan rentang pengawasan dan pembidangan untuk memastikan kepatuhan terhadap regulasi dan mitigasi setiap risiko yang mungkin terjadi;
- Merencanakan jumlah kebutuhan tenaga kerja yang komprehensif dan terukur. Dengan perencanaan tersebut diharapkan unit bisnis dan unit pendukung bisnis mendapatkan jumlah tenaga kerja yang optimal sesuai dengan kebutuhan untuk mencapai target bisnisnya;

The recovery of economic condition in 2022 after the COVID-19 pandemic had various positive impacts from both business perspective and human resource management perspective. Changes in consumer behavior and employee work behavior as one of the pandemic effect require adaptive and effective management of human resources, which aim not only to increase the employee productivity and The Bank's profitability, but also to maintain the sustainability of The Bank's business.

In response to these challenges and to attain The Bank's vision to become the first choice of the bank and to deliver excellence for trade and economic interactions between Indonesia and China, the human resource strategy at The Bank is focused on developing internal talents, retaining the best talents, and ensuring human resource needs are optimally fulfilled. In carry out this strategy, The Bank has developed a human resource development framework that includes the following: organizational development and human resource planning, recruitment, employee development, talent and succession management, performance management, remuneration, and industrial relations. This framewok is supported by the establishment of a performance driven culture and the use of technology through a reliable human resource information system.

### ORGANIZATIONAL DEVELOPMENT

Effective organizational management aims to obtain an organizational structure model that is in line with The Bank's business needs and is able to encourage improvement in The Bank's performance. The organizational management process is carried out through the following:

- Analyzing the effectiveness of organization through evaluation of organizational structure either in bank-wide view or departmental view to obtain the most appropriate organizational structure model for The Bank in achieving predetermined targets;
- Conducting a review of the effectiveness of organizational structure based on the ranges of supervision and division to ensure the compliance with regulations as well as to mitigate any risks that may occur;
- Planning a comprehensive and measurable number of manpower needs. Through this plan, the business units and business support units could get the optimal number of manpowers according to their needs to achieve their business targets;

- Melakukan evaluasi terhadap deskripsi pekerjaan karyawan yang disesuaikan dengan perubahan struktur organisasi.

## REKRUTMEN

Berdasarkan perencanaan jumlah kebutuhan tenaga kerja yang telah disusun secara komprehensif, Bank akan melakukan proses rekrutmen kandidat, baik dari internal maupun eksternal, yang sesuai dengan kebutuhan masing-masing departemen yang ada di Bank.

Untuk menunjang proses rekrutmen yang lebih cepat sekaligus mendapatkan kandidat-kandidat dengan kualitas terbaik, maka Bank menggunakan platform digital, yaitu *LinkedIn* dan *Jobstreet*, untuk memudahkan interaksi antara Bank sebagai penyedia kerja dan kandidat sebagai pencari kerja. Selain itu, Bank akan mengoptimalkan program pemagangan sebagai salah satu sarana dalam membantu pencarian maupun penyaringan calon karyawan.

## RELATIONSHIP MANAGER DEVELOPMENT PROGRAM

Dalam upaya untuk mendorong pertumbuhan bisnis, Bank membutuhkan talenta-talenta yang memiliki kompetensi dalam mengelola produk-produk perbankan, baik dari segmen korporasi maupun konsumen. Pencarian talenta-talenta terbaik di pasar perbankan memiliki tantangan tersendiri karena adanya persaingan untuk memperebutkan talenta di kalangan perbankan. Persaingan ini terjadi karena adanya keterbatasan jumlah talenta yang ada di pasar sedangkan kebutuhan bank akan talenta tersebut sangat besar.

Untuk menghadapi tantangan tersebut, Bank melaksanakan *Relationship Manager Development Program* (RMDP) di mana program ini bertujuan untuk mendidik dan mencetak talenta profesional yang memiliki kompetensi komprehensif tentang perbankan. Dengan adanya program ini diharapkan kebutuhan Bank akan sumber daya manusia di unit-unit perbankan korporasi dan perbankan konsumen dapat terpenuhi, dan diharapkan lulusan dari program ini memiliki keterikatan dengan Bank sehingga mampu memberikan kinerja yang terbaik bagi Bank.

RMDP memberikan kesempatan bagi talenta-talenta muda untuk mendapatkan pendidikan intensif terkait produk, layanan, maupun proses yang ada di Bank pada segmen korporasi dan ritel. Pendidikan intensif dilakukan melalui pelatihan di dalam kelas, *job attachment*, dan *on the job training* pada departemen/unit terkait. Tahun 2022 ini, Bank menerima 9 (sembilan) peserta untuk segmen perbankan konsumen dan 4 (empat) peserta untuk segmen perbankan korporasi.

- Evaluating employee job descriptions that are adjusted to changes in organizational structure.

## RECRUITMENT

Based on the planning of manpower needs that have been prepared in a comprehensive manner, The Bank will carry out a recruitment process both internally and externally, according to the needs of each department in The Bank.

To support a faster recruitment process and to get the most qualified candidates, The Bank uses digital platforms, namely LinkedIn and Jobstreet, to facilitate the interaction between The Bank as a job provider and candidates as job seekers. In addition, The Bank will optimize the internship program to assist the searching and screening of prospective employees.

## RELATIONSHIP MANAGER DEVELOPMENT PROGRAM

In an effort to encourage business growth, The Bank requires talents who have competence in managing banking products, both from the corporate and consumer segments. Searching the best talents in the banking market has its own challenges because there is a competition in obtaining talents within the banking sector. This competition occurs due to the limited number of talents available in the market while The Bank's needs for talents are high.

In facing these challenges, The Bank held Relationship Manager Development Program (RMDP), a program aims to educate and develop professional talents who have comprehensive competence in banking. Through this program, it is expected that The Bank's needs for human resources in corporate banking and consumer banking units can be fulfilled, and it is hoped that graduates from this program will have attachment with The Bank so that they are able to provide the best performances to The Bank.

RMDP provides opportunities for young talents to obtain intensive education regarding products, services, and processes that exist at The Bank in the corporate and retail segments. The intensive education was carried out through in-class training, job attachments, and on the job training in relevant departments/units. In 2022, The Bank accepted 9 (nine) participants for consumer banking segment and 4 (four) participants for corporate banking segment.

## SISTEM ON-BOARDING

Sistem *On-Boarding* merupakan mekanisme yang dilalui oleh karyawan baru di mana sistem ini bertujuan agar karyawan yang baru bergabung mendapatkan gambaran dan informasi penting terkait dengan: organisasi Bank, dasar-dasar ketentuan dan kebijakan yang berlaku di Bank, nilai dan budaya organisasi, tugas dan tanggung jawab sebagai karyawan, hasil kinerja yang diharapkan oleh Bank terhadap karyawan, dan hubungan industrial.

Sistem *On-Boarding* untuk karyawan baru dilaksanakan melalui pelatihan *New Employee Orientation Program* (NEOP). Selama masa pandemi ini, NEOP dilaksanakan secara daring.

## PROGRAM PENGEMBANGAN KARYAWAN

Pada tahun 2022, program pelatihan dan pengembangan karyawan dilakukan sebanyak 398 (tiga ratus sembilan puluh delapan) kali yang terbagi dalam 323 (tiga ratus dua puluh tiga) topik pelatihan.

Fokus program pelatihan dan pengembangan karyawan adalah untuk memenuhi persyaratan sertifikasi wajib dari regulator dan memberikan pengetahuan serta peningkatan kompetensi teknis terutama pada bidang kredit, teknologi informasi, kepatuhan, manajemen risiko, dan pencegahan terhadap pencucian uang dan pemberantasan pendanaan terorisme.

Selama 2022, Bank telah mengalokasikan dana investasi sebesar Rp5,55 miliar atau setara dengan Rp7,64 juta per karyawan. Secara rata-rata, tiap karyawan telah mengikuti 8 (delapan) topik pelatihan. Terkait dengan pemenuhan sertifikasi wajib sesuai dengan regulasi yang berlaku, sampai dengan akhir tahun 2022, persentase pemenuhan sertifikasi manajemen risiko sebesar 89,28% (delapan puluh sembilan koma dua puluh delapan persen), sertifikasi *treasury dealer* sebesar 100% (seratus persen), dan sertifikasi Sistem Pembayaran dan Pengelolaan Uang Rupiah (SPPUR) sebesar 87,67% (delapan puluh tujuh koma enam puluh tujuh persen), di mana pencapaian ini telah melebihi target yang ditetapkan oleh Bank Indonesia untuk periode tahun 2022, yakni sebesar 70% (tujuh puluh persen).

Pada tahun 2022, sebanyak 99,04% (sembilan puluh sembilan koma nol empat persen) karyawan telah mengikuti program pelatihan dan pengembangan karyawan yang masih dilakukan secara daring sesuai dengan imbauan dari pemerintah terkait dengan terjadinya pandemi COVID-19. Meskipun harus melakukan pelatihan secara daring, Bank tetap berusaha untuk menjaga kualitas pelatihan yang diselenggarakan agar pelatihan tersebut mampu membantu karyawan dalam meningkatkan kompetensinya.

## ON-BOARDING SYSTEM

On-Boarding System is a mechanism going through by newly joined employees, which aims to provide the employees with an overview and important information related to: organizational of The Bank, basic provisions and policies apply at The Bank, organizational values and cultures, duties and responsibilities of employees, performance results expected by The Bank from its employees, and industrial relations.

On-Boarding System for newly joined employees is carried out through the New Employee Orientation Program (NEOP) training. During the pandemic, NEOP was conducted online.

## EMPLOYEE DEVELOPMENT PROGRAM

In 2022, employee training and development program was conducted for 398 (three hundred and ninety-eight) times comprising of 323 (three hundred and twenty-three) training topics.

The focus of employee training and development programs is to fulfill the regulatory requirements for mandatory certification and to provide knowledge and increase technical competence, particularly in the fields of credit, information technology, compliance, risk management, and prevention of money laundering and countering the financing of terrorism.

During 2022, The Bank has allocated an investment fund of Rp5.55 billion or equivalent to Rp7.64 million per employee. On average, each employee participated 8 (eight) training topics. Regarding the fulfillment of mandatory certification in accordance with prevailing regulations, as of the end of 2022, the percentage of fulfillment of risk management certification reached 89.28% (eighty nine point twenty eight percent), treasury dealer certification reached 100% (one hundred percent), and the Payment System and Rupiah Currency Management (SPPUR) certification reached 87.67% (eighty seven point sixty seven percent), where the achievement of this certification has surpassed the target set by Bank Indonesia for 2022 period, which is 70% (seventy percent).

In 2022, as many as 99.04% (ninety nine point zero four percent) of employees attended the employee training and development programs which were still conducted online in accordance with the government's appeal regarding the ongoing COVID-19 pandemic. While the training was conducted online, The Bank strives to maintain the quality of training held so that it can help employees in improving their competence.

## MANAJEMEN REMUNERASI

Strategi remunerasi yang disusun bertujuan agar struktur remunerasi baik remunerasi yang bersifat tetap maupun remunerasi yang bersifat variabel yang dimiliki oleh Bank tetap kompetitif di tengah persaingan pencarian talenta di industri perbankan.

Secara umum penerapan sistem remunerasi di Bank merujuk kepada peraturan yang berlaku tanpa membedakan gender, ras, agama, maupun suku. Remunerasi yang diberikan meliputi pemberian upah, penyesuaian upah setiap tahun, tunjangan hari raya keagamaan, dan tunjangan Tahun Baru Imlek. Selain itu, Bank juga memberikan bonus kinerja sebagai bentuk penghargaan atas kinerja karyawan dan untuk memotivasi karyawan agar terus memberikan kinerja terbaiknya.

Dalam rangka menjaga daya saing remunerasi, maka Bank mengikuti *salary survey* yang diadakan oleh Willis Tower Watson yang hasilnya akan digunakan Bank untuk melakukan analisa terkait posisi paket remunerasi Bank dibandingkan dengan paket remunerasi industri perbankan lainnya, peninjauan terhadap paket remunerasi yang telah ada, serta rencana peningkatan paket remunerasi dan manfaat yang diberikan kepada karyawan.

Dalam rangka memberikan rasa aman dan nyaman bagi karyawan dalam bekerja, Bank memberikan berbagai *benefit* yang diterima selama masa kerja seperti asuransi kesehatan, asuransi jiwa, pemeriksaan kesehatan berkala; maupun yang diterima setelah berakhirnya masa hubungan kerja seperti dana pensiun; serta *benefit* lain yang lazim diberikan oleh perusahaan sejenis di industri perbankan.

## MANAJEMEN KINERJA

Sebagai perusahaan yang berbasis kinerja maka Bank menekankan pentingnya penilaian kinerja yang komprehensif dan mengedepankan prinsip kesetaraan dan *fairness*. Penilaian kinerja tidak hanya mengukur hasil (*achievement*) tetapi juga mengukur bagaimana penerapan nilai-nilai perusahaan dalam pekerjaan sehari-hari. Selain hal tersebut, Bank juga melakukan penilaian kepuasan karyawan terhadap departemen/cabang dan juga penilaian kepuasan departemen/cabang terhadap satu sama lain. Hasil penilaian ini digunakan sebagai salah satu komponen dalam penilaian kinerja individu maupun penilaian kinerja departemen/cabang yang nantinya akan digunakan sebagai dasar pemberian bonus kinerja.

Proses penilaian kinerja diawali dengan penetapan sasaran kerja di awal tahun, penilaian kinerja tengah tahun di mana pada penilaian ini juga dibuka kesempatan untuk penyesuaian kembali sasaran kerja, dan penilaian kinerja akhir tahun. Pada penilaian kinerja tengah tahun dan akhir

## REMUNERATION MANAGEMENT

Development of remuneration strategy aimed at ensuring the remuneration structure, both fixed and variable remunerations owned by The Bank, remain competitive in the midst of talent search competition in the banking industry.

In general, the application of remuneration system in The Bank follows the applicable regulations without discriminating against gender, race, religion and ethnicity. The remuneration provided by The Bank includes salary wages, annual wage adjustments, religious holiday allowances, and Chinese New Year allowances. In addition, The Bank also provides performance bonuses as a form of appreciation for employees' performance and to motivate employees to continue giving their best performance.

In order to maintain remuneration competitiveness, The Bank participates in a salary survey conducted by Willis Tower Watson, the results of which will be used by The Bank to conduct an analysis related to the position of The Bank's remuneration package compared to other banking industry remuneration packages, a review of existing remuneration packages, and to increase remuneration packages and benefits provided to employees.

In order to provide a sense of security and comfort to employees at work, The Bank provides several benefits received during their term of office, including health insurance, life insurance, periodic medical check-up; as well as those received after the end of term of office, such as pension fund; and other benefits commonly provided by similar companies in the banking industry.

## PERFORMANCE MANAGEMENT

As a performance-based company, The Bank emphasizes the importance of a comprehensive performance appraisal and prioritizes the principles of equality and fairness. Performance appraisal does not only measure the achievement but also how the company values are applied in the daily work. In addition, The Bank also evaluates the employee satisfaction towards departments/branches and evaluates the satisfaction of departments/branches towards one another. The results of this assessment are used as a component in individual performance appraisals and department/branch performance appraisals which will later be used as the basis for awarding performance bonuses.

The performance appraisal process begins with setting work targets in the early of the year, mid-year performance appraisal where this assessment also opens the opportunity for readjusting the work targets, and end-of-year performance appraisal. In the mid-year

tahun, karyawan diberikan kesempatan untuk melakukan *self-assessment* terhadap pencapaiannya, kemudian hasil tersebut akan didiskusikan dan divalidasi oleh atasan langsung untuk selanjutnya dikalibrasi oleh Kepala Departemen atau Kepala Cabang.

Hasil penilaian kinerja akan dikategorikan berdasarkan 5 (lima) predikat, yaitu:

1. *Excellent*: Hasil pencapaian atas sasaran kerja seluruhnya melebihi target *key performance indicator* yang telah ditetapkan.
2. *Good*: Hasil pencapaian atas sasaran kerja tercapai dan beberapa melebihi target *key performance indicator* yang telah ditetapkan.
3. *Qualified*: Hasil pencapaian atas sasaran kerja seluruhnya tercapai sesuai target *key performance indicator* yang telah ditetapkan.
4. *Nearly Qualified*: Hasil pencapaian atas sasaran kerja sebagian tercapai sesuai dan beberapa masih berada di bawah target *key performance indicator* yang telah ditetapkan.
5. *Unqualified*: Hasil pencapaian atas sasaran kerja seluruhnya berada di bawah target *key performance indicator* yang telah ditetapkan.

## HUBUNGAN INDUSTRIAL

Bank senantiasa berusaha untuk menciptakan hubungan kerja yang harmonis antar karyawan maupun antara karyawan dengan Bank. Dalam kondisi pandemi COVID-19 ini, Bank senantiasa berusaha untuk memberikan rasa aman dan nyaman dalam bekerja bagi karyawan. Setelah menyelenggarakan program vaksinasi COVID-19 dosis pertama dan kedua bagi karyawan dan keluarganya, di tahun 2022 Bank kembali memberikan layanan pemberian vaksinasi *booster* bagi karyawan dan keluarganya sebagai dukungan atas program Pemerintah Republik Indonesia dalam penanganan pandemi COVID-19.

Dalam hal hubungan ketenagakerjaan dengan diterbitkannya peraturan pelaksana bagi Undang-Undang Cipta Kerja, Bank melalui Departemen Sumber Daya Manusia telah melakukan kajian dan diskusi dengan pihak-pihak yang berkompeten dalam rangka menyesuaikan peraturan perusahaan dan kebijakan terkait ketenagakerjaan yang dimiliki oleh Bank dengan peraturan pelaksana Undang-Undang Cipta Kerja. Pada tahun 2022, Bank telah menerbitkan Peraturan Perusahaan untuk periode 2022-2024 yang telah disetujui dan didaftarkan ke Kementerian Ketenagakerjaan.

Dalam melaksanakan pengakhiran hubungan kerja, Bank selalu merujuk kepada peraturan yang berlaku dengan mengedepankan prinsip keadilan. Proses pengakhiran hubungan kerja dapat dilakukan atas inisiatif Bank dan/atau inisiatif karyawan dengan mempertimbangkan hak dan kewajiban karyawan dan Bank, serta dilakukan berdasarkan kesepakatan antara karyawan dan Bank, kecuali karyawan melanggar peraturan disipliner.

and end-of-year performance appraisals, employees are given the chance to conduct a self-assessment of their achievements, the results of which will be discussed and validated by their immediate supervisor to be further calibrated by the Head of Department or Branch Manager.

The results of performance appraisal will be categorized based on 5 (five) predicates, namely:

1. *Excellent*: The overall achievement of work targets is above the predetermined key performance indicator target.
2. *Good*: Work targets are achieved and some exceed the predetermined key performance indicator target.
3. *Qualified*: Work targets are all achieved according to predetermined key performance indicator target.
4. *Nearly Qualified*: Work targets are partially achieved and some are still below the predetermined key performance indicator target.
5. *Unqualified*: The overall achievement of work targets is below the predetermined key performance indicator target.

## INDUSTRIAL RELATIONS

The Bank always strives to create harmonious working relationship among fellow employees and between employees and The Bank. During the COVID-19 pandemic, The Bank continues to strive to provide a sense of security and comfort at work to employees. After organizing the first and second doses of COVID-19 vaccination program for all employees and their families, The Bank in 2022 continued to provide a booster vaccination services to all employees and their families to support the government of Republic of Indonesia program in handling the COVID-19 pandemic.

In terms of employment relations, with the issuance of implementing regulations for the Job Creation Act, The Bank through the Human Resources Department has conducted studies and discussions with competent parties in order to adjust the company regulations and policies related to employment owned by The Bank with the implementing regulations for the Job Creation Act. In 2022, The Bank has issued the Company Regulation for 2022-2024 period which has been approved and registered to the Ministry of Manpower.

In termination of employment, The Bank always refers to the applicable regulations while putting forward the principle of fairness. Termination of employment may be conducted on the initiatives of The Bank and/or employee, by taking into account the rights and obligations of both the employee and The Bank, and is made based on the agreement between the employee and The Bank, with the exception of employee misconduct.

Bagi karyawan yang akan memasuki usia pensiun, Bank telah mempersiapkan program pelatihan masa persiapan pensiun yang diberikan kepada karyawan-karyawan yang akan segera memasuki masa pensiun agar mereka mampu mempersiapkan masa pensiun dan kehidupan setelah pensiun dengan baik.

For employees who are about to enter retirement age, The Bank has prepared a retirement preparation training for employees who will soon enter retirement age so that they are well prepared for their retirement and the life after retirement.

## PROGRAM PELATIHAN

## TRAINING PROGRAMS

Kategori Category	Jumlah Topik Number of Topics	Jumlah Peserta Number of Participants
Mandatory	46	187
Technical Skills	258	4.778
Soft Skills	19	573
<b>Jumlah   Total</b>	<b>323</b>	<b>5.538</b>

## SERTIFIKASI MANAJEMEN RISIKO

## RISK MANAGEMENT CERTIFICATION

Uraian Description	Level 1	Level 2	Level 3	Level 4	Level 5
Target	92	348	86	49	7
Fulfilled	84	291	72	43	7
Not Fulfilled	8	57	14	6	0
Fulfillment	91,30%	83,62%	83,72%	87,76%	100%
<b>Average Fulfillment</b>	<b>89,28%</b>				

## SERTIFIKASI TREASURY DEALER

## TREASURY DEALER CERTIFICATION

Uraian Description	Basic	Intermediate	Advance	Jumlah Total
Target	10	2	2	14
Fulfilled	10	2	2	14
Not Fulfilled	0	0	0	0
<b>Percentage of Fulfillment</b>	<b>100%</b>			

## STATISTIK SUMBER DAYA MANUSIA

## HUMAN CAPITAL STATISTICS

Per 31 Desember 2022, jumlah karyawan Bank mencapai 625 (enam ratus dua puluh lima) orang (tidak termasuk *outsourcing*), di mana jumlah ini sama dengan jumlah karyawan per 31 Desember 2021.

As of December 31, 2022, the number of employees of The Bank reached 625 (six hundred twenty-five) employees (excluding outsourcing), where this number is the same as the number of employees as of December 31, 2021.

## DATA JUMLAH KARYAWAN TAHUN 2022

## NUMBER OF EMPLOYEE DATA IN 2022

Uraian	31 Dec 2022	31 Dec 2021	Change	Description
Jumlah Karyawan	625	625	0%	Employee Number
Karyawan Mengundurkan Diri	131	110	25,29%	Resigned Employee

## BERDASARKAN USIA

## BASED ON AGE

Usia	2022	2021	Age
> 45 tahun	114	111	> 45 years old
36–45 tahun	248	251	36–45 years old
26–35 tahun	218	226	26–35 years old
21–25 tahun	45	37	21–25 years old
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>

## BERDASARKAN JENIS KELAMIN

## BASED ON GENDER

Jenis Kelamin	2022	2021	Gender
Laki-laki	300	300	Male
Perempuan	325	325	Female
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>

## BERDASARKAN MASA KERJA

## BASED ON TENURE

Masa Kerja	2022	2021	Tenure
Di bawah 1 tahun	107	100	Under 1 year
1–3 tahun	239	132	1–3 years
3–5 tahun	68	65	3–5 years
Di atas 5 tahun	318	328	Above 5 years
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>

## BERDASARKAN GRADE

## BASED ON GRADE

Level Organisasi	2022	2021	Organization Level
Komisaris	4	4	Commissioner
Direktur	7	7	Director
Anggota Komite	4	4	Committee Member
Tenaga Kerja Asing	6	7	Expatriate
Senior Executive Vice President	3	2	Senior Executive Vice President
Executive Vice President	28	29	Executive Vice President
Senior Vice President	34	26	Senior Vice President
Vice President	36	39	Vice President
Assistant Vice President	29	37	Assistant Vice President
Senior Manager	62	58	Senior Manager
Manager	63	67	Manager
Assistant Manager	54	52	Assistant Manager
Senior Officer	77	74	Senior Officer
Officer	129	123	Officer
Senior Clerk	7	6	Senior Clerk

Level Organisasi	2022	2021	Organization Level
Intermediate Clerk	37	42	Intermediate Clerk
Clerk	45	48	Clerk
Non-Clerk	-	-	Non-Clerk
Lainnya	-	-	Others
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>

## BERDASARKAN TINGKAT PENDIDIKAN

## BASED ON EDUCATION LEVEL

Tingkat Pendidikan	2022	2021	Education Level
S3	2	2	PhD
S2	77	76	Master's Degree
S1	500	505	Bachelor's Degree
D4	2	1	Diploma 4
D3	34	32	Diploma 3
D1	2	1	Diploma 1
SMA dan Sederajat	8	8	High School and Equivalent
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>

## BERDASARKAN STATUS KEPEGAWAIAN

## BASED ON EMPLOYMENT STATUS

Status Kepegawaian	2022	2021	Employment Status
Karyawan Tetap	600	597	Permanent Employee
Karyawan Kontrak	25	28	Non-Permanent Employee
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>

# PENGEMBANGAN TEKNOLOGI INFORMASI

## INFORMATION TECHNOLOGY DEVELOPMENT

### PENGEMBANGAN TEKNOLOGI INFORMASI 2022

Bank senantiasa mengembangkan kualitas layanan agar mampu mewujudkan misi menjadi bank lokal yang berpengaruh yang dapat memberikan nilai terbaik bagi pemegang saham, nasabah, karyawan, serta masyarakat. Di tengah lingkungan bisnis yang semakin dinamis, Teknologi Informasi (TI) memiliki peran yang lebih dalam untuk meningkatkan daya saing Bank, terutama di era saat ini di mana perusahaan fintech terus bermunculan. Oleh karena itu, Bank terus mengoptimalkan TI dan sistem informasi untuk mempercepat pertumbuhan bisnis Bank, serta kemampuannya dalam mengakomodasi perubahan industri perbankan; memanfaatkan TI untuk memberikan layanan terbaik dan meminimalkan risiko operasional yang dihadapi Bank serta mengefektifkan sistem manajemen risiko.

### FOKUS DAN PROGRAM KERJA STRATEGIS PENGEMBANGAN TEKNOLOGI INFORMASI 2022

Bank memanfaatkan TI untuk mendukung kualitas layanan dan produknya, meningkatkan pengalaman nasabah, dan mendorong produktivitas internal.

Sistem TI Bank menggunakan teknologi secara efisien, tepat waktu, dan hemat biaya untuk menghasilkan produk dan layanan perbankan yang berkualitas, andal, dan aman. Hal ini mendukung pengelolaan strategis Bank, menyediakan dan mengembangkan proses bisnis yang efisien dan efektif dengan mempertimbangkan keselarasan dengan tujuan Bank, dan memastikan pelaksanaan proses manajemen risiko TI yang kuat dan komprehensif.

Pengembangan TI di lingkungan Bank juga bertujuan untuk memastikan tersedianya layanan yang berkualitas berbasis teknologi informasi yang andal dan inovatif, serta dapat mendukung dan menjadi faktor pendorong bagi perkembangan bisnis Bank.

### INFORMATION TECHNOLOGY DEVELOPMENT IN 2022

The Bank continues to develop service quality in order to achieve its mission to become an influential local bank that can provide the best values to shareholders, customers, employees, and public. In the midst of an increasingly dynamic business environment, Information Technology (IT) is playing a greater role in enhancing The Bank's competitiveness, especially in the era where fintech companies continue to emerge. Therefore, The Bank continues to optimize its IT and information systems to accelerate The Bank's business growth, and to improve its ability to adapt to the changing banking industry; utilizes IT to provide the best service and minimize the operational risk faced by The Bank and to run the risk management system effectively.

### FOCUS AND STRATEGIC WORK PROGRAMS OF INFORMATION TECHNOLOGY DEVELOPMENT IN 2022

The Bank utilizes IT to support the quality of its services and products, improve customer experience, and boost internal productivity.

The Bank's IT system uses technology in an efficient, timely and cost-effective manner to produce good quality, reliable and secure banking products and services. This supports the strategic management of The Bank, provides and develops efficient and effective business processes by considering the alignment with The Bank's objectives, and ensures the implementation of a strong and comprehensive IT risk management process.

The development of IT within The Bank also aims to ensure the availability of good quality services based on reliable and innovative information technology, which can support and become a driving factor for the development of The Bank's business.

Pada 2022, fokus pengembangan TI diarahkan kepada layanan dan teknologi digital, baik untuk mendukung proses bisnis maupun untuk mengembangkan produk dan layanan baru bagi nasabah proyek utama, seperti:

- Pengembangan pada layanan dan aplikasi *e-channel*: *Corporate Internet Banking (CIB)*, *Mobile Internet Banking (MIB)*, dan *Personal Internet Banking (PIB)*.
- Pengembangan aplikasi internal sesuai dengan *Business Requirement Document* untuk memenuhi kebutuhan pelaporan dari regulator dan sistem pelaporan lainnya.
- Pengembangan sistem inti untuk memenuhi kebutuhan bisnis Bank.
- Mengembangkan dukungan bisnis, fungsi pendukung, dan peningkatan infrastruktur.
- Meningkatkan pengamanan informasi dan memenuhi kepatuhan kepada regulasi.

## TATA KELOLA TEKNOLOGI INFORMASI

Tata kelola TI mengontrol manajemen organisasi TI sejalan dengan strategi dan tujuan bisnis organisasi. Penerapan tata kelola TI menjadi pedoman untuk memastikan kepatuhan terhadap aturan dan regulasi yang berlaku, sambil tetap mempertimbangkan kebutuhan untuk mencapai rencana bisnis Bank. Penerapan tata kelola TI terus ditingkatkan dan dievaluasi secara berkala dalam hal kebijakan dan prosedur dengan mengadopsi regulasi Otoritas Jasa Keuangan, Bank Indonesia, dan pemerintah serta praktik internasional terbaik, untuk mengurangi risiko dan ancaman baru berdasarkan perkembangan teknologi.

## STRUKTUR DASAR TEKNOLOGI INFORMASI

Bank memiliki struktur dasar TI yang disusun untuk mencapai 3 (tiga) tujuan: kepatuhan terhadap peraturan, meningkatkan kepuasan nasabah, dan memperkuat tenaga kerja.

Berikut langkah-langkah Bank dalam mengedepankan tujuan-tujuan tersebut:

1. Kepatuhan terhadap peraturan
  - Menjalankan mandat terhadap regulasi; dan
  - Menyelaraskan kebijakan dan prosedur.
2. Meningkatkan kepuasan nasabah
  - Mengembangkan kesadaran dan akuntabilitas terkait kualitas pelayanan;
  - Mengembangkan komunikasi internal Bank yang baik serta meningkatkan komunikasi antara Bank dan nasabah; dan
  - Mengembangkan pelayanan yang baik dan kemitraan dengan nasabah.
3. Memperkuat tenaga kerja
  - Mengembangkan dan mempertahankan tenaga kerja yang berkompetensi tinggi;
  - Mengoptimalkan pemakaian teknologi; dan
  - Memaksimalkan kekuatan dan pengetahuan dari perusahaan induk.

In 2022, the development of IT will focus on digital services and technology, both to support business processes as well as to develop new products and services for key project customers, as follows:

- Development of *e-channel* services and applications: *Corporate Internet Banking (CIB)*, *Mobile Internet Banking (MIB)*, and *Personal Internet Banking (PIB)*.
- Development of internal applications in accordance with *Business Requirement Document* to meet the reporting needs of regulators and other reporting systems.
- Development of core systems to meet The Bank's business needs.
- Develop business support, support functions, and infrastructure improvements.
- Improve information security and comply to regulations.

## INFORMATION TECHNOLOGY GOVERNANCE

IT governance controls the management of IT organization in accordance with the organization's business strategies and objectives. The implementation of IT governance serves as a guideline to ensure the compliance with applicable rules and regulations, while also taking into account the needs to achieve The Bank's business plan. The implementation of IT governance is continuously improved and evaluated in terms of policies and procedures, by adopting the regulations of Financial Services Authority, Bank Indonesia, government, and international best practices, to reduce the risks and new threats of technological advancements.

## INFORMATION TECHNOLOGY BASIC STRUCTURE

The Bank has in place the IT basic structure built with 3 (three) goals in mind: compliance with regulations, increase customer satisfaction, and strengthen the manpower.

Following are the steps of The Bank to strive for the objectives:

1. Compliance with regulations
  - Carry out mandates on regulations; and
  - Align the policies and procedures.
2. Increase customer satisfaction
  - Improve the awareness and accountability of service quality;
  - Improve internal Bank communication and enhance the communication between The Bank and
  - Improve the delivery of service and partnership with customers.
3. Strengthen the manpower
  - Develop and retain highly skilled employees;
  - Optimize the use of technology; and
  - Maximize the power and knowledge of the parent company.

Untuk keamanan nasabah yang optimal dan melancarkan alur sistem antara Bank dan ICBC Limited, sistem TI Bank memiliki sistem penanganan insiden yang baik dalam hal terjadinya bencana. Sistem ini juga mampu mencegah risiko dan gangguan terhadap sistem/aplikasi pada Bank.

Sistem TI Bank dikembangkan mengikuti sistem TI ICBC Limited yang telah terbukti unggul karena memiliki *advanced production service channel*, *advanced risk control system*, dan *advanced operation analyst model*.

Desain tersebut memungkinkan struktur TI Bank untuk memiliki:

- Kerangka komunikasi modern yang menjangkau nasabah dengan informasi perbankan.
- Infrastruktur TI yang mampu mengakomodasi pertumbuhan persyaratan perbankan, yang mendukung kemajuan dan inovasi perbankan.
- Membangun, mengembangkan dan memelihara sistem dan aplikasi-aplikasi yang penting dan memungkinkan Bank untuk melakukan fungsi-fungsi utamanya.
- Pengguna sistem Bank mampu melakukan tugasnya dengan menggunakan perangkat seluler yang akan menambah efisiensi dan efektivitas kerja.
- Mengurangi upaya-upaya duplikasi yang pada akhirnya menambah kualitas pelayanan dan memberikan solusi yang bernilai tinggi.
- Pengguna sistem Bank mampu menjangkau pelayanan dan solusi digital terhadap permasalahan yang ada.
- Pembagian data antar departemen dan kantor pusat menjadi lebih mudah dan cepat.
- Biaya TI per pengguna berkurang melalui proses yang lebih efisien dan implementasi alokasi biaya TI dengan tata kelola yang terpusat.
- Sistem Bank *up-to-date* dengan perkembangan teknologi dan standar industri.
- Proyek-proyek TI sesuai dengan prioritas Bank dan ICBC Limited.

## ROADMAP TEKNOLOGI INFORMASI

Perjalanan teknologi telah mencapai tahap kedua, di mana Bank telah memenuhi tahap pertama dalam memperkuat tata kelola TI. Tahap kedua adalah membangun fondasi yang kokoh untuk melayani bisnis dan nasabah. Dalam melaksanakan tahapan ini ada 5 (lima) prinsip yang harus dipenuhi.

1. Kepatuhan terhadap peraturan, tata kelola, kebijakan dan prosedur pengawasan;
2. Memanfaatkan secara maksimal sumber daya dari ICBC Limited sebagai keuntungan;
3. Mempertimbangkan pengembangan jangka panjang Bank dan menempatkannya di tempat pertama;
4. Meningkatkan produktivitas dan efisiensi; dan
5. Memastikan keamanan operasi, mitigasi risiko TI secara menyeluruh.

For maximum security of the customers and for the efficiency of IT flow between The Bank and ICBC Limited, The Bank's IT system can continue to operate in the event of a disaster. It is also able to prevent risk exposure and disruption to The Bank's systems/applications.

The Bank's IT system is developed using the IT system of ICBC Limited that is proven to be excellent, by having an advanced production service channel, advanced risk control system, and advanced operation analyst model.

Such models enable The Bank to have IT structure that is able to:

- Modernize a communication platform that can better engage and provide customers with banking information.
- Develop IT infrastructure that is able to accommodate the growth of banking requirements, supporting banking advancement and innovation.
- Build, enhance and maintain systems and applications that are mission-critical and enable The Bank to perform its core functions.
- The Bank users will be able to perform duties using a mobile device, which can improve working efficiency and effectiveness.
- Reduce duplication of efforts, leading to increased delivery of high value services and solutions.
- The Bank users will be able to obtain digital services and solutions to existing problems.
- Sharing data across departments and headquarters will be easier and accelerating the process.
- IT cost per user is reduced through more efficient processes and the implementation of IT cost allocation with centralized governance.
- The Bank's system is up to date with technological advancements and industry standards.
- IT projects are aligned with the priorities of The Bank and ICBC Limited.

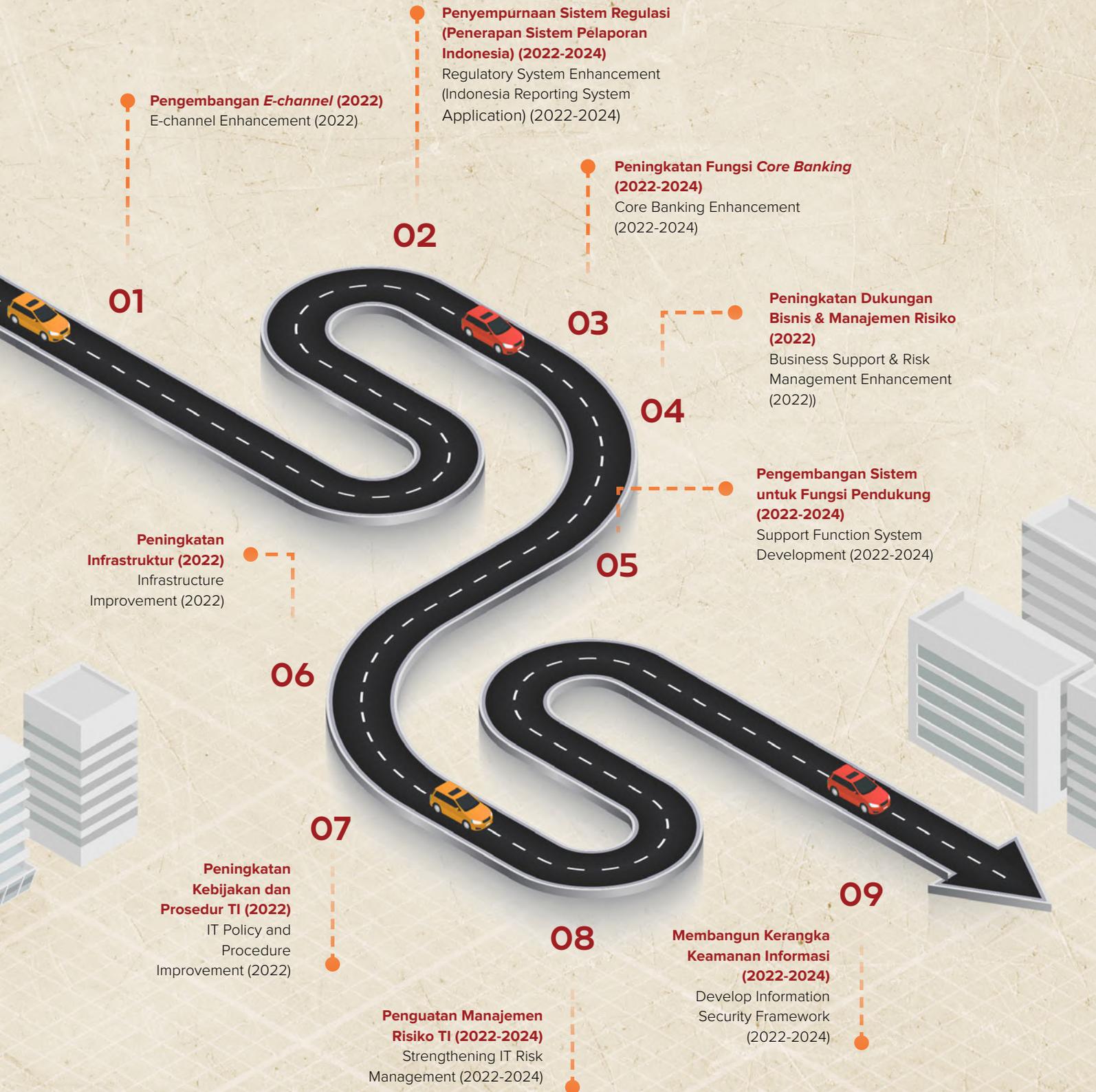
## INFORMATION TECHNOLOGY ROADMAP

The technology journey has reached the second stage, where The Bank has fulfilled the first stage in strengthening IT governance. The second stage is to build a solid foundation for serving businesses and customers. In carrying out this stage, there are 5 (five) principles that must be met.

1. Compliance with supervisory regulations, governance, policies and procedures;
2. Maximize the utilization of resources from ICBC Limited as an advantage;
3. Consider the long-term development of The Bank and put it into first place;
4. Increase productivity and efficiency; and
5. Ensure the security of operations, mitigate the overall IT risks.

Strategi tersebut disusun dalam rencana-rencana aksi dan kerangka waktu sebagai berikut:

The strategies are implemented in a list of action plans with time scheduling as below:



### 1. Pengembangan E-channel (2022)

Agar nasabah mendapatkan layanan yang lebih cepat dan nyaman dalam melakukan transaksi, Bank memperluas jaringan pelayanannya melalui transaksi digital perbankan.

Setelah mendapatkan persetujuan dari regulator di tahun 2021, Bank terus melakukan pengembangan pada aplikasi *e-channel*, seperti *interface* dengan aplikasi BI-FAST untuk MIB yang telah diimplementasikan pada tahun 2022 dan akan dilanjutkan pengembangannya di tahun 2023 untuk aplikasi CIB dan PIB.

Pengembangan lainnya pada ketiga aplikasi *e-channel* tersebut juga dilakukan sesuai dengan kebutuhan bisnis seperti penambahan penggunaan PIN dan *soft token* untuk transaksi MIB, penambahan fungsi pembelian mata uang asing, deposito, remitansi, dan transaksi prefix pada aplikasi PIB dan MIB, pengembangan CIB untuk transaksi mata uang asing dan remitansi, serta pengembangan rekening *virtual*.

Pada *channel* ATM, Bank melakukan pengembangan *switching* ATM Bersama untuk memenuhi persyaratan perubahan yang diminta Artajasa serta melakukan pengembangan *switching* Jalin untuk memenuhi kebutuhan rekonsiliasi hari H.

### 2. Penyempurnaan Sistem Regulasi (Penerapan Sistem Pelaporan Indonesia) (2022-2024)

Bank melanjutkan pengembangan aplikasi internal sesuai dengan *Business Requirement Document* untuk memenuhi kebutuhan pelaporan dari regulator seperti BI, OJK, LPS, dan PPATK, serta melakukan otomasi pelaporan ke sistem seperti ANTASENA, APOLO, SIPENDAR, dan sistem pelaporan lainnya.

### 3. Peningkatan Fungsi Core Banking (2022-2024)

Bank melakukan pengembangan sistem inti perbankan FPS di tahun 2022 untuk memenuhi kebutuhan bisnis Bank, seperti:

- Penambahan kolom di beberapa fungsi;
- Pengembangan *interface* ke BI-FAST di modul *teller*;
- Pengembangan fungsi transaksi valuta asing;
- Pengembangan *interface* agar terkoneksi secara langsung ke SISMONAVAR BI;
- Pengembangan rekening virtual;
- Pengembangan produk tabungan 3 (tiga) mata uang (IDR, USD, CNY);
- Pengembangan fungsi validasi di RTGS.

### 1. E-channel Enhancement (2022)

To provide excellent services to customers for fast and reliable transactions, The Bank has expanded its services through digital transaction banking.

After obtaining the approval from regulators in 2021, The Bank continued to enhance e-channel applications, such as the interface with BI-FAST application for MIB which has been implemented in 2022 and will continue its enhancement in 2023 for CIB and PIB applications.

Other enhancements for the three e-channel applications were also carried out in accordance with business needs, such as implementing the use of PINs and soft token for MIB transactions, adding functions for foreign currency transactions, time deposits, remittances, and prefix transactions in PIB and MIB applications, development of CIB for foreign currency transactions and remittances, and development of virtual accounts.

Regarding ATM channel, The Bank conducted the development of ATM Bersama switching to meet the changing requirement requested by Artajasa as well as the development of Jalin switching to meet the needs for D-day reconciliation.

### 2. Regulatory System Enhancement (Indonesia Reporting System Application) (2022-2024)

The Bank continued to develop internal applications in accordance with Business Requirement Document to fulfill the reporting needs of regulators such as BI, OJK, LPS, and PPATK, as well as conduct automation on reporting to systems such as ANTASENA, APOLO, SIPENDAR, and any other reporting systems.

### 3. Core Banking Enhancement (2022-2024)

The Bank developed FPS, the core banking system in 2022 to meet The Bank's business needs, such as:

- Adding columns in several functions;
- Development of interface to BI-FAST in teller module;
- Development of foreign exchange transactions function;
- Development of interface to connect directly to SISMONAVAR BI;
- Development of virtual accounts;
- Development of savings products in 3 (three) currencies (IDR, USD, CNY);
- Development of validation function in RTGS.

#### 4. Peningkatan Dukungan Bisnis & Manajemen Risiko (2022)

Departemen TI berkomitmen untuk mendukung tujuan bisnis Bank dengan berfokus pada pengembangan layanan dan teknologi digital, serta dengan memanfaatkan teknologi ICBC Limited guna mendukung proses bisnis dan memberikan produk dan layanan baru bagi nasabah, di antaranya:

- Melanjutkan pengembangan aplikasi Blotter dan F-FMBM agar dapat terkoneksi dengan SISMONTAVAR BI.
- Pengembangan integrasi aplikasi F-GDMS ke FPS dan F-CBLA.
- Pengembangan aplikasi E-Link untuk penambahan laporan internal dan utilisasi beberapa fitur.
- Penambahan penggunaan laporan manajemen risiko pada aplikasi F-GSIS.
- Pengembangan F-GCMS untuk interkoneksi dengan F-FMBM terkait batas kredit nasabah dan pengembangan untuk penyesuaian dengan kebutuhan ANTASENA.
- Implementasi aplikasi e-Materai.
- ISO 20022 *upgrade* pada aplikasi F-SCMS.
- Pengembangan aplikasi F-CBLA.

#### 5. Pengembangan Sistem untuk Fungsi Pendukung (2022-2024)

Dalam rangka meningkatkan produktivitas, efisiensi dan efektivitas pekerjaan pada departemen pendukung dan sejalan dengan 3 (tiga) pilar TI, pada tahun 2022 Bank berencana untuk menggunakan sistem yang telah digunakan secara global oleh anak perusahaan ICBC Limited, antara lain:

1. F-AMC: aplikasi untuk memonitor aplikasi.
2. E-Approval: pengembangan aplikasi untuk digitalisasi dokumen (tidak lagi menggunakan kertas).
3. F-OSCM: aplikasi untuk memonitor infrastruktur.
4. BF-PRISM: aplikasi untuk memonitor server.
5. F-RPA: aplikasi untuk mengotomasi pekerjaan manual harian.
6. F-SEAS: aplikasi untuk informasi struktur data aplikasi buatan ICBC Limited.
7. F-SSPT: aplikasi untuk melaporkan permasalahan aplikasi buatan ICBC Limited.

#### 4. Business Support & Risk Management Enhancement (2022)

IT Department is committed to support The Bank's business objectives by focusing on the development of digital services and technology, and utilizing the technology of ICBC Limited to support business processes and to provide new products and services to customers, including:

- Continued the development of Blotter and F-FMBM applications to be connected to SISMONTAVAR BI.
- Development of F-GDMS application integration to FPS and F-CBLA.
- Development of E-Link application to add internal reports and utilize several features.
- Added the use of risk management report in F-GSIS application.
- Development of F-GCMS for interconnection with F-FMBM regarding customer credit limit and development for adjustment to ANTASENA's needs.
- Implementation of e-Materai application.
- ISO 20022 *upgrade* on F-SCMS application.
- Development of F-CBLA application.

#### 5. Support Function System Development (2022-2024)

In order to increase productivity, efficiency and effectiveness of work in supporting departments and in line with the 3 (three) IT pillars, in 2022 The Bank planned to utilize systems that have been used globally by the subsidiaries of ICBC Limited, including:

1. F-AMC: application to monitor applications.
2. E-Approval: development of applications for digitizing documents (no longer using paper).
3. F-OSCM: application for infrastructure monitoring.
4. BF-PRISM: application for server monitoring.
5. F-RPA: application for daily manual works automation.
6. F-SEAS: application for data structure information of applications developed by ICBC Limited.
7. F-SSPT: application to report problems of applications developed by ICBC Limited.

8. F-CCM: aplikasi sistem *collection* untuk laporan jatuh tempo harian.
9. F-RMA: pemantauan risiko untuk transaksi kartu kredit dan ATM.
10. F-REAF: pemantauan risiko untuk transaksi *internet banking*.
11. F-OBOM: FPS user management.
12. DCMS: aplikasi pemantauan aktivitas Pusat Data.
13. ICBC CoreMail: migrasi ke aplikasi email baru dari ICBC Limited.

#### 6. Peningkatan Infrastruktur (2022)

Bank melakukan pembaruan pada infrastruktur TI untuk mendukung peningkatan produktivitas, efisiensi serta efektivitas dalam kegiatan operasional Bank yang dilakukan secara bertahap.

#### 7. Peningkatan Kebijakan dan Prosedur TI (2022)

Agar sejalan dengan peraturan dan regulasi yang ada, maka Bank terus melakukan peningkatan kebijakan dan prosedur TI, terutama terkait dengan pengamanan informasi sejalan dengan implementasi ISO 27001.

#### 8. Penguatan Manajemen Risiko TI (2022-2024)

Bank terus berupaya memperkuat peran dan tanggung jawab dari Departemen TI terkait dengan aspek risiko teknologi informasi, dan berkoordinasi dengan Departemen Manajemen Risiko dalam melakukan pemantauan, pengelolaan dan penanganan kejadian risiko teknologi informasi.

#### 9. Membangun Kerangka Keamanan Informasi (2022-2024)

Untuk meningkatkan pengamanan informasi dan untuk memenuhi kepatuhan kepada regulasi, Bank telah mengimplementasikan Pengamanan Informasi berbasis ISO 27001 dan mendapatkan sertifikasi ISO 27001 untuk aplikasi PIB, MIB, dan CIB.

8. F-CCM: collection system application for daily overdue reports.
9. F-RMA: risk monitoring for credit card and ATM transactions.
10. F-REAF: risk monitoring for internet banking transactions.
11. F-OBOM: FPS user management.
12. DCMS: monitoring application for Data Center activity.
13. ICBC CoreMail: migration to new email application from ICBC Limited.

#### 6. Infrastructure Improvement (2022)

The Bank updated the IT infrastructure to support increased productivity, efficiency and effectiveness in The Bank's operational activities which was done gradually.

#### 7. IT Policy and Procedure Improvement (2022)

In order to be in line with the existing rules and regulations, The Bank will continue to improve IT policies and procedures, especially related to information security in accordance with the implementation of ISO 27001.

#### 8. Strengthening IT Risk Management (2022-2024)

The Bank strives to strengthen the roles and responsibilities of the IT Department concerning the information technology risk aspects, and together with the Risk Management Department in monitoring, managing and handling the information technology risk events.

#### 9. Develop Information Security Framework (2022-2024)

To improve information security and to comply with the regulations, The Bank has implemented ISO 27001 based Information Security and obtained the ISO 27001 certification for PIB, MIB, and CIB applications.

## PENCAPAIAN TEKNOLOGI INFORMASI 2022

Pada 2022, Departemen TI memiliki beberapa sasaran utama yang berhasil dicapai, yaitu sebagai berikut:

- Bank telah mendapatkan persetujuan penggunaan beberapa sistem yang telah digunakan secara global oleh anak perusahaan ICBC Limited dari Otoritas Jasa Keuangan (OJK).
- Bank telah melakukan uji coba pada Pusat Pemulihan Bencana (*Disaster Recovery Center*) untuk sistem inti Bank dan aplikasi kritikal Bank lainnya sesuai dengan *Disaster Recovery Plan* (DRP).
- Bank telah melakukan sertifikasi ISO 27001 untuk ruang lingkup CIB, PIB, dan MIB.

## SUMBER DAYA MANUSIA DI TEKNOLOGI INFORMASI

Bank akan terus mengembangkan infrastruktur TI yang selaras dengan kebutuhan bisnisnya, dan Bank berusaha untuk terus menerus meningkatkan kompetensi sumber daya manusia TI.

Perkembangan sumber daya manusia merupakan faktor penting dalam keberhasilan perencanaan Bank. Untuk memastikan kualitas dan kapasitas sumber daya manusia TI, Bank melakukan taksiran dari sumber daya manusia yang ada untuk kemudian memetakan kemampuan yang dimiliki saat ini serta menyesuaikan kebutuhan yang diperlukan.

Melalui hasil taksiran tersebut, akan diketahui kebutuhan pelatihan serta *reskilling* dan *upskilling* yang diperlukan untuk pengembang. Bank juga meningkatkan kapabilitas setiap sumber daya manusia dengan teknologi yang dimiliki perusahaan induk, mendatangkan konsultan dari perusahaan induk untuk pertukaran ilmu dalam teknologi.

Secara berkesinambungan, Bank melanjutkan kegiatan program pendidikan dan pelatihan sebelumnya, dengan kewajiban untuk berpartisipasi dalam semua modul pelatihan dasar yang terdiri dari Induksi (Anti Pencucian Uang, Kode Etik, Anti Penipuan, Kesadaran Keamanan TI dan Risiko Operasional). Khusus untuk peningkatan kepemimpinan manajer, diberikan program khusus terkait pelatihan kepemimpinan.

## INFORMATION TECHNOLOGY ACHIEVEMENT IN 2022

In 2022, the IT Department had several main objectives that were successfully achieved, as follows:

- The Bank has obtained approval for the use of several systems applied globally by subsidiaries of ICBC Limited from the Financial Services Authority (OJK).
- The Bank has conducted testing on Disaster Recovery Center (DRC) for core banking system and other Bank's critical applications in accordance with Disaster Recovery Plan (DRP).
- The Bank has obtained ISO 27001 certification for the scope of CIB, PIB, and MIB.

## HUMAN RESOURCES IN INFORMATION TECHNOLOGY

The Bank will continue to develop IT infrastructure in line with its business needs, and The Bank strives to continuously improve the competence of IT human resources.

Human resource development is an important factor in the success of The Bank's planning. To ensure the quality and capacity of IT human resources, The Bank conducts an assessment of the existing human resources and then the mapping of current capabilities for the required needs.

Through the results of this assessment, The Bank could identify the training needs as well as the reskilling and upskilling training required for developers. The Bank also improves the capabilities of each human resource with the technology owned by the parent company, bringing in consultants from the parent company for knowledge transfer in technology.

The Bank continues the activities of previous education and training programs, with the obligation to participate in all basic training modules consisting of Induction (Anti Money Laundering, Code of Conduct, Anti Fraud, IT Security Awareness and Operational Risk). The Bank also prepares a special program related to leadership training for the improvement of managerial leadership.

## SOLUSI ATAS PERMASALAHAN YANG DIHADAPI TI

Departemen TI menciptakan solusi yang efektif untuk menjawab berbagai tantangan dan risiko yang dihadapi pada 2022, yaitu dengan:

1. Penyelarasan tujuan dengan rencana strategis Bank secara menyeluruh;
2. Penyelarasan tujuan dengan strategi dan kegiatan masing-masing unit bisnis, kondisi pasar, struktur demografi dan segmentasi nasabah;
3. Pemahaman manajemen atas peran TI dalam mendukung pelaksanaan kegiatan usaha Bank yang sudah ada dan direncanakan;
4. Pemahaman manajemen tentang hubungan antara sumber daya TI yang saat ini digunakan dan direncanakan dengan strategi dan rencana kerja unit kerja pengguna TI;
5. Analisis manfaat langsung dan tidak langsung yang akan diperoleh dibandingkan dengan biaya yang akan dikeluarkan untuk penggunaan teknologi;
6. Perlunya investasi baru di bidang teknologi; dan
7. Rencana kebutuhan SDM.

## RENCANA PENGEMBANGAN TEKNOLOGI INFORMASI 2023

Melanjutkan strategi Bank di tahun lalu yang mengarah ke *digital banking*, maka pada tahun 2023 Departemen TI tetap akan fokus mendukung pengembangan layanan dan teknologi digital, baik untuk mendukung proses bisnis maupun untuk mengembangkan produk dan layanan baru bagi nasabah. Selain itu, Bank juga akan melakukan penguatan terhadap pengamanan informasi dan siber Bank, baik dari segi regulasi maupun implementasi teknologi untuk mendukung penguatan tersebut.

Strategi ini sejalan dengan Cetak Biru Transformasi Digital Perbankan yang disampaikan oleh OJK yang berisikan 5 (lima) elemen utama yaitu data, teknologi, manajemen risiko, kolaborasi, dan tatanan institusi. Cetak Biru Transformasi Digital Perbankan ini menjadi acuan bagi Bank dalam rangka menghadapi era digitalisasi perbankan, sekaligus merupakan respon untuk memitigasi berbagai tantangan dan risiko terkait, agar lebih memiliki daya tahan (*resilience*), berdaya saing, dan kontributif.

### 1. Pengembangan *E-channel*

Untuk meningkatkan bisnis Perbankan Ritel dan *Transaction Banking*, Bank dalam jangka pendek memiliki obyekatif di antaranya dengan meningkatkan kemampuan *channel* penjualan, integrasi sistem dan transaksi perbankan.

## SOLUTIONS TO THE PROBLEMS FACED BY IT

The IT Department created effective solutions to address the challenges and risks faced in 2022, which are as follows:

1. Alignment of direction with The Bank's overall strategic plan;
2. Alignment of direction with the strategies and activities of each business unit, market conditions, demographic structure and customer segmentation;
3. Management understanding of the role of IT in supporting the implementation of The Bank's existing and planned business activities;
4. Management understanding of the relationship between IT resources currently used and planned with the work plans of IT user working units;
5. Analysis of direct and indirect benefits that will be obtained in comparison with the costs that will be incurred for the use of technology;
6. The need for new investment in technology; and
7. HR requirements plan.

## INFORMATION TECHNOLOGY DEVELOPMENT PLAN IN 2023

Continuing The Bank's strategy towards digital banking in 2023, IT Department will continue to focus on supporting the development of digital services and technology, both to support business processes and to develop new products and services for customers. Furthermore, The Bank will also strengthen its information security and cyber security, both in term of regulation and technology implementation to support this reinforcement.

The strategies are in line with Blueprint for Digital Transformation in Banking issued by OJK, which highlights 5 (five) major elements namely data, technology, risk management, collaboration, and institutional arrangements. This Blueprint for Digital Transformation in Banking serves as a reference for The Bank in facing banking digitalization era, as well as a response to mitigate various related challenges and risks, so that they are more resilient, competitive, and contributive.

### 1. E-channel Enhancement

To improve the Retail Banking and Transaction Banking business, The Bank in the short term has objectives including increasing sales channel capabilities, system integration and banking transactions.

Hal tersebut dicapai dengan melakukan pengembangan fitur dan peluncuran produk baru pada aplikasi *e-channel*, yakni PIB, MIB, dan CIB sehingga dapat bersaing, memberikan kenyamanan dan kecepatan pelayanan perbankan kepada nasabah, seperti:

1. Penambahan beberapa fitur baru antara lain penukaran mata uang asing, remitansi dan pembayaran gaji karyawan (*payroll*) pada kanal CIB.
2. Penambahan beberapa fitur baru antara lain penukaran mata uang asing, remitansi, transaksi *prefix*, pembukaan rekening deposito dan konversi cicilan kartu kredit pada kanal PIB dan MIB serta pembayaran QR pada kanal MIB.
3. Pengembangan *interface* untuk layanan BI-FAST pada kanal CIB dan PIB.
4. Pengembangan *soft token* untuk otorisasi transaksi pada kanal MIB.
5. Selain pengembangan pada kanal PIB, MIB, dan CIB, Bank juga berencana untuk melakukan pengembangan pada *switching* terkait dengan:
6. Pengembangan *switching* Jalin untuk memenuhi kebutuhan rekonsiliasi hari H;
7. Online payment debit card;
8. Pengembangan QRIS (issuing) untuk kartu debit dan kartu kredit;
9. Pengembangan *switching* ATM Bersama untuk memenuhi persyaratan perubahan yang diminta ATM Bersama.
10. Pengembangan produk Contactless Credit Card dalam rangka memberi nilai tambah untuk membantu akuisisi nasabah baru dan meningkatkan customer-engagement/loyalty.

## 2. Pelaporan ke Regulator

Bank akan terus mengembangkan aplikasi internal sesuai dengan *Business Requirement Document* untuk memenuhi kebutuhan pelaporan dari regulator, seperti BI, OJK, LPS, PPAK dan melakukan otomatisasi pelaporan ke sistem seperti ANTASENA, APOLO, SIPENDAR, dan sistem pelaporan lainnya.

## 3. Peningkatan Sistem Inti

Bank akan terus mengembangkan sistem inti perbankan FPS di tahun 2023 untuk memenuhi kebutuhan bisnis Bank, seperti:

1. Pengembangan Printing Voucher Optimization (8129);
2. Pengembangan e-Statement;
3. Optimisasi fungsi pada Inquiry Product Rate (3702) dan ATHPAWKC (3503);
4. Penerapan charges terhadap notifikasi SMS untuk transaksi kartu kredit;
5. Pengembangan aplikasi untuk perbedaan transaksi resident dan non-resident;

This is achieved through developing features and launching of new products on e-channel applications, namely PIB, MIB, and CIB so that they can compete, provide convenience and speedy banking services to customers, such as:

1. The addition of several new features including foreign exchange trade, remittances, and payroll on CIB channel.
2. The addition of several new features including foreign exchange trade, remittances, prefix transactions, time deposits and credit card installment conversions on PIB and MIB channels, and QR payment on MIB channel.
3. Development of interface for BI-FAST services on CIB and PIB channels.
4. Development of soft token for transaction authorization on MIB channel.
5. In addition to the development on PIB, MIB, and CIB channels, The Bank also plans to develop switching related to:
6. Development of Jalin switching to meet the needs for D-day reconciliation;
7. Online payment debit card;
8. Development of QRIS (issuing) for debit card and credit card;
9. Development of ATM Bersama switching to meet the changing requirement requested by ATM Bersama
10. Development of Contactless Credit Card to provide added value in acquiring new customers and to increase customer-engagement/loyalty.

## 2. Reporting to Regulators

The Bank will continue to develop its internal applications in accordance with Business Requirement Document to fulfill the reporting needs of regulators, such as BI, OJK, LPS, PPAK and conduct automation on reporting to systems such as ANTASENA, APOLO, SIPENDAR, and any other reporting systems.

## 3. Core System Enhancement

The Bank will continue to develop FPS, the core banking system in 2023 to meet The Bank's business needs, such as:

1. Development of Printing Voucher Optimization (8129);
2. Development of e-Statements;
3. Function optimization on Inquiry Product Rate (3702) and ATHPAWKC (3503);
4. Application of charges on SMS notification for credit card transactions;
5. Development of application to differentiate between resident and non-resident transactions;

6. Pengembangan produk baru berupa tabungan berjangka (term savings) untuk memberikan kemudahan kepada nasabah untuk menabung setiap bulannya dengan skema auto debit;
7. Pengembangan terkait adanya perubahan yang terjadi dalam pasar keuangan domestik maupun global, yang menyebabkan perlu adanya pengembangan sistem inti perbankan.

#### 4. Dukungan Bisnis, Fungsi Pendukung dan Peningkatan Infrastruktur

Dalam rangka meningkatkan produktivitas, efisiensi dan efektivitas pekerjaan pada departemen pendukung dan sejalan dengan 3 (tiga) pilar TI, pada tahun 2023 Bank berencana untuk menggunakan sistem yang telah digunakan secara global oleh anak perusahaan ICBC Limited.

- a. Pengembangan aplikasi yang akan dilakukan, di antaranya yaitu:
  - F-GCMS: penambahan *control rule* pada fasilitas F-GCMS.
  - F-FMBM: untuk interkoneksi F-FMBM ke F-GCMS dan pengembangan aplikasi untuk membedakan antara transaksi *resident* dan *non-resident*.
  - F-GMRM: penambahan laporan *Market Risk Stress Test*.
  - F-GDMS: integrasi ke RTGS untuk pembayaran transaksi *trade*.
  - Blotter: upload *FX Swap underlying* untuk nasabah.
  - Pengembangan SISMONTAVAR *Middleware*.
  - Pengembangan aplikasi F-CBLA untuk kesesuaian dengan versi global:
    - Perubahan nama sistem COMPASS menjadi STORMS;
    - Penambahan menu Kelola Daftar Nama (*Manage Name List*) dan menu *Recall Screening*;
    - Penambahan FMM (*Firco Multilist Manager*) terkait pembuatan daftar pantauan lokal untuk diunggah melalui menu Kelola Daftar Nama;
    - Penambahan FML (*Firco Multilaws Manager*) terkait pembuatan aturan daftar pantauan lokal yang relevan dengan menu Kelola Daftar Nama;
    - Penambahan FLV (*Firco List Validation*) *Classic* untuk melakukan *fine tuning alert*.

6. Development of new product in the form of term savings to provide convenience to customers in saving their money on a monthly basis through an auto debit scheme;
7. Development for changes occurred in the domestic and global financial markets, which lead to the needs for development in the core banking system.

#### 4. Business Support, Support Functions and Infrastructure Improvement

In order to increase productivity, efficiency and effectiveness of work in supporting departments and in line with 3 (three) IT pillars, in 2022 The Bank plans to use systems that have been applied globally by subsidiaries of ICBC Limited, including:

- a. Development of applications that will carried out includes:
  - F-GCMS: adding control rule to F-GCMS facility.
  - F-FMBM: for interconnection of F-FMBM to F-GCMS and development of application to differentiate between resident and non-resident transactions.
  - F-GMRM: adding Market Risk Stress test report.
  - F-GDMS: integration to RTGS for payment of trade transactions.
  - Blotter: upload *FX Swap underlying* for customers.
  - Development of SISMONTAVAR *Middleware*.
  - Development of F-CBLA application for compatibility with the global version:
    - COMPASS system name changes to STORMS;
    - Addition of Manage Name List menu and Recall Screening menu;
    - Addition of FMM (*Firco Multilist Manager*) regarding the creation of local watchlist to be uploaded through the Manage Name List menu;
    - Addition of FML (*Firco Multilaws Manager*) regarding the creation of local watchlist rules that are relevant to the Manage name List menu;
    - Addition of FLV (*Firco List Validation*) *Classic* to perform fine tuning alerts.

- b. Terkait dengan pemanfaatan teknologi yang digunakan oleh ICBC Limited secara global, berikut adalah aplikasi yang rencananya akan digunakan oleh Bank:
- BRAINS: sistem *anti money laundering*.
  - F-SEAS: untuk memperoleh informasi struktur data aplikasi buatan ICBC Limited.
  - F-SSPT: untuk melaporkan permasalahan aplikasi buatan ICBC Limited, inkuiri informasi konfigurasi aplikasi, infrastruktur, perangkat jaringan, dll.
  - F-OBOM: manajemen pengguna di FPS dengan metode *fingerscan*.
  - F-OSCM: untuk memantau infrastruktur TI.
  - BF-PRISM: untuk memantau *server*.
  - F-CCM: sistem collection untuk laporan jatuh tempo harian.
  - F-RMA: pemantauan risiko untuk transaksi kartu kredit dan ATM.
  - F-REAF: pemantauan risiko untuk transaksi *internet banking*.
  - F-ORMS: pelaporan risiko operasional.
  - F-CAMA: *scanning vouchers* agar dapat terkoneksi dengan FPS.
  - F-IMS: digitalisasi persetujuan dokumen untuk pengajuan pembuatan aplikasi *user ID* yang dibuat oleh ICBC Limited serta pengembangan *LCS monitoring*.
- c. Selain itu, Bank juga melakukan pengembangan pada aplikasi untuk keperluan manajemen internal dan pelaporan, di antaranya:
- *E-statement*: terkait implementasi e-Materai untuk tagihan kartu kredit.
  - LLD: menambahkan LLD7 khususnya untuk transaksi MT103 *Non-Swift*.
  - OPSS: terkait dengan perubahan ketentuan pajak.
  - Pembuatan otomatisasi laporan pada aplikasi ICBCI *Reporting System (IRS)*, di antaranya *ATMR Credit Risk, Risk Exposure*, pengembangan *IRS* untuk kesesuaian dengan laporan *AML* yang dikembangkan oleh PPATK dan pengembangan laporan untuk keperluan internal lainnya.
  - Pengembangan aplikasi *CS2* untuk pembuatan laporan *Daily Teller* untuk *ATM replenish*, rekonsiliasi *ATM Bersama*, *ATM On-Us*, *CC*, *Cash Count ATM*, *CVA Basel 3*, dan *Counterparty Credit Risk*.

- b. Regarding the utilization of technology used by ICBC Limited globally, the following applications are planned to be used by The Bank:
- BRAINS: anti money laundering system.
  - F-SEAS: to obtain application data structure information developed by ICBC Limited.
  - F-SSPT: for reporting problems of application developed by ICBC Limited, inquiry of application configuration information, infrastructure, network devices, etc.
  - F-OBOM: user management in FPS with fingerscan method.
  - F-OSCM: for IT infrastructure monitoring.
  - BF-PRISM: for server monitoring.
  - F-CCM: collection system for daily overdue reports.
  - F-RMA: risk monitoring for credit card and ATM transactions.
  - F-REAF: risk monitoring for internet banking transactions.
  - F-ORMS: operational risk reporting.
  - F-CAMA: scanning vouchers to connect to FPS.
  - F-IMS: digitization of document approval for submission of user IDs application developed by ICBC Limited as well as development of *LCS monitoring*.
- c. In addition, The Bank also develops applications for internal management and reporting purposes, including:
- *E-statement*: regarding the implementation of e-Materai for credit card bills.
  - LLD: adding LLD7 specifically for *MT103 Non-Swift* transactions.
  - OPSS: regarding changes in tax provisions.
  - Development of report automation on the ICBCI *Reporting System (IRS)* application, including *RWA Credit Risk, Risk Exposure*, development of *IRS* for compliance with *AML* reports developed by PPATK and development of reports for other internal purposes.
  - Development of *CS2* application for preparing *Daily Teller* reports for *ATM replenishment*, *ATM Bersama reconciliation*, *ATM On-Us*, *CC*, *ATM Cash Count*, *CVA Basel 3*, and *Counterparty Credit Risk*.

- Pembuatan otomatisasi laporan melalui RPA di antaranya laporan rekonsiliasi BI-FAST dan *dispute response* di BI-FAST.
  - Pengembangan laporan *Liquidity Stress Test* pada aplikasi LRMA.
- d. Selain pengembangan yang dilakukan oleh ICBC Limited dan ICBC Indonesia, adapula aplikasi yang dikembangkan oleh pihak ketiga Bank, yaitu aplikasi E-Link yang merupakan aplikasi *Human Resources System* untuk penambahan laporan internal dan utilisasi beberapa fitur.
- e. Sedangkan dari sisi infrastruktur TI, Bank akan melakukan penggantian aplikasi Lotus Notes dengan aplikasi email baru yang dikembangkan oleh ICBC Limited.

## 5. Pengamanan Informasi

Untuk meningkatkan pengamanan informasi dan untuk memenuhi kepatuhan kepada regulasi, Bank telah mengimplementasikan Pengamanan Informasi berbasis ISO 27001, di mana pada tahun 2022 Bank telah melakukan sertifikasi ISO 27001 untuk sistem elektronik PIB dan MIB serta *audit surveillance* sertifikasi ISO 27001 untuk CIB dan akan melakukan kembali *audit surveillance* sertifikasi ISO 27001 pada tahun 2023 untuk ketiga aplikasi tersebut.

Selain itu, Departemen TI akan melakukan penyesuaian pada kebijakan dan prosedur TI agar sejalan dengan POJK No. 11/POJK.03/2022 perihal Penyelenggaraan Teknologi Informasi oleh Bank Umum yang berlaku sejak bulan Oktober 2022.

Dari sisi infrastruktur TI terkait pengamanan informasi, Bank akan mengimplementasikan dan memaksimalkan penggunaan perangkat keamanan yang telah dan akan diimplementasi oleh Bank seperti F-TMS dan *Sangfor Cyber Command* untuk memantau, mengevaluasi dan meminimalisir adanya risiko keamanan informasi.

- Development of report automation through RPA including BI-FAST reconciliation report and dispute response in BI-FAST.
  - Development of Liquidity Stress Test report on LRMA application.
- d. In addition to the developments carried out by ICBC Limited and ICBC Indonesia, there are also applications developed by third parties, namely E-Link application which is a Human Resources System application for adding internal reports and utilizing several features.
- e. In terms of IT infrastructure, The Bank will replace Lotus Notes application with a new email application developed by ICBC Limited.

## 5. Information Security

To improve information security and to comply with the regulations, The Bank has implemented ISO 27001 based Information Security, where in 2022 The Bank has obtained the certification of ISO 27001 for electronic system of PIB and MIB, as well as audit surveillance of ISO 27001 certification for CIB and will re-conduct the audit surveillance of ISO 27001 certification for those three applications in 2023.

Moreover, the IT Department will update its policies and procedures to comply with POJK No. 11/POJK.03/2022 on the Implementation of Information Technology by Commercial Banks which was effective since October 2022.

From IT infrastructure side concerning information security, The Bank will implement and maximize the utilization of security devices which have been and will be implemented by The Bank, such as F-TMS and Sangfor Cyber Command to monitor, evaluate and minimize the information security risks.



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# TATA KELOLA PERUSAHAAN

## CORPORATE GOVERNANCE



### PENDAHULUAN

Bagi Bank ICBC Indonesia, penerapan tata kelola perusahaan yang baik (*Good Corporate Governance* – GCG) dalam era persaingan global saat ini, sudah menjadi kebutuhan yang mutlak dalam menjalankan segala kegiatan usaha Bank. Dengan adanya penerapan GCG maka Bank telah memiliki fondasi yang kokoh dan bekal yang cukup untuk mencapai visi dan misi Bank, serta mampu menjadi perusahaan yang tangguh dan terus berkembang.

Untuk itu, Bank senantiasa berupaya menyempurnakan penerapan praktik-praktik terbaik GCG pada seluruh tingkatan organisasi secara berkesinambungan. Bank menyadari bahwa GCG merupakan salah satu komponen utama dalam rangka meningkatkan kinerja Bank, melindungi kepentingan para pemangku kepentingan, dan meningkatkan kepatuhan terhadap peraturan perundang-undangan, serta nilai-nilai etika yang berlaku umum pada industri perbankan.

### FOREWORD

For Bank ICBC Indonesia, the implementation of Good Corporate Governance (GCG) in today's global competitive era is a much-needed element in undertaking The Bank's business activities. The GCG implementation will enable The Bank to create solid foundation and adequate endeavor to achieve The Bank's vision and mission, as well as to become a sustainable strong corporation.

Therefore, The Bank strives to refine the sustainable implementation of its GCG best practices in all levels of organization. The Bank realizes that GCG becomes one of the main components in the improvement of The Bank's performance, to protect the stakeholders' interests, and enhance compliance with prevailing regulations and ethics values in the banking industry.

## DASAR PENERAPAN TATA KELOLA PERUSAHAAN

Bank dalam menerapkan GCG senantiasa berpedoman pada berbagai ketentuan, peraturan, serta perundang-undangan yang berlaku diantaranya sebagai berikut:

## CORPORATE GOVERNANCE LEGAL REFERENCES

The Bank's GCG implementation is always guided by various prevailing provisions, regulations, and laws among others as follows:

Dasar Hukum Legal Basis	Jenis Regulasi	Type of Regulation
Undang-Undang (UU) Republik Indonesia Law (UU) of the Republic of Indonesia	<ul style="list-style-type: none"> <li>UU No. 10 Tahun 1998 tentang Perbankan;</li> <li>UU No. 40 Tahun 2007 tentang Perseroan Terbatas;</li> <li>UU No. 25 Tahun 2007 tentang Penanaman Modal;</li> <li>UU No. 27 Tahun 2022 tentang Perlindungan Data Pribadi.</li> </ul>	<ul style="list-style-type: none"> <li>Law No. 10 Year 1998 concerning Banking;</li> <li>Law No. 40 Year 2007 concerning Limited Liability Companies;</li> <li>Law No. 25 Year 2007 concerning Capital Investment;</li> <li>Law No. 27 Tahun 2022 concerning Personal Data Protection.</li> </ul>
Peraturan Otoritas Jasa Keuangan (POJK) Regulation of the Financial Services Authority (POJK)	<ul style="list-style-type: none"> <li>POJK No. 33/POJK.04/2014 tanggal 8 Desember 2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;</li> <li>POJK No. 34/POJK.04/2014 tanggal 8 Desember 2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik;</li> <li>POJK No. 35/POJK.04/2014 tanggal 8 Desember 2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik;</li> <li>POJK No. 45/POJK.03/2015 tanggal 23 Desember 2015 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum;</li> <li>POJK No. 55/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;</li> <li>POJK No. 56/POJK.04/2015 tanggal 23 Desember 2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Unit Audit Internal;</li> <li>POJK No. 4/POJK.03/2016 tanggal 26 Januari 2016 tentang Penilaian Tingkat Kesehatan Bank Umum;</li> <li>POJK No. 18/POJK.03/2016 tanggal 16 Maret 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum;</li> <li>POJK No. 29/POJK.04/2016 tanggal 28 Juli 2016 tentang Laporan Tahunan Emiten atau Perusahaan Publik;</li> <li>POJK No. 55/POJK.03/2016 tanggal 7 Desember 2016 tentang Penerapan Tata Kelola bagi Bank Umum;</li> <li>POJK No. 46/POJK.03/2017 tanggal 12 Juli 2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum;</li> <li>POJK No. 51/POJK.03/2017 tanggal 18 Juli 2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik;</li> <li>POJK No. 37/POJK.03/2019 tanggal 19 Desember 2019 tentang Transparansi dan Publikasi Laporan Bank;</li> <li>POJK No. 12/POJK.03/2020 tanggal 16 Maret 2020 tentang Konsolidasi Bank Umum;</li> <li>POJK No. 63/POJK.03/2020 tanggal 22 Desember 2020 tentang Pelaporan Bank Umum Melalui Sistem Pelaporan Otoritas Jasa Keuangan;</li> <li>POJK No. 12/POJK.03/2021 tanggal 30 Juli 2021 tentang Bank Umum;</li> <li>POJK No. 6/POJK.07/2022 tanggal 14 April 2022 tentang Perlindungan Konsumen dan Masyarakat di Sektor Jasa Keuangan.</li> </ul>	<ul style="list-style-type: none"> <li>POJK No. 33/POJK.04/2014 dated December 8, 2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies;</li> <li>POJK No. 34/POJK.04/2014 dated December 8, 2014 concerning Remuneration and Nomination Committee of Issuers or Public Companies;</li> <li>POJK No. 35/POJK.04/2014 dated December 8, 2014 concerning Corporate Secretary of Issuers or Public Companies;</li> <li>POJK No. 45/POJK.03/2015 dated December 23, 2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks;</li> <li>POJK No. 55/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Work Guidelines of Audit Committee;</li> <li>POJK No. 56/POJK.04/2015 dated December 23, 2015 concerning the Establishment and Guidelines for the Preparation of the Internal Audit Unit Charter;</li> <li>POJK No. 4/POJK.03/2016 dated January 26, 2016 concerning the Assessment of Commercial Bank Soundness Level;</li> <li>POJK No. 18/POJK.03/2016 dated March 16, 2016 concerning Implementation of Risk Management for Commercial Banks;</li> <li>POJK No. 29/POJK.04/2016 dated July 28, 2016 concerning the Annual Report of Issuers or Public Companies;</li> <li>POJK No. 55/POJK.03/2016 dated December 7, 2016 concerning the Implementation of Governance for Commercial Banks;</li> <li>POJK No. 46/POJK.03/2017 dated July 12, 2017 concerning the Implementation of the Compliance Function of Commercial Banks;</li> <li>POJK No. 51/POJK.03/2017 dated July 18, 2017 concerning Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.</li> <li>POJK No. 37/POJK.03/2019 dated December 19, 2019 concerning Transparency and Publication of Bank Reports;</li> <li>POJK No. 12/POJK.03/2020 dated March 16, 2020 concerning Consolidation of Commercial Banks;</li> <li>POJK No. 63/POJK.03/2020 dated December 22, 2020 concerning Commercial Bank Reporting Through the Financial Services Authority Reporting System;</li> <li>POJK No. 12/POJK.03/2021 dated July 30, 2021 concerning Commercial Bank;</li> <li>POJK No. 6/POJK.07/2022 dated April 14, 2022 concerning Consumer and Public Protection in the Financial Services Sector.</li> </ul>

Dasar Hukum Legal Basis	Jenis Regulasi	Type of Regulation
Surat Edaran Otoritas Jasa Keuangan (SEOJK) Circular Letter of Financial Services Authority (SEOJK)	<ul style="list-style-type: none"> <li>• SEOJK No. 40/SEOJK.03/2016 tanggal 26 September 2016 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum;</li> <li>• SEOJK No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola bagi Bank Umum;</li> <li>• SEOJK No. 16/SEOJK.04/2021 tanggal 29 Juni 2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.</li> </ul>	<ul style="list-style-type: none"> <li>• SEOJK No. 40/SEOJK.03/2016 dated September 26, 2016 concerning Implementation of Governance in Providing Remuneration for Commercial Banks;</li> <li>• SEOJK No. 13/SEOJK.03/2017 dated March 17, 2017 concerning the Implementation of Governance for Commercial Banks;</li> <li>• SEOJK No. 16/SEOJK.04/2021 dated June 29, 2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies.</li> </ul>
Lain-lain Others	<ul style="list-style-type: none"> <li>• Roadmap Tata Kelola Perusahaan Indonesia Menuju Tata Kelola Emiten dan Perusahaan Publik yang Lebih Baik yang diterbitkan oleh OJK tanggal 4 Februari 2014;</li> <li>• Anggaran Dasar Perusahaan yang tertuang dalam Akta Pernyataan Keputusan Rapat dan Perubahan Anggaran Dasar PT Bank ICBC Indonesia No. 198 tanggal 28 Maret 2022.</li> </ul>	<ul style="list-style-type: none"> <li>• Indonesian Corporate Governance Roadmap Towards Better Governance of Issuers and Public Companies issued by OJK on February 4, 2014;</li> <li>• The Company's Articles of Association contained in the Deed of Statement of Meeting Resolutions and Amendments to the Articles of Association of PT Bank ICBC Indonesia No. 198 dated March 28, 2022.</li> </ul>

## PENDEKATAN TATA KELOLA PERUSAHAAN

Bank memahami bahwa industri perbankan memiliki peran penting dalam perekonomian nasional. Oleh karena itu, kualitas tata kelola yang tidak baik akan berdampak negatif bagi perekonomian nasional. Penyelenggaraan kegiatan perbankan yang baik disertai dasar penerapan GCG yang kuat akan berdampak positif terhadap kinerja Bank secara keseluruhan, yang pada akhirnya akan memperkuat posisi Bank, baik dalam persaingan industri perbankan lokal maupun global.

Penegakan yang kuat terhadap pentingnya hubungan yang harmonis antara entitas usaha dan pemangku kepentingan telah berlangsung secara berkesinambungan di Indonesia, yang didukung komitmen dari regulator dan para pemangku kepentingan lainnya. Hubungan harmonis ini diharapkan akan membentuk dunia usaha yang berkelanjutan, serta mampu berkontribusi dalam jangka panjang guna pengembangan sosial dan lingkungan di sekitarnya.

## CORPORATE GOVERNANCE APPROACH

The Bank understands that banking industry holds a pivotal role in the national economy. Therefore, bad governance will render negative impact to our economy. Good banking implementation and strong GCG application will deliver positive performances for The Bank, which eventually will strengthen The Bank's position in the competition of local and global banking industry.

In Indonesia, the regulators together with other stakeholders render a strong affirmation of the importance of harmonious relationship between business entities and stakeholders. This harmonious relationship is expected to create a sustainable business culture, and able to contribute in the long-term for the surrounding social and environmental development.



## PRINSIP-PRINSIP TATA KELOLA PERUSAHAAN

Penerapan prinsip-prinsip GCG di Bank dilandasi komitmen untuk menciptakan perusahaan yang transparan dan terpercaya melalui manajemen bisnis yang dapat dipertanggungjawabkan.

Dalam melaksanakan kinerjanya dan pada setiap pengambilan keputusan strategis, Bank terus memperhatikan dan menerapkan 5 (lima) prinsip GCG, yaitu Transparansi, Akuntabilitas, Pertanggungjawaban, Independensi, dan Kewajaran.

Penerapan prinsip-prinsip utama tersebut diyakini oleh Bank sebagai instrumen yang dapat diandalkan dalam mengatur segala aspek bisnis yang dijalankan oleh Bank melalui sistem internal yang melibatkan Dewan Komisaris, Direksi dan segenap karyawan Bank sehingga diharapkan dapat menciptakan keseimbangan dalam operasional usaha Bank secara menyeluruh.

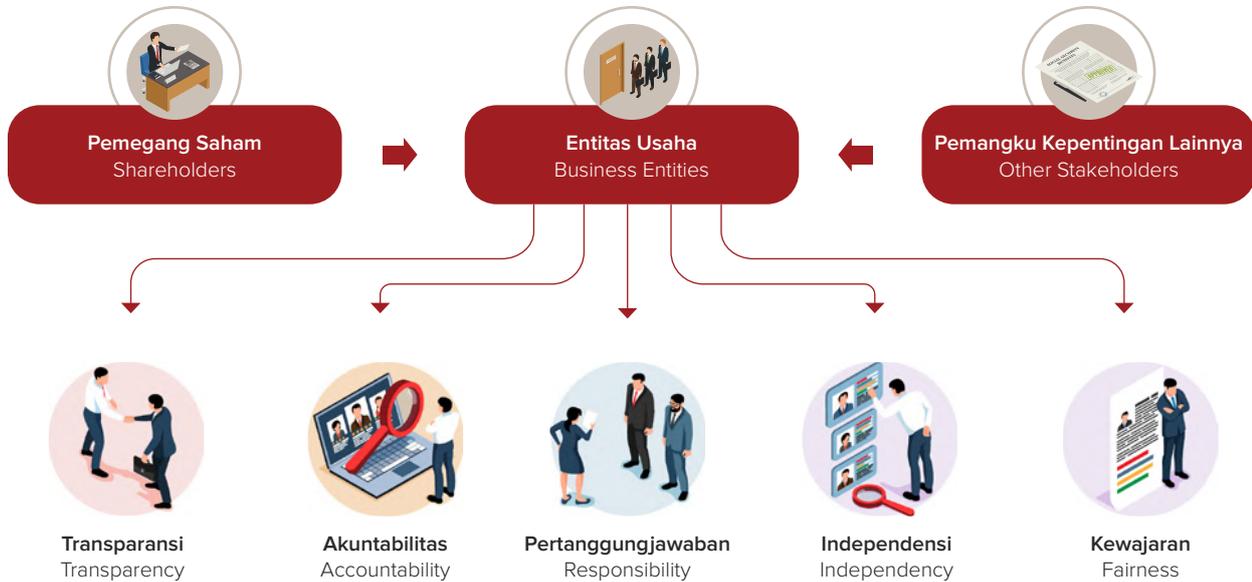
## CORPORATE GOVERNANCE PRINCIPLES

GCG principles implementation in The Bank is constituted upon the commitment to create a transparent and reliable company through accountable business management.

In its business performance and every strategic decision-making, The Bank continually takes into account on the 5 (five) GCG principles namely Transparency, Accountability, Responsibility, Independency, and Fairness.

The implementation of those principles is believed as a reliable instrument in regulating The Bank's business aspects through internal system that involves the Board of Commissioners, Board of Directors and all employees; hence is expected to deliver comprehensive balance of The Bank's business operations.

## HARMONISASI ENTITAS USAHA DENGAN PEMEGANG SAHAM DAN PEMANGKU KEPENTINGAN HARMONIOUS RELATIONS OF BUSINESS ENTITIES WITH SHAREHOLDERS AND OTHER STAKEHOLDERS



<p>Keterbukaan dalam melaksanakan proses pengambilan keputusan dan dalam mengemukakan informasi material yang relevan mengenai Bank. Bank menerapkan prinsip transparansi dengan cara memberikan tanggapan secara efektif dan responsif dalam berkomunikasi sehingga seluruh pemangku kepentingan mampu memahami kinerja dan tindakan Bank.</p> <p>Transparency in carrying out the decision-making process and in disclosing material and relevant information regarding The Bank. The Bank applies the principle of transparency by providing effective and responsive means of communication for acquiring information regarding The Bank. Hence, all stakeholders understand The Bank's performances and actions.</p>	<p>Kejelasan fungsi, pelaksanaan, dan pertanggungjawaban organ sehingga pengelolaan Bank terlaksana secara efektif. Bank menerapkan prinsip akuntabilitas dengan mengoptimalkan kinerja dan peran setiap individu sehingga seluruh aksi dan kegiatan Bank berjalan dengan efektif dan efisien.</p> <p>Clarity of functions and accountability within The Bank's organs, to carry out the management effectively. The Bank applies the principle of accountability by optimizing the performance and role of everyone. Thus, all actions and activities of The Bank perform effectively and efficiently.</p>	<p>Tanggung jawab kepatuhan dalam pengelolaan Bank terhadap peraturan perundang-undangan yang berlaku dan prinsip korporasi yang sehat. Bank menerapkan prinsip pertanggungjawaban terhadap masyarakat dan lingkungan, mematuhi peraturan yang berlaku, serta menghindari segala transaksi yang dapat merugikan pihak lain.</p> <p>Compliance in The Bank's management of applicable laws and regulations, as well as sound corporate principles. The Bank applies the principle of responsibility by behaving in a responsible manner towards the community and the environment, by complying with applicable regulations, and by avoiding all forms of harmful transactions from third parties or different parties beyond the agreed upon terms.</p>	<p>Pengelolaan secara profesional dan mandiri tanpa benturan kepentingan dan pengaruh/tekanan dari pihak mana pun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku, prinsip korporasi, serta prinsip tata nilai perusahaan.</p> <p>The Bank is managed in a professional and independent manner without conflict of interest and influence/pressure from any party that is not in accordance with applicable laws and regulations, corporate principles, and principles of corporate values.</p>	<p>Keadilan dan kesetaraan dalam memenuhi hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku secara adil, namun tetap memperhatikan kaidah dan peraturan Bank.</p> <p>Impartial treatment and equality in fulfilling the right of stakeholders arising pursuant to the prevailing agreements and regulations fairly, while taking into account The Bank rules and regulations.</p>
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## ROADMAP TATA KELOLA PERUSAHAAN

Dalam rangka meningkatkan kualitas penerapan GCG secara konsisten dan berkesinambungan, Bank telah memiliki *roadmap* GCG yang mencakup tahapan-tahapan yang telah dicapai dalam membangun nilai-nilai tata kelola berdasarkan ketentuan Penerapan Tata Kelola bagi Bank Umum. Dalam 3 (tiga) tahun terakhir, Bank telah melaksanakan beberapa inisiatif dalam penyempurnaan pelaksanaan GCG sebagai berikut:

## CORPORATE GOVERNANCE ROADMAP

To improve the quality of consistent and continuous GCG implementation, The Bank has established GCG roadmap, which includes the stages that have been achieved in building the values of governance based on the provisions of Governance Implementation for Commercial Banks. In the last 3 (three) years, The Bank has implemented several initiatives to improve the implementation of GCG, as follows:

2020	2021	2022
<ol style="list-style-type: none"> <li>1. Penerapan prinsip-prinsip GCG secara konsisten.</li> <li>2. Melakukan penyempurnaan pada komite-komite di bawah Direksi.</li> <li>3. Melakukan pengawasan atas ketentuan internal yang tertuang pada kebijakan, prosedur, dan/atau pedoman. Ketentuan internal tersebut dibuat mengikuti peraturan regulator, praktik perbankan lokal, dan pedoman ICBC Limited.</li> <li>4. Melanjutkan peningkatan <i>four-eyes principles</i> pada <i>Governance Process</i> melalui penerapan mekanisme <i>reward and punishment</i>.</li> </ol>	<ol style="list-style-type: none"> <li>1. Penerapan prinsip-prinsip GCG secara konsisten dan berkesinambungan.</li> <li>2. Pelaksanaan komite-komite di bawah Direksi sesuai dengan ketentuan yang berlaku.</li> <li>3. Melakukan pengawasan atas periode reviu ketentuan internal yang tertuang pada kebijakan, prosedur, dan/atau pedoman, serta memonitor atas pelaksanaan sosialisasi ketentuan internal. Ketentuan internal tersebut dibuat mengikuti peraturan regulator, praktik perbankan lokal, dan pedoman dari <i>parent bank</i>.</li> <li>4. Melanjutkan peningkatan <i>four-eyes principles</i> pada <i>Governance Process</i> melalui penerapan mekanisme <i>reward and punishment</i>.</li> </ol>	<ol style="list-style-type: none"> <li>1. Penerapan prinsip-prinsip GCG secara konsisten dan berkesinambungan pada seluruh tingkatan atau jenjang organisasi.</li> <li>2. Pelaksanaan komite-komite di bawah Direksi secara berkelanjutan sesuai dengan ketentuan yang berlaku.</li> <li>3. Melakukan pengawasan atas periode reviu dan kesesuaian informasi antar bagian pada ketentuan internal yang tertuang pada kebijakan, prosedur, dan/atau pedoman, serta memonitor atas pelaksanaan sosialisasi ketentuan internal. Ketentuan internal tersebut dibuat mengikuti peraturan regulator, praktik perbankan lokal, dan pedoman dari <i>parent bank</i>.</li> <li>4. Meneruskan peningkatan <i>four-eyes principles</i> pada <i>Governance Process</i> melalui penerapan mekanisme <i>reward and punishment</i> yang dilakukan reviu secara berkala akan kesesuaian parameter pengukuran.</li> </ol>
<ol style="list-style-type: none"> <li>1. Consistent application of GCG principles.</li> <li>2. Improve the committees under the Board of Directors.</li> <li>3. Supervise the internal regulations contained in the policies, procedures and/or guidelines. These internal regulations are made in accordance with regulatory provisions, local banking practices, and ICBC Limited guidelines.</li> <li>4. Continue to improve the four-eyes principles on the Governance Process through the application of reward and punishment mechanism.</li> </ol>	<ol style="list-style-type: none"> <li>1. Consistent and continuous application of GCG principles.</li> <li>2. Implementation of committees under the Board of Directors in accordance with prevailing regulations.</li> <li>3. Supervise the reviewing of internal regulations contained in the policies, procedures, and/or guidelines, and monitor the implementation of its socialization. These internal regulations are made in accordance with regulatory provisions, local banking practices, and parent bank guidelines.</li> <li>4. Continue to improve the four-eyes principles on the Governance Process through the application of reward and punishment mechanism.</li> </ol>	<ol style="list-style-type: none"> <li>1. Consistent and continuous application of GCG principles at all levels of the organization.</li> <li>2. Implementation of committees under the Board of Directors continuously conducted in accordance with prevailing regulations.</li> <li>3. Supervise the reviewing period and conformity of information between sections in internal regulations contained in the policies, procedures, and/or guidelines, and monitor the implementation of its socialization. These internal regulations are made in accordance with regulatory provisions, local banking practices, and parent bank guidelines.</li> <li>4. Continue to improve the four-eyes principles on the Governance Process through the application of reward and punishment mechanism which conducted a periodic review of the suitability of measurement parameters.</li> </ol>

## IMPLEMENTASI TATA KELOLA PERUSAHAAN TAHUN 2022

Bank terus meningkatkan pelaksanaan GCG dengan praktik terbaik berlandaskan pada prinsip-prinsip GCG dan kriteria pencapaian, serta standar implementasi GCG, yang dirumuskan berdasarkan peraturan terkait, masukan dari para pemangku kepentingan, hasil *assessment* dan *benchmarking*.

## CORPORATE GOVERNANCE IMPLEMENTATION IN 2022

The Bank continues to improve its GCG implementation with the best practice based on GCG principles and achievements criteria, as well as GCG implementation standards, which are formulated based on relevant laws, stakeholders' feedback, assessment and benchmarking results.

Pelaksanaan GCG menjadi salah satu perhatian utama Bank sebagai proses berkesinambungan yang terutama bertujuan untuk:

- Meningkatkan kinerja Bank;
- Melindungi kepentingan para pemangku kepentingan; dan
- Meningkatkan kepatuhan terhadap peraturan perundang-undangan serta nilai etika yang berlaku umum di industri perbankan.

Pada tahun 2022, Bank telah melaksanakan pelaporan penerapan GCG yang meliputi:

- Departemen Kepatuhan Bank telah menyampaikan laporan GCG semester I dan II tahun 2022 secara tepat waktu.
- Penyampaian kertas kerja *self-assessment* GCG untuk semester I dan II tahun 2022, dengan pencapaian peringkat 2 (dua) yang mengindikasikan "Baik" atas kategori penerapan GCG Bank.

## PELAKSANAAN SELF-ASSESSMENT TATA KELOLA PERUSAHAAN

Sesuai Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 13/SEOJK.03/2017 tentang Pelaksanaan Tata Kelola Perusahaan bagi Bank Umum, Bank melaksanakan *self-assessment* terhadap pelaksanaan GCG sesuai dengan periode penilaian *Risk-Based Bank Rating* (RBBR) yang dilakukan per semester.

### Tujuan Self-Assessment Tata Kelola

Bank melaksanakan *self-assessment* GCG juga dengan tujuan mengukur kedalaman implementasi praktik GCG sekaligus mendapatkan umpan baik bagi perbaikannya di masa mendatang.

### Kriteria Self-Assessment Tata Kelola

Untuk itu, Bank melaksanakan *self-assessment* terhadap 11 (sebelas) faktor penilaian pelaksanaan GCG secara berkala, yang meliputi:

1. Pelaksanaan tugas dan tanggung jawab Dewan Komisaris.
2. Pelaksanaan tugas dan tanggung jawab Direksi.
3. Kelengkapan dan pelaksanaan tugas komite.
4. Penanganan benturan kepentingan.
5. Penerapan fungsi kepatuhan.
6. Penerapan fungsi audit internal.
7. Penerapan fungsi audit eksternal.
8. Penerapan manajemen risiko termasuk sistem pengendalian internal.
9. Penyediaan dana kepada pihak terkait dan penyediaan dana besar.
10. Transparansi kondisi keuangan dan non-keuangan Bank, laporan pelaksanaan GCG dan pelaporan internal.
11. Rencana strategis Bank.

The Bank places its main concern on GCG implementation, as a continuous process that aims to:

- Improve The Bank's performance;
- Protect the interests of stakeholders; and
- Improve the compliance with the prevailing laws and banking ethics values.

In 2022, The Bank has conducted GCG implementation reporting which includes:

- The Bank's Compliance Department has submitted GCG report for the first and second semesters of 2022 in a timely manner.
- Submission of GCG self-assessment working papers for the first and second semesters of 2022, with an achievement of rating 2 (two) indicating "Good" for The Bank's GCG implementation category.

## CORPORATE GOVERNANCE SELF-ASSESSMENT IMPLEMENTATION

Pursuant to the Circular Letter of Financial Services Authority (SEOJK) No. 13/SEOJK.03/2017 concerning the Implementation of Corporate Governance for Commercial Banks, The Bank carried out a self-assessment on GCG implementation in accordance with the Risk-Based Bank Rating (RBBR) evaluation period at every semester.

### Purpose of Governance Self-Assessment

The Bank also conducted GCG self-assessment that aims to measure the depth of GCG practices at the same time to attain feedbacks for future improvements.

### Governance Self-Assessment Criteria

Therefore, The Bank's self-assessment is carried out periodically towards 11 (eleven) factors of GCG implementation, as follows:

1. The Board of Commissioners' duties and responsibilities implementation.
2. The Board of Directors' duties and responsibilities implementation.
3. Comprehensiveness and duties implementation of the committee.
4. Conflict of interest handling.
5. Compliance function implementation.
6. Internal audit function implementation.
7. External audit function implementation.
8. Risk management implementation including internal control system.
9. Funding to related parties and large exposures.
10. The Bank's financial and non-financial condition transparency, GCG implementation report and internal reporting.
11. The Bank's strategic plan.

Penilaian faktor-faktor GCG tersebut di atas menjadi dasar penilaian kualitas manajemen Bank atas pelaksanaan prinsip-prinsip GCG, dengan memperhatikan materialitas permasalahan terhadap penerapan GCG secara *bank-wide*, sesuai skala, karakteristik dan kompleksitas usaha Bank.

Selanjutnya, penilaian dikelompokkan dalam sistem *governance* yang terdiri dari 3 (tiga) aspek *governance*, yaitu:

- *Governance Structure*;
- *Governance Process*; dan
- *Governance Outcome*.

## HASIL DAN TINDAK LANJUT SELF-ASSESSMENT TATA KELOLA PERUSAHAAN

Bank telah melaksanakan *self-assessment* GCG untuk periode semester II tahun 2022 dengan hasil akhir peringkat 2 (dua) yang terkategori “Baik”. Penilaian berdasarkan 11 (sebelas) indikator dapat dilihat sebagai berikut:

No.	Faktor Penilaian Pelaksanaan GCG GCG Assessment Factors	Skor Score
1	Pelaksanaan tugas dan tanggung jawab Dewan Komisaris The Board of Commissioners' duties and responsibilities implementation	1
2	Pelaksanaan tugas dan tanggung jawab Direksi The Board of Directors' duties and responsibilities implementation	1
3	Kelengkapan dan pelaksanaan tugas komite Comprehensiveness and duties implementation of the committee	1
4	Penanganan benturan kepentingan Conflict of interest handling	1
5	Penerapan fungsi kepatuhan Compliance function implementation	2
6	Penerapan fungsi audit internal Internal audit function implementation	2
7	Penerapan fungsi audit eksternal External audit function implementation	1
8	Penerapan manajemen risiko termasuk sistem pengendalian internal Risk management implementation including internal control system	2
9	Penyediaan dana kepada pihak terkait dan penyediaan dana besar Funding to related parties and large exposures	2
10	Transparansi kondisi keuangan dan non-keuangan Bank, laporan pelaksanaan GCG dan pelaporan internal The Bank's financial and non-financial condition transparency, GCG implementation report and internal reporting	2
11	Rencana strategis Bank The Bank's strategic plan	2
<b>Penilaian Peringkat Komposit GCG</b> GCG Composite Rating Assessment		<b>2</b>

The above GCG factors represent the assessment of The Bank's management quality on GCG principles implementation, with due observance to the materiality of issues on GCG application bank-wide, according to The Bank's business scales, characteristics and complexities.

Furthermore, the assessment is grouped under 3 (three) governance systems of the following aspects:

- Governance Structure;
- Governance Process; and
- Governance Outcome.

## CORPORATE GOVERNANCE SELF-ASSESSMENT RESULTS AND FOLLOW-UP

The Bank has undertaken GCG self-assessment for the second semester of 2022 with the assessment result of rating 2 (two), categorized as “Good”. The assessment was based on the following 11 (eleven) indicators:

## REKOMENDASI DAN TINDAK LANJUT BANK

Atas semua temuan Otoritas Jasa Keuangan (OJK) tahun 2021 pada kantor pusat Bank, Bank telah menindaklanjuti seluruh komitmen yang memerlukan tindakan perbaikan secara tepat waktu, di antaranya pemenuhan komitmen atas penyempurnaan kebijakan, administrasi kredit, serta melakukan perbaikan dan migrasi *logic source* data plafon awal sesuai pelaporan Antasena.

Terkait pemenuhan atas komitmen temuan pemeriksaan OJK tahun 2022 pada kantor pusat dan kantor cabang Bank, Bank telah menindaklanjuti komitmen temuan pemeriksaan dengan target waktu Desember 2022 dan bukti pendukung telah disampaikan kepada OJK.

### PENILAIAN PERIODE TAHUN 2022

Pada tahun 2022, Bank melaksanakan *self-assessment* GCG untuk periode semester II tahun 2022 dengan hasil akhir penilaian 2 (dua) dengan kategori “Baik”.

Berdasarkan hasil *self-assessment* terhadap 11 (sebelas) indikator penilaian *rating* GCG tahun 2022, dapat disimpulkan sebagai berikut:

#### Struktur Tata Kelola

Faktor-faktor positif aspek struktur tata kelola:

- Seluruh anggota Direksi memiliki integritas, kompetensi dan reputasi keuangan yang memadai.
- Seluruh Komisaris Independen tidak ada yang memiliki hubungan keuangan, kepengurusan, kepemilikan dan hubungan keluarga dengan anggota Dewan Komisaris lainnya, Direksi dan/atau pemegang saham pengendali atau hubungan dengan Bank, yang dapat memengaruhi kemampuannya untuk bertindak independen.
- Dewan Komisaris secara aktif mengkomunikasikan dan memantau kondisi Bank seperti tindak lanjut terhadap audit OJK, manajemen risiko, kepatuhan dan APU.
- Bank telah memiliki Komite Audit, Komite Pemantau Risiko, dan Komite Remunerasi dan Nominasi, di mana jumlah dan komposisi komite-komite telah sesuai dengan ketentuan berlaku.
- Seluruh komite-komite telah melaksanakan fungsinya sesuai dengan ketentuan yang berlaku.

## THE BANK'S RECOMMENDATIONS AND FOLLOW-UP ACTIONS

Based on the Financial Services Authority (OJK) inspection in 2021 at The Bank's head office, The Bank has followed up all commitments that require improvement in a timely manner, including the fulfillment of policy improvement, credit administrative, as well as improve and migrate the logic source data from the initial plafond according to the Antasena reporting.

Regarding the fulfillment of OJK's audit findings commitment in 2022 at The Bank's head office and branch offices, The Bank has followed up all audit findings commitment with a target date in December 2022 and supporting documents have been submitted to OJK.

### ASSESSMENT FOR THE PERIOD OF 2022

In 2022, The Bank conducted GCG self-assessment for the second semester of 2022 with final assessment result of 2 (two) categorized as “Good”.

Based on the self-assessment results of 11 (eleven) indicators for GCG rating in 2022, it can be concluded as follows:

#### Governance Structure

Positive factors in the governance structure aspect:

- All members of the Board of Directors have integrity, competency, and adequate financial reputation.
- All Independent Commissioners do not have financial relations, management, ownership and family relations with the other members of the Board of Commissioners, Board of Directors and/or controlling shareholders or any relations with The Bank, which may affect their ability to act independently.
- Board of Commissioners actively communicates and monitors The Bank conditions related to OJK audit rectification rate, risk management, compliance and AML concern.
- The Bank has an Audit Committee, a Risk Monitoring Committee, and a Remuneration and Nomination Committee, where the number and composition of the committees are in accordance with prevailing regulations.
- All committees have carried out their functions in accordance with prevailing regulations.

### Proses Tata Kelola

Faktor-faktor positif aspek proses tata kelola:

- Dewan Komisaris dan Direksi telah secara aktif berkomunikasi dengan regulator (OJK dan BI).
- Dewan Komisaris telah memastikan bahwa komite yang dibentuk telah menjalankan tugasnya secara efektif melalui pertemuan-pertemuan komite yang menghasilkan rekomendasi.
- Seluruh komite telah menjalankan tugasnya dengan baik dan sangat membantu Dewan Komisaris dalam memantau risiko yang mungkin terjadi.
- Dewan Komisaris telah melaksanakan pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi secara berkala maupun sewaktu-waktu, serta memberikan nasihat kepada Direksi.
- Direksi telah melaksanakan prinsip-prinsip Tata Kelola Perusahaan dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi.
- Direksi telah secara aktif menyelesaikan tindak lanjut temuan regulator.
- Satuan Kerja Kepatuhan bekerja secara independen serta telah melaksanakan fungsi kepatuhan Bank sesuai dengan prinsip-prinsip tata kelola.
- Secara berkelanjutan, Bank telah meningkatkan fungsi internal audit untuk mengidentifikasi isu yang ada.

### Hasil Tata Kelola

Faktor-faktor positif aspek hasil tata kelola:

- Tidak terdapat hasil audit terkait dengan benturan kepentingan.
- Bank telah memiliki rencana audit yang telah disetujui oleh Presiden Direktur dan Dewan Komisaris.
- Tidak terdapat permasalahan terkait penunjukan, komunikasi, independensi, dan cakupan pekerjaan auditor eksternal.
- Tidak terdapat pelanggaran atau pelampauan Batas Maksimum Pemberian Kredit (BMPK) pada semester II tahun 2022.

Faktor-faktor yang perlu mendapat perhatian pada aspek hasil tata kelola:

- Beberapa kinerja keuangan yang belum mencapai target Rencana Bisnis Bank pada semester II tahun 2022 akan terus ditingkatkan.
- Masih terdapat kesalahan administratif dalam pelaporan ke regulator, dikarenakan kesalahan penyampaian laporan dan keterlambatan penyampaian laporan. Perbaikan proses maupun akurasi laporan perlu ditingkatkan guna menghindari terjadinya kesalahan serupa.

### Governance Process

Positive factors in the governance process aspect:

- Board of Commissioners and Board of Directors have actively involved in communication with regulators (OJK and BI).
- Board of Commissioners has ensured that the committees have performed their functions effectively through committee meetings resulting in recommendations.
- All committees have performed their duty well and able to assist Board of Commissioners in monitoring probable risk event.
- Board of Commissioners has monitored the implementation of duties and responsibilities of the Board of Directors on a regular basis or from time to time, as well as providing advice to the Board of Directors.
- Board of Directors has implemented the principles of Good Corporate Governance in every business activity of The Bank at all levels of organization.
- Board of Directors has actively followed up on regulatory audit findings rectification.
- The Compliance Work Unit works independently and has implemented The Bank's compliance function in accordance with the principles of governance.
- The Bank continuously improves the internal audit function to identify current issues.

### Governance Outcome

Positive factors of governance outcome aspect:

- There were no audit results related to the conflict of interest.
- The Bank has organized its audit plan approved by the President Director and Board of Commissioners.
- There were no issues related to the appointment, communication, independence, and scope of work of the external auditor.
- There was no breach or exceed on Legal Lending Limit (LLL) during the second semester of 2022.

Factors that needed attention of the governance outcome aspect:

- Several financial performances that have not achieved The Bank's Business Plan target in the second semester of 2022 will continue to be improved.
- There are minor errors in regulatory reports due to reporting errors and late submission of some reports. Thus, improvement on the process and report accuracy should be implemented in order to avoid similar mistakes.

## PERKEMBANGAN PENILAIAN DAN HASILNYA

Bank secara berkala melakukan penilaian dengan tujuan melakukan pemantauan, evaluasi, serta perbaikan terhadap penerapan praktik GCG di lingkup Bank. Bank mencapai peringkat 2 (dua) pada semester II tahun 2022. Pencapaian tersebut mencerminkan penerapan praktik GCG di lingkup Bank telah berjalan dengan baik didukung dengan kesinambungan yang konsisten.

## STRUKTUR TATA KELOLA PERUSAHAAN

Struktur GCG Bank dibentuk berdasarkan fungsi, kewenangan dan tanggung jawab masing-masing organ sesuai dengan Undang-Undang No. 40 Tahun 2007, Peraturan Otoritas Jasa Keuangan terkait, dan Anggaran Dasar Bank.

Struktur GCG Bank secara garis besar terbagi atas Organ Utama dan Organ Pendukung.

Organ Utama Bank adalah sebagai berikut:

1. Rapat Umum Pemegang Saham (RUPS)  
Rapat Umum Pemegang Saham (RUPS) merupakan forum bagi pemegang saham untuk melakukan pembahasan dan pengambilan keputusan strategis usaha Bank dan didasarkan pada Anggaran Dasar Bank serta peraturan perundang-undangan.
2. Dewan Komisaris  
Dewan Komisaris adalah organ yang secara kolektif memiliki tugas dan tanggung jawab untuk melaksanakan fungsi pengawasan dan pemberian arahan terhadap pengelolaan usaha Bank serta memastikan terpenuhinya kepentingan para pemangku kepentingan berdasarkan prinsip-prinsip GCG.
3. Direksi  
Direksi adalah organ yang secara kolektif memiliki tugas dan tanggung jawab untuk melaksanakan pengelolaan Bank sesuai dengan arah dan tujuan yang telah ditetapkan, serta bertindak atas nama Bank dalam urusan di dalam maupun di luar pengadilan

Selanjutnya Organ Pendukung terdiri dari komite di bawah Dewan Komisaris serta komite dan fungsi di bawah Direksi. Bank juga telah memiliki *soft structure* atau perangkat kebijakan yang akan memberikan definisi batasan-batasan tugas, peran dan tanggung jawab dari masing-masing organ Bank, sebagai berikut:

- Kode Etik
- *Speak Up*
- Kebijakan GCG
- Pedoman Kerja Direksi
- Pedoman Kerja Dewan Komisaris
- Piagam Kepatuhan
- Piagam Audit Internal
- Piagam Komite Audit

## ASSESSMENT PROGRESS AND RESULTS

The Bank regularly carries out the assessment aims at monitoring, evaluating, and improving the implementation of GCG practices within The Bank. The Bank achieved rating 2 (two) in the second semester of 2022. This achievement reflects well implementation of GCG practices within The Bank supported with consistent sustainability.

## CORPORATE GOVERNANCE STRUCTURE

The Bank governance structure is established based on the functions, authorities, and responsibilities of each organ in accordance with the Law No. 40 of 2007, relevant Financial Services Authority Regulations, and The Bank's Articles of Association.

The Bank governance structure is broadly divided into Primary Organs and Supporting Organs.

The Primary Organs are as follows:

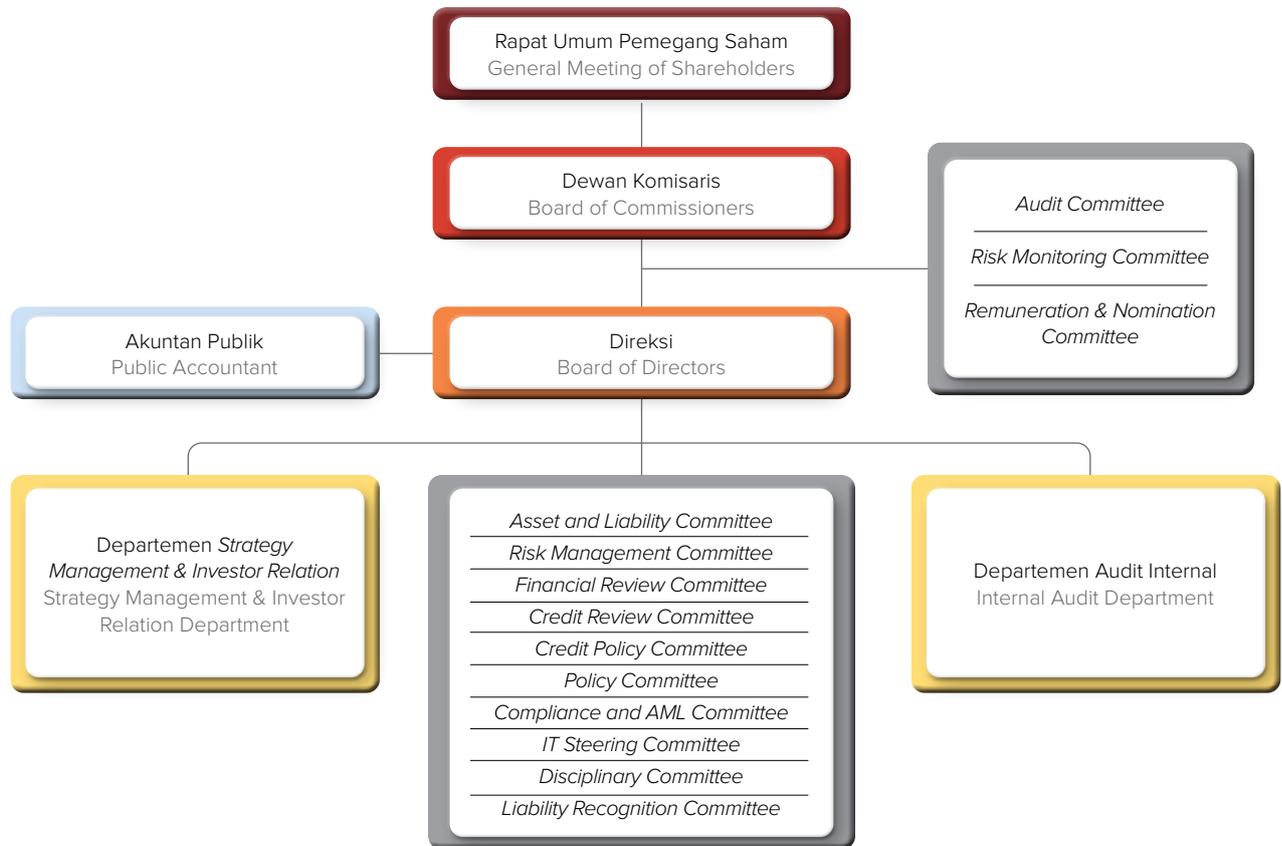
1. General Meeting of Shareholders (GMS)  
The General Meeting of Shareholders (GMS) is a strategic discussion and decision-making forum for the shareholders, in relation with The Bank interests and is based on Articles of Association as well as laws and regulations.
2. Board of Commissioners  
The Board of Commissioners is an organ collectively assigned with supervisory and advisory functions on the management of The Bank as well as ensuring that all stakeholders' interests are met based on the governance principles.
3. Board of Directors  
The Board of Directors is an organ collectively responsible for managing The Bank in accordance with the predetermined direction and objectives, as well as acting on behalf of The Bank in both legal and non-legal settings.

The Supporting Organs consist of committees under the Board of Commissioners as well as committees and functions under the Board of Directors. The Bank also has in place the soft structures or policies that define the boundaries of duties, roles, and responsibilities of each of The Bank's organs, as follows:

- Code of Conduct
- *Speak Up*
- GCG Policy
- BOD Charter
- BOC Charter
- Compliance Charter
- Internal Audit Charter
- Audit Committee Charter

## STRUKTUR TATA KELOLA PERUSAHAAN

## CORPORATE GOVERNANCE STRUCTURE



## RENCANA PENINGKATAN PENERAPAN TATA KELOLA PERUSAHAAN

Sebagai tindak lanjut dan komitmen yang tinggi atas kesinambungan peningkatan praktik GCG pada seluruh level organisasi, Bank merencanakan beberapa kegiatan penting terkait praktik GCG. Kegiatan dimaksud mencakup di antaranya:

1. Melengkapi seluruh *soft structure* yang disesuaikan dengan peraturan yang berlaku dan praktik terbaik penerapan GCG serta melakukan kajian bagi penyempurnaan yang sudah ada guna meningkatkan kualitas penerapan GCG.
2. Melakukan *monitoring*, pelaporan secara reguler, dan mengkaji penerapan GCG serta memfasilitasi *assessment* oleh Pihak Independen terhadap implementasi GCG di Bank untuk mendapatkan *feedback* penerapan GCG.

## CORPORATE GOVERNANCE IMPLEMENTATION IMPROVEMENT PLANS

As a follow-up and high commitment on sustainability of GCG practices at all operational level, The Bank has planned key activities related to GCG practices. The activities include as follows:

1. Complete all soft structures in accordance with prevailing regulations and best practices for GCG implementation as well as review the existing improvements in order to improve the quality of GCG implementation.
2. Conduct monitoring, regular reporting, and reviewing the GCG implementation as well as facilitating the independent assessment of GCG implementation in The Bank to obtain GCG implementation feedbacks.

# RAPAT UMUM PEMEGANG SAHAM

## GENERAL MEETING OF SHAREHOLDERS

Rapat Umum Pemegang Saham (RUPS) adalah organ perusahaan dengan kewenangan yang tidak diberikan kepada Dewan Komisaris atau Direksi dalam batas yang ditentukan dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku. RUPS merupakan forum bagi pemegang saham untuk menggunakan haknya, menjalankan wewenang, mengemukakan pendapat, memberikan suara serta meminta informasi berkaitan dengan pengambilan keputusan strategis ataupun pengelolaan Bank.

Anggaran Dasar Bank menyatakan bahwa RUPS dibagi menjadi 2 (dua), yaitu RUPS Tahunan dan RUPS Luar Biasa (LB). RUPS Tahunan diselenggarakan sekurang-kurangnya 1 (satu) kali dalam setahun dan harus diselenggarakan paling lambat 6 (enam) bulan setelah berakhirnya tahun buku. Sedangkan, RUPS Luar Biasa (LB) diselenggarakan sewaktu-waktu sesuai dengan kebutuhan Bank.

### PEMEGANG SAHAM DAN INFORMASI TENTANG PEMEGANG SAHAM MAYORITAS

Pemegang saham mayoritas Bank adalah ICBC Limited dengan kepemilikan sebesar 98,61%, sedangkan pemegang saham minoritas adalah PT Intidana Wijaya dengan kepemilikan sebesar 1,39%. Sebagai pemegang saham mayoritas, ICBC Limited telah memenuhi persyaratan kemampuan, kepatutan, dan kepatuhan terhadap regulasi yang ditetapkan oleh OJK, Bank Indonesia, serta perundang-undangan terkait perbankan yang berlaku di Indonesia.

### HAK PEMEGANG SAHAM

- Menghadiri dan memberikan suara dalam suatu RUPS, berdasarkan ketentuan 1 (satu) saham memberi hak kepada pemegangnya untuk mengeluarkan 1 (satu) suara;
- Memperoleh informasi material secara tepat waktu dan teratur sehingga memungkinkan bagi pemegang saham untuk membuat keputusan;
- Menerima bagian keuntungan dari Bank dalam bentuk dividen dan bentuk pembagian keuntungan lainnya;
- Menerima bagian atas saham baru yang hendak dikeluarkan dengan mengambil bagian yang seimbang dengan jumlah saham yang mereka miliki (proporsional);
- Meminta Direksi untuk mengeluarkan surat saham pengganti atas surat saham yang rusak;
- Melihat daftar pemegang saham dan daftar khusus pada waktu jam kerja kantor Bank;

The General Meeting of Shareholders (GMS) is a company's organ with authorities not granted to the Board of Commissioners and Board of Directors within threshold as set forth under the Articles of Association and prevailing regulations. The GMS serves as a forum for shareholders to exercise rights, initiate authorities, and submission of opinions, voting, and request of information relating to the strategic decision-making or The Bank management.

The Bank's Articles of Association states that the GMS is divided into 2 (two), namely the Annual GMS and Extraordinary GMS. The Annual GMS is to be held at least once a year and shall be held no later than 6 (six) months after the end of the fiscal year. Meanwhile, the Extraordinary GMS may be held at anytime in accordance with the needs of The Bank.

### SHAREHOLDERS AND INFORMATION ON THE MAJORITY SHAREHOLDERS

The majority shareholder of The Bank is ICBC Limited with shares ownership of 98.61%. Meanwhile, the minority shareholder is PT Intidana Wijaya with shares ownership of 1.39%. As the controlling shareholder of The Bank, ICBC Limited has fulfilled the requirements of ability, propriety and compliance with regulations stipulated by the Financial Services Authority (OJK), Bank Indonesia, and applicable banking related legislation in Indonesia.

### SHAREHOLDERS RIGHTS

- Attending and voting in a General Meeting of Shareholders (GMS), under the condition that 1 (one) share entitles the holder to issue 1 (one) vote;
- Receiving material information in a timely and orderly manner so as to enable the shareholders to make informed decisions;
- Receiving a share of The Bank's profits in the form of dividends and other forms of profit sharing;
- Receiving a portion of new shares that will be issued with the proportion value equals to number of shares owned by each individual shareholder;
- Requesting the Board of Directors to issue a share certificate replacement for any defaced share certificate;
- Viewing the shareholder register and special register during the office hour of The Bank;

- Menjual atau mengalihkan saham-saham yang dimiliki dengan menawarkan secara tertulis kepada pemegang saham lainnya dan sebaliknya, membeli saham yang ditawarkan oleh pemegang saham lainnya;
- Menyelenggarakan RUPS dalam hal Dewan Komisaris dan/atau Direksi lalai menyelenggarakan RUPS Tahunan dan/atau RUPS Luar Biasa, setelah mendapat izin dari Ketua Pengadilan Negeri setempat;

Atas nama Bank, pemegang saham yang mewakili paling sedikit  $\frac{1}{10}$  (satu per sepuluh) bagian dari jumlah seluruh saham dengan hak suara dapat mengajukan gugatan melalui pengadilan negeri terhadap anggota Dewan Komisaris dan/atau Direksi yang karena kesalahan atau kelalaiannya menimbulkan kerugian pada Bank;

- Setiap pemegang saham berhak mengajukan gugatan terhadap Bank ke pengadilan negeri apabila dirugikan karena tindakan Bank yang dianggap tidak adil dan tanpa alasan wajar sebagai akibat keputusan RUPS, Dewan Komisaris, dan/atau Direksi;
- Meminta secara tertulis untuk penyelenggaraan Rapat Dewan Komisaris, Rapat Direksi, dan RUPS Luar Biasa bila dipandang perlu.

## WEWENANG RAPAT UMUM PEMEGANG SAHAM

RUPS memiliki wewenang antara lain untuk:

- Menetapkan perubahan Anggaran Dasar Bank;
- Menetapkan perubahan modal Bank dan/atau pengeluaran saham-saham baru untuk keperluan modal Bank;
- Memberikan persetujuan atas atau menolak pemindahan hak atas saham Bank;
- Memutuskan penggabungan, peleburan, pemisahan, pengambilalihan, serta pembubaran dan likuidasi Bank;
- Memberikan persetujuan atas atau menolak untuk mengalihkan, menjadikan jaminan utang, melepaskan hak atas seluruh atau sebagian dari jumlah kekayaan Bank dalam 1 (satu) tahun buku, baik dalam satu transaksi atau beberapa transaksi yang berdiri sendiri ataupun yang berkaitan satu sama lain;
- Menyetujui atau menolak Rencana Tahun Buku Bank;
- Mengangkat dan memberhentikan Dewan Komisaris dan Direksi;
- Menilai kinerja Dewan Komisaris dan Direksi;
- Menetapkan pembagian tugas dan wewenang setiap anggota Direksi;
- Mengesahkan laporan tahunan dan perhitungan tahunan yang diajukan Direksi;
- Menetapkan penggunaan laba bersih Bank termasuk menentukan jumlah penyalangan untuk dana cadangan;

- Selling or transferring shares owned through offering in writing to other shareholders, and conversely buying shares offered by other shareholders;

- Organizing a GMS in the event that the Board of Commissioners and/or the Board of Directors fails to hold an Annual GMS and/or an Extraordinary GMS, after obtaining a permission from the local District Court Chairman;

On behalf of The Bank, a shareholder representing at least  $\frac{1}{10}$  (one-tenth) of the total number of shares with voting rights may file a lawsuit through the district court against a member of the Board of Commissioners and/or the Board of Directors whose fault or negligence incurs a loss to The Bank;

- Each shareholder is entitled to file a lawsuit against The Bank to the district court if they are impaired by The Bank's actions deemed unfair and unreasonable as a result of the resolutions of the GMS, the Board of Commissioners, and/or the Board of Directors;
- Requesting in writing for the holding of a Board of Commissioners Meeting, a Board of Directors Meeting, and an Extraordinary GMS if deemed necessary.

## GENERAL MEETING OF SHAREHOLDERS AUTHORITIES

The GMS has the authorities to do the following:

- Deciding on amendments to The Bank's Articles of Association;
- Deciding on changes in The Bank's capital and/or issuance of new shares for The Bank's capital requirements;
- Approving or rejecting the transfer of rights to The Bank's shares;
- Making decisions involving merger, consolidation, segregation, acquisition, dissolution, and liquidation of The Bank;
- Approving or refusing to transfer, make debt guarantees, waive rights to all or some of The Bank's total assets within a fiscal year, either in one transaction or in several transactions that are independent or related to one another;
- Approving or rejecting The Bank's Fiscal Year Plan;
- Appointing and dismissing the Board of Commissioners and Board of Directors;
- Assessing the performance of the Boards of Commissioners and Board of Directors;
- Establishing the distribution of duties and authorities of each member of the Board of Directors;
- Approving the annual report and annual calculations submitted by the Board of Directors;
- Deciding on the use of The Bank's net income, including determining the amount of allowance for reserves;

- Menetapkan auditor eksternal berdasarkan usulan yang diterima dari Dewan Komisaris;
- Menetapkan remunerasi (gaji dan/atau tunjangan) Dewan Komisaris dan Direksi;
- Menyetujui apabila Direksi menawarkan sisa saham baru yang hendak dikeluarkan kepada pihak lain;
- Menetapkan surat saham yang rusak dan tidak dapat dipakai lagi untuk dimusnahkan;
- Menyetujui setiap gadai atau pembebanan terhadap saham dalam Bank atau penerbitan pemberian opsi, waran, hak, atau jaminan lainnya yang dapat ditukar dengan saham di dalam Bank;
- Memutuskan agar jumlah dari dana cadangan yang melebihi jumlah yang ditentukan oleh Anggaran Dasar Bank untuk digunakan bagi keperluan Bank;
- Wewenang lainnya sebagaimana diatur dalam peraturan perundang-undangan.

- Deciding on the external auditor based on proposals received from the Board of Commissioners;
- Deciding on remuneration (salary and/or allowances) for the Boards of Commissioners and Board of Directors;
- Approving the Board of Directors plan to offer the remaining new shares to be issued to other parties;
- Deciding on defaced share certificate which can no longer be used for destruction;
- Approving any liens or imposition of shares in The Bank or the issuance of options, warrants, rights, or other collaterals that can be exchanged for shares in The Bank;
- Deciding on the amount of allowance for reserves which is greater than the amount stipulated in The Bank's Articles of Association to be used for the needs of The Bank;
- Other powers as regulated in legislation.

## TATA CARA PELAKSANAAN RAPAT UMUM PEMEGANG SAHAM

Tata cara penyelenggaraan RUPS telah diatur dalam Anggaran Dasar Bank sebagai berikut:

- RUPS diadakan di tempat kedudukan Bank atau di tempat lain yang disetujui oleh pemegang saham dalam wilayah Republik Indonesia.
- Diselenggarakan dengan pemanggilan terlebih dahulu kepada para pemegang saham dengan surat tercatat.
- Pemanggilan dilakukan paling lambat 14 (empat belas) hari sebelum RUPS diadakan.
- Pemanggilan RUPS harus mencantumkan hari, tanggal, waktu, tempat, dan acara rapat dengan disertai pemberitahuan bahwa bahan yang akan dibicarakan dalam rapat tersedia di tempat kedudukan Bank mulai dari hari dilakukan pemanggilan sampai dengan tanggal RUPS.
- Pemanggilan RUPS tidak diperlukan jika semua pemegang saham menyetujui agenda rapat dan keputusan disetujui dengan suara bulat.
- RUPS dipimpin oleh Presiden Direktur.
- Dalam hal Presiden Direktur tidak hadir atau berhalangan, RUPS dipimpin oleh salah seorang anggota Direksi yang hadir, apabila seluruh anggota Direksi tidak hadir, RUPS dipimpin oleh Presiden Komisaris. Dalam hal Presiden Komisaris tidak hadir, RUPS dipimpin oleh salah satu anggota Komisaris yang hadir. Dalam hal seluruh anggota Dewan Komisaris tidak hadir, RUPS dipimpin oleh salah seorang yang dipilih di antara mereka yang hadir dalam rapat.
- Dalam hal keputusan pemberhentian sementara anggota Direksi yang diajukan oleh Dewan Komisaris, maka RUPS dipimpin oleh Presiden Komisaris.

## GENERAL MEETING OF SHAREHOLDERS CONVENTION PROCEDURES

The procedure for implementing the GMS has been arranged in the Articles of Association of The Bank, as follows:

- The GMS is to be held in the domicile of The Bank or at other places agreed by the shareholders within the territory of Republic of Indonesia.
- It is to be organized by informing the shareholders through registered mail.
- The call shall be made no later than 14 (fourteen) days before the GMS is held.
- The call shall include the day, date, time, place, and agenda of the meeting accompanied by a notification that the meeting material is available in the domicile of The Bank from the day of the call up to the date of the GMS.
- A GMS call is not required if all shareholders agree on the agenda of the meeting and the decision is approved unanimously.
- The GMS is chaired by the President Director.
- In the event that the President Director is absent or not present, the GMS is to be chaired by one of the members of the Board of Directors present. If all members of the Board of Directors are absent, the GMS is to be chaired by the President Commissioner. In the event that the President Commissioner is absent, the GMS is to be chaired by one of the members of the Board of Commissioners present. In the event that all members of the Board of Commissioners are absent, the GMS is to be presided over by one elected member among those present at the meeting.
- In the event of temporary dismissal of members of the Board of Directors submitted by the Board of Commissioners, the GMS is chaired by the President Commissioner.

- Dalam hal Presiden Komisaris tidak hadir atau berhalangan, RUPS dipimpin oleh salah satu anggota Komisaris yang hadir. Dalam hal seluruh anggota Dewan Komisaris tidak hadir, RUPS dipimpin oleh salah seorang yang dipilih di antara mereka yang hadir dalam rapat.
- Segala hal yang dibicarakan dan diputuskan dalam RUPS harus dibuat berita acara rapat dan ditandatangani oleh Ketua Rapat dan seluruh pemegang saham atau kuasa pemegang saham yang hadir dalam rapat.
- RUPS dapat dilangsungkan apabila kuorum kehadiran sesuai undang-undang Perusahaan Terbatas dan Anggaran Dasar Bank telah dipenuhi.
- Pemegang saham dapat diwakili oleh pemegang saham lain atau orang lain dengan surat kuasa.
- Anggota Direksi dan Dewan Komisaris, serta karyawan Bank boleh bertindak selaku kuasa dalam rapat, namun mereka tidak memiliki hak suara dalam pemungutan suara.
- Suara blanko (*abstain*) tidak dihitung.
- Keputusan rapat diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan secara musyawarah untuk mufakat tidak tercapai, maka keputusan diambil berdasarkan suara setuju lebih dari ½ (setengah) jumlah suara yang sah dalam rapat. Dalam hal suara yang setuju dan tidak setuju berimbang maka usul harus dianggap ditolak.
- Pemegang saham dapat pula mengambil keputusan yang sah tanpa mengadakan RUPS dengan ketentuan semua pemegang saham telah diberitahu secara tertulis dan semua pemegang saham memberikan persetujuan dengan menandatangani persetujuan tersebut. Keputusan yang diambil dengan cara demikian mempunyai kekuatan yang sama dengan keputusan yang diambil dengan sah dalam RUPS.
- In the event that the President Commissioner is absent or not present, the GMS is to be chaired by one of the members of the Board of Commissioners present. In the event that all members of the Board of Commissioners are absent, the GMS is to be presided over by one elected member among those present at the meeting.
- All matters discussed and decided at the GMS shall be translated into the minutes of meeting and signed by the Chairperson of the meeting and all shareholders or the attorney of the shareholders present at the meeting.
- A GMS may be held if the quorum required by the law on Limited Liability Company and The Bank's Articles of Association have been fulfilled.
- Shareholders can be represented by other shareholders or other people with the power of attorney.
- Members of the Board of Directors and Board of Commissioners and The Bank's employees may act as an attorney in the meeting, but they do not have voting rights.
- Abstained votes are not counted.
- The decision of the meeting is based on deliberations to reach consensus. In the event that a consensus decision is not reached, a decision is made on the basis of agreed votes of more than ½ (half) from the legitimate votes in the meeting. In the case of agreeing and disagreeing votes are equal then the proposal shall be deemed to be rejected.
- The shareholders may also make informed decisions without holding a GMS provided that all shareholders have been notified in writing and all shareholders agree on the proposal and sign the agreement. The decisions taken in this way have the same power as the decisions taken legitimately in the GMS.

## PELAKSANAAN DAN HASIL KEPUTUSAN RAPAT UMUM PEMEGANG SAHAM TAHUN 2022

Pelaksanaan Rapat Umum Pemegang Saham (RUPS) Bank diselenggarakan secara sirkuler atau dilaksanakan tanpa adanya rapat secara fisik atau melalui keputusan sirkuler (*circular resolution*). Selama tahun 2022, Bank menyelenggarakan 3 (tiga) kali RUPS sirkuler dengan keputusan yang telah disetujui sebagai berikut:

## GENERAL MEETING OF SHAREHOLDERS CONVENTION AND RESOLUTIONS IN 2022

The Bank's General Meetings of Shareholders (GMS) are held by circular or without a physical meeting or by circular resolutions. During 2022, The Bank held 3 (three) circular GMS with the following resolutions approved:

**RUPS SIRKULER TANGGAL 21 MARET 2022**  
**CIRCULAR GMS DATED MARCH 21, 2022**

Keputusan RUPS sirkuler tanggal 21 Maret 2022 adalah sebagai berikut:

The decision of circular GMS dated March 21, 2022 is as follows:

Hasil Keputusan Resolutions	Telah atau Belum Ditindaklanjuti Has Been or Yet to be Followed Up	Realisasi oleh Manajemen Follow-Up by Management
<p>Menyesuaikan Maksud dan Tujuan Perseroan dalam Pasal 3 ayat 1 dalam Anggaran Dasar Perseroan. To adjust the Purposes and Objectives of the Company in Article 3 paragraph 1 on the Company's Articles of Association.</p>	☑	<p><b>Akta No. 198 tanggal 28 Maret 2022.</b> The Deed No. 198 dated March 28, 2022.</p>
<p>Menambah poin (r) dalam Pasal 3 ayat 2 dalam Anggaran Dasar Perseroan. To add point (r) in Article 3 paragraph 2 on the Company's Article of Association.</p>	☑	
<p>☑ Telah ditindaklanjuti   Has been followed up ☒ Belum ditindaklanjuti   Yet to be followed up</p>		

**RUPS SIRKULER TANGGAL 27 JUNI 2022**  
**CIRCULAR GMS DATED JUNE 27, 2022**

Keputusan RUPS sirkuler tanggal 27 Juni 2022 adalah sebagai berikut:

The decision of circular GMS dated June 27, 2022 is as follows:

Hasil Keputusan Resolutions	Telah atau Belum Ditindaklanjuti Has Been or Yet to be Followed Up	Realisasi oleh Manajemen Follow-Up by Management
<p>Menerima dan menyetujui laporan tahunan di antaranya laporan keuangan Perseroan, urusan dan kepengurusan Perseroan, dan administrasi keuangan untuk tahun buku yang berakhir pada Desember 2021, termasuk menerima laporan mengenai tugas pengawasan yang telah dilakukan oleh Dewan Komisaris untuk tahun buku yang berakhir pada Desember 2021, serta laporan pelaksanaan Tanggung Jawab Sosial dan Lingkungan. To accept and approve the annual report containing among others, financial statements, the affairs and management of The Company, and financial administration for financial year ending in December 2021, including report on supervision duty that has been conducted by the Board of Commissioners for the financial year ending in December 2021, and report on the implementation of Corporate Social and Environmental Responsibility.</p>	☑	☑
<p>Menyetujui Laba Bersih Perseroan tahun buku yang berakhir pada Desember 2021 untuk dibukukan menjadi <i>Surplus Reserve</i> (10%) dan laba yang belum didistribusikan (90%) untuk mengikuti Undang-Undang Perseroan Terbatas dan mendukung perkembangan bisnis Perseroan. To approve The Company's Net Profit of the financial year ending in December 2021 to be booked into Surplus Reserve (10%) and undistributed profit (90%) in order to follow the Company Law and to support The Company's business development.</p>	☑	☑

<b>Hasil Keputusan</b> Resolutions	<b>Telah atau Belum Ditindaklanjuti</b> Has Been or Yet to be Followed Up	<b>Realisasi oleh Manajemen</b> Follow-Up by Management
<p>Membebaskan dan melepaskan anggota Dewan Komisaris dan Direksi dari segala kewajiban yang timbul dari pengurusan dan tanggung jawab yang dilakukan selama tahun buku yang berakhir pada Desember 2021 sepanjang tindakan mereka tercermin dalam laporan tahunan dan laporan keuangan untuk tahun buku yang berakhir pada Desember 2021.</p> <p>To release and discharge the members of the Board of Commissioners and Board of Directors from all liabilities arising from their management and responsibilities performed during the financial year ending in December 2021 to the extent that their actions are reflected in the annual report and financial statements for the financial year ending in December 2021.</p>		
<p>Memilih dan menyetujui Akuntan Publik Imelda &amp; Rekan (terafiliasi dengan Deloitte), penugasan sebagai Kantor Akuntan Publik untuk melakukan audit atas buku Perseroan tahun buku yang berakhir pada tanggal 31 Desember 2022, dengan memperhatikan rekomendasi Dewan Komisaris melalui Surat Keputusan Sirkuler No. 005/SK.BOC/VI/2022 tanggal 8 Juni 2022 dan Surat Memorandum Internal Komite Audit No. 029/IM/SMD/VI/2022 tanggal 8 Juni 2022 sesuai dengan ketentuan yang berlaku.</p> <p>To choose and approve Imelda &amp; Partners Registered Public Accountants (affiliated with Deloitte), assigned as a Public Accounting Firm to conduct audit on The Company's book for the financial year ending on December 31, 2022, by considering the recommendations of the Board of Commissioners through Circular Resolution Letter No. 005/SK.BOC/VI/2022 dated June 8, 2022 and Audit Committee Internal Memorandum Letter No. 029/IM/SMD/VI/2022 dated June 8, 2022 in accordance with prevailing regulations.</p>		
<p>Menunjuk dan memberi kuasa kepada Direksi Perseroan, dengan hak substitusi untuk melakukan tindakan-tindakan yang diperlukan, termasuk tetapi tidak terbatas untuk hadir di hadapan notaris untuk menyatakan kembali seluruh atau sebagian dari keputusan ini dalam bentuk suatu akta notaris, dan sejauh diperlukan untuk memberitahukan, melaporkan dan mendaftarkan keputusan ini kepada pihak-pihak berwenang yang relevan, termasuk tetapi tidak terbatas kepada Otoritas Jasa keuangan, dan Kementerian Hukum dan Hak Asasi Manusia, dan untuk membuat amandemen-amandemen dan/atau tambahan-tambahan dalam bentuk apapun yang secara wajar diperlukan untuk memperoleh persetujuan demikian, dan untuk mengajukan dan menandatangani seluruh permohonan dan dokumen lain, serta untuk mengambil tindakan-tindakan yang mungkin diperlukan untuk melaksanakan keputusan ini.</p> <p>To appoint and authorize the Board of Directors of the Company, with the power of substitution to take actions deemed necessary, including without limitation to appear before a notary to restate all or part(s) of these resolutions in the form of a notary deed, and to the extent necessary to notify, report and register these resolutions with the relevant authorities, including but not limited to the Financial Service Authority, and the Ministry of Law and Human Rights, and to make amendments and/or additions in any form whatsoever reasonably required to obtain such approval, and to submit and sign all applications and other documents, as well as to take actions which may be required to implement these resolutions.</p>		

 Telah ditindaklanjuti | Has been followed up  
 Belum ditindaklanjuti | Yet to be followed up

## RUPS SIRKULER TANGGAL 21 SEPTEMBER 2022 CIRCULAR GMS DATED SEPTEMBER 21, 2022

Keputusan RUPS sirkuler Tanggal 21 September 2022 adalah sebagai berikut:

The decision of circular GMS dated September 21, 2022 is as follows:

Hasil Keputusan Resolutions	Telah atau Belum Ditindaklanjuti Has Been or Yet to be Followed Up	Realisasi oleh Manajemen Follow-Up by Management
Menetapkan remunerasi bagi anggota Dewan Komisaris dan Direksi Perseroan. To determine the remuneration of members of the Board of Commissioners and Board of Directors of the Company.	✔	
Menyetujui pemberian bonus tahun 2021 untuk Dewan Komisaris dan Direksi Perseroan. To approve the 2021 year end bonus for the Board of Commissioners and Board of Directors of the Company.	✔	
✔ Telah ditindaklanjuti   Has been followed up ✘ Belum ditindaklanjuti   Yet to be followed up		

## PELAKSANAAN DAN HASIL KEPUTUSAN RAPAT UMUM PEMEGANG SAHAM TAHUN 2021

## GENERAL MEETING OF SHAREHOLDERS CONVENTION AND RESOLUTIONS IN 2021

Selama tahun 2021, Bank menyelenggarakan 3 (tiga) kali RUPS sirkuler dengan keputusan yang telah disetujui sebagai berikut:

During 2021, The Bank held 3 (three) circular GMS with the following resolutions approved:

## RUPS SIRKULER TANGGAL 30 JANUARI 2021 CIRCULAR GMS DATED JANUARY 30, 2021

Hasil Keputusan Resolutions	Telah atau Belum Ditindaklanjuti Has Been or Yet to be Followed Up	Realisasi oleh Manajemen Follow-Up by Management
Menerima pengunduran diri anggota Direksi: Yu Guangzhu selaku Direktur, terhitung sejak tanggal efektif keputusan sirkuler ini. To accept the resignation of a member of the Board of Directors: Yu Guangzhu as Director, commencing from the effective date of this circular resolution.	✔	
Mengangkat anggota Direksi baru: Zhang Wen sebagai Direktur. To appoint a new member of the Board of Directors: Zhang Wen as Director.	✔	Akta No. 4 tanggal 1 Februari 2021. The Deed No. 4 dated February 1, 2021.
Mengangkat anggota Direksi baru: Liu Hongbo sebagai Direktur. To appoint a new member of the Board of Directors: Liu Hongbo as Director.	✔	
Mengangkat kembali anggota Dewan Komisaris dan Direksi Perseroan. To reappoint members of the Board of Commissioners and Board of Directors of the Company.	✔	
✔ Telah ditindaklanjuti   Has been followed up ✘ Belum ditindaklanjuti   Yet to be followed up		

## RUPS SIRKULER TANGGAL 16 JUNI 2021 CIRCULAR GMS DATED JUNE 16, 2021

Hasil Keputusan Resolutions	Telah atau Belum Ditindaklanjuti Has Been or Yet to be Followed Up	Realisasi oleh Manajemen Follow-Up by Management
<p>Menerima dan menyetujui laporan tahunan di antaranya laporan keuangan Perseroan, urusan dan kepengurusan Perseroan, dan administrasi keuangan untuk tahun buku yang berakhir pada Desember 2020, termasuk menerima laporan mengenai tugas pengawasan yang telah dilakukan oleh Dewan Komisaris untuk tahun buku yang berakhir pada Desember 2020, serta laporan pelaksanaan Tanggung Jawab Sosial dan Lingkungan.</p> <p>To accept and approve the annual report containing among others, financial statements, the affairs and management of the Company, and financial administration for financial year ending in December 2020, including report on supervision duty that has been conducted by the Board of Commissioners for the financial year ending in December 2020 and report on the implementation of Corporate Social and Environmental Responsibility.</p>		
<p>Menyetujui agar saldo <i>Surplus Reserve</i> tahun buku yang berakhir pada Desember 2020 tetap dipertahankan sama seperti saldo tahun sebelumnya untuk mengikuti Undang-Undang Perseroan dan mendukung perkembangan bisnis Perseroan.</p> <p>To approve the Company's Surplus Reserve balance for the financial year ending in December 2020 remains the same as previous year balance in order to follow the Company Law and to support the Company's business development.</p>		
<p>Membebaskan dan melepaskan anggota Dewan Komisaris dan Direksi dari segala kewajiban yang timbul dari pengurusan dan tanggung jawab yang dilakukan selama tahun buku yang berakhir pada Desember 2020 sepanjang tindakan mereka tercermin dalam laporan tahunan dan laporan keuangan untuk tahun buku yang berakhir pada Desember 2020.</p> <p>To release and discharge the members of the Board of Commissioners and Board of Directors from all liabilities arising from their management and responsibilities performed during the financial year ending in December 2020 to the extent that their actions are reflected in the annual report and financial statements for the financial year ending in December 2020.</p>		
<p>Memilih dan menyetujui Akuntan Publik Imelda &amp; Rekan (terafiliasi dengan Deloitte), penugasan sebagai Kantor Akuntan Publik untuk melakukan audit atas buku Perseroan tahun buku yang berakhir pada tanggal 31 Desember 2021, dengan memperhatikan rekomendasi Dewan Komisaris melalui Surat Keputusan Sirkuler No. 007/SK.BOC/VI/2021 tanggal 2 Juni 2021 dan Surat Memorandum Internal Komite Audit No. 040/IM/SMD/VI/2021 tanggal 2 Juni 2021 sesuai dengan ketentuan yang berlaku.</p> <p>To choose and approve Imelda &amp; Partners Registered Public Accountants (affiliated with Deloitte), assigned as a Public Accounting Firm to conduct audit on the Company's book for the financial year ending on December 31, 2021, by considering the recommendations of the Board of Commissioners through Circular Resolution Letter No. 007/SK.BOC/VI/2021 dated June 2, 2021 and Audit Committee Internal Memorandum Letter No. 040/IM/SMD/VI/2021 dated June 2, 2021 in accordance with the prevailing regulations.</p>		
<p> Telah ditindaklanjuti   Has been followed up   Belum ditindaklanjuti   Yet to be followed up</p>		

**RUPS SIRKULER TANGGAL 2 SEPTEMBER 2021**  
**CIRCULAR GMS DATED SEPTEMBER 2, 2021**

Hasil Keputusan Resolutions	Telah atau Belum Ditindaklanjuti Has Been or Yet to be Followed Up	Realisasi oleh Manajemen Follow-Up by Management
Menetapkan remunerasi Dewan Komisaris dan Direksi Perseroan. To determine the remuneration of the Board of Commissioners and Board of Directors of the Company.	☑	☑
Menyetujui pemberian bonus tahun 2020 untuk Dewan Komisaris dan Direksi Perseroan. To approve the 2020 year end bonus for the Board of Commissioners and Board of Directors of the Company.	☑	☑
Menyetujui pemberian insentif terkait penyelesaian NPL Perseroan tahun 2020 untuk Direksi. To approve the incentives related to NPL settlement of the Company in 2020 for the Board of Directors.	☑	☑
Menerima pengunduran diri anggota Direksi: Thomas Arifin selaku Direktur, terhitung sejak tanggal 16 Juni 2021. To accept the resignation of a member of the Board of Directors: Thomas Arifin as Director, effective as of June 16, 2021.	☑	
Mengangkat anggota Direksi baru: Lukito Adisubrata S. sebagai Direktur, terhitung sejak tanggal efektif keputusan sirkuler ini. To appoint a new member of the Board of Directors: Lukito Adisubrata S. as Director, commencing from the effective date of this circular resolution.	☑	Akta No. 16 tanggal 2 September 2021. The Deed No. 16 dated September 2, 2021.
Mengangkat kembali anggota Dewan Komisaris dan Direksi Perseroan. To reappoint members of the Board of Commissioners and Board of Directors of the Company.	☑	
☑ Telah ditindaklanjuti   Has been followed up ☒ Belum ditindaklanjuti   Yet to be followed up		

# DEWAN KOMISARIS

## BOARD OF COMMISSIONERS

Dewan Komisaris merupakan organ Bank yang bertugas melakukan fungsi pengawasan secara umum dan/atau secara khusus, serta memberikan nasihat terhadap kegiatan pengelolaan Bank oleh Direksi sesuai dengan Anggaran Dasar Bank.

Dewan Komisaris tidak turut serta dalam pengambilan keputusan operasional. Kedudukan setiap anggota Dewan Komisaris termasuk Presiden Komisaris adalah setara. Dewan Komisaris memiliki lebih dari 1 (satu) orang anggota yang setiap anggota bertindak atas keputusan bersama dan mewakili Dewan Komisaris.

### PEDOMAN KERJA DEWAN KOMISARIS

Dewan Komisaris Bank melaksanakan fungsi pengawasan berdasarkan Pedoman Kerja Dewan Komisaris, yang telah diperbarui pada tanggal 2 November 2020, yang antara lain mengatur komposisi, kriteria dan independensi Dewan Komisaris; masa jabatan Dewan Komisaris; tugas dan tanggung jawab Dewan Komisaris; wewenang Dewan Komisaris; etika dan pedoman berperilaku; waktu kerja Dewan Komisaris; kategori rapat; serta tata tertib rapat.

Bank berencana melakukan tinjauan atas Pedoman Kerja Dewan Komisaris ini pada tanggal 2 November 2023. Pedoman Kerja Dewan Komisaris pertama kali diterbitkan pada tanggal 24 Juli 2013 dan selanjutnya mengalami 4 (empat) kali perubahan pada tanggal 28 September 2015; 10 Oktober 2017; 26 September 2019; dan terakhir pada tanggal 2 November 2020.

### TUGAS DAN TANGGUNG JAWAB

Tugas dan tanggung jawab Dewan Komisaris antara lain:

- Melaksanakan pengawasan terhadap Direksi Bank dalam pelaksanaan kebijakan Bank, tugas-tugas dan tanggung jawabnya sesuai dengan keputusan RUPS maupun semua ketentuan yang berlaku.
- Memberikan nasihat kepada Direksi mengenai hal-hal strategis yang berhubungan dengan kegiatan usaha Bank.
- Mengarahkan, memantau, dan mengevaluasi pelaksanaan kebijakan strategis Bank.
- Melaporkan kepada Otoritas Jasa Keuangan (OJK) paling lambat 7 (tujuh) hari sejak ditemukan pelanggaran perundang-undangan di bidang keuangan dan perbankan, keadaan atau perkiraan keadaan yang dapat membahayakan kelangsungan usaha Bank.

The Board of Commissioners is The Bank's organ that undertakes supervisory function generally and/or specifically, and provides advisory function to the Board of Directors management activities in accordance with The Bank's Articles of Association.

The Board of Commissioners does not take part in making operational decisions. The status of each member of the board, including the President Commissioner is equal. Each individual member acts on a joint decision and represents the board.

### BOARD OF COMMISSIONERS CHARTER

The Bank's Board of Commissioners conducts the oversight function based on the Board of Commissioners Charter, which has been updated on November 2, 2020. The Board of Commissioners Charter among others regulates the composition, criteria and independency of the Board of Commissioners; term of office of the Board of Commissioners; duties and responsibilities of the Board of Commissioners; authorities of the Board of Commissioners; ethics and code of conduct; working time of the Board of Commissioners; meeting category; and meeting procedures.

The Bank plans to review the Board of Commissioners Charter on November 2, 2023. The Board of Commissioners Charter was first published on July 24, 2013 and was subsequently amended 4 (four) times on September 28, 2015; October 10, 2017; September 26, 2019; and finally on November 2, 2020.

### DUTIES AND RESPONSIBILITIES

The duties and responsibilities of the Board of Commissioners are as follows:

- Conduct supervision on The Bank's Board of Directors in the implementation of The Bank's policies, duties and responsibilities of the Board of Directors as stipulated in the GMS resolutions and all applicable regulations.
- Advise the Board of Directors on strategic matters relating to The Bank's business activities.
- Direct, monitor, and evaluate the implementation of The Bank's strategic policies.
- Report to the Financial Services Authority (OJK) no later than 7 (seven) days since the date of violation of laws in the financial and banking fields, and for circumstances or estimates of circumstances that may compromise The Bank's business continuity.

- Melaksanakan pengawasan terhadap rencana bisnis Bank yang dilakukan Direksi.
- Mengevaluasi pertanggungjawaban Direksi atas pelaksanaan kebijakan manajemen risiko Bank.
- Memberikan persetujuan pengangkatan dan pemberhentian Kepala Satuan Kerja Audit Internal (SKAI).
- Melakukan kajian atas perencanaan audit dan pelaksanaannya serta pemantauan atas tindak lanjut hasil audit dalam rangka menilai kecukupan pengendalian internal, termasuk kecukupan proses pelaporan keuangan.
- Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku sebelumnya kepada RUPS.
- Mengevaluasi laporan tahunan yang telah diaudit untuk diajukan dalam RUPST.
- Melakukan pengawasan terhadap pelaksanaan fungsi kepatuhan Bank.
- Memastikan terselenggaranya pelaksanaan tata kelola perusahaan yang baik dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi.
- Memastikan bahwa Direksi Bank telah menindaklanjuti temuan audit dan rekomendasi dari SKAI, auditor eksternal, hasil pengawasan regulator.
- Membentuk Komite Audit, Komite Pemantau Risiko, dan Komite Remunerasi dan Nominasi, serta memastikan ketiga komite tersebut telah menjalankan tugasnya secara efektif.
- Menjamin SKAI dapat melaksanakan tugasnya secara independen.
- Memberikan persetujuan atas kebijakan dan prosedur penerapan program Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU dan PPT), serta melakukan pengawasan atas pelaksanaan tanggung jawab Direksi terhadap program APU dan PPT.
- Menyetujui dan mengevaluasi kebijakan alih daya termasuk penyempurnaannya, termasuk mengevaluasi pertanggungjawaban Direksi atas penerapan manajemen risiko pada alih daya.
- Mengarahkan, memantau dan mengevaluasi rencana strategis Teknologi Informasi (TI) dan kebijakan Bank terkait dengan penyelenggaraan teknologi informasi.
- Memelihara dan memantau tingkat kesehatan Bank serta mengambil langkah-langkah yang diperlukan untuk memelihara dan/atau meningkatkan tingkat kesehatan Bank.
- Sendiri dan/atau bersama-sama dengan Direksi dan/atau pemegang saham pengendali wajib menyampaikan rencana tindakan (*action plan*) kepada OJK yang memuat langkah-langkah perbaikan yang wajib dilaksanakan oleh Bank dalam rangka mengatasi permasalahan yang signifikan yang dihadapi oleh Bank beserta target waktu penyelesaiannya.
- Implement oversight of The Bank's business plan conducted by the Board of Directors.
- Evaluate the Board of Directors' accountability for the implementation of The Bank's risk management policy.
- Provide approval on the appointment and dismissal of the Head of Internal Audit Department (IAD).
- Review the audit plan and its implementation process as well as monitor the follow-up of audit results in order to assess the adequacy of internal controls, including the adequacy of the financial reporting process.
- Provide reports on oversight duties that have been conducted during the previous financial year to the GMS.
- Evaluate audited annual reports for submission in the AGMS.
- Monitor the implementation of The Bank's compliance function.
- Ensure the implementation of good corporate governance in every business activity of The Bank at all levels of the organization.
- Ensure the Board of Directors of The Bank has followed up on audit findings and recommendations of The Bank's IAD, external auditor, the oversight results by regulators.
- Establish the Audit Committee, Risk Monitoring Committee, and Remuneration and Nomination Committee, and ensure the three committees have performed their duties effectively.
- Ensure the IAD can carry out its duties independently.
- Provide approval on the Anti Money Laundering and Countering Financing of Terrorism (AML and CFT) policies and procedures, as well as conduct supervision on the implementation of the Board of Directors' responsibilities towards AML and CFT programs.
- Approve and evaluate the outsourcing policy and its improvements, including evaluate the responsibility of the Board of Directors on the implementation of risk management on outsourcing.
- Direct, monitor and evaluate the strategic plan of Information Technology (IT) and The Bank's policy related to the implementation of information technology.
- Maintain and monitor The Bank's soundness rating and take necessary measures to maintain and/or to increase the soundness rating of The Bank.
- Individually and/or collectively with the Board of Directors and/or controlling shareholders, to submit the action plans to OJK, in which contain the remedial measures that must be performed by The Bank in order to address the significant problems faced by The Bank, including their target completion time.

- Melakukan pengawasan aktif terhadap penerapan manajemen risiko dalam kegiatan keagenan produk keuangan luar negeri.
- Memantau dan memberikan persetujuan kepada Direksi untuk menetapkan kebijakan dan prosedur tentang transparansi penggunaan data pribadi nasabah serta kebijakan dan prosedur tentang transparansi informasi produk Bank.

## PENGANGKATAN DAN PEMBERHENTIAN DEWAN KOMISARIS

Berikut ini adalah mekanisme serta prosedur pengangkatan Dewan Komisaris Bank:

1. Setiap usulan atas kandidat anggota Dewan Komisaris harus memperhatikan rekomendasi dari Komite Remunerasi dan Nominasi.
2. Kandidat anggota Dewan Komisaris yang telah dinominasikan melalui hasil rekomendasi dari Komite Remunerasi dan Nominasi akan diajukan kepada pemegang saham guna mendapatkan persetujuan awal.
3. Setelah menerima persetujuan awal dari pemegang saham, kandidat akan diatur untuk menjalani tes Uji Kemampuan dan Kepatutan oleh regulator, tes kesehatan, dan bentuk pemeriksaan lainnya yang akan dilakukan oleh pemegang saham maupun Bank.
4. Setelah kandidat memenuhi persyaratan Penilaian Kemampuan dan Kepatutan sesuai Peraturan Otoritas Jasa Keuangan (POJK) dan juga bentuk pemeriksaan lainnya yang akan dilakukan oleh pemegang saham dan Bank, maka pemegang saham akan melakukan RUPS untuk memutuskan secara formal anggota baru dan komposisi baru dari anggota Dewan Komisaris termasuk di dalamnya persetujuan atas paket remunerasi untuk anggota Dewan Komisaris yang baru. Persetujuan RUPS akan berupa keputusan pemegang saham dalam bentuk risalah rapat RUPS atau cara lain yang diatur dalam Anggaran Dasar Bank.
5. Berdasarkan keputusan tersebut di atas, Departemen Sumber Daya Manusia akan mempersiapkan surat pemberitahuan kepada *supervisor/regulator* mengenai perubahan komposisi dari Dewan Komisaris.
6. Untuk kandidat yang berasal dari pemegang saham atau dari internal (Pejabat Eksekutif Bank), proses seleksi secara umum akan berlaku sama, kecuali untuk beberapa poin yang mungkin tidak berlaku untuk kandidat yang berasal dari ICBC Limited seperti disebutkan di atas.

- Conduct active supervision on the implementation of risk management in the activities of foreign financial product agency.
- Monitor and provide approval to the Board of Directors to establish policy and procedures on the transparency use of customers personal data, as well as policy and procedures on the transparency of The Bank's product information.

## APPOINTMENT AND DISMISSAL OF THE BOARD OF COMMISSIONERS

The following are mechanisms and procedures for the appointment of members of The Bank's Board of Commissioners:

1. Every proposal of candidates for the Board of Commissioners member must consider the recommendations of the Remuneration and Nomination Committee.
2. The candidate for the Board of Commissioners member who has been nominated through the recommendation from the Remuneration and Nomination Committee will be proposed to the shareholders for initial approval.
3. After receiving the initial approval from the shareholders, the candidate will be arranged to undergo the Fit and Proper Test by regulators, medical check-up, and other forms of inspection that will be carried out by the shareholders and The Bank.
4. After the candidate meets the requirements for the Fit and Proper Test according to the Financial Services Authority Regulations (POJK) and other inspections carried out by the shareholders and The Bank, the shareholders will hold a GMS to formally decide a new member and new composition of the Board of Commissioners members, including the approval of the remuneration package for new Board of Commissioners member. The agreement will be in the form of shareholders' resolution and the GMS Minutes of Meeting (MoM) or other methods stipulated in The Bank's Articles of Association.
5. Based on the aforementioned decision, the Human Resources Department will prepare a notification letter to the supervisors/regulators regarding changes in the composition of the Board of Commissioners.
6. For candidates who are the shareholders or internal parties (Executive Officers of The Bank), the same general selection process applies, except for some points, which may not apply to candidates from ICBC Limited as mentioned above.

## KRITERIA DAN PERSYARATAN ANGGOTA DEWAN KOMISARIS

Kriteria dan persyaratan minimum untuk Dewan Komisaris adalah:

- Dewan Komisaris terdiri dari paling sedikit 3 (tiga) orang dan paling banyak sama dengan jumlah anggota Direksi.
- Dewan Komisaris wajib dipimpin oleh Presiden Komisaris yang ditunjuk dari anggota Dewan Komisaris.
- Dari seluruh anggota Dewan Komisaris, paling sedikit 1 (satu) orang wajib berdomisili di Indonesia dan paling sedikit 1 (satu) orang Warga Negara Indonesia dipilih sebagai anggota Dewan Komisaris.
- Dewan Komisaris wajib terdiri dari Komisaris Independen dan Komisaris Non-Independen.
- Komisaris Independen wajib paling sedikit berjumlah 50% (lima puluh persen) dari jumlah anggota Dewan Komisaris.
- Mantan anggota Direksi atau Pejabat Eksekutif Bank atau pihak-pihak yang mempunyai hubungan dengan Bank, yang dapat memengaruhi kemampuan yang bersangkutan untuk bertindak independen wajib menjalani masa tunggu (*cooling off*) paling singkat 1 (satu) tahun sebelum menjadi Komisaris Independen pada Bank. Ketentuan tersebut tidak berlaku bagi mantan anggota Direksi yang membawahi fungsi pengawasan atau Pejabat Eksekutif yang melakukan fungsi pengawasan pada Bank tersebut.
- Komisaris Non-Independen dapat beralih menjadi Komisaris Independen setelah memenuhi persyaratan sebagai Komisaris Independen.
- Komisaris Non-Independen yang akan beralih menjadi Komisaris Independen wajib menjalani masa tunggu (*cooling off*) paling singkat 6 (enam) bulan.
- Peralihan dari Komisaris Non-Independen menjadi Komisaris Independen wajib memperoleh persetujuan Otoritas Jasa Keuangan (OJK).
- Komisaris Independen yang telah menjabat selama 2 (dua) periode masa jabatan berturut-turut dapat diangkat kembali pada periode selanjutnya sebagai Komisaris Independen dalam hal Rapat Anggota Dewan Komisaris menilai bahwa Komisaris Independen tetap dapat bertindak independen; dan Komisaris Independen menyatakan dalam RUPS mengenai independensi yang bersangkutan.
- Pernyataan independensi Komisaris Independen wajib diungkapkan dalam laporan pelaksanaan tata kelola.
- Setiap usulan pengangkatan dan/atau penggantian anggota Dewan Komisaris kepada RUPS harus memperhatikan rekomendasi Komite Remunerasi dan Nominasi.

## BOARD OF COMMISSIONERS CRITERIA AND MEMBER REQUIREMENTS

The minimum criteria and requirements for the Board of Commissioners are:

- At the very least the Board of Commissioners should consist of 3 (three) members and at the most equivalent to the members of the Board of Directors.
- The Board of Commissioners must be chaired by the President Commissioner who is appointed from the members of the Board of Commissioners.
- At least 1 (one) member of the Board of Commissioners must be domiciled in Indonesia and at least 1 (one) Indonesian Citizen is appointed as a member of the Board of Commissioners.
- The Board of Commissioners must consist of Independent Commissioners and Non-Independent Commissioners.
- Independent Commissioners must at the very least occupy 50% (fifty percent) of the total members of the Board of Commissioners.
- Former member of the Board of Directors or Executive Officer of The Bank, or other parties in relation to The Bank, which may affect the ability of concerned individual to act independently are required to undergo a cooling off period at the very least 1 (one) year prior to the appointment as an Independent Commissioner of The Bank. Such provision is not applicable for former member of the Board of Directors in charge of monitoring function or Executive Officer whose duty is to perform monitoring function.
- Non-Independent Commissioners can be appointed as Independent Commissioners after fulfilling the requirements to be Independent Commissioners.
- Non-Independent Commissioners who will be positioned as Independent Commissioners are required to undergo a cooling off period at the very least 6 (six) months.
- The transition from Non-Independent Commissioners to Independent Commissioners must be subjected to approval from the Financial Services Authority (OJK).
- Independent Commissioners who have held the position for 2 (two) office terms consecutively can be reappointed in the next period as an Independent Commissioner under the conditions of the Board of Commissioners' meeting concludes that Independent Commissioners could still act independently; and the Independent Commissioners state his/her independency in the GMS.
- The independency statement of Independent Commissioners must be disclosed in the GCG report.
- Every proposal on the appointment and/or changes in the members of the Board of Commissioners to the GMS must consider the recommendations of the Remuneration and Nomination Committee.

- Anggota Komite Remunerasi dan Nominasi yang memiliki benturan kepentingan (*conflict of interest*) dengan usulan yang direkomendasikan wajib mengungkapkan dalam usulan yang direkomendasikan.
- Anggota Dewan Komisaris harus memenuhi persyaratan Penilaian Kemampuan dan Kepatutan sesuai POJK mengenai Penilaian Kemampuan dan Kepatutan bagi Pihak Utama Lembaga Jasa Keuangan.
- Mayoritas anggota Dewan Komisaris dilarang saling memiliki hubungan keluarga sampai dengan derajat kedua dengan sesama anggota Dewan Komisaris dan/ atau anggota Direksi.
- Dalam waktu 5 (lima) tahun sebelum pengangkatannya tidak pernah dinyatakan pailit atau menjadi anggota Dewan Komisaris atau anggota Direksi yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit, dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan.
- Anggota Dewan Komisaris harus ditunjuk berdasarkan keputusan yang diambil berdasarkan suara yang setuju lebih dari  $\frac{2}{3}$  (dua pertiga) dari jumlah suara yang dikeluarkan secara sah di RUPS untuk periode 3 (tiga) tahun dimulai sejak tanggal anggota Dewan Komisaris tersebut lulus Uji Kemampuan dan Kepatutan yang dilakukan oleh Otoritas Jasa Keuangan (OJK). Anggota Dewan Komisaris yang masa jabatannya telah berakhir dapat dipilih kembali untuk periode 3 (tiga) tahun selanjutnya.
- Gaji dan/atau remunerasi lainnya diberikan kepada anggota Dewan Komisaris, yang jumlahnya ditetapkan oleh RUPS.
- Apabila oleh sebab apa pun jabatan anggota Dewan Komisaris lowong, RUPS harus diselenggarakan dalam jangka waktu 30 (tiga puluh) hari kalender sejak terjadi lowongan untuk mengisi posisi tersebut dengan memperhatikan ketentuan yang berlaku. Masa jabatan dari pihak yang ditunjuk untuk mengisi kekosongan oleh sebab apa pun adalah masa jabatan dari anggota Dewan Komisaris yang digantikan.
- Seorang anggota Dewan Komisaris berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis mengenai maksud tersebut kepada Bank sekurang-kurangnya 30 (tiga puluh) hari kalender sebelum tanggal pengunduran dirinya.
- Jabatan anggota Dewan Komisaris berakhir apabila:
  - a. Mengundurkan diri sesuai dengan ketentuan Anggaran Dasar Bank;
  - b. Masa jabatannya berakhir;
  - c. Tidak lagi memenuhi persyaratan sesuai dengan perundang-undangan yang berlaku;
  - d. Meninggal dunia;
  - e. Diberhentikan berdasarkan keputusan RUPS; dan
  - f. Dinyatakan pailit oleh Institusi Pengadilan yang telah berkekuatan hukum tetap atau ditaruh di bawah pengampunan berdasarkan suatu keputusan pengadilan.
- Members of the Remuneration and Nomination Committee who have conflict of interest with the recommended proposal should disclose their objection in the recommended proposal.
- Members of the Board of Commissioners must fulfill the requirements for the Fit and Proper Test in accordance with POJK concerning the Fit and Proper Test for the Main Party of Financial Institutions.
- Majority of the Board of Commissioners are prohibited to have family relations up to the second degree with other members of the Board of Commissioners and/or members of the Board of Directors.
- Within 5 (five) years prior to the appointment have never been declared bankrupt or became member of the Board of Commissioners or member of the Board of Directors who was declared guilty for causing a company to be bankrupt, convicted of a criminal offense that is detrimental to the country's finances and/or related to financial sector.
- Members of the Board of Commissioners must be appointed based on the decision taken by agreed votes of more than  $\frac{2}{3}$  (two-thirds) from legitimate votes at the GMS for a period of 3 (three) years, commencing from the date of concerned members of the Board of Commissioners passed the Fit and Proper Test by the Financial Services Authority (OJK). Members of the Board of Commissioners whose term of office has ended can be reappointed for the next 3 (three) years.
- Salary and/or other remuneration are provided to members of the Board of Commissioners, which sums are determined by the GMS.
- If for any reasons, the position of a member of the Board of Commissioners is vacant, the GMS must be convened within 30 (thirty) calendar days since the occurrence of such vacancy for further replacement by considering the applicable rules. The office term of the appointment for replacement due to any reasons is following the tenure of the replaced member of the Board of Commissioners.
- A member of the Board of Commissioners has the rights to tender his/her resignation from a position by written notice of his/her intentions to The Bank at least 30 (thirty) calendar days prior to his/her date of resignation.
- The tenure of members of the Board of Commissioners ends if:
  - a. Resigned in accordance with the provisions of The Bank's Articles of Association;
  - b. Term of office is over;
  - c. No longer meet the requirements to perform according to prevailing laws and regulations;
  - d. Passed away;
  - e. Dismissed pursuant to the GMS resolution; and
  - f. Declared bankrupt by Court Institution which has permanent legal force or is put under pardon based on a court decision.

## PROGRAM ORIENTASI DAN PENGENALAN DEWAN KOMISARIS BARU

Bank memiliki program orientasi dan pengenalan bagi anggota Dewan Komisaris dan komite di bawah Dewan Komisaris yang baru bergabung dengan tujuan untuk memberikan pengetahuan dan pemahaman tentang Bank dan lingkup pekerjaannya. Program orientasi dan pengenalan ini dipresentasikan oleh Presiden Direktur dan anggota Direksi lainnya yang meliputi: visi dan misi Bank; Kode Etik Bank; struktur organisasi Bank; Pedoman Kerja Dewan Komisaris dan komite-komite; informasi tentang segmen/bidang yang ada di Bank yang disampaikan oleh masing-masing Direktur bidang; serta peraturan-peraturan terkait lainnya.

Bank tidak mengadakan program orientasi dan pengenalan Dewan Komisaris baru karena tidak terdapat perubahan dalam susunan dan komposisi Dewan Komisaris di tahun 2022.

## SUSUNAN DAN KOMPOSISI DEWAN KOMISARIS PADA 2022

Susunan Dewan Komisaris Bank pada 31 Desember 2022 terdiri dari 1 (satu) orang Presiden Komisaris, 2 (dua) orang Komisaris Independen, dan 1 (satu) orang Komisaris. Kedua Komisaris Independen dan satu Komisaris berdomisili di Indonesia. Dengan demikian, komposisi Dewan Komisaris Bank telah memenuhi Peraturan OJK tentang Pelaksanaan Tata Kelola bagi Bank Umum.

## BOARD OF COMMISSIONERS' ORIENTATION AND INDUCTION PROGRAM

The Bank has an orientation and induction program for newly appointed Board of Commissioners members as well as for committees under the Board of Commissioners. The purpose is to provide knowledge and understanding of The Bank and the scope of its work. This orientation and induction program is to be presented by the President Director and members of the Board of Directors that covers: The Bank's vision and mission; The Bank's Code of Conduct; The Bank's organizational structure; the Board of Commissioners Charter and Committee Charter; information on segments/fields in The Bank delivered by each field Director; and other related regulations.

The Bank did not conduct Board of Commissioners' orientation and induction program since there was not a change in the Board of Commissioners' structure and composition in 2022.

## BOARD OF COMMISSIONERS STRUCTURE AND COMPOSITION IN 2022

The composition of The Bank's Board of Commissioners as of December 31, 2022 consists of 1 (one) President Commissioner, 2 (two) Independent Commissioners, and 1 (one) Commissioner. The two Independent Commissioners and one Commissioner are domiciled in Indonesia. As such, the Board of Commissioners' composition has complied with OJK Regulations on the Implementation of Governance for Commercial Banks.

Nama Name	Jabatan Position	Periode Period	Dasar Penunjukan Appointment Legal Basis
Wang Kun	Presiden Komisaris President Commissioner	13 Desember 2017 – sekarang December 13, 2017 – current	Akta pengangkatan No. 108 tanggal 13 Desember 2017 Deed of appointment No. 108 dated December 13, 2017
Hendra Widjojo	Komisaris Independen Independent Commissioner	19 September 2007 – sekarang September 19, 2007 – current	Akta pengangkatan No. 024 tanggal 19 September 2007 Deed of appointment No. 024 dated September 19, 2007
H. Yunno Kusumo	Komisaris Independen Independent Commissioner	29 Agustus 2018 – sekarang August 29, 2018 – current	Akta pengangkatan No. 137 tanggal 29 Agustus 2018 Deed of appointment No. 137 dated August 29, 2018
Jeff S.V. Eman	Komisaris Commissioner	5 Juni 2020 – sekarang June 5, 2020 - current	Akta pengangkatan No. 19 tanggal 5 Juni 2020 Deed of appointment No. 19 dated June 5, 2020

## UJI KEMAMPUAN DAN KEPATUTAN

Uji Kemampuan dan Kepatutan bagi Dewan Komisaris dilakukan setelah menerima persetujuan awal dari pemegang saham. Kandidat akan diatur untuk menjalani tes Uji Kemampuan dan Kepatutan oleh regulator, tes kesehatan, dan bentuk pemeriksaan lainnya yang akan dilakukan baik oleh pemegang saham maupun Bank.

Per 31 Desember 2022, seluruh anggota Dewan Komisaris Bank telah lulus Uji Kemampuan dan Kepatutan oleh regulator melalui keputusan di bawah ini:

Nama Name	Jabatan Position	Surat Uji Kemampuan dan Kepatutan Letter of Fit and Proper Test
Wang Kun	Presiden Komisaris President Commissioner	Surat No. KEP-203/D.03/2017 tanggal 3 November 2017 Letter No. KEP-203/D.03/2017 dated November 3, 2017
Hendra Widjojo	Komisaris Independen Independent Commissioner	Surat No. 9/9/DPIP/Prz/Sb/Rahasia tanggal 7 November 2007 Letter No. 9/9/DPIP/Prz/Sb/Rahasia dated November 7, 2007
H. Yunno Kusumo	Komisaris Independen Independent Commissioner	Surat No. SR-165/PB.12/2018 tanggal 9 Agustus 2018 Letter No. SR-165/PB.12/2018 dated August 9, 2018
Jeff S.V. Eman	Komisaris Commissioner	Surat No. SR-116/PB.12/2020 tanggal 5 Mei 2020 Letter No. SR-116/PB.12/2020 dated May 5, 2020

## RANGKAP JABATAN

Anggota Dewan Komisaris dilarang melakukan rangkap jabatan sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau Pejabat Eksekutif:

- Pada lembaga keuangan atau perusahaan keuangan, baik bank maupun bukan bank;
- Pada lebih dari 1 (satu) lembaga bukan keuangan atau perusahaan bukan keuangan, baik yang berkedudukan di dalam maupun di luar negeri.

Tidak termasuk rangkap jabatan dalam hal:

- Anggota Dewan Komisaris menjabat sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau Pejabat Eksekutif yang melaksanakan fungsi pengawasan pada 1 (satu) perusahaan anak bukan bank yang dikendalikan oleh bank;
- Komisaris Non-Independen menjalankan tugas fungsional dari pemegang saham bank yang berbentuk badan hukum pada kelompok usaha bank; dan/atau
- Anggota Dewan Komisaris menduduki jabatan pada organisasi atau lembaga nirlaba.

## FIT AND PROPER TEST

The Fit and Proper Test of the Board of Commissioners should be conducted upon receiving the initial approval from the shareholders. The candidate will be required to undergo the Fit and Proper Test by regulators, medical check-up, and other forms of inspection that will be carried out by the shareholders and The Bank.

As of December 31, 2022, all members of The Bank's Board of Commissioners have passed the Fit and Proper Test by regulators through the following decrees:

## MULTIPLE BOARD MEMBERSHIPS

Members of the Board of Commissioners are prohibited to have a concurrent position as member of the Board of Commissioners, member of the Board of Directors, and/or Executive Officer:

- At financial institutions or financial companies, bank or non-bank;
- At more than 1 (one) non-financial institution or non-financial company, both located domestically and overseas.

Conditions which do not fall as concurrent positions:

- The Board of Commissioners member who has a concurrent position as member of the Board of Commissioners, member of the Board of Directors, and/or Executive Officer and who performs the monitoring function in 1 (one) non-bank subsidiary company that is controlled by the bank;
- Non-Independent Commissioner who performs functional responsibility from the bank's shareholders in the form of legal entity in the bank business group; and/or
- The Board of Commissioners member who assumes position in a non-profit organization or institution.

## PEDOMAN PERILAKU

Dewan Komisaris telah bertindak profesional dan menghindari segala bentuk potensi benturan kepentingan secara langsung maupun tidak langsung, menjamin keamanan dan kerahasiaan informasi penting perusahaan.

Interaksi antara Dewan Komisaris dengan pemegang saham terjadi, antara lain ketika:

- Memberikan pendapat dan saran saat RUPS mengenai rencana jangka panjang perusahaan, anggaran dan rencana kerja perusahaan yang diusulkan Direksi.
- Mengawasi pengelolaan Bank, serta memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting.
- Melaporkan dengan segera kepada RUPS apabila terjadi gejala penurunan kinerja perusahaan.
- Hal-hal lain sesuai dengan ketentuan Anggaran Dasar Bank dan pedoman Bank yang berlaku.

Sementara itu, interaksi Dewan Komisaris dan Direksi antara lain terjadi ketika:

- Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi, serta menandatangani laporan tahunan.
- Melakukan pengawasan dan memberikan pendapat atas pengelolaan Bank.
- Melakukan penilaian atas kinerja Direksi.
- Hal-hal lain sesuai dengan ketentuan Anggaran Dasar Bank dan pedoman Bank yang berlaku.

## LAPORAN PELAKSANAAN TUGAS DEWAN KOMISARIS TAHUN 2022

Dewan Komisaris telah melakukan pengawasan terhadap pelaksanaan rencana bisnis yang dijalankan oleh Direksi tahun 2022. Pengawasan dilakukan terhadap aspek-aspek penting antara lain:

- Penilaian Dewan Komisaris tentang aspek kualitatif maupun kuantitatif dari realisasi rencana bisnis.
- Hasil penilaian Dewan Komisaris tentang faktor-faktor yang memengaruhi kinerja dan tingkat kesehatan Bank.
- Pendapat Dewan Komisaris mengenai upaya untuk meningkatkan kinerja Bank.

Dewan Komisaris telah aktif berperan dalam hal pengawasan operasional Bank. Di tahun 2022, Dewan Komisaris telah mengadakan rapat Dewan Komisaris, di mana terdapat 19 (sembilan belas) proposal utama yang telah dibahas. Rapat Komite Pemantau Risiko dan Komite Audit yang berada di bawah Dewan Komisaris telah dilaksanakan dengan total 38 (tiga puluh delapan) topik yang menjadi perhatian utama telah dibahas dan ditinjau. Rapat Komite Remunerasi dan Nominasi yang berada di bawah Dewan Komisaris juga telah dilaksanakan.

## CODE OF CONDUCT

The Board of Commissioners has acted professionally and avoided any form of potential conflict of interest directly or indirectly, ensured the security and confidentiality of corporate key information.

The interaction between the Board of Commissioners and shareholders occurred when they are:

- Providing opinions and suggestions during the GMS regarding the corporate long-term plan, budget and business plan proposed by the Board of Directors.
- Supervising the management of The Bank and providing opinions and suggestions to the GMS regarding any issues that are considered important.
- Reporting immediately to the GMS in the event of declining inclination of the company performance.
- Other matters stipulated in The Bank's Articles of Association and The Bank's prevailing guidelines.

Meanwhile, the interaction of the Board of Commissioners and the Board of Directors occurred when they are:

- Examining and reviewing the periodical reports and annual reports prepared by the Board of Directors, and signing these annual reports.
- Conducting supervision and providing opinions on the management of The Bank.
- Assessing the performance of the Board of Directors.
- Other matters stipulated in The Bank's Articles of Association and The Bank's prevailing guidelines.

## REPORT ON THE DUTIES IMPLEMENTATION OF THE BOARD OF COMMISSIONERS IN 2022

The Board of Commissioners has supervised the implementation of the business plan performed by the Board of Directors in 2022. The supervision is carried out on important aspects such as:

- The assessment of the Board of Commissioners on the qualitative and quantitative aspects of the realization of The Bank's business plan.
- The results of the Board of Commissioners' assessment on the factors affecting The Bank's performance and soundness rating.
- The opinion of the Board of Commissioners on efforts to improve The Bank's performance.

The Board of Commissioners has been actively involved in the supervision of The Bank's operations. In 2022, the Board of Commissioners has held the Board of Commissioners meetings, during which 19 (nineteen) main proposals were discussed. The meetings of Risk Monitoring Committee and Audit Committee under the Board of Commissioners have been implemented, with 38 (thirty-eight) topics respectively of major concerns being discussed and reviewed. The Remuneration and Nomination Committee meeting under the Board of Commissioners has also been implemented.

Selain itu, untuk memperkuat komunikasi dan koordinasi antara Dewan Komisaris dan Direksi, diselenggarakan rapat komunikasi Dewan Komisaris dan Direksi. Pada tahun 2022, rapat komunikasi Dewan Komisaris dan Direksi dilaksanakan dengan membahas strategi rencana bisnis untuk tahun 2023-2025.

In addition, to strengthen the communication and coordination between the Board of Commissioners and Board of Directors, a communication meeting of the Board of Commissioners and Board of Directors has also been held. In 2022, the communication meeting of the Board of Commissioners and Board of Directors was held to discuss the business plan strategies in 2023-2025.

## PELATIHAN DAN PENGEMBANGAN KOMPETENSI

Bank memiliki kebijakan terkait pengembangan dan peningkatan kompetensi Dewan Komisaris, yang dilakukan melalui berbagai pelatihan dan pendidikan. Daftar pelatihan dan pengembangan kompetensi Dewan Komisaris dapat dilihat dalam Bab “Profil Perusahaan” pada Laporan Tahunan Keberlanjutan 2022 ini.

## TRAINING AND DEVELOPMENT OF COMPETENCY

The Bank has its own policy related to the development and enhancement of the Board of Commissioners competency, which are conducted through various training and workshops. The training and development of the Board of Commissioners competency can be referred to the “Company Profile” section in this 2022 Annual Sustainability Report.

## PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Berdasarkan POJK No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum, komite telah melaporkan hasil kinerja setiap kuartal kepada Dewan Komisaris dan sudah diterima dengan baik oleh Dewan Komisaris.

## PERFORMANCE ASSESSMENT OF THE COMMITTEES UNDER THE BOARD OF COMMISSIONERS

In accordance with POJK No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks, the committees have reported their quarterly performance results to the Board of Commissioners and those reports have been well received by the Board of Commissioners.

Selama tahun 2022, Dewan Komisaris dan anggota komite di bawah Dewan Komisaris melakukan beberapa kegiatan sebagai berikut:

During 2022, the Board of Commissioners and committee members under the Board of Commissioners conducted several activities as follows:

Tanggal Date	Aktivitas Activity	Dewan Komisaris, Komite Audit, dan Komite Pemantau Risiko Board of Commissioners, Audit Committee, and Risk Monitoring Committee	Tempat Venue
4 Maret 2022 March 4, 2022	<i>Anti Money Laundering &amp; CFT pada Sektor Perbankan - Risk Management Refreshment Program</i> Anti Money Laundering & CFT in Banking Sector – Risk Management Refreshment Program	<b>Hendra Widjojo</b> Komisaris Independen Independent Commissioner  <b>H. Yunno Kusumo</b> Komisaris Independen Independent Commissioner  <b>Jeff S.V. Eman</b> Komisaris Commissioner	Rapat dilakukan secara daring melalui aplikasi Zoom The meeting was held online via Zoom application

Tanggal Date	Aktivitas Activity	Dewan Komisaris, Komite Audit, dan Komite Pemantau Risiko Board of Commissioners, Audit Committee, and Risk Monitoring Committee	Tempat Venue
24 Maret 2022 March 24, 2022	<i>Sustainable Finance</i>	<p><b>Wang Kun</b> Presiden Komisaris President Commissioner</p> <p><b>Hendra Widjojo</b> Komisaris Independen Independent Commissioner</p> <p><b>H. Yunno Kusumo</b> Komisaris Independen Independent Commissioner</p> <p><b>Jeff S.V. Eman</b> Komisaris Commissioner</p>	Rapat dilakukan secara daring melalui aplikasi Zoom The meeting was held online via Zoom application
30 Juni 2022 June 30, 2022	<i>Webinar Implementation of Good Corporate Governance</i> Implementation of Good Corporate Governance Webinar	<p><b>Hendra Widjojo</b> Komisaris Independen Independent Commissioner</p> <p><b>H. Yunno Kusumo</b> Komisaris Independen Independent Commissioner</p> <p><b>Jeff S.V. Eman</b> Komisaris Commissioner</p> <p><b>Richard S. Dompas</b> Anggota Komite Audit Audit Committee Member</p> <p><b>Arini Imamawati</b> Anggota Komite Audit Audit Committee Member</p> <p><b>Aki H. Parwoto</b> Anggota Komite Pemantau Risiko Risk Monitoring Committee Member</p> <p><b>Douval</b> Anggota Komite Pemantau Risiko Risk Monitoring Committee Member</p>	Rapat dilakukan secara daring melalui aplikasi Zoom The meeting was held online via Zoom application

Tanggal Date	Aktivitas Activity	Dewan Komisaris, Komite Audit, dan Komite Pemantau Risiko Board of Commissioners, Audit Committee, and Risk Monitoring Committee	Tempat Venue
6 Desember 2022 December 6, 2022	Good Anti Money Laundering Practice	<p><b>Wang Kun</b> Presiden Komisaris President Commissioner</p> <p><b>Hendra Widjojo</b> Komisaris Independen Independent Commissioner</p> <p><b>H. Yunno Kusumo</b> Komisaris Independen Independent Commissioner</p> <p><b>Jeff S.V. Eman</b> Komisaris Commissioner</p> <p><b>Richard S. Dompas</b> Anggota Komite Audit Audit Committee Member</p> <p><b>Arini Imamawati</b> Anggota Komite Audit Audit Committee Member</p> <p><b>Aki H. Parwoto</b> Anggota Komite Pemantau Risiko Risk Monitoring Committee Member</p> <p><b>Douval</b> Anggota Komite Pemantau Risiko Risk Monitoring Committee Member</p>	Rapat dilakukan secara daring melalui aplikasi Zoom The meeting was held online via Zoom application
20 Desember 2022 December 20, 2022	Exit Meeting with OJK	<p><b>H. Yunno Kusumo</b> Komisaris Independen Independent Commissioner</p>	Rapat dilakukan secara daring melalui aplikasi Zoom The meeting was held online via Zoom application

## KOMISARIS INDEPENDEN

Komisaris Independen Bank memiliki peranan penting dalam menjaga pelaksanaan pengawasan Dewan Komisaris yang objektif dan memastikan kewajaran terhadap berbagai kepentingan, termasuk kepentingan pemegang saham minoritas.

### Kriteria Penentuan Komisaris Independen

Berdasarkan POJK No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum, Komisaris Independen adalah anggota Dewan Komisaris yang tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lain, anggota Direksi dan/atau pemegang saham pengendali, atau hubungan dengan Bank yang dapat memengaruhi kemampuan yang bersangkutan untuk bertindak independen.

## INDEPENDENT COMMISSIONER

The Independent Commissioners of The Bank have significant roles in promoting objective and fairness supervision in order to maintain the interests of shareholders, including the minorities.

### Independent Commissioner Stipulation Criteria

Pursuant to POJK No. 55/POJK.03/2016 on the Implementation of Governance for Commercial Banks, Independent Commissioners are members of the Board of Commissioners who have no financial relations, management, share ownership and/or family relations with other members of the Board of Commissioners, members of the Board of Directors, and/or controlling shareholders, or any relations with The Bank that may affect the ability of concerned members to act independently.

Peraturan juga mensyaratkan bahwa setidaknya 50% (lima puluh persen) dari anggota Dewan Komisaris adalah Komisaris Independen, dengan ketentuan masa jabatan 2 (dua) periode masa jabatan berturut-turut dan dapat diangkat kembali pada periode selanjutnya sebagai Komisaris Independen dengan ketentuan sebagai berikut:

- Rapat Dewan Komisaris menilai bahwa Komisaris Independen tetap dapat bertindak independen.
- Komisaris Independen menyatakan dalam RUPS mengenai independensi yang bersangkutan.

Bank telah memenuhi peraturan di atas, dengan komposisi keanggotaan Komisaris Independen berjumlah 2 (dua) orang, atau 50% (lima puluh persen) dari jumlah keseluruhan Dewan Komisaris yang sebanyak 4 (empat) orang, yaitu Hendra Widjojo dan H. Yunno Kusumo.

#### **Pernyataan Independensi Dewan Komisaris**

Dewan Komisaris wajib bersifat independen dalam melaksanakan tugasnya termasuk dalam memberikan keputusan strategis terkait Bank yang bebas dari tekanan atau kepentingan pihak tertentu.

Masing-masing anggota Dewan Komisaris Bank wajib menghindari adanya benturan kepentingan dalam bentuk hubungan keuangan maupun hubungan keluarga dengan sesama anggota Dewan Komisaris, Direksi, pemegang saham pengendali, maupun pihak eksternal yang memiliki hubungan bisnis dengan Bank.

Seluruh anggota Dewan Komisaris Bank telah menandatangani surat pernyataan tersebut pada tanggal 2 Januari 2023 yang menyatakan pemenuhan seluruh kriteria dan independensi jabatannya sesuai kriteria yang disyaratkan oleh peraturan perundang-undangan yang berlaku.

The regulation also requires that at least 50% (fifty percent) of the Board of Commissioners members are Independent Commissioners, subject to the term of office of 2 (two) periods of consecutive terms and may be reappointed in the following period as an Independent Commissioner with the following provisions:

- The Board of Commissioners meeting concludes that the Independent Commissioners could still act independently.
- The Independent Commissioners state his/her independency in the GMS.

The Bank has complied with the above regulations, in which the composition of its Independent Commissioners consists of 2 (two) members, or 50% (fifty percent) of the overall 4 (four) members of the Board of Commissioners, namely Hendra Widjojo and H. Yunno Kusumo.

#### **Independency Statement of the Board of Commissioners**

The Board of Commissioners must be independent in carrying out its duties including in providing strategic decisions pertaining with The Bank that are free from pressure or interest of certain parties.

Each member of The Bank's Board of Commissioners must avoid any conflict of interest in the form of financial or family relations with other members of the Board of Commissioners, Board of Directors, controlling shareholders, or any external party having business relations with The Bank.

All members of The Bank's Board of Commissioners have signed a statement certifying fulfillment of criteria as well as his/her independency of position on January 2, 2023 in accordance with the criteria as set under prevailing regulations.

**ICBC** PT. BANK ICBC INDONESIA

**PRESIDENT COMMISSIONER  
GOOD CORPORATE GOVERNANCE  
ANNUAL STATEMENT LETTER<sup>1</sup>  
As of 31 December 2022**

To comply with OJK Regulation No.55/POJK.03/2016, dated December 7<sup>th</sup>, 2016 regarding the Implementation of Good Corporate Governance, as President Commissioner of PT Bank ICBC Indonesia, herewith I declare the followings:

1. With regard to holding multiple positions, I have complied with the prevailing regulation, as stated on "Multi Occupations Form" (attachment 1);
2. I ~~have~~ do not have financial and family relationship up to second degree with other members of the Board of Commissioners and members of the Board of Directors, as stated on "Financial and Family Relationship Form" (attachment 2);
3. I ~~owned~~ do not owned shares of PT Bank ICBC Indonesia and/or other bank and/or non-bank financial institution and/or other company, as stated on "Shares Ownership Form" (attachment 3);
4. I never use the Bank for self, family, and other party's interests which may cause a loss or decrease the profit of the Bank;
5. I never taking and/or receiving a personal gain from the Bank other than remuneration and other facilities as stipulated in the General Meeting of Shareholders;
6. I never got any intervention or influence from related parties or other parties that may affect my independency.

I certify that the information made in this form is true and this Statement Letter is made to be used as it is appropriate.

Beijing, 2 January 2023



Wang Kun  
President Commissioner

**ICBC** PT. BANK ICBC INDONESIA

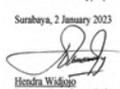
**INDEPENDENT COMMISSIONER  
GOOD CORPORATE GOVERNANCE  
ANNUAL STATEMENT LETTER<sup>1</sup>  
As of 31 December 2022**

To comply with OJK Regulation No.55/POJK.03/2016, dated December 7<sup>th</sup>, 2016 regarding the Implementation of Good Corporate Governance, as Independent Commissioner of PT Bank ICBC Indonesia, herewith I declare the followings:

1. I do not have any financial, management, share ownership, and/or family relationship up to second degree with other members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholder or any other relationship with Bank that influence my ability to act independently as stipulated in Bank Indonesia Regulation regarding the Implementation of Good Corporate Governance for Commercial Bank;
2. In regard holding multiple positions, I have complied with the prevailing regulation, as stated on "Multi Occupations Form" (attachment 1);
3. I ~~owned~~ do not owned shares of PT Bank ICBC Indonesia and/or other bank and/or non-bank financial institution and/or other company, as stated on "Shares Ownership Form" (attachment 2);
4. I never use the Bank for self, family, and other party's interests which may cause a loss or decrease the profit of the Bank;
5. I never taking and/or receiving a personal gain from the Bank other than remuneration and other facilities as stipulated in the General Meeting of Shareholders;
6. I never got any intervention or influence from related parties or other parties that may affect my independency.

I certify that the information made in this form is true and this Statement Letter is made to be used as it is appropriate.

Surabaya, 2 January 2023



Hendra Widjono  
Independent Commissioner

**ICBC** PT. BANK ICBC INDONESIA

**INDEPENDENT COMMISSIONER  
GOOD CORPORATE GOVERNANCE  
ANNUAL STATEMENT LETTER<sup>1</sup>  
As of 31 December 2022**

To comply with OJK Regulation No.55/POJK.03/2016, dated December 7<sup>th</sup>, 2016 regarding the Implementation of Good Corporate Governance, as Independent Commissioner of PT Bank ICBC Indonesia, herewith I declare the followings:

1. I do not have any financial, management, share ownership, and/or family relationship up to second degree with other members of the Board of Commissioners, members of the Board of Directors, and/or Controlling Shareholder or any other relationship with Bank that influence my ability to act independently as stipulated in Bank Indonesia Regulation regarding the Implementation of Good Corporate Governance for Commercial Bank;
2. In regard holding multiple positions, I have complied with the prevailing regulation, as stated on "Multi Occupations Form" (attachment 1);
3. I ~~owned~~ do not owned shares of PT Bank ICBC Indonesia and/or other bank and/or non-bank financial institution and/or other company, as stated on "Shares Ownership Form" (attachment 2);
4. I never use the Bank for self, family, and other party's interests which may cause a loss or decrease the profit of the Bank;
5. I never taking and/or receiving a personal gain from the Bank other than remuneration and other facilities as stipulated in the General Meeting of Shareholders;
6. I never got any intervention or influence from related parties or other parties that may affect my independency.

I certify that the information made in this form is true and this Statement Letter is made to be used as it is appropriate.

Jakarta, 2 January 2023



H. Yanno Kusumo  
Independent Commissioner

**ICBC** PT. BANK ICBC INDONESIA

**COMMISSIONER  
GOOD CORPORATE GOVERNANCE  
ANNUAL STATEMENT LETTER<sup>1</sup>  
As of 31 December 2022**

To comply with OJK Regulation No.55/POJK.03/2016, dated December 7<sup>th</sup>, 2016 regarding Implementation of Good Corporate Governance, as Commissioner of PT Bank ICBC Indonesia, herewith I declare the followings:

1. With regard to holding multiple positions, I have complied with the prevailing regulation, as stated on "Multi Occupations Form" (attachment 1);
2. I ~~have~~ do not have financial and family relationship up to second degree with other members of the Board of Commissioners and members of the Board of Directors, as stated on "Financial and Family Relationship Form" (attachment 2);
3. I ~~owned~~ do not owned shares of PT Bank ICBC Indonesia and/or other bank and/or non-bank financial institution and/or other company, as stated on "Shares Ownership Form" (attachment 3);
4. I never use the Bank for self, family, and other party's interests which may cause a loss or decrease the profit of the Bank;
5. I never taking and/or receiving a personal gain from the Bank other than remuneration and other facilities as stipulated in the General Meeting of Shareholders;
6. I never got any intervention or influence from related parties or other parties that may affect my independency.

I certify that the information made in this form is true and this Statement Letter is made to be used as it is appropriate.

Jakarta, 2 January 2023



Jeff S.V. Eman  
Commissioner

# DIREKSI

## BOARD OF DIRECTORS

Direksi adalah organ Bank yang berwenang dan bertanggung jawab penuh atas pengurusan Bank untuk kepentingan Bank, sesuai dengan maksud dan tujuan Bank serta mewakili Bank baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar Bank.

### PEDOMAN KERJA DIREKSI

Bank memiliki pedoman kerja bagi Direksi (*Board of Directors Charter*) yang telah diperbarui pada tanggal 11 Desember 2020, yang bersifat mengikat bagi setiap anggota Direksi.

Pedoman Kerja Direksi berfungsi sebagai pedoman bagi masing-masing anggota Direksi untuk menjaga hubungan kerja yang profesional dan produktif secara efisien dalam menjalankan tugasnya serta untuk memahami peran serta wewenang masing-masing.

Pedoman Kerja Direksi tersebut diantaranya mengatur tentang tugas dan tanggung jawab, wewenang, etika dan pedoman berperilaku, tata tertib rapat, mekanisme pengambilan keputusan, dan risalah rapat. Pedoman Kerja Direksi pertama kali diterbitkan pertama kali pada tanggal 3 September 2014 yang selanjutnya mengalami perubahan pertama pada tanggal 11 Desember 2020. Perubahan berikutnya direncanakan pada tanggal 11 Desember 2023.

### TUGAS DAN TANGGUNG JAWAB

Berkaitan dengan pelaksanaan tugas, Direksi Bank mengacu pada Pedoman Kerja Direksi berdasarkan Undang-Undang No. 40 Tahun 2007 tanggal 16 Agustus 2007 tentang Perseroan Terbatas; POJK No. 55/POJK.03/2016 tentang Penerapan Tata Kelola bagi Bank Umum; serta Anggaran Dasar Bank.

#### Tanggung Jawab

Direksi Bank bertanggung jawab dalam hal-hal sebagai berikut:

- Bertanggung jawab penuh atas pelaksanaan kepengurusan Bank untuk kepentingan dan tujuan Bank.
- Bertanggung jawab penuh atas pelaksanaan tugas kepada pemegang saham melalui RUPS.
- Wajib mengelola Bank sesuai dengan kewenangan dan tanggung jawab Direksi sebagaimana diatur dalam Anggaran Dasar dan peraturan perundang-undangan.

The Board of Directors is The Bank's organ that has the authority and is fully responsible for managing The Bank for the interests of The Bank, in accordance with the aims and objectives of The Bank, as well as representing The Bank in both legal and non-legal settings in accordance with the provisions of The Bank's Articles of Association.

### BOARD OF DIRECTORS CHARTER

The Bank has in place the Board of Directors Charter, which was updated on December 11, 2020 and binding on each member of the Board of Directors.

The Board of Directors Charter serves as a guideline for each member of the Board of Directors to maintain professional and productive working relations in an efficient manner in performing their duties as well as understanding each roles and authorities.

The Board of Directors Charter governs among others the duties and responsibilities, authorities, ethics and code of conduct, meeting rules, decision-making mechanisms, and minutes of meetings. The Board of Directors Charter was first published on September 3, 2014 and was amended for the first time on December 11, 2020. The next amendment is scheduled on December 11, 2023.

### DUTIES AND RESPONSIBILITIES

In implementing its duties, the Board of Directors of The Bank refers to the Board of Directors Charter, which is based on Law No. 40 of 2007 dated August 16, 2007 concerning Limited Liability Company; POJK No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks; and The Bank's Articles of Association.

#### Responsibilities

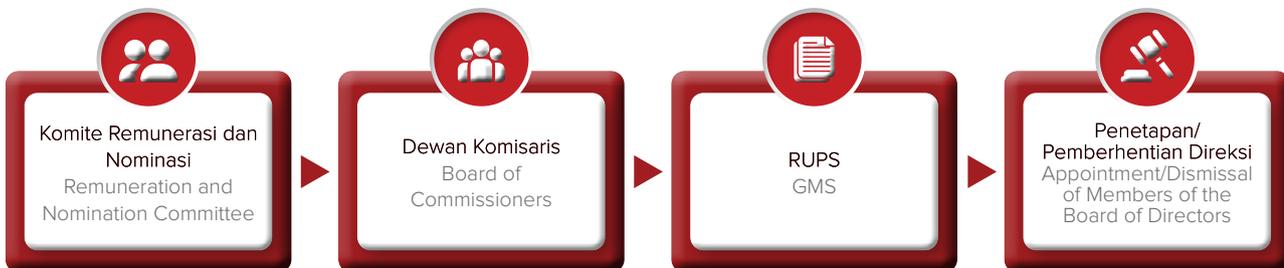
The Bank's Board of Directors is responsible for the following matters:

- Fully responsible for the execution of The Bank's management in the interests and objectives of The Bank.
- Fully responsible for the performance of duties to shareholders through the GMS.
- Responsible to manage The Bank in accordance with the authorities and responsibilities of the Board of Directors as stipulated in the Articles of Association, laws and regulations.

- Wajib menerapkan prinsip-prinsip tata kelola yang baik dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi.
- Direksi paling sedikit wajib membentuk Satuan Kerja Audit Internal (SKAI); Satuan Kerja Manajemen Risiko (SKMR) dan Komite Manajemen Risiko; dan Satuan Kerja Kepatuhan.
- Wajib menciptakan struktur pengendalian internal, menjamin terselenggaranya fungsi audit internal dalam setiap tingkatan manajemen dan menindaklanjuti temuan audit dan rekomendasi dari SKAI Bank, auditor eksternal, hasil pengawasan OJK dan/atau otoritas lain, serta melaporkan kegiatan tersebut kepada RUPS.
- Wajib mengungkapkan kepada karyawan mengenai kebijakan Bank yang bersifat strategis di bidang kepegawaian.
- Wajib menyediakan data dan informasi yang akurat, relevan dan tepat waktu kepada Dewan Komisaris.
- Mendorong terciptanya budaya kepatuhan melalui perumusan strategi, kebijakan kepatuhan, menetapkan sistem dan prosedur kepatuhan, dan memastikan bahwa seluruh kebijakan, ketentuan, sistem, dan prosedur, serta kegiatan usaha yang dilakukan Bank telah sesuai dengan ketentuan OJK dan peraturan perundang-undangan.
- Wajib memastikan terlaksananya fungsi kepatuhan Bank.
- Sesuai dengan POJK No. 46/POJK.03/2017, Direktur yang membawahi fungsi kepatuhan wajib melaporkan pelaksanaan tugas dan tanggung jawabnya kepada Presiden Direktur dengan tembusan kepada Dewan Komisaris, serta menyampaikan laporan kepada OJK tentang pelaksanaan tugasnya.
- Memastikan bahwa Bank memiliki kebijakan dan prosedur penerapan program APU dan PPT, serta melakukan pengawasan atas kepatuhan unit kerja yang dibentuk dalam menerapkan program APU dan PPT.
- Menyusun dan menyempurnakan kebijakan dan prosedur alih daya, termasuk memantau, mengevaluasi, dan bertanggung jawab atas penerapan manajemen risiko atas alih daya.
- Menetapkan rencana strategis Teknologi Informasi (TI) dan kebijakan Bank terkait penggunaan teknologi informasi, dan memastikan penerapan proses manajemen risiko dalam penggunaan teknologi informasi dilaksanakan secara memadai dan efektif.
- Memelihara dan memantau tingkat kesehatan Bank serta mengambil langkah-langkah yang diperlukan untuk memelihara dan/atau meningkatkan tingkat kesehatan Bank.
- Sesuai dengan POJK No. 4/POJK.03/2016, Direksi bersama-sama dengan Dewan Komisaris, dan/atau pemegang saham pengendali wajib menyampaikan rencana tindakan (*action plan*) kepada OJK.
- Responsible to apply the good governance principles in each of The Bank's business activities at all levels of the organization.
- The Board of Directors must at least form the Internal Audit Department (IAD); Risk Management Department (RMD) and Risk Management Committee; and Compliance Department.
- Responsible to establish internal control structures, ensure the implementation of The Bank's internal audit function at all levels of management and follow-up on audit findings and recommendations of The Bank's IAD, external auditor, the oversight results by OJK and/or other authorities, and report those activities to the GMS.
- Responsible to inform the employees on The Bank's strategic policies in the area of employment.
- Responsible to provide data and information in an accurate, relevant, and timely manner to the Board of Commissioners.
- Encourage the creation of compliance culture through strategy formulation, compliance policy, compliance systems and procedures, and ensure that all policies, regulations, systems, procedures and business activities conducted by The Bank are in compliance with the provisions of OJK, laws and regulations.
- Responsible to ensure the implementation of The Bank's compliance function.
- In reference to POJK No. 46/POJK.03/2017, the Director in charge of compliance function must report the execution of its duties and responsibilities to the President Director with copies to the Board of Commissioners, and submit a report to OJK concerning the performance of its duties.
- Ensure that The Bank has policies and procedures for implementing AML and CFT programs, and supervise the compliance of established work units in implementing the AML and CFT programs.
- Develop and refine the outsourcing policy and procedures, including monitoring, evaluating, and being responsible for the implementation of risk management on outsourcing.
- Establish the strategic plan of Information Technology (IT) and The Bank's policy regarding the use of information technology and ensure that the implementation of risk management process in the use of information technology is carried out adequately and effectively.
- Maintain and monitor The Bank's soundness rating and take necessary measures to maintain and/or to increase the soundness rating of The Bank.
- Pursuant to POJK No. 4/POJK.03/2016, the Board of Directors together with the Board of Commissioners and/or controlling shareholders must submit the action plans to OJK.

- Menetapkan rencana, kebijakan dan prosedur Bank untuk aktivitas keagenan produk keuangan luar negeri, termasuk memantau dan mengevaluasinya.
  - Menetapkan kebijakan dan prosedur tertulis terkait transparansi informasi produk Bank dan penggunaan data pribadi nasabah.
  - Menyusun dan melaksanakan rencana bisnis secara efektif, dan mengkomunikasikan rencana bisnis kepada pemegang saham Bank dan seluruh jenjang organisasi yang ada pada Bank.
  - Menyusun kebijakan dan strategi manajemen risiko secara tertulis dan komprehensif, serta bertanggung jawab atas pelaksanaan kebijakan manajemen risiko dan eksposur risiko yang diambil oleh Bank secara keseluruhan.
  - Direksi bersama-sama dengan Dewan Komisaris Bank wajib menumbuhkan budaya dan kepedulian *anti-fraud* pada seluruh jajaran organisasi Bank.
  - Wajib menilai dan memantau kualitas aset, serta mengambil langkah-langkah yang diperlukan agar kualitas aset senantiasa baik.
  - Menyusun kebijakan remunerasi yang paling sedikit memuat struktur remunerasi, skala remunerasi berdasarkan tingkat dan jabatan, serta komponen remunerasi, termasuk metode dan mekanisme penetapan remunerasi.
- Establish The Bank's plans, policy and procedures for the activities of foreign financial product agency, including its monitoring and evaluation.
  - Establish the policies and procedures on the transparency of The Bank's product information, as well as the use of customers personal data.
  - Prepare and implement the business plan effectively, and to communicate the business plan to The Bank's shareholders and all levels of the organization in The Bank.
  - Develop the risk management policy and strategy comprehensively in writing and be responsible for the implementation of risk management policy and risk exposure taken by The Bank as a whole.
  - The Board of Directors together with the Board of Commissioners of The Bank must foster the culture of and concern for anti-fraud in all levels of The Bank's organization.
  - Responsible to assess and monitor the assets quality, including taking the necessary measures to ensure well-maintained assets quality.
  - Develop remuneration policy covering at least the remuneration structure, remuneration scale based on level and position, and remuneration component, including the method and mechanism for determining remuneration.

## PENGANGKATAN DAN PEMBERHENTIAN DIREKSI



Berikut ini adalah mekanisme serta prosedur pengangkatan Direksi Bank:

- Direksi, Dewan Komisaris atau pemegang saham akan memberikan proposal kandidat anggota Direksi kepada Komite Remunerasi dan Nominasi yang akan memproses kandidat lebih lanjut.
- Sebelum diajukan kepada pemegang saham melalui Dewan Komisaris, kandidat akan menjalani proses seleksi. Kandidat yang telah memenuhi kriteria selanjutnya akan diwawancara. Kandidat yang lulus wawancara akan dicek latar belakangnya oleh pihak eksternal dan secara internal.
- Setelah melakukan beberapa proses seleksi di atas, kandidat yang terpilih akan dinominasikan oleh Komite Remunerasi dan Nominasi kepada Dewan Komisaris yang kemudian akan diajukan kepada RUPS.

## APPOINTMENT AND DISMISSAL OF THE BOARD OF DIRECTORS

The following are mechanisms and procedures for the appointment of members of The Bank's Board of Directors:

- The Board of Directors, Board of Commissioners or shareholders will give proposal of candidates for the Board of Directors member to the Remuneration and Nomination Committee who will then process the candidate.
- Prior to be proposed to shareholders through the Board of Commissioners, the candidates will go through the selection process. Those who meet the criteria will be arranged for interview. Candidates who pass the interview will get his/her background check by external party and internally.
- After going through the above selection process, the chosen candidate will be nominated by the Remuneration and Nomination Committee to the Board of Commissioners, who will then propose to the GMS.

- Setelah menerima persetujuan awal dari pemegang saham, kandidat akan diatur untuk menjalani Uji Kemampuan dan Kepatutan oleh regulator, tes kesehatan, dan bentuk pemeriksaan lainnya yang akan dilakukan oleh pemegang saham maupun Bank.
- Kandidat yang telah lolos akan diusulkan oleh Dewan Komisaris dan Direksi untuk ditunjuk oleh pemegang saham. Proposal akan termasuk di dalamnya paket remunerasi untuk kandidat anggota Direksi.
- Berdasarkan persetujuan dari pemegang saham, Departemen Sumber Daya Manusia akan memberikan penawaran kepada kandidat anggota Direksi.
- Setelah meninjau proposal dari Dewan Komisaris, dan persetujuan penawaran dari kandidat anggota Direksi, maka pemegang saham akan melakukan RUPS untuk memutuskan secara formal anggota baru dan komposisi baru dari anggota Direksi termasuk di dalamnya persetujuan atas paket remunerasi untuk anggota Direksi yang baru.
- Persetujuan RUPS akan berupa keputusan pemegang saham dalam bentuk risalah rapat RUPS atau cara lain yang diatur dalam Anggaran Dasar Bank.
- Berdasarkan keputusan tersebut, Departemen Sumber Daya Manusia akan mempersiapkan surat pemberitahuan kepada regulator mengenai perubahan komposisi Direksi.
- Untuk kandidat yang datang dari pemegang saham atau dari internal (Pejabat Eksekutif Bank), proses seleksi secara umum akan berlaku sama. Kecuali untuk beberapa poin yang mungkin tidak berlaku untuk kandidat yang berasal dari ICBC Limited seperti disebutkan di atas.
- After receiving the initial approval from the shareholders, the candidate will be arranged to undergo the Fit and Proper Test by regulators, medical check-up, and other forms of inspection that will be carried out by the shareholders and The Bank.
- Candidate who has passed the aforementioned process will be proposed by the Board of Commissioners and Board of Directors to be appointed by the shareholders. The proposal will include the remuneration package for the candidate of the Board of Directors member.
- Based on the approval from the shareholders, the Human Resources Department will give the offer to candidate of the Board of Directors member.
- After reviewing the proposal from the Board of Commissioners and approving the offer from the candidate of the Board of Directors member, the shareholders will hold a GMS to formally decide a new member and new composition of the Board of Directors members, including the approval of the remuneration package for new Board of Directors member.
- The agreement will be in the form of shareholders' resolution and The GMS Minutes of Meeting (MoM) or other methods stipulated in The Bank's Articles of Association.
- Based on the above-mentioned decision, the Human Resources Department will prepare a notification letter to the regulators regarding changes in the composition of the Board of Directors.
- For candidates who are the shareholders or internal parties (Executive Officers of The Bank), the same general selection process applies, except for some points, which may not apply to candidates from ICBC Limited as mentioned above.

## KRITERIA DAN PERSYARATAN ANGGOTA DIREKSI

Kriteria dan persyaratan minimum untuk Direksi adalah sebagai berikut:

- Bank diurus dan dipimpin oleh suatu Direksi yang terdiri dari sekurang-kurangnya 3 (tiga) Direktur, satu di antaranya akan ditunjuk sebagai Presiden Direktur.
- Presiden Direktur diangkat dari calon yang dinominasikan oleh pemegang saham mayoritas di dalam RUPS.
- Presiden Direktur haruslah seseorang yang independen dari pemegang saham pengendali.
- Mereka yang diangkat sebagai anggota Direksi adalah sebagai berikut:
  - a. Mayoritas anggota Direksi harus Warga Negara Indonesia;
  - b. Mayoritas anggota Direksi harus memiliki setidaknya 5 (lima) tahun pengalaman dalam operasional perbankan sebagai Pejabat Eksekutif Bank;

## BOARD OF DIRECTORS CRITERIA AND MEMBER REQUIREMENTS

The minimum requirements for the Board of Directors are:

- The Bank is managed and chaired by the Board of Directors, which consists of at the very least 3 (three) Directors, with one of which will be appointed as President Director.
- President Director is appointed from the nominated candidates by majority shareholders in the GMS.
- President Director must be independent from the controlling shareholders.
- Those appointed as members of the Board of Directors are as follows:
  - a. Majority of the Board of Directors must be Indonesian Citizen;
  - b. Majority of the Board of Directors should have minimum of 5 (five) years' experience in banking operations as The Bank's Executive Officer;

- c. Bertempat tinggal di Indonesia dan bersedia tinggal di Indonesia (apabila kandidat adalah warga negara asing);
- d. Tidak merangkap jabatan sebagai anggota Dewan Komisaris, anggota Direksi atau Pejabat Eksekutif di bank, perusahaan atau institusi lain, kecuali yang telah diatur oleh Anggaran Dasar Bank;
- e. Tidak secara sendiri-sendiri atau bersama-sama memiliki saham untuk jumlah lebih dari 25% (dua puluh lima persen) dari modal disetor di Bank dan/atau perseroan terbatas lainnya;
- f. Anggota Direksi tidak boleh memiliki hubungan keluarga sampai derajat kedua dengan sesama anggota Direksi dan/atau Dewan Komisaris;
- g. Dalam waktu 5 (lima) tahun sebelum pengangkatannya tidak pernah dinyatakan pailit atau menjadi anggota Direksi atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit, dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan;
- h. Lulus Uji Kemampuan dan Kepatutan sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK).
- Anggota Direksi harus ditunjuk berdasarkan keputusan yang diambil berdasarkan suara yang setuju lebih dari  $\frac{2}{3}$  (dua pertiga) dari jumlah suara yang dikeluarkan secara sah di RUPS untuk periode 3 (tiga) tahun dimulai sejak tanggal penunjukan anggota Direksi tersebut dan setelah lulus Uji Kemampuan dan Kepatutan yang dilakukan oleh Otoritas Jasa Keuangan (OJK). Anggota Direksi yang masa jabatannya telah berakhir dapat dipilih kembali untuk periode 3 (tiga) tahun selanjutnya.
- Setiap usulan pengangkatan dan/atau penggantian anggota Direksi oleh Dewan Komisaris kepada RUPS, harus memperhatikan rekomendasi Komite Remunerasi dan Nominasi.
- Gaji dan/atau remunerasi lainnya diberikan kepada anggota Direksi, yang jumlahnya ditetapkan oleh RUPS dan wewenang tersebut oleh RUPS dapat dilimpahkan kepada Dewan Komisaris.
- Apabila oleh sebab apa pun jabatan anggota Direksi lowong, RUPS harus diselenggarakan dalam jangka waktu 30 (tiga puluh) hari kalender sejak terjadi lowongan untuk mengisi kekosongan tersebut dengan memperhatikan ketentuan yang berlaku. Masa jabatan dari pihak yang ditunjuk untuk mengisi kekosongan oleh sebab apa pun adalah masa jabatan dari anggota Direksi yang digantikan.
- Seorang anggota Direksi berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Bank sekurang-kurangnya 30 (tiga puluh) hari kalender sebelum tanggal pengunduran dirinya.
- c. Reside in Indonesia and willing to stay in Indonesia (if the candidate is non-Indonesian citizen);
- d. Do not hold a concurrent position as member of the Board of Commissioners, member of the Board of Directors or Executive Officer in other banks, companies or institutions, except for those stipulated in The Bank's Articles of Association;
- e. Not individually or jointly own more than 25% (twenty five percent) shares of capital paid to The Bank and/or in other limited liability companies;
- f. Board of Directors members are prohibited to have family relations up to the second degree, with other members of the Board of Directors and/or members of the Board of Commissioners;
- g. Within 5 (five) years prior to the appointment have never been declared bankrupt or became member of the Board of Directors or member of the Board of Commissioners who was declared guilty for causing a company to be bankrupt, convicted of a criminal offense that is detrimental to the country's finances and/or related to financial sector;
- h. Have passed Fit and Proper Test in accordance with the Financial Services Authority Regulations (POJK).
- Members of the Board of Directors must be appointed based on the decision taken by agreed votes of more than  $\frac{2}{3}$  (two-thirds) from legitimate votes at the GMS for a period of 3 (three) years commencing from the date of appointment of concerned members of the Board of Directors and he/she has passed the Fit and Proper Test by the Financial Services Authority (OJK). Members of the Board of Directors whose term of office has ended can be reappointed for the next 3 (three) years.
- Every proposal on the appointment and/or changes in the members of the Board of Directors by Board of Commissioners to the GMS must consider the recommendations of the Remuneration and Nomination Committee.
- Salary and/or other remuneration are provided to members of the Board of Directors, which sums are determined by the GMS and such authority may be delegated by the GMS to the Board of Commissioners.
- If for any reasons, the position of a member of the Board of Directors is vacant, the GMS must be convened within 30 (thirty) calendar days since the occurrence of such vacancy for further replacement by considering the applicable rules. The office term of the appointment for replacement due to any reasons is following the tenure of the replaced member of the Board of Directors.
- A member of the Board of Directors has the rights to tender his/her resignation from a position by written notice of his/her intentions to The Bank at least 30 (thirty) calendar days prior to his/her date of resignation.

- Jabatan anggota Direksi berakhir apabila:
  - a. Mengundurkan diri sesuai dengan ketentuan pada Anggaran Dasar Bank;
  - b. Masa jabatannya berakhir;
  - c. Tidak lagi memenuhi persyaratan untuk menjabat sesuai perundang-undangan yang berlaku;
  - d. Meninggal dunia;
  - e. Diberhentikan berdasarkan keputusan RUPS; dan
  - f. Dinyatakan pailit oleh Institusi Pengadilan yang telah berkekuatan hukum tetap atau ditaruh di bawah pengampunan berdasarkan suatu keputusan pengadilan.

## RANGKAP JABATAN

Anggota Direksi dilarang melakukan rangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau Pejabat Eksekutif pada bank, perusahaan dan/atau lembaga lain baik di Indonesia maupun di luar negeri.

Tidak termasuk rangkap jabatan dalam hal:

- Anggota Direksi bertanggung jawab terhadap pengawasan atas penyertaan bank pada perusahaan anak;
- Menjalankan tugas fungsional menjadi anggota Dewan Komisaris pada perusahaan anak bukan bank yang dikendalikan oleh bank.

## PROGRAM ORIENTASI DIREKSI BARU

Anggota Direksi yang baru ditunjuk wajib diberikan program pengenalan mengenai Bank dan dilakukan sesegera mungkin setelah pengangkatannya. Tanggung jawab untuk mengadakan program pengenalan bagi Direksi yang baru berada pada Presiden Direktur, atau jika Presiden Direktur berhalangan, maka tanggung jawab pelaksanaan program pengenalan tersebut berada pada Direksi yang ada. Program pengenalan ini dapat dilaksanakan dalam bentuk presentasi/seminar/workshop, pertemuan, kunjungan ke lokasi, pengkajian dokumen atau bentuk lainnya yang dianggap sesuai.

Program pengenalan kepada anggota Direksi baru mencakup hal-hal sebagai berikut:

- Gambaran mengenai Bank berkaitan dengan visi dan misi, nilai dan budaya Bank, tujuan dan strategi Bank, kinerja keuangan dan operasi, rencana usaha jangka pendek dan jangka panjang, aplikasi teknologi informasi, manajemen risiko, kondisi persaingan usaha, dan masalah strategis lainnya.
- Penjelasan mengenai tugas dan tanggung jawab Dewan Komisaris, Direksi, serta komite di bawah Dewan Komisaris dan komite di bawah Direksi.

- The tenure of members of the Board of Directors ends if:
  - a. Resigned in accordance with the provisions of The Bank's Articles of Association;
  - b. Term of office is over;
  - c. No longer meet the requirements to perform according to prevailing laws and regulations;
  - d. Passed away;
  - e. Dismissed pursuant to the GMS resolution; and
  - f. Declared bankrupt by Court Institution which has permanent legal force or is put under pardon based on a court decision.

## MULTIPLE BOARD MEMBERSHIPS

Members of the Board of Directors are prohibited to have a concurrent position as member of the Board of Directors, member of the Board of Commissioners, and/or Executive Officer at other banks, companies and/or institutions both in Indonesia or in foreign countries.

Conditions which do not fall as concurrent positions:

- The Board of Directors member performs the monitoring function in subsidiary company of the bank;
- Performs functional responsibility as member of the Board of Commissioners in non-bank subsidiary company that is controlled by the bank.

## BOARD OF DIRECTORS' ORIENTATION PROGRAM

A newly appointed member of the Board of Directors must be provided an induction program regarding The Bank and the program must be conducted immediately following the appointment. The responsibility to hold an induction program for a new member of the Board of Directors lies on the President Director, or in the event that the President Director is absent, then the responsibility for the implementation of induction program rests with the existing Directors. This induction program can be carried out in the form of presentations/seminars/workshops, meetings, site visits, document review, or any other forms deemed appropriate.

The induction program for the new member of the Board of Directors includes the following:

- Description on The Bank's vision and mission, values and culture, The Bank's goals and strategies, financial and operating performance, short-term and long-term business plans, information technology applications, risk management, business competition conditions, and other strategic issues.
- Description on the duties and responsibilities of the Board of Commissioners, Board of Directors, as well as the committees under the Board of Commissioners and committees under the Board of Directors.

- Penjelasan mengenai pemangku kepentingan utama Bank dan tanggung jawab sosial Bank.
- Sistem pengendalian internal, sistem audit dan temuan audit yang belum ditindaklanjuti secara tuntas serta kasus hukum yang melibatkan Bank.
- Pelaksanaan GCG di lingkungan Bank.

Bank tidak mengadakan program orientasi dan pengenalan Direksi baru karena tidak terdapat perubahan dalam susunan dan komposisi Direksi di tahun 2022.

## SUSUNAN DAN KOMPOSISI DIREKSI TAHUN 2022

Komposisi Direksi Bank telah memperhitungkan dan disesuaikan dengan kondisi Bank di mana masing-masing anggota Direksi memiliki kemampuan sesuai kebutuhan Bank dalam menjalankan tugasnya baik secara individu maupun kolektif.

Jumlah anggota Direksi Bank per 31 Desember 2022 sebanyak 7 (tujuh) orang dan masing-masing memiliki pengalaman yang baik di bidang perbankan. Seluruh anggota Direksi Bank berdomisili di Indonesia dan memiliki integritas serta kompetensi yang memadai sesuai dengan persyaratan Uji Kemampuan dan Kepatutan regulator.

- Description on The Bank's key stakeholders and The Bank's social responsibility.
- Internal control system, audit system and audit findings that have not been followed up completely, as well as legal cases involving The Bank.
- Implementation of GCG within The Bank.

The Bank did not conduct Board of Directors' orientation and induction program since there was not a change in the Board of Directors' structure and composition in 2022.

## BOARD OF DIRECTORS STRUCTURE AND COMPOSITION IN 2022

The composition of the Board of Directors has taken into account and in accordance with The Bank's condition whereby each member of the Board of Directors has the ability based on The Bank's needs to perform the duty both individually and collectively.

As of December 31, 2022, The Bank's Board of Directors consists of 7 (seven) members and respectively has good experience in banking. All members of The Bank's Board of Directors are domiciled in Indonesia and have adequate integrity and competence in accordance with regulatory requirements on the Fit and Proper Test.

Nama Name	Jabatan Position	Periode Period	Dasar Penunjukan Appointment Legal Basis
Zhang Jinxing	Presiden Direktur President Director	20 April 2018 - sekarang April 20, 2018 - current	Akta pengangkatan No. 108 tanggal 13 Desember 2017 Deed of appointment No. 108 dated December 13, 2017
Zhang Wen	Direktur - Kredit Director - Credit	8 Februari 2021 - sekarang February 8, 2021 - current	Akta pengangkatan No. 4 tanggal 1 Februari 2021 Deed of appointment No. 4 dated February 1, 2021
Liu Hongbo	Direktur - Marketing Director - Marketing	8 Februari 2021 - sekarang February 8, 2021 - current	Akta pengangkatan No. 4 tanggal 1 Februari 2021 Deed of appointment No. 4 dated February 1, 2021
Sandy T. Muliana	Direktur - Kepatuhan & Manajemen Risiko Director - Compliance & Risk Management	24 November 2009 - sekarang November 24, 2009 - current	Akta pengangkatan No. 35 tanggal 24 November 2009 Deed of appointment No. 35 dated November 24, 2009
Fransisca Nelwan Mok	Direktur - Sumber Daya Manusia & Hukum Director - Human Resources & Legal	13 April 2017 - sekarang April 13, 2017 - current	Akta pengangkatan No. 71 tanggal 13 April 2017 Deed of appointment No. 71 dated April 13, 2017
Dini Suprihatini	Direktur - Operasional Director - Operations	5 Juni 2020 - sekarang June 5, 2020 - current	Akta pengangkatan No. 19 tanggal 5 Juni 2020 Deed of appointment No. 19 dated June 5, 2020
Lukito Adisubrata S.	Direktur - Marketing Director - Marketing	2 September 2021 - sekarang September 2, 2021 - current	Akta pengangkatan No. 16 tanggal 2 September 2021 Deed of appointment No. 16 dated September 2, 2021

Berdasarkan Akta No. 52 tanggal 6 Maret 2023 yang dibuat di hadapan notaris Christina Dwi Utami, S.H., M.Hum., M.Kn., dan telah diakui oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-AH.01.09.-0097668 tanggal 6 Maret 2023, terdapat perubahan pada susunan Direksi yang disepakati oleh seluruh pemegang saham Bank. Bank menerima pengunduran diri Bpk. Zhang Jinxing dan mengangkat Bpk. Chen Yong selaku Presiden Direktur Bank ICBC Indonesia pada tanggal 6 Maret 2023. Sehingga susunan Direksi sejak tanggal 27 Maret 2023 adalah sebagai berikut:

Based on Deed No 52 dated March 6, 2023 under notary Christina Dwi Utami, S.H., M.Hum., M.Kn., and acknowledged by the Minister of Law and Human Rights of the Republic of Indonesia in his Decision Letter No. AHU-AH.01.09.-0097668 dated March 6, 2023, there was a change in the structure of the Board of Directors which has been approved by all shareholders of The Bank. The Bank accepted the resignation of Mr. Zhang Jinxing and appointed Mr. Chen Yong as a Presiden Director of Bank ICBC Indonesia on March 6, 2023. Thus, the members of the Board of Directors as of March 27, 2023 are as follows:

Nama Name	Jabatan Position	Periode Period	Dasar Penunjukan Appointment Legal Basis
Chen Yong	Presiden Direktur President Director	27 Maret 2023 – sekarang March 27, 2023 - current	Akta pengangkatan No. 52 tanggal 6 Maret 2023 Deed of appointment No. 52 dated March 6, 2023
Zhang Wen	Direktur - Kredit Director - Credit	8 Februari 2021 – sekarang February 8, 2021 – current	Akta pengangkatan No. 4 tanggal 1 Februari 2021 Deed of appointment No. 4 dated February 1, 2021
Liu Hongbo	Direktur - Marketing Director - Marketing	8 Februari 2021 – sekarang February 8, 2021 - current	Akta pengangkatan No. 4 tanggal 1 Februari 2021 Deed of appointment No. 4 dated February 1, 2021
Sandy T. Muliana	Direktur - Kepatuhan & Manajemen Risiko Director - Compliance & Risk Management	24 November 2009 – sekarang November 24, 2009 – current	Akta pengangkatan No. 35 tanggal 24 November 2009 Deed of appointment No. 35 dated November 24, 2009
Fransisca Nelwan Mok	Direktur - Sumber Daya Manusia & Hukum Director - Human Resources & Legal	13 April 2017 – sekarang April 13, 2017 – current	Akta pengangkatan No. 71 tanggal 13 April 2017 Deed of appointment No. 71 dated April 13, 2017
Dini Suprihatini	Direktur - Operasional Director - Operations	5 Juni 2020 - sekarang June 5, 2020 - current	Akta pengangkatan No. 19 tanggal 5 Juni 2020 Deed of appointment No. 19 dated June 5, 2020
Lukito Adisubrata S.	Direktur - Marketing Director - Marketing	2 September 2021 – sekarang September 2, 2021 - current	Akta pengangkatan No. 16 tanggal 2 September 2021 Deed of appointment No. 16 dated September 2, 2021
Zhang Jinxing	Presiden Direktur President Director	20 April 2018 – 6 Maret 2023 April 20, 2018 – March 6, 2023	Zhang Jinxing mengundurkan diri sebagai Presiden Direktur efektif sejak tanggal 6 Maret 2023 Akta No. 52 tanggal 6 Maret 2023 Zhang Jinxing officially resigned as President Director as of March 6, 2023 The Deed No. 52 dated March 6, 2023

**PEMBAGIAN LINGKUP TUGAS ANGGOTA DIREKSI**

Dalam menjalankan tugasnya, setiap anggota Direksi memiliki lingkup tugas dan tanggung jawab masing-masing yaitu:

**BOARD OF DIRECTORS DELEGATION OF DUTIES**

In performing their duties, the members of the Board of Directors have their respective duties and responsibilities as follows:

<b>Nama</b> Name	<b>Jabatan</b> Position	<b>Lingkup Tugas dan Tanggung Jawab</b> Scope of Duties and Responsibilities
Zhang Jinxing	Presiden Direktur President Director	<i>Internal Audit Strategy Management and Investor Relation</i>
Zhang Wen	Direktur - Kredit Director - Credit	<i>Credit Review Credit Management Financial Management</i>
Liu Hongbo	Direktur - Marketing Director - Marketing	<i>Corporate Banking I Corporate Banking II Corporate Banking Surabaya Global Market &amp; Financial Institution</i>
Sandy T. Muliana	Direktur - Kepatuhan & Manajemen Risiko Director - Compliance & Risk Management	<i>Compliance Anti Money Laundering Risk Management</i>
Fransisca Nelwan Mok	Direktur - Sumber Daya Manusia & Hukum Director - Human Resources & Legal	<i>Human Resources General Affairs Special Asset Management Legal</i>
Dini Suprihatini	Direktur - Operasional Director - Operations	<i>Information Technology Management Information &amp; Accounting Operations Management Loan Operation Bills Center</i>
Lukito Adisubrata S.	Direktur - Marketing Director - Marketing	<i>Consumer Banking SME Banking Transaction Banking Branches</i>

**UJI KEMAMPUAN DAN KEPATUTAN**

Sebagai bentuk kepatuhan dan komitmen terhadap GCG, proses penetapan Direksi Bank dilakukan melalui Uji Kemampuan dan Kepatutan yang dilaksanakan oleh Otoritas Jasa Keuangan (OJK). Bank mengajukan dan melengkapi *administrative compliance checklist* kepada OJK yang ditandatangani oleh Direktur yang membawahi fungsi kepatuhan.

**FIT AND PROPER TEST**

As a form of compliance and commitment to GCG, the process of determining The Bank's Board of Directors is carried out through the Fit and Proper Test conducted by the Financial Services Authority (OJK). This is done through The Bank's proposal that has filled out an administrative compliance checklist to OJK, signed by the Director in charge of the compliance function.

Seluruh anggota Direksi Bank telah lulus Uji Kemampuan dan Kepatutan oleh regulator melalui keputusan di bawah ini:

All members of The Bank's Board of Directors have passed the Fit and Proper Test by regulators through the following decrees:

Nama Name	Jabatan Position	Surat Uji Kemampuan dan Kepatutan Letter of Fit and Proper Test
Zhang Jinxing	Presiden Direktur President Director	Surat No. SR-58/PB.12/2018 tanggal 6 April 2018 Letter No. SR-58/PB.12/2018 dated April 6, 2018
Zhang Wen	Direktur - Kredit Director - Credit	Surat No. SR-18/PB.12/2021 tanggal 21 Januari 2021 Letter No. SR-18/PB.12/2021 dated January 21, 2021
Liu Hongbo	Direktur - Marketing Director - Marketing	Surat No. SR-18/PB.12/2021 tanggal 21 Januari 2021 Letter No. SR-18/PB.12/2021 dated January 21, 2021
Sandy T. Muliana	Direktur - Kepatuhan & Manajemen Risiko Director - Compliance & Risk Management	Surat No. 11/109/GBI/DPIP/Rahasia tanggal 21 Agustus 2009 Letter No. 11/109/GBI/DPIP/Rahasia dated August 21, 2009
Fransisca Nelwan Mok	Direktur - Sumber Daya Manusia & Hukum Director - Human Resources & Legal	Surat No. SR-22/PB.12/2017 tanggal 8 Februari 2017 Letter No. SR-22/PB.12/2017 dated February 8, 2017
Dini Suprihatini	Direktur - Operasional Director - Operations	Surat No. SR-116/PB.12/2020 tanggal 5 Mei 2020 Letter No. SR-116/PB.12/2020 dated May 5, 2020
Lukito Adisubrata S.	Direktur - Marketing Director - Marketing	Surat No. SR-219/PB.12/2021 tanggal 12 Agustus 2021 Letter No. SR-219/PB.12/2021 dated August 12, 2021

## PELATIHAN DAN PENGEMBANGAN KOMPETENSI

Bank memiliki kebijakan terkait pengembangan dan peningkatan kompetensi Direksi, yang dilakukan melalui berbagai pelatihan dan pendidikan. Daftar pelatihan dan pengembangan kompetensi Direksi dapat dilihat dalam Bab "Profil Perusahaan" pada Laporan Tahunan Keberlanjutan 2022 ini.

## TRAINING AND DEVELOPMENT OF COMPETENCY

The Bank has its own policy related to the development and enhancement of the Board of Directors competency, which are conducted through various training and workshops. The training and development of the Board of Directors competency can be referred to the "Company Profile" section in this 2022 Annual Sustainability Report.

## PERNYATAAN INDEPENDENSI DIREKSI

Direksi Bank wajib bersifat independen dalam memutuskan hal-hal terkait kepentingan Bank.

Masing-masing anggota Direksi wajib menghindari adanya benturan kepentingan dari pihak mana pun termasuk hubungan keuangan dan hubungan keluarga dengan sesama anggota Direksi, Dewan Komisaris, pemegang saham pengendali maupun pihak eksternal yang memiliki hubungan bisnis dengan Bank.

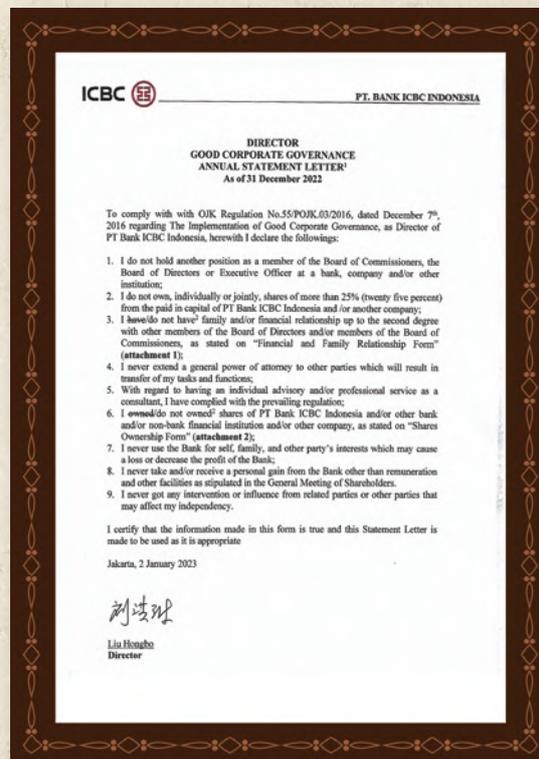
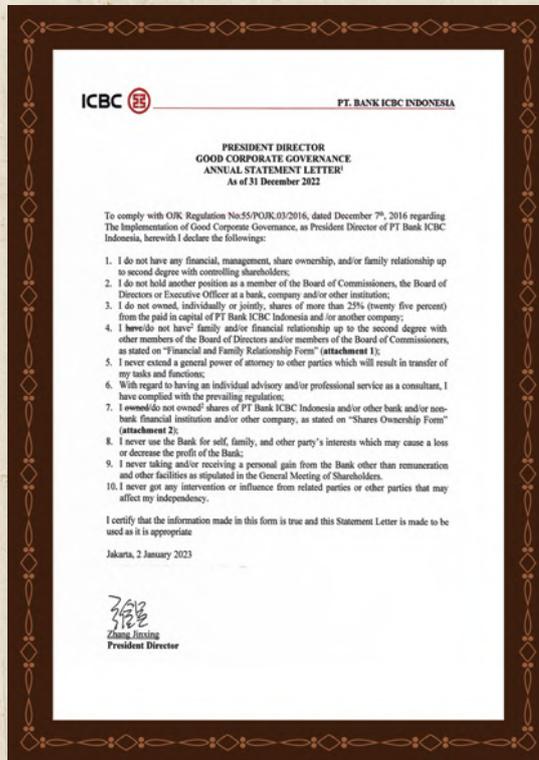
Seluruh anggota Direksi Bank telah menandatangani surat pernyataan pada tanggal 2 Januari 2023 yang menyatakan pemenuhan seluruh kriteria dan independensi jabatannya sesuai kriteria yang disyaratkan oleh peraturan perundang-undang yang berlaku.

## INDEPENDENCY STATEMENT OF THE BOARD OF DIRECTORS

The Bank's Board of Directors must be independent in deciding matters concerning the interests of The Bank.

Each member of The Bank's Board of Directors must avoid any conflict of interest from any party including financial and family relations with other members of the Board of Directors, Board of Commissioners, controlling shareholders or any external party having business relations with The Bank.

All members of The Bank's Board of Directors have signed a statement certifying fulfillment of criteria as well as his/her independency of position on January 2, 2023 in accordance with the criteria as set under prevailing regulations.



**ICBC**  **PT. BANK ICBC INDONESIA**

**DIRECTOR  
GOOD CORPORATE GOVERNANCE  
ANNUAL STATEMENT LETTER<sup>1</sup>  
As of 31 December 2022**

To comply with with OJK Regulation No.55/POJK.03/2016, dated December 7<sup>th</sup>, 2016 regarding The Implementation of Good Corporate Governance, as Director of PT Bank ICBC Indonesia, herewith I declare the followings:

1. I do not hold another position as a member of the Board of Commissioners, the Board of Directors or Executive Officer at a bank, company and/or other institution;
2. I do not own, individually or jointly, shares of more than 25% (twenty five percent) from the paid in capital of PT Bank ICBC Indonesia and/or another company;
3. I have/do not have<sup>2</sup> family and/or financial relationship up to the second degree with other members of the Board of Directors and/or members of the Board of Commissioners, as stated on "Financial and Family Relationship Form" (attachment 1);
4. I never extend a general power of attorney to other parties which will result in transfer of my tasks and functions;
5. With regard to having an individual advisory and/or professional service as a consultant, I have complied with the prevailing regulation;
6. I own/do not own<sup>3</sup> shares of PT Bank ICBC Indonesia and/or other bank and/or non-bank financial institution and/or other company, as stated on "Shares Ownership Form" (attachment 2);
7. I never use the Bank for self, family, and other party's interests which may cause a loss or decrease the profit of the Bank;
8. I never take and/or receive a personal gain from the Bank other than remuneration and other facilities as stipulated in the General Meeting of Shareholders;
9. I never get any intervention or influence from related parties or other parties that may affect my independency.

I certify that the information made in this form is true and this Statement Letter is made to be used as it is appropriate

Jakarta, 2 January 2023



**Sandy Tjipta Mullana  
Director**

**ICBC**  **PT. BANK ICBC INDONESIA**

**DIRECTOR  
GOOD CORPORATE GOVERNANCE  
ANNUAL STATEMENT LETTER<sup>1</sup>  
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Jakarta, 2 January 2023



**Fransisca Nelwan Mok  
Director**

**ICBC**  **PT. BANK ICBC INDONESIA**

**DIRECTOR  
GOOD CORPORATE GOVERNANCE  
ANNUAL STATEMENT LETTER<sup>1</sup>  
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Jakarta, 2 January 2023



**Dini Suprihatini  
Director**

**ICBC**  **PT. BANK ICBC INDONESIA**

**DIRECTOR  
GOOD CORPORATE GOVERNANCE  
ANNUAL STATEMENT LETTER<sup>1</sup>  
As of 31 December 2022**

To comply with with OJK Regulation No.55/POJK.03/2016, dated December 7<sup>th</sup>, 2016 regarding The Implementation of Good Corporate Governance, as Director of PT Bank ICBC Indonesia, herewith I declare the followings:

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9. I never get any intervention or influence from related parties or other parties that may affect my independency.

I certify that the information made in this form is true and this Statement Letter is made to be used as it is appropriate

Jakarta, 2 January 2023



**Lakito Adisubrata Sawardi  
Director**

# PENILAIAN PENERAPAN GCG 2022 TERHADAP DEWAN KOMISARIS DAN DIREKSI

## 2022 GCG ASSESSMENT FOR THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Bank melakukan *self-assessment* terhadap penerapan GCG tahun 2022 sejalan dengan periode penilaian *Risk-Based Bank Rating* (RBBR) yang dilakukan setiap semester sebagaimana dimaksud dalam Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 13/SEOJK.03/2017 tentang Pelaksanaan Tata Kelola bagi Bank Umum.

The Bank conducts self-assessment of GCG implementation in 2022 in accordance with the period of Risk-Based Bank Rating (RBBR) assessment conducted every semester as referred to Circular Letter of the Financial Services Authority (SEOJK) No. 13/SEOJK.03/2017 on the Implementation of Governance for Commercial Banks.

Berdasarkan acuan tersebut, Bank melakukan *self-assessment* secara berkala terhadap 11 (sebelas) faktor penilaian penerapan GCG, di mana 2 (dua) faktor di dalamnya merupakan Dewan Komisaris dan Direksi, yaitu:

Based on the aforementioned guidelines, The Bank conducts self-assessment regularly for 11 (eleven) GCG implementation assessment factors, 2 (two) of which are concerning the Board of Commissioners and Board of Directors, namely:

1. Pelaksanaan tugas dan tanggung jawab Dewan Komisaris.
2. Pelaksanaan tugas dan tanggung jawab Direksi.

1. The Board of Commissioners' duties and responsibilities implementation.
2. The Board of Directors' duties and responsibilities implementation.

Hasil *self-assessment* tahun 2022 terhadap kedua aspek di atas menunjukkan berfungsinya perangkat organ Dewan Komisaris dan Direksi, dengan hasil sebagai berikut:

The self-assessment results in 2022 towards the above aspects indicate the proper functioning of the organs of the Board of Commissioners and Board of Directors, with the following results:

Faktor Penilaian Penerapan GCG GCG Assessment Factors	Skor Score
Pelaksanaan tugas dan tanggung jawab Dewan Komisaris The Board of Commissioners' duties and responsibilities implementation	1
Pelaksanaan tugas dan tanggung jawab Direksi The Board of Directors' duties and responsibilities implementation	1

### REALISASI/TINDAK LANJUT ATAS HASIL REKOMENDASI

Atas semua temuan Otoritas Jasa Keuangan (OJK) tahun 2021 pada kantor pusat Bank, Bank telah menindaklanjuti seluruh komitmen yang memerlukan tindakan perbaikan secara tepat waktu, di antaranya pemenuhan komitmen atas penyempurnaan kebijakan, administrasi kredit, serta melakukan perbaikan dan migrasi *logic source* data plafon awal sesuai pelaporan Antasena.

### REALIZATION/FOLLOW-UP ON RECOMMENDATIONS

Based on the Financial Services Authority (OJK) inspection in 2021 at The Bank's head office, The Bank has followed up all commitments that require improvement in a timely manner, including the fulfillment of policy improvement, credit administrative, as well as improve and migrate the logic source data from the initial plafond according to the Antasena reporting.

Terkait pemenuhan atas komitmen temuan pemeriksaan OJK tahun 2022 pada kantor pusat dan kantor cabang Bank, Bank telah menindaklanjuti komitmen temuan pemeriksaan dengan target waktu Desember 2022 dan bukti pendukung telah disampaikan kepada OJK.

Regarding the fulfillment of OJK's audit findings commitment in 2021 at The Bank's head office and branch offices, The Bank has followed up all audit findings commitment with a target date in December 2022 and supporting documents have been submitted to OJK.

## PENILAIAN KINERJA DEWAN KOMISARIS DAN DIREKSI

### Metode/Mekanisme Penilaian

Penilaian faktor GCG merupakan penilaian terhadap kualitas manajemen Bank atas pelaksanaan prinsip GCG, dengan memperhatikan signifikansi atau materialitas suatu permasalahan terhadap penerapan GCG secara *bank-wide*, sesuai skala, karakteristik dan kompleksitas usaha Bank. Penilaian tersebut dikelompokkan dalam suatu *governance system* yang terdiri dari 3 (tiga) aspek *governance*, yaitu: *governance structure*, *governance process*, dan *governance outcome*.

## HASIL PENILAIAN

### Struktur Tata Kelola

- Dewan Komisaris secara aktif mengkomunikasikan dan memantau kondisi Bank seperti tindak lanjut terhadap audit OJK, manajemen risiko, kepatuhan dan APU.
- Seluruh anggota Direksi dan Dewan Komisaris memiliki integritas, kompetensi dan reputasi keuangan yang memadai.
- Bank melanjutkan implementasi tata kelola kebijakan dan prosedur termasuk sosialisasinya ke seluruh departemen/cabang yang berlaku.
- Seluruh komite-komite di bawah Dewan Komisaris dan Direksi telah melaksanakan fungsinya sesuai dengan ketentuan yang berlaku.
- Bank telah memiliki kebijakan yang mengatur tentang pihak terkait dan penyediaan dana besar termasuk limit sesuai dengan prinsip kehati-hatian.
- Secara terus menerus, Bank telah memperbarui *Risk Control Self-Assessment* sebagai *operational risk management tools*.
- *Policy and Procedure Project* telah dilaksanakan sejak 2020 dan masih terus dilanjutkan dengan memonitor sosialisasinya.
- Bank telah memenuhi komposisi ketentuan Dewan Komisaris dan Direksi.

### Proses Tata Kelola

- Dewan Komisaris dan Direksi telah secara aktif berkomunikasi dengan regulator (OJK dan BI).
- Direksi telah secara aktif menyelesaikan tindak lanjut temuan regulator untuk pemeriksaan tahun 2021 dan tindak lanjut pemeriksaan tahun 2022 dengan tenggat waktu penyampaian sampai dengan 31 Desember 2022.
- Secara berkala, Bank terus melakukan pembaruan atas Kebijakan Manajemen Risiko, dan kebijakan tersebut menjadi dasar atas semua kebijakan dan prosedur Bank.
- Secara berkelanjutan, Bank telah meningkatkan fungsi audit internal untuk mengidentifikasi isu yang ada.
- Tata kelola terhadap pelaksanaan piagam komite pada tingkat Direksi dan Dewan Komisaris.

## BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

### Assessment Methods/Mechanisms

The GCG factors assessment is the assessment of The Bank management quality in implementing GCG principles, by taking into account the significance or materiality of an issue to the implementation of GCG bank-wide, based on the scale, characteristics and complexity of The Bank's business. The assessment is grouped into a governance system comprising 3 (three) aspects of governance: *governance structure*, *governance process*, and *governance outcome*.

## ASSESSMENT RESULTS

### Governance Structure

- Board of Commissioners actively communicates and monitors The Bank conditions related to OJK audit rectification rate, risk management, compliance and AML concern.
- All members of the Board of Directors and Board of Commissioners have integrity, competency, and adequate financial reputation.
- The Bank continues the implementation of policy and procedure governance including its socialization to all respective departments/branches that applied.
- All committees under the Board of Commissioners and Board of Directors have carried out their functions in accordance with prevailing regulations.
- The Bank has a policy governing related parties and large exposures, including their limits in accordance with the prudential principles.
- The Bank has continuously improved the Risk Control Self-Assessment as operational risk management tools.
- Policy and Procedure Project has been implemented since 2020 and continue to be carried out by monitoring its socialization.
- The Bank has fulfilled the requirement for Board of Commissioners and Board of Directors composition.

### Governance Process

- Board of Commissioners and Board of Directors have actively communicated with regulators (OJK and BI).
- Board of Directors has actively followed up on regulatory audit findings for 2021 audit and followed up on 2022 audit with target completion by December 31, 2022.
- Periodically, The Bank continues to improve its Risk Management Policy and the policy will act as the foundation for all of The Bank's policies and procedures.
- The Bank continuously improves the internal audit function to identify current issues.
- Govern the implementation of committee charter at Board of Directors and Board of Commissioners level.

**Hasil Tata Kelola**

- Tidak terdapat hasil audit terkait dengan benturan kepentingan.
- Bank telah memiliki rencana audit yang telah disetujui oleh Presiden Direktur dan Dewan Komisaris.
- Tidak terdapat permasalahan terkait penunjukan, komunikasi, independensi, dan cakupan pekerjaan auditor eksternal.
- Bank telah menyelesaikan 31 (tiga puluh satu) temuan dari 31 (tiga puluh satu) temuan yang teridentifikasi untuk audit OJK tahun 2021.
- Untuk komitmen temuan OJK tahun 2022 pada kantor pusat dan kantor cabang, telah ditindaklanjuti komitmen temuan pemeriksaan sampai dengan Desember 2022 sesuai dengan target komitmen.
- Tidak terdapat pelanggaran atau pelampauan Batas Maksimum Pemberian Kredit (BMPK) pada tahun 2022.

**Governance Outcome**

- There were no audit results related to the conflict of interest.
- The Bank has organized its audit plan approved by the President Director and Board of Commissioners.
- There were no issues related to the appointment, communication, independence, and scope of work of the external auditor.
- The Bank has rectified 31 (thirty-one) audit findings of 31 (thirty-one) audit findings commitment identified for OJK inspection in 2021.
- For OJK audit findings commitment in 2022 at The Bank's head office and branch offices, the audit findings commitment has been rectified until December 2022 as per agreed timeline.
- There was no breach or exceed on Legal Lending Limit (LLL) during 2022.

## KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

### REMUNERATION POLICY OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Bank menerapkan kebijakan tata kelola remunerasi berdasarkan POJK No. 45/POJK.03/2015 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum. Remunerasi merupakan imbalan yang ditetapkan dan diberikan kepada anggota Dewan Komisaris, anggota Direksi, dan/atau karyawan yang bersifat tetap maupun variabel dalam bentuk tunai maupun non-tunai sesuai dengan tugas, wewenang, dan tanggung jawabnya. Sebagai perwujudan komitmen terhadap penerapan tata kelola (*good corporate governance*), maka Bank merasa perlu mengatur tata cara pemberian remunerasi dan fasilitas-fasilitas yang diberikan untuk mendorong dilakukannya *prudent risk taking* dalam rangka menjaga kelangsungan usaha Bank.

Terkait dengan remunerasi bagi Dewan Komisaris dan Direksi, Bank menerbitkan Kebijakan Remunerasi Anggota Direksi dan Anggota Dewan Komisaris No. 2021-HRD-004-L3 yang telah diperbarui pada 13 Oktober 2021. Untuk mengetahui posisi remunerasi Bank terhadap kondisi pasar, setiap tahun Bank berpartisipasi dalam *annual salary survey* yang diselenggarakan oleh pihak ketiga yang independen dan kompeten. Hasil kajian dari survei tersebut digunakan sebagai dasar dalam menyesuaikan strategi remunerasi Bank.

The Bank implements a remuneration governance policy based on POJK No. 45/POJK.03/2015 concerning the Implementation of Governance for Commercial Banks in the Provision of Remuneration. Remuneration is a fixed and variable honorarium given to members of the Board of Commissioners, members of the Board of Directors, and/or employees in the form of cash and non-cash in accordance with their duties, authorities, and responsibilities. As a manifestation of commitment to the implementation of good corporate governance, The Bank feels the need to regulate the procedure of providing remuneration and facilities to encourage the implementation of prudent risk taking in maintaining The Bank's business continuity.

Regarding the remuneration for Board of Commissioners and Board of Directors, The Bank issued a Remuneration Policy for Members of the Board of Directors and Members of the Board of Commissioners No. 2021-HRD-004-L3 which has been updated on October 13, 2021. To ascertain The Bank's remuneration position against the market conditions, The Bank participates in an annual salary survey organized by independent and competent third party every year. The results of the survey are then used as the basis for adjusting The Bank's remuneration strategy.

Berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas dan Anggaran Dasar Perseroan; penetapan gaji, honorarium, atau tunjangan anggota Dewan Komisaris dan Direksi harus dilakukan melalui pengambilan keputusan Rapat Umum Pemegang Saham (RUPS).

Dalam hal ini, Bank memiliki Komite Remunerasi dan Nominasi yang berfungsi merekomendasikan remunerasi Dewan Komisaris dan Direksi Bank, sebelum diserahkan kepada Dewan Komisaris untuk disampaikan kepada RUPS untuk mendapatkan persetujuan.

Pursuant to Law No. 40 of 2007 concerning the Limited Liability Companies and Articles of Association; the arrangement of salary, honorarium, or benefits for the Board of Commissioners and Board of Directors members must be made through the decision making of the General Meeting of Shareholders (GMS).

In this case, The Bank has a Remuneration and Nomination Committee whose function is to recommend the remuneration of The Bank's Board of Commissioners and Board of Directors, before it is submitted to the Board of Commissioners for further submission to the GMS for approval.

## PROSEDUR REMUNERASI DEWAN KOMISARIS DAN DIREKSI REMUNERATION PROCEDURES OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS



### INDIKATOR PENETAPAN REMUNERASI

Komite Remunerasi dan Nominasi menyusun rekomendasi remunerasi berdasarkan formulasi remunerasi yang mengacu kepada kebijakan internal Bank, peraturan eksternal yang berlaku, dan komparasi industri, dengan tetap mempertimbangkan kinerja Bank.

Komite Remunerasi dan Nominasi mengacu kepada prinsip-prinsip remunerasi Bank dan hasil penilaian atas pencapaian target (*goal setting*), peraturan yang berlaku, komparasi industri dan kinerja Bank untuk menetapkan remunerasi Dewan Komisaris dan Direksi.

### REMUNERASI YANG DIKAITKAN DENGAN RISIKO

Dalam memberikan remunerasi, Bank selalu memperhatikan prinsip kehati-hatian yang bertujuan untuk mendorong dilakukannya *prudent risk taking* dalam rangka menjaga kelangsungan usaha Bank. Metode pengukuran kinerja dan jenis risiko dalam menetapkan pemberian remunerasi yang bersifat variabel disesuaikan dengan skala dan kompleksitas kegiatan usaha Bank. Dalam menetapkan kebijakan remunerasi, Bank memperhatikan jenis, kriteria, dampak serta perubahan penentuan jenis risiko utama dalam menetapkan remunerasi.

### REMUNERATION DETERMINATION INDICATORS

The Remuneration and Nomination Committee prepares remuneration recommendations based on remuneration formulations that refer to The Bank's internal policies, applicable external regulations, and industrial comparisons, while considering The Bank's performance.

The Remuneration and Nomination Committee refers to The Bank's remuneration principles and the assessment results of goal setting, applicable regulations, industrial comparisons, and The Bank's performances to determine the remuneration of the Board of Commissioners and Board of Directors.

### DISCLOSURE OF REMUNERATION RELATED TO RISKS

In providing remuneration, The Bank always pays attention to the prudential principles to encourage the implementation of prudent risk taking in maintaining The Bank's business continuity. The performance measurements and type of risks in determining the variable remuneration are adjusted to the scale and complexity of The Bank's business activities. In determining the remuneration policy, The Bank takes into account the types, criteria, impacts and changes in the determination of the main types of risk in determining the remuneration.

## PENGUKURAN KINERJA DIKAITKAN DENGAN REMUNERASI

Penerapan strategi remunerasi Bank dilaksanakan dengan memperhatikan kinerja dari tiap-tiap individu (*based on performance*), kinerja unit kerja, dan kinerja Bank secara keseluruhan, namun tetap mempertimbangkan kemampuan finansial Bank.

## PENYESUAIAN REMUNERASI DIKAITKAN DENGAN RISIKO DAN KINERJA

Bank memberikan remunerasi yang bersifat variabel yaitu remunerasi yang dikaitkan dengan kinerja dan risiko, antara lain bonus kinerja atau bentuk lain yang dipersamakan dengan itu. Bank menerbitkan Kebijakan Tata Kelola Pemberian Remunerasi bagi *Material Risk Taker* No. 2022-HRD-001-L3 yang telah diperbarui pada 12 April 2022. Dalam kebijakan tersebut telah dicantumkan bahwa Bank dapat menunda pembayaran remunerasi yang bersifat variabel yang ditangguhkan (Malus) kepada pejabat yang tergolong *Material Risk Taker* (MRT), dengan ketentuan sebagai berikut:

1. Remunerasi yang bersifat variabel wajib ditangguhkan sebesar persentase tertentu yang ditetapkan oleh Bank bagi pejabat yang tergolong sebagai MRT.
2. Dalam implementasi remunerasi MRT, Bank selalu berpedoman terhadap ketentuan OJK dan kebijakan remunerasi Bank.

## JUMLAH REMUNERASI DITERIMA DALAM 1 (SATU) TAHUN

Bank selalu berusaha menaati seluruh aturan yang berlaku terkait remunerasi kepada karyawan. Besaran remunerasi yang diberikan telah disesuaikan dengan ketentuan yang berlaku dan berada di atas standar upah minimum yang berlaku di wilayah operasional Bank. Dalam menerapkan tata kelola remunerasi, Bank senantiasa berupaya menjaga *gap* rasio gaji seluruh karyawan agar tidak terdapat perbedaan yang terlalu tinggi.

## PERFORMANCE MEASUREMENT RELATED TO REMUNERATION

The Bank's remuneration strategy is carried out by taking in account the performances of each individual, work units, and The Bank as a whole, while still considering The Bank's financial capability.

## REMUNERATION ADJUSTMENT RELATED TO RISK AND PERFORMANCE

The Bank provides variable remuneration relating to the performance and risk, including the performance bonuses or other equivalent forms. The Bank issued a Governance Policy for Providing Remuneration to Material Risk Taker No. 2022-HRD-001-L3 which has been updated on April 12, 2022. It was stated in the policy that The Bank might delay the payment of deferred variable remuneration (Malus) to officials classified as Material Risk Taker (MRT), with the following conditions:

1. Variable remuneration must be deferred at a certain percentage determined by The Bank for officials classified as MRT.
2. In the implementation of MRT remuneration, The Bank always complies with OJK provisions and The Bank's remuneration policy.

## TOTAL REMUNERATION ACCEPTED IN 1 (ONE) YEAR

The Bank strives to comply with all applicable regulations regarding remuneration to employees. The amount of remuneration given has been adjusted to the applicable provisions and is above the minimum wage standard applied in The Bank's operational area. In implementing the remuneration governance, The Bank strives to maintain the gap in the salary ratio of all employees so that the differences are not significant.

	Komisaris Commissioners		Direktur Directors	
	Jumlah Orang Number of People	Jumlah dalam Juta Rupiah Total in Million Rupiah	Jumlah Orang Number of People	Jumlah dalam Juta Rupiah Total in Million Rupiah
Jumlah Remunerasi dan Fasilitas Lain Total Remuneration and Other Facilities	3	4.025	8	36.192

Jumlah Remunerasi per Orang dalam 1 (Satu) Tahun Total Remuneration per Person in 1 (One) Year	Jumlah Komisaris Number of Commissioners	Jumlah Direktur Number of Directors
Di atas Rp2 miliar Above Rp2 billion	-	7
Di atas Rp1 miliar s.d. Rp2 miliar Above Rp1 billion up to Rp2 billion	3	-
Di atas Rp500 juta s.d. Rp1 miliar Above Rp500 million up to Rp1 billion	-	-
Di bawah Rp500 juta Rp500 million or less	-	1
<b>Jumlah I Total</b>	<b>3</b>	<b>8</b>

## RASIO GAJI

Berikut adalah rasio gaji tertinggi dan terendah dalam lingkup organisasi Bank:

## SALARY RATIO

The ratio of the highest and lowest salaries within the scope of The Bank's organization is as follows:

Rasio Gaji Salary Ratio	2022	2021
Gaji Direktur tertinggi terhadap gaji Direktur terendah The highest salary of Directors compared to the lowest salary of Directors	1,80 : 1	2,09 : 1
Gaji Direktur tertinggi terhadap gaji Komisaris tertinggi The highest salary of Directors compared to the highest salary of Commissioners	4,63 : 1	5,15 : 1
Gaji Komisaris tertinggi terhadap gaji Komisaris terendah The highest salary of Commissioners compared to the lowest salary of Commissioners	1 : 1	1 : 1
Gaji Direktur tertinggi terhadap gaji karyawan tertinggi The highest salary of Directors compared to the highest salary of employees	2,47 : 1	2,27 : 1
Gaji karyawan tertinggi terhadap gaji karyawan terendah The highest salary of employees compared to the lowest salary of employees	21,97 : 1	25,04 : 1
Gaji karyawan terendah terhadap Upah Minimum Provinsi (UMP) The lowest salary of employees compared to the Provincial Minimum Wage (UMP)	1,07 : 1	1,08 : 1

## OPSI SAHAM DAN BUY BACK

Hingga akhir tahun 2022, Bank tidak memiliki kebijakan mengenai Opsi Saham bagi Dewan Komisaris dan Direksi.

## STOCK OPTIONS AND BUY BACK

By the end of 2022, The Bank does not have a policy on Stock Options for the Board of Commissioners and Board of Directors.

## JUMLAH REMUNERASI YANG BERSIFAT VARIABEL YANG DITANGGUHKAN

## TOTAL AMOUNT OF DEFERRED VARIABLE REMUNERATION

	Komisaris Commissioners		Direktur Directors	
	Jumlah Orang Number of People	Jumlah dalam Juta Rupiah Total in Million Rupiah	Jumlah Orang Number of People	Jumlah dalam Juta Rupiah Total in Million Rupiah
Jumlah Remunerasi yang Bersifat Variabel Total Amount of Variable Remuneration	-	-	11	2.867

Sampai dengan Desember 2022, total remunerasi yang bersifat variabel yang ditangguhkan oleh Bank dalam bentuk uang tunai sebesar Rp2,87 miliar untuk 11 (sebelas) anggota Direksi.

### JUMLAH PEGAWAI YANG TERKENA PEMUTUSAN HUBUNGAN KERJA

Selama tahun 2022, Bank tidak melakukan pemutusan hubungan kerja (PHK) kepada karyawan.

### INFORMASI KUANTITATIF

Until the end of December 2022, the total variable remuneration deferred by The Bank in the form of cash was Rp2.87 billion for 11 (eleven) members of the Board of Directors.

### NUMBER OF EMPLOYEES AFFECTED BY LAYOFFS

Throughout 2022, The Bank did not layoff any of its employees.

### QUANTITATIVE INFORMATION

Jenis Remunerasi yang Bersifat Variabel Types of Variable Remuneration	Sisa yang Masih Ditangguhkan Remaining Deferred Amount	Total Pengurangan Selama Periode Laporan Total Deductions During Reporting Period		
		Disebabkan Penyesuaian Eksplisit (A) Due to Explicit Adjustment (A)	Disebabkan Penyesuaian Implisit (B) Due to Implicit Adjustment	Total (A) + (B)
Tunai (dalam juta rupiah) Cash (in million rupiah)	2.867	-	-	-
Saham/instrumen yang berbasis saham yang diterbitkan Bank. (dalam lembar saham dan nominal juta rupiah yang merupakan konversi dari lembar saham tersebut) Shares/share-based instruments issued by The Bank. (in number of shares and a nominal of million rupiah which is a conversion to number of shares)	-	-	-	-

# RAPAT DEWAN KOMISARIS DAN DIREKSI

## BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS MEETINGS

### RAPAT DEWAN KOMISARIS

Rapat Dewan Komisaris dilaksanakan berdasarkan POJK No. 55/POJK.03/2016 dan Pedoman Kerja Dewan Komisaris mengenai penetapan rapat Dewan Komisaris yang diwajibkan untuk menyelenggarakan rapat secara berkala paling sedikit 4 (empat) kali dalam 1 (satu) tahun.

#### Kebijakan Rapat Dewan Komisaris

Kebijakan rapat Dewan Komisaris diatur dalam Pedoman Kerja Dewan Komisaris dengan pokok-pokok sebagai berikut:

- Keputusan rapat Dewan Komisaris diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan secara musyawarah untuk mufakat tidak tercapai, maka keputusan diambil berdasarkan suara setuju lebih dari  $\frac{1}{2}$  (setengah) jumlah suara yang sah dalam rapat. Dalam hal suara yang setuju dan tidak setuju berimbang maka usul harus dianggap ditolak.
- Dewan Komisaris dapat pula mengambil keputusan yang sah tanpa mengadakan rapat Dewan Komisaris dengan ketentuan semua anggota Komisaris telah diberitahu secara tertulis dan semua anggota Komisaris memberikan persetujuan mengenai usul yang diajukan secara tertulis serta menandatangani persetujuan tersebut. Keputusan yang diambil dengan cara demikian mempunyai kekuatan yang sama dengan keputusan yang diambil dengan sah dalam rapat Dewan Komisaris. Keputusan Dewan Komisaris mengikat seluruh anggota Dewan Komisaris.

#### Agenda dan Frekuensi Rapat

Sepanjang tahun 2022, Dewan Komisaris menyelenggarakan rapat sebanyak 4 (empat) kali. Berikut disampaikan agenda dan tingkat kehadiran Dewan Komisaris dalam rapat-rapat tersebut.

### BOARD OF COMMISSIONERS MEETINGS

The Board of Commissioners meetings are implemented pursuant to the POJK No. 55/POJK.03/2016 and Board of Commissioners Charter on the meeting convention by the Board of Commissioners at least 4 (four) times in a year.

#### Board of Commissioners Meeting Policy

The Board of Commissioners meeting policy is accommodated under the Board of Commissioners Charter with the following key points:

- The decision of the Board of Commissioners meetings is based on deliberations to reach consensus. In the event that a consensus decision is not reached, a decision is made on the basis of agreed votes of more than  $\frac{1}{2}$  (half) from the legitimate votes in the meeting. In the case of agreeing and disagreeing votes are equal then the proposal shall be deemed to be rejected.
- The Board of Commissioners may also make informed decisions without holding a Board of Commissioners meeting provided that all members of the Board of Commissioners have been notified in writing and all members of the Board of Commissioners agree on the proposal submitted in writing and sign the agreement. The decisions taken in this way have the same power as the decisions taken legitimately in the Board of Commissioners meetings. The decisions of the Board of Commissioners are binding to all members of the Board of Commissioners.

#### Meetings Agenda and Frequency

Throughout 2022, the Board of Commissioners held 4 (four) meetings. The following are the Board of Commissioners meetings agenda and attendance.

**AGENDA RAPAT DEWAN KOMISARIS****BOARD OF COMMISSIONERS MEETINGS  
AGENDA**

Tanggal Date	Tempat Venue	Agenda	Nomor Risalah Rapat MoM Number
23 Maret 2022 March 23, 2022	Online via Webex	1. Bankwide Financial Performance as of February 2022 2. 2021 Anti Money Laundering Department Report 3. 2021 Risk Management Department Report 4. 2021 Compliance Department Report 5. OJK Audit Updates 6. 2021 Internal Audit Achievements and 2022 Internal Audit Plans	001/MM/BOC/III/2022
24 Juni 2022 June 24, 2022	Online via Webex	1. Compliance Department Updates 2. Anti Money Laundering Department Updates 3. Risk Management Department Updates 4. Business Plan 2022 Revision	002/MM/BOC/VI/2022
21 September 2022 September 21, 2022	Online via Webex	1. Compliance Department Updates 2. Anti Money Laundering Department Updates 3. Risk Management Department Updates - Achievement of Semester I & Work Plan of Semester II 4. Bank-wide Financial Performance as of June 2022 5. 2022 Internal Audit Achievement 6. Contract Extension of Mr. Richard S. Dompas as Member of Audit Committee	003/MM/BOC/IX/2022
28 Desember 2022 December 28, 2022	Online via Webex	1. Remuneration and Nomination Committee Performance in 2022 and Work Plan in 2023 2. Risk Monitoring Committee Performance in 2022 and Work Plan in 2023 3. Audit Committee Performance in 2022 and Work Plan in 2023	004/MM/BOC/XII/2022

**KEHADIRAN RAPAT DEWAN KOMISARIS****BOARD OF COMMISSIONERS MEETINGS  
ATTENDANCE**

Dewan Komisaris Board of Commissioners	23 Mar 22	24 Jun 22	21 Sep 22	28 Dec 22	Total Kehadiran Total Attendance(s)	Total Rapat Total Meeting(s)	Persentase Kehadiran Percentage of Attendance
Wang Kun	1	1	1	1	4	4	100%
Hendra Widjojo	1	1	1	1	4	4	100%
H. Yunno Kusumo	1	1	1	1	4	4	100%
Jeff S.V. Eman	1	1	1	1	4	4	100%

**RAPAT DIREKSI**

Rapat Direksi dilaksanakan berdasarkan POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, di mana rapat Direksi wajib diselenggarakan minimum 1 (satu) kali sebulan. Selain dari kewajiban tersebut, rapat Direksi juga dapat dilaksanakan setiap waktu apabila dan ketika diperlukan sebagaimana yang diatur juga dalam Pedoman Kerja Direksi terkait dengan tata tertib rapat.

**BOARD OF DIRECTORS MEETINGS**

The Board of Directors meetings are implemented pursuant to POJK No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies, whereby the meeting convention by the Board of Directors must be held at least once a month. Furthermore, the Board of Directors may convene a meeting when is deemed necessary as stipulated in the Board of Directors Charter on the Meetings Rules.

### Kebijakan Rapat Direksi

Rapat Direksi dilaksanakan di kantor pusat Bank, lokasi usaha atau lokasi lain yang disetujui oleh Direksi. Namun, rapat juga dapat dilaksanakan melalui media komunikasi lainnya, yang mana para Direktur dapat berkomunikasi satu sama lainnya dan berpartisipasi seperti kehadiran dalam rapat.

### Agenda dan Frekuensi Rapat

Sepanjang tahun 2022, Direksi menyelenggarakan rapat sebanyak 8 (delapan) kali. Berikut disampaikan agenda dan tingkat kehadiran Direksi dalam rapat-rapat tersebut.

## AGENDA RAPAT DIREKSI

Tanggal Date	Tempat Venue	Agenda	Nomor Risalah Rapat MoM Number
11 Februari 2022 February 11, 2022	Both online via Webex and offline at head office	COVID-19 Prevention and Control Measures	001/MM/BOD/II/2022
9 Maret 2022 March 9, 2022	Both online via Webex and offline at head office	1. 2021 KPI Achievement Result 2. 2021 Performance Bonus 3. Anti-fraud and Anti-bribery Organization Structure Proposal 4. Update on Material Risk Takers (MRT) Policy 5. 2022 KPI Deduction 6. 2022 KPI Setting 7. Other Updates	002/MM/BOD/III/2022
11 Mei 2022 May 11, 2022	Online via email	PIC Department Head and Deputy Head of Operations Management Department Succession Plan	003/MM/BOD/IV/2022
16 Juni 2022 June 16, 2022	Both online via Webex and offline at head office	1. 2022 Business Plan Revision 2. HR Updates 3. Work Summary & Next Plan	004/MM/BOD/VI/2022
20 Juli 2022 July 20, 2022	Online via email	PIC Department Head of Compliance Department Succession Plan	005/MM/BOD/VII/2022
20-21 September 2022 September 20-21, 2022	Online via email	Appointment of Department Head of Bills Center	006/MM/BOD/IX/2022
18 Oktober 2022 October 18, 2022	Both online via Webex and offline at head office	1. 2023 Business Plan 2. Q3 Work Summary & Q4 Work Plan	007/MM/BOD/X/2021
2-3 November 2022 November 2-3, 2022	Online via email	PIC Department Head of Loan Operation Department Succession Plan	008/MM/BOD/XI/2021

### Board of Directors Meeting Policy

The Board of Directors meeting is held at The Bank head office, other business locations or places agreed by the Board of Directors. However, the meeting can also be done via other means of communication, through which the Directors can communicate with one another and participate as if they are present in that meeting.

### Meetings Agenda and Frequency

Throughout 2022, the Board of Directors held 8 (eight) meetings. The following are the Board of Directors meetings agenda and attendance.

## BOARD OF DIRECTORS MEETINGS AGENDA

## KEHADIRAN RAPAT DIREKSI

BOARD OF DIRECTORS MEETING  
ATTENDANCE

Tanggal Rapat Meeting Date	Direksi Board of Directors						
	Zhang Jinxing	Zhang Wen	Liu Hongbo	Sandy T. Muliana	Fransisca Nelwan Mok	Dini Suprihatini	Lukito Adisubrata S.
11 Februari 2022 February 11, 2022	1	1	1	1	1	1	1
9 Maret 2022 March 9, 2022	1	1	1	1	1	1	1
11 Mei 2022 May 11, 2022	1	1	1	1	1	1	1
16 Juni 2022 June 16, 2022	1	1	1	1	1	1	1
20 Juli 2022 July 20, 2022	1	1	1	1	1	1	1
20-21 September 2022 September 20-21, 2022	1	1	1	1	1	1	1
18 Oktober 2022 October 18, 2022	1	1	1	1	1	1	1
2-3 November 2022 November 2-3, 2022	1	1	1	1	1	1	1
<b>Total Kehadiran</b> Total Attendance(s)	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Total Rapat</b> Total Meeting(s)	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
<b>Persentase Kehadiran</b> Percentage of Attendance	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

RAPAT GABUNGAN DEWAN KOMISARIS DAN  
DIREKSI

Rapat gabungan Dewan Komisaris dan Direksi dilaksanakan guna memelihara koordinasi, sinergi dan penyelaras antara Dewan Komisaris dan Direksi dalam menjalankan tugas mencapai tujuan Bank. Materi pembahasan rapat meliputi isu strategis termasuk tentang kelangsungan usaha Bank serta pelaporan kinerja Direksi. Berdasarkan Pedoman Kerja Direksi, rapat komunikasi Dewan Komisaris dan Direksi wajib diadakan paling sedikit 1 (satu) kali dalam setahun.

## Agenda dan Frekuensi Rapat

Pada tahun 2022, rapat gabungan dilaksanakan 1 (satu) kali. Berikut agenda dan tingkat kehadiran Dewan Komisaris dan Direksi dalam rapat gabungan.

JOINT MEETINGS OF BOARD OF  
COMMISSIONERS AND BOARD OF DIRECTORS

The Board of Commissioners and Board of Directors joint meetings are implemented for coordination, synergy and alignment between the Board of Commissioners and Board of Directors in carrying out their duties to achieve The Bank's objectives. Meetings discussion includes strategic issues regarding The Bank business sustainability as well as the Board of Directors performance report. Based on the Board of Directors Charter, communication meetings between the Board of Commissioners and Board of Directors must be held at least once a year.

## Meetings Agenda and Frequency

In 2022, a joint meeting was held 1 (one) time. The following are the joint meeting agenda and attendance of the Board of Commissioners and Board of Directors.

## AGENDA RAPAT GABUNGAN

## JOINT MEETING AGENDA

Tanggal Date	Tempat Venue	Agenda	Nomor Risalah Rapat MoM Number
16 November 2022 November 16, 2022	Online via Webex	Business Plan 2023-2025	001/MM/BOD-BOC/XI/2022

## KEHADIRAN RAPAT GABUNGAN

## JOINT MEETING ATTENDANCE

Dewan Komisaris Board of Commissioners	16 Nov 2022	Total Kehadiran Total Attendance	Total Rapat Total Meeting	Persentase Kehadiran Percentage of Attendance
Wang Kun	1	1	1	100%
Hendra Widjojo	1	1	1	100%
H. Yunno Kusumo	1	1	1	100%
Jeff S.V. Eman	1	1	1	100%

Direksi Board of Directors	16 Nov 2022	Total Kehadiran Total Attendance	Total Rapat Total Meeting	Persentase Kehadiran Percentage of Attendance
Zhang Jinxing		0	1	0%
Zhang Wen	1	1	1	100%
Liu Hongbo	1	1	1	100%
Sandy T. Muliana	1	1	1	100%
Fransisca Nelwan Mok	1	1	1	100%
Dini Suprihatini	1	1	1	100%
Lukito Adisubrata S.	1	1	1	100%

■ Berhalangan hadir | Unable to attend

## INFORMASI MENGENAI PEMEGANG SAHAM UTAMA DAN PENGENDALI

### INFORMATION ON MAJORITY AND CONTROLLING SHAREHOLDERS

Pemegang saham mayoritas Bank adalah ICBC Limited dengan kepemilikan sebesar 98,61%, sedangkan pemegang saham minoritas adalah PT Intidana Wijaya dengan kepemilikan sebesar 1,39%. Sebagai pemegang saham mayoritas, ICBC Limited telah memenuhi persyaratan kemampuan, kepatutan dan kepatuhan terhadap regulasi yang ditetapkan oleh OJK, Bank Indonesia, serta perundang-undangan terkait perbankan yang berlaku di Indonesia.

The majority shareholder of The Bank is ICBC Limited with shares ownership of 98.61%. Meanwhile, the minority shareholder is PT Intidana Wijaya with shares ownership of 1.39%. As the controlling shareholder of The Bank, ICBC Limited has fulfilled the requirements of ability, propriety and compliance with regulations stipulated by the Financial Services Authority (OJK), Bank Indonesia, and applicable banking related legislation in Indonesia.

## HUBUNGAN AFILIASI ANTARA ANGGOTA DEWAN KOMISARIS, DIREKSI, DAN PEMEGANG SAHAM UTAMA DAN PENGENDALI

### AFFILIATION BETWEEN MEMBERS OF THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND MAJORITY AND/OR CONTROLLING SHAREHOLDERS

Pemegang saham mayoritas, Dewan Komisaris, dan Direksi saling menghormati pelaksanaan tugas, tanggung jawab, dan wewenang masing-masing sesuai peraturan perundang-undangan dan Anggaran Dasar. Pengungkapan hubungan afiliasi mencakup hubungan keluarga dan hubungan keuangan. Bentuk hubungan keluarga mencakup hubungan istimewa terutama yang disebabkan hubungan pertalian darah seperti suami/istri/anak/orang tua/saudara kandung/ipar, dan sebagainya; sementara bentuk hubungan keuangan termasuk di antaranya utang-piutang, kerja sama bisnis, dan sebagainya.

The majority shareholders, Board of Commissioners, and Board of Directors honor their respective duties, responsibilities, and authorities in accordance with the laws and the Articles of Association. The disclosure of affiliation includes family relations and financial relations. The form of family relations includes special relations primarily due to blood-related relationships such as spouses/children/parents/siblings/in-laws, and so forth; while the form of financial relations includes debts, business cooperation, and so forth.

	Hubungan Keluarga dengan Family Relations with			Hubungan Keuangan dengan Financial Relations with		
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	ICBC Limited (Pemegang Saham Utama/ Pengendali) ICBC Limited (Majority/ Controlling Shareholders)	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	ICBC Limited (Pemegang Saham Utama/ Pengendali) ICBC Limited (Majority/ Controlling Shareholders)
<b>Dewan Komisaris   Board of Commissioners</b>						
<b>Wang Kun</b> Presiden Komisaris President Commissioner	⊗	⊗	⊗	⊗	⊗	⊗
<b>Hendra Widjojo</b> Komisaris Independen Independent Commissioner	⊗	⊗	⊗	⊗	⊗	⊗
<b>H. Yunno Kusumo</b> Komisaris Independen Independent Commissioner	⊗	⊗	⊗	⊗	⊗	⊗
<b>Jeff S.V. Eman</b> Komisaris Commissioner	⊗	⊗	⊗	⊗	⊗	⊗
<b>Direksi   Board of Directors</b>						
<b>Zhang Jinxing</b> Presiden Direktur President Director	⊗	⊗	⊗	⊗	⊗	⊗
<b>Zhang Wen</b> Direktur - Kredit Director - Credit	⊗	⊗	⊗	⊗	⊗	⊗
<b>Liu Hongbo</b> Direktur - Marketing Director - Marketing	⊗	⊗	⊗	⊗	⊗	⊗
<b>Sandy T. Muliana</b> Direktur - Kepatuhan & Manajemen Risiko Director - Compliance & Risk Management	⊗	⊗	⊗	⊗	⊗	⊗
<b>Fransisca Nelwan Mok</b> Direktur - Sumber Daya Manusia & Hukum Director - Human Resources & Legal	⊗	⊗	⊗	⊗	⊗	⊗
<b>Dini Suprihatini</b> Direktur - Operasional Director - Operations	⊗	⊗	⊗	⊗	⊗	⊗
<b>Lukito Adisubrata S.</b> Direktur - Marketing Director - Marketing	⊗	⊗	⊗	⊗	⊗	⊗
⊗ Terdapat hubungan   A relation with ⊗ Tidak terdapat hubungan   No relation						

# PENGUNGKAPAN RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

## DISCLOSURE OF CONCURRENT POSITIONS OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Rangkap jabatan oleh Dewan Komisaris maupun Direksi dapat dilakukan sepanjang memenuhi kriteria dan persyaratan sesuai perundang-undangan yang berlaku.

Concurrent positions by members of the Board of Commissioners and Board of Directors can be done upon criteria and requirements in accordance with prevailing laws and regulations.

Berikut ini tabel yang menunjukkan rangkap jabatan Dewan Komisaris dan Direksi pada perusahaan/institusi lain dalam periode tahun 2022.

The following table illustrates the concurrent positions of the Board of Commissioners and Board of Directors in other companies/institutions in 2022.

	Kepengurusan pada Perusahaan/Institusi Lain Management of Other Companies/Institutions		
	Sebagai Anggota Dewan Komisaris As Board of Commissioners Member	Sebagai Anggota Direksi As Board of Directors Member	Jabatan Lainnya Other Position
<b>Dewan Komisaris   Board of Commissioners</b>			
<b>Wang Kun</b> Presiden Komisaris President Commissioner	⊗	⊗	☑
<b>Hendra Widjojo</b> Komisaris Independen Independent Commissioner	⊗	⊗	⊗
<b>H. Yunno Kusumo</b> Komisaris Independen Independent Commissioner	⊗	⊗	⊗
<b>Jeff S.V. Eman</b> Komisaris Commissioner	⊗	⊗	⊗
<b>Direksi   Board of Directors</b>			
<b>Zhang Jinxing</b> Presiden Direktur President Director	⊗	⊗	⊗
<b>Zhang Wen</b> Direktur - Kredit Director - Credit	⊗	⊗	⊗
<b>Liu Hongbo</b> Direktur - Marketing Director - Marketing	⊗	⊗	⊗
<b>Sandy T. Muliana</b> Direktur - Kepatuhan & Manajemen Risiko Director - Compliance & Risk Management	⊗	⊗	⊗
<b>Fransisca Nelwan Mok</b> Direktur - Sumber Daya Manusia & Hukum Director - Human Resources & Legal	⊗	⊗	⊗
<b>Dini Suprihatini</b> Direktur - Operasional Director - Operations	⊗	⊗	⊗
<b>Lukito Adisubrata S.</b> Direktur - Marketing Director - Marketing	⊗	⊗	⊗
☑ Wang Kun memegang jabatan sebagai Deputy Head of International Banking Department di ICBC Limited dan Non-Executive Director di ICBC Argentina Wang Kun serves as Deputy Head of International Banking Department at ICBC Limited and Non-Executive Director at ICBC Argentina ☑ Tidak terdapat hubungan kepengurusan   No management relation			

# KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

## DIVERSITY OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Keberagaman komposisi Dewan Komisaris dan Direksi merupakan bagian dari upaya Bank untuk mendorong proses pengambilan keputusan yang lebih objektif, komprehensif, dan optimal, serta memiliki dampak positif terhadap pengawasan dan pengelolaan Bank. Keberagaman ini diharapkan dapat memperkaya sudut pandang dan kepentingan dalam proses pengambilan keputusan baik di tubuh Dewan Komisaris maupun Direksi, sehingga mampu memberikan nilai tambah bagi kegiatan Bank, serta penerapan tata kelola perusahaan di lingkup Bank.

The diversity of the Board of Commissioners and Board of Directors is part of The Bank's efforts to encourage a more objective, comprehensive, and optimal decision-making process that has a positive impact on The Bank supervision and management. This diversity is expected to enrich the point of view and interest in the decision-making process in both of the Board of Commissioners and Board of Directors, thereby providing added value to The Bank's activities, as well as the implementation of corporate governance within the scope of The Bank.

### KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS

### BOARD OF COMMISSIONERS DIVERSITY

Nama dan Jabatan Name and Position	Latar Belakang Pendidikan Educational Background	Pengalaman Kerja Work Experience	Usia Age	Jenis Kelamin Gender
<b>Wang Kun</b> Presiden Komisaris President Commissioner	<i>English Education &amp; Literature</i>	Bekerja di ICBC Limited sejak tahun 2002 Careers at ICBC Limited since 2002	45	Laki-laki Male
<b>Hendra Widjojo</b> Komisaris Independen Independent Commissioner	<i>Economic</i>	Menjabat sebagai manajemen kunci PT Bank Halim Indonesia, pendahulu PT Bank ICBC Indonesia, sejak tahun 1989 Served as the key management of PT Bank Halim Indonesia, the predecessor of PT Bank ICBC Indonesia since 1989	59	Laki-laki Male
<b>H. Yunno Kusumo</b> Komisaris Independen Independent Commissioner	<i>Economic</i>	Pengawasan Perbankan Banking Supervision	66	Laki-laki Male
<b>Jeff S.V. Eman</b> Komisaris Commissioner	<i>Accounting</i>	Bekerja di PT Bank Halim Indonesia, pendahulu PT Bank ICBC Indonesia, sejak tahun 1990 Careers at PT Bank Halim Indonesia, the predecessor of PT Bank ICBC Indonesia since 1990	65	Laki-laki Male

## KEBERAGAMAN KOMPOSISI DIREKSI

## BOARD OF DIRECTORS DIVERSITY

Nama dan Jabatan Name and Position	Latar Belakang Pendidikan Educational Background	Pengalaman Kerja Work Experience	Usia Age	Jenis Kelamin Gender
<b>Zhang Jinxing</b> Presiden Direktur President Director	<i>Science and Economic</i>	Bekerja di ICBC Limited sejak tahun 1988 Careers at ICBC Limited since 1988	56	Laki-laki Male
<b>Zhang Wen</b> Direktur - Kredit Director - Credit	<i>Accounting, Business Administration, and Industrial Economic</i>	Bekerja di ICBC Limited sejak tahun 1991 Careers at ICBC Limited since 1991	51	Perempuan Female
<b>Liu Hongbo</b> Direktur - Marketing Director - Marketing	<i>Law</i>	Bekerja di ICBC Limited sejak 2001 Careers at ICBC Limited since 2001	47	Laki-laki Male
<b>Sandy T. Muliana</b> Direktur - Kepatuhan & Manajemen Risiko Director - Compliance & Risk Management	<i>Economic Management</i>	Perbankan Banking	58	Laki-laki Male
<b>Fransisca Nelwan Mok</b> Direktur - Sumber Daya Manusia & Hukum Director - Human Resources & Legal	<i>Husbandry and Finance</i>	Perbankan Banking	66	Perempuan Female
<b>Dini Suprihatini</b> Direktur - Operasional Director - Operations	<i>Agriculture</i>	Perbankan Banking	51	Perempuan Female
<b>Lukito Adisubrata S.</b> Direktur - Marketing Director - Marketing	<i>Economic Management</i>	Perbankan Banking	47	Laki-laki Male

# ORGAN PENDUKUNG DEWAN KOMISARIS

## SUPPORTING ORGANS OF THE BOARD OF COMMISSIONERS

### SEKRETARIS DEWAN KOMISARIS

Dalam rangka mendukung pelaksanaan fungsi dan efektivitas tugasnya, Dewan Komisaris menunjuk Departemen *Strategy Management and Investor Relation* (SMIR) yang salah satu fungsi utamanya sebagai Sekretaris Dewan Komisaris untuk membantu Dewan Komisaris dalam melaksanakan tugas dan tanggung jawabnya terhadap Bank.

Departemen SMIR mengemban fungsi Sekretaris Perusahaan berdasarkan Surat Keputusan Direksi No. 028/KPTS.DIR/ICBC.IND/2019 tanggal 4 Desember 2019, di mana Kepala Departemen SMIR ditunjuk sebagai Pejabat Pelaksana Fungsi Sekretaris Perusahaan. Tugas dan tanggung jawab Sekretaris Perusahaan dapat dilihat pada bagian Sekretaris Perusahaan dalam Bab "Tata Kelola Perusahaan" pada Laporan Tahunan Keberlanjutan 2022 ini.

### TUGAS DAN TANGGUNG JAWAB SEKRETARIS DEWAN KOMISARIS

Tugas Sekretaris Dewan Komisaris adalah sebagai berikut:

- Berperan membantu Dewan Komisaris dan komite dalam pengadaaan rapat Dewan Komisaris dan rapat komite baik sebelum, selama, dan setelah rapat tersebut dilaksanakan, termasuk segala sesuatu yang berkaitan dengan agenda rapat antara lain penjadwalan, pengaturan agenda, koordinasi, persiapan, kehadiran, rekaman, risalah rapat, dan distribusi material.
- Mengatur jadwal rapat dan membuat draf agenda untuk rapat Dewan Komisaris dan rapat komite selama setahun sekaligus memastikan kepatuhan dengan persyaratan eksternal dan internal, dan bekerja sama dengan Dewan Komisaris dan komite dalam menciptakan, memelihara, dan merevisi agenda jika diperlukan.
- Mengkoordinasikan penyusunan dan penyebaran bahan rapat dalam bentuk *hard copy* atau *soft copy*, sekaligus memastikan kecukupan, konsistensi (dengan dokumen sebelumnya dan berikutnya), kemudahan penggunaan, dan kualitas bahan.
- Mendukung pemenuhan dokumen dari departemen terkait untuk rapat dan anggota komite dan Dewan Komisaris.
- Menghadiri rapat anggota Dewan Komisaris dan rapat komite, mencatat dan mengedarkan risalah rapat yang mencakup antara lain keputusan, informasi, tindakan, dan arahan.

### BOARD OF COMMISSIONERS' SECRETARY

To support the implementation of functions and effectiveness of its duties, the Board of Commissioners appoints Department of Strategy Management and Investor Relation (SMIR) as one of its main functions as Secretary of the Board of Commissioners, to assist the Board of Commissioners in carrying out its duties and responsibilities to The Bank.

SMIR Department carries a Corporate Secretary function based on the Board of Directors Decree No. 028/KPTS.DIR/ICBC.IND/2019 dated December 4, 2019, where the Head of SMIR Department is appointed as Executive in charge of Corporate Secretary Function. The duties and responsibilities of Corporate Secretary can be seen in the Corporate Secretary section in the "Good Corporate Governance" of this 2022 Annual Sustainability Report.

### DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS' SECRETARY

The duties of the Board of Commissioners' Secretary are as follows:

- Assist the Board of Commissioners and committees in the meeting arrangement both before, during and after the meeting, as well as everything related to the meeting agenda including scheduling, agenda setting, coordination, preparation, attendance, recording, minutes of meeting (MoM), and material distribution.
- Arrange the meeting schedule as well as draft the annual agenda for the Board of Commissioners and committees meetings while ensuring the compliance with external and internal requirements, and coordinate with the Board of Commissioners and committees in any changes or revision to the agenda as necessary.
- Coordinate the preparation and distribution of meeting materials both in hard copy and soft copy form, while ensuring adequate, consistency (between previous and subsequent documents), ease of use, and quality of materials.
- Support the fulfillment of documents from relevant departments for the meeting and members of the committees and Board of Commissioners.
- Attend the Board of Commissioners and committees meetings, record and circulate MoM that includes among others, decision, information, action, and direction.

- Laporan mengenai agenda yang tertunda dan mengambil tindakan untuk memastikan informasi diberikan kepada anggota Dewan Komisaris dan komite pada waktu yang tepat.
- Melakukan aktivitas sekretariat, sistem pengarsipan, dan surat resmi masuk/keluar (aliran dokumen) yang sejalan dengan panduan yang ada untuk keperluan dalam memastikan keamanan dan kepatuhan dengan prosedur dan sistem yang telah ada.
- Bertanggung jawab atas terselenggaranya dengan baik kegiatan korespondensi surat menyurat antara Dewan Komisaris dan komite dengan pihak internal maupun eksternal.
- Melakukan fungsi peninjauan dan pengecekan untuk surat keluar resmi yang dikeluarkan oleh Dewan Komisaris dan komite dalam rangka untuk memastikan keakuratan informasi yang diberikan.
- Menyusun agenda kegiatan Dewan Komisaris dan komite sesuai dengan instruksi yang diterima.
- Menyusun konsep laporan dan dokumen untuk keperluan tugas Dewan Komisaris dan komite sesuai dengan diskusi dan instruksi.
- Mengatur perjalanan dinas untuk Dewan Komisaris dan komite, serta penyelesaian seluruh pengeluaran yang terjadi selama perjalanan dinas termasuk pemesanan tiket, hotel, aplikasi visa, dll.
- Turut mengambil bagian untuk melaksanakan kegiatan dan acara *bank-wide* dengan departemen terkait.
- Turut mengambil bagian dalam aktivitas pelaksanaan tanggung jawab sosial *bank-wide*.
- Provide report on any pending agenda and take action to ensure the information is provided to the Board of Commissioners and committees at appropriate times.
- Conduct secretarial activities, filing systems, and official incoming/outgoing letters (document flows) in line with existing guidelines to ensure security and compliance with existing procedures and systems.
- Responsible for the proper implementation of correspondence activities between the Board of Commissioners and committees with internal or external parties.
- Conduct review and check function for an official outgoing letter issued by the Board of Commissioners and committees in order to ensure the accuracy of the information provided.
- Arrange the agenda of activities of the Board of Commissioners and committees in accordance with the instructions received.
- Prepare the concept of reports and documents for the purposes of the Board of Commissioners and committees in accordance with the discussions and instructions received.
- Arrange business travel for the Board of Commissioners and committees, as well as the completion of all expenses incurred during official travel, including ticket bookings, hotels, visa applications, etc.
- Participate in carrying out bank-wide activities and events with relevant departments.
- Participate in the implementation of bank-wide social responsibility activities.

## PELAKSANAAN TUGAS SEKRETARIS DEWAN KOMISARIS TAHUN 2022

Pada tahun 2022, Sekretaris Dewan Komisaris telah melaksanakan tugas yang secara garis besar terbagi atas pengadaan rapat Dewan Komisaris dan komite, penyusunan laporan sebagai pemenuhan peraturan OJK, pelaksanaan kegiatan terkait tata kelola perusahaan, dan administrasi atas surat keputusan Dewan Komisaris dan Direksi.

## THE IMPLEMENTATION OF DUTIES OF THE BOARD OF COMMISSIONERS' SECRETARY IN 2022

In 2022, the Board of Commissioners' Secretary has carried out duties that in general are divided into the implementation of the Board of Commissioners and committees meetings, preparation of reports in compliance with OJK regulations, implementation of activities related to the corporate governance, and administration on the decrees of the Board of Commissioners and Board of Directors.

Lingkup Tugas Scope of Duty	Pelaksanaan pada Tahun 2022 Implementation in 2022
<p>Pengadaan rapat Dewan Komisaris dan komite Implementation of the Board of Commissioners and committees meetings</p>	<ul style="list-style-type: none"> <li>• Menyelenggarakan rapat Dewan Komisaris sebanyak 4 (empat) kali.</li> <li>• Menyelenggarakan rapat gabungan Dewan Komisaris dan Direksi sebanyak 1 (satu) kali.</li> <li>• Menyelenggarakan rapat Komite Audit sebanyak 10 (sepuluh) kali.</li> <li>• Menyelenggarakan rapat Komite Pemantau Risiko sebanyak 12 (dua belas) kali.</li> <li>• Menyelenggarakan rapat Komite Remunerasi dan Nominasi sebanyak 4 (empat) kali.</li> <li>• Membuat, mendistribusikan, mengarsip risalah rapat Dewan Komisaris, rapat gabungan Dewan Komisaris dan Direksi, serta rapat komite.</li> <li>• Convened 4 (four) times of the Board of Commissioners meetings.</li> <li>• Convened 1 (one) joint meeting of the Board of Commissioners and Board of Directors.</li> <li>• Convened 10 (ten) times of the Audit Committee meetings.</li> <li>• Convened 12 (twelve) times of the Risk Monitoring Committee meetings.</li> <li>• Convened 4 (four) times of the Remuneration and Nomination Committee meetings.</li> <li>• Develop, distribute, filing minutes of meetings of the Board of Commissioners, joint meeting of the boards, as well as meetings of the committees.</li> </ul>
<p>Penyusunan laporan sebagai pemenuhan peraturan OJK Preparation of reports in compliance with OJK regulations</p>	<ul style="list-style-type: none"> <li>• Membantu dalam menyusun laporan rutin pengawasan Dewan Komisaris, laporan evaluasi Komite Audit terhadap kinerja Akuntan Publik dan/atau Kantor Akuntan Publik kepada OJK.</li> <li>• Menyusun laporan manajemen dan hasil pengawasan Dewan Komisaris kepada Bank Indonesia (BI).</li> <li>• Assist in the preparation of regular supervision report of the Board of Commissioners, Audit Committee evaluation report on Public Accountant and/or Public Accounting Firm performance to OJK.</li> <li>• Prepare management report and supervisory result of the Board of Commissioners to Bank Indonesia (BI).</li> </ul>
<p>Kegiatan terkait tata kelola perusahaan Activities related to corporate governance</p>	<p>Melengkapi GCG <i>self-assessment</i> dan <i>risk assessment</i> pada aspek yang terkait dengan tugas dan tanggung jawab Dewan Komisaris, Direksi dan komite. Complete the GCG self-assessment and risk assessment on aspects related to duties and responsibilities of the Board of Commissioners, Board of Directors, and committees.</p>
<p>Administrasi atas surat keputusan Dewan Komisaris dan Direksi Administration on the decrees of the Board of Commissioners and Board of Directors</p>	<p>Mempersiapkan surat keputusan yang memerlukan persetujuan Dewan Komisaris dan Direksi. Prepare the decree requiring the approval from the Board of Commissioners and Board of Directors.</p>

# KOMITE AUDIT

## AUDIT COMMITTEE

Komite Audit dibentuk oleh dan bertanggung jawab kepada Dewan Komisaris dengan tujuan untuk membantu Dewan Komisaris dalam menjalankan fungsi pengawasan terhadap Bank.

### PIAGAM KOMITE AUDIT

Komite Audit memiliki suatu pedoman kerja berupa Piagam Komite Audit yang mengatur mengenai:

- Tugas, tanggung jawab dan kewenangan;
- Komposisi dan struktur keanggotaan;
- Persyaratan keanggotaan;
- Tata cara dan prosedur kerja;
- Penyelenggaraan rapat dan pelaporan;
- Penanganan pengaduan atau pelaporan sehubungan dugaan pelanggaran terkait pelaporan keuangan; dan
- Masa tugas.

Piagam Komite Audit diterbitkan pertama kali pada tanggal 24 Juli 2013 dan selanjutnya mengalami perubahan masing-masing pada tanggal 21 Februari 2017; 6 September 2017; 18 Juli 2019; dan terakhir 2 November 2020. Piagam Komite Audit ini direncanakan akan ditinjau pada 2 November 2023.

### TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Dalam melaksanakan fungsinya, Komite Audit memiliki tugas dan tanggung jawab sebagai berikut:

- Melakukan pemantauan dan evaluasi atas perencanaan dan pelaksanaan audit serta pemantauan atas tindak lanjut hasil audit dalam rangka menilai kecukupan pengendalian internal termasuk kecukupan proses pelaporan keuangan.
- Dalam rangka melaksanakan tugas pada butir tersebut di atas dan guna memberi rekomendasi kepada Dewan Komisaris, Komite Audit melakukan pemantauan dan evaluasi terhadap:
  - Pelaksanaan tugas Satuan Kerja Audit Internal (SKAI).
  - Kesesuaian pelaksanaan audit oleh Kantor Akuntan Publik dengan standar audit yang berlaku.
  - Kesesuaian laporan keuangan dengan standar akuntansi keuangan.
  - Pelaksanaan tindak lanjut oleh Direksi atas hasil temuan SKAI, Akuntan Publik, Bank Indonesia dan hasil pengawasan Otoritas Jasa Keuangan (OJK).
- Melakukan penelaahan atas informasi keuangan lainnya yang akan dikeluarkan Bank kepada publik dan/atau pihak otoritas seperti proyeksi, dan laporan lainnya terkait dengan informasi keuangan Bank.

The Audit Committee is formed by and responsible to the Board of Commissioners, with the objective to support the Board of Commissioners in performing its supervisory function towards The Bank.

### AUDIT COMMITTEE CHARTER

Audit Committee has an Audit Committee Charter which regulates:

- Duties, responsibilities and authorities;
- Organizational composition and structure;
- Membership requirements;
- Procedures and work procedures;
- Implementation of meetings and reporting;
- Handling complaints/reports regarding alleged violations related to financial reporting; and
- Term of duty.

The Audit Committee Charter was firstly issued on July 24, 2013 and subsequently amended on February 21, 2017; September 6, 2017; July 18, 2019; and finally on November 2, 2020. The Audit Committee Charter is scheduled to be reviewed on November 2, 2023.

### DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

In performing its functions, the Audit Committee has the following duties and responsibilities:

- Monitor and evaluate the planning and execution of audits, and monitor the follow-up of audit results in order to assess the adequacy of internal control, including financial reporting process.
- In order to carry out the duties mentioned above and to provide recommendations to the Board of Commissioners, the Audit Committee should monitor and evaluate:
  - The implementation of duties of the Internal Audit Department (IAD).
  - Compliance of audit conducted by Public Accounting Firm with applicable audit standards.
  - Conformity of financial report with applicable financial accounting standards.
  - Follow-up actions by the Board of Directors on findings made by IAD, Public Accountant, Bank Indonesia, as well as the supervision results by the Financial Services Authority (OJK).
- Review other financial information to be issued to the public and/or authorities such as projections, and other reports related to The Bank's financial information.

- Melakukan penelaahan atas kepatuhan Bank terhadap peraturan perundang-undangan di bidang perbankan dan peraturan perundang-undangan lainnya.
- Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Kantor Akuntan Publik atas jasa yang diberikan.
- Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Akuntan Publik atau Kantor Akuntan Publik, yang didasarkan pada independensi, ruang lingkup penugasan dan fee untuk disampaikan kepada pemegang saham melalui Dewan Komisaris.
- Melakukan penelaahan atau pelaksanaan pemeriksaan oleh auditor eksternal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor internal.
- Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Bank.
- Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Bank.
- Menjaga kerahasiaan dokumen, data dan informasi Bank.

### KEWENANGAN KOMITE AUDIT

Dalam melaksanakan tugasnya, Komite Audit mempunyai wewenang sebagai berikut:

- Mengakses dokumen, data, dan informasi Bank terkait karyawan, dana, aset, dan sumber daya Bank yang diperlukan.
- Melakukan komunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan Akuntan Publik terkait tugas dan tanggung jawab Komite Audit.
- Jika diperlukan, melibatkan Pihak Independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya.
- Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.

### KRITERIA KEANGGOTAAN KOMITE AUDIT

Keanggotaan Komite Audit harus memenuhi persyaratan sebagai berikut:

- Wajib memiliki integritas yang tinggi, kemampuan, pengetahuan, pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik.
- Wajib memahami laporan keuangan, bisnis bank, proses audit, manajemen risiko, dan peraturan perundang-undangan terkait lainnya.
- Wajib mematuhi kode etik Bank yang berlaku.

- Review The Bank's compliance with laws and regulations in the banking sector and other laws and regulations.
- Provide an independent opinion in the event of dissenting opinions between the management and a Public Accounting Firm for its services.
- Provide recommendations to the Board of Commissioners regarding the appointment of a Public Accountant or Public Accounting Firm. This recommendation is based on the independence, scope of assignment and fee of Public Accounting Firm to be submitted to the shareholders through the Board of Commissioners.
- Conduct reviewing or inspection by external auditors and supervise the implementation of follow-up actions by the Board of Directors on the findings of internal auditors.
- Review any complaints related to The Bank's accounting and financial reporting processes.
- Review and provide advices to the Board of Commissioners on potential conflicts of interest in The Bank.
- Maintain confidentiality of documents, data, and The Bank's information.

### AUTHORITIES OF THE AUDIT COMMITTEE

In performing its duties, the Audit Committee has the following authorities:

- Access to the documents, data, and information of The Bank on its employees, funds, assets, and resources required.
- The ability to communicate directly with employees, including the Board of Directors and parties performing internal audit functions, risk management, accounting and information system, relevant work units, and Public Accountant related to the duties and responsibilities of Audit Committee.
- Where necessary, the committee may involve Independent Parties from outside of the Audit Committee members to assist the committee in performing its duties.
- To exercise other powers granted by the Board of Commissioners.

### CRITERIA OF THE AUDIT COMMITTEE MEMBERS

Criteria of the Audit Committee members must meet the following requirements:

- Having high integrity, ability, knowledge, experience in accordance with his/her educational background, and able to communicate well.
- Understand the financial statements, bank's business, audit processes, risk management, and other relevant laws and regulations.
- Comply with the prevailing Code of Conduct of The Bank.

- Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan.
- Wajib memiliki paling sedikit 1 (satu) anggota yang berlatar belakang pendidikan dan keahlian di bidang akuntansi dan keuangan.
- Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa audit, jasa non-audit, jasa penilai dan/atau jasa konsultasi lain kepada bank dalam waktu 6 (enam) bulan terakhir.
- Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan bank dalam waktu 6 (enam) bulan terakhir.
- Tidak mempunyai saham langsung maupun tidak langsung pada Bank.
- Dalam hal anggota Komite Audit memperoleh saham Bank baik langsung maupun tidak langsung akibat suatu peristiwa hukum, saham tersebut wajib dialihkan kepada pihak lain dalam jangka waktu paling lama 6 (enam) bulan setelah diperolehnya saham tersebut.
- Tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Bank.
- Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Bank.
- Willing to improve competence continuously through education and training.
- Must at least have 1 (one) member with educational background and expertise in accounting and finance.
- Not an insider in a Public Accounting Firm, Legal Consultant Office, Public Appraisal Company or any other party providing audit services, non-audit services, appraisal services, and/or other consulting services to bank within the last 6 (six) months.
- Not a person who works or having the authority and responsibility to plan, lead, control, or supervise bank's activities within the last 6 (six) months.
- Not having any shares directly or indirectly to The Bank.
- In the event that a member of Audit Committee obtains The Bank's shares either directly or indirectly as a result of a legal event, the shares must be transferred to other party within a maximum period of 6 (six) months after the acquisition of shares.
- Has no affiliation with members of the Board of Commissioners, members of the Board of Directors, or majority shareholders of The Bank.
- Has no direct or indirect business relation relating to The Bank's business activities.

## KETENTUAN MASA JABATAN

Berdasarkan Internal Memo No. 044/IM/SMD/IX/2022 tentang Perubahan Piagam Komite Audit, masa jabatan anggota Komite Audit yang berasal dari Pihak Independen ditentukan berdasarkan kebutuhan atau penilaian Bank. Sementara masa jabatan anggota Komite Audit yang berasal dari Komisaris ditentukan berdasarkan Rapat Umum Pemegang Saham (RUPS).

## KOMPOSISI, STRUKTUR DAN KEANGGOTAN

Komposisi, struktur dan keanggotaan Komite Audit adalah sebagai berikut:

1. Anggota Komite Audit diangkat dan diberhentikan berdasarkan keputusan rapat Dewan Komisaris dan diformalkan dengan surat keputusan Direksi.
2. Keanggotaan Komite Audit paling sedikit terdiri dari:
  - 1 (satu) orang Komisaris Independen;
  - 1 (satu) orang dari Pihak Independen yang memiliki keahlian di bidang keuangan atau akuntansi dengan pengalaman kerja paling sedikit 5 (lima) tahun; dan
  - 1 (satu) orang dari Pihak Independen yang memiliki keahlian di bidang hukum atau perbankan dengan pengalaman kerja paling sedikit 5 (lima) tahun.

## TERMS OF OFFICE

Based on Internal Memo No. 044/IM/SMD/IX/2022 concerning Revision of Audit Committee Charter, the tenure of members of Audit Committee originated from Independent Party is determined by the needs or assessment of The Bank. Meanwhile the tenure of members of Audit Committee originated from the Commissioners is determined through General Meeting of Shareholders (GMS).

## COMPOSITION, STRUCTURE AND MEMBERSHIP

The composition, structure and membership of Audit Committee are as follows:

1. Audit Committee members are appointed and dismissed based on the Board of Commissioners' meeting resolutions and formalized by a decision letter of the Board of Directors.
2. Audit Committee members must at least consist of:
  - 1 (one) Independent Commissioner;
  - 1 (one) Independent Party who expertises in financial or accounting field with a minimum experience of 5 (five) years; and
  - 1 (one) Independent Party who expertises in law or banking field with a minimum experience of 5 (five) years.

3. Komite Audit diketuai oleh Komisaris Independen yang merangkap sebagai anggota.
4. Anggota Direksi dilarang menjadi anggota Komite Audit.
5. Mantan anggota Direksi atau Pejabat Eksekutif Bank atau pihak yang mempunyai hubungan dengan Bank yang dapat memengaruhi kemampuan yang bersangkutan untuk bertindak independen tidak dapat menjadi Pihak Independen dalam anggota komite sebelum menjalani masa tunggu (*cooling off*) paling singkat 6 (enam) bulan.
6. Masa tunggu (*cooling off*) paling singkat 6 (enam) bulan tidak berlaku bagi mantan anggota Direksi yang membawahi fungsi pengawasan atau Pejabat Eksekutif yang melakukan fungsi pengawasan pada Bank tersebut.
7. Komisaris Independen dan Pihak Independen yang menjadi anggota Komite Audit paling sedikit berjumlah 51% (lima puluh satu persen) dari jumlah anggota Komite Audit.

## SUSUNAN DAN PROFIL KOMITE AUDIT

Komite Audit terdiri dari seorang ketua yang merupakan Komisaris Independen, 1 (satu) Komisaris dan 2 (dua) orang Pihak Independen sebagai anggota. Ketua dan anggota-anggota Komite Audit memiliki latar belakang, kompetensi, dan pengalaman yang memadai.

Kronologi susunan Komite Audit Bank sepanjang tahun 2022 adalah sebagai berikut:

3. Audit Committee is chaired by an Independent Commissioner who also represents as a committee member.
4. Members of the Board of Directors are prohibited from becoming members of the Audit Committee.
5. Former members of the Board of Directors or Executive Officers of The Bank or parties that have relation with The Bank which may affect the ability of concerned individuals to act independently are prohibited from becoming an Independent Party in the committee before undergoing a cooling off period of at least 6 (six) months.
6. The minimum cooling off period of 6 (six) months shall not apply to former members of the Board of Directors who in charge of the supervisory function or Executive Officers who carry out the supervisory function of The Bank.
7. Independent Commissioners and Independent Parties who are the members of Audit Committee must at least comprise 51% (fifty-one percent) of the total members of Audit Committee.

## STRUCTURE AND PROFILE OF THE AUDIT COMMITTEE

The Audit Committee consists of a chairman who is an Independent Commissioner, 1 (one) Commissioner and 2 (two) members from Independent Parties. The chairman and members of the Audit Committee have adequate background, competence and experience.

The chronology of The Bank's Audit Committee composition in 2022 is as follows:

**1 Januari – 31 Desember 2022**  
January 1 – December 31, 2022

**H. Yunno Kusumo**

Ketua Komite Audit & Komisaris Independen  
Chairman of Audit Committee & Independent Commissioner

**Jeff S.V. Eman**

Anggota Komite Audit & Komisaris  
Audit Committee Member & Commissioner

**Richard S. Dompas**

Anggota Komite Audit/Pihak Independen  
Audit Committee Member/Independent Party

**Arini Imamawati**

Anggota Komite Audit/Pihak Independen  
Audit Committee Member/Independent Party

Profil Komite Audit per 31 Desember 2022 adalah sebagai berikut:

The following is the Audit Committee profile as of December 31, 2022:

<p><b>H. Yunno Kusumo</b> Ketua Komite Audit &amp; Komisaris Independen Chairman of Audit Committee &amp; Independent Commissioner</p>	<p>Profil H. Yunno Kusumo sebagai Ketua Komite Audit tersedia pada bagian Profil Dewan Komisaris dalam Bab “Profil Perusahaan” di Laporan Tahunan Keberlanjutan 2022 ini. H. Yunno Kusumo’s profile as the Chairman of Audit Committee is available in the Board of Commissioners’ Profile section in the “Company Profile” of this 2022 Annual Sustainability Report.</p>
<p><b>Jeff S.V. Eman</b> Anggota Komite Audit &amp; Komisaris Audit Committee Member &amp; Commissioner</p>	<p>Profil Jeff S.V. Eman sebagai anggota Komite Audit tersedia pada bagian Profil Dewan Komisaris dalam Bab “Profil Perusahaan” di Laporan Tahunan Keberlanjutan 2022 ini. Jeff S.V. Eman’s profile as a member of Audit Committee is available in the Board of Commissioners’ Profile section in the “Company Profile” of this 2022 Annual Sustainability Report.</p>
<p><b>Richard S. Dompas</b> Anggota Komite Audit/Pihak Independen Audit Committee Member/Independent Party</p>	<p><b>Pengalaman Kerja/Jabatan</b> Richard S. Dompas menjabat sebagai Asesor Bersertifikasi LSPP di bidang Perbankan dalam bidang Manajemen Risiko, Audit Internal, Kepatuhan, dan SPUUR (Sistem Pembayaran dan Pengelolaan Uang Rupiah) (2011-sekarang), Sekjen dan Direktur Lembaga Sertifikasi Profesi Perbankan (LSPP) (2011–2021), <i>Senior Vice President, Head Internal Audit/Kepala Satuan Kerja Audit Internal, Head Compliance Monitoring, dan Head Compliance PT Bank Permata Tbk (2006–2011), Vice President, Division Head Audit Support &amp; Centralized Operations PT Bank Danamon Indonesia Tbk (2001–2006), Senior Vice President Asset Management Credit/AMC, Badan Penyehatan Perbankan Nasional (IBRA) (1999–2001), Assistant Vice President, Accounting &amp; Reporting Manager The Chase Manhattan Bank, Jakarta (1990–1999), dan Supervisor Internal Audit PT Huffco Indonesia, a subsidiary of Roy M. Huffington, Inc. (1984–1990).</i></p> <p><b>Latar Belakang Pendidikan</b> BSBA (Strata-1) <i>Science Business Administration</i> dari The American University, Washington DC, Amerika Serikat (1983).</p> <p><b>Work Experience</b> Richard S. Dompas served as LSPP Certified Assessor in Banking in the fields of Risk Management, Internal Audit, Compliance, and SPUUR (Payment System and Rupiah Money Management) (2011-present), Secretary General and Director of the Banking Profession Certification Organization (LSPP) (2011–2021), Senior Vice President, Head of Internal Audit, Head of Compliance Monitoring, and Head of Compliance of PT Bank Permata Tbk (2006–2011), Vice President, Division Head of Audit Support &amp; Centralized Operations of PT Bank Danamon Indonesia Tbk (2001–2006), Senior Vice President of Asset Management Credit/AMC of Indonesian Bank Restructuring Agency (IBRA) (1999–2001), Assistant Vice President, Accounting &amp; Reporting Manager of The Chase Manhattan Bank, Jakarta (1990–1999), and Supervisor Internal Audit of PT Huffco Indonesia, a subsidiary of Roy M. Huffington, Inc. (1984–1990).</p> <p><b>Education</b> BSBA (Strata-1) <i>Science Business Administration</i> from The American University, Washington DC, United States (1983).</p>

**Arini Imamawati**  
**Anggota Komite Audit/Pihak Independen**  
Audit Committee Member/Independent Party

**Pengalaman Kerja/Jabatan**

Arini Imamawati saat ini menjabat sebagai anggota Komite Audit PT Sawit Sumbermas Sarana Tbk. Sebelumnya beliau menjabat sebagai *Financial Controller* PT Chandra Sakti Utama Leasing (Grup TMT) (2021), *Vice President, Head Finance* dan *Head Internal Audit* PT Danareksa (Persero) (2014–2021), Anggota Komite Audit PT Dahana (Persero) (2014), Anggota Komite Audit PT Danareksa (Persero) (2009–2014), Anggota Komite Audit PT Bank ICB Bumiputera Tbk. (2010–2013), Manajer Audit KAP Purwantono, Sarwoko & Sandjaja (*Member of Ernst & Young Global*) (2007–2009), *Accounting & Administration Manager* PT Flowserve (2005–2006), dan Auditor Senior KAP Haryanto Sahari & Rekan (*Member of PricewaterhouseCoopers Global*) (2000–2005).

**Latar Belakang Pendidikan**

Sarjana (S1) Ekonomi, jurusan Akuntansi dari Universitas Trisakti, Jakarta (2000), dan Magister (S2) Manajemen Bisnis dari Prasetiya Mulya Business School, Jakarta (2012).

**Work Experience**

Arini Imamawati currently serves as a member of Audit Committee of PT Sawit Sumbermas Sarana Tbk. Previously, she served as Financial Controller of PT Chandra Sakti Utama Leasing (Member of TMT Group) (2021), Vice President, Head of Finance and Head of Internal Audit of PT Danareksa (Persero) (2014–2021), Audit Committee Member of PT Dahana (Persero) (2014), Audit Committee Member of PT Danareksa (Persero) (2009–2014), Audit Committee Member of PT Bank ICB Bumiputera Tbk. (2010–2013), Audit Manager of KAP Purwantono, Sarwoko & Sandjaja (Member of Ernst & Young Global) (2007–2009), Accounting & Administration Manager of PT Flowserve (2005–2006), and Senior Auditor of KAP Haryanto Sahari & Partners (Member of PricewaterhouseCoopers Global) (2000–2005).

**Education**

Bachelor of Economic, majoring in Accounting from University of Trisakti, Jakarta (2000) and Master of Business Management from Prasetiya Mulya Business School, Jakarta (2012).

## PEMBAGIAN TUGAS DAN TANGGUNG JAWAB DALAM KEANGGOTAAN KOMITE AUDIT

Komite Audit diketuai oleh seorang Komisaris Independen dan beranggotakan 1 (satu) Komisaris dan 2 (dua) Pihak Independen. Per 31 Desember 2022, keanggotaan Komite Audit adalah sebagai berikut:

1. H. Yunno Kusumo, sebagai ketua sekaligus mewakili peran Komisaris Independen dalam Komite Audit.
2. Jeff S.V. Eman, sebagai anggota komite yang juga merupakan Komisaris.
3. Richard S. Dompas, sebagai Pihak Independen yang memiliki keahlian dalam bidang keuangan.
4. Arini Imamawati, sebagai Pihak Independen yang memiliki keahlian dalam bidang keuangan.

## INDEPENDENSI

Sesuai dengan kriteria yang telah ditetapkan Bank dan regulasi yang berlaku, Komite Audit wajib memiliki independensi atas beberapa aspek yang berhubungan dengan kepengurusan Bank. Berikut disampaikan transparansi independensi Komite Audit.

## SEPARATION OF DUTIES AND RESPONSIBILITIES BETWEEN MEMBERS OF THE AUDIT COMMITTEE

The Audit Committee is chaired by an Independent Commissioner and comprised of 1 (one) Commissioner and 2 (two) Independent Parties. As of December 31, 2022, the membership of the Audit Committee is as follows:

1. H. Yunno Kusumo, as a chairman who also represents the role of Independent Commissioner in the Audit Committee.
2. Jeff S.V. Eman, as a committee member who is also a Commissioner.
3. Richard S. Dompas, as an Independent Party with an expertise in finance.
4. Arini Imamawati, as an Independent Party with an expertise in finance.

## INDEPENDENCY

In accordance with the criteria established by The Bank and prevailing regulations, the Audit Committee should have independence over several aspects relating to the management of The Bank. Below is an outline of the independence of the Audit Committee.

Aspek Independensi Independency Aspects	Komite Audit Audit Committee			
	H. Yunno Kusumo	Jeff S.V. Eman	Richard S. Dompas	Arini Imamawati
Merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum, Kantor Jasa Penilai Publik atau pihak lain yang memberi jasa audit, jasa non-audit, jasa penilai dan/atau jasa konsultasi lain kepada bank dalam waktu 6 (enam) bulan terakhir. Is an insider in a Public Accounting Firm, Legal Consultant Office, Public Appraisal Company or any other party providing audit services, non-audit services, appraisal services and/or other consulting services to bank within the last 6 (six) months.	⊗	⊗	⊗	⊗
Merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan bank dalam waktu 6 (enam) bulan terakhir. Is a person who works or having the authority and responsibility to plan, lead, control, or supervise bank's activities within the last 6 (six) months.	⊗	⊗	⊗	⊗
Mempunyai saham langsung maupun tidak langsung pada Bank. Own shares directly or indirectly to The Bank.	⊗	⊗	⊗	⊗
Mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Bank. Has affiliation with members of the Board of Commissioners, members of the Board of Directors, or majority shareholders of The Bank.	⊗	⊗	⊗	⊗
Mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Bank. Has direct or indirect business relation relating to The Bank's business activities.	⊗	⊗	⊗	⊗
⊗ Ada   Yes				
⊗ Tidak ada   No				

## RAPAT KOMITE AUDIT

- Rapat Komite Audit diselenggarakan sesuai dengan kebutuhan Bank, sekurang-kurangnya 1 (satu) kali dalam 3 (tiga) bulan.
- Rapat Komite Audit hanya dapat dilaksanakan apabila dihadiri oleh setidaknya 51% (lima puluh satu persen) dari jumlah anggota komite termasuk 1 (satu) orang Komisaris Independen dan 1 (satu) orang Pihak Independen.
- Keputusan rapat Komite Audit diambil berdasarkan musyawarah untuk mufakat.
- Dalam hal tidak tercapai mufakat, pengambilan keputusan dilakukan berdasarkan pemungutan suara setuju  $\frac{2}{3}$  (dua per tiga) anggota Komite Audit yang hadir.
- Hasil rapat Komite Audit wajib dituangkan dalam risalah rapat dan didokumentasikan sesuai dengan peraturan perundang-undangan.

## AUDIT COMMITTEE'S MEETINGS

- The Audit Committee's meetings are held in accordance with the needs of The Bank, at least once in 3 (three) months.
- Audit Committee meetings can only be held if attended by at least 51% (fifty-one percent) of the total committee members, including 1 (one) Independent Commissioner and 1 (one) Independent Party.
- The decisions of Audit Committee meetings are made based on deliberation results.
- If there is no consensus, the decision is made based on voting, with approval by  $\frac{2}{3}$  (two thirds) of Audit Committee members, who are present in the meeting.
- Results of Audit Committee meetings must be recorded in minutes of meeting and documented in accordance with laws and regulations.

6. Apabila terdapat perbedaan pendapat (*dissenting opinion*) yang terjadi dalam rapat Komite Audit, wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan pendapat, yang kemudian ditandatangani oleh seluruh anggota Komite Audit yang hadir dan disampaikan kepada Dewan Komisaris.

6. If there is a dissenting opinion that occurs during the Audit Committee meeting, must be stated clearly in minutes of meeting along with the reasons for the argument, which is then signed by all members of the Audit Committee present and submitted to the Board of Commissioners.

Selama tahun 2022, Komite Audit menyelenggarakan rapat sebanyak 10 (sepuluh) kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran anggota Komite Audit dalam rapat-rapat tersebut.

Throughout 2022, the Audit Committee held 10 (ten) meetings. The following are the details of the agenda and minutes of meeting, attendance, and recapitulation of the attendance of Audit Committee members in those meetings.

Tanggal Date	Tempat Venue	Agenda	Nomor Risalah Rapat MoM Number
27 Januari 2022 January 27, 2022	Online via Google Meets	Internal Audit Activity Report	001/MM/AC/I/2022
15 Maret 2022 March 15, 2022	Online via Zoom	External Audit Activity Report (Exit Meeting with Deloitte)	002/MM/AC/III/2022
5 April 2022 April 5, 2022	Online via Google Meets	Internal Audit Activity Report	003/MM/AC/IV/2022
17 Juni 2022 June 17, 2022	Online via Google Meets	Internal Audit Activity Report	004/MM/AC/VI/2022
25 Juli 2022 July 25, 2022	Online via Google Meets	Internal Audit Activity Report	005/MM/AC/VII/2022
26 Juli 2022 July 26, 2022	Online via Webex	Risk Management Department Updates	005A/MM/AC/VII/2022
23 Agustus 2022 August 23, 2022	Online via Google Meets	Internal Audit Activity Report	006/MM/AC/VIII/2022
24 Oktober 2022 October 24, 2022	Online via Zoom	External Audit Activity Report (Entry Meeting with Deloitte)	007/MM/AC/X/2022
27 Oktober 2022 October 27, 2022	Offline at head office	Internal Audit Activity Report	008/MM/AC/X/2022
15 Desember 2022 December 15, 2022	Online via Webex	Internal Audit Activity Report	009/MM/AC/XII/2022

Komite Audit Audit Committee	27 Jan 22	15 Mar 22	5 Apr 22	17 Jun 22	25 Jul 22	26 Jul 22	23 Aug 22	24 Oct 22	27 Oct 22	15 Dec 22	Total Rapat Total Meeting(s)	Total Kehadiran Total Attendance(s)	Persentase Kehadiran Percentage of Attendance
H. Yunno Kusumo	1	1	1	1	1	1	1	1	1	1	10	10	100%
Jeff S.V. Eman	1	1	1	1	1	1	1	1	1	1	10	10	100%
Richard S. Dompas	1	1	1	1	1	1	1	1	1	1	10	10	100%
Arini Imamawati	1	1	1	1	1	1	1	1	1	1	10	10	100%

## LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE AUDIT TAHUN 2022

Komite Audit telah menjalankan program kerja pada 2022, antara lain sebagai berikut:

1. Menyampaikan kepada Dewan Komisaris mengenai progres dan tindak lanjut atas hasil temuan SKAI.
2. Mengawasi dan mengevaluasi kebijakan, prosedur, program dan penerapan SKAI.
3. Mengawasi dan mengevaluasi tindakan manajemen atas hasil temuan SKAI, audit eksternal, dan OJK.
4. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Kantor Akuntan Publik.
5. Mengawasi dan memberikan rekomendasi terhadap isu-isu di Bank yang menjadi perhatian regulator.
6. Mengevaluasi dan memberikan rekomendasi terhadap rencana kerja audit.
7. Mengevaluasi laporan profil risiko, pemenuhan ICAAP, dan RBBR Bank.
8. Mengevaluasi kinerja Satuan Kerja Internal Audit (SKAI).

## PELATIHAN DAN PENGEMBANGAN KOMPETENSI

Bank memiliki kebijakan terkait pengembangan dan peningkatan kompetensi Komite Audit, yang dilakukan melalui berbagai pelatihan dan pendidikan dengan pendanaan sepenuhnya menjadi tanggung jawab Bank. Informasi terkait pelatihan dan pengembangan kompetensi Komite Audit tersedia dalam Bab "Profil Perusahaan" pada Laporan Tahunan Keberlanjutan 2022 ini.

## BRIEF SUMMARY OF THE ACTIVITIES OF THE AUDIT COMMITTEE IN 2022

The Audit Committee has carried out work programs in 2022 as follows:

1. Submit the progress and follow-up on IAD findings to the Board of Commissioners.
2. Oversee and evaluate the policies, procedures, programs and implementation of IAD.
3. Oversee and evaluate management actions on findings of IAD, external auditor, and OJK.
4. Provide recommendations to the Board of Commissioners regarding the appointment of a Public Accounting Firm.
5. Oversee and provide recommendations on issues at The Bank that are of concern to regulators.
6. Evaluate and provide recommendations on the audit work plan.
7. Evaluate The Bank's risk profile report, ICAAP fulfillment, and RBBR.
8. Evaluate the performance of Internal Audit Department (IAD).

## TRAINING AND DEVELOPMENT OF COMPETENCY

The Bank has its own policy related to the development and improvement of the competency of the Audit Committee. This is done through various training and education programs with full funding being the responsibility of The Bank. The list of training and development of competency of the Audit Committee is available in the "Company Profile" section in this 2022 Annual Sustainability Report.

# KOMITE REMUNERASI DAN NOMINASI

## REMUNERATION AND NOMINATION COMMITTEE

Komite Remunerasi dan Nominasi Bank dibentuk dalam rangka membantu pelaksanaan tugas Dewan Komisaris terkait evaluasi dan rekomendasi atas kebijakan remunerasi yang berlaku bagi Dewan Komisaris, Direksi dan karyawan Bank serta memberikan rekomendasi kepada Dewan Komisaris atas tindak lanjut temuan audit internal dan/atau audit eksternal serta hasil pengawasan OJK tentang kebijakan di bidang manajemen SDM.

### PEDOMAN KOMITE REMUNERASI DAN NOMINASI

Komite Remunerasi dan Nominasi memiliki Pedoman Kerja Komite Remunerasi dan Nominasi yang mengatur mengenai:

- Tugas dan tanggung jawab;
- Komposisi dan struktur keanggotaan;
- Tata cara dan prosedur kerja;
- Penyelenggaraan rapat dan pelaporan; dan
- Masa jabatan.

Pedoman Kerja Komite Remunerasi dan Nominasi ini diterbitkan pertama kali pada tanggal 24 Juli 2013 yang selanjutnya mengalami perubahan masing-masing pada tanggal 6 September 2017, dan terakhir pada tanggal 2 November 2020. Rencana peninjauan atas Pedoman Kerja Komite Remunerasi dan Nominasi ini akan dilakukan pada 2 November 2023.

### TUGAS DAN TANGGUNG JAWAB KOMITE REMUNERASI DAN NOMINASI

Komite Remunerasi dan Nominasi bertindak independen dalam menjalankan fungsinya dan bertanggung jawab untuk memberikan rekomendasi kepada Dewan Komisaris, termasuk namun tidak terbatas pada hal-hal sebagai berikut:

- Terkait dengan kebijakan remunerasi wajib:
  - Melakukan evaluasi terhadap kebijakan remunerasi yang didasarkan atas kinerja, risiko, kewajaran dengan *peer group*, sasaran, dan strategi jangka panjang Bank, pemenuhan cadangan sebagaimana diatur dalam peraturan perundang-undangan, dan potensi pendapatan Bank pada masa yang akan datang;
  - Menyampaikan hasil evaluasi dan rekomendasi kepada Dewan Komisaris mengenai:
    - Kebijakan remunerasi bagi Dewan Komisaris dan Direksi untuk disampaikan kepada RUPS; dan

The Bank's Remuneration and Nomination Committee was established to support the implementation of duties of the Board of Commissioners concerning the evaluation and recommendation on prevailing remuneration policy for the Board of Commissioners, Board of Directors and employees of The Bank, as well as to provide recommendations to the Board of Commissioners on the follow-up actions pursuant to findings from internal auditors and/or external auditors and OJK supervision on human resources management policy.

### REMUNERATION AND NOMINATION COMMITTEE CHARTER

The Remuneration and Nomination Committee has a Remuneration and Nomination Committee Charter which regulates:

- Duties and responsibilities;
- Organizational composition and structure;
- Procedures and work procedures;
- Implementation of meetings and reporting; and
- Term of office.

The Remuneration and Nomination Committee Charter was firstly issued on July 24, 2013 and subsequently amended on September 6, 2017 and finally on November 2, 2020. The scheduled review of this Remuneration and Nomination Committee Charter will be conducted on November 2, 2023.

### DUTIES AND RESPONSIBILITIES OF THE REMUNERATION AND NOMINATION COMMITTEE

The Remuneration and Nomination Committee acts independently in carrying out its functions and is responsible to provide recommendations to the Board of Commissioners, including but not limited to the following matters:

- In relation to remuneration policy:
  - Perform evaluation of the remuneration policy based on the performance, risks, fairness with peer group, targets, and long-term strategies of The Bank, the fulfillment of reserves as regulated in legislation, and potential future revenue of The Bank;
  - Submit evaluation results and recommendations to the Board of Commissioners concerning:
    - The remuneration policy for the Board of Commissioners and Board of Directors to be submitted to the GMS; and

- » Kebijakan remunerasi bagi pegawai secara keseluruhan untuk disampaikan kepada Direksi.
- Memastikan bahwa kebijakan remunerasi telah sesuai dengan ketentuan; dan
- Melakukan evaluasi secara berkala terhadap penerapan kebijakan remunerasi.
- Terkait dengan kebijakan nominasi wajib:
  - Menyusun dan memberikan rekomendasi mengenai sistem serta prosedur pemilihan dan/atau penggantian anggota Dewan Komisaris dan anggota Direksi kepada Dewan Komisaris untuk disampaikan kepada RUPS;
  - Memberikan rekomendasi mengenai calon anggota Dewan Komisaris dan/atau calon anggota Direksi kepada Dewan Komisaris untuk disampaikan kepada RUPS; dan
  - Memberikan rekomendasi mengenai Pihak Independen yang akan menjadi anggota komite kepada Dewan Komisaris.

- » The remuneration policy for employees as a whole to be submitted to the Board of Directors.
- Ensure remuneration policy is in accordance with the provision; and
- Conduct periodic evaluation of the implementation of remuneration policy.
- In relation to nomination policy:
  - Prepare and provide recommendations on the system and procedure in selecting and/or replacing members of the Board of Commissioners and members of the Board of Directors to the Board of Commissioners to be submitted to the GMS;
  - Submit recommendations on candidate for members of the Board of Commissioners and/or members of the Board of Directors to the Board of Commissioners to be submitted to the GMS; and
  - Submit recommendations on Independent Parties who will be the committees' members to the Board of Commissioners.

## KETENTUAN MASA JABATAN

Berdasarkan Internal Memo No. 046/IM/SMD/IX/2022 tentang Perubahan Pedoman Kerja Komite Remunerasi dan Nominasi, masa jabatan anggota Komite Remunerasi dan Nominasi yang berasal dari Pejabat Eksekutif yang membawahi fungsi sumber daya manusia atau perwakilan pegawai ditentukan berdasarkan kebutuhan atau penilaian Bank. Sementara masa jabatan anggota Komite Remunerasi dan Nominasi yang berasal dari Komisaris ditentukan berdasarkan Rapat Umum Pemegang Saham (RUPS).

## TERMS OF OFFICE

Based on Internal Memo No. 046/IM/SMD/IX/2022 concerning Revision of Remuneration and Nomination Committee Charter, the tenure of members of Remuneration and Nomination Committee originated from Executive Officers in charge of the human resources function or employee representatives is determined by the needs or assessment of The Bank. Meanwhile the tenure of members of Remuneration and Nomination Committee originated from the Commissioners is determined through General Meeting of Shareholders (GMS).

## KOMPOSISI, STRUKTUR DAN KEANGGOTAN

Komposisi, struktur dan keanggotaan Komite Remunerasi dan Nominasi adalah sebagai berikut:

1. Anggota Komite Remunerasi dan Nominasi diangkat dan diberhentikan berdasarkan surat keputusan rapat Dewan Komisaris dan diformalkan dengan surat keputusan Direksi.
2. Komite Remunerasi dan Nominasi beranggotakan paling sedikit:
  - 1 (satu) orang Komisaris Independen yang merangkap sebagai Ketua;
  - 1 (satu) orang Komisaris; dan
  - 1 (satu) orang Pejabat Eksekutif yang membawahi fungsi sumber daya manusia atau 1 (satu) orang perwakilan pegawai.
3. Ketua dari Komite Remunerasi dan Nominasi dilarang merangkap jabatan sebagai ketua komite lebih dari 1 (satu) pada komite lain.
4. Anggota Komite Remunerasi dan Nominasi sebagian besar tidak dapat berasal dari pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia.

## COMPOSITION, STRUCTURE AND MEMBERSHIP

The composition, structure and membership of Remuneration and Nomination Committee are as follows:

1. Remuneration and Nomination Committee members are appointed and dismissed based on the Board of Commissioners' meeting resolution and formalised by a decision letter of the Board of Directors.
2. Remuneration and Nomination Committee must at least consist of:
  - 1 (one) Independent Commissioner who also serves as Chairman;
  - 1 (one) Commissioner; and
  - 1 (one) Executive Officer in charge of Human Resources or 1 (one) employee representative.
3. The Chairman of Remuneration and Nomination Committee is prohibited to hold concurrent positions as the chairman of more than 1 (one) committee in another committee.
4. Most members of the Remuneration and Nomination Committee cannot come from those who hold managerial positions under the Board of Directors in charge of human resources.

5. Anggota Komite Remunerasi dan Nominasi yang berasal dari luar Bank wajib memenuhi persyaratan sebagai berikut:
  - Tidak mempunyai hubungan afiliasi dengan Bank, anggota Direksi, anggota Dewan Komisaris atau pemegang saham utama Bank;
  - Memiliki pengalaman terkait remunerasi dan/atau nominasi; dan
  - Tidak merangkap jabatan sebagai anggota komite lainnya di Bank.
6. Anggota Direksi dilarang menjadi anggota Komite Remunerasi dan Nominasi.
7. Dalam hal anggota Komite Remunerasi dan Nominasi ditetapkan lebih dari 3 (tiga) orang, maka anggota Komisaris Independen paling sedikit berjumlah 2 (dua) orang.

## SUSUNAN DAN PROFIL KOMITE REMUNERASI DAN NOMINASI

Komite Remunerasi dan Nominasi Bank dikepalai oleh seorang Komisaris Independen dan terdiri atas Komisaris Independen serta pihak yang menduduki jabatan manajerial di bawah Direksi yang membidangi sumber daya manusia.

Kronologis susunan Komite Remunerasi dan Nominasi Bank sepanjang tahun 2022 adalah sebagai berikut:

**1 Januari – 31 Desember 2022**  
January 1 – December 31, 2022

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**Hendra Widjojo**

Ketua Komite Remunerasi dan Nominasi & Komisaris Independen  
Chairman of Remuneration and Nomination Committee & Independent Commissioner

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**H. Yunno Kusumo**

Anggota Komite Remunerasi dan Nominasi & Komisaris Independen  
Remuneration and Nomination Committee Member & Independent Commissioner

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**Ambar Wulandari**

Anggota Komite Remunerasi dan Nominasi & Kepala Departemen Sumber Daya Manusia  
Remuneration and Nomination Committee Member & Head of Human Resources Department

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5. Members of the Remuneration and Nomination Committee who come from outside of The Bank must meet the following requirements:
  - Has no affiliation with The Bank, members of the Board of Directors, members of the Board of Commissioners or major shareholders of The Bank;
  - Has experience related to remuneration and/or nomination; and
  - Do not hold concurrent position as a member of another committee at The Bank.
6. Members of the Board of Directors are prohibited from becoming members of the Remuneration and Nomination Committee.
7. In the event that there are more than 3 (three) members of the Remuneration and Nomination Committee, there must be at least 2 (two) Independent Commissioners.

## STRUCTURE AND PROFILE OF THE REMUNERATION AND NOMINATION COMMITTEE

The Bank's Remuneration and Nomination Committee is chaired by an Independent Commissioner and comprised of Independent Commissioner and personnel within managerial level below the Board of Directors in charge of human resources.

The chronology of The Bank's Remuneration and Nomination Committee composition in 2022 is as follows:

Profil Komite Remunerasi dan Nominasi per 31 Desember 2022 adalah sebagai berikut:

The following is the Remuneration and Nomination Committee profile as of December 31, 2022:

<p><b>Hendra Widjojo</b> Ketua Komite Remunerasi dan Nominasi &amp; Komisaris Independen Chairman of Remuneration and Nomination Committee &amp; Independent Commissioner</p>	<p>Profil Hendra Widjojo sebagai Ketua Komite Remunerasi dan Nominasi tersedia pada bagian Profil Dewan Komisaris dalam Bab “Profil Perusahaan” di Laporan Tahunan Keberlanjutan 2022 ini. Hendra Widjojo’s profile as the Chairman of Remuneration and Nomination Committee is available in the Board of Commissioners’ Profile section in the “Company Profile” of this 2022 Annual Sustainability Report.</p>
<p><b>H. Yunno Kusumo</b> Anggota Komite Remunerasi dan Nominasi &amp; Komisaris Independen Remuneration and Nomination Committee Member &amp; Independent Commissioner</p>	<p>Profil H. Yunno Kusumo sebagai anggota Komite Remunerasi dan Nominasi tersedia pada bagian Profil Dewan Komisaris dalam Bab “Profil Perusahaan” di Laporan Tahunan Keberlanjutan 2022 ini. H. Yunno Kusumo’s profile as a member of Remuneration and Nomination Committee is available in the Board of Commissioners’ Profile section in the “Company Profile” of this 2022 Annual Sustainability Report.</p>
<p><b>Ambar Wulandari</b> Anggota Komite Remunerasi dan Nominasi &amp; Kepala Departemen Sumber Daya Manusia Remuneration and Nomination Committee Member &amp; Head of Human Resources Department</p>	<p>Profil Ambar Wulandari sebagai anggota Komite Remunerasi dan Nominasi tersedia pada bagian Profil Pejabat Eksekutif dalam Bab “Profil Perusahaan” di Laporan Tahunan Keberlanjutan 2022 ini. Ambar Wulandari’s profile as a member of Remuneration and Nomination Committee is available in the Executive Officer Profile section in the “Company Profile” of this 2022 Annual Sustainability Report.</p>

## PEMBAGIAN TUGAS DAN TANGGUNG JAWAB DALAM KEANGGOTAAN KOMITE REMUNERASI DAN NOMINASI

Berikut komposisi Komite Remunerasi dan Nominasi:

1. Hendra Widjojo, sebagai ketua yang juga mewakili peranan Komisaris Independen dalam komite.
2. H. Yunno Kusumo, sebagai anggota komite yang juga merupakan Komisaris Independen.
3. Ambar Wulandari, sebagai anggota komite yang merupakan Pejabat Eksekutif yang membawahi bagian sumber daya manusia Bank.

## INDEPENDENSI

Sesuai dengan kriteria yang telah ditetapkan Bank dan regulasi yang berlaku, seluruh anggota Komite Remunerasi dan Nominasi tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris, Direksi dan/atau pemegang saham pengendali atau hubungan dengan Bank, yang dapat memengaruhi kemampuan untuk bertindak independen.

## SEPARATION OF DUTIES AND RESPONSIBILITIES BETWEEN MEMBERS OF THE REMUNERATION AND NOMINATION COMMITTEE

The composition of the Remuneration and Nomination Committee is as follows:

1. Hendra Widjojo, as a chairman who also represents the role of Independent Commissioner in the committee.
2. H. Yunno Kusumo, as a committee member who is also an Independent Commissioner.
3. Ambar Wulandari, as a committee member who is an Executive Officer in charge of The Bank’s human resources.

## INDEPENDENCY

In accordance with the criteria established by The Bank and prevailing regulations, all members of the Remuneration and Nomination Committee have no financial relations, management, share ownership, and/or family relations with members of the Board of Commissioners, Board of Directors and/or controlling shareholders or any relations with The Bank, which may affect the ability to act independently.

## RAPAT KOMITE REMUNERASI DAN NOMINASI

1. Rapat Komite Remunerasi dan Nominasi diselenggarakan secara berkala, sekurang-kurangnya 1 (satu) kali dalam 4 (empat) bulan.
2. Rapat Komite Remunerasi dan Nominasi hanya dapat dilaksanakan apabila dihadiri oleh setidaknya 51% (lima puluh satu persen) dari jumlah anggota komite termasuk 1 (satu) orang Komisaris Independen dan 1 (satu) orang Pejabat Eksekutif yang membawahi sumber daya manusia atau 1 (satu) orang perwakilan pegawai.
3. Keputusan rapat Komite Remunerasi dan Nominasi diambil berdasarkan musyawarah untuk mufakat.
4. Dalam hal tidak tercapai mufakat, pengambilan keputusan dilakukan berdasarkan pemungutan suara setuju  $\frac{2}{3}$  (dua per tiga) anggota Komite Remunerasi dan Nominasi yang hadir.
5. Hasil rapat Komite Remunerasi dan Nominasi wajib dituangkan dalam risalah rapat dan didokumentasikan sesuai dengan peraturan perundang-undangan.
6. Apabila terdapat perbedaan pendapat (*dissenting opinion*) yang terjadi dalam rapat Komite Remunerasi dan Nominasi, wajib dicantumkan secara jelas dalam risalah rapat beserta alasan perbedaan pendapat, yang kemudian ditandatangani oleh seluruh anggota Komite Remunerasi dan Nominasi yang hadir dan disampaikan kepada Dewan Komisaris.

Selama tahun 2022, Komite Remunerasi dan Nominasi menyelenggarakan rapat sebanyak 4 (empat) kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran anggota Komite Remunerasi dan Nominasi dalam rapat-rapat tersebut.

## REMUNERATION AND NOMINATION COMMITTEE'S MEETINGS

1. The Remuneration and Nomination Committee's meetings are held regularly at least once in every 4 (four) months.
2. Remuneration and Nomination Committee meetings can only be held if attended by at least 51% (fifty-one percent) of the total committee members, including 1 (one) Independent Commissioner and 1 (one) Executive Officer in charge of human resources or 1 (one) employee representative.
3. The decisions of Remuneration and Nomination Committee meetings are made based on deliberation results.
4. If there is no consensus, the decision is made based on voting, with approval by  $\frac{2}{3}$  (two thirds) of Remuneration and Nomination Committee members, who are present in the meeting.
5. Results of Remuneration and Nomination Committee meetings must be recorded in minutes of meeting and documented in accordance with laws and regulations.
6. If there is a dissenting opinion that occurs during the Remuneration and Nomination Committee meeting, must be stated clearly in minutes of meeting along with the reasons for the argument, which is then signed by all members of the Remuneration and Nomination Committee present and submitted to the Board of Commissioners.

Throughout 2022, the Remuneration and Nomination Committee held 4 (four) meetings. The following are the details of the agenda and minutes of meeting, attendance, and recapitulation of the attendance of Remuneration and Nomination Committee members in those meetings.

Tanggal Date	Lokasi Venue	Agenda	Nomor Risalah Rapat MoM Number
17 Maret 2022 March 17, 2022	Online via Webex	1. Performance Bonus Staff 2021 2. Performance Bonus BOD & BOC 2021 (Advance Payment) 3. Material Risk Takers (MRT) Policy Update	001/MM/RNC/III/2022
20 Mei 2022 May 20, 2022	Online via Webex	1. Salary Review For Year 2022 2. Existing Committee Members Contract	002/MM/RNC/V/2022
1 September 2022 September 1, 2022	Online via Webex	1. Performance Bonus 2021 for BOD and BOC 2. Salary Review 2022 for BOD and BOC 3. Existing Committee Members Contract 2022 4. CARAL and Other Internal Training in ICBC Indonesia	003/MM/RNC/IX/2022
15 Desember 2022 December 15, 2022	Online via Webex	1. RNC Achievement 2022 2. 2023 Remuneration and Nomination Committee Plan 3. Existing Committee Members Contract Discussion FY 2023	004/MM/RNC/XII/2022

Komite Remunerasi dan Nominasi Remuneration and Nomination Committee	17 Mar 22	20 May 22	1 Sep 22	15 Dec 22	Total Rapat Total Meeting(s)	Total Kehadiran Total Attendance(s)	Persentase Kehadiran Percentage of Attendance
Hendra Widjojo	1	1	1	1	4	4	100%
H. Yunno Kusumo	1	1	1	1	4	4	100%
Ambar Wulandari	1	1	1	1	4	4	100%

## LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE REMUNERASI DAN NOMINASI TAHUN 2022

Di sepanjang tahun 2022, Komite Remunerasi dan Nominasi melaksanakan tugas sebagai berikut:

1. Mengevaluasi gaji Direksi untuk tahun 2022.
2. Mengevaluasi gaji karyawan untuk tahun 2022.
3. Mengevaluasi bonus kinerja karyawan untuk tahun 2021.
4. Proses perpanjangan kontrak anggota-anggota Komite Audit dan Komite Pemantau Risiko untuk disampaikan kepada Dewan Komisaris.
5. Mengevaluasi bonus kinerja untuk Dewan Komisaris dan Direksi tahun 2021.
6. Meninjau dan memberikan rekomendasi tentang Kebijakan *Material Risk Takers* (MRT).

## PELATIHAN DAN PENGEMBANGAN KOMPETENSI

Bank memiliki kebijakan terkait pengembangan dan peningkatan kompetensi Komite Remunerasi dan Nominasi, yang dilakukan melalui berbagai pelatihan dan pendidikan dengan pendanaan sepenuhnya menjadi tanggung jawab Bank. Informasi terkait pelatihan dan pengembangan kompetensi Komite Remunerasi dan Nominasi tersedia dalam Bab "Profil Perusahaan" pada Laporan Tahunan Keberlanjutan 2022 ini.

## KEBIJAKAN MENGENAI SUKSESI DIREKSI

Suksepsi Direksi Bank diatur berdasarkan *Board of Directors and Commissioners Nomination Policy* No. HR/POL/020 tanggal 24 Maret 2014 tentang Penggantian dan Pengangkatan Direksi. Tidak hanya terbatas untuk Direksi, kebijakan ini termasuk mengatur suksesi bagi Dewan Komisaris, termasuk persyaratan jika nominasi berasal dari Pejabat Eksekutif internal Bank dan/atau pejabat dari ICBC Limited sebagai pemegang saham mayoritas. Kebijakan ini juga mengatur secara rinci terkait prosedur pengusulan untuk Dewan Komisaris dan Direksi jika berasal dari kalangan internal.

## BRIEF SUMMARY OF THE ACTIVITIES OF THE REMUNERATION AND NOMINATION COMMITTEE IN 2022

Throughout 2022, the Remuneration and Nomination Committee performed the following duties:

1. Evaluate the salary of the Board of Directors in 2022.
2. Evaluate employee salaries in 2022.
3. Evaluate employee performance bonuses in 2021.
4. The contract extension process for members of the Audit Committee and Risk Monitoring Committee to be submitted to the Board of Commissioners.
5. Evaluate performance bonuses for the Board of Commissioners and Board of Directors in 2021.
6. Review and provide recommendation on Material Risk Takers (MRT) Policy.

## TRAINING AND DEVELOPMENT OF COMPETENCY

The Bank has its own policy related to the development and improvement of the competency of the Remuneration and Nomination Committee. This is done through various training and education programs with full funding being the responsibility of The Bank. The list of training and development of competency of the Remuneration and Nomination Committee is available in the "Company Profile" section in this 2022 Annual Sustainability Report.

## POLICY CONCERNING THE SUCCESSION OF THE BOARD OF DIRECTORS

The succession of The Bank's Board of Directors is governed by the Board of Directors and Commissioners Nomination Policy No. HR/POL/020 dated March 24, 2014 regarding the Replacement and Appointment of the Board of Directors. This policy not only limited to the Board of Directors, it also regulates the succession of the Board of Commissioners, including the requirements if the candidates are from The Bank's internal Executive Officers and/or officials of ICBC Limited as the majority shareholders. This policy also regulates in detail the procedure for proposals for the Board of Commissioners and Board of Directors if the members are from internal.

# KOMITE PEMANTAU RISIKO

## RISK MONITORING COMMITTEE

Komite Pemantau Risiko bertugas untuk membantu Dewan Komisaris dalam mengawasi pelaksanaan manajemen risiko di lingkungan Bank. Komite ini diketuai oleh Komisaris Independen dan terdiri atas 1 (satu) Komisaris dan 2 (dua) orang anggota yang berasal dari Pihak Independen yang memiliki keahlian pada bidang keuangan dan manajemen risiko.

### PEDOMAN KOMITE PEMANTAU RISIKO

Komite Pemantau Risiko memiliki Pedoman Kerja Komite Pemantau Risiko yang mengatur mengenai:

1. Tugas dan tanggung jawab;
2. Komposisi dan struktur keanggotaan;
3. Tata cara dan prosedur kerja;
4. Penyelenggaraan rapat dan pelaporan; dan
5. Masa jabatan.

Bank menerbitkan pertama kali Pedoman Kerja Komite Pemantau Risiko ini pada tanggal 24 Juli 2013 dan selanjutnya melakukan perubahan 2 (dua) kali masing-masing pada tanggal 25 Agustus 2017 dan 2 November 2020. Rencana peninjauan berikutnya atas pedoman kerja ini adalah pada tanggal 2 November 2023.

### TUGAS DAN TANGGUNG JAWAB KOMITE PEMANTAU RISIKO

Sebagaimana diatur dalam Pasal 48 POJK No. 55/POJK.03/2016, Komite Pemantau Risiko wajib melakukan paling sedikit:

- Evaluasi tentang kesesuaian antara kebijakan dengan pelaksanaan manajemen risiko dari Bank;
- Pemantauan dan evaluasi pelaksanaan tugas Komite Manajemen Risiko dan Satuan Kerja Manajemen Risiko (SKMR).

Hasil dari evaluasi yang telah disebutkan di atas wajib disampaikan dan memberikan rekomendasi kepada Dewan Komisaris. Laporan hasil evaluasi tersebut wajib disampaikan secara triwulanan setiap tahun. Prioritas tugas Komite Pemantau Risiko adalah sebagai berikut:

- Mengevaluasi proposal kebijakan manajemen risiko termasuk strategi dan kerangka manajemen risiko, serta memberikan rekomendasi dan masukan kepada Dewan Komisaris terhadap proposal kebijakan tersebut.
- Meninjau notulen rapat Komite Manajemen Risiko secara berkala, mengusulkan saran independen, dan memberikan rekomendasi untuk memperkuat panduan manajemen risiko Bank.

The Risk Monitoring Committee has the duty to assist the Board of Commissioners in overseeing the implementation of risk management within The Bank. The committee is chaired by an Independent Commissioner and comprised of 1 (one) Commissioner and 2 (two) members from Independent Parties with expertise in the area of finance and risk management.

### RISK MONITORING COMMITTEE CHARTER

Risk Monitoring Committee has a Risk Monitoring Committee Charter which regulates:

1. Duties and responsibilities;
2. Organizational composition and structure;
3. Procedures and work procedures;
4. Implementation of meetings and reporting; and
5. Term of office.

The Bank firstly published the Risk Monitoring Committee Charter on July 24, 2013 and subsequently amended the charter twice, on August 25, 2017 and November 2, 2020 respectively. The next scheduled review of this charter is on November 2, 2023.

### DUTIES AND RESPONSIBILITIES OF THE RISK MONITORING COMMITTEE

As stipulated in Article 48 POJK No. 55/POJK.03/2016, the Risk Monitoring Committee should perform at least:

- Evaluate the conformity between The Bank's risk management policy and implementation;
- Monitor and evaluate the implementation of duties of Risk Management Committee and Risk Management Department (RMD).

The result of evaluation mentioned above is to be submitted to the Board of Commissioners along with its recommendation. The report on evaluation result should be submitted quarterly every year. Risk Monitoring Committee priority duties are as follows:

- Evaluate the risk management policy proposals including risk management strategies and framework, and provide recommendations and input to the Board of Commissioners on those policy proposals.
- Review minutes of Risk Management Committee meetings regularly, propose independent advices, and provide recommendations to strengthen The Bank's risk management guidelines.

- Mengadakan rapat dengan SKMR dan departemen terkait paling sedikit sebulan sekali mengenai pengendalian risiko, *risk appetite*, dan *risk tolerance*. Memberikan panduan mengenai risiko potensial bisnis dan isu-isu manajemen risiko.
- Memberikan perhatian kepada peringkat kesehatan Bank serta memberikan rekomendasi praktisnya.
- Dalam setiap triwulan progres kerja, apabila ada temuan yang muncul maka perlu memberikan rekomendasi dan tindak lanjut dari rekomendasi tersebut serta memberikan laporan kepada Dewan Komisaris.

## KETENTUAN MASA JABATAN

Berdasarkan Internal Memo No. 045/IM/SMD/IX/2022 tentang Perubahan Pedoman Kerja Komite Pemantau Risiko, masa jabatan anggota Komite Pemantau Risiko yang berasal dari Pihak Independen ditentukan berdasarkan kebutuhan atau penilaian Bank. Sementara masa jabatan anggota Komite Pemantau Risiko yang berasal dari Komisaris ditentukan berdasarkan Rapat Umum Pemegang Saham (RUPS).

## KOMPOSISI, STRUKTUR DAN KEANGGOTAN

Komposisi, struktur dan keanggotaan Komite Pemantau Risiko adalah sebagai berikut:

1. Anggota Komite Pemantau Risiko diangkat dan diberhentikan berdasarkan keputusan rapat Dewan Komisaris dan diformalkan dengan surat keputusan Direksi.
2. Komite Pemantau Risiko beranggotakan paling sedikit:
  - 1 (satu) orang Komisaris Independen;
  - 1 (satu) orang Pihak Independen yang memiliki keahlian di bidang keuangan; dan
  - 1 (satu) orang Pihak Independen yang memiliki keahlian di bidang manajemen risiko.
3. Komite Pemantau Risiko diketuai oleh Komisaris Independen yang merangkap sebagai anggota.
4. Anggota Direksi dilarang menjadi anggota Komite Pemantau Risiko.
5. Mantan anggota Direksi atau Pejabat Eksekutif Bank atau pihak yang mempunyai hubungan dengan Bank yang dapat memengaruhi kemampuan yang bersangkutan untuk bertindak independen tidak dapat menjadi Pihak Independen dalam anggota komite sebelum menjalani masa tunggu (*cooling off*) paling singkat 6 (enam) bulan.
6. Masa tunggu (*cooling off*) paling singkat 6 (enam) bulan tidak berlaku bagi mantan anggota Direksi yang membawahi fungsi pengawasan atau Pejabat Eksekutif yang melakukan fungsi pengawasan pada Bank tersebut.

- Conduct meeting at least once a month with RMD and other related departments regarding risk control, risk appetite, and risk tolerance. Provide guidance on potential business risks and risk management issues.
- Pay attention to The Bank's soundness rating and provide practical recommendations.
- In each quarter of work progress, if there are any findings, it is necessary to provide recommendations and follow-up on the recommendations and report to the Board of Commissioners.

## TERMS OF OFFICE

Based on Internal Memo No. 045/IM/SMD/IX/2022 concerning Revision of Risk Monitoring Committee Charter, the tenure of members of Risk Monitoring Committee originated from Independent Party is determined by the needs or assessment of The Bank. Meanwhile the tenure of members of Risk Monitoring Committee originated from the Commissioners is determined through General Meeting of Shareholders (GMS).

## COMPOSITION, STRUCTURE AND MEMBERSHIP

The composition, structure and membership of Risk Monitoring Committee are as follows:

1. Risk Monitoring Committee members are appointed and dismissed based on the Board of Commissioners' meeting resolutions and formalized by a decision letter of the Board of Directors.
2. Risk Monitoring Committee members must at least consist of:
  - (one) Independent Commissioner;
  - (one) Independent Party who expertises in finance; and
  - (one) Independent Party who expertises in risk management.
3. Risk Monitoring Committee is chaired by an Independent Commissioner who also represents as a committee member.
4. Members of the Board of Directors are prohibited from becoming members of the Risk Monitoring Committee.
5. Former members of the Board of Directors or Executive Officers of The Bank or parties that have relation with The Bank which may affect the ability of concerned individuals to act independently are prohibited from becoming an Independent Party in the committee before undergoing a cooling off period of at least 6 (six) months.
6. The minimum cooling off period of 6 (six) months shall not apply to former members of the Board of Directors who in charge of the supervisory function or Executive Officers who carry out the supervisory function of The Bank.

7. Komisaris Independen dan Pihak Independen yang menjadi anggota Komite Pemantau Risiko paling sedikit berjumlah 51% (lima puluh satu persen) dari jumlah anggota Komite Pemantau Risiko.

7. Independent Commissioners and Independent Parties who are the members of Risk Monitoring Committee must at least comprise 51% (fifty-one percent) of the total members of Risk Monitoring Committee.

## SUSUNAN DAN PROFIL KOMITE PEMANTAU RISIKO

## STRUCTURE AND PROFILE OF THE RISK MONITORING COMMITTEE

Kronologis susunan Komite Pemantau Risiko Bank di tahun 2022 adalah sebagai berikut:

The chronology of The Bank's Risk Monitoring Committee composition in 2022 is as follows:

1 Januari – 31 Desember 2022  
January 1 – December 31, 2022

**Hendra Widjojo**

Ketua Komite Pemantau Risiko & Komisaris Independen  
Chairman of Risk Monitoring Committee & Independent Commissioner

**Jeff S.V. Eman**

Anggota Komite Pemantau Risiko & Komisaris  
Risk Monitoring Committee Member & Commissioner

**Aki H. Parwoto**

Anggota Komite Pemantau Risiko/Pihak Independen  
Risk Monitoring Committee Member/Independent Party

**Douval**

Anggota Komite Pemantau Risiko/Pihak Independen  
Risk Monitoring Committee Member/Independent Party

Profil Komite Pemantau Risiko per 31 Desember 2022 adalah sebagai berikut:

The following is the Risk Monitoring Committee profile as of December 31, 2022:

**Hendra Widjojo**  
Ketua Komite Pemantau Risiko & Komisaris Independen  
Chairman of Risk Monitoring Committee & Independent Commissioner

Profil Hendra Widjojo sebagai Ketua Komite Pemantau Risiko tersedia pada bagian Profil Dewan Komisaris dalam Bab "Profil Perusahaan" di Laporan Tahunan Keberlanjutan 2022 ini.  
Hendra Widjojo's profile as the Chairman of Risk Monitoring Committee is available in the Board of Commissioners' Profile section in the "Company Profile" of this 2022 Annual Sustainability Report.

**Jeff S.V. Eman**  
Anggota Komite Pemantau Risiko & Komisaris  
Risk Monitoring Committee Member & Commissioner

Profil Jeff S.V. Eman sebagai anggota Komite Pemantau Risiko tersedia pada bagian Profil Dewan Komisaris dalam Bab "Profil Perusahaan" di Laporan Tahunan Keberlanjutan 2022 ini.  
Jeff S.V. Eman's profile as a member of Risk Monitoring Committee is available in the Board of Commissioners' Profile section in the "Company Profile" of this 2022 Annual Sustainability Report.

**Aki H. Parwoto**  
Anggota Komite  
Pemantau Risiko/Pihak  
Independen

Risk Monitoring Committee  
Member/Indedepent Party

**Pengalaman Kerja/Jabatan**

Aki H. Parwoto saat ini menjabat sebagai anggota Komite Pemantau Risiko dan Komite Audit pada PT Bank Resona Perdania. Sebelumnya, beliau bergabung dengan PT Bank CIMB Niaga sejak tahun 2009 dan menjabat antara lain sebagai *Senior Vice President Credit and Operations Policy* (2015–2017), *First Vice President Credit Risk Management Group Head* (2010–2014), dan *Vice President Credit Risk Management Group Head* (2009–2010). Beliau juga pernah menjabat berbagai posisi strategis pada PT Bank Niaga untuk periode 1987–2008 antara lain sebagai *Vice President* pada *Credit Risk Division Head* (2004–2008), *Risk Asset Audit Division Head* (2001–2004), *Assistant Vice President Compliance Management Group* (2000), *Assistant Vice President Credit Policy and Administration Group* (1998–1999), *Senior Manager – Branch Bali* (1994–1997), *Manager – Credit Audit* (1988–1993) dan *Officer Development Program* (1987). Beliau memulai karier profesionalnya pada Kantor Akuntan Publik Amir Abadi Jusuf pada tahun 1986.

**Sertifikasi**

*Certification in Audit Committee Practices;*  
*Risk Management Certification – Level 4*

**Latar Belakang Pendidikan**

- Magister Manajemen, Universitas Gajah Mada, 2004;
- Sarjana Akuntansi, Fakultas Ekonomi, Universitas Indonesia, 1985.

**Work Experience**

Aki H. Parwoto is currently serving as a member of Risk Monitoring Committee and Audit Committee at PT Bank Resona Perdania. He previously joined at PT Bank CIMB Niaga in 2009 and served as Senior Vice President of Credit and Operations Policy (2015–2017), First Vice President of Credit Risk Management Group Head (2010–2014), and Vice President of Credit Risk Management Group Head (2009–2010). He also had various strategic positions at PT Bank Niaga for the period 1987–2008 including Vice President at Credit Risk Division Head (2004–2008), Risk Asset Audit Division Head (2001–2004), Assistant Vice President of Compliance Management Group (2000), Assistant Vice President of Credit Policy and Administration Group (1998–1999), Senior Manager - Branch Bali (1994–1997), Manager - Credit Audit (1988–1993) and Officer Development Program (1987). He began his professional career at Amir Abadi Jusuf Registered Public Accountants in 1986.

**Certification**

*Certification in Audit Committee Practices;*  
*Risk Management Certification – Level 4*

**Education**

- Master of Management, University of Gajah Mada, 2004;
- Bachelor of Accounting, Faculty of Economy, University of Indonesia, 1985.

**Douval**  
**Anggota Komite**  
**Pemantau Risiko/Pihak**  
**Independen**  
Risk Monitoring Committee  
Member/Independent Party

**Pengalaman Kerja/Jabatan**

Douval saat ini menjabat sebagai anggota Komite Audit dan Komite Pemantau Risiko pada PT Bank Pembangunan Daerah Banten, Tbk (Bank Banten). Sebelumnya, beliau bergabung dengan PT Bank Pembangunan Daerah Sumatera Barat (Bank Nagari) pada tahun 2005, dan menjabat antara lain sebagai Pimpinan Grup Riset dan Pengembangan Bisnis Divisi Perencanaan Strategis (2020), Pimpinan Bagian *Financial Institution and Settlement* Divisi Dana dan Treasuri (2020), dan *Treasury Dealer* Madya (2018-2020). Pada tahun 2016-2018, beliau mengambil *unpaid leave* dari Bank Nagari untuk melanjutkan pendidikan S2, *Master of Economics* di The University of Western Australia dalam skema *Australia Awards Scholarship*. Sebelumnya, beliau juga menjabat berbagai posisi strategis di Bank Nagari antara lain sebagai Analis Madya Bagian Perencanaan Bisnis Divisi Perencanaan Strategis (2010-2016), Analis Junior Bagian Perencanaan Bisnis Divisi Perencanaan Strategis (2006-2010), dan Analis Kredit di Kantor Cabang Simpang Empat (2005-2006). Beliau memulai karier perbankan pada PT Bank Mandiri (Persero) Tbk Kantor Cabang Bukittinggi sebagai *Frontliners* pada tahun 2003-2005. Selain menjalani karier profesional di industri perbankan, beliau juga adalah seorang Akademisi/Dosen yang sejak 2019 sampai dengan saat ini menjabat sebagai *Associate Faculty Member* di BINUS Business School, Bina Nusantara University. Beliau juga memegang sertifikasi profesi dalam dan luar negeri di bidang Akuntansi, *Investment Banking*, *Treasury*, dan Manajemen Risiko, yaitu: *Chartered Accountant (CA)*, Register Negara Akuntan (Ak.), *Intermediate Treasury Dealer*, *BSMR Banking Risk Management Level-3*, *Certified Investment Banker (CIB)*, *Certified Risk Professional (CRP)*, *Certified Practising Accountant*, Australia (CPA Aust.), dan *ASEAN Chartered Professional Accountant (ASEAN CPA)*.

**Latar Belakang Pendidikan**

- *Master of Economics*, The University of Western Australia, 2018;
- Magister Manajemen, Universitas Negeri Padang, 2015;
- Sarjana Akuntansi, Fakultas Ekonomi, Universitas Andalas, 2002.

**Work Experience**

Douval currently serves as a member of the Audit Committee and Risk Monitoring Committee at PT Bank Pembangunan Daerah Banten, Tbk (Bank Banten). Previously, he joined PT Bank Pembangunan Daerah Sumatera Barat (Bank Nagari) in 2005 and served as the Head of Research and Business Development Group for Strategic Planning Division (2020), Head of Financial Institution and Settlement Sub-Division of Fund and Treasury Division (2020), and Intermediate Treasury Dealers (2018-2020). From 2016-2018, he took unpaid leave from Bank Nagari to continue his Master of Economics education at The University of Western Australia under the Australia Awards Scholarship scheme. Previously, he also had various strategic positions at Bank Nagari serving as a Senior Analyst of the Business Planning Sub-Division of the Strategic Planning Division (2010-2016), a Junior Analyst of the Business Planning Sub-Division of the Strategic Planning Division (2006-2010), and a Credit Analyst at the Simpang Empat Branch Office (2005-2006). He started his early banking career at PT Bank Mandiri (Persero) Tbk Bukittinggi Branch Office as Frontliners from 2003-2005. Apart from pursuing a professional career in the banking industry, he is also an Academic/Lecturer who since 2019 has served as an Associate Faculty Member at BINUS Business School, Bina Nusantara University. He also holds professional certifications at home and abroad in the fields of Accounting, Investment Banking, Treasury, and Risk Management, namely: Chartered Accountant (CA), State Register of Accountant (Ak.), Intermediate Treasury Dealer, BSMR Banking Risk Management Level-3, Certified Investment Banker (CIB), Certified Risk Professional (CRP), Certified Practising Accountant, Australia (CPA Aust.), and ASEAN Chartered Professional Accountant (ASEAN CPA).

**Education**

- Master of Economics, The University of Western Australia, 2018;
- Master of Management, Padang State University, 2015;
- Bachelor of Accounting, Faculty of Economics, Andalas University, 2002.

**PEMBAGIAN TUGAS DAN TANGGUNG JAWAB  
DALAM KEANGGOTAAN KOMITE PEMANTAU  
RISIKO**

Berikut komposisi Komite Pemantau Risiko:

- Hendra Widjojo, sebagai ketua yang juga mewakili peranan Komisaris Independen dalam komite.
- Jeff S.V. Eman, sebagai anggota komite yang juga merupakan Komisaris.
- Aki H. Parwoto, berperan sebagai Pihak Independen yang memiliki keahlian dalam bidang keuangan.
- Douval, berperan sebagai Pihak Independen yang memiliki keahlian dalam bidang perencanaan strategis, strategi bisnis, *treasury*, dan manajemen risiko yang profesional.

**SEPARATION OF DUTIES AND  
RESPONSIBILITIES BETWEEN MEMBERS OF  
THE RISK MONITORING COMMITTEE**

The composition of the Risk Monitoring Committee is as follows:

- Hendra Widjojo, as a chairman who also represents the role of Independent Commissioner in the committee.
- Jeff S.V. Eman, as a committee member who is also a Commissioner.
- Aki H. Parwoto, as an Independent Party with an expertise in finance.
- Douval, as an Independent Party with an expertise in strategic planning, business strategy, treasury, and risk management professional.

## INDEPENDENSI

Sesuai dengan kriteria yang telah ditetapkan Bank dan regulasi yang berlaku, seluruh anggota Komite Pemantau Risiko tidak memiliki hubungan keuangan, kepengerusan, kepemilikan saham, dan/atau hubungan keluarga dengan anggota Dewan Komisaris, Direksi dan/atau pemegang saham pengendali atau hubungan dengan Bank, yang dapat memengaruhi kemampuan untuk bertindak independen.

### RAPAT KOMITE PEMANTAU RISIKO

1. Rapat Komite Pemantau Risiko dipimpin oleh Ketua Komite Pemantau Risiko yang merupakan Komisaris Independen Bank atau oleh anggota Komisaris Independen lainnya yang ditunjuk untuk memimpin rapat saat terjadinya kekosongan pada posisi Ketua Komite Pemantau Risiko.
2. Rapat Komite Pemantau Risiko hanya dapat dilaksanakan apabila dihadiri oleh setidaknya 51% (lima puluh satu persen) dari jumlah anggota komite termasuk termasuk 1 (satu) orang Komisaris Independen dan 1 (satu) orang Pihak Independen.
3. Keputusan rapat Komite Pemantau Risiko diambil berdasarkan musyawarah untuk mufakat.
4. Dalam hal tidak tercapai mufakat, pengambilan keputusan dilakukan berdasarkan pemungutan suara setuju  $\frac{2}{3}$  (dua per tiga) anggota Komite Pemantau Risiko yang hadir.
5. Hasil rapat Komite Pemantau Risiko wajib dituangkan dalam risalah rapat dan didokumentasikan sesuai dengan peraturan perundang-undangan.
6. Apabila terdapat perbedaan pendapat (*dissenting opinion*) yang terjadi dalam rapat Komite Pemantau Risiko, wajib dicantumkan secara jelas dalam risalah rapat berserta alasan perbedaan pendapat, yang kemudian ditandatangani oleh seluruh anggota Komite Pemantau Risiko yang hadir dan disampaikan kepada Dewan Komisaris.

Selama tahun 2022, Komite Pemantau Risiko menyelenggarakan rapat sebanyak 12 (dua belas) kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran anggota Komite Pemantau Risiko dalam rapat-rapat tersebut.

## INDEPENDENCY

In accordance with the criteria established by The Bank and prevailing regulations, all members of the Risk Monitoring Committee have no financial relations, management, share ownership, and/or family relations with members of the Board of Commissioners, Board of Directors and/or controlling shareholders or any relations with The Bank, which may affect the ability to act independently.

### RISK MONITORING COMMITTEE'S MEETINGS

1. The meeting of Risk Monitoring Committee is chaired by the Chairman of Risk Monitoring Committee, who is an Independent Commissioner of The Bank or by other Independent Commissioners appointed to lead the meeting when the position of Chairman of Risk Monitoring Committee is absent.
2. Risk Monitoring Committee meetings can only be held if attended by at least 51% (fifty-one percent) of the total committee members, including 1 (one) Independent Commissioner and 1 (one) Independent Party.
3. The decisions of Risk Monitoring Committee meetings are made based on deliberation results.
4. If there is no consensus, the decision is made based on voting, with approval by  $\frac{2}{3}$  (two thirds) of Risk Monitoring Committee members, who are present in the meeting.
5. Results of Risk Monitoring Committee meetings must be recorded in minutes of meeting and documented in accordance with laws and regulations.
6. If there is a dissenting opinion that occurs during the Risk Monitoring Committee meeting, must be stated clearly in minutes of meeting along with the reasons for the argument, which is then signed by all members of the Risk Monitoring Committee present and submitted to the Board of Commissioners.

Throughout 2022, the Risk Monitoring Committee held 12 (twelve) meetings. The following are the details of the agenda and minutes of meeting, attendance, and recapitulation of the attendance of Risk Monitoring Committee members in those meetings.

Tanggal Date	Lokasi Venue	Agenda	Nomor Risalah Rapat MoM Number
25 Januari 2022 January 25, 2022	Online via Webex	<ol style="list-style-type: none"> <li>1. Risk Based Bank Rating (RBBR) - Semester 2 2021 by Risk Management Department</li> <li>2. GCG Summary Self-Assessment by Risk Management Department</li> <li>3. Loan at Risk (LaR) December 2021 by Risk Management Department</li> <li>4. Risk Appetite Monitoring Fourth Quarter - 2021 by Risk Management Department</li> </ol>	001/MM/RMC/II/2022

Tanggal Date	Lokasi Venue	Agenda	Nomor Risalah Rapat MoM Number
4 April 2022 April 4, 2022	Online via Webex	Management Report and Board of Commissioners Supervisory Report of PJP/PIP - Understanding the Format and Content of the Report	002/MM/RMC/IV/2022
13 April 2022 April 13, 2022	Online via Webex	Management Report and Board of Commissioners Supervisory Report of PJP/PIP - Evaluating the Progress of the Report on both sides (BOD and BOC)	003/MM/RMC/IV/2022
18 April 2022 April 18, 2022	Online via Webex	Management Report and Board of Commissioners Supervisory Report of PJP/PIP - Finalizing the Report on both sides (BOD and BOC)	004/MM/RMC/IV/2022
26 April 2022 April 26, 2022	Online via Webex	1. Risk Profile First Quarter 2022 and Risk Appetite Monitoring by Risk Management Department 2. NPL Updates by SAM Department 3. PRA & Watchlist Account as of March 2022 by Credit Management Department	005/MM/RMC/IV/2022
21 Juni 2022 June 21, 2022	Online via Google Meets	1. Business Plan 2022 Revision by SMIR Department 2. Consumer Banking Updates 3. PRA & Watchlist Account as of June 13, 2022 by Credit Management Department	006/MM/RMC/VI/2022
26 Juli 2022 July 26, 2021	Online via Webex	1. Profit Loss June 2022 and Forecast Full Year 2022 by FM Department 2. Risk Management Department Updates 3. RPIM Updates by SME Department 4. PIB & MIB Presentation by Gao Yunxiang (CSB Department)	007/MM/RMC/VII/2021
24 Agustus 2022 August 24, 2022	Online via Webex	1. ABMS (Anti Bribery Management System) by Risk Management Department 2. Onshore and Offshore Updates by IT Department 3. Pipeline by Business Unit (CBI, CBII, TBD)	008/MM/RMC/VIII/2021
29 September 2022 September 29, 2022	Online via Google Meets	1. RWA (Risk Weighted Asset) by MI and Accounting Department 2. Outsourcing Implementation by FM Department	009/MM/RMC/IX/2022
27 Oktober 2022 October 27, 2022	Offline at head office	1. NPL Account Data and Progress by SAM Department 2. Potential Risk and Watchlist Account Updates as of October 13, 2022 - Credit Management Department 3. Risk Management Department Updates	010/MM/RMC/X/2022
11 November 2022 November 11, 2022	Online via Webex	Business Plan 2023-2025 by SMIR Department	011/MM/RMC/XI/2022
1 Desember 2022 December 1, 2022	Offline at head office	1. Onshore and Offshore Update by IT Department 2. Outsourcing Plan 2023 and Outsourcing Implementation 2022 by FM Department	012/MM/RMC/XII/2022

Komite Pemantau Risiko Risk Monitoring Committee	25 Jan 22	4 Apr 22	13 Apr 22	18 Apr 22	26 Apr 22	21 Jun 22	26 Jul 22	24 Aug 22	29 Sep 22	27 Oct 22	11 Nov 22	1 Dec 22	Total Rapat Total Meeting(s)	Total Kehadiran Total Attendance(s)	Persentase Kehadiran Percentage of Attendance
Hendra Widjojo	1	1	1	1	1	1	1	1	1	1	1	1	12	12	100%
Jeff S.V. Eman	1	1	1	1	1	1	1	1	1	1	1	1	12	12	100%
Aki H. Parwoto	1	1	1	1	1	1	1	1	1	1	1	1	12	12	100%
Douval	1	1	1	1	1	1	1	1	1	1	1	1	12	12	100%

## LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE PEMANTAU RISIKO TAHUN 2022

Sepanjang tahun 2022, Komite Pemantau Risiko telah bekerja guna membantu Dewan Komisaris yang mencakup hasil evaluasi mengenai tugas dan tanggung jawab beserta dengan rekomendasinya.

Adapun kegiatan yang telah dilaksanakan komite ini sampai Desember 2022 adalah sebagai berikut:

- Melakukan pemantauan dan evaluasi pelaksanaan tugas Komite Pemantau Risiko dan Satuan Kerja Manajemen Risiko (SKMR).
- Melakukan evaluasi terhadap rencana kerja SKMR.
- Memberikan saran kepada manajemen dalam meningkatkan penerapan manajemen risiko dan sistem pengendalian internal untuk mempertahankan tingkat kesehatan Bank pada posisi yang stabil.
- Melakukan evaluasi Kualitas Penerapan Manajemen Risiko (KPMR) pada *Risk-Based Bank Rating* (RBBR).
- Melakukan evaluasi terhadap laporan profil risiko Bank per 3 (tiga) bulan, serta kecukupan kebijakan dan prosedur Bank.
- Melakukan evaluasi terhadap laporan pelaksanaan kepatuhan dan AML.
- Melakukan evaluasi terhadap pelaksanaan restrukturisasi kredit yang terdampak COVID-19 dan tidak terdampak COVID-19.
- Melakukan pemantauan dan evaluasi terhadap progress kinerja Bank yang menjadi perhatian dari regulator.
- Melakukan pemantauan dan evaluasi pelaksanaan tugas departemen terkait dalam mengatasi masalah kredit macet.
- Melakukan pemantauan terhadap kredit yang berada dalam kategori *watch list* dan *potential risk*, serta memberikan masukan untuk memastikan kredit tersebut tidak menjadi kredit macet.
- Melakukan evaluasi terhadap Rencana Bisnis Bank dan Rencana Korporasi.
- Memastikan penerapan manajemen risiko, kerangka kerja manajemen risiko, dan prinsip-prinsip *Good Corporate Governance* (GCG).

## PELATIHAN DAN PENGEMBANGAN KOMPETENSI

Bank memiliki kebijakan terkait pengembangan dan peningkatan kompetensi Komite Pemantau Risiko, yang dilakukan melalui berbagai pelatihan dan pendidikan dengan pendanaan sepenuhnya menjadi tanggung jawab Bank. Informasi terkait pelatihan dan pengembangan kompetensi Komite Pemantau Risiko dapat dilihat pada Bab "Profil Perusahaan" dalam Laporan Tahunan Keberlanjutan 2022 ini.

## BRIEF SUMMARY OF THE ACTIVITIES OF THE RISK MONITORING COMMITTEE IN 2022

Throughout 2022, the Risk Monitoring Committee has assisted the Board of Commissioners, through the results of evaluation on its duties and responsibilities, as well as its recommendations.

The following are the activities carried out by the committee until December 2022:

- Monitor and evaluate the implementation of duties of the Risk Monitoring Committee and Risk Management Department (RMD).
- Evaluate the work plan of RMD.
- Provide advices to the management in enhancing the risk management implementation and internal control system to maintain The Bank's soundness rating at a stable position.
- Evaluate the quality of risk management implementation in Risk-Based Bank Rating (RBBR).
- Evaluate The Bank's risk profile report in a quarterly base, as well as the adequacy of The Bank policies and procedures.
- Evaluate the compliance and AML implementation report.
- Evaluate the implementation of loan restructuring affected by COVID-19 and unaffected by COVID-19.
- Monitor and evaluate the progress of The Bank's performances that are of concern to regulators.
- Monitor and evaluate the implementation of duties of the relevant departments in overcoming the bad loans issue.
- Monitor loans that are in the watch list and potential risk categories, as well as providing input to ensure these loans do not turn into bad loans.
- Evaluate The Bank's Business Plan and Corporate Plan.
- Ensure the implementation of risk management, risk management framework, and Good Corporate Governance (GCG) principles.

## TRAINING AND DEVELOPMENT OF COMPETENCY

The Bank has its own policy related to the development and improvement of the competency of Risk Monitoring Committee. This is done through various training and education programs with full funding being the responsibility of The Bank. The list of training and development of competency of the Risk Monitoring Committee can be seen in the "Company Profile" section in this 2022 Annual Sustainability Report.

# ORGAN PENDUKUNG DIREKSI

## SUPPORTING ORGANS OF THE BOARD OF DIRECTORS

### KOMITE-KOMITE EKSEKUTIF

Dalam menjalankan tugas pengelolaan Bank, Direksi memiliki komite-komite eksekutif yang masing-masing beranggotakan Direktur dan para Pejabat Eksekutif Bank. Seluruh komite bertanggung jawab dan melapor kepada Direksi.

### ASSET AND LIABILITY COMMITTEE (ALCO)

*Asset and Liability Committee* (ALCO) bertugas untuk membantu Direksi dalam mengelola aset dan kewajiban, baik *on-* maupun *off-balance sheet*, termasuk mengelola risiko likuiditas, risiko valuta asing, risiko *interest rate risk in banking book* (IRRBB), manajemen instrumen surat berharga, manajemen penentuan suku bunga, manajemen *fund transfer pricing* (FTP) dan manajemen permodalan Bank. Pengelolaan aset dan likuiditas dilakukan dengan mengkoordinasikan keamanan likuiditas dan profitabilitas untuk mewujudkan perkembangan aset dan liabilitas yang stabil sehingga tercapai profit yang berkesinambungan. Selama tahun 2022, ALCO mengadakan rapat sebanyak 13 (tiga belas) kali.

### RISK MANAGEMENT COMMITTEE (RMC)

Tugas utama *Risk Management Committee* (RMC) adalah membantu Direksi dalam merumuskan kebijakan dan mengawasi pelaksanaan kebijakan yang berkaitan dengan manajemen risiko, memantau perkembangan dan kondisi profil risiko, serta memberikan saran dan perbaikan terkait dengan manajemen risiko. Selain itu, komite ini berwenang dan bertanggung jawab untuk menyusun kebijakan, strategi, dan pedoman pelaksanaan manajemen risiko termasuk penetapan limit, *risk appetite*, *risk tolerance*, dan *contingency plan*. Selama tahun 2022, RMC mengadakan rapat sebanyak 5 (lima) kali dengan cakupan agenda sebagai berikut:

1. Kajian tahunan limit risiko;
2. Pemilihan *peer bank*;
3. 11 agenda tematik untuk masing-masing 11 jenis risiko (9+X);
4. *Stress test*;
5. Pemantauan portofolio kredit;
6. Pemantauan *risk appetite*;
7. Perubahan keanggotaan Komite *Liability Recognition*;
8. Perubahan keanggotaan BCP COVID-19;
9. Manajemen risiko *enterprise*;
10. *Emerging risk*;
11. *Dashboard* limit regulator;
12. Update keuangan berkelanjutan dan Komite *Green Finance*;
13. Kajian limit sektor kredit; dan
14. Parameter kredit baru untuk profil risiko untuk *BASEL III Reform*.

### EXECUTIVE COMMITTEES

In carrying out The Bank's management duties, the Board of Directors has executive committees, each of which consists of Directors and Executive Officers of The Bank. All committees are responsible and report to the Board of Directors.

### ASSET AND LIABILITY COMMITTEE (ALCO)

The Asset and Liability Committee (ALCO) is responsible for assisting the Board of Directors in managing The Bank's assets and liabilities, both on and off-balance sheet, including managing liquidity risk, foreign exchange risk, interest rate risk in banking book (IRRBB), securities instrument management, interest rates pricing management, fund transfer pricing (FTP) management, and capital management of The Bank. Asset and liquidity management is carried out by coordinating liquidity security and profitability to obtain stable assets and liabilities development so as to achieve sustainable profits. Throughout 2022, ALCO held 13 (thirteen) meetings.

### RISK MANAGEMENT COMMITTEE (RMC)

The main duties of the Risk Management Committee (RMC) are to assist the Board of Directors in formulating policy and observing the implementation of the policy related to risk management, to monitor the progress and condition of risk profile, and to provide suggestions and improvement associated with risk management. In addition, the committee is authorized and responsible to develop policies, strategies, and guidelines of risk management implementation, including limit setting, risk appetite, risk tolerance, and contingency plan. Throughout 2022, RMC conducted 5 (five) meetings with the following agendas:

1. Annual risk limit review;
2. Peer bank selection;
3. 11 thematic agendas for each of 11 risk types (9+X);
4. Stress test;
5. Credit portfolio monitoring;
6. Risk appetite monitoring;
7. Changes in Liability Recognition Committee membership;
8. Changes in BCP COVID-19 membership;
9. Enterprise risk management;
10. Emerging risk;
11. Regulatory limit dashboard;
12. Sustainable finance update and Green Finance Committee;
13. Credit sector limit review; and
14. New credit parameter for risk profile for *BASEL III Reform*.

**FINANCIAL REVIEW COMMITTEE (FRC)**

Tugas *Financial Review Committee* (FRC) adalah mengawasi, memeriksa, dan mengevaluasi kebutuhan pengeluaran dana dalam jumlah besar yang persetujuannya berada di luar wewenang Direksi. Biaya-biaya yang menggunakan dana dalam jumlah besar harus diperiksa sesuai dengan standar dan prosedur FRC yang berlaku melalui mekanisme rapat FRC. Selama tahun 2022, FRC mengadakan 51 (lima puluh satu) kali rapat untuk 66 (enam puluh enam) topik.

**CREDIT REVIEW COMMITTEE (CRC)**

*Credit Review Committee* (CRC) bertugas untuk memberikan rekomendasi atas usulan pinjaman yang memerlukan persetujuan Direksi. Selama 2022, CRC mengadakan rapat sebanyak 49 (empat puluh sembilan) kali untuk Kredit Korporasi & SME dan 43 (empat puluh tiga) kali untuk Kredit Konsumsi.

**CREDIT POLICY COMMITTEE (CPC)**

*Credit Policy Committee* (CPC) bertugas untuk:

- Merumuskan kebijakan kredit, mengawasi pelaksanaan kebijakan kredit, memantau kemajuan dan kondisi portofolio pinjaman, dan memberikan rekomendasi untuk perbaikan;
- Mendukung aktivitas pemberian kredit Bank dengan tetap memperhatikan prinsip kehati-hatian serta mengkaji strategi/profil/portofolio kredit Bank.

Selama tahun 2022, CPC mengadakan rapat sebanyak 5 (lima) kali.

**POLICY COMMITTEE**

*Policy Committee* adalah komite yang bertugas membantu manajemen melaksanakan penerapan prinsip-prinsip tata kelola, khususnya dalam memantau kebijakan Bank dan memastikan kesesuaian terhadap peraturan yang berlaku serta kebijakan bank induk antara lain:

- Mengakselerasi koordinasi antar departemen yang terkait dalam penyusunan/revisi suatu kebijakan (khususnya yang bersifat segera) sehingga rekomendasi dapat segera disampaikan kepada penyetuju kebijakan;
- Menghindari benturan kepentingan, tumpang tindih dan/atau pertentangan antara satu kebijakan dengan kebijakan lainnya;
- Membantu Direksi dalam mengkaji efektivitas ketentuan internal dan memberikan saran perbaikan;
- Memberikan saran kepada Direksi untuk penyusunan/ revisi ketentuan internal tertentu;
- Memantau perkembangan pengkinian ketentuan internal sesuai dengan tenggat waktu yang ditetapkan;

**FINANCIAL REVIEW COMMITTEE (FRC)**

The duties of *Financial Review Committee* (FRC) are to oversee, examine, and evaluate the need for large exposures which approval is beyond the authority of the Board of Directors. Applications that require large exposures must be verified in accordance with the prevailing FRC standards and procedures, and through the FRC meeting mechanism. Throughout 2022, FRC conducted 51 (fifty-one) meetings for 66 (sixty-six) topics.

**CREDIT REVIEW COMMITTEE (CRC)**

*Credit Review Committee* (CRC) is assigned to provide recommendations on loan proposals that require the approval of the Board of Directors. Throughout 2022, CRC conducted 49 (forty-nine) meetings for Corporate & SME Loans and 43 (forty-three) meetings for Consumer Loans.

**CREDIT POLICY COMMITTEE (CPC)**

*Credit Policy Committee* (CPC) is responsible for:

- Formulating credit policies, overseeing the implementation of credit policies, monitoring the progress and condition of loan portfolio, and providing recommendations for improvement;
- Supporting The Bank's lending activities while still observing the prudential principles and reviewing The Bank's credit strategy/profile/portfolio.

Throughout 2022, CPC held 5 (five) meetings.

**POLICY COMMITTEE**

*Policy Committee* is a committee responsible for assisting the management in implementing the principles of Good Corporate Governance, especially in monitoring The Bank's policies and ensuring the adherence towards prevailing regulations as well as the parent bank's policies, among others:

- Accelerate the interdepartmental coordination related to the establishment/revision of a policy (especially the immediate ones) so that recommendations can be immediately delivered to the policy approver;
- Avoid conflict of interest, overlaps and/or conflicts between one policy and another;
- Assist the Board of Directors in assessing the effectiveness of internal regulation and provide suggestions for improvement;
- Provide suggestions to the Board of Directors for the establishment/revision of certain internal regulation;
- Monitor the progress of updating the internal regulation in accordance with established deadlines;

- f. Memantau jatuh tempo ketentuan internal dan menyampaikan penjelasan/arahan kepada unit kerja terkait tindakan selanjutnya;
- g. Mengkaji ketentuan internal level 1 dan level 2, dan merekomendasikan penerbitan dan/atau pencabutannya sepanjang dipandang tepat;
- h. Dalam kondisi tertentu, ketentuan internal level 3 dapat dibahas pada rapat komite dengan persetujuan ketua komite terlebih dahulu.

Selama tahun 2022, *Policy Committee* mengadakan rapat sebanyak 4 (empat) kali.

## KOMITE KEPATUHAN DAN ANTI PENCUCIAN UANG

Untuk mengimplementasikan prinsip GCG, serta menerapkan budaya kepatuhan dan anti pencucian uang yang kuat. Pembentukan komite ini adalah untuk mengawasi risiko-risiko kepatuhan dan anti pencucian uang Bank, untuk memastikan bahwa manajemen Bank memahami risiko-risiko kepatuhan dan anti pencucian uang yang mungkin dihadapi, dan memiliki kebijakan dan prosedur yang tepat serta tindakan untuk mengelola risiko tersebut.

Komite meninjau tindakan yang diambil untuk memastikan sistem kepatuhan dan anti pencucian uang yang kuat dan konsisten diterapkan, menciptakan budaya kepatuhan yang tinggi, dan membantu Direksi untuk mengurangi potensi permasalahan di area kepatuhan dan anti pencucian uang.

Tujuan Komite Kepatuhan dan Anti Pencucian Uang adalah untuk membantu Direksi dalam memenuhi tanggung jawab pengawasannya terkait dengan:

- a. Kepatuhan dan anti pencucian uang Bank sesuai peraturan yang berlaku;
- b. Memberikan saran untuk pengembangan dan pelaksanaan kontrol untuk mengelola dan memantau kualitas kegiatan kepatuhan dan anti pencucian uang Bank;
- c. Mengawasi risiko kepatuhan dan anti pencucian uang di Bank;
- d. Mendorong budaya kepatuhan yang tinggi dan prinsip anti pencucian uang; dan
- e. Memberikan saran kepada Direksi mengenai kesesuaian dan efisiensi sistem pengendalian internal Bank terkait dengan kepatuhan dan anti pencucian uang.

Selama 2022, Komite Kepatuhan dan Anti Pencucian Uang mengadakan rapat sebanyak 4 (empat) kali.

- f. Monitor the maturity of internal regulation and submit explanations/directions to the relevant work units for further action;
- g. Review internal regulation level 1 and level 2, and recommend the issuance and/or revocation when deemed appropriate;
- h. Under certain conditions, internal regulation level 3 may be discussed at committee meetings with prior approval from the committee chairman.

Throughout 2022, the Policy Committee held 4 (four) meetings.

## COMPLIANCE AND AML COMMITTEE

To implement the GCG principles, compliance culture, and robust anti money laundering (AML). The objective of this committee is to observe the risk of compliance and AML in The Bank, to ensure that The Bank's management understands the risk of compliance and AML to which The Bank may be exposed, and to have in place appropriate policies and procedures as well as actions to manage such risks.

The committee reviews the actions taken to ensure a robust and consistent compliance and AML system is in place, promote a high compliance culture, and assist the Board of Directors to mitigate the risk of compliance and AML.

The purpose of the Compliance and AML Committee is to assist the Board of Directors in fulfilling their oversight responsibilities related to:

- a. The Bank's compliance and AML with regulatory requirements;
- b. Providing advice for the development and implementation of controls to manage and monitor The Bank's compliance and AML activities;
- c. Overseeing the risk of compliance and AML in The Bank;
- d. Promoting a high compliance culture and AML principle; and
- e. Providing advice to the Board of Directors on the suitability and efficiency of The Bank's internal control system related to compliance and AML.

Throughout 2022, the Compliance and AML Committee held 4 (four) meetings.

## KOMITE PENGARAH TEKNOLOGI INFORMASI

Komite Pengarah Teknologi Informasi bertanggung jawab memberikan rekomendasi kepada Direksi paling sedikit terkait dengan:

- Rencana strategis Teknologi Informasi (TI) yang sejalan dengan rencana strategis kegiatan usaha Bank;
- Perumusan kebijakan, standar dan prosedur TI yang utama;
- Kesesuaian antara proyek TI yang disetujui dengan rencana strategis TI;
- Kesesuaian antara pelaksanaan proyek TI dengan rencana proyek yang disepakati;
- Kesesuaian antara TI dengan kebutuhan sistem informasi manajemen serta kebutuhan kegiatan usaha Bank;
- Efektivitas langkah-langkah dalam meminimalkan risiko atas investasi Bank pada sektor TI agar investasi tersebut memberikan kontribusi terhadap pencapaian tujuan bisnis Bank;
- Pemantauan atas kinerja TI dan upaya peningkatan kinerja TI;
- Upaya penyelesaian berbagai masalah terkait TI yang tidak dapat diselesaikan oleh satuan kerja pengguna dan penyelenggara TI secara efektif, efisien, dan tepat waktu; dan
- Kecukupan dan alokasi sumber daya yang dimiliki Bank.

Selama 2022, Komite Pengarah Teknologi Informasi mengadakan rapat sebanyak 4 (empat) kali.

## DISCIPLINARY COMMITTEE

Bank membentuk *Disciplinary Committee* untuk menjamin kepercayaan masyarakat terhadap integritas Bank. Komite ini memiliki satuan kerja khusus dan tim kerja disiplin, yang bertugas untuk melakukan investigasi dan memutuskan sanksi kepada pelanggar peraturan dan Kode Etik Bank. Selama 2022, *Disciplinary Committee* mengadakan rapat sebanyak 6 (enam) kali.

## LIABILITY RECOGNITION COMMITTEE (LRC)

*Liability Recognition Committee* (LRC) adalah komite yang bertugas untuk mendukung mekanisme akuntabilitas dan pelaksanaan tindakan perbaikan, menggerakkan penerapan manajemen risiko dan meningkatkan kepatuhan dengan kebijakan internal dan peraturan yang berlaku sebagai bagian dari penguatan kontrol internal. Selama 2022, LRC mengadakan rapat sebanyak 4 (empat) kali yang menghasilkan beberapa rekomendasi sanksi kepada *Disciplinary Committee*.

## INFORMATION TECHNOLOGY STEERING COMMITTEE

Information Technology Steering Committee is responsible for providing recommendations to the Board of Directors at the very least related to:

- Information Technology (IT) strategic plan that is consistent with the strategic plan of The Bank's business activities;
- Formulation of policies, standards, and procedures for the main IT;
- Alignment between the approved IT projects with IT strategic plan;
- Alignment between the implementation of IT projects with the agreed project plans;
- Alignment between IT with the needs of management information system and the needs of The Bank's business activities;
- Effectiveness of the measures taken in order to minimize the risk of The Bank investment in IT sector so that it can contribute to the business objectives of The Bank;
- Monitor the performance of IT and efforts to improve IT performance;
- Efforts to resolve various IT problems, which cannot be resolved by the working unit of IT's users and providers in an effective, efficient and timely manner; and
- Adequacy and allocation of resources owned by The Bank.

Throughout 2022, Information Technology Steering Committee conducted 4 (four) meetings.

## DISCIPLINARY COMMITTEE

The Bank formed a Disciplinary Committee to ensure public trust in the integrity of The Bank. The committee has a special work unit and a disciplinary work team, whose job is to carry out investigations and decide on sanctions to violators of The Bank's rules and Code of Conduct. Throughout 2022, the Disciplinary Committee held 6 (six) meetings.

## LIABILITY RECOGNITION COMMITTEE (LRC)

Liability Recognition Committee (LRC) is a committee responsible for supporting the mechanisms for accountability and remediation, driving the risk management implementation and improving the compliance of internal policies and regulations as part of strengthening internal controls. Throughout 2022, LRC held 4 (four) meetings resulting several recommendations on sanctions to the Disciplinary Committee.

# SEKRETARIS PERUSAHAAN

## CORPORATE SECRETARY

Sekretaris Perusahaan merupakan salah satu organ pendukung yang berperan penting dalam memfasilitasi komunikasi antar organ Bank, hubungan antara Bank dengan pemegang saham, regulator, dan pemangku kepentingan lainnya. Fungsi Sekretaris Perusahaan Bank diemban oleh Departemen *Strategy Management and Investor Relation* (SMIR).

### FUNGSI SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan memiliki fungsi sebagai berikut:

- Bertindak sebagai penghubung antara Direksi dengan Dewan Komisaris, pemegang saham, masyarakat, dan media massa termasuk mewakili Bank dalam berkomunikasi dengan masyarakat, regulator, lembaga atau asosiasi lain yang berkaitan dengan Bank.
- Bertindak sebagai administrator yang mengelola dokumen Bank.
- Mempersiapkan Rapat Umum Pemegang Saham (RUPS).
- Mengkoordinasikan dan menghadiri rapat Direksi dan rapat komunikasi antara Dewan Komisaris dan Direksi.
- Mempersiapkan undangan, jadwal, agenda, materi dan menyusun risalah rapat.
- Mengelola dan menyiapkan dokumen yang terkait dengan kegiatan Bank meliputi dokumen RUPS, risalah rapat Direksi, risalah rapat gabungan antara Dewan Komisaris dan Direksi, daftar pemegang saham, daftar khusus perusahaan dan dokumen-dokumen penting Bank lainnya.
- Mencatat daftar khusus berkaitan dengan Dewan Komisaris dan keluarganya serta Direksi dan keluarganya baik dalam Bank maupun afiliasinya yang mencakup kepemilikan saham, hubungan bisnis, dan peranan lain yang menimbulkan benturan kepentingan dengan kepentingan Bank.
- Menentukan kriteria mengenai jenis dan materi informasi yang dapat disampaikan kepada pemangku kepentingan, termasuk informasi yang dapat disampaikan sebagai dokumen publik.
- Memberikan informasi relevan yang dibutuhkan oleh pemangku kepentingan.
- Merencanakan dan melaksanakan kegiatan Bank yang melibatkan pihak eksternal yang bertujuan untuk membentuk citra Bank.
- Memelihara dan memperbarui informasi tentang Bank yang disampaikan kepada pemangku kepentingan baik melalui situs dan media informasi lainnya.

Corporate Secretary is one of the supporting organs taking an important role in facilitating The Bank's inter-organ communications, the relationship between The Bank and its shareholders, regulators, and other stakeholders. The Bank's Corporate Secretary function is carried out by the Strategy Management and Investor Relation (SMIR) Department.

### CORPORATE SECRETARY FUNCTION

Corporate Secretary has the following functions:

- As a liaison between the Board of Directors and Board of Commissioners, shareholders, public, and mass media, including representing The Bank in communicating with the public, regulators, other institutions or associations related to The Bank.
- As an administrator who manages The Bank's documents.
- Prepare the General Meeting of Shareholders (GMS).
- Coordinate and attend the Board of Directors' meetings and communication meetings between the Board of Commissioners and Board of Directors.
- Prepare invitations, schedules, agendas, materials, and drafting minutes of meetings (MoM).
- Manage and prepare documents related to The Bank's activities including the GMS documents, MoM of the Board of Directors, minutes of joint meetings between the Board of Commissioners and Board of Directors, shareholders register, special register, and other important documents of The Bank.
- Record a special register with regard to the Board of Commissioners and their families as well as the Board of Directors and their families within The Bank, and their affiliates that include share ownership, business relation and other roles, which may create a conflict of interest with The Bank's interests.
- Decide on criteria for the types and materials of information that can be submitted to stakeholders, including information that may be disseminated as public documents.
- Provide relevant information required by the stakeholders.
- Plan and implement The Bank's activities that involve external parties with the aim to establish The Bank's image.
- Maintain and update information on The Bank to be submitted to stakeholders, both through the website and other information media.

## TUGAS DAN TANGGUNG JAWAB FUNGSI SEKRETARIS PERUSAHAAN

Tugas dan tanggung jawab Sekretaris Perusahaan adalah sebagai berikut:

- Mengkoordinasikan kegiatan internal.
- Mengkoordinasikan rapat bulanan Dewan Komisaris dan Direksi.
- Mengkoordinasikan RUPS Tahunan dan RUPS Luar Biasa (LB).
- Mengkoordinasikan rapat kerja/rapat koordinasi Bank.
- Merencanakan dan melaksanakan kegiatan *Corporate Social Responsibility* (CSR) Bank.
- Mengkoordinasikan penanganan *legal* Bank baik internal maupun eksternal.
- Melaksanakan aktivitas *investor relation*.
- Memfasilitasi pengiriman dokumen/informasi penting dari pemegang saham.
- Menyiapkan Laporan Tahunan dan Laporan Keberlanjutan Bank.
- Menyusun Rencana Bisnis Bank (RBB) dan Rencana Aksi Keuangan Berkelanjutan (RAKB), serta memastikan realisasi dari rencana bisnis tersebut agar sejalan dengan yang telah disampaikan kepada regulator.

### KUALIFIKASI

Dalam melaksanakan tugasnya, sesuai dengan POJK No. 35/POJK.04/2014, maka Sekretaris Perusahaan wajib memiliki pengetahuan mengenai peraturan yang berkaitan dengan Bank, hubungan masyarakat, keterampilan administratif, dan pengalaman yang mendukung pelaksanaan tugasnya.

### PENGANGKATAN DAN PEMBERHENTIAN SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan diangkat dan diberhentikan oleh Direksi.

## DUTIES AND RESPONSIBILITIES OF CORPORATE SECRETARY FUNCTION

The duties and responsibilities of the Corporate Secretary are as follows:

- Coordinate internal activities.
- Coordinate monthly meetings of the Board of Commissioners and Board of Directors.
- Coordinate the Annual GMS and Extraordinary GMS.
- Coordinate The Bank's work/coordination meetings.
- Plan and carry out The Bank's Corporate Social Responsibility (CSR) activities.
- Coordinate The Bank's internal and external legal handlings.
- Conduct investor relation activities.
- Facilitate the delivery of important documents/information from shareholders.
- Prepare The Bank's Annual Report and Sustainability Report.
- Prepare The Bank's Business Plan (RBB) and Sustainable Financial Action Plan (RAKB), and ensure the realization of the business plan is in line with what has been submitted to regulators.

### QUALIFICATION

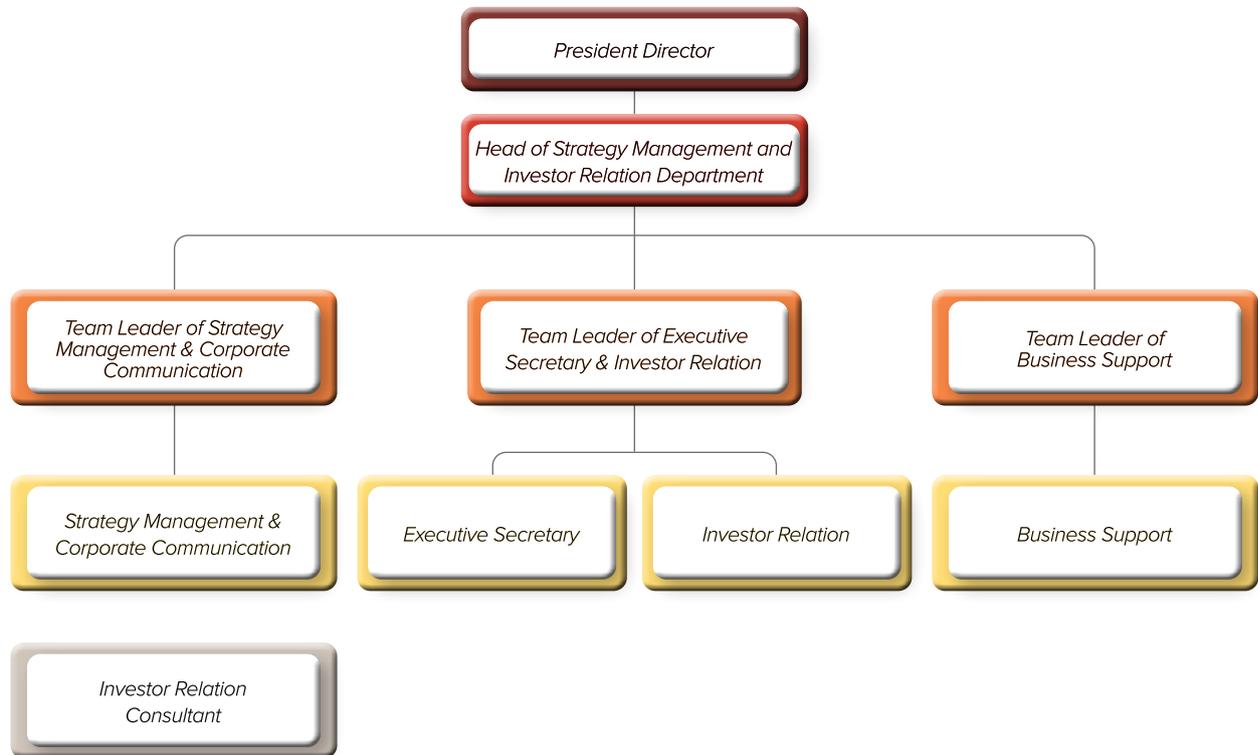
In carrying out their duties, pursuant to POJK No. 35/POJK.04/2014, the Corporate Secretary should have the knowledge on regulations related to The Bank, public relations, administrative skills, and experiences that support the implementation of their duties.

### APPOINTMENT AND DISMISSAL OF CORPORATE SECRETARY

The Corporate Secretary is appointed and dismissed by the Board of Directors.

## STRUKTUR ORGANISASI STRATEGY MANAGEMENT AND INVESTOR RELATION

## STRATEGY MANAGEMENT AND INVESTOR RELATION ORGANIZATIONAL STRUCTURE



### PEJABAT PELAKSANA FUNGSI SEKRETARIS PERUSAHAAN

Berdasarkan Surat Keputusan Direksi No. 020A/KPTS. DIR/ICBC.IND/2017 tanggal 30 November 2017, Bank telah menunjuk Kepala Departemen SMIR sebagai Pejabat Pelaksana Fungsi Sekretaris Perusahaan.

### EXECUTIVE IN CHARGE OF CORPORATE SECRETARY FUNCTION

Based on the Board of Directors Decree No. 020A/KPTS. DIR/ICBC.IND/2017 dated November 30, 2017, The Bank has appointed the Head of SMIR Department as Executive in Charge of Corporate Secretary Function.

#### Renault Yufarsim

Kepala Departemen *Strategy Management and Investor Relation (SMIR)* & Pejabat Pelaksana Fungsi Sekretaris Perusahaan  
Head of Strategy Management and Investor Relation (SMIR) Department & Executive in Charge of Corporate Secretary Function

Profil Renault Yufarsim sebagai Pejabat Pelaksana Fungsi Sekretaris Perusahaan dapat dilihat pada bagian Profil Pejabat Eksekutif dalam Bab “Profil Perusahaan” di Laporan Tahunan Keberlanjutan 2022 ini.

Profile of Renault Yufarsim as Executive in Charge of Corporate Secretary Function can be seen in the Executive Officer Profile section in the “Company Profile” of this 2022 Annual Sustainability Report.

### LAPORAN SINGKAT PELAKSANAAN TUGAS TAHUN 2022

Selama tahun 2022, Sekretaris Perusahaan telah melaksanakan tugas dan tanggung jawabnya, antara lain:

- Memfasilitasi pengiriman dan penerimaan sebanyak 2.722 (dua ribu tujuh ratus dua puluh dua) dokumen/informasi penting yang berkenaan dengan pemegang saham.
- Menerjemahkan lebih kurang 326 (tiga ratus dua puluh enam) halaman dokumen dari bahasa asing

### BRIEF REPORT OF DUTIES IMPLEMENTATION IN 2022

Throughout 2022, the Corporate Secretary has carried out their duties and responsibilities, among others:

- Facilitating the delivery and collection of 2,722 (two thousand seven hundred and twenty-two) important documents/information related to shareholders.
- Translating approximately 326 (three hundred twenty-six) pages of documents from foreign language into

ke Bahasa Indonesia atau sebaliknya dengan tujuan menjembatani komunikasi antara para pemangku kepentingan.

- Melaksanakan tugas-tugas dalam 40 (empat puluh) rapat yang berkaitan dengan Dewan Komisaris, Direksi, dan komite, dengan antara lain melakukan penjadwalan, pengaturan agenda, koordinasi, persiapan, kehadiran, rekaman, risalah rapat dan distribusi material.
- Memimpin inisiatif tanggung jawab sosial Bank dengan meluncurkan 3 (tiga) kegiatan CSR, 1 (satu) kegiatan vaksinasi gotong royong (VGR) booster COVID-19, 2 (dua) kegiatan Go Green dengan Yayasan Buddha Tzu Chi Indonesia, dan 1 (satu) kegiatan Penyaluran Dana CSR melalui Pelaksanaan Tanggung Jawab Sosial Lingkungan Bersama dengan HUT ke-15 Bank.
- Menjadi mitra yang aktif dengan Dewan Komisaris, Direksi, dan anggota komite dalam pemenuhan kewajiban tata kelola perusahaan (misalnya: kewajiban menghadiri jumlah tertentu dari rapat).
- Melakukan pengarsipan terhadap seluruh dokumen perusahaan yang terkait dengan pemegang saham, Dewan Komisaris, dan Direksi.
- Menyampaikan laporan-laporan yang bersifat wajib secara tepat waktu kepada regulator.

## PELATIHAN DAN PENGEMBANGAN KOMPETENSI

Bank memiliki kebijakan terkait pengembangan dan peningkatan kompetensi Sekretaris Perusahaan, yang dilakukan melalui berbagai pelatihan dan pendidikan dengan pendanaan sepenuhnya menjadi tanggung jawab Bank. Berikut adalah daftar pelatihan yang diikuti oleh Sekretaris Perusahaan:

Materi Pendidikan dan Pelatihan Education and Training Material	Tempat Place	Tanggal Date	Penyelenggara Organizer
<i>Adapting dan Sustaining</i> Perbankan Nasional di Era New Normal COVID-19	Daring Online	11 Februari 2022 February 11, 2022	Badan Sertifikasi Manajemen Risiko (BSMR)
<i>Risk Management Certification – Level 2</i>	Daring Online	16-17 Februari 2022 February 16-17, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPI)
	Daring Online	26 Februari 2022 February 26, 2022	Lembaga Sertifikasi Profesi Perbankan (LSPP)
Sosialisasi Peraturan Perusahaan	Daring Online	31 Mei & 26 Juni 2022 May 31 & June 26, 2022	Bank ICBC Indonesia
Webinar <i>Implementation of Good Corporate Governance</i>	Daring Online	30 Juni 2022 June 30, 2022	<i>The Indonesian Institute of Corporate Governance</i>
Sosialisasi Kebijakan Manajemen Risiko Hukum dan Batasan Otorisasi Pemegang Saham	Daring Online	5 Juli 2022 July 5, 2022	Bank ICBC Indonesia
Akuntansi Perbankan	Offline	11-12 Juli 2022 July 11-12, 2022	LPPI

Indonesian or vice versa, with the aim of bridging communications among stakeholders.

- Implementing duties in 40 (forty) meetings related to the Board of Commissioners, Board of Directors, and committees, including scheduling, agenda arrangement, coordination, preparation, attendance list, recording, minutes of meeting, and distribution of materials.
- Leading The Bank's social responsibility initiatives by launching 3 (three) CSR activities, 1 (one) COVID-19 booster mutual cooperation vaccination (VGR) program, 2 (two) Go Green activity with the Buddhist Tzu Chi Foundation, and 1 (one) activity regarding Channeling CSR Funds through the Implementation of the Environmental Social Responsibility Together with The Bank's 15 Years Anniversary.
- Becoming an active partner with the Board of Commissioners, Board of Directors, and members of committees in fulfilling the corporate governance requirements (for instance: the requirement to attend certain number of meetings).
- Archiving all corporate documents in relation to shareholders, Board of Commissioners, and Board of Directors.
- Submitting mandatory reports in a timely manner to the regulators.

## TRAINING AND COMPETENCY DEVELOPMENT

The Bank has its own policy related to the development and improvement of Corporate Secretary competency. This is done through various training and education programs with full funding being the responsibility of The Bank. The training programs participated by the Corporate Secretary are as follows:

Materi Pendidikan dan Pelatihan Education and Training Material	Tempat Place	Tanggal Date	Penyelenggara Organizer
Analisis Kredit Korporasi	Offline	13-14 Juli 2022 July 13-14, 2022	LPPI
Hukum Perkreditan	Offline	15 Juli 2022 July 15, 2022	LPPI
Account Monitoring	Offline	16 Juli 2022 July 16, 2022	LPPI
Stamp Management Policy Socialization	Daring Online	12 September 2022 September 12, 2022	Bank ICBC Indonesia
Seluk Beluk OSS RBA dan Pelaksanaannya	Daring Online	20 September 2022 September 20, 2022	Kailani
Elementary: Fundamental of Communication Skills	Daring Online	15 Oktober - 26 November 2022 October 15 - November 26, 2022	TALKINC
Sosialisasi Kebijakan Perizinan OSS dan Batasan Otorisasi Pemegang Saham 2022	Daring Online	25 & 26 Oktober 2022 October 25 & 26, 2022	Bank ICBC Indonesia
BCM and BCP Polpro Socialization and BCP Testing 2022	Daring Online	1 & 20 Desember 2022 December 1 & 20, 2022	Bank ICBC Indonesia

## PROGRAM KERJA SEKRETARIS PERUSAHAAN TAHUN 2023

Sekretaris Perusahaan telah menyusun program kerja yang akan dilaksanakan di tahun 2023, antara lain:

- Menerbitkan ketentuan-ketentuan baru maupun memperbarui peraturan-peraturan yang telah ada guna meningkatkan tata kelola perusahaan ke tingkat yang lebih baik lagi.
- Meluncurkan kegiatan tanggung jawab sosial sesuai rencana.
- Meningkatkan efektivitas pelaksanaan tugas dan tanggung jawab melalui perbaikan prosedur.
- Memastikan kelancaran komunikasi dengan para pemangku kepentingan.
- Memastikan kepatuhan terhadap pengarsipan seluruh dokumen perusahaan yang terkait dengan pemegang saham, Dewan Komisaris, dan Direksi.
- Menyampaikan laporan-laporan yang bersifat wajib secara tepat waktu kepada regulator.
- Melanjutkan pekerjaan yang telah dikerjakan pada 2022.

## CORPORATE SECRETARY WORK PROGRAM IN 2023

The Corporate Secretary has prepared work programs to be implemented in 2023, among others:

- Issuing new provisions and updating existing regulations to reach a higher level of corporate governance.
- Launching CSR activities according to the plan.
- Increasing the effectiveness of duties and responsibilities implementation through improvement in the procedures.
- Ensuring smooth communication with stakeholders.
- Ensuring the compliance with the archiving of all corporate documents in relation to shareholders, Board of Commissioners, and Board of Directors.
- Submitting mandatory reports in a timely manner to the regulators.
- Continuing the tasks executed in 2022.

# AUDIT INTERNAL

## INTERNAL AUDIT

### VISI

Menjadi penyedia jasa pemberi jaminan yang berkomitmen dan dapat dipercaya di industri perbankan dan berperan sebagai *strategic partner* di organisasi, dengan auditor internal yang berkualitas dan berpengalaman.

### MISI

Untuk memberikan keyakinan yang memadai dan jasa konsultasi, melalui aktivitas audit yang independen dan objektif yang dirancang untuk memberikan nilai tambah dan meningkatkan proses tata kelola, manajemen risiko, dan sistem pengendalian internal Bank, dengan memastikan kepatuhan Bank terhadap regulasi serta kebijakan dan prosedur yang berlaku.

### FUNGSI DEPARTEMEN AUDIT INTERNAL

Bank memiliki fungsi audit internal yang dilaksanakan oleh Departemen Audit Internal (SKAI) dan dipimpin oleh seorang Kepala Departemen.

SKAI Bank bersifat independen dan bertanggung jawab langsung kepada Presiden Direktur, serta memiliki jalur komunikasi langsung kepada Dewan Komisaris melalui Komite Audit untuk menginformasikan hal-hal signifikan yang berhubungan dengan aktivitas audit internal.

SKAI memeriksa efektivitas sistem pengendalian internal, termasuk kepatuhan terhadap hukum dan peraturan yang berlaku, kecukupan proses tata kelola, manajemen risiko, dan sistem pengendalian internal Bank, serta memberikan rekomendasi untuk perbaikan di area Bank yang membutuhkan.

Rencana kerja SKAI 2022 disetujui oleh Presiden Direktur dan Dewan Komisaris dengan mempertimbangkan rekomendasi dari Komite Audit. Rencana tersebut dikaji ulang secara berkala untuk memastikan relevansinya dengan kondisi dan risiko bisnis Bank.

### PIAGAM AUDIT INTERNAL

SKAI memiliki Piagam Audit Internal sebagai pedoman kerja yang telah disahkan oleh Presiden Direktur setelah mendapat persetujuan dari Dewan Komisaris, dengan revisi terakhir yang berlaku efektif pada 15 Desember 2022.

### VISION

To become a committed and trusted assurance provider in banking industry and plays the role of a strategic partner in the organization with qualified and experienced internal auditor professionals.

### MISSION

To provide reasonable assurance and consultancy services, through an independent and objective internal audit activity designed to provide added value and improve The Bank's governance, risk management, and internal control system, by ensuring The Bank's compliance with regulations and prevailing policies and procedures.

### THE FUNCTIONS OF INTERNAL AUDIT DEPARTMENT

The Bank has internal audit function carried out by the Internal Audit Department (IAD) and led by a Head of Department.

The Bank's IAD has independent functions with direct responsibility to the President Director, and has direct communication channels to the Board of Commissioners through the Audit Committee to inform significant matters related with activities of the internal audit.

IAD examines the effectiveness of internal control system, including compliance with prevailing laws and regulations, adequacy of governance processes, risk management, and The Bank's internal control system, as well as provides recommendations for The Bank's areas in need of improvement.

IAD's work programs in 2022 were approved by the President Director and the Board of Commissioners by considering the recommendations of Audit Committee. The plans were reviewed periodically to ensure their relevance to The Bank's business conditions and risks.

### INTERNAL AUDIT CHARTER

IAD has established an Internal Audit Charter as a working guideline as approved by the President Director after obtaining the approval from the Board of Commissioners, with the latest revision effectively applied on December 15, 2022.

Piagam ini merupakan dokumen resmi yang mendefinisikan tujuan, kewenangan dan tanggung jawab aktivitas audit internal. Kedudukan, kewenangan dan tanggung jawab yang dinyatakan secara formal dalam Piagam Audit Internal telah sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 1/POJK.03/2019 yang berlaku sejak 29 Januari 2019 perihal Penerapan Fungsi Audit Internal pada Bank Umum dan POJK No. 56/POJK.04/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Audit Internal serta *best practice* yang mengacu pada *International Professional Practice Framework (IPPF)* oleh Institute of Internal Auditor (IIA).

## WEWENANG, TUGAS, DAN TANGGUNG JAWAB DEPARTEMEN AUDIT INTERNAL

SKAI memiliki wewenang sebagai berikut:

- Memperoleh akses yang tidak terbatas pada seluruh fungsi, kegiatan, catatan, sistem informasi manajemen, personel dan aset serta kewajiban Bank, baik di kantor pusat maupun cabang, agenda dan risalah rapat manajemen dan kertas kerja auditor eksternal, yang diperlukan terkait tugas dan fungsi SKAI.
- Melakukan komunikasi langsung dengan dan mempunyai akses kepada Dewan Komisaris, Direksi, dan Komite Audit, dengan penyelenggaraan rapat secara insidental.
- Mengalokasikan sumber daya, menetapkan jadwal, memilih subjek, menentukan ruang lingkup pemeriksaan dan menerapkan teknik yang dibutuhkan untuk memenuhi tujuan audit.
- Memperoleh bantuan yang dibutuhkan dari unit organisasi yang diaudit, serta layanan khusus lainnya, baik dari dalam maupun luar organisasi.
- Melakukan koordinasi kegiatan dengan pihak terkait lainnya seperti Departemen Kepatuhan, Departemen Manajemen Risiko, auditor eksternal, dan konsultan hukum.
- Mengikuti dan mengamati rapat yang bersifat strategi, seperti *Asset and Liability Committee (ALCO)* dan *Risk Management Committee (RMC)* atau forum pengambilan keputusan, tanpa memiliki hak suara.
- Mengatur lebih lanjut kebijakan, prosedur dan panduan mengenai audit internal.

SKAI tidak berwenang untuk:

- Melaksanakan tugas operasional Bank.
- Melaksanakan, menginisiasi, atau menyetujui transaksi akuntansi/operasional atau aktivitas non-operasional lainnya di luar audit yang dapat memengaruhi independensi termasuk apabila aktivitas tersebut mensyaratkan persetujuan SKAI sebelum dijalankan baik sementara maupun permanen.

This charter is an official document that defines the objectives, authorities and responsibilities of the internal audit activities. The positions, authorities and responsibilities that formally stated in the Internal Audit Charter are in conformity with the Financial Services Authority Regulation (POJK) No. 1/POJK.03/2019, which was effective since January 29, 2019 concerning the Implementation of Internal Audit Function for Commercial Banks and POJK No. 56/POJK.04/2015 concerning the Establishment and Guidelines for the Formulation of the Internal Audit Charter as well as with the best practices that refer to the International Professional Practice Framework (IPPF) by the Institute of Internal Auditors (IIA).

## AUTHORITIES, DUTIES, AND RESPONSIBILITIES OF INTERNAL AUDIT DEPARTMENT

IAD has the following authorities:

- Acquiring unlimited access to all functions, activities, records, management information systems, personnel and assets as well as obligations of The Bank, both at the head office and branches, agenda and minutes of meetings of management and working papers of external auditors, which are required to support the duties and functions of IAD.
- Communicating directly to and having access to the Board of Commissioners, Board of Directors, and the Audit Committee, by holding meetings incidentally.
- Allocating resources, setting schedules, selecting subjects, determining the scope of audit, and applying techniques needed to meet the audit objectives.
- Obtaining the required assistance from the audited organizational units, as well as other special services, both within and outside the organization.
- Coordinating activities with other related parties such as the Compliance Department, Risk Management Department, external auditors, and legal consultants.
- Attending and observing strategic meetings, such as the Asset and Liability Committee (ALCO) and Risk Management Committee (RMC) or decision-making forum, without voting rights.
- Managing further the policies, procedures, and guidelines regarding internal audit.

IAD is not authorized to:

- Carry out operational tasks of The Bank.
- Implement, initiate, or approve accounting/operational transactions or other non-operational activities outside the audit that may impair the independency, including if such activity requires the approval of IAD prior to its temporary or permanent execution.

- Mengarahkan aktivitas dari karyawan Bank yang tidak dipekerjakan oleh SKAI, kecuali karyawan tersebut telah ditugaskan sebagai tim pemeriksa atau diperbantukan di SKAI.

SKAI memiliki tugas antara lain:

- Membantu Presiden Direktur dan Dewan Komisaris dalam melakukan tugas pengawasan dengan cara menjabarkan perencanaan, pelaksanaan maupun pemantauan hasil audit.
- Membuat analisis dan penilaian di bidang keuangan, akuntansi, operasional dan kegiatan lainnya melalui pemeriksaan langsung dan pengawasan secara tidak langsung.
- Mengidentifikasi segala kemungkinan untuk memperbaiki dan meningkatkan efisiensi penggunaan sumber daya dan dana.
- Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkatan manajemen.
- Menyampaikan laporan audit kepada Presiden Direktur dan Dewan Komisaris melalui Komite Audit dengan tembusan kepada Direktur Kepatuhan.
- Memantau pelaksanaan tindak lanjut yang dilakukan oleh pihak yang diaudit atas usulan langkah perbaikan yang telah disetujui.
- Membuat laporan pelaksanaan kegiatan audit dan pokok-pokok hasil audit, termasuk informasi rahasia dari hasil audit. Laporan tersebut ditandatangani oleh Presiden Direktur dan Komisaris Independen yang menjadi Ketua Komite Audit. Laporan harus dibuat untuk periode yang masing-masing berakhir pada 30 Juni dan 31 Desember, dan disampaikan kepada OJK paling lambat 1 (satu) bulan sejak berakhirnya periode pelaporan.
- Segera membuat laporan khusus atas setiap temuan audit internal yang diperkirakan dapat membahayakan kelangsungan usaha Bank. Laporan tersebut harus ditandatangani oleh Presiden Direktur dan Komisaris Independen yang menjadi Ketua Komite Audit. Laporan harus disampaikan segera ke OJK paling lambat 3 (tiga) hari kerja setelah adanya informasi temuan audit tersebut.

Tanggung jawab SKAI adalah sebagai berikut:

- Membuat rencana audit yang fleksibel dengan menggunakan metodologi audit berbasis risiko, termasuk seluruh risiko dan masalah pengendalian yang teridentifikasi oleh manajemen dan menyampaikan rencana tersebut kepada Presiden Direktur dan Dewan Komisaris melalui Komite Audit untuk dikaji ulang dan disetujui, demikian pula dengan pengkiniannya secara periodik.
- Memberikan saran kepada Presiden Direktur terkait langkah-langkah perbaikan yang perlu diambil oleh pihak yang diaudit, termasuk mengusulkan langkah korektif dan/atau usul pengenaan sanksi apabila perlu atas pelanggaran/penyimpangan yang dilakukan oleh pihak yang diaudit.

- Direct the activities of The Bank employees who are not employed by IAD, unless the employee has been assigned as a review team or seconded to IAD.

IAD has the following tasks:

- Assist the President Director and the Board of Commissioners in conducting supervision by outlining the plan, implementation and monitoring of audit results.
- Prepare analysis and assessments in finance, accounting, operations and other activities through direct inspection and indirect supervision.
- Identify all possibilities to remediate and improve the efficient use of resources and funds.
- Provide objective advice for improvements and information on the activities examined at all levels of management.
- Submit an audit report to the President Director and the Board of Commissioners through the Audit Committee with a copy to the Compliance Director.
- Monitor the implementation of follow-up conducted by audited party on the approved remedial steps.
- Prepare a report on the implementation of internal audit activities and key points of internal audit results, including confidential information from the audit results. The report is to be signed by the President Director and Independent Commissioner as the Chairman of Audit Committee. The report must be made for the periods ending on June 30 and December 31 and to be submitted to OJK no later than 1 (one) month after the end of the reporting period.
- Prepare immediate special report on any internal audit findings that are expected to harm The Bank's business continuity. The report must be signed by the President Director and Independent Commissioner as the Chairman of Audit Committee. The report should be submitted immediately to OJK no later than 3 (three) working days after the received information of the audit findings.

Responsibilities of IAD are as follows:

- Develop a flexible audit plan using a risk-based audit methodology, including all risks and control issues identified by the management and submit the plan to the President Director and the Board of Commissioners through the Audit Committee for review and approval, as well as its periodic updating.
- Provide advice to the President Director on improvements that need to be taken by the audited parties, including suggesting corrective actions and/or proposed sanctions if necessary, for any violations/irregularities committed by the audited parties.

- Memastikan kesesuaian fungsi dan aktivitas SKAI dengan penerapan fungsi audit internal pada bank umum, termasuk Standar Profesional dan Kode Etik Audit Internal yang berlaku.

## RUANG LINGKUP PEKERJAAN DEPARTEMEN AUDIT INTERNAL

Ruang lingkup pekerjaan SKAI mencakup pemeriksaan atas seluruh aspek operasional Bank yang secara langsung ataupun tidak langsung dapat membahayakan kepentingan Bank dan masyarakat umum, paling sedikit mengenai:

- Efektivitas, efisiensi, dan kecukupan sistem pengendalian internal, manajemen risiko, dan tata kelola.
- Keandalan, efektivitas, integritas dari proses dan sistem manajemen informasi, termasuk relevansi, akurasi, kelengkapan, ketersediaan, serta kerahasiaan data.
- Kepatuhan terhadap ketentuan peraturan perundang-undangan.
- Kualitas kinerja Bank.

Ruang lingkup SKAI mencakup seluruh area di kantor pusat, kantor cabang, dan teknologi informasi. Prioritas penugasan audit internal dilaksanakan dengan pendekatan audit berbasis risiko. Selain itu, pelaksanaan audit insidental dilaksanakan sesuai kebutuhan Bank.

SKAI memantau tindak lanjut yang dilakukan oleh manajemen dan *auditee* atas temuan hasil audit secara bulanan. Rangkuman kegiatan SKAI dan ringkasan hasil pemeriksaan telah disampaikan kepada OJK pada setiap semester melalui laporan pelaksanaan dan pokok-pokok hasil audit internal.

## PENGANGKATAN DAN PEMBERHENTIAN KEPALA DEPARTEMEN AUDIT INTERNAL

Kepala SKAI diangkat dan diberhentikan serta bertanggung jawab langsung kepada Presiden Direktur atas persetujuan Dewan Komisaris, dan selanjutnya dilaporkan kepada Otoritas Jasa Keuangan (OJK).

- Ensure the suitability of functions and activities of the IAD with the implementation of internal audit function for commercial banks, including the applicable Professional Standard and Code of Conduct of Internal Audit.

## INTERNAL AUDIT DEPARTMENT SCOPE OF WORK

The scope of IAD's work covers the examination of all aspects of The Bank's operations which may directly or indirectly compromise the interests of The Bank and public, at the very least concerning:

- Effectiveness, efficiency and adequacy of the internal control system, risk management, and governance.
- Reliability, effectiveness, integrity of information management processes and systems, including relevance, accuracy, completeness, availability, and confidentiality of data.
- Compliance with statutory provisions.
- Quality of The Bank's performance.

The scope of IAD covers all areas in the head office, branch offices, and information technology. The priority of internal audit assignments is carried out with a risk-based audit approach. In addition, the implementation of ad-hoc audits is carried out according to the needs of The Bank.

IAD monitors the follow-up actions conducted by the management and the auditee over the audit findings on a monthly basis. A summary of the activities of IAD and summary of inspection results have been submitted to OJK in each semester through the report on the implementation of internal audit activities and key points of internal audit results.

## APPOINTMENT AND DISMISSAL OF INTERNAL AUDIT DEPARTMENT HEAD

Head of IAD is appointed and dismissed and directly responsible to the President Director upon approval of the Board of Commissioners, and subsequently reported to the Financial Services Authority (OJK).

**PEJABAT KEPALA DEPARTEMEN AUDIT INTERNAL**

Berdasarkan Surat Keputusan Direksi No. 026/KPTS.DIR/ICBC.IND/2018 tanggal 5 November 2018, Bank telah menunjuk I Gde Wiyadnya sebagai Kepala Departemen Audit Internal (SKAI).

**HEAD OF INTERNAL AUDIT DEPARTMENT**

In accordance to Board of Directors Decree No. 026/KPTS.DIR/ICBC.IND/2018 dated November 5, 2018, The Bank has appointed I Gde Wiyadnya as the Head of Internal Audit Department (IAD).

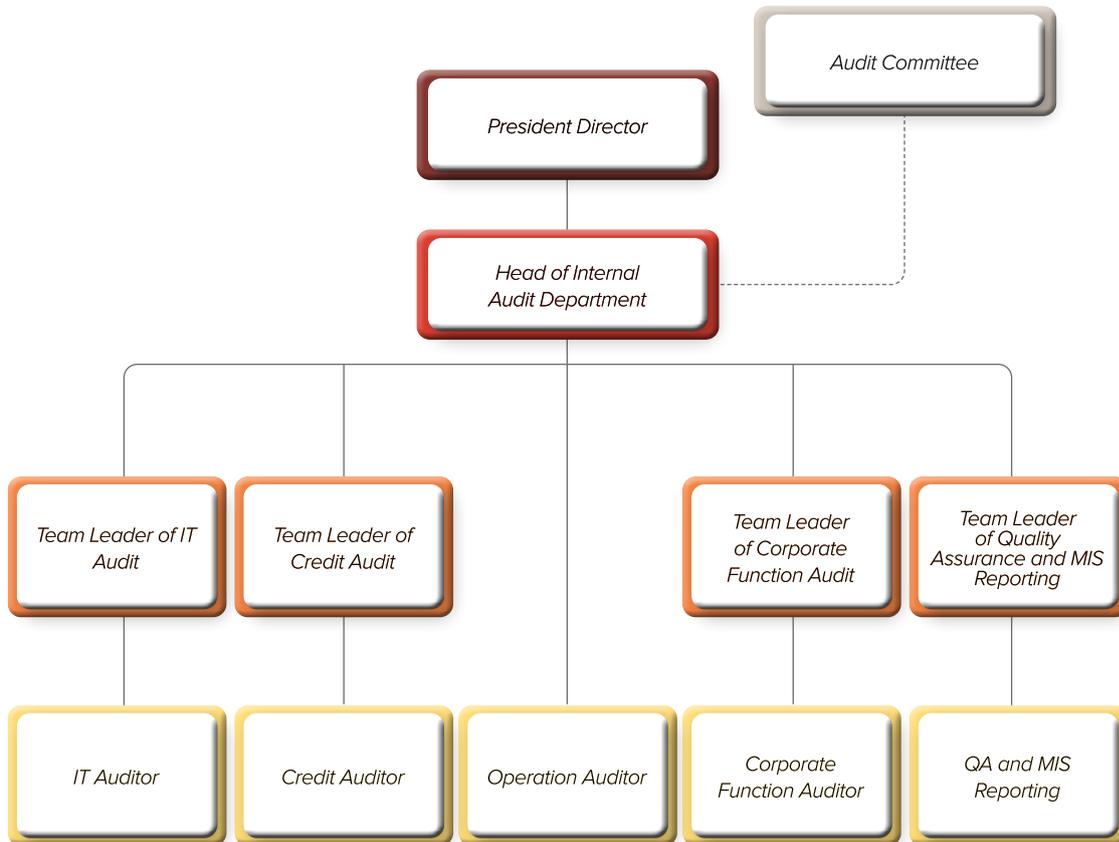
**I Gde Wiyadnya**  
Kepala Departemen Audit Internal (SKAI)  
Head of Internal Audit Department (IAD)

Profil I Gde Wiyadnya sebagai Kepala SKAI dipaparkan pada bagian Profil Pejabat Eksekutif dalam Bab “Profil Perusahaan” pada Laporan Tahunan Keberlanjutan 2022 ini.

Profile of I Gde Wiyadnya as the Head of IAD is disclosed in the Executive Officer Profile section in the “Company Profile” of this 2022 Annual Sustainability Report.

**STRUKTUR ORGANISASI AUDIT INTERNAL**

**INTERNAL AUDIT ORGANIZATIONAL STRUCTURE**



Per 31 Desember 2022, jumlah karyawan Departemen Audit Internal sebanyak 15 (lima belas) orang dengan perincian karyawan sebagai berikut:

As of December 31, 2022, the Internal Audit Department has 15 (fifteen) personnel with the following details:

Jabatan Position	Fungsi Function	Jumlah Orang Total Person(s)
Kepala Departemen Department Head	Audit Internal Internal Audit	1
Ketua Tim Team Leader	Audit Teknologi Informasi Information Technology Audit	1
	Audit Kredit Credit Audit	1
	Audit Fungsi Korporasi Corporate Function Audit	1
	Penjamin Kualitas (QA) dan Pelaporan Sistem Informasi Manajemen (SIM) Quality Assurance (QA) and Management Information System (MIS) Reporting	1
Auditor Internal Internal Auditor	Audit Teknologi Informasi Information Technology Audit	1
	Audit Kredit Credit Audit	3
	Audit Operasional Operations Audit	3
	Audit Fungsi Korporasi Corporate Function Audit	2
Penjamin Kualitas (QA) dan Pelaporan SIM Quality Assurance (QA) and MIS Reporting	Penjamin Kualitas (QA) dan Pelaporan SIM Quality Assurance (QA) and MIS Reporting	1

## KODE ETIK

Dalam menjalankan tugasnya, auditor internal memiliki Kode Etik yang harus dipatuhi, yaitu:

- **Integritas**  
Auditor internal harus dapat dipercaya dan senantiasa menyajikan dasar yang terpercaya untuk penilaiannya. Dapat diandalkan, tegas, jujur dan terpercaya menjadi bagian melekat dan integritas auditor internal.
- **Independensi dan Objektivitas**  
Auditor internal dalam melakukan aktivitas audit, harus bertanggung jawab dengan cara tidak memihak kepada siapa pun, tidak memiliki potensi benturan kepentingan, dan bebas dari keterlibatan dalam kegiatan operasional maupun non-operasional Bank.

Auditor internal menunjukkan standar yang tinggi terhadap sikap objektif dan profesional dalam mengumpulkan, mengevaluasi, dan mengkomunikasikan informasi tentang aktivitas atau proses yang sedang diperiksa.

- **Kerahasiaan**  
Auditor internal menghormati nilai dan kepemilikan informasi yang mereka terima dan tidak mengungkapkan informasi tanpa persetujuan dari pihak yang berwenang kecuali ada kewajiban hukum dan profesi untuk melakukannya.

## CODE OF CONDUCT

In carrying out his/her duties, the internal auditor has a Code of Conduct to comply with, namely:

- **Integrity**  
Internal auditor must be trustworthy and always presents a reliable basis for his/her assessment. Reliable, decisive, honest, and trustworthy is an inherent part of the internal auditor's integrity.
- **Independency and Objectivity**  
Internal auditor in carrying out audit activities, should have impartial treatment to anyone, have no potential conflict of interest, and be free from involvement over The Bank's operational and non-operational activities.

Internal auditor should demonstrate high standards of objectivity and professional attitude in gathering, evaluating, and communicating information on the activity or process being examined.

- **Confidentiality**  
Internal auditor should respect the value and ownership of the information obtained and does not disclose the information without the consent of the authorities, unless there is a legal and professional obligation to do so.

- **Kompetensi**  
Auditor internal menerapkan pengetahuan, keterampilan, dan pengalaman yang dibutuhkan untuk menjalankan jasa audit internal.

## LAPORAN PELAKSANAAN TUGAS DEPARTEMEN AUDIT INTERNAL

Hingga 31 Desember 2022, SKAI mencatat pencapaian 113% (seratus tiga belas persen) dari rencana kerja tahunan. Pencapaian ini merupakan hasil dari pelaksanaan serangkaian penugasan terencana, baik untuk pemenuhan persyaratan regulator dan penugasan berbasis risiko, serta penugasan audit tambahan bagi SKAI dalam tahun berjalan seiring dengan pertumbuhan bisnis dan profil risiko Bank.

SKAI melakukan penilaian terhadap kecukupan sistem pengendalian internal dan berpartisipasi dalam meningkatkan efektivitas sistem pengendalian internal terkait aktivitas operasional Bank. Proses penilaian dilakukan dengan kerangka acuan yang diterbitkan oleh *Committee of Sponsoring Organizations of the Treadway Commission (COSO)* dan kepatuhan terhadap regulasi yang berlaku. COSO terdiri dari 5 (lima) komponen yaitu lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, dan *monitoring*.

Selain itu, SKAI mengembangkan dan mengoptimalkan metodologi serta alat bantu audit sehingga pelaksanaan audit lebih efektif dan efisien secara berkesinambungan, yaitu:

- Mengoptimalkan pemanfaatan *audit management system* untuk memastikan standar kualitas audit dan mendukung proses audit tanpa kertas.
- Mengembangkan analitik data dalam proses audit dengan mengimplementasikan teknik audit berbantuan komputer (*Computer-Assisted Audit Techniques/CAATs*) untuk mengekstrak data, menganalisa data, dan menghasilkan *exception report* atas keseluruhan data, sehingga temuan untuk cakupan audit tertentu dapat mencakup seluruh populasi dan tidak hanya *sample* audit saja.
- Mengkaji ulang dan memperbarui piagam dan prosedur audit internal dengan tujuan untuk tetap menjaga fungsi audit internal berjalan dengan efektif dan independen.

SKAI secara rutin melakukan kajian pengendalian mutu (*quality assurance review*) atas aktivitas audit internal.

Tujuan pelaksanaan *quality assurance* adalah:

- Memastikan proses audit telah sesuai dengan POJK No. 1/POJK.03/2019 yang berlaku sejak tanggal 29 Januari 2019 perihal Penerapan Fungsi Audit Internal pada Bank Umum, metodologi audit dan standar profesi audit internal yang berlaku.

- **Competency**  
Internal auditor should apply the knowledge, skills, and experience required to carry out the internal audit services.

## REPORT ON THE IMPLEMENTATION OF DUTIES OF INTERNAL AUDIT DEPARTMENT

As of December 31, 2022, IAD accomplished 113% (one hundred and thirteen percent) achievement of the annual work plan. This achievement is the implementation result of a series of planned assignment, both for regulatory requirement or risk-based assignment, and additional audit assignment by IAD throughout the year, that is in line with the business growth and risk profile of The Bank.

IAD assesses the adequacy of the internal control system and participates in improving the effectiveness of the internal control system related to The Bank's operational activities. The assessment process is conducted through a framework published by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and through compliance with applicable regulations. COSO consists of 5 (five) components, namely the control environment, risk assessment, control activities, information and communication, and monitoring.

In addition, IAD develops and optimizes the audit methodology and tools so that the implementation of audits is more effective and efficient on an ongoing basis. This means:

- Optimizing the utilization of an audit management system to ensure audit quality standards and to support paperless auditing process.
- Developing data analytics in audit process through the implementation of Computer-Assisted Audit Techniques (CAATs) to extract data, analyze data, generate exception reports over overall data, hence the audit findings on particular audit scope could cover the whole population instead of audit sampling only.
- Reviewing and updating the internal audit charter and procedures, to ensure the internal audit function is implemented effectively and independently, including when IAD performs functions other than internal audit, through several safeguardings design which is developed and executed by internal audit.

IAD regularly conducts quality assurance review on internal audit activities. The purposes of implementing quality assurance review are:

- To ensure the audit process is in conformity with POJK No. 1/POJK.03/2019, which was effective since January 29, 2019, concerning the Implementation of the Internal Audit Function at Commercial Banks, the applicable audit methodology, and internal audit professional standard.

- Memastikan pelaksanaan audit terdokumentasikan dengan baik dan temuan audit didukung dengan bukti yang cukup.
- Memastikan penggunaan *audit management system* dengan baik.

Di tahun 2022, audit internal tidak menggunakan jasa pihak ketiga untuk menjalankan fungsi audit internal atau jasa lainnya.

## SERTIFIKASI DAN PELATIHAN

SKAI memberikan pelatihan dan ujian sertifikasi manajemen risiko serta sertifikasi lainnya yang relevan kepada para auditor internal agar mematuhi regulasi yang berlaku dan untuk pengembangan kompetensi. Untuk mendukung pertumbuhan bisnis, SKAI juga memberikan pelatihan kepada para auditor internal untuk meningkatkan pemahaman terhadap bidang usaha yang menjadi target Bank (seperti infrastruktur, energi, transportasi, dan lain-lain). Selain itu, SKAI juga memberikan pelatihan yang bersifat *soft skill* maupun pelatihan untuk memperoleh sertifikasi profesi bagi para auditor internal.

Berikut merupakan data sertifikasi profesi yang dimiliki oleh para auditor internal Bank:

Sertifikasi Certification	Nama Name	Jabatan Position
Certified Information System Auditor (CISA)	I Gde Wiyadnya	Head of Internal Audit Department
Chartered Accountant (CA)	I Gde Wiyadnya	Head of Internal Audit Department
	Agnes Maria Widiyanti	Team Leader - QA & MIS Reporting
Certified Bank Internal Auditor - Supervisor Level	I Gde Wiyadnya	Head of Internal Audit Department
	Ardi Nanjaya	Team Leader - Corporate Function Audit
	Dany Hermawan	Team Leader - Credit Audit
	Agnes Maria Widiyanti	Team Leader - QA & MIS Reporting
	Julius Agung Wibowo	Auditor - Operations Audit
	Kristianto	Auditor - Operations Audit
	Liem Wike Salim	Auditor - Operations Audit
	Aditya Pratama	Auditor - Credit Audit
Certified Bank Internal Auditor - Auditor Level	Nixon Parulian	Auditor - Corporate Function Audit
	Indra Seno Hartono	Auditor - Corporate Function Audit
	Rifqi Dhia Ramadhan	Auditor - Credit Audit
	Marni Marsirah	Auditor - IT Audit
Cyber Security Foundation Professional Certificate (CSFPC)	I Gde Wiyadnya	Head of Internal Audit Department
Certified Enterprise Risk Governance (CERG)	I Gde Wiyadnya	Head of Internal Audit Department
Enterprise Risk Management Certified Professional (ERMCP)	Ardi Nanjaya	Team Leader - Corporate Function Audit
	Agnes Maria Widiyanti	Team Leader - QA & MIS Reporting
Certified Control Self-Assessment (CCSA)	Agnes Maria Widiyanti	Team Leader - QA & MIS Reporting
Certified Anti-Fraud Management (CAFM)	Agnes Maria Widiyanti	Team Leader - QA & MIS Reporting

- To ensure the implementation of audits is properly documented and audit findings are supported with enough evidence.
- To ensure the proper use of audit management system.

In 2022, internal audit did not use any services from third party to perform internal audit function nor other services.

## CERTIFICATION AND TRAINING

IAD provides training and risk management and other relevant certification examinations to internal auditors in order to comply with prevailing regulations and to develop their competences. To support the business growth, IAD also provides training to internal auditors to improve their understanding of the areas of business targeted by The Bank (such as infrastructure, energy, transportation, etc.). In addition, IAD provides soft skills training and other training for obtaining professional certification to internal auditors.

The following are the professional certifications owned by the internal auditors of The Bank:

Sertifikasi Certification	Nama Name	Jabatan Position
ISO 9001 Quality Management System Associate	Ardi Nanjaya	Team Leader - Corporate Function Audit
	Agnes Maria Widiyanti	Team Leader - QA & MIS Reporting
	Dany Hermawan	Team Leader - Credit Audit
	Nixon Parulian	Auditor - Corporate Function Audit
	Indra Seno Hartono	Auditor - Corporate Function Audit
	Aditya Pratama	Auditor - Credit Audit
	Julius Agung Wibowo	Auditor - Operations Audit
	Liem Wike Salim	Auditor - Operations Audit
ISO/IEC 27001 Information Security Associate	I Gde Wiyadnya	Head of Internal Audit Department
	Hermanto	Team Leader - IT Audit
	Kristianto	Auditor - Operations Audit
	Azwar	QA & MIS Reporting
ISO/IEC 20000 IT Service Management Associate	I Gde Wiyadnya	Head of Internal Audit Department
	Hermanto	Team Leader - IT Audit

Bank memiliki kebijakan terkait pengembangan dan peningkatan kompetensi auditor internal, yang dilakukan melalui berbagai pelatihan dan pendidikan dengan pendanaan sepenuhnya menjadi tanggung jawab Bank. Berikut adalah daftar pelatihan yang diikuti oleh para auditor internal:

The Bank has its own policy related to the development and improvement of the competency of internal auditors. This is done through various training and education programs with full funding being the responsibility of The Bank. The training programs participated by the internal auditors are as follows:

Materi Pendidikan dan Pelatihan Education and Training Material	Tempat Place	Tanggal Date	Penyelenggara Organizer
Economic Outlook 2022: Peluang dan Tantangan Pemulihan Ekonomi Indonesia	Daring Online	12 Januari 2022 January 12, 2022	Mandiri Sekuritas
New Employee Orientation Program (NEOP)	Daring Online	17 Januari & 16 November 2022 January 17 & November 16, 2022	Bank ICBC Indonesia
Sosialisasi Penerbitan Perubahan Peraturan Anggota Dewan Gubernur (PADG) Sistem Bank Indonesia Real Time Gross Settlement (BI-RTGS)	Daring Online	21 Januari 2022 January 21, 2022	Bank Indonesia
Sustainable Finance	Daring Online	24 Januari, 12 April & 25 Oktober 2022 January 24, April 12 & October 25, 2022	Infobank Institute
Mengamankan Indonesia dengan SNI ISO/EIC 27001 Information Security Management System	Daring Online	27 Januari 2022 January 27, 2022	Veda Praxis
Big Data Analytic for Money Laundering Detection	Daring Online	10 Februari 2022 February 10, 2022	Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK)
Refreshment Risk Management "Adapting and Sustaining National Banking in the Era of New Normal COVID-19"	Daring Online	11 Februari 2022 February 11, 2022	Badan Sertifikasi Manajemen Risiko (BSMR)
Socialization of Banking Product Implementation	Daring Online	17 Februari 2022 February 17, 2022	Bank ICBC Indonesia
Building a Resilient Sustainable Finance	Daring Online	18 Februari 2022 February 18, 2022	G20 Finance Track

Materi Pendidikan dan Pelatihan Education and Training Material	Tempat Place	Tanggal Date	Penyelenggara Organizer
<i>Opportunities, Challenges and Impacts of Utilizing New Digital Technologies in Strengthening the AML-CFT Regime</i>	Daring Online	23-24 Februari 2022 February 23-24, 2022	Otoritas Jasa Keuangan (OJK) Bekerja Sama dengan G20 dan UNODC
<i>Building a Cybersecurity Culture</i>	Daring Online	24 Februari 2022 February 24, 2022	RSM Indonesia
<i>NFT Between Blockchain and Cryptocurrency: Risk &amp; Opportunity</i>	Daring Online	24 Februari 2022 February 24, 2022	Lembaga Pengembangan Perbankan Indonesia (LPPI)
<i>IT HelpDesk, Incident Reporting, ID Management &amp; IT Asset Management Socialization</i>	Daring Online	4 Maret 2022 March 4, 2022	Bank ICBC Indonesia
<i>How to Audit Communicate Audit Result Effectively</i>	Daring Online	8-9 Maret 2022 March 8-9, 2022	Ikatan Internal Audit Bank (IAIB)
<i>Financial Investigation and Forensic Accounting</i>	Daring Online	12 Maret 2022 March 12, 2022	Ruang Seminar
<i>IT Information Security Awareness Cyber Security for Champion</i>	Daring Online	15 Maret 2022 March 15, 2022	Bank ICBC Indonesia
<i>Risk Management Certification Level 2</i>	Daring Online	17-18 Maret 2022 March 17-18, 2022	LPPI
<i>Training Branch Operational Audit</i>	Daring Online	22-23 Maret 2022 March 22-23, 2022	IAIB
<i>Transformasi Bank Digital Indonesia dan Perannya di Tengah Pandemi</i>	Daring Online	12 April 2022 April 12, 2022	PT Artajasa Pembayaran Elektronik
<i>Risk Management Certification Level 3</i>	Daring Online	18-19 April, 18-19 Agustus & 5-6 September 2022 April 18-19, August 18-19 & September 5-6, 2022	Lembaga Sertifikasi Profesi Perbankan (LSPP)
<i>Digitalization to Support the Growth of Islamic Finance</i>	Daring Online	20 April 2022 April 20, 2022	OJK
<i>Borrower Soundness and How to Do Risk Based Audit for Credit</i>	Daring Online	20-21 April 2022 April 20-21, 2022	PT Trinita Solusi Kreatifindo
<i>Compliance Risk Management</i>	Daring Online	21 April 2022 April 21, 2022	Bank ICBC Indonesia
<i>Aset Tertimbang Menurut Risiko (ATMR) Risiko Kredit dan Pelaporannya</i>	Daring Online	22 April 2022 April 22, 2022	Millenials Institute
<i>Peranan Audit Intern dalam Implementasi Environment, Social, Governance (ESG)</i>	Daring Online	23 April 2022 April 23, 2022	Chief Audit Executive (CAE) Forum IAIB
<i>Woman in the Anti-Fraud Profession</i>	Daring Online	23 April 2022 April 23, 2022	Association of Certified Fraud Examiners (ACFE)
<i>Socialization of IT Information Security Awareness (ISO 27001)</i>	Daring Online	26 April 2022 April 26, 2022	Bank ICBC Indonesia
<i>Protect the Data Safely and Securely in Digital Transaction</i>	Daring Online	27 April 2022 April 27, 2022	Motion Banking
<i>Compliance, AML-CFT, Risk Management, Internal Audit and Legal (CARAL)</i>	Daring Online	7-8 Mei, 27 Juli & 10 November 2022 May 7-8, July 27 & November 10, 2022	Bank ICBC Indonesia
<i>Carbon Market: Guide to Global Offsetting Mechanism</i>	Daring Online	12 Mei 2022 May 12, 2022	OJK Institute
<i>G20: Sistem Pembayaran Digital Lintas Negara dan Pengembangan Mata Uang Digital Bank Sentral</i>	Daring Online	19 Mei 2022 May 19, 2022	LPPI

Materi Pendidikan dan Pelatihan Education and Training Material	Tempat Place	Tanggal Date	Penyelenggara Organizer
Risiko dan Cakupan Audit <i>Digital Banking</i>	Daring Online	28 Mei 2022 May 28, 2022	IAIB
<i>Preventing and Combating Financial Crime in Financial Services Industry</i>	Daring Online	9 Juni 2022 June 9, 2022	OJK Institute
<i>Anti-Bribery Management System: Experience Through Integrity</i>	Daring Online	16 Juni 2022 June 16, 2022	OJK Institute
Peran Digitalisasi dalam Mendorong Peningkatan Inklusi Keuangan	Daring Online	23 Juni 2022 June 23, 2022	OJK
<i>BASEL III Reform: Fundamental Review of Trading Book (FRTB) Implementation, Methodology &amp; Challenges</i>	Daring Online	24 Juni 2022 June 24, 2022	Bankers Association for Risk Management (BARA)
<i>Auditor Profession Strategies and Challenges in Optimizing Indonesia Transformation of Industry 4.0 to Society 5.0</i>	Daring Online	25 Juni 2022 June 25, 2022	STIE Indonesia
Komunikasi Awal Rencana Perubahan PADG Mengenai Insentif Kegiatan Ekonomi Tertentu dan Inklusif	Daring Online	28 Juni 2022 June 28, 2022	Bank Indonesia
<i>Data Analytics: Teknik, Implementasi, dan Machine Learning</i>	Daring Online	6-7 Juli 2022 July 6-7, 2022	IAIB
Risiko Pencucian Uang di Era Digital	Daring Online	14 Juli 2022 July 14, 2022	LPPI
<i>Scalling Up Green Finance in Indonesia</i>	Daring Online	15 Juli 2022 July 15, 2022	B20 part of G20
FGD RPOJK Perhitungan ATMR Pasar <i>BASEL III Reform</i>	Daring Online	20 Juli 2022 July 20, 2022	OJK (Departemen Penelitian dan Pengaturan Perbankan)
<i>Refreshment Risk Management</i>	Daring Online	20 Juli 2022 July 20, 2022	Bank ICBC Indonesia
<i>Emerging Economies Towards Net Zero Emission: Challenges &amp; Opportunity on Technology Innovation and Financing</i>	Daring Online	20 Juli 2022 July 20, 2022	Economic Research Institute for ASEAN and East Asia (ERIA)
Peran dan Fungsi Lembaga Penjamin Simpanan (LPS)	Daring Online	20 Juli 2022 July 20, 2022	Citra Institute
<i>Digital Transformation Journey: Learning from Leading Indonesian Companies</i>	Daring Online	21 Juli 2022 July 21, 2022	IPMI International Business School
<i>Fraud in Accounting and Business</i>	Daring Online	25 Juli 2022 July 25, 2022	Accounting Department, Economic & Business Faculty, Brawijaya University
<i>Embracing the Next Level of Digital Banking</i>	Daring Online	26 Juli 2022 July 26, 2022	LPPI
<i>Mid Year Investment Outlook 2022 Sailing into Headwinds</i>	Daring Online	26 Juli 2022 July 26, 2022	MNC Sekuritas
<i>Digital Leadership "Untuk Memperkuat Transformasi Digital"</i>	Daring Online	28 Juli 2022 July 28, 2022	OJK Institute
<i>Awareness ISO 9001 Quality Management System</i>	Daring Online	28 Juli 2022 July 28, 2022	Satya Global Standard
<i>Total Protection for Data Loss Prevention</i>	Daring Online	28 Juli 2022 July 28, 2022	Mastersystem Infotama
<i>The Future of Big Data and Artificial Intelligent in Bio-Startup</i>	Daring Online	29 Juli 2022 July 29, 2022	I3L School of Business (ISB)
Sosialisasi POJK No. 11/POJK.03/2022 tentang Penyelenggaraan Teknologi Informasi oleh Bank Umum	Daring Online	29 Juli & 2 Agustus 2022 July 29 & August 2, 2022	OJK

Materi Pendidikan dan Pelatihan Education and Training Material	Tempat Place	Tanggal Date	Penyelenggara Organizer
<i>Quality Assurance and Improvement Program (QAIP): Effective Quality Assurance</i>	Daring Online	2-3 Agustus August 2-3, 2022	IAIB
Mengelola Inflasi dan Mengantisipasi Stagnasi Ekonomi	Daring Online	4 Agustus 2022 August 4, 2022	LPPI
<i>Introduction to Data Analytics</i>	Daring Online	8-19 Agustus 2022 August 8-19, 2022	Revou (PT Revolusi Cita Edukasi)
<i>Digital Governance</i>	Daring Online	11 Agustus 2022 August 11, 2022	OJK Institute
Pentingnya Perlindungan Data Pribadi dan Kesiapan Indonesia	Daring Online	18 Agustus 2022 August 18, 2022	LPPI
<i>Best Practices: Penanganan Insiden Keamanan Siber di Sektor Jasa Keuangan</i>	Daring Online	18 Agustus 2022 August 18, 2022	OJK Institute
Audit Forensik dalam Pemberantasan Korupsi: Strategi dan Tantangan	Daring Online	20 Agustus 2022 August 20, 2022	Himpunan Mahasiswa (HIMA) Universitas Padjajaran dan ACFE
<i>How to Become a Professional Data Scientist in Just 9 Months</i>	Daring Online	23 Agustus 2022 August 23, 2022	IBC
Tren dan Tantangan <i>Anti Money Laundering</i> di Era Digital	Daring Online	25 Agustus 2022 August 25, 2022	OJK
<i>Corporate Income Tax: Tax Assurance Review to Manage Potential Tax Risk</i>	Daring Online	6 September 2022 September 6, 2022	MayBank
Asosiasi Sistem Pembayaran Indonesia (ASPI) <i>Working group</i>	Daring Online	9 September 2022 September 9, 2022	Asosiasi Sistem Pembayaran Indonesia (ASPI)
<i>The Future of Environment, Social, Governance (ESG) Reporting</i>	Daring Online	10 September 2022 September 10, 2022	The Institute of Certified Management Accountants
ICBC Indonesia <i>E-learning : Information Security Awareness</i>	Daring Online	12-30 September 2022 September 12-30, 2022	Bank ICBC Indonesia
<i>Sustainable Financing: ESG Investing Towards Zero Emission</i>	Daring Online	15 September 2022 September 15, 2022	LPPI
<i>Developing Effective Whistleblowing System as a Fraud Detection Tool</i>	Daring Online	17 September 2022 September 17, 2022	ACFE
Meningkatkan SDM Melalui <i>Leadership Development Program</i>	Daring Online	21 September 2022 September 21, 2022	Productivity & Quality Management (PQM) Consultant
ISO 9001 <i>Quality Management Systems Associate</i>	Daring Online	22 September - 14 Oktober 2022 September 22 - October 14, 2022	Skill Front
ISO 27001 <i>Information Security Management System Associate</i>	Daring Online	22 September - 14 Oktober 2022 September 22 - October 14, 2022	Skill Front
ISO 20000 <i>Service Management Associate</i>	Daring Online	22 September - 14 Oktober 2022 September 22 - October 14, 2022	Skill Front
ISO 37001: <i>Anti-Bribery Management System</i>	Daring Online	26-27 September 2022 September 26-27, 2022	PT Mahaka Institute
Penerapan PSAK 73 di Indonesia	Daring Online	2 Oktober 2022 October 2, 2022	Fakultas Ekonomi Universitas Indonesia

Materi Pendidikan dan Pelatihan Education and Training Material	Tempat Place	Tanggal Date	Penyelenggara Organizer
<i>Workshop</i> Pedoman Audit Pemeriksaan Kualitas Data SCV dan Keandalan Sistem	Daring Online	4 Oktober 2022 October 4, 2022	Lembaga Penjamin Simpanan (LPS)
<i>Cyber Crime</i> dan Keamanan TI pada Industri Sistem Pembayaran	Daring Online	6 Oktober 2022 October 6, 2022	Bank Indonesia Departemen Kebijakan Sistem Pembayaran (BI - DKSP)
Implementasi POJK No. 11/POJK.03/2022 tentang Penyelenggaraan Teknologi Informasi pada <i>Audit Intern</i> Perbankan	Daring Online	7 Oktober 2022 October 7, 2022	IAIB
Perubahan Cara Mendeteksi <i>Fraud</i> melalui <i>Fraudulent Behavior</i> dan Perkembangan Teknologi Informasi	Daring Online	15 Oktober 2022 October 15, 2022	ACFE
<i>Best Practice in Developing Effective Fraud Mitigation</i>	Daring Online	18-19 Oktober 2022 October 18-19, 2022	PT Millenials Institute
<i>Asset and Liability Management Theory, Practice and How To Audit</i>	Daring Online	28-31 Oktober 2022 October 28-31, 2022	IAIB
<i>Anti Money Laundering Refreshment</i>	Daring Online	15-30 November 2022 November 15-30, 2022	ICBC Limited
Fokus Audit dan Mitigasi terhadap Risiko Pihak Ketiga	Daring Online	23 November 2022 November 23, 2022	CAE Forum IAIB
<i>Strengthening Enterprise Risk Management in Facing Uncertain and Dynamic Environment in Public Institutions</i>	Daring Online	23 November 2022 November 23, 2022	Bank Indonesia
<i>How To Win People Trust</i>	Daring Online	29 November 2022 November 29, 2022	Wahana Insan Prima Prakerja
ICBC Indonesia <i>E-learning: Policy and Procedure Business Continuity Management</i>	Daring Online	6-20 Desember 2022 December 6-20, 2022	Bank ICBC Indonesia
<i>Build a Culture of Risk Awareness and Integrated Risk Management to Create Good Corporate Governance</i>	Daring Online	8 Desember 2022 December 8, 2022	Universitas Airlangga
<i>Internal Audit Competency Framework</i>	Daring Online	16 Desember 2022 December 16, 2022	RSM Indonesia
Proaktif dan Kolaboratif dalam Mencegah Korupsi di Indonesia	Daring Online	20 Desember 2022 December 20, 2022	OJK
<i>Fraud Universe Methodology in the Rise of Environment, Social, Governance (ESG)</i>	Daring Online	21 Desember 2022 December 21, 2022	Asosiasi Auditor Intern Pemerintah Indonesia (AAIPI)
<i>IIA Code of Ethics</i>	Daring Online	28 Desember 2022 December 28, 2022	The Institute of Internal Audit

## AKUNTAN PUBLIK PUBLIC ACCOUNTANT

Akuntan Publik merupakan organ eksternal Bank untuk memberikan opini terkait kesesuaian penyajian laporan keuangan Bank terhadap Pernyataan Standar Akuntansi Keuangan (PSAK) yang berlaku di Indonesia. Pelaksanaan audit eksternal Bank dilaksanakan oleh auditor eksternal, yaitu Kantor Akuntan Publik yang telah ditunjuk oleh para pemegang saham dalam RUPS berdasarkan usulan Dewan Komisaris dan Komite Audit.

Public Accountant is The Bank's external organ that provides opinions regarding the conformity of the presentation of The Bank's financial statements against applicable Indonesian financial accounting standards (PSAK). The execution of The Bank's external audit is to be conducted by an external auditor, namely a Registered Public Accountant appointed by shareholders in the GMS based on the proposal from the Board of Commissioners and the Audit Committee.

### AKUNTAN PUBLIK TAHUN 2022

Berdasarkan FEM No. 012/FEM/FM DEPT/ICBC INA/V/2022, audit eksternal untuk tahun buku 2022 dilaksanakan oleh Kantor Akuntan Publik Imelda & Rekan (Deloitte).

### PUBLIC ACCOUNTANT IN 2022

In accordance with FEM No. 12/FEM/FM DEPT/ICBC INA/V/2022, the external audit for the fiscal year 2022 was conducted by Imelda & Partners (Deloitte) Registered Public Accountants.

### AKUNTAN PUBLIK TAHUN BUKU 2022

### PUBLIC ACCOUNTANT FOR THE FISCAL YEAR 2022

Kantor Akuntan Publik Public Accounting Firm	Imelda & Rekan (Deloitte)
Akuntan Accountant	Fonny Alimin
Tahun Audit Year of Audit	Tahun Buku 2022 Fiscal Year 2022
Periode Penugasan Assignment Period	Tahun Buku 2022 Fiscal Year 2022
Jasa Services	Audit Eksternal External Audit
Jasa Lainnya Other Services	-
Biaya Fees	Rp1.361.481.000 (termasuk pajak) Rp1,361,481,000 (tax inclusive)

### AKUNTAN PUBLIK DAN BIAYA PERIODE 7 (TUJUH) TAHUN TERAKHIR

Guna kebutuhan transparansi, berikut disampaikan daftar Kantor Akuntan Publik, Akuntan, jasa yang diberikan dan jasa lainnya, serta biaya dalam mengaudit laporan keuangan Bank ICBC Indonesia selama 7 (tujuh) tahun terakhir.

### PUBLIC ACCOUNTANT AND FEES FOR THE LAST 7 (SEVEN) YEARS

In the name of transparency, the following submission is the list of Public Accounting Firms, Accountants, services provided, other services, and fees in auditing the financial statements of The Bank for the last 7 (seven) years.

**DAFTAR KANTOR AKUNTAN PUBLIK 7  
(TUJUH) TAHUN TERAKHIR (2016-2022)****LIST OF PUBLIC ACCOUNTING FIRMS FOR THE  
LAST 7 (SEVEN) YEARS (2016-2022)**

Tahun Buku Fiscal Year	Kantor Akuntan Publik Public Accounting Firm	Akuntan Accountant	Jasa yang Diberikan Services	Jasa Lainnya Other Services	Biaya Fees
2022	Imelda & Rekan (Deloitte)	Fonny Alimin	Audit Eksternal External Audit	-	Rp1.361.481.000 (termasuk pajak) Rp1,361,481,000 (tax inclusive)
2021	Imelda & Rekan (Deloitte)	Fonny Alimin	Audit Eksternal External Audit	-	Rp1.348.000.000 (termasuk pajak) Rp1,348,000,000 (tax inclusive)
2020	Siddharta Widjaja & Rekan (KPMG)	Handrow Cahyadi, CPA	Audit Eksternal External Audit	-	Rp2.160.000.000 (termasuk pajak) Rp2,160,000,000 (tax inclusive)
2019	Siddharta Widjaja & Rekan (KPMG)	Handrow Cahyadi, CPA	Audit Eksternal External Audit	Pra-transisi implementasi PSAK baru (PSAK 71, 72, dan 73) Pre-transition of new financial accounting standards implementation (PSAK 71, 72, and 73)	Rp2.160.000.000 (termasuk pajak) Rp2,160,000,000 (tax inclusive)
2018	Siddharta Widjaja & Rekan (KPMG)	Kusumaningsih Angkawijaya	Audit Eksternal External Audit	-	Rp1.260.000.000 (termasuk pajak) Rp1,260,000,000 (tax inclusive)
2017	Siddharta Widjaja & Rekan (KPMG)	Susanto Tjie	Audit Eksternal External Audit	-	Rp1.149.120.000 (termasuk pajak) Rp1,149,120,000 (tax inclusive)
2016	Siddharta Widjaja & Rekan (KPMG)	Susanto Tjie	Audit Eksternal External Audit	-	Rp1.149.120.000 (termasuk pajak) Rp1,149,120,000 (tax inclusive)

**MEKANISME PELAKSANAAN PEKERJAAN AUDIT**

Audit dilaksanakan berdasarkan standar audit yang ditetapkan Ikatan Akuntan Indonesia (IAI) serta memperhatikan semua ketentuan OJK tentang bentuk dan susunan laporan keuangan. Tanggung jawab auditor adalah pada pernyataan pendapat apakah laporan keuangan telah disajikan secara wajar, dalam semua hal yang material, posisi keuangan, hasil usaha serta arus kas.

Agar proses audit sesuai dengan standar profesional akuntan serta perjanjian kerja dan ruang lingkup audit yang telah ditetapkan dan selesai sesuai dengan target waktu yang telah ditetapkan, secara rutin dilakukan pembahasan atas isu-isu yang signifikan.

**MECHANISM OF AUDITING IMPLEMENTATION**

Auditing is implemented based on the auditing standards set by the Indonesia Accountants Association (IAI) and by taking into account all OJK provisions regarding the form and arrangement of financial statement. The responsibilities of an auditor are with the opinion statement whether the financial statement has been presented in fair value, in all material aspects, financial position, business achievement, and cash flows.

In order the auditing process is on par with the standards of professional accountant as well as working agreement and scope of audit being set and completed within the time frame, discussions on significant issues are routinely conducted.

Berikut disampaikan prosedur dan mekanisme penunjukan Akuntan Publik dan pelaksanaan audit eksternal di lingkup Bank.

1. Komite Audit mengusulkan Kantor Akuntan Publik kepada Dewan Komisaris.
2. Dewan Komisaris mengusulkan Kantor Akuntan Publik kepada pemegang saham melalui RUPS.
3. Pengesahan dan penunjukan Kantor Akuntan Publik oleh RUPS.
4. *Kick-off meeting* dengan manajemen, audit internal, dan Komite Audit.
5. Menyampaikan jadwal audit sesuai dengan target waktu yang telah disepakati.
6. Melaksanakan audit umum untuk interim dan akhir tahun berdasarkan standar audit yang berlaku umum di Indonesia.
7. Mengidentifikasi isu yang signifikan dan melakukan pembahasan dengan manajemen.
8. Melakukan *exit meeting* dengan manajemen, audit internal, dan Komite Audit.
9. Menerbitkan laporan audit.
10. Menyampaikan laporan audit.

## HUBUNGAN AUDITOR EKSTERNAL DENGAN DEPARTEMEN AUDIT INTERNAL

Dalam mendukung kelancaran tugas-tugas auditor eksternal, Departemen Audit Internal (SKAI) membantu Departemen *Management Information & Accounting* sebagai departemen yang bertanggung jawab untuk mengkoordinasikan kegiatan auditor eksternal agar tercapai hasil audit yang optimal dan komprehensif. SKAI menjaga hubungan kerja yang baik dengan auditor eksternal, dengan tujuan untuk mendukung penerapan audit kepada Bank dan meyakinkan program pemeriksaan antara auditor eksternal dan internal saling melengkapi, sehingga dapat mengoptimalkan cakupan audit. SKAI juga melakukan *monitoring* atas tindak lanjut temuan audit eksternal.

## TINDAK LANJUT TEMUAN AUDIT EKSTERNAL

Per 31 Desember 2022, SKAI telah memonitor tindak lanjut atas temuan yang disampaikan oleh auditor eksternal sebagai berikut:

- Tindak lanjut atas 1 (satu) temuan telah dilakukan oleh unit kerja terkait.
- Tindak lanjut atas 1 (satu) temuan telah dilakukan oleh unit kerja, namun akan kembali divalidasi dalam audit laporan keuangan.
- Tindak lanjut atas 1 (satu) temuan masih dalam proses pengimplementasian dan nantinya akan merupakan bagian dari validasi dalam audit laporan keuangan.
- Tindak lanjut koreksi atas 1 (satu) temuan telah dilakukan dan tindak lanjut pencegahan untuk temuan tersebut masih dalam proses pengimplementasian.
- Tindak lanjut atas 1 (satu) temuan akan merupakan proses yang harus dimonitor berkelanjutan dalam kegiatan *day-to-day*.

The following are the procedure and mechanism of appointing Public Accountant and the implementation of external audit in The Bank.

1. The Audit Committee proposes the Public Accounting Firm to the Board of Commissioners.
2. The Board of Commissioners proposes the Public Accounting Firm to shareholders through the GMS.
3. Ratification and appointment of Public Accounting Firm by the GMS.
4. Kick-off meeting with the management, internal audit, and Audit Committee.
5. Deliver the audit schedule in accordance with agreed target timeline.
6. Conduct auditing for interim and year-end based on generally accepted auditing standards in Indonesia.
7. Identify significant issues and conduct discussions with the management.
8. Conduct exit meeting with the management, internal audit, and Audit Committee.
9. Publish an audit report.
10. Submit an audit report.

## EXTERNAL AUDITOR'S RELATIONSHIP WITH INTERNAL AUDIT DEPARTMENT

In supporting the duties of external auditor, the Internal Audit Department (IAD) assists the Management Information & Accounting Department, which is responsible for coordinating the activities of external auditor in order to achieve the optimal and comprehensive audit results. IAD maintains a good working relationship with the external auditor, with the objective to support the application of audit at The Bank and to ensure the audit program of external and internal auditors is complimentary so as to optimize the audit coverage. IAD also monitors the follow-up of external audit findings.

## FOLLOW-UP ON EXTERNAL AUDIT FINDINGS

As of December 31, 2022, IAD has monitored the follow-up of findings raised by external auditor as follows:

- Follow-up on 1 (one) finding has been carried out by the relevant work unit.
- Follow-up on 1 (one) finding has been carried out by the relevant work unit and will be further validated in audit of financial statement.
- Follow-up on 1 (one) finding is still in the process of implementation and will also be validated in audit of financial statement.
- Corrective action of 1 (one) finding has been carried out while preventive action of that particular finding is still in the process of implementation.
- Follow-up on 1 (one) finding will be a continuous monitoring process carried out in day-to-day activity.

# MANAJEMEN RISIKO

## RISK MANAGEMENT

### KERANGKA MANAJEMEN RISIKO

Dalam melaksanakan kegiatan usahanya, Bank selalu berhadapan dengan risiko yang melekat (*inherent*) pada kegiatan bisnis maupun operasional perbankan. Dalam rangka mengendalikan risiko tersebut, Bank menerapkan manajemen risiko secara terintegrasi untuk mengidentifikasi, mengukur, memantau dan mengendalikan seluruh eksposur risiko yang dihadapi oleh Bank. Kerangka manajemen risiko (*risk management framework*) yang selaras dengan strategi bisnis, struktur organisasi, kebijakan dan pedoman, serta penyempurnaan infrastruktur Bank diimplementasikan untuk mendukung pelaksanaan manajemen risiko yang efektif dan konsisten pada setiap proses aktivitas bisnis maupun operasional untuk senantiasa menjadi bank yang sehat dan tumbuh secara berkesinambungan.

Kerangka manajemen risiko yang diterapkan pada Bank, sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 18/POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum, merujuk kepada 4 (empat) pilar manajemen risiko:

1. Pengawasan aktif Dewan Komisaris dan Direksi.
2. Kebijakan dan prosedur manajemen risiko serta penetapan limit risiko.
3. Proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko, serta sistem informasi manajemen risiko.
4. Sistem pengendalian internal yang menyeluruh.

Manajemen risiko Bank dilakukan terhadap 8 (delapan) jenis risiko, yaitu: risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko hukum, risiko kepatuhan, risiko stratejik, dan risiko reputasi.

### KEBIJAKAN MANAJEMEN RISIKO

Kebijakan manajemen risiko Bank menjadi acuan dalam pemantauan dan/atau pengendalian internal pada semua tahapan dalam proses manajemen risiko dalam hubungannya dengan visi, misi, dan rencana strategis Bank:

- Sebagai panduan dalam menerapkan prinsip kehati-hatian dan GCG;
- Sebagai panduan untuk menetapkan dan memperjelas wewenang dan tanggung jawab semua pihak yang terkait dalam manajemen risiko;
- Merupakan alat pengawasan untuk mengendalikan risiko secara keseluruhan;
- Sebagai panduan untuk menjalankan semua aktivitas dalam limit risiko.

### RISK MANAGEMENT FRAMEWORK

In carrying out its business activities, The Bank always encounters inherent risks in the banking business and operational activities. In order to control these risks, The Bank implements integrated risk management to identify, measure, monitor and control all risk exposures faced by The Bank. The risk management framework that is aligned with the business strategy, organizational structure, policies and guidelines, as well as the improvement of The Bank's infrastructure are implemented to support effective and consistent risk management implementation in each process of business and operational activities so as to always be a healthy bank that grows sustainably.

The risk management framework applied to The Bank refers to 4 (four) risk management pillars, in compliance with the Financial Services Authority Regulation (POJK) No. 18/POJK.03/2016 concerning the Application of Risk Management for Commercial Banks as follows:

1. Active supervision of the Board of Commissioners and Board of Directors.
2. Policy and procedures of risk management and the establishment of risk limits.
3. The process of identifying, measuring, monitoring, and controlling risk, as well as risk management information system.
4. A comprehensive internal control system.

The Bank implements risk management on 8 (eight) types of risk, namely: credit risk, market risk, liquidity risk, operational risk, legal risk, compliance risk, strategic risk, and reputation risk.

### RISK MANAGEMENT POLICY

The Bank's risk management policy serves as a guidance in monitoring and/or internal control at all stages of the risk management process in relation to The Bank's vision, mission and strategic plan. It serves the following purposes:

- As a guidance on applying prudential principles and GCG;
- As a guidance on establishing and clarifying the authority and responsibility of all parties involved in risk management;
- As a monitoring tool to control overall risk;
- As a guidance to carry out all activities within risk limits.

## TANGGUNG JAWAB DEWAN KOMISARIS DAN DIREKSI TERHADAP MANAJEMEN RISIKO

Dalam rangka memastikan penerapan fungsi manajemen risiko dan pengendalian internal yang baik, Bank telah memiliki struktur organisasi yang memadai dengan tingkat tanggung jawab yang berbeda. Pembagian wewenang dan tanggung jawab dalam organisasi dan fungsi manajemen risiko Bank adalah:

### Dewan Komisaris

Wewenang dan tanggung jawab Dewan Komisaris yang berkaitan dengan manajemen risiko meliputi hal-hal sebagai berikut:

- Menyetujui serta mengevaluasi kebijakan manajemen risiko Bank;
- Menyetujui dan mengevaluasi arah kebijakan dan strategi manajemen risiko Bank sekurang-kurangnya 1 (satu) tahun sekali atau sekiranya terjadi perubahan faktor-faktor yang memengaruhi kegiatan usaha Bank secara signifikan;
- Mengevaluasi pertanggungjawaban Direksi dan memberikan arahan perbaikan atas pelaksanaan kebijakan manajemen risiko.

### Direksi

Wewenang dan tanggung jawab Direksi Bank yang berkaitan dengan manajemen risiko sekurang-kurangnya meliputi:

- Menyusun kebijakan manajemen risiko Bank berdasarkan rekomendasi dari Komite Manajemen Risiko, dan menyampaikan kebijakan tersebut kepada Dewan Komisaris untuk mendapatkan persetujuan;
- Menyusun strategi manajemen risiko secara komprehensif yang sesuai dengan ketentuan yang berlaku, termasuk penetapan dan persetujuan limit risiko secara keseluruhan maupun per jenis risiko, dengan memperhatikan *risk appetite* dan *risk tolerance* Bank;
- Bertanggung jawab atas pelaksanaan kebijakan manajemen risiko dan eksposur risiko yang diambil oleh Bank secara keseluruhan;
- Mengembangkan budaya manajemen risiko pada seluruh jenjang organisasi, yang meliputi komunikasi yang memadai kepada seluruh jenjang organisasi tentang pentingnya pengendalian internal yang efektif.

### Komite Manajemen Risiko

Komite Manajemen Risiko adalah komite yang bersifat non-struktural dalam manajemen risiko, berkedudukan di kantor pusat yang membantu Direksi dalam merumuskan kebijakan, mengawasi pelaksanaan kebijakan, memantau perkembangan dan kondisi profil risiko, dan memberikan saran-saran dan langkah perbaikan yang berkaitan dengan manajemen risiko. Komite Manajemen Risiko diketuai oleh Presiden Direktur, dengan anggota terdiri dari Direksi, Kepala Satuan Kerja Audit Internal (SKAI),

## RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS ON RISK MANAGEMENT

In order to ensure the proper implementation of risk management and internal control functions, The Bank has in place an adequate organizational structure with different levels of responsibility. The segregation of authorities and responsibilities in the organization and risk management function of The Bank are as follows:

### Board of Commissioners

The authorities and responsibilities of the Board of Commissioners in relation to risk management include the following:

- Approve and evaluate The Bank's risk management policy;
- Approve and evaluate the direction of The Bank's risk management policy and strategies at least once a year or in the event of any changes in factors that significantly affect The Bank's business activities;
- Evaluate the accountability of the Board of Directors and provide direction for improvements in the implementation of risk management policy.

### Board of Directors

The authorities and responsibilities of the Board of Directors of The Bank in relation to risk management should include, among others:

- Establish the risk management policy of The Bank based on recommendations from the Risk Management Committee, and submit this policy to the Board of Commissioners for approval;
- Formulation of a comprehensive risk management strategy in accordance with prevailing regulations, including the determination and approval of risk limits in overall and on specific types of risks, by taking into account the risk appetite and risk tolerance of The Bank;
- Be responsible for the implementation of overall risk management policy and risk exposure of The Bank;
- Develop a risk management culture at all levels of the organization, including adequate communications to all levels of the organization on the importance of effective internal controls.

### Risk Management Committee

Risk Management Committee is a non-structural committee in risk management, located in the head office. The committee assists the Board of Directors in formulating policy, overseeing the implementation of policy, monitoring the progress and conditions of risk profiles, and providing recommendations and improvement measures related to risk management. Risk Management Committee is chaired by the President Director, with members consisting of the Board of Directors, Head of Internal Audit

Kepala Satuan Kerja Manajemen Risiko (SKMR), dan Kepala Departemen terkait lainnya. Wewenang dan tanggung jawab Komite Manajemen Risiko antara lain:

- Menyusun kebijakan, strategi, dan pedoman pelaksanaan manajemen risiko, termasuk penetapan limit dan *contingency plan* dalam kondisi tidak normal;
- Memperbaiki atau menyempurnakan pelaksanaan manajemen risiko berdasarkan hasil evaluasi pelaksanaan yang dimaksud;
- Memantau, mengevaluasi, dan menilai perkembangan komposisi profil risiko dalam portofolio Bank, penetapan dan pelaksanaan limit, kecukupan permodalan Bank terhadap eksposur risiko sesuai ketentuan yang berlaku, dan memastikan efektivitas pelaksanaan manajemen risiko.

## DEPARTEMEN MANAJEMEN RISIKO

Satuan Kerja Manajemen Risiko (SKMR) adalah unit kerja yang memiliki wewenang dan tanggung jawab dalam menjalankan proses manajemen risiko dan independen dari satuan kerja bisnis dan departemen lainnya yang menjalankan fungsi pengendalian internal. Wewenang dan tanggung jawab SKMR antara lain meliputi:

- Memberikan masukan kepada Direksi dalam penyusunan kebijakan, strategi, dan kerangka manajemen risiko;
- Mengembangkan prosedur dan alat untuk mengidentifikasi, mengukur, memantau, dan mengendalikan risiko, serta mendesain dan menerapkan perangkat yang dibutuhkan dalam penerapan manajemen risiko;
- Memantau posisi risiko secara keseluruhan, maupun jenis posisi risiko tertentu serta melakukan *stress testing* untuk mengetahui dampak dari implementasi kebijakan dan strategi manajemen risiko terhadap portofolio atau kinerja Bank secara keseluruhan;
- Melakukan kaji ulang secara berkala untuk memastikan kecukupan kerangka manajemen risiko, keakuratan metodologi penilaian risiko, dan kecukupan sistem informasi manajemen risiko;
- Memberikan rekomendasi kepada satuan kerja bisnis dan/atau Komite Manajemen Risiko terkait penerapan manajemen risiko, antara lain mengenai besaran atau eksposur risiko maksimum yang dapat dipelihara Bank.

Department (IAD), Head of Risk Management Department (RMD), and other relevant Heads of Departments. The authorities and responsibilities of the Risk Management Committee include:

- Establish policies, strategies and guidelines for the implementation of risk management, including the establishment of limits and contingency plans under abnormal conditions;
- Improve or enhance the implementation of risk management based on the evaluation results of intended implementation;
- Monitor, evaluate and assess the development of risk profile compositions in The Bank's portfolio, the establishment and implementation of limits, the adequacy of The Bank's capital against risk exposure in accordance with prevailing regulations, and ensure the effectiveness of risk management implementation.

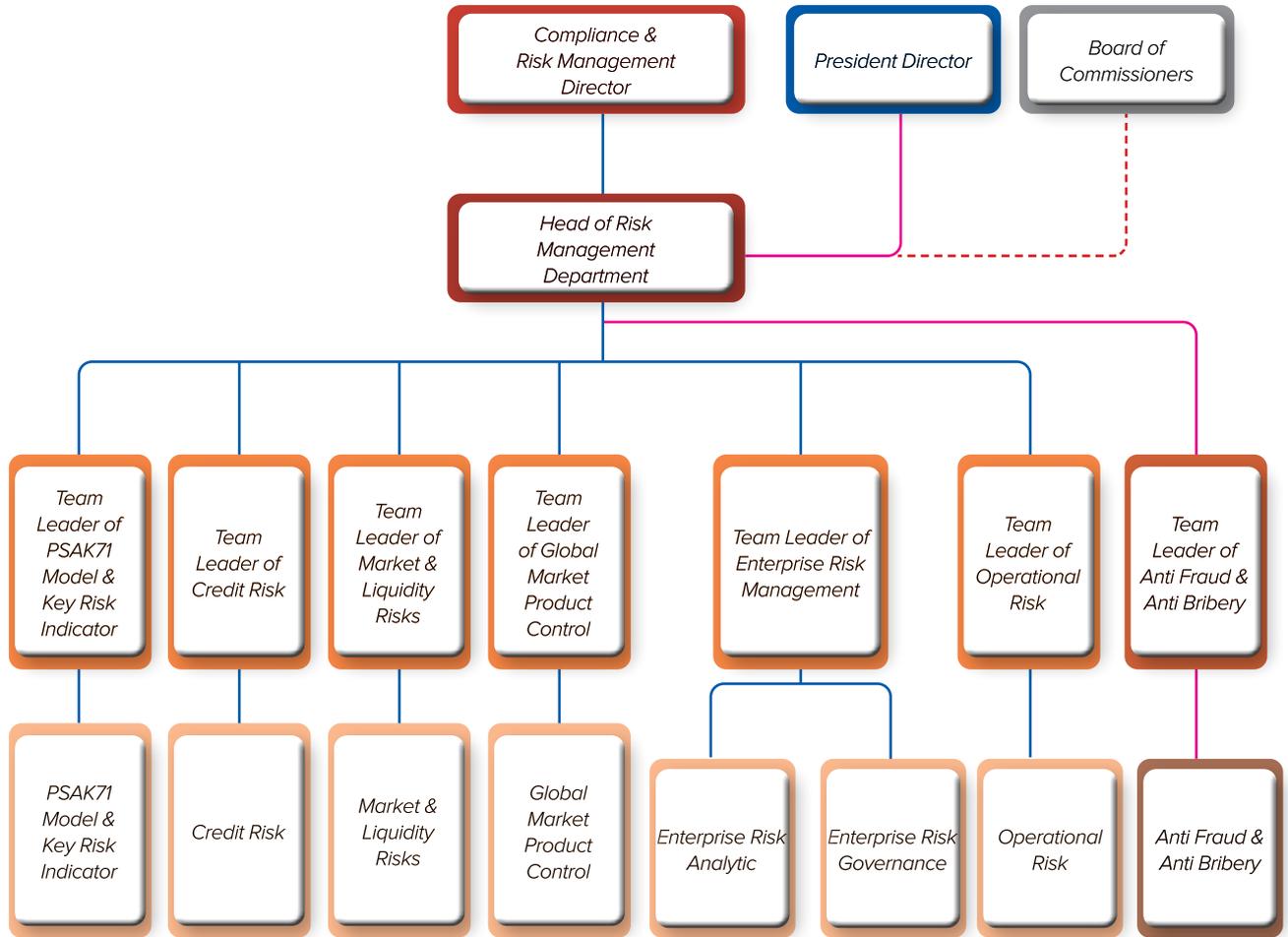
## RISK MANAGEMENT DEPARTMENT

Risk Management Department (RMD) is a unit that has the authorities and responsibilities for carrying out the risk management process and is independent from the business units and departments that perform internal control functions. The authorities and responsibilities of RMD include the following:

- Provide input to the Board of Directors in formulating risk management policy, strategies, and framework;
- Develop procedures and tools for identifying, measuring, monitoring, and controlling risks, as well as designing and implementing the tools required for the implementation of risk management;
- Monitor overall risk positions, as well as specific types of risk positions, and performing stress testing to ascertain the impact of implementation of risk management policy and strategies on the overall portfolios or performances of The Bank;
- Conduct periodic reviews to ensure adequacy of risk management framework, accuracy of risk assessment methodology, and adequacy of risk management information system;
- Provide recommendations to the business unit and/or Risk Management Committee related to the implementation of risk management, among others concerning the amount or maximum risk exposure that can be maintained by The Bank.

**STRUKTUR ORGANISASI MANAJEMEN RISIKO**

**RISK MANAGEMENT ORGANIZATIONAL STRUCTURE**



- Reporting Line
- Reporting Line related to Anti-Fraud & Anti Bribery
- Coordination Line related to Anti-Fraud & Anti Bribery

## KEGIATAN MANAJEMEN RISIKO

Bank telah melaksanakan beberapa program kerja penting dalam mengembangkan manajemen risiko, termasuk antara lain, namun tidak terbatas pada:

- Bank telah memiliki komite-komite yang secara aktif melakukan pemantauan atas pengelolaan risiko Bank, seperti Komite Manajemen Risiko dan Komite Pemantau Risiko. Komite-komite tersebut telah melakukan evaluasi atas pelaksanaan manajemen risiko secara berkesinambungan. Bank telah menerapkan *enterprise risk management* untuk memperkuat fungsi pengelolaan manajemen risiko. Sejalan dengan itu, Bank membentuk Komite *Liability Recognition* yang berfokus untuk mengkaji kejadian risiko dan merekomendasikan sanksi serta tindakan perbaikan agar kejadian risiko serupa tidak terulang di masa datang. Bank menunjuk *Leading Department* untuk memastikan proses identifikasi tanggung jawab, penilaian kejadian risiko dan pengelolaan risiko yang komprehensif.
- Kebijakan dan prosedur terkait manajemen risiko dan perkreditan antara lain:
  - Bank telah memiliki kebijakan dan prosedur yang komprehensif yang meliputi 8 (delapan) jenis risiko. Pada masing-masing area risiko, penyempurnaan kebijakan dan prosedur juga dilakukan agar sejalan dengan kondisi Bank dan peraturan terkini;
  - Bank juga telah menerapkan asas-asas perkreditan yang sehat sesuai dengan prinsip-prinsip kehati-hatian secara konsisten dan berkesinambungan, di mana secara komprehensif Bank telah memiliki kebijakan dan prosedur mengenai perkreditan dengan Kebijakan Perkreditan Bank sebagai payung kebijakan, yang senantiasa dilakukan penyempurnaan agar sejalan dengan kondisi Bank dan peraturan terkini;
  - Dalam rangka menjaga kualitas kredit, Bank juga telah meningkatkan pengelolaan dan pemantauan klasifikasi kualitas kredit debitur, baik debitur yang berada dalam *watch list* atau *potential risk account* atau yang menunjukkan penurunan kualitas atau kredit bermasalah, serta memantau perkembangannya. Pengelolaan kredit bermasalah bertujuan untuk meminimalkan jumlah kredit bermasalah Bank serta memaksimalkan tingkat pengembalian kredit.
- *Risk Appetite*  
Pelaksanaan manajemen risiko yang efektif harus didukung oleh kerangka kerja manajemen risiko yang komprehensif, di mana salah satunya melalui kerangka kerja *risk appetite*, yang ditetapkan secara jelas sejalan dengan visi, misi, dan strategi bisnis Bank. *Risk Appetite Statement* memuat *target limit* dan *trigger limit* atas indikator, baik kuantitatif maupun kualitatif, yang telah ditetapkan, yang dipantau dan dikaji kembali secara berkala dan *ad hoc* untuk diselaraskan dengan rencana strategi dan permodalan Bank.

## RISK MANAGEMENT ACTIVITIES

The Bank has implemented several important work programs in developing risk management. This includes, among others, but not limited to the following:

- The Bank has established committees that actively monitor The Bank's risk management, such as the Risk Management Committee and Risk Monitoring Committee. These committees have evaluated the implementation of risk management on an ongoing basis. The Bank has implemented enterprise risk management to strengthen the risk management function. Along with it, The Bank established Liability Recognition Committee that focuses on reviewing risk events and recommending sanctions as well as corrective actions so that similar risk events do not recur in the future. The Bank appointed Leading Department to ensure a comprehensive process of responsibilities identification, risk event assessment and risk management.
- Policies and procedures related to risk management and credit, among others:
  - The Bank has comprehensive policies and procedures covering 8 (eight) types of risk. In each risk area, improvements to the policy and procedures are also conducted in line with The Bank's current conditions and regulations;
  - The Bank has also adopted sound credit principles according to the prudential principles in a consistent and continuous manner, whereby The Bank has comprehensive policy and procedures on credit, with The Bank Credit Policy serving as an umbrella policy, which is constantly enhanced to be in line with The Bank's conditions and current regulations;
  - In order to maintain credit quality, The Bank has also improved the management and monitoring of debtor credit quality classification, both for debtors who are in the watch list or potential risk account or who show a decline in quality or non-performing loans, and monitor their progress. The management of non-performing loans aims to minimize the number of non-performing loans of The Bank and to maximize the credit repayment rate.
- Risk Appetite  
The implementation of effective risk management must be supported by a comprehensive risk management framework. This includes a risk appetite framework that is clearly defined in line with The Bank's vision, mission and business strategy. The Risk Appetite Statement consists of the target limit and trigger limit for both quantitative and qualitative indicators, which are monitored and reviewed on regular and ad hoc basis to align with The Bank's strategic plan and capital.

- Risiko Kredit  
Pada area risiko kredit, pelaksanaan kerangka kerja risiko kredit telah diterapkan melalui pengembangan proses manajemen risiko kredit yang antara lain meliputi identifikasi risiko kredit pada produk/aktivitas baru, kecukupan kebijakan dan prosedur terkait proses perkreditan, pemantauan perkembangan portofolio pinjaman baik per debitur, konsentrasi, segmentasi, sektor ekonomi, kualitas aset, Cadangan Kerugian Penurunan Nilai (CKPN), Batas Maksimum Pemberian Kredit (BMPK), penilaian profil risiko kredit, serta pelaksanaan *stress testing* risiko kredit secara berkala.

Pengelolaan risiko kredit pada pemberian kredit secara langsung kepada debitur dijalankan melalui proses pemberian kredit sesuai kebijakan dan memantau pelaksanaannya agar sejalan dengan prinsip kehati-hatian di dalam mengelola risiko kredit yang harus dipenuhi. Persetujuan kredit diberikan dengan syarat bahwa aplikasi memenuhi persyaratan Bank dan tanpa mengorbankan integritas organisasi. Pemantauan pasca pencairan dilakukan dalam rangka menjaga kualitas kredit. Pemantauan kualitas portofolio kredit dilakukan melalui penerapan manajemen risiko kredit yang *prudent*, penerapan *early warning system*, dan langkah-langkah preventif untuk mencegah terjadinya kredit bermasalah.

Pencadangan penurunan nilai dengan pendekatan Estimasi Arus Kas telah dilakukan tepat waktu yang didasarkan atas analisis kemampuan pembayaran dan arus kas debitur. Selain itu, sistem telah diimplementasikan untuk menghitung pencadangan penurunan nilai secara kolektif sesuai dengan ketentuan PSAK 71.

- Risiko Pasar  
Dalam penerapan manajemen risiko pasar, dengan mengacu kepada *best practice*, selain kaji ulang dan pemantauan atas limit-limit yang telah ada, yaitu *stop loss limit*, limit Posisi Devisa Neto (PDN), faktor sensitivitas (PV01), *Management Action Triggers* (MATs), Bank juga melakukan *stress testing* dan faktor risiko (PSE risk factor) dalam penentuan limit FX untuk *counterparty*, VaR, serta memastikan bahwa transaksi yang dilakukan Bank sesuai dengan harga pasar (pemantauan *off market*). Selain itu, valuasi terhadap portofolio yang dimiliki Bank didasarkan pada sumber data pasar yang lazim digunakan. Dalam area manajemen risiko *banking book*, pengelolaan risiko suku bunga dilakukan melalui pendekatan faktor sensitivitas (PV01) dan *stress testing* baik dari perspektif pendapatan maupun perspektif nilai ekonomis. Hal ini akan membantu dalam melakukan pengukuran risiko suku bunga di *banking book* dengan lebih tepat.

- Credit Risk  
In the area of credit risk, the implementation of a credit risk framework has been implemented through the development of a credit risk management process, which includes the identification of credit risk on new products/activities, the adequacy of policies and procedures related to the credit process, monitoring the growth of loan portfolios by debtor, concentration, segmentation, economic sector, assets quality, impairment, Legal Lending Limit (LLL), credit risk profile assessment, and periodic credit stress testing.

Credit risk management on credit granting directly to debtors is carried out through the process of credit granting according to policy and monitoring its implementation to be in line with the prudential principles in managing credit risk that must be fulfilled. Credit approval is provided on condition that the application meets The Bank's requirements and without compromising organizational integrity. Post-disbursement monitoring is carried out in order to maintain credit quality. Monitoring of the quality of loan portfolio is carried out through the implementation of prudent credit risk management, the application of early warning system, and preventive measures to prevent the occurrence of non-performing loans.

Impairment based on Estimated Cashflow (ECF) approach has been made on time based on analysis of payment ability and cash flow of the debtors. In addition, the system has been implemented to calculate the collective impairment in accordance with stipulation of PSAK 71.

- Market Risk  
In the implementation of market risk management, with reference to best practices, in addition to reviewing and monitoring existing limits namely stop loss limit, Net Open Position (NOP) limit, sensitivity factor (PV01), Management Action Triggers (MATs), The Bank also conducts stress testing and risk factor (PSE risk factor) in determining FX limits for counterparties, VaR, and ensuring that transactions carried out by The Bank are in accordance with market prices (off market monitoring). In addition, valuations of The Bank's portfolio are based on commonly used market data sources. In the banking book risk management area, interest rate risk management is carried out through a sensitivity factor (PV01) approach and stress testing both from income perspective and economic value perspective. This should help in dimensioning interest rate risk in the banking book with better precision.

Pada tahun 2022, Bank telah mendapatkan persetujuan dari regulator untuk sistem terkait risiko pasar dan penggunaan sistem tersebut dapat membantu Bank untuk meningkatkan metodologi dan akurasi dalam pengukuran risiko pasar. Selain itu, Bank juga telah menetapkan Prosedur Rencana Darurat untuk kejadian terkait risiko pasar dan risiko suku bunga *banking book* dengan tujuan untuk memperjelas indikator peringatan dini dan proses eskalasi dalam situasi darurat.

- **Risiko Likuiditas**  
Manajemen risiko likuiditas merupakan salah satu fungsi yang sangat penting di Bank. Pendekatan proaktif yang melibatkan manajemen Bank dan departemen terkait melalui *Asset and Liability Committee (ALCO)* dalam mengoptimalkan dan memperkuat sumber pendanaan serta penggunaan dana bagi Bank akan terus dilakukan. Untuk meningkatkan efektivitas dan produktivitas penggunaan pendanaan, Bank telah melakukan aktivitas tambahan pada tahun ini, yaitu analisis portofolio yang secara berkala disampaikan pada *Asset and Liability Committee (ALCO)*. Pemantauan atas rasio likuiditas, antara lain rasio aset likuid, LCR (*Liquidity Coverage Ratio*), NSFR (*Net Stable Funding Ratio*), dan likuiditas jangka pendek senantiasa disesuaikan dengan perkembangan yang ada dan dilakukan penyesuaian asumsi secara berkala.

*Stress testing* likuiditas dilakukan berdasarkan asumsi yang disetujui untuk memastikan kondisi pendanaan pada periode *stress*. Sejak tahun 2021, Bank juga telah menetapkan dan melakukan pemantauan *stress testing* untuk periode di atas 1 (satu) bulan untuk memastikan kemampuan likuiditas Bank dalam menghadapi kondisi *stress* jangka panjang. Selain itu, Rencana Pendanaan Darurat (*Contingency Funding Plan*) senantiasa diperbarui, di mana *trigger*/indikator peringatan dini Rencana Pendanaan Darurat dipantau dan Rencana Pendanaan Darurat diuji coba secara berkala untuk mempersiapkan Bank jika terjadi krisis likuiditas.

- **Risiko Operasional**  
Risiko operasional tetap menjadi salah satu fokus perhatian Bank karena risiko operasional timbul pada seluruh aktivitas fungsional, produk, proses dan sistem informasi. Sebagai bagian dari upaya Bank untuk meningkatkan pemantauan risiko operasional, Bank senantiasa melakukan penyesuaian dan penyempurnaan alat bantu risiko operasional, antara lain *Risk Control Self-Assessment (RCSA)* pada unit-unit pengambil risiko, pemantauan pencatatan *Risk/Loss Event Database (RLED)*, *Key Risk Indicators (KRI)*, dan *Risk Representative Officer* sebagai kepanjangan tangan dari Departemen Manajemen Risiko dalam mengidentifikasi dan memitigasi terjadinya risiko operasional pada unit-unit pengambil risiko, dan bersama dengan Departemen TI dalam kesiapan *Business Continuity Plan (BCP)* untuk

In 2022, The Bank has obtained approval from regulators for system related to market risk and the use of the system will help The Bank to enhance the methodology and accuracy in market risk measurement. Moreover, The Bank has established Emergency Plan Procedure for market risk and interest rate risk in the banking book events with the aim to have more clarity in early warning indicators and escalation process during emergency situation.

- **Liquidity Risk**  
Liquidity risk management is one of the most critical functions in The Bank. A proactive approach involving The Bank management and relevant departments through the Asset and Liability Committee (ALCO) in optimizing and strengthening the funding sources and use of funds for The Bank will continue to be implemented. To enhance the effectiveness and productivity regarding the use of funding, this year The Bank has conducted additional activity namely portfolio analysis that was regularly presented in the Asset and Liability Committee (ALCO). Monitoring of liquidity ratios, including liquid asset ratio, LCR (Liquidity Coverage Ratio), NSFR (Net Stable Funding Ratio), and short-term liquidity are always adjusted to the current developments along with periodic adjustments to assumptions.

Liquidity stress testing is carried out based on agreed assumptions to ensure funding conditions in the stress period. Since 2021, The Bank has also determined and conducted stress testing monitoring for above 1 (one) month period to ensure The Bank liquidity capability when facing long-term stress condition. In addition, the Contingency Funding Plan is continually updated, where triggers/early warning indicators of the Contingency Funding Plan are monitored and the Contingency Funding Plan is periodically tested to prepare The Bank in the event of a liquidity crisis.

- **Operational Risk**  
Operational risk remains a focus of attention of The Bank due to operational risk arises in all functional activities, products, processes and information systems. As part of The Bank's initiatives to improve operational risk monitoring, The Bank continues to adjust and enhance the operational risk tools, including Risk Control Self-Assessment (RCSA) on risk taking units, monitoring the recording of Risk/Loss Event Database (RLED), Key Risk Indicators (KRI), and Risk Representative Officer as an extension of the Risk Management Department in identifying and mitigating the operational risk at risk taking units, and together with the IT Department in the preparation of the Business Continuity Plan (BCP) to minimize risks associated with business disruption due to internal and external incidents, which is periodically tested

meminimalkan risiko yang berhubungan dengan gangguan bisnis baik karena masalah internal maupun eksternal, yang diuji coba secara berkala paling kurang 1 (satu) tahun sekali. Selama masa pandemi COVID-19, Bank berhasil menerapkan BCP dengan baik untuk meminimalkan risiko yang dapat mengganggu kegiatan operasional Bank. Bank telah menerapkan 3 (*three lines of defense*) untuk memastikan pengendalian internal terhadap risiko operasional telah berfungsi sesuai yang diharapkan. Satuan kerja bisnis mencakup seluruh unit bisnis dan cabang/ cabang pembantu di Bank merupakan lini pertama pertahanan yang melakukan pencegahan proaktif, melakukan pengendalian dan manajemen sistem yang berkualitas, serta melakukan proses identifikasi, pemantauan, pelaporan, mitigasi, dan pengendalian risiko operasional.

Departemen Kepatuhan dan Departemen Manajemen Risiko sebagai lini kedua pertahanan menyusun dan menerapkan Kebijakan Manajemen Risiko Operasional, memberikan dukungan terhadap proses manajemen risiko operasional yang dilakukan oleh lini pertahanan pertama dan secara independen memantau, menilai, dan melaporkan profil risiko operasional, membuat langkah untuk mendukung terciptanya budaya kepatuhan dan kesadaran risiko operasional, melakukan kaji ulang dan/atau merekomendasikan pengkinian dan penyempurnaan kebijakan, ketentuan, sistem maupun prosedur yang dimiliki oleh Bank agar sesuai dengan ketentuan Otoritas Jasa Keuangan dan ketentuan peraturan perundang-undangan.

Sementara lini pertahanan ketiga adalah Departemen Audit Internal yang melakukan audit kinerja dan efektivitas penerapan manajemen risiko operasional pada lini pertahanan pertama dan kedua dengan mengacu kepada Peraturan Otoritas Jasa Keuangan, kebijakan, prosedur, dan manual yang terkait dengan fungsi audit internal.

- Risiko Hukum, Risiko Strategik, Risiko Kepatuhan, dan Risiko Reputasi  
Kerjasama dengan departemen terkait, yaitu Departemen Hukum, Departemen *Strategy Management and Investor Relation* (SMIR), Departemen Kepatuhan, dan Departemen *Consumer Banking* dalam melakukan pengelolaan maupun pengawasan risiko hukum, risiko strategik, risiko kepatuhan, dan risiko reputasi secara komprehensif, baik melalui penilaian profil risiko secara triwulanan, sosialisasi dan pelatihan untuk meningkatkan *awareness* dan pemahaman karyawan, maupun melalui rapat-rapat komite dan rapat-rapat Direksi.
- Analisis risiko atas usulan aktivitas dan/atau produk baru dilakukan untuk memastikan kemampuan Bank dalam mengelola aktivitas dan/atau produk baru termasuk kecukupan sumber daya manusia, kelengkapan kebijakan/prosedur dan sistem.

at least once a year. During the COVID-19 pandemic, The Bank successfully implemented BCP to minimize risks which could disrupt The Bank's operational activities. The Bank has implemented 3 (three) lines of defense to ensure internal control over operational risk has worked as expected. Business work units covering all business units and branches/sub-branches at The Bank are the first line of defense that carry out proactive prevention, quality control and system management, as well as processes for identification, monitoring, reporting, mitigation, and operational risk control.

Compliance Department and Risk Management Department as the second line of defense prepare and implement Operational Risk Management Policy, provide support to the operational risk management process carried out by the first line of defense and independently monitor, assess, and report the operational risk profile, make steps to support the creation of a compliance culture and operational risk awareness, review and/or recommend the enhancement of The Bank's policies, provisions, systems and procedures to comply with the provisions of the Financial Services Authority and the provisions of laws and regulations.

As for the third line of defense is Internal Audit Department which conducts performance audits and effectiveness of operational risk management implementation on the first and second lines of defense by referring to the Financial Services Authority Regulations, policies, procedures, and manuals related to the internal audit function.

- Legal Risk, Strategic Risk, Compliance Risk, and Reputation Risk  
Cooperation with relevant departments, namely Legal Department, Strategy Management and Investor Relation (SMIR) Department, Compliance Department, and Consumer Banking Department to manage and supervise legal risk, strategic risk, compliance risk, and reputation risk comprehensively, either through a quarterly risk profile assessment, socialization and training to increase awareness and understanding of employees or through the committees' meetings and the Board of Directors' meetings.
- Risk analysis of proposed new activities and/or products is undertaken to ensure The Bank's ability in managing new activities and/or products. These include analysis of the adequacy of human resources, the completeness of policies/procedures and systems.

Terkait dengan inisiatif baru atau perubahan produk, Bank telah memiliki kebijakan dan prosedur yang menjadi acuan seluruh fungsi unit kerja untuk melakukan perencanaan yang matang dengan melakukan kajian terhadap namun tidak terbatas pada:

- a. Ketertarikan produk dengan strategi Bank.
- b. Penilaian risiko dan mitigasinya.
- c. Mekanisme penyelenggaraan produk.
- d. Kewajiban pengajuan izin kepada regulator.
- e. Identifikasi kehandalan sistem informasi.
- Budaya Manajemen Risiko  
Dalam hal meningkatkan budaya manajemen risiko, sosialisasi mengenai *awareness* manajemen risiko terus dilakukan, antara lain melalui program CARAL (*Compliance, AML, Risk Management, Audit, and Legal*), forum diskusi dengan cabang, *awareness* terkait *Business Continuity Plan (BCP)*, termasuk mengingatkan kembali pemahaman terhadap kebijakan dan prosedur yang ada dan yang akan diimplementasikan, melalui berbagai saluran komunikasi seperti *email blast*, media virtual atau tatap muka, dan *e-learning*.

## PROSES DAN PENILAIAN MANAJEMEN RISIKO

Proses manajemen risiko mencakup identifikasi, pengukuran, pemantauan, dan pengendalian risiko dengan dukungan sistem informasi manajemen yang memadai. Pelaksanaan penilaian profil risiko dilakukan oleh Departemen Manajemen Risiko yang dilaporkan pada setiap triwulan. Penilaian profil risiko dilakukan berdasarkan penilaian risiko inheren dan kualitas penerapan manajemen risiko pada setiap risiko yang akan dinilai. Kualitas penerapan manajemen risiko meliputi tata kelola risiko, kerangka manajemen risiko, proses manajemen risiko, kecukupan sumber daya manusia, kecukupan sistem informasi manajemen, dan kecukupan sistem pengendalian risiko.

Risiko yang wajib dikelola Bank seperti yang tercantum pada Kebijakan Manajemen Risiko adalah risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko hukum, risiko kepatuhan, risiko stratejik, dan risiko reputasi.

### RISIKO KREDIT

Risiko kredit didefinisikan sebagai risiko yang terjadi akibat kegagalan pihak debitur dan/atau pihak lain dalam memenuhi kewajiban kepada Bank. Risiko kredit dapat bersumber dari berbagai aktivitas bisnis Bank. Selain pada aktivitas pemberian kredit, risiko kredit dapat berasal dari berbagai instrumen keuangan seperti efek-efek, akseptasi, transaksi antar-bank, transaksi nilai tukar dan derivatif, transaksi pembiayaan perdagangan, dan liabilitas komitmen dan kontinjensi.

In relation to new initiatives or product changes, The Bank already has policies and procedures that serve as a reference for all working unit functions to carry out careful planning by conducting assessment on but not limited to:

- a. Product linkage with The Bank's strategy.
- b. Risk assessment and mitigation.
- c. Product implementation mechanism.
- d. The obligation to apply for a permit to regulators.
- e. Identification of the reliability of information system.
- Risk Management Culture  
In order to improve risk management culture, socialization regarding risk management awareness is continually conducted through CARAL (*Compliance, AML, Risk Management, Audit, and Legal*) program, discussion forum with branches, awareness related to the Business Continuity Plan (BCP), as well as through the refreshment of the understanding of existing policies and procedures and which will be implemented, through various communication channels such as email blasts, virtual or face-to-face media, and e-learning.

## RISK MANAGEMENT PROCESS AND ASSESSMENT

The risk management process includes identification, measurement, monitoring, and risk control with the support of an adequate management information system. Implementation of risk profile assessment conducted by the Risk Management Department is reported on a quarterly basis. Risk profile assessment is based on inherent risk assessment and the quality of risk management implementation at each risk to be assessed. The quality of risk management implementation covers aspects such as risk governance, risk management framework, risk management process, adequacy of human resources, adequacy of management information systems, and adequacy of risk control systems.

Risks that must be managed by The Bank as stated in the Risk Management Policy are credit risk, market risk, liquidity risk, operational risk, legal risk, compliance risk, strategic risk, and reputation risk.

### CREDIT RISK

Credit risk is defined as the risk arising from the default of debtors and/or other parties in fulfilling their obligations to The Bank. Credit risk may arise from various business activities of The Bank. In addition to lending activities, credit risk may arise from various financial instruments such as securities, acceptances, interbank transactions, exchange rate and derivative transactions, trade finance transactions, and commitment and contingent liabilities.

Penerapan manajemen risiko kredit berlandaskan pada kebijakan dan prosedur risiko kredit yang mencakup ketentuan regulator dan juga kebijakan internal. Kebijakan dan prosedur internal dikaji ulang secara berkala agar sejalan dengan perubahan-perubahan ketentuan perbankan, perkembangan usaha Bank, dan kondisi perekonomian.

Pelaksanaan penilaian risiko kredit dilakukan Bank atas penilaian terhadap risiko inheren dan kualitas penerapan manajemen risiko. Parameter yang digunakan sebagai dasar penilaian risiko inheren terdiri dari komposisi portofolio aset dan tingkat konsentrasi, kualitas penyediaan dana dan kecukupan pencadangan, strategi penyediaan dana dan sumber timbulnya penyediaan dana, dan faktor eksternal.

Berdasarkan penilaian tersebut, unit-unit pengambil risiko melakukan tindak lanjut, antara lain agar komposisi portofolio tidak terpusat pada sektor ataupun debitur besar tertentu, mempertahankan kualitas penyediaan dana pada tingkat risiko yang dipandang aman, mempertahankan kecukupan pencadangan, memastikan bahwa pemberian kredit dan pengambilan keputusan kredit telah dikelola secara memadai dan sesuai dengan limit yang telah ditetapkan.

Penerapan manajemen risiko yang dilakukan oleh Bank dalam rangka pemantauan dan pengendalian risiko kredit antara lain sebagai berikut:

- Pemberian kredit dan pengambilan keputusan kredit senantiasa mengacu pada pedoman tertulis yang telah dimiliki Bank mengenai kebijakan dan prosedur terkait perkreditan yang mencakup seluruh aspek proses pemberian kredit, termasuk mengenai pendelegasian wewenang dan limit wewenang kredit;
- Melakukan analisis terhadap sektor ekonomi/industri berdasarkan risiko dan penetapan limit sektor ekonomi/industri internal, yang bertujuan selain memberikan acuan dalam melakukan pemberian kredit, juga sebagai upaya untuk melakukan diversifikasi dan meningkatkan hasil proses pengelolaan risiko kredit yang lebih baik;
- Secara berkala, Bank melakukan pemantauan terhadap portofolio kredit, antara lain meliputi pemantauan pertumbuhan kredit, kualitas/kolektibilitas kredit, kecukupan pencadangan, konsentrasi pemberian kredit pada sektor ekonomi, dan debitur/ grup debitur terbesar;
- Melakukan pemantauan secara intensif dan penyusunan solusi penyelesaian terhadap setiap kredit bermasalah termasuk kemungkinan dilakukannya restrukturisasi kredit, penjualan kredit, penjualan agunan secara sukarela oleh debitur, lelang agunan;
- Melakukan identifikasi risiko kredit pada setiap produk/ aktivitas baru, termasuk mitigasi risiko yang diperlukan.

Implementation of credit risk management is governed by the credit risk policy and procedure that incorporate the regulatory provisions as well as internal policies. Internal policies and procedures are reviewed periodically to reflect changes in banking regulations, The Bank's business growth, and economic conditions.

Credit risk assessment is conducted by The Bank in assessing inherent risk and the quality of risk management implementation. The parameters used as the basis for inherent risk assessment consist of the composition of asset portfolio and level of concentration, the quality of funding and the adequacy of provision, funding strategy and source of funding, and external factors.

Based on the assessment, risk taking units conduct follow-up actions to ensure that the portfolio composition is not concentrated on certain sectors or large debtors, to maintain the quality of funding at a safely perceived level of risk, to maintain adequacy of provision, and to ensure that credit lending and credit decision have been adequately managed and within the approved limits.

The implementation of risk management by The Bank in monitoring and controlling credit risk includes, among others:

- Credit lending and credit decision must always refer to the written guidelines held by The Bank concerning credit policy and procedure, which cover all aspects of lending process, including delegation of authority and limit of credit authority;
- Perform analysis to economic/industry sector based on risk and limits setting on the internal economic/industry sector. This aims to provide a reference in lending activity, as well as efforts to diversify and improve the credit risk management process;
- The Bank periodically performs monitoring on loan portfolios, including monitoring on loan growth, credit quality, adequacy of provision, credit concentration by economic sector, and largest debtors/group of debtors;
- Perform intensive monitoring and prepare settlement solutions for any non-performing loans including possibility of credit restructuring, credit sales, voluntary collateral sales by debtors, collateral auctions;
- Perform credit risk identification on any new product/ activity, including any risk mitigation required.

**Risiko Kredit Maksimum**

Untuk aset keuangan yang diakui di laporan posisi keuangan, eksposur maksimum terhadap risiko kredit sama dengan nilai tercatat. Untuk garansi bank dan *Standby L/C* yang diterbitkan dan *L/C* serta SKBDN yang masih berjalan dan tidak dapat dibatalkan, eksposur maksimum terhadap risiko kredit adalah nilai maksimum yang harus dibayarkan oleh Bank jika kewajiban atas garansi bank, *Standby L/C*, *L/C*, dan SKBDN tersebut terjadi. Untuk komitmen fasilitas kredit yang diberikan yang belum digunakan, eksposur maksimum terhadap risiko kredit adalah sebesar jumlah komitmen tersebut.

Tabel berikut menyajikan eksposur maksimum Bank terhadap risiko kredit untuk instrumen keuangan pada laporan posisi keuangan dan rekening administratif dengan risiko kredit, tanpa memperhitungkan agunan yang dimiliki atau perlindungan kredit lainnya:

**RISIKO KREDIT MAKSIMUM****Maximum Credit Risk**

For financial assets recognized in the statement of financial position, the maximum exposure to credit risk equals their carrying amount. For bank guarantee and *Standby L/C* issued and outstanding irrecoverable *L/C* and domestic *L/C*, the maximum exposure to credit risk is the maximum amount that The Bank has to pay if the obligation of bank guarantee, *Standby L/C*, irrecoverable *L/C*, and domestic *L/C* are called upon. For unused committed loan facilities, the maximum exposure to credit risk is the committed amount.

The following table presents the maximum exposure of The Bank to credit risk for financial instruments in the statement of financial position and off-balance sheet accounts with credit risk, without taking into account any collateral held or other credit enhancements:

**MAXIMUM CREDIT RISK**

dalam Rp juta | in Rp million

Uraian	2022	2021	Description
<b>Laporan Posisi Keuangan</b>			<b>Statement of Financial Position</b>
Giro pada Bank Indonesia	2.442.289	6.956.504	Current accounts with Bank Indonesia
Giro pada bank-bank lain	2.384.395	2.164.285	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	7.971.834	10.202.534	Placements with Bank Indonesia and other banks
Aset derivatif	6.187	25.514	Derivative assets
Tagihan akseptasi	66.245	220.472	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	9.835.773	8.183.786	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	6.994.707	6.229.163	Investment in securities
Kredit yang diberikan	25.998.130	27.561.697	Loans receivable
Aset lain-lain	504.740	385.066	Other assets
<b>Rekening Administratif dengan Risiko Kredit</b>			<b>Off-Balance Sheet Accounts with Credit Risk</b>
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed</i>	2.198.706	1.931.890	Unused loan facilities - committed
<i>L/C</i> dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	99.783	192.976	Outstanding Irrecoverable <i>L/C</i> and Domestic <i>L/C</i>
Garansi bank dan <i>Standby L/C</i> yang diterbitkan	3.208.108	1.990.896	Bank guarantee and Standby <i>L/C</i> issued
<b>Jumlah</b>	<b>61.710.897</b>	<b>66.044.783</b>	<b>Total</b>

### Risiko Konsentrasi Kredit

Bank mengelola dan mengendalikan konsentrasi kredit dengan menetapkan batas pemberian kredit untuk pihak terkait, satu debitur, kelompok debitur serta sektor ekonomi tertentu. Salah satu strategi yang dilakukan Bank dalam mengelola risiko konsentrasi kredit adalah dengan memberikan acuan dalam aktivitas kredit berupa penetapan target dalam pemberian kredit seperti target berdasarkan sektor ekonomi, yang dituangkan dalam rencana bisnis Bank, termasuk di dalamnya penetapan target pasar yang bertujuan untuk mengidentifikasi segmen bisnis yang dapat diterima Bank, sehingga Bank dapat memfokuskan upaya pemasaran serta menentukan mitigasi risiko yang diperlukan.

Bank juga melakukan kaji ulang atas target yang telah ditetapkan dengan mempertimbangkan kondisi ekonomi terkini, serta apabila diperlukan Bank melakukan penyesuaian atas target tersebut.

### Agunan dan Perlindungan Kredit Lainnya

Sebagai salah satu kebijakan dalam memitigasi risiko kredit, Bank meminta agunan sebagai jaminan pembayaran atas dana yang diberikan oleh Bank. Bank berprinsip bahwa agunan adalah sumber terakhir dari pelunasan kredit, di mana sumber utama pelunasan kredit adalah dana dari hasil usaha debitur.

Pedoman Bank mengenai agunan antara lain mencakup jenis agunan yang dapat diterima sebagai mitigasi risiko kredit, perhitungan rasio jaminan, serta frekuensi penilaian agunan untuk setiap jenis agunan. Penentuan nilai dan jenis agunan yang diminta juga tergantung pada penilaian risiko kredit dari debitur.

### Credit Concentration Risk

The Bank manages and controls credit concentration by setting lending limits to related parties, one debtor, group of debtors and a specific economic sector. One of the strategies undertaken by The Bank in managing credit concentration risk is to provide a reference in credit activities in the form of target market lending, such as targets based on economic sectors that set forth in the business plan of The Bank. This includes target market aims to identify business segments that can be accepted by The Bank, so that The Bank can focus its marketing efforts and determine the necessary risk mitigation.

The Bank also reviews its predetermined targets by taking into consideration the current economic condition, and if necessary, The Bank adjusts its targets.

### Collateral and Other Credit Enhancements

As one of The Bank's policies in mitigating credit risk, The Bank requires collateral as a guarantee of payment for funds provided by The Bank. The Bank considers the collateral as the last source of loan repayment, whereas the main source of loan repayment is the fund generated from business operations of the debtors.

The Bank's guideline for collateral regulates the acceptability of the types of collateral, collateral ratio calculation, and frequency of appraisal for each collateral type. The determination of value and type of collateral required also depends on the assessment of debtors' credit risk.

## RISIKO KREDIT BERDASARKAN RISIKO KONSENTRASI KREDIT

Uraian	Pemerintah (termasuk Bank Indonesia) Government (including Bank Indonesia)		Badan Usaha Milik Negara State Owned Enterprises		Bank Banks	
	2022	2021	2022	2021	2022	2021
<b>Laporan Posisi Keuangan</b>						
Giro pada Bank Indonesia	2.442.289	6.956.504	-	-	-	-
Giro pada bank-bank lain	-	-	26.646	24.038	2.357.749	2.140.247
Penempatan pada Bank Indonesia dan bank-bank lain	6.972.794	9.901.128	-	-	999.040	301.406
Aset derivatif	-	-	-	-	6.187	25.514
Tagihan akseptasi	-	-	49.129	67.099	-	153.373
Efek-efek yang dibeli dengan janji dijual kembali	9.835.773	8.183.786	-	-	-	-
Efek-efek untuk tujuan investasi	6.925.809	6.101.595	-	-	-	124.997
Kredit yang diberikan	-	-	9.429.878	8.951.089	799.099	807.373
Aset lain-lain	91.726	59.791	119.708	92.211	8.671	14.653
<b>Rekening Administratif dengan Risiko Kredit</b>						
Fasilitas kredit yang diberikan yang belum digunakan – <i>committed</i>	-	-	-	281.367	-	-
L/C dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	-	-	29.754	21.620	-	-
Garansi bank dan <i>Standby</i> L/C yang diterbitkan	-	-	41.922	-	1.712.425	1.425.250
<b>Jumlah</b>	<b>26.268.391</b>	<b>31.202.804</b>	<b>9.697.037</b>	<b>9.437.424</b>	<b>5.883.171</b>	<b>4.992.813</b>
Persentase	42%	47%	16%	14%	9%	8%

Jenis agunan yang dapat diterima oleh Bank antara lain deposito berjangka/setoran kas, *Standby* L/C, tanah dan bangunan (properti - rumah tinggal, komersial, industri, dan dalam konstruksi), tanah kosong, mesin dan peralatan, piutang dagang, persediaan (termasuk komoditi), truk/bis, alat berat, pesawat (untuk tujuan komersial dan *charter*), kapal, mobil, saham, motor, dan jaminan perusahaan atau perorangan. Kondisi, legalitas, peruntukan jaminan (sebagai jaminan pokok, utama, tambahan) serta rasio jaminan telah diatur dalam kebijakan Bank.

The types of collateral that can be accepted by The Bank include time deposits/cash deposits, *Standby* L/C, land and buildings (property - residential, commercial, industrial, and under construction), vacant land, machinery and equipment, accounts receivable, supplies (including commodities), trucks/buses, heavy equipment, aircrafts (for commercial and charter purposes), ships, automobiles, stocks, motorcycles, and corporate or personal guarantees. The condition, legality, collateral purpose (as prime, main, additional collateral) and collateral ratio are regulated in The Bank's policy.

## CREDIT RISK BY CREDIT CONCENTRATION RISK

dalam Rp juta I in Rp million

	Perusahaan Corporate		Ritel Retail		Jumlah Total		Description
	2022	2021	2022	2021	2022	2021	
<b>Statement of Financial Position</b>							
	-	-	-	-	2.442.289	6.956.504	Current accounts with Bank Indonesia
	-	-	-	-	2.384.395	2.164.285	Current accounts with other banks
	-	-	-	-	7.971.834	10.202.534	Placements with Bank Indonesia and other banks
	-	-	-	-	6.187	25.514	Derivative assets
	17.116	-	-	-	66.245	220.472	Acceptance receivables
	-	-	-	-	9.835.773	8.183.786	Securities purchased under agreements to resell
	68.898	2.571	-	-	6.994.707	6.229.163	Investment in securities
	15.508.920	16.946.805	260.233	856.430	25.998.130	27.561.697	Loans receivable
	279.253	217.629	5.382	782	504.740	385.066	Other assets
<b>Off-Balance Sheet Accounts with Credit Risk</b>							
	2.194.722	1.367.601	3.984	282.922	2.198.706	1.931.890	Unused loan facilities - committed
	70.029	171.356	-	-	99.783	192.976	Outstanding Irrecoverable L/C and Domestic L/C
	1.453.761	565.646	-	-	3.208.108	1.990.896	Bank guarantee and Standby L/C issued
	<b>19.592.699</b>	<b>19.271.608</b>	<b>269.599</b>	<b>1.140.134</b>	<b>61.710.897</b>	<b>66.044.783</b>	<b>Total</b>
	32%	29%	1%	2%	100%	100%	Percentage

Untuk kredit atau pembiayaan properti, Bank telah menetapkan rasio *Loan to Value* (LTV), yang merupakan rasio antara nilai kredit yang dapat diberikan oleh Bank terhadap nilai agunan pada saat awal pemberian kredit, sesuai dengan ketentuan oleh regulator yang berlaku saat ini.

For credit or property financing, The Bank has set the Loan to Value (LTV) ratio, which is defined as the ratio between the credit value that may be granted by The Bank to the value of the collateral at the time when the loan was given, in accordance with the current prevailing provisions by regulators.

Tabel berikut menyajikan komposisi kredit yang diberikan (sebelum penyisihan kerugian penurunan nilai) yang mendapatkan manfaat dari agunan, baik sebagian maupun penuh, sebagai mitigasi dari risiko kredit:

The following table presents the composition of loans receivable (before allowance for impairment losses) that benefit from collateral, either partially or in full, as mitigation of credit risk:

## AGUNAN DAN PERLINDUNGAN KREDIT LAINNYA

## COLLATERAL AND OTHER CREDIT ENHANCEMENTS

dalam Rp juta | in Rp million

Uraian Description	Nilai kredit yang diberikan sebelum cadangan kerugian penurunan nilai Balance of loans receivable before allowance for impairment losses		Jenis Agunan Type of Collateral	
	2022	2021		
Dijamin penuh Fully secured	2.065.967	2.335.635	Kas, <i>Standby</i> L/C	Cash, Standby L/C
Dijamin sebagian Partially secured	17.288.277	18.879.906	Kas, piutang dagang, tanah dan bangunan, aset bergerak, garansi	Cash, accounts receivable, land and buildings, moveable assets, guarantees
Tidak memiliki jaminan Unsecured	7.860.623	7.034.482	-	-
<b>Jumlah   Total</b>	<b>27.214.867</b>	<b>28.250.023</b>		

### Kualitas Aset Keuangan

Bank memiliki kebijakan untuk memelihara secara akurat dan konsisten peringkat risiko seluruh portofolio aset keuangan. Hal ini akan memfasilitasi fokus manajemen risiko atas risiko yang ada dan perbandingan eksposur kredit di seluruh lini bisnis, daerah geografis, dan produk. Sistem peringkat ini didukung oleh berbagai analisa keuangan, dikombinasikan dengan informasi pasar yang telah diolah untuk menyediakan masukan utama untuk pengukuran risiko pihak lawan.

### Quality of Financial Assets

The Bank has a policy to maintain accurate and consistent risk ratings across the portfolio of financial assets. This will facilitate the focus of risk management on existing risks and comparison of credit exposures across all lines of business, geographic areas, and products. This rating system is supported by a variety of financial analysis, combined with market information that has been processed to provide the main inputs for counterparty risk measurement.

### Fungsi Pengendalian Sebelum dan Setelah Pencairan Kredit

Fungsi pengendalian pada proses sebelum pencairan bertujuan untuk memastikan kelengkapan dokumen, pemenuhan syarat dan ketentuan yang telah ditetapkan serta kepatuhan debitur yang merupakan pemeriksaan umum awal sebelum pencairan dilakukan. Tata usaha dokumentasi dan administrasi yang baik akan menempatkan Bank pada posisi yang kuat pada saat terjadi tuntutan hukum yang harus diperhitungkan dengan baik, sehingga tidak ada keraguan dalam legalitas dokumen.

### Control Functions Pre-and Post-Credit Disbursement

The control function prior to credit disbursement is conducted to ensure the completeness of documents, the fulfillment of the terms and conditions set, and the compliance of debtors which are the initial general verifications before the disbursement takes place. Proper administration and documentation will place The Bank in a strong position in the event of a lawsuit, so that there is no doubt in the legality of the document.

Tidak hanya pengendalian sebelum pencairan kredit, pemantauan dan pemeriksaan setelah kredit direalisasi juga merupakan hal penting yang harus dilakukan. Oleh sebab itu, Bank mewajibkan adanya kunjungan rutin ke nasabah, melakukan pemeriksaan pasca realisasi kredit berdasarkan pemeriksaan umum dan khusus serta mendokumentasikannya dalam arsip file kredit.

Besides having control function prior to credit disbursement, the monitoring and checking after credit disbursement are also important. Therefore, The Bank requires regular visits to customers, conducts post-disbursement checking based on general and special checking, and documenting them in credit files.

Pemeriksaan umum antara lain meliputi kesesuaian penggunaan fasilitas dengan perjanjian kredit, situasi perkembangan usaha, aset dan kewajiban debitur, aktivitas rekening debitur, dan perkembangan pasar dari debitur.

### Evaluasi Penurunan Nilai

Pertimbangan utama evaluasi penurunan nilai kredit yang diberikan antara lain adalah kualitas aset kredit, kondisi keuangan dan prospek usaha debitur. Bank melakukan evaluasi penurunan nilai dalam 2 (dua) pendekatan:

#### Evaluasi Penurunan Nilai dengan Pendekatan *Expected Cash Flow* (ECF)

Bank menentukan penyisihan kerugian penurunan nilai dengan pendekatan *expected cash flow* (ECF) untuk setiap kredit yang signifikan secara individual dan memiliki bukti objektif penurunan nilai kredit. Hal-hal yang dipertimbangkan dalam menentukan jumlah penyisihan kerugian penurunan nilai antara lain mencakup keberlanjutan rencana bisnis debitur, kemampuan debitur untuk memperbaiki kinerja saat menghadapi kesulitan keuangan, proyeksi penerimaan dan ekspektasi pengeluaran saat terjadi kepailitan, ketersediaan dukungan keuangan lainnya, nilai agunan yang dapat direalisasikan, dan ekspektasi waktu diperolehnya arus kas. Penyisihan kerugian penurunan nilai dievaluasi setiap tanggal pelaporan kecuali terdapat beberapa kondisi yang mengharuskan adanya perhatian lebih. Penilaian dengan pendekatan ECF dilakukan berdasarkan metode *discounted cash flow*.

#### Evaluasi Penurunan Nilai dengan Pendekatan Model

Jika Bank menentukan tidak terdapat bukti objektif mengenai penurunan nilai atas aset keuangan yang dinilai secara ECF, terlepas aset keuangan tersebut signifikan atau tidak, maka Bank memasukkan aset tersebut ke dalam kelompok aset keuangan yang memiliki karakteristik risiko kredit yang sejenis dan menilai penurunan nilai kelompok tersebut secara pendekatan model. Penurunan nilai aset keuangan dievaluasi secara model, diestimasi berdasarkan kerugian historis yang pernah dialami atas aset-aset yang memiliki risiko kredit yang serupa dengan karakteristik risiko kredit kelompok tersebut di Bank. Aset yang penurunan nilainya dinilai secara pendekatan ECF dan untuk itu kerugian penurunan nilai diakui atau tetap diakui, tidak termasuk dalam penilaian penurunan nilai secara pendekatan model.

General verifications include among others, the conformity between the use of facilities with loan agreements, business development situations, debtor assets and liabilities, debtor account activities, and debtor market conditions.

### Impairment Assessment

The main considerations for the loan impairment assessment are the asset quality of loan, financial condition and business prospect of the debtor. The Bank evaluates impairment in 2 (two) approaches:

#### Expected Cash Flow (ECF) Approach Impairment Assessment

The Bank determines the allowance for impairment losses with expected cash flow (ECF) approach for each loan that is individually significant and has objective evidence of impairment of the credit score. Matters considered in determining the allowance for impairment losses include the sustainability of the debtor's business plan, the ability of the debtor to improve performance in the face of financial difficulties, the projected revenue and expenditure in the event of bankruptcy, the availability of other financial support, the value of collateral that can be realized, and the expected time of cash flows. Allowance for impairment losses is evaluated on every reporting date, unless there are certain conditions that require more attention. The ECF approach assessment is based on discounted cash flow method.

#### Model Approach Impairment Assessment

If The Bank determines that there is no objective evidence on impairment of financial assets to be assessed with ECF approach, whether significant or not, The Bank includes the asset in a group of financial assets with similar credit risk characteristics and to be assessed with model approach for impairment. The impairment of financial assets that are assessed with model approach are estimated based on historical loss experience of assets with similar credit risk characteristics of the group in The Bank. Assets that are assessed with ECF approach for impairment and for which an impairment loss is or continues to be recognized are not included in the model approach assessment of impairment.

Penyisihan kerugian penurunan nilai secara pendekatan model dihitung dengan menggunakan metode statistik dari data historis berupa *Probability of Default* (PD), *Loss Given Default* (LGD), dan *Exposure at Default* (EAD) di mana termasuk di dalamnya komponen seperti *repayment schedule*, Faktor Konversi Kredit (FKK), dan *Expected Lifetime*. Bank juga menentukan *Forward Looking* (FL) menggunakan metode analisis model statistik untuk penilaian penurunan nilai aset keuangan di masa depan secara pendekatan model.

Proses penentuan kualitas kredit Bank mengacu pada kolektibilitas sesuai peraturan OJK.

### Segmen Korporasi

Untuk segmen korporasi, kualitas kredit dikelola oleh Bank dengan menggunakan peringkat kredit internal. Bank menentukan peringkat suatu debitur dengan terlebih dahulu menetapkan peringkat keuangan (*financial grade*) dengan menggunakan model peringkat dari aspek keuangan dan data yang diperoleh dari laporan keuangan debitur, termasuk kekayaan bersih dan arus kas. Peringkat keuangan ini kemudian disesuaikan dengan mempertimbangkan kondisi dari posisi keuangan debitur dan faktor kualitatif untuk menentukan peringkat debitur.

Faktor kualitatif terutama mempertimbangkan faktor-faktor seperti informasi kerugian historis, kesesuaian rencana bisnis debitur atau rencana perbaikan operasional, status perkembangan rencana bisnis dan dukungan menyeluruh dari lembaga keuangan.

Selain prosedur peringkat di atas, dalam hal debitur dianggap sebagai anak perusahaan yang dikonsolidasi oleh induk perusahaan di luar negeri, peringkat debitur bisa ditentukan dengan mengadopsi peringkat obligor berdasarkan kualitas kredit induk perusahaan atau peringkat kredit yang diberikan induk perusahaan Bank terhadap induk perusahaan tersebut. Peringkat debitur dan peringkat fasilitas ditelaah paling sedikit setahun sekali, atau bila diperlukan, ketika ada perubahan kredit.

Peringkat internal untuk segmen korporasi digolongkan sebagai berikut:

- *Grading* sAAA+ sampai AA+: debitur memiliki kemampuan membayar kewajiban yang tinggi;
- *Grading* sAA sampai A-: debitur tidak mengalami kesulitan pembayaran kewajiban, namun terdapat faktor bisnis atau ekonomi yang dapat menyebabkan masalah dalam pembayaran kewajiban;
- *Grading* BBB+ sampai BB: debitur memerlukan pemantauan khusus karena bisnis yang lesu/tidak stabil, atau masalah keuangan;
- *Grading* B atau lebih rendah merupakan debitur yang telah memburuk (*default*).

The allowance for impairment losses which is assessed with model approach is calculated using statistical method of the historical data including the Probability of Default (PD), Loss Given Default (LGD), and Exposure at Default (EAD) in which consists of some components such as repayment schedule, Credit Conversion Factor (CCF), and Expected Lifetime. The Bank also determines the Forward Looking (FL) using statistical model analysis method to assess the impairment of financial assets in the future with model approach.

Process of determining The Bank refers to collectibility in accordance with the OJK regulations.

### Corporate Segment

For corporate segment, the quality of credit is managed by The Bank using internal credit ratings. The Bank determines the rating of a debtor by first determining the financial grade using a rating model from financial aspects and data obtained from the debtor's financial statements, including net worth and cash flows. This financial grade is then adjusted by considering the conditions of the debtor's financial position and qualitative factors to determine the grade of the debtor.

Qualitative factors mainly consider some factors such as historical loss information, conformity of the debtor's business plan or operational improvement plan, status of developments in the business plan and overall support from financial institutions.

In addition of grading procedure above, in the event that the debtor is considered as a subsidiary that is consolidated by a parent company abroad, the debtor's grading can be determined by adopting an obligor grading based on the quality of the parent loan or credit grading provided by The Bank's parent company. Debtor grading and facility grading are reviewed at least once a year, or if needed, when there are changes in credit.

Internal grading for corporate segment is categorized as follows:

- *Grading* sAAA+ to AA+: debtors have very strong ability to pay their obligations;
- *Grading* sAA to A-: debtors do not experience difficulties to pay their obligations; however, there are business or economic factors that may cause difficulties to pay the obligations;
- *Grading* BBB+ to BB: debtors need special observation as they experience sluggish/unstable business, or financial issues;
- *Grading* B or lower debtors represent debtors which are credit-impaired (*default*).

Pada tanggal 31 Desember 2022 dan 2021, nilai tercatat aset keuangan berdasarkan kualitas kredit adalah sebagai berikut:

As of December 31, 2022 and 2021, the carrying amount of financial assets based on credit quality was as follows:

## KUALITAS ASET KEUANGAN 2022

## QUALITY OF FINANCIAL ASSETS 2022

dalam Rp juta I in Rp million

Uraian	Tahap 1 Stage 1	Tahap 2 Stage 2	Tahap 3 Stage 3	Jumlah Total	Description
<b>GIRO PADA BANK INDONESIA</b>				<b>CURRENT ACCOUNTS WITH BANK INDONESIA</b>	
Tanpa peringkat	2.442.289	-	-	2.442.289	Non-graded
Nilai tercatat bruto	2.442.289	-	-	2.442.289	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>2.442.289</b>	<b>-</b>	<b>-</b>	<b>2.442.289</b>	<b>CARRYING AMOUNT</b>
<b>GIRO PADA BANK-BANK LAIN</b>				<b>CURRENT ACCOUNTS WITH OTHER BANKS</b>	
Grade AAA sampai AA+	2.312.696	-	-	2.312.696	Grade AAA to AA+
Grade AA- sampai BBB	72.492	-	-	72.492	Grade AA- to BBB
Nilai tercatat bruto	2.385.188	-	-	2.385.188	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(793)	-	-	(793)	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>2.384.395</b>	<b>-</b>	<b>-</b>	<b>2.384.395</b>	<b>CARRYING AMOUNT</b>
<b>PENEMPATAN PADA BANK INDONESIA DAN BANK-BANK LAIN</b>				<b>PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS</b>	
Grade sAAA+	999.110	-	-	999.110	Grade sAAA+
Tanpa peringkat	6.972.794	-	-	6.972.794	Non-graded
Nilai tercatat bruto	7.971.904	-	-	7.971.904	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(70)	-	-	(70)	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>7.971.834</b>	<b>-</b>	<b>-</b>	<b>7.971.834</b>	<b>CARRYING AMOUNT</b>
<b>TAGIHAN AKSEPTASI</b>				<b>ACCEPTANCE RECEIVABLES</b>	
Grade AA sampai BBB	66.800	-	-	66.800	Grade AA to BBB
Nilai tercatat bruto	66.800	-	-	66.800	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(555)	-	-	(555)	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>66.245</b>	<b>-</b>	<b>-</b>	<b>66.245</b>	<b>CARRYING AMOUNT</b>
<b>EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI</b>				<b>SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL</b>	
Tanpa peringkat	9.835.773	-	-	9.835.773	Non-graded
Nilai tercatat bruto	9.835.773	-	-	9.835.773	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>9.835.773</b>	<b>-</b>	<b>-</b>	<b>9.835.773</b>	<b>CARRYING AMOUNT</b>

dalam Rp juta | in Rp million

Uraian	Tahap 1 Stage 1	Tahap 2 Stage 2	Tahap 3 Stage 3	Jumlah Total	Description
<b>EFEK-EFEK UNTUK TUJUAN INVESTASI</b>				<b>INVESTMENT IN SECURITIES</b>	
Grade sAAA	716.445	-	-	716.445	Grade sAAA
Tanpa peringkat	6.278.646	-	-	6.278.646	Non-graded
Nilai tercatat bruto	6.995.091	-	-	6.995.091	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(384)	-	-	(384)	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>6.994.707</b>	<b>-</b>	<b>-</b>	<b>6.994.707</b>	<b>CARRYING AMOUNT</b>
<b>KREDIT YANG DIBERIKAN</b>				<b>LOANS RECEIVABLE</b>	
<b>Korporasi</b>				<b>Corporates</b>	
Grade sAAA+ sampai AA+	1.584.772	-	-	1.584.772	Grade sAAA+ to AA+
Grade sAA sampai A-	19.688.841	2.037.337	-	21.726.218	Grade sAA to A-
Grade BBB+ sampai BB	156.675	2.221.684	-	2.377.359	Grade BBB+ to BB
Grade B	-	127.689	786.021	913.710	Grade B
Nilai tercatat bruto	21.429.288	4.386.750	786.021	26.602.059	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(145.781)	(425.301)	(636.325)	(1.207.407)	Less: allowance for impairment losses
	21.283.507	3.961.449	149.696	25.394.652	
<b>Non-korporasi</b>				<b>Non-corporates</b>	
Belum jatuh tempo	590.085	5.629	-	595.714	Not yet overdue
Telah jatuh tempo sampai dengan 31 – 90 hari	-	10.099	-	10.099	Past due up to 31 - 90 days
Telah jatuh tempo lebih dari 90 hari	-	-	6.995	6.995	Past due more than 90 days
Nilai tercatat bruto	590.085	15.728	6.995	612.808	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(1.068)	(4.327)	(3.935)	(9.330)	Less: allowance for impairment losses
	589.017	11.401	3.060	603.478	
<b>NILAI TERCATAT KREDIT YANG DIBERIKAN</b>	<b>21.872.524</b>	<b>3.972.850</b>	<b>152.756</b>	<b>25.998.130</b>	<b>CARRYING AMOUNT OF LOANS RECEIVABLES</b>
<b>ASET LAIN-LAIN</b>				<b>OTHER ASSETS</b>	
Tanpa peringkat	504.740	-	-	504.740	Not yet overdue
Nilai tercatat bruto	504.740	-	-	504.740	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>504.740</b>	<b>-</b>	<b>-</b>	<b>504.740</b>	<b>CARRYING AMOUNT</b>

## KUALITAS ASET KEUANGAN 2021

## QUALITY OF FINANCIAL ASSETS 2021

dalam Rp juta I in Rp million

Uraian	Tahap 1 Stage 1	Tahap 2 Stage 2	Tahap 3 Stage 3	Jumlah Total	Description
<b>GIRO PADA BANK INDONESIA</b>				<b>CURRENT ACCOUNTS WITH BANK INDONESIA</b>	
Tanpa peringkat	6.956.504	-	-	6.956.504	Non-graded
Nilai tercatat bruto	6.956.504	-	-	6.956.504	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>6.956.504</b>	<b>-</b>	<b>-</b>	<b>6.956.504</b>	<b>CARRYING AMOUNT</b>
<b>GIRO PADA BANK-BANK LAIN</b>				<b>CURRENT ACCOUNTS WITH OTHER BANKS</b>	
Grade AAA sampai AA+	2.164.453	-	-	2.164.453	Grade AAA to AA+
Grade AA- sampai BBB	-	-	-	-	Grade AA- to BBB
Nilai tercatat bruto	2.164.453	-	-	2.164.453	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(168)	-	-	(168)	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>2.164.285</b>	<b>-</b>	<b>-</b>	<b>2.164.285</b>	<b>CARRYING AMOUNT</b>
<b>PENEMPATAN PADA BANK INDONESIA DAN BANK-BANK LAIN</b>				<b>PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS</b>	
Grade sAAA+	301.413	-	-	301.413	Grade sAAA+
Tanpa peringkat	9.901.128	-	-	9.901.128	Non-graded
Nilai tercatat bruto	10.202.541	-	-	10.202.541	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(7)	-	-	(7)	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>10.202.534</b>	<b>-</b>	<b>-</b>	<b>10.202.534</b>	<b>CARRYING AMOUNT</b>
<b>TAGIHAN AKSEPTASI</b>				<b>ACCEPTANCE RECEIVABLES</b>	
Grade AAA sampai AA+	60.972	-	-	60.972	Grade AAA to AA+
Grade AA sampai BBB	161.311	-	-	161.311	Grade AA to BBB
Nilai tercatat bruto	222.283	-	-	222.283	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(1.811)	-	-	(1.811)	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>220.472</b>	<b>-</b>	<b>-</b>	<b>220.472</b>	<b>CARRYING AMOUNT</b>
<b>EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI</b>				<b>SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL</b>	
Tanpa peringkat	8.183.786	-	-	8.183.786	Non-graded
Nilai tercatat bruto	8.183.786	-	-	8.183.786	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>8.183.786</b>	<b>-</b>	<b>-</b>	<b>8.183.786</b>	<b>CARRYING AMOUNT</b>

dalam Rp juta | in Rp million

Uraian	Tahap 1 Stage 1	Tahap 2 Stage 2	Tahap 3 Stage 3	Jumlah Total	Description
<b>EFEK-EFEK UNTUK TUJUAN INVESTASI</b>				<b>INVESTMENT IN SECURITIES</b>	
Grade sAAA+	125.000	-	-	125.000	Grade sAAA+
Grade sAAA	733.751	-	-	733.751	Grade sAAA
Tanpa peringkat	5.370.449	-	-	5.370.449	Non-graded
Nilai tercatat bruto	6.229.200	-	-	6.229.200	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(37)	-	-	(37)	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>6.229.163</b>	<b>-</b>	<b>-</b>	<b>6.229.163</b>	<b>CARRYING AMOUNT</b>
<b>KREDIT YANG DIBERIKAN</b>				<b>LOANS RECEIVABLE</b>	
<b>Korporasi</b>				<b>Corporates</b>	
Grade sAAA+ sampai AA+	1.054.685	-	-	1.054.685	Grade sAAA+ to AA+
Grade sAA sampai A-	22.010.271	1.721.766	-	23.732.037	Grade sAA to A-
Grade BBB+ sampai BB	142.608	2.118.339	-	2.260.947	Grade BBB+ to BB
Grade B	-	127.900	862.860	990.760	Grade B
Nilai tercatat bruto	23.207.564	3.968.005	862.860	28.038.429	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(162.989)	(344.442)	(172.986)	(680.417)	Less: allowance for impairment losses
	23.044.575	3.623.563	689.874	27.358.012	
<b>Non-korporasi</b>				<b>Non-corporates</b>	
Belum jatuh tempo	188.906	43	1	188.950	Not yet overdue
Telah jatuh tempo sampai dengan 31 – 90 hari	6.110	9.294	-	15.404	Past due up to 31 - 90 days
Telah jatuh tempo lebih dari 90 hari	-	-	7.240	7.240	Past due more than 90 days
Nilai tercatat bruto	195.016	9.337	7.241	211.594	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(1.366)	(2.910)	(3.633)	(7.909)	Less: allowance for impairment losses
	193.650	6.427	3.608	203.685	
<b>NILAI TERCATAT KREDIT YANG DIBERIKAN</b>	<b>23.238.225</b>	<b>3.629.990</b>	<b>693.482</b>	<b>27.561.697</b>	<b>CARRYING AMOUNT OF LOANS RECEIVABLES</b>
<b>ASET LAIN-LAIN</b>				<b>OTHER ASSETS</b>	
Tanpa peringkat	385.066	-	-	385.066	Not yet overdue
Nilai tercatat bruto	385.066	-	-	385.066	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
<b>NILAI TERCATAT</b>	<b>385.066</b>	<b>-</b>	<b>-</b>	<b>385.066</b>	<b>CARRYING AMOUNT</b>

## RISIKO PASAR

Risiko pasar adalah risiko terjadinya perubahan harga pasar, seperti tingkat suku bunga dan nilai tukar valuta asing, yang akan memengaruhi pendapatan Bank atau nilai dari instrumen keuangan yang dimilikinya. Tujuan dari manajemen risiko pasar adalah untuk mengelola dan mengendalikan eksposur risiko pasar dalam parameter yang dapat diterima, dan secara bersamaan mengoptimalkan hasil pengembalian atas risiko yang diambil. Penerapan manajemen risiko pasar Bank meliputi risiko suku bunga dan risiko nilai tukar yang timbul baik dari posisi *trading book* maupun posisi *banking book*.

*Asset and Liability Committee (ALCO)*, yang diketuai oleh Presiden Direktur, dengan anggota Direksi terkait, Kepala Departemen terkait, dan Departemen *Global Market* sebagai sekretaris ALCO, mengadakan rapat secara berkala untuk mengkaji profil bisnis Bank dan dampaknya terhadap pengelolaan aset dan kewajiban. ALCO menentukan strategi pengelolaan aset dan kewajiban dengan mempertimbangkan lingkungan bisnis saat ini dan yang diharapkan. ALCO mengkaji posisi aset, kewajiban, dan suku bunga dan posisi *gap* likuiditas pada *banking book*. ALCO juga menetapkan suku bunga deposito dan suku bunga acuan kredit.

Dalam penerapan manajemen risiko pasar, dengan mengacu kepada *best practice*, selain kaji ulang dan pemantauan atas limit-limit yang ada, yaitu *stop loss limit*, limit Posisi Devisa Neto (PDN), faktor sensitivitas (PV01), dan *Management Action Triggers (MATs)*, Bank juga menerapkan *stress testing* dan faktor risiko (PSE risk factor) dalam penentuan limit FX untuk *counterparty* serta memastikan bahwa transaksi yang dilakukan Bank sesuai dengan harga pasar (pemantauan *off market*). Selain itu, valuasi terhadap portofolio yang dimiliki Bank didasarkan atas sumber data pasar yang lazim digunakan.

Dalam area manajemen risiko *banking book*, pengelolaan risiko suku bunga dilakukan melalui pendekatan faktor sensitivitas (PV01) dan *stress testing*, baik dari perspektif pendapatan maupun nilai ekonomis, yang telah disesuaikan dengan peraturan terkini dari regulator. Metode-metode ini membantu Bank dalam menentukan perkiraan risiko suku bunga di *banking book* dengan lebih akurat.

Bank juga telah menetapkan Prosedur Rencana Darurat untuk kejadian terkait risiko pasar dan risiko suku bunga *banking book* dengan tujuan untuk memperjelas indikator peringatan dini dan proses eskalasi dalam situasi darurat.

## MARKET RISK

Market risk is the risk of changes in market prices, such as interest rates and foreign exchange rates, which will affect The Bank's income or the value of its financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while simultaneously optimizing the return on risk. Implementation of The Bank's market risk management includes interest rate risk and exchange rate risk arising both from trading book position and banking book position.

The Asset and Liability Committee (ALCO), chaired by President Director, with members comprising related Board of Directors, related Heads of Departments, and Global Market Department as secretary of ALCO. The ALCO meets periodically to review The Bank's business profile and its impact on asset and liability management. It determines the strategies of asset and liability management by considering the current and expected business environment. It reviews the position of assets, liabilities, and interest rates and liquidity gap position in the banking book. It also determines the term deposit rates and lending rates.

In the implementation of market risk management, with reference to best practices, in addition to reviewing and monitoring existing limits, namely stop loss limit, Net Open Position (NOP) limit, sensitivity factor (PV01), and Management Action Triggers (MATs), The Bank also conducts stress testing and risk factor (PSE risk factor) in determining FX limits for counterparties and ensuring that transactions carried out by The Bank are in accordance with market prices (off market monitoring). Moreover, valuations of The Bank's portfolio are based on commonly used market data sources.

In the banking book risk management area, the interest rate risk management is carried out through a sensitivity factor (PV01) approach and stress testing, both from income perspective and economic value perspective, which have been adjusted to the current regulations of regulators. These methods help The Bank in determining the interest rate risk in the banking book more accurately.

The Bank has established Emergency Plan Procedure for market risk and interest rate risk in the banking book events with the aim to have more clarity in early warning indicators and escalation process during emergency situation.

## RISIKO SUKU BUNGA

Risiko suku bunga timbul dari adanya kemungkinan bahwa perubahan tingkat suku bunga akan memengaruhi aliran kas di masa depan atau nilai wajar instrumen keuangan. Posisi ini dipantau secara bulanan untuk memastikan bahwa posisi tersebut dapat dikelola oleh Bank. Pengelolaan risiko suku bunga dilakukan dengan pemantauan sensitivitas aset dan liabilitas keuangan Bank atas berbagai skenario suku bunga. Tabel di bawah ini menyajikan aset berbunga dan liabilitas berbunga (bukan untuk tujuan diperdagangkan) Bank pada nilai tercatat, yang dikategorikan menurut mana yang lebih terdahulu antara tanggal *repricing* atau tanggal jatuh tempo kontraktual:

## INSTRUMEN DENGAN TINGKAT SUKU BUNGA MENGAMBANG

## INTEREST RATE RISK

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or the fair values of financial instruments. This position is monitored on a monthly basis to ensure that the position can be managed by The Bank. Interest rate risk management is performed by monitoring the sensitivity of The Bank's assets and liabilities over various interest rate scenarios. The table below presents The Bank's interest-earning assets and interest-bearing liabilities (not for trading purpose) at carrying amounts, categorized by whichever is earlier between the repricing or contractual maturity dates:

## FLOATING RATE INSTRUMENTS

dalam Rp juta I in Rp million

Uraian	Hingga 3 bulan Up to 3 months		3-12 bulan   months		Description
	2022	2021	2022	2021	
Giro pada Bank Indonesia	-	-	-	-	Current accounts with Bank Indonesia
Giro pada bank-bank lain	-	-	-	-	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	655.536	-	-	-	Placements with Bank Indonesia and other banks
Efek-efek yang dibeli dengan janji dijual kembali	-	-	-	-	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	-	230.000	-	-	Investment in securities
Kredit yang diberikan	19.659.816	21.390.975	6.484.057	1.417.296	Loans receivable
	<b>20.315.352</b>	<b>21.620.975</b>	<b>6.484.057</b>	<b>1.417.296</b>	
Simpanan nasabah	(10.478.129)	(12.325.635)	(5.862)	-	Deposits from customers
Simpanan dari bank-bank lain	(166)	(1.226.342)	-	-	Deposits from other banks
Pinjaman yang diterima	(5.292.950)	(2.137.875)	-	-	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayarkan	-	-	-	-	Other liabilities and accrued expenses
Efek-efek yang dijual dengan janji dibeli kembali	-	-	-	-	Securities sold under agreements to repurchase
Pinjaman subordinasi	(934.050)	(855.150)	(1.167.563)	(1.068.938)	Subordinated loans
	<b>(16.705.295)</b>	<b>(16.545.002)</b>	<b>(1.173.425)</b>	<b>(1.068.938)</b>	
<b>Jumlah</b>	<b>3.610.056</b>	<b>5.075.973</b>	<b>5.310.632</b>	<b>348.358</b>	<b>Total</b>

## INSTRUMEN DENGAN TINGKAT SUKU BUNGA TETAP

## FIXED RATE INSTRUMENTS

Uraian	Hingga 3 bulan Up to 3 months		3-12 bulan   months		1-2 tahun   years		> 2 tahun   years		Description
	2022	2021	2022	2021	2022	2021	2022	2021	
Giro pada Bank Indonesia	2.442.289	6.956.504	-	-	-	-	-	-	Current accounts with Bank Indonesia
Giro pada bank-bank lain	2.385.188	2.164.453	-	-	-	-	-	-	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	6.972.794	9.901.128	343.574	301.413	-	-	-	-	Placements with Bank Indonesia and other banks
Efek-efek yang dibeli dengan janji dijual kembali	8.268.921	8.183.786	1.566.852	-	-	-	-	-	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	760.721	2.578	1.279.717	1.184.019	1.207.669	480.200	3.746.984	4.332.403	Investment in securities
Kredit yang diberikan	18.804	1.603.607	67.296	796.440	206.862	349.050	778.032	2.692.655	Loans receivable
	<b>20.848.717</b>	<b>28.812.056</b>	<b>3.257.439</b>	<b>2.281.872</b>	<b>1.414.531</b>	<b>829.250</b>	<b>4.525.016</b>	<b>7.025.058</b>	
Simpanan nasabah	(23.439.680)	(14.774.626)	(6.962.770)	(19.727.323)	-	-	-	-	Deposits from customers
Simpanan dari bank-bank lain	(1.226.585)	(950.850)	(238.012)	(315.700)	-	-	-	-	Deposits from other banks
Pinjaman yang diterima	-	-	-	(2.378.386)	-	-	-	-	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayarkan	-	-	(1.073)	-	(78)	(11.173)	(19.745)	(26.651)	Other liabilities and accrued expenses
Efek-efek yang dijual dengan janji dibeli kembali	(610.523)	(370.731)	-	-	-	-	-	-	Securities sold under agreements to repurchase
Pinjaman subordinasi	-	-	-	-	-	-	-	-	Subordinated loans
	<b>(25.276.788)</b>	<b>(16.096.207)</b>	<b>(7.201.855)</b>	<b>(22.421.409)</b>	<b>(78)</b>	<b>(11.173)</b>	<b>(19.745)</b>	<b>(26.651)</b>	
<b>Jumlah</b>	<b>(4.428.071)</b>	<b>12.715.849</b>	<b>(3.944.416)</b>	<b>(20.139.537)</b>	<b>1.414.453</b>	<b>818.077</b>	<b>4.505.271</b>	<b>6.998.407</b>	<b>Total</b>

Berdasarkan perjanjian kredit dengan debitur/nasabah, Bank berhak mengubah besaran suku bunga sewaktu-waktu atas dasar pertimbangan Bank, kecuali untuk kredit-kredit tertentu yang sudah ditetapkan jangka waktu *repricing*.

### INTEREST RATE RISK IN BANKING BOOK (IRRBB)

*Interest Rate Risk in Banking Book* (IRRBB) merupakan risiko akibat pergerakan suku bunga di pasar yang berlawanan dengan posisi *banking book*, yang memiliki potensi memberikan dampak terhadap permodalan dan pendapatan Bank baik untuk saat ini atau pada masa mendatang.

Mengacu kepada SEOJK No. 12/SEOJK.03/2018, Bank menggunakan 2 (dua) metode dalam melakukan pengukuran IRRBB sebagai berikut:

- Pengukuran berdasarkan perubahan pada nilai ekonomis dari ekuitas (*economic value of equity*), yang selanjutnya disingkat EVE, adalah suatu metode yang mengukur dampak perubahan suku bunga terhadap nilai ekonomis dari ekuitas Bank; dan
- Pengukuran berdasarkan perubahan pada pendapatan bunga bersih (*net interest income*), yang selanjutnya disingkat NII, adalah suatu metode yang mengukur dampak perubahan suku bunga terhadap pendapatan Bank.

### INTEREST RATE RISK IN BANKING BOOK (IRRBB) BANK SECARA INDIVIDU

Based on the loan agreement with the debtors/customers, The Bank has the right to change the interest rate at any time based on the consideration of The Bank, except for certain loans with repricing period have been determined.

### INTEREST RATE RISK IN BANKING BOOK (IRRBB)

Interest Rate Risk in Banking Book (IRRBB) is the risk that exists due to the movement of market interest rate that is contrary to the banking book position, which has the potential to impact The Bank's capital and income, either for now or in the future.

In reference to SEOJK No. 12/SEOJK.03/2018, The Bank uses 2 (two) methods in measuring IRRBB as follows:

- Measurement based on changes in the economic value of equity, hereinafter abbreviated as EVE, is a method that measures the impact of changes in interest rates on the economic value of The Bank's equity; and
- Measurement based on changes in net interest income, hereinafter abbreviated as NII, is a method that measures the impact of changes in interest rates on The Bank's income.

### THE BANK'S INTEREST RATE RISK IN BANKING BOOK (IRRBB) AS INDIVIDUAL

dalam Rp juta I in Rp million

Uraian Description	ΔEVE		ΔNII	
	2022	2021	2022	2021
<i>Parallel up</i>	(341.988)	(454.801)	10.322	119.139
<i>Parallel down</i>	406.887	617.391	(10.322)	(119.139)
<i>Steeper</i>	(56.164)	(313.804)		
<i>Flatter</i>	(20.593)	207.046		
<i>Short rate up</i>	(169.244)	(57.415)		
<i>Short rate down</i>	183.543	74.884		
Nilai maksimum negatif (absolut) Negative maximum value (absolute)	341.988	454.801	10.322	119.139
Modal Tier 1 (untuk ΔEVE) atau <i>projected income</i> (untuk ΔNII) Tier 1 capital (for ΔEVE) or projected income (for ΔNII)	5.532.750	5.418.827	1.425.833	1.238.173

dalam Rp juta I in Rp million

Uraian Description	ΔEVE		ΔNII	
	2022	2021	2022	2021
Nilai maksimum dibagi modal <i>Tier 1</i> (untuk ΔEVE) atau <i>projected income</i> (untuk ΔNII) Maximum value divided by Tier 1 capital (for ΔEVE) or projected income (for ΔNII)	6,18%	8,39%	0,72%	9,62%

### Analisa Kualitatif Qualitative Analysis

#### 1. Definisi IRRBB untuk pengukuran dan pengendalian risiko

Risiko suku bunga dalam *banking book* atau IRRBB adalah risiko akibat pergerakan suku bunga di pasar yang berlawanan dengan posisi *banking book*, yang berpotensi memberikan dampak terhadap permodalan dan rentabilitas (*earnings*) Bank baik untuk saat ini maupun pada masa mendatang.

Definisi tersebut di atas merujuk kepada:

- POJK No. 18/POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum;
- SEOJK No. 34/SEOJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum;
- SEOJK No. 12/SEOJK.03/2018 tentang Penerapan Manajemen Risiko dan Pengukuran Risiko Pendekatan Standar untuk Risiko Suku Bunga dalam *Banking Book* bagi Bank Umum.

#### Definition of IRRBB for risk measurement and control

IRRBB is defined as risk due to the adverse movement of interest rate in market which is opposite to the *Banking Book*, potentially conducting impact to the capital and earnings of The Bank both for present time and future time.

The above definition refers to:

- POJK No. 18/POJK.03/2016 concerning Application of Risk Management for Commercial Banks;
- SEOJK No. 34/SEOJK.03/2016 concerning Application of Risk Management for Commercial Banks;
- SEOJK No. 12/SEOJK.03/2018 concerning Application of Risk Management and Measurements of Standardized Approach for Interest Rate Risk in the Banking Book for Commercial Banks.

#### 2. Strategi Manajemen Risiko dan Mitigasi Risiko untuk IRRBB

Dalam mengelola dan memitigasi risiko IRRBB, Bank telah menentukan limit untuk IRRBB (EVE dan NII) sebagai berikut:

- Sensitivitas pendapatan yang merupakan dampak perubahan suku bunga sebesar 400bps, 200bps dan 250bps untuk 3 (tiga) mata uang utama Bank yaitu IDR, USD dan CNY terhadap pendapatan bunga bersih.
- Sensitivitas risiko suku bunga yang merupakan dampak perubahan *shock* suku bunga yang merujuk kepada 6 (enam) skenario *shock* suku bunga yang merujuk kepada SEOJK No. 12/SEOJK.03/2018 untuk 3 (tiga) mata uang utama Bank yaitu IDR, USD, dan CNY terhadap modal *Tier 1*.

Selain itu, saat ini secara bertahap Bank melakukan kajian dan negosiasi dengan debitur untuk mengubah suku bunga pinjaman dari suku bunga tetap menjadi suku bunga mengambang. Hal ini karena hampir seluruh liabilitas Bank memiliki *repricing* suku bunga berjangka pendek (1 – 6 bulan).

#### Risk Management Strategy and Risk Mitigation for IRRBB

In managing and mitigating IRRBB, The Bank has determined limit for IRRBB (EVE and NII) as follows:

- Sensitivity of income which is an impact of changing in interest rate for 3 (three) major currencies of The Bank by 400bps, 200bps and 250bps for IDR, USD, and CNY respectively against net interest income.
- Sensitivity of interest rate risk which an impact of changing in interest rate scenario referring to 6 (six) interest rate shock scenario in SEOJK No. 12/SEOJK.03/2018 for 3 (three) major currencies of The Bank namely IDR, USD, and CNY against Tier 1 capital.

In addition, currently The Bank gradually conducts study and negotiation with debtors to change lending rate from fixed rate to floating rate. This is due to most of The Bank liabilities has short-term interest rate repricing (1 – 6 months).

### Analisa Kualitatif Qualitative Analysis

#### 3. **Periodisasi perhitungan IRRBB dan penjelasan mengenai pengukuran spesifik yang digunakan untuk mengukur sensitivitas terhadap IRRBB**

Dalam implementasinya Bank melakukan perhitungan IRRBB setiap bulan, dengan menggunakan asumsi pengukuran sebagai berikut:

- Bank melakukan perhitungan dan analisa produk *non-maturity deposit* secara berkala untuk menentukan porsi *core deposit* dan *non-core deposit* dengan menggunakan data historis yang dimiliki oleh Bank berdasarkan klasifikasi segmen sebagai berikut: Ritel Transaksional, Ritel Non-Transaksional, dan *Wholesale*.
- Penempatan arus kas untuk *non-core deposit* yaitu dalam skala waktu *overnight*, sedangkan penempatan arus kas untuk *core deposit* sesuai dengan hasil perhitungan yang dilakukan dengan mempertimbangkan *caps* terhadap jangka waktu rata-rata dan maksimum proporsi dari *core deposit* berdasarkan kategori merujuk kepada SEOJK No. 12/SEOJK.03/2018.
- Asumsi arus kas untuk pinjaman dengan suku bunga mengambang apabila tidak ada informasi lebih detail ditempatkan pada skala waktu 3 (tiga) bulan untuk pinjaman USD dan 1 (satu) bulan untuk pinjaman IDR dan CNY.

#### **Periodization of IRRBB calculation and explanation of specific measurements used to measure sensitivity to IRRBB**

In its implementation The Bank carries out an IRRBB calculation every month, using the following measurement assumptions:

- The Bank performs the calculation and analysis of non-maturity deposit products on a regular basis to determine the portion of core deposits and non-core deposits using historical data owned by The Bank based on the segment classification as follows: Retail Transactional, Retail Non-Transactional, and Wholesale.
- Placement of cash flows for non-core deposits is on overnight time scale, while the placement of cash flows for core deposits is in accordance with the results of calculations by considering caps against the average period and maximum proportion of core deposits in respective category referring to SEOJK No. 12/SEOJK.03/2018.
- Assumption of cash flows for loans with floating interest rates if there is no more detailed information is placed on a time scale of 3 (three) months for USD loans and 1 (one) month for IDR and CNY loans.

#### 4. **Skenario *shock* suku bunga dan skenario *stress* yang digunakan dalam perhitungan IRRBB dengan menggunakan metode EVE dan NII**

Bank menggunakan skenario *shock* suku bunga merujuk kepada SEOJK No. 12/SEOJK.03/2018 tentang Penerapan Manajemen Risiko dan Pengukuran Risiko Pendekatan Standar untuk Risiko Suku Bunga dalam *Banking Book* bagi Bank Umum, untuk 3 (tiga) mata uang utama Bank yaitu IDR, USD, dan CNY.

#### **The interest rate shock scenario and the stress scenario used in the IRRBB calculation using the EVE and NII methods**

The Bank uses an interest rate shock scenario referring to SEOJK No. 12/ SEOJK.03/2018 concerning the Application of Risk Management and Measurements of Standardized Approach for Interest Rate Risk in the Banking Book for Commercial Banks, for 3 (three) major currencies of The Bank namely IDR, USD, and CNY.

#### 5. **Asumsi pemodelan yang digunakan secara signifikan dalam IMS yang berbeda dari asumsi pemodelan yang digunakan dalam laporan perhitungan IRRBB dengan pendekatan standar, termasuk dampaknya serta alasan penggunaan asumsi tersebut, jika ada**

Bank tidak menggunakan asumsi pemodelan yang berbeda antara IMS Bank dan laporan perhitungan IRRBB kepada regulator.

#### **The modeling assumptions used significantly in the IMS that are different from the modeling assumptions used in the IRRBB calculation report with a standardized approach, including the impact and the reasons for using these assumptions, if any**

The Bank does not use different modeling assumptions between The Bank's IMS and IRRBB calculation reports to the regulator.

#### 6. **Lindung nilai (*hedging*) terhadap IRRBB (apabila ada) dan perlakuan akuntansi terkait**

Untuk saat ini, tidak terdapat lindung nilai (*hedging*) terhadap IRRBB yang dilakukan Bank dengan menggunakan instrumen seperti *interest rate swap*.

#### **Hedging against IRRBB (if any) and related accounting treatment**

At present, there is no hedging against IRRBB by The Bank using instruments such as interest rate swap.

## Analisa Kualitatif Qualitative Analysis

7. **Asumsi utama pemodelan dan parametrik yang digunakan dalam menghitung  $\Delta$ EVE dan  $\Delta$ NII**
- a. Perhitungan margin komersial dan *spread components* lainnya dalam arus kas dan dalam tingkat suku bunga diskon yang digunakan dalam perhitungan dengan metode EVE;**  
Bank tidak memasukkan komponen margin komersial dan *spread* ke dalam perhitungan IRRBB.
- b. Rata-rata jatuh tempo penilaian ulang (*repricing maturities*) NMD dalam pengungkapan kuantitatif ditentukan (termasuk karakteristik unik produk yang memengaruhi penilaian *repricing behaviour*);**  
Dalam penentuan rata-rata jatuh tempo penilaian ulang (*repricing maturities*) untuk NMD, Bank menggunakan *caps* terhadap jangka waktu rata-rata dari *core deposit* berdasarkan kategori merujuk kepada SEOJK No. 12/SEOJK.03/2018. Sedangkan untuk *non-core deposit* ditempatkan pada skala waktu *overnight*.
- c. Metodologi yang digunakan untuk mengestimasi *prepayment rate* dari pinjaman dan/atau *early withdrawal rate* untuk deposito berjangka dan asumsi signifikan lainnya;**  
Bank secara berkala melakukan analisis terhadap *prepayment rate* untuk *loan* dan *withdrawal rate* untuk deposito berjangka dengan menggunakan data historis yang dimiliki Bank. Hasil perhitungan terakhir yang dilakukan menunjukkan bahwa persentase *prepayment rate* dan *withdrawal rate* yang dimiliki oleh Bank tidak signifikan sehingga Bank menggunakan asumsi jatuh tempo secara kontraktual untuk produk-produk tersebut.
- d. Asumsi lainnya, termasuk instrumen dengan opsi perilaku (*behaviour options*) yang telah dikeluarkan dari perhitungan, yang memiliki dampak material terhadap  $\Delta$ EVE dan  $\Delta$ NII yang diungkapkan dalam laporan perhitungan IRRBB dengan pendekatan standar serta penjelasan mengenai bagaimana hal tersebut berdampak material;**  
Dalam perhitungan, Bank mengeluarkan instrumen ekuitas dari IRRBB.
- e. Metodologi agregasi antar mata uang dan korelasi suku bunga antar mata uang yang signifikan.**  
Metodologi agregasi antar mata uang dengan menggunakan total mata uang tanpa korelasi suku bunga.
- The main assumptions of modeling and parametric used in calculating  $\Delta$ EVE and  $\Delta$ NII**
- a. Calculation of commercial margins and other spread components in cash flow and in the discount rate used in the calculation using the EVE method;**  
The Bank does not include the commercial margin and spread components in the IRRBB calculation.
- b. The average maturity of the re-assessment (*repricing maturities*) of NMD in quantitative disclosures is determined (including the unique characteristics of the product that affect the assessment of *repricing behavior*);**  
In determining the average maturity (*repricing maturities*) for NMD, The Bank uses caps on the average time period of the core deposit based on the category referring to SEOJK No. 12/SEOJK.03/2018. Non-core deposits are placed on an overnight time scale.
- c. The methodology used to estimate the prepayment rate of loans and/or early withdrawal rate for time deposits and other significant assumptions;**  
The Bank periodically analyzes the prepayment rate for loans and withdrawal rates for time deposits using historical data held by The Bank. The results of the latest calculations show that the percentage of the prepayment rate and withdrawal rate owned by The Bank is not significant, therefore The Bank uses the contractual maturity assumption for these products.
- d. Other assumptions, including instruments with behavioral options that have been excluded from calculations, which have a material impact on  $\Delta$ EVE and  $\Delta$ NII that are disclosed in the IRRBB calculation report with a standardized approach and an explanation of how it impacts materially;**  
In the calculation, The Bank exclude equity instruments from the IRRBB.
- e. Methodology of aggregation between currencies and significant correlation of interest rates between currencies.**  
Methodology of aggregation between currencies using total currencies without interest rate correlation.

**Analisa Kualitatif**  
Qualitative Analysis

8. **Informasi lainnya yang perlu diungkapkan terkait interpretasi terhadap signifikansi dan sensitivitas hasil pengukuran IRRBB yang telah diungkapkan dan/atau penjelasan terhadap variasi yang signifikan pada tingkat IRRBB yang dilaporkan dibandingkan dengan pengungkapan sebelumnya (apabila ada).**  
Informasi dan asumsi yang digunakan telah dijelaskan pada no. 2 – 7 di atas.

**Other information that needs to be disclosed related to the interpretation of the significance and sensitivity of the IRRBB measurement results that have been disclosed and/or explanation of significant variations in the reported IRRBB level compared to the previous disclosures (if any).**

The information and assumptions used have been explained in no. 2 - 7 above.

**Analisa Kuantitatif**  
Quantitative Analysis

1. **Rata-rata jangka waktu penyesuaian suku bunga (*repricing maturity*) yang diterapkan untuk NMD**  
Arus kas *core deposit* ditempatkan pada skala waktu berdasarkan *caps* yang merujuk kepada SEOJK No. 12/SEOJK.03/2018 yaitu 5 (lima) tahun untuk rekening ritel transaksional, 4,5 (empat setengah) tahun untuk rekening ritel non-transaksional dan 4 (empat) tahun untuk rekening *wholesale*, sedangkan penempatan arus kas untuk *non-core deposit* ditempatkan pada skala waktu *overnight*.

**Average tenor of repricing maturity to be applied to NMD**

Cash flows for core deposit are placed on a time scale based on caps which refer to SEOJK No. 12/SEOJK.03/2018, which 5 (five) years for retail transactional accounts, 4.5 (four and a half) years for retail non-transactional accounts and 4 (four) years for wholesale accounts, while cash flows for non-core deposits are placed on the overnight time scale.

2. **Jangka waktu penyesuaian suku bunga (*repricing maturity*) terlama yang diterapkan untuk NMD**  
Jangka waktu penyesuaian terlama yang diterapkan pada NMD adalah 5 (lima) tahun.

**Longest tenor of repricing maturity applied for NMD**

Longest repricing applied for NMD is 5 (five) years.

**Risiko Nilai Tukar**

Risiko nilai tukar merupakan risiko di mana nilai instrumen keuangan akan berfluktuasi karena perubahan kurs nilai tukar. Bank telah menetapkan batasan posisi berdasarkan mata uang yang dipantau secara harian untuk memastikan bahwa posisi tersebut tetap berada dalam batasan yang telah ditetapkan.

Bank memiliki eksposur risiko mata uang melalui transaksi dalam mata uang asing. Bank memonitor konsentrasi risiko yang terkait dengan tiap mata uang individual sehubungan dengan penjabaran transaksi, aset moneter dan liabilitas moneter dalam mata uang asing ke dalam mata uang fungsional Bank, yaitu IDR.

Perhitungan Posisi Devisa Neto (PDN) dilakukan berdasarkan peraturan dari regulator yang berlaku. Bank diwajibkan untuk menjaga PDN secara keseluruhan maksimum 20% dari total modal.

**Exchange Rate Risk**

Exchange rate risk represents the risk that the value of financial instruments will fluctuate due to changes in the exchange rate. The Bank has set limits on positions by currency that is monitored on a daily basis to ensure that the positions remain within the predetermined limits.

The Bank is exposed to currency risk through transactions denominated in foreign currency. The Bank monitors the concentration of risk associated with each individual currency in respect of the translation of foreign currency transactions and monetary assets and liabilities into The Bank's functional currency, which is IDR.

Calculation of Net Open Position (NOP) is based on prevailing regulations from regulators. The Bank is required to maintain the overall NOP at a maximum of 20% from total capital.

PDN pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

The NOP as of December 31, 2022 and 2021 is as follows:

## PERHITUNGAN POSISI DEvisa NETO

## NET OPEN POSITION CALCULATION

dalam Rp juta I in Rp million

Mata Uang Currency	Keseluruhan (Laporan Posisi Keuangan dan Rekening Administratif) Aggregate (Statement of Financial Position and Off-Balance Sheet Accounts)					
	Aset Assets		Liabilitas Liabilities		Posisi Devisa Neto (Nilai Absolut) Net Open Position (Absolute Amount)	
	2022	2021	2022	2021	2022	2021
Dolar Amerika Serikat United States Dollar	24.301.838	21.564.030	24.223.397	21.509.266	78.441	54.764
Yuan China Chinese Yuan	3.183.170	2.640.286	3.123.369	2.601.330	59.801	38.956
Euro Eropa European Euro	10.310	7.695	10.057	7.781	253	86
Dolar Singapura Singapore Dollar	26.016	20.834	25.949	19.641	67	1.193
Dolar Australia Australian Dollar	18.052	6.230	17.861	6.499	191	269
Dolar Hong Kong Hong Kong Dollar	4.105	5.062	281	1.023	3.824	4.039
Poundsterling Inggris British Poundsterling	3.531	8.923	4.680	8.998	1.149	75
Yen Jepang Japanese Yen	1.205	665	1.357	244	152	421
Dolar Selandia Baru New Zealand Dollar	2.153	449	1.517	185	636	264
<b>Jumlah</b> Total					<b>144.514</b>	<b>100.067</b>
<b>Jumlah Modal</b> Total Capital					<b>6.376.182</b>	<b>6.584.973</b>
Rasio PDN (Keseluruhan) NOP Ratio (Aggregate)					<b>2,27%</b>	<b>1,52%</b>

Fungsi manajemen risiko pasar diterapkan secara independen, antara lain, dengan terdapatnya pemisahan yang jelas antara tugas dan tanggung jawab setiap pihak yang terkait risiko pasar. Departemen *Global Market (front office)* sebagai unit bisnis mengelola risiko pasar secara harian, *Unit Settlement Center (back office)* melakukan fungsi *settlement*, dan Departemen Manajemen Risiko (*middle office*) sebagai pihak yang independen memastikan pengelolaan risiko pasar sesuai dengan limit yang telah ditetapkan. Limit yang ditetapkan telah dipantau secara berkala dan telah berjalan dengan baik, antara lain pemantauan atas *stop loss limit, Management Action Triggers (MATs), off-market, PDN, dan VaR* telah dilakukan secara harian. Limit ini dikaji ulang secara berkala.

Risiko suku bunga dengan menggunakan pendekatan *repricing* diukur berdasarkan sensitivitas terhadap pendapatan bunga bersih dan nilai ekonomi permodalan.

Selain itu, *stress testing* dilakukan dengan berbagai skenario untuk mengukur kerugian dan inisiasi langkah-langkah pengendalian.

## RISIKO LIKUIDITAS

Risiko likuiditas adalah risiko akibat ketidakmampuan Bank untuk memenuhi liabilitas yang jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan, tanpa mengganggu aktivitas dan kondisi keuangan Bank.

Risiko likuiditas diukur melalui, antara lain, rasio likuiditas yang terdiri dari rasio aset likuid, *Loan to Funding Ratio (LFR)*, rasio depositan besar, *Liquidity Coverage Ratio (LCR)*, *Net Stable Funding Ratio (NSFR)*, dan maksimum arus kas keluar. Pengendalian risiko likuiditas dilakukan dengan menetapkan limit-limit yang mengacu pada ketentuan regulator maupun internal serta menetapkan indikator peringatan dini.

Bank senantiasa mempertahankan aset likuid pada tingkat yang dipandang aman, memperkecil ketergantungan pada depositan besar, dan memastikan bahwa Bank dapat memperoleh akses sumber pendanaan baik pada kondisi normal maupun krisis, dengan mempertimbangkan *stress testing* yang dilakukan. Sedangkan pengendalian risiko likuiditas dilakukan melalui strategi pendanaan, pengelolaan posisi likuiditas dan risiko likuiditas harian, pengelolaan aset likuid yang berkualitas tinggi, dan rencana pendanaan darurat (*contingency funding plan*).

The market risk management function is applied independently, among others, through clear segregation of duties and responsibilities of each party in relation to market risk. The Global Market Department (front office) serves as a business unit to manage market risk on a daily basis, the Settlement Center Unit (back office) performs the settlement function, and the Risk Management Department (middle office) serves as an independent party to ensure the market risk management is in accordance with predetermined limits. The predetermined limits have been monitored periodically and have been running well, among others the monitoring of stops loss limit, Management Action Triggers (MATs), off-market, NOP, and VaR, have been done on a daily basis. These limits are reviewed regularly.

The interest rate risk by repricing approach is measured based on its net interest income sensitivity and economic value of equity.

In addition, stress testing is simulated through various scenarios in order to measure losses and initiate control measures.

## LIQUIDITY RISK

Liquidity risk is the risk caused by the inability of The Bank to settle liabilities at due date from cash flow funding sources and/or of high-quality liquid assets that could be collateralized, without disrupting the activities and financial condition of The Bank.

Liquidity risk is measured through, among others, the ratio of liquid assets, Loan to Funding Ratio (LFR), the ratio of large depositors, Liquidity Coverage Ratio (LCR), Net Stable Funding Ratio (NSFR), and maximum cash outflow. Liquidity risk control is carried out by setting limits that refer to both regulatory and internal provisions, and by establishing early warning indicators.

The Bank continues to maintain liquid assets at a level that is deemed safe, minimize dependency on large depositors, and ensure that The Bank can obtain access to financing sources in both normal and crisis conditions, by considering stress testing. Liquidity risk control is conducted through funding strategy, liquidity position and daily liquidity risk management, high quality liquid asset management, and contingency funding plan.

Manajemen risiko likuiditas merupakan salah satu fungsi yang sangat penting bagi Bank. Pendekatan proaktif yang melibatkan manajemen Bank dan semua departemen terkait dalam mengoptimalkan dan memperkuat sumber pendanaan bagi Bank akan terus dilakukan, salah satunya untuk memperbaiki *mismatch* likuiditas melalui pendanaan jangka panjang yang terutama berasal dari perusahaan induk. Sebagai tambahan, Bank juga melakukan *stress testing* dengan asumsi dasar yang telah disepakati untuk memastikan kebutuhan pendanaan pada periode *stress*, pemantauan atas indikator peringatan dini, rasio aset likuid, LCR, NSFR, dan memastikan likuiditas jangka pendek senantiasa disesuaikan dengan perkembangan yang ada.

Selain itu, Rencana Pendanaan Darurat (*Contingency Funding Plan*) telah disusun untuk mempersiapkan Bank jika terjadi krisis likuiditas, termasuk *standby committed facility* dari bank lokal, di mana pemicu Rencana Pendanaan Darurat dipantau secara berkala dan uji coba Rencana Pendanaan Darurat dilakukan 1 (satu) tahun sekali.

Untuk memantau mitigasi risiko likuiditas, Bank membentuk ALCO yang bertanggung jawab terhadap pengelolaan risiko likuiditas.

Liquidity risk management is one of the most critical functions in The Bank. A proactive approach involving the management of The Bank and all relevant departments in optimizing and strengthening funding sources for The Bank will continue to be carried out, one of which is to improve the liquidity mismatch through long-term funding that mainly comes from the parent company. In addition, The Bank also conducts stress testing with agreed basic assumptions to ensure funding needs in the stress period, monitoring of early warning indicators, liquid assets ratio, LCR, NSFR, and ensures the short-term liquidity is always adjusted to current developments.

Moreover, the Contingency Funding Plan has been prepared to prepare The Bank in the event of a liquidity crisis, including standby committed facility from local banks, where triggers of the Contingency Funding Plan are regularly monitored and trials of the Contingency Funding Plan are conducted once a year.

To monitor liquidity risk mitigation, The Bank forms ALCO which is responsible for liquidity risk management.

## NILAI NOMINAL BRUTO ARUS KAS MASUK (KELUAR) BERDASARKAN SISA JATUH TEMPO KONTRAKTUAL LIABILITAS KEUANGAN

Uraian	Nilai tercatat Carrying amount		Nilai nominal bruto arus kas masuk (keluar) Gross nominal cash inflow (outflow)		Kurang dari 3 bulan Less than 3 months	
	2022	2021	2022	2021	2022	2021
<b>Liabilitas Non-Derivatif</b>						
Liabilitas segera	2.857	4.000	(2.857)	(4.000)	(2.857)	(4.000)
Simpanan nasabah	40.886.441	46.827.584	(41.386.693)	(47.028.373)	(33.951.720)	(38.217.311)
Simpanan dari bank-bank lain	1.464.763	2.492.892	(1.416.813)	(2.421.538)	(1.173.121)	(2.101.098)
Efek-efek yang dijual dengan janji dibeli kembali	610.523	370.731	(618.569)	(371.215)	(618.569)	(371.215)
Liabilitas akseptasi	66.800	222.283	(66.800)	(222.283)	(27.227)	(190.360)
Pinjaman yang diterima	5.292.950	4.516.261	(5.503.199)	(4.560.684)	(2.344.351)	(1.998)
Liabilitas lain-lain dan beban yang masih harus dibayar	199.249	182.908	(201.180)	(184.990)	(144.780)	(142.097)
Pinjaman subordinasi	2.101.613	1.924.088	(2.256.557)	(1.980.791)	-	(7.881)
	<b>50.625.196</b>	<b>56.540.747</b>	<b>(51.452.668)</b>	<b>(56.773.874)</b>	<b>(38.262.625)</b>	<b>(41.035.960)</b>
<b>Liabilitas Derivatif</b>						
Diperdagangkan:						
Arus kas keluar	80.179	24	(2.873.540)	(71.829)	(2.873.540)	(71.829)
Arus kas masuk	-	-	2.793.361	71.805	2.793.361	71.805
	<b>80.179</b>	<b>24</b>	<b>(80.179)</b>	<b>(24)</b>	<b>(80.179)</b>	<b>(24)</b>
<b>Jumlah</b>	<b>50.705.375</b>	<b>56.540.771</b>	<b>(51.532.847)</b>	<b>(56.773.898)</b>	<b>(38.342.804)</b>	<b>(41.035.984)</b>

### SISA JATUH TEMPO KONTRAKTUAL DARI LIABILITAS KEUANGAN

Pada tanggal 31 Desember 2022, nilai nominal bruto arus kas masuk (keluar) berdasarkan sisa jatuh tempo kontraktual liabilitas keuangan adalah seperti tabel di atas. Nilai nominal arus kas masuk (keluar) yang diungkapkan pada tabel di atas menyajikan arus kas kontraktual yang tidak didiskonkan terkait dengan nilai pokok dan bunga dari liabilitas keuangan. Arus kas atas instrumen keuangan yang diharapkan Bank bervariasi secara signifikan dari analisa ini. Sebagai contoh, simpanan diharapkan memiliki saldo yang stabil atau meningkat.

### RISIKO OPERASIONAL

Risiko operasional adalah risiko yang dapat timbul akibat ketidakcukupan dan/atau tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem, dan/atau adanya kejadian-kejadian eksternal yang memengaruhi operasional Bank. Risiko operasional melekat pada semua aktivitas, kegiatan operasional dan

### CONTRACTUAL REMAINING MATURITY OF FINANCIAL LIABILITIES

As of December 31, 2022, the gross nominal cash inflow (outflow) based on contractual remaining maturity of financial liabilities is represented in above table. The nominal cash inflow (outflow) disclosed in the above table represents an undiscounted contractual cash flows relating to the principal and interest on the financial liabilities. The Bank's expected cash flows on these financial instruments vary significantly from this analysis. For example, deposits are expected to have stable or increasing balance.

### OPERATIONAL RISK

Operational risk is the risk that may arise due to inadequacy and/or a malfunction of internal processes, human errors, system failures, and/or external events affecting The Bank's operations. Operational risk is inherent in all of The Bank's activities, operational activities, and products. Failure to manage operational risk

## GROSS NOMINAL CASH INFLOW (OUTFLOW) BASED ON CONTRACTUAL REMAINING MATURITY OF FINANCIAL LIABILITIES

dalam Rp juta | in Rp million

	3-12 bulan   months		1-5 tahun   years		Lebih dari 5 tahun More than 5 years		Description
	2022	2021	2022	2021	2022	2021	
<b>Non-Derivative Liabilities</b>							
	-	-	-	-	-	-	Liabilities immediately payable
	(7.431.893)	(8.756.442)	(3.080)	(10.010)	-	(44.610)	Deposits from customers
	(243.692)	(320.440)	-	-	-	-	Deposits from other banks
	-	-	-	-	-	-	Securities sold under agreements to repurchase
	(39.573)	(31.923)	-	-	-	-	Acceptance payables
	(984.740)	(2.407.860)	(2.174.108)	(2.150.826)	-	-	Borrowings
	-	(2.987)	(56.400)	(33.579)	-	(6.327)	Other liabilities and accrued expenses
	(949.824)	(23.659)	(1.306.733)	(1.949.251)	-	-	Subordinated loans
	<b>(9.649.722)</b>	<b>(11.543.311)</b>	<b>(3.540.321)</b>	<b>(4.143.666)</b>	-	<b>(50.937)</b>	
<b>Derivative Liabilities</b>							
							Trading:
	-	-	-	-	-	-	Cash outflow
	-	-	-	-	-	-	Cash inflow
	-	-	-	-	-	-	
	<b>(9.649.722)</b>	<b>(11.543.311)</b>	<b>(3.540.321)</b>	<b>(4.143.666)</b>	-	<b>(50.937)</b>	<b>Total</b>

produk Bank. Kegagalan mengelola risiko operasional dapat menyebabkan kerugian finansial, memengaruhi keselamatan karyawan dan reputasi Bank.

Kerangka kerja manajemen risiko operasional terdiri dari identifikasi dan penilaian risiko dan kontrol, kerangka proses analisa risiko atas produk baru, pengukuran dan pemantauan melalui alat bantu risiko operasional, dan mitigasi melalui peningkatan proses dan kontrol. Bank mengelola risiko operasional secara aktif dan konsisten dengan menerapkan prinsip kehati-hatian pada setiap kegiatan usaha Bank dan seluruh unit bisnis terkait. Pelaksanaan penilaian terhadap risiko operasional dilakukan Bank pada semua aktivitas fungsional secara komprehensif. Penilaian terhadap risiko operasional dilakukan atas penilaian terhadap risiko inheren dan kualitas penerapan manajemen risiko. Parameter yang digunakan sebagai dasar penilaian risiko inheren mencakup karakteristik dan kompleksitas bisnis, sumber daya manusia, teknologi informasi dan infrastruktur pendukung, *fraud* dan kejadian eksternal seperti terorisme, pandemi, dan bencana alam.

could lead to financial losses, affecting employees' safety and reputation of The Bank.

The operational risk management framework comprises identification and assessment of risks and controls, new products risk analysis framework, measurement and monitoring through operational risk tools, and mitigation through process and control enhancement. The Bank manages the operational risk actively and consistently by applying prudential principles to every business activity of The Bank and all related business units. The operational risk assessment is conducted by The Bank on all functional activities in a comprehensive manner. The assessment of operational risk is conducted on the assessment of inherent risk and the quality of risk management implementation. Parameters used as the basis for inherent risk assessment include the characteristic and complexity of business, human resources, information technology and supporting infrastructure, fraud and external events such as terrorism, pandemic, and natural disaster.

Unit-unit pengambil risiko berperan sebagai lini pertahanan pertama dalam pengelolaan risiko operasional sehari-hari. Lini pertahanan kedua meliputi fungsi-fungsi *controlling*, seperti manajemen risiko dan kepatuhan. Masing-masing fungsi ini, bersama dengan unit-unit bisnis, memastikan bahwa risiko di unit bisnis telah diidentifikasi dan dikelola dengan tepat.

Fungsi-fungsi bisnis pendukung bekerja sama untuk membantu menentukan strategi, menerapkan kebijakan dan prosedur Bank, dan mengumpulkan informasi untuk menyusun risiko Bank secara keseluruhan. Sementara itu, pengawasan independen yang dilakukan oleh Audit Internal sebagai lini pertahanan ketiga secara independen menilai efektivitas pengendalian internal dan pengelolaan risiko yang dilakukan oleh lini pertahanan pertama dan kedua dan memastikan kecukupan proses tersebut. Selain itu, fungsi audit juga secara aktif memberikan rekomendasi perbaikan terhadap proses operasional dan kualitas pelayanan.

Penerapan manajemen risiko operasional dilakukan melalui penyusunan dan penetapan kebijakan dan prosedur tertulis untuk setiap aktivitas operasional Bank, mengembangkan budaya organisasi yang sadar terhadap risiko operasional, memperkuat aspek keamanan dan keandalan operasi teknologi informasi sehingga kesalahan manusia, *fraud*, kesalahan proses, dan potensi kegagalan sistem yang menyebabkan terganggunya kelangsungan usaha dapat ditekan dan dimitigasi lebih dini. Bank juga mengembangkan pemantauan secara berkala oleh Departemen Manajemen Risiko terhadap hasil penilaian sendiri yang dilakukan unit-unit pengambil risiko atas risiko operasional yang melekat pada areanya masing-masing untuk mendeteksi secara dini dan melakukan pencegahan terhadap timbulnya risiko operasional, serta *Business Continuity Management*, untuk memastikan kemampuan Bank untuk tetap beroperasi jika terjadi bencana.

Sebagai bagian dari upaya Bank untuk meningkatkan pemantauan risiko operasional, Bank senantiasa melakukan penyesuaian cakupan dan peningkatan *Risk Control Self-Assessment* (RCSA) pada unit-unit pengambil risiko serta melakukan pemantauan pencatatan *Risk/Loss Event Database* (RLED), *Key Risk Indicators* (KRI), dan *Risk Representative Officer* sebagai kepanjangan tangan dari Departemen Manajemen Risiko dalam mengidentifikasi dan memitigasi terjadinya risiko operasional pada unit-unit pengambil risiko. Selain itu, Bank bersama dengan Departemen TI dalam kesiapan *Business Continuity Plan* (BCP) untuk meminimalkan risiko yang berhubungan dengan gangguan bisnis, baik karena masalah internal maupun eksternal, yang diuji coba secara berkala paling kurang 1 (satu) tahun sekali. Selama masa pandemi COVID-19, Bank berhasil menerapkan BCP dengan baik untuk meminimalkan risiko yang dapat mengganggu kegiatan operasional Bank.

Risk taking units act as the first line of defense in day-to-day enforcement of operational risk management. The second line of defense includes controlling functions, such as risk management and compliance. Each of these functions, together with the business units, ensures that risks in the business units have been properly identified and managed.

The supporting business functions work closely to help determining strategies, implementing The Bank policies and procedures, and collecting information to create a bank-wide view of risks. Meanwhile, the independent supervision conducted by the Internal Audit as the third line of defense independently assesses the effectiveness of the internal control and risk management implemented by the first and second lines of defense and ensures the adequacy of these processes. In addition, the audit function also proactively provides recommendations on improvements in operational processes and service quality.

The implementation of operational risk management is conducted through the preparation and stipulation of written policies and procedures for each operational activity of The Bank, developing organizational culture to have awareness of operational risk, strengthening security and reliability aspects of information technology operations so that human error, fraud, process error, and system failure that cause disruption of business continuity could be reduced and early mitigated. The Bank has also developed periodic monitoring performed by Risk Management Department on self-assessment results conducted by risk taking units for operational risk inherent to their respective areas for early detection and prevention of operational risk, as well as Business Continuity Management, to ensure The Bank's ability to continue to operate in the event of a disaster.

As part of The Bank's initiatives to improve operational risk monitoring, The Bank continues to adjust the scope and increase the Risk Control Self-Assessment (RCSA) on risk taking units, and to monitor the recording of Risk/Loss Event Database (RLED), Key Risk Indicators (KRI), and Risk Representative Officer as an extension of the Risk Management Department in identifying and mitigating operational risk at risk taking units. In addition, The Bank together with the IT Department in the preparation of the Business Continuity Plan (BCP) to minimize risks associated with business disruption, both due to internal and external incidents, which is periodically tested at least once a year. During the COVID-19 pandemic, The Bank successfully implemented BCP to minimize risks which could disrupt The Bank's operational activities.

Pelatihan secara berkala juga dilakukan di tingkat internal untuk memperkuat pemahaman terhadap kebijakan dan prosedur yang ada dan yang akan diimplementasikan sekaligus juga untuk meningkatkan *risk awareness*. Selanjutnya, untuk memitigasi risiko operasional, Bank telah menerapkan kontrol internal yang komprehensif termasuk jejak audit, pemisahan yang tepat dari *front*, *middle*, dan operasional *back office*, proses pemantauan pasca transaksi di bagian belakang untuk memastikan pemeriksaan secara independen, kepatuhan terhadap pelaksanaan kebijakan dan prosedur Bank dan untuk semua pedoman peraturan yang berlaku, transfer risiko melalui penggunaan asuransi telah diatur oleh Bank di dalam kebijakan dan prosedur, antara lain: Kebijakan Pengelolaan Asuransi Aset Tetap, *Cash in Transit*, dan *Cash in Safe*; Prosedur Pengelolaan Asuransi Aset Tetap; dan Prosedur Operasional Kantor Cabang.

## RISIKO HUKUM

Risiko hukum adalah risiko yang timbul akibat tuntutan hukum dan/atau kelemahan aspek yuridis, di antaranya akibat kelemahan perikatan yang dilakukan oleh Bank, ketiadaan dan/atau perubahan peraturan perundang-undangan yang menyebabkan suatu transaksi yang telah dilakukan oleh Bank menjadi tidak sesuai dengan ketentuan yang ada dan proses litigasi baik yang timbul dari gugatan pihak ketiga maupun Bank terhadap pihak ketiga.

Penerapan manajemen risiko hukum dilakukan melalui penerapan kebijakan manajemen risiko hukum dan prosedur terkait yang berfungsi mengidentifikasi, mengukur, memantau dan mengendalikan risiko hukum yang disesuaikan dengan strategi bisnis Bank dan peraturan atau perundangan yang berlaku.

Departemen Hukum melakukan identifikasi dan pengukuran terhadap risiko hukum dengan menganalisis sumber risiko yang melekat pada produk dan transaksi perbankan serta aktivitas fungsional Bank yang telah dan dapat berpotensi menjadi kerugian bagi Bank. Departemen Hukum juga melakukan pencatatan dan pemantauan atas risiko hukum termasuk penyelesaiannya yang terjadi pada Bank berdasarkan permintaan dari departemen terkait sesuai dengan kebijakan dan prosedur internal Bank yang berlaku. Terutama kejadian risiko hukum yang dapat berpengaruh signifikan terhadap permodalan Bank, kejadian tersebut wajib dilakukan penyelesaiannya dengan segera sehingga tidak menimbulkan risiko lainnya bagi Bank. Kejadian risiko hukum seperti proses litigasi dan potensi kerugian dikelola sebagai sebuah parameter dalam mengukur risiko hukum yang didukung oleh pencatatan dan tata usaha yang memadai.

Regular training is also carried out at the internal level to strengthen the understanding of existing policies and procedures that will be implemented as well as to increase risk awareness. Furthermore, to mitigate the operational risk, The Bank has put in place extensive internal controls including audit trails, appropriate segregation of front, middle, and back office operations, post transaction monitoring processes at the back end to ensure independent checks and balances, compliance to The Bank's policies and procedures implementation and to all applicable regulatory guidelines, risk transfer through the use of insurance has been regulated by The Bank in the policies and procedures, including: Fixed Asset, Cash in Transit, and Cash in Safe Insurance Management Policies; Fixed Asset Insurance Management Procedures; and Branch Office Operational Procedures.

## LEGAL RISK

Legal risk is the risk arising from lawsuits and/or weakness of juridical aspect, such as due to weakness of legal binding conducted by The Bank, the absence and/or change of laws and regulations causing a transaction that has been done by The Bank to be inconsistent with existing provisions, and litigation process arising either from any third-party lawsuits or The Bank against any third party.

The implementation of legal risk management is conducted through the implementation of legal risk management policies and related procedures that are used to identify, measure, monitor and control legal risk, adjusted with The Bank's business strategy and prevailing laws and regulations.

Legal Department identifies and measures legal risk through analyzing sources of inherent risk in the product and banking transaction as well as the functional activity of The Bank that occurs or potentially becomes losses to The Bank. Legal Department also records and monitors the legal risk and its settlement in The Bank based on request from related departments according to applicable internal policies and procedures of The Bank. Especially for legal risk events that may have a significant impact on The Bank's capital, such incident must be done immediately so that the settlement does not expose to other risks. The legal risk events such as litigation process and potential losses are managed as a parameter in measuring legal risk supported by adequate records and administration.

Pengendalian risiko hukum dilakukan oleh Departemen Hukum antara lain dengan melakukan kaji ulang atas perjanjian antara Bank dan pihak ketiga, menyediakan dan melakukan kaji ulang terhadap perjanjian dan formulir yang digunakan oleh Bank sesuai kebutuhan, dan menyediakan opini/advis hukum kepada Bank terhadap risiko hukum atas aktivitas Bank. Departemen Hukum juga dapat meminta pendapat atau saran atau bantuan hukum dari konsultan hukum atau pengacara sehubungan dengan permasalahan hukum yang dihadapi, bilamana diperlukan.

Peran serta Departemen Hukum dalam berbagai aktivitas pengendalian di dalam Bank, seperti tinjauan aktivitas/ produk baru, tinjauan kebijakan, prosedur dan proses operasional merupakan bagian untuk memastikan kecukupan dari pengendalian risiko hukum.

## RISIKO STRATEJIK

Risiko stratejik adalah risiko akibat ketidaktepatan dalam pengambilan dan/atau pelaksanaan suatu keputusan strategis serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Risiko stratejik merupakan potensi dari efek samping pada pendapatan (*earning*) yang muncul dari perubahan kondisi kegiatan usaha, seperti keadaan pasar, perilaku nasabah, kemajuan teknologi, serta keputusan strategi yang kurang baik.

Risiko stratejik dapat disebabkan oleh kelemahan dan ketidaktepatan dalam perumusan strategi, sistem informasi manajemen yang kurang memadai, analisis lingkungan internal dan eksternal yang kurang memadai, ketidaktepatan dalam implementasi strategi dan kegagalan mengantisipasi perubahan lingkungan bisnis. Dalam rangka mendukung perumusan strategi Bank, Bank telah mempersiapkan perkembangan teknologi yang dituangkan dalam rencana strategis TI dan terus meningkatkan kemampuan organisasi di bidang sumber daya manusia.

Bank memiliki rencana bisnis tertulis yang mencakup strategi selama 3 (tiga) tahun yang akan dikaji ulang dan diperbarui setiap tahun. Rencana bisnis tersebut disusun sesuai dengan visi dan misi Bank dan dengan mempertimbangkan kondisi internal (kekuatan dan kelemahan Bank), perkembangan faktor-faktor/kondisi-kondisi eksternal yang secara langsung atau tidak langsung dapat memengaruhi strategi usaha Bank, dan strategi yang diambil untuk mencapai tujuan kegiatan usaha Bank.

Laporan rencana bisnis dibandingkan dengan realisasi pencapaian secara berkala dilaporkan kepada Dewan Komisaris dan Direksi dalam rangka mengevaluasi pelaksanaan rencana bisnis, di mana risiko stratejik diidentifikasi dan langkah-langkah perbaikan akan diambil apabila terjadi penyimpangan.

Controlling of legal risk is performed by Legal Department among others through reviewing of agreements between The Bank and third party, providing and reviewing of standard agreements templates and forms used by The Bank according to the needs, and providing legal opinion/advice to The Bank against the legal risk of The Bank's activities. Legal Department may also seek legal opinion or advice or assistance from external legal counsels or lawyers in connection with legal issues, if deemed necessary.

The role of Legal Department in various control activities within The Bank, such as new product/activity reviews, policy reviews, operational procedures and processes are part of ensuring the adequacy of legal risk control.

## STRATEGIC RISK

Strategic risk is the risk caused by an inaccuracy in the decision making and/or in the execution of strategic decision as well as failure in anticipating changes in the business environment. Strategic risk is the potential of side-effects on earnings arising from changing business conditions, such as market conditions, customer behaviors, technological advances, and unfavorable strategic decisions.

Strategic risk can be caused by weakness and inaccuracy in the formulation of strategies, inadequate management information systems, inadequate internal and external environment analysis, inaccuracy in strategy implementation and failure to anticipate changes in the business environment. To support The Bank's strategy formulation, The Bank has prepared technological developments as outlined in the IT strategic plan and continues to improve its organizational capability in the field of human resources.

The Bank has a written business plan covering strategy for 3 (three) years that will be reviewed and updated annually. The business plan is prepared in accordance with The Bank's vision and mission, and by considering the internal conditions (strengths and weaknesses of The Bank), the development of external factors/conditions that directly or indirectly affect The Bank's business strategy, and the strategy taken to achieve the objectives of The Bank's business activities.

The business plan report compared to the achievement of its realization is periodically reported to the Board of Commissioners and Board of Directors in order to evaluate the implementation of the business plan. Strategic risk is identified and corrective measures will be taken in the event of any deviation.

Laporan realisasi berkala kepada regulator setiap triwulan menggambarkan realisasi berbanding dengan rencana bisnis, diikuti dengan penjelasan dari variasi-variasi yang ada. Laporan profil risiko strategik disiapkan setiap triwulan oleh Departemen *Strategy Management and Investor Relation* (SMIR) bersama dengan Departemen Manajemen Risiko untuk mengidentifikasi dan mengevaluasi perkembangan rencana strategis berdasarkan parameter yang telah ditentukan.

## RISIKO KEPATUHAN

Risiko kepatuhan merupakan risiko yang disebabkan oleh karena Bank tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku. Dalam mengelola risiko kepatuhan, Bank berpedoman pada kebijakan dan prosedur kepatuhan. Untuk menjalankan fungsi kepatuhan secara efektif, Bank telah memiliki Departemen Kepatuhan yang kompeten. Dalam rangka anti pencucian uang dan pencegahan pendanaan terorisme, Departemen Anti Pencucian Uang/ Pencegahan Pendanaan Terorisme (APU/PPT) bertanggung jawab atas pelaksanaan kebijakan dan prosedur anti pencucian uang dan pencegahan pendanaan terorisme yang mencakup proses identifikasi, pengukuran, pemantauan, pengendalian, dan pelaporan di Bank.

Dalam hal terjadi pelanggaran, Bank melakukan identifikasi penyebab terjadinya pelanggaran dan mengambil tindakan perbaikan untuk mencegah terjadinya pelanggaran yang sama di masa mendatang. Departemen Kepatuhan juga memastikan kepatuhan terhadap kebijakan, prosedur, sistem dan bisnis yang dimiliki oleh Bank, dan menjaga pelaksanaan komitmen kepada regulator.

Komite yang berada di bawah Direktur Kepatuhan adalah:

- Komite Kepatuhan dan APU-PPT;
- Komite Kebijakan; dan
- Komite *Liability Recognition*.

Keanggotaan Komite Kepatuhan dan APU-PPT terdiri dari Direktur Kepatuhan, Direktur Operasional & Teknologi Informasi, Kepala Departemen APU-PPT, Kepala Departemen Manajemen Operasional, Kepala Departemen Manajemen Risiko, Kepala Departemen Kepatuhan, yang juga berperan sebagai sekretaris komite serta Kepala Departemen Satuan Kerja Audit Internal (SKAI).

Keanggotaan Komite Kebijakan terdiri dari Direktur Kepatuhan, Direktur Kredit, Direktur Operasional & Teknologi Informasi, Kepala Departemen *Strategic Management and Investor Relation*, Kepala Departemen Manajemen Kredit, Kepala Departemen Manajemen Operasional, Kepala Departemen Manajemen Risiko, dan Kepala Departemen Kepatuhan, yang juga berperan sebagai sekretaris komite serta Kepala Departemen Satuan Kerja Audit Internal dan *Team Leader Policy Governance Office*.

Realization report to regulators on a quarterly basis illustrates the realization results from the business plan, followed by an explanation of the variations. The strategic risk profile report is prepared on a quarterly basis by the Strategy Management and Investor Relation (SMIR) Department in conjunction with the Risk Management Department to identify and evaluate the progress of strategic plan based on predetermined parameters.

## COMPLIANCE RISK

Compliance risk is the risk caused by The Bank's failure to comply with and/or to implement the applicable laws and regulations. In managing compliance risk, The Bank is guided by the compliance policy and procedure. To perform compliance functions effectively, The Bank has a competent Compliance Department. In the framework of anti money laundering and countering financing of terrorism, the Anti Money Laundering/ Countering Financing of Terrorism (AML/CFT) Department is responsible in the implementation of anti money laundering and countering financing of terrorism system policy and procedure covering the process of identifying, measuring, monitoring, controlling, and reporting in The Bank.

In the event of a violation, The Bank identifies the cause of the violation and takes corrective action to prevent the occurrence of same violation in the future. The Compliance Department also ensures compliance with The Bank's policies, procedures, systems and businesses, and maintains the implementation of its commitments to regulators.

The committees under Compliance Director are:

- Compliance and AML-CFT Committee;
- Policy Committee; and
- Liability Recognition Committee.

Membership of the Compliance and AML-CFT Committee consists of Compliance Director, Operations & Information Technology Director, Head of AML-CFT Department, Head of Operations Management Department, Head of Risk Management Department, Head of Compliance Department, who also serves as a committee secretary, and Head of Internal Audit Department (IAD).

Policy Committee membership consists of Compliance Director, Credit Director, Operations & Information Technology Director, Head of Strategic Management and Investor Relations Department, Head of Credit Management Department, Head of Operations Management Department, Head of Risk Management Department, Head of Compliance Department, who also serves as a committee secretary, as well as Head of Internal Audit Department and Team Leader of Policy Governance Office.

Keanggotaan Komite *Liability Recognition* terdiri dari Direktur Kepatuhan, Direktur Bidang, *leading department*, dan kepala departemen lain yang relevan sesuai dengan jenis risikonya.

## RISIKO REPUTASI

Risiko reputasi adalah risiko akibat menurunnya tingkat kepercayaan pemangku kepentingan yang bersumber dari persepsi negatif terhadap Bank. Kunci pengelolaan risiko reputasi di Bank berhubungan dengan kepatuhan terhadap peraturan-peraturan, penanganan yang tepat terhadap keluhan-keluhan nasabah, dan pelaksanaan pengujian kesesuaian nasabah terhadap produk yang ditawarkan.

Dalam mengelola risiko reputasi Bank, kerangka kerja manajemen risiko reputasi telah dibuat untuk memastikan risiko reputasi dalam Bank telah diidentifikasi dengan baik, diukur, dipantau, dikendalikan, dan dilaporkan secara konsisten.

Sebagai bagian dari pengelolaan risiko reputasi, Bank memiliki *call center* yang bertanggung jawab untuk menyediakan informasi komprehensif kepada nasabah dan pemilik kepentingan bank lainnya, serta menangani permintaan dan keluhan nasabah.

Pemantauan terhadap media cetak, jejaring sosial, internet, maupun media lainnya, dilakukan agar dapat segera diambil langkah-langkah yang diperlukan sekiranya terdapat pemberitaan yang memiliki dampak negatif terhadap Bank. Bank telah memiliki kebijakan tentang transparansi kondisi keuangan dan non-keuangan Bank yang dipublikasikan secara berkala untuk memberikan informasi yang komprehensif kepada pemangku kepentingan Bank.

### Pengelolaan Permodalan

Sasaran utama atas kebijakan pengelolaan permodalan yang dilakukan oleh Bank adalah untuk mematuhi ketentuan permodalan yang berlaku dan untuk mempertahankan rasio permodalan yang sehat agar dapat mendukung usaha dan memaksimalkan nilai bagi pemegang saham.

Bank mengelola struktur modal dan melakukan penyesuaian atas struktur tersebut terhadap perubahan kondisi ekonomi dan karakteristik risiko aktivitasnya. Untuk mempertahankan atau menyesuaikan struktur modal tersebut, Bank melakukan antara lain penambahan setoran modal inti dari pemegang saham dan memperoleh pinjaman subordinasi.

Liability Recognition Committee membership consists of Compliance Director, Director in Charge, leading department, and heads of other relevant departments in accordance with the risk type.

## REPUTATION RISK

Reputation risk is the risk arising from the decreasing level of trust of shareholders, pertaining to negative perception towards The Bank. The key of reputation risk management at The Bank relates to the compliance with regulations, proper handling of customer complaints, and the implementation of customer conformity testing on the products offered.

In managing the reputation risk of The Bank, the reputation risk management framework has been established to ensure that reputation risk within The Bank has been properly identified, measured, monitored, controlled, and reported consistently.

As part of reputation risk management, The Bank has a call center responsible for providing comprehensive information to customers and other bank interest owners, as well as handling customer requests and complaints.

Monitoring of print media, social networking, internet, and other media is carried out, so that necessary steps can be taken immediately, if there is any news that has a negative impact on The Bank. The Bank has a policy on transparent financial and non-financial condition of The Bank, which is published periodically to provide comprehensive information to stakeholders of The Bank.

### Capital Management

The main objective of The Bank's capital management policy is to ensure that The Bank complies with imposed capital requirements and that The Bank maintains healthy capital ratio in order to support its business and to maximize shareholders' value.

The Bank manages its capital structure and makes adjustment to it in the light of changes in economic conditions and risk characteristics of its activities. To maintain or adjust the capital structure, The Bank may, among other things, inject the additional core capital from the shareholders and obtain subordinated loans.

Bank telah mematuhi semua persyaratan modal yang ditetapkan sepanjang periode pelaporan. Kewajiban Penyediaan Modal Minimum (KPMM) Bank, sesuai dengan peraturan Otoritas Jasa Keuangan (OJK), yang saat ini menggunakan pendekatan standar untuk risiko kredit dan risiko pasar, serta pendekatan indikator dasar untuk risiko operasional, adalah sebagai berikut:

## KEWAJIBAN PENYEDIAAN MODAL MINIMUM BANK

Uraian	2022	2021	Description
Modal Tier 1	5.544.461	5.421.241	Tier 1 capital
Modal Tier 2	831.721	1.163.732	Tier 2 capital
<b>Jumlah modal</b>	<b>6.376.182</b>	<b>6.584.973</b>	<b>Total capital</b>
ATMR untuk risiko kredit setelah memperhitungkan risiko spesifik	24.265.279	25.486.892	RWA for credit risk after considering specific risk
ATMR untuk risiko operasional	2.524.820	2.541.752	RWA for operational risk
ATMR untuk risiko pasar	144.514	100.063	RWA for market risk
<b>Jumlah ATMR untuk risiko kredit, risiko pasar, dan risiko operasional</b>	<b>26.934.613</b>	<b>28.128.707</b>	<b>Total RWA for credit risk, market risk, and operational risk</b>
Rasio CET 1	20,58%	19,27%	CET 1 ratio
Rasio Tier 1	20,58%	19,27%	Tier 1 ratio
Rasio Tier 2	3,09%	4,14%	Tier 2 ratio
Total rasio	23,67%	23,41%	Total ratio
Rasio KPMM yang diwajibkan sebelum modal penyangga	9% - 10%	9% - 10%	Required CAR before buffer
Capital conservation buffer	0%	0%	Capital conservation buffer
Countercyclical buffer	0%	0%	Countercyclical buffer
Capital surcharge	0%	0%	Capital surcharge

Bank telah mematuhi semua persyaratan modal yang ditetapkan pada tanggal 31 Desember 2022 dan 2021.

### Proses Perhitungan Kecukupan Modal Internal (ICAAP)

Bank telah melakukan perhitungan kecukupan modal internal (ICAAP) untuk menetapkan kecukupan modal sesuai dengan profil risikonya, dan menetapkan strategi untuk memelihara tingkat permodalan.

Kecukupan modal minimum sesuai profil risiko bertujuan untuk mengantisipasi potensi kerugian yang timbul dari seluruh risiko yang dihadapi Bank, yang kemungkinan memiliki dampak material terhadap bisnis dan posisi keuangan dan kecukupan permodalan untuk menutup risiko-risiko tersebut, antara lain Aset Tertimbang Menurut Risiko (ATMR) yang telah memperhitungkan risiko kredit, risiko pasar, dan risiko operasional. Selain itu, kecukupan modal minimum juga bertujuan mengantisipasi potensi

The Bank has complied with all capital requirements set out throughout the reporting period. The Bank's capital adequacy ratio (CAR), in accordance with the Financial Services Authority (OJK) regulation, which currently uses the standardized approach for credit risk and market risk, and the basic indicator approach for operational risk, is as follows:

## THE BANK CAPITAL ADEQUACY RATIO

dalam Rp juta I in Rp million

The Bank has complied with all imposed capital requirements as of December 31, 2022 and 2021.

### Internal Capital Adequacy Assessment Process (ICAAP)

The Bank has conducted the Internal Capital Adequacy Assessment Process (ICAAP) to determine the adequacy of capital in accordance with its risk profile and to establish strategy to maintain its capital level.

The capital adequacy based on risk profile aims to anticipate potential losses arising from all risks exposed by The Bank, which may have a material adverse impact on its business and financial position and the adequacy of capital to cover these risks, among others, Risk Weighted Assets (RWA) which have taken into account credit risk, market risk, and operational risk. In addition, the capital adequacy also aims to anticipate potential future losses from risks not yet fully accounted for in the RWA, such as

kerugian di masa mendatang dari risiko-risiko yang belum sepenuhnya diperhitungkan dalam ATMR tersebut, antara lain risiko konsentrasi kredit, risiko likuiditas, risiko suku bunga pada banking book, risiko hukum, risiko kepatuhan, risiko strategik, dan risiko reputasi serta untuk mengantisipasi dampak penerapan skenario stress test terhadap kecukupan modal Bank.

### Fungsi Sistem Pengendalian Internal dalam Penerapan Manajemen Risiko

Bank melaksanakan sistem pengendalian internal dalam rangka memastikan kepatuhan terhadap ketentuan dan peraturan perundang-undangan yang berlaku, termasuk ketentuan internal Bank, tersedianya informasi keuangan dan manajemen yang lengkap dan akurat, efektivitas dan efisiensi dalam kegiatan operasional, serta efektivitas budaya risiko (*risk culture*) pada organisasi Bank secara menyeluruh. Penerapan sistem pengendalian internal dilakukan agar kegiatan operasional Bank dapat berjalan secara sehat, aman, dan terkendali.

Dalam mendukung pelaksanaan manajemen risiko, Bank menerapkan sistem pengendalian internal yang di dalamnya terdapat kerangka dan kebijakan pengendalian internal, pengawasan atas pelaksanaan sistem pengendalian internal, baik oleh audit internal maupun audit eksternal, pelaksanaan kaji ulang independen oleh Satuan Kerja Audit Internal (SKAI), serta fungsi yang melakukan kaji ulang independen, baik dari sisi metodologi, frekuensi, maupun pelaporan kepada Dewan Komisaris dan Direksi.

Penerapan fungsi pengendalian internal dalam kegiatan operasional Bank termasuk melalui pemisahan tugas, *dual control*, rekonsiliasi, standar proses kerja, dan pedoman pelaksanaan. Unit-unit pengambil risiko berperan sebagai lini pertahanan pertama dalam pengelolaan risiko sehari-hari. Lini pertahanan kedua meliputi fungsi-fungsi *controlling*, seperti manajemen risiko dan kepatuhan.

Setiap fungsi ini, bersama dengan unit-unit bisnis, memastikan bahwa risiko di unit bisnis telah diidentifikasi dan dikelola dengan tepat. Fungsi-fungsi bisnis pendukung bekerja sama untuk membantu menentukan strategi, menerapkan kebijakan dan prosedur Bank, serta mengumpulkan informasi untuk menyusun risiko Bank secara keseluruhan. Sementara itu, pengawasan independen yang dilakukan oleh Audit Internal sebagai lini pertahanan ketiga secara independen menilai efektivitas pengendalian internal dan pengelolaan risiko yang dilakukan oleh lini pertahanan pertama dan kedua dan memastikan kecukupan proses tersebut.

credit concentration risk, liquidity risk, interest rate risk in banking book, legal risk, compliance risk, strategic risk, and reputation risk, as well as to anticipate the impact of the implementation of stress test scenario on the capital adequacy of The Bank.

### The Functions of Internal Control System in the Implementation of Risk Management

The Bank implements the internal control system in order to ensure the compliance with applicable laws and regulations, including The Bank's internal provisions, the availability of complete and accurate financial information and management, effectiveness and efficiency in operational activities, and the effectiveness of risk culture in The Bank's overall organization. The implementation of internal control system is carried out so that The Bank's operational activities can run in a healthy, safe, and controlled manner.

In supporting the application of risk management, The Bank implements the internal control system in which there is an internal control framework and policy, supervision of the implementation of internal control system, both by internal audit and external audit, the implementation of independent review by the Internal Audit Department (IAD), as well as the functions that perform independent review, both in terms of methodology, frequency, and reporting to the Board of Commissioners and Board of Directors.

The implementation of internal control function in The Bank's operational activities includes among others, through segregation of duties, dual control, reconciliation, work process standards, and implementation of guidelines. Risk taking units serve as the first line of defense in day-to-day enforcement of risk management. The second line of defense includes controlling functions, such as risk management and compliance.

Each of these functions, together with the business units, ensures that risks in the business units have been properly identified and managed. The supporting business functions work closely to help determining strategies, implementing The Bank policies and procedures, and collecting information to create a bank-wide view of risks. Meanwhile, the independent supervision conducted by the Internal Audit as the third line of defense independently assesses the effectiveness of the internal control and risk management implemented by the first and second lines of defense and ensures the adequacy of these processes.

Atas hasil penilaian terhadap pelaksanaan manajemen risiko berdasarkan kaji ulang oleh pihak independen ini, lini pertahanan pertama dan kedua akan melaksanakan aktivitas tindak lanjut yang akan dipantau sesuai dengan tenggat waktu yang telah ditentukan. Untuk memastikan independensi, Audit Internal bertanggung jawab langsung kepada Presiden Direktur dan memiliki jalur pelaporan kepada Dewan Komisaris. Komite Audit sebagai komite yang membantu Dewan Komisaris akan meninjau kinerja SKAI dan fungsi kepatuhan, meninjau efektivitas kontrol dan kepatuhan terhadap peraturan yang berlaku, serta memastikan SKAI bekerja secara independen.

### Kaji Ulang Terhadap Penerapan Manajemen Risiko

Bank melakukan kaji ulang penerapan manajemen risiko melalui evaluasi secara internal dan eksternal, yang antara lain bertujuan untuk menilai keandalan kerangka manajemen risiko, yang mencakup kebijakan dan prosedur, struktur organisasi, alokasi sumber daya, desain proses manajemen risiko, sistem informasi dan pelaporan risiko.

Kaji ulang penerapan manajemen risiko dilakukan oleh Satuan Kerja Manajemen Risiko (SKMR) yang meliputi menyusun dan melakukan pengkinian kebijakan, prosedur, dan limit risiko secara berkala atau *ad hoc* yang disesuaikan dengan perkembangan internal dan eksternal. Sebagai bagian dari sistem informasi manajemen risiko, SKMR telah menyusun antara lain laporan profil risiko, pemantauan portofolio kredit, pemantauan *risk appetite*, dan laporan terkait lainnya, yang disampaikan kepada Direksi dan Dewan Komisaris secara periodik.

Secara internal, Satuan Kerja Audit Internal (SKAI) secara independen dan periodik dapat melakukan kaji ulang dan audit terhadap penerapan manajemen risiko Bank berdasarkan prinsip audit berbasis risiko dengan tujuan bukan hanya sebagai pengendalian internal namun juga untuk perbaikan penerapan manajemen risiko secara terus menerus. Komite Pemantau Risiko melakukan kajian dan evaluasi atas kebijakan dan pelaksanaan manajemen risiko Bank, serta memberikan masukan dan rekomendasi kepada Dewan Komisaris dalam rangka melaksanakan fungsi pengawasan. Secara eksternal, kaji ulang penerapan manajemen risiko dilakukan oleh auditor eksternal maupun pemeriksaan Otoritas Jasa Keuangan (OJK).

### Sertifikasi Manajemen Risiko

Bank telah melakukan pemantauan atas pelaksanaan kewajiban sertifikasi manajemen risiko pada seluruh unit kerja Bank, sebagai alat untuk meningkatkan kompetensi dan keahlian pengelolaan risiko.

On the assessment results of risk management implementation based on review from independent party, the first and second lines of defense will carry out follow-up activities which will be monitored according to a specified deadline. To ensure independence, the Internal Audit reports directly to the President Director and has a reporting channel to the Board of Commissioners. The Audit Committee as a committee supporting the Board of Commissioners will review the IAD performance and compliance function, reviews the effectiveness of controls and compliance with applicable regulations, and ensures the IAD works independently.

### Risk Management Implementation Review

The Bank reviews the implementation of risk management through internal and external evaluations, which aims at assessing the reliability of the risk management framework, including policies and procedures, organizational structure, allocation of resources, risk management process design, information system and risk reporting.

Reviews of risk management implementation are carried out by the Risk Management Department (RMD) that include compiling and updating the policies, procedures, risk limits on a regular basis or *ad hoc* adjusted to the internal and external developments. As part of the risk management information system, RMD has prepared among others, risk profile report, loan portfolio monitoring, risk appetite monitoring, and other related reports, which are submitted to the Board of Directors and Board of Commissioners periodically.

Internally, the Internal Audit Department (IAD) can independently and periodically review and audit the application of risk management of The Bank based on the principle of risk-based audit with the objective not only as internal control but also for continuous improvement of risk management implementation. The Risk Monitoring Committee reviews and evaluates the policies and risk management implementation of The Bank, and provides inputs and recommendations to the Board of Commissioners in conducting its supervisory function. Externally, reviews of risk management implementation are performed by external auditors as well as by examinations from the Financial Services Authority (OJK).

### Risk Management Certification

The Bank has conducted monitoring on the implementation of risk management certification obligations in all of The Bank's work units. This was done as a way to improve risk management competency and expertise.

## SERTIFIKASI MANAJEMEN RISIKO

## MANAGEMENT CERTIFICATION

Uraian Description	Level 1	Level 2	Level 3	Level 4	Level 5
Sasaran Target	92	348	86	49	7
Terpenuhi Fulfilled	84	291	72	43	7
Tidak terpenuhi Not fulfilled	8	57	14	6	0
Pemenuhan Fulfillment	91,30%	83,62%	83,72%	87,76%	100%
<b>Rata-rata pemenuhan</b> Average fulfillment	<b>89,28%</b>				

## EVALUASI ATAS EFEKTIVITAS MANAJEMEN RISIKO

Dalam melaksanakan kegiatan usahanya, Bank selalu berhadapan dengan risiko yang melekat (inheren) pada kegiatan bisnis maupun operasional perbankan. Untuk mengendalikan risiko tersebut, Bank menerapkan manajemen risiko secara terintegrasi untuk mengidentifikasi, mengukur, memantau, dan mengendalikan seluruh eksposur risiko yang dihadapi oleh Bank. Kerangka manajemen risiko (*risk management framework*) yang selaras dengan strategi bisnis, struktur organisasi, kebijakan dan pedoman, serta penyempurnaan infrastruktur Bank diimplementasikan untuk mendukung pelaksanaan manajemen risiko yang efektif dan konsisten pada setiap proses aktivitas bisnis maupun operasional agar senantiasa menjadi bank yang sehat dan tumbuh secara berkelanjutan.

Garis besar kebijakan manajemen risiko diarahkan kepada hal-hal sebagai berikut:

1. Kerangka *risk appetite* yang ditetapkan secara jelas sejalan dengan visi, misi, dan strategi bisnis Bank. *Risk Appetite Statement* memuat *target limit* dan *trigger limit* atas indikator baik kuantitatif maupun kualitatif yang dipantau secara berkala;
2. Mengimplementasikan prinsip-prinsip kehati-hatian secara konsisten dan berkelanjutan, di mana secara komprehensif Bank telah memiliki kebijakan dan prosedur, baik mengenai perkreditan dengan Kebijakan Perkreditan Bank sebagai payung kebijakan, manajemen risiko dengan Kebijakan Manajemen Risiko sebagai payung kebijakan, maupun kebijakan dan prosedur terkait dengan aktivitas operasional Bank yang senantiasa dilakukan penyempurnaan agar sejalan dengan kondisi Bank, peraturan terkini, dan *best practice*;

## EVALUATION OF THE EFFECTIVENESS OF RISK MANAGEMENT

In carrying out its business activities, The Bank always encounters inherent risks in the banking business and operational activities. To control these risks, The Bank implements integrated risk management to identify, measure, monitor, and control all risk exposures faced by The Bank. The risk management framework that is aligned with the business strategy, organizational structure, policies and guidelines, as well as the improvement of The Bank's infrastructure are implemented to support effective and consistent risk management implementation in each process of business and operational activities so as to always be a healthy bank that grows sustainably.

The outline of risk management policy is directed to the following matters:

1. The risk appetite framework that is clearly defined in line with The Bank's vision, mission, and business strategy. The Risk Appetite Statement consists of target limit and trigger limit for both quantitative and qualitative indicators that are monitored regularly;
2. Implementing the prudential principles in a consistent and continuous manner, whereby The Bank has comprehensive policy and procedures, both concerning credit with The Bank Credit Policy serving as an umbrella policy, risk management with the Risk Management Policy as an umbrella policy, as well as policies and procedures related to operational activities of The Bank, which are constantly being improved to be in line with The Bank's conditions, current regulations, and best practices;

3. Kualitas portofolio kredit tetap menjadi perhatian Bank yang dilakukan melalui penerapan manajemen risiko kredit yang *prudent* serta penerapan *early warning system* dan langkah-langkah preventif untuk mencegah terjadinya kredit bermasalah;
4. Pengembangan dan penyempurnaan pengukuran risiko pasar baik untuk *trading book* maupun *banking book* senantiasa dilakukan dengan mengacu kepada kondisi Bank, peraturan terkini, dan *best practice*;
5. Dalam pemantauan risiko likuiditas, penyempurnaan pengukuran rasio likuiditas, likuiditas jangka pendek, *stress testing*, dan rencana pendanaan darurat senantiasa dilakukan, disesuaikan dengan perkembangan yang ada;
6. Penyempurnaan dan pengembangan alat bantu pengukuran risiko operasional, kebijakan/prosedur Bank, sistem informasi manajemen, serta kesiapan BCP dan DRC untuk meminimalkan risiko yang berhubungan dengan gangguan bisnis baik karena kejadian internal maupun eksternal senantiasa dilakukan;
7. Bersama dengan berbagai departemen terkait, yaitu Departemen Hukum, Departemen *Strategy Management and Investor Relation* (SMIR), Departemen Kepatuhan, serta Departemen *Consumer Banking* secara komprehensif mengelola, memantau, dan mengendalikan risiko hukum, risiko stratejik, risiko kepatuhan, dan risiko reputasi;
8. Pengembangan pelatihan untuk memperkuat pemahaman terhadap kebijakan dan prosedur yang ada, yang dimutakhirkan dan yang akan diimplementasikan, serta untuk meningkatkan *risk awareness and culture*;
9. Kaji ulang terhadap parameter Penilaian Tingkat Kesehatan Bank Umum, baik untuk parameter profil risiko, rentabilitas, maupun permodalan senantiasa disesuaikan dengan perkembangan kondisi Bank dan data *peer bank*.

## PROFIL RISIKO DAN MITIGASI

Penilaian terhadap profil risiko dilakukan setiap triwulan yang dilaporkan kepada Dewan Komisaris, Direksi dan regulator. Penilaian tersebut ditempuh dengan menggabungkan risiko yang melekat (*inherent risk*) dengan kualitas penerapan manajemen risiko.

Berdasarkan penilaian profil risiko per 31 Desember 2022, risiko inheren memiliki peringkat “*Low to Moderate (2)*” dan kualitas penerapan manajemen risiko memiliki peringkat “*Satisfactory (2)*” sehingga risiko komposit Bank adalah “*Low to Moderate (2)*”.

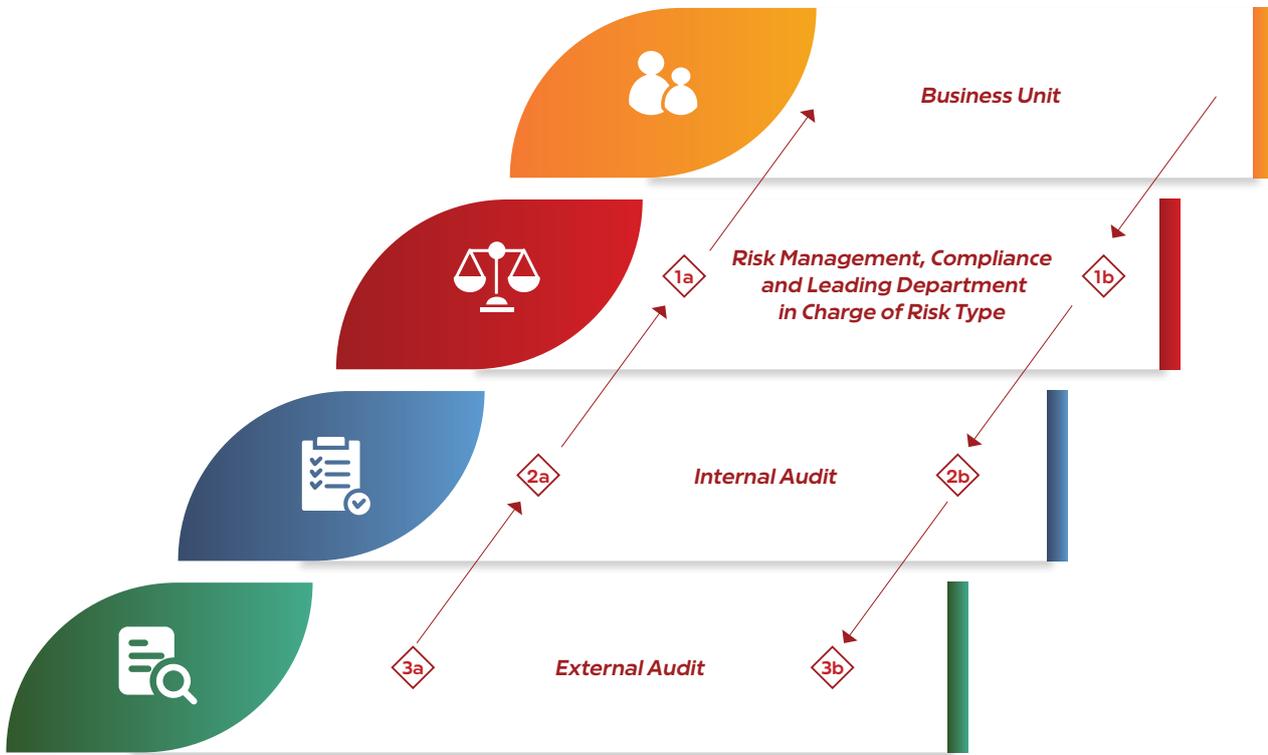
## RISK PROFILE AND MITIGATION

The assessment of risk profile is performed quarterly and to be reported to the Board of Commissioners, Board of Directors and regulators. The assessment is done by combining inherent risk with the quality of risk management implementation.

Based on risk profile assessments as of December 31, 2022, The Bank’s inherent risk has “*Low to Moderate (2)*” rating and the quality of risk management implementation has “*Satisfactory (2)*” rating, thus the risk of The Bank composite is “*Low to Moderate (2)*”.

# SISTEM PENGENDALIAN INTERNAL

## INTERNAL CONTROL SYSTEM



### 1a.

- Peraturan Perusahaan, Kode Etik, termasuk tindakan disiplin
- Kebijakan, prosedur, petunjuk pelaksanaan
- Opini/nasihat dari *Compliance*
- Pelatihan, sosialisasi, diskusi
- Laporan *compliance assurance*
- Laporan hasil audit/hal-hal yang menjadi perhatian (*concern*) dari regulator, seperti Bank Indonesia (BI) dan Otoritas Jasa Keuangan (OJK)
- Laporan hasil audit keuangan dan non-keuangan dari pihak eksternal

### 1b.

- Laporan *Risk Control Self-Assessment (RCSA)/IT Risk Management (ITRM)*, laporan kejadian risiko (RER), laporan *risk officer*, dan laporan *Key Risk Indicators (KRI)*
- Laporan *speak up/whistleblowing* dan insiden *fraud*
- Tindak lanjut hasil audit/*concern*, baik internal maupun eksternal

### 1a.

- Company Regulations, Code of Conduct, including disciplinary action
- Policy, procedure and guideline
- Compliance's opinion/advice
- Training, socialization, discussion
- Compliance assurance's report
- Report on audit results/concerns from regulators, such as Bank Indonesia (BI) and Financial Service Authority (OJK)
- Financial and non-financial audit report from external party

### 1b.

- Risk Control Self-Assessment (RCSA)/IT Risk Management (ITRM) report, Risk Event Reporting (RER), risk officer report, and Key Risk Indicators (KRI) report
- Speak up/whistleblowing and fraud incident report
- Follow-up on audit results/concerns, both internal and external

### 2a.

- Laporan hasil audit internal (termasuk audit investigasi), penilaian terhadap kualitas penerapan manajemen risiko
- Penilaian risiko *fraud*
- Laporan hasil audit dari pihak eksternal (keuangan dan non-keuangan)

### 2b.

- Laporan *Risk Control Self-Assessment (RCSA)/IT Risk Management (ITRM)*, laporan kejadian risiko (RER), dan laporan *risk officer*
- Laporan *speak up/whistleblowing* (termasuk penerusan dari unit bisnis/pendukung)
- Tindak lanjut hasil audit, baik internal/eksternal

### 3a.

- Laporan hasil audit eksternal
- Ruang lingkup dan strategi audit eksternal

### 3b.

- Laporan hasil audit internal
- Ruang lingkup dan rencana strategis audit internal

Pada prinsipnya, sistem pengendalian internal melekat dalam seluruh aktivitas dan seluruh unit kerja. Dewan Komisaris dan Direksi bertanggung jawab penuh untuk mengawasi dan melaksanakan kerangka kerja sistem pengendalian internal yang diterapkan di Bank, dan untuk mengusulkan perubahan jika diperlukan. Bank telah membentuk 3 (tiga) lini *assurance* guna memastikan sistem pengendalian internal berjalan sesuai fungsinya.

Unit bisnis/pendukung/operasional, yang memiliki dan mengelola risiko, baik yang ada di cabang dan kantor pusat adalah lini pertama *assurance*. Lini kedua *assurance* adalah fungsi yang memantau dan meyakini bahwa risiko dan pengendalian terkelola dengan baik oleh lini pertama, seperti manajemen risiko, kepatuhan, *legal*, sumber daya manusia, manajemen keuangan, operasional, dan teknologi informasi.

Lini ketiga *assurance* adalah fungsi audit internal yang secara independen menilai efektivitas proses yang diciptakan di lini pertama dan kedua, serta memberikan *assurance* yang memadai atas seluruh aktivitas dan unit kerja.

### 2a.

- Internal audit report (including investigation assignment), assessment on the quality of risk management implementation
- Fraud risk assessment
- External audit report (financial and non-financial)

### 2b.

- Risk Control Self-Assessment (RCSA)/IT Risk Management (ITRM) report, Risk Event Reporting (RER), and risk officer report
- Speak up/whistleblowing report (including forwarding from the business/supporting unit)
- Follow-up on internal/external audit results

### 3a.

- External audit report
- External audit scope and strategy

### 3b.

- Internal audit report
- Internal audit scope and strategic plan

In principle, the internal control system is attached in all activities and throughout all work units. The Board of Commissioners and Board of Directors are fully responsible for overseeing and implementing the internal control system framework applied at The Bank, and proposing changes when necessary. The Bank has established 3 (three) lines of assurance to ensure the internal control system is functioning accordingly.

Business/supporting/operational units who own and manage the risks, both at branches and head office serve as the first line of assurance. The second line of assurance is a function that monitors and ensures the risks and controls are well managed by the first line, such as risk management, compliance, legal, human resources, financial management, operations, and information technology.

The third line of assurance is an internal audit function that independently assesses the effectiveness of processes created in the first and second lines and provides adequate assurance of all activities and work units.

## SISTEM PENGENDALIAN KEUANGAN DAN OPERASIONAL

Sistem pengendalian internal ditetapkan oleh Direksi dengan persetujuan Dewan Komisaris. Penerapan sistem pengendalian yang efektif dilakukan secara berkesinambungan dengan tujuan sebagai berikut:

- Menjaga dan mengamankan harta kekayaan Bank.
- Menjamin tersedianya laporan yang lebih akurat.
- Meningkatkan kepatuhan terhadap ketentuan yang berlaku.
- Mengurangi dampak keuangan/kerugian, penyimpangan termasuk kecurangan/*fraud*, dan pelanggaran terhadap prinsip kehati-hatian.
- Meningkatkan efektivitas organisasi dan efisiensi biaya.

## PENILAIAN TERHADAP EFEKTIVITAS PENGENDALIAN INTERNAL

Manajemen bertanggung jawab atas terselenggaranya sistem pengendalian internal yang andal dan efektif serta berkewajiban untuk meningkatkan budaya risiko (*risk culture*) yang efektif, dan wajib memastikan bahwa hal tersebut telah melekat di setiap jenjang organisasi. Departemen Audit Internal (SKAI) bertanggung jawab mengevaluasi dan berperan aktif dalam meningkatkan efektivitas sistem pengendalian internal secara berkesinambungan berkaitan dengan pelaksanaan operasional Bank dalam mencapai sasaran yang telah ditetapkan Bank. SKAI melakukan audit secara periodik terhadap seluruh aktivitas di unit kerja. Hasil audit disampaikan kepada manajemen untuk ditindaklanjuti dan dimonitor pelaksanaannya. Hal ini dilakukan untuk memastikan sistem pengendalian internal berjalan secara efektif.

Proses penilaian kecukupan pengendalian internal dilakukan terhadap 5 (lima) komponen pengendalian internal yang merujuk ke kerangka acuan yang diterbitkan oleh *Committee of Sponsoring Organizations of the Treadway Commission* (COSO) dan komponen kepatuhan terhadap regulasi (*compliance*).

Penilaian pengendalian internal dengan berdasarkan kepada hasil audit dan reviu lainnya menunjukkan pengendalian internal yang ada telah dirancang untuk memitigasi risiko, namun masih memerlukan perbaikan, serta keefektifan pelaksanaannya masih perlu ditingkatkan.

## FINANCIAL AND OPERATIONAL CONTROL SYSTEMS

The internal control system is established by the Board of Directors with the approval of the Board of Commissioners. The implementation of effective internal control system is carried out continuously with the following objectives:

- Maintain and secure The Bank's assets.
- Ensure more accurate reporting.
- Improve compliance to prevailing regulations.
- Reduce financial impacts/losses, irregularities including deceit/fraud, and violation of prudential principles.
- Improve organizational effectiveness and cost efficiency.

## ASSESSMENT OF INTERNAL CONTROL EFFECTIVENESS

The management is responsible for the implementation of a reliable and effective internal control system and is obliged to promote an effective risk culture, and to ensure that it is inherent at every level of the organization. The Internal Audit Department (IAD) is responsible for evaluating and taking an active role in improving the effectiveness of internal control system on an ongoing basis in relation to The Bank's operational implementation in achieving the objectives set by The Bank. IAD conducts periodic audits on all activities in the work units. Audit results are submitted to the management for follow-up and its implementation is to be monitored. This is carried out to ensure the internal control system runs effectively.

The process of assessing the adequacy of internal control is carried out on 5 (five) components of internal control that refers to a framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and the component of compliance to regulations.

The assessment of internal control which is based on audit results and other reviews shows that existing internal controls have been designed to mitigate risk. However, the improvement is still required as well as the effectiveness of its implementation still needs to be improved.

## FUNGSI KEPATUHAN

Sejalan dengan POJK No. 46/POJK.03/2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum, Bank telah menetapkan serangkaian pedoman kepatuhan yang antara lain berupa:

### Piagam Kepatuhan

Piagam Kepatuhan merupakan standar formal yang berisi prinsip-prinsip dasar, kewenangan, tugas dan tanggung jawab fungsi kepatuhan dalam organisasi, dan jalur pelaporan antara Dewan Komisaris, Direksi dan Otoritas Jasa Keuangan (OJK) selaku pengawas Bank. Tujuan utama dari disusunnya Piagam Kepatuhan ini adalah untuk memformulasikan tugas dan tanggung jawab fungsi kepatuhan.

### Pernyataan Kepatuhan

Pernyataan Kepatuhan berisi kesanggupan setiap karyawan Bank untuk bertanggung jawab dan patuh pada Kode Etik Perilaku, kebijakan, prosedur dan pedoman internal, serta peraturan dan perundang-undangan yang berlaku sesuai dengan lingkup pekerjaan karyawan yang bersangkutan. Melalui Kode Etik Perilaku ini, diharapkan agar seluruh karyawan Bank dapat selalu bersikap hati-hati, cermat, dan cerdas saat menghadapi hal-hal yang berpotensi menimbulkan risiko yang dapat merugikan Bank (memiliki *risk awareness*).

### Kebijakan Kepatuhan

Kebijakan Kepatuhan merupakan ketentuan yang mengatur pelaksanaan fungsi kepatuhan dalam Bank. Kebijakan ini diterbitkan dalam rangka memitigasi risiko pada aktivitas bisnis Bank terutama dalam pengelolaan risiko kepatuhan (*ex-ante*), serta mewujudkan terlaksananya budaya kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Bank.

### Kesesuaian dengan COSO

Sistem pengendalian internal Bank disusun secara terintegrasi dan telah sesuai dengan kerangka acuan yang diterbitkan oleh *Committee of Sponsoring Organizations of the Treadway Commission* (COSO) dan kepatuhan terhadap peraturan yang berlaku.

## COMPLIANCE FUNCTION

In compliance with POJK No. 46/POJK.03/2017 on the Implementation of Compliance Function for Commercial Banks, The Bank has established a series of compliance guidelines, which include:

### Compliance Charter

Compliance Charter is an official standard that contains the basic principles, authorities, duties and responsibilities of the compliance function within the organization, and the reporting line between the Board of Commissioners, Board of Directors and the Financial Services Authority (OJK) as The Bank's supervisor. The main objective of this Compliance Charter's compilation is to formulate the duties and responsibilities of the compliance function.

### Compliance Statement

The Compliance Statement contains the ability of The Bank employees to be responsible and adhere to the Code of Conduct, internal policies, procedures and guidelines, as well as prevailing laws and regulations in accordance with the scope of work of the employees concerned. Through this Code of Conduct, The Bank employees are expected to always be careful, prudent, and smart when dealing with matters that have potential to cause harmful risks for The Bank (have risk awareness).

### Compliance Policy

The Compliance Policy is a provision that defines the role of compliance function within The Bank. This policy is published to mitigate the risks within The Bank's business activities particularly to manage the compliance risk (*ex-ante*), and to ensure the implementation of compliance culture at all levels of The Bank's organization and business activities.

### Compatibility with COSO

The internal control system of The Bank is developed in an integrated manner and in accordance with a framework published by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and the compliance of prevailing regulations.

# PERKARA PENTING

## LITIGATION

### PERMASALAHAN HUKUM

Perkembangan jumlah permasalahan dan/atau perkara hukum serta litigasi yang dihadapi Bank dalam 3 (tiga) tahun terakhir adalah sebagai berikut:

Permasalahan Hukum Legal Cases	2022		2021		2020	
	Perdata Civil	Pidana Criminal	Perdata Civil	Pidana Criminal	Perdata Civil	Pidana Criminal
Selesai (telah mendapatkan putusan yang mempunyai kekuatan hukum tetap) Completed (has valid legal force)	7	-	3	-	1	-
Dalam proses penyelesaian In the process of settlement	11	-	10	-	5	-
<b>Jumlah I Total</b>	<b>18</b>	<b>-</b>	<b>13</b>	<b>-</b>	<b>6</b>	<b>-</b>

Selama tahun 2022, terdapat 18 (delapan belas) perkara hukum yang dihadapi Bank. Perkara hukum yang telah selesai (telah mendapatkan putusan yang mempunyai kekuatan hukum tetap) berjumlah 7 (tujuh) perkara. Perkara hukum yang sedang dalam proses penyelesaian berjumlah 11 (sebelas) perkara dengan nominal uang yang menjadi objek perkara sebesar Rp34,53 miliar. Perkara hukum tersebut dilaksanakan melalui proses yang berlaku di Indonesia dengan penuh kesadaran sebagai bentuk kepatuhan hukum. Bank senantiasa berkomitmen untuk memberikan kerja sama yang baik dalam proses penyelesaian perkara hukum.

Untuk Dewan Komisaris dan Direksi, tidak terdapat perkara hukum yang melibatkan anggota dari kedua organ tersebut.

### LEGAL ISSUES

The development of the number of issues and/or legal and litigation issues faced by The Bank in the last 3 (three) years is as follows:

During 2022, there were 18 (eighteen) legal cases encountered by The Bank, 7 (seven) of which were legal cases that have been completed (have valid legal force). Meanwhile, there were 11 (eleven) legal cases that were in the process of settlement, with the nominal money being the object of the case amounting to Rp34.53 billion. Legal cases were carried out through a process that applies in Indonesia with full awareness as a form of legal compliance. The Bank is always committed to providing good cooperation in the settlement of legal cases.

As for the Board of Commissioners and Board of Directors, there was no legal case involving members of both organs.

# SANKSI ADMINISTRATIF

## ADMINISTRATIVE SANCTION

Pada tahun 2022, Bank dikenakan sanksi administratif sebesar Rp17,5 juta, di mana 2 (dua) sanksi administratif berasal dari Bank Indonesia (BI) senilai Rp2 juta dan 5 (lima) sanksi administratif dari Otoritas Jasa Keuangan (OJK) senilai Rp15,5 juta. Seluruh sanksi administratif tersebut telah dibayarkan oleh Bank kepada instansi terkait.

In 2022, The Bank was subjected to administrative sanctions amounting to Rp17.5 million, in which 2 (two) sanctions came from Bank Indonesia (BI) amounting to Rp2 million and 5 (five) sanctions came from the Financial Services Authority (OJK) amounting to Rp15.5 million. All of these administrative sanctions have been paid by The Bank to the respective institutions.

# AKSES INFORMASI DAN DATA PERUSAHAAN

## INFORMATION ACCESS AND CORPORATE DATA

Sesuai dengan Undang-Undang Republik Indonesia No. 14 Tahun 2008 tentang Keterbukaan Informasi Publik yang menyatakan bahwa keterbukaan informasi publik merupakan sarana dalam mengoptimalkan pengawasan publik terhadap penyelenggaraan negara dan badan publik lainnya dan segala sesuatu yang berakibat pada kepentingan publik, maka Bank berkomitmen menerapkan prinsip transparansi kepada segenap pemangku kepentingan Bank dengan menyediakan akses dan sarana perolehan informasi yang memadai kepada seluruh pemangku kepentingan.

Akses informasi dan data Bank kepada publik secara eksternal dapat diakses di situs resmi Bank, media cetak, dan media elektronik lainnya seperti:

Law of the Republic of Indonesia No. 14 of 2008 on Public Information Disclosure states that public information disclosure is a means to optimize public supervision on the administration of the state and other public bodies and everything that affects the public interest. In accordance with this law, The Bank is committed to apply the principle of transparency to all stakeholders of The Bank by providing access and means of obtaining adequate information to all stakeholders.

Access to The Bank information and data for public is externally accessible on The Bank's official website, as well as through print media and the following channels:

				
Telepon   Telephone (+62 21) 2355 6000	Call Center 1-500-198 (i Call ICBC)	Surel   Email customer_care@ina.icbc.com.cn	Situs web   Website www.icbc.co.id	Instagram icbc.indonesia

### KETERBUKAAN DALAM KOMUNIKASI EKSTERNAL

Bank secara berkala menyebarluaskan informasi mengenai aktivitas dan kinerja Bank sebagai bentuk transparansi kepada masyarakat, yakni sebagai berikut:

### DISCLOSURE IN EXTERNAL COMMUNICATION

The Bank periodically disseminates material information regarding its activities and performances as a form of transparency towards the public, as follows:

### PERKEMBANGAN KETERBUKAAN INFORMASI

### DEVELOPMENT OF INFORMATION DISCLOSURE

Bentuk Keterbukaan Forms of Disclosure	2022	2021	2020
Iklan Publikasi Pengumuman Lelang Tender Publication	-	-	-
Laporan Tahunan Annual Report	1	1	1
Laporan Keberlanjutan* Sustainability Report	1	1	1
Paparan Kinerja Bank Bank Performance Presentation	30	22	10
Siaran/Konferensi Pers Press Conference/Release	1	-	-

\* Laporan Keberlanjutan merupakan gabungan dari Laporan Tahunan  
Sustainability Report was prepared and combined with Annual Report

### SITUS WEB

Informasi mengenai profil dan sejarah perusahaan, manajemen perusahaan, produk dan layanan, kinerja keuangan, serta sejumlah dokumen keterbukaan informasi lainnya disajikan Bank dalam situs web dengan alamat [www.icbc.co.id](http://www.icbc.co.id) yang dapat diakses oleh pemegang saham dan segenap pemangku kepentingan.

### WEBSITE

Information regarding the company's profile and history, company management, products and services, financial performance, and other information disclosure documents are presented by The Bank on the website at [www.icbc.co.id](http://www.icbc.co.id) that is accessible to shareholders and all other stakeholders.

## PAPARAN KINERJA

Sepanjang 2022, Bank telah menyampaikan paparan kinerja kepada pemegang saham dan pemangku kepentingan sebagai bentuk keterbukaan informasi. Paparan kinerja dilakukan melalui tayangan iklan media massa nasional sebagai berikut:

## PERFORMANCE EXPOSURE

Throughout 2022, The Bank has submitted performance exposure to shareholders and stakeholders as a form of information disclosure. The performance exposure is done through national mass media advertisement as follows:

## PUBLIKASI LAPORAN KEUANGAN

## FINANCIAL STATEMENT PUBLICATION

Posisi Keuangan Financial Position	Tanggal Publikasi Publication Date	Media
31 Desember 2021 December 31, 2021	31 Maret 2022 March 31, 2022	Situs Web Website
31 Maret 2022 March 31, 2022	17 Mei 2022 May 17, 2022	Situs Web V
30 Juni 2022 June 30, 2022	16 Agustus 2022 August 16, 2022	Situs Web Website
30 September 2022 September 30, 2022	14 November 2022 November 14, 2022	Situs Web Website
31 Desember 2022 December 31, 2022	31 Maret 2023 March 31, 2023	Situs Web Website

## PUBLIKASI LAPORAN KEUANGAN ICBC LIMITED

## ICBC LIMITED FINANCIAL STATEMENT PUBLICATION

Posisi Keuangan Financial Position	Tanggal Publikasi Publication Date	Media
30 Juni 2022 June 30, 2022	19 September 2022 September 19, 2022	Situs Web Website
31 Desember 2022 December 31, 2022	28 April 2023 April 28, 2023	Situs Web Website

## LAPORAN TAHUNAN

Bank menerbitkan laporan tahunan yang merupakan dokumentasi resmi atas pencapaian kinerja Bank di tahun buku. Laporan Tahunan Bank tahun 2022 telah didistribusikan kepada pemegang saham dan segenap pemangku kepentingan lainnya.

## ANNUAL REPORT

The Bank publishes an annual report which is the official documentation of The Bank's performance in a fiscal year. The Bank's 2022 Annual Report has been distributed to shareholders and all other stakeholders.

## PENGELOLAAN KOMUNIKASI INTERNAL

Dalam rangka menciptakan iklim komunikasi internal yang kondusif untuk mendukung pencapaian kinerja, Bank senantiasa menciptakan komunikasi dua arah melalui berbagai media komunikasi termasuk:

- Surel
- Situs Internal
- *Newsboard*
- *Digital Signage*

## INTERNAL COMMUNICATION MANAGEMENT

In the event of creating a conducive internal communication climate to support The Bank performance achievements, The Bank continues to create two-way communication channels through various communication media, including:

- Email
- Internal Site
- Newsboard
- Digital Signage

# HUBUNGAN DENGAN PEMANGKU KEPENTINGAN

## RELATIONS WITH STAKEHOLDERS

Pemangku kepentingan adalah pihak-pihak yang memiliki kepentingan dengan Bank baik langsung maupun tidak langsung. Pemangku kepentingan utama Bank adalah ICBC Limited dan PT Intidana Wijaya. Pemangku kepentingan lainnya antara lain karyawan, nasabah, vendor penyedia barang dan jasa, pemerintah, regulator dan masyarakat.

### PRINSIP DASAR

Bank menghormati hak setiap pemangku kepentingan yang tercermin dalam kebijakan sebagai berikut:

- Pengelolaan pemangku kepentingan diarahkan pada kepentingan bisnis Bank dengan tetap memperhatikan aturan main dan praktik bisnis yang sehat dan beretika.
- Pengelolaan pemangku kepentingan didasarkan pada prinsip-prinsip GCG, yaitu *Transparency, Accountability, Responsibility, Independency, dan Fairness*.

### POLA HUBUNGAN DENGAN PEMANGKU KEPENTINGAN

Dalam mencapai keseimbangan dalam pengelolaan pemangku kepentingan, Bank wajib memperhatikan hak pemangku kepentingan yang dapat timbul secara hukum karena peraturan perundangan, perjanjian/kontrak, nilai etika/moral, atau tanggung jawab sosial perusahaan yang tidak bertentangan dengan aturan main Bank, dengan demikian:

- Bank mengkomunikasikan hak-hak para pemangku kepentingan secara transparan, akurat, dan tepat waktu melalui Sekretaris Perusahaan atau pejabat yang ditunjuk untuk menjadi penghubung antara Bank dengan pemangku kepentingan.
- Bank mempunyai mekanisme untuk menampung dan menindaklanjuti saran dan keluhan dari pemangku kepentingan.
- Bank mendorong pemangku kepentingan ikut berpartisipasi dalam penciptaan iklim yang kondusif untuk menaati peraturan perundangan yang berlaku.
- Bank memberikan kesempatan kepada masyarakat sekitar untuk bekerja di Bank sepanjang sesuai dengan kebutuhan dan standar mutu yang ditetapkan.

### PENGEMBANGAN KOMUNIKASI DENGAN PEMANGKU KEPENTINGAN

Upaya yang dilakukan Bank dalam membangun komunikasi dengan para pemangku kepentingan dilaksanakan dengan menggunakan berbagai media, di antaranya sebagai berikut:

Stakeholders are parties who have an interest with The Bank either directly or indirectly. The main stakeholders of The Bank are ICBC Limited and PT Intidana Wijaya. Other stakeholders include employees, customers, vendors of goods and services provider, government, regulators and community.

### BASIC PRINCIPLES

The Bank respects the rights of each stakeholder, as reflected in the following policies:

- Stakeholder management is directed to The Bank's business interests with due regard to the sound and ethical business rules and business practices.
- Stakeholder management is based on GCG principles, namely *Transparency, Accountability, Responsibility, Independency, and Fairness*.

### RELATIONSHIP PATTERNS WITH STAKEHOLDERS

In achieving balance in the management of stakeholders, The Bank takes into account the rights of stakeholders that may arise legally due to laws, contracts, moral/ethical values, or corporate social responsibility, not in conflict with The Bank's rules of conduct. This is done in the following ways:

- The Bank communicates the rights of stakeholders in a transparent, accurate and timely manner through the Corporate Secretary or through an appointed official to serve as a liaison between The Bank and the stakeholders.
- The Bank has mechanisms to accommodate and follow-up on stakeholders' suggestions and complaints.
- The Bank encourages stakeholders to participate in the creation of a conducive climate to comply with applicable laws and regulations.
- The Bank provides an opportunity for the surrounding community to work at The Bank as long as it meets the needs and quality standards set.

### DEVELOPMENT OF COMMUNICATION WITH STAKEHOLDERS

The efforts made by The Bank in establishing communication with stakeholders are implemented using various media, including as follows:

Pemangku Kepentingan Stakeholders	Pengembangan Sarana Komunikasi How Communication is Developed
Pemegang Saham Shareholders	<ul style="list-style-type: none"> <li>• Rapat Umum Pemegang Saham   General Meeting of Shareholders</li> <li>• Kunjungan Kerja   Work Visits</li> <li>• Presentasi Paparan Kinerja   Presentations on The Bank's Performance</li> <li>• Laporan Tahunan   Annual Report</li> <li>• Laporan Keberlanjutan   Sustainability Report</li> </ul>
Regulator Regulators	<ul style="list-style-type: none"> <li>• Situs   Website</li> <li>• Kunjungan Kerja   Work Visits</li> <li>• Laporan Regulator   Regulatory Reports</li> <li>• Laporan Keuangan   Financial Statements</li> <li>• Laporan Tahunan   Annual Report</li> <li>• Laporan Keberlanjutan   Sustainability Report</li> </ul>
Pemerintah Government	<ul style="list-style-type: none"> <li>• Situs   Website</li> <li>• Laporan Tahunan   Annual Report</li> <li>• Laporan Keberlanjutan   Sustainability Report</li> </ul>
Masyarakat Community	<ul style="list-style-type: none"> <li>• Situs   Website</li> <li>• Media Jejaring Sosial Bank   The Bank's Social Media</li> <li>• Berita Tentang Bank di Media Massa   News About The Bank in Mass Media</li> <li>• Tanggung Jawab Sosial Perusahaan   Corporate Social Responsibility</li> <li>• Laporan Tahunan   Annual Report</li> <li>• Laporan Keberlanjutan   Sustainability Report</li> </ul>
Nasabah Customers	<ul style="list-style-type: none"> <li>• Situs   Website</li> <li>• Media Jejaring Sosial Bank   The Bank's Social Media</li> <li>• Berita Tentang Bank di Media Massa   News About The Bank in Mass Media</li> <li>• Petugas Garda Depan   Front Guard Officer</li> <li>• Laporan Tahunan   Annual Report</li> <li>• Laporan Keberlanjutan   Sustainability Report</li> </ul>
Lembaga Swadaya Masyarakat Non-Governmental Organizations	<ul style="list-style-type: none"> <li>• Laporan Tahunan   Annual Report</li> <li>• Laporan Keberlanjutan   Sustainability Report</li> <li>• Tanggung Jawab Sosial Perusahaan   Corporate Social Responsibility</li> </ul>
Media Massa Mass Media	<ul style="list-style-type: none"> <li>• Situs   Website</li> <li>• Media Jejaring Sosial Bank   The Bank's Social Media</li> <li>• Laporan Tahunan   Annual Report</li> <li>• Laporan Keberlanjutan   Sustainability Report</li> <li>• Pendistribusian Siaran Pers   Distribution of Press Releases</li> <li>• <i>Press Gathering</i></li> <li>• Wawancara   Interviews</li> </ul>
Peer Group Usaha Perbankan (Bank Umum, Bank Devisa) Peer Banking Business Groups (Commercial Bank, Foreign Exchange Bank)	<ul style="list-style-type: none"> <li>• Asosiasi Industri   Industry Associations</li> <li>• Studi Banding   Comparative Studies</li> <li>• Laporan Tahunan   Annual Report</li> <li>• Laporan Keuangan   Financial Statements</li> </ul>
Komunitas Keuangan Financial Community	<ul style="list-style-type: none"> <li>• Laporan Tahunan   Annual Report</li> <li>• Laporan Keuangan   Financial Statements</li> </ul>
Pesaing Competitors	<ul style="list-style-type: none"> <li>• Situs   Website</li> <li>• Media Jejaring Sosial Bank   The Bank's Social Media</li> <li>• Berita Tentang Bank di Media Massa   News About The Bank in Mass Media</li> <li>• Asosiasi Industri   Industry Associations</li> <li>• Laporan Tahunan   Annual Report</li> <li>• Laporan Keuangan   Financial Statements</li> </ul>
Pihak Ketiga (Pemasok) Third Party (Suppliers)	Pengarahan   Briefing/Aanwijzing
Karyawan Employees	Situs Internal   Internal Site Pos Elektronik   Electronic Posts

# BUDAYA PERUSAHAAN

## CORPORATE CULTURE

Bank memiliki nilai-nilai, budaya, dan karakter yang menjadi landasan kerja bagi seluruh insan Bank, yaitu:

The Bank has the following values, culture, and character that serve as the foundation of work for all of The Bank insiders:



### INTEGRITAS / Integrity

Bertindak sesuai dengan norma dan etika serta bertanggung jawab terhadap tindakan yang dilakukan.  
Act according to norms and ethics, and be responsible for actions taken.

01



### PEDULI SOSIAL / Humanity

Membangun budaya peduli dan empati, serta menghargai sesama.  
Build a culture of care and empathy, and respect for others.

02



### KEHATI-HATIAN / Prudence

Menerapkan prinsip kehati-hatian dalam menjalankan usaha.  
Implementing the prudential principles in progressing the business.

03



### INOVASI / Innovation

Terdepan dalam menciptakan produk dan layanan, dengan berfokus pada pengembangan teknologi.  
Leading forward in creating products and services by focusing on the development of technology.

04



### KEUNGGULAN / Excellence

Memberikan hasil terbaik agar terciptanya keunggulan dalam segala aspek.  
Providing the best results for excellence in all aspects.

05

# KODE ETIK

## CODE OF CONDUCT

### LANDASAN PENERAPAN KODE ETIK

Untuk dapat menjalankan fungsinya dengan baik dan memelihara kepercayaan masyarakat umum, termasuk para pemangku kepentingan Bank, setiap karyawan wajib melaksanakan tugasnya dengan kejujuran, integritas, tidak memihak, tanpa perlakuan istimewa dari pihak mana pun, dan bertindak sesuai dengan ketentuan yang berlaku. Oleh karena itu, diperlukan penetapan standar Kode Etik yang baik, agar dapat dipatuhi oleh seluruh karyawan Bank.

### KODE ETIK BANK

Bank telah memiliki Kode Etik. Tujuan Kode Etik adalah diharapkan agar seluruh karyawan Bank dapat selalu bersikap hati-hati, cermat dan cerdas saat menghadapi hal-hal yang berpotensi menimbulkan risiko yang dapat merugikan Bank (memiliki *risk awareness*).

Kode Etik Bank berlaku bersama dengan peraturan internal Bank, peraturan pemerintah dan undang-undang yang berlaku, dan sama sekali tidak dimaksud untuk menggantikan regulasi tersebut karena tidak semua hal tercakup di dalam Kode Etik. Karyawan diharapkan selalu dapat bertindak dan berperilaku atas pertimbangan baik dan benar, serta bila diperlukan mendiskusikannya dengan atasan jika timbul keraguan dalam bertindak dan berperilaku.

### PLATFORM FOR IMPLEMENTING A CODE OF CONDUCT

To be able to perform its functions well and to maintain the trust of the general public, including stakeholders of The Bank, it is important that each employee performs his/her duties with honesty, integrity, impartiality, no preferential treatment from other parties, and acts in accordance with applicable provisions. As such, it is necessary for The Bank to establish good Code of Conduct standards which can be adhered by all employees of The Bank.

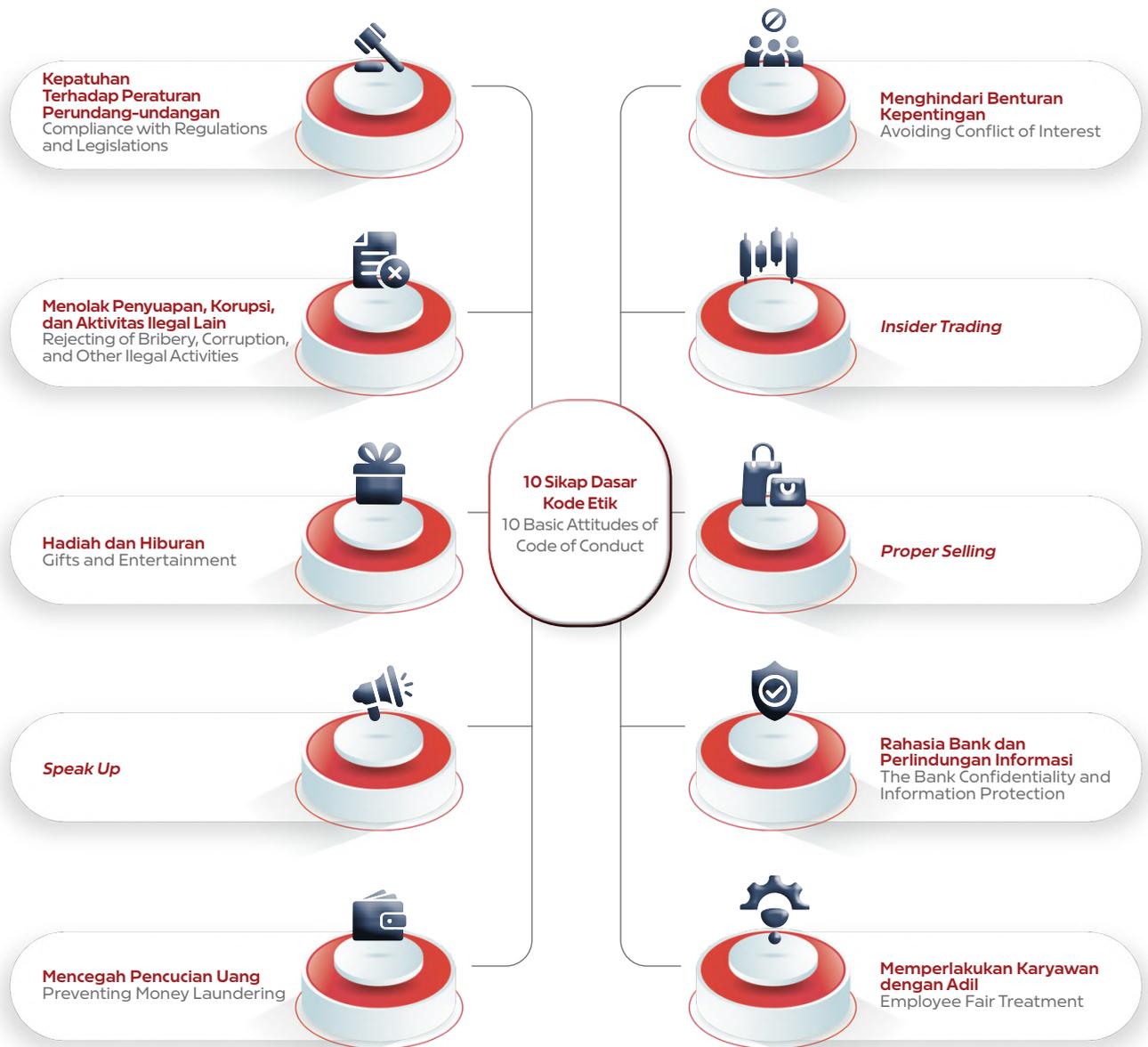
### THE BANK'S CODE OF CONDUCT

The Bank already has a Code of Conduct. The objective of the Code of Conduct is so that all of The Bank's employees are always cautious, meticulous and intelligent when facing the potential risks that may harm The Bank (*risk awareness*).

The Bank's Code of Conduct applies in conjunction with The Bank's internal regulations, government regulations and applicable laws, and absolutely not intended to replace those regulations as not all are covered by the Code of Conduct. Employees are expected to always act and behave in good and right manners, and when necessary discuss things with their superiors when there is doubt in acting and behaving.

Kode Etik Bank tertuang dalam 10 (sepuluh) sikap dasar sebagaimana secara ringkas diuraikan di bawah ini:

The Bank's Code of Conduct contains 10 (ten) basic attitudes as summarized below:



<p><b>Mematuhi Peraturan Internal Bank, Peraturan Regulator dan Peraturan Perundangan Lain yang Berlaku</b> Compliance with The Bank's Internal Regulations, Regulatory Requirements and Other Applicable Laws</p>	<p>Karyawan mewakili dan menjaga reputasi Bank, sehingga karyawan harus memahami dan mengenal seluruh peraturan dan ketentuan yang berlaku terkait dengan departemennya. Jika terdapat keraguan, karyawan harus berkonsultasi dengan rekan-rekan yang berpengalaman pada Departemen Kepatuhan, Departemen Sumber Daya Manusia, Departemen Hukum, Departemen <i>Management Information &amp; Accounting</i>, dan Departemen <i>Financial Management</i> sesegera mungkin. Pelanggaran terhadap undang-undang dan peraturan dapat dikenakan sanksi sesuai dengan peraturan yang berlaku.</p> <p>Employees represent and maintain The Bank's reputation, so they must understand all applicable rules and regulations related to their departments. In case of doubt, employees should consult with experienced colleagues in the Compliance Department, Human Resources Department, Legal Department, Management Information &amp; Accounting Department, and Financial Management Department as soon as possible. Violations of the laws and regulations may be subject to sanctions in accordance with applicable regulations.</p>
<p><b>Menolak Penyuapan, Korupsi, dan Aktivitas Ilegal Lain</b> Rejecting of Bribery, Corruption, and Other Illegal Activities</p>	<p>Penyuapan dan korupsi merusak bisnis serta nilai-nilai yang dijunjung. Bank menentang segala bentuk penyuapan dan korupsi. Karyawan dilarang melakukan penyuapan, korupsi, dan kegiatan ilegal apa pun untuk keuntungan material atau sesuatu yang berharga.</p> <p>Karyawan dilarang keras:</p> <ul style="list-style-type: none"> <li>• Menawarkan atau membuat segala jenis pemberian dalam bentuk uang secara tidak resmi kepada pejabat pemerintah atau orang lain yang memiliki kekuasaan untuk mengambil keputusan.</li> <li>• Menawarkan pembayaran tidak resmi atau tidak lazim kepada nasabah atau calon nasabah untuk bisnis mereka.</li> <li>• Menerima segala jenis pembayaran tidak resmi atau tidak lazim.</li> </ul> <p>Bribery and corruption damage business and upheld values. The Bank opposes all forms of bribery and corruption. Employees are prohibited from bribery, corruption, and any illegal activity for material benefits or valuable things.</p> <p>Employees must not:</p> <ul style="list-style-type: none"> <li>• Offer or make any kind of unofficial payment or benefit to government officials or others with decision making power.</li> <li>• Offer an unofficial or unusual payments to pay a customer or potential customer for their business.</li> <li>• Accept any kind of unofficial or unorthodox payment or benefit.</li> </ul>
<p><b>Hadiah dan Hiburan</b> Gifts and Entertainment</p>	<p>Karyawan dilarang menerima atau meminta hadiah dan/atau hiburan dalam bentuk apa pun dari nasabah, vendor atau pihak mana pun yang dapat berpotensi terhadap benturan kepentingan atau lebih jauh lagi dapat memengaruhi proses pengambilan keputusan.</p> <p>Hadiah dan/atau hiburan dapat diterima apabila sesuai dengan ketentuan yang berlaku:</p> <ul style="list-style-type: none"> <li>• Karyawan yang karena tugasnya harus memberikan atau menerima hadiah berupa barang dengan nilai yang wajar kepada/dari pihak eksternal dalam rangka hari raya keagamaan dan tahun baru, harus melaporkan kepada atasan langsung dan atasan langsung berikutnya untuk dilakukan pencatatan. Adapun nilai yang wajar adalah hadiah yang nilainya tidak melebihi Rp1.000.000. Hadiah berbentuk uang tunai tidak diperkenankan.</li> <li>• Menawarkan dan menerima jamuan bisnis yang wajar.</li> <li>• Menerima hadiah yang bernilai tinggi, di mana penolakan akan menimbulkan penghinaan, dan di mana permintaan maaf dan pengembalian tidak dimungkinkan. Jika diterima, hadiah itu harus dilaporkan kepada atasan langsung dan atasan langsung berikutnya untuk dicatat, dan kemudian dilaporkan dan diserahkan ke Departemen Sumber Daya Manusia dan Departemen Kepatuhan serta disimpan oleh Departemen <i>General Affairs</i> untuk selanjutnya akan dibagikan kepada karyawan dalam acara-acara perusahaan dan/atau acara amal.</li> </ul> <p>Employees are prohibited from accepting or soliciting gifts of any kind and/or entertainment from customers, vendors or other parties that may potentially cause conflict of interest or may further influence the decision-making process.</p> <p>The following rewards and/or entertainment may be accepted when permitted under applicable rules:</p> <ul style="list-style-type: none"> <li>• An employee, who due to his/her duties must provide/receive a prize of goods of a reasonable value to/ from an external party in the event of religious festivities and new year's celebration, must report to the immediate supervisor and subsequent immediate supervisor for recording. The fair value is a gift which value does not exceed Rp1,000,000. Gifts in cash are not allowed.</li> <li>• Offer and receive a reasonable business dinner.</li> <li>• Receive high value prize, where refusal will cause humiliation, and where apologies and returns are not possible. If accepted, the prize must be reported to the immediate supervisor and subsequent immediate supervisor for recording, and then reported and submitted to the Human Resources Department and Compliance Department, and will be kept by General Affairs Department to be subsequently distributed to employees in corporate events and/or charity events.</li> </ul>

## Speak Up

*Speak Up* merupakan saluran yang disediakan oleh Bank kepada karyawan dan pihak eksternal untuk melakukan pelaporan pelanggaran dan kecurangan apabila karyawan tidak merasa nyaman untuk melakukan eskalasi melalui jalur formal yang ada yaitu eskalasi.

Semua laporan yang diterima melalui saluran pelaporan *Speak Up* akan dicatat, diidentifikasi, dan ditindaklanjuti apabila memenuhi kriteria dalam penyampaian *Speak Up*. Perlu diingat bahwa kebijakan *Speak Up* bukanlah mekanisme untuk mengungkapkan keluhan umum.

Hal-hal yang dapat dilaporkan melalui prosedur *Speak Up* antara lain:

1. Perilaku yang melanggar peraturan;
2. Pencurian, *fraud*, dan korupsi;
3. Pelanggaran terhadap kerahasiaan data/informasi;
4. Pemberian uang yang tidak semestinya (suap dan hadiah);
5. Ketidaksesuaian finansial;
6. Benturan kepentingan;
7. Perilaku tidak etis;
8. Pelecehan (seksual dan rasis); dan
9. Penyuaipan.

Masalah lain yang dapat menimbulkan risiko reputasi bagi Bank dapat dilaporkan.

Bank mendorong aksi *Speak Up* dengan menyediakan saluran pelaporan yang aman dan terjamin kerahasiaannya. *Speak Up* merupakan bagian penting dari nilai-nilai Bank. Tidak ada yang dirugikan dari *Speak Up*, kecuali jika penggunaannya disalahgunakan untuk memberikan informasi yang tidak benar (*fitnah*).  
*Speak Up* is a channel provided by The Bank for employees and external parties to report any violation and fraud in the condition when an employee is uncomfortable to carry out escalation through formal channel called escalation.

All reports that received through the *Speak Up* channel will be recorded, reviewed and followed up if they meet the criteria for delivering *Speak Up*. Keep in mind that *Speak Up* policies are not a mechanism for expressing public complaints.

Matters that can be reported through *Speak Up* procedures include:

1. Behavior that violates laws and regulations;
2. Theft, fraud, and corruption;
3. Violation of confidentiality of data/information;
4. Inappropriate payments (bribery and reward);
5. Financial irregularities;
6. Conflict of interest;
7. Unethical behaviors;
8. Harassment (sexual and racist); and
9. Bribery.

Any other issues that may pose a reputation risk to The Bank may be reported.

The Bank encourages the action of *Speak Up* procedures by providing secure and confidential reporting channel. *Speak Up* is an important part of The Bank's values. Nothing is harmed from *Speak Up*, unless the use is misused to provide false information.

## Mencegah Pencucian Uang

Preventing Money Laundering

Pencucian uang merusak integritas dan reputasi Bank dan membawa Bank kepada kemungkinan dikenakan hukuman yang berat. Bank mendukung gerakan internasional dalam memerangi tindakan kriminal sepenuhnya serta berkomitmen mencegah pencucian uang dan penipuan.

Karyawan wajib mematuhi berbagai undang-undang dan peraturan lain yang dikeluarkan oleh pemerintah atau instansi yang berwenang yang dirancang untuk mendeteksi, mencegah, dan melaporkan pencucian uang, pembiayaan teroris dan kriminalitas penggunaan sistem keuangan.

Bank sudah memiliki kebijakan dan prosedur tentang anti pencucian uang dan pencegahan pendanaan terorisme berdasarkan ketentuan regulator dan Pusat Pelaporan dan Analisis Transaksi Keuangan (PPATK) dan peraturan perundangan lainnya yang terkait, maupun *international best practice* yang harus dipatuhi dalam menjalankan semua kegiatan usaha Bank.

Dalam mencegah kegiatan pencucian uang, karyawan wajib untuk:

- Menyelenggarakan pelatihan dan sosialisasi: Berpartisipasi dalam semua program pelatihan dan sosialisasi.
- Mengenal nasabah: Karyawan harus mengenal nasabah dan mempunyai pengetahuan yang memadai mengenai nasabah agar dapat mengidentifikasi transaksi yang tidak sesuai dengan pola transaksi nasabah atau tidak sesuai dengan aktivitasnya.
- Melaporkan aktivitas yang mencurigakan: Karyawan harus segera melaporkan kepada Departemen AML/CFT (*Anti Money Laundering/Countering Financing of Terrorism*) atas kecurigaan pencucian uang. *AML officer* harus diberitahu untuk menentukan perlu atau tidaknya mengajukan laporan transaksi keuangan yang mencurigakan.

Money laundering undermines the integrity and reputation of The Bank and brings The Bank to possible severe penalties. The Bank supports the international movement in combating criminal acts completely and is committed to preventing money laundering and fraud.

Employees are required to comply with various other laws and regulations issued by the government or authorized agencies designed to detect, prevent, and report money laundering, terrorist financing and criminal use of the financial system.

The Bank has a policy and procedure on anti money laundering and countering financing of terrorism based on the provisions of regulators and Financial Transaction Reports and Analysis Center (PPATK) and other relevant legislations, as well as international best practices to be observed in carrying out all business activities of The Bank.

In preventing money laundering activities, employees are required to observe the following:

- Conduct training and socialization: Participate in all training and socialization programs.
- Know your customer: Employees must be familiar with customers and have sufficient knowledge of customers to identify transactions that are not in accordance with the pattern of customer transactions or not in accordance with their activities.
- Reporting suspicious activity: Employees should report to AML/CFT (*Anti Money Laundering/Countering Financing of Terrorism*) Department for suspicion of money laundering. The *AML officer* must be notified to determine whether or not to file a suspicious transaction report.

## Menghindari Benturan Kepentingan

Avoiding Conflict of Interest

Benturan kepentingan adalah suatu kondisi di dalam suatu rangkaian aktivitas Bank, di mana kepentingan Bank, dan/atau nasabahnya, dan/atau karyawan Bank saling berbenturan baik secara langsung maupun tidak langsung. Terdapat 5 (lima) kategori benturan kepentingan:

- Benturan kepentingan dengan nasabah (atau pihak lainnya).  
Dalam melakukan kegiatan memasarkan produk dan jasa Bank, karyawan harus senantiasa memperhatikan kepentingan Bank dengan tetap menciptakan dan memelihara hubungan baik dengan calon nasabah atau nasabah.
- Benturan kepentingan antar karyawan (dalam kaitannya dengan aktivitas profesional) dan nasabah.  
Karyawan harus selalu bersikap objektif dan tidak dipengaruhi oleh rekanan atau calon rekanan untuk memenuhi kepentingannya yang tidak sesuai dengan ketentuan internal Bank.
- Benturan kepentingan di luar Bank.
  - i. Karyawan Bank tidak diperkenankan untuk mendapatkan keuntungan pribadi dengan menggunakan informasi yang diperoleh karena jabatannya di Bank, sedangkan informasi tersebut bukan informasi umum.
  - ii. Karyawan Bank tidak diperkenankan memiliki usaha atau bisnis pribadi di luar pekerjaannya sebagai karyawan Bank.
  - iii. Karyawan Bank tidak diperkenankan untuk mengikat hubungan kerja dengan pihak lain. Apabila hal ini terjadi, karyawan dapat dikenakan sanksi yang telah ditentukan oleh Bank. Bank dapat memberi izin kepada karyawan yang memiliki keahlian khusus, misalnya di bidang pendidikan (pengajar) untuk mengabdikan keahliannya kepada masyarakat luas sejauh karyawan tetap mengutamakan dan tidak mengabaikan kewajibannya terhadap Bank. Namun untuk hal ini karyawan harus mendapatkan rekomendasi dari atasannya sekurang-kurangnya pejabat tingkat Kepala Departemen. Namun Bank juga mempunyai hak prerogatif untuk tidak memberikan izin terhadap kepentingan tersebut di atas.
- Benturan kepentingan dengan calon karyawan dan antar karyawan.  
Karyawan tidak diperkenankan untuk menerima suatu pemberian apalagi meminta sesuatu dari sesama karyawan maupun calon karyawan, baik berupa uang, tip, komisi, bantuan atau sesuatu apa pun yang dapat menyebabkan "utang budi" kepada karyawan maupun calon karyawan tersebut.
- Benturan kepentingan hubungan keluarga.  
Karyawan yang memiliki hubungan keluarga dengan karyawan lain di Bank, harus melaporkan hubungan tersebut kepada Departemen Sumber Daya Manusia di kantor pusat. Hal ini dilakukan agar Departemen Sumber Daya Manusia dapat mengatur posisi masing-masing karyawan tidak saling menimbulkan benturan kepentingan.

A conflict of interest is a condition within a series of The Bank activities, in which the interests of The Bank, and/or its customers, and/or The Bank employees' conflict with each other directly or indirectly. There are 5 (five) categories of conflict of interest:

- Conflict of interest with customers (or other parties).  
In conducting activities to market The Bank's products and services, employees must always pay attention to the interests of The Bank while maintaining good relationships with prospective customers or customers.
- Conflict of interest between employees (in connection with professional activities) and customers.  
Employees must always be objective and not influenced by partners or potential partners to fulfill their interests that are not in accordance with the internal provisions of The Bank.
- Conflict of interest outside The Bank.
  - i. The Bank employees are not allowed to gain personal benefit by using information obtained from their position at The Bank, as the information is not for public consumption.
  - ii. The Bank employees are not allowed to own a business or personal business outside of their work as The Bank employees.
  - iii. The Bank employees are not allowed to engage with other parties. If this occurs, the employee may be subject to sanctions determined by The Bank. The Bank may grant licenses to employee with special expertise, for example in the field of education (instructor) to devote his/her expertise to the public, as long as the employee remains concerned and does not neglect his/her obligations to The Bank. But for this, the employee must get recommendation from his/her superiors, at the very least from the Head of Department. However, The Bank also has a prerogative to not grant permission to the above-mentioned interests.
- Conflict of interest with prospective employees and fellow employees.  
Employees are not allowed to accept gift or request something from their fellow employees or prospective employees, whether in the form of money, tips, commissions, assistance or anything that can cause "debt" to the employees or prospective employees.
- Conflict of interest of family relations.  
Employees who have family relations with other employees at The Bank must report their relationships to the Human Resources Department at the head office. This is done so that the Human Resources Department can set the position of each employee to not conflict with each other interests.

<p><b>Insider Trading</b></p>	<p>Dalam melakukan pekerjaan di dalam Bank, karyawan dapat memiliki akses terhadap <i>inside information</i>. Karyawan dilarang melakukan <i>insider trading</i> apabila memiliki <i>inside information</i> yang belum menjadi informasi publik. Bila karyawan melakukan transaksi tersebut karena mengetahui atau mendapatkan <i>inside information</i>, maka karyawan dapat dianggap telah membocorkan rahasia Bank dan harus bertanggung jawab atas pelanggaran undang-undang yang berlaku. Ketika memiliki <i>inside information</i>, karyawan harus bertindak dengan integritas dan kejujuran, serta menghindari mengambil keuntungan pribadi melalui transaksi yang dilakukan. Memberi petunjuk kepada orang lain atau bertransaksi mewakili keluarga, teman, ataupun pihak ketiga yang lain berdasarkan informasi orang dalam juga dilarang.</p> <p>In performing their work within The Bank, the employees may have access to inside information. Employees are prohibited to conduct insider trading if they have inside information that has not become public information. If an employee commits such transactions for knowing or obtaining inside information, then the employee may be deemed to have disclosed The Bank secrets and shall be liable for breach of applicable laws. When having inside information, employees must act with integrity and honesty, and avoid taking personal advantage through transactions made. Tipping off to another person or dealing on behalf of relatives, friends, or any other third parties based on insider information are also prohibited.</p>
<p><b>Proper Selling</b></p>	<p>Karyawan dilarang, baik sengaja atau secara ceroboh, membuat pernyataan, janji, atau prediksi yang menyesatkan, palsu atau menipu kepada setiap nasabah atau dengan kata lain karyawan wajib untuk menghindari terjadinya <i>misselling</i>. <i>Misselling</i> dapat menurunkan reputasi Bank dan menimbulkan adanya tuntutan hukum dari nasabah. <i>Misselling</i> terjadi dikarenakan kesalahan dalam menyampaikan risiko yang terkait suatu produk perbankan, atau ketika produk perbankan yang ditawarkan tidak sesuai dengan kebutuhan nasabah. Selain itu, karyawan dilarang menyembunyikan fakta apa pun dari nasabah yang dapat menyebabkan nasabah atau pemangku kepentingan membuat keputusan berdasarkan informasi yang tidak benar. Setiap karyawan wajib untuk memberikan atau membuat pernyataan baik lisan ataupun tertulis mengenai fakta yang benar atau dengan kata lain karyawan wajib untuk menghindari terjadinya <i>misrepresentation</i>. Dengan demikian, karyawan diharuskan untuk:</p> <ul style="list-style-type: none"> <li>• Menghindari menjual produk dan jasa yang tidak sesuai dengan kebutuhan nasabah dan tidak memedulikan kepentingan nasabah.</li> <li>• Memberikan informasi yang relevan dan lengkap kepada nasabah supaya mereka dapat dihadapkan kepada pilihan yang paling tepat dari produk yang ada.</li> <li>• Memiliki pengetahuan yang memadai mengenai produk-produk Bank dan tingkat risiko yang diinginkan nasabah, serta tujuan, keuangan, dan kondisi pribadi nasabah agar dapat menilai akibat yang ditimbulkan dan apakah produk tersebut dapat memenuhi kebutuhan nasabah.</li> <li>• Berusaha agar nasabah mengerti produk beserta risikonya, terutama produk-produk yang rumit dan pembelian produk tersebut harus didasarkan atas persetujuan nasabah.</li> <li>• Menjelaskan fitur produk dengan jelas baik secara lisan maupun melalui media.</li> </ul> <p>Employees are prohibited, either deliberately or carelessly, from making false or deceptive statements, promises or predictions to customers. In other words, employees are required to avoid the occurrence of misselling. Misselling can undermine The Bank's reputation and cause lawsuits from customers. Misselling occurs due to errors in conveying the risks associated with a banking product, or when the offered banking products are not in accordance with the needs of customers. In addition, employees are prohibited from hiding any facts from customers that may cause customers or stakeholders to make decisions based on information that is not true. Every employee is obliged to give or make a statement both orally and in writing about the true facts. In other words, employees are obliged to avoid the occurrence of misrepresentation. Accordingly, employees are required to:</p> <ul style="list-style-type: none"> <li>• Avoid selling products and services that are not in accordance with the needs of customers and not caring about the interests of customers.</li> <li>• Provide relevant and complete information to customers so that they can be exposed to the most appropriate choice of existing products.</li> <li>• Have sufficient knowledge of The Bank's products and the level of risk desired by the customers, as well as the clients' personal goals, finances and conditions in order to assess the consequences and whether the product meets the customers' needs.</li> <li>• Try to get customers to understand the product and its risks, especially for complicated products and the purchases of such products must be based on the customers' approval.</li> <li>• Describe the product features clearly both orally and through the media.</li> </ul>

**Rahasia Bank dan Perlindungan Informasi**

The Bank Confidentiality and Information Protection

Karyawan Bank wajib sepanjang waktu menghormati prinsip kerahasiaan Bank khususnya sehubungan dengan perlindungan kerahasiaan informasi nasabah. Tugas untuk melindungi kerahasiaan informasi nasabah terus berlanjut bahkan setelah karyawan berhenti bekerja pada Bank. Hal tersebut terkait dan sejalan dengan kebijakan benturan kepentingan, Kode Etik, serta *compliance statement* yang disetujui karyawan pada saat bergabung dengan Bank. Karyawan Bank dapat memperoleh informasi Bank untuk dirahasiakan, dan tidak untuk diungkapkan kepada pihak ketiga. Membocorkan informasi tersebut kepada pihak di luar Bank adalah pelanggaran serius. Karyawan dilarang melakukan hal tersebut kecuali jika karyawan diminta oleh badan/instansi hukum yang berwenang (pengadilan/polisi/BI/OJK). Dengan demikian, karyawan wajib untuk:

- Mencatat dan melaporkan seluruh data yang berkaitan dengan informasi nasabah dan menyimpan data dan informasi nasabah pada tempat yang aman, tidak dapat diakses oleh orang yang tidak berhak untuk memperoleh informasi tersebut untuk membaca, mengetahui, mencatat dan menggandakan data tersebut.
- Menjaga kerahasiaan informasi nasabah dan tidak mendiskusikannya di tempat-tempat umum serta tidak memberi informasi baik secara lisan maupun tertulis tentang nasabah dan calon nasabah kepada pihak mana pun termasuk teman dekat atau anggota keluarga sendiri yang tidak berwenang untuk mengetahuinya yang dapat merugikan nasabah dan Bank secara langsung maupun tidak langsung.
- Dilarang menyebarkan informasi gaji, pinjaman karyawan, dan informasi lainnya yang bersifat pribadi dan rahasia kepada pihak luar Bank.
- Tidak menggunakan kembali kertas-kertas bekas yang berisikan informasi bersifat rahasia.

The Bank employees are obliged at all time to respect the principle of The Bank secrecy especially in protecting the confidentiality of customer information. The duty of protecting the confidentiality of customer information continues even after the employees stop working at The Bank. It is related and in line with the policy of conflict of interest, Code of Conduct, and compliance statement that employees agree upon joining The Bank. The Bank employees may obtain its information to be kept confidential and not to be disclosed to third parties. Leaking that information to parties outside The Bank is a serious offense. Employees are prohibited from doing so unless they are requested by a legal entity/agency (courts/police/BI/OJK). Accordingly, employees are required to:

- Record and report all data relating to customer information and store customer data and information in a safe place, not accessible to unauthorized persons who wish to obtain such information to read, know, record and duplicate the data.
- Maintain the confidentiality of customer information and not discussing it in public places, and not providing information both orally and in writing about customers and potential customers to any party including close friends or family members who are not authorized to know and that may harm the customers and The Bank directly or indirectly.
- It is prohibited to disseminate salary information, employee loans, and other personal and confidential information to parties outside The Bank.
- Do not reuse used papers containing confidential information.

### Memperlakukan Karyawan dengan Adil

Employee Fair Treatment

Bank berupaya membantu karyawannya untuk mencapai potensi terbaiknya agar dapat berkinerja tinggi dengan selalu berusaha meningkatkan kesejahteraan dan memperlakukan karyawan secara adil dan bertindak sesuai peraturan internal Bank, peraturan Bank Indonesia dan peraturan perundangan lainnya yang berlaku serta melindungi hak-hak karyawan.

Atasan mengemban tugas untuk memperhatikan secara seksama karyawannya. Karyawan harus terus mengembangkan keterampilan dan kemampuan untuk dapat memenuhi komitmen Bank kepada pemangku kepentingan.

Dengan demikian, karyawan diharuskan untuk:

1. Mempertahankan standar kinerja dan perilaku
  - Memenuhi standar kinerja yang diharapkan, perilaku, dan etika.
  - Setiap perilaku diskriminatif, pelecehan, atau pelanggaran perilaku tidak akan ditoleransi dan akan diperlakukan dengan serius.
2. Menjaga kesehatan, keselamatan dan keamanan
  - Bekerja dengan sehat dan aman supaya tindakan atau kelalaian tidak menimbulkan risiko bagi orang lain.
  - Mendorong rekan kerja untuk bekerja secara sehat dan aman.
  - Melaporkan semua kecelakaan dan kejadian.
  - Meminta perhatian manajemen akan semua bahaya yang ada di tempat kerja.
3. Pembelajaran dan kompetensi
  - Karyawan bertanggung jawab atas pembelajaran dan perkembangan yang berkesinambungan.
  - Karyawan harus menjaga keahlian dan pengetahuan yang diperlukan dalam menjalankan pekerjaan dengan baik dan memaksimalkan potensi.
  - Karyawan harus mengidentifikasi kebutuhan pembelajaran setiap tahun dan berpartisipasi dalam aktivitas pengembangan yang relevan dalam membantu mengembangkan keahlian dan kemampuan baru.

The Bank strives to accommodate its employees to reach their best potential and generate great performance by improving their welfare, treating them fairly, and acting in accordance with its internal policies, Bank Indonesia regulations, and other regulatory requirements, as well as protecting the rights of its employees.

Managers owe a duty of care to all their subordinates. Employees must continuously develop their skills and capabilities, so they can deliver The Bank's commitments to the stakeholders.

Thus, the employees are required to:

1. Maintain the standards of performance and conduct
  - Meet the expected standards of performance, behavior, and conduct.
  - Any discriminatory behavior, harassment, or breach of conduct will not be tolerated and will be treated seriously.
2. Maintain healthy, safe and secure work environment
  - Work in a healthy and safe manner, so that the actions or omissions taken do not put others at risk.
  - Encourage others to work in a healthy and safe manner.
  - Report all accidents and incidents.
  - Bring any hazard in the workplace to the attention of management.
3. Learning and competency
  - Employees have responsibility for continuous learning and development.
  - Employees must maintain the skills and knowledge they need to perform their jobs well and to maximize their potential.
  - Employees must identify their learning needs each year and participate in relevant development activities that can help them in developing new skills and capabilities.

## PENERAPAN KODE ETIK

Kode Etik Bank berlaku untuk seluruh karyawan Bank pada setiap level organisasi dalam Bank.

## SOSIALISASI DAN PENYEBARLUASAN KODE ETIK

Departemen Kepatuhan telah menetapkan aturan internal terkait dengan Kode Etik Perilaku Karyawan. Dalam rangka penyebaran Kode Etik Perilaku maka setiap karyawan wajib untuk menandatangani Surat Pernyataan untuk Tunduk kepada Kode Etik Perilaku. Departemen Sumber Daya Manusia akan membantu dalam proses penandatanganan dan pengadministrasian surat pernyataan tersebut.

## IMPLEMENTATION OF CODE OF CONDUCT

The Bank's Code of Conduct applies to all of The Bank employees at each level of the organization in The Bank.

## SOCIALIZATION AND DISSEMINATION OF THE CODE OF CONDUCT

Compliance Department has established an internal rules related to the Employee Code of Conduct. In order to disseminate the Code of Conduct, each employee is required to sign a Statement of Adherence to the Code of Conduct. The Human Resources Department will assist in the process of signing and administering the statement.

Selain melalui penandatanganan surat pernyataan, sosialisasi terkait Kode Etik Perilaku juga dilakukan melalui penerbitan buku Peraturan Perusahaan, pelatihan *New Employee Orientation Program* (NEOP) bagi karyawan baru, dan pelatihan CARAL (*Compliance, AML, Risk Management, Audit, and Legal*). Departemen Sumber Daya Manusia akan membantu dalam memfasilitasi pelaksanaan pelatihan tersebut di atas.

## PELANGGARAN DAN SANKSI DISIPLIN

Kepatuhan terhadap kebijakan dan peraturan Bank adalah wajib. Karyawan yang berhubungan langsung dengan nasabah atau rekanan wajib menekankan dan mengimplementasikan kondisi pada kebijakan ini dalam hubungan kerja sama bisnis/komersil. Pelanggaran atas kebijakan tersebut dapat berakibat pada tindakan disiplin sesuai dengan peraturan Bank yang berlaku mulai dari surat peringatan sampai dengan pemberhentian, sebagaimana diatur dalam Peraturan Perusahaan dan/atau Kebijakan dalam Penanganan Ketidapatuhan dan Disipliner.

## KECURANGAN INTERNAL 2022

Kecurangan internal atau *internal fraud* adalah penyimpangan/kecurangan yang dilakukan oleh pengurus, karyawan tetap dan tidak tetap (termasuk karyawan alih daya) terkait dengan proses kerja dan kegiatan operasional Bank yang memengaruhi kondisi keuangan Bank.

Tidak terdapat kecurangan internal yang teridentifikasi pada tahun 2022.

Apart from signing the statement letter, socialization regarding the Code of Conduct was also carried out through the publication of Company Regulations book, New Employee Orientation Program (NEOP) training for new employees, and CARAL (*Compliance, AML, Risk Management, Audit, and Legal*) training. The Human Resources Department will assist in facilitating the implementation of the above-mentioned training.

## VIOLATIONS AND DISCIPLINARY SANCTIONS

Compliance with all policies and regulations of The Bank is a mandatory obligation. Any respective employee with direct interaction with the customers or partners must emphasize and implement conditions in this policy in any business/commercial cooperation. Violation of this policy can result in disciplinary action in accordance with The Bank's applicable regulations, starting from the warning letter to termination, as stipulated in the Company Regulation and/or the Policy for Handling In-Compliant and Disciplinary.

## INTERNAL FRAUD 2022

Internal fraud is deviation/act of fraud committed by the management, permanent and non-permanent employees (including outsourcing employees) in relation to The Bank's work processes and operational activities that affect The Bank's financial condition.

There was no internal fraud identified in 2022.

# KEBIJAKAN TRANSPARANSI DAN BENTURAN KEPENTINGAN

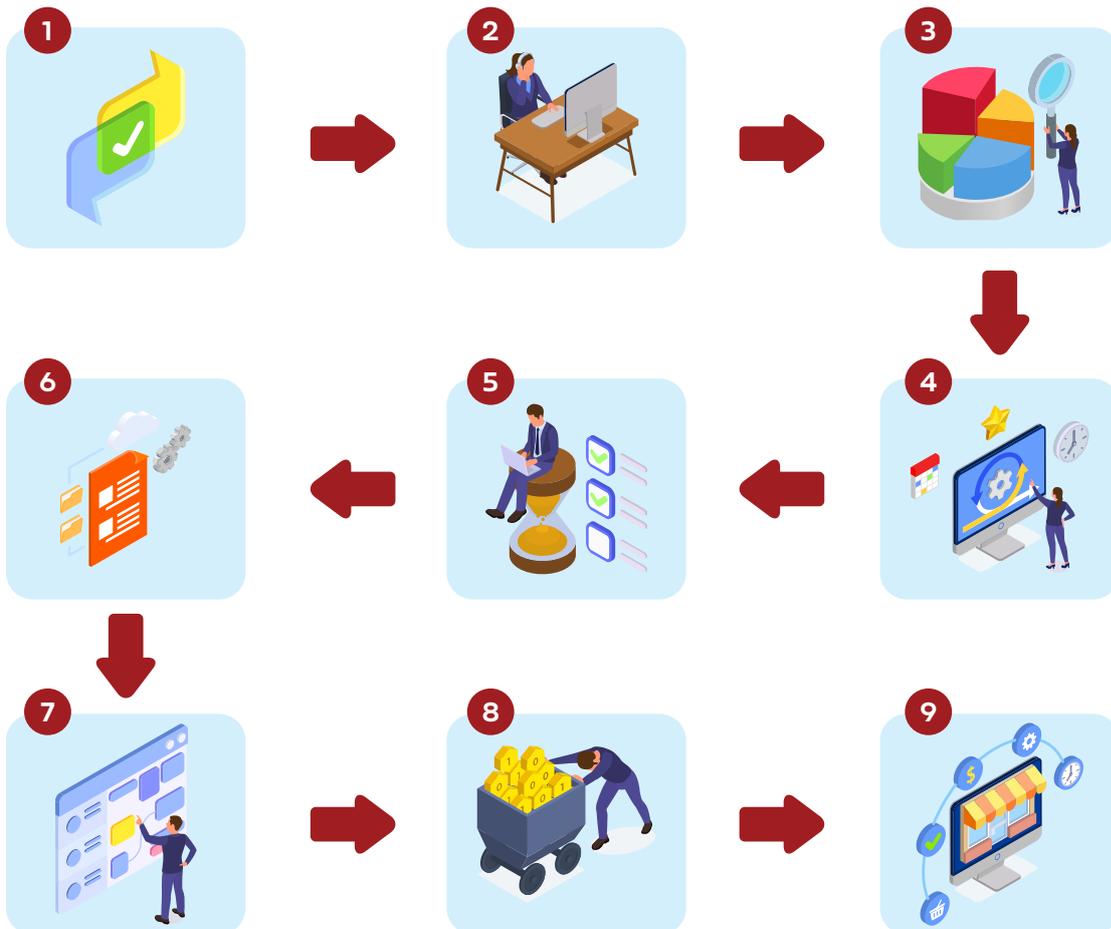
## POLICY ON TRANSPARENCY AND CONFLICT OF INTEREST

Kode Etik Bank mengatur kebijakan terkait benturan kepentingan, yang tercantum dalam 10 (sepuluh) Sikap Dasar Kode Etik Bank, yang salah satunya adalah “Menghindari Benturan Kepentingan”. Dalam Kode Etik Bank tercantum kebijakan secara rinci tentang definisi benturan kepentingan, dan jenis benturan kepentingan yang memungkinkan munculnya kerugian baik bagi Bank sendiri maupun bagi pemangku kepentingan.

The Bank’s Code of Conduct regulates policy on conflict of interest, that is listed in 10 (ten) Basic Attitudes of The Bank’s Code of Conduct, one of which is “Avoiding Conflict of Interest”. The Bank’s Code of Conduct includes detailed policy on the definition of conflict of interest, and the types of conflict of interest that may cause harm to both The Bank itself and the stakeholders.

# KEBIJAKAN PENGADAAN BARANG DAN JASA

## PROCUREMENT POLICY



## TATA CARA PENGADAAN BARANG DAN JASA

1. Menerima permintaan dari pemohon dan melakukan peninjauan dan diskusi untuk mendapatkan kriteria barang dan jasa yang diminta.
2. Menghubungi vendor-vendor terkait yang dapat menyediakan barang dan jasa yang diminta dan meminta penawaran harga awal.
3. Membuat analisis perbandingan dari penawaran yang diterima dari vendor-vendor.
4. Membuat proposal pengajuan dana pengadaan ke manajemen untuk mendapatkan persetujuan dana serta persetujuan atas hasil seleksi vendor.
5. Membuat pemesanan barang dan jasa kepada vendor terpilih.
6. Melakukan pengawasan terhadap penyerahan barang dan jasa yang telah dilaksanakan oleh vendor.
7. Melakukan pendataan dan penyimpanan terhadap barang yang telah dikirim oleh vendor.
8. Melakukan serah terima kepada pemohon.
9. Memproses tagihan vendor ke bagian keuangan.

Sebagai salah satu komitmen Bank untuk melaksanakan proses bisnis yang berkelanjutan, manajemen sangat memperhatikan hubungan yang baik serta profesional dengan para pemasok barang dan jasa secara transparan, akuntabel, bertanggung jawab, independen, dan adil. Semua pengadaan pendukung operasional dan bisnis Bank wajib melalui departemen penanggung jawab termasuk pengadaan untuk jasa perawatan, penggantian barang atas perbaikan, dan kontrak kerja pembelian atau sewa.

Pengajuan pendanaan atas pengadaan barang dan jasa dengan nominal tertentu dianalisis melalui *Financial Review Committee* (FRC) dan dimintakan persetujuan ke Direktur penanggung jawab FRC dan Presiden Direktur.

Proses seleksi vendor atas barang dan jasa dengan nominal tertentu dikaji oleh *Centralized Purchase Review Team* (CPRT) yang terdiri dari perwakilan kepala atau penanggung jawab dari Departemen *General Affairs*, Departemen *Financial Management* dan departemen-departemen terkait lainnya yang ditunjuk oleh Presiden Direktur.

Tugas dan tanggung jawab dari departemen penanggung jawab dapat diuraikan sebagai berikut:

1. Melaksanakan permintaan atas barang dan jasa dari pemohon berdasarkan prosedur yang telah ditetapkan.
2. Menyusun detail permintaan atas barang dan jasa sesuai permintaan pemohon.
3. Bekerja sama dengan vendor dalam proses pengadaan.
4. Melakukan pendataan atas barang yang telah diterima.
5. Pengawasan terhadap kualitas barang atau hasil pekerjaan dari vendor.
6. Melakukan serah terima barang dan jasa kepada pemohon.

## PROCEDURES FOR THE PROCUREMENT OF GOODS AND SERVICES

1. Receive requests from applicants and conduct reviews and discussions for obtaining the criteria of goods and services requested.
2. Contact the relevant vendors who can provide the requested goods dan services and asking for initial price quotes from vendors.
3. Make a comparison analysis of the proposals received from vendors.
4. Make a proposal for procurement funding to management for obtaining approval of funding and result of vendor selection.
5. Make a purchase order of goods and services to the selected vendor.
6. Conduct oversight of goods and services delivery carried out by the vendor.
7. Collect data and store the goods sent by the vendor.
8. Handover to the applicant.
9. Process billing to finance department.

As part of The Bank's commitment to implementing sustainable business processes, the management takes a serious concern in maintaining the good and professional relationship with the suppliers of goods and services in a transparent, accountable, responsible, independent, and fair manner. All procurement of The Bank's operational and business support must be done through the department in charge, including the procurement for maintenance services, replacement of goods for repairs, and lease purchase agreement.

Submission of funding for procurement of goods and services in certain amount is analyzed through the Financial Review Committee (FRC) and to be approved by the Director in charge of FRC and the President Director.

The selection process of vendors of goods and services in certain amount is reviewed by the Centralized Purchase Review Team (CPRT) comprising the representatives of head or person in charge of the General Affairs Department, Financial Management Department and other relevant departments appointed by the President Director.

The duties and responsibilities of the department in charge can be described as follows:

1. Conducting requests for goods and services from applicants based on predetermined procedures.
2. Prepare details of goods and services request according to the request from applicants.
3. Working closely with vendor in the procurement process.
4. Collecting data on goods that have been received.
5. Monitoring the quality of goods or services of vendor.
6. Hand over goods and services to the applicants

# WHISTLEBLOWING SYSTEM

## WHISTLEBLOWING SYSTEM

Dalam menciptakan lingkungan kerja yang sehat, Bank telah memiliki *whistleblowing system* yang merupakan sarana komunikasi bagi semua pihak untuk melaporkan perbuatan/perilaku/kejadian yang berhubungan dengan antara lain: tindakan *fraud*/pelanggaran terhadap hukum, perjanjian kerja sama Bank, Kode Etik, kebijakan internal Bank, dan/atau benturan kepentingan yang dilakukan oleh/atau melibatkan internal Bank.

Dalam hal mekanisme eskalasi tidak dapat dijalankan karena tindakan penyimpangan yang dilaporkan berkaitan dengan atasan langsung pegawai dan/atau atasan lain, pegawai Bank dapat menggunakan media *Speak Up*.

*Speak Up* merupakan saluran yang disediakan oleh Bank kepada karyawan dan pihak eksternal untuk melakukan pelaporan pelanggaran dan kecurangan apabila karyawan tidak merasa nyaman untuk melakukan eskalasi melalui jalur formal yang ada yaitu eskalasi.

### PENERAPAN KEBIJAKAN

Dalam menerapkan budaya manajemen risiko yang mampu mentransformasikan Bank untuk menjadi penyedia jasa keuangan terkemuka, maka prosedur *whistleblowing* diterapkan melalui:

1. Partisipasi aktif dari pegawai Bank  
Partisipasi aktif dari pegawai Bank diperlukan untuk mengadopsi nilai-nilai yang mendukung budaya risiko. Partisipasi aktif dari pegawai Bank dapat diwujudkan dalam bentuk tindakan nyata untuk mempertahankan terciptanya lingkungan kerja yang bebas dari pelanggaran. Oleh karena itu, setiap pegawai Bank berhak untuk melaporkan setiap indikasi akan adanya penyelewengan dan wajib untuk mengungkapkan setiap pelanggaran yang dilakukan oleh pegawai lain melalui sarana *Speak Up* yang telah disediakan.
2. Komite Disipliner  
Setelah melakukan evaluasi dan analisa terkait Laporan *Speak Up* yang memerlukan investigasi lebih lanjut, maka Komite Disipliner akan mengambil tindak lanjut yang mungkin juga melibatkan pihak-pihak terkait. Jika yang dicurigai melakukan potensi pelanggaran atau pelanggaran adalah anggota Dewan Komisaris atau Direksi, maka laporan ditujukan kepada Ketua Komite Audit (yang diketuai oleh Komisaris Independen).

In creating a favorable working environment, The Bank has a whistleblowing system as a communication channel for all parties to report any actions/behaviors/events related to: acts of fraud/violations of laws, working agreement with The Bank, Code of Conduct, The Bank's internal policies, and/or conflicts of interest committed by/or involving internal of The Bank.

In the event that escalation mechanism cannot be carried out due to the fact that the incident is associated with their direct supervisor and/or other superiors, The Bank's employees can use the *Speak Up* mechanism.

*Speak Up* is a channel provided by The Bank for employees and external parties to report any violation and fraud in the condition when an employee is uncomfortable to carry out escalation through formal channel called escalation.

### IMPLEMENTATION OF POLICY

In implementing a risk management culture that can transform The Bank into a leading financial service provider, the whistleblowing procedure is implemented through:

1. The active participation of The Bank employees  
The active participation of The Bank employees is required in order to adopt values that support the risk culture. The active participation of The Bank employees can be implemented in the form of concrete actions to maintain the creation of a work environment free from offense. Therefore, every employee of The Bank is entitled to report any indication of fraud and is obliged to disclose any offense caused by other employees through the *Speak Up* channel provided.
2. The Disciplinary Committee  
After evaluating and analyzing the *Speak Up* Report that requires further investigation, the Disciplinary Committee will take follow-up actions that may also involve relevant parties. If the suspected of potential violation or suspected of violation is a member of the Board of Commissioners or Board of Directors, then the report is addressed to the Chairman of Audit Committee (chaired by an Independent Commissioner).

## PRINSIP DASAR SISTEM PELAPORAN PELANGGARAN

Penerapan sistem pelaporan pelanggaran di Bank memiliki prinsip dasar bagi yang memiliki informasi dan ingin melaporkan suatu perbuatan tidak etis maupun pelanggaran yang terjadi di lingkungan Bank. Pelapor tidak perlu khawatir atas terungkapnya identitas diri karena Bank akan merahasiakan identitas diri pelapor sebagai *whistleblower*. Bank menghargai informasi yang dilaporkan dan fokus pada materi informasi yang dilaporkan.

### TUJUAN

Pemberlakuan sistem pelaporan pelanggaran di lingkup Bank dilakukan sebagai acuan dalam tata cara pengelolaan penanganan pengaduan/penyungkapan (*whistleblowing system*) bagi Dewan Komisaris, Direksi, karyawan serta pemangku kepentingan, agar setiap laporan yang dikirimkan terjaga kerahasiaannya dan kasus yang dilaporkan dapat dipertanggungjawabkan serta dapat ditindaklanjuti.

### RUANG LINGKUP

Kebijakan ini berlaku bagi Dewan Komisaris, Direksi dan organnya, karyawan Bank (baik karyawan tetap, karyawan kontrak maupun karyawan tidak tetap), pihak eksternal yang memiliki hubungan kerja sama dan/atau berkepentingan dengan Bank, seperti nasabah, pihak ketiga (pihak penyedia barang/jasa) dan mantan karyawan. Pelanggaran yang dapat dilaporkan meliputi korupsi, suap, benturan kepentingan, pencurian, kecurangan, dan pelanggaran peraturan/hukum.

## PENANGANAN PELAPORAN PELANGGARAN

Bank memiliki prosedur dalam penanganan pelaporan pelanggaran. Prosedur tersebut dibuat dengan mengacu pada prinsip di bawah ini:

- Laporan *Speak Up* yang bersifat rahasia. Hanya pelapor dan administrator *Speak Up*, serta komite yang telah ditunjuk yang mempunyai kewenangan untuk mengakses laporan tersebut.
- Pihak pelapor berhak untuk mendapat perlindungan dari Bank jika laporannya dapat menyebabkan ancaman yang berasal dari dalam maupun dari luar Bank.
- Pihak pelapor dan terlapor dibebaskan dari segala sanksi apabila laporannya tidak dapat dibuktikan secara sah kebenarannya.
- Bank menjamin bahwa seluruh pihak pelapor dan laporan yang telah disampaikan tidak akan memengaruhi penilaian terhadap kinerja maupun terhadap karier pegawai Bank.

## BASIC PRINCIPLES OF VIOLATION REPORTING SYSTEM

The implementation of violation reporting system at The Bank has a basic principle for those who have information and wish to report an unethical act or violation that occurs within the environment of The Bank. The reporting party does not have to worry about the disclosure of his/her identity as The Bank will keep his/her identity as the whistleblower. The Bank appreciates the reported information and focuses on the reported information material.

### PURPOSE

The application of violation reporting system in the scope of The Bank is conducted as a reference point in the management of the whistleblowing system for the Board of Commissioners, Board of Directors, employees and stakeholders, so that each submitted report is kept confidential and the reported case may be accountable and actionable.

### SCOPE

This policy applies to the Board of Commissioners, Board of Directors and their organs, The Bank employees (both permanent employees, contract employees, and non-permanent employees), external parties who have business relations and/or have an interest with The Bank, such as customers, third parties (goods/services provider), and former employees. Reportable offenses include corruption, bribery, conflict of interest, theft, fraud, and violation of regulations/laws.

## HANDLING OF VIOLATION REPORT

The Bank has procedure for handling violation reports. The procedure is made with reference to the following principles:

- *Speak Up* reports are confidential. Only the reporting party, *Speak Up* administrator and designated committee have the authority to access such reports.
- The reporting party is entitled for protection from The Bank if his/her reporting may cause threat from within or outside The Bank.
- The reporting party and the reported party are exempt from any sanction if the report cannot be legally validated.
- The Bank guarantees that all reporting parties and reports submitted will not affect the assessment of performance or career of The Bank employees.

- Berdasarkan kepastian dan jaminan di atas, pihak pelapor wajib untuk bersedia memberikan informasi yang lebih rinci jika diminta oleh pihak manajemen Bank sebagai bagian dari tindak lanjut atas laporan yang telah disampaikannya.

Langkah-langkah dari prosedur tersebut adalah:

1. Mendeteksi Indikasi Pelanggaran
2. Penyampaian Laporan
3. Penanganan Laporan *Speak Up*
4. Tindak Lanjut Laporan

## PENDETEKSIAN INDIKASI PELANGGARAN

Dalam hal karyawan dan/atau pihak eksternal mengetahui, melihat, dan mendengar tentang kondisi yang diindikasikan sebagai tindakan pelanggaran terhadap Kode Etik perilaku, peraturan, dan praktik umum yang berlaku pada industri perbankan, maka karyawan dapat melaporkan hal tersebut kepada atasannya sesuai dengan mekanisme eskalasi. Namun untuk pihak eksternal dapat melaporkan melalui mekanisme *Speak Up*.

## PENYAMPAIAN LAPORAN

Karyawan yang mengetahui adanya indikasi pelanggaran atau aktivitas yang mencurigakan diminta untuk menyampaikan laporan dengan menggunakan Formulir Pelaporan *Speak Up* yang dilampiri dengan dokumen pendukung.

Formulir *Speak Up* yang sudah dilengkapi dikirimkan melalui email kepada: [speakup@ina.icbc.com.cn](mailto:speakup@ina.icbc.com.cn).

Dalam hal terdapat laporan pelanggaran yang diperkirakan berdampak negatif secara signifikan terhadap Bank dan/atau nasabah, termasuk yang berpotensi menjadi perhatian publik, maka Bank harus segera melaporkan hal tersebut kepada OJK paling lambat 3 (tiga) hari kerja setelah Bank mengetahui terjadinya pelanggaran tersebut. Proses pelaporan ini mengacu pada "Kebijakan Strategi *Anti Fraud*".

## PENANGANAN LAPORAN

Setiap laporan yang diterima oleh administrator *Speak Up* akan ditindaklanjuti sebagai berikut:

- Mencatat tanda terima Laporan *Speak Up*.
- Mengirimkan pemberitahuan balasan kepada pengirim/pelapor (*whistleblower*) selambat-lambatnya dalam 5 (lima) hari kerja (melalui *email*) setelah laporan diterima untuk menyatakan bahwa laporan telah diterima oleh administrator *Speak Up* dan laporan tersebut akan ditindaklanjuti sesuai dengan ketentuan internal Bank.

- Based on the above certainty and guarantee, the reporting party is obliged to provide more detailed information if requested by the management of The Bank as part of a follow-up action on the reports that have been submitted.

The steps of the above procedures are:

1. Detecting Indication of Violation
2. Report Submission
3. Speak Up Report Handling
4. Follow-up on the Report

## DETECTING AN INDICATION OF VIOLATION

In the event that employees and/or external parties know, see, and hear about conditions that are indicated as violations of the Code of Conduct, regulations and general practices applicable to the banking industry, employees can report the matter to their superiors in accordance with the escalation mechanism. However, for external parties can report through the *Speak Up* mechanism.

## REPORT SUBMISSION

Employee who is aware of the violation indications or suspicious activities is requested to submit a report using the *Speak Up* Reporting Form attached with supporting documents.

The fulfilled *Speak Up* form needs to be submitted via email to: [speakup@ina.icbc.com.cn](mailto:speakup@ina.icbc.com.cn).

For any violation incidents which are estimated to have a significant negative impacts to The Bank and/or customers, including those which may potentially become public concern, The Bank should immediately report the issue to OJK no later than 3 (three) working days after The Bank is aware of the violation. The reporting process refers to the "*Anti Fraud Strategy Policy*".

## REPORT HANDLING

Any report received by *Speak Up* administrator will be followed up as follows:

- Record the received date of the *Speak Up* Report.
- Send a reply email to the report sender/*whistleblower* no later than 5 (five) working days after the report is received by *Speak Up* administrator as a notification that the report has been received and will be followed up in accordance with The Bank's internal provision.

- Memastikan kelengkapan informasi pada laporan dan bukti pendukung yang dilampirkan (jika ada). Informasi dapat dikategorikan lengkap apabila pelapor (*whistleblower*) mencantumkan nama dan nomor telepon atau kontak yang dihubungi.
  - Untuk laporan yang dikategorikan sebagai Laporan *Fraud*, hasil identifikasi tersebut disampaikan kepada Kepala Departemen Audit Internal selambat-lambatnya 1 (satu) hari setelah Laporan *Fraud* diterima oleh administrator *Speak Up*.
  - Sedangkan laporan yang dikategorikan sebagai Laporan Keluhan, disampaikan kepada Kepala Departemen Sumber Daya Manusia paling lambat 2 (dua) hari kerja setelah laporan diterima oleh administrator *Speak Up*.
  - Administrator *Speak Up* melaporkan kejadian *fraud* yang memiliki dampak negatif secara signifikan dengan perkiraan kerugian finansial  $\geq$  Rp500 juta terhadap Bank dan/atau nasabah kepada Unit *Anti Fraud Management (AFM)*.
  - Menyampaikan laporan kepada Komite Disipliner terkait Laporan *Speak Up* yang memerlukan investigasi lebih lanjut untuk proses lebih lanjut. Hal tersebut dilakukan paling lambat 3 (tiga) bulan sejak diterimanya dokumen *Speak Up* secara lengkap.
  - Administrator *Speak Up* menyampaikan rekapitulasi pengaduan *fraud*, ancaman, dan kerentanan di Bank yang dapat memberikan paparan risiko *fraud* ke Bank yang diterima melalui saluran *Speak Up* secara kuartalan kepada Unit AFM. Laporan disampaikan 10 (sepuluh) hari kerja setelah kuartal berakhir.
  - Matrix penindaklanjutan laporan kejadian/indikasi/dugaan *fraud* di setiap kategori pihak terlapornya mengacu kepada Kebijakan Strategi *Anti Fraud*.
  - Dokumen dan laporan terkait Laporan *Speak Up* hanya dapat diakses oleh administrator *Speak Up*. Administrator *Speak Up* wajib menjaga kerahasiaan data yang diperoleh dari *whistleblower*. Saluran *Speak Up* hanya akan diakses oleh administrator *Speak Up* pada saat jam operasional Bank.
- Ensure the fulfillment of information in the report and supporting evidence (if any). Information can be categorized as complete if the reporter (*whistleblower*) discloses his/her name and phone number.
  - For reports categorized as Fraud Report, the results of the identification are submitted to the Head of Internal Audit Department no later than 1 (one) day after the Fraud Report is received by the Speak Up administrator.
  - Meanwhile, the reports categorized as Grievance Report are submitted to the Head of Human Resources Department no later than 2 (two) working days after the report is received by the Speak Up administrator.
  - Speak Up administrator reports the fraud incidents, which have a significant negative impacts with an estimated financial loss of  $\geq$  Rp500 million against The Bank and/or customers to the Anti Fraud Management (AFM) Unit.
  - Submit the report to the Disciplinary Committee regarding the Speak Up Report that requires further investigation for next proceedings. This must be conducted at the latest in 3 (three) months since the received Speak Up report date.
  - Speak Up administrator submits a recapitulation of complaints of fraud, threats, and vulnerabilities in The Bank that can provide exposure of fraud risk to The Bank received through Speak Up channel on a quarterly basis to the AFM Unit. The report is submitted within 10 (ten) working days after the end of each quarter.
  - Matrix of fraud incident/indication report handling in each category of reported parties refer to the Anti Fraud Strategy Policy.
  - The documents and reports related to Speak Up Report can only be accessed by Speak Up administrator. Speak Up administrator must keep the data confidentiality of the whistleblower. Speak Up channel can only be accessed by Speak Up administrator during The Bank's operational hours.

## TINDAK LANJUT LAPORAN

Komite Disipliner berwenang untuk mengkategorikan laporan berdasarkan urgensi dan dampak, untuk menentukan laporan yang perlu ditindaklanjuti dengan segera. Jika laporan telah ditindaklanjuti dan dilakukan tindakan pencegahan pelanggaran, Komite Disipliner dapat memutuskan untuk memberikan penghargaan kepada pihak pelapor (*whistleblower*).

Jika laporan tidak dapat ditindaklanjuti dengan alasan apapun, Komite Disipliner akan menyampaikan alasan laporan tidak dapat ditindaklanjuti kepada administrator *Speak Up* untuk diteruskan kepada pihak pelapor.

## FOLLOW-UP REPORT

Disciplinary Committee carries full authority to categorize reports based on their level of urgency and impact, to determine which reports need to be followed up immediately. Once the follow-up actions are completed and actions are taken to prevent any violation, Disciplinary Committee may decide to give reward to the whistleblower.

If the report cannot be followed up for any reason, the Disciplinary Committee will convey the reasons why the report cannot be followed up to the Speak Up administrator to be delivered to whistleblower.

## PERLINDUNGAN BAGI PELAPOR

Hanya pihak pelapor, administrator *Speak Up*, dan Komite Disipliner yang memiliki kewenangan untuk mengakses laporan. Pegawai yang melapor berhak mendapatkan perlindungan dari Bank dalam hal keselamatannya terancam. Selain itu, pegawai yang melapor juga bebas dari segala bentuk sanksi, bahkan jika laporan mereka tidak terbukti benar. Bank juga memberikan jaminan kepada seluruh pihak yang melapor bahwa laporan mereka tidak akan berdampak pada evaluasi kinerja dan/atau karier mereka di Bank.

## PELANGGARAN WHISTLEBLOWING 2022

Sepanjang tahun 2022, tidak terdapat laporan yang masuk melalui mekanisme *whistleblowing system* (WBS).

## PIHAK YANG MENGELOLA PENGADUAN YANG MEMERLUKAN INVESTIGASI LEBIH LANJUT

Pengaduan tersebut dikelola oleh Komite Disipliner. Komite Disipliner akan melakukan evaluasi dan analisa terkait Laporan *Speak Up* yang memerlukan investigasi lebih lanjut, untuk kemudian mengambil tindak lanjut yang mungkin juga melibatkan pihak-pihak terkait dan pihak lain jika dipandang perlu. Jika yang dicurigai melakukan potensi pelanggaran atau pelanggaran adalah anggota Dewan Komisaris atau Direksi, maka laporan ditujukan kepada Ketua Komite Audit yang diketuai oleh Komisaris Independen.

## SANKSI BAGI TERLAPOR YANG TERBUKTI

Bentuk sanksi kepada terlapor yang terbukti bersalah diberikan sesuai dengan ketentuan yang berlaku di Bank. Berdasarkan Peraturan Perusahaan Bank, tindakan disiplin kepada pekerja dapat berupa teguran lisan, surat peringatan, pencabutan fasilitas, penundaan kenaikan golongan upah, penurunan golongan upah, pemindahan (mutasi dan demosi), yang bersangkutan membayar kerugian yang terjadi, atau pemutusan hubungan kerja sesuai dengan tingkatan kesalahan yang diperbuat.

## SOSIALISASI WHISTLEBLOWING SYSTEM

Untuk mensosialisasikan kepada seluruh insan Bank, Bank melakukan sosialisasi melalui pelatihan CARAL (*Compliance, AML, Risk Management, Audit, and Legal*) kepada seluruh insan Bank.

## WHISTLEBLOWER PROTECTION

Only the reporting party, *Speak Up* administrator, and the Disciplinary Committee have the authority to access the reports. The reporting employees are entitled to have protection from The Bank in the event of their safety being threatened. In addition, the reporting employees are also free from any form of sanction, even if their reports are not proven to be true. The Bank also provides assurance to all reporting parties that their reports will not affect the evaluation of their performance and/or career at The Bank.

## WHISTLEBLOWING VIOLATION 2022

Throughout 2022, there was no report received through the whistleblowing system (WBS) mechanism.

## PARTIES IN CHARGE OF MANAGING COMPLAINT THAT REQUIRES FURTHER INVESTIGATION

Complaints are administered by the Disciplinary Committee. The Disciplinary Committee will evaluate and analyze the *Speak Up* Report that requires further investigation, and then take follow-up action that may also involve relevant parties and others if deemed necessary. If the suspected of potential violation or suspected of violation is a member of the Board of Commissioners or Board of Directors, then the report is addressed to the Chairman of Audit Committee, chaired by an Independent Commissioner.

## SANCTION FOR PROVEN REPORTED PARTY

The form of sanction to the reported party that is proven guilty is given in accordance with the prevailing provisions in The Bank. Based on The Bank's Company Regulation, disciplinary actions to employees may include oral warning, warning letter, facility retention, postponement of salary increment, salary reduction, transfer (rotation and demotion), the concerned party will pay the loss incurred, or termination of employment in accordance with the level of offenses made.

## WHISTLEBLOWING SYSTEM SOCIALIZATION

To socialize information to all of The Bank employees, The Bank conducted socialization through CARAL (*Compliance, AML, Risk Management, Audit, and Legal*) training to all of The Bank's personnel.

# TRANSPARANSI PRAKTIK *BAD GOVERNANCE*

## TRANSPARENCY OF BAD GOVERNANCE PRACTICES

Pada tahun 2022, tidak adanya pihak mana pun yang melaporkan aktivitas Bank yang dapat mencemari lingkungan; baik aktivitas langsung maupun aktivitas perbankan seperti pemberian kredit kepada nasabah yang memiliki pelanggaran terhadap pencemaran lingkungan.

### **PENGUNGKAPAN PEMENUHAN KEWAJIBAN PERPAJAKAN**

Bank telah berkontribusi dalam pembayaran pajak sebesar Rp195,96 miliar selama tahun 2022.

### **KESESUAIAN PENYAJIAN LAPORAN TAHUNAN DAN LAPORAN KEUANGAN DENGAN PERATURAN YANG BERLAKU DAN PERNYATAAN STANDAR AKUNTANSI KEUANGAN (PSAK)**

Laporan Tahunan Bank tahun buku 2022 disusun melalui acuan laporan keuangan Bank yang berakhir pada 31 Desember 2022. Laporan keuangan Bank tahun buku 2022 telah diaudit oleh Kantor Akuntan Publik (KAP) Imelda & Rekan (Deloitte) yang telah disusun sesuai dengan PSAK yang berlaku di Indonesia.

### **KASUS TERKAIT BURUH DAN KARYAWAN**

Bank tidak menemukan adanya kasus terkait buruh dan karyawan sepanjang tahun 2022.

### **KESESUAIAN BUKU LAPORAN TAHUNAN DAN LAPORAN TAHUNAN DIGITAL**

Laporan Tahunan digital Bank baik yang disampaikan kepada pemegang saham, pemangku kepentingan, maupun yang telah diunggah pada situs web Bank telah sesuai dengan Laporan Tahunan yang dicetak dan diterbitkan oleh Bank.

In 2022, there were no parties reporting the activities of The Bank that can pollute the environment; whether it be direct activities or banking activities such as lending to customers with violation in environmental pollution.

### **DISCLOSURE OF TAX OBLIGATION FULFILLMENT**

The Bank has contributed commitment related to taxation payment amounting to Rp195.96 billion during 2022.

### **CONFORMITY OF THE PRESENTATION OF ANNUAL REPORT AND FINANCIAL STATEMENTS WITH APPLICABLE REGULATIONS AND FINANCIAL ACCOUNTING STANDARDS (PSAK)**

The Bank's Annual Report for the fiscal year 2022 is prepared based on The Bank's financial statements ended on December 31, 2022. The Bank's financial statements for the fiscal year 2022 have been audited by Imelda & Partners (Deloitte) Registered Public Accountants. These statements have been prepared in accordance with the applicable financial accounting standards (PSAK) in Indonesia.

### **CASES RELATED TO LABOR AND EMPLOYEE**

The Bank did not find any cases related to labor and employee throughout 2022.

### **COMPATIBILITY OF ANNUAL REPORT BOOK AND DIGITAL ANNUAL REPORT**

The Bank's digital Annual Report submitted to shareholders, stakeholders or uploaded on The Bank's official website is in conformity with the Annual Report printed and published by The Bank.

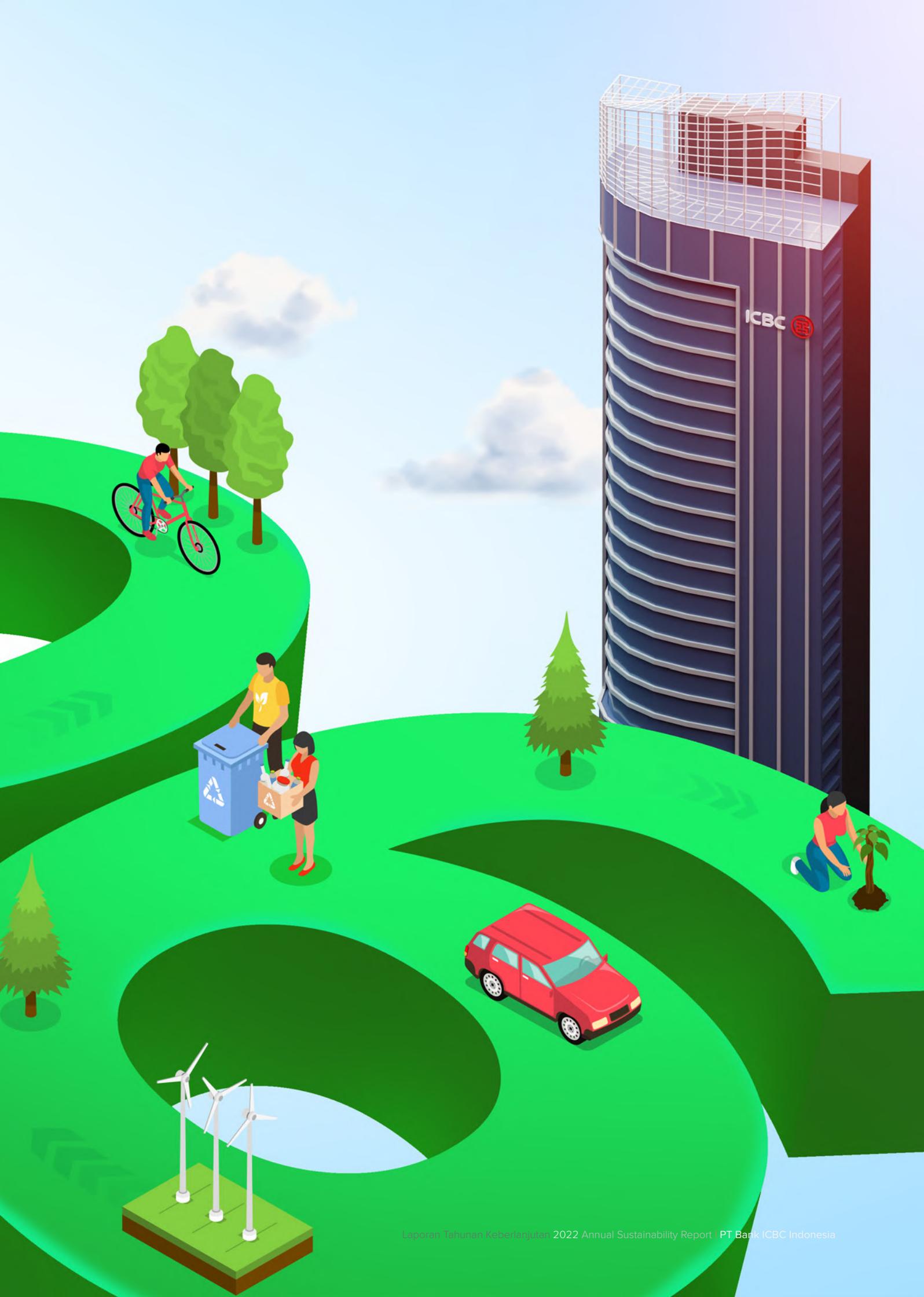


# LAPORAN KEBERLANJUTAN BANK ICBC INDONESIA

## BANK ICBC INDONESIA SUSTAINABILITY REPORT

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# TENTANG LAPORAN KEBERLANJUTAN

## ABOUT SUSTAINABILITY REPORT



Sebagai salah satu perusahaan yang bergerak di sektor jasa keuangan, Bank ICBC Indonesia memahami perannya untuk dapat berkontribusi dalam penerapan keuangan berkelanjutan. Laporan Keberlanjutan ini merupakan bagian yang tidak terpisahkan dengan Laporan Tahunan yang disusun sesuai dengan Peraturan Otoritas Jasa Keuangan (POJK) No. 51/POJK.03/2017 dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 16/SEOJK.04/2021. Laporan ini mencakup strategi, inisiatif, dan kinerja Bank di bidang lingkungan, sosial dan tata kelola (“ESG”) serta aspek *people, planet dan profit* (“3P”) atau ekonomi, sosial dan lingkungan untuk periode pelaporan mulai 1 Januari hingga 31 Desember 2022 dan diterbitkan setiap tahun.

As one of business entities engaged in the financial services sector, in line with its vision and mission, Bank ICBC Indonesia realizes its role to make contributions to sustainable finance implementation. This Sustainability Report is an integral part of the Annual Report prepared in accordance with Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 and Financial Services Authority Circular Letter (SEOJK) No. 16/SEOJK.04/2021. This report covers the Bank’s strategies, initiatives and performance in the environmental, social and governance (“ESG”) areas as well as *people, planet and profit* (“3P”) or economic, social and environmental aspects for the reporting period from January 1, to December 31, 2022 and published on a yearly basis.

Laporan ini ditujukan untuk pemangku-pemangku kepentingan Bank untuk mengetahui kinerja dan pendekatan yang dilakukan Bank dalam mendukung program-program terkait Rencana Aksi Keuangan Berkelanjutan (RAKB) yang terdiri dari rencana jangka pendek 1 (satu) tahun dan rencana jangka panjang 5 (lima) tahun. Pembuatan laporan ini juga sejalan dengan tujuan untuk menjadikan Bank sebagai entitas yang unggul dalam pencapaian tujuan pembangunan berkelanjutan di Indonesia pada tahun-tahun mendatang.

This report is made for the stakeholders of The Bank to understand the performance and approach taken by The Bank in supporting the programs related to the Sustainable Finance Action Plan (RAKB) consisting of a short-term plan of 1 (one) year and a long-term plan of 5 (five) years. The preparation of this report is also in line with The Bank's objective to be a superior entity in supporting the sustainable development plan in Indonesia in the upcoming years.

## STRATEGI KEBERLANJUTAN [A.1]

### SUSTAINABILITY STRATEGY [A.1]

Bank menerapkan strategi keberlanjutan dengan mengacu pada aspek Lingkungan, Sosial, dan Tata Kelola (*Environmental, Social and Governance/ESG*). Penerapan aspek tersebut dilakukan melalui berbagai kegiatan sehingga dapat menciptakan nilai bagi para pemangku kepentingan Bank dan juga mendorong pencapaian Tujuan Pembangunan Berkelanjutan (TPB).

The Bank implements its sustainability strategies by referring to the Environmental, Social and Governance (ESG) aspects. These aspects implementation is performed through various activities so as to create value for the Bank's stakeholders and also promote the achievement of the Sustainable Development Goals (SDG).

Pada aspek Lingkungan, Bank telah menerapkan *green financing* melalui pemberian kredit pada segmen usaha dengan kategori usaha berkelanjutan dan *green operations* melalui beragam upaya untuk mengurangi jejak karbon dari kegiatan operasionalnya.

In terms of environmental aspect, the Bank has implemented green financing through credit disbursement to businesses categorized as sustainable business and green operations through various efforts to reduce the carbon footprint of their operations.

Pada aspek Sosial, Bank memfokuskan upaya dalam menjadi bank "Pilihan Utama" para nasabah dengan tetap membangun budaya peduli terhadap masyarakat di sekitar dan juga senantiasa memperkuat sinergi dan kolaborasi dengan Sumber Daya Manusia (SDM) sebagai salah satu aset utama Bank.

Looking at the social aspect, the Bank strives to become "The First Choice" bank for customers by creating a culture of caring continuously for the surrounding communities and also strengthening a synergy and collaboration with Human Resources (HR) as one of the Bank's key assets.

Pada aspek Tata Kelola, Bank menerapkan praktik terbaik tata kelola perusahaan secara berkelanjutan sesuai dengan peraturan dan perundang-undangan yang berlaku, sehingga dapat memperkuat posisi daya saing Bank secara berkesinambungan.

From the aspect of Governance, the Bank implements the best practices of corporate governance on an ongoing basis in accordance with prevailing laws and regulations, enabling the Bank to strengthen its competitive position in a sustainable manner.



- 1 Green Finance
- 2 Green Operations



- 1 Serving Customers
- 2 Contributing to Society
- 3 Developing Human Resources



- 1 Sustainable Governance



Sebagai bagian dari institusi keuangan di Indonesia, Bank ICBC Indonesia senantiasa berkomitmen mendukung pembangunan ekonomi Indonesia dengan berkontribusi dalam pemberian nilai keunggulan bagi pemegang saham, nasabah, karyawan, serta masyarakat.

Oleh karena itu, Bank akan senantiasa menjalankan bisnis perbankan dengan prinsip-prinsip berkelanjutan sehingga Bank dapat berperan aktif tidak hanya dalam pengembangan bisnis dengan tata kelola yang baik, namun juga untuk menyelaraskan peningkatan nilai bagi pemegang saham. Bank juga memperhatikan aspek pengembangan karyawan dan masyarakat yang lebih inklusif, menjalankan bisnis yang lebih ramah lingkungan, serta menjadi agen perubahan dalam menciptakan dan mendukung pelestarian lingkungan bagi generasi mendatang dengan memperhatikan kapabilitas dan kapasitas internal Bank.

**Ruang Lingkup Pelaporan**

Laporan Keberlanjutan 2022 Bank ICBC Indonesia memuat informasi kebijakan dan kinerja berkelanjutan Bank dalam rentang waktu antara 1 Januari hingga 31 Desember 2022. Dalam laporan ini juga terdapat laporan kinerja finansial terkait bisnis Bank serta data dan informasi non-finansial. Termasuk di dalamnya adalah pengelolaan tanggung jawab sosial dan lingkungan yang hanya mencakup aktivitas dan kinerja Bank kecuali bila diindikasikan berbeda.

As a part of the financial institution in Indonesia, Bank ICBC Indonesia is committed to supporting Indonesia's economic development through contributions in providing excellent value for the shareholders, customers, employees, and society.

Therefore, The Bank will always run the banking business with sustainable principles. Thus, The Bank is able to conduct an active role not only in business development with good governance but also to provide an increased value for shareholders. The Bank also pays attention to its employee's development and society inclusivity aspects, running a more environmentally friendly business, as well as being the agent of change in creating and supporting environmental conservation for future generations by taking into account The Bank's internal capabilities and capacities.

**Reporting Scope Limits**

Bank ICBC Indonesia's 2022 Sustainability Report contains information on The Bank's sustainable policies and performance within the period from 1 January to 31 December 2022. This report also contains the financial performance reports related to The Bank's business as well as non-financial data and information. This includes the management of social and environmental responsibility which only covers the activities and performance of The Bank unless indicated otherwise.

# IKHTISAR KINERJA KEBERLANJUTAN

## SUSTAINABILITY PERFORMANCE HIGHLIGHTS

### ASPEK EKONOMI ECONOMIC ASPECT



**9,91%**

**Pertumbuhan  
Pendapatan Bunga**  
Interest Income Growth



**39,08%**

**Persentase Portofolio Kegiatan Usaha  
Berkelanjutan (KUB) terhadap Total Portofolio**  
Percentage of Sustainable  
Business Portfolio (KUB) to Total Portfolio

### ASPEK LINGKUNGAN ENVIRONMENTAL ASPECT



**1.291 Kg**

**Pengurangan Limbah Kertas**  
Paper Waste Reduction

### ASPEK SOSIAL SOCIAL ASPECT



**90** *in million IDR*  
**Kegiatan TJS**  
TJS Activity



**1,07:1**  
**Rasio Gaji Karyawan terendah  
terhadap Upah Minimum  
Provinsi (UMP)**  
Ratio of the lowest salary of  
Employees compared to the  
Provincial Minimum Wage (UMP)

**ASPEK EKONOMI [B.1]**  
**ECONOMIC ASPECT [B.1]**

dalam Rp miliar | in Rp billion

Uraian	2022	2021	2020	Description
Pendapatan bunga	2.668	2.428	2.697	Interest income
Beban bunga	(1.351)	(1.189)	(1.751)	Interest expense
Pendapatan bunga bersih	1.317	1.238	945	Net interest income
Pendapatan operasional lainnya	(941)	(674)	275	Other operating income
Beban operasional	(1.378)	(917)	(1.192)	Operating expenses
Laba (rugi) sebelum pajak	345	538	28	Profit (loss) before income tax
Beban pajak penghasilan	(77)	(62)	(149)	Income tax expense
Laba (rugi) bersih	268	476	(120)	Net profit (loss)
Pendapatan (beban) non-operasional setelah pajak	(31)	(26)	32	Non-operating income (expenses) after income tax
Laba (rugi) komprehensif	248	444	(89)	Comprehensive income (expense)

**Produk Ramah Lingkungan**

Bagi Bank, produk ramah lingkungan didefinisikan sebagai pembiayaan Kegiatan Usaha Berkelanjutan (KUB) yang merupakan produk pemberian kredit kepada segmen usaha dalam kategori usaha berkelanjutan.

**Environmentally Friendly Product**

For The Bank, the eco-friendly products are defined as financing for Sustainable Business Activities (KUB), including loan products for business segments in the sustainable business category.

(dalam Rp miliar | in Rp billion)

Keterangan	2022	2021	2020	Description
Jumlah nominal pembiayaan yang memenuhi kriteria kegiatan usaha berkelanjutan	10.640	10.848	10.630	Nominal financing that meets the criteria for sustainable business activities
Persentase total portofolio KUB terhadap total portofolio (%)	39,08	38,40	33,34	Percentage of total sustainable business activities portfolio to total portfolio (%)
Penghimpunan dana	-	-	-	Third Party Funds
Penyaluran dana	10.640	10.848	10.630	Financing

**Pelibatan Pemasok Lokal atau Dalam Negeri****Local or Domestic Supplier Engagement**

Keterangan	2022	2021	2020	Description
Perusahaan atau Mitra	3 (PMI, Tzu Chi Depo Pelestarian Lingkungan, Infobank Institute)	3 (PMI, Tzu Chi Depo Pelestarian Lingkungan, Infobank Institute)	3 (PMI, Tzu Chi Depo Pelestarian Lingkungan, Infobank Institute)	Companies or Partners

## ASPEK LINGKUNGAN [B.2] ENVIRONMENTAL ASPECT [B.2]

Uraian	Satuan Unit	2022	2021	2020	Description
Penggunaan listrik	GJ	0,005	0,005	0,005	Electricity expense
Penggunaan bahan bakar	GJ	1.129,5	1.106,7	1.517,3	Fuel expense
Penggunaan air	Rp ribu IDR thousand	180	180	645	Water expense
Penggunaan kertas	Rim	2.509	2.679	2.850	Paper expense
Pengurangan limbah kertas (didonasikan untuk didaur ulang)	Kg	1.291	483	902	Paper waste reduction (donated for recycling)
Pengurangan emisi					Emissions reduction
Listrik	Ton Co2-eq	0	0	0	Electricity
Bahan Bakar	Ton Co2-eq	77.273	75.712	103.800	Fuel
Pelestarian keanekaragaman hayati	Rp juta IDR million	64	23	41	Biodiversity preservation

\* Mencakup penggunaan utilitas area kantor pusat | Includes the utilities consumption at head office area

## ASPEK SOSIAL [B.3] SOCIAL ASPECT [B.3]

Uraian	2022	2021	2020	Description
Alokasi dana Tanggung Jawab Sosial dan Lingkungan (TJSL)	100	100	100	Allocation funds for Social and Environmental Responsibility (TJSL)
Kegiatan TJSL	90	100	301	TJSL activities
Program Vaksinasi Gotong Royong	75	527	-	Mutual Cooperation Vaccination Program
Rasio Gaji Karyawan terendah terhadap Upah Minimum Provinsi (UMP)	1,07:1	1,08:1	1,05:1	Ratio of the lowest salary of Employees compared to the Provincial Minimum Wage (UMP)

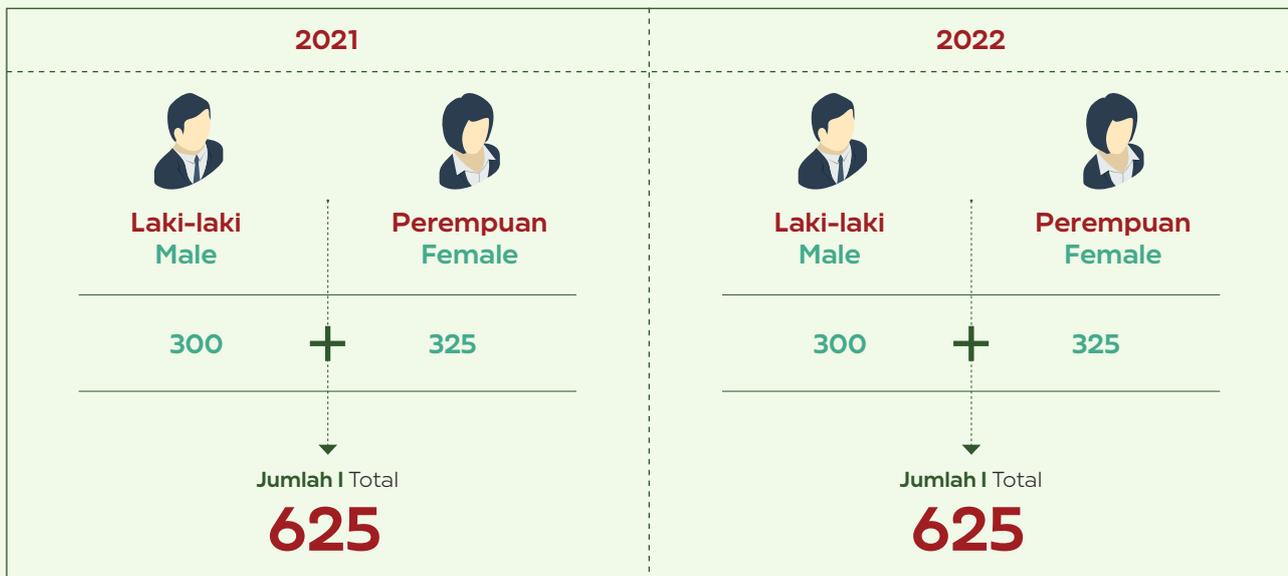
# PROFIL PERUSAHAAN

## COMPANY PROFILE

### SKALA USAHA [C.2][C.3] BUSINESS SCALE [C.2] [C.3]

<p><b>Nama Perusahaan</b> Company Name</p>  <p>PT Bank ICBC Indonesia</p>	<p><b>Alamat dan Kontak Kantor Pusat</b> Head Office Address and Contact</p>  <p>ICBC Tower Lantai 32 Jl. M.H. Thamrin No. 81 Jakarta Pusat 10310 DKI Jakarta, Indonesia [C.2]</p>	<p><b>Telepon</b> Telephone</p>  <p>+62 21 2355 6000</p> <hr/> <p><b>Faksimili</b> Fax.</p> <p>+62 21 3199 6016</p>	
<p><b>Situs Web</b> Website</p>  <p>www.icbc.co.id</p>	<p><b>Surel</b> E-mail</p>  <p>customer_care@ina.icbc.com.cn</p>	<p><b>Instagram</b></p>  <p>icbc.indonesia</p>	<p><b>Call Center</b></p>  <p>1-500-198 (i Call ICBC)</p>
<p><b>Total Aset</b> Asset Total</p>  <p>Rp57,44 triliun   trillion</p>	<p><b>Total Kewajiban</b> Liabilities Total</p>  <p>Rp 50,99 triliun   trillion</p>	<p><b>Kepemilikan Saham</b> Shareholding</p>  <p>ICBC Limited 98,61% PT Intidana Wijaya 1,39%</p>	

### Jumlah Karyawan Berdasarkan Jenis Kelamin Employee by Gender





### Jumlah Karyawan Berdasarkan Grade/Level Organisasi (Orang) Employee by Grade/Organization Level (Person)

Level Organisasi	2022	2021	Organization Level
Komisaris	4	4	Commissioners
Direktur	7	7	Directors
Anggota Komite	4	4	Committee Members
Tenaga Kerja Asing	6	7	Expatriates
Senior Executive Vice President	3	2	Senior Executive Vice President
Executive Vice President	28	29	Executive Vice President
Senior Vice President	34	26	Senior Vice President
Vice President	36	39	Vice President
Assistant Vice President	29	37	Assistant Vice President
Senior Manager	62	58	Senior Manager
Manager	63	67	Manager
Assistant Manager	54	52	Assistant Manager
Senior Officer	77	74	Senior Officer
Officer	129	123	Officer
Senior Clerk	7	6	Senior Clerk
Intermediate Clerk	37	42	Intermediate Clerk
Clerk	45	48	Clerk
Non-Clerk	-	-	Non Clerk
Lainnya	-	-	Others
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>



### Jumlah Karyawan Berdasarkan Rentang Usia (Orang) Employee By Age (Person)

Rentan Usia	2022	2021	Age
> 45 tahun	114	111	> 45 years old
36 – 45 tahun	248	251	36 – 45 years old
26 – 35 tahun	218	226	26 – 35 years old
18 – 25 tahun	45	37	18 – 25 years old
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>



### Jumlah Karyawan Berdasarkan Tingkat Pendidikan (Orang) Employee by Education Level (Person)

Tingkat Pendidikan	2022	2021	Education Level
S3	2	2	Postgraduate Degree
S2	77	76	Master Degree
S1	500	505	Bachelor Degree
D4	2	1	Diploma 4
D3	34	32	Diploma 3
D1	2	1	Diploma 1
SMA dan Sederajat	8	8	High School and Equivalent
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>



### Jumlah Karyawan Berdasarkan Status Kepegawaian (Orang) Employee by Employment Status (Person)

Status Kepegawaian	2022	2021	Employment Status
Karyawan Tetap	600	597	Permanent Employee
Karyawan Kontrak	25	28	Non-Permanent Employee
<b>Jumlah</b>	<b>625</b>	<b>625</b>	<b>Total</b>

#### Wilayah Operasional

Hingga akhir tahun 2022, Bank ICBC Indonesia memiliki:

##### 15 (lima belas)

Jaringan kantor cabang

##### 3 (tiga)

Jaringan kantor cabang pembantu

Tersebar di 7 (tujuh) provinsi di Indonesia, yaitu DKI Jakarta, Jawa Barat, Jawa Timur, Sumatera Utara, Kepulauan Riau, Kalimantan Timur, dan Sulawesi Selatan dengan jumlah karyawan mencapai 625 (enam ratus dua puluh lima) orang.

Untuk senantiasa mempermudah akses nasabah ke rekening tabungan, Bank ICBC Indonesia mengintegrasikan jaringan ATM-nya dengan jaringan ATM ICBC Limited dan ATM Bersama.

Dengan demikian, nasabah Bank ICBC Indonesia dapat menggunakan kartu ATM ICBC Indonesia tidak hanya di:

##### 24 (dua puluh empat)

Terminal ATM ICBC di Indonesia

##### 130.000 (seratus tiga puluh ribu)

ATM dari bank-bank lain yang tergabung ke dalam jaringan ATM Bersama dan LINK di seluruh Indonesia.

#### Operational Area

At the end of 2022, The Bank had:

##### 15 (fifteen)

Branch offices

##### 3 (three)

Sub-branch offices

Spread over 7 (seven) provinces in Indonesia, namely DKI Jakarta, West Java, East Java, North Sumatra, Riau Islands, East Kalimantan, and South Sulawesi with 625 (six hundred and twenty-five) employees.

To facilitate customers for accessing savings accounts, The Bank integrates its ATM network with ATM ICBC Limited and ATM Bersama networks.

Thus, The Bank customers can use ICBC Indonesia ATM cards not only in:

##### 24 (twenty-four)

Terminals of ICBC ATMs in Indonesia, but also in

##### 130,000 (one hundred thirty thousand)

ATM terminals of other banks incorporated into the ATM Bersama and LINK networks throughout Indonesia.

**PRODUK, LAYANAN, DAN KEGIATAN USAHA YANG DIJALANKAN [C.4]**

Secara umum, Bank memiliki 3 (tiga) produk dan layanan utama yakni:

- Produk simpanan
- Produk pinjaman
- Jasa

Informasi lebih komprehensif terkait profil Bank termasuk informasi terkait Produk, Layanan, dan Kegiatan Usaha yang Dijalankan dapat dilihat pada Bab “Profil Perusahaan” dalam Laporan ini bagian Laporan Tahunan.

**VISI, MISI, DAN NILAI KEBERLANJUTAN [C.1]**

Dalam rumusan strategi keberlanjutan yang berorientasi Lingkungan, Masyarakat dan Tata Kelola (LKT), Bank terus berupaya untuk mewujudkan kontribusi dan memberikan dukungan dalam pembangunan nasional di Indonesia untuk menjadi salah satu negara yang berkomitmen untuk mencapai *Sustainable Development Goals (SDG)*/Tujuan Pembangunan Berkelanjutan, Bank ICBC Indonesia telah menetapkan Visi dan Misi dalam implementasi Keuangan Berkelanjutan dengan memperhatikan keterkaitannya dengan Visi dan Misi utama Bank secara keseluruhan yang dapat dijabarkan sebagai berikut:

**PRODUCTS, SERVICES AND BUSINESS ACTIVITIES [C.4]**

In general, the Bank provides 3 (three) key products and services namely:

- Deposit products
- Loan products
- Services

The Bank’s profile includes information related to Products, Services and Business Activities is more comprehensively disclosed in the “Company Profile” Chapter of this Report in the Annual Report section.

**VISION, MISSION AND SUSTAINABILITY VALUES [C.1]**

In the formulation of a sustainability strategy oriented towards Environment, Society and Governance (ESG), The Bank continues to strive in making contributions and provide support for national development in Indonesia to become one of the countries committed to achieving the Sustainable Development Goals (SDGs), Bank ICBC Indonesia has establish the Vision and Mission in the implementation of Sustainable Finance by taking into account the alignment with the main Vision and Mission of The Bank as a whole which can be described as follows:

**VISI** | VISION**VISI BANK DALAM IMPLEMENTASI KEUANGAN BERKELANJUTAN:****THE BANK’S VISION IN IMPLEMENTING SUSTAINABLE FINANCE:**

“Menjadi Bank yang “Unggul” dalam pengembangan bisnis yang memberikan nilai ekonomi, sosial dan lingkungan hidup di Indonesia.”

“Becoming a Bank that “Excels” in business development that provides economic, social and environmental values in Indonesia.”

# MISI | MISSION



## TATA NILAI YANG DIMILIKI BANK ANTARA LAIN:

CORE VALUES OWNED  
BY THE BANK INCLUDE:



01

### **Integritas:**

Bertindak sesuai dengan norma dan etika serta bertanggung jawab terhadap tindakan yang dilakukan.

### **Integrity:**

Act according to norms and ethics, and be responsible for actions taken.



02

### **Peduli Sosial:**

Membangun budaya peduli dan empati, serta menghargai sesama.

### **Humanity:**

Build a culture of care and empathy, and respect for others.



03

### **Kehati-hatian:**

Menerapkan prinsip kehati-hatian dalam menjalankan usaha.

### **Prudence:**

Implement the prudential principles in progressing the business.



04

### **Inovasi:**

Terdepan dalam menciptakan produk dan layanan, dengan berfokus pada pengembangan teknologi.

### **Innovation:**

Leading forward in creating products and services by focusing on the development of technology.



05

### **Keunggulan:**

Memberikan hasil terbaik agar terciptanya keunggulan dalam segala aspek.

### **Excellence:**

Provide the best results for excellence in all aspects.

### Misi Bank dalam implementasi Keuangan Berkelanjutan:

- 1. Bank Terintegrasi**  
Mengintegrasikan seluruh aspek pengembangan dan pendistribusian produk dan layanan yang berkelanjutan dengan berkolaborasi dengan ICBC Ltd dalam keunggulan operasional Keuangan Berkelanjutan.
- 2. Bank Lokal**  
Menjadi bank lokal utama dan berpengaruh dalam memberikan nilai terbaik bagi pemegang saham, pelanggan, karyawan, serta masyarakat secara inklusif.
- 3. Bank Profesional**  
Menjalankan praktik-praktik bisnis dengan tata kelola yang baik untuk tidak hanya sebagai Bank yang memiliki rentabilitas yang kuat namun diimbangi dengan praktik perbankan yang berwawasan sosial dan lingkungan.

### The Bank's Missions in implementing Sustainable Finance is to:

- 1. Integrated Bank**  
Integrating all aspects of developing and distributing sustainable products and services by collaborating with ICBC Limited in the operational excellence of Sustainable Finance.
- 2. Local Bank**  
Becoming a major local bank and influential in providing the best value for shareholders, customers, employees and the community on an inclusive basis.
- 3. Professional Bank**  
Carrying out business practices with good governance not only as banks that have strong profitability but are balances with banking practices that are social and environmentally perspective.

**KEANGGOTAAN ASOSIASI [C.5]**

Bank merupakan anggota dalam beberapa asosiasi baik dalam lingkup nasional maupun internasional. Melalui kepesertaan tersebut, menunjukkan bahwa Bank secara aktif mengikuti berbagai perkembangan dan isu terkini sekaligus turut berperan serta dalam memberikan saran dan masukan yang berguna terutama bagi perkembangan dan kemajuan industri perbankan. Sepanjang tahun 2022, Bank tidak memberikan dana lain di luar pembayaran iuran anggota.

**MEMBERSHIP IN ASSOCIATION [C.5]**

The Bank is a member of several associations both nationally and internationally. Through this participation, showing that The Bank has actively follow the various progress and latest issues as well as participating in providing useful advice and input, especially for the expansion and improvement in banking industry. Throughout 2022, The Bank hasn't gives other funds exclude the member fee.

Nama Organisasi Name of Organization	Status Anggota Membership Status
ACCD Bank Association	Tim Pengembangan LCS LCS Development Team
ACI Financial Market Association	Anggota Member
Asosiasi Kartu Kredit Indonesia (AKKI)	Anggota Member
Asosiasi Pengusaha Tiongkok Kepri Indonesia (APTKEI)	Bendahara Treasurer
Asosiasi Sistem Pembayaran Indonesia (ASPI)	Anggota Member
Asosiasi Swift Indonesia (Aswiftindo)	Anggota Member
Badan Musyawarah Perbankan Daerah (BMPD)	Sekretaris Secretary
Banker's Risk Management Associate (BARa)	Anggota Member
China Chamber of Commerce in Indonesia	Dewan Kehormatan Honorary Chairman
Forum Human Capital Perbankan Indonesia (FHCP)	Anggota Member
Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	Anggota Member
Forum Komunikasi Industri Jasa Keuangan (FKIJK)	Anggota Member

Nama Organisasi Name of Organization	Status Anggota Membership Status
Forum Komunikasi Lembaga Jasa Keuangan (FKLJK)	Anggota Member
Forum Komunikasi Lembaga Jasa Keuangan Daerah (FKLJKD)	Anggota Member
Masyarakat Profesi Penilai Indonesia (MAPPi)-P	Anggota Peserta Associate Member
Masyarakat Profesi Penilai Indonesia (MAPPi)-T	Anggota Terakreditasi Accredited Member
Perhimpunan Bank-Bank Internasional Indonesia (PERBINA)	Anggota Eksekutif Executive Member
Perhimpunan Bank Umum Nasional (Perbanas)	Anggota Member

### PERUBAHAN YANG BERSIFAT SIGNIFIKAN [C.6]

Dalam tahun berjalan, Bank tidak memiliki perubahan signifikan baik secara status, legalitas maupun penambahan atau penutupan jaringan kantor cabang.

### SIGNIFICANT ORGANIZATIONAL CHANGE [C.6]

During the year, The Bank did not have any significant changes in status, legality as well as addition or closing of branch offices network.



# SAMBUTAN DIREKSI TERKAIT PENERAPAN KEUANGAN BERKELANJUTAN [D.1]

## MESSAGE FROM THE BOARD OF DIRECTORS REGARDING THE IMPLEMENTATION OF SUSTAINABLE FINANCE [D.1]

Sepanjang tahun 2022, dalam kondisi pandemi yang masih mempengaruhi situasi eksternal, manajemen senantiasa memperhatikan penerapan keuangan berkelanjutan dengan terus mengintegrasikan ketahanan utamanya dalam kegiatan operasional bisnis Bank, pengembangan produk dan implementasi tanggung jawab sosial. Sebagai hasilnya, PT Bank ICBC Indonesia (ICBC Indonesia) mampu menciptakan kemajuan di masa yang penuh tantangan.

Dalam hal pembiayaan untuk kategori Kegiatan Usaha Berkelanjutan (KUB), sepanjang 2022 ditengah tantangan kondisi perekonomian yang penuh ketidakpastian akibat dampak dari pandemi COVID-19 yang masih terjadi dan hambatan lainnya pada kondisi perekonomian global, namun Bank mampu menjaga kinerja portofolio hijau dalam kondisi yang stabil dengan kontribusinya sebesar 39,08% atau meningkat sebesar 0,68% dari tahun sebelumnya.

Terkait kondisi pandemi yang masih berlangsung, Bank selalu mengutamakan keselamatan karyawan, nasabah, dan masyarakat. Untuk itu, sejak awal pandemi COVID-19, Bank telah menerapkan protokol *Business Continuity Plan (BCP)* sebagai bagian dari upaya pencegahan penularan COVID-19 terutama di lingkungan kerja Bank.

Sebagai langkah preventif, Bank selalu mengkomunikasikan perkembangan situasi pandemi khususnya yang terjadi di Indonesia dan memberikan arahan kepada seluruh karyawan melalui *President Director Message* yang diterbitkan setiap bulannya, tindakan ini juga dilakukan untuk memberikan imbauan dan pedoman bagi seluruh karyawan Bank dalam menghadapi situasi pandemi serta demi tercapainya keselamatan bersama. Disamping itu Bank juga menerbitkan Internal Memorandum secara berkala terkait peraturan yang harus dipatuhi oleh seluruh karyawan serta informasi terkait penanganan Bank dalam situasi pandemi COVID-19.

Demi memerangi COVID-19 dan mendukung program pemerintah, serta memberikan perlindungan kepada karyawan dan keluarganya pada awal pandemi Bank telah berpartisipasi dalam program vaksinasi gotong royong, dan pada tahun ini Bank telah melanjutkan dengan pemberian vaksinasi *booster* COVID-19 untuk seluruh karyawan beserta keluarganya.

Throughout 2022, in the continues of the multiple tests brought about the external situation, Management always pays attention to the implementation of sustainable finance with in The Bank by continue to integrate resilience into the work of operation and development and practice of social responsibilities. As a result, PT Bank ICBC Indonesia (ICBC Indonesia / The Bank) made a continuous progress in the challenging time.

In terms of financing for the category of Sustainable Business Activities (KUB), throughout 2022 amidst the challenges of economic conditions which are full of uncertainty due to the impact of the ongoing COVID-19 pandemic and other obstacles in global economic condition however, The Bank is able to maintain green portfolio performance in a stable condition of 39.08% or a slightly increased by 0.68% from the previous year's percentage.

Regarding the ongoing pandemic conditions, the Bank always prioritizes the safety of employees, customers and the public. For this reason, since the beginning of the COVID-19 pandemic, The Bank has implemented the Business Continuity Plan (BCP) protocol as part of efforts to prevent the transmission of the COVID-19, especially in working environment of The Bank.

As a preventive measure, The Bank always communicates the progress of the pandemic situation especially in Indonesia and provides direction for all employees through the President Director Message which is published every month, this action is taken to provide advice and guidance to all Bank's employees in dealing with pandemic situation especially in order to achieve mutual safety. Besides that, The Bank also issues Internal Memorandum periodically regarding regulation that must be obeyed by all employees as well as information related to The Bank's handling of COVID-19 pandemic situation.

In order to fight COVID-19 and support the government program and provide protection to employees and their families, The Bank has participated in mutual cooperation vaccinations. and this year the Bank has continued with the provision of a COVID-19 booster vaccination for all employees and their families.

Disamping itu, dalam kegiatan sosial Bank telah membantu masyarakat yang membutuhkan, terutama masyarakat yang rentan dalam menghadapi situasi pandemi. Bank menyelenggarakan kegiatan tanggung jawab sosial lingkungan bersamaan dengan ulang tahun Bank yang ke 15 (lima belas) tahun dengan memberikan bantuan sembako kepada panti asuhan dan panti jompo dengan melibatkan seluruh jaringan kantor cabang Bank.

Selanjutnya, Bank akan terus berkomitmen untuk memberikan upaya terbaiknya agar dapat memberikan nilai dan mengambil tanggung jawab yang lebih besar untuk memberikan layanan terbaik kepada para nasabah. Pengembalian maksimum kepada para pemegang saham, serta turut berkontribusi dalam mendukung pembangunan perekonomian di Indonesia.

In addition, in terms of social activity, The Bank take efforts to help society who need assistance, especially people who are struggle in facing pandemic situation. The Bank organizes environmental social responsibility activities in conjunction with the Bank's 15 (fifteen) year anniversary by providing basic food assistance to orphanages and nursing homes by involving the entire network of the Bank's branch offices.

Furthermore, we will stay committed to give our best efforts to bring value creation and take greater responsibility to deliver excellent services to our clients, maximum returns to shareholders, as well as supporting Indonesia Economic Development.

## TATA KELOLA KEBERLANJUTAN SUSTAINABILITY GOVERNANCE

Penerapan tata kelola perusahaan yang baik (*Good Corporate Governance – GCG*) di dalam era persaingan global seperti saat ini sudah menjadi kebutuhan yang mutlak dalam menjalankan segala kegiatan usaha Bank. Dengan adanya penerapan *GCG*, maka Bank telah memiliki fondasi yang kokoh dan bekal yang cukup untuk mencapai visi dan misi Bank, serta mampu menjadi perusahaan yang tangguh dan terus berkembang.

Untuk itu, Bank senantiasa berupaya menyempurnakan penerapan praktik-praktik terbaik *GCG* di seluruh tingkatan organisasi secara berkesinambungan. Bank menyadari bahwa *GCG* merupakan salah satu komponen utama dalam rangka meningkatkan kinerja Bank, melindungi kepentingan para pemangku kepentingan, dan meningkatkan kepatuhan terhadap peraturan perundang-undangan, serta nilai-nilai etika yang berlaku umum pada industri perbankan. Oleh karena itu, penerapan *GCG* secara berkelanjutan sangat penting untuk pertumbuhan dan kemajuan usaha Bank.

The implementation of Good Corporate Governance (*GCG*) in today's global competitive era is a much-needed element in undertaking The Bank's business activities. The *GCG* implementation will enable The Bank to create a solid foundation and adequate endeavor to achieve The Bank's vision and mission, as well as to become a sustainable strong corporation.

Therefore, The Bank strives to refine the sustainable implementation of its *GCG* best practices in all level of organizations. The Bank realizes that *GCG* becomes one of the main components in the improvement of The Bank's performance, to protect the interests of stakeholders, and enhance compliance with prevailing regulations and ethic values in The Banking industry. Thus, the sustainable implementation of *GCG* is very important for The Bank's business growth and progress.

Struktur tata Kelola Bank dibentuk berdasarkan fungsi, kewenangan, dan tanggung jawab masing-masing organ sesuai dengan Undang-Undang No. 40 Tahun 2007, Peraturan Otoritas Jasa Keuangan terkait, dan Anggaran Dasar Bank. Struktur GCG Bank secara garis besar terbagi atas Organ Utama dan Organ Pendukung. Organ Utama Bank terdiri atas Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Sementara itu, Organ Pendukung Bank terdiri dari komite di bawah Dewan Komisaris serta komite dan fungsi di bawah Direksi.

Bank juga telah memiliki *soft structure* atau perangkat kebijakan yang akan memberikan definisi batasan-batasan tugas, peran, dan tanggung jawab setiap organ Bank. Bank senantiasa menerapkan Kode Etik dan *whistleblowing system* yang merupakan sarana komunikasi melalui perangkat *Speak Up* untuk melaporkan pelanggaran yang terjadi di lingkungan internal Bank. Selain menyusun kebijakan penerapan GCG, Bank memiliki Pedoman Kerja Dewan Komisaris dan Pedoman Kerja Direksi.

Bank juga memiliki Piagam Kepatuhan, Piagam Audit Internal, dan Piagam Komite Audit sebagai pedoman organ terkait dalam menjalankan tugas masing-masing sehingga setiap organ dan komite yang saling terkait dapat bekerja sama dalam memenuhi kewajibannya terhadap Bank.

## PENANGGUNG JAWAB PENERAPAN KEUANGAN BERKELANJUTAN [E.1]

Dalam pelaksanaan tata Kelola keberlanjutan yang memperhatikan aspek ekonomi, lingkungan hidup dan sosial, Bank telah menugaskan beberapa unit kerja dalam pelaksanaan program Keuangan Berkelanjutan dengan tugas dan wewenang yang tertuang dalam RAKB (Rencana Aksi Keuangan Berkelanjutan) yang telah dirumuskan Bank. Unit kerja Bank terkait yaitu *Human Resource Department* (HRD), *Strategy Management & Investor Relations Department* (SMIR), *Risk Management Department* (RMD), dan *General Affairs Department* (GAD) serta turut didukung oleh segenap jajaran di lingkungan Bank.

The Bank governance structure is formed based on the functions, authorities, and responsibilities of each organ in accordance with Law No. 40 of 2007, relevant Financial Services Authority Regulations, and The Bank's Articles of Association. In general, The Bank governance structure is broadly divided into Primary Organs and Supporting Organs. The Primary Organs of The Bank consist of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. Meanwhile, Supporting Organs of The Bank consist of committees under the Board of Commissioners as well as committees and functions under the Board of Directors.

The Bank also has in place the soft structures or policies that define the boundaries of duties, roles, and responsibilities of each of The Bank's organs. The Bank consistently implements the Code of Conduct and whistleblowing system as a means of communication through the Speak Up tool to report any violation that occurs within the internal environment of The Bank. Besides formulating the GCG implementation policies, The Bank has in place the Board of Commissioners Charter and the Board of Directors Charter.

The Bank also has in place a Compliance Charter, Internal Audit Charter, and Audit Committee Charter as a guideline for relevant organs in conducting their respective duties, so that each organ and related committees can work closely in fulfilling their obligations to The Bank.

## PERSON RESPONSIBLE FOR THE IMPLEMENTATION OF SUSTAINABLE FINANCE [E.1]

In implementing sustainable governance that pays attention to economic, environmental and social aspects, The Bank has assigned several working units to implement the Sustainable Finance program with the duties and authorities set out in The Bank's RAKB (Sustainable Finance Action Plan). The Bank's related work units are Human Resources Department (HRD), Strategy Management & Investor Relations Department (SMIR), Risk Management Department (RMD), and General Affairs Department (GAD) and also supported by all levels within The Bank.

## PENGEMBANGAN KOMPETENSI TERKAIT KEUANGAN BERKELANJUTAN [E.2]

## COMPETENCY DEVELOPMENT RELATED TO SUSTAINABLE FINANCE [E.2]

(dalam orang | in person)

Komponen	2022	2021	2020	Component
Jumlah karyawan	625	625	619	Total number of employees
Jumlah karyawan tetap	600	527	591	Total number of permanent employees
Jumlah karyawan tidak tetap/kontrak	25	28	28	Total number of non-permanent/contract employees
Jumlah pengaduan karyawan di kantor ( <i>whistleblower</i> )	0	0	1	Number of reporting by employees in the office ( <i>whistleblower</i> )
Biaya pengembangan kompetensi karyawan (Rp miliar)	5.546	4.821	3.373	Employee competency development cost (Rp billion)

Demi mewujudkan perekonomian yang berkelanjutan, Bank memberikan edukasi kepada seluruh karyawan melalui pelatihan terkait keuangan berkelanjutan. Bank meyakini hal ini dapat menumbuhkan kesadaran atas perbaikan lingkungan hidup sekaligus meningkatkan kesejahteraan sosial karyawan.

In order to achieve a sustainable economy, The Bank provides sustainable finance training to all of its employees. The Bank convinces that this training could stimulate the awareness of environmental improvement and increase the employee social welfare.

Rencana Bank terkait dengan pelatihan keuangan berkelanjutan sebagai upaya untuk memberikan edukasi kepada seluruh karyawan sempat terkendala dengan terjadinya pandemi COVID-19. Meski demikian, Bank melihat hal tersebut sebagai tantangan yang harus dihadapi. Dengan segala keterbatasan dan dengan tetap mematuhi protokol kesehatan yang telah ditetapkan oleh pemerintah, Bank menyelenggarakan pelatihan terkait konsep dasar keuangan berkelanjutan secara daring dengan menggandeng institusi pelatihan ternama sebagai pembicara dan mentor.

The Bank's plan in providing sustainable finance training to all of its employees was hampered by the COVID-19 pandemic. However, The Bank saw this as a challenge that must be encountered. With all the limitations and by adhering to the health protocols set by the government, The Bank conducted online training on the basic concepts of sustainable finance through the collaboration with well-known training institutions as speakers and mentors.

Pelatihan ini diikuti oleh 118 (seratus delapan belas) karyawan yang terbagi dalam 9 (sembilan) kelas pelatihan dan bertujuan untuk memberikan pengetahuan yang dibutuhkan kepada karyawan sehingga dapat mendukung bisnis inti Bank secara berkelanjutan.

This training was attended by 118 (one hundred and eighteen) employees and was divided into 9 (nine) trainings classes that aims to provide the employees with necessary knowledge so that they can sustainably support The Bank's core business.

## PENILAIAN RISIKO ATAS PENERAPAN KEUANGAN BERKELANJUTAN [E.3]

## RISK ASSESSMENT FOR THE IMPLEMENTATION OF SUSTAINABLE [E.3]

Bank menerapkan kebijakan manajemen risiko dalam menjalankan prinsip keuangan berkelanjutan. Kebijakan ini menjadi acuan dalam pemantauan dan/atau pengendalian internal terhadap semua tahapan dalam proses manajemen risiko dalam hubungannya dengan visi, misi, dan rencana strategis Bank.

The Bank implements risk management policy in carrying out the sustainable finance principles. This policy serves as a reference in monitoring and/or internal control at all stages of the risk management process in relation to The Bank's vision, mission, and strategic plan.

Fungsi kebijakan manajemen risiko Bank adalah sebagai berikut:

- Sebagai panduan dalam menerapkan prinsip kehati-hatian dan GCG;
- Sebagai panduan untuk menetapkan dan memperjelas wewenang dan tanggung jawab semua pihak yang terkait dalam manajemen risiko;
- Merupakan alat pengawasan untuk mengendalikan risiko secara keseluruhan;
- Sebagai panduan untuk menjalankan semua aktivitas dalam limit risiko.

## HUBUNGAN DENGAN PEMANGKU KEPENTINGAN [E.4]

Penerapan tata kelola perusahaan yang baik tidak dapat dilepaskan dari keterlibatan para pemangku kepentingan. Pemangku kepentingan adalah pihak-pihak yang memiliki kepentingan dengan Bank baik langsung maupun tidak langsung. Keterlibatan pemangku kepentingan memegang peranan penting dalam Bank untuk setiap pengambilan keputusan dan penentuan strategi Bank.

Pemangku kepentingan utama Bank adalah ICBC Limited dan PT Intidana Wijaya, sedangkan pemangku kepentingan lainnya adalah karyawan, nasabah, vendor penyedia barang dan jasa, pemerintah, regulator dan masyarakat.

Adapun metode pendekatan yang digunakan Bank dalam melibatkan pemangku kepentingan antara lain melalui:

The functions of The Bank's risk management policy are as follows:

- As a guideline on implementing prudential principles and GCG;
- As a guideline on establishing and clarifying the authority and responsibility of all parties involved in risk management;
- As a monitoring tool to control overall risk;
- As a guideline to carry out all activities within risk limits.

## RELATIONS WITH STAKEHOLDERS [E.4]

The implementation of good corporate governance cannot be separated from the stakeholder's engagement. Stakeholders are parties who have interests with The Bank, either directly or indirectly. Stakeholders engagement plays an important role in The Bank for every decision making and determination of The Bank's strategies.

The main stakeholders of The Bank are ICBC Limited and PT Intidana Wijaya, while other stakeholders include employees, customers, vendors of goods and services, government, regulators and public

The approach methods used by The Bank in involving stakeholders include:

Pemangku Kepentingan Stakeholders	Metode Pendekatan Engagement Method	Dampak dan Pengaruh dari kegiatan Bank Impact and Influence of The Bank's activities
ICBC Limited dan PT Intidana	Rapat Umum Pemegang Saham	Kontribusi memberikan nilai maksimum kepada para pemegang saham, melalui peningkatan kualitas kinerja operasional secara keseluruhan
ICBC Limited and PT Intidana	General Meeting of Shareholders	Provides maximum value contribution to shareholders, through improving overall operational performance quality.
Pemerintah dan Regulator	Pemenuhan laporan kepatuhan sesuai ketentuan regulator	Kontribusi ekonomi kepada Pemerintah (pajak dan kegiatan peningkatan ekonomi)
Government and Regulator	Fulfillment of compliance reports in accordance with regulatory provisions	Economic contribution to the Government (taxes and community economic improvement)

Pemangku Kepentingan Stakeholders	Metode Pendekatan Engagement Method	Dampak dan Pengaruh dari kegiatan Bank Impact and Influence of The Bank's activities
Karyawan	Perjanjian kerja, Penilaian kinerja, Pelatihan dan Pengembangan	Terjaminnya kesejahteraan karyawan beserta keluarganya; suasana kerja yang kondusif, sehat, dan aman; jenjang karier dan penilaian kinerja yang adil dan transparan; pemenuhan hak-hak karyawan; meningkatkan efektivitas hubungan manajemen dan karyawan
Employees	Employment agreement, Performance appraisal, Training and Development	Ensuring the employees and their families welfare; A conducive, healthy and safe work environment; career paths and fair and transparent performance assessment; fulfillment of employee rights; improvement of management and employee relations effectiveness
Nasabah	Penanganan keluhan pelanggan dan program engagement lainnya	Peningkatan fasilitas atas produk-produk Perusahaan yang dapat memberikan kenyamanan dan kualitas hidup lebih baik
Customers	Handling customer complaints and other engagement programs	Improving the facilities for the Company's products that can provide comfort and a better life quality
Rekanan dan/atau Penyedia barang/jasa	Kontrak dan Perjanjian Kerja Sama, Proses operasional	Proses pengadaan yang adil dan transparan; Proses evaluasi yang objektif; Hubungan yang harmonis;
Partners and/or Vendors	Contracts and Cooperation Agreements, Operational processes	Fair and transparent procurement process; An objective evaluation process; Harmonious relationship;
Masyarakat	Pelaksanaan program Tanggung Jawab Sosial Lingkungan (TJSL) dan keterbukaan informasi	Dapat meningkatkan perekonomian masyarakat seiring dengan pemberdayaan masyarakat secara berkelanjutan melalui pembangunan kesejahteraan masyarakat, baik fisik maupun non-fisik; Memperoleh akses informasi yang akurat dan terkini
Public	Implementation of Corporate Social Responsibility (CSR) and information disclosure	Capable of improving the community's economy in line with sustainable community empowerment through development of physical and non-physical community welfare. Obtaining access to accurate and up-to-date information

## PERMASALAHAN TERHADAP PENERAPAN KEUANGAN BERKELANJUTAN [E.5]

Dalam menjalankan penerapan Keuangan Berkelanjutan, Bank memiliki berbagai tantangan seperti, situasi pandemi COVID-19 yang masih terjadi, maka Bank perlu memprioritaskan keselamatan karyawan, nasabah, maupun masyarakat sekitar. Hal tersebut memengaruhi pelaksanaan program aktivitas yang telah dirumuskan karena akan sangat bergantung terhadap kondisi yang berkembang.

Selain itu kondisi perekonomian nasional dan global yang masih berada dalam situasi pemulihan dengan kondisi yang sangat dinamis yang memerlukan adaptasi secara cepat dan tepat serta harus beriringan dengan konsistensi pengembangan kapasitas internal Bank.

## ISSUES TO THE IMPLEMENTATION OF SUSTAINABLE FINANCE [E.5]

In implementing the Sustainable Finance Action Plan (RAKB), The Bank has challenges such as, The situation of the COVID-19 pandemic that still occurred, consequently The Bank needs to prioritize the safety of employees, customers and the surrounding community. This affects the implementation of the activity program that has been formulated because it will depend on progress conditions.

Moreover, the national and global economy conditions which still in a recovery situation also bring very dynamic conditions that require rapid and accurate adaptation which must be accompanied by consistent development of internal capacity of The Bank.

Namun demikian, dalam mengantisipasi dan menjawab tantangan tersebut Bank memiliki beberapa strategi seperti penyesuaian kebijakan dan prosedur internal secara berkala yang disesuaikan dengan kondisi untuk mendukung pelaksanaan aktivitas Keuangan Berkelanjutan sesuai dengan berkembangnya zaman dengan tetap mengacu kepada peraturan yang berlaku. Bank juga melanjutkan dan mempertahankan konsistensi dalam kegiatan-kegiatan pendukung keuangan berkelanjutan dan juga terus mempertahankan konsistensi penyelenggaraan program training dan implementasi yang diterapkan dalam pekerjaan.

However, in order to anticipating and responding to these challenges, The Bank has a strategy through periodic adjustment of internal policies and procedures which custom to the conditions to support the implementation of Sustainable Finance activities in accordance with the era while still referring to the applicable regulations. The Bank also continuing and maintaining consistency in the sustainable financial support activities and also always maintain the consistency of training program implementation as well as the implementation applied to work.

## **KINERJA** KEBERLANJUTAN

### SUSTAINABILITY PERFORMANCE

#### **KEGIATAN MEMBANGUN BUDAYA KEBERLANJUTAN [F.1]**

Dalam menerapkan prinsip keberlanjutan, Bank senantiasa berpegang pada visi dan misi terhadap implementasi keuangan berkelanjutan. Visi keberlanjutan Bank adalah “Menjadi bank yang unggul dalam pengembangan bisnis yang memberikan nilai ekonomi, sosial, dan lingkungan hidup di Indonesia”. Sementara itu, Bank memiliki misi keberlanjutan untuk menjadi bank lokal yang terintegrasi dan senantiasa menjalankan praktik-praktik bisnis dengan tata kelola yang baik.

Untuk itu, Bank memiliki 3 (tiga) prioritas utama yang menjadi target penerapan keuangan berkelanjutan pada 2022 sebagai berikut:

1. Pengembangan sumber daya manusia lanjutan agar seluruh internal Bank memiliki daya respon tinggi terhadap tantangan implementasi keuangan berkelanjutan;
2. Integrasi manajemen sosial, lingkungan hidup, dan tata kelola dalam aktivitas bisnis Bank;
3. Program edukasi lanjutan untuk meningkatkan pemahaman keuangan berkelanjutan kepada nasabah dan masyarakat.

Dalam hal pengelolaan portofolio pembiayaan Kegiatan Usaha Berkelanjutan (KUB), Bank selalu melakukan analisa penilaian dan pemantauan dampak usaha terhadap lingkungan melalui dokumen AMDAL yang dimiliki nasabah.

#### **ACTIVITY TO BUILD SUSTAINABILITY CULTURE [F.1]**

In implementing the sustainability principles, The Bank always adheres to the vision and mission of the implementation of sustainable finance. The Bank’s sustainability vision is “To be a bank that excels in business development that provides economic, social, and environmental values in Indonesia”. Meanwhile, The Bank has a sustainability mission to become an integrated local bank that consistently conducts business practices with good governance.

Therefore, The Bank has 3 (three) major priorities as the targets for implementation of sustainable finance in 2022 as follows:

1. The development of advance human resources so that all internal Bank has high responsiveness towards the challenges of sustainable finance implementation;
2. Integration of social, environmental and governance management in The Bank’s business activities;
3. Continuous education programs to increase the understanding of sustainable finance to customers and public.

In the matter of managing the financing portfolio for Sustainable Business Activities (KUB), the Bank analyzes the assessment and monitoring of business impacts on the environment through the AMDAL document owned by the customer.

Hal tersebut dilakukan untuk meminimalisasi dampak lingkungan yang dihasilkan dari kegiatan operasional yang dilakukan nasabah dimana Bank memiliki hak penuh untuk menghentikan pembiayaan, apabila kegiatan operasional yang dilakukan nasabah terbukti membahayakan lingkungan sekitar.

Di dalam pengelolaan sumber daya manusia, salah satu faktor pendukung yang penting untuk diperhatikan adalah lingkungan kerja yang aman dan nyaman bagi karyawan agar karyawan mampu bekerja dengan nyaman yang pada akhirnya mampu memberikan kontribusi terbaiknya dalam pencapaian target bisnis Bank. Memberikan lingkungan kerja yang aman dan nyaman merupakan salah satu tujuan Bank yang terangkum di dalam kebijakan-kebijakan terkait dengan Kesehatan dan Keselamatan Kerja (K3) yang telah diterbitkan, antara lain sebagai berikut:

- **Kebijakan Manajemen Keberlangsungan Bisnis (*Business Continuity Management*) nomor 2022-RMD-024-L2 yang diterbitkan oleh Satuan Kerja Manajemen Risiko (SKMR)**  
Kebijakan ini merupakan pedoman umum bagi Bank dalam menghadapi dan melindungi dari berbagai kerugian finansial dan non-finansial yang bersifat *catastrophic* sebagai dampak dari kejadian bencana. Dalam kebijakan ini diatur hal-hal terkait dengan risiko-risiko yang memiliki potensi untuk terjadi di Bank, penyebab timbulnya risiko, serta cara-cara memitigasi risiko tersebut. Kebijakan Manajemen Keberlangsungan Bisnis (*Business Continuity Management*) telah ditinjau ulang dan berlaku efektif pada tanggal Oktober 2022.
- **Prosedur Rencana Keberlangsungan Bisnis (*Business Continuity Plan*) nomor 2022-RMD-025-L4 yang diterbitkan oleh Satuan Kerja Manajemen Risiko (SKMR)**  
Prosedur Manajemen Keberlangsungan Bisnis (*Business Continuity Management*) menjelaskan secara spesifik syarat-syarat dalam mengembangkan dan menerapkan program Perencanaan Keberlangsungan Bisnis (*Business Continuity Plan*) yang efektif guna memastikan keberlangsungan fungsi-fungsi yang kritis apabila terjadi suatu bencana. Prosedur ini telah ditinjau ulang dan berlaku efektif pada bulan Oktober 2022.

This was done to minimize the environmental impact resulting from operational activities carried out by customers where the Bank has the full right to stop financing if the operational activities carried out by customers are proven to endanger the surrounding environment.

In the management of human resources, one of the important supporting factors to be considered is a safe and comfortable work environment for employees, so that employees are able to work comfortably and able to give their best contribution in achieving The Bank's business targets. Providing a safe and comfortable work environment is one of The Bank's objectives, which is summarized in policies related to Occupational Health and Safety (OHS) that have been issued, among others, as follows:

- **Business Continuity Management Policy number 2022-RMD-024-L2 issued by the Risk Management Department (RMD)**  
This policy is a general guideline for The Bank in dealing with and protecting from various financial and non-financial losses that are catastrophic as a result of disaster events. This policy regulates risk-related matters that have the potential to occur at The Bank, the causes of risks, and ways to mitigate those risks. The Business Continuity Management (BCM) policy has been reviewed and effective on October, 2022.
- **Business Continuity Plan Procedure number 2022-RMD-025-L4 issued by the Risk Management Department (RMD)**  
The Business Continuity Management (BCM) procedure specifically explains the requirements for developing and implementing an effective Business Continuity Plan (BCP) program to ensure continuity of critical functions in the event of a disaster. This procedure has been reviewed and effective on October, 2022.

- Kebijakan Manajemen Keamanan nomor 2022-GAD-002-L2 yang diterbitkan oleh Departemen *General Affairs***  
Kebijakan ini merupakan pedoman umum bagi Bank dalam membangun sistem perlindungan keamanan, mengatur manajemen keamanan, memperkuat mekanisme perlindungan keamanan, dan pemantauan terhadap risiko-risiko keamanan yang memiliki potensi terjadi di Bank. Kebijakan ini diterbitkan pada tanggal 26 April 2022.
- Prosedur Penanggulangan Bencana nomor 2021-GAD-014-L4 yang diterbitkan oleh Departemen *General Affairs***  
Prosedur ini merupakan salah satu komponen *Business Continuity Management* yang menjadi panduan dalam menjaga keamanan dan keselamatan jiwa seluruh karyawan, nasabah, dan pihak ketiga pada saat terjadi bencana, termasuk kegiatan penyelamatan data penting dan aset-aset Bank. Prosedur ini berlaku sejak tanggal 26 November 2021.

Terkait dengan situasi pandemi akibat wabah COVID-19 yang terjadi, Bank mengutamakan keselamatan karyawan dan nasabah serta masyarakat sekitar. Untuk itu, Bank selalu mempertimbangkan setiap pelaksanaan dari seluruh kegiatan pada seluruh prioritas, dengan melihat perkembangan situasi yang berkembang serta peraturan setempat yang berlaku dan terus mendukung dan mematuhi kebijakan dan peraturan pemerintah dan regulator.

## KINERJA ASPEK EKONOMI

### PERBANDINGAN TARGET DAN KINERJA PRODUKSI, PORTOFOLIO, TARGET PEMBIAYAAN, ATAU INVESTASI, PENDAPATAN DAN LABA RUGI [F.2]

Bank telah menyusun Rencana Bisnis Bank (RBB) dengan mempertimbangkan keadaan ekonomi terkini dan juga proyeksi ekonomi sepanjang tahun 2022. Berikut penjelasan perbandingan realisasi dan target atas kinerja Bank dapat dilihat pada tabel sebagai berikut:

- Security Management Policy number 2022 GAD-002-L2 issued by the General Affairs Department**  
This policy is a general guideline for The Bank in building security protection systems, regulating security management, strengthening security protection mechanisms, and monitoring security risks that have the potential to occur at The Bank. This policy was issued on April 26, 2022.
- Disaster Management Procedure number 2021 GAD-014-L4 issued by the General Affairs Department**  
This procedure is one of the BCM components that serves as a guidance in maintaining the security and safety of all employees, customers, and third parties when a disaster occurs, including saving important data and The Bank's assets. This procedure was effective on November 26, 2021.

Regarding the pandemic situation that occurred, The Bank prioritize the safety of employees and customers as well as surrounding community. For this reason, The Bank will consider each implementation of all activities on every priority, by taking into account the development of the situation as well as the prevailing local regulations, while continuing to support and comply with the government and regulator policies and regulations.

## ECONOMIC ASPECT PERFORMANCE

### COMPARISON OF PRODUCTION TARGETS AND PERFORMANCE, PORTFOLIOS, FINANCING TARGET, OR INVESTMENT, INCOME AND PROFIT LOSS [F.2]

Bank has prepared Bank Business Plan (RBB) by considering the latest economic conditions and projections throughout 2022. Following are explanations of the comparison of The Bank's performance between realization and target can be seen in the following table:

(dalam persentase | in percentage)

Uraian Description	2022		2021		2020	
	Target Target	Realisasi Realization	Target Target	Realisasi Realization	Target Target	Realisasi Realization
Kredit Bermasalah NPL Gross	2,86	3,00	3,12	3,17	3,12	3,17
Rasio Profitabilitas Return on Equity (ROE)	7,79	4,87	6,99	8,82	0,67	(2,32)
Rasio Rentabilitas Return on Asset (ROA)	0,89	0,55	0,88	0,96	0,08	0,05
Marjin Bunga Bersih Net Interest Margin (NIM)	2,24	2,29	2,32	2,36	2,01	1,96
Pertumbuhan Kredit Loan Growth	12,01	(3,66)	(2,57)	(12,45)	(7,77)	(10,76)
Pertumbuhan Laba Profit Growth	(4,72)	(43,74)	1.632,14	1.821,43	(61,21)	(75,86)

### PERBANDINGAN TARGET DAN KINERJA PORTOFOLIO, TARGET PEMBIAYAAN, ATAU INVESTASI PADA INSTRUMEN KEUANGAN ATAU PROYEK YANG SEJALAN DENGAN KEUANGAN BERKELANJUTAN [F.3]

Sejalan dengan RAKB yang dimiliki Bank dengan memperhatikan kapasitas internal, Bank menetapkan target pembiayaan hijau untuk KUB (Kategori Usaha Berkelanjutan) mulai tahun 2023 yaitu menjaga kontribusi pembiayaan hijau minimal sebesar 10% dari total pembiayaan yang dimiliki Bank.

Dilihat dari realisasi untuk tahun 2022, di tengah tantangan kondisi perekonomian yang penuh ketidakpastian, Bank mampu menjaga kinerja pembiayaan produk ramah lingkungan atau pembiayaan untuk Kategori Keuangan Berkelanjutan (KUB) dalam kondisi yang stabil, tercatat kontribusi persentase total kredit/pembiayaan kegiatan usaha berkelanjutan terhadap total kredit/pembiayaan Bank adalah sebesar 39,08%, atau meningkat sebesar 0,68% y-o-y dari persentase tahun sebelumnya sebesar 38,40%. Rincian realisasi terhadap target pembiayaan hijau untuk KUB dapat dilihat dalam tabel berikut:

### COMPARISON OF PERFORMANCE TARGET AND PORTFOLIO, FINANCING TARGET, OR INVESTING IN FINANCIAL INSTRUMENTS OR PROJECTS THAT ARE IN LINE WITH THE IMPLEMENTATION OF SUSTAINABLE FINANCE [F.3]

In line with RAKB owned by The Bank by considering internal capacity of The Bank, The Bank has set green financing target for sustainable business category (KUB) starting in 2023, by maintaining minimum green financing contribution of 10% of the total financing owned by The Bank.

From the realization in 2022, amidst the challenges of uncertain economic conditions, The Bank is able to maintain the performance of financing for environmentally friendly products or financing for the Sustainable Finance Category (KUB) in a stable condition, recorded the percentage contribution of total loans/financing for sustainable business activities to total bank loans/financing of 39.08%, or slightly increased by 0.68% y-o-y from the previous year's percentage of 38.40%.

dalam Rp miliar | in Rp billion

Uraian Description	2022	2021	2020
Jumlah nominal pembiayaan yang memenuhi kriteria kegiatan usaha berkelanjutan Nominal financing that meets the criteria for sustainable business activities	10.640	10.848	10.630
Persentase total portofolio kegiatan usaha berkelanjutan terhadap total portofolio (%) Percentage of total sustainable business activities portfolio to total portfolio (%)	39,08	38,40	33,34
Penghimpunan dana Third Party Funds	-	-	-
Penyaluran dana Financing	10.640	10.848	10.630

Bank juga telah mencatatkan pencapaian kinerja pembiayaan berdasarkan Kategori Kegiatan Usaha Berkelanjutan (KUB) dengan rincian sebagai berikut:

The Bank also has recorded the achievements of its financing performances in the category of Sustainable Business Activities (KUB) with detail as follows:

dalam Rp miliar | in Rp billion

Jumlah Kredit / Pembiayaan berdasarkan Kategori Kegiatan Usaha Berkelanjutan (B.1.a)	2022	2021	2020	Amount of Loan / Financing based on Category of Sustainable Business Activities
Energi Terbarukan	-	-	-	Renewable Energy
Efisiensi Energi	1.701	1.477	1.534	Energy Efficiency
Pencegahan dan Pengendalian Polusi	835	922	1.053	Pollution Prevention and Control
Pengelolaan Sumber Daya Alam Hayati dan Penggunaan Lahan yang Berkelanjutan	1.882	1.905	2.264	Living Natural Resources Management and Usage of Sustainable Land
Konservasi Keanekaragaman Hayati Darat dan Air	-	-	-	Conservation of Land and Water Biodiversity
Transportasi Ramah Lingkungan	318	349	-	Environmentally friendly Transportation
Pengelolaan Air dan Air Limbah yang Berkelanjutan	757	1.430	850	Sustainable Management of Water and Wastewater
Adaptasi Perubahan Iklim	-	-	-	Climate Change Adaptation
Produk yang Dapat Mengurangi Penggunaan Sumber Daya dan Menghasilkan Lebih Sedikit Polusi (Eco-efficient)	579	663	550	Product that Can Reduce the Usage of Resources and Generate Less Pollution (Eco-efficient)
Bangunan Berwawasan Lingkungan yang Memenuhi Standar atau Sertifikat yang Diakui secara Nasional, Regional atau Internasional	3.857	4.005	4.224	Environmentally friendly Buildings that Meet the Standards or Certificates Accepted Nationally, Regionally, or Internationally
Kegiatan Usaha dan/atau Kegiatan Berwawasan Lingkungan Lainnya	534	20	-	Business Activities and/or Other Environmentally friendly Activities
Kegiatan UMKM	177	77	156	MSME Activities

Dalam rangka mendukung implementasi proses bisnis Keuangan Berkelanjutan, beberapa kerjasama dengan pihak lokal telah berjalan dan terjalin dengan baik. Jika diperlukan, Bank juga membuka peluang untuk kerjasama baru dengan pihak lokal lainnya dalam rangka mencapai pelaksanaan kegiatan RAKB yang optimal. Adapun beberapa kerjasama yang telah terbina antara lain adalah kerjasama dengan Palang Merah Indonesia (PMI) dalam pelaksanaan acara donor darah di lingkungan Bank, kerjasama dengan Yayasan Tzu Chi Indonesia dalam pelaksanaan daur ulang sampah kertas serta kerjasama dengan *Infobank Institute* dalam peningkatan *awareness* dan kapasitas di jajaran Bank.

### KINERJA ASPEK LINGKUNGAN [F.4]

Bagi Bank, pelaksanaan operasional tidak hanya mementingkan seluruh pemangku kepentingan, tetapi juga berdampak baik terhadap lingkungan. Hal ini menjadi tanggung jawab bersama Bank beserta seluruh pemangku kepentingan untuk senantiasa menjaga bumi lestari agar dapat diwariskan kepada generasi penerus. Oleh karena itu, Bank senantiasa mengupayakan pengelolaan operasional yang minim risiko perusakan lingkungan.

Komitmen Bank untuk menjaga lingkungan dilaksanakan oleh seluruh karyawan dalam kegiatan sehari-hari. Bank telah menerapkan kebijakan penggunaan material dan energi secara efektif demi lingkungan melalui program *reuse, reduce, recycle, save energy, dan stay healthy* yang sudah dimulai sejak 2016. Dengan menjalankan kebiasaan baik yang dapat mendukung *go-green initiative* dan peningkatan lingkungan hidup yang lebih sehat, Bank telah menjalani inisiatif berikut:

- Penghematan penggunaan kertas;
- Penghematan air;
- Pengelompokan kertas bekas untuk didaur ulang; dan
- Penghematan penggunaan listrik, antara lain dengan mematikan lampu pada jam istirahat makan siang, mematikan AC setelah melewati jam kerja, dan mematikan komputer saat pulang kerja.

Di sepanjang tahun 2022, Bank telah mengeluarkan biaya yang berkaitan dengan aspek lingkungan sebesar Rp64 juta.

In order to support the implementation of Sustainable Finance business processes Several collaborations with local parties have been running and well maintained. If necessary, The Bank also opens opportunities for new collaborations with other local parties in order to achieve optimal implementation of RAKB activities. Some of the collaborations that have been developed includes cooperation with the Indonesian Red Cross (PMI) in implementing blood donor events within The Bank, collaboration with the Tzu Chi Indonesia Foundation in the implementation of paper waste recycling and collaboration with the Infobank Institute in increasing awareness and capacity within The Bank.

### ENVIRONMENTAL ASPECT PERFORMANCE [F.4]

For The Bank, the operational implementation should not only prioritize all stakeholders, but also have a good impact on the environment. This is the joint responsibility of The Bank and all stakeholders to create a sustainable planet as legacy for future generations. As such, The Bank always strives the operational management with minimal risk of environmental damage.

The Bank's commitment to protect the environment is implemented by all employees in their daily activities. The Bank has developed a policy on the use of materials and energy effectively for the environment through reuse, reduce, recycle, save energy, and stay healthy programs that have been in place since 2016. Through positive habits that could support The Bank's go-green initiative and promote healthier environment, The Bank has implemented the following initiatives:

- Efficient paper consumption;
- Water saving;
- Waste paper grouping for recycle; and
- Electricity saving, among others, by turning off the lights during lunch break, turning off the air conditioner after office hours, and turning off the computer when leaving the office.

Throughout 2022, the Bank has spent Rp64 million for expenses related to environmental aspects.

## ASPEK MATERIAL

### PENGUNAAN MATERIAL YANG RAMAH LINGKUNGAN [F.5]

Dalam menjalankan operasional bisnisnya, Bank selalu berupaya untuk menggunakan material yang ramah lingkungan, Bank menyadari bahwa kertas merupakan salah satu material penting dalam kegiatan operasional Bank. Untuk itu Bank tetap berupaya mengurangi limbah kantor dan melakukan daur ulang sampah kertas dari kegiatan operasional Bank.

Dalam hal ini Bank terus berupaya agar transaksi dapat dilakukan melalui penggunaan instrumen perbankan yang ramah lingkungan. Dalam upayanya menyeimbangkan kebutuhan kertas dengan efisiensi penggunaannya, Bank telah mengambil sejumlah langkah berikut:

- Kertas yang digunakan dalam kegiatan operasional adalah kertas dengan ukuran bidang cetak yang sama, sehingga dapat mengurangi dampak lingkungan secara langsung;
- Kertas yang digunakan adalah kertas dengan merek bersertifikat *Program for the Endorsement of Forest Certification (PEFC)*, dan telah bersertifikat *EU Ecolable* yang menunjukkan komitmen Bank untuk memanfaatkan kertas yang berasal dari hutan yang dikelola secara berkelanjutan;
- Sampah kertas dari kegiatan operasional Bank di hancurkan menjadi potongan kecil dan di kumpulkan untuk disumbangkan kepada Depo Pelestarian Lingkungan Yayasan Tzu Chi Indonesia, terdapat proses penimbangan dan peleburan untuk dijadikan sebagai bahan baku produksi, dimana hasil perolehan dana dari sampah daur ulang tersebut kemudian disalurkan untuk kegiatan kemanusiaan melalui program Yayasan Tzu Chi Indonesia.

Selain itu, untuk mendorong efisiensi pemakaian kertas lebih lanjut, Bank juga telah mengambil langkah-langkah berikut:

- Menjalankan lebih banyak rapat internal, di mana seluruh bahan rapat dapat diunduh melalui perangkat yang disediakan Bank;
- Membatasi pencetakan Laporan Tahunan Bank dengan jumlah yang lebih terbatas;
- Menyediakan lebih banyak sarana pendukung rapat *virtual and hybrid* seperti telekonferensi;
- Meningkatkan komunikasi melalui surat elektronik dan berbagi dokumen secara internal.
- Mengupayakan implementasi penggunaan sistem internal yang mendukung pendistribusian dokumen secara digital.

## MATERIAL ASPECTS

### USE OF ENVIRONMENTALLY FRIENDLY MATERIALS [F.5]

In carrying out its business operations, the Bank always strives to use environmentally friendly materials, The Bank realizes that paper is one of the important materials in The Bank's operational activities. For this reason, The Bank continues to reduce office waste and recycle paper waste from The Bank's operational activities.

The Bank also encourages paperless transactions and the use of environmentally friendly banking instruments. In an effort to balance the need for paper with the efficient use of paper, The Bank has taken the following steps:

- The paper used in operational activities is paper with the same printing area size, thus can directly reduce the environmental impact;
- The Bank used is paper with the Program for the Endorsement of Forest Certification (PEFC), and has been certified EU Ecolable which showing The Bank's commitment to utilize paper originating from sustainably managed forests;
- Paper waste from The Bank's operational activities are shredded into small pieces and collected to be donated to the Environmental Conservation Depot owned by Tzu Chi Indonesia Foundation, there is a weighing and smelting process to be used as raw material for new production, where the proceeds from the recycled waste are then distributed for humanitarian activities through Tzu Chi Indonesia Foundation program.

In addition, to encourage further efficiency in the use of paper, The Bank has also taken the following steps:

- Conducting more internal meetings, where all meeting materials are available to be downloaded through devices provided by The Bank;
- Limiting printing of The Bank's Annual Report to a more limited quantity;
- Providing more virtual and hybrid meeting support tools such as teleconferencing;
- Improving communication, especially through electronic mail and internal sharing documents.
- Strive to implementing of using internal system that supports the distribution of internal documents digitally.

Pembelian kertas untuk kegiatan operasional kantor selama tahun 2022 dan perbandingannya dengan tahun sebelumnya dapat dilihat pada tabel sebagai berikut:

### Pembelian kertas A4

Tahun Year	Jumlah (rim) Amount (rim)	Biaya (dalam juta rupiah) Expenses (in million Rp)
2022	2.509	125
2021	2.679	129
2020	2.850	128

\* Mencakup penggunaan utilitas area kantor pusat | Includes the utilities consumption at head office area

Paper purchases for office operational activities during 2022 and its comparison with previous years can be seen in the following table:

### A4 Paper Purchase

## ASPEK ENERGI

### JUMLAH DAN INTENSITAS ENERGI YANG DIGUNAKAN [F.6]

Sebagai upaya untuk memastikan penggunaan energi sesuai yang diperlukan, Bank melakukan pendataan penggunaan energi yang mencakup penggunaan listrik dan juga bahan bakar di kantor pusat sebagaimana yang disajikan dalam tabel berikut:

Jenis Energi Energy Type	Satuan Unit	2022	2021	2020
Listrik Electricity	kWh	1,36	1,28	1,50
	GJ	0,005	0,005	0,005
Bahan Bakar Fuel	Liter	33.027	32.360	44.365
	GJ	1.129,52	1.106,71	1.517,28
Jumlah Konsumsi Energi Total Energy Consumption	GJ	1.129,53	1.106,72	1.517,29
Intensitas Energi Listrik Electrical Energy Intensity	kWh/m <sup>2</sup>	173.525	162.829	191.381

### UPAYA DAN PENCAPAIAN EFISIENSI ENERGI DAN PENGGUNAAN ENERGI TERBARUKAN [F.4][F.7]

Dalam upaya penghematan energi, Bank menggunakan peralatan hemat energi serta mematikan lampu pada jam makan siang, mematikan AC setelah melewati jam kerja, dan mematikan komputer saat pulang kerja agar dapat lebih menghemat tenaga listrik.

Selain itu, Bank berupaya agar kendaraan operasional dapat digunakan dengan efektif sesuai kebutuhan sehingga dapat mengoptimalkan upaya efisiensi penggunaan bahan bakar.

## ENERGY ASPECT

### QUANTITY AND INTENSITY OF ENERGY USED [F.6]

To ensure the use of energy as required, the Bank collects data on energy usage including the electricity and fuel usage at the head office as presented in the following table:

### ENERGY EFFICIENCY EFFORTS AND ACHIEVEMENTS AND RENEWABLE ENERGY USAGE [F.4][F.7]

To save energy, the Bank uses energy-efficient equipment and turns off the lights at lunchtime, switch off the air conditioner after working hours, and turns off the computer when going home from work to save more electricity.

Moreover, the Bank strives to use operational vehicles effectively as needed so as to optimize fuel efficiency efforts.

Upaya untuk meningkatkan efisiensi tersebut diiringi dengan inisiatif kampanye dan sosialisasi kepada karyawan secara berkesinambungan untuk menggunakan energi sesuai kebutuhan dan seefisien mungkin.

## ASPEK AIR

### PENGUNAAN AIR [F.8]

Air merupakan salah satu kebutuhan vital bagi kegiatan operasional Bank sehari-hari, dimana sumber Air yang digunakan Bank diperoleh dari PDAM. Bank memiliki komitmen untuk tidak menggunakan air tanah (*deep well*) dalam mendukung aktivitas operasional sehari-hari. Mengingat sumber air bersih kian terbatas, dan membutuhkan biaya besar untuk mengolah air baku menjadi air PDAM, maka Bank menerapkan kebijakan penghematan air. Selain memberikan anjuran untuk menggunakan air secara bijaksana, Bank juga melakukan pengecekan instalasi air secara berkala sehingga perbaikan dapat dilakukan apabila terjadi kebocoran atau kerusakan lainnya.

#### Penggunaan Air

Sumber Air Water sources	Satuan Unit Unit	2022	2021	2020
PDAM	Rp ribu Rp thousand	12.287	12.287	44.027

\* Mencakup penggunaan utilitas area kantor pusat | Includes the utilities consumption at head office area

## ASPEK KEANEKARAGAMAN HAYATI

### DAMPAK DARI WILAYAH OPERASIONAL YANG DEKAT ATAU BERADA DI DAERAH KONSERVASI ATAU MEMILIKI KEANEKARAGAMAN HAYATI [F.9]

Wilayah operasional Bank mencakup kantor cabang, kantor cabang pembantu, dan ATM ICBC di Indonesia di mana keseluruhan area tersebut tidak dekat atau berada di daerah konservasi atau memiliki keanekaragaman hayati. Namun, Bank tetap berkomitmen untuk senantiasa menjaga kebersihan dan keasrian lingkungan di sekitar wilayah operasionalnya.

Our efforts to enhance efficiency are accompanied by campaign initiatives and dissemination to employees continuously to use energy as needed and as efficiently as possible.

## WATER ASPECT

### WATER USAGE [F.8]

Water is one of the vital needs for The Bank's daily operational activities, where the source of water used by The Bank is obtained from PDAM (Regency-owned tap water company). The Bank has commitment not to use deep well water to support daily operational activities. As the sources of clean water are increasingly limited, also considering high cost of processing raw water into PDAM, The Bank has implemented water saving policy. In addition to reminders in using water wisely, The Bank also regularly checks the water installation so that repairs can be done immediately in the event of leakage or other damage

#### Water Usage

## BIODIVERSITY ASPECT

### IMPACTS FROM OPERATIONAL AREAS THAT ARE CLOSE TO OR LOCATED AT CONSERVATION AREAS OR HAVING BIODIVERSITY [F.9]

The Bank's operational areas include branch offices, sub-branch offices and ICBC ATMs in Indonesia of which the whole areas are not close to or located at a conservation area or having biodiversity. However, the Bank remains committed to consistently maintaining the cleanliness and beauty of the environment around its operational areas.

## USAHA KONSERVASI KEANEKARAGAMAN HAYATI [F.10]

Beberapa upaya yang dilakukan Bank untuk turut menjaga keasrian lingkungan di sekitar wilayah operasionalnya adalah:

### ASPEK EMISI

#### JUMLAH DAN INTENSITAS EMISI YANG DIHASILKAN BERDASARKAN JENISNYA [F.11]

Dari penggunaan energi yang telah tercatat di area kantor pusat, Bank telah mengukur jumlah emisi dengan menggunakan *Green House Gas (GCG) Emissions Calculator* yang dikeluarkan oleh *United Nations Framework Convention on Climate Change (UNFCCC)* versi 02.6 pada September 2022. Detail informasi tersebut dapat terlihat dalam tabel berikut:

Emisi yang Dihasilkan Dari Emissions Produced From	Satuan Unit	2022	2021	2020
Penggunaan Listrik Electricity Usage	Kg Co2-eq	0,92	0,86	1,01
Penggunaan Bahan Bakar Fuel Usage	Kg Co2 eq	72.445	70.982	97.316
Jumlah Kendaraan Operasional Total Operational Vehicles	Mobil Car	41	57	57
Intensitas Emisi dari Penggunaan Bahan Bakar Emission Intensity from Fuel Use	Kg Co2-eq Kendaraan I Vehicle	1.767	1.245	1.707

## BIODIVERSITY CONSERVATION EFFORTS [F.10]

The Bank strives to participate in maintaining the beauty of environment surrounding its operational areas are:

### EMISSION ASPECT

#### QUANTITY AND INTENSITY OF EMISSIONS BASED ON TYPE [F.11]

From the energy usage that has been recorded in the head office area, the Bank has measured the amount of emissions by using the *Green House Gas (GCG) Emissions Calculator* issued by the *United Nations Framework Convention on Climate Change (UNFCCC)* version 02.6 in September 2022. Details of this information can be seen in the following table:

Measurement unit in calculator is in kgCo2e  
1 TonCo2e = 1000 kgCo2e

#### 2020: 0,97 TonCo2e

Liquid fuels	Petrol (average biofuel blend)	Litres	2,19352	44.365,00	97.315,51

#### 2021: 0,71 TonCO2e

Liquid fuels	Petrol (average biofuel blend)	Litres	2,19352	32.360,00	70.982,31

#### 2022: 0,72 TonCo2e

Liquid fuels	Petrol (average biofuel blend)	Litres	2,19352	33.027,00	72.445,39

#### Emission Intensity

2020 : 0,02 TonCo2e/vehicle  
2021 : 0,01 TonCo2e/vehicle  
2022 : 0,02 TonCo2e/vehicle

## UPAYA DAN PENCAPAIAN PENGURANGAN EMISI YANG DILAKUKAN [F.12]

Sebagai upaya untuk mengurangi jejak karbon dari kegiatan operasionalnya, Bank telah melakukan upaya efisiensi dalam menggunakan energi listrik maupun bahan bakar dengan memastikan bahwa penggunaannya sesuai dengan kebutuhan. Pada tahun 2022, tercatat emisi yang dihasilkan dari penggunaan bahan bakar pada kendaraan operasional mengalami sedikit peningkatan. Hal ini utamanya disebabkan oleh kegiatan operasional yang telah telah berangsur kembali normal dan mulai menerapkan *Full Work from Office* (WFO). Namun pengelolaan kendaraan operasional selalu dipantau agar penggunaannya efektif dan efisien.

## ASPEK LIMBAH DAN EFLUEN

### JUMLAH LIMBAH DAN EFLUEN YANG DIHASILKAN BERDASARKAN JENIS [F.13]

Sektor bisnis Bank adalah layanan perbankan sehingga sebagian besar limbah yang dihasilkan dari kegiatan operasionalnya adalah kertas. Bank telah menerapkan *reuse, reduce, recycle* dalam menggunakan kertas.

Bekerja sama dengan Yayasan Tzu Chi Indonesia, Bank mencoba memanfaatkan sisa-sisa sampah kertas di setiap departemen di Kantor Pusat Jakarta melalui aksi pengumpulan sampah kertas yang berada di lingkungan kerja untuk didaur ulang. Selama tahun 2022, Bank berhasil mengumpulkan sampah kertas sebanyak 1.291 kg. Sampah kertas tersebut diolah oleh Yayasan Tzu Chi Indonesia menjadi produk daur ulang bernilai guna.

### MEKANISME PENGELOLAAN LIMBAH DAN EFLUEN [F.14]

Pengelolaan limbah Bank dalam hal ini sampah kertas dilakukan dengan mekanisme sebagai berikut:

- Sampah kertas dari kegiatan operasional Bank dihancurkan menjadi potongan kecil
- Selanjutnya sampah dalam bentuk potongan tersebut dikumpulkan untuk disumbangkan kepada Depo Pelestarian Lingkungan Yayasan Tzu Chi Indonesia
- Sampah kertas tersebut selanjutnya akan masuk ke dalam proses penimbangan dan peleburan untuk dijadikan sebagai bahan baku produksi
- Hasil perolehan dana dari sampah daur ulang tersebut kemudian disalurkan untuk kegiatan kemanusiaan melalui program Yayasan Tzu Chi Indonesia

## EFFORTS AND ACHIEVEMENTS OF EMISSION REDUCTION [F.12]

To reduce the carbon footprint of its operational activities, the Bank has conducted efficiency efforts in using electricity or fuel by ensuring that their use is based on our needs. In 2022, it was recorded that emissions resulting from the fuel usage in operational vehicles have increased. It is mainly due to operational activities that have returned to normal and full Work from Office (WFO). However, the management of operational vehicles is consistently monitored so that their use is effective and efficient.

## WASTE AND EFFLUENT ASPECT

### TOTAL WASTE AND EFFLUENT GENERATED BY TYPES [F.13]

The banking sector provides banking services so as to generate paper waste from its operational activities is paper. The bank has implemented reuse, reduce, recycle in using paper.

Collaborating with the Tzu Chi Indonesia Foundation, The Bank tries to utilize paper waste in each department at the Jakarta Head Office through the collection of paper waste around office areas to be recycled. Throughout 2022, The Bank managed to collect 1,291 kg of paper waste. The paper waste is processed by the Tzu Chi Indonesia Foundation into valuable recycled products.

### MECHANISM OF WASTE AND EFFLUENT MANAGEMENT [F.14]

Bank waste management, in this case paper waste, is conducted with the following mechanism:

- Paper waste from the Bank's operational activities is crushed into small pieces
- Then the aforementioned waste is collected to be donated to the Environmental Preservation Depot of the Indonesian Tzu Chi Foundation
- The paper waste will then enter into the weighing and melting process to be used as raw material for production
- The proceeds from the recycling waste are then channeled to humanitarian activities through the Indonesian Tzu Chi Foundation program

## TUMPAHAN [F.15]

Tidak terdapat tumpahan yang terjadi di tahun 2022.

## ASPEK PENGADUAN TERKAIT LINGKUNGAN HIDUP

### JUMLAH DAN MATERI PENGADUAN LINGKUNGAN HIDUP YANG DITERIMA DAN DISELESAIKAN [F.16]

Hingga akhir tahun 2022, tidak terdapat pengaduan berkaitan dengan lingkungan hidup yang diterima oleh Bank.

## KINERJA ASPEK SOSIAL

### KOMITMEN UNTUK MEMBERIKAN LAYANAN ATAS PRODUK DAN/ATAU JASA YANG SETARA KEPADA KONSUMEN [F.17]

Bank selalu memprioritaskan kenyamanan dan keamanan nasabah dalam bertransaksi. Bank telah mengembangkan produk dan layanan dengan memperhatikan kebutuhan dari para nasabah.

Dalam hal menjamin kualitas dan mutu produk yang ditawarkan, Bank selalu menerima saran dan masukan untuk peningkatan mutu serta memperhatikan dan menanggapi dengan baik keluhan nasabah sesuai dengan pedoman layanan. Informasi yang akurat tentang syarat dan ketentuan yang berlaku terkait produk atau layanan yang ditawarkan oleh Bank selalu disertakan untuk menjamin keakuratan informasi terhadap produk dan layanan.

## ASPEK KETENAGAKERJAAN

### KESETARAAN KESEMPATAN BEKERJA [F.18]

#### Kesetaraan dalam Kesempatan Kerja, Pelatihan dan Pengembangan Karier

Bank menjadikan pemenuhan sumber daya manusia yang berkualitas sebagai salah satu prioritas utamanya. Dalam upaya memenuhi kebutuhan akan sumber daya manusia yang berkualitas, Bank melakukan proses rekrutmen secara terbuka sesuai dengan kualifikasi yang telah ditetapkan tanpa memandang perbedaan jenis kelamin, status sosial, warna kulit, suku, agama, dan ras. Proses rekrutmen dilakukan dengan menjunjung tinggi prinsip kesetaraan dan keadilan, dan menjauhi praktik tidak terpuji seperti suap ataupun kandidat titipan. Bagi karyawan baru,

## SPILLS [F.15]

No spills occurred in 2022.

## COMPLAINT RELATED TO ENVIRONMENTAL ASPECT

### TOTAL AND CONTENTS OF ENVIRONMENTAL COMPLAINTS RECEIVED AND RESOLVED [F.16]

Until the end of 2022, there was no complaint related to the environment received by the Bank.

## SOCIAL ASPECT PERFORMANCE

### COMMITMENT TO PROVIDING EQUAL PRODUCTS AND SERVICES TO CONSUMERS [F.17]

The Bank always prioritizes customer convenience and security in transactions. The Bank has developed products and services in accordance with the needs of customers.

In terms of ensuring the quality of the products offered, The Bank always accepts suggestions and input for quality improvement and pays attention to and responds well to customer complaints in accordance with service guidelines. Accurate information about the applicable terms and conditions related to products or services offered by The Bank is always included to ensure the accuracy of information on products and services.

## EMPLOYMENT ASPECT

### EQUAL OPPORTUNITY TO WORK [F.18]

#### Equality in Job Opportunities, Training and Career Development

The Bank establishes the fulfilment of qualified human resources as one of its top priorities. In fulfilling the needs of qualified human resources, The Bank conducts an open recruitment process in accordance with the predetermined qualifications regardless of differences in gender, social status, skin color, ethnicity, religion, and race. The recruitment process is carried out by upholding the principles of equality and fairness, and avoiding dishonourable practices such as bribes or entrusted candidates. For new employees, they will be given training

mereka akan diberikan pelatihan dan pengembangan individu yang setara sesuai dengan kebutuhan Bank. Sepanjang tahun 2022, persentase karyawan yang telah mengikuti program pelatihan yang diselenggarakan oleh Bank mencapai 99,04%.

Selain memiliki kesempatan yang setara untuk mendapatkan pelatihan, karyawan juga memiliki kesempatan yang sama untuk mengembangkan karier sesuai dengan aspirasi kariernya dengan tetap mempertimbangkan kebutuhan Bank.

Proses rekrutmen internal yang telah dijalankan oleh Bank selain bertujuan untuk memenuhi kebutuhan akan sumber daya manusia, juga merupakan salah satu upaya Bank dalam memberikan kesempatan bagi karyawan untuk mengembangkan karier sesuai dengan aspirasi kariernya.

#### Kesetaraan dalam Remunerasi

Karyawan yang telah resmi diangkat mendapatkan hak yang setara dalam remunerasi baik dalam bentuk upah, tunjangan, maupun fasilitas karyawan seperti asuransi kesehatan, asuransi jiwa, dana pensiun, dan pinjaman, sesuai dengan pangkat dan jabatannya. Terkait dengan upah karyawan, Bank senantiasa mematuhi aturan ketenagakerjaan tentang upah minimum di wilayah operasional Bank.

#### Penggunaan Tenaga Kerja Lokal

Dalam menjalankan operasional bisnisnya, Bank senantiasa berusaha untuk memanfaatkan tenaga kerja lokal. Akan tetapi, untuk beberapa jenis pekerjaan masih dibutuhkan tenaga kerja asing untuk mengisi posisi tersebut. Pada tahun 2022, jumlah tenaga kerja asing sebanyak 10 (sepuluh) dan jumlah tenaga kerja lokal sebanyak 615 (enam ratus lima belas) orang.

Penggunaan tenaga kerja asing masih dibutuhkan oleh Bank dalam rangka menjalin komunikasi yang baik dengan pemegang saham utama, yaitu ICBC Limited, serta untuk program alih pengetahuan yaitu memanfaatkan pengetahuan dan keterampilan tenaga kerja asing untuk menjadi mentor bagi tenaga kerja lokal sehingga tenaga kerja lokal mendapatkan perspektif dan ilmu pengetahuan baru terkait dengan proses bisnis di negara lain, khususnya di ICBC Limited.

#### TENAGA KERJA ANAK DAN TENAGA KERJA PAKSA [F.19]

Dalam menjalankan operasional bisnisnya, Bank selalu mentaati peraturan perundangan ketenagakerjaan yang berlaku di Indonesia, dimana tidak terdapat pekerja anak dan/atau pekerja paksa yang dipekerjakan di Bank.

and individuals development to fulfill the needs of The Bank. Throughout 2022, the percentage of employees who had participated in training programs organized by The Bank reached 99.04%

Besides having equal opportunities to get training, employees also have the same opportunity to develop their careers in accordance with their career aspirations, while still considering the needs of The Bank.

The internal recruitment process that has been carried out by The Bank, in addition to fulfill the needs for human resources, it is also one of The Bank's efforts in providing opportunities for employees to develop their careers in accordance with their career aspirations.

#### Equality in Remuneration

Employees who have been officially appointed have equal rights in remuneration in the form of wages, employee benefits, and employee facilities, such as health insurance, life insurance, pension funds, and loans, according to their grade and position. Regarding employee wages, The Bank always complies with employment regulations concerning the minimum wages in the operational area of The Bank.

#### The Use of Local Employees

In conducting its business operations, The Bank always strives to utilize local employees. However, for certain types of work, foreign employees are still required to fill these positions. In 2022, there were 10 (ten) foreign employees and 615 (six hundred fifteen) local employees.

The use of foreign employees is still required by The Bank in order to establish good communication with its major shareholder, ICBC Limited, and for the purpose of knowledge transfer program namely utilizing the knowledge and skills of foreign employees to be a mentor for local employees so that they could get new perspectives and knowledge related to business processes in other countries, especially at ICBC Limited.

#### CHILD LABOR AND FORCED LABOR [F.19]

In conducting its business operations, The Bank always strives to comply with the applicable labor laws and regulations in Indonesia, where there is no child labor and/or forced labor employed at The Bank.

## UPAH MINIMUM REGIONAL [F.20]

Karyawan yang telah resmi diangkat mendapatkan hak yang setara dalam remunerasi baik dalam bentuk upah, tunjangan, maupun fasilitas karyawan seperti asuransi Kesehatan, asuransi jiwa, dana pensiun, dan pinjaman sesuai dengan pangkat dan jabatannya. Terkait dengan upah karyawan, Bank senantiasa mematuhi aturan ketenagakerjaan tentang upah minimum di wilayah operasional Bank.

## REGIONAL MINIMUM WAGE [F.20]

Employees who have been officially appointed have equal rights in remuneration in the form of wages, employee benefits, and employee facilities, such as health insurance, pension funds, and loans, according to their grade and position. Regarding employee wages, The Bank always complies with employment regulations concerning the minimum wages in the operational areas of The Bank.

Rasio Gaji Salary Ratio	2022	2021	2020
Gaji Direktur tertinggi terhadap gaji Direktur terendah The highest salary of Directors compared to the lowest salary of Directors	1,80 :1	2,09 :1	1,79 : 1
Gaji Direktur tertinggi terhadap gaji Komisaris tertinggi The highest salary of Directors compared to the highest salary of Commissioners	4,63 :1	5,51 :1	4,41 : 1
Gaji Komisaris tertinggi terhadap gaji Komisaris terendah The highest salary of Commissioners compared to the lowest salary of Commissioners	1 :1	1 :1	1 : 1
Gaji Direktur tertinggi terhadap gaji Karyawan tertinggi The highest salary of Directors compared to the highest salary of Employees	2,47 :1	2,27 :1	2,02 : 1
Gaji Karyawan tertinggi terhadap gaji Karyawan terendah The highest salary of Employees compared to the lowest salary of Employees	21,97 :1	25,04 :1	26,97 : 1
Gaji Karyawan terendah terhadap Upah Minimum Provinsi (UMP) The lowest salary of Employees compared to the Provincial Minimum Wage (UMP)	1,07 :1	1,08 :1	1,05 : 1

## LINGKUNGAN BEKERJA YANG LAYAK DAN AMAN [F.21]

Salah satu aset utama yang memiliki peranan penting dalam mendukung pencapaian rencana bisnis dan strategis adalah Sumber daya manusia yang dimiliki Bank. Untuk dapat mencapai target sasaran bisnis, Bank membutuhkan karyawan-karyawan yang berkualitas, memiliki kompetensi di bidangnya, dan memiliki dedikasi serta loyalitas yang tinggi. Sumber daya manusia yang telah dimiliki harus dikelola secara tepat agar mampu memberikan kinerja terbaiknya.

Bank telah memiliki Peraturan Perusahaan, serta kebijakan dan prosedur yang berkaitan dengan pengelolaan sumber daya manusia. Bank senantiasa melakukan peninjauan kembali terhadap kebijakan dan prosedur internal terkait sumber daya manusia sejalan dengan perkembangan perusahaan maupun perubahan peraturan-peraturan terkait ketenagakerjaan.

## FAVORABLE AND SAFE WORK ENVIRONMENT [F.21]

One of the main assets that has an important role in supporting the achievement of The Bank's business and strategic plans is Human resources owned by The Bank. In order to achieve its business targets, The Bank requires qualified employees who have competence in their fields and have high dedication and loyalty. Human resources must be managed appropriately to be able to provide the best performance.

The Bank has formed Company Regulations, as well as policies and procedures related to the management of human resources. The Bank always reviews its internal policies and procedures related to human resources to be in line with company developments and changes in regulations related to employment.

### Kegiatan Pemberian Fasilitas Kesehatan

Karyawan yang sehat akan mampu memberikan kinerja yang maksimal yang dapat membantu Bank dalam mencapai tujuan bisnis dan prioritas-prioritasnya. Oleh karena itu, Bank berkomitmen untuk terus membantu menjaga kesehatan karyawannya baik melalui peningkatan fasilitas kesehatan bagi karyawan maupun kegiatan-kegiatan yang mendukung pola hidup sehat bagi karyawan.

Peningkatan fasilitas kesehatan dilakukan dengan mempertimbangkan kajian hasil *benchmark* dengan industri perbankan dan kemampuan Bank terkait dengan ketersediaan anggaran biaya Kesehatan bagi karyawan.

Dalam rangka menjaga kesehatan karyawan, Bank memberikan fasilitas pemeriksaan Kesehatan berkala (*medical check-up*) bagi seluruh karyawan. Bagi karyawan yang berusia 40 (empat puluh) tahun ke atas akan mendapatkan fasilitas pemeriksaan Kesehatan berkala setiap tahun, dan bagi karyawan yang berusia di bawah 40 (empat puluh) tahun, akan mendapatkan pemeriksaan kesehatan berkala setiap 2 (dua) tahun sekali.

### Kegiatan Kesejahteraan Karyawan

Kesejahteraan karyawan senantiasa menjadi prioritas bagi Bank, karena sinergi yang baik antara Bank dan karyawannya dapat menciptakan produktivitas kerja yang optimal. Peningkatan kesejahteraan karyawan diberikan oleh Bank baik secara material maupun non-material. Program yang bersifat material merupakan program-program yang terkait dengan prestasi atau kinerja karyawan yang kompensasinya diberikan melalui tunjangan makan, dana pensiun, tunjangan hari raya, sumbangan pernikahan, sumbangan kematian, dan bonus kinerja. Sejalan dengan peningkatan kesejahteraan karyawan melalui program yang bersifat material, Bank telah menyusun ulang sistem penilaian kinerja karyawan yang dirancang untuk memastikan keselarasan pencapaian kinerja Bank dengan karyawan, memberikan level objektivitas yang tinggi dalam penilaian kinerja karyawan, mendorong dan mengarahkan karyawan untuk meningkatkan kinerja di periode berikutnya. Hasil penilaian kinerja digunakan sebagai salah satu faktor dalam penetapan imbalan, serta promosi jabatan.

Sementara itu, program yang bersifat non-material diberikan melalui pemberian fasilitas dan pelayanan yang dapat dimanfaatkan oleh seluruh karyawan Bank tanpa diskriminasi. Dalam kondisi pandemi COVID-19 ini, Bank telah menyediakan berbagai fasilitas yang bertujuan untuk melakukan pencegahan penyebaran COVID-19 di

### Health Facility Provision Activities

Healthy employees will be able to contribute maximum performance that can help The Bank in achieving its business goals and priorities. As such, The Bank is committed to help maintaining the health of its employees, both through improving health facilities for employees and increasing activities that support healthy lifestyle for employees.

Improvement of health facilities is carried out by considering the results of benchmarking with the banking industry and the ability of The Bank related to the availability of health budget for employees.

To maintain the health of its employees, The Bank provides periodic medical check-up facility for all employees. Employees with the age of 40 (forty) years old and above will get a medical check-up facility every year, while employees under 40 (forty) years old will get a medical check-up facility every 2 (two) years.

### Employee Welfare Activities

The welfare of its employees is always a priority for The Bank, as a good synergy between The Bank and its employees may create optimal work productivity. The improvement of employee welfare is given by The Bank in the form of material and non-material programs. Material programs are programs related to the employee achievement or performance, where compensation is given through meal allowances, pension funds, holiday benefits, wedding gifts, death donations, and performance bonuses. In line with the improvement of employee welfare through material programs, The Bank has rearranged the employee performance appraisal system that is designed to ensure the alignment of The Bank's performance achievement with employees' performance, to provide a high level of objectivity in evaluating employees' performance, encourage and direct employees to improve their performances in the next period. The results of the performance appraisal are used as one of the factors in determining rewards, as well as the promotion of position.

Meanwhile, non-material programs are provided through the provision of facilities and services that can be utilized by all of The Bank's employees without discrimination. During the COVID-19 pandemic condition, The Bank has provided various facilities aimed at preventing the spread of COVID-19 in the work environment, such as face

lingkungan kerja seperti penyediaan masker dan *hand sanitizer*, penyediaan makan siang, dan penyemprotan disinfektan. Selain itu, Bank bekerja sama dengan pengelola Gedung menyediakan sarana mencuci tangan dan parkir sepeda bagi karyawan.

Sebagai bentuk upaya meningkatkan kesadaran karyawan untuk mematuhi protokol Kesehatan sesuai dengan aturan pemerintah, Bank juga telah melakukan sosialisasi melalui program *health talk*, pemasangan imbauan pemerintah tentang protokol kesehatan di tempat yang mudah dibaca oleh karyawan, memasang *wallpaper* komputer/ laptop yang berisi informasi terkait COVID-19 dan protokol kesehatan, serta membentuk tim yang bertugas untuk melakukan pemantauan dan pelaporan apabila ditemukan adanya karyawan yang positif COVID-19.

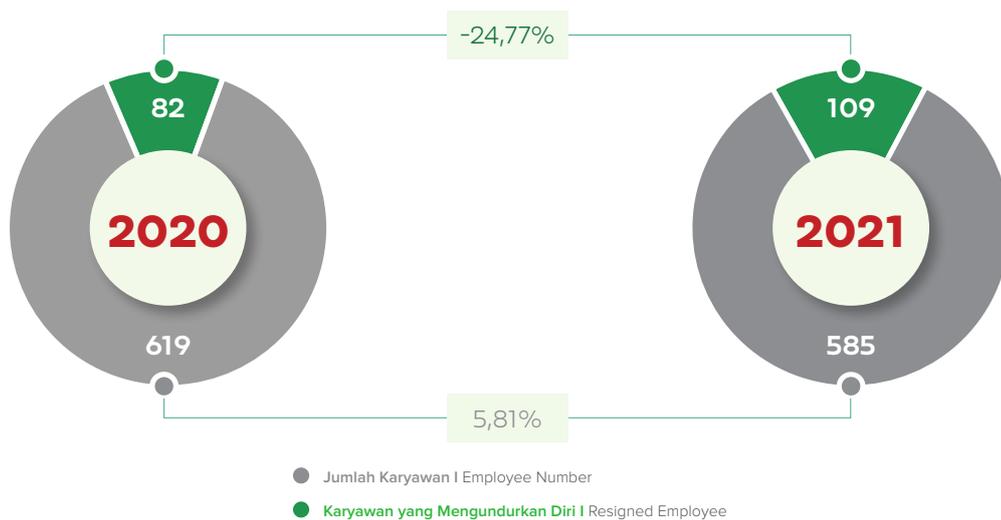
masks and hand sanitizers provision, lunch provision, and spraying of disinfectants. In addition, The Bank teamed up with the building managers to provide handwashing facilities and bicycles parking stand for employees.

As an effort to increase employee awareness to comply with the health protocols in accordance with government regulations, The Bank has also carried out socialization through a health talk program, installing government advisories concerning the health protocols in places that are easy to read by employees, installing digital wallpapers containing information related to COVID-19 and health protocols on computers/notebooks, and forming a team assigned for monitoring and reporting when there was an employee tested positive for COVID-19.

### Tingkat Turnover Karyawan

### Employees Turnover

Uraian Description	31 Desember 2022 December 31, 2022	31 Desember 2021 December 31, 2021	% YoY
Jumlah Karyawan Employee Number	625	625	0%
Karyawan yang Mengundurkan Diri Resigned Employee	131	110	(19,09%)



### Kecelakaan Kerja

Sepanjang tahun 2022, tidak terdapat kecelakaan kerja (*zero accident*) di lingkungan bank.

### Work Accident

During 2022, there were no work accidents (*zero accident*) within The Bank.

## PELATIHAN DAN PENGEMBANGAN KEMAMPUAN PEGAWAI [F.22]

Di tahun 2022, Bank telah memberikan pelatihan dan pengembangan kepada 619 karyawan dengan rata-rata jam pelatihan 28,27 jam per karyawan. Informasi terkait rata-rata jam pelatihan setiap karyawan berdasarkan jenis kelamin dan jabatan dapat dilihat dalam tabel berikut:

Uraian Description	Jumlah Karyawan yang Memperoleh Pelatihan Number of Employees that Received Training	Jam Pelatihan Training Hours	Rata-rata Jam Pelatihan Setiap Karyawan Average Hours of Training for Each Employees
Seluruh Karyawan All Employees	619	17.496,75	28,27
<b>Berdasarkan Jenis Kelamin</b> Based on Gender			
Laki-laki Male	299	2.598	8,69
Perempuan Female	320	3.330	10,41
<b>Berdasarkan Jabatan</b> Based on Position			
Direktur/Komisaris Director/Commissioner	14	87	6,21
Kepala Departemen/Kepala Kantor/Cabang/Cabang Pembantu Head of Department/Branch Office/Sub-Branch Office	53	756	14,26
<i>Team Leader</i> Team Leader	117	1.204	10,29
Staf Staff	434	3.881	8,94

## EMPLOYEE TRAINING AND CAPACITY BUILDING [F.22]

In 2022, the Bank provided training and development to 619 employees with an average training hour of 28.27 hours per employee. Information regarding the average training hours for each employee based on gender and position can be seen in the following table:

## ASPEK MASYARAKAT

### DAMPAK OPERASI TERHADAP MASYARAKAT SEKITAR [F.23]

Masyarakat merupakan salah satu pemangku kepentingan yang paling penting bagi Bank. Bank memiliki program-program keberlanjutan yang disesuaikan dengan kondisi dan kebutuhan bagi masyarakat setempat. Bank memiliki program strategis dalam bantuan kemanusiaan dan kesehatan terutama bagi masyarakat yang membutuhkan dalam kondisi pandemi. Pada tahun berjalan, Bank mengadakan program berbagi bersamaan dengan ulang tahun Bank yang ke-15 tahun dengan tema “*Optimist-Synergy-Stronger*”, yang telah melibatkan seluruh jaringan

## COMMUNITY ASPECT

### IMPACT OF OPERATIONS ON SURROUNDING COMMUNITY [F.23]

The community is one of the most important stakeholders for The Bank. The Bank has sustainability programs that are tailored to the conditions and needs of the local community. The Bank has strategic programs in humanitarian and health assistance, especially for people in need during pandemic era. In the current year, The Bank held a sharing program in conjunction with the Bank's 15<sup>th</sup> anniversary with theme “*Optimist-Synergy-Stronger*”, which involved the entire network of the Bank's branch offices. The positive impacts that can be felt from the program

kantor cabang Bank. Dampak positif yang dapat dirasakan dari program tersebut diantaranya adalah perbaikan tingkat kesehatan dan kesejahteraan masyarakat terutama bagi panti asuhan dan panti jompo yang berlokasi di area sekitar cabang Bank.

Bank juga meyakini bahwa kinerja perusahaan memiliki dampak positif terhadap peningkatan kesejahteraan masyarakat.

Peningkatan kesejahteraan masyarakat ini pada akhirnya akan mendukung pengembangan usaha Bank secara berkelanjutan.

Dalam menjalankan operasinya, Bank akan selalu melakukan upaya-upaya maksimal untuk meminimalisasi dampak negatif operasi Bank seperti pengelolaan limbah kertas dan plastik.

Hingga tahun berjalan tidak terdapat potensi pelanggaran ketentuan terhadap lingkungan yang dihadapi Bank.

### Realisasi Literasi dan Inklusi Keuangan

Bank mendukung program pemerintah dalam rangka meningkatkan literasi dan inklusi keuangan di sektor jasa keuangan, seperti yang tertuang dalam Peraturan Otoritas Jasa Keuangan (POJK) No. 76/POJK.07/2016 tentang Peningkatan Literasi dan Inklusi Keuangan di Sektor Jasa Keuangan bagi Konsumen dan/atau Masyarakat, Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 30/SEOJK.07/2017 tentang Pelaksanaan Kegiatan Dalam Rangka Meningkatkan Literasi Keuangan di Sektor Jasa Keuangan, dan Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 31/SEOJK.07/2017 tentang Pelaksanaan Kegiatan Dalam Rangka Meningkatkan Inklusi Keuangan di Sektor Jasa Keuangan.

Pada tahun 2022, Bank belum dapat melaksanakan kegiatan literasi keuangan dikarenakan dampak situasi pandemi COVID-19 yang masih terjadi dan belum sepenuhnya dapat teratasi. Namun demikian, Bank melaksanakan kegiatan inklusi keuangan dengan ruang lingkup penyediaan produk dan/atau layanan keuangan yang sesuai dengan kebutuhan dan kemampuan masyarakat. Parameter dan bentuk pemantauan dan/atau evaluasi peningkatan penggunaan produk dan/atau layanan keuangan dikonsolidasi melalui laporan bulanan. Kegiatan inklusi keuangan yang dilaksanakan meliputi:

include improving the level of health and welfare of the society, especially for orphanages and nursing homes located surrounding The Bank's branches area.

The Bank also believes that the company's performance has a positive impact on improving people's welfare.

This increase in community welfare will ultimately support the sustainable development of The Bank's business.

In carrying out its operations, The Bank will always make maximum efforts to minimize the negative impacts of The Bank's operations, such as the management of paper and plastic waste.

Until the current year, there were no potential violations of environmental regulations faced by The Bank.

### Realization of Financial Literacy and Inclusion

The Bank supports the Indonesian government programs to increase financial literacy and inclusion in the financial services sector, as articulated in the Financial Services Authority Regulation (POJK) No. 76/POJK.07/2016, concerning the Improvement of Financial Literacy and Financial Inclusion in the Financial Services Sector for Consumers and General Public; Financial Services Authority Circular Letter (SEOJK) No. 30/SEOJK.07/2017 concerning the Implementation of Activities for the Improvement of Financial Literacy in the Financial Services Sector; and Financial Services Authority Circular Letter (SEOJK) No. 31/SEOJK.07/2017 concerning the Implementation of Activities for the Improvement of Financial Inclusion in the Financial Services Sector.

In 2022, The Bank has not been able to carry out financial literacy activities due to the ongoing COVID-19 pandemic situation which has not been fully resolved. However, The Bank has carried out a number of financial inclusion activities by providing financial products and/or services in response to the financial needs and capacities of the public. Parameters and the forms of monitoring and/or evaluation on the increase in the use of financial products and/or services were consolidated through a monthly report. The financial inclusion activities include:

Pada tanggal 5 Juli 2022, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk *open booth* yang berlangsung di Jl. Linggawastu Bandung, Jawa Barat dengan target penjualan 20 (dua puluh) orang. Pada kegiatan tersebut terdapat pembukaan 1 (satu) rekening tabungan baru senilai Rp1.300.000,-.

Pada tanggal 3 September 2022 dan 10 September 2022, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk *open booth* yang berlangsung di Sekolah Ricci dan Lapangan kebon Torong Kemurnian, Jakarta Barat dengan target penjualan 15 (lima belas) nasabah. Pada kegiatan tersebut terdapat pembukaan 5 (lima) rekening tabungan baru senilai Rp253.000.000,-.

## PENGADUAN MASYARAKAT [F.24]

Bank menyadari bahwa peningkatan kualitas layanan akan berdampak pada peningkatan kepuasan dan loyalitas nasabah. Perbaikan kualitas layanan juga merupakan bentuk tanggung jawab Bank terhadap pemangku kepentingan.

Upaya Bank dalam hal ini dapat dilihat dari beberapa dimensi berikut:

### Penanganan Pengaduan Nasabah

Guna memberikan kenyamanan serta rasa aman untuk seluruh nasabah serta sesuai dengan ketentuan Bank Indonesia dan Otoritas Jasa Keuangan yang berlaku, Bank menyediakan mekanisme pengaduan nasabah, di mana nasabah bisa mengajukan keluhan atau pengaduan terkait dengan masalah saat bertransaksi.

Bank menangani pengaduan nasabah secara komprehensif mulai dari penerimaan keluhan hingga penyelesaian. Pengaduan nasabah selain dilaporkan secara berkala kepada pihak Bank Indonesia dan Otoritas Jasa Keuangan, juga dianalisa dan dievaluasi secara berkala untuk dilaporkan ke manajemen dan unit-unit terkait, sebagai dasar pengembangan dan perbaikan pelayanan kepada nasabah di masa mendatang.

Untuk memastikan bahwa keluhan nasabah ditanggapi dengan baik, Bank telah menerapkan kebijakan dan prosedur penanganan pengaduan nasabah di kantor cabang dan *Call Center*, termasuk penyelesaian perselisihan yang dilakukan sesuai dengan peraturan Bank Indonesia dan Otoritas Jasa Keuangan serta peraturan lainnya perihal perlindungan konsumen dan penyelesaian pengaduan nasabah di sektor perbankan dan jasa keuangan.

On July 5, 2022, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of open booth that took place at Jl. Linggawastu, Bandung, West Jakarta, with a sales target of 20 (twenty) customers. Through this activity, there was the opening of 1 (one) new savings accounts totalling to Rp1,300,000,- in value.

On September 3, 2022 and September 10, 2022, The Bank organized Hari Rajin Menabung in the form of open booth that took place at Ricci School and Lapangan kebon , West Jakarta with a sales target of 15 (fifteen) customers. Through this activity, there was the opening of 5 (five) new saving account totalling to Rp253,000,000,- in value.

## PUBLIC COMPLAINTS [F.24]

The Bank realizes that service quality improvement will have a positive impact on greater customer satisfaction and loyalty. It also reflects The Bank's responsibility to its stakeholders.

The Bank's efforts in this aspect are shown in the following:

### Customer Complaints Handling

To provide comfort and a sense of security for all customers and in accordance with the applicable regulations of Bank Indonesia and Financial Services Authority, The Bank provides a customer complaint mechanism, where customers can submit complaints related to problems during a transaction.

The Bank handles customer complaints comprehensively from receiving to settling of complaints. Customer complaints are not only reported regularly to Bank Indonesia and the Financial Services Authority, but they are also analyzed and evaluated on a regular basis to be reported to the management and relevant units, as the basis for developing and improving services to customers in the future.

To ensure that customer complaints are responded properly, The Bank has implemented customer complaint handling policies and procedures at branch offices and Call Center, which includes the dispute resolution carried out in accordance with the regulations of Bank Indonesia and Financial Services Authority, as well as other prevailing regulations concerning the consumer protection and settlement of customer complaints in The Banking and financial services sectors.

Nasabah diberikan kemudahan mengakses layanan pengaduan melalui berbagai pilihan media, baik lisan maupun tertulis yang disediakan oleh Bank. Nasabah bisa mengajukan pengaduan melalui beberapa kanal komunikasi berikut:

- Mengunjungi kantor cabang Bank ICBC Indonesia terdekat;
- Menghubungi i Call ICBC 1-500-198;
- Surel: customer\_care@ina.icbc.com.cn.

Bank juga telah menyediakan informasi kepada nasabah berkaitan dengan mekanisme prosedur Layanan Pengaduan Nasabah yang dapat diakses melalui situs resmi Bank [www.icbc.co.id](http://www.icbc.co.id).

### Unit Service Quality

*Unit Service Quality* merupakan unit yang melakukan pengawasan dan kontrol terhadap standar layanan Bank yang diberikan oleh Tim Layanan di kantor cabang dan *Call Center* kepada nasabah.

*Unit Service Quality* senantiasa menerapkan pengembangan layanan kepada nasabah melalui pengembangan sumber daya manusia dan penerapan prosedur standar layanan terbaru yang melandasi seluruh proses kerja Tim Layanan di kantor cabang dan *Call Center*, sehingga memiliki keseragaman dalam memberikan pelayanan yang prima dan selaras dengan komitmen Bank untuk memberikan layanan terbaik kepada setiap nasabah.

*Unit Service Quality* secara konsisten melakukan peningkatan kualitas penyelesaian pengaduan nasabah dengan melakukan evaluasi berkala untuk tindakan perbaikan dan percepatan penyelesaian pengaduan nasabah. Untuk memastikan bahwa keluhan nasabah ditanggapi dengan baik, *Unit Service Quality* selalu memperbarui penerapan kebijakan dan prosedur penanganan pengaduan nasabah di kantor cabang dan *Call Center*, yang meliputi penyelesaian perselisihan yang dilakukan sesuai dengan peraturan Bank Indonesia dan Otoritas Jasa Keuangan serta peraturan lainnya perihal perlindungan konsumen dan penyelesaian pengaduan nasabah.

### Layanan i Call ICBC 1-500-198

Melalui layanan i Call ICBC 1-500-198, nasabah diberikan kemudahan untuk mendapatkan informasi seputar produk dan layanan Bank serta melaporkan pengaduan terkait dengan masalah saat bertransaksi baik untuk layanan perbankan maupun kartu kredit. Hanya dengan menghubungi satu nomor *Call Center* tersebut, nasabah

Customers are provided with easy access to complaint services through various media choices, both oral and written from The Bank. Customers can file a complaint through the following communication channels:

- Visit the nearest ICBC Indonesia branch office;
- Contact i Call ICBC 1-500-198;
- E-mail: customer\_care@ina.icbc.com.cn.

The Bank has also provided information to customers relating to the mechanism of Customer Complaint Service procedures that can be accessed through The Bank's official website [www.icbc.co.id](http://www.icbc.co.id).

### Service Quality Unit

The Service Quality Unit is a unit that oversees and monitors The Bank's service standards provided to customers by the Service Teams at branch offices and Call Center.

The Service Quality Unit constantly applies service enhancement to customers by developing its human resources and implementing the latest service standard procedures that underlie the end-to-end process of Service Team at branch offices and Call Center, to ensure they have uniformity in delivering excellent service and in line with The Bank's commitment to provide the best service to each customer.

The Service Quality Unit continuously improves the quality of customer complaints resolution by performing a periodic assessment of corrective actions and accelerating the resolution of customer complaints. In order to ensure that customer complaints are responded properly, the Service Quality Unit consistently updates the implementation of customer complaint handling policies and procedures at branch offices and Call Center, which includes the dispute resolution carried out in accordance with the regulations of Bank Indonesia and Financial Services Authority, as well as other prevailing regulations concerning the consumer protection and settlement of customer complaints.

### i Call ICBC Service 1-500-198

Through i Call ICBC service 1-500-198, customers are given the convenience to obtain information about The Bank's products and services and report complaints related to transaction issues regarding banking and credit card services. Just by calling one Call Center number, customers can talk directly with the Call Center agent

bisa berbicara secara langsung dengan tim agen *Call Center* yang bertugas. Layanan *i Call ICBC* dapat dinikmati nasabah Bank selama 24 (dua puluh empat) jam sehari selama 7 (tujuh) hari dalam seminggu.

Layanan *i Call ICBC* juga membantu nasabah dalam kondisi darurat, seperti kehilangan kartu ATM atau kartu kredit dengan segera membantu memblokir kartu terkait agar tidak terjadi hal-hal yang tidak diinginkan.

*i Call ICBC* service is available to The Bank customers for 24 (twenty-four) hours a day, 7 (seven) days a week.

*i Call ICBC* service also assists the customers in emergency situations, such as reporting ATM or credit card lost, by immediately blocking the card to prevent any fraudulent activities from happening.

## Data Pengaduan dan Publikasi Negatif Tahun 2022

## Complaint and Negative Coverage in 2022

No.	Jenis Transaksi Keuangan Type of Financial Transactions	Selesai *) Completed *)		Dalam Proses **) Ongoing Process **)		Tidak Selesai ***) Incomplete ***)		Jumlah Pengaduan Total Total Complaints
		Jumlah Total	Persentase Percentage	Jumlah Total	Persentase Percentage	Jumlah Total	Persentase Percentage	
1	ATM	11	92%	1	8%	0	0	12
2	Kartu Kredit Credit Card	10	100%	0	0%	0	0	10
3	KPR Mortgage	1	100%	0	0%	0	0	1
<b>Jumlah   Total</b>		<b>22</b>	<b>98%</b>	<b>1</b>	<b>4%</b>	<b>0</b>	<b>0</b>	<b>23</b>

\*) Kolom Selesai diisi apabila pengaduan telah diberikan tanggapan pengaduan oleh Pelaku Jasa Keuangan (PUJK) dan apabila:

- Nasabah memberikan persetujuan terhadap tanggapan pengaduan tersebut;
- Nasabah tidak menyampaikan keberatan; atau
- Nasabah menyampaikan keberatan namun PUJK menolak keberatan nasabah tersebut.

\*\*) Kolom Dalam Proses diisi apabila:

- Pengaduan sedang dalam proses penanganan;
- Pengaduan telah diberikan tanggapan pengaduan oleh PUJK namun nasabah menyampaikan keberatan dan PUJK sedang menangani keberatan dimaksud.

\*\*\*) Kolom Tidak Selesai diisi apabila pengaduan telah diberikan tanggapan pengaduan oleh PUJK namun nasabah menyampaikan keberatan dan PUJK belum memutuskan untuk menanggapi keberatan tersebut.

\*) The Completed column is being filled out if the complaint has been responded by the Financial Service Player (PUJK) and when:

- Customer has given a consent to the response of the complaint;
- Customer does not submit any objections; or
- Customer submits an objection yet PUJK reject the customer's objection.

\*\*) Ongoing Process column is being filled out when:

- Complaint is in the midst of handling process;
- Complaint has been responded by PUJK, yet the customer submits an objection and PUJK is handling the objection in question.

\*\*\*) Incomplete column is being filled out when the complaint has been responded by PUJK but the customer submits an objection and PUJK has yet to decide on addressing the objection.

Sampai dengan 31 Desember 2022, terdapat total 23 (dua puluh tiga) pengaduan yang diterima Bank, yaitu pengaduan yang berkaitan dengan ATM, Kartu Kredit, KPR. Secara terperinci, terdapat 1 (satu) pengaduan yang masih dalam proses penyelesaian dan 22 (dua puluh delapan) pengaduan telah selesai ditindaklanjuti.

Dari seluruh pengaduan yang masuk selama tahun 2022 tidak terdapat publikasi negatif.

## KEGIATAN TANGGUNG JAWAB SOSIAL

As of December 31, 2022, there were a total of 23 (twenty-three) complaints received by The Bank, namely complaints related to ATMs, Credit Cards, Mortgages. In details, there were 1 (one) complain still in the process of settlement and 22 (twenty-eight) complaints have been followed-up.

Among all incoming complaints during 2022, there were no negative publications.

## LINGKUNGAN (TJSL) [F.25]

Membina hubungan baik dengan masyarakat merupakan landasan pokok bagi keberhasilan jangka panjang sebuah entitas usaha. Oleh karena itu, Bank senantiasa menghormati nilai, norma dan budaya masyarakat di sekitar lingkungan Bank, dan mewujudkan hubungan yang harmonis dengan masyarakat setempat.

Berbagai kegiatan kemasyarakatan dilaksanakan Bank selama tahun 2022. Tujuan utamanya adalah membantu pemerintah dalam mempercepat penanganan wabah COVID-19 yang terjadi sejak awal tahun 2020.

Selama situasi pandemi, Bank secara berkesinambungan melakukan berbagai aksi nyata memberikan bantuan kepada masyarakat yang terdampak. Penyaluran dana CSR dilakukan Bank melalui pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL). Berikut adalah realisasi kegiatan pendistribusian dana sepanjang tahun 2022:

## ENVIRONMENTAL SOCIAL RESPONSIBILITY (TJSL) ACTIVITIES [F.25]

Nurturing solid relationships with the communities are the key to the long-term success of a business entity. Therefore, The Bank consistently respects the values, norms, and culture of the surrounding communities, and strives to realize harmonious relationships with nearby communities.

The Bank conducted various community-related activities in 2022. The main objective is to assist the government in accelerating the handling of COVID-19 outbreak that has occurred since the beginning of 2020.

During a pandemic situation, The Bank continuously took various concrete actions to provide assistance for the affected communities. The distribution of CSR funds was carried out by The Bank through Social and Environmental Responsibility (TJSL) program. Following are the realizations of funds distribution activities during 2022:

No.	Jenis Kegiatan TJSL Types of CSR Activities	Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Penjelasan Description	Pencapaian Achievement
1.	Donasi sembako untuk panti asuhan dan panti jompo dengan melibatkan seluruh jaringan kantor cabang Bank	TPB No. 1 Menghapus Kemiskinan TPB No.2 Mengakhiri Kelaparan TPB No.3 Kesehatan yang Baik dan Kesejahteraan	Alokasi dana: Rp 100 juta Periode 2022	Donasi sebesar lebih dari Rp 90 juta. Kegiatan berbagi ini dilaksanakan bersamaan dengan ulang tahun Bank yang ke 15 tahun dengan tema <i>Optimist, Synergy, Stronger</i>
	Basic food donations for orphanages and nursing homes by involving the entire branch network of The Bank	SDG No.1 No Poverty SDG No.2 Zero Hunger SDG No.3 Good Health and Well-Being	Fund allocation: Rp 100 million Period of 2022	Donations of more than IDR 90 million. This gives back activity was carried out in conjunction with the Bank's 15th anniversary with the theme Optimistic, Synergy, Stronger
2.	Program Vaksinasi Gotong Royong untuk seluruh karyawan dan keluarga karyawan	TPB No.3 Kesehatan yang Baik dan Kesejahteraan	Alokasi dana: Rp 74,9 juta Periode 2022	Telah diselenggarakan vaksinasi dosis pertama dan dosis kedua untuk seluruh karyawan dan keluarga karyawan dengan realisasi dana sebesar Rp74,9 juta pada tahun 2022
	Mutual Cooperation Vaccination Program for all employees and their families	SDG No.3 Good Health and Well-Being	Fund allocation: Rp74,9 million Period of 2022	Vaccination first dose and second dose have been held for all employees and their families with the realization of funds amounting to Rp 74,9 million in 2022

No.	Jenis Kegiatan TJSL Types of CSR Activities	Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Penjelasan Description	Pencapaian Achievement
3.	Daur ulang dan sumbangan sampah kertas, serta pengurangan penggunaan plastik sekali pakai melalui penggunaan <i>foldable bag</i>	TPB No. 13 Penanganan Perubahan Iklim	Periode 2022	Donasi sampah kertas seberat 1.291kg telah dilakukan pada tahun 2022 untuk Yayasan Tzuchi Indonesia. Bank juga telah membagikan <i>foldable bag</i> yang juga digunakan untuk mengkampanyekan pengurangan sampah plastik kepada masyarakat luas
	Recycling and donating paper waste, as well as reducing the use of single-use plastics through the use of foldable bags	SGD No.13 Climate Action	Period of 2022	The donation of 1.291kg of paper waste was made in 2022 for the Tzuchi Indonesia Foundation. The bank has also distributed foldable bags which are also used to campaign for plastic waste reduction to the wider community
6	Program literasi/inklusi keuangan	TPB No. 1 Menghapus Kemiskinan	Periode 2022	Telah diselenggarakan kegiatan inklusi keuangan sebanyak 1 (satu) kali di area Bandung, Jawa Barat dan 2 (dua) kali di area Jakarta Barat
	Financial literacy/ inclusion program	SDG No.1 No Poverty	Period of 2022	Financial inclusion activities have been held 1 (one) time in Bandung, West Java area and 2 (two) times in West Jakarta area

Selanjutnya, Bank akan senantiasa hadir untuk memberikan bantuan bagi masyarakat yang membutuhkan, mendukung upaya regulator dalam meningkatkan kesejahteraan masyarakat, serta berupaya melakukan aksi nyata dalam mendukung segala kebijakan pemerintah yang berlaku.

## ASPEK TANGGUNG JAWAB PENGEMBANGAN PRODUK/JASA BERKELANJUTAN

### INOVASI DAN PENGEMBANGAN PRODUK/ JASA KEUANGAN BERKELANJUTAN [F.26]

Bank berkomitmen untuk memberikan layanan terbaik kepada setiap nasabah. Bukan hanya dari segi produk tapi juga layanan yang terpercaya, konsisten, aman, dan totalitas dalam memenuhi seluruh kebutuhan nasabah. Hal ini merupakan wujud dari pemenuhan tanggung jawab Bank kepada nasabah.

Moving forward, The Bank will always strive to provide assistance to the needy society, support the efforts of regulators in improving the welfare of the community, and strive to take concrete actions in supporting all applicable government policies.

## RESPONSIBILITY FOR SUSTAINABLE PRODUCT/SERVICE DEVELOPMENT ASPECT

### INNOVATION AND DEVELOPMENT OF SUSTAINABLE FINANCIAL PRODUCTS/ SERVICES [F.26]

The Bank is committed to providing the best services to every customer, not only in terms of products but also in providing trusted, consistent, and safe services to meet the needs of the customers. This is part of The Bank's responsibility to customers.

Meskipun berada dalam masa pandemi yang penuh tantangan, Bank selalu berupaya untuk menjalankan proses bisnis secara berkelanjutan sehingga dapat terus menghadirkan solusi layanan perbankan sesuai kebutuhan para nasabah.

Pada tahun 2022, Bank bersama Unionpay resmi meluncurkan produk kartu debit tiga mata uang (IDR, USD, dan RMB), kehadiran Kartu Debit ini menawarkan solusi praktis bagi nasabah dalam melakukan transaksi di dalam maupun diluar negeri melalui Gerbang Pembayaran Nasional (GPN) dan jaringan UnionPay yang mencakup 181 negara dan wilayah serta lebih dari 64 Juta mitra UnionPay di seluruh dunia.

Disamping itu, Bank secara resmi terpilih menjadi salah satu peserta perbankan pada gelombang keempat yang dapat melayani transaksi melalui infrastruktur Sistem Pembayaran ritel nasional via BI-FAST yang dapat memfasilitasi pembayaran ritel secara *real-time*, aman, efisien, dan tersedia setiap saat (24/7).

Kedepan Bank akan terus berupaya melakukan inovasi produk dan layanan yang dapat memudahkan nasabah dan memberikan kenyamanan dan melakukan transaksi perbankan, serta dapat berkontribusi dalam pemulihan ekonomi nasional maupun perekonomian global.

### **PRODUK/JASA YANG SUDAH DIEVALUASI KEAMANANNYA BAGI PELANGGAN [F.27]**

Bank menjamin kelayakan berbagai produk dan layanan yang diluncurkan oleh Bank dan bahwa seluruh produk Bank telah mematuhi seluruh perundang-undangan serta peraturan yang ditentukan oleh pihak regulator terkait. Bank senantiasa berupaya untuk selalu memberikan informasi yang jelas, akurat, transparan. Selain itu, seluruh kegiatan operasi dan usaha yang dilakukan Bank diawasi oleh OJK dan patuh terhadap peraturan yang dikeluarkan baik oleh OJK maupun Bank Indonesia, termasuk penyampaian persyaratan terkait produk dan informasi layanan yang dimiliki oleh Bank.

### **DAMPAK PRODUK/JASA [F.28]**

Bank menyadari bahwa dalam memberikan pembiayaan mungkin memberi dampak lingkungan dan sosial serta peningkatan risiko terkait. Karenanya Bank sangat memperhatikan proses identifikasi dan penilaian secara seksama sehingga dapat dikelola dengan baik dan tidak menimbulkan dampak sosial dan lingkungan yang negatif.

Despite being in a challenging pandemic period, The Bank always strives to carry out business processes in a sustainable way, thus will continue to provide banking service solution according to customer needs.

In 2022, The Bank together with Unionpay has officially launched a new product called triple currency debitcard (IDR, USD, and RMB). the presence of this Debit Card offers a easy solution for customers in making good transactions domestically through the National Payment Gateway (GPN) and overseas through UnionPay's network covering 181 countries and territories and more than 64 Million UnionPay partners worldwide.

In addition, The Bank was officially selected as one of banking participants in the fourth batch that can serve transactions through BI-FAST national retail Payment System infrastructure which provide services for real-time, safe, efficient, and available retail payments at any time (24/7).

In the future Bank will continue to strive to innovate products and services that can make it easier for customers and provide convenience and perform banking transactions as well as contribute to the recovery of national economy and the global economy.

### **SERVICES THAT HAVE BEEN EVALUATED FOR COSTUMER SAFETY [F.27]**

The Bank guarantees the feasibility of various products and services launched by The Bank. Further, all Bank products have complied with all laws and regulations determined by the relevant regulators. The Bank strives to always provide clear, accurate, transparent information. In addition, all of The Bank's operations and business activities are overseen by the FSA and are in compliance with regulations issued by both the FSA and Bank Indonesia, including labeling requirements of product and service information owned by The Bank.

### **PRODUCT/SERVICE IMPACT [F.28]**

The Bank has aware that providing financing may have environmental and social impacts as well as increased related risks. Therefore, it is very necessary to have a thorough identification and assessment process thus will be managed properly and does not cause negative social and environmental impacts.

Dalam keputusan pengelompokan pembiayaan KUB dan Non KUB diambil berdasarkan informasi yang tersedia secara publik maupun informasi yang disediakan oleh nasabah.

### **SURVEI KEPUASAN PELANGGAN TERHADAP PRODUK DAN/ATAU JASA KEUANGAN BERKELANJUTAN [F.29][F.30]**

Bank akan selalu menjalankan komitmennya dalam menjamin kelayakan serta memberikan informasi yang lengkap mengenai produk dan layanan, hal tersebut telah membawa hasil dengan tidak adanya dampak negatif bagi nasabah maupun masyarakat atas produk dan layanan yang dimiliki Bank. Selain itu, selama tahun 2022, juga tidak terdapat produk dan layanan yang ditarik atau dibatalkan dengan alasan tertentu. Bank akan senantiasa memperhatikan kebutuhan para nasabah dalam melakukan transaksi keuangan dan berupaya untuk menghadirkan produk dan layanan perbankan yang berkualitas demi kenyamanan dan kepuasan nasabah.

The decision in categorizing business into sustainable business (KUB) and un-sustainable business (Non KUB) financing is taken based on publicly available information and information provided by customers

### **SURVEY OF CUSTOMER SATISFACTION WITH SUSTAINABLE FINANCIAL SERVICES AND/OR PRODUCTS [F.29][F.30]**

The Bank's will always commitment to ensure the eligibility and provide complete information about products and services, this effort results in no negative impact on customers and the public for the products and services owned by The Bank. In addition, during 2022, there were also no products and services that were withdrawn or canceled for certain reasons. The Bank will always pay attention to the needs of customers in conducting financial transactions and strive to provide quality banking products and services for the convenience and fulfillment of customers.

## **LAIN-LAIN**

### **OTHERS**

#### **VERIFIKASI TERTULIS DARI PIHAK INDEPENDEN [G.1]**

Meskipun penggunaan *external assurance* oleh pihak ketiga yang independen dapat memastikan kualitas dan kehandalan informasi yang disampaikan dalam laporan ini. Namun, atas pertimbangan tertentu dari manajemen, saat ini Bank belum melakukan verifikasi tertulis dari pihak ketiga yang independen dikarenakan hal tersebut bukan merupakan persyaratan agar dapat "sesuai" dengan Pedoman. Namun demikian, kami menjamin bahwa seluruh informasi yang diungkapkan di dalam laporan ini adalah benar, akurat, dan faktual.

#### **WRITTEN VERIFICATION FROM AN INDEPENDENT PARTY [G.1]**

Even though the use of external assurance by an independent third party could ensure the quality and reliability of the information presented in this report. However, due to certain considerations from the management, The Bank has not undertaken underwriting from an independent third party, by consider "compliance" with the Guidelines is not a requirement. However, we guarantee that all information disclosed in this report is true, accurate and factual.

## LEMBAR UMPAN BALIK [G.2]

Terima kasih kepada Bapak/Ibu/Saudara yang telah berkenan membaca Laporan Tahunan Keberlanjutan Bank ICBC Indonesia 2022. Guna meningkatkan isi Laporan Tahunan Terintegrasi pada tahun-tahun mendatang, kami berharap Bapak/Ibu/Saudara bersedia untuk mengisi Lembar Umpan Balik ini dengan melingkari salah satu jawaban dan mengisi titik-titik yang tersedia, kemudian mengirimkannya kepada kami.

## FEEDBACK FORM [G.2]

Thank you to you who have set aside some time to read Bank ICBC Indonesia. 2022 Annual Sustainability Report. To improve the contents of the Annual Sustainability Report in the coming years, we hope that you are willing to fill out this Feedback Form by circling one of the answers and filling in the blanks, then send them to us.

1. Laporan Tahunan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai kinerja ekonomi, sosial dan lingkungan Bank:

This Integrated Annual Report has provided clear information about the economic, social and environmental performance of The Bank:

1. Setuju  
Agree

2. Tidak Setuju  
Disagree

3. Tidak tahu  
Do not know

2. Laporan Tahunan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai pemenuhan tanggung jawab sosial dan lingkungan Bank:

This Integrated Annual Report has provided clear information about fulfilling social and environmental responsibilities of The Bank:

1. Setuju  
Agree

2. Tidak Setuju  
Disagree

3. Tidak tahu  
Do not know

3. Materi dan data dalam Laporan Tahunan Keberlanjutan ini mudah dimengerti dan dipahami:

The material and data in this Integrated Annual Report are easy to understand and comprehend:

1. Setuju  
Agree

2. Tidak Setuju  
Disagree

3. Tidak tahu  
Do not know

4. Materi dan data dalam Laporan Tahunan Keberlanjutan ini sudah cukup lengkap:

The material and data in this Integrated Annual Report are complete enough:

1. Setuju  
Agree

2. Tidak Setuju  
Disagree

3. Tidak tahu  
Do not know

5. Apakah desain, tata letak, grafis dan foto-foto dalam Laporan Tahunan Keberlanjutan ini sudah bagus?

Are the designs, layout, graphics and photographs in this Integrated Annual Report good?

1. Sudah bagus  
It's good

2. Belum bagus  
Not good

3. Tidak tahu  
Do not know

6. Informasi apa yang paling bermanfaat dari Laporan Tahunan Keberlanjutan ini?

What information is most useful from this Annual Sustainability Report?

.....  
.....  
.....  
.....

7. Informasi apa yang dinilai kurang bermanfaat dari Laporan Tahunan Keberlanjutan ini?  
What information is considered less useful from this Annual Sustainability Report?

.....  
.....  
.....  
.....

8. Informasi apa yang dinilai masih kurang dari Laporan Tahunan Keberlanjutan ini dan perlu ditambahkan pada Laporan Tahunan Keberlanjutan mendatang?  
What information is still considered lacking from this Annual Sustainability Report and needs to be added to the upcoming Annual Sustainability Report?

.....  
.....  
.....  
.....

**Identitas Pengirim | Sender Identity**

\_\_\_\_\_  
Nama | Name

\_\_\_\_\_  
Surel | Email

\_\_\_\_\_

Identifikasi menurut kategori pemangku kepentingan:  
Identification by stakeholder company:

- a. Nasabah dan Klien | Customers & Client
- b. Investor | Investor
- c. Regulator (OJK/BI) | Regulator (FSA/BI)
- d. Komunitas Masyarakat | Community
- e. Media | Media
- f. Karyawan | Employee
- g. Lain-lain, mohon disebutkan | Others, please mention.....

Mohon formulir ini dikirimkan kembali ke:

Please return this form to:

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## TANGGAPAN TERHADAP UMPAN BALIK LAPORAN KEBERLANJUTAN TAHUN SEBELUMNYA [G.3]

Selama tahun 2022, Bank tidak menerima tanggapan spesifik terkait Laporan Keberlanjutan Tahun 2022 untuk perbaikan laporan tahun berikutnya. Namun demikian, Bank telah berupaya melakukan berbagai penyempurnaan dan perbaikan agar laporan ini memenuhi ketentuan POJK No.51/POJK.03/2017 dan No.16/SEOJK.04/2021 yang menjadi rujukan penulisan laporan ini. Kami berharap laporan ini dapat menjadi sumber informasi yang berguna bagi para pemangku kepentingan.

## RESPONSES TO THE FEEDBACK OF PREVIOUS YEAR REPORT [G.3]

During 2022, The Bank has not received any specific responses regarding the 2022 Sustainability Report for the improvement of the next year report. However, The Bank has endeavored to make various enhancements and improvements for this report in accordance to complies with the provisions of POJK No.51/POJK.03/2017 and No.16/SEOJK.04/2021 which are the references in writing this report. We hope this report can be a useful source of information for stakeholders.

## DAFTAR PENGUNGKAPAN SESUAI PERATURAN OTORITAS JASA KEUANGAN NOMOR 51/POJK.03/2017 [G.4]

## LIST OF DISCLOSURES IN ACCORDANCE WITH POJK 51/2017 [G.4]

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\* N/R = Not Relevant





# LAPORAN KEUANGAN 2022

FINANCIAL REPORT 2022





***PT BANK ICBC INDONESIA***

***LAPORAN KEUANGAN/  
FINANCIAL STATEMENTS***

***UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2022/  
FOR THE YEAR ENDED DECEMBER 31, 2022***

***DAN LAPORAN AUDITOR INDEPENDEN/  
AND INDEPENDENT AUDITOR'S REPORT***

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SURAT PERNYATAAN DIREKSI  
TENTANG TANGGUNG JAWAB ATAS  
LAPORAN KEUANGAN UNTUK TAHUN  
YANG BERAKHIR 31 DESEMBER 2022

DIRECTORS' STATEMENT LETTER  
RELATING TO THE RESPONSIBILITY ON THE  
FINANCIAL STATEMENT FOR THE YEAR ENDED  
DECEMBER 31, 2022

PT BANK ICBC INDONESIA

PT BANK ICBC INDONESIA

Kami yang bertanda tangan di bawah ini/ *We, the undersigned:*

- |   |                  |   |
|---|------------------|---|
| 1. Nama/ <i>Name</i><br>Alamat kantor/ <i>Office address</i><br>Alamat domisili sesuai KTP atau kartu identitas lain/<br><i>Domicile as stated in ID card</i> | :<br>:<br>:<br>: | Chen Yong<br>ICBC Tower, Jl. MH Thamrin No. 81 Jakarta Pusat 10310<br>Apartemen Anandamaya Residences, Tower 1 Unit T1-32C, Jl. Jend. Sudirman No 5 Karet Tengsin, Tanah Abang, Jakarta Pusat 10220 |
| Nomor telepon/ <i>Phone number</i><br>Jabatan/ <i>Position</i>  | :<br>:           | (021) 23556000<br>Presiden Direktur/ <i>President Director</i>  |
| 2. Nama/ <i>Name</i><br>Alamat kantor/ <i>Office address</i><br>Alamat domisili sesuai KTP atau kartu identitas lain/<br><i>Domicile as stated in ID card</i> | :<br>:<br>:<br>: | Dini Suprihatini<br>ICBC Tower, Jl. MH Thamrin No. 81 Jakarta Pusat 10310<br>Senayan Bintaro Blok HH 11/3 Sektor IX, RT 002 RW 015 Kel Pondok Pucung, Kec Pondok Aren, Tangerang Selatan 15229      |
| Nomor telepon/ <i>Phone number</i><br>Jabatan/ <i>Position</i>  | :<br>:           | (021) 23556000<br>Direktur/ <i>Director</i>   |

Menyatakan bahwa/ *State that:*

- |  |  |
|--|--|
| 1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Bank ICBC Indonesia untuk tahun yang berakhir 31 Desember 2022;  | 1. We are responsible for the preparation and presentation of PT Bank ICBC Indonesia's financial statements for the year ended December 31, 2022;  |
| 2. Laporan keuangan Bank telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;  | 2. The Bank's financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;  |
| 3. a. Semua informasi dalam laporan keuangan telah dimuat secara lengkap dan benar;<br>b. Laporan keuangan tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; | 3. a. All information contained in the financial statements is complete and correct;<br>b. The financial statements do not contain misleading material information or facts, and do not omit material information and facts; |
| 4. Kami bertanggung jawab atas sistem pengendalian intern dalam Bank.  | 4. We are responsible for the Bank's internal control system.  |

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement letter is made truthfully.

Jakarta, 30 Maret 2023 / *March 30, 2023*



**Chen Yong**  
Direktur Utama/ *President Director*

**Dini Suprihatini**  
Direktur/ *Director*

## Laporan Auditor Independen

No. 00122/2.1265/AU.1/07/1687-2/1/III/2023

Pemegang Saham, Dewan Komisaris dan Direksi  
PT Bank ICBC Indonesia

### Opini

Kami telah mengaudit laporan keuangan PT Bank ICBC Indonesia ("Bank"), yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2022, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan, termasuk ikhtisar kebijakan akuntansi signifikan.

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Bank tanggal 31 Desember 2022, serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

### Basis Opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami. Kami independen terhadap Bank berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.



## Imelda & Rekan

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## Independent Auditor's Report

No. 00122/2.1265/AU.1/07/1687-2/1/III/2023

The Stockholders, Boards of Commissioners and Directors  
PT Bank ICBC Indonesia

### Opinion

We have audited the financial statements of PT Bank ICBC Indonesia ("the Bank"), which comprise the statement of financial position as of December 31, 2022, and the statement of profit or loss and other comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Bank as at December 31, 2022, and its financial performance and its cash flows for the year then ended in accordance with Indonesian Financial Accounting Standards.

### Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report. We are independent of the Bank in accordance with the ethical requirements that are relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

# Imelda & Rekan

## **Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan**

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan Bank dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Bank atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Bank.

## **Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan**

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

## **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of this financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Bank or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Bank's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

# Imelda & Rekan

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Bank.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Bank untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Bank tidak dapat mempertahankan kelangsungan usaha.
- Mengevaluasi penyajian, struktur, dan isi laporan keuangan secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Bank's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Bank's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Bank to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

# Imelda & Rekan

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

IMELDA & REKAN



Fony Alimin

Izin Akuntan Publik/Public Accountant Licence No. AP. 1687

30 Maret 2023/March 30, 2023



00122

**PT BANK ICBC INDONESIA**  
**LAPORAN POSISI KEUANGAN**  
**31 DESEMBER 2022**  
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

**PT BANK ICBC INDONESIA**  
**STATEMENT OF FINANCIAL POSITION**  
**DECEMBER 31, 2022**  
**(Expressed in millions of Rupiah, unless otherwise stated)**

	Catatan/ Notes	2022	2021	
<b><u>ASET</u></b>				<b><u>ASSETS</u></b>
Kas		91.715	73.571	Cash
Giro pada Bank Indonesia	5	2.442.289	6.956.504	Current accounts with Bank Indonesia
Giro pada bank-bank lain	6,28	2.384.395	2.164.285	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	7	7.971.834	10.202.534	Placements with Bank Indonesia and other banks
Aset derivatif	28	6.187	25.514	Derivative assets
Tagihan akseptasi	8	66.245	220.472	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	9	9.835.773	8.183.786	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	10	6.994.707	6.229.163	Investment in securities
Kredit yang diberikan	11,28	25.998.130	27.561.697	Loans receivable
Aset tetap	12	211.076	256.070	Fixed assets
Aset pajak tangguhan	16	893.369	768.867	Deferred tax assets
Aset lain-lain	13	540.502	409.085	Other assets
<b>JUMLAH ASET</b>		<b>57.436.222</b>	<b>63.051.548</b>	<b>TOTAL ASSETS</b>
<b><u>LIABILITAS DAN EKUITAS</u></b>				<b><u>LIABILITIES AND EQUITY</u></b>
<b><u>LIABILITAS</u></b>				<b><u>LIABILITIES</u></b>
Liabilitas segera		2.857	4.000	Liabilities payable on demand
Simpanan nasabah	14,28	40.886.441	46.827.584	Deposits from customers
Simpanan dari bank-bank lain	15,28	1.464.763	2.492.892	Deposits from other banks
Liabilitas derivatif	28	80.179	24	Derivative liabilities
Efek-efek yang dijual dengan janji dibeli kembali	17	610.523	370.731	Securities sold under agreements to repurchase
Liabilitas akseptasi	8,28	66.800	222.283	Acceptance payables
Utang pajak penghasilan	16	117.343	124.578	Income tax payable
Pinjaman yang diterima	18,28	5.292.950	4.516.261	Borrowings
Pinjaman subordinasi	20,28	2.101.613	1.924.088	Subordinated loans
Liabilitas lain-lain dan beban yang masih harus dibayar	19,28	314.514	300.985	Other liabilities and accrued expenses
Liabilitas imbalan kerja	21	52.729	70.659	Employee benefits obligation
<b>JUMLAH LIABILITAS</b>		<b>50.990.712</b>	<b>56.854.085</b>	<b>TOTAL LIABILITIES</b>
<b><u>EKUITAS</u></b>				<b><u>EQUITY</u></b>
Modal saham - nilai nominal Rp 50.000.000 (nilai penuh) per saham				Capital stock - Rp 50,000,000 par value per share
Modal dasar - 120.000 saham				Authorized - 120,000 shares
Modal ditempatkan dan disetor - 74.123 saham	22	3.706.150	3.706.150	Subscribed and paid-up - 74,123 shares
Cadangan nilai wajar	10	(11.876)	9.384	Fair value reserve
Saldo laba				Retained earnings
Telah ditentukan penggunaannya		291.371	243.763	Appropriated
Belum ditentukan penggunaannya		2.459.865	2.238.166	Unappropriated
<b>JUMLAH EKUITAS</b>		<b>6.445.510</b>	<b>6.197.463</b>	<b>TOTAL EQUITY</b>
<b>JUMLAH LIABILITAS DAN EKUITAS</b>		<b>57.436.222</b>	<b>63.051.548</b>	<b>TOTAL LIABILITIES AND EQUITY</b>

Lihat catatan atas laporan keuangan yang merupakan bagian yang tidak terpisahkan dari laporan keuangan.

See accompanying notes to financial statements which are an integral part of the financial statements.

**PT BANK ICBC INDONESIA**  
**LAPORAN LABA RUGI DAN PENGHASILAN**  
**KOMPREHENSIF LAIN**  
**UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2022**  
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

**PT BANK ICBC INDONESIA**  
**STATEMENT OF PROFIT OR LOSS AND OTHER**  
**COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED DECEMBER 31, 2022**  
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	2022	2021	
<b>PENDAPATAN DAN BEBAN OPERASIONAL</b>				<b>OPERATING INCOME AND EXPENSES</b>
<b>Pendapatan dan Beban Bunga</b>				<b>Interest Income and Expenses</b>
Pendapatan bunga	23,28	2.668.185	2.427.639	Interest income
Beban bunga	24,28	(1.452.478)	(1.274.675)	Interest expense
<b>Pendapatan Bunga - Bersih</b>		<b>1.215.707</b>	<b>1.152.964</b>	<b>Net Interest Income</b>
<b>PENDAPATAN OPERASIONAL LAINNYA</b>				<b>OTHER OPERATING INCOME</b>
Provisi dan komisi lainnya		46.232	68.059	Other fees and commissions
Keuntungan transaksi mata uang asing - bersih		95.389	102.950	Gains on foreign exchange transactions - net
Keuntungan atas penjualan efek-efek untuk tujuan investasi - bersih	10	-	48.601	Gains on sale of investment in securities - net
Lain-lain		45.813	82.809	Miscellaneous
<b>Jumlah Pendapatan Operasional Lainnya</b>		<b>187.434</b>	<b>302.419</b>	<b>Total Other Operating Income</b>
<b>JUMLAH PENDAPATAN OPERASIONAL</b>		<b>1.403.141</b>	<b>1.455.383</b>	<b>TOTAL OPERATING INCOME</b>
<b>BEBAN OPERASIONAL</b>				<b>OPERATING EXPENSES</b>
Beban kerugian penurunan nilai aset keuangan	25	(578.512)	(442.344)	Impairment losses on financial assets
Beban umum dan administrasi	26	(152.372)	(123.096)	General and administrative expenses
Beban tenaga kerja	27,28	(295.796)	(325.084)	Personnel expenses
Beban lain-lain		(31.212)	(26.586)	Other expenses
<b>Jumlah Beban Operasional</b>		<b>(1.057.892)</b>	<b>(917.110)</b>	<b>Total Operating Expenses</b>
<b>LABA SEBELUM PAJAK</b>		<b>345.249</b>	<b>538.273</b>	<b>PROFIT BEFORE TAX</b>
Beban pajak penghasilan	16	(77.392)	(62.196)	Income tax expense
<b>LABA BERSIH TAHUN BERJALAN</b>		<b>267.857</b>	<b>476.077</b>	<b>NET PROFIT FOR THE YEAR</b>
<b>PENGHASILAN KOMPREHENSIF LAIN</b>				<b>OTHER COMPREHENSIVE INCOME</b>
<i>Pos-pos yang akan direklasifikasi ke laba rugi:</i>				<i>Item that will be reclassified subsequently to profit or loss:</i>
Perubahan cadangan nilai wajar (aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain):				Movement in fair value reserve (financial assets measured at fair value through other comprehensive income):
Perubahan bersih dalam nilai wajar	10	(27.256)	3.310	Net change in fair value
Jumlah bersih ditransfer ke laba rugi	10	-	(48.601)	Net amount transferred to profit or loss
Pajak penghasilan terkait pos-pos yang akan direklasifikasikan ke laba rugi	16	5.996	9.964	Income tax related to items that will be reclassified to profit or loss
		<b>(21.260)</b>	<b>(35.327)</b>	
<i>Pos-pos yang tidak akan direklasifikasi ke laba rugi:</i>				<i>Item that will not be reclassified subsequently to profit or loss:</i>
Pengukuran kembali liabilitas imbalan pascakerja	21	1.859	3.761	Remeasurements of post-employment benefits liabilities
Pajak penghasilan terkait pos-pos yang tidak akan direklasifikasi ke laba rugi	16	(409)	(839)	Income tax related to items that will not be reclassified to profit loss
		<b>1.450</b>	<b>2.922</b>	
<b>JUMLAH RUGI KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK</b>		<b>(19.810)</b>	<b>(32.405)</b>	<b>TOTAL OTHER COMPREHENSIVE LOSS FOR THE YEAR AFTER TAX</b>
<b>JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN</b>		<b>248.047</b>	<b>443.672</b>	<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>

Lihat catatan atas laporan keuangan yang merupakan bagian yang tidak terpisahkan dari laporan keuangan.

See accompanying notes to financial statements which are an integral part of the financial statements.

**PT BANK ICBC INDONESIA**  
**LAPORAN PERUBAHAN EKUITAS**  
**UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2022**  
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

**PT BANK ICBC INDONESIA**  
**STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED DECEMBER 31, 2022**  
**(Expressed in millions of Rupiah, unless otherwise stated)**

Catatan/ Notes	Modal saham/ Capital Stock	Cadangan nilai wajar - bersih/ Fair value reserve - net	Saldo laba/Retained earnings		Jumlah ekuitas/ Total equity	
			Telah ditentukan penggunaannya/ Appropriated	Belum ditentukan penggunaannya/ Unappropriated		
Saldo per 1 Januari 2021	3.706.150	44.711	243.763	1.759.167	5.753.791	Balance as of January 1, 2021
Laba bersih tahun berjalan	-	-	-	476.077	476.077	Net profit for the year
Penghasilan komprehensif lain - setelah pajak penghasilan Pengukuran kembali liabilitas imbalan pascakerja	21	-	-	2.922	2.922	Other comprehensive income - net of income tax: Remeasurements of post-employment benefits liabilities
Cadangan nilai wajar (aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain) - bersih	10	(35.327)	-	-	(35.327)	Fair value reserve (financial assets measured at fair value through other comprehensive income) - net
Saldo per 31 Desember 2021	3.706.150	9.384	243.763	2.238.166	6.197.463	Balance as of December 31, 2021
Laba bersih tahun berjalan	-	-	-	267.857	267.857	Net profit for the year
Cadangan umum dan wajib yang telah ditentukan penggunaannya	22	-	47.608	(47.608)	-	Appropriation for general and legal reserves
Penghasilan komprehensif lain - setelah pajak penghasilan Pengukuran kembali liabilitas imbalan pascakerja	21	-	-	1.450	1.450	Other comprehensive income - net of income tax: Remeasurements of post-employment benefits liabilities
Cadangan nilai wajar (aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain) - bersih	10	(21.260)	-	-	(21.260)	Fair value reserve (financial assets measured at fair value through other comprehensive income) - net
Saldo per 31 Desember 2022	3.706.150	(11.876)	291.371	2.459.865	6.445.510	Balance as of December 31, 2022

Lihat catatan atas laporan keuangan yang merupakan bagian yang tidak terpisahkan dari laporan keuangan.

See accompanying notes to financial statements which are an integral part of the financial statements.

**PT BANK ICBC INDONESIA**  
**LAPORAN ARUS KAS**  
**UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2022**  
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

**PT BANK ICBC INDONESIA**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED DECEMBER 31, 2022**  
**(Expressed in millions of Rupiah, unless otherwise stated)**

	<u>2022</u>	<u>2021</u>	
<b>ARUS KAS DARI AKTIVITAS OPERASI</b>			<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>
Penerimaan bunga, provisi dan komisi	2.594.843	2.432.431	Interest, fees and commissions received
Pembayaran bunga	(1.419.209)	(1.299.848)	Interest paid
Keuntungan transaksi mata uang asing - bersih	616.237	214.011	Gain on foreign exchange transactions - net
Keuntungan atas penjualan efek-efek untuk tujuan investasi - bersih	-	48.601	Gain on sale of investment in securities - net
Pembayaran gaji dan tunjangan karyawan	(290.874)	(318.464)	Payments of salaries and employee benefits
Beban operasional lainnya	(146.013)	(44.547)	Other operating expenses
Pendapatan operasional lainnya	45.813	82.809	Other operating income
Pembayaran pajak penghasilan badan	(203.542)	(165.260)	Payments of corporate income tax
Arus kas sebelum perubahan dalam aset dan liabilitas operasi	<u>1.197.255</u>	<u>949.733</u>	Cash flows before changes in operating assets and liabilities
Perubahan dalam aset dan liabilitas operasi:			Changes in operating assets and liabilities:
Penempatan pada Bank Indonesia dan bank-bank lain yang jatuh tempo lebih dari 3 bulan sejak tanggal perolehan	(697.697)	285.831	Placement with Bank Indonesia and other banks with original maturities longer than 3 months from acquisition date
Aset derivatif	19.327	17.139	Derivative assets
Efek-efek - wesel ekspor	(48.278)	(2.578)	Securities - export bills
Kredit yang diberikan	957.485	3.414.356	Loans receivable
Aset lain-lain	(11.367)	3.871	Other assets
Efek-efek yang dibeli dengan janji dijual kembali	(1.651.987)	1.809.789	Securities purchased under agreements to resell
Liabilitas segera	(1.143)	(21.343)	Liabilities payable on demand
Simpanan nasabah	(5.941.143)	8.588.471	Deposits from customers
Simpanan dari bank-bank lain	(1.028.129)	(227.713)	Deposits from other banks
Liabilitas derivatif	80.155	(126)	Derivative liabilities
Efek-efek yang dijual dengan janji dibeli kembali	239.792	370.731	Securities sold under agreements to repurchase
Liabilitas lain-lain dan beban yang masih harus dibayar	(2.474)	(3.436)	Other liabilities and accrued expenses
Kas bersih (digunakan untuk)/diperoleh dari aktivitas operasi	<u>(6.888.204)</u>	<u>15.184.725</u>	Net cash (used by)/provided from operating activities
<b>ARUS KAS DARI AKTIVITAS INVESTASI</b>			<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>
Kenaikan efek-efek untuk tujuan investasi	(744.869)	(791.260)	Increase in investment in securities
Perolehan aset tetap	(4.735)	(6.639)	Acquisition of fixed assets
Perolehan aset takberwujud	(476)	(108)	Acquisition of intangible assets
Kas bersih digunakan untuk aktivitas investasi	<u>(750.080)</u>	<u>(798.007)</u>	Net cash provided by investing activities

Lihat catatan atas laporan keuangan yang merupakan bagian yang tidak terpisahkan dari laporan keuangan.

See accompanying notes to financial statements which are an integral part of the financial statements.

**PT BANK ICBC INDONESIA**  
**LAPORAN ARUS KAS**  
**UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2022 - Lanjutan**  
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

**PT BANK ICBC INDONESIA**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED DECEMBER 31, 2022 - Continued**  
**(Expressed in millions of Rupiah, unless otherwise stated)**

	<u>2022</u>	<u>2021</u>	
<b>ARUS KAS DARI AKTIVITAS PENDANAAN</b>			<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>
Hasil dari pinjaman yang diterima	2.951.935	2.878.386	Proceeds from borrowings
Pembayaran untuk pinjaman yang diterima	(2.510.039)	(4.608.074)	Payments for borrowings
Pembayaran liabilitas sewa	(18.742)	(27.872)	Payments of lease liability
Kas bersih diperoleh dari/(digunakan untuk) aktivitas investasi	<u>423.154</u>	<u>(1.757.560)</u>	Net cash provide from/(used by) financing activities
Pengaruh fluktuasi kurs mata uang asing pada kas dan setara kas	11.460	11.628	Effect of foreign exchange rate fluctuation on cash and cash equivalents
<b>(PENURUNAN) KENAIKAN KAS DAN SETARA KAS - BERSIH</b>	<b>(7.203.670)</b>	<b>12.640.786</b>	<b>NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS</b>
<b>KAS DAN SETARA KAS AWAL TAHUN</b>	<u>19.095.656</u>	<u>6.454.870</u>	<b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF YEAR</b>
<b>KAS DAN SETARA KAS AKHIR TAHUN</b>	<u><u>11.891.986</u></u>	<u><u>19.095.656</u></u>	<b>CASH AND CASH EQUIVALENTS AT THE END OF YEAR</b>
<b>KAS DAN SETARA KAS TERDIRI DARI:</b>			<b>CASH AND CASH EQUIVALENTS CONSIST OF:</b>
Kas	91.715	73.571	Cash
Giro pada Bank Indonesia	2.442.289	6.956.504	Current accounts with Bank Indonesia
Giro pada bank-bank lain	2.385.188	2.164.453	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain yang jatuh tempo dalam jangka waktu 3 bulan atau kurang sejak tanggal perolehan	<u>6.972.794</u>	<u>9.901.128</u>	Placements with Bank Indonesia and other banks with original maturities of 3 months or less from acquisition date
Jumlah	<u><u>11.891.986</u></u>	<u><u>19.095.656</u></u>	Total

Lihat catatan atas laporan keuangan yang merupakan bagian yang tidak terpisahkan dari laporan keuangan.

See accompanying notes to financial statements which are an integral part of the financial statements.

**1. UMUM**

PT Bank ICBC Indonesia (dahulu bernama PT Bank Halim Indonesia) ("Bank") didirikan berdasarkan akta notaris No. 23 tertanggal 24 Februari 1989 dan diubah dengan akta No. 16 tertanggal 17 April 1989, keduanya dibuat di hadapan Sastra Kosasih, S.H., notaris di Surabaya. Akta pendirian tersebut telah disetujui oleh Menteri Kehakiman Republik Indonesia dengan surat keputusan No. C2-3488.HT.01.04.TH.89 tertanggal 20 April 1989 serta diumumkan dalam Tambahan No. 100 pada Berita Negara No. 5104 tanggal 14 Desember 1990.

Berdasarkan Surat Keputusan Menteri Keuangan Republik Indonesia No. 698/KMK.013/1989 tertanggal 20 Juni 1989, Bank memperoleh izin usaha untuk beroperasi sebagai bank umum, dan berdasarkan Surat Keputusan Direksi Bank Indonesia No. 28/92/KEP/DIR tertanggal 7 November 1995, Bank telah disetujui menjadi bank devisa.

Berdasarkan surat Gubernur Bank Indonesia No. 9/48/Kep.GBI/2007 tertanggal 26 September 2007, Bank Indonesia telah menyetujui perubahan izin usaha atas nama PT Bank Halim Indonesia menjadi izin usaha atas nama PT Bank ICBC Indonesia dan dalam Akta Pernyataan Keputusan Rapat Umum Luar Biasa Para Pemegang Saham No. 01 tanggal 6 Juni 2007 telah disetujui perubahan nama dari PT Bank Halim Indonesia menjadi atas nama PT Bank ICBC Indonesia serta perubahan seluruh anggaran dasar Bank.

Maksud dan tujuan Bank, berdasarkan Pasal 3 Akta Pernyataan Keputusan Pemegang Saham No. 198 tanggal 28 Maret 2022, adalah melakukan kegiatan usaha Bank Umum Konvensional sesuai dengan peraturan perundang-undangan yang berlaku.

Anggaran dasar Bank telah mengalami perubahan beberapa kali, dengan perubahan terakhir dalam Akta Pernyataan Keputusan Pemegang Saham No. 198 tanggal 28 Maret 2022 yang dibuat di hadapan notaris Christina Dwi Utami, S.H., M.Hum., M.Kn. Akta Perubahan Anggaran Dasar tersebut telah memperoleh persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU 0022198.AH.01.02.TAHUN 2022 tanggal 28 Maret 2022.

**1. GENERAL**

PT Bank ICBC Indonesia (formerly PT Bank Halim Indonesia) (the "Bank") was established based on notarial deed No. 23 dated February 24, 1989, and amended by deed No. 16 dated April 17, 1989 both of deed made before Sastra Kosasih, S.H., notary in Surabaya. The articles of incorporation were approved in its decision letter No. C2-3488.HT.01.04.TH.89 dated April 20, 1989 and were published in No. 100 to the State Gazette No. 5104 dated December 14, 1990.

Based on the Decision Letter of the Ministry of Finance of the Republic of Indonesia No. 698/KMK.013/1989 dated June 20, 1989, the Bank received general banking license, and based on the Decision Letter of Bank Indonesia's Board of Directors No. 28/92/KEP/DIR dated November 7, 1995, the Bank has been approved to be a foreign exchange bank.

Based on letter of the Governor of Bank Indonesia No. 9/48/Kep.GBI/2007 dated September 26, 2007, Bank Indonesia approved the change of the business license under the name of PT Bank Halim Indonesia to the business license under the name PT Bank ICBC Indonesia and in the Deed of Statement of Resolutions of Extraordinary General Meeting of Shareholders No. 01 dated June 6, 2007, the change of name from PT Bank Halim Indonesia to PT Bank ICBC Indonesia was approved as well as changes to the entire articles of association of the Bank.

The aims and objectives of the Bank, based on Article 3 of the Deed of Statement of Shareholders' Resolutions No. 198 dated March 28, 2022, is to carry out business activities of Conventional Commercial Banks in accordance with the prevailing regulations.

The Bank's Articles of Association has been amended several times, with the latest amendment by Deed of Statement of Shareholders' Resolutions No. 198 dated March 28, 2022 drawn up before notary Christina Dwi Utami, S. H., M.Hum., M.Kn. The Amendment of Articles of Association was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decision Letter No. AHU-0022198.AH.01.02.TAHUN 2022 dated March 28, 2022.

Pada tanggal 31 Desember 2022 dan 2021, susunan Dewan Komisaris dan Direksi Bank adalah sebagai berikut:

As of December 31, 2022 and 2021, the composition of the Bank's Board of Commissioners and Directors are as follows:

<u>2022 dan/and 2021</u>		
<u>Dewan Komisaris</u> Presiden Komisaris Komisaris Independen Komisaris Independen Komisaris	Wang Kun Hendra Widjojo H. Yunno Kusumo Jeff S. V. Eman	<u>Board of Commissioners</u> President Commissioner Independent Commissioner Independent Commissioner Commissioner
<u>Direksi</u> Presiden Direktur Direktur	Zhang Jinxing Zhang Wen Liu Hongbo Sandy Tjipta Muliana Fransisca Nelwan Mok Dini Suprihatini Lukito Adisubrata Suwardi	<u>Directors</u> President Director Directors

Pada tanggal 31 Desember 2022 dan 2021, susunan Komite Audit Bank terdiri dari:

As of December 31, 2022 and 2021, the composition of the Bank's Audit Committee was as follows:

<u>2022 dan/and 2021</u>		
Ketua Anggota	H. Yunno Kusumo Jeff S. V. Eman Richard S. Dompas Arini Imamawati	Chairperson Members

Kantor pusat Bank berlokasi di Jalan M.H. Thamrin No. 81, Jakarta dengan jaringan distribusi pada tanggal 31 Desember 2022 dan 2021 yaitu 1 kantor pusat, 15 kantor cabang dan 3 kantor cabang pembantu.

The Bank's head office is located at Jalan M.H. Thamrin No. 81, Jakarta with the distribution network as of December 31, 2022 and 2021 was 1 head office, 15 branches and 3 sub-branches.

Pada tanggal 31 Desember 2022, Bank mempekerjakan 600 karyawan tetap (31 Desember 2021: 588).

As of December 31, 2022, the Bank employed 600 permanent employees (December 31, 2021: 588).

**2. PENERAPAN STANDAR AKUNTANSI KEUANGAN BARU DAN REVISI (PSAK) DAN INTERPRETASI STANDAR AKUNTANSI KEUANGAN (ISAK)**

**2. ADOPTION OF NEW AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS ("PSAK") AND INTERPRETATIONS OF PSAK ("ISAK")**

**a. Perubahan kebijakan akuntansi**

**a. Change in accounting policy**

**Pengatribusian imbalan pada periode jasa**

**Attribution of benefits to periods of services**

Pada bulan April 2022, Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK-IAI) menerbitkan siaran pers dan mengklarifikasi pengatribusian imbalan pada periode jasa untuk program pensiun berbasis Undang-Undang Ketenagakerjaan atau Undang-Undang Cipta Kerja beserta peraturan pelaksanaan (UU Ketenagakerjaan).

In April 2022, the Indonesian Financial Accounting Standards Board of the Institute of Indonesia Chartered Accountants (DSAK-IAI) has issued a press release and clarified the attribution of benefits to the periods of service for the pension program under the Manpower Act or the Job Creation Law and its implementing regulations (Manpower Act).

Bank telah menerapkan panduan dalam siaran pers dan menerapkan perubahan yang diperlukan atas kebijakan akuntansi. Bank menentukan bahwa dampak atas perubahan tersebut tidak material terhadap laporan keuangan periode berjalan dan periode sebelumnya.

**b. Standar, amendemen/penyesuaian dan interpretasi standar yang berlaku efektif pada tahun berjalan**

Dalam tahun berjalan, Bank telah menerapkan standar dan sejumlah amendemen/penyesuaian/interpretasi PSAK yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada atau setelah 1 Januari 2022. Penerapan atas PSAK baru/revisi tidak mengakibatkan perubahan atas kebijakan akuntansi Bank dan tidak memiliki dampak material terhadap jumlah yang dilaporkan pada tahun berjalan atau tahun-tahun sebelumnya.

**c. Standar, amendemen/penyesuaian dan interpretasi standar telah diterbitkan tapi belum diterapkan**

Pada tanggal persetujuan laporan keuangan, standar, interpretasi dan amendemen-amendemen atas PSAK yang relevan bagi Bank, yang telah diterbitkan namun belum berlaku efektif, dengan penerapan dini diizinkan, adalah sebagai berikut:

Efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2023

- PSAK 16 (amendemen) *Aset Tetap: Hasil Sebelum Penggunaan yang Diintensikan*
- PSAK 25 (amendemen) *Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan: Definisi Estimasi Akuntansi*
- PSAK 1 (amendemen) *Penyajian Laporan Keuangan: Pengungkapan Kebijakan Akuntansi*
- PSAK 46 (amendemen) *Pajak Penghasilan: Pajak Tangguhan Terkait Aset dan Liabilitas yang Timbul dari Transaksi Tunggal*

Sampai dengan tanggal penerbitan laporan keuangan, dampak dari penerapan standar, amendemen dan interpretasi tersebut terhadap laporan keuangan tidak dapat diketahui atau diestimasi oleh manajemen.

The Bank has implemented the guidance in the press release and applied the necessary changes to its accounting policies. The Bank has determined that the impact is not material to its current and prior period financial statements.

**b. Standards, amendments/improvements and interpretation to standards effective in the current year**

In the current year, the Bank has applied new standards and a number of amendments/improvements to PSAK that are relevant to its operations and effective for accounting period beginning on or after January 1, 2022. The adoption of these new/revised PSAKs does not result in changes to the Bank's accounting policies and has no material effect on the amounts reported for the current or prior years.

**c. Standards, amendments/improvements and interpretations to standards issued not yet adopted**

At the date of authorization of this financial statements, the following standard, interpretation and amendments to PSAK relevant to the Bank were issued but not effective, with early application permitted:

Effective for periods beginning on or after January 1, 2023

- PSAK 16 (amendment) *Property, Plant and Equipment: Proceeds before Intended Use*
- PSAK 25 (amendment) *Accounting Policies, Changes in Accounting Estimates and Errors: Definition of Accounting Estimates*
- Amendments to PSAK 1 (amendment) *Presentation of Financial Statements: Disclosure of Accounting Policies*
- PSAK 46 (amendment) *Income Taxes: Deferred Tax related to Assets and Liabilities Arising from a Single Transaction*

As of the issuance date of the financial statements, the effects of adopting these standards, amendments and interpretations on the financial statements are not known nor reasonably estimable by management.

**3. IKHTISAR KEBIJAKAN AKUNTANSI YANG PENTING**

**a. Pernyataan kepatuhan**

Laporan keuangan Bank disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia.

**b. Dasar penyusunan**

Dasar penyusunan laporan keuangan Bank adalah biaya historis, kecuali instrumen keuangan tertentu yang diukur pada jumlah revaluasian atau nilai wajar pada setiap akhir periode pelaporan, yang dijelaskan dalam kebijakan akuntansi di bawah ini.

Biaya historis umumnya didasarkan pada nilai wajar dari imbalan yang diberikan dalam pertukaran barang dan jasa.

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam suatu transaksi teratur antara pelaku pasar pada tanggal pengukuran, terlepas dari apakah harga tersebut dapat diamati secara langsung atau diestimasi menggunakan teknik penilaian lain. Dalam mengestimasi nilai wajar dari suatu aset atau liabilitas, Bank memperhitungkan karakteristik aset atau liabilitas jika pelaku pasar akan memperhitungkan karakteristik tersebut ketika menentukan harga aset atau liabilitas pada tanggal pengukuran.

Laporan arus kas Bank disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan.

Manajemen memiliki, pada saat persetujuan laporan keuangan, suatu ekspektasi yang memadai bahwa Bank memiliki sumber daya yang cukup untuk melanjutkan keberadaan operasinya untuk di masa yang akan datang. Sehingga, mereka melanjutkan penerapan dasar akuntansi kelangsungan usaha dalam penyusunan laporan keuangan.

**c. Transaksi dan penjabaran laporan keuangan dalam mata uang asing**

Laporan keuangan Bank diukur dan disajikan dalam mata uang dari lingkungan ekonomi utama dimana entitas beroperasi (mata uang fungsional). Laporan keuangan Bank disajikan dalam mata uang Rupiah yang merupakan mata uang fungsional dan mata uang penyajian untuk laporan keuangan Bank.

**3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**a. Statement of compliance**

The Bank's financial statements have been prepared in accordance with the Indonesian Financial Accounting Standards.

**b. Basis of preparation**

The Bank's financial statements have been prepared on the historical cost basis, except for financial instruments that are measured at revalued amounts or fair values at the end of each reporting period, as explained in the accounting policies below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Bank takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date.

The Bank's statements of cash flows are prepared using the direct method with classifications of cash flows into operating, investing and financing activities.

The management have, at the time of approving the financial statements, a reasonable expectation that the Bank has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing the financial statements.

**c. Foreign currency transactions and translation**

The Bank's financial statements are measured and presented in the currency of the primary economic environment in which the entity operates (its functional currency). The Bank financial statements are presented in Indonesian Rupiah, which is the functional currency and the presentation currency for the financial statements.

Bank menyimpan mata uang asli tetapi dijabarkan menggunakan kurs BI di setiap penghujung hari. Pada setiap akhir periode pelaporan, pos moneter dalam valuta asing dijabarkan kembali dengan menggunakan kurs yang ditetapkan oleh Bank Indonesia yaitu kurs spot Reuters pada pukul 16.00 WIB untuk mencerminkan kurs yang berlaku pada tanggal tersebut. Pos non-moneter yang diukur dalam biaya historis dalam valuta asing tidak dijabarkan kembali.

The Bank keeps the amount in original currency but is translated using BI rate at each end of day. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated using exchange rate set by Bank Indonesia, which is Reuters' spot rate at 16:00 Western Indonesian Time to reflect the prevailing exchange rate at that date. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Selisih kurs atas pos moneter diakui dalam laba rugi pada periode saat terjadinya kecuali untuk selisih kurs atas transaksi yang ditetapkan untuk tujuan lindung nilai risiko valuta asing tertentu.

Exchange differences on monetary items are recognized in profit or loss in the period in which they arise except for exchange differences on transaction entered into in order to hedge certain foreign currency risks.

Kurs mata uang asing utama yang digunakan pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut (Rupiah penuh):

The major exchange rates used as of December 31, 2022 and 2021 were as follows (whole Rupiah):

	<u>2022</u>	<u>2021</u>	
1 Dolar Amerika Serikat (USD)	15.567,50	14.252,50	<i>1 United States Dollar (USD)</i>
1 Yuan China (RMB)	2.234,50	2.236,50	<i>1 Chinese Yuan (RMB)</i>
1 Dolar Australia (AUD)	10.557,88	10.346,61	<i>1 Australian Dollar (AUD)</i>
1 Dolar Singapura (SGD)	11.592,88	10.554,67	<i>1 Singapore Dollar (SGD)</i>
1 Dolar Hong Kong (HKD)	1.996,55	1.828,03	<i>1 Hong Kong Dollar (HKD)</i>
1 Poundsterling Inggris (GBP)	18.786,09	19.250,86	<i>1 British Poundsterling (GBP)</i>
1 Yen Jepang (JPY)	117,81	123,77	<i>1 Japanese Yen (JPY)</i>
1 Euro (EUR)	16.581,72	16.112,46	<i>1 Euro (EUR)</i>
1 Dolar Selandia Baru (NZD)	9.851,12	9.732,32	<i>1 New Zealand Dollar (NZD)</i>

**d. Transaksi pihak-pihak berelasi**

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan Bank (entitas pelapor):

- a. Orang atau anggota keluarga dekatnya mempunyai relasi dengan entitas pelapor jika orang tersebut:
  - i. memiliki pengendalian atau pengendalian bersama atas entitas pelapor;
  - ii. memiliki pengaruh signifikan atas entitas pelapor; atau
  - iii. merupakan personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
- b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
  - i. Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lainnya).

**d. Transactions with related parties**

A related party is a person or entity that is related to the Bank (the reporting entity):

- a. A person or a close member of that person's family is related to the reporting entity if that person:
  - i. has control or joint control over the reporting entity;
  - ii. has significant influence over the reporting entity; or
  - iii. is a member of the key management personnel of the reporting entity or of a parent of the reporting entity.
- b. An entity is related to the reporting entity if any of the following conditions applies:
  - i. The entity, and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).

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|--|---|
| <ul style="list-style-type: none"> <li>ii. Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya).</li> <li>iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama.</li> <li>iv. Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga.</li> <li>v. Entitas tersebut adalah suatu program imbalan pascakerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor.</li> <li>vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a).</li> <li>vii. Orang yang diidentifikasi dalam huruf (a) dan (i) memiliki pengaruh signifikan atas entitas atau merupakan personil manajemen kunci entitas (atau entitas induk dari entitas).</li> <li>viii. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.</li> </ul> | <ul style="list-style-type: none"> <li>ii. One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).</li> <li>iii. Both entities are joint ventures of the same third party.</li> <li>iv. One entity is a joint venture of a third entity and the other entity is an associate of the third entity.</li> <li>v. The entity is a post-employment benefit plan for the benefit of employees of either the reporting entity, or an entity related to the reporting entity. If the reporting entity is itself such a plan, the sponsoring employers are also related to the reporting entity.</li> <li>vi. The entity is controlled or jointly controlled by a person identified in (a).</li> <li>vii. A person identified in (a) and (i) has significant influence over the entity or is a member of the key management personnel of the entity (or a parent of the entity).</li> <li>viii. The entity, or any member of a group of which it is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.</li> </ul> |
|--|---|

Transaksi signifikan yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan yang sama dengan pihak ketiga maupun tidak, diungkapkan pada laporan keuangan Bank.

Significant transactions with related parties, whether carried out with the same terms and conditions as third parties or not, are disclosed in the Bank's financial statements.

**e. Aset dan liabilitas keuangan**

**Klasifikasi**

**Aset keuangan**

Pada saat pengakuan awal, aset keuangan diklasifikasikan sebagai aset keuangan yang diukur dengan: biaya perolehan diamortisasi, nilai wajar melalui penghasilan komprehensif lain ("FVOCI") atau nilai wajar melalui laba rugi ("FVPL").

**e. Financial assets and liabilities**

**Classification**

**Financial assets**

On initial recognition, a financial asset is classified as financial asset measured at: amortized cost, fair value through other comprehensive income ("FVOCI") or fair value through profit or loss ("FVPL").

Aset keuangan dapat diukur dengan biaya perolehan diamortisasi hanya jika memenuhi kedua kondisi berikut dan tidak ditetapkan sebagai FVPL:

- aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan untuk tujuan mendapatkan arus kas kontraktual; dan
- persyaratan kontraktual dari aset keuangan yang pada tanggal tertentu menghasilkan arus kas yang merupakan pembayaran pokok dan bunga semata dari jumlah pokok terutang.

Aset keuangan diukur pada FVOCI, hanya jika memenuhi kedua kondisi berikut dan tidak ditetapkan sebagai FVPL:

- aset keuangan dikelola dalam model bisnis yang bertujuan untuk mendapatkan arus kas kontraktual dan menjual aset keuangan, dan
- persyaratan kontraktual dari aset keuangan yang pada tanggal tertentu menghasilkan arus kas yang merupakan pembayaran pokok dan bunga semata dari jumlah pokok terutang.

Seluruh aset keuangan yang tidak diklasifikasikan sebagai aset keuangan yang diukur dengan biaya perolehan diamortisasi atau FVOCI sebagaimana ketentuan di atas diukur dengan FVPL.

Meskipun telah disebutkan sebelumnya, Bank dapat menetapkan pilihan tak terbatalkan pada saat pengakuan awal aset keuangan sebagai berikut:

- menyajikan perubahan selanjutnya nilai wajar investasi pada instrumen ekuitas dalam penghasilan komprehensif lain jika kriteria tertentu dipenuhi; dan
- menetapkan aset keuangan yang memenuhi kriteria biaya perolehan diamortisasi atau FVOCI sebagai diukur pada FVPL, jika penetapan itu mengeliminasi atau mengurangi secara signifikan inkonsistensi pengukuran dan pengakuan (*accounting mismatch*).

Aset keuangan tidak direklasifikasi setelah pengakuan awal, kecuali dalam periode setelah Bank mengubah model bisnis yang mengelola aset keuangan.

A financial asset is measured at amortized cost only if it meets both of the following conditions and is not designated as at FVPL:

- the financial asset is held within a business model whose objective is to hold the asset to collect contractual cash flows; and
- its contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A financial asset is measured at FVOCI only if it meets both of the following conditions and is not designated as at FVPL:

- the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial asset; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

All financial assets not classified as measured at amortized cost or FVOCI as described above are measured at FVPL.

Despite the foregoing, the Bank may make the following irrevocable election/designation at initial recognition of a financial asset:

- irrevocably elect to present subsequent changes in fair value of an equity investment in other comprehensive income if certain criteria are met; and
- irrevocably designate a debt investment that meets the amortized cost or FVOCI criteria as measured at FVPL if doing so eliminates or significantly reduces an accounting mismatch.

Financial assets are not reclassified subsequent to their initial recognition, except in the period after the Bank changes its business model for managing financial assets.

Penilaian model bisnis

Bank melakukan penilaian tujuan dari model bisnis dimana sebuah aset dikelola pada level portofolio karena ini yang mencerminkan bagaimana bisnis dikelola dan informasi diberikan kepada manajemen. Informasi yang dipertimbangkan termasuk:

- kebijakan dan tujuan yang dinyatakan untuk portofolio dan pengoperasian kebijakan tersebut dalam praktiknya. Secara khusus, apakah strategi manajemen berfokus pada menghasilkan pendapatan bunga kontraktual, mempertahankan profil suku bunga tertentu, mencocokkan durasi aset keuangan dengan durasi liabilitas yang mendanai aset tersebut atau mewujudkan arus kas melalui penjualan aset;
- bagaimana kinerja portofolio dievaluasi dan dilaporkan kepada personil manajemen kunci Bank;
- risiko yang mempengaruhi kinerja dari model bisnis (dan aset keuangan yang dimiliki dalam model bisnis tersebut) dan strategi mengenai bagaimana risiko tersebut dikelola;
- bagaimana manajer bisnis dikompensasi (sebagai contoh, apakah kompensasi berdasarkan nilai wajar dari aset yang dikelola atau arus kas kontraktual yang diperoleh);
- frekuensi, jumlah, dan waktu penjualan di periode-periode sebelumnya, alasan penjualan serta ekspektasi untuk aktivitas penjualan di masa depan. Namun, informasi mengenai aktivitas penjualan tidak dipertimbangkan secara tersendiri, tetapi menjadi bagian dari penilaian secara keseluruhan terhadap tujuan dalam pengelolaan aset keuangan dicapai dan arus kas direalisasikan.

Aset keuangan yang dimiliki untuk diperdagangkan atau dikelola dan kinerjanya dievaluasi dengan dasar nilai wajar diukur pada FVPL karena aset ini tidak dimiliki untuk mendapatkan arus kas kontraktual ataupun untuk mendapatkan arus kas kontraktual dan menjual aset keuangan.

Business model assessment

The Bank makes an assessment of the objective of a business model in which an asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. In particular, whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of the liabilities that are funding those assets or realizing cash flows through sale of the assets;
- how the performance of the portfolio is evaluated and reported to key management personnel of the Bank;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and its strategy for how those risks are managed;
- how the business manager is compensated (for example, whether the compensation is based on the fair value of assets under management or the contractual cash flows obtained);
- the frequency, volume, and timing of sales in prior periods, the reason for such sales and its expectations about futures sales activity. However, information about sales activity is not considered in isolation, but as part of an overall assessment of how the Bank's stated objective for managing the financial assets is achieved and how cash flows are realized.

Financial assets that are held for trading or managed and whose performance is evaluated on a fair value basis are measured at FVPL because they are neither held to collect contractual cash flows nor held both to collect contractual cash flows and to sell financial assets.

Penilaian apakah arus kas kontraktual hanya merupakan pembayaran pokok dan bunga semata (SPPI)

Untuk tujuan penilaian ini, 'pokok' didefinisikan sebagai nilai wajar dari aset keuangan pada pengakuan awal. 'Bunga' didefinisikan sebagai imbalan untuk nilai waktu atas uang dan untuk risiko kredit yang terkait dengan jumlah pokok yang terutang selama periode waktu tertentu dan untuk risiko dan biaya pinjaman dasar lainnya (misalnya risiko likuiditas dan biaya administrasi), serta margin keuntungan.

Dalam menilai apakah arus kas kontraktual adalah SPPI, Bank mempertimbangkan ketentuan kontraktual instrumen tersebut. Hal ini termasuk menilai apakah aset keuangan mengandung ketentuan kontraktual yang dapat mengubah waktu atau jumlah arus kas kontraktual sehingga tidak memenuhi kondisi ini. Dalam melakukan penilaian, Bank mempertimbangkan:

- peristiwa kontinjensi yang akan mengubah jumlah dan waktu arus kas;
- fitur *leverage*;
- ketentuan percepatan pelunasan dan perpanjangan;
- ketentuan yang membatasi klaim Bank atas arus kas dari aset tertentu (seperti pinjaman *non-recourse*); dan
- fitur yang memodifikasi imbalan dari nilai waktu atas uang (seperti penetapan ulang suku bunga berkala).

#### **Liabilitas keuangan**

Liabilitas keuangan diklasifikasikan ke dalam kategori pengukuran sebagai berikut pada saat pengakuan awal berdasarkan sifat dan tujuannya:

- Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi

Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi merupakan liabilitas keuangan non-derivatif yang dimiliki Bank tidak untuk diperdagangkan dan tidak ditetapkan pada nilai wajar melalui laba rugi. Setelah pengakuan awal, liabilitas keuangan diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

- Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi

Liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi adalah liabilitas keuangan yang diklasifikasikan ke dalam kelompok untuk diperdagangkan atau ditetapkan pada nilai wajar melalui laba rugi.

Assessment whether contractual cash flows are solely payments of principal and interest (SPPI)

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as profit margin.

In assessing whether the contractual cash flows are SPPI, the Bank considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making the assessment, the Bank considers:

- contingent events that would change the amount and timing of cash flows;
- leverage features;
- prepayment and extension terms;
- terms that limit the Bank's claim to cash flows from specified assets (e.g. non-recourse loans); and
- features that modify consideration of the time value of money (e.g. periodical reset of interest rates).

#### **Financial liabilities**

Financial liabilities are classified into the following measurement categories at initial recognition based on their nature and purpose:

- Financial liabilities measured at amortized cost

Financial liabilities measured at amortized cost are non-derivative financial liabilities that are not held for trading purpose and not designated as fair value through profit or loss. After initial measurement, financial liabilities are measured at amortized cost using the effective interest method.

- Financial liabilities measured at fair value through profit or loss

Financial liabilities measured at fair value through profit or loss are financial liabilities that are classified as held for trading or designated as fair value through profit or loss.

### **Pengakuan dan pengukuran**

Pada saat pengakuan awal, aset keuangan atau liabilitas keuangan diukur pada nilai wajar ditambah/dikurangi (untuk instrumen keuangan yang tidak diukur pada nilai wajar melalui laba rugi setelah pengakuan awal) biaya transaksi yang dapat diatribusikan secara langsung atas perolehan aset keuangan atau penerbitan liabilitas keuangan. Pengukuran aset keuangan dan liabilitas keuangan setelah pengakuan awal tergantung pada klasifikasi aset keuangan dan liabilitas keuangan tersebut.

Biaya transaksi hanya meliputi biaya-biaya yang dapat diatribusikan secara langsung untuk perolehan suatu aset keuangan atau penerbitan suatu liabilitas keuangan dan merupakan biaya tambahan yang tidak akan terjadi apabila instrumen keuangan tersebut tidak diperoleh atau diterbitkan. Untuk aset keuangan, biaya transaksi ditambahkan pada jumlah yang diakui pada awal pengakuan aset, sedangkan untuk liabilitas keuangan, biaya transaksi dikurangkan dari jumlah utang yang diakui pada awal pengakuan liabilitas.

Biaya transaksi tersebut diamortisasi selama umur instrumen berdasarkan metode suku bunga efektif dan dicatat sebagai bagian dari pendapatan bunga untuk biaya transaksi sehubungan dengan aset keuangan atau sebagai bagian dari beban bunga untuk biaya transaksi sehubungan dengan liabilitas keuangan.

Pembelian dan penjualan aset keuangan yang lazim (regular) diakui pada tanggal perdagangan dimana Bank memiliki komitmen untuk membeli atau menjual aset tersebut.

Semua aset dan liabilitas keuangan lainnya pada awalnya diakui pada tanggal perdagangan dimana Bank menjadi suatu pihak dalam ketentuan kontraktual instrumen tersebut.

### **Penghentian pengakuan**

Bank menghentikan pengakuan aset keuangan pada saat hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut kedaluwarsa, atau Bank mentransfer seluruh hak untuk menerima arus kas kontraktual dari aset keuangan dalam transaksi dimana Bank secara substansial telah mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan yang ditransfer. Setiap hak atau kewajiban atas aset keuangan yang ditransfer yang timbul atau yang masih dimiliki oleh Bank diakui sebagai aset atau liabilitas secara terpisah.

Bank menghentikan pengakuan liabilitas keuangan pada saat liabilitas yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kedaluwarsa.

### **Recognition and measurement**

A financial asset or financial liability is initially measured at fair value plus/less (for financial instruments not subsequently measured at fair value through profit or loss) transaction costs that are directly attributable to the acquisition of a financial asset or issuance of a financial liability. The subsequent measurement of financial assets and financial liabilities depends on their classification.

Transaction costs include only those costs that are directly attributable to the acquisition of a financial asset or issuance of a financial liability and are incremental costs that would not have been incurred if the instrument had not been acquired or issued. In the case of financial assets, transaction costs are added to the amount recognized initially, while for financial liabilities, transaction costs are deducted from the amount of debt recognized initially.

Such transaction costs are amortized over the terms of the instruments based on the effective interest method and recorded as part of interest income for transaction costs related to financial assets or interest expense for transaction costs related to financial liabilities.

Regular purchases and sales of financial assets are recognized on the trade date at which the Bank commits to purchase or sell those assets.

All other financial assets and liabilities are initially recognized on the trade date at which the Bank becomes a party to contractual provisions of the instrument.

### **Derecognition**

The Bank derecognizes a financial asset when the contractual rights to the cash flows from the financial asset expire, or when the Bank transfers the rights to receive the contractual cash flows from the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Bank is recognized as a separate asset or liability.

The Bank derecognizes a financial liability when its contractual obligations are discharged or cancelled or expired.

Dalam transaksi dimana Bank secara substansial tidak memiliki atau tidak mentransfer seluruh risiko dan manfaat atas kepemilikan aset keuangan, Bank menghentikan pengakuan aset tersebut jika Bank tidak lagi memiliki pengendalian atas aset tersebut. Hak dan kewajiban yang timbul atau yang masih dimiliki dalam transfer tersebut diakui secara terpisah sebagai aset atau liabilitas. Dalam transfer dimana pengendalian atas aset masih dimiliki, Bank tetap mengakui aset yang ditransfer tersebut sebesar keterlibatan berkelanjutan, dimana tingkat keberlanjutan Bank dalam aset yang ditransfer adalah sebesar perubahan nilai aset yang ditransfer.

Bank menghapusbukukan aset keuangan dan cadangan kerugian penurunan nilai terkait, pada saat Bank menentukan bahwa aset keuangan tersebut tidak dapat ditagih. Keputusan ini diambil setelah Bank melakukan berbagai upaya untuk memperoleh kembali aset keuangan tersebut serta mempertimbangkan kondisi debitur/penerbit aset keuangan antara lain yaitu telah terjadinya perubahan signifikan pada posisi keuangan debitur/penerbit aset keuangan sehingga debitur/penerbit aset keuangan tidak lagi dapat melunasi kewajibannya, atau hasil penjualan agunan tidak akan cukup untuk melunasi seluruh eksposur kredit yang diberikan.

#### **Saling hapus**

Aset keuangan dan liabilitas keuangan saling hapus dan nilai netonya disajikan dalam laporan posisi keuangan jika, dan hanya jika, Bank memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitas secara simultan.

Hak saling hapus harus tidak kontingen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Bank atau pihak lawan.

Pendapatan dan beban disajikan dalam jumlah neto hanya jika diperkenankan oleh standar akuntansi.

In transactions in which the Bank neither retains nor transfers substantially all the risks and rewards of ownership of a financial asset, the Bank derecognizes the asset if it does not retain control over the asset. The rights and obligations retained in the transfer are recognized separately as assets and liabilities as appropriate. In transfers in which control over the asset is retained, the Bank continues to recognize the asset to the extent of its continuing involvement, determined by the extent to which it is exposed to changes in the value of the transferred asset.

The Bank writes off a financial asset and any related allowance for impairment losses, when the Bank determines that the financial asset is uncollectible. This determination is reached after the Bank had undertaken various efforts to obtain back the financial asset as well as considering condition of the borrower/financial asset issuer among others are the occurrence of significant changes in the financial position of borrower/financial asset issuer such that the borrower/financial asset issuer can no longer pay the obligation, or the proceeds from collateral will not be sufficient to pay back the entire exposure.

#### **Offsetting**

Financial assets and financial liabilities are offset and the net amount is presented in the statement of financial position if, and only if, the Bank has an enforceable legal rights to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default in solvency or bankruptcy of the Bank or the counterparty.

Income and expenses are presented on a net basis only when permitted by accounting standards.

#### **Pengukuran biaya perolehan diamortisasi**

Biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan adalah jumlah aset atau liabilitas keuangan yang diukur pada saat pengakuan awal, dikurangi pembayaran pokok, ditambah atau dikurangi dengan amortisasi kumulatif dengan menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai awal dan nilai jatuh temponya, dan untuk aset keuangan dikurangi cadangan kerugian penurunan nilai. Nilai tercatat bruto aset keuangan merupakan biaya perolehan diamortisasi aset keuangan sebelum dikurangi cadangan kerugian penurunan nilai.

Tingkat suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi arus kas di masa datang selama perkiraan umur dari aset keuangan atau liabilitas keuangan (atau jika lebih tepat, digunakan periode yang lebih singkat) untuk memperoleh nilai tercatat bersih pada pengakuan awal. Pada saat menghitung tingkat suku bunga efektif, Bank mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, namun tidak mempertimbangkan kerugian kredit di masa mendatang.

Perhitungan suku bunga efektif mencakup biaya transaksi dan seluruh imbalan/provisi dan bentuk lain yang dibayarkan atau diterima yang merupakan bagian tak terpisahkan dari suku bunga efektif.

#### **Pengukuran nilai wajar**

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur (*orderly transaction*) antara pelaku pasar (*market participants*) pada tanggal pengukuran di pasar utama atau, jika tidak terdapat pasar utama, di pasar yang paling menguntungkan dimana Bank memiliki akses pada tanggal tersebut. Nilai wajar liabilitas mencerminkan risiko wanprestasinya.

Jika tersedia, Bank mengukur nilai wajar instrumen keuangan dengan menggunakan harga kuotasian di pasar aktif untuk instrumen tersebut. Suatu pasar dianggap aktif jika transaksi atas aset dan liabilitas terjadi dengan frekuensi dan volume yang memadai untuk menyediakan informasi penentuan harga secara berkelanjutan.

Jika harga kuotasian tidak tersedia di pasar aktif, Bank menggunakan teknik penilaian dengan memaksimalkan penggunaan *input* yang dapat diobservasi dan relevan dan meminimalkan penggunaan *input* yang tidak dapat diobservasi. Teknik penilaian yang dipilih menggabungkan semua faktor yang diperhitungkan oleh pelaku pasar dalam penentuan harga transaksi.

#### **Amortized cost measurement**

The amortized cost of a financial asset or liability is the amount at which the financial asset or liability is measured at initial recognition, minus principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between the initial amount recognized and the maturity amount, and minus any allowance for impairment losses. The gross carrying amount of financial asset is the amortized cost of a financial asset before adjusting for any allowance for impairment losses.

The effective interest rate is the rate that exactly discounts the estimated future cash flows through the expected life of the financial asset or financial liability (or, where appropriate, a shorter period) to the net carrying amount on initial recognition. When calculating the effective interest rate, the Bank estimates future cash flows considering all contractual terms of the financial instrument, but does not consider any future credit losses.

The calculation of the effective interest rate includes transaction costs and all fees and provisions paid or received that are an integral part of the effective interest rate.

#### **Fair value measurement**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal market or, in its absence, the most advantageous market to which the Bank has access at that date. The fair value of a liability reflects its non-performance risk.

When available, the Bank measures the fair value of a financial instrument using the quoted price in an active market for that instrument. A market is regarded as active if transactions for the asset or liability take place with sufficient frequency and volume to provide pricing information on an ongoing basis.

If there is no quoted price in an active market, then the Bank uses valuation techniques that maximize the use of relevant observable inputs and minimize the use of unobservable inputs. The chosen valuation technique incorporates all of the factors that market participants would take into account in pricing a transaction.

Bukti terbaik atas nilai wajar instrumen keuangan pada saat pengakuan awal adalah harga transaksi, yaitu nilai wajar dari pembayaran yang diberikan atau diterima. Jika Bank menetapkan bahwa nilai wajar pada pengakuan awal berbeda dengan harga transaksi dan nilai wajar tidak dapat dibuktikan dengan harga kuotasi di pasar aktif untuk aset atau liabilitas yang identik atau berdasarkan teknik penilaian yang hanya menggunakan data dari pasar yang dapat diobservasi, maka nilai wajar instrumen keuangan pada saat pengakuan awal disesuaikan untuk menanggulangi perbedaan antara nilai wajar pada saat pengakuan awal dan harga transaksi. Setelah pengakuan awal, perbedaan tersebut diakui dalam laba rugi berdasarkan umur dari instrumen tersebut namun tidak lebih lambat dari saat penilaian tersebut didukung sepenuhnya oleh data pasar yang dapat diobservasi atau saat transaksi ditutup.

Jika aset atau liabilitas yang diukur pada nilai wajar memiliki harga penawaran dan harga permintaan, maka Bank mengukur aset dan posisi *long* berdasarkan harga penawaran dan mengukur liabilitas dan posisi *short* berdasarkan harga permintaan.

Portofolio aset keuangan dan liabilitas keuangan yang diukur pada nilai wajar, yang terekspos risiko pasar dan risiko kredit yang dikelola oleh Bank berdasarkan eksposur netonya baik terhadap risiko pasar ataupun risiko kredit, diukur berdasarkan harga yang akan diterima untuk menjual posisi *net long* (atau dibayar untuk mengalihkan posisi *net short*) untuk eksposur risiko tertentu. Penyesuaian pada level portofolio tersebut dialokasikan pada aset dan liabilitas individual berdasarkan penyesuaian risiko relatif dari masing-masing instrumen individual di dalam portofolio.

#### **Modifikasi**

##### **Aset keuangan**

Jika persyaratan aset keuangan dimodifikasi, Bank mengevaluasi apakah arus kas dari aset yang dimodifikasi secara substansial berbeda. Jika arus kas berbeda secara substansial, hak kontraktual atas arus kas dari aset keuangan original dianggap telah kedaluwarsa. Dalam kasus ini, aset keuangan original dihentikan pengakuannya dan aset keuangan baru diakui pada nilai wajar.

The best evidence of the fair value of a financial instrument at initial recognition is normally the transaction price, i.e., the fair value of the consideration given or received. If the Bank determines that the fair value at initial recognition differs from the transaction price and the fair value is evidenced neither by a quoted price in an active market for an identical asset or liability nor based on a valuation technique that uses only data from observable markets, then the financial instrument is initially measured at fair value, adjusted to defer the difference between the fair value at initial recognition and the transaction price. Subsequently, that difference is recognized in profit or loss on an appropriate basis over the life of the instrument but no later than when the valuation is wholly supported by observable market data or the transaction is closed out.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Bank measures assets and long positions at a bid price and liabilities and short positions at an ask price.

Portfolios of financial assets and financial liabilities measured at fair value, that are exposed to market risk and credit risk that are managed by the Bank on the basis of the net exposure to either market or credit risk, are measured on the basis of a price that would be received to sell a net long position (or paid to transfer a net short position) for a particular risk exposure. Those portfolio-level adjustments are allocated to the individual assets and liabilities on the basis of the relative risk adjustment of each of the individual instruments in the portfolio.

#### **Modifications**

##### **Financial assets**

If the terms of financial asset are modified, the Bank evaluates whether the cash flows of the modified asset are substantially different. If the cash flows are substantially different, then the contractual rights to cash flow from the original financial asset are deemed to have expired. In this case, the original financial asset is derecognized and a new financial asset is recognized at fair value.

Jika arus kas dari aset yang dimodifikasi dicatat pada biaya perolehan amortisasi tidak jauh berbeda, maka modifikasi tersebut tidak mengakibatkan penghentian pengakuan aset keuangan tersebut. Dalam hal ini, Bank menghitung ulang nilai tercatat bruto aset keuangan dan mengakui jumlah yang timbul dari penyesuaian jumlah tercatat bruto sebagai modifikasi keuntungan atau kerugian dalam laba rugi. Jika modifikasi tersebut dilakukan karena peminjam mengalami kesulitan keuangan (lihat Catatan 3.f), maka keuntungan atau kerugian disajikan bersama dengan kerugian penurunan nilai. Dalam kasus lain, ini disajikan sebagai pendapatan bunga.

#### **Liabilitas keuangan**

Bank menghentikan pengakuan liabilitas keuangan ketika persyaratannya dimodifikasi dan arus kas dari liabilitas yang dimodifikasi tersebut berbeda secara substansial. Dalam hal ini, liabilitas keuangan baru berdasarkan persyaratan yang dimodifikasi diakui sebesar nilai wajar. Selisih antara nilai tercatat liabilitas keuangan yang diakhiri dan liabilitas keuangan baru dengan persyaratan yang diubah diakui dalam laporan laba rugi.

#### **f. Penurunan nilai aset keuangan**

Bank mengakui cadangan kerugian kredit ekspektasian untuk instrumen keuangan berikut ini yang tidak diukur pada FVPL:

- aset keuangan yang merupakan instrumen utang;
- kontrak jaminan keuangan yang diterbitkan; dan
- komitmen pinjaman yang diterbitkan.

Bank mengukur cadangan kerugian sejumlah kerugian kredit ekspektasian sepanjang umur aset keuangan (*lifetime ECL*), kecuali untuk aset keuangan di bawah ini yang diukur pada kerugian kredit ekspektasian 12 bulan (*12-month ECL*):

- instrumen keuangan dengan risiko kredit rendah; dan
- instrumen keuangan dengan risiko kredit yang belum meningkat secara signifikan sejak pengakuan awal.

Bank menganggap efek-efek investasi yang diterbitkan oleh pemerintah (seperti obligasi pemerintah) dalam mata uang Rupiah dan dana yang ditempatkan pada Bank Indonesia memiliki risiko kredit yang rendah, karena pokok dan bunga efek-efek pemerintah tersebut dijamin oleh pemerintah dan tidak ada kerugian yang pernah terjadi. Bank tidak menerapkan pengecualian risiko kredit yang rendah atas instrumen keuangan lainnya.

If the cash flows of the modified asset carried at amortized cost are not substantially different, then the modification does not result in derecognition of the financial asset. In this case, the Bank recalculates the gross carrying amount of the financial asset and recognizes the amount arising from adjusting the gross carrying amount as a modification gain or loss in profit or loss. If such a modification is carried out because of financial difficulties of the borrower (see Note 3.f), then the gain or loss is presented together with impairment losses. In other cases, it is presented as interest income.

#### **Financial liabilities**

The Bank derecognizes a financial liability when its terms are modified and the cash flow of the modified liability substantially different. In this case, a new financial liability based on the modified terms is recognized at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognized in profit or loss.

#### **f. Impairment of financial assets**

The Bank recognizes loss allowances for expected credit losses (“ECL”) on the following financial instruments that are not measured at FVPL:

- financial assets that are debt instruments;
- financial guarantee contracts issued; and
- loan commitments issued.

The Bank measures loss allowances at an amount equal to lifetime ECL, except for the following financial assets for which they are measured as 12-month ECL:

- financial instruments with low credit risk; and
- financial instruments for which credit risk has not increased significantly since initial recognition.

The Bank considers Rupiah denominated investment in securities issued by the government (such as government bonds) and funds placed with Bank Indonesia to have a low credit risk, since the principal and interest of government investment in securities are guaranteed by the government and there is no historical loss experience. The Bank does not apply the low credit risk exemption to any other financial instruments.

ECL 12 bulan adalah bagian dari ECL yang dihasilkan dari kejadian gagal bayar pada instrumen keuangan uang mungkin terjadi dalam 12 bulan setelah tanggal pelaporan. Instrumen keuangan yang diakui dari ECL 12 bulan disebut sebagai 'instrumen keuangan tahap 1'.

Kerugian kredit ekspektasian sepanjang umur aset keuangan adalah kerugian kredit ekspektasian yang dihasilkan dari semua kejadian gagal bayar yang mungkin terjadi selama perkiraan umur instrumen keuangan. Instrumen keuangan yang diakui dari kerugian kredit ekspektasian sepanjang umur aset keuangan tetapi tidak memburuk (*credit-impaired*) disebut sebagai 'instrumen keuangan tahap 2'.

Instrumen keuangan tahap 2 adalah aset keuangan yang mengalami peningkatan risiko kredit secara signifikan seperti yang disebutkan pada Catatan 33b.vi.

ECL adalah estimasi kemungkinan kerugian kredit berdasarkan probabilitas tertimbang. ECL diukur sebagai berikut:

- Aset keuangan yang tidak memburuk pada tanggal pelaporan: sebesar nilai kini dari seluruh kekurangan kas (yaitu perbedaan antara arus kas terutang sesuai dengan kontrak dan arus kas yang diperkirakan akan diterima oleh Bank);
- Aset keuangan yang memburuk pada tanggal pelaporan: sebagai perbedaan antara nilai tercatat bruto dan nilai kini dari estimasi arus kas masa depan;
- Komitmen pinjaman yang belum ditarik: sebesar nilai kini dari selisih antara arus kas kontraktual terutang kepada Bank jika komitmen direalisasi menjadi pinjaman dan arus kas yang diperkirakan akan diterima oleh Bank; dan
- Kontrak jaminan keuangan: pembayaran yang diperkirakan akan dibayarkan kepada pemegang kontrak jaminan keuangan dikurangi jumlah yang diperkirakan dapat dipulihkan oleh Bank.

#### Aset keuangan yang memburuk

Pada setiap tanggal pelaporan, Bank menilai apakah aset keuangan yang dicatat pada biaya perolehan diamortisasi dan aset keuangan dalam bentuk efek utang yang dicatat pada FVOCI memburuk (disebut sebagai 'aset keuangan tahap 3'). Aset keuangan memburuk ketika satu atau lebih peristiwa yang memiliki dampak buruk pada perkiraan arus kas masa depan dari aset keuangan telah terjadi.

12-month ECL are the portion of ECL that result from default events on a financial instrument that are possible within the 12 months after the reporting date. Financial instruments for which a 12-month ECL is recognized are referred to as 'Stage 1 financial instruments'.

Lifetime ECL are the ECL that result from all possible default events over the expected life of the financial instrument. Financial instruments for which a lifetime ECL is recognized but which are not credit-impaired are referred to as 'Stage 2 financial instruments'.

Stage 2 financial instrument is a financial asset that experienced significant increase in credit risk as mentioned in Note 33b.vi.

ECL is a probability-weighted estimate of credit losses. It is measured as follows:

- Financial assets that are not credit-impaired at the reporting date: as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Bank expects to receive);
- Financial assets that are credit-impaired at the reporting date: as the difference between the gross carrying amount and the present value of estimated future cash flows;
- Undrawn loan commitments: as the present value of the difference between the contractual cash flows that are due to the Bank if the commitment is drawn-down and the cash flows that the Bank expects to receive; and
- Financial guarantee contracts: the expected payments to reimburse the holder less any amounts that the Bank expects to recover.

#### Credit-impaired financial assets

At each reporting date, the Bank assesses whether the financial assets carried at amortized cost and debt financial assets carried at FVOCI are credit-impaired (referred to as 'stage 3 financial assets'). A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial assets have occurred.

Berikut adalah rangkuman data yang dapat diobservasi sebagai bukti bahwa aset keuangan memburuk:

- Kesulitan keuangan yang signifikan dari debitur atau penerbit;
- Pelanggaran kontrak seperti gagal bayar atau tunggakan;
- Restrukturisasi pinjaman oleh Bank dengan ketentuan yang Bank tidak akan pertimbangkan sebelumnya;
- Kemungkinan bahwa peminjam akan mengalami kebangkrutan atau reorganisasi keuangan lainnya; atau
- Hilangnya dari pasar aktif suatu efek dikarenakan kesulitan keuangan.

Pinjaman yang telah dinegosiasikan ulang karena memburuknya kondisi peminjam biasanya dianggap memburuk, kecuali ada bukti bahwa risiko tidak menerima arus kas kontraktual berkurang secara signifikan dan tidak ada indikator penurunan nilai lainnya. Selain itu, pinjaman ritel yang jatuh tempo selama 90 hari atau lebih dianggap memburuk meskipun definisi gagal bayar menurut peraturan berbeda.

#### Penyajian cadangan ECL dalam laporan posisi keuangan

Cadangan kerugian untuk ECL disajikan dalam laporan posisi keuangan sebagai berikut ini:

- Aset keuangan diukur pada biaya perolehan diamortisasi: sebagai pengurang dari nilai tercatat aset bruto;
- Komitmen pinjaman dan kontrak jaminan keuangan: umumnya, sebagai provisi, dicatat dalam liabilitas lain-lain;
- Jika instrumen keuangan mencakup komponen yang telah ditarik dan yang belum ditarik, dan Bank tidak dapat mengidentifikasi ECL pada komponen komitmen pinjaman secara terpisah dari komponen yang telah ditarik: Bank menyajikan cadangan kerugian gabungan untuk kedua komponen. Jumlah gabungan cadangan kerugian disajikan sebagai pengurang dari nilai tercatat bruto komponen yang telah ditarik. Kelebihan dari cadangan kerugian atas nilai tercatat komponen yang telah ditarik disajikan sebagai liabilitas lain-lain; dan
- Instrumen utang diukur pada FVOCI: tidak ada cadangan kerugian diakui sebagai pengurang nilai tercatat dari aset-aset ini adalah pada nilai wajar. Namun, cadangan kerugian kredit diakui sebagai bagian dari cadangan nilai wajar dalam penghasilan komprehensif lain.

Evidence that a financial asset is credit-impaired includes the following observable data:

- Significant financial difficulty of the borrower or issuer;
- A breach of contract such as a default or past due event;
- The restructuring of loan by the Bank on terms that the Bank would not consider otherwise;
- It is becoming probable that the borrower will enter bankruptcy or other financial reorganization; or
- The disappearance of an active market for a securities because of financial difficulties.

A loan that has been renegotiated due to a deterioration in the borrower's condition is usually considered to be credit-impaired, unless there is evidences that the risk of not receiving contractual cash flows has reduced significantly and there are no other indicators of impairment. In addition, a retail loan that is overdue for 90 days or more is considered credit-impaired even when the regulatory definition of default is different.

#### Presentation of allowance for ECL in the statement of financial position

Loss allowances for ECL are presented in the statement of financial position as follows:

- Financial assets measured at amortized cost: as a deduction from the gross carrying amount of the assets;
- Loan commitments and financial guarantee contracts: generally, as a provision, recorded as part of other liabilities;
- Where a financial instrument includes both a drawn and an undrawn component, and the Bank cannot identify the ECL on the loan commitment component separately from those on the drawn component: the Bank presents a combined loss allowance for both components. The combined amount is presented as a deduction from the gross carrying amount of the drawn component. Any excess of the loss allowance over the gross carrying amount of the drawn component is presented as other liabilities; and
- Debt instruments measured at FVOCI: no loss allowance is recognized as deduction to the carrying amount of the financial asset due to the carrying amount of these assets is their fair value. However, the credit loss allowance is recognized as part of fair value reserve in other comprehensive income.

Kontrak jaminan keuangan non-integral

Bank menilai apakah kontrak jaminan keuangan yang dimiliki merupakan elemen yang tidak terpisahkan dari aset keuangan yang dicatat sebagai komponen dari instrumen tersebut atau merupakan kontrak yang dicatat secara terpisah. Faktor-faktor yang dipertimbangkan Bank saat membuat penilaian ini mencakup apakah:

- jaminan secara implisit merupakan bagian dari persyaratan kontraktual dari instrumen utang;
- jaminan diwajibkan oleh hukum dan peraturan yang mengatur kontrak instrumen utang;
- jaminan dibuat pada saat yang sama dengan dan dalam kontemplasi instrumen utang; dan
- jaminan diberikan oleh induk perusahaan dari peminjam atau perusahaan lain dalam kelompok peminjam.

Jika Bank menetapkan bahwa jaminan merupakan elemen yang tidak terpisahkan dari aset keuangan, maka setiap premi yang dibayarkan sehubungan dengan pengakuan awal aset keuangan diperlakukan sebagai biaya transaksi untuk memperolehnya. Bank mempertimbangkan pengaruh proteksi saat mengukur nilai wajar instrumen utang dan saat mengukur ECL.

Jika Bank menetapkan bahwa jaminan bukan merupakan elemen yang tidak terpisahkan dari instrumen utang, maka Bank mengakui aset yang mewakili pembayaran di muka atas premi jaminan dan hak atas kompensasi atas kerugian kredit. Aset premi dibayar di muka hanya diakui jika eksposur yang dijamin tidak mengalami penurunan nilai kredit atau tidak mengalami peningkatan risiko kredit yang signifikan pada saat jaminan diperoleh. Aset ini diakui di 'aset lain-lain'. Bank menyajikan keuntungan atau kerugian atas hak kompensasi dalam laba rugi dalam item baris 'beban kerugian penurunan nilai aset keuangan – bersih'.

Kebijakan penghapusan

Penghapusan terdiri dari pengurangan jumlah tercatat bruto dari aset keuangan ketika entitas tidak memiliki ekspektasi yang wajar untuk memulihkan arus kas kontraktual atas aset keuangan tersebut secara keseluruhan atau sebagian. Berbeda dengan penyisihan penuh yang akan menetapkan nilai tercatat bersih menjadi nol, penghapusan dianggap sebagai peristiwa penghentian pengakuan dari sudut pandang akuntansi.

Non-integral financial guarantee contracts

The Bank assesses whether a financial guarantee contract held is an integral element of a financial asset that is accounted for as a component of that instrument or is a contract that is accounted for separately. The factors that the Bank considers when making this assessment include whether:

- the guarantee is implicitly part of the contractual terms of the debt instrument;
- the guarantee is required by laws and regulations that govern the contract of the debt instrument;
- the guarantee is entered into at the same time as and in contemplation of the debt instrument; and
- the guarantee is given by the parent of the borrower or another company within the borrower's group.

If the Bank determines that the guarantee is an integral element of the financial asset, then any premium payable in connection with the initial recognition of the financial asset is treated as a transaction cost of acquiring it. The Bank considers the effect of the protection when measuring the fair value of the debt instrument and when measuring ECL.

If the Bank determines that the guarantee is not an integral element of the debt instrument, then it recognizes an asset representing any prepayment of guarantee premium and a right to compensation for credit losses. A prepaid premium assets is recognized only if the guaranteed exposure neither is credit-impaired nor has undergone a significant increase in credit risk when the guarantee is acquired. These assets are recognized in 'other assets'. The Bank presents gains or losses on a compensation right in profit or loss in the line item 'impairment losses on financial assets - net'.

Write-off policy

Write-offs consist of reducing the gross carrying amount of a financial asset when the entity has no reasonable expectations of recovering the contractual cash-flows on that financial asset in its entirety or a portion thereof. As opposed to full provisioning that will set the net carrying value at zero, a write-off is considered as a derecognition event from an accounting standpoint.

**g. Kas dan setara kas**

Untuk tujuan laporan arus kas, kas dan setara kas meliputi kas, giro pada Bank Indonesia, giro pada bank-bank lain, dan penempatan pada Bank Indonesia dan bank-bank lain yang jatuh tempo dalam waktu tiga bulan sejak tanggal perolehan, sepanjang tidak digunakan sebagai jaminan atas pinjaman yang diterima serta tidak dibatasi penggunaannya.

**h. Giro pada Bank Indonesia dan bank-bank lain**

Setelah pengakuan awal, giro pada Bank Indonesia dan bank-bank lain diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

**i. Penempatan pada Bank Indonesia dan bank-bank lain**

Setelah pengakuan awal, penempatan pada Bank Indonesia dan bank-bank lain diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

**j. Efek-efek yang dibeli dengan janji dijual kembali**

Efek-efek yang dibeli dengan janji dijual kembali merupakan transaksi dimana Bank membeli aset keuangan dan secara simultan masuk ke dalam perjanjian untuk menjual kembali aset (atau aset yang serupa secara substansial) dengan harga tetap di masa depan.

Setelah pengakuan awal, efek-efek yang dibeli dengan janji dijual kembali diukur pada biaya perolehan diamortisasi. Selisih antara harga beli dan harga jual kembali diakui sebagai pendapatan bunga dengan menggunakan metode suku bunga efektif.

Efek-efek yang dibeli tidak diakui dalam laporan posisi keuangan karena Bank tidak memiliki risiko dan manfaat dari efek-efek tersebut.

**k. Efek-efek untuk tujuan investasi**

Efek-efek untuk tujuan investasi yang diklasifikasikan sebagai diukur pada biaya perolehan amortisasi pada saat pengakuan awal diukur pada nilai wajar ditambah biaya transaksi langsung yang bersifat inkremental, dan setelahnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

**g. Cash and cash equivalent**

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash, current accounts with Bank Indonesia, current accounts with other banks, and placements with Bank Indonesia and other banks that mature within three months from the date of acquisition, as long as they are not being pledged as collateral for borrowings nor restricted.

**h. Current accounts with Bank Indonesia and other banks**

Subsequent to initial recognition, current accounts with Bank Indonesia and other banks are measured at amortized cost using effective interest method.

**i. Placements with Bank Indonesia and other banks**

Subsequent to initial recognition, placements with Bank Indonesia and other banks are measured at amortized cost using the effective interest method.

**j. Securities purchased under agreements to resell**

Securities purchased under agreements to resell are transactions in which the Bank purchases a financial asset and simultaneously enters into an agreement to resell the asset (or substantially similar asset) at a fixed price on a future date.

Subsequent to initial recognition, securities purchased under agreements to resell are measured at amortized cost. The difference between purchase and resale price is recognized as interest income using the effective interest method.

Purchased securities are not recognized in the statement of financial position because the Bank does not retain the risk and rewards of such securities.

**k. Investments in securities**

Investment in securities which are classified as measured at amortized cost are initially measured at fair value plus incremental direct transaction costs, and subsequently at their amortized cost using the effective interest method.

Efek-efek untuk tujuan investasi yang diklasifikasikan sebagai diukur pada nilai wajar melalui penghasilan komprehensif ("FVOCI") dan pada saat pengakuan awal diukur pada nilai wajar ditambah biaya transaksi langsung yang bersifat inkremental, dan setelahnya diukur pada nilai wajarnya.

Untuk efek-efek untuk tujuan investasi yang diukur dengan FVOCI, keuntungan dan kerugian diakui dalam penghasilan komprehensif lain, kecuali untuk beberapa hal di bawah ini yang diakui dalam laba rugi sama seperti aset keuangan yang diukur dengan biaya perolehan amortisasi:

- pendapatan bunga menggunakan metode suku bunga efektif;
- kerugian kredit ekspektasian dan pemulihan; dan keuntungan dan kerugian selisih kurs

Ketika efek-efek untuk tujuan investasi yang diukur pada FVOCI dihentikan pengakuannya, keuntungan dan kerugian yang terakumulasi yang sebelumnya diakui dalam penghasilan komprehensif lain di reklasifikasi dari ekuitas ke laba rugi.

#### **I. Instrumen derivatif**

Instrumen keuangan derivatif diakui sebesar nilai wajar pada laporan posisi keuangan. Nilai wajar ditentukan berdasarkan harga pasar, model penentuan harga opsi atau harga pasar instrumen lain yang memiliki karakteristik serupa. Derivatif dicatat sebagai aset apabila nilai wajarnya positif dan sebagai liabilitas apabila nilai wajarnya negatif.

Keuntungan atau kerugian yang terjadi dari perubahan nilai wajar kontrak derivatif diakui pada laba rugi.

#### **m. Kredit yang diberikan**

Setelah pengakuan awal, kredit yang diberikan diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Biaya perolehan diamortisasi dihitung dengan memperhitungkan biaya transaksi yang merupakan bagian tidak terpisahkan dari suku bunga efektif.

Kredit sindikasi dinyatakan sebesar biaya perolehan diamortisasi sesuai dengan porsi partisipasi risiko yang ditanggung oleh Bank dalam sindikasi.

#### **n. Tagihan dan liabilitas akseptasi**

Tagihan dan utang akseptasi merupakan transaksi *letter of credit (L/C)* yang diakseptasi oleh bank pengaksept (*accepting bank*).

Investment in securities which are classified as measured at fair value through other comprehensive income ("FVOCI") are initially measured at fair value plus incremental direct transaction costs and subsequently measured at their fair value.

For investment in securities measured at FVOCI, gains and losses are recognized in other comprehensive income, except for the following, which are recognized in profit or loss in the same manner as for financial assets measured at amortized costs:

- interest income using effective interest rate method;
- expected credit losses and reversals; and foreign exchange gain and losses

When investment in securities measured at FVOCI is derecognized, the cumulative gain or loss previously recognized in other comprehensive income is reclassified from equity to profit or loss.

#### **I. Derivative instruments**

Derivative financial instruments are recognized in the statement of financial position at their fair value. Fair value is determined based on market value, option pricing models or quoted prices of other instruments with similar characteristics. Derivatives are recorded as assets when the fair value is positive and liabilities when the fair value is negative.

Gain or loss as a result of fair value changes on a derivative contract is recognized in profit or loss.

#### **m. Loans receivable**

Subsequent to initial recognition, loans receivable are measured at amortized cost using the effective interest method. Amortized cost is calculated by taking into account transaction costs that are an integral part of effective interest rate.

Syndicated loans are stated at amortized cost which represents the Bank's risk participation in the syndication.

#### **n. Acceptances receivable and payable**

Acceptance receivables and payables are letter of credit (L/C) transactions which are being accepted by the accepting bank.

Tagihan akseptasi pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode bunga efektif dikurangi cadangan kerugian penurunan nilai, jika diperlukan.

Acceptance receivables are initially recognized at fair value and subsequently measured at amortized cost using the effective interest method less allowance for impairment losses, where appropriate.

Liabilitas akseptasi pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif.

Acceptance payables are initially recognized at fair value and subsequently measured at amortized cost using the effective interest method.

**o. Aset tetap**

**o. Fixed assets**

Aset tetap dinyatakan sebesar harga perolehan dikurangi akumulasi penyusutan, kecuali biaya pengurusan legal hak atas tanah ketika tanah diperoleh pertama kali diakui sebagai bagian biaya perolehan tanah dan tidak disusutkan.

Fixed assets are stated at cost less their accumulated depreciation, except for costs relating with legal processing on the land rights are recognized as part of acquisition cost of land and is not depreciated.

Semua aset tetap kecuali tanah, disusutkan berdasarkan metode garis lurus selama estimasi masa manfaat aset tersebut sebagai berikut:

All fixed assets, except land, are depreciated using the straight-line method over their expected useful lives as follows:

	<u>Tahun/Years</u>	
Bangunan	20 - 30	Buildings
Inventaris kantor	3 - 8	Office equipments
Kendaraan bermotor	4 - 6	Vehicles
Prasarana	5 - 20	Leasehold improvements

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Pemugaran dan penambahan dalam jumlah signifikan dikapitalisasi apabila kemungkinan besar Bank akan mendapatkan manfaat ekonomi masa depan dari aset tersebut yang melebihi standar kinerja yang diperkirakan sebelumnya.

The cost of repairs and maintenance is charged to profit or loss as incurred. Significant improvement and addition are capitalized when it is probable that future economic benefits in excess of the originally assessed standard of performance of the assets exist.

Estimasi masa manfaat ekonomis, metode penyusutan, dan nilai residu dikaji ulang pada setiap akhir periode pelaporan dan disesuaikan secara prospektif.

Estimated economic useful lives, depreciation method, and residual value are reviewed at end of each reporting period and adjusted prospectively, if appropriate.

Biaya perolehan dan akumulasi penyusutan aset tetap yang sudah tidak digunakan lagi atau dijual dikeluarkan dari kelompok aset tetap yang bersangkutan dan laba atau rugi yang terjadi dilaporkan pada laba rugi tahun berjalan.

When assets are retired or otherwise disposed of their cost and the related accumulated depreciation are removed from the accounts and any resulting gain or loss is recognized in the current year profit or loss.

Aset dalam penyelesaian dinyatakan sebesar biaya perolehan. Akumulasi biaya perolehan akan dipindahkan ke masing-masing aset tetap yang bersangkutan pada saat selesai dan siap digunakan.

Construction in progress is stated at cost. Construction in progress is transferred to the respective fixed asset account when completed and ready for use.

**p. Penurunan nilai aset non-keuangan**

**p. Impairment of non-financial asset**

Kerugian penurunan nilai diakui jika nilai tercatat dari suatu aset melebihi nilai yang dapat diperoleh kembali. Kerugian penurunan nilai diakui pada laba rugi.

An impairment loss is recognized if the carrying amount of an asset exceeds its recoverable amount. Impairment losses are recognized in the profit or loss.

Kerugian penurunan nilai yang diakui pada periode sebelumnya dinilai pada setiap tanggal pelaporan untuk melihat adanya indikasi bahwa kerugian telah menurun atau tidak ada lagi. Kerugian penurunan nilai di jurnal balik ketika terdapat perubahan estimasi yang digunakan dalam menentukan nilai yang dapat dipulihkan. Jumlah kerugian penurunan nilai yang dibalik tidak boleh menyebabkan nilai aset melebihi nilai tercatat neto setelah penyusutan atau amortisasi, seandainya tidak ada kerugian penurunan nilai yang diakui.

**q. Liabilitas segera**

Liabilitas segera merupakan liabilitas Bank yang harus segera dibayarkan kepada pihak lain berdasarkan kontrak atau perintah dari pihak yang mempunyai kewenangan untuk itu. Setelah pengakuan awal, liabilitas segera diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

**r. Simpanan nasabah**

Setelah pengakuan awal, giro, tabungan, deposito berjangka, dan deposito *on call* diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

**s. Simpanan dari bank-bank lain**

Simpanan dari bank-bank lain terdiri dari liabilitas terhadap bank-bank lain, baik lokal maupun luar negeri, dalam bentuk giro, tabungan, *interbank call money*, dan deposito berjangka.

Setelah pengakuan awal, simpanan dari bank-bank lain diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

**t. Efek-efek yang dijual dengan janji dibeli kembali**

Efek-efek yang dijual dengan janji dibeli kembali merupakan transaksi dimana Bank menjual aset keuangan dan secara simultan masuk kedalam perjanjian untuk membeli kembali aset (atau aset yang serupa secara substansial) dengan harga tetap di masa depan.

Setelah pengakuan awal, efek-efek yang dijual dengan janji dibeli kembali diukur pada biaya perolehan diamortisasi. Selisih antara harga jual dan harga pembelian kembali diakui sebagai beban bunga dengan menggunakan metode suku bunga efektif. Efek-efek yang dijual tidak dihentikan pengakuannya dalam laporan posisi keuangan karena Bank tetap memiliki risiko dan manfaat dari efek-efek tersebut.

Impairment losses recognized in prior period are assessed at each reporting date for any indications that the losses have decreased or no longer exists. An impairment loss is reversed when there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

**q. Liabilities payable on demand**

Liabilities payable on demand represent obligations to third parties based on contract or order by those having authority that have to be settled immediately. Subsequent to initial recognition, liabilities payable on demand are measured at amortized cost using effective interest rate method.

**r. Deposits from customers**

Subsequent to initial recognition, current accounts, saving accounts, time deposits, and deposits on call are measured at amortized cost using the effective interest method.

**s. Deposits from other banks**

Deposits from other banks represent liabilities to local and overseas banks in the form of current accounts, saving accounts, interbank call money, and time deposits.

Subsequent to initial recognition, deposits from other banks are measured at amortized cost using the effective interest method.

**t. Securities sold under agreements to repurchase**

Securities sold under agreements to repurchase are transactions in which the Bank sells a financial asset and simultaneously enters into agreement to repurchase the assets (or substantially similar asset) at a fixed price on a future date.

Subsequent to initial recognition, securities sold under agreements to repurchase are measured at amortized cost. The difference between sale and repurchase price is recognized as interest expense using the effective interest rate method. Sold securities are not derecognized in the statements of financial position because the Bank retains the risks and rewards of such securities.

**u. Pinjaman yang diterima**

Pinjaman yang diterima merupakan dana yang diterima dari bank lain dengan kewajiban pembayaran kembali sesuai dengan persyaratan perjanjian pinjaman.

Setelah pengakuan awal, pinjaman yang diterima diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

**v. Pinjaman subordinasi**

Setelah pengakuan awal, pinjaman subordinasi diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

**w. Pengakuan pendapatan dan beban bunga**

Pendapatan bunga atas aset keuangan baik yang diukur dengan nilai wajar melalui penghasilan komprehensif lain atau biaya perolehan diamortisasi dan beban bunga atas seluruh liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi, diakui pada laba rugi berdasarkan suku bunga efektif.

Nilai tercatat bruto dari aset keuangan adalah biaya perolehan diamortisasi dari sebuah aset keuangan sebelum cadangan kerugian kredit ekspektasian. Dalam menghitung pendapatan dan beban bunga, suku bunga efektif diaplikasikan pada nilai tercatat bruto dari aset (jika aset tersebut tidak dikategorikan gagal bayar) atau biaya perolehan diamortisasi dari liabilitas. Namun, untuk aset keuangan yang gagal bayar (Tahap 3) setelah pengakuan awal, pendapatan bunga dihitung dengan mengaplikasikan suku bunga efektif pada biaya perolehan diamortisasi dari aset keuangan. Jika aset tersebut sudah tidak dikategorikan gagal bayar (Tahap 3), maka perhitungan pendapatan bunga kembali ke basis bruto.

Untuk aset keuangan yang memburuk sejak pengakuan awal, pendapatan bunga dihitung dengan mengaplikasikan suku bunga efektif kredit yang disesuaikan (*credit-adjusted*) atas biaya perolehan diamortisasi dari aset tersebut. Perhitungan pendapatan bunga tidak kembali ke basis bruto walaupun risiko kredit membaik.

**u. Borrowings**

Borrowings are funds received from other banks with payment obligation based on the borrowing agreement.

Subsequent to initial recognition, borrowings are measured at amortized cost using the effective interest method.

**v. Subordinated loans**

Subsequent to initial recognition, subordinated loan is measured at amortized cost using the effective interest method.

**w. Recognition of interest revenues and expenses**

Interest income for financial assets held at either fair value through other comprehensive income or amortized cost and interest expense on all financial liabilities held at amortized cost are recognized in profit or loss using the effective interest rate method.

The 'gross carrying amount of a financial asset' is the amortized cost of a financial asset before adjusting any expected credit loss allowance. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not in default category) or to the amortized cost of the liability. However, for financial assets that have become default (Stage 3) subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortized cost of the financial asset. If the asset is no longer categorized as default (Stage 3), then the calculation of interest income reverts to the gross basis.

For financial assets that were credit-impaired on initial recognition, interest income is calculated by applying the credit-adjusted effective interest rate to the amortized cost of the asset. The calculation of interest income does not revert to a gross basis, even if the credit risk of the asset improves.

**x. Pengakuan pendapatan dan beban provisi dan komisi**

Pendapatan dan beban provisi dan komisi atas aset dan liabilitas keuangan yang merupakan bagian tidak terpisahkan dari suku bunga efektif, dimasukkan dalam perhitungan suku bunga efektif. Pendapatan dan beban ini diamortisasi sepanjang ekspektasi umur aset atau liabilitas keuangan, atau selama periode risiko.

Provisi dan komisi lainnya diakui sebagai pendapatan dan beban pada saat terjadinya transaksi, dan jika terkait dengan jasa dalam kurun waktu tertentu, maka akan diamortisasi sepanjang waktu tersebut.

Beban provisi dan komisi lainnya yang terutama terkait dengan provisi transaksi antar bank diakui sebagai beban pada saat jasa tersebut diterima.

Pendapatan dari layanan akun dan biaya layanan diakui seiring berjalannya waktu ketika layanan diberikan sesuai dengan PSAK 72.

Kontrak dengan pelanggan yang menghasilkan instrumen keuangan yang diakui dalam laporan keuangan Bank mungkin sebagian berada dalam ruang lingkup PSAK 71 dan sebagian lagi dalam ruang lingkup PSAK 72. Jika demikian, maka Bank terlebih dahulu menerapkan PSAK 71 untuk memisahkan dan mengukur bagian kontrak yang berada dalam ruang lingkup PSAK 71 dan selanjutnya menerapkan PSAK 72 terhadap sisanya.

**y. Sewa**

Pada tanggal insepisi suatu kontrak, Bank menilai apakah suatu kontrak merupakan, atau mengandung, sewa dengan mempertimbangkan apakah kontrak tersebut memberikan hak untuk mengendalikan penggunaan suatu aset identifikasian selama jangka waktu tertentu dengan imbalan sebagai gantinya.

Suatu kontrak memberikan hak untuk mengendalikan penggunaan suatu aset identifikasian jika semua kondisi di bawah dipenuhi:

- kontrak tersebut melibatkan penggunaan secara substansial seluruh kapasitas dari aset identifikasian yang secara fisik berbeda (sebagaimana ditentukan secara eksplisit atau implisit dalam kontrak). Jika pemasok memiliki hak substitusi yang substantif, maka aset tersebut tidak dapat dianggap dapat diidentifikasi;

**x. Recognition of revenues and expenses on commissions and fees**

Fees and commissions income and expense of financial assets and liabilities, which are an integral part of the effective interest rate are included in the calculation of effective interest rate. These income and expense are amortized during the expected life of financial assets or liabilities or during the period of the risk.

Other fees and commissions are recognized as income and expense at the transaction date, and if associated with services in a specified period, they will be amortized over the period.

Other fees and commission expense which are mainly related to interbank transaction fees are expensed as the services are received.

Revenue from account service and servicing fees is recognized over time as the services are provided based on PSAK 72.

A contract with a customer that results in a recognized financial instrument in the Bank's financial statements may be partially in the scope of PSAK 71 and partially in the scope of PSAK 72. If this is the case, then the Bank first applies PSAK 71 to separate and measure the part of the contract that is in the scope of PSAK 71 and then applies PSAK 72 to the residual.

**y. Leases**

At inception of a contract, the Bank determine if a contract is, or contains, a lease by considering whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for a consideration.

A contract conveys the right to control the use of an identified asset if all of the following conditions are met:

- the contract involves the use of substantially all of the capacity of an identified asset that is physically distinct (as specified explicitly or implicitly in the contract). If the supplier has a substantive substitution right, then the asset cannot be considered as identifiable;

- Bank memiliki hak untuk memperoleh secara substansial semua manfaat ekonomi dari penggunaan aset selama periode penggunaan; dan
- Bank memiliki hak untuk mengarahkan penggunaan aset: yaitu memiliki hak pengambilan keputusan yang paling relevan untuk mengubah bagaimana dan untuk tujuan apa aset tersebut digunakan.

Pada saat inepsi atau penilaian kembali suatu kontrak yang mengandung komponen sewa, Bank mengalokasikan imbalan dalam kontrak kepada setiap komponen sewa berdasarkan harga relatif dari setiap komponen itu sendiri.

Bank mengakui aset hak-guna dan liabilitas sewa pada tanggal dimulainya sewa. Pada awalnya, aset hak-guna diukur pada biaya perolehan, yang terdiri dari jumlah pengukuran awal dari liabilitas sewa disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar atau tempat dimana aset berada, dikurangi insentif sewa yang diterima.

Aset hak-guna selanjutnya didepresiasi menggunakan metode garis lurus dari tanggal mulai sampai dengan akhir masa sewa. Selain itu, aset hak-guna secara berkala dikurangi dengan kerugian penurunan nilai, jika ada, dan disesuaikan dengan pengukuran kembali liabilitas sewa.

Aset hak-guna disajikan sebagai pos aset tetap di laporan posisi keuangan.

Liabilitas sewa awalnya diukur pada nilai kini dari pembayaran sewa yang belum dibayarkan pada tanggal permulaan, didiskontokan menggunakan suku bunga implisit sewa atau, jika suku bunga tersebut tidak dapat ditentukan, digunakan suku bunga pinjaman inkremental Bank. Selanjutnya, liabilitas sewa diukur pada biaya yang diamortisasi dengan menggunakan metode suku bunga efektif. Liabilitas sewa diukur kembali ketika terdapat perubahan pada pembayaran sewa yang akan datang yang terjadi akibat adanya perubahan indeks atau nilai, jika terdapat perubahan estimasi Bank terhadap jumlah yang akan dibayarkan dalam garansi nilai residu, jika Bank mengubah penilaiannya mengenai apakah Bank akan menggunakan opsi pembelian, perpanjangan, atau penghentian, atau jika terdapat revisi atas pembayaran sewa tetap secara substansi. Ketika liabilitas sewa diukur kembali, penyesuaiannya dilakukan terhadap nilai tercatat dari aset hak guna.

- the Bank have the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use; and
- the Bank have the right to direct the use of the asset: i.e. they have decision-making rights that are most relevant to changing how and for what purpose the asset is used.

At inception or on reassessment of a contract that contains a lease component, the Bank allocates consideration in the contract to each lease component on the basis of its relative stand-alone price.

The Bank recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The right-of-use assets are presented as premises and equipment in the statement of financial position.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Bank's incremental borrowing rate. Subsequently, lease liability is measured at amortized cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Bank's estimate of the amount expected to be payable under a residual value guarantee, if the Bank changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset.

Liabilitas sewa disajikan sebagai pos liabilitas lain-lain dalam laporan posisi keuangan.

The lease liability is presented as other liabilities in the statement of financial position.

Bank telah memilih untuk tidak mengakui aset hak guna dan liabilitas sewa untuk sewa aset bernilai rendah dan sewa jangka pendek. Bank mengakui pembayaran sewa terkait dengan sewa-sewa ini sebagai biaya secara garis lurus selama masa sewa.

The Bank has elected not to recognize right-of-use assets and lease liabilities for leases of low-value assets and short-term leases. The Bank recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

**z. Imbalan kerja karyawan**

**z. Employee benefits**

Imbalan kerja karyawan jangka pendek

Short-term employee benefits

Liabilitas imbalan kerja jangka pendek merupakan bonus karyawan yang akan diselesaikan dalam jangka waktu satu tahun.

Short-term employee benefit obligation represents employee bonus which will be paid within one year.

Liabilitas imbalan kerja jangka pendek diukur berdasarkan jumlah tidak terdiskonto dan dibebankan pada saat jasa tersebut diberikan.

Short-term employee benefit obligation is measured on an undiscounted basis and are expensed at the time the related service is provided.

Liabilitas diakui untuk jumlah yang akan dibayar sebagai bonus jangka pendek jika Bank memiliki kewajiban hukum atau kewajiban konstruktif atas pembayaran beban tersebut sebagai akibat dari jasa masa lalu yang diberikan oleh pekerja dan kewajiban tersebut dapat diestimasi secara handal.

A liability is recognized for the amount expected to be paid under short-term bonus if the Bank has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Imbalan pascakerja karyawan

Post-employment benefits obligation

Bank menyelenggarakan program pensiun iuran pasti untuk semua karyawan tetapnya. Bank juga memberikan imbalan pasca kerja imbalan pasti untuk karyawan sesuai dengan Undang-Undang No. 11 Tahun 2020 Tentang Cipta Kerja (Undang-Undang Cipta Kerja) (2021: Undang-Undang Ketenagakerjaan No. 13/2003).

The Bank established a defined contribution pension plan covering all the local permanent employees. In addition, the Bank also provides post-employment benefits as required under Labor Law No. 11 of year 2020 on Job Creation (Job Creation Law) (2021: Labor Law No. 13/2003).

Liabilitas imbalan pascakerja dihitung sebesar nilai kini dari estimasi jumlah liabilitas imbalan pascakerja di masa depan yang timbul dari jasa yang telah diberikan oleh karyawan pada masa kini dan masa lalu. Perhitungan dilakukan oleh aktuaris independen dengan metode *projected-unit-credit*.

The obligation for post-employment benefits is calculated at present value of estimated future benefits that the employees have earned in return for their services in the current and prior periods. The calculation is performed by an independent actuary using the projected-unit-credit method.

Laba atau rugi yang timbul dari pengukuran kembali aktuarial dari kewajiban manfaat bersih pasti diakui segera dalam penghasilan komprehensif lain. Ketika manfaat atas program berubah atau ketika terjadi kurtailmen program, dampak perubahan atas manfaat sehubungan dengan jasa lalu atau keuntungan atau kerugian atas kurtailmen diakui segera dalam laba rugi.

Gains or losses arising from actuarial measurements of the net defined benefit liability are recognized immediately in other comprehensive income. When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognized immediately in profit or loss.

Imbalan kerja jangka panjang lain

Other long-term employee benefits

Liabilitas yang diakui sehubungan dengan imbalan kerja jangka panjang lain diukur pada nilai kini estimasi arus kas keluar masa depan yang diharapkan akan dilakukan oleh Bank sehubungan dengan jasa yang diberikan oleh karyawan hingga tanggal pelaporan.

Liabilities recognized in respect of other long-term employee benefits are measured at the present value of the estimated future cash outflows expected to be made by the Bank in respect of services provided by employees up to the reporting date.

**aa. Pajak Penghasilan**

Beban pajak penghasilan terdiri dari beban pajak kini dan beban pajak tangguhan. Beban pajak penghasilan diakui pada laba rugi, kecuali untuk komponen yang diakui secara langsung di ekuitas atau di penghasilan komprehensif lain.

Beban pajak kini merupakan jumlah pajak yang dibayar, atau terutang atas laba atau rugi kena pajak untuk tahun yang bersangkutan dengan menggunakan tarif pajak yang secara substansial telah berlaku pada tanggal pelaporan. Pajak kini juga termasuk penyesuaian yang dibuat untuk penyisihan pajak tahun sebelumnya, baik untuk merekonsiliasi pajak penghasilan dengan pajak yang dilaporkan di surat pemberitahuan tahunan, atau untuk memperhitungkan perbedaan yang muncul dari pemeriksaan pajak.

Beban pajak kini diukur menggunakan estimasi terbaik atas jumlah yang diperkirakan akan dibayar atau diterima, dengan mempertimbangkan ketidakpastian terkait dengan kompleksitas peraturan pajak.

Pajak tangguhan diakui atas perbedaan temporer antara nilai tercatat aset dan liabilitas untuk tujuan pelaporan keuangan dan nilai yang digunakan untuk tujuan perpajakan. Pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan untuk ditetapkan atas perbedaan temporer pada saat pembalikan, berdasarkan peraturan yang telah berlaku atau secara substantif berlaku pada tanggal pelaporan. Kebijakan akuntansi ini juga mengharuskan pengakuan manfaat pajak, seperti rugi fiskal yang belum dikompensasi, yang timbul dari periode berjalan yang diharapkan akan direalisasi pada masa mendatang, apabila besar kemungkinan manfaat pajak tersebut dapat direalisasi.

Aset pajak tangguhan merupakan saldo bersih atas manfaat pajak tangguhan yang timbul dan dipergunakan sampai dengan tanggal pelaporan. Aset pajak tangguhan ditelaah ulang pada setiap tanggal pelaporan dan dikurangkan dengan manfaat pajak sejumlah nilai yang besar kemungkinan yang tidak dapat terealisasi; pengurangan tersebut akan dibalik ketika kemungkinan realisasi melalui laba kena pajak di masa depan meningkat.

Aset pajak tangguhan yang belum diakui dinilai kembali pada setiap tanggal pelaporan dan diakui sepanjang kemungkinan besar laba kena pajak masa depan akan tersedia untuk digunakan.

**aa. Income Tax**

Income tax expense consists of current and deferred tax. Income tax expense is recognized in profit or loss except to the extent that it relates to items recognized directly in equity or in other comprehensive income.

Current tax expense is the amount of tax paid, or payable on taxable income or loss for the year using tax rates substantively enacted as of the reporting date. Current tax also includes true-up adjustments made to the previous with the income tax reported in annual tax returns, or to account for differences arising from tax assessments.

Current tax expense is measured using the best estimate of the amount expected to be paid or received, taking into consideration the uncertainty associated with the complexity of tax regulations.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on the laws that have been enacted or substantively enacted as of the reporting date. This accounting policy also requires the recognition of tax benefits, such as tax loss carryforwards, which are originated in the current period that are expected to be realized in the future periods, to the extent that realization of such benefits is probable.

Deferred tax assets represent the net remaining balance of deferred tax benefits that have been originated and utilized through the reporting date. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realized; such reductions are reversed when the probability of their realization through future taxable profits improves.

Unrecognized deferred tax assets are reassessed at each reporting date and recognized to the extent that it has become probable that future taxable income will be available against which they can be used.

Aset dan liabilitas pajak tangguhan saling hapus ketika entitas memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini dan ketika aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama serta Bank yang berbeda yang bermaksud untuk memulihkan aset dan liabilitas pajak kini dengan dasar neto.

Dalam menentukan jumlah pajak kini dan tangguhan, Bank memperhitungkan dampak atas posisi pajak yang tidak pasti dan tambahan pajak serta penalti.

Koreksi atas kewajiban pajak diakui pada saat surat ketetapan pajak diterima, atau apabila diajukan keberatan dan atau banding, maka koreksi diakui pada saat keputusan atas keberatan atau banding itu diterima.

#### **4. PERTIMBANGAN KRITIS AKUNTANSI DAN SUMBER UTAMA KETIDAKPASTIAN ESTIMASI**

Dalam penerapan kebijakan akuntansi Bank, yang dijelaskan dalam Catatan 3, manajemen diwajibkan untuk membuat pertimbangan, estimasi dan asumsi tentang jumlah tercatat aset dan liabilitas yang tidak tersedia dari sumber lain. Estimasi dan asumsi yang terkait didasarkan pada pengalaman historis dan faktor-faktor lain yang dianggap relevan. Hasil aktualnya mungkin berbeda dari estimasi tersebut.

Estimasi dan asumsi yang mendasari ditelaah secara berkelanjutan. Revisi estimasi akuntansi diakui dalam periode yang perkiraan tersebut direvisi jika revisi hanya mempengaruhi periode itu, atau pada periode revisi dan periode masa depan jika revisi mempengaruhi kedua periode tersebut.

##### **Pertimbangan Kritis dalam Penerapan Kebijakan Akuntansi**

Di bawah ini adalah pertimbangan kritis, selain dari yang melibatkan estimasi yang telah dibuat manajemen dalam proses penerapan kebijakan akuntansi Bank dan memiliki pengaruh paling signifikan terhadap jumlah yang diakui dalam laporan keuangan.

Deferred tax assets and liabilities are offset when there is legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Bank intends to settle their current tax assets and current tax liabilities on a net basis.

In determining the amount of current and deferred tax, the Bank take into account the impact of uncertain tax positions and any additional taxes and penalties.

Amendments to tax obligations are recognized when an assessment is received, or if objection and or appeal is applied, when the results of the objection or the appeal are received.

#### **4. CRITICAL ACCOUNTING JUDGMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY**

In the application of the Bank accounting policies, which are described in Note 3, the management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period which the estimates is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both periods.

##### **Critical Judgement in Applying Accounting Policies**

Below are the critical judgments, apart from those involving estimations, that the management have made in the process of applying the Bank's accounting policies and that have the most significant effect on the amounts recognized in the financial statements.

### **Penilaian Model Bisnis**

Klasifikasi dan pengukuran aset keuangan bergantung pada hasil 'semata dari pembayaran pokok dan bunga' ("SPPI") dan uji model bisnis (lihat bagian aset keuangan pada Catatan 3). Bank menentukan model bisnis pada tingkat yang mencerminkan bagaimana kelompok aset keuangan dikelola bersama untuk mencapai tujuan bisnis tertentu. Penilaian ini mencakup penilaian yang mencerminkan semua bukti yang relevan termasuk bagaimana kinerja aset dievaluasi dan kinerjanya diukur, risiko yang memengaruhi kinerja aset dan bagaimana hal ini dikelola dan bagaimana manajer aset diberi kompensasi. Bank memantau aset keuangan yang diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain yang dihentikan pengakuannya sebelum jatuh tempo untuk memahami alasan pelepasannya dan apakah alasan tersebut konsisten dengan tujuan bisnis di mana aset tersebut dimiliki.

Pemantauan adalah bagian dari penilaian berkelanjutan Bank untuk mengetahui apakah model bisnis aset keuangan yang dimiliki tetap sesuai. Apabila terdapat ketidaksesuaian, maka akan dilakukan penilaian apakah telah terjadi perubahan dalam model bisnis tersebut dan menyebabkan perubahan prospektif terhadap klasifikasi aset keuangan. Tidak terdapat perubahan yang diperlukan selama periode yang disajikan.

### **Peningkatan Risiko Kredit yang Signifikan**

Sebagaimana dijelaskan dalam Catatan 3, kerugian kredit ekspektasian diukur sebagai cadangan yang setara dengan ECL 12 bulan untuk aset tahap 1, atau ECL sepanjang umur untuk aset tahap 2 atau tahap 3. Suatu aset bergerak ke tahap 2 ketika risikonya telah meningkat secara signifikan sejak pengakuan awal. PSAK 71 tidak menjelaskan apa yang merupakan peningkatan risiko kredit yang signifikan. Dalam menilai apakah risiko kredit suatu aset telah meningkat secara signifikan, Bank mempertimbangkan informasi masa depan yang wajar dan dapat didukung secara kualitatif dan kuantitatif.

### **Sumber Utama Ketidakpastian Estimasi**

Asumsi utama mengenai masa depan dan sumber estimasi ketidakpastian utama lainnya pada akhir periode pelaporan, yang memiliki risiko signifikan yang mengakibatkan penyesuaian material terhadap jumlah tercatat aset dan liabilitas dalam periode pelaporan berikutnya dijelaskan di bawah ini.

### **Business Model Assessment**

Classification and measurement of financial assets depends on the results of the SPPI and the business model test (please see financial assets sections of Note 3). The Bank determines the business model at a level that reflects how groups of financial assets are managed together to achieve a particular business objective. This assessment includes judgement reflecting all relevant evidence including how the performance of the assets is evaluated and their performance measured, the risks that affect the performance of the assets and how these are managed and how the managers of the assets are compensated. The Bank monitors financial assets measured at amortized cost or fair value through other comprehensive income that are derecognized prior to their maturity to understand the reason for their disposal and whether the reasons are consistent with the objective of the business for which the asset was held.

Monitoring is part of the Bank's continuous assessment to determine whether the business model of its financial assets remains appropriate. Otherwise, an assessment will be made of whether there has been a change in the business model and has caused a prospective change in the classification of the financial asset. No changes were required during the period presented.

### **Significant Increase in Credit Risk**

As explained in Note 3, expected credit losses are measured as an allowance equal to 12-month ECL for stage 1 assets, or lifetime ECL for stage 2 or stage 3 assets. An asset moves to stage 2 when its credit risk has increased significantly since initial recognition. PSAK 71 does not define what constitutes a significant increase in credit risk. In assessing whether the credit risk of an asset has significantly increased the Bank takes into account qualitative and quantitative reasonable and supportable forward-looking information.

### **Key Sources of Estimation Uncertainty**

The key assumptions concerning future and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period are discussed below.

#### Penurunan Nilai Kredit yang Diberikan

Saat mengukur ECL, Bank menggunakan informasi pada tanggal pelaporan dan informasi masa depan yang wajar dan dapat didukung, yang didasarkan pada asumsi untuk pergerakan masa depan dari berbagai pendorong ekonomi dan bagaimana penggerak ini akan saling mempengaruhi.

*Loss given default* adalah estimasi persentase eksposur yang akan hilang apabila terjadi peristiwa *default*. Perhitungan didasarkan pada perbandingan antara jumlah *outstanding* ketika pertama kali debitur diklasifikasikan sebagai *default* atau tahap 3 dalam rentang data yang digunakan dan nilai saat ini dari arus kas masuk dari debitur *default*, yang tidak terbatas pada hasil dari likuidasi agunan, pergerakan *outstanding* dari debitur *default*, *recovery* dari debitur *default* yang telah dihapusbukkan, atau pembayaran penuh yang dilakukan pada saat status debitur *default*.

*Probability of default* adalah sebuah estimasi kemungkinan *default* selama jangka waktu tertentu. *Probability of default* memberikan estimasi kemungkinan bahwa debitur tidak akan dapat memenuhi kewajibannya, yang perhitungannya mencakup data historis, asumsi, dan ekspektasi kondisi masa depan.

#### Penilaian Instrumen Keuangan

Seperti dijelaskan dalam Catatan 31, Bank menggunakan teknik penilaian yang meliputi input yang tidak didasarkan pada data pasar yang dapat diobservasi untuk mengestimasi nilai wajar dari beberapa jenis instrumen keuangan. Catatan 31 memberikan informasi yang rinci mengenai asumsi utama yang digunakan dalam menentukan nilai wajar instrumen keuangan.

Manajemen berpendapat bahwa teknik penilaian yang dipilih dan asumsi yang digunakan adalah tepat dalam menentukan nilai wajar dari instrumen keuangan.

#### Imbalan Kerja Karyawan

Nilai kini atas kewajiban imbalan kerja karyawan tergantung dari banyaknya faktor yang dipertimbangkan dari basis aktuarial berdasarkan beberapa asumsi. Perubahan atas asumsi-asumsi tersebut akan mempengaruhi nilai tercatat atas imbalan kerja karyawan.

#### Impairment of Loans Receivable

When measuring ECL the Bank uses information at reporting date and reasonable and supportable forward-looking information, which is based on assumptions for the future movement of different economic drivers and how these drivers will affect each other.

Loss given default is the estimated percentage of the exposure that will be lost in the event of a default. The calculation is based on a comparison between the outstanding amount when the debtor is classified for the first time as default or stage 3 in range of data used and the present value of cash inflow of the default debtor, which not limited to proceeds from the liquidation of collateral, movement outstanding of the default debtor, recovery of the default debtor which already written-off, or full payment made when the debtor status is default.

Probability of default is an estimate of the likelihood of a default over a given time horizon. Probability of default provides an estimate of the likelihood that a debtor will be unable to meet its debt obligations, the calculation of which includes historical data, assumptions and expectations of future conditions.

#### Valuation of Financial Instruments

As describe in Note 31, the Bank uses valuation techniques that include inputs that are not based on observable market data to estimate the fair value of certain types of financial instruments. Note 31 provides the detailed information about the key assumptions used in the determination of the fair value of financial instruments, as well as the detailed sensitivity analysis for these assumptions.

The management believes that the chosen valuation techniques and assumptions used are appropriate in determining the fair value of financial instruments.

#### Employee Benefits

The present value of the employee benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. Any changes in these assumptions will impact the carrying amount of employee benefit obligations.

Asumsi yang digunakan dalam menentukan biaya imbalan kerja termasuk tingkat diskonto dan tingkat kenaikan gaji. Bank menentukan tingkat diskonto yang tepat pada setiap akhir tahun. Ini merupakan tingkat suku bunga yang digunakan untuk menentukan nilai kini atas arus kas masa depan yang diestimasi akan digunakan untuk membayar imbalan kerja. Dalam menentukan tingkat diskonto yang tepat, Bank mempertimbangkan tingkat suku bunga atas Obligasi Pemerintah yang mempunyai jatuh tempo yang mendekati jangka waktu imbalan kerja karyawan.

The assumptions used in determining the net cost (income) for employee benefits include the discount rate and the salary increment rate. The Bank determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to the required to settle the pension obligations. In determining the appropriate discount rate, the Bank considers the interest rates of Government Bonds that have terms to maturity approximating the terms of the related employee benefit liability.

**5. GIRO PADA BANK INDONESIA**

	<u>2022</u>	<u>2021</u>	
Rupiah	1.610.166	6.152.156	Rupiah
Dolar Amerika Serikat	<u>832.123</u>	<u>804.348</u>	United States Dollar
Jumlah	<u><u>2.442.289</u></u>	<u><u>6.956.504</u></u>	Total

Saldo giro pada Bank Indonesia disediakan untuk memenuhi persyaratan Giro Wajib Minimum (GWM) dari BI.

Current accounts with Bank Indonesia are maintained to comply with BI minimum statutory reserve requirement (GWM).

Rasio GWM Bank pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

As of December 31, 2022 and 2021, the GWM ratios of the Bank were as follows:

	<u>2022</u>	<u>2021</u>	
Rupiah			Rupiah
GWM Primer	12,20%	21,09%	Primary GWM
GWM Penyangga Likuiditas Makroprudensial ("PLM")	54,11%	66,67%	Macroprudential Liquidity Buffer ("PLM") GWM
Mata uang asing	4,08%	4,12%	Foreign currencies

Pada tanggal 31 Desember 2022 dan 2021, Bank tidak memiliki kewajiban GWM Rasio Intermediasi Makroprudensial ("RIM") dikarenakan rasio KPMM Bank berada di atas 14%.

As of December 31, 2022 and 2021, the Bank was not required to maintain Macroprudential Intermediation Ratio ("RIM") GWM as the Bank's CAR is above 14%.

Pada tanggal 31 Desember 2022 dan 2021, Bank telah memenuhi ketentuan Bank Indonesia mengenai GWM.

As of December 31, 2022 and 2021, the Bank's complied with Bank Indonesia Regulation on the GWM.

**6. GIRO PADA BANK-BANK LAIN**

a. Berdasarkan mata uang

	2022	2021	
Yuan China	1.626.512	1.547.722	Chinese Yuan
Dolar Amerika Serikat	686.214	558.667	United States Dollar
Euro Eropa	25.647	7.695	European Euro
Dolar Singapura	18.055	19.861	Singapore Dollar
Dolar Hong Kong	10.311	5.062	Hong Kong Dollar
Rupiah	7.455	9.329	Rupiah
Poundsterling Inggris	4.105	8.772	British Poundsterling
Dolar Australia	3.531	6.231	Australian Dollar
Dolar Selandia Baru	2.153	449	New Zealand Dollar
Yen Jepang	1.205	665	Japanese Yen
	<u>2.385.188</u>	<u>2.164.453</u>	
Cadangan kerugian penurunan nilai	(793)	(168)	Allowance for impairment losses
Jumlah	<u>2.384.395</u>	<u>2.164.285</u>	Total

b. Transaksi dengan pihak berelasi

	2022	2021	
Industrial and Commercial Bank of China Ltd., cabang Singapura	62.173	94.633	Industrial and Commercial Bank of China Ltd., Singapore branch
Industrial and Commercial Bank of China Ltd., China	62.292	39.739	Industrial and Commercial Bank of China Ltd., China
Industrial and Commercial Bank of China Ltd., cabang Sydney	18.055	6.231	Industrial and Commercial Bank of China Ltd., Sydney branch
Industrial and Commercial Bank of China Ltd., cabang Beijing	17.964	12.397	Industrial and Commercial Bank of China Ltd., Beijing branch
Industrial and Commercial Bank of China Ltd., cabang Zhejiang	11.218	11.189	Industrial and Commercial Bank of China Ltd., Zhejiang branch
Industrial and Commercial Bank of China (Asia) Ltd., Hong Kong	9.017	31.256	Industrial and Commercial Bank of China (Asia) Ltd., Hong Kong
Industrial and Commercial Bank of China Ltd., cabang Frankfurt	7.797	6.720	Industrial and Commercial Bank of China Ltd., Frankfurt branch
Industrial and Commercial Bank of China Ltd., cabang Shenzhen	6.210	4.148	Industrial and Commercial Bank of China Ltd., Shenzhen branch
Industrial and Commercial Bank of China Ltd., cabang Guangdong	2.284	2.269	Industrial and Commercial Bank of China Ltd., Guangdong branch
Industrial and Commercial Bank of China Ltd., cabang Tokyo	1.205	665	Industrial and Commercial Bank of China Ltd., Tokyo branch
Industrial and Commercial Bank of China Ltd., cabang Shanghai	583	737	Industrial and Commercial Bank of China Ltd., Shanghai branch
Industrial and Commercial Bank of China Ltd., cabang New York	446	5.085	Industrial and Commercial Bank of China Ltd., New York branch
	<u>199.244</u>	<u>215.069</u>	
Cadangan kerugian penurunan nilai	(20)	(10)	Allowance for impairment losses
Jumlah	<u>199.224</u>	<u>215.059</u>	Total

c. Berdasarkan kolektibilitas

Pada tanggal 31 Desember 2022 dan 2021, seluruh giro pada bank-bank lain digolongkan lancar menurut kolektibilitas OJK.

**6. CURRENT ACCOUNTS WITH OTHER BANKS**

a. By currency

	2022	2021	
Chinese Yuan	1.547.722	1.547.722	Chinese Yuan
United States Dollar	558.667	558.667	United States Dollar
European Euro	7.695	7.695	European Euro
Singapore Dollar	19.861	19.861	Singapore Dollar
Hong Kong Dollar	5.062	5.062	Hong Kong Dollar
Rupiah	9.329	9.329	Rupiah
British Poundsterling	8.772	8.772	British Poundsterling
Australian Dollar	6.231	6.231	Australian Dollar
New Zealand Dollar	449	449	New Zealand Dollar
Japanese Yen	665	665	Japanese Yen
	<u>2.164.453</u>	<u>2.164.453</u>	
Allowance for impairment losses	(168)	(168)	Allowance for impairment losses
Total	<u>2.164.285</u>	<u>2.164.285</u>	Total

b. Related party transactions

	2022	2021	
Industrial and Commercial Bank of China Ltd., Singapore branch	94.633	94.633	Industrial and Commercial Bank of China Ltd., Singapore branch
Industrial and Commercial Bank of China Ltd., China	39.739	39.739	Industrial and Commercial Bank of China Ltd., China
Industrial and Commercial Bank of China Ltd., Sydney branch	6.231	6.231	Industrial and Commercial Bank of China Ltd., Sydney branch
Industrial and Commercial Bank of China Ltd., Beijing branch	12.397	12.397	Industrial and Commercial Bank of China Ltd., Beijing branch
Industrial and Commercial Bank of China Ltd., Zhejiang branch	11.189	11.189	Industrial and Commercial Bank of China Ltd., Zhejiang branch
Industrial and Commercial Bank of China (Asia) Ltd., Hong Kong	31.256	31.256	Industrial and Commercial Bank of China (Asia) Ltd., Hong Kong
Industrial and Commercial Bank of China Ltd., Frankfurt branch	6.720	6.720	Industrial and Commercial Bank of China Ltd., Frankfurt branch
Industrial and Commercial Bank of China Ltd., Shenzhen branch	4.148	4.148	Industrial and Commercial Bank of China Ltd., Shenzhen branch
Industrial and Commercial Bank of China Ltd., Guangdong branch	2.269	2.269	Industrial and Commercial Bank of China Ltd., Guangdong branch
Industrial and Commercial Bank of China Ltd., Tokyo branch	665	665	Industrial and Commercial Bank of China Ltd., Tokyo branch
Industrial and Commercial Bank of China Ltd., Shanghai branch	737	737	Industrial and Commercial Bank of China Ltd., Shanghai branch
Industrial and Commercial Bank of China Ltd., New York branch	5.085	5.085	Industrial and Commercial Bank of China Ltd., New York branch
	<u>215.069</u>	<u>215.069</u>	
Allowance for impairment losses	(10)	(10)	Allowance for impairment losses
Total	<u>215.059</u>	<u>215.059</u>	Total

c. By collectability

As of December 31, 2022 and 2021, all current accounts with other banks were classified as current based on OJK collectability.

d. Tingkat suku bunga kontraktual rata-rata setahun

Tingkat suku bunga rata-rata giro pada bank-bank lain per tahun untuk tahun yang berakhir pada tanggal 31 Desember 2022 adalah 0,19% (31 Desember 2021: 0,20%).

d. Average annual contractual interest rate

The average interest rates per annum of current accounts with other banks for the years ended December 31, 2022 were 0.19% (December 31, 2021: 0.20%).

**7. PENEMPATAN PADA BANK INDONESIA DAN BANK-BANK LAIN**

**7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS**

a. Berdasarkan jenis dan mata uang

a. By type and currency

	<u>2022</u>	<u>2021</u>	
Rupiah			Rupiah
Deposito berjangka pada Bank Indonesia	2.224.706	6.998.587	Time deposits with Bank Indonesia
Deposito berjangka pada bank lain	999.110	301.413	Time deposits with other banks
Penempatan pada Bank Indonesia	-	664.898	Placements with Bank Indonesia
	<u>3.223.816</u>	<u>7.964.898</u>	
Mata uang asing			Foreign currencies
Deposito berjangka pada Bank Indonesia	4.748.088	2.237.643	Time deposits with Bank Indonesia
	<u>4.748.088</u>	<u>2.237.643</u>	
	7.971.904	10.202.541	
Cadangan kerugian penurunan nilai	<u>(70)</u>	<u>(7)</u>	Allowance for impairment losses
Jumlah	<u>7.971.834</u>	<u>10.202.534</u>	Total

Deposito berjangka pada bank lain yang dijadikan sebagai jaminan pada tanggal 31 Desember 2022 adalah sebesar Rp 999.110 (31 Desember 2021: Rp 301.413).

Time deposit with other banks which were pledged as collaterals as of December 31, 2022 amounted to Rp 999,110 (December 31, 2021: Rp 301,413).

b. Transaksi dengan pihak berelasi

b. Related party transactions

Pada tanggal 31 Desember 2022 dan 2021, tidak terdapat saldo penempatan dengan pihak berelasi.

As of December 31, 2022 and 2021, there were no balances of placements with related party.

c. Berdasarkan kolektibilitas

c. By collectability

Seluruh penempatan pada Bank Indonesia dan bank-bank lain pada tanggal 31 Desember 2022 dan 2021 digolongkan lancar menurut kolektibilitas OJK.

All placements with Bank Indonesia and other banks as of December 31, 2022 and 2021 was classified as current based on OJK collectability.

d. Tingkat suku bunga kontraktual rata-rata setahun

d. Average annual contractual interest rates

	<u>2022</u>	<u>2021</u>	
Rupiah	3,60%	3,99%	Rupiah
Mata uang asing	1,84%	0,64%	Foreign currencies

e. Berdasarkan jangka waktu

Rincian penempatan pada Bank Indonesia dan bank-bank lain berdasarkan jangka waktu adalah sebagai berikut:

	<u>2022</u>	<u>2021</u>	
< 3 bulan	6.972.794	9.901.128	< 3 months
> 3 - 12 bulan	<u>999.110</u>	<u>301.413</u>	> 3 - 12 months
	7.971.904	10.202.541	
Cadangan kerugian penurunan nilai	<u>(70)</u>	<u>(7)</u>	Allowance for impairment losses
Jumlah	<u><u>7.971.834</u></u>	<u><u>10.202.534</u></u>	Total

e. By contract period

Details of placements with Bank Indonesia and other banks based on contract period are as follows:

8. TAGIHAN DAN LIABILITAS AKSEPTASI

a. Berdasarkan mata uang

	<u>Tagihan akseptasi/ Acceptance receivables</u>		
	<u>2022</u>	<u>2021</u>	
Rupiah	52.558	208.770	Rupiah
Mata uang asing	<u>14.242</u>	<u>13.513</u>	Foreign currencies
	66.800	222.283	
Cadangan kerugian penurunan nilai	<u>(555)</u>	<u>(1.811)</u>	Allowance for impairment losses
Jumlah	<u><u>66.245</u></u>	<u><u>220.472</u></u>	Total

8. ACCEPTANCE RECEIVABLES AND PAYABLES

a. By currency

	<u>Liabilitas akseptasi/ Acceptance payables</u>		
	<u>2022</u>	<u>2021</u>	
Rupiah	(52.558)	(208.770)	Rupiah
Mata uang asing	<u>(14.242)</u>	<u>(13.513)</u>	Foreign currencies
Jumlah	<u><u>(66.800)</u></u>	<u><u>(222.283)</u></u>	Total

b. Berdasarkan kolektibilitas

	<u>2022</u>	<u>2021</u>	
Lancar	66.800	222.283	Current
Cadangan kerugian penurunan nilai	<u>(555)</u>	<u>(1.811)</u>	Allowance for impairment losses
Jumlah	<u><u>66.245</u></u>	<u><u>220.472</u></u>	Total

b. By collectability

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**9. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI**

Efek-efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

**9. SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL**

The securities purchased under agreements to resell as of December 31, 2022 and 2021 were as follows:

2022						
Pihak lawan/ Counterparty	Jenis/Type	Nilai wajar efek yang mendasari/ Fair value of underlying securities	Tanggal mulai/ Starting date	Tanggal jatuh tempo/ Due date	Tingkat bunga per tahun/ Interest rates per annum	Nilai tercatat/ Carrying amount
Bank Indonesia	VR0085	199.846	25 Oktober/October 2022	24 Januari/January 2023	5,55%	188.040
Bank Indonesia	VR0040	199.837	28 Oktober/October 2022	27 Januari/January 2023	5,55%	193.029
Bank Indonesia	VR0049	199.955	01 November/November 2022	31 Januari/January 2023	5,55%	187.048
Bank Indonesia	VR0074	599.999	05 Desember/December 2022	02 Januari/January 2023	5,78%	577.396
Bank Indonesia	VR0084	999.228	06 Desember/December 2022	03 Januari/January 2023	5,78%	930.111
Bank Indonesia	VR0078	499.614	09 Desember/December 2022	06 Januari/January 2023	5,78%	477.598
Bank Indonesia	VR0041	199.837	09 Desember/December 2022	08 Desember/December 2023	6,64%	186.054
Bank Indonesia	VR0049	799.821	13 Desember/December 2022	10 Januari/January 2023	5,78%	748.452
Bank Indonesia	VR0068	129.889				
	VR0084	769.404	14 Desember/December 2022	11 Januari/January 2023	5,78%	836.926
Bank Indonesia	VR0069	799.303	15 Desember/December 2022	12 Januari/January 2023	5,78%	743.266
Bank Indonesia	VR0056	299.642	16 Desember/December 2022	13 Januari/January 2023	5,78%	286.708
Bank Indonesia	VR0048	454.444	16 Desember/December 2022	16 Juni/June 2023	6,35%	436.800
Bank Indonesia	VR0076	499.999	16 Desember/December 2022	15 Desember/December 2023	6,65%	468.964
Bank Indonesia	VR0071	499.559	26 Desember/December 2022	27 Maret/March 2023	6,26%	468.996
Bank Indonesia	VR0071	299.735	27 Desember/December 2022	28 Maret/March 2023	6,26%	281.402
Bank Indonesia	VR0065	1.498.348	30 Desember/December 2022	27 Januari/January 2023	6,01%	1.390.298
Bank Indonesia	VR0046	26.194				
	VR0050	973.368	30 Desember/December 2022	06 Januari/January 2023	5,50%	959.651
Bank Indonesia	VR0074	499.999	30 Desember/December 2022	19 Desember/December 2023	6,65%	475.034
Jumlah/Total		<u>10.448.021</u>				<u>9.835.773</u>
2021						
Pihak lawan/ Counterparty	Jenis/Type	Nilai wajar efek yang mendasari/ Fair value of underlying securities	Tanggal mulai/ Starting date	Tanggal jatuh tempo/ Due date	Tingkat bunga per tahun/ Interest rates per annum	Nilai tercatat/ Carrying amount
Bank Indonesia	VR0043	709.604	27 Desember/December 2021	3 Januari/January 2022	3,50%	675.749
Bank Indonesia	VR0043	709.604	27 Desember/December 2021	3 Januari/January 2022	3,50%	675.749
Bank Indonesia	VR0043	532.203	27 Desember/December 2021	3 Januari/January 2022	3,50%	506.812
Bank Indonesia	VR0038	646.081	28 Desember/December 2021	4 Januari/January 2022	3,50%	615.538
Bank Indonesia	VR0038	388.578	28 Desember/December 2021	4 Januari/January 2022	3,50%	676.339
	FR0040	311.322				
Bank Indonesia	FR0040	390.557	28 Desember/December 2021	4 Januari/January 2022	3,50%	384.045
Bank Indonesia	VR0062	987.210	29 Desember/December 2021	5 Januari/January 2022	3,50%	939.250
Bank Indonesia	VR0042	661.074	30 Desember/December 2021	6 Januari/January 2022	3,50%	628.170
Bank Indonesia	VR0042	661.074	30 Desember/December 2021	6 Januari/January 2022	3,50%	628.170
Bank Indonesia	VR0042	495.805	30 Desember/December 2021	6 Januari/January 2022	3,50%	471.127
Bank Indonesia	VR0042	128.809	30 Desember/December 2021	6 Januari/January 2022	3,50%	315.770
	VR0046	202.122				
Bank Indonesia	VR0058	999.380	31 Desember/December 2021	7 Januari/January 2022	3,50%	952.610
Bank Indonesia	VR0058	749.535	31 Desember/December 2021	7 Januari/January 2022	3,50%	714.457
Jumlah/Total		<u>8.572.958</u>				<u>8.183.786</u>

Manajemen menyatakan bahwa tidak ada saldo cadangan kerugian penurunan nilai untuk efek-efek yang dibeli dengan janji dijual kembali yang perlu diakui pada tanggal 31 Desember 2022 dan 2021.

Management has determined that there were no impairment losses on securities purchased under agreements to resell to be recognized as of December 31, 2022 and 2021.

10. EFEK-EFEK UNTUK TUJUAN INVESTASI

10. INVESTMENT IN SECURITIES

a. Berdasarkan jenis dan mata uang

a. By type and currency

	<u>2022</u>	<u>2021</u>	
Diukur pada nilai wajar melalui penghasilan komprehensif lain			Measured at fair value through other comprehensive income
Rupiah			Rupiah
Obligasi Pemerintah	<u>754.813</u>	<u>683.933</u>	Government Bonds
Jumlah diukur pada nilai wajar melalui penghasilan komprehensif lain	<u>754.813</u>	<u>683.933</u>	Total measured at fair value through other comprehensive income
Diukur pada biaya yang diamortisasi			Measured at amortized cost
Rupiah			Rupiah
Obligasi Pemerintah	4.564.035	3.863.119	Government Bonds
Wesel SKBDN	48.278	2.578	SKBDN Bills
Obligasi Perusahaan	-	125.000	Corporate Bonds
	<u>4.612.313</u>	<u>3.990.697</u>	
Mata uang asing			Foreign currencies
Obligasi Pemerintah	1.607.011	1.554.570	Government Bonds
Wesel SKBDN	20.954	-	SKBDN Bills
	<u>1.627.965</u>	<u>1.554.570</u>	
Jumlah diukur pada biaya yang diamortisasi	<u>6.240.278</u>	<u>5.545.267</u>	Total measured at amortized cost
Cadangan kerugian penurunan nilai	6.995.091	6.229.200	
	<u>(384)</u>	<u>(37)</u>	Allowance for impairment losses
Jumlah	<u>6.994.707</u>	<u>6.229.163</u>	Total

b. Transaksi dengan pihak berelasi

b. Transaction with related parties

Pada tanggal 31 Desember 2022 dan 2021, tidak ada saldo efek-efek untuk tujuan investasi yang diterbitkan oleh pihak berelasi.

As of December 31, 2022 and 2021, there were no balances of investment in securities issued by related parties.

c. Berdasarkan kolektibilitas

c. By collectability

Seluruh efek-efek pada tanggal 31 Desember 2022 dan 2021 digolongkan lancar menurut kolektibilitas OJK.

All investment in securities as of December 31, 2022 and 2021 were classified as current based on OJK collectability.

d. Tingkat suku bunga kontraktual rata-rata setahun

d. Average annual contractual interest rate

	<u>2022</u>	<u>2021</u>	
Rupiah			Rupiah
Obligasi Pemerintah	6,86%	7,37%	Government Bonds
Obligasi Perusahaan	7,60%	7,60%	Corporate Bonds
Wesel SKBDN	6,96%	9,50%	SKBDN Bills
Mata uang asing			Foreign currencies
Obligasi Pemerintah	4,48%	3,61%	Government Bonds
Wesel SKBDN	4,75%	-	SKBDN Bills

e. Perubahan keuntungan (kerugian) yang belum direalisasi

Perubahan keuntungan (kerugian) yang belum direalisasi dari perubahan nilai wajar efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya adalah sebagai berikut:

	<u>2022</u>	<u>2021</u>
Saldo awal - sebelum pajak penghasilan tangguhan	12.032	57.323
Penambahan keuntungan yang belum direalisasi selama tahun berjalan - bersih	(27.256)	3.310
Reklasifikasi ke keuntungan yang direalisasi atas penjualan efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain selama tahun berjalan - bersih	-	(48.601)
Jumlah - sebelum pajak penghasilan tangguhan	(15.224)	12.032
Pajak penghasilan tangguhan (Catatan 16)	3.348	(2.648)
Saldo akhir - bersih	<u>(11.876)</u>	<u>9.384</u>

e. Movement of unrealized gain (loss)

The movement of unrealized gain (loss) from the change in fair value of securities measured fair value through other comprehensive income was as follows:

Beginning balance - before deferred income tax	57.323
Addition of unrealized gain during the year - net	3.310
Reclassification to realized gain from sale of securities measured at fair value during the year - net	(48.601)
Total - before deferred income tax	12.032
Deferred income tax (Note 16)	(2.648)
End of year - net	<u>9.384</u>

## 11. KREDIT YANG DIBERIKAN

a. Berdasarkan jenis kredit dan mata uang

	<u>2022</u>	<u>2021</u>
Rupiah		
Investasi	6.209.002	7.858.012
Modal kerja	3.154.794	2.621.661
Konsumsi	121.553	172.887
	<u>9.485.349</u>	<u>10.652.560</u>
Dolar Amerika Serikat		
Modal kerja	9.433.093	9.811.331
Investasi	7.717.689	7.447.800
	<u>17.150.782</u>	<u>17.259.131</u>
Yuan China		
Investasi	578.736	330.619
Modal kerja	-	7.713
	<u>578.736</u>	<u>338.332</u>
Jumlah kredit yang diberikan sebelum cadangan kerugian penurunan nilai	27.214.867	28.250.023
Cadangan kerugian penurunan nilai	(1.216.737)	(688.326)
Jumlah kredit yang diberikan - bersih	<u>25.998.130</u>	<u>27.561.697</u>

## 11. LOANS RECEIVABLE

a. By type and currency

Rupiah	
Investment	7.858.012
Working capital	2.621.661
Consumer	172.887
	<u>10.652.560</u>
United States Dollar	
Working capital	9.811.331
Investment	7.447.800
	<u>17.259.131</u>
Chinese Yuan	
Investment	330.619
Working capital	7.713
	<u>338.332</u>
Total loans receivable before allowance for impairment losses	28.250.023
Allowance for impairment losses	(688.326)
Total loan receivable - net	<u>27.561.697</u>

b. Berdasarkan sektor usaha

b. By economic sector

	2022	2021	
Perantara keuangan	6.649.635	6.191.137	Financial intermediaries
Industri pengolahan	5.245.705	5.212.849	Manufacturing
Listrik, gas dan air	3.127.770	3.105.372	Electricity, gas and water
Pertambangan	2.611.988	2.418.195	Mining
Konstruksi	2.486.647	3.623.548	Construction
<i>Real estate</i> , persewaan dan jasa dunia usaha	2.243.341	2.603.506	Real estate, leasing and business services
Pertanian, perkebunan dan sararan pertanian	1.751.630	1.976.097	Agriculture, farming, and agriculture facilities
Pengadaan akomodasi, makanan dan minuman	1.587.853	1.600.751	Accommodation, food and beverages
Pengangkutan, pergudangan dan komunikasi	1.083.393	941.274	Transportation, warehousing and communication
Perdagangan, hotel dan restoran	303.274	403.431	Trading, hotel and restaurant
Jasa-jasa sosial/masyarakat	389	976	Social/public services
Lain-lain	123.242	172.887	Others
Jumlah kredit yang diberikan sebelum cadangan kerugian penurunan nilai	27.214.867	28.250.023	Total loans receivable before allowance for impairment losses
Cadangan kerugian penurunan nilai	(1.216.737)	(688.326)	Allowance for impairment losses
Jumlah kredit yang diberikan - bersih	<u>25.998.130</u>	<u>27.561.697</u>	Total loans receivable - net

c. Berdasarkan jangka waktu

c. By contract period

Klasifikasi berdasarkan jangka waktu perjanjian kredit adalah sebagai berikut:

Loans by contract period based on loan agreement were as follows:

	2022	2021	
< 1 tahun	204.074	853.298	< 1 year
1 - 2 tahun	4.946.622	3.319.384	1 - 2 year
> 2 - 5 tahun	9.995.929	3.610.091	> 2 - 5 years
> 5 tahun	12.068.242	20.467.250	> 5 years
Jumlah kredit yang diberikan sebelum cadangan kerugian penurunan nilai	27.214.867	28.250.023	Total loans receivable before allowance for impairment losses
Cadangan kerugian penurunan nilai	(1.216.737)	(688.326)	Allowance for impairment losses
Jumlah kredit yang diberikan - bersih	<u>25.998.130</u>	<u>27.561.697</u>	Total loans receivable - net

d. Berdasarkan kualitas kredit sesuai dengan peraturan yang berlaku

d. Based on quality of loans receivable based on prevailing regulation

	2022	2021	
Lancar	23.518.446	24.984.981	Current
Dalam perhatian khusus	2.903.404	2.394.851	Special mention
Kurang lancar	54	146	Substandard
Diragukan	106	182	Doubtful
Macet	792.857	869.863	Loss
Jumlah kredit yang diberikan sebelum cadangan kerugian penurunan nilai	27.214.867	28.250.023	Total loans receivable before allowance for impairment losses
Cadangan kerugian penurunan nilai	(1.216.737)	(688.326)	Allowance for impairment losses
Jumlah kredit yang diberikan - bersih	<u>25.998.130</u>	<u>27.561.697</u>	Total loans receivable - net

e. Tingkat suku bunga kontraktual rata-rata

e. Average annual contractual interest rates

	2022	2021	
Rupiah	9,13%	10,51%	Rupiah
Dolar Amerika Serikat	5,39%	3,99%	United States Dollar
Yuan China	4,75%	5,05%	Chinese Yuan

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f. Perubahan cadangan kerugian penurunan nilai atas kredit yang diberikan:

f. The movement of allowance for impairment losses on loans receivable:

	2022				
	Tahap 1/ Stage 1	Tahap 2/ Stage 2	Tahap 3/ Stage 3	Jumlah/ Total	
Saldo awal tahun	164.355	347.352	176.619	688.326	Beginning balance of year
Transfer ke kerugian kredit ekspektasian 12 bulan (tahap 1)	15	(9)	(6)	-	Transferred to 12 months expected credit losses (stage 1)
Transfer ke kerugian kredit ekspektasian sepanjang umur (tahap 2)	(25.084)	25.084	-	-	Transferred to lifetime expected credit losses (stage 2)
Transfer ke kerugian kredit ekspektasian sepanjang umur (tahap 3)	(12)	-	12	-	Transferred to lifetime expected credit losses (stage 3)
Pengukuran kembali	52.302	74.396	534.300	660.998	New remeasurement
Kredit yang diberikan yang baru diperoleh	698	-	-	698	New loan receivables originated
Kredit yang diberikan yang telah dilunasi	(47.593)	(31.630)	5	(79.218)	Loan that have been repaid
Selisih kurs	2.169	14.435	7.000	23.604	Exchange rate differences
Hapus buku	-	-	(77.671)	(77.671)	Write-off
Saldo akhir tahun	<u>146.850</u>	<u>429.628</u>	<u>640.259</u>	<u>1.216.737</u>	Balance at end of year

	2021				
	Tahap 1/ Stage 1	Tahap 2/ Stage 2	Tahap 3/ Stage 3	Jumlah/ Total	
Saldo awal tahun	164.799	243.562	243.467	651.828	Beginning balance of year
Transfer ke kerugian kredit ekspektasian 12 bulan (tahap 1)	50.295	(50.273)	(22)	-	Transferred to 12 months expected credit losses (stage 1)
Transfer ke kerugian kredit ekspektasian sepanjang umur (tahap 2)	(3.179)	3.230	(51)	-	Transferred to lifetime expected credit losses (stage 2)
Transfer ke kerugian kredit ekspektasian sepanjang umur (tahap 3)	(3.063)	(51)	3.114	-	Transferred to lifetime expected credit losses (stage 3)
Pengukuran kembali	(70.067)	179.214	476.307	585.454	New remeasurement
Kredit yang diberikan yang baru diperoleh	46.625	-	-	46.625	New loan receivables originated
Kredit yang diberikan yang telah dilunasi	(21.410)	(28.221)	(117.118)	(166.749)	Loan that have been repaid
Selisih kurs	4.356	9	9	4.374	Exchange rate differences
Hapus buku	(4.001)	(118)	(429.087)	(433.206)	Write-off
Saldo akhir tahun	<u>164.355</u>	<u>347.352</u>	<u>176.619</u>	<u>688.326</u>	Balance at end of year

Tabel berikut menyediakan penjelasan bagaimana perubahan signifikan atas nilai tercatat bruto atas kredit yang diberikan selama periode berjalan berkontribusi terhadap perubahan cadangan kerugian penurunan nilai:

The following table provides an explanation of how significant changes in the gross carrying amount of loans during the period contributed to changes in allowance for impairment losses:

	2022				
	Tahap 1/ Stage 1	Tahap 2/ Stage 2	Tahap 3/ Stage 3	Jumlah/ Total	
Saldo awal tahun	23.402.580	3.977.342	870.101	28.250.023	Beginning balance of year
Transfer ke kerugian kredit ekspektasian 12 bulan (tahap 1)	69	(59)	(10)	-	Transferred to 12 months expected credit losses (stage 1)
Transfer ke kerugian kredit ekspektasian sepanjang umur (tahap 2)	(840.684)	840.718	(34)	-	Transferred to lifetime expected credit losses (stage 2)
Transfer ke kerugian kredit ekspektasian sepanjang umur (tahap 3)	(393)	(25)	418	-	Transferred to lifetime expected credit losses (stage 3)
Perubahan nilai tercatat	689.545	2.163	386	692.094	Changes of carrying value
Kredit yang diberikan yang baru diperoleh	479.896	-	-	479.896	New loan receivables originated
Kredit yang diberikan yang telah dilunasi	(1.711.641)	(417.659)	(175)	(2.129.475)	Loan that have been repaid
Hapus buku	-	-	(77.671)	(77.671)	Write-off
Saldo akhir tahun	<u>22.019.372</u>	<u>4.402.480</u>	<u>793.015</u>	<u>27.214.867</u>	Balance at end of year

	2021				
	Tahap 1/ Stage 1	Tahap 2/ Stage 2	Tahap 3/ Stage 3	Jumlah/ Total	
Saldo awal tahun	26.095.762	4.685.519	1.352.803	32.134.084	Beginning balance of year
Transfer ke kerugian kredit ekspektasian 12 bulan (tahap 1)	1.910.442	(1.907.501)	(2.941)	-	Transferred to 12 months expected credit losses (stage 1)
Transfer ke kerugian kredit ekspektasian sepanjang umur (tahap 2)	(1.211.139)	1.300.953	(89.814)	-	Transferred to lifetime expected credit losses (stage 2)
Transfer ke kerugian kredit ekspektasian sepanjang umur (tahap 3)	(83.162)	(82)	83.244	-	Transferred to lifetime expected credit losses (stage 3)
Perubahan nilai tercatat	(306.707)	(99.794)	(37.514)	(444.015)	Changes of carrying value
Kredit yang diberikan yang baru diperoleh	362.978	-	-	362.978	New loan receivables originated
Kredit yang diberikan yang telah dilunasi	(3.361.593)	(1.635)	(6.590)	(3.369.818)	Loan that have been repaid
Hapus buku	(4.001)	(118)	(429.087)	(433.206)	Write-off
Saldo akhir tahun	<u>23.402.580</u>	<u>3.977.342</u>	<u>870.101</u>	<u>28.250.023</u>	Balance at end of year

- g. Pergerakan antar tahap dalam tabel di atas adalah agregasi dari pergerakan selama tahun berjalan dan menunjukkan akumulasi dari transaksi-transaksi selama tahun berjalan.

Selama tahun yang berakhir pada 31 Desember 2022 dan 2021, Bank tidak memiliki transaksi yang menghasilkan pengakuan atas aset keuangan yang dibeli atau yang berasal dari aset keuangan memburuk.

- h. Informasi signifikan lainnya sehubungan dengan kredit yang diberikan

- Kredit yang diberikan dijamin dengan simpanan nasabah, agunan berupa tanah, bangunan, kendaraan atau jaminan lain yang umumnya diterima oleh Bank (Catatan 33.b.iii tentang informasi agunan).
- Kredit yang diberikan kepada Direksi dan karyawan Bank merupakan pinjaman untuk membeli rumah, kendaraan dan kartu kredit. Pembayaran dilakukan melalui pemotongan gaji setiap bulan. Suku bunga efektif rata-rata pinjaman karyawan pada tanggal 31 Desember 2022 adalah sebesar 5,00% per tahun (31 Desember 2021: 5,18%).
- Pada tanggal 31 Desember 2022, *loan to funding ratio* adalah sebesar 64,61% (31 Desember 2021: 58,60%).
- Kredit yang diberikan kepada pihak-pihak berelasi pada tanggal 31 Desember 2022 adalah sebesar Rp 4.603 (31 Desember 2021: Rp 5.077) (Catatan 28).
- Pada tanggal 31 Desember 2022, saldo kredit yang direstrukturisasi adalah sebesar Rp 8.197.766 (31 Desember 2021: Rp 8.776.869).

- g. The inter-stage movements within the tables presented above are an aggregation movements over the year and will therefore reflect the accumulation of multiple transactions during the year.

During the year ended December 31, 2022 and 2021, the Bank did not engage in transactions that resulted into recognition of Purchased or Originated Credit Impaired assets.

- h. Other significant information relating to loans

- The loans are secured by deposits from customers, collaterals in the form of land, building, vehicles or other collaterals acceptable to the Bank (Note 33.b.iii for collateral information).
- The loans to the Bank's Directors and employees are intended for the acquisition of houses, vehicles and credit card. The repayments are collected through deductions from monthly salary. The average annual effective interest rates for employees loans as of December 31, 2022 was 5.00% per annum (December 31, 2021: 5.18%).
- As of December 31, 2022, loan to funding ratio was 64.61% (December 31, 2021: 58.60%).
- Loans granted to related parties as of December 31, 2022 amounted to Rp 4,603 (December 31, 2021: Rp 5,077) (Note 28).
- As of December 31, 2022, restructured loans amounted to Rp 8,197,766 (December 31, 2021: Rp 8,776,869).

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- Rasio *non-performing loan* (NPL) pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

	2022	2021
NPL bruto	3,00%	3,17%
NPL neto <sup>1)</sup>	0,58%	2,53%

1) Neto setelah cadangan kerugian penurunan nilai

- Pada tanggal 31 Desember 2022 dan 2021, tidak terdapat pelanggaran ataupun pelanggaran Batas Maksimum Pembelian Kredit (“BMPK”) kepada pihak berelasi dan pihak ketiga.

i. Saldo kontraktual aset keuangan yang dihapusbukukan selama tahun berakhir 31 Desember 2022 dan masih dalam aktivitas penagihan sebesar Rp 77.671 (31 Desember 2021: Rp 433.206).

- As of December 31, 2022 and 2021 the non-performing loan (NPL) ratios were as follows:

Gross NPL  
Net NPL<sup>1)</sup>

1) Net of allowance for impairment losses

- As of December 31, 2022 and 2021, there were no excess of nor violation of Legal Lending Limit (“LLL”) to related parties and third parties.

i. The contractual amount outstanding on financial assets that were written off during the year ended December 31, 2022 and that are still subject to enforcement activity is Rp 77,671 (December 31, 2021: Rp 433,206).

**12. ASET TETAP**

**12. FIXED ASSETS**

	1 Januari/ January 1, 2022	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassification	31 Desember/ December 31, 2022	
Biaya perolehan:						At cost:
Tanah	1.419	-	-	-	1.419	Land
Bangunan	290.910	122	-	-	291.032	Buildings
Inventaris kantor	242.693	4.501	(37.756)	190	209.628	Office equipments
Kendaraan	352	58	(42)	-	368	Vehicles
Prasarana	90.275	54	(7.685)	-	82.644	Leasehold improvement
Aset dalam penyelesaian	190	-	-	(190)	-	Construction in progress
Aset hak-guna	80.675	5.260	(2.324)	-	83.611	Right-of-use assets
Jumlah	<u>706.514</u>	<u>9.995</u>	<u>(47.807)</u>	<u>-</u>	<u>668.702</u>	Total
Akumulasi penyusutan:						Accumulated depreciation:
Bangunan	(157.520)	(14.454)	-	-	(171.974)	Buildings
Inventaris kantor	(184.516)	(18.684)	37.700	-	(165.500)	Office equipments
Kendaraan	(336)	(16)	42	-	(310)	Vehicles
Prasarana	(80.768)	(3.308)	7.685	-	(76.391)	Leasehold improvement
Aset hak-guna	(27.304)	(18.471)	2.324	-	(43.451)	Right-of-use assets
Jumlah	<u>(450.444)</u>	<u>(54.933)</u>	<u>47.751</u>	<u>-</u>	<u>(457.626)</u>	Total
Jumlah tercatat bersih	<u>256.070</u>				<u>211.076</u>	Net carrying value

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	1 Januari/ January 1, 2021	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassification	31 Desember/ December 31, 2021	
Biaya perolehan:						At cost:
Tanah	1.419	-	-	-	1.419	Land
Bangunan	290.902	8	-	-	290.910	Buildings
Inventaris kantor	243.590	3.136	(4.033)	-	242.693	Office equipments
Kendaraan	333	19	-	-	352	Vehicles
Prasarana	87.402	-	(826)	3.699	90.275	Leasehold improvement
Aset dalam penyelesaian	413	3.476	-	(3.699)	190	Construction in progress
Aset hak-guna	73.420	25.564	(18.309)	-	80.675	Right-of-use assets
Jumlah	697.479	32.203	(23.168)	-	706.514	Total
Akumulasi penyusutan:						Accumulated depreciation:
Bangunan	(142.982)	(14.538)	-	-	(157.520)	Buildings
Inventaris kantor	(162.550)	(25.979)	4.013	-	(184.516)	Office equipments
Kendaraan	(327)	(9)	-	-	(336)	Vehicles
Prasarana	(78.023)	(3.506)	761	-	(80.768)	Leasehold improvement
Aset hak-guna	(23.696)	(21.917)	18.309	-	(27.304)	Right-of-use assets
Jumlah	(407.578)	(65.949)	23.083	-	(450.444)	Total
Jumlah tercatat bersih	289.901				256.070	Net carrying value

Manajemen berpendapat bahwa tidak terdapat indikasi penurunan nilai atas aset tetap yang dimiliki Bank.

Management believes that there was no impairment in the value of fixed assets owned by the Bank.

Bank menyewa gedung untuk kantor cabang dan apartemen, serta kendaraan untuk jangka waktu masing-masing selama 3 - 10 tahun, 2 tahun dan 5 tahun. Kontrak tersebut mencakup opsi untuk memperbarui sewa untuk periode tambahan dengan durasi yang sama setelah akhir masa kontrak.

The Bank leases a building for its branch office building and apartment, and vehicle for a term of 3 - 10 years, 2 years, and 5 years, respectively. The contracts include an option to renew the lease for an additional period of the same duration after the end of the contract term.

	Gedung kantor/office building	Apartemen/ Apartment	Kendaraan/ Vehicle	Jumlah/ Total	
Saldo 1 Januari 2022	38.071	438	14.862	53.371	Balance as of January 1, 2022
Penambahan selama tahun berjalan	5.260	-	-	5.260	Addition during the year
Penyusutan selama tahun berjalan	(15.060)	(438)	(2.973)	(18.471)	Depreciation charge for the year
Saldo 31 Desember 2022	28.271	-	11.889	40.160	Balance as of December 31, 2022
	Gedung kantor/office building	Apartemen/ Apartment	Kendaraan/ Vehicle	Jumlah/ Total	
Saldo 1 Januari 2021	43.629	1.096	4.999	49.724	Balance as of January 1, 2021
Penambahan selama tahun berjalan	10.768	-	14.796	25.564	Addition during the year
Penyusutan selama tahun berjalan	(16.326)	(658)	(4.933)	(21.917)	Depreciation charge for the year
Saldo 31 Desember 2021	38.071	438	14.862	53.371	Balance as of December 31, 2021

2022                      2021

Jumlah diakui di laba rugi	2022	2021	Amounts recognized in profit or loss
Bunga atas liabilitas sewa (Catatan 24)	1.931	2.082	Interest on lease liabilities (Note 24)
Penyusutan aset hak-guna (Catatan 26)	18.471	21.917	Depreciation of right-of-use assets (Note 26)
Beban yang berkaitan dengan sewa jangka pendek atau nilai rendah (Catatan 26)	7.572	7.664	Expenses relating to short-term or low value leases (Note 26)

**13. ASET LAIN-LAIN**

	<u>2022</u>
Bunga masih akan diterima	500.109
Beban dibayar dimuka	26.784
Setoran jaminan	4.631
Barang cetakan dan perlengkapan kantor	2.961
Aset takberwujud	1.627
Agunan yang diambil alih	1.206
Lain-lain	3.184
Jumlah	<u>540.502</u>

Bunga masih akan diterima merupakan pendapatan bunga atas kredit yang diberikan, penempatan pada bank-bank lain dan efek-efek untuk tujuan investasi.

Beban dibayar di muka sebagian besar terdiri atas sewa aset bernilai rendah, sewa jangka pendek dan asuransi.

Aset takberwujud merupakan perangkat lunak komputer setelah dikurangi akumulasi amortisasi.

Agunan yang diambil alih merupakan agunan yang diambil alih oleh Bank sehubungan dengan penyelesaian kredit yang terdiri atas tanah dan bangunan.

Setoran jaminan terdiri dari setoran yang diberikan Bank kepada pihak ketiga sebagai jaminan atas gedung kantor yang disewa.

**13. OTHER ASSETS**

	<u>2021</u>	
380.535		Interest receivable
14.020		Prepaid expenses
4.531		Security deposits
2.976		Printed materials and office supplies
2.752		Intangible assets
1.206		Foreclosed assets
3.065		Others
<u>409.085</u>		Total

Interest receivable represents interest income from loans, placements with other banks and investment in securities.

Prepaid expenses mainly consist of prepaid for leases of low-value assets, short-terms leases and insurance.

The intangible asset represents computer software-net of accumulated amortization.

Foreclosed assets consist of collaterals which were acquired by the Bank in the settlement of loans in form of land and building.

Security deposits consist of deposits provided by Bank to third parties as guarantee for leased office buildings.

**14. SIMPANAN NASABAH**

a. Berdasarkan jenis dan mata uang

	<u>2022</u>
Rupiah	
Giro	2.994.831
Tabungan	1.797.161
Deposito berjangka	<u>22.477.448</u>
Subjumlah	<u>27.269.440</u>
Mata uang asing	
Giro	5.284.427
Tabungan	407.998
Deposito berjangka	<u>7.924.576</u>
Subjumlah	<u>13.617.001</u>
Jumlah	<u>40.886.441</u>

Simpanan nasabah yang diblokir atau dijadikan sebagai jaminan pada tanggal 31 Desember 2022 adalah sebesar Rp 1.143.101 (31 Desember 2021: Rp 972.192).

**14. DEPOSITS FROM CUSTOMERS**

a. By type and currency

	<u>2021</u>	
7.010.322		Rupiah
1.902.829		Current accounts
25.044.148		Saving accounts
<u>33.957.299</u>		Time deposits
		Subtotal
3.029.123		Foreign Currencies
383.361		Current accounts
9.457.801		Saving accounts
<u>12.870.285</u>		Time deposits
		Subtotal
<u>46.827.584</u>		Total

Deposits from customers which were blocked or pledged as collaterals as of December 31, 2022 Rp 1,143,101 (December 31, 2021: Rp 972,192).

b. Transaksi dengan pihak berelasi

Pihak berelasi untuk transaksi simpanan nasabah adalah simpanan dari pemegang saham, Dewan Komisaris, Direksi, pejabat eksekutif dan keluarga mereka adalah Rp 91.089 pada tanggal 31 Desember 2022 (31 Desember 2021: Rp 100.078).

c. Tingkat suku bunga kontraktual rata-rata setahun

Tingkat suku bunga kontraktual rata-rata setahun adalah sebagai berikut:

	<u>2022</u>	<u>2021</u>
Rupiah		
Giro	1,76%	0,81%
Tabungan	1,02%	1,21%
Deposito berjangka	3,38%	3,99%
Mata uang asing		
Giro	0,06%	0,07%
Tabungan	0,06%	0,05%
Deposito berjangka	0,67%	0,64%

b. Related party transactions

Related party for deposits from customers transactions are deposits from shareholder, Board of Commissioners, Directors, executive officers and their families amounting to Rp 91,089 as of December 31, 2022 (December 31, 2021: Rp 100,078).

c. Average annual contractual interest rate

The average annual contractual interest rates were as follows:

	<u>2022</u>	<u>2021</u>
Rupiah		
Current accounts	0,81%	1,21%
Saving accounts	1,02%	3,99%
Time deposits	3,38%	0,64%
Foreign Currencies		
Current accounts	0,06%	0,07%
Saving accounts	0,06%	0,05%
Time deposits	0,67%	0,64%

**15. SIMPANAN DARI BANK-BANK LAIN**

a. Berdasarkan jenis dan mata uang

	<u>2022</u>	<u>2021</u>
Rupiah		
Giro	745	32.999
Deposito berjangka	177.300	1.266.550
Subjumlah	<u>178.045</u>	<u>1.299.549</u>
Mata uang asing		
Giro	1.286.718	1.193.343
Subjumlah	<u>1.286.718</u>	<u>1.193.343</u>
Jumlah	<u>1.464.763</u>	<u>2.492.892</u>

b. Tingkat suku bunga kontraktual rata-rata setahun

	<u>2022</u>	<u>2021</u>
Rupiah		
Giro	1,73%	2,13%
Deposito berjangka	3,47%	3,71%
Mata uang asing		
Giro	0,53%	0,46%
Deposito berjangka	1,38%	-

**15. DEPOSITS FROM OTHER BANKS**

a. By type and currency

	<u>2022</u>	<u>2021</u>
Rupiah		
Current accounts	745	32.999
Time deposits	177.300	1.266.550
Subtotal	<u>178.045</u>	<u>1.299.549</u>
Foreign currency		
Current accounts	1.286.718	1.193.343
Subtotal	<u>1.286.718</u>	<u>1.193.343</u>
Total	<u>1.464.763</u>	<u>2.492.892</u>

b. Average annual contractual interest rate

	<u>2022</u>	<u>2021</u>
Rupiah		
Current accounts	1,73%	2,13%
Time deposits	3,47%	3,71%
Foreign currencies		
Current accounts	0,53%	0,46%
Time deposits	1,38%	-

c. Berdasarkan jangka waktu

c. By contractual period

	<u>2022</u>	<u>2021</u>	
< 1 bulan	898.276	1.226.342	< 1 month
1 - 3 bulan	159.300	870.850	1 - 3 month
> 3 - 12 bulan	<u>407.187</u>	<u>395.700</u>	> 3 - 12 month
Jumlah	<u><u>1.464.763</u></u>	<u><u>2.492.892</u></u>	Total

## 16. PAJAK PENGHASILAN

## 16. INCOME TAX

Utang pajak penghasilan terdiri atas:

Income tax payable consists of the following:

	<u>2022</u>	<u>2021</u>	
Pajak Penghasilan Pasal 29	117.201	113.668	Income Tax Article 29
Pajak Penghasilan Pasal 29 Tahun 2017	142	-	Income Tax Article 29 Year 2017
Pajak Penghasilan Pasal 25	-	10.910	Income Tax Article 25
Jumlah	<u><u>117.343</u></u>	<u><u>124.578</u></u>	Total

Beban pajak penghasilan terdiri atas:

Income tax expense consists of the following:

	<u>2022</u>	<u>2021</u>	
Beban pajak kini	196.165	229.572	Current tax expense
Biaya pajak penghasilan tahun sebelumnya	142	-	Income tax expense from prior year
Dampak perubahan tarif pajak yang berlaku	-	(60.168)	Effect of change in enacted tax rate
Manfaat pajak tangguhan	<u>(118.915)</u>	<u>(107.208)</u>	Deferred tax benefit
Jumlah beban pajak penghasilan	<u><u>77.392</u></u>	<u><u>62.196</u></u>	Total income tax expense

### Pajak Kini

### Current Tax

Rekonsiliasi antara laba sebelum pajak menurut laporan laba rugi dan penghasilan komprehensif lain dengan laba kena pajak adalah sebagai berikut:

Reconciliation between income before tax per statement of profit or loss and other comprehensive income and taxable income is as follows:

	<u>2022</u>	<u>2021</u>	
Laba sebelum pajak	<u><u>345.249</u></u>	<u><u>538.273</u></u>	Profit before tax
Perbedaan temporer:			Temporary differences:
Cadangan kerugian penurunan nilai	451.158	451.376	Allowance for impairment losses
Imbalan kerja	(16.071)	4.309	Employee benefit
Cadangan bonus	4.626	6.620	Bonus provision
Derivatif	99.482	17.013	Derivative
Penyusutan dan amortisasi	855	9.334	Depreciation and amortization
Beban sewa hak guna	477	(1.342)	Lease expense
Subjumlah	<u><u>540.527</u></u>	<u><u>487.310</u></u>	Subtotal

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	2022	2021	
Laba sebelum pajak	345.249	538.273	Profit before tax
Perbedaan yang tidak dapat diperhitungkan menurut fiskal:			Permanent differences:
Sumbangan dan natura	2.318	16.905	Donation and benefit-in-kind
Lainnya	3.564	1.021	Others
Subjumlah	5.882	17.926	Subtotal
Laba kena pajak	891.658	1.043.509	Taxable income
Beban pajak kini	196.165	229.572	Current tax expense
Dikurangi pembayaran pajak penghasilan di muka	78.964	115.904	Less prepayment of income tax
Utang pajak kini	117.201	113.668	Current tax payable

Rekonsiliasi antara beban pajak dan hasil perkalian  
laba akuntansi sebelum pajak dengan tarif pajak yang  
berlaku adalah sebagai berikut:

A reconciliation between the total tax expense and the  
amounts computed by applying the effective tax rates  
to income before tax is as follows:

	2022	2021	
Laba sebelum pajak	345.249	538.273	Profit before tax
Tarif pajak 22%	75.955	118.420	Statutory tax rate 22%
Dampak perubahan tarif pajak yang berlaku	-	(60.168)	Effect of change in enacted tax rate
Biaya Pajak Penghasilan Tahun Sebelumnya	142	-	Income tax expense from prior year
Perbedaan permanen	1.295	3.944	Permanent differences
Beban pajak	77.392	62.196	Income tax expense

**Pajak Tangguhan**

**Deferred Tax**

Rincian dari aset (liabilitas) pajak tangguhan Bank  
adalah sebagai berikut:

The details of the Bank's deferred tax assets (liabilities)  
are as follows:

	31 Desember/ December 31, 2021	Diakui pada laba rugi/ Recognized in profit or loss	Diakui pada penghasilan komprehensif lain/ Recognized in other comprehensive income	31 Desember/ December 31, 2022	
Cadangan kerugian penurunan nilai atas aset keuangan	751.690	99.255	-	850.945	Provision for impairment losses of financial assets
Bonus masih harus dibayar	10.962	1.018	-	11.980	Accrued bonus
Liabilitas imbalan kerja	15.545	(3.536)	(409)	11.600	Employee benefits obligation
Penyusutan dan amortisasi	(1.075)	292	-	(783)	Depreciation and amortization
Kerugian (keuntungan) yang belum direalisasi atas transaksi derivatif	(5.607)	21.886	-	16.279	Unrealized (gains) losses on derivative transactions
Kerugian (keuntungan) yang belum direalisasi atas perubahan nilai wajar efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain	(2.648)	-	5.996	3.348	Unrealized losses (gains) from changes in fair value of securities measured at fair value through other comprehensive income
Aset pajak tangguhan - bersih	768.867	118.915	5.587	893.369	Deferred tax assets - net

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	Dampak perubahan tarif pajak yang berlaku/ <i>Effect of change in enacted tax rate</i>			Diakui pada laba rugi/ <i>Recognized in profit or loss</i>	Diakui pada penghasilan komprehensif lain/ <i>Recognized in other comprehensive income</i>	31 Desember/ <i>December 31,</i> 2021	
	31 Desember/ <i>December 31,</i> 2020	ke laba rugi/ <i>to profit and loss</i>	ke penghasilan komprehensif lain/ <i>to other comprehensive income</i>				
Cadangan kerugian penurunan nilai atas aset keuangan	593.702	58.686	-	99.302	-	751.690	Provision for impairment losses of financial assets
Bonus masih harus dibayar	9.449	57	-	1.456	-	10.962	Accrued bonus
Liabilitas imbalan kerja	14.010	1.426	(12)	948	(827)	15.545	Employee benefits obligation
Penyusutan dan amortisasi	(2.834)	-	-	1.759	-	(1.075)	Depreciation and amortization
Kerugian (keuntungan) yang belum direalisasi atas transaksi derivatif	(9.349)	(1)	-	3.743	-	(5.607)	Unrealized (gains) losses on derivative transactions
Kerugian (keuntungan) yang belum direalisasi atas perubahan nilai wajar efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lain	(12.612)	-	-	-	9.964	(2.648)	Unrealized losses (gains) from changes in fair value of securities measured at fair value through other comprehensive income
Aset pajak tangguhan - bersih	592.366	60.168	(12)	107.208	9.137	768.867	Deferred tax assets - net

Sesuai peraturan perpajakan di Indonesia, Bank melaporkan/menyetorkan pajaknya berdasarkan sistem *self-assessment*. Fiskus dapat memeriksa dan menilai kembali pajak-pajak tersebut dalam jangka waktu sesuai yang berlaku.

Under the taxation laws of Indonesia, the Bank submits tax returns on the basis of self-assessment. The tax authorities may examine and re-assess the corporate tax returns within the time period specified in the prevailing statute of limitation.

Posisi Bank atas pajak dapat dipertanyakan oleh fiskus. Manajemen dapat mempertahankan posisi pajak Bank yang diyakini secara teknis telah sesuai dengan peraturan perpajakan. Oleh karena itu, manajemen yakin bahwa akrual atas liabilitas pajak berdasarkan evaluasi atas berbagai faktor, termasuk interpretasi atas undang-undang pajak dan pengalaman sebelumnya. Penilaian didasarkan keputusan atas kejadian mendatang. Informasi baru yang tersedia dapat menyebabkan perubahan keputusan oleh manajemen atas kecukupan dari liabilitas pajak. Perubahan tersebut dapat mempengaruhi beban pajak pada periode dimana fakta dan keadaan mendasari adanya perubahan.

The Bank's tax positions may be challenged by the tax authorities. Management vigorously defends the bank's tax positions which are believed to be grounded on sound technical basis, in compliance with the tax regulations. Accordingly, management believes that the accruals for tax liabilities are adequate for all open tax years. Determining the amount of income tax involves estimates and assumptions, as well as judgment about future events. New information may become available that causes management to change its judgment regarding the adequacy of existing tax liabilities. Such changes will impact tax expense in the period in which the underlying facts and circumstances change.

#### Perubahan tarif pajak

Peraturan Pemerintah Pengganti Undang-Undang Nomor 1 Tahun 2020 tentang Kebijakan Keuangan Negara dan Stabilitas Sistem Keuangan untuk Penanggulangan Penyakit Coronavirus 2019 ("COVID-19") dan/atau Penanggulangan Ancaman terhadap Perekonomian Nasional dan/atau Stabilitas Sistem Keuangan ("Perpu No. 1/2020") mulai berlaku pada 31 Maret 2020. Perpu 1/2020 menyesuaikan tarif pajak penghasilan badan usaha dan tetap menjadi 22% yang berlaku untuk Tahun Pajak 2020 dan 2022 dan 20% berlaku untuk Tahun Pajak 2022 dan selanjutnya.

#### Changes in tax rates

Government Regulation in Lieu of Law No. 1 Year 2020 on State Financial Policy and Stability of Financial Systems for the Management of Coronavirus Disease 2019 ("COVID-19") and/or Counter the Threat to National Economy and/or Stability of Financial Systems ("Perpu No. 1/2020") took effect on March 31, 2020. Perpu 1/2020 reduced the income tax rates for domestic corporations and permanent establishments to 22% applicable for fiscal years 2020 and 2022 and further reduction to 20% applicable for fiscal year 2022 and thereafter.

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Melalui Undang-Undang Nomor 7 Tahun 2021 tentang Harmonisasi Peraturan Perpajakan (HPP) yang akan diimplementasikan per 1 Januari 2022, mulai Tahun Pajak 2022 dan seterusnya, tarif pajak penghasilan (PPH) badan ditetapkan kembali menjadi 22%. Ini mengembalikan ketentuan di Perpu 1/2020 dimana tarif PPh badan rencananya diturunkan menjadi 20%.

Through Law Number 7 of 2021 concerning Harmonization of Tax Regulations (HPP) which will be implemented as of January 1, 2022, starting from the 2022 Tax Year onwards, the corporate income tax (PPH) rate is set back to 22%. This restores the provisions in Perpu 1/2020 where the corporate income tax rate is planned to be reduced to 20%.

**17. EFEK-EFEK YANG DIJUAL DENGAN JANJI DIBELI KEMBALI**

Untuk mengelola kebutuhan pendanaannya, Bank melakukan transaksi pembiayaan berdasarkan perjanjian jual dan pembelian kembali surat berharga, pada tanggal 31 Desember 2022 dan 2021, Bank memiliki kewajiban pembelian kembali sebagai berikut:

Pihak lawan/ Counterparty	Jenis efek yang mendasari/ Type of underlying securities	Nilai wajar efek yang mendasari/ Fair value of underlying securities	Tanggal penjualan/ Sale date	Tanggal pembelian kembali/ Repurchase date	Tingkat suku bunga/ Interest rate	Nilai tercatat/ Carrying amount
PT Bank ANZ Indonesia	FR0081	739.766	15 Desember/ December 2022	15 Maret/ March 2023	5,50%	610.523
		<u>739.766</u>				<u>610.523</u>

**17. SECURITIES SOLD UNDER AGREEMENTS TO REPURCHASE**

To manage funding requirements, the Bank engages in financing transactions under securities sale and repurchase agreements. As of December 31, 2022 and 2021, the Bank had the following repurchase obligations:

Pihak lawan/ Counterparty	Jenis efek yang mendasari/ Type of underlying securities	Nilai wajar efek yang mendasari/ Fair value of underlying securities	Tanggal penjualan/ Sale date	Tanggal pembelian kembali/ Repurchase date	Tingkat suku bunga/ Interest rate	Nilai tercatat/ Carrying amount
PT Bank UOB Indonesia	FR0056	395.412	26 Februari/ February 2021	22 Februari/ February 2022	0,90%	370.731
		<u>395.412</u>				<u>370.731</u>

**18. PINJAMAN YANG DITERIMA**

	2022	2021
<b>Mata uang asing</b>		
<u>Pihak ketiga</u>		
PT Bank Central Asia Tbk	2.023.775	2.093.336
Standard Chartered Bank Indonesia	622.700	-
PT Citi Bank Indonesia	311.350	-
PT Bank ANZ Indonesia	-	285.050
<u>Pihak berelasi (Catatan 28)</u>		
Industrial and Commercial Bank of China Ltd., China	2.335.125	2.137.875
Jumlah	<u>5.292.950</u>	<u>4.516.261</u>

**18. BORROWINGS**

<b>Foreign currencies</b>
<u>Third party</u>
PT Bank Central Asia Tbk
Standard Chartered Bank Indonesia
PT Citi Bank Indonesia
PT Bank ANZ Indonesia
<u>Related parties (Note 28)</u>
Industrial and Commercial Bank of China Ltd., China
Total

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Pada tanggal 31 Desember 2022 dan 2021, jatuh tempo dan suku bunga dari fasilitas pinjaman yang diterima adalah sebagai berikut:

As of December 31, 2022 and 2021, the maturity dates and interest rates of outstanding borrowing facilities were as follow:

	Tanggal jatuh tempo/Maturity date		Suku bunga/Interest rate	
	2022	2021	2022	2021
PT Bank Central Asia Tbk	24 Mei/May 2024	12 - 26 September/September 2022	5,58%	1%
PT Bank ANZ Indonesia	-	2 Desember/December 2022	-	0,65%
Standard Chartered Bank Indonesia	27 Desember/December 2023	-	5,79%	-
PT Citi Bank Indonesia	1 Desember/December 2023	-	5,26%	-
Industrial and Commercial Bank of China Ltd., China	2 Februari/February 2023	2 Februari/February 2023	4,37%	1,16%

Seluruh perjanjian pinjaman tersebut mencakup adanya pembatasan-pembatasan tertentu yang umumnya diharuskan untuk fasilitas-fasilitas kredit tertentu, antara lain, pembatasan untuk melakukan penggabungan usaha atau konsolidasi dengan pihak lain, mengadakan perjanjian pinjaman dengan pihak lain kecuali yang timbul dalam kegiatan usaha yang normal atau melakukan perubahan atas struktur modal dan/atau Anggaran Dasar tanpa adanya persetujuan tertulis dari kreditur dan kepatuhan terhadap rasio-rasio keuangan tertentu. Pada tanggal 31 Desember 2022 dan 2021, Bank telah mematuhi pembatasan-pembatasan penting sehubungan dengan perjanjian pinjaman dengan kreditur.

All borrowing agreements include certain restrictive covenants which are normally required for such credit facilities, such as limitations to initiate merger or consolidation with other parties, borrowing from other parties except in the normal course of business, or change its capital structure and/or Articles of Association without prior written approval from the creditors, and compliance with agreed financial ratios. As of December 31, 2022 and 2021, the Bank was in compliance with the aforementioned covenants in relation to the loan agreements with creditors.

**19. LIABILITAS LAIN-LAIN DAN BEBAN YANG MASIH HARUS DIBAYAR**

**19. OTHER LIABILITIES AND ACCRUED EXPENSES**

	2022	2021	
Bunga masih harus dibayar	178.353	145.084	Interest payable
Bonus masih harus dibayar	54.747	49.825	Accrued bonus
Provisi dan komisi ditangguhkan	27.343	34.180	Deferred fees and commissions
Pajak lainnya	22.806	21.658	Other taxes
Liabilitas sewa	20.896	37.824	Lease liabilities
Beban masih harus dibayar	1.942	3.824	Accrued expenses
Cadangan kerugian penurunan nilai atas rekening administratif	1.874	5.375	Allowance for impairment losses on off-balance sheet items
Setoran jaminan	464	484	Guarantee deposits
Lain-lain	6.089	2.731	Others
Jumlah	<u>314.514</u>	<u>300.985</u>	Total

Provisi dan komisi ditangguhkan merupakan pendapatan provisi dari fasilitas kredit yang belum dicairkan, L/C, SKBDN, dan garansi bank yang diamortisasi sesuai dengan jangka waktu.

Deferred fees and commissions represent fees and commissions from undrawn loan facilities, L/C, SKBDN, and bank guarantees which are amortized during the period.

Bunga masih harus dibayar merupakan beban bunga atas simpanan nasabah, simpanan dari bank-bank lain, pinjaman yang diterima dan pinjaman subordinasi.

Interest payable represents interest expenses for deposits from customers, deposits from other banks, borrowings and subordinated loans.

Setoran jaminan merupakan setoran jaminan nasabah terkait dengan penerbitan L/C dan Surat Kredit Berdokumentasi Dalam Negeri (SKBDN).

Guarantee deposits represent customer's guarantee deposits related to issuance of L/C and Domestic Letter of Credit (SKBDN).

Beban masih harus dibayar berkenaan dengan pengadaan aset tetap dan transaksi *Letter of Credit* (L/C) yang belum diselesaikan.

Accrued expenses related to acquisition of fixed assets and Letter of Credit (L/C) transactions which are not yet settled.

**20. PINJAMAN SUBORDINASI**

	<u>2022</u>	<u>2021</u>	
Pinjaman subordinasi	<u>2.101.613</u>	<u>1.924.088</u>	Subordinated loans

Pada tanggal 25 April 2013, Bank memperoleh pinjaman subordinasi dari Industrial and Commercial Bank of China Ltd., China sebesar USD 60 juta dengan jangka waktu 10 tahun dan jatuh tempo pada tanggal 25 April 2023. Suku bunga yang dikenakan pada pinjaman ini sebesar suku bunga LIBOR 3 bulan + margin.

Pada tanggal 4 Desember 2019, Bank memperoleh pinjaman subordinasi dari Industrial and Commercial Bank of China Ltd., China sebesar USD 75 juta dengan jangka waktu 5 tahun dan jatuh tempo pada tanggal 4 Desember 2024. Suku bunga yang dikenakan pada pinjaman ini sebesar suku bunga LIBOR 6 bulan + margin. Terkait dengan transisi LIBOR, para pihak sepakat akan mengubah persyaratan pinjaman menjadi transisi ke SOFR (*Secured Overnight Financing Rate*). Tidak ada ketentuan lain yang diubah sebagai bagian dari transisi ini.

Untuk keperluan perhitungan rasio Kewajiban Penyediaan Modal Minimum (KPMM), pinjaman subordinasi di atas diperhitungkan sebagai bagian dari modal *Tier 2*.

**21. LIABILITAS IMBALAN KERJA**

Bank menyelenggarakan program imbalan kerja kepada karyawannya. Imbalan yang digunakan sebagai dasar perhitungan adalah imbalan pensiun normal, meninggal dunia, cacat/sakit berkepanjangan, dan mengundurkan diri secara sukarela sesuai Peraturan Perusahaan. Bank juga memberikan program imbalan kerja jangka panjang lainnya kepada karyawannya dalam bentuk cuti besar.

Jumlah karyawan yang berhak atas imbalan tersebut pada 31 Desember 2022 adalah sebanyak 600 karyawan (31 Desember 2021: 588 karyawan).

Liabilitas imbalan kerja yang termasuk dalam laporan posisi keuangan adalah sebagai berikut:

	<u>2022</u>	<u>2021</u>	
Liabilitas imbalan pascakerja	50.556	68.645	Post-employment benefit obligation
Imbalan kerja jangka panjang lainnya	<u>2.173</u>	<u>2.014</u>	Other long-term employee benefit
Jumlah	<u><u>52.729</u></u>	<u><u>70.659</u></u>	Total

**20. SUBORDINATED LOANS**

On April 25, 2013, the Bank obtained a subordinated loan from Industrial and Commercial Bank of China Ltd., China amounting to USD 60 million with 10 years term, which will mature on April 25, 2023. Interest is charged on this loan at 3-month LIBOR + margin.

On December 4, 2019, the Bank obtained a subordinated loan from Industrial and Commercial Bank of China Ltd., China amounting to USD 75 million with 5 years term, which will mature on December 4, 2024. Interest is charged on this loan at 6-month LIBOR + margin. Related with the transition of LIBOR, the parties agree to amend the terms of these agreements to transition to SOFR (*Secured Overnight Financing Rate*). No other terms were amended as part of the transition.

For the purpose of Capital Adequacy Ratio (CAR) calculation, the above subordinated loan is treated as part of Tier 2 capital.

**21. EMPLOYEE BENEFITS OBLIGATION**

The Bank established an employee benefit program for its employees. Benefit as basis of calculation is benefit upon normal retirement benefit, death, disability/long sickness and voluntary resignation as required under Company Regulation. The Bank also provides other long-term employee benefit in form of long service leave.

Number of employees covered by the program as of December 31, 2022 is 600 employees (December 31, 2021: 588 employees).

The employee benefits obligation recognized in the statement of financial position is as follows:

Liabilitas imbalan pascakerja

Bank memberikan imbalan pascakerja sesuai Peraturan Perusahaan. Bank juga mengikutsertakan karyawannya dalam program pensiun iuran pasti yang dikelola oleh DPLK AIA. Imbalan pensiun adalah selisih antara imbalan berdasarkan Peraturan Perusahaan dibandingkan dengan imbalan yang dibayarkan oleh program pensiun. Bank tidak melakukan pendanaan atas selisih tersebut.

Besarnya liabilitas dan biaya yang timbul sehubungan dengan program imbalan tersebut adalah sebagai berikut:

	<u>2022</u>	<u>2021</u>
Nilai kini kewajiban imbalan pasti - awal periode	68.645	66.344
Biaya jasa:		
- Biaya jasa kini	7.448	9.998
- Biaya jasa lalu	(19.407)	-
Biaya bunga	3.104	4.118
Penyesuaian dari perubahan metode pengatribusian imbalan periode jasa yang dibebankan pada laba rugi periode berjalan	(1.079)	-
Imbalan yang dibayarkan	(6.296)	(8.054)
Keuntungan aktuarial atas:		
- Penyesuaian atas pengalaman	(1.186)	(2.744)
- Perubahan asumsi keuangan	(673)	(1.017)
Nilai kini kewajiban imbalan pasti - akhir periode	<u>50.556</u>	<u>68.645</u>

Nilai yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain atas liabilitas imbalan pascakerja adalah sebagai berikut:

	<u>2022</u>	<u>2021</u>
Diakui pada laporan laba rugi:		
Biaya jasa kini	7.448	9.998
Biaya jasa lalu	(19.407)	-
Biaya bunga	3.104	4.118
Penyesuaian dari perubahan metode pengatribusian imbalan periode jasa yang dibebankan pada laba rugi periode berjalan	(1.079)	-
Subjumlah	<u>(9.934)</u>	<u>14.116</u>
Diakui pada laporan penghasilan komprehensif lain:		
Keuntungan aktuarial atas:		
- Penyesuaian atas pengalaman	(1.186)	(2.744)
- Perubahan asumsi keuangan	(673)	(1.017)
Subjumlah	<u>(1.859)</u>	<u>(3.761)</u>
Jumlah yang diakui di laporan laba rugi dan penghasilan komprehensif lain	<u>(11.793)</u>	<u>10.355</u>

Post-employment benefits obligation

The Bank provides a post-employment benefit program as stated in Company Regulation. The Bank also includes its employee in defined contribution pension program managed by DPLK AIA. Normal Retirement benefit is defined benefit scheme under the Company Regulation compared with benefit payable from pension fund, whichever is higher. The Bank does not set up fund for the offset of defined benefit scheme over the defined contribution scheme.

The liability and expense associated with the benefit program is as follows:

Present value of defined benefit obligation - beginning of period
Service cost:
- Current service cost
- Past service cost
Interest cost
Adjustment due to change in benefit attribution method charged to current period profit or loss
Benefit paid
Actuarial gain due to:
- Experience adjustment
- Change in financial assumptions
Present value of defined benefit obligation - ending of period

Amounts recognized in statement of profit or loss and other comprehensive income in respects of the post-employment benefits obligation are as follows:

Recognized in profit or loss:
Current service cost
Past service cost
Interest cost
Adjustment due to change in benefit attribution method charged to current period profit or loss
Subtotal
Recognized in other comprehensive income:
Actuarial gain due to:
- Experience adjustment
- Change in financial assumptions
Subtotal
Total recognized in statement of profit or loss and other comprehensive income

Perhitungan imbalan pascakerja dihitung oleh aktuaris independen KKA Riana & Rekan. Asumsi utama yang digunakan dalam menentukan penilaian aktuaris adalah sebagai berikut:

The cost of providing post-employment benefits is calculated by independent actuary KKA Riana & Rekan. The actuarial valuation was carried out using the following key assumptions:

	2022	2021	
Tingkat diskonto	7,00%	6,75%	Discount rate
Tingkat kenaikan gaji	6,50%	6,50%	Salary increment rate
Tingkat mortalitas	100% TMI 4	100% TMI 4	Mortality rate
Tingkat cacat	5% TMI 4	5% TMI 4	Disability rate
Tingkat pengunduran diri	15% per tahun sampai dengan usia 35 tahun kemudian menurun linier hingga 0% pada usia 55 tahun/ 15% per annum up to age 35 then decrease linearly to 0% at age 55		Resignation rate
Usia pensiun normal	55	55	Normal retirement rate
Tingkat pengembalian investasi	6,50%	6,50%	Return of investment

Sensitivitas analisis di bawah ini ditentukan berdasarkan masing-masing perubahan asumsi yang mungkin terjadi pada akhir periode pelaporan, dengan semua asumsi lain konstan:

The sensitivity analyses below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant:

	2022	2021	
Tingkat diskonto			Discount rate
Kenaikan 1%	(2.542)	(3.816)	1% increase
Penurunan 1%	2.793	4.232	1% decrease
Tingkat kenaikan gaji			Salary increase rate
Kenaikan 1%	3.053	4.558	1% increase
Penurunan 1%	(2.817)	(4.169)	1% decrease

Analisis sensitivitas yang disajikan di atas mungkin tidak mewakili perubahan yang sebenarnya dalam liabilitas imbalan pascakerja mengingat bahwa perubahan asumsi terjadinya tidak terisolasi satu sama lain karena beberapa asumsi tersebut mungkin berkorelasi.

The sensitivity analysis presented above may not be representative of the actual change in the post-employment benefits obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Selanjutnya, dalam menyajikan analisis sensitivitas di atas, nilai kini kewajiban imbalan pasti dihitung dengan menggunakan metode *projected unit credit* pada akhir periode pelaporan, yang sama dengan yang diterapkan dalam menghitung liabilitas imbalan pascakerja yang diakui dalam laporan posisi keuangan.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the post-employment benefits obligation recognized in statement of financial position.

#### Imbalan kerja jangka panjang lainnya

Bank memberikan imbalan jangka panjang lainnya dalam bentuk cuti besar sesuai Peraturan Perusahaan. Bank tidak melakukan pendanaan terhadap program ini.

#### Other long-term employee benefit

The Bank provides other long-term employment benefit in form of long service leave as stated in Company Regulation. The Bank does not set up fund for this program.

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Besarnya liabilitas dan biaya yang timbul sehubungan dengan program imbalan tersebut adalah sebagai berikut:

The liability and expense associated with the benefit program is as follows:

	<u>2022</u>	<u>2021</u>	
Nilai kini kewajiban imbalan pasti - awal periode	2.014	3.707	Present value of defined benefit obligation - beginning of period
Biaya jasa:			Service cost:
- Biaya jasa kini	670	648	- Current service cost
- Biaya jasa lalu	-	(1.823)	- Past service cost
Biaya bunga	121	108	Interest cost
Ekspektasi imbalan yang dibayarkan	(481)	(500)	Expected benefit paid
Keuntungan aktuarial atas:			Actuarial gain due to:
- Penyesuaian atas pengalaman	(139)	(114)	- Experience adjustment
- Perubahan asumsi keuangan	(12)	(12)	- Change in financial assumptions
Nilai kini kewajiban imbalan pasti - akhir periode	<u>2.173</u>	<u>2.014</u>	Present value of defined benefit obligation - ending of period

Nilai yang diakui dalam laporan laba rugi atas imbalan kerja jangka panjang lainnya adalah sebagai berikut:

Amounts recognized in statement of profit or loss in respects of the other long-term employee benefit are as follows:

	<u>2022</u>	<u>2021</u>	
Diakui pada laporan laba rugi:			Recognized in profit or loss:
Biaya jasa kini	670	648	Current service cost
Biaya jasa lalu	-	(1.823)	Past service cost
Biaya bunga	121	108	Interest cost
Keuntungan aktuarial atas:			Actuarial gain due to:
- Penyesuaian atas pengalaman	(139)	(114)	- Experience adjustment
- Perubahan asumsi keuangan	(12)	(12)	- Change in financial assumptions
Jumlah yang diakui di laporan laba rugi	<u>640</u>	<u>(1.193)</u>	Total recognized in statement of profit or loss

Perhitungan imbalan jangka panjang lainnya dihitung oleh aktuaris independen KKA Riana & Rekan. Asumsi utama yang digunakan dalam menentukan penilaian aktuaris adalah sebagai berikut:

The cost of providing other long-term employment benefit is calculated by independent actuary KKA Riana & Rekan. The actuarial valuation was carried out using the following key assumptions:

	<u>2022</u>	<u>2021</u>	
Tingkat diskonto	7,00%	6,75%	Discount rate
Tingkat kenaikan gaji	6,50%	6,50%	Salary increment rate
Tingkat mortalitas	100% TMI 4	100% TMI 4	Mortality rate
Tingkat cacat	5% TMI 4	5% TMI 4	Disability rate
Tingkat pengunduran diri	15% per tahun sampai dengan usia 35 tahun kemudian menurun linier hingga 0% pada usia 55 tahun/ 15% per annum up to age 35 then decrease linearly to 0% at age 55		Resignation rate
Usia pensiun normal	55	55	Normal retirement age

Sensitivitas analisis di bawah ini ditentukan berdasarkan masing-masing perubahan asumsi yang mungkin terjadi pada akhir periode pelaporan, dengan semua asumsi lain konstan:

The sensitivity analyses below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant:

	2022	2021	
Tingkat diskonto			Discount rate
Kenaikan 1%	(46)	(46)	1% increase
Penurunan 1%	48	48	1% decrease
Tingkat kenaikan gaji			Salary increase rate
Kenaikan 1%	53	53	1% increase
Penurunan 1%	(52)	(52)	1% decrease

Sensitivitas juga dihitung dengan metode *projected unit credit* sebagaimana diterapkan ketika menghitung nilai kini kewajiban imbalan pasti. Analisis sensitivitas didasarkan pada perubahan satu asumsi dan menganggap semua asumsi lainnya konstan.

Sensitivities are also calculated with the projected unit credit method as applied when calculating present value of defined benefit obligation. The sensitivity analyses are based on a change of one assumption while holding all other assumptions constant.

## 22. MODAL SAHAM

Modal dasar Bank adalah sebesar Rp 6.000.000 (120.000 saham dengan nilai nominal Rp 50.000.000 (nilai penuh) per saham). Modal ditempatkan dan disetor penuh Bank adalah sebesar Rp 3.706.150 (74.123 saham dengan nilai nominal Rp 50.000.000 (nilai penuh) per saham) pada tanggal 31 Desember 2022 dan 2021.

Susunan pemegang saham pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

## 22. CAPITAL STOCK

The Bank's authorized share capital amounted to Rp 6,000,000 (120,000 shares at nominal value of Rp 50,000,000 (full amount) per share). The Bank's issued and paid-up share capital amounted to Rp 3,706,150 (74,123 shares at nominal value of Rp 50,000,000 (full amount) per share) as of December 31, 2022 and 2021.

The shareholders' composition as of December 31, 2022 and 2021 were as follows:

Pemegang saham	2022 dan/and 2021			Shareholders
	Jumlah saham yang ditempatkan dan disetor penuh/ <i>Number of shares issued and fully paid</i>	% kepemilikan/ <i>% of ownership</i>	Jumlah/ <i>Amount</i>	
Industrial and Commercial Bank of China Ltd.	73.091	98,61	3.654.550	Industrial and Commercial Bank of China Ltd.
PT Intidana Wijaya	1.032	1,39	51.600	PT Intidana Wijaya
Jumlah	74.123	100,00	3.706.150	Total

Berdasarkan resolusi pemegang saham, pengganti Rapat Umum Pemegang Saham tanggal 30 Juni 2022 dan 30 Juni 2021, pemegang saham membukukan cadangan umum masing-masing sebesar Rp 47.608 dan nihil.

Based on a circular resolution of shareholders in lieu of the General Meeting of Shareholders dated June 30, 2022 and June 30, 2021, the shareholders appropriated general reserve amounting to Rp 47,608 and nil, respectively.

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**23. PENDAPATAN BUNGA**

	<u>2022</u>	<u>2021</u>
Kredit yang diberikan	1.534.148	1.627.218
Efek-efek yang dibeli dengan janji dijual kembali	552.697	282.456
Efek-efek untuk tujuan investasi	377.143	355.797
Penempatan pada Bank Indonesia dan bank-bank lain	174.385	142.408
Giro pada Bank Indonesia dan bank-bank lain	29.812	19.760
Jumlah	<u>2.668.185</u>	<u>2.427.639</u>

**23. INTEREST INCOME**

Loans
Securities purchased under agreement to resell
Investment in securities
Placements with Bank Indonesia and other banks
Current accounts with Bank Indonesia and other banks
Total

**24. BEBAN BUNGA**

	<u>2022</u>	<u>2021</u>
Simpanan nasabah		
Deposito berjangka	1.009.114	913.198
Giro	76.421	75.241
Tabungan	51.936	52.009
Deposito <i>on call</i>	1.988	4.426
Pinjaman subordinasi dan pinjaman yang diterima	167.879	92.351
Premi penjaminan dana pihak ketiga	99.322	83.127
Simpanan dari bank lain	41.820	49.381
Efek-efek yang dijual dengan janji dibeli kembali	2.067	2.860
Bunga atas liabilitas sewa	1.931	2.082
Jumlah	<u>1.452.478</u>	<u>1.274.675</u>

**24. INTEREST EXPENSE**

Deposits from customers
Time deposits
Current accounts
Saving accounts
Deposits on call
Subordinated loans and borrowings
Premium on third party funds guarantee
Deposit from other banks
Securities sold under agreements to repurchase
Interest on lease liabilities
Total

**25. BEBAN KERUGIAN PENURUNAN NILAI ASET  
KEUANGAN**

	<u>2022</u>	<u>2021</u>
Kredit yang diberikan (Catatan 11f)	582.478	465.330
Giro pada bank-bank lain	618	(145)
Penempatan pada Bank Indonesia dan bank-bank lain	63	(37)
Tagihan akseptasi	(1.271)	651
Efek-efek untuk tujuan investasi	336	32
Rekening administratif	(3.712)	(23.487)
Jumlah	<u>578.512</u>	<u>442.344</u>

**25. IMPAIRMENT LOSSES ON FINANCIAL ASSETS**

Loans (Note 11f)
Current account with other banks
Placements with Bank Indonesia and other banks
Acceptance receivables
Investment in securities
Off-balance sheet items
Total

**26. BEBAN UMUM DAN ADMINISTRASI**

**26. GENERAL AND ADMINISTRATIVE EXPENSES**

	2022	2021	
Jasa profesional	41.384	6.252	Professional fees
Penyusutan aset tetap (Catatan 12)	36.462	44.032	Depreciation of fixed assets (Note 12)
Penyusutan aset hak-guna (Catatan 12)	18.471	21.917	Depreciation of right-of-use assets (Note 12)
Komunikasi	12.291	11.535	Communication
Perbaikan dan pemeliharaan	9.436	8.740	Repairs and maintenance
Sewa	7.572	7.664	Rental
Pendidikan dan perizinan	5.546	4.821	Educational and training
Listrik dan air	4.897	4.388	Electricity and water
Perlengkapan kantor	2.339	1.815	Office supplies
Amortisasi aset takberwujud	1.601	1.879	Amortization of intangible assets
Transportasi	1.378	1.221	Transportation
Pajak dan perizinan	1.372	1.608	Licenses and dues
Perjalanan dinas	1.241	226	Travel
Promosi dan iklan	1.077	76	Promotion and advertising
Barang cetakan	661	896	Printed materials
Representasi	389	161	Representation
Lain-lain	6.255	5.865	Others
Jumlah	<u>152.372</u>	<u>123.096</u>	Total

**27. BEBAN TENAGA KERJA**

**27. PERSONNEL EXPENSES**

	2022	2021	
Gaji dan upah	222.360	236.704	Salaries and wages
Tunjangan hari raya dan bonus	48.573	40.140	Festive allowance and bonus
Imbalan kerja karyawan	(9.294)	12.923	Employment benefits
Tunjangan lain-lain	34.157	35.317	Other allowances
Jumlah	<u>295.796</u>	<u>325.084</u>	Total

Berikut ini adalah beban tenaga kerja dan tunjangan-tunjangan untuk pengurus dan pejabat eksekutif:

Outlined below are salaries and other benefits for the Bank's management and executive officers:

	2022	2021	
Dewan komisaris	4.025	3.659	Board of Commissioners
Direksi	36.192	29.395	Board of Directors
Lain-lain	69.930	58.284	Others
Jumlah	<u>110.147</u>	<u>91.338</u>	Total

**28. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI**

**28. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES**

Transaksi dan saldo dengan pihak-pihak berelasi adalah sebagai berikut:

Transactions and balances with related parties are as follows:

	<u>2022</u>	<u>2021</u>	
<b>Aset</b>			<b>Assets</b>
Giro pada bank-bank lain (Catatan 6)	199.244	215.059	Current accounts with other banks (Note 6)
Aset derivatif	261	-	Derivative assets
Kredit yang diberikan (Catatan 11)			Loans receivable (Note 11)
Direksi, Dewan Komisaris dan			Directors, Board of Commissioners and
Pejabat Eksekutif	4.603	5.077	Executive Officers
Jumlah aset dari pihak berelasi	<u>204.108</u>	<u>220.136</u>	Total assets from related parties
Persentase aset dari pihak berelasi terhadap jumlah aset	<u>0,36%</u>	<u>0,35%</u>	Percentage of assets from related parties to total assets
<b>Liabilitas</b>			<b>Liabilities</b>
Simpanan nasabah (Catatan 14)			Deposits from customers (Note 14)
Deposito berjangka	80.615	86.056	Time deposits
Tabungan	10.384	13.975	Saving accounts
Giro	90	47	Current accounts
	<u>91.089</u>	<u>100.078</u>	
Simpanan dari bank lain (Catatan 15)			Deposits from other banks (Note 15)
Giro	-	2.973	Current accounts
Liabilitas derivatif	128	-	Derivative liabilities
Pinjaman yang diterima (Catatan 18)	2.335.125	2.137.875	Borrowings (Note 18)
Liabilitas lain-lain dan beban yang masih harus dibayar	68.535	15.552	Other liabilities and accrued expenses
Pinjaman subordinasi (Catatan 20)	2.101.613	1.924.088	Subordinated loans (Note 20)
Jumlah liabilitas kepada pihak berelasi	<u>4.596.490</u>	<u>4.180.566</u>	Total liabilities to related parties
Persentase liabilitas kepada pihak berelasi terhadap jumlah liabilitas	<u>9,01%</u>	<u>7,35%</u>	Percentage of liabilities to related parties to total liabilities
	<u>2022</u>	<u>2021</u>	
<b>Pendapatan dan beban operasional</b>			<b>Incomes and expenses from operations</b>
Pendapatan bunga	<u>3.026</u>	<u>1.106</u>	Interest income
Persentase pendapatan bunga dari pihak berelasi terhadap jumlah pendapatan bunga	<u>0,11%</u>	<u>0,05%</u>	Percentage of interest income from related parties to total interest income
Beban bunga	<u>88.138</u>	<u>70.532</u>	Interest expense
Persentase beban bunga kepada pihak berelasi terhadap jumlah beban bunga	<u>6,07%</u>	<u>5,53%</u>	Percentage of interest expense to related parties to total interest expense

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	<u>2022</u>	<u>2021</u>	
<b>Komitmen dan kontinjensi (Catatan 29)</b>			<b>Commitments and contingencies (Note 29)</b>
Fasilitas kredit yang diberikan yang belum digunakan	<u>3.984</u>	<u>3.422</u>	Unused loan facilities
Persentase liabilitas kepada pihak berelasi terhadap jumlah liabilitas komitmen	<u>0,18%</u>	<u>0,16%</u>	Percentage of committed liabilities to related parties to total committed liabilities
Bank garansi dan <i>Standby</i> L/C yang diterbitkan	<u>1.712.425</u>	<u>1.425.250</u>	Bank guarantees and Standby L/C issued
Persentase liabilitas kontinjensi kepada pihak berelasi terhadap jumlah liabilitas kontinjensi	<u>53,38%</u>	<u>71,59%</u>	Percentage of contingent liability to related parties to total contingent liabilities
Bank garansi yang diterima	<u>3.015.330</u>	<u>2.224.045</u>	Bank guarantees received
Persentase tagihan kontinjensi kepada pihak berelasi terhadap jumlah tagihan kontinjensi	<u>91,06%</u>	<u>83,52%</u>	Percentage of contingent receivables to related parties to total contingent receivables

Bank memberikan kompensasi dan imbalan lain kepada Dewan Komisaris, Direksi dan pejabat eksekutif untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 sebagai berikut (Catatan 27):

The Bank provided compensation and other benefits for the Board of Commissioners, Directors and executive officers for the years ended December 31, 2022 and 2021 as follows (Note 27):

	<u>2022</u>	<u>2021</u>	
Kompensasi dan imbalan lainnya	<u>110.147</u>	<u>91.338</u>	Compensation and other benefits

Hubungan dengan pihak berelasi adalah sebagai berikut: The relationship with related parties are as follows:

Pihak berelasi/ <i>Related parties</i>	Sifat dari hubungan/ <i>Nature of relationship</i>	Sifat dari transaksi/ <i>Nature of transaction</i>
Industrial and Commercial Bank of China Ltd., China	Entitas induk/ <i>Parent entity</i>	Giro pada bank lain, simpanan dari bank lain, pinjaman yang diterima, pinjaman subordinasi, komitmen dan kontinjensi/ <i>Current accounts with other banks, deposits from other banks, borrowings, subordinated loans, commitments and contingencies</i>
PT Intidana Wijaya Industrial and Commercial Bank of China Ltd., cabang New York/ <i>New York branch</i>	Pemegang saham/ <i>Shareholder</i> Cabang luar negeri dari entitas induk/ <i>Overseas branch of parent entity</i>	Simpanan nasabah/ <i>Deposits from customers</i> Giro pada bank lain <i>Current Accounts with other banks</i>
Industrial and Commercial Bank of China Ltd., cabang Frankfurt/ <i>Frankfurt branch</i>	Cabang luar negeri dari entitas induk/ <i>Overseas branch of parent entity</i>	Giro pada bank lain/ <i>Current accounts with other banks</i>
Industrial and Commercial Bank of China Ltd., cabang Singapura/ <i>Singapore branch</i>	Cabang luar negeri dari entitas induk/ <i>Overseas branch of parent entity</i>	Giro pada bank lain, penempatan pada bank lain, simpanan dari bank lain/ <i>Current accounts with other banks, placements with other banks, deposits from other banks</i>
Industrial and Commercial Bank of China Ltd., cabang Shanghai/ <i>Shanghai branch</i>	Cabang luar negeri dari entitas induk/ <i>Overseas branch of parent entity</i>	Giro pada bank lain/ <i>Current accounts with other banks</i>
Industrial and Commercial Bank of China (Asia) Ltd., Hong Kong	Mempunyai pemegang saham akhir yang sama/ <i>Having the same ultimate shareholder</i>	Giro pada bank lain, komitmen dan Kontinjensi, derivatif/ <i>Current accounts with other banks, commitments and contingencies, derivative</i>
Industrial and Commercial Bank of China Ltd., cabang Shenzhen/ <i>Shenzhen branch</i>	Cabang luar negeri dari entitas induk/ <i>Overseas branch of parent entity</i>	Giro pada bank lain/ <i>Current accounts with other banks</i>

Pihak berelasi/ <i>Related parties</i>	Sifat dari hubungan/ <i>Nature of relationship</i>	Sifat dari transaksi/ <i>Nature of transaction</i>
Industrial and Commercial Bank of China Ltd. cabang Sydney/ <i>Sydney branch</i>	Cabang luar negeri dari entitas induk/ <i>Overseas branch of parent entity</i>	Giro pada bank lain/ <i>Current accounts with other banks</i>
Industrial and Commercial Bank of China Ltd. cabang Tokyo/ <i>Tokyo branch</i>	Cabang luar negeri dari entitas induk/ <i>Overseas branch of parent entity</i>	Giro pada bank lain/ <i>Current accounts with other banks</i>
Industrial and Commercial Bank of China Ltd. cabang Guangzhou/ <i>Guangzhou branch</i>	Cabang luar negeri dari entitas induk/ <i>Overseas branch of parent entity</i>	Giro pada bank lain/ <i>Current accounts with other banks</i>
Industrial and Commercial Bank of China Ltd. cabang Beijing/ <i>Beijing branch</i>	Cabang luar negeri dari entitas induk/ <i>Overseas branch of parent entity</i>	Giro pada bank lain/ <i>Current accounts with other banks</i>
Industrial and Commercial Bank of China Ltd. cabang Zhejiang/ <i>Zhejiang branch</i>	Cabang luar negeri dari entitas induk/ <i>Overseas branch of parent entity</i>	Giro pada bank lain/ <i>Current accounts with other banks</i>
Industrial and Commercial Bank of China Ltd. cabang Guangdong/ <i>Guangdong branch</i>	Cabang luar negeri dari entitas induk/ <i>Overseas branch of parent entity</i>	Giro pada bank lain/ <i>Current accounts with other banks</i>
Dewan Komisaris, Direksi dan Pejabat Eksekutif/ <i>Board of Commissioners, Directors, and Executive Officers</i>	Manajemen dan karyawan kunci/ <i>Management and key employees</i>	Kredit yang diberikan, simpanan nasabah, komitmen dan kontinjensi/ <i>Loans receivable, deposits from customers, commitments and contingencies</i>

**29. KOMITMEN DAN KONTINJENSI**

**29. COMMITMENTS AND CONTINGENCIES**

	<u>2022</u>	<u>2021</u>	
<b>Komitmen</b>			<b>Commitments</b>
<u>Pihak ketiga</u>			<u>Third parties</u>
Liabilitas komitmen			Committed liabilities
L/C dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	(99.783)	(192.976)	Outstanding irrecoverable L/C and domestic L/C
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed</i>	(2.194.722)	(1.928.468)	Unused loan facilities - committed
<u>Pihak berelasi (Catatan 28)</u>			<u>Related parties (Note 28)</u>
Liabilitas komitmen			Committed liabilities
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed</i>	(3.984)	(3.422)	Unused loan facilities - committed
Direksi, Dewan Komisaris dan Pejabat Eksekutif	(2.298.489)	(2.124.866)	Directors, Board of Commissioners and Executive Officers
Jumlah liabilitas komitmen - bersih	<u>(2.298.489)</u>	<u>(2.124.866)</u>	Total commitment liabilities - net
<b>Kontinjensi</b>			<b>Contingencies</b>
<u>Pihak ketiga</u>			<u>Third parties</u>
Tagihan kontinjensi			Contingent receivables
Pendapatan bunga dalam penyelesaian	364.131	234.189	Interest receivable on non-performing
Bank garansi yang diterima	295.891	436.093	Bank guarantees received
Liabilitas kontinjensi			Contingent liabilities
Bank garansi dan <i>Standby L/C</i> yang diterbitkan	(1.495.683)	(565.646)	Bank guarantees and Standby L/C issued
Jumlah tagihan (liabilitas) kontinjensi - bersih	<u>(835.661)</u>	<u>104.636</u>	Total contingent receivables (liabilities) - net

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	2022	2021	
<b>Kontinjensi</b>			<b>Contingencies</b>
<u>Pihak berelasi (Catatan 28)</u>			<u>Related parties (Note 28)</u>
Tagihan kontinjensi			Contingent receivables
Bank garansi yang diterima:			Bank guarantees received:
Industrial and Commercial Bank of China Ltd., China	3.015.330	1.992.454	Industrial and Commercial Bank of China Ltd., China
Liabilitas kontinjensi			Contingent liabilities
Bank garansi dan Standby L/C yang diterbitkan			Bank guarantees and Standby L/C issued
Industrial and Commercial Bank of China (Asia) Ltd., Hong Kong	(1.712.425)	(1.425.250)	Industrial and Commercial Bank of China (Asia) Ltd., Hong Kong
Jumlah tagihan kontinjensi - bersih	<u>1.302.905</u>	<u>567.204</u>	Total contingent receivables - net
Jumlah tagihan kontinjensi	<u>467.244</u>	<u>671.840</u>	Total contingent receivables

Bank menghadapi beberapa tuntutan hukum yang berhubungan dengan kegiatan usaha Bank. Tidak memungkinkan untuk memastikan apakah Bank akan memenangkan masalah atau tuntutan hukum tersebut atau dampaknya jika Bank kalah. Namun demikian, manajemen Bank yakin bahwa tuntutan hukum tersebut tidak akan membawa dampak signifikan pada hasil usaha, posisi keuangan atau likuiditas Bank.

The Bank is facing various unresolved legal actions in the ordinary course of its business. It is not possible to predict with certainty whether or not the Bank will ultimately be successful in any of these legal matters or, if not, what the impact might be. However, the Bank's management does not expect that the legal actions will have material adverse effect on the Bank's result of operations, financial position or liquidity.

**30. ASET DAN LIABILITAS KEUANGAN BERDASARKAN SISA UMUR JATUH TEMPO**

Analisa jatuh tempo aset dan liabilitas keuangan (bukan untuk tujuan diperdagangkan) sebelum cadangan kerugian penurunan nilai berdasarkan periode tersisa sampai dengan tanggal jatuh tempo kontraktual pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

**30. FINANCIAL ASSETS AND LIABILITIES BASED ON REMAINING PERIOD TO MATURITY**

The analysis of maturities of financial assets and liabilities (not for trading purpose) before allowances for impairment losses based on remaining period to contractual maturity as of December 31, 2022 and 2021 was as follows:

	2022							
	Nilai tercatat/ Carrying amount	Tidak mempunyai jatuh tempo kontraktual/ No contractual maturity	< 1 bulan/ < 1 month	1-3 bulan/ 1-3 months	> 3-6 bulan/ > 3-6 months	> 6-12 bulan/ > 6-12 months		> 12 bulan/ > 12 months
ASET							ASSETS	
Kas	91.715	91.715	-	-	-	-	-	Cash
Giro pada Bank Indonesia	2.442.289	2.442.289	-	-	-	-	-	Current accounts with Bank Indonesia
Giro pada bank-bank lain	2.385.188	2.385.188	-	-	-	-	-	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	7.971.904	-	6.972.794	-	-	999.110	-	Placements with Bank Indonesia and other banks
Aset derivatif	6.187	-	130	6.057	-	-	-	Derivative assets
Tagihan akseptasi	66.800	-	9.714	17.513	39.573	-	-	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	9.835.773	-	7.331.475	937.446	436.800	1.130.052	-	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	6.995.091	-	16.357	744.364	819.937	459.780	4.954.653	Investment in securities
Kredit yang diberikan	27.214.867	-	217.700	73.212	636.361	5.914.992	20.372.602	Loans receivable
Aset lain-lain	504.740	-	491	3.606	8.683	58.470	433.490	Other assets
	<u>57.514.554</u>	<u>4.919.192</u>	<u>14.548.661</u>	<u>1.782.198</u>	<u>1.941.354</u>	<u>8.562.404</u>	<u>25.760.745</u>	

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	2022							
	Nilai tercatat/ Carrying amount	Tidak mempunyai jatuh tempo kontraktual/ No contractual maturity	< 1 bulan/ < 1 month	1-3 bulan/ 1-3 months	> 3-6 bulan/ > 3-6 months	> 6-12 bulan/ > 6-12 months		> 12 bulan/ > 12 months
<b>LIABILITAS</b>							<b>LIABILITIES</b>	
Liabilitas segera	(2.857)	(2.857)	-	-	-	-	Liabilities payable on demand	
Simpanan nasabah	(40.886.441)	(10.478.129)	(16.254.680)	(7.185.129)	(2.261.617)	(4.706.886)	Deposits from customers	
Simpanan dari bank lain	(1.464.763)	(897.760)	(158.816)	(170.175)	(237.512)	(500)	Deposits from other banks	
Liabilitas derivatif	(80.179)	-	(58.885)	(21.294)	-	-	Derivative liabilities	
Efek-efek yang dijual dengan janji dijual kembali	(610.523)	-	-	(610.523)	-	-	Securities sold under agreements to purchase	
Liabilitas akseptasi	(66.800)	-	(9.714)	(17.513)	(39.573)	-	Acceptance payables	
Pinjaman yang diterima	(5.292.950)	-	-	(2.335.125)	-	(934.050)	(2.023.775)	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayar	(199.249)	-	(100.553)	(44.227)	-	(1.866)	(52.603)	Other liabilities and accrued expenses
Pinjaman subordinasi	(2.101.613)	-	-	-	-	-	(2.101.613)	Subordinated loans
	<u>(50.705.375)</u>	<u>(11.378.746)</u>	<u>(16.582.648)</u>	<u>(10.383.986)</u>	<u>(2.538.702)</u>	<u>(5.643.302)</u>	<u>(4.177.991)</u>	
Perbedaan jatuh tempo	<u>6.809.179</u>	<u>(6.459.554)</u>	<u>(2.033.987)</u>	<u>(8.601.788)</u>	<u>(597.348)</u>	<u>2.919.102</u>	<u>21.582.754</u>	Maturity gap
	2021							
	Nilai tercatat/ Carrying amount	Tidak mempunyai jatuh tempo kontraktual/ No contractual maturity	< 1 bulan/ < 1 month	1-3 bulan/ 1-3 months	> 3-6 bulan/ > 3-6 months	> 6-12 bulan/ > 6-12 months	> 12 bulan/ > 12 months	
<b>ASET</b>								<b>ASSETS</b>
Kas	73.571	73.571	-	-	-	-	-	Cash
Giro pada Bank Indonesia	6.956.504	6.956.504	-	-	-	-	-	Current accounts with Bank Indonesia
Giro pada bank-bank lain	2.164.453	2.164.453	-	-	-	-	-	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	10.202.541	-	9.901.128	-	-	301.413	-	Placements with Bank Indonesia and other banks
Aset derivatif	25.514	-	4.653	20.861	-	-	-	Derivative assets
Tagihan akseptasi	222.283	-	137.927	52.433	31.923	-	-	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	8.183.786	-	8.183.786	-	-	-	-	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	6.229.200	-	2.578	-	325.268	858.751	5.042.603	Investment in securities
Kredit yang diberikan	28.250.023	-	321.262	1.428.609	1.541.252	3.442.460	21.516.440	Loans receivable
Aset lain-lain	385.066	-	2.925	14.814	11.886	20.461	334.980	Other assets
	<u>62.692.941</u>	<u>9.194.528</u>	<u>18.554.259</u>	<u>1.516.717</u>	<u>1.910.329</u>	<u>4.623.085</u>	<u>26.894.023</u>	
<b>LIABILITAS</b>								<b>LIABILITIES</b>
Liabilitas segera	(4.000)	(4.000)	-	-	-	-	-	Liabilities payable on demand
Simpanan nasabah	(46.827.584)	(12.325.635)	(13.167.842)	(13.105.148)	(4.743.415)	(3.485.544)	-	Deposits from customers
Simpanan dari bank lain	(2.492.892)	(1.226.342)	(477.350)	(473.500)	(315.000)	(700)	-	Deposits from other banks
Liabilitas derivatif	(24)	-	-	(24)	-	-	-	Derivative liabilities
Efek-efek yang dijual dengan janji dijual kembali	(370.731)	-	-	(370.731)	-	-	-	Securities sold under agreements to purchase
Liabilitas akseptasi	(222.283)	-	(137.927)	(52.433)	(31.923)	-	-	Acceptance payables
Pinjaman yang diterima	(4.516.261)	-	-	-	-	(2.378.386)	(2.137.875)	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayar	(182.908)	-	(131.215)	(10.882)	(2.987)	-	(37.824)	Other liabilities and accrued expenses
Pinjaman subordinasi	(1.924.088)	-	-	-	-	-	(1.924.088)	Subordinated loans
	<u>(56.540.771)</u>	<u>(13.555.977)</u>	<u>(13.914.334)</u>	<u>(14.012.718)</u>	<u>(5.093.325)</u>	<u>(5.864.630)</u>	<u>(4.099.787)</u>	
Perbedaan jatuh tempo	<u>6.152.170</u>	<u>(4.361.449)</u>	<u>4.639.925</u>	<u>(12.496.001)</u>	<u>(3.182.996)</u>	<u>(1.241.545)</u>	<u>22.794.236</u>	Maturity gap

31. INSTRUMEN KEUANGAN

31. FINANCIAL INSTRUMENTS

a. Klasifikasi instrumen keuangan

a. Classification of financial instruments

Tabel di bawah ini menyajikan nilai tercatat aset keuangan dan liabilitas keuangan Bank berdasarkan klasifikasi masing-masing pada tanggal 31 Desember 2022 dan 2021:

The table below sets out the carrying amount of the Bank's financial assets and financial liabilities based on their respectively classification as of December 31, 2022 and 2021:

	2022				
	Diukur pada nilai wajar melalui penghasilan komprehensif lain/ Diukur pada nilai wajar melalui laba rugi/ <i>Measured at fair value through profit or loss</i>	Diukur pada biaya perolehan/ <i>Measured at amortized cost</i>	Diukur pada nilai wajar melalui penghasilan komprehensif lain/ <i>Measured at fair value through other comprehensive income</i>	Jumlah nilai tercatat/ <i>Total carrying amount</i>	
<b><u>Aset keuangan</u></b>					<b><u>Financial assets</u></b>
Kas	-	-	91.715	91.715	Cash
Giro pada Bank Indonesia	-	-	2.442.289	2.442.289	Current accounts with Bank Indonesia
Giro pada bank-bank lain	-	-	2.384.395	2.384.395	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	-	-	7.971.834	7.971.834	Placements with Bank Indonesia and other banks
Aset derivatif	6.187	-	-	6.187	Derivative assets
Tagihan akseptasi	-	-	66.245	66.245	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	-	-	9.835.773	9.835.773	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	-	754.813	6.239.894	6.994.707	Investment in securities
Kredit yang diberikan	-	-	25.998.130	25.998.130	Loans receivable
Aset lain-lain	-	-	504.740	504.740	Other assets
	<b>6.187</b>	<b>754.813</b>	<b>55.535.015</b>	<b>56.296.015</b>	
<b><u>Liabilitas keuangan</u></b>					<b><u>Financial liabilities</u></b>
Liabilitas segera	-	-	(2.857)	(2.857)	Liabilities payable on demand
Simpanan nasabah	-	-	(40.886.441)	(40.886.441)	Deposits from customers
Simpanan dari bank-bank lain	-	-	(1.464.763)	(1.464.763)	Deposits from other banks
Liabilitas derivatif	(80.179)	-	-	(80.179)	Derivative liabilities
Efek-efek yang dijual dengan janji dijual kembali	-	-	(610.523)	(610.523)	Securities sold under agreements to repurchase
Liabilitas akseptasi	-	-	(66.800)	(66.800)	Acceptance payables
Pinjaman yang diterima	-	-	(5.292.950)	(5.292.950)	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayar	-	-	(199.249)	(199.249)	Other liabilities and accrued expenses
Pinjaman subordinasi	-	-	(2.101.613)	(2.101.613)	Subordinated loans
	<b>(80.179)</b>	<b>-</b>	<b>(50.625.196)</b>	<b>(50.705.375)</b>	

	2021				
	Diukur pada nilai wajar melalui penghasilan komprehensif lain/ <i>Measured at fair value through other comprehensive income</i>	Diukur pada biaya perolehan/ <i>Measured at amortized cost</i>	Jumlah nilai tercatat/ <i>Total carrying amount</i>		
<b>Aset keuangan</b>					<b>Financial assets</b>
Kas	-	73.571	73.571		Cash
Giro pada Bank Indonesia	-	6.956.504	6.956.504		Current accounts with Bank Indonesia
Giro pada bank-bank lain	-	2.164.285	2.164.285		Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	-	10.202.534	10.202.534		Placements with Bank Indonesia and other banks
Aset derivatif	25.514	-	25.514		Derivative assets
Tagihan akseptasi	-	220.472	220.472		Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	-	8.183.786	8.183.786		Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	-	683.933	5.545.230	6.229.163	Investment in securities
Kredit yang diberikan	-	-	27.561.697	27.561.697	Loans receivable
Aset lain-lain	-	-	385.066	385.066	Other assets
	<u>25.514</u>	<u>683.933</u>	<u>61.293.145</u>	<u>62.002.592</u>	
<b>Liabilitas keuangan</b>					<b>Financial liabilities</b>
Liabilitas segera	-	-	(4.000)	(4.000)	Liabilities payable on demand
Simpanan nasabah	-	-	(46.827.584)	(46.827.584)	Deposits from customers
Simpanan dari bank-bank lain	-	-	(2.492.892)	(2.492.892)	Deposits from other banks
Liabilitas derivatif	(24)	-	-	(24)	Derivative liabilities
Efek-efek yang dijual dengan janji dijual kembali	-	-	(370.731)	(370.731)	Securities sold under agreements to repurchase
Liabilitas akseptasi	-	-	(222.283)	(222.283)	Acceptance payables
Pinjaman yang diterima	-	-	(4.516.261)	(4.516.261)	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayar	-	-	(182.908)	(182.908)	Other liabilities and accrued expenses
Pinjaman subordinasi	-	-	(1.924.088)	(1.924.088)	Subordinated loans
	<u>(24)</u>	<u>-</u>	<u>(56.540.747)</u>	<u>(56.540.771)</u>	

b. Nilai wajar instrumen keuangan

Model penilaian

Bank mengukur nilai wajar untuk instrumen keuangan yang diakui pada nilai wajar dengan menggunakan level hirarki berikut ini:

- Level 1: input yang berasal dari harga kuotasian (tanpa penyesuaian) dalam pasar aktif untuk instrumen yang identik yang dapat diakses Bank pada tanggal pengukuran.
- Level 2: input selain harga kuotasian yang termasuk dalam level yang dapat diobservasi, baik secara langsung atau tidak langsung. Dalam kategori ini termasuk instrumen yang dinilai dengan menggunakan: harga kuotasian untuk instrumen yang serupa di pasar aktif; harga kuotasian untuk instrumen yang identik atau serupa di pasar yang tidak aktif; atau teknik penilaian lainnya dimana seluruh input signifikan dapat diobservasi secara langsung maupun tidak langsung dari data pasar.

b. Fair value of financial instruments

Valuation models

The Bank measures fair value for financial instruments recognized at fair value using the following hierarchy level:

- Level 1: inputs that are quoted market prices (unadjusted) in active markets for identical instruments that the Bank can access at the measurement date.
- Level 2: inputs other than quoted prices included within level that are observable either directly or indirectly. This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are not active; or other valuation techniques in which all significant inputs are directly or indirectly observable from market data.



Instrumen keuangan yang tidak diukur pada nilai wajar

Tabel di bawah ini menyajikan nilai wajar instrumen keuangan yang tidak diukur pada nilai wajar dan analisa atas instrumen keuangan tersebut sesuai dengan masing-masing level pada hirarki nilai wajar. Tabel ini tidak termasuk informasi nilai wajar untuk aset dan liabilitas keuangan yang tidak diukur pada nilai wajar jika nilai tercatatnya mendekati nilai wajarnya.

2022						
Jumlah nilai tercatat/ Total carrying amount	Nilai wajar/Fair value			Jumlah/ Total		
	Level/ Level 1	Level/ Level 2	Level/ Level 3			
Aset keuangan:					Financial assets:	
Efek-efek untuk tujuan investasi diukur pada biaya perolehan diamortisasi	6.239.894	5.478.270	68.898	-	5.547.168	Investment in securities measured at amortized cost
Kredit yang diberikan	25.998.130	-	25.570.342	-	25.570.342	Loans receivable
2021						
Jumlah nilai tercatat/ Total carrying amount	Nilai wajar/Fair value			Jumlah/ Total		
	Level/ Level 1	Level/ Level 2	Level/ Level 3			
Aset keuangan:						Financial assets:
Efek-efek untuk tujuan investasi diukur pada biaya perolehan diamortisasi	5.545.230	5.658.574	132.135	-	5.790.709	Investment in securities measured at amortized cost
Kredit yang diberikan	27.561.697	-	26.361.570	-	26.361.570	Loans receivable

Sebagian besar dari instrumen keuangan yang tidak diukur pada nilai wajar, diukur pada biaya perolehan diamortisasi. Instrumen keuangan berikut ini merupakan instrumen keuangan jangka pendek (kurang dari satu tahun) atau yang ditinjau ulang menggunakan harga pasar secara berkala. Oleh karenanya, nilai wajar instrumen keuangan tersebut mendekati nilai tercatatnya.

Aset keuangan:

- Kas
- Giro pada Bank Indonesia
- Giro pada bank-bank lain
- Penempatan pada Bank Indonesia dan bank-bank lain
- Tagihan akseptasi
- Efek-efek yang dibeli dengan janji dijual kembali
- Bunga akan diterima dan setoran jaminan (bagian dari aset lain-lain)

Liabilitas keuangan:

- Liabilitas segera
- Simpanan nasabah
- Simpanan dari bank-bank lain
- Efek-efek yang dijual dengan janji dibeli kembali

Financial instruments not measured at fair value

The following table sets out the fair values of financial instruments not measured at fair value and analysis on those financial instruments by level in the fair value hierarchy. The table does not include fair value information for financial assets and liabilities not measured at fair value if the varying amount is as reasonable approximation of fair value.

Majority of the financial instrument not measured at fair value are measured at amortized cost. The following financial instruments represent financial instruments which are short term in nature (less than one year) or reprice to current market rates frequently. Therefore, the fair value of these financial instruments approximate to the carrying amount.

Financial assets:

- Cash
- Current accounts with Bank Indonesia
- Current accounts with other banks
- Placements with Bank Indonesia and other banks
- Acceptance receivables
- Securities purchased under agreements to resell
- Interest receivable and security deposits (part of other assets)

Financial liabilities:

- Liabilities payable on demand
- Deposits from customers
- Deposits from other banks
- Securities sold under agreements to repurchase

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- Liabilitas akseptasi
- Pinjaman yang diterima
- Liabilitas lain-lain dan beban yang masih harus dibayar
- Pinjaman subordinasi

- Acceptance payables
- Borrowings
- Other liabilities and accrued expenses
- Subordinated loans

Nilai wajar dari simpanan nasabah dan simpanan dari bank lain tanpa jatuh tempo adalah jumlah yang terutang pada saat penarikan.

The fair value of deposits from customers and deposits from other banks with no stated maturity is the amount repayable on demand.

Pinjaman subordinasi tidak disertakan pada tabel di atas karena sifat dan tujuannya secara substansi merupakan modal *Tier 2*.

Subordinated loan is not included in the above table since the nature and purpose of this subordinated loan in substance contemplates Tier 2 capital.

Perhitungan nilai wajar dilakukan hanya untuk kepentingan pengungkapan dan tidak berdampak pada pelaporan posisi atau kinerja keuangan Bank. Nilai wajar yang dihitung oleh Bank mungkin berbeda dengan jumlah aktual yang akan diterima/dibayar pada saat penyelesaian atau jatuh tempo instrumen keuangan. Mengingat kategori tertentu instrumen keuangan yang tidak diperdagangkan, maka terdapat pertimbangan manajemen dalam perhitungan nilai wajar.

The fair values calculated are for disclosure purposes only and do not have any impact on the Bank's reported financial performance or position. The fair values calculated by the Bank may be different from the actual amount that will be received/paid on the settlement or maturity of the financial instruments. As certain categories of financial instruments are not traded, there is management judgment involved in calculating the fair values.

**32. REKONSILIASI AKTIVITAS PENDANAAN BERSIH**

**32. NET FINANCING ACTIVITIES RECONCILIATION**

Rekonsiliasi arus kas yang berasal dari aktivitas pendanaan untuk tahun berakhir pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

Reconciliation of cash flows arising from financing activities for the year ended December 31, 2022 and 2021, are as follows:

	2022					
	Saldo awal/ <i>Beginning balance</i>	Arus kas masuk (keluar) - bersih/ <i>Cash inflows (outflows) - net</i>	Penambahan/ <i>Additions</i>	Pergerakan valuta asing/ <i>Movement of foreign exchange</i>	Saldo akhir/ <i>Ending balance</i>	
Pinjaman yang diterima	4.516.261	(2.510.039)	2.951.935	334.793	5.292.950	Borrowings
Pinjaman subordinasi	1.924.088	-	-	177.525	2.101.613	Subordinated loans
Liabilitas sewa	37.824	(18.742)	5.260	(3.446)	20.896	Lease liabilities
	2021					
	Saldo awal/ <i>Beginning balance</i>	Arus kas masuk (keluar) - bersih/ <i>Cash inflows (outflows) - net</i>	Penambahan/ <i>Additions</i>	Pergerakan valuta asing/ <i>Movement of foreign exchange</i>	Saldo akhir/ <i>Ending balance</i>	
Pinjaman yang diterima	6.157.206	(4.608.074)	2.878.386	88.743	4.516.261	Borrowings
Pinjaman subordinasi	1.896.750	-	-	27.338	1.924.088	Subordinated loans
Liabilitas sewa	37.899	(27.872)	25.564	2.233	37.824	Lease liabilities

### 33. MANAJEMEN RISIKO KEUANGAN

#### a. Pengenalan dan Gambaran Umum

Sejalan dengan Peraturan Otoritas Jasa Keuangan tentang penerapan Manajemen Risiko, fungsi manajemen risiko pada Bank telah terintegrasi dengan menggabungkan pengelolaan risiko kredit, risiko pasar, risiko likuiditas dan risiko operasional pada satu unit.

Dalam rangka memastikan penerapan fungsi manajemen risiko dan pengendalian intern yang baik, Bank telah membentuk struktur organisasi yang memadai dengan tingkat tanggung jawab yang berbeda.

#### Kerangka Manajemen Risiko

Wewenang dan tanggung jawab untuk manajemen risiko yang terbagi pada level tertinggi di dalam organisasi adalah sebagai berikut:

##### i. Dewan Komisaris

- Menyetujui serta mengevaluasi Kebijakan Manajemen Risiko Bank;
- Menilai kembali kebijakan dan strategi manajemen risiko Bank sekurang-kurangnya satu tahun sekali untuk memastikan mereka cukup responsif pada faktor-faktor yang mempengaruhi kegiatan usaha Bank secara signifikan;
- Mengawasi pertanggungjawaban Direksi dan memberikan arahan atas pelaksanaan Kebijakan Manajemen Risiko.

##### ii. Direksi

- Menyusun Kebijakan Manajemen Risiko Bank dan menyampaikan kebijakan tersebut kepada Dewan Komisaris untuk mendapatkan persetujuan;
- Evaluasi berkelanjutan atas risiko dan penetapan komprehensif strategi manajemen yang sesuai dengan ketentuan yang berlaku, termasuk penetapan dan persetujuan limit yang umum dan spesifik;
- Pelaksanaan kebijakan manajemen risiko dan analisa eksposur secara keseluruhan;
- Menanamkan budaya manajemen risiko di dalam organisasi, berdasarkan pengendalian internal yang baik yang dikomunikasikan dan dipatuhi oleh semua tingkatan organisasi.

### 33. FINANCIAL RISK MANAGEMENT

#### a. Introduction and Overview

In accordance with Otoritas Jasa Keuangan Regulation concerning application of Risk Management, the Bank's risk management function has been integrated by bringing credit market, liquidity and operational risk management under one unit.

In order to ensure implementation of good risk management function and internal control, the Bank has established adequate organization structure with different levels of responsibility.

#### Risk Management Framework

Authorities and responsibilities for risk management are segregated at the highest levels of the organization as follows:

##### i. The Board of Commissioners

- Approval and oversight of the Bank's Risk Management Policy;
- Reassessing risk management policy and strategy as frequently as once a year to ensure they are sufficiently responsive to factors that significantly affect the Bank's business activities;
- Monitoring the accountability of the Directors and providing guidance for implementation of Risk Management Policy.

##### ii. The Board of Directors

- Formulation of Risk Management Policy to be proposed to the Board of Commissioners for approval;
- Continual evaluation of risk and establishment of a comprehensive management strategy for compliance with the prevailing regulations, including determination and approval of general and specific risk limits;
- Implementation of overall risk management policy and exposure analysis;
- Perpetuating a risk management culture within the organization based on sound internal control that is communicated and complied with at all levels of the organization.

iii. Komite Manajemen Risiko

Komite Manajemen Risiko adalah komite yang bersifat non-struktural dalam manajemen risiko, berkedudukan di Kantor Pusat yang membantu Direksi dalam merumuskan kebijakan, mengawasi pelaksanaan kebijakan, memantau perkembangan dan kondisi profil risiko, dan memberikan saran-saran dan langkah perbaikan yang berkaitan dengan manajemen risiko.

Komite Manajemen Risiko diketuai oleh Presiden Direktur, dengan anggota terdiri dari Direksi, Kepala Satuan Kerja Audit Internal, Kepala Departemen Manajemen Risiko dan Kepala Departemen terkait lainnya.

Wewenang dan tanggung jawab Komite Manajemen Risiko antara lain:

- Menetapkan kebijakan, merumuskan strategi, dan menerapkan manajemen risiko, termasuk mendesain *contingency plan* untuk merespon kondisi tidak normal;
- Mengevaluasi dampak dari kondisi risiko yang muncul dan menginisiasi modifikasi kebijakan manajemen risiko;
- Memantau, menilai profil risiko portfolio pinjaman dan mengembangkan respon terhadap risiko yang muncul dari perubahan kelayakan kredit dan memastikan kecukupan modal yang sesuai dengan perubahan eksposur risiko dan persyaratan regulasi.

iv. Departemen Manajemen Risiko

Departemen Manajemen Risiko bertanggung jawab dalam menjalankan proses manajemen risiko dan independen dari satuan kerja bisnis dan menjalankan fungsi pengendalian internal.

Wewenang dan tanggung jawab Departemen Manajemen Risiko antara lain meliputi:

- Memberikan masukan kepada Direksi dalam penyusunan kebijakan, strategi dan kerangka manajemen risiko;
- Mengembangkan prosedur dan alat untuk mengidentifikasi, mengukur, memantau dan mengendalikan risiko serta medesain dan menerapkan perangkat yang dibutuhkan dalam penerapan manajemen risiko;

iii. Risk Management Committee

Risk Management Committee is a non-structural committee for risk management, located in Head Office. It assists the Board of Directors in formulating policy, monitoring the development and condition of risk profile, and providing recommendations and corrective actions related to risk management.

Risk Management Committee is led by President Director, and its members include Board of Directors, Head of Internal Audit, Head of the Risk Management Unit and other relevant Department Heads.

Authorities and responsibilities of Risk Management Committee consist:

- Setting policy, formulating strategy, and implementing risk management guidelines, including designing contingency plans for responding to abnormal conditions;
- Evaluating the impact of the emerging risk conditions and initiating modifications to the risk management policy;
- Monitoring, assessing the loan portfolio risk profile and developing responses to risk arising from changes in credit worthiness, and ensuring adequacy of capital commensurate with the changes in risk exposures and regulatory requirements.

iv. Risk Management Department

Risk Management Department is responsible for implementing the risk management policies and is independent to business units and the internal control function.

Authorities and responsibilities of Risk Management Department consist of:

- Providing input to the Board of Directors in formulating risk management policy, strategy and framework;
- Developing procedures and tools for identifying, measuring, monitoring and controlling risk, as well as designing and implementing the tools required in the implementation of risk management policies;

- Memantau posisi risiko secara keseluruhan, maupun jenis risiko tertentu serta melakukan *stress testing* untuk mengetahui dampak dari implementasi kebijakan dan strategi manajemen risiko terhadap portofolio atau kinerja Bank secara keseluruhan;
  - Melakukan kaji ulang secara berkala untuk memastikan kecukupan kerangka manajemen risiko, kecukupan metodologi penilaian risiko dan kecukupan sistem informasi manajemen risiko;
  - Memberikan rekomendasi kepada satuan kerja bisnis dan/atau Komite Manajemen Risiko terkait penerapan kebijakan manajemen risiko, antara lain mengenai besaran atau maksimum eksposur risiko.
- Monitoring the entity level risk exposures and specific risks, and conducting stress testing to ascertain the impact of implementation of risk management policy and strategy on the loan portfolio or performance of the Bank;
  - Conducting periodic reviews to ensure adequacy of risk management framework, adequacy of risk assessment methodology and adequacy of risk management information system;
  - Providing recommendation to business units and/or the Risk Management Committee concerning risk management policy implementation, such as on the extent of risk exposure.

#### Proses dan Penilaian Manajemen Risiko

Proses manajemen risiko mencakup identifikasi, pengukuran, pemantauan dan pengendalian risiko dengan dukungan sistem informasi manajemen yang memadai.

Pelaksanaan penilaian risiko dilakukan oleh Departemen Manajemen Risiko yang dilaporkan setiap triwulan. Penilaian risiko dilakukan berdasarkan penilaian risiko inheren dan kualitas penerapan manajemen risiko pada setiap risiko yang akan dinilai. Kualitas penerapan manajemen risiko meliputi tata kelola risiko, kerangka manajemen risiko, proses manajemen risiko, kecukupan sumber daya manusia, kecukupan sistem informasi manajemen dan kecukupan sistem pengendalian risiko.

Risiko yang wajib dikelola Bank seperti yang tercantum pada Kebijakan Manajemen Risiko adalah risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko hukum, risiko strategis, risiko kepatuhan dan risiko reputasi.

#### **b. Risiko Kredit**

Risiko kredit didefinisikan sebagai risiko yang terjadi akibat kegagalan pihak debitur dan/atau pihak lain dalam memenuhi kewajiban kepada Bank. Risiko kredit dapat bersumber dari berbagai aktivitas bisnis Bank. Selain pada aktivitas pemberian kredit, risiko kredit dapat berasal dari berbagai instrumen keuangan seperti kredit yang diberikan, efek-efek, akseptasi, transaksi antar bank, transaksi nilai tukar dan derivatif, transaksi pembiayaan perdagangan, dan kewajiban komitmen dan kontinjensi dengan risiko kredit.

#### Risk Management Process and Assessment

Risk management process consists of identification, measurement, monitoring and controlling risks supported by adequate management information system.

The risk assessment is conducted by Risk Management Department and reported on a quarterly basis. The risk assessment is performed based on the assessment of inherent risk and quality of risk management implementation on each risk assessed. The quality of risk management implementation covers risk governance, risk management framework, risk management process, adequacy of human resources, adequacy of management information system and adequacy of risk control system.

The risks managed by the Bank as stipulated in the Risk Management Policy consist of credit risk, market risk, liquidity risk, operational risk, legal risk, strategic risk, compliance risk and reputation risk.

#### **b. Credit Risk**

Credit risk is defined as the risk arising from default of debtors and/or other parties to settle their liabilities to the Bank. Credit risk may arise from various business operations of the Bank. In addition to credit lending activities, credit risk may arise from various financial instruments, such as loans receivable, securities, acceptances, interbank transactions, foreign exchange transactions and derivatives, trade finance transaction, and committed and contingent liabilities with credit risk.

Penerapan manajemen risiko kredit berlandaskan pada Kebijakan dan Prosedur Risiko Kredit Bank yang mencakup ketentuan Otoritas Jasa Keuangan ("OJK") dan juga kebijakan internal. Kebijakan dan prosedur internal dikaji ulang secara berkala agar sejalan dengan perubahan-perubahan ketentuan perbankan, perkembangan usaha Bank dan kondisi perekonomian.

Pelaksanaan penilaian risiko kredit dilakukan Bank atas penilaian terhadap risiko inheren dan kualitas penerapan manajemen risiko. Parameter yang digunakan sebagai dasar penilaian risiko inheren terdiri dari komposisi portofolio aset dan tingkat konsentrasi, kualitas penyediaan dana dan kecukupan pencadangan, strategi penyediaan dana dan sumber timbulnya penyediaan dana, dan faktor eksternal. Berdasarkan penilaian tersebut. Unit-unit Pengambil Risiko melakukan tindak lanjut, agar komposisi portofolio tidak terkonsentrasi pada sektor ataupun debitur besar tertentu, mempertahankan kualitas penyediaan dana pada tingkat risiko yang dipandang aman, mempertahankan kecukupan pencadangan, memastikan bahwa pemberian kredit dan pengambilan keputusan kredit telah dikelola secara memadai dan sesuai dengan limit yang telah ditetapkan.

#### **Manajemen risiko kredit selama pandemi COVID-19**

Merebaknya pandemi COVID-19 berdampak pada kemampuan debitur membayar kembali kepada kreditur. Dampak keuangan langsung dari wabah tersebut bagi industri perbankan adalah peningkatan ECL yang disebabkan oleh peningkatan risiko kredit dan penurunan kualitas pinjaman.

Bank telah melakukan upaya penanganan dalam menjaga stabilitas dan mitigasi dampak dari pandemi tersebut antara lain:

1. Restrukturisasi untuk debitur-debitur yang terdampak COVID-19 sesuai dengan ketentuan OJK.
2. Relaksasi atau restrukturisasi kredit di seluruh segmen terhadap debitur-debitur yang mengalami dampak penyebaran COVID-19 sesuai dengan POJK No. 11/POJK.03/2020 tentang Stimulus Perekonomian Nasional sebagai Kebijakan Countercyclical Dampak Penyebaran Corona Virus Disease 2019 dan perubahannya terakhir melalui POJK No. 17/POJK.03/2021 tanggal 10 September 2021 (Catatan 11h).

Implementation of credit risk management is governed by the Bank's Credit Risk Policy and Procedure that incorporates the regulations of Otoritas Jasa Keuangan ("OJK"), as well as internal policy. Internal policy and procedures are reviewed periodically to reflect changes in the banking regulations, the Bank's business growth and economic condition.

Credit risk assessment is conducted by the Bank in assessing inherent risk and quality of risk management implementation. Parameters used as the basis for inherent risk assessment consist of composition of asset portfolio and level of concentration, quality of provision of funds and adequacy of provision, funding strategy and source of funding, and external factors. Based on the assessment, Risk Taking Unit will perform follow up actions, so that the composition of the portfolio is not concentrated in certain sectors of large debtors, maintain quality of the adequacy of provision ensure that the lending process and credit decision have been managed adequately and within approved limit.

#### **Credit risk management during the COVID-19 pandemic**

The outbreak of the COVID-19 pandemic has had an impact on the ability of debtors to repay creditors. Immediate financial impact of the outbreak on the banking industry is an increase in ECL, driven by increase in credit risk of the debtors and deterioration of loan quality.

The Bank has made a concerted effort to maintain stability and to mitigate the impact of the pandemic as enumerated below:

1. Restructuring of loans granted to debtors who were affected by COVID-19 in accordance with OJK regulations.
2. Relaxation or credit restructuring for debtors in all segments which have experienced the impact of the spread of COVID-19 in accordance with POJK No. 11/POJK.03/2020 concerning National Economic Stimulus as a Countercyclical Policy on the impact of the Corona Virus Disease 2019 Spread and its latest changes through POJK No. 17/POJK.03/2021 dated September 10, 2021 (Note 11h).

3. Pengawasan kualitas portofolio melalui pemilihan pencairan yang hati-hati dan aktivitas pemeliharaan hubungan debitur yang aktif.

Selain itu, sebagai respon terhadap ketidakpastian keadaan ekonomi dan usaha, Bank melakukan pengkinian pada data yang digunakan untuk proyeksi variabel makro-ekonomi (parameter model).

Penerapan manajemen risiko yang dilakukan Bank dalam rangka pemantauan dan pengendalian risiko kredit antara lain sebagai berikut:

- Pemberian kredit dan pengambilan keputusan kredit senantiasa mengacu pada kebijakan tertulis yang telah dimiliki Bank mengenai Kebijakan Perkreditan Bank dan kebijakan terkait yang relevan, antara lain Kebijakan Standar Proses Kredit yang mencakup seluruh proses pemberian kredit dan Kebijakan Wewenang Kredit yang mencakup pendelegasian wewenang dan limit wewenang kredit;
- Melakukan analisis terhadap sektor ekonomi/industri berdasarkan risiko dan penetapan limit sektor ekonomi/industri internal, yang bertujuan selain memberikan acuan dalam melakukan pemberian kredit, juga sebagai upaya untuk melakukan diversifikasi dan meningkatkan proses pengelolaan risiko kredit;
- Bank secara berkala melakukan pemantauan terhadap portofolio kredit, antara lain meliputi pemantauan pertumbuhan kredit, kualitas/kolektibilitas kredit konsentrasi pemberian kredit pada sektor ekonomi, debitur/grup debitur terbesar dan mata uang;
- Melakukan pemantauan secara intensif dan menyusun solusi penyelesaian terhadap setiap kredit bermasalah termasuk kemungkinan restrukturisasi kredit;
- Melakukan identifikasi risiko kredit pada setiap produk/aktivitas baru, termasuk mitigasi risiko yang diperlukan.

3. Security of portfolio quality through prudent selection of disbursement and actively maintaining the relationship with debtors.

Moreover, in response to the uncertain economic and business conditions, the Bank has updated the data used in its macro-economic variable projections (model parameter).

The implementation of the risk management performed by the Bank in order to monitor and control credit risk, among others, are as follows:

- Credit lending and credit decision always refer to written policies held by the Bank concerning Bank Credit Policy and relevant related policies, such as Credit Process Standard Policy which covers all lending process and Credit Authority Policy which covers authority delegation and credit authority limit;
- Perform analysis to economic/industry sector based on risk and set up the internal economic/industry sector limit, which aims to prove a reference in lending activity as well as the means to diversify and improve the credit risk management process;
- The Bank periodically performs monitoring on loan portfolio, including monitoring on loan growth, loan quality, loan concentration by economic sectors, top debtors/group debtors and currencies;
- Perform intensive monitoring and prepare solution for each non-performing loan, including probability of credit restructuring;
- Perform credit risk identification for each new product/activity, including the required risk mitigation.

**i. Risiko kredit maksimum**

Untuk aset keuangan yang diakui di laporan posisi keuangan, eksposur maksimum terhadap risiko kredit sama dengan nilai tercatat. Untuk garansi bank dan *Standby L/C* yang diterbitkan dan *L/C* serta Surat Kredit Berdokumen Dalam Negeri (SKBDN) yang masih berjalan dan tidak dapat dibatalkan, eksposur maksimum terhadap risiko kredit adalah nilai maksimum yang harus dibayarkan oleh Bank jika kewajiban atas garansi bank, *Standby L/C*, *L/C* yang tidak dapat dibatalkan, dan SKBDN tersebut terjadi. Untuk komitmen fasilitas kredit yang diberikan yang belum digunakan eksposur maksimum terhadap risiko kredit adalah sebesar jumlah komitmen tersebut.

Tabel berikut menyajikan eksposur maksimum Bank terhadap risiko kredit untuk instrumen keuangan pada laporan posisi keuangan dan rekening administratif dengan risiko kredit, tanpa memperhitungkan agunan yang dimiliki atau perlindungan kredit lainnya:

**i. Maximum credit risk**

For financial assets recognized in the statement of financial position, the maximum exposure to credit risk equals their carrying amounts. For the bank guarantee and *Standby L/C* issued and outstanding irrevocable *L/C* and domestic *L/C* (SKBDN), the maximum exposure to credit risk is the maximum amount that the Bank has to pay if the obligation of the bank guarantee, *Standby L/C*, irrevocable *L/C* and SKBDN are called upon. For the unused committed loan facilities, the maximum exposure to credit risk is the committed amount.

The following table presents the Bank's maximum exposure to credit risk of financial instruments in the statement of financial position and off-balance sheet accounts with credit risk, without taking into account any collateral held or other credit enhancement:

	2022	2021	
<u>Laporan posisi keuangan</u>			<u>Statement of financial position</u>
Giro pada Bank Indonesia	2.442.289	6.956.504	Current accounts with Bank Indonesia
Giro pada bank-bank lain	2.384.395	2.164.285	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	7.971.834	10.202.534	Placements with Bank Indonesia and other banks
Aset derivatif	6.187	25.514	Derivative assets
Tagihan akseptasi	66.245	220.472	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	9.835.773	8.183.786	Securities purchased under agreement to resell
Efek-efek untuk tujuan investasi	6.994.707	6.229.163	Investment in securities
Kredit yang diberikan	25.998.130	27.561.697	Loans receivable
Aset lain-lain	504.740	385.066	Other assets
<u>Rekening administratif dengan risiko kredit</u>			<u>Off-balance sheet accounts with credit risk</u>
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed L/C</i> dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	2.198.706	1.931.890	Unused loan facilities - committed Outstanding irrevocable <i>L/C</i> and domestic <i>L/C</i>
Garansi bank dan <i>Standby L/C</i> yang diterbitkan	99.783	192.976	Bank guarantees and <i>Standby L/C</i> issued
Jumlah	<u>3.208.108</u>	<u>1.990.896</u>	Total
	<u>61.710.897</u>	<u>66.044.783</u>	

Tabel di bawah ini menunjukkan eksposur maksimum neto atas risiko kredit untuk efek-efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2022 dan 2021:

The table below shows the net maximum exposure to credit risk on securities purchased under agreement to resell on December 31, 2022 and 2021:

	2022			2021			
	Eksposur maksimum/ Maximum exposure	Agunan/ Collateral	Eksposur neto/ Net exposure	Eksposur maksimum/ Maximum exposure	Agunan/ Collateral	Eksposur neto/ Net exposure	
Efek-efek yang dibeli dengan janji dijual kembali	9.835.773	(10.448.021)	-	8.183.786	(8.572.958)	-	Securities purchased under agreement to resell

**ii. Risiko konsentrasi kredit**

**ii. Credit concentration risks**

Pengungkapan risiko kredit maksimum berdasarkan konsentrasi sebelum memperhitungkan agunan yang dimiliki:

The disclosure on the maximum credit risk by concentration without taking into account any collateral held:

	2022						
	Pemerintah (termasuk Bank Indonesia)/ Government (including Bank Indonesia)	Badan Usaha Milik Negara/ State Owned Enterprises	Bank/ Banks	Perusahaan/ Corporate	Ritel/ Retail		Jumlah/ Total
<u>Laporan posisi keuangan</u>						<u>Statement of financial position</u>	
Giro pada Bank Indonesia	2.442.289	-	-	-	-	2.442.289	Current accounts with Bank Indonesia
Giro pada bank-bank lain	-	26.646	2.357.749	-	-	2.384.395	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	6.972.794	-	999.040	-	-	7.971.834	Placements with Bank Indonesia and other banks
Aset derivatif	-	-	6.187	-	-	6.187	Derivative assets
Tagihan akseptasi	-	49.129	-	17.116	-	66.245	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	9.835.773	-	-	-	-	9.835.773	Securities purchased under agreement to resell
Efek-efek untuk tujuan investasi	6.925.809	-	-	68.898	-	6.994.707	Investment in securities
Kredit yang diberikan	-	9.429.878	799.099	15.508.920	260.233	25.998.130	Loans receivable
Aset lain-lain	91.726	119.708	8.671	279.253	5.382	504.740	Other assets
<u>Rekening administratif dengan risiko kredit</u>						<u>Off-balance sheet accounts with credit risk</u>	
Fasilitas kredit yang diberikan yang belum digunakan - committed	-	-	-	2.194.722	3.984	2.198.706	Unused loan facilities - committed
L/C dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	-	29.754	-	70.029	-	99.783	Outstanding irrevocable L/C and domestic L/C
Garansi bank dan Standby L/C yang diterbitkan	-	41.922	1.712.425	1.453.761	-	3.208.108	Bank guarantees and Standby L/C issued
Jumlah	<u>26.268.391</u>	<u>9.697.037</u>	<u>5.883.171</u>	<u>19.592.699</u>	<u>269.599</u>	<u>61.710.897</u>	Total
Persentase	<u>42%</u>	<u>16%</u>	<u>9%</u>	<u>32%</u>	<u>1%</u>	<u>100%</u>	Percentage

		2021						
		Pemerintah (termasuk Bank Indonesia)/ Government (including Bank Indonesia)	Badan Usaha Milik Negara/ State Owned Enterprises	Bank/ Banks	Perusahaan/ Corporate	Ritel/ Retail	Jumlah/ Total	
<u>Laporan posisi keuangan</u>								<u>Statement of financial position</u>
Giro pada Bank Indonesia	6.956.504	-	-	-	-	-	6.956.504	Current accounts with Bank Indonesia
Giro pada bank-bank lain	-	24.038	2.140.247	-	-	-	2.164.285	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	9.901.128	-	301.406	-	-	-	10.202.534	Placements with Bank Indonesia and other banks
Aset derivatif	-	-	25.514	-	-	-	25.514	Derivative assets
Tagihan akseptasi	-	67.099	153.373	-	-	-	220.472	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	8.183.786	-	-	-	-	-	8.183.786	Securities purchased under agreement to resell
Efek-efek untuk tujuan investasi	6.101.595	-	124.997	2.571	-	-	6.229.163	Investment in securities
Kredit yang diberikan	-	8.951.089	807.373	16.946.805	856.430	-	27.561.697	Loans receivable
Aset lain-lain	59.791	92.211	14.653	217.629	782	-	385.066	Other assets
<u>Rekening administratif dengan risiko kredit</u>								<u>Off-balance sheet accounts with credit risk</u>
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed</i>	-	281.367	-	1.367.601	282.922	-	1.931.890	Unused loan facilities - committed
L/C dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	-	21.620	-	171.356	-	-	192.976	Outstanding irrevocable L/C and domestic L/C
Garansi bank dan <i>Standby</i> L/C yang diterbitkan	-	-	1.425.250	565.646	-	-	1.990.896	Bank guarantees and Standby L/C issued
Jumlah	<u>31.202.804</u>	<u>9.437.424</u>	<u>4.992.813</u>	<u>19.271.608</u>	<u>1.140.134</u>	<u>-</u>	<u>66.044.783</u>	Total
Persentase	<u>47%</u>	<u>14%</u>	<u>8%</u>	<u>29%</u>	<u>2%</u>	<u>-</u>	<u>100%</u>	Percentage

### iii. Agunan dan perlindungan kredit lainnya

Sebagai salah satu kebijakan Bank dalam memitigasi risiko kredit, Bank meminta agunan sebagai jaminan pembayaran atas dana yang diberikan oleh Bank. Bank berprinsip bahwa agunan adalah sumber terakhir dari pelunasan kredit, dimana sumber utama pelunasan kredit adalah dana dari hasil usaha debitur.

Pedoman Bank mengenai agunan antara lain mencakup jenis agunan yang dapat diterima sebagai mitigasi risiko kredit, perhitungan rasio jaminan, serta frekuensi penilaian agunan untuk setiap jenis agunan. Penentuan nilai dan jenis agunan yang diminta juga tergantung pada penilaian risiko kredit dari debitur.

Jenis jaminan yang dapat diterima oleh Bank adalah deposito berjangka/setoran kas, *Standby* L/C, tanah dan bangunan (properti – rumah tinggal, komersial, industri dan dalam konstruksi), tanah kosong, mesin dan peralatan, piutang dagang, persediaan (termasuk komoditi), truk/bis, alat berat, pesawat (untuk tujuan komersial dan *charter*), kapal, mobil, saham, motor dan jaminan perseorangan/perusahaan. Kondisi, legalitas, peruntukan jaminan (sebagai agunan utama dan tambahan) serta rasio jaminan telah diatur dalam kebijakan Bank.

### iii. Collateral and other credit enhancements

As one of the Bank's policies in mitigating the credit risk, the Bank requires collateral as guarantee of payment of the funds disbursed by the Bank. The Bank considers collateral as the last source of credit repayment, whereas the primary source of credit repayment are the funds generated from business operations of the debtors.

The Bank's guideline for collateral regulates the acceptability of the types of collateral, collateral ratio calculation and frequency of appraisal for each collateral type. The amount and type of collateral required also depends on an assessment of the debtors' credit risk.

The types of collateral which can be acceptance by the Bank are time deposit/cash margin, *Standby* L/C, land and building (properties – residential commercial, industrial and under construction), vacant land, machinery and equipment, account receivable, inventory (including commodity), truck/bus, heavy equipment, aircraft (for commercial and charter purposes), ship, car, shares, motorcycle and personal/corporate guarantees. The condition, legality, collateral purpose (as main and additional collateral) and collateral ratio are regulated under the Bank's policy.

Bank memitigasi risiko kredit dari derivatif dengan menggunakan *master netting agreements*. Transaksi derivatif dilakukan dengan *International Swaps and Derivatives Association ("ISDA") master netting agreements*, dalam kondisi tertentu, misalnya ketika peristiwa kredit seperti wanprestasi terjadi, semua transaksi yang masih berjalan berdasarkan kontrak akan dihentikan. Nilai yang dihentikan dihitung dan hanya satu jumlah yang akan terutang sebagai penyelesaian semua transaksi. Sedangkan mitigasi risiko kredit dari efek-efek yang dibeli dengan janji dijual kembali dilakukan dengan kepemilikan hak atas agunan berupa efek-efek menggunakan *Global Master Repurchase Agreement ("GMRA")*.

Untuk pembiayaan properti, Bank telah menetapkan rasio *Loan to Value (LTV)*, yang merupakan rasio antara nilai kredit yang dapat diberikan oleh Bank terhadap nilai agunan pada saat awal pemberian kredit, sesuai dengan ketentuan oleh regulator yang berlaku saat ini.

Tabel berikut menyajikan komposisi kredit yang diberikan (sebelum cadangan kerugian penurunan nilai) yang mendapatkan manfaat dari agunan, baik sebagian maupun penuh, sebagai mitigasi dari risiko kredit:

	2022	2021		
	Nilai kredit yang diberikan sebelum cadangan kerugian penurunan nilai/ <i>Balance of loans receivable before allowance for impairment losses</i>	Nilai kredit yang diberikan sebelum cadangan kerugian penurunan nilai/ <i>Balance of loans receivable before allowance for impairment losses</i>	Jenis agunan/ <i>Type of collateral</i>	
Dijamin penuh	2.065.967	2.335.635	Kas, Standby L/C/ <i>Cash, Standby L/C</i>	Fully secured
Dijamin sebagian	17.288.277	18.879.906	Kas, piutang dagang tanah dan bangunan, aset bergerak, garansi/ <i>Cash, accounts receivable, land and buildings, moveable assets, guarantees</i>	Partially secured
Tidak memiliki jaminan	7.860.623	7.034.482		Unsecured
	<u>27.214.867</u>	<u>28.250.023</u>		

**iv. Kualitas aset keuangan**

Bank memiliki kebijakan untuk memelihara secara akurat dan konsisten peringkat risiko seluruh portofolio aset keuangan. Hal ini akan memfasilitasi fokus manajemen risiko atas risiko yang ada dan perbandingan eksposur kredit di seluruh lini bisnis, daerah geografis dan produk. Sistem peringkat ini didukung oleh berbagai analisa keuangan, dikombinasikan dengan informasi pasar yang telah diolah untuk menyediakan masukan utama untuk pengukuran risiko pihak lawan.

The Bank mitigates the credit risk of derivatives by entering into master netting agreements. Derivative transactions are entered into under International Swaps and Derivatives Association ("ISDA") master netting agreements, in general, under ISDA master netting agreements, in certain circumstances, such as when a credit event such as a default accounts, all outstanding transactions under the agreements are terminated. The termination value is assessed and only a single amount is due or payable as a settlement of all transactions. While for mitigating credit risk of securities purchased under agreements to resell, the Bank holds collateral in the form of marketable securities utilizing Global Master Repurchase Agreement ("GMRA").

For property financing, the Bank has set the Loan to Value ratio (LTV), which is defined as the ratio between the value of credit that can be provided by the Bank to the value of the collateral at the time when the loan was given, in accordance with the current prevailing provisions by regulator.

The following table presents the composition of loans receivable (before allowance for impairment losses) that benefit from such partial or full collateralized as credit risk mitigation:

**iv. Quality of financial assets**

It is Bank's policy to maintain accurate and consistent risk ratings across the portfolio of financial assets. This facilitates focused risk management of the applicable risks and the comparison of credit exposures across all lines of business, geographic regions, and products. The rating system is supported by a variety of financial analysis, combined with processed market information to provide the main inputs for the measurement of counterparty risk.

v. Analisis risiko kredit

Proses penentuan kualitas kredit Bank mengacu pada kolektibilitas sesuai peraturan OJK.

Segmen korporasi

Untuk segmen korporasi kualitas kredit dikelola oleh Bank dengan menggunakan peringkat kredit internal. Bank menentukan peringkat suatu debitur dengan terlebih dahulu menetapkan peringkat keuangan (*financial grade*) dengan menggunakan model peringkat dari aspek keuangan dan data yang diperoleh dari laporan keuangan debitur, termasuk kekayaan bersih dan arus kas. Peringkat keuangan ini kemudian disesuaikan dengan mempertimbangkan kondisi dari posisi keuangan debitur dan faktor kualitatif untuk menentukan peringkat debitur.

Faktor kualitatif terutama mempertimbangkan faktor-faktor seperti informasi kerugian historis, kesesuaian rencana bisnis debitur atau rencana perbaikan operasional, status perkembangan rencana bisnis dan dukungan menyeluruh dari lembaga keuangan.

Selain prosedur peringkat di atas, dalam hal debitur dianggap sebagai anak perusahaan yang dikonsolidasi oleh induk perusahaan di luar negeri, peringkat debitur bisa ditentukan dengan mengadopsi peringkat obligor berdasarkan kualitas kredit: induk perusahaan atau perusahaan Bank terhadap induk perusahaan tersebut. Peringkat debitur dan peringkat fasilitas ditelaah paling sedikit setahun sekali, atau bila diperlukan, ketika ada perubahan kredit.

Peringkat internal untuk segmen korporasi digolongkan sebagai berikut:

- *Grading* sAAA+ sampai AA+: debitur memiliki kemampuan membayar kewajiban yang tinggi;
- *Grading* sAA sampai A-: debitur tidak mengalami kesulitan pembayaran kewajiban, namun terdapat faktor bisnis atau ekonomi yang dapat menyebabkan masalah dalam pembayaran kewajiban;
- *Grading* BBB+ sampai BB: debitur memerlukan pemantauan khusus karena bisnis yang lesu/tidak stabil, atau masalah keuangan;

v. Credit risk analysis

Process of determining the Bank refers to collectability in accordance with the OJK regulations.

Corporate segments

For corporate segment, the quality of credit is managed by the Bank using internal credit ratings. The Bank determines the rating of a debtor by first determining the financial grade using a rating model from financial aspects and data obtained from the debtor's financial statements, including net worth and cash flows. This financial grade is then adjusted by considering the conditions of the debtor's financial position and qualitative factors to determine the grade of the debtor.

Qualitative factors mainly consider some factors such as historical loss information, conformity of the debtor's business plan or operational improvement plan, status of developments in the business plan and overall support from financial institutions.

In addition of grading procedure above, in the event that the debtor is considered as a subsidiary that is consolidated by a parent company abroad, the debtor's grading can be determined by adopting an obligor grading based on the quality of the parent loan or credit grading provided by the Bank's parent company. Debtor grading and facility grading are reviewed at least once a year, or if needed, when there are changes in credit.

Internal grading for corporate segment is categorized as follows:

- *Grading* sAAA+ to AA+: debtors have very strong ability to pay their obligations;
- *Grading* sAA to A-: debtors do not experience difficulties to pay their obligations, however, there are business or economy factors that may cause difficulties to pay the obligations;
- *Grading* BBB+ to BB: debtors need special observation as they experience sluggish/unstable business, or financial issues;

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- *Grading B* atau lebih rendah merupakan debitur yang telah memburuk (*default*).

- *Grading B* or lower debtors represent debtors which are credit-impaired (*default*).

Pada tanggal 31 Desember 2022 dan 2021, nilai tercatat aset keuangan berdasarkan kualitas kredit adalah sebagai berikut:

As of December 31, 2022 and 2021, the carrying amount of financial assets based on credit quality was as follows:

	2022			Jumlah/ Total	
	Tahap 1/ Stage 1	Tahap 2/ Stage 2	Tahap 3/ Stage 3		
Giro pada Bank Indonesia					Current accounts with Bank Indonesia
Tanpa peringkat	2.442.289	-	-	2.442.289	Non-graded
Nilai tercatat bruto	2.442.289	-	-	2.442.289	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
Nilai tercatat	2.442.289	-	-	2.442.289	Carrying amount
Giro pada bank-bank lain					Current accounts with other banks
Grade AAA sampai AA+	2.312.696	-	-	2.312.696	Grade AAA to AA+
Grade AA- sampai BBB	72.492	-	-	72.492	Grade AA- to BBB
Nilai tercatat bruto	2.385.188	-	-	2.385.188	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(793)	-	-	(793)	Less: allowance for impairment losses
Nilai tercatat	2.384.395	-	-	2.384.395	Carrying amount
Penempatan pada Bank Indonesia dan bank-bank lain					Placements with Bank Indonesia and other banks
Grade sAAA+	999.110	-	-	999.110	Grade sAAA+
Tanpa peringkat	6.972.794	-	-	6.972.794	Non-graded
Nilai tercatat bruto	7.971.904	-	-	7.971.904	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(70)	-	-	(70)	Less: allowance for impairment losses
Nilai tercatat	7.971.834	-	-	7.971.834	Carrying amount
Tagihan akseptasi					Acceptance receivables
Grade AA sampai BBB	66.800	-	-	66.800	Grade AA to BBB
Nilai tercatat bruto	66.800	-	-	66.800	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(555)	-	-	(555)	Less: allowance for impairment losses
Nilai tercatat	66.245	-	-	66.245	Carrying amount
Efek-efek yang dibeli dengan janji dijual kembali					Securities purchased under agreement to resell
Tanpa peringkat	9.835.773	-	-	9.835.773	Non-graded
Nilai tercatat bruto	9.835.773	-	-	9.835.773	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
Nilai tercatat	9.835.773	-	-	9.835.773	Carrying amount
Efek-efek untuk tujuan investasi					Investment in securities
Grade sAAA	716.445	-	-	716.445	Grade sAAA
Tanpa peringkat	6.278.646	-	-	6.278.646	Non-graded
Nilai tercatat bruto	6.995.091	-	-	6.995.091	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(384)	-	-	(384)	Less: allowance for impairment losses
Nilai tercatat	6.994.707	-	-	6.994.707	Carrying amount
Kredit yang diberikan					Loans receivable
<u>Korporasi</u>					<u>Corporates</u>
Grade sAAA+ sampai AA+	1.584.772	-	-	1.584.772	Grade sAAA+ to AA+
Grade sAA sampai A-	19.688.841	2.037.377	-	21.726.218	Grade sAA to A-
Grade BBB+ sampai BB	155.675	2.221.684	-	2.377.359	Grade BBB+ to BB
Grade B	-	127.689	786.021	913.710	Grade B
Nilai tercatat bruto	21.429.288	4.386.750	786.021	26.602.059	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(145.781)	(425.301)	(636.325)	(1.207.407)	Less: allowance for impairment losses
	21.283.507	3.961.449	149.696	25.394.652	



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	2021				
	Tahap 1/ Stage 1	Tahap 2/ Stage 2	Tahap 3/ Stage 3	Jumlah/ Total	
Efek-efek untuk tujuan investasi					Investment in securities
Grade sAAA+	125.000	-	-	125.000	Grade sAAA+
Grade sAAA	733.751	-	-	733.751	Grade sAAA
Tanpa peringkat	5.370.449	-	-	5.370.449	Non-graded
Nilai tercatat bruto	6.229.200	-	-	6.229.200	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(37)	-	-	(37)	Less: allowance for impairment losses
Nilai tercatat	6.229.163	-	-	6.229.163	Carrying amount
Kredit yang diberikan					Loans receivable
<u>Korporasi</u>					<u>Corporates</u>
Grade sAAA+ sampai AA+	1.054.685	-	-	1.054.685	Grade sAAA+ to AA+
Grade sAA sampai A-	22.010.271	1.721.766	-	23.732.037	Grade sAA to A-
Grade BBB+ sampai BB	142.608	2.118.339	-	2.260.947	Grade BBB+ to BB
Grade B	-	127.900	862.860	990.760	Grade B
Nilai tercatat bruto	23.207.564	3.968.005	862.860	28.038.429	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(162.989)	(344.442)	(172.986)	(680.417)	Less: allowance for impairment losses
	23.044.575	3.623.563	689.874	27.358.012	
<u>Non-korporasi</u>					<u>Non-corporates</u>
Belum jatuh tempo	188.906	43	1	188.950	Not yet overdue
Telah jatuh tempo sampai dengan 31 - 90 hari	6.110	9.294	-	15.404	Past due up to 31 - 90 days
Telah jatuh tempo lebih dari 90 hari	-	-	7.240	7.240	Past due more than 90 days
Nilai tercatat bruto	195.016	9.337	7.241	211.594	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(1.366)	(2.910)	(3.633)	(7.909)	Less: allowance for impairment losses
	193.650	6.427	3.608	203.685	
Nilai tercatat kredit yang diberikan	23.238.225	3.629.990	693.482	27.561.697	Carrying amount of loans receivable
Aset lain-lain					Other assets
Tanpa peringkat	385.066	-	-	385.066	Non-graded
Nilai tercatat bruto	385.066	-	-	385.066	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
Nilai tercatat	385.066	-	-	385.066	Carrying amount

Pertimbangan utama atas penilaian penurunan kualitas kredit mencakup keterlambatan pembayaran pokok atau bunga atau kesulitan aliran kas yang dialami oleh debitur/pihak lawan, penurunan peringkat kredit, atau pelanggaran atas persyaratan perjanjian kredit.

The main considerations for the loan impairment assessment include whether any payments of principal or interest are overdue or there are any known difficulties in the cash flows of the debtors/counterparties, credit rating downgrades, or infringement of the original terms of the agreement.

**vi. Saldo yang timbul dari kerugian kredit ekspektasian ("ECL")**

**vi. Amounts arising from Expected Credit Loss ("ECL")**

Input, asumsi, dan teknik yang digunakan untuk mengestimasi penurunan nilai

Inputs, assumptions and techniques used for estimating impairment

Lihat Catatan 3f dan 11f.

See Note 3f and 11f.

Estimasi kerugian kredit ekspektasian (ECL) harus tidak bias dan probabilitas tertimbang, termasuk informasi tentang peristiwa masa lalu, kondisi saat ini dan prakiraan yang wajar dan dapat didukung dari peristiwa masa depan dan kondisi ekonomi pada tanggal pelaporan. Prakiraan tersebut juga mempertimbangkan nilai waktu dari uang.

The estimation of an expected credit loss (ECL) is required to be unbiased and probability weighted, including information about past events, current conditions, and reasonable and supportable forecast of future events and economics conditions at the reporting date. The estimate also considers the time value of money.

Bank memiliki tiga input utama untuk mengukur ECL. Input utama yang digunakan untuk pengukuran ECL adalah variabel berikut:

- *Probability of Default* (PD);
- *Loss Given Default* (LGD); dan
- *Exposure at Default* (EAD).

Untuk segmen korporasi, peringkat risiko kredit akan menjadi masukan utama untuk menentukan PD atas eksposur. Bank menggunakan model statistik untuk menganalisis data yang telah dikumpulkan dan menghasilkan estimasi PD sepanjang sisa umur dari eksposur dan bagaimana perubahan ekspektasian akan terjadi dalam suatu kurun waktu. Analisis ini akan termasuk identifikasi dan kalibrasi atas hubungan antara perubahan tingkat gagal bayar dan perubahan faktor utama makro-ekonomi, sebagai contohnya: indeks harga produsen dan aliran modal.

Konsep dari LGD adalah menggabungkan semua pemulihan dari proses penagihan yang telah selesai menjadi tingkat kerugian yang mencerminkan biaya penagihan dan nilai waktu atas kerugian. Data pemulihan yang dikumpulkan adalah jumlah pemulihan yang diterima oleh Bank dari akun *non-performing loan* sejak akun pertama kali wanprestasi dalam data input yang digunakan sampai observasi terakhir pada data input yang digunakan.

EAD merupakan eksposur ekspektasian pada saat terjadi gagal bayar. Bank akan mendapatkan nilai EAD berdasarkan eksposur terhadap pihak lawan saat ini dan kemungkinan perubahan terhadap eksposur saat ini berdasarkan kontrak, termasuk amortisasi. EAD dari aset keuangan adalah nilai tercatat bruto saat gagal bayar. Untuk komitmen pinjaman dan kontrak jaminan keuangan, nilai EAD akan mempertimbangkan jumlah yang telah ditarik, dan potensial jumlah yang akan ditarik di masa depan atau dibayarkan sesuai dengan kontrak.

#### Peningkatan risiko kredit secara signifikan

Dalam PSAK 71, ketika menentukan apakah risiko kredit atas suatu instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal, Bank akan mempertimbangkan informasi yang wajar dan terdukung yang relevan dan tersedia tanpa biaya atau upaya yang berlebihan, termasuk informasi kuantitatif dan kualitatif dan analisis berdasarkan pengalaman masa lalu Bank, penilaian kredit dan informasi yang bersifat *forward-looking*.

The bank has three main inputs to measure the ECL. The key inputs into the measurement of ECL are the following variables:

- *Probability of Default* (PD);
- *Loss Given Default* (LGD); and
- *Exposure at Default* (EAD).

For corporate segment, credit risk grades will be a primary input into the determination of the term structure of PD for exposures. The Bank employs statistical models to analyze the data collected and generate estimates of the remaining lifetime PD of exposures and how these are expected to change as a result of the passage of time. This analysis will include the identification and calibration of relationships between changes in default rates and changes in key macro-economic factors, for example: producer price index and capital flows.

The concept of LGD is incorporating all recoveries from a completed collection process into loss rate which would reflect the collection cost and the time value on loss rate. The data of recoveries are collected based on recoveries received by the Bank from the non-performing loan account since the first time default in data input used until the last observation in data input used.

EAD represents the expected exposure in the event of a default. The Bank will derive the EAD from the current exposure to the counterparty and potential changes to the current amount allowed under contract, including amortization. The EAD of a financial asset will be the gross carrying amount at default. For lending commitments and financial guarantees, the EAD will consider the amount drawn, as well as potential future amounts that may be drawn or repaid under the contract.

#### Significant increase in credit risk

Under PSAK 71, when determining whether credit risk of a financial instrument has increased significantly since initial recognition, the Bank has consider reasonable and supportable information that is relevant and available without undue cost or effort, including both quantitative and qualitative information and analysis based on the Bank historical experience, credit assessment and forward-looking information.

Analisis apakah risiko kredit telah meningkat secara signifikan sejak pengakuan awal instrumen keuangan menggunakan data perilaku debitur dari internal, metrik kemampuan membayar dan data eksternal dari agensi kredit termasuk kolektabilitas kredit yang merupakan standar industri.

Bank telah membentuk kerangka yang memasukkan informasi kuantitatif dan kualitatif untuk menentukan apakah risiko kredit dari suatu instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Kerangka ini sejalan dengan proses internal manajemen risiko kredit Bank.

Kriteria untuk menentukan apakah risiko kredit telah meningkat secara signifikan bervariasi berdasarkan portofolio dan termasuk batas tunggakan ("*backstop*").

Dengan menggunakan pertimbangan kredit ahli dan, jika memungkinkan, pengalaman historis yang relevan, Bank dapat menentukan bahwa suatu eksposur telah mengalami peningkatan risiko kredit yang signifikan berdasarkan indikator kualitatif tertentu yang dianggapnya sebagai indikasi dan yang pengaruhnya mungkin tidak sepenuhnya tercermin dalam analisis kuantitatifnya secara tepat waktu.

Sebagai *backstop*, Bank memandang bahwa peningkatan risiko kredit yang signifikan secara umum terjadi paling lambat pada saat suatu aset telah jatuh tempo lebih dari 90 hari. Hari lewat jatuh tempo ditentukan dengan menghitung jumlah hari sejak tanggal jatuh tempo paling awal sejak pembayaran penuh belum diterima.

Bank memantau efektivitas kriteria yang digunakan untuk mengidentifikasi peningkatan risiko kredit yang signifikan melalui tinjauan berkala.

#### Definisi gagal bayar

Secara umum, Bank menentukan aset keuangan gagal bayar ketika debitur tidak mungkin membayar kewajiban kreditnya kepada Bank secara penuh atau debitur telah lewat jatuh tempo lebih dari 90 hari.

Dalam menilai apakah debitur dalam kondisi gagal bayar, Bank mempertimbangkan indikator yang bersifat kualitatif dan kuantitatif berdasarkan data yang dikembangkan secara internal dan diperoleh dari sumber eksternal.

Assessing whether credit risk has increased significantly since initial recognition of financial instrument uses internally collected data on debtor behaviour, affordability metrics, and external data from credit reference agencies including industry-standard credit grading.

The Bank has established a framework that incorporates both quantitative and qualitative information to determine whether the credit risk on a financial instrument has increased significantly since initial recognition. The framework aligns with the Bank's internal credit risk management process.

The criteria for determining whether credit risk has increased significantly vary by portfolio and include a backstop based on delinquency.

Using its expert credit judgement and, where possible, relevant historical experience, the Bank may determine that an exposure has undergone a significant increase in credit risk based on particular qualitative indicators that it considers are indicative of such and whose effect may not otherwise be fully reflected in its quantitative analysis on a timely basis.

As a backstop, the Bank considers that a significant increase in credit risk generally occurs no later than when an asset is more than 90 days past due. Days past due are determined by counting the number of days since the earliest elapsed due date in respect of which full payment has not been received.

The Bank monitors the effectiveness of the criteria used to identify significant increases in credit risk by regular reviews.

#### Definition of default

In general, the Bank considers a financial asset to be in default when the debtor is unlikely to pay its credit obligations to the Bank in full or the debtor is past due more than 90 days.

In assessing whether a debtor is in default, the Bank considers indicator that are qualitative and quantitative and based on data developed internally and obtained from external sources.

Masukan ke dalam penilaian apakah suatu instrumen keuangan dalam keadaan gagal bayar dan signifikansinya dapat bervariasi dari waktu ke waktu untuk mencerminkan perubahan keadaan.

Input into the assessment of whether a financial instrument is in default and their significance may vary over time to reflect changes in circumstance.

Penggunaan informasi *forward-looking*

Incorporation of forward-looking information

Bank menggabungkan informasi *forward-looking* ke dalam penilaiannya tentang apakah risiko kredit suatu instrumen telah meningkat secara signifikan sejak pengakuan awal dan pengukuran ECL. Berdasarkan pertimbangan berbagai informasi aktual dan prakiraan eksternal, Bank merumuskan pandangan 'base case' tentang arah masa depan variabel ekonomi yang relevan serta berbagai skenario prakiraan representasi kemungkinan lainnya. Proses ini melibatkan pengembangan dua skenario ekonomi tambahan dan mempertimbangkan kemungkinan relatif dari setiap hasil. Informasi eksternal mencakup data ekonomi dan prakiraan yang diterbitkan oleh badan pemerintah dan otoritas moneter di negara tempat Bank beroperasi, seperti Bank Indonesia, Badan Pusat Statistik, dan sumber independen lainnya.

The Bank incorporates forward-looking information into both its assessment of whether the credit risk of an instrument has increased significantly since its initial recognition and its measurement of ECL. Based on consideration of a variety of external actual and forecast information, the Bank formulates a 'base case' view of the future direction of relevant economic variables as well as a representative range of other possible forecast scenarios. This process involves developing two additional economic scenarios and considering the relative probabilities of each outcome. External information includes economic data and forecasts published by governmental bodies and monetary authorities in the countries where the Bank operates, such as Bank Indonesia, Badan Pusat Statistik, dan other independent sources.

*Base case* merupakan hasil yang paling mungkin terjadi dan selaras dengan informasi yang digunakan oleh Bank untuk tujuan lain seperti perencanaan strategis dan penganggaran. Skenario lain menunjukkan hasil yang lebih optimis dan lebih pesimis.

The base case represents a most-likely outcome and is aligned with information used by the Bank for other purposes such as strategic planning and budgeting. The other scenarios represent more optimistic and more pessimistic outcomes.

Bank telah mengidentifikasi dan mendokumentasikan pendorong utama risiko kredit dan kerugian kredit untuk setiap portofolio instrumen keuangan dan, dengan menggunakan analisis data historis, telah memperkirakan hubungan antara variabel makro-ekonomi dan *observed default rate*. Skenario ekonomi yang digunakan pada tanggal 31 Desember 2022 mencakup kisaran indikator utama berikut ini untuk Indonesia untuk tahun yang berakhir pada tanggal 31 Desember 2023, 2024, dan 2025.

The Bank has identified and documented key drivers of credit risk and credit losses for each portfolio of financial instruments and, using an analysis of historical data, has estimated relationships between macro-economic variables and observed default rate. The economic scenarios used at December 31, 2022 included the following ranges of key indicators for Indonesia for the year ending December 31, 2023, 2024, and 2025.

	2023	2024	2025	
Indeks harga produsen	Dasar/Base 109,89 Kisaran/range between 107,10 dan/and 112,68	Dasar/Base 109,53 Kisaran/range between 106,73 dan/and 112,32	Dasar/Base 109,86 Kisaran/range between 107,06 dan/and 112,65	Producer price index
Neraca Perdagangan	Dasar/Base 4.135,10 Kisaran/range between 2.347,61 dan/and 5.922,60	Dasar/Base 4.131,63 Kisaran/range between 2.344,14 dan/and 5.919,12	Dasar/Base 4.255,18 Kisaran/range between 2.467,69 dan/and 6.042,68	Balance of Trade

Hubungan yang diprediksi antara indikator makro-ekonomi dan *observed default rate* pada berbagai portofolio aset keuangan telah dikembangkan berdasarkan analisis data historis selama 6 tahun terakhir. Indikator di atas digunakan untuk segmen korporasi.

Sensitivitas kerugian kredit ekspektasian terhadap kondisi ekonomi masa depan

Asumsi skenario dasar adalah skenario dengan ekspektasi bahwa perekonomian akan berperilaku sebagaimana mestinya secara historis tanpa perubahan besar. Kasus dasar mencerminkan keluaran dengan probabilitas tertinggi. Skenario lain mencerminkan keluaran yang lebih optimistis dan lebih pesimistis. Probabilitas dari tiga (3) skenario yang berbeda diamati dan dialokasikan sesuai dengan tingkat asumsi yang berbeda. Tingkat asumsi akhir akan menggunakan rata-rata tertimbang dari tiga (3) asumsi yang berbeda dan kemungkinan yang terjadi.

Modifikasi aset keuangan

Persyaratan kontraktual atas pinjaman dapat diubah karena sejumlah alasan, termasuk perubahan kondisi pasar, retensi debitur dan faktor-faktor lain yang tidak terkait dengan penurunan kualitas kredit saat sekarang ataupun yang potensial dari debitur. Pinjaman yang ada yang persyaratannya telah diubah dapat dihentikan pengakuannya dan pinjaman yang dinegosiasi ulang tersebut diakui sebagai pinjaman baru pada nilai wajar sesuai dengan kebijakan akuntansi (Catatan 3e).

Jika ketentuan aset keuangan dimodifikasi dan modifikasi tersebut tidak mengakibatkan penghentian pengakuan, penentuan apakah risiko kredit aset telah meningkat secara signifikan mencerminkan perbandingan antara lain:

- Masa pakai PD yang tersisa pada tanggal pelaporan berdasarkan persyaratan yang dimodifikasi, dengan
- PD *lifetime* yang tersisa diperkirakan berdasarkan data pada pengakuan awal dan persyaratan kontrak awal.

Predicted relationship between the macro-economic indicator and observed default rate on various portfolios of financial assets have been developed based on analyzing historical data over the past 6 years. The above indicators are used for corporate segment.

Sensitivity of ECL to future economic conditions

Base scenario assumption is the scenario with the expectation that the economy will behave as it has been historically with no major changes. The base case reflects the output with the highest probability. Another scenario reflects more optimistic and more pessimistic outputs. The probabilities of the three (3) different scenarios is observed and allocated accordingly to the different assumption rates. The final assumption rate will use the weighted average of the three (3) different assumption and their probability of occurring.

Modified financial assets

The contractual terms of a loan may be modified for a number of reasons, including changing market conditions, debtor retention and other factors not related to a current or potential credit deterioration of the debtor. An existing loan whose terms have been modified may be derecognized and the renegotiated loan recognized as a new loan at fair value in accordance with accounting policy (Notes 3e).

When the terms of a financial asset are modified and the modification does not result in derecognition, the determination of whether the asset's credit risk has increased significantly reflect comparison of;

- Its remaining lifetime PD at the reporting date based on the modified terms, with
- The remaining lifetime PD estimated based on data at initial recognition and the original contractual terms.

**c. Risiko Pasar**

Risiko pasar adalah risiko terjadinya perubahan harga pasar, seperti tingkat suku bunga dan nilai tukar valuta asing, yang akan mempengaruhi pendapatan Bank atau nilai dari instrumen keuangan yang dimilikinya. Tujuan dari manajemen risiko pasar adalah untuk mengelola dan mengendalikan eksposur risiko pasar dalam parameter yang dapat diterima, dan secara bersamaan mengoptimalkan hasil pengembalian atas risiko yang diambil.

Risiko pasar meliputi risiko suku bunga dan risiko nilai tukar yang timbul dari posisi *trading book* maupun posisi *banking book*. Penerapan manajemen risiko pasar Bank meliputi risiko suku bunga dan risiko nilai tukar.

**i. Risiko suku bunga**

Risiko tingkat bunga timbul dari adanya kemungkinan bahwa perubahan tingkat suku bunga akan mempengaruhi aliran kas di masa depan atau nilai wajar instrumen keuangan. Posisi ini dipantau secara bulanan untuk memastikan bahwa posisi tersebut tetap dapat dikelola.

Pengelolaan risiko suku bunga dilakukan dengan pemantauan sensitivitas aset dan liabilitas keuangan Bank atas berbagai skenario suku bunga. Skenario yang dilakukan antara lain mencakup kenaikan atau penurunan paralel sesuai dengan skenario yang dipersyaratkan OJK pada kurva imbal hasil. Analisa sensitivitas Bank atas kenaikan atau penurunan suku bunga pasar, dengan asumsi bahwa tidak ada pergerakan asimetris pada kurva imbal hasil dan posisi laporan posisi keuangan yang tetap, adalah sebagai berikut:

	2022		2021		
	Kenaikan paralel/ <i>parallel increase</i>	Penurunan paralel/ <i>parallel decrease</i>	Kenaikan paralel/ <i>parallel increase</i>	Penurunan paralel/ <i>parallel decrease</i>	
Kenaikan (penurunan) pendapatan bunga bersih Rasio (%)	10.322 0,72%	(10.322)	119.139 9,60%	(119.139)	Increase (decrease) of net interest income Ratio (%)
Kenaikan (penurunan) nilai ekonomi ekuitas Rasio (%)	(341.988) 6,18%	406.887	(454.801) 8,39%	617.391	Increase (decrease) of Economic Value of Equity (EVE) Ratio (%)

**c. Market Risk**

Market risk is the risk that changes in market prices, such as interest rates and foreign exchange rates, will affect the Bank's income or the value of its holdings of financial instruments. The objective of the market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return on risk.

Market risk covers interest rate risk and exchange rate risk arising from trading book position and banking book position. The implementation of market risk management of the Bank covers interest rate risk and exchange rate risk.

**i. Interest rate risk**

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or the fair values of financial instruments. Positions are monitored on a monthly basis to ensure positions are manageable.

Interest rate risk management is supplemented by monitoring the sensitivity of financial assets and liabilities of the Bank to various interest rate scenarios. Scenarios, among others according to the scenario required by OJK in yield curves. An analysis of the Bank's sensitivity to an increase or decrease in market interest rates, assuming no asymmetrical movement in curves and a constant statement of financial position, is as follows:

Berdasarkan struktur *repricing gap*, Bank memiliki sensitivitas yang lebih tinggi dalam portofolio liabilitas karena aset berbunga memiliki durasi yang lebih panjang dan peninjauan kembali suku bunga (*repricing*) kurang sering dibandingkan dengan liabilitas berbunga. Artinya dengan kondisi suku bunga yang cenderung meningkat, margin yang dihasilkan akan mengecil akibat adanya *repricing* dalam liabilitas. Meskipun demikian, pengaruhnya secara aktual bergantung pada banyak faktor, termasuk apakah terjadi pembayaran kembali yang lebih cepat atau lebih lama dari tanggal kontraktualnya dan variasi dari sensitivitas suku bunga selama periode *repricing* dan di antara berbagai mata uang.

Based on repricing gap structure, the Bank has larger interest rate sensitivity in liabilities rather than assets because its interest-earning assets have longer duration and are repriced less frequently than interest bearing liabilities. This means that in rising interest rate environments, margin earned will narrow as liabilities reprice. However, the actual effect will depend on a number of factors, including to the extent to which repayments are made earlier or later than the contractual dates and variations in interest rate sensitivity within repricing periods and among currencies.

Tabel di bawah ini menyajikan aset berbunga dan liabilitas berbunga (bukan untuk tujuan diperdagangkan) Bank pada nilai tercatat, yang dikategorikan menurut mana yang lebih terdahulu antara tanggal *repricing* atau tanggal jatuh tempo kontraktual:

The table below summarizes the Bank's interest-earning assets and interest-bearing liabilities (not for trading purpose) at carrying amounts, categorized by the earlier of contractual repricing or maturity dates:

	2022						Jumlah/ Total	
	Instrumen dengan tingkat suku bunga mengambang/ <i>Floating rate instruments</i>		Instrumen dengan tingkat suku bunga tetap/ <i>Fixed rate instruments</i>					
	Hingga 3 bulan/ <i>Up to 3 months</i>	3-12 bulan/ <i>months</i>	Hingga 3 bulan/ <i>Up to 3 months</i>	3-12 bulan/ <i>months</i>	> 1-2 tahun/ <i>years</i>	> 2 tahun/ <i>years</i>		
Giro pada Bank Indonesia	-	-	2.442.289	-	-	-	2.442.289	Current accounts with Bank Indonesia
Giro pada bank-bank lain	-	-	2.385.188	-	-	-	2.385.188	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	655.536	-	6.972.794	343.574	-	-	7.971.904	Placements with Bank Indonesia and other banks
Efek-efek yang dibeli dengan janji dijual kembali	-	-	8.268.921	1.566.852	-	-	9.835.773	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	-	-	760.721	1.279.717	1.207.669	3.746.984	6.995.091	Investment in securities
Kredit yang diberikan	19.659.816	6.484.057	18.804	67.296	206.862	778.032	27.214.867	Loans receivable
	<u>20.315.352</u>	<u>6.484.057</u>	<u>20.848.717</u>	<u>3.257.439</u>	<u>1.414.531</u>	<u>4.525.016</u>	<u>56.845.112</u>	
Simpanan nasabah	(10.478.129)	(5.862)	(23.439.680)	(6.962.770)	-	-	(40.886.441)	Deposits from customers
Simpanan dari bank-bank lain	(166)	-	(1.226.585)	(238.012)	-	-	(1.464.763)	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	-	-	(610.523)	-	-	-	(610.523)	Securities sold under agreements to repurchase
Pinjaman yang diterima	(5.292.950)	-	-	-	-	-	(5.292.950)	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayar	-	-	-	(1.073)	(78)	(19.745)	(20.896)	Other liabilities and accrued expenses
Pinjaman subordinasi	(934.050)	(1.167.563)	-	-	-	-	(2.101.613)	Subordinated loans
	<u>(16.705.295)</u>	<u>(1.173.425)</u>	<u>(25.276.788)</u>	<u>(7.201.855)</u>	<u>(78)</u>	<u>(19.745)</u>	<u>(50.377.186)</u>	
Jumlah	<u>3.610.057</u>	<u>5.310.632</u>	<u>(4.428.071)</u>	<u>(3.944.416)</u>	<u>1.414.453</u>	<u>4.505.271</u>	<u>6.467.926</u>	Total

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	2021						Jumlah/ Total	
	Instrumen dengan tingkat suku bunga mengambang/ <i>Floating rate instruments</i>			Instrumen dengan tingkat suku bunga tetap/ <i>Fixed rate instruments</i>				
	Hingga 3 bulan/ <i>Up to</i> 3 months	3-12 bulan/ <i>months</i>	Hingga 3 bulan/ <i>Up to</i> 3 months	3-12 bulan/ <i>months</i>	> 1- 2 tahun/ <i>years</i>	> 2 tahun/ <i>years</i>		
Giro pada Bank Indonesia	-	-	6.956.504	-	-	-	6.956.504	Current accounts with Bank Indonesia
Giro pada bank-bank lain	-	-	2.164.453	-	-	-	2.164.453	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	-	-	9.901.128	301.413	-	-	10.202.541	Placements with Bank Indonesia and other banks
Efek-efek yang dibeli dengan janji dijual kembali	-	-	8.183.786	-	-	-	8.183.786	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	230.000	-	2.578	1.184.019	480.200	4.332.403	6.229.200	Investment in securities
Kredit yang diberikan	21.390.975	1.417.296	1.603.607	796.440	349.050	2.692.655	28.250.023	Loans receivable
	<u>21.620.975</u>	<u>1.417.296</u>	<u>28.812.056</u>	<u>2.281.872</u>	<u>829.250</u>	<u>7.025.058</u>	<u>61.986.507</u>	
Simpanan nasabah	(12.325.635)	-	(14.774.626)	(19.727.323)	-	-	(46.827.584)	Deposits from customers
Simpanan dari bank-bank lain	(1.226.342)	-	(950.850)	(315.700)	-	-	(2.492.892)	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	-	-	(370.731)	-	-	-	(370.731)	Securities sold under agreements to repurchase
Pinjaman yang diterima	(2.137.875)	-	-	(2.378.386)	-	-	(4.516.261)	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayar	-	-	-	-	(11.173)	(26.651)	(37.824)	Other liabilities and accrued expenses
Pinjaman subordinasi	(855.150)	(1.068.938)	-	-	-	-	(1.924.088)	Subordinated loans
	<u>(16.545.002)</u>	<u>(1.068.938)</u>	<u>(16.096.207)</u>	<u>(22.421.409)</u>	<u>(11.173)</u>	<u>(26.651)</u>	<u>(56.169.380)</u>	
Jumlah	<u>5.075.973</u>	<u>348.358</u>	<u>12.715.849</u>	<u>(20.139.537)</u>	<u>818.077</u>	<u>6.998.407</u>	<u>5.817.127</u>	Total

Berdasarkan perjanjian kredit dengan debitur/nasabah, Bank berhak mengubah besaran suku bunga sewaktu-waktu atas dasar pertimbangan Bank, kecuali untuk kredit-kredit tertentu yang sudah ditetapkan jangka waktu *repricing*.

Bank memiliki eksposur suku bunga USD terkait dengan LIBOR namun eksposur yang dimiliki oleh bank relatif minimum. Eksposur terhadap LIBOR yang dimiliki oleh Bank bersumber pada transaksi kredit dan pinjaman yang memakai LIBOR sebagai suku bunga referensi.

Pada 31 Desember 2022, Bank memiliki instrumen keuangan yang menggunakan suku bunga USD LIBOR 3-bulan dan 6-bulan. Sebagian besar instrumen keuangan tersebut akan jatuh tempo sebelum Juni 2023, sehingga tidak terpengaruhi oleh perubahan LIBOR. Untuk pinjaman subordinasi, Bank memiliki fasilitas yang memiliki jatuh tempo hingga Desember 2024.

Based on the loan agreement with debtors/customers, the Bank has the rights to change the interest rates at any time at its discretion, except for certain loans which re-pricing period have been determined.

The Bank has an exposure to LIBOR USD interest rate however is relatively minimum. The Bank's exposure to LIBOR mainly coming from loan transaction and borrowing which use LIBOR as reference.

As of December 31, 2022, the Bank has financial instruments that use 3-month and 6-month USD LIBOR interest rates. Most of the the financial instruments will mature before June 2023, which not impacted by LIBOR changes. For subordinated loans, the Bank has a facility that has maturity date until December 2024.

Bank memantau dinamika pasar dan hasil dari kelompok kerja berbagai industri, yang menangani transisi LIBOR ke suku bunga acuan yang baru. Termasuk pengumuman yang dibuat oleh regulator LIBOR. Pada bulan Maret 2021, Financial Conduct Authority (FCA) telah mengumumkan tanggal penghentian pengajuan seluruh pengaturan LIBOR oleh bank, setelah itu suku bunga LIBOR yang representatif tidak akan tersedia lagi. FCA telah mengkonfirmasi bahwa semua pengaturan LIBOR akan berhenti disediakan oleh administrator manapun atau perwakilan manapun:

- segera setelah 31 Desember 2021, untuk seluruh pengaturan Pound Sterling, Euro, Franc Swiss, Yen Jepang, dan 1-minggu dan 2-bulan USD; dan
- segera setelah 30 Juni 2023, untuk pengaturan USD yang tersisa.

Untuk memastikan proses transisi LIBOR berjalan lancar, Bank telah melakukan pemantauan rutin untuk kontrak – kontrak yang memakai LIBOR sebagai suku bunga acuan dan sepanjang tahun 2022 untuk Sebagian besar kontrak, Bank telah melakukan perpindahan kontrak referensi suku bunga dengan memakai acuan alternatif yang disepakati.

## **ii. Risiko nilai tukar**

Risiko nilai tukar merupakan risiko dimana nilai instrumen keuangan akan berfluktuasi karena perubahan kurs nilai tukar. Bank telah menetapkan batasan posisi berdasarkan mata uang. Posisi ini dipantau secara harian untuk memastikan bahwa posisi tersebut tetap berada dalam batasan yang telah ditetapkan.

Bank memiliki eksposur risiko mata uang melalui transaksi dalam mata uang asing. Bank memonitor konsentrasi risiko yang terkait dengan tiap mata uang individual sehubungan dengan penjabaran transaksi, aset moneter dan liabilitas moneter dalam mata uang asing ke dalam mata uang fungsional Bank, yaitu Rupiah.

Perhitungan Posisi Devisa Neto (PDN) dilakukan berdasarkan peraturan Bank Indonesia yang berlaku, Bank diwajibkan untuk menjaga posisi devisa neto secara keseluruhan maksimum 20% dari total modal.

The Bank has closely monitored the market dynamics and the output from the various industry working groups managing the transition of LIBOR to new benchmark interest rates. This includes announcements made by LIBOR regulator. In March 2021, the Financial Conduct Authority (FCA) has announced the dates that panel bank submissions for all LIBOR settings will cease, after which representative LIBOR rates will no longer be available. The FCA has confirmed that all LIBOR settings will either cease to be provided by any administrator or no longer be representative:

- immediately after December 31, 2021, in the case of all Pound Sterling, Euro, Swiss Franc, Japanese Yen, and the 1-week and 2-month USD settings; and
- immediately after 30 June 2023, in the case of the remaining USD settings.

To ensure that the LIBOR transition process runs well, the Bank has conduct regular monitoring for contracts that using LIBOR as reference rate and during 2022 for majority of the contract, Bank has conduct an amendment in contract reference by using agreed alternative rate.

## **ii. Foreign exchange risk**

Currency risk is the risk that the value of financial instruments will fluctuate due to changes in foreign exchange rates. The Bank has set limits on positions by currency. Positions are monitored on a daily basis to ensure positions are maintained within established limits.

The Bank is exposed to currency risk through transactions in foreign currencies. The Bank monitors any concentrations of risk in relation to any individual currency in regard to the translation of foreign currency transactions and monetary assets and liabilities into the Bank's functional currency, i.e. Rupiah.

The Net Open Position (NOP) calculation is based on prevailing Bank Indonesia regulation where the Bank is required to maintain the overall net open position at a maximum of 20% from total capital.

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PDN pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

NOP as of December 31, 2022 and 2021 was as follows:

	2022		Posisi Devisa Neto (nilai absolut)/ Net Open Position (absolute amount)	Currency
	Aset/ Assets	Liabilitas/ Liabilities		
<b>KESELURUHAN (LAPORAN POSISI KEUANGAN DAN REKENING ADMINISTRATIF)</b>				
Dolar Amerika Serikat	24.301.838	24.223.397	78.441	United States Dollar
Yuan China	3.183.170	3.123.369	59.801	Chinese Yuan
Euro Eropa	10.310	10.057	253	European Euro
Dolar Singapura	26.016	25.949	67	Singapore Dollar
Dolar Australia	18.052	17.861	191	Australian Dollar
Dolar Hong Kong	4.105	281	3.824	Hong Kong Dollar
Poundsterling Inggris	3.531	4.680	1.149	British Poundsterling
Yen Jepang	1.205	1.357	152	Japanese Yen
Dolar Selandia Baru	2.153	1.517	636	New Zealand Dollar
			<u>144.514</u>	
Jumlah Modal (Catatan 33f)			<u>6.376.182</u>	Total Capital (Note 33f)
Rasio PDN (Keseluruhan)			<u>2,27%</u>	NOP Ratio (Aggregate)
	2021			
	Aset/ Assets	Liabilitas/ Liabilities	Posisi Devisa Neto (nilai absolut)/ Net Open Position (absolute amount)	Currency
<b>KESELURUHAN (LAPORAN POSISI KEUANGAN DAN REKENING ADMINISTRATIF)</b>				
Dolar Amerika Serikat	21.564.030	21.509.266	54.764	United States Dollar
Yuan China	2.640.286	2.601.330	38.956	Chinese Yuan
Euro Eropa	7.695	7.781	86	European Euro
Dolar Singapura	20.834	19.641	1.193	Singapore Dollar
Dolar Australia	6.230	6.499	269	Australian Dollar
Dolar Hong Kong	5.062	1.023	4.039	Hong Kong Dollar
Poundsterling Inggris	8.923	8.998	75	British Poundsterling
Yen Jepang	665	244	421	Japanese Yen
Dolar Selandia Baru	449	185	264	New Zealand Dollar
			<u>100.067</u>	
Jumlah Modal (Catatan 33f)			<u>6.584.973</u>	Total Capital (Note 33f)
Rasio PDN (Keseluruhan)			<u>1,52%</u>	NOP Ratio (Aggregate)

Sesuai dengan peraturan Bank Indonesia yang berlaku, penempatan berjangka pada Bank Indonesia dalam valuta asing dapat menjadi pengurang PDN secara keseluruhan. Pada tanggal 31 Desember 2022, setelah memperhitungkan penempatan berjangka pada Bank Indonesia dalam valuta asing, rasio PDN Bank adalah sebesar 2,27% (2021: 1,52%).

Based on prevailing Bank Indonesia regulation, foreign currency placements in term deposit with Bank Indonesia can be deducted from aggregate NOP. As of December 31, 2022, after deducting foreign currency placements in term deposit with Bank Indonesia, the Bank's NOP ratio was 2.27% (2021: 1.52%).

Analisa sensitivitas

Selain melakukan pemantauan terhadap rasio PDN, Bank juga melakukan pemantauan sensitivitas nilai tukar mata uang asing. Bank melakukan simulasi untuk menggambarkan besarnya eksposur jika terjadi pergerakan nilai tukar mata uang asing. Faktor sensitivitas untuk nilai tukar didefinisikan sebagai jumlah total eksposur untuk setiap perubahan nilai tukar mata uang asing sebesar 10%.

Sensitivity analysis

In addition to the NOP ratio monitoring, the Bank also monitors the foreign exchange sensitivity. The Bank performs simulations to illustrate the exposure if there are movements in the foreign exchange. Sensitivity factor for foreign exchange is defined as the total amount of exposure for each foreign exchange given unit changes by 10%.

	<u>Peningkatan 10%/</u> <u>10% increase</u>	<u>Penurunan 10%/</u> <u>10% decrease</u>	
<u>2022</u>			<u>2022</u>
Potensi keuntungan/(kerugian) perubahan nilai tukar	(16.394)	16.396	Potential gains/(losses) on exchange rate change
<u>2021</u>			<u>2021</u>
Potensi keuntungan/(kerugian) perubahan nilai tukar	(10.007)	10.007	Potential gains/(losses) on exchange rate change

**d. Risiko Likuiditas**

Risiko likuiditas adalah risiko akibat ketidakmampuan Bank untuk memenuhi liabilitas yang jatuh tempo dari sumber pendanaan arus kas dan/atau dari aset likuid berkualitas tinggi yang dapat diagunkan, tanpa mengganggu aktivitas dan kondisi keuangan Bank.

**d. Liquidity Risk**

Liquidity risk is the risk caused by the inability of the Bank to settle liabilities at due date from cash flow funding sources and/or high quality liquid assets that could be collateralized, without disrupting the activities and financial condition of the Bank.

**Sisa jatuh tempo kontraktual dari liabilitas keuangan**

Pada tanggal 31 Desember 2022 dan 2021, nilai nominal bruto arus kas masuk (keluar) berdasarkan sisa jatuh tempo kontraktual liabilitas keuangan adalah sebagai berikut:

**Residual contractual maturities of financial liabilities**

As of December 31, 2022 and 2021, the gross nominal cash inflow (outflow) based on contractual remaining maturity of the financial liabilities were as follows:

	2022						
	Nilai tercatat/ <i>Carrying amount</i>	Nilai nominal bruto arus kas masuk (keluar)/ <i>Gross nominal cash inflow (outflow)</i>	Kurang dari 3 bulan/ <i>Less than 3 months</i>	3-12 bulan/ <i>3-12 months</i>	> 1- 5 tahun/ <i>&gt; 1- 5 years</i>	Lebih dari 5 tahun/ <i>More than 5 years</i>	
<b><u>Liabilitas non-derivatif</u></b>							<b><u>Non-derivative liabilities</u></b>
Liabilitas segera	2.857	(2.857)	(2.857)	-	-	-	Liabilities payable on demand
Simpanan nasabah	40.886.441	(41.386.693)	(33.951.720)	(7.431.893)	(3.080)	-	Deposits from customers
Simpanan dari bank-bank lain	1.464.763	(1.416.813)	(1.173.121)	(243.692)	-	-	Deposits from other banks
Efek-efek yang dijual dengan janji dibeli kembali	610.523	(618.569)	(618.569)	-	-	-	Securities sold under agreements to repurchase
Liabilitas akseptasi	66.800	(66.800)	(27.227)	(39.573)	-	-	Acceptance payables
Pinjaman yang diterima	5.292.950	(5.503.199)	(2.344.351)	(984.740)	(2.174.108)	-	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayar	199.249	(201.180)	(144.780)	-	(56.400)	-	Other liabilities and accrued expenses
Pinjaman subordinasi	2.101.613	(2.256.557)	-	(949.824)	(1.306.733)	-	Subordinated loans
	<u>50.625.196</u>	<u>(51.452.668)</u>	<u>(38.262.625)</u>	<u>(9.649.722)</u>	<u>(3.540.321)</u>	<u>-</u>	
<b><u>Liabilitas derivatif</u></b>							<b><u>Derivative liabilities</u></b>
Diperdagangkan:							Trading:
Arus kas keluar	80.179	(2.873.540)	(2.873.540)	-	-	-	Cash outflow
Arus kas masuk	-	2.793.361	2.793.361	-	-	-	Cash inflow
	<u>80.179</u>	<u>(80.179)</u>	<u>(80.179)</u>	<u>-</u>	<u>-</u>	<u>-</u>	
	<u>50.705.375</u>	<u>(51.532.847)</u>	<u>(38.342.804)</u>	<u>(9.649.722)</u>	<u>(3.540.321)</u>	<u>-</u>	

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	2021					
	Nilai tercatat/ Carrying amount	Nilai nominal bruto arus kas masuk (keluar)/ Gross nominal cash inflow (outflow)	Kurang dari 3 bulan/ Less than 3 months	3-12 bulan/ months	> 1- 5 tahun/ years	Lebih dari 5 tahun/ More than 5 years
<b>Liabilitas non-derivatif</b>						
Liabilitas segera	4.000	(4.000)	(4.000)	-	-	-
Simpanan nasabah	46.827.584	(47.028.373)	(38.217.311)	(8.756.442)	(10.010)	(44.610)
Simpanan dari bank-bank lain	2.492.892	(2.421.538)	(2.101.098)	(320.440)	-	-
Efek-efek yang dijual dengan janji dibeli kembali	370.731	(371.215)	(371.215)	-	-	-
Liabilitas akseptasi	222.283	(222.283)	(190.360)	(31.923)	-	-
Pinjaman yang diterima	4.516.261	(4.560.684)	(1.998)	(2.407.860)	(2.150.826)	-
Liabilitas lain-lain dan beban yang masih harus dibayar	182.908	(184.990)	(142.097)	(2.987)	(33.579)	(6.327)
Pinjaman subordinasi	1.924.088	(1.980.791)	(7.881)	(23.659)	(1.949.251)	-
	<u>56.540.747</u>	<u>(56.773.874)</u>	<u>(41.035.960)</u>	<u>(11.543.311)</u>	<u>(4.143.666)</u>	<u>(50.937)</u>
<b>Liabilitas derivatif</b>						
Diperdagangkan:						
Arus kas keluar	24	(71.829)	(71.829)	-	-	-
Arus kas masuk	-	71.805	71.805	-	-	-
	<u>24</u>	<u>(24)</u>	<u>(24)</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>56.540.771</u>	<u>(56.773.898)</u>	<u>(41.035.984)</u>	<u>(11.543.311)</u>	<u>(4.143.666)</u>	<u>(50.937)</u>

Pada tanggal 31 Desember 2022 dan 2021, Bank telah memenuhi ketentuan OJK mengenai rasio kecukupan likuiditas. Rata-rata rasio kecukupan likuiditas pada tanggal 31 Desember 2022 adalah sebesar 224,57% (31 Desember 2021: 211,74%).

Nilai nominal arus kas masuk (keluar) yang diungkapkan pada tabel di atas menyajikan arus kas kontraktual yang tidak didiskontokan terkait dengan nilai pokok dan bunga dari liabilitas keuangan.

Arus kas liabilitas derivatif seperti yang ditunjukkan di tabel di atas merupakan arus kas berdasarkan jatuh tempo kontraktual yang menurut Bank adalah penting untuk memahami waktu arus kas.

Arus kas atas instrumen keuangan yang diharapkan Bank bervariasi secara signifikan dari analisa ini. Sebagai contoh, simpanan diharapkan memiliki saldo yang stabil atau meningkat.

Penilaian risiko likuiditas dilakukan Bank atas penilaian risiko inheren dan kualitas penerapan manajemen risiko. Parameter yang digunakan sebagai dasar penilaian risiko inheren terdiri dari komposisi dari aset dan liabilitas, konsentrasi dari aset dan liabilitas, kerentanan pada kebutuhan pendanaan, dan akses pada sumber-sumber pendanaan. Berdasarkan penilaian tersebut, tindak lanjut yang dilakukan antara lain mempertahankan aset likuid pada tingkat yang dipandang aman, menjaga aset dan liabilitas yang tidak terkonsentrasi pada aset/pembiayaan yang tidak dapat dikelola oleh Bank, memperkecil ketergantungan pada deposan besar, dan memastikan bahwa Bank dapat memperoleh akses sumber pendanaan baik pada kondisi normal maupun krisis.

As of December 31, 2022 and 2021, the Bank complied with OJK regulation on Liquidity Coverage Ratio (LCR). The Bank's average LCR as of December 31, 2022 was 224.57 % (December 31, 2021: 211.74%).

The nominal cash inflow (outflow) disclosed in the table above represents the contractual undiscounted cash flows relating to the principal and interest on the financial liabilities.

The cash flows of derivative liabilities in the table represents the cash flows based on contractual maturities which the Bank believes is essential for an understanding of the timing of the cash flows.

The Bank's expected cash flows on these instruments vary significantly from this analysis. For examples, deposits are expected to maintain stable or increasing balance.

Liquidity risk assessment is conducted by the Bank in assessing inherent risk and quality of risk management implementation. Parameters used as the basis for inherent risk assessment consist of composition of assets and liabilities, concentration of assets and liabilities, vulnerability to sources of funds, and access to sources of funds. Based on the assessment, follow up actions shall be conducted, among others, constantly maintaining liquid assets at a safe level, maintaining assets and liabilities not to be concentrated to assets/financing that cannot be managed by the Bank, reducing dependency on large depositors, and ensuring that the Bank can access to sources of funds in normal and crisis conditions.

Analisa jatuh tempo aset dan liabilitas keuangan (bukan untuk tujuan diperdagangkan) dapat dilihat di Catatan 30.

The analysis of maturities of financial assets and liabilities (not for trading purposes) is shown in Note 30.

Pengelolaan likuiditas ditekankan pada pemantauan risiko likuiditas dengan memperhatikan indikator peringatan dini untuk mengetahui potensi peningkatan risiko likuiditas terhadap Bank. Indikator peringatan dini terdiri atas indikator internal dan eksternal. Sedangkan pengendalian risiko likuiditas dilakukan melalui strategi pendanaan, pengelolaan posisi likuiditas dan risiko likuiditas harian, pengelolaan aset likuid yang berkualitas tinggi, dan rencana pendanaan darurat.

Liquidity management is emphasized on monitoring of liquidity risk by observing early warning indicators to understand the potential increase of liquidity risk to the Bank. Early warning indicators consist of internal and external indicators. Liquidity risk control shall be conducted through funding strategy, management of liquidity position and daily liquidity risks, management of high liquid assets, and contingent funding plan.

Pada tahun 2022 dimana pandemi virus Covid-19 masih berlangsung, Bank mencatat penurunan Dana Pihak Ketiga yang cukup signifikan terutama dari produk Deposito namun secara keseluruhan Bank masih berada dalam kondisi likuiditas yang sangat baik dan saat ini Bank menempatkan kelebihan dana yang dimiliki ke dalam produk-produk yang memberikan imbal hasil baik dan sebagian besar ditempatkan pada penempatan Bank Indonesia dengan tetap mempertimbangkan posisi rasio - rasio likuiditas agar selalu tetap di dalam limit internal dan limit regulator yang berlaku.

In 2022 where the Covid-19 virus pandemic still occurred, Bank record significant decrease in the Third Party Fund especially from Time Deposits product but overall Bank still in good liquidity condition and currently Bank was placing the excess funds into products that provide good yield and majorly in Central Bank placement while ensuring that liquidity ratios position still within the determined internal and regulatory limits.

Untuk mengantisipasi kondisi pasar yang masih dipenuhi ketidakpastian sepanjang 2022, Bank telah melakukan beberapa beberapa inisiatif pendanaan dan penyesuaian suku bunga serta penyempurnaan rencana pendanaan darurat.

To anticipate market conditions that still full of uncertainty throughout 2022, the Bank has carried out several interest rate adjustment and funding initiatives and improvement of contingency funding plan.

**e. Risiko Operasional**

**e. Operational Risk**

Risiko operasional adalah risiko yang antara lain, disebabkan adanya ketidakcukupan dan/atau tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem, dan/atau adanya kejadian-kejadian eksternal yang mempengaruhi operasional Bank.

Operational risk is the risk caused by inadequacy and/or dysfunction of internal processes, human error, system failure, and/or external events affecting the operations of the Bank.

Risiko operasional melekat pada semua aktivitas Bank, kegiatan operasional dan produk Bank. Kegagalan mengelola risiko operasional dapat menyebabkan kerugian finansial, keselamatan karyawan, dan reputasi Bank.

Operational risk is inherent in all activities of the Bank, operational activities and products of the Bank. Failure to manage operational risk correctly could lead to financial losses, employees' safety, and reputation of the Bank.

Pelaksanaan penilaian terhadap risiko operasional dilakukan Bank pada semua aktivitas fungsional secara komprehensif dengan memberi fokus pada aktivitas fungsional dalam tingkat risiko yang dinilai perlu ditingkatkan. Penilaian terhadap risiko operasional dilakukan atas penilaian terhadap risiko inheren dan kualitas penerapan manajemen risiko. Parameter yang digunakan sebagai dasar penilaian risiko inheren mencakup karakteristik dan kompleksitas bisnis, sumber daya manusia, teknologi informasi dan infrastruktur pendukung, kecurangan dan kejadian eksternal seperti terorisme, pandemik, dan bencana alam.

Operational risk assessment is conducted by the Bank to all functional activities comprehensively by focusing on functional activities which need improvement on risk level. Operational risk assessment is conducted by assessing inherent risk and quality of risk management implementation. Parameters used as the basis for inherent risk assessment consist of characteristic and complexity of business, human resources, information technology and supporting infrastructure, fraud, and external incidents such as terrorism, pandemics, and natural disaster.

Unit-unit Pengambil Risiko berperan sebagai lini pertahanan lapis pertama dalam pengelolaan risiko operasional sehari-hari. Lini pertahanan lapis kedua meliputi fungsi-fungsi pendukung, seperti manajemen risiko dan kepatuhan. Masing-masing fungsi ini, bersama dengan unit-unit bisnis, memastikan bahwa risiko di unit bisnis telah diidentifikasi dan dikelola dengan tepat. Fungsi-fungsi bisnis pendukung bekerja sama untuk membantu menentukan strategi, menerapkan kebijakan dan prosedur Bank, dan mengumpulkan informasi untuk menyusun risiko Bank secara keseluruhan. Sementara itu, pengawasan independen yang dilakukan oleh Audit Internal sebagai lini pertahanan ketiga secara independen menilai efektivitas proses yang dilakukan oleh lini pertahanan pertama dan kedua dan memastikan kecukupan proses tersebut.

Penerapan manajemen risiko operasional dilakukan melalui penyusunan dan penetapan kebijakan dan prosedur tertulis untuk setiap aktivitas operasional Bank, memperkuat aspek keamanan dan kehandalan operasi teknologi informasi sehingga kesalahan manusia, kecurangan, kesalahan proses, dan potensi kegagalan sistem yang menyebabkan terganggunya kelangsungan usaha dapat ditekan dan diantisipasi lebih dini.

Bank juga mengembangkan pemantauan secara berkala oleh Departemen Manajemen Risiko terhadap hasil penilaian sendiri yang dilakukan Unit-unit pengambil risiko atas risiko operasional yang melekat pada areanya masing-masing, dalam rangka untuk mendeteksi secara dini dan melakukan pencegahan terhadap timbulnya risiko operasional.

**f. Pengelolaan permodalan**

Sasaran utama atas kebijakan pengelolaan permodalan yang dilakukan oleh Bank adalah untuk mematuhi ketentuan permodalan eksternal yang berlaku dan untuk mempertahankan rasio permodalan yang sehat agar dapat mendukung usaha dan memaksimalkan nilai bagi pemegang saham.

Bank mengelola struktur modal dan melakukan penyesuaian atas struktur tersebut terhadap perubahan kondisi ekonomi dan karakteristik risiko aktivitasnya. Untuk mempertahankan atau menyesuaikan struktur modal tersebut, Bank dapat melakukan penambahan setoran modal inti dari pemegang saham dan memperoleh pinjaman subordinasi.

Risk Taking Units act as the first line of defense in day-to-day enforcement of operational risk management. The second line of defense includes the support functions, such a risk management and compliance. Each of these functions, in close relationship with the business units, ensures that risks in the business units have been appropriately identified and managed. The business support functions work closely to help define strategy, implement bank policies and procedures, and collect information to create a Bank wide view of risks. Meanwhile, independent supervision conducted by Internal Audit which is doing the role as the third line of defense to independently assess the effectiveness of the processes created in the first and second lines of defense and provides reasonable assurance on these processes.

The implementation of operational risk management is performed by formulating and determining policies and procedures for each Bank's operational activity, enhance security aspect and reliability of information technology so that human error, fraud, process error, and system failure that lead to disturbance in operational activities can be early anticipated.

The Bank has also developed periodic monitoring performed by Risk Management Department for self-assessment made by Risk Taking Units for operational risk adhere to each area, in order to early detect and prevent operational risk.

**f. Capital management**

The primary objectives of the Bank's capital management policy are to ensure that the Bank complies with externally imposed capital requirements and that the Bank maintains healthy capital ratios in order to support its business and to maximize shareholders' value.

The Bank manages its capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of its activities. In order to maintain or adjust the capital structure, the Bank may inject additional core capital from shareholders and obtain subordinated loans.

Manajemen menggunakan rasio permodalan yang diwajibkan regulator untuk memantau permodalan Bank. Pendekatan Bank Indonesia untuk pengukuran tersebut terutama berdasarkan pengawasan atas hubungan antara kecukupan modal dengan ketersediaan modal. Sejak tanggal 31 Desember 2013, fungsi pengaturan dan pengawasan perbankan telah beralih dari Bank Indonesia ke Otoritas Jasa Keuangan (OJK).

Sesuai dengan peraturan yang berlaku, Bank wajib menyediakan modal minimum sesuai dengan profil risikonya. Selain itu, Bank juga diwajibkan membentuk tambahan modal sebagai penyangga (*buffer*) yaitu:

- *Capital Conservation Buffer* (“CCB”) sebesar 2,5% dari ATMR bagi bank yang tergolong sebagai KBMI 2, KBMI 3 dan KBMI 4 berdasarkan POJK No. 12/POJK.03/2021 berlaku efektif pada tanggal 31 Oktober 2021. Saat ini, Bank tergolong sebagai KBMI 1.
- *Countercyclical Buffer* (“CB”) dalam kisaran sebesar 0% sampai dengan 2,5% dari ATMR yang berlaku bagi seluruh bank dan mulai diterapkan pada tanggal 1 Januari 2016 sesuai penetapan oleh OJK berdasarkan kondisi makro-ekonomi Indonesia.

Besaran *Countercyclical Buffer* sebesar 0% dari ATMR telah dilaporkan secara bulanan dan triwulan kepada regulator.

- *Capital Surcharge* untuk *Domestic Systemically Important Bank* (“D-SIB”) dalam kisaran sebesar 1% sampai dengan 2,5% dari ATMR berlaku bagi bank yang telah ditetapkan berdampak sistemik. Saat ini, Bank tidak ditetapkan sebagai Bank Sistemik.

Management uses regulatory capital ratios in order to monitor its capital. Bank Indonesia’s approach to such measurement is primarily based on monitoring the relationship of the capital adequacy to availability of capital resources. Starting December 31, 2013, the role of regulator and supervision of banking industry has changed from Bank Indonesia to Otoritas Jasa Keuangan (OJK).

In accordance with prevailing regulation, the Bank is required to maintain a minimum capital according to its risk profile. In addition, the Bank is also required to have additional capital as buffer namely:

- *Capital Conservation Buffer* (“CCB”) of 2.5% from the Risk Weighted Assets for banks categorized as KBMI 2, KBMI 3 and KBMI 4 based on POJK No. 12/POJK.03/2021 effective on October 31, 2021. Currently, the Bank is categorized as KBMI 1.
- *Countercyclical Buffer* (“CB”) in the range of 0% up to 2.5% from RWA which are applicable to all banks and will be implemented starting January 1, 2016 by OJK depending on Indonesia macro-economic condition.

The *Countercyclical Buffer* is set at 0% of RWA has been reported on a monthly and quarterly based to regulator.

- *Capital Surcharge* for *Domestic Systemically Important Bank* (“D-SIB”) in the range of 1% up to 2.5% from RWA which are applicable to banks which are determined as having systemic impacts. Currently, the Bank is not designated as the Systemic Bank.

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Kewajiban Penyediaan Modal Minimum (KPM) Bank dengan memperhitungkan risiko kredit, risiko operasional, dan risiko pasar adalah sebagai berikut:

The Bank's Capital Adequacy Ratio (CAR) with consideration for credit, operational, and market risks was as follows:

	2022	2021	
Modal Tier 1	5.544.461	5.421.241	Tier 1 capital
Modal Tier 2	831.721	1.163.732	Tier 2 capital
Jumlah modal	<u>6.376.182</u>	<u>6.584.973</u>	Total capital
ATMR untuk risiko kredit setelah memperhitungkan risiko spesifik	24.265.279	25.486.892	RWA for credit risks after considering specific risks
ATMR untuk risiko operasional	2.524.820	2.541.752	RWA for operational risks
ATMR untuk risiko pasar	144.514	100.063	RWA for market risks
Jumlah ATMR untuk risiko kredit, pasar, dan operasional	<u>26.934.613</u>	<u>28.128.707</u>	Total RWA for credit, market, and operational risks
Rasio CET 1	20,58%	19,27%	CET 1 ratio
Rasio Tier 1	20,58%	19,27%	Tier 1 ratio
Rasio Tier 2	3,09%	4,14%	Tier 2 ratio
Rasio total	23,67%	23,41%	Total ratio
Rasio KPM yang diwajibkan sebelum modal penyangga	9% -10%	9% -10%	Required CAR before buffer
Capital conservation buffer	0%	0%	Capital conservation buffer
Countercyclical buffer	0%	0%	Countercyclical buffer
Capital surcharge	0%	0%	Capital surcharge

Bank telah mematuhi semua persyaratan modal yang ditetapkan pada tanggal 31 Desember 2022 dan 2021.

The Bank has complied with all externally imposed capital requirements as of December 31, 2022 and 2021.

**34. PERISTIWA SETELAH PERIODE PELAPORAN**

**34. EVENT AFTER THE REPORTING PERIOD**

Perubahan susunan komisaris dan direksi

Changes in member of commissioners and directors

Berdasarkan Akta No. 52 tanggal 6 Maret 2023 yang dibuat di hadapan notaris Christina Dwi Utami, S.H., M.Hum., M.Kn., dan telah diakui oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-AH.01.09.-0097668 tanggal 6 Maret 2023, dan izin tinggal terbatas No. IM2WBE98186 tanggal 17 Maret 2023. Susunan Dewan Komisaris dan Dewan Direksi sejak tanggal 27 Maret 2023 adalah sebagai berikut:

Based on Deed No. 52 dated March 6, 2023 under notary Christina Dwi Utami, S.H., M.Hum., M.Kn., regarding to the change of Company's management. The Deed was acknowledged by the Minister of Law and Human Rights of the Republic of Indonesia in his Decision Letter No. AHU-AH.01.09.-0097668 dated March 6, 2023, and limited stay permit No. IM2WBE98186 dated March 17, 2023. The members of the Company's Board of Commissioners and Board of Directors beginning March 27, 2023 are as follows:

	2023	2022	
<u>Dewan Komisaris</u>			<u>Board of Commissioners</u>
Presiden Komisaris	Wang Kun	Wang Kun	President Commissioner
Komisaris Independen	Hendra Widjojo	Hendra Widjojo	Independent Commissioner
Komisaris Independen	H. Yunno Kusumo	H. Yunno Kusumo	Independent Commissioner
Komisaris	Jeff S. V. Eman	Jeff S. V. Eman	Commissioner
<u>Direksi</u>			<u>Directors</u>
Presiden Direktur	Chen Yong <sup>1)</sup>	Zhang Jinxing <sup>1)</sup>	President Director
Direktur	Zhang Wen	Zhang Wen	Directors
	Liu Hongbo	Liu Hongbo	
	Sandy Tjipta Muliana	Sandy Tjipta Muliana	
	Fransisca Nelwan Mok	Fransisca Nelwan Mok	
	Dini Suprihatini	Dini Suprihatini	
	Lukito Adisubrata Suwardi	Lukito Adisubrata Suwardi	

1) Chen Yong diangkat sebagai Presiden Direktur dan Zhang Jinxing mengundurkan diri sebagai Presiden Direktur.

1) Chen Yong were appointed as President Director and Zhang Jinxing was resign as President Director.

Ketidakstabilan dalam sistem perbankan global

Pada Maret 2023, sektor perbankan global dilanda kekhawatiran yang meningkat terhadap stabilitas sistem perbankan di berbagai negara maju. Kekhawatiran ini timbul setelah serangkaian keruntuhan beberapa bank di Amerika Serikat selama awal Maret dan di akhir pekan 19 Maret 2023, pengambilalihan Credit Suisse Group AG ("Credit Suisse") oleh UBS Group AG ("UBS") setelah adanya kesepakatan yang dimediasi oleh pemerintah dalam upaya mengamankan stabilitas keuangan dan memulihkan kepercayaan pasar keuangan global.

Walaupun faktor-faktor yang mendasari runtuhnya bank-bank di Amerika Serikat tidak identik dengan yang dialami oleh Credit Suisse, pasar telah meningkatkan kewaspadaan terhadap peningkatan risiko akibat dampak yang ditimbulkan oleh keruntuhan bank-bank di Amerika Serikat. Sehubungan dengan kegagalan bank tersebut, profil likuiditas dan konsentrasi simpanan lembaga perbankan menjadi sorotan.

Pada tanggal 31 Desember 2022, Bank tidak memiliki eksposur langsung ke salah satu bank yang runtuh seperti dijelaskan di atas.

Pada tanggal otorisasi penerbitan laporan keuangan, karena situasi saat ini masih terus berkembang dengan ketidakpastian yang bervariasi, estimasi wajar atas dampak situasi ini terhadap laporan keuangan Bank tidak dapat dilakukan. Meskipun demikian, Bank terus memantau perkembangan situasi global, termasuk memberikan perhatian pada stabilitas pendanaan simpanan dan manajemen risiko tingkat suku bunga, dan berharap bahwa kebijakan manajemen risiko tingkat suku bunga dan risiko likuiditas yang ada dapat memitigasi risiko yang melekat. Silakan merujuk ke Catatan 33 untuk kebijakan manajemen risiko tingkat suku bunga dan risiko likuiditas Bank serta pengungkapan kuantitatif eksposur pada tanggal 31 Desember 2022, termasuk konsentrasi risiko yang ada.

**35. TANGGUNG JAWAB MANAJEMEN DAN PERSETUJUAN LAPORAN KEUANGAN**

Penyusunan dan penyajian wajar laporan keuangan dari halaman 1 sampai dengan 99 merupakan tanggung jawab manajemen dan telah disetujui oleh Direksi untuk diterbitkan pada tanggal 30 Maret 2023.

Instability concerns in the global banking system

In March 2023, the global banking sector was hit by rising concerns about the stability of the banking system in various developed markets. These concerns follow a series of bank collapses in the United States during early March and over the weekend of March 19, 2023, the takeover of Credit Suisse Group AG ("Credit Suisse") by UBS Group AG ("UBS") in a government-brokered deal in bid to secure financial stability and restore market confidence across global financial markets.

Whilst the factors underlying the collapses of the banks in the United States are not identical to that of Credit Suisse, the market has been on high alert for elevated contagion risks following the collapses of the banks in the United States. In light of these bank failures, the liquidity and deposit concentration profiles of banking institution have been brought into spotlight.

As at December 31, 2022, the Bank does not have direct exposure to any of the concerned banks involved in the collapses described above.

At the date of authorisation of these financial statements, as the situation continues to evolve with varying uncertainty, a reasonable estimate of any effect on the Bank's financial statements cannot be made. Notwithstanding this, the Bank is monitoring the development of the global situation, including focusing on stability of its deposit funding and interest risk management, and expects that its existing interest rate risk and liquidity risk management policies are able to mitigate the inherent risks. Please refer to Note 33 for details of the Bank's interest rate risk and liquidity risk management policies and quantitative disclosures of the exposures as at December 31, 2022, including any concentration of such risks thereof.

**35. MANAGEMENT'S RESPONSIBILITY AND APPROVAL TO ISSUE THE FINANCIAL STATEMENTS**

The preparation and fair presentation of the financial statements on pages 1 to 99 were the responsibilities of the management, and were approved and authorized for issue by the Directors on March 30, 2023.

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# OPTIMIST SYNERGY STRONGER

LAPORAN TAHUNAN KEBERLANJUTAN **2022** ANNUAL SUSTAINABILITY REPORT



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