



OPTIMISM TO ACHIEVE GREATER HEIGHTS

Penjelasan Tema

Theme Explanation



Optimism To Achieve Greater Heights

Di tengah tantangan ketidakstabilan ekonomi dunia pasca pandemi, Indonesia secara konsisten mampu membukukan pertumbuhan ekonomi yang kuat. Dukungan yang kuat dari Pemerintah Indonesia dan regulator berhasil menciptakan stabilitas ekonomi dengan pertumbuhan Produk Domestik Bruto (PDB) sebesar 5,05% di tahun 2023.

Kondisi makroekonomi yang lebih baik tersebut memberikan optimisme yang tinggi bagi kami untuk tumbuh dan berkembang serta meraih beragam pencapaian kinerja yang solid. Selain itu, rekam jejak yang panjang dan teruji dari Bank ICBC Indonesia dengan dukungan yang sangat kuat dari pemegang saham pengendali yakni ICBC Limited yang mendorong pencapaian kinerja terbaik.

Bank ICBC Indonesia memberikan beragam produk dan layanan perbankan yang berkualitas yang diperkuat dengan inovasi yang berkelanjutan dengan mengadopsi sistem teknologi informasi terkini serta mengembangkan talenta terbaik menjadi SDM yang mumpuni. Selain itu, penerapan prinsip kehati-hatian dan praktik terbaik atas prinsip-prinsip GCG menjadi fondasi untuk meraih kinerja yang solid dan berkelanjutan.

In the midst of the challenges of the post-pandemic economic instability in the world, Indonesia has been able to maintain a consistently strong economic growth. Strong support from the Indonesian Government and Regulatory Authorities has succeeded in creating economic stability with the Gross Domestic Product (GDP) expected to grow by 5.05% in 2023.

These better macroeconomic conditions give us great optimism for growth and development and for achieving various solid results. In addition, the achievement of the best performance has been encouraged by Bank ICBC Indonesia's long and proven track record with very strong support from the controlling shareholder, namely ICBC Limited.

Bank ICBC Indonesia offers a wide range of high-quality banking products and services, which are strengthened by continuous innovation through the adoption of the latest information technology systems and the development of the best talents into capable human resources. In addition, applying the precautionary principle and best practices based on the GCG Principles is the foundation for achieving sound and sustainable performance.



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07 Laporan Keuangan

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Pencapaian Utama Tahun 2023

2023 Key Accomplishments

Modal Inti Core Capital

Modal inti Bank tumbuh 4,25% yoy menjadi Rp5,78 triliun

Core capital of the bank increased by 4.25% yoy to Rp5.78 trillion

4,25%
yoy

Ekuitas Equity

Ekuitas Bank meningkat 4,86% yoy menjadi Rp6,76 triliun

The Bank's equity grew 4.86% yoy to Rp6.76 trillion

4,86%
yoy

Pendapatan Bunga Interest income

Pendapatan bunga Bank naik 16,00% yoy menjadi Rp3,10 triliun

The Bank's interest income rose 16.00% yoy to Rp3.10 trillion

16,00%
yoy

Laba Bersih Tahun Berjalan Net Profit for the Year

Laba bersih tahun berjalan Bank tumbuh 14,47% yoy menjadi Rp306,63 miliar

The Bank's net profit for the year increased by 14.47% yoy to Rp306.63 billion.

14,47%

Rasio CAR CAR ratio

Rasio CAR naik menjadi 30,10% dari 23,67% di tahun 2022

CAR ratio increased to 30.10% from 23.67% in 2022

30,10%

Rasio NPL Bruto NPL Gross ratio

Rasio NPL Bruto membaik menjadi 2,45% dari 3,00% di tahun 2023

NPL Gross ratio improved to 2.45% from 3.00% in 2023

2,45%

Rasio BOPO BOPO ratio

Rasio BOPO membaik menjadi 87,72% dari 87,80% di tahun 2022

BOPO ratio improved to 87.72% from 87.80% in 2022

87,72%

Rasio LCR LCR ratio

Rasio *Liquidity Coverage Ratio* (LCR) meningkat menjadi 246,25% dari 224,57% di tahun 2023

Liquidity Coverage Ratio (LCR) increased to 246.25% from 224.57% in 2023

246,25%



01

Ikhtisar Keuangan dan Operasional

Financial and
Operational Highlight



Laporan Posisi Keuangan

Statements of Financial Position

dalam Rp juta | in Rp million

Uraian	2023	2022	2021	2020	2019	Description
Aset						
						Assets
Kas	93.511	91.715	73.571	79.846	79.587	Cash
Giro pada Bank Indonesia	2.999.989	2.442.289	6.956.504	1.975.495	3.144.733	Current Accounts with Bank Indonesia
Giro pada Bank Lain	2.517.193	2.384.395	2.164.285	3.093.108	3.622.465	Current Accounts with Other Banks
Penempatan pada Bank Indonesia dan Bank-Bank lain	2.880.501	7.971.834	10.202.534	1.893.622	2.400.863	Placements with Bank Indonesia and other banks
Aset derivatif	13.466	6.187	25.514	42.653	46.513	Derivative assets
Tagihan akseptasi	61.826	66.245	220.472	151.041	200.815	Acceptance receivables
Efek yang Dibeli dengan Janji Dijual Kembali	3.653.431	9.835.773	8.183.786	9.993.575	3.513.004	Securities Purchased Under Resale Agreements
Efek-Efek Untuk Tujuan Investasi	7.519.563	6.994.707	6.229.163	5.480.648	3.714.365	Investment Securities
Kredit yang Diberikan	23.720.505	25.998.130	27.561.697	31.482.256	35.276.096	Loans
Aset Tetap	223.321	211.076	256.070	289.901	264.650	Fixed assets
Aset Pajak Tangguhan	965.737	893.369	768.867	592.366	590.605	Deferred tax assets
Aset Lain-Lain	487.649	540.502	409.085	349.581	250.889	other assets
Jumlah Aset	45.136.692	57.436.222	63.051.548	55.424.092	53.104.585	Total assets
Liabilitas dan Ekuitas						
						Liabilities and Equity
Liabilitas						
						Liabilities
Liabilitas Segera	9.298	2.857	4.000	25.343	2.564	Liabilities Payable on Demand
Simpanan Nasabah	33.240.564	40.886.441	46.827.584	38.239.113	27.061.513	Deposits from Customers
Simpanan dari Bank-bank Lain	1.372.981	1.464.763	2.492.892	2.720.605	3.731.791	Deposits from Other Banks
Liabilitas Derivatif	12.131	80.179	24	150	15	Derivative Liabilities
Efek-Efek Yang Dijual dengan Janji Dibeli Kembali	-	610.523	370.731	-	2.298.580	Securities Sold Under Agreements to Repurchased
Liabilitas Akseptasi	61.966	66.800	222.283	152.204	200.815	Acceptance Payables
Utang Pajak Penghasilan	99.860	117.343	124.578	60.266	271.546	Income Tax Payable
Pinjaman yang Diterima	2.001.610	5.292.950	4.516.261	6.157.206	11.222.532	Borrowings
Pinjaman Subordinasi	1.154.775	2.101.613	1.924.088	1.896.750	1.874.138	Subordinated Loans
Liabilitas Imbalan Kerja	49.403	52.729	70.659	70.051	-	Employment Benefits Obligation

dalam Rp juta | in Rp million

Uraian	2023	2022	2021	2020	2019	Description
Liabilitas Lain-Lain dan Beban yang Masih Harus Dibayar	375.205	314.514	300.985	348.613	417.777	Other Liabilities and Accrued Expenses
Total Liabilitas	38.377.793	50.990.712	56.854.085	49.670.301	47.081.271	Total Liabilities
Ekuitas						Equity
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	(10.442)	(11.876)	9.384	44.711	12.988	Fair Value Reserve - Net
Saldo Laba	3.063.191	2.751.236	2.481.929	2.002.930	2.304.176	Retained Earnings
Total Ekuitas	6.758.899	6.445.510	6.197.463	5.753.791	6.023.314	Total Equity
Total Liabilitas dan Ekuitas	45.136.692	57.436.222	63.051.548	55.424.092	53.104.585	Total Liabilities and Equity

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

dalam Rp juta | in Rp million

Uraian	2023	2022	2021	2020	2019	Description
Pendapatan dan Beban Operasional						Operating Income and Expenses
Pendapatan Bunga	3.095.224	2.668.185	2.427.639	2.696.613	3.039.968	Interest income
Beban Bunga	(1.904.853)	(1.452.478)	(1.274.675)	(1.751.259)	(2.141.153)	Interest Expense
Pendapatan Bunga Bersih	1.190.371	1.215.707	1.152.964	945.354	898.815	Net Interest Income
Pendapatan Operasional Lainnya						Other Operating Income
Provisi dan Komisi lainnya	45.214	46.232	68.059	59.822	69.586	Other Fees and Commissions
Keuntungan Transaksi Mata Uang Asing - bersih	72.978	95.389	102.950	151.888	232.739	Gains on Foreign Exchange Transactions - Net
Keuntungan atas penjualan efek-efek untuk tujuan investasi - bersih	-	-	48.601	18.418	7.512	Gains on sale of investment in securities - Net
Lain-lain	210.501	45.813	82.809	45.256	125.718	Miscellaneous
Jumlah Pendapatan Operasional Lainnya	328.693	187.434	302.419	275.384	435.555	Total Other Operating Income
Jumlah Pendapatan Operasional	1.519.064	1.403.141	1.455.383	1.220.738	1.334.370	Total Operating Income
Beban Kerugian Penurunan Nilai Aset Keuangan	(616.867)	(578.512)	(442.344)	(690.683)	(724.888)	Impairment Losses on Financial Assets
Beban Umum dan Administrasi	(160.798)	(152.372)	(123.096)	(168.594)	(154.510)	General and Administrative Expenses
Beban Tenaga Kerja	(316.252)	(295.796)	(325.084)	(307.334)	(309.250)	Personnel Expenses
Beban Lain-lain	(24.254)	(31.212)	(26.586)	(25.699)	(29.575)	Other Expenses
Jumlah Beban Operasional	(1.118.171)	(1.057.892)	(917.110)	(1.192.310)	(1.218.223)	Total Operating Expenses
Laba Sebelum Pajak Penghasilan	400.893	345.249	538.273	28.428	116.147	Income Before Tax Expense



dalam Rp juta | in Rp million

Uraian	2023	2022	2021	2020	2019	Description
Beban Pajak Penghasilan	(94.267)	(77.392)	(62.196)	(148.900)	(36.784)	Income Tax Expense
Laba Bersih Tahun Berjalan	306.626	267.857	476.077	(120.472)	79.363	Net income from continuing operation
Penghasilan komprehensif lainnya tahun berjalan – setelah pajak	6.763	(19.810)	(32.405)	31.824	27.239	Other comprehensive income for the year – net of tax
Total Penghasilan Komprehensif Tahun Berjalan	313.389	248.047	443.672	(88.648)	106.602	Total comprehensive income for the year

LAPORAN ARUS KAS STATEMENTS OF CASH FLOWS

dalam Rp juta | in Rp million

Uraian	2023	2022	2021	2020	2019	Description
Kas Bersih yang Diperoleh dari (Digunakan untuk) Kegiatan Operasi	1.269.634	(6.888.204)	15.184.725	5.598.336	(1.572.024)	Net Cash (Used in) Provided from Operating Activities
Kas bersih yang Diperoleh (Digunakan untuk) Diperoleh dari Kegiatan Investasi	(616.574)	(750.080)	(798.007)	(1.840.401)	59.381	Net Cash (Used in) Provided from Investing Activities
Kas bersih Digunakan Untuk Aktivitas Pendanaan	(4.069.062)	423.154	(1.757.560)	(5.257.124)	(1.458.618)	Net Cash (Used in) Provided from Financing Activities
Pengaruh Fluktuasi Kurs Mata Uang Asing Pada Kas dan Setara Kas	18.241	11.460	11.628	33.918	(55.914)	Effect of Foreign Exchange Rate Fluctuation on Cash and Cash Equivalents
Kenaikan (Penurunan) Bersih Kas dan Setara Kas	(3.397.761)	(7.203.670)	12.640.786	(1.465.271)	(3.027.175)	Net Increase (Decrease) in Cash and Cash Equivalents
Kas dan Setara Kas Awal Tahun	11.891.986	19.095.656	6.454.870	7.920.141	10.947.316	Cash and Cash Equivalents at Beginning of Year
Kas dan Setara Kas Akhir Tahun	8.494.225	11.891.986	19.095.656	6.454.870	7.920.141	Cash and Cash Equivalents at The End of Year

RASIO KEUANGAN FINANCIAL RATIOS

dalam Rp juta | in Rp million

Uraian	2023	2022	2021	2020	2019	Description
Modal						Capital
Kewajiban Penyediaan Modal Minimum (KPMM)	30,10	23,67	23,41	23,87	21,64	Capital Adequacy Ratio (CAR)
KPMM Modal Inti (Tier 1)	27,89	20,58	19,27	18,35	15,84	Tier 1 ratio
KPMM Modal Pelengkap (Tier 2)	2,21	3,09	4,14	5,52	5,80	Tier 2 ratio
Rasio CET 1	27,89	20,58	19,27	18,35	15,84	CET 1 ratio

dalam Rp juta | in Rp million

Uraian	2023	2022	2021	2020	2019	Description
Aset Produktif						Earning Assets
Aset Produktif Bermasalah dan Aset Non-Produktif Bermasalah terhadap Total Aset Produktif dan Aset Non-Produktif	1,24	1,32	1,46	0,30	1,85	Non-Performing Earning Assets and Non-Productive Assets to Total Earnings and Non Productive Assets
Aset Produktif Bermasalah terhadap Total Aktiva Produktif	1,39	1,46	1,57	0,35	2,25	Non-Performing Earning Assets to Total productive Assets
Cadangan Kerugian Penurunan Nilai Aset Keuangan Terhadap Aset Produktif	2,51	2,24	1,25	1,24	1,49	Allowance for Impairment Losses for Financial Assets to Productive Assets
Rasio Kredit Bermasalah (NPL) – Bruto	2,45	3,00	3,17	3,17	3,14	Non-Performing Loans (NPL) - Gross
Rasio Kredit Bermasalah (NPL) – Bersih	1,19	0,58	2,53	2,88	1,77	Non-Performing Loans (NPL) - Nett
Rentabilitas						Rentability
Tingkat Pengembalian atas Asset (ROA)	0,73	0,55	0,96	0,05	0,22	Return on Asset (ROA)
Tingkat Pengembalian atas Ekuitas (ROE)	5,41	4,87	8,82	-2,32	1,48	Return on Equity (ROE)
Marjin Bunga Bersih (NIM)	2,56	2,29	2,36	1,96	2,00	Net Interest Margin (NIM)
Beban Operasional terhadap Penghasilan Operasional (BOPO)	87,72	87,80	79,62	98,30	92,83	Operating Expense to Operating Income (BOPO)
Cost to Income Ratio (CIR)	36,81	38,23	36,24	54,88	45,51	Cost to Income Ratio (CIR)
Likuiditas						Liquidity
Rasio Laba Bersih terhadap Total Pendapatan Operasional	20,19	19,09	32,71	-9,87	5,95	Net Income to Income from Operations Ratio
Rasio Kredit Terhadap Dana Pihak Ketiga (LDR)	70,50	64,61	58,60	79,83	130,07	Loan to Deposit Ratio
Kewajiban Pemenuhan Rasio Kecukupan Likuiditas (LCR)	246,25	224,57	211,74	230,99	175,03	Liquidity Coverage Ratio (LCR)
Pendanaan						Funding
Dana Murah	24,95	25,64	26,32	20,23	23,93	Current Account Saving Account (CASA)
Kewajiban Pemenuhan Rasio Pendanaan Stabil Bersih (NSFR)	115,06	139,94	140,76	109,61	119,07	Net Stable Funding Ratio (NSFR)
Kepatuhan						Compliance
Presentase Pelanggaran BMPK						Percentage of Violation of Legal Lending Limit
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



dalam Rp juta | in Rp million

Uraian	2023	2022	2021	2020	2019	Description
Presentase Pelampauan BMPK						Percentage of Excess of Legal Lending Limit
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
Giro Wajib Minimum (GWM)						Statutory Reserve (GWM)
GWM Utama Rupiah						GWM Primary Rupiah
Harian	0,00	0,00	0,50	0,50	3,00	Daily
Rata-Rata	11,48	12,20	20,59	3,14	3,09	Average
GWM Valuta Asing (Harian)						Foreign Currency GWM (Daily)
Posisi Devisa Neto (PDN) Secara Keseluruhan	5,66	2,27	1,52	1,03	2,10	Net Open Position

IKHTISAR OPERASIONAL OPERATIONAL HIGHLIGHTS

dalam Rp juta | in Rp million

Uraian	2023	2022	2021	2020	2019	Description
Jumlah Karyawan	585	625	625	619	585	Total Employees
Jumlah Kantor Cabang	17	18	18	18	19	Total Branches
Jumlah ATM	21	24	24	25	29	Total ATM
Jumlah Nasabah	55.651	50.033	46.525	42.047	40.127	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

JUMLAH SAHAM

Secara kumulatif, saham Bank ICBC Indonesia dimiliki secara mayoritas sebesar 98,61% oleh *Industrial and Commercial Bank of China Ltd* per tanggal 31 Desember 2023 yang terdiri dari 73.091 lembar saham dengan nilai nominal Rp50,00 juta per saham. Sedangkan sisanya sebesar 1,39% dimiliki oleh PT Inti Dana Wijaya sebanyak 1.032 lembar saham. Bank tidak memperdagangkan sahamnya kepada publik.

TOTAL SHARES

Cumulatively, as of December 31, 2023, Bank ICBC Indonesia shares are under the majority ownership at 98.61% by Industrial and Commercial Bank of China Ltd. with 73,091 shares at par value of Rp50.00 million per share. While the remaining 1.39% of the shares are owned by PT Inti Dana Wijaya with 1,032 shares. The shares are not publicly traded.

INFORMASI SAHAM

Sampai dengan periode yang berakhir pada tanggal 31 Desember 2023 maupun tanggal disampaikannya data/informasi ini, Bank ICBC Indonesia tidak melakukan Penawaran Umum Perdana Saham dan tidak memperdagangkan sahamnya di bursa saham manapun. Oleh karena itu Bank tidak menyajikan informasi terkait dengan jumlah saham yang beredar; kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan; harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan volume perdagangan pada Bursa Efek tempat saham tersebut dicatatkan.

SUSPENSI PERDAGANGAN SAHAM DAN/ATAU DELISTING

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

AKSI KORPORASI

Selama tahun 2023 Bank ICBC Indonesia tidak melakukan aksi korporasi seperti pemecahan saham, penggabungan saham, dividen saham, saham bonus, dan perubahan nilai nominal saham.

SHARES INFORMATION

Until the period ending December 31, 2023 and the date of submission of this data/information, Bank ICBC Indonesia did not conduct an initial public offering and did not trade its shares on any stock exchange. Therefore, we are not providing information with respect to the number of shares outstanding, market capitalization based on the price on the stock market where the shares are listed, high, low and closing share prices based on the price on the stock market where the shares are listed, and trading volume on the stock market where the shares are listed.

CORPORATE ACTIONS AND/OR DELISTING

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

CORPORATE ACTIONS

Throughout 2023, Bank ICBC Indonesia did not conduct corporate actions such as stock split, reverse stock, stock dividend, bonus shares, and changes in the nominal share value.

Informasi Efek Lainnya

Other Securities

Per 31 Desember 2023, Bank ICBC Indonesia tidak melakukan pencatatan obligasi, sukuk atau obligasi konversi, maupun pencatatan efek lainnya. Oleh karena itu, bank tidak menyajikan informasi terkait jumlah obligasi/sukuk/obligasi konversi yang beredar (*outstanding*), tingkat bunga/imbalan, tanggal jatuh tempo, dan peringkat obligasi/sukuk.

As of December 31, 2023, Bank ICBC Indonesia 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 bond, sukuk or convertible bonds, coupon, maturity date, dan bond/sukuk ratings.



Proyek Pembiayaan Tahun 2023

2023 Financing Projects

Bank ICBC Indonesia memberikan fasilitas pembiayaan atas beragam proyek infrastruktur yang dibangun di Indonesia pada tahun 2023. Proyek infrastruktur tersebut terletak di berbagai wilayah di Indonesia sebagai berikut:

Bank ICBC Indonesia provides financing for various infrastructure projects in Indonesia in 2023. These infrastructure projects are located in various regions of Indonesia and are listed below:



Bank melakukan kerja sama melalui penyediaan fasilitas kredit modal kerja kepada perusahaan pembiayaan infrastruktur nasional dalam rangka mendukung percepatan pembangunan infrastruktur nasional. Pembiayaan ini akan disalurkan kepada proyek-proyek infrastruktur nasional yang mencakup beberapa sektor seperti jalan dan jalan tol, ketenagalistrikan, transportasi, telekomunikasi, minyak dan gas, irigasi, energi terbarukan, air minum, infrastruktur sosial meliputi rumah sakit, pasar, dan kawasan khusus.

Bank carried out cooperation by providing working capital credit facilities to the infrastructure financing company, in order to support the acceleration of national infrastructure development. This financing will be distributed to national infrastructure projects, such as road and toll roads, electricity, transportation, telecommunications, oil and gas, irrigation, renewable energy, water supply, social infrastructure including hospital, market, and special zone.



Bank melakukan kerja sama melalui penyediaan fasilitas kredit modal kerja kepada perusahaan farmasi nasional yang khusus bergerak dalam produksi vaksin dan antisera. Pembiayaan secara bilateral ini merupakan bentuk nyata dukungan Bank terhadap pemenuhan kebutuhan vaksin nasional dan global. Selain itu, pembiayaan ini secara langsung merupakan bentuk dukungan Bank atas agenda Pemerintah Republik Indonesia untuk meningkatkan kualitas kesehatan masyarakat melalui Jaminan Kesehatan Nasional (JKN) dengan penyediaan produk-produk farmasi yang berkualitas tinggi.

Bank memberikan pinjaman bilateral tambahan untuk proyek pengembangan tambang biji besi terletak di Maluku Utara - Indonesia, yang merupakan proyek magnetit skala besar dengan kadar fosfor dan sulfur yang relatif rendah serta bijih bermutu tinggi di Indonesia, dengan total sumber daya mencapai 35 juta ton.

Bank carried out cooperation by providing working capital credit facilities to the national pharmaceutical companies that specialize in the production of vaccine and antisera. This bilateral financing is a real form of Bank's support to meet national and global vaccine needs. In addition, this financing support is a direct Bank's support for the Government of Indonesia's agenda to improve the quality of public health through National Health Insurance (JKN) by providing high quality pharmaceutical products.

The Bank had additional bilateral loan for iron ore mine project improvement in North Maluku - Indonesia, which is a large-scale magnetite project with relatively low phosphorus and low sulfur content and high grade of ore in Indonesia. The proved resources is up to 35 million tons.

Rating Perusahaan & Sertifikasi

Corporate Ratings & Certification

Fitch Ratings Indonesia telah mengafirmasi Peringkat Nasional Jangka Panjang dan Peringkat Nasional Jangka Pendek Bank ICBC Indonesia pada tanggal 9 Juni 2023 dengan penjelasan sebagai berikut:

Fitch Ratings Indonesia has affirmed the National Long-Term Rating and the National Short-Term Rating of Bank ICBC Indonesia on June 9, 2023 with the following explanatory notes:



Lembaga Pemeringkat Rating Agency	Tanggal Pemeringkatan Rating Date	Kriteria Pemeringkatan Rating Criteria	Peringkat Rating		Keterangan Description
			2023	2022	
Fitch Ratings Indonesia	9 Juni 2023 June 9, 2023	Peringkat Nasional Jangka Panjang National Long-Term Rating	AAA(idn)	AAA(idn)	<p>Peringkat ini menunjukkan peringkat tertinggi yang diberikan oleh agensi dalam skala Peringkat Nasional untuk negara tersebut. Peringkat ini diberikan kepada emiten atau surat utang dengan ekspektasi risiko gagal bayar terendah relatif terhadap semua emiten atau surat utang lainnya di negara atau kesatuan moneter yang sama.</p> <p>This rating is the highest rating assigned by the agency on the National Rating Scale for that country. This rating is assigned to those issuers or debt instruments that have the lowest expected risk of default relative to all other issuers or debt instruments in the same country or in the monetary union.</p>
		Peringkat Nasional Jangka Pendek National Short-Term Rating	F1+(idn)	F1+(idn)	<p>Peringkat ini kapasitas paling kuat untuk pembayaran tepat waktu atas komitmen keuangan relatif terhadap emiten atau obligasi lain di negara yang sama. Di bawah skala Peringkat Nasional agensi, peringkat ini diberikan pada risiko gagal bayar terendah dibandingkan dengan yang lain di negara yang sama. Jika profil likuiditas sangat kuat, tanda "+" ditambahkan ke peringkat yang diberikan.</p> <p>This rating has the strongest ability to meet its financial obligations on a timely basis relative to other issuers or bonds in the same country. Under the agency's National Ratings scale, it is assigned the lowest risk of default relative to other issuers in the same country. A "+" sign is added to the assigned rating if the liquidity profile is very strong.</p>
		<i>Outlook</i>	Stabil Stable	Stabil Stable	

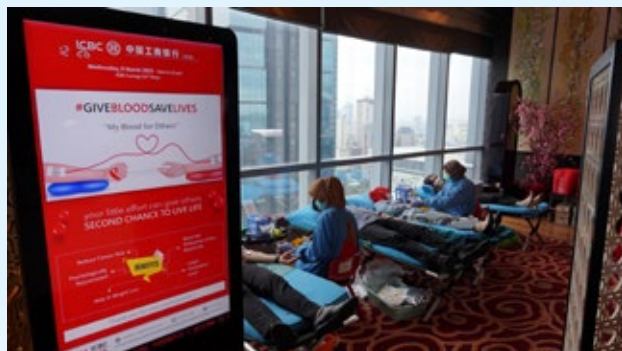
Per tanggal 31 Desember 2023, berbagai sertifikasi yang dimiliki oleh Bank ICBC Indonesia adalah sebagai berikut:

As of December 31, 2023, various certifications held by Bank ICBC Indonesia are listed below:

Jenis Sertifikasi Certification Type	Tahun Perolehan Date of Acceptance	Pemberi Sertifikasi Certificate Provider	Masa Berlaku Validity period
Sertifikasi Certification	23 Agustus 2022 August 23, 2022	Badan Sertifikasi TUV NORD Indonesia TUV NORD Indonesia Certification Body	22 Juli 2024 July 22, 2024
			
<p>Sertifikasi Sistem Manajemen sesuai dengan SNI/IEC 27001 : 2013 Certification of Management System in Accordance with SNI/IEC 27001 : 2013</p>			

Peristiwa Penting 2023

Important Events in 2023



08

Maret 2023
March 2023

Kegiatan Donor Darah (Semester 1) #GiveBloodSaveLives

Blood Donation Activity (1st Semester)
#GiveBloodSaveLives

ICBC Indonesia kembali mengadakan kegiatan kemanusiaan Donor Darah pada 8 Maret 2023 dengan tema #GiveBloodSaveLives "My Blood for Others". Acara di hadir oleh Direktur Bapak Lukito Adi Subrata Suwardi dan Ibu Fransisca Nelwan Mok serta diikuti oleh 120 Karyawan ICBC Indonesia.

ICBC Indonesia held a Blood Donation humanitarian activity on March 8, 2023 with the theme #GiveBloodSaveLives "My Blood for Others". The event was attended by Director Mr. Lukito Adi Subrata Suwardi and Mrs. Fransisca Nelwan Mok and attended by 120 ICBC Indonesia employees.



31

Maret 2023
March 2023

Menyambut Presiden Direktur Baru, Bapak Chen Yong

Welcoming The New President Director, Mr Chen Yong

Sesuai Keputusan Pemegang Saham pengganti Rapat Umum Pemegang Saham PT Bank ICBC Indonesia No.52 tanggal 6 Maret 2023 serta merujuk pada keputusan OJK, Bapak Chen Yong resmi diangkat sebagai Presiden Direktur PT Bank ICBC Indonesia dan memberikan pidato pertamanya dihadapan seluruh Kepala Departemen dan *Branch Manager*. Pada Pidato pertamanya, beliau mengajak seluruh karyawan untuk bekerja bersama, memberikan kontribusi dalam pengembangan bisnis, pengendalian risiko, dan seluruh komponen aset demi kemajuan prestasi ICBC Indonesia.

In accordance with the Shareholder Decree in lieu of the General Meeting of Shareholders of PT Bank ICBC Indonesia No.52 dated March 6, 2023 and referring to the OJK decision, Mr. Chen Yong was officially appointed as President Director of PT Bank ICBC Indonesia and gave his first speech in front of Department Heads and Branch Managers throughout Indonesia. In his first speech, he invited all employees to work together, to give contribution to business development, risk control, and all asset components for the advancement of ICBC Indonesia's achievements.



14

April 2023

April 2023

Buka Puasa Bersama

Joint Iftar

Acara Buka Puasa Bersama dengan tema “Unity in Diversity” diadakan di Kantor Pusat ICBC Indonesia pada 14 April 2023, dimeriahkan oleh penampilan musik dari para Karyawan dan penampilan special dari Direktur Bapak Liu Hongbo yang menyanyikan Bengawan Solo. Acara ditutup dengan doa bersama dan pembagian door prize untuk karyawan beruntung.

The Joint Iftar with theme “Unity in Diversity” hold in ICBC Head Office on April 14, 2023, enlivened by musical performances from the Employees and special performance by Director, Mr. Liu Hongbo who sang Bengawan Solo. The event was closed with a prayer and distribution of door prizes for lucky employees.

14

Mei 2023

May 2023

Partisipasi dalam acara Fun walk PSN 8th Years

Participation in Fun walk PSN 8thYears event



Kegiatan Fun walk pada minggu 14 Mei 2023 di GBK Senayan, merupakan salah satu rangkaian acara memperingati Sewindu (8 tahun) Proyek Strategis Nasional (PSN) “Menuju Indonesia Emas 2045” yang diadakan oleh Komite Percepatan Penyediaan Infrastruktur Prioritas (KPPIP). PSN telah menyelesaikan sekitar 156 proyek dengan nilai investasi Rp 1.080,2 triliun, yang telah memberikan dampak positif terhadap pembangunan infrastruktur dan ekonomi berkelanjutan di Indonesia. Setidaknya 28 Perbankan hadir dalam acara tersebut, termasuk karyawan ICBC Indonesia yang turut menjadi peserta Fun walk.

The Fun walk activity on Sunday, May 14, 2023 at GBK Senayan, is one of a series of events commemorating the Sewindu (8 years) of the National Strategic Project (PSN) “Towards a Golden Indonesia 2045” held by the Committee for the Acceleration of Priority Infrastructure Provision (KPPIP). PSN has completed around 156 projects with an investment value of Rp1,080.2 trillion, which have had an impact positive towards sustainable infrastructure and economic development in Indonesia. At least 28 banks attended at the event, including ICBC Indonesia employees who participated in the Fun walk.



26

Mei 2023
May 2023

Bapak Liu Hongbo Hadir sebagai *Guest Speaker* di Acara SW

Mr. Liu Hongbo Attended as Guest Speaker at SW Event

Direktur ICBC Indonesia Bapak Liu Hongbo, hadir dalam acara Shinewing (SW) Indonesia sebagai *guest speaker*, dengan tema “Empower Chinese Enterprise to Progress in Indonesia” yang diselenggarakan di Hotel Mandarin Oriental, pada Jumat 26 Mei 2023. ICBC Indonesia akan mendukung para pengusaha dalam menjajaki peluang bisnis baru termasuk memberikan kemudahan transaksi perbankan melalui produk dan jasa keuangan ICBC Indonesia. Acara turut dihadiri oleh Kedutaan Besar Tiongkok di Indonesia, pemimpin kamar dagang China di Indonesia, perwakilan Perusahaan Tiongkok di Indonesia.

Director of ICBC Indonesia Mr. Liu Hongbo, attended the Shinewing (SW) Indonesia event as a guest speaker, with the theme "Empower Chinese Enterprise to Progress in Indonesia" which was held at the Mandarin Oriental Hotel, on Friday 26 May, 2023. ICBC Indonesia will support entrepreneurs in exploring new business opportunities including providing easy banking transactions through ICBC Indonesia financial products and services. The event was also attended by the Chinese Embassy in Indonesia, leaders of the Chinese chamber of commerce in Indonesia, representatives of Chinese companies in Indonesia.



29

Mei 2023
May 2023

Aktivitas *Go Green*: Donasi limbah kertas kepada Yayasan Tzu Chi

Go Green Activity: Paper-waste donation to Tzu Chi Foundation

Dalam upaya menjaga kelestarian lingkungan, Bank melakukan kegiatan *Go Green Activity - Paper Waste Donation*. Limbah kertas dari kegiatan operasional dikumpulkan kemudian dihancurkan menjadi potongan kecil kemudian di sumbangkan untuk proses daur ulang. Hasil dari proses tersebut disumbangkan untuk kegiatan amal melalui program kemanusiaan oleh Yayasan Tzu Chi Indonesia, tercatat total sebanyak 565 kg sampah kertas yang di kumpulkan sepanjang tahun 2023 dan disumbangkan untuk di daur ulang.

In an effort to preserve the environment, the Bank carries out the Go Green Activity - Paper Waste Donation. Paper waste from operational activities is collected then shredded into small pieces and then donated to the recycling process. The results of this process were donated to charity activities through a humanitarian program by the Tzu Chi Indonesia Foundation, as many as 565 kg of paper waste were collected and donated to be recycled.



07

Juli 2023
July 2023

Upacara Pembukaan Kembali Cabang Makassar

Reopening Ceremony of Makassar Branch

Bank mengadakan *opening ceremony event* dalam rangka relokasi kantor cabang Makassar di jalan Kanrunrung pada Jumat 7 Juli 2023. Pemotongan pita sebagai simbolisasi pembukaan relokasi Kantor Cabang baru dipimpin oleh Presiden Direktur Bapak Chen Yong. Acara peresmian disaksikan oleh perwakilan dari Kantor Walikota Makassar Bapak H. Muhammad Mario Said, S.IP, M.Si. , perwakilan dari Bank Indonesia Bapak Ayub Pelita Hati dan perwakilan dari Otoritas Jasa Keuangan (OJK) Bapak Steven Parinussa. Relokasi KC Makassar dilakukan sebagai bagian dari strategi Bank untuk meningkatkan efisiensi kegiatan operasional bank sekaligus memberikan layanan perbankan yang nyaman bagi para nasabah.

Inauguration of Makassar Branch Office Relocation The Bank held an opening ceremony event for the relocation of the Makassar branch office on Jalan Kanrunrung on Friday July 7, 2023. The ceremonial event as a symbol of the opening of the relocation of the new Branch Office was led by President Director Mr. Chen Yong. The inauguration ceremony was witnessed by representatives from the Office of the Mayor of Makassar, Mr. H. Muhammad Mario Said, S.IP, M.Sc. , representatives from Bank Indonesia Mr. Ayub Pelita Hati and representatives from the Financial Services Authority (OJK) Mr. Steven Parinussa. The Makassar KC relocation was carried out as part of the Bank's strategy to increase the efficiency of bank operations while providing convenient banking services for customers.



27

Juli 2023
July 2023

Benchmark Kearsipan Bank

Bank Archival Benchmarks

Bank melakukan kunjungan ke Bank Indonesia dalam rangka *Benchmark* kearsipan Bank. Pada kunjungan tersebut jajaran Direksi yaitu Ibu Fransiska Nelwan Mok, Ibu Dini Suprihatini, dan Bapak Lukito Adisubrata Suwardi beserta Karyawan Bank turut hadir dalam acara tersebut dan disambut langsung oleh Direktur Departemen Pengelolaan Logistik dan Fasilitas Bank Indonesia Bapak I Nyoman Ariawan Atmaja beserta jajarannya.

The Bank made a visit to Bank Indonesia in order to Benchmark Bank archives. During the visit, the Board of Directors, namely Mrs. Fransiska Nelwan Mok, Mrs. Dini Suprihatini, and Mr. Lukito Adisubrata Suwardi along with Bank Employees also attended the event and were welcomed directly by the Director of the Bank Indonesia Logistics and Facilities Management Department, Mr. I Nyoman Ariawan Atmaja and his staff.



09

Agustus 2023
August 2023

Kegiatan Donor Darah (Semester 2)
#GiveBloodSaveLives

Blood Donation Activity (2nd Semester)
#GiveBloodSaveLives

Kegiatan ini merupakan yang kedua kalinya sejak dihentikan akibat pandemi Covid-19. Sebanyak lebih dari seratus karyawan turut serta mendonorkan darahnya secara langsung. Aksi sosial ini merupakan wujud kepedulian terhadap sesama, dimana satu kantong darah dapat menyelamatkan 3 nyawa. Diketahui, kegiatan donor darah secara rutin memiliki segudang manfaat antara lain meningkatkan sel darah merah, mendeteksi dini risiko kesehatan, membantu melancarkan peredaran darah, membantu menurunkan berat badan, serta menurunkan risiko beberapa penyakit seperti kanker, stroke, dan jantung.

This activity is the second time since it was stopped due to the Covid-19 pandemic. A total of more than a hundred employees participated in directly donating blood. This social action is a form of concern for others, where one bag of blood can save 3 lives. It is known that regular blood donation activities have a myriad of benefits including increasing red blood cells, early detection of health risks, helping blood circulation, helping to lose weight, and reducing the risk of several diseases such as cancer, stroke and heart disease.



18 25

Agustus 2023
August 2023

Seminar Beauty Class

Beauty Class Seminar

Bank memberikan sarana kepada karyawan untuk terus mengembangkan diri baik melalui seminar maupun pelatihan. Pada 18 dan 25 Agustus 2023, Bank mengadakan *Beauty Class* yang di delenggarakan di *ICBC Lounge*. Acara ini di sponsori oleh beberapa produk. Turut hadir pada acara, Direktur, Bapak Lukito Adisubrata Suwardi dan Ibu Fransisca Nelwan Mok serta diikuti oleh 106 orang peserta.

The Bank provides facilities for employees to continue to develop themselves either through seminars or training. on Friday 18 and 25, August 2023, *Beauty Class* held at *ICBC Lounge*. This event is sponsored by several beauty products. Also present at the event was the Director, Mr. Lukito Adisubrata Suwardi and Mrs. Fransisca Nelwan Mok, also attended by a total of 106 participants.



25

Agustus 2023
August 2023

Health Talk: Manajemen Stres di Tempat Kerja

Health Talk: Stress Management in the Workplace

Dalam memberikan informasi dan pengetahuan kesehatan kepada seluruh karyawan, *Health Talk* diadakan oleh Bank pada tanggal 25 Agustus 2023 berlokasi di ICBC Lounge. *Health Talk* yang mengusung tema "Manajemen Stres di Tempat Kerja" menghadirkan Psikolog Feka Angge Pramita, M.PSI., dan dihadiri oleh Direktur Ibu Fransisca Nelwan Mok yang memberikan kata sambutan dan motivasi agar para karyawan dapat mengelola tingkat Stres karyawan di tempat kerja secara efektif sehingga dapat terhindar dari dampak buruk yang diakibatkan oleh stress seperti menurunnya performa dan produktivitas kerja hingga dapat mengalami gangguan kesehatan. Pada acara juga terdapat Mini *MCU* termasuk *glucose test*, *cholesterol*, *urid acid*, *tension check*, dan *eyes refraction* bagi karyawan.

In providing health information and knowledge to all employees, Friday August 25, 2023, a hybrid Health Talk event was held at the ICBC Lounge and via online webex. The Health Talk with the theme "Stress Management in the Workplace" presented Psychologist Feka Angge Pramita, M.PSI., and was attended by the Director Mrs. Fransisca Nelwan Mok who gave remarks and motivation so that employees can manage employee stress levels in the workplace effectively so that employees can avoid the negative impacts caused by stress, such as decreased work performance and productivity and even health problems. At the event there was also a Mini *MCU* including a glucose test, cholesterol, uric acid, tension check, and eye refraction for employees.

23-26

Agustus 2023
August 2023

Turnamen Bulutangkis 2023

Badminton Tournament 2023



Turnamen Bulutangkis dilaksanakan pada tanggal 20 Agustus 2023 (*Road to Final*) & 26 Agustus 2023 (*Final*). Pada acara *final*, hadir Bapak Chen Yong dan Komisaris Bapak Yunno, serta Direksi Ibu Fransisca Nelwan Mok, Ibu Dini Suprihatini, Bapak Lukito Adi Subrata Suwardi, beserta para kepala Departemen dan Pimpinan Cabang Jakarta beserta tim.

The Badminton Tournament held on August 20, 2023 (*Road to Final*) & August 26, 2023 (*Final*). At the final event, Mr. Chen Yong and Commissioner Mr. Yunno, as well as Directors Mrs. Fransisca Nelwan Mok, Mrs. Dini Suprihatini, Mr. Lukito Adi Subrata Suwardi, along with the Department Head, Jakarta Branch Manager and their teams.



4 6 September 2023
September 2023

Kunjungan Delegasi dari CEO ICBC Limited, Bapak Liao Lin
Delegation Visit from The CEO of ICBC Limited, Mr. Liao Lin

President ICBC Limited, Bapak Liao Lin dan jajarannya melakukan kunjungan delegasi ke Indonesia pada tanggal 4 hingga 6 September 2023. Dalam agendanya ke Indonesia beliau melakukan beberapa kunjungan ke berbagai institusi yang di dampingi oleh Direktur Utama ICBC Indonesia Bapak Chen Yong. Dalam kunjungan tersebut beliau menyampaikan bahwa ICBC Limited dan ICBC Indonesia harus terus berupaya mendukung progress pembangunan ekonomi berkelanjutan di Indonesia serta untuk memperkuat kerjasama bilateral yang telah terjalin dengan baik antara Indonesia-China. Selanjutnya, ICBC Indonesia harus tetap optimis dan percaya diri untuk menjadi Bank dengan performa terbaik di Indonesia karena ICBC Indonesia merupakan salah satu anak perusahaan yang memiliki dukungan penuh dari Holding Company ICBC Limited yang merupakan Bank terbesar di Dunia.

President of ICBC Limited, Mr. Liao Lin and his team made a delegation visit to Indonesia from September 4 to 6, 2023. On his agenda for Indonesia, he made several visits to several institutions accompanied by the President Director of ICBC Indonesia Mr. Chen Yong. During the visit, he conveys that ICBC Limited and ICBC Indonesia continued to strive to support the progress of sustainable economic development in Indonesia as well to strengthen the established bilateral cooperation between Indonesia and China. Moreover, ICBC Indonesia must remain optimistic and confident to become the best performing bank in Indonesia because ICBC Indonesia is one of subsidiary, which own full support from the ICBC Limited as Holding Company which is the largest bank in the world.



15

September 2023
September 2023

MoU Ceremony Citra Garden Bintaro

MoU Ceremony Citra Garden Bintaro

Jumat 15 September 2023, Citra Garden Bintaro mengadakan Upacara MoU PT Bank ICBC Indonesia dengan 15 bank penyedia fasilitas KPR bagi pembeli. Bank ICBC Indonesia merupakan salah satu dari 15 bank terpilih yang telah menjalin kerja sama dengan pengembang antara lain BCA, BNI, BRI, BTN, CCB, CIMB Niaga, Danamon, Mandiri, Maybank, Nobu Bank, OCBC NISP, Panin Bank, Permata Bank, dan UOB. Acara penandatanganan MoU diwakili oleh Bapak Aji Nugroho Haryoto selaku *Deputy Head of E-Banking Development and Loan Product* Bank ICBC Indonesia dan Bapak Naraya Ciputra selaku Direktur Ciputra Group. Proyek ini akan diluncurkan pada 26 September 2023.

Friday 15 September 2023, Citra Garden Bintaro held an MoU PT Bank ICBC Indonesia Ceremony with 15 banks that provide mortgage facilities for buyers. Bank ICBC Indonesia is one of 15 selected banks that have collaborated with developers including BCA, BNI, BRI, BTN, CCB, CIMB Niaga, Danamon, Mandiri, Maybank, Nobu Bank, OCBC NISP, Panin Bank, Permata Bank, and UOB. The MoU signing ceremony was represented by Mr. Aji Nugroho Haryoto Putri as Deputy Head of E-Banking Development and Loan Product Bank ICBC Indonesia and Mr. Naraya Ciputra as Director of Ciputra Group. Where this project has been launched on September 26, 2023.



22

September 2023
September 2023

Chinese Bridge Competition 2023

Chinese Bridge Competition 2023

Bank mengadakan *China Bridge Competition 2023* dengan tema: *"Unleash Your Potential"*, dalam kompetisi ini para peserta menampilkan bakat dan dalam bentuk video: *Story telling in Chinese, Sing Chinese songs, Read poetry in Chinese, Dubbing in Chinese films, Playing native Chinese musical instruments, Traditional Chinese Dance, Martial Arts-Wushu, Kung Fu*, dan di nilai oleh dewan juri. Pada tanggal 22 September 2023, *Grand Final* kompetisi ini diadakan di lounge ICBC, dengan menampilkan 5 finalis dari beberapa departmen dan cabang dan dihadiri oleh seluruh jajaran direksi. Tim *Global Market Department (GMD)* keluar sebagai Pemenang kompetisi ini. Melalui kegiatan ini diharapkan dapat menjadi ajang bagi karyawan untuk menampilkan kemampuan bakat dan kreativitas serta meningkatkan konektivitas dan kerjasama antar tim dan karyawan.

The Bank held the *China Bridge Competition 2023* with the theme: *"Unleash Your Potential"*, in this competition the participants showcase talent and in video form: *Story telling in Chinese, Sing Chinese songs, Read poetry in Chinese, Dubbing in Chinese films, Playing native Chinese musical instruments, Traditional Chinese Dance, Martial Arts-Wushu, Kung Fu*, which were accepted by the committee until September 1, 2023. On September 22, 2023, the *Grand Final* held in the ICBC lounge, featuring 5 finalists, from several department and branch. The winner of this event was the *GMD* team. Through this activity, it is hoped that it will become an opportunity for employees to display their talents and creativity as well as increase connectivity and collaboration between teams and employees.





23-25

September 2023
September 2023

Kunjungan Delegasi dari Chairman ICBC Limited Bapak Chen Siqing ke kantor pusat ICBC Indonesia

Delegation Visit from Chairman of ICBC Limited Mr. Chen Siqing to ICBC Indonesia Head office

Chairman ICBC Limited, Bapak Chen Siqing melakukan kunjungan delegasi ke ICBC Indonesia pada 23-25 September 2023. Selama kunjungan Delegasi di Indonesia, beliau diterima dan didampingi oleh Presiden Direktur ICBC Indonesia, Bapak Chen Yong, dan Direksi untuk melakukan beberapa pertemuan, termasuk dengan Kedutaan Besar Republik Rakyat Tiongkok di Republik Indonesia dan Perusahaan-perusahaan China di Indonesia.

Chairman of ICBC Limited, Mr. Chen Siqing made a delegation visit to ICBC Indonesia from September 23 to 25, 2023. During the Delegation's visit to Indonesia, he was received and accompanied by the President Director of ICBC Indonesia, Mr. Chen Yong, and the Board of Directors to hold several meetings, including with the Embassy of the People's Republic of China in the Republic of Indonesia and Chinese Companies in Indonesia.



26

September 2023
September 2023

Indonesia Night in Beijing

Indonesia Night in Beijing

Indonesia-China terus meningkatkan kerja sama di bidang investasi dan perdagangan. 26 September 2023, Bapak Wangkun Komisaris Utama bersama Direktur, Ibu Fransisca Nelwan Mok menghadiri Indonesia – China Business Forum dengan tema "Transaksi Mata Uang Lokal untuk Memperkuat Kerjasama Ekonomi Indonesia – China Melalui Promosi Investasi, acara ini diadakan di Imperial Ballroom, Four Seasons, Beijing, China.

Indonesia-China continues to increase cooperation in the fields of investment and trade. September 26, 2023, Mr. Wangkun President Commissioner together with Director, Mrs. Fransisca Nelwan Mok attend the Indonesia – China Business Forum with the theme "Local Currency Transaction to Strengthen Indonesia – China Economic Cooperation Through Investment Promotion, this event was held in Imperial Ballroom, Four Seasons, Beijing, China.





16

Oktober 2023
October 2023

The Belt and Road Initiative 10th Anniversary Summit
The Belt and Road Initiative 10th Anniversary Summit

Bapak Chen Yong, Presiden Direktur ICBC Indonesia menghadiri Periode KTT Peringatan 10 Tahun *Belt and Road Initiative* pada tanggal 16 Oktober 2023 di Beijing. Pertemuan tersebut membahas 3 isu prioritas penting terkait kedua negara, antara lain peningkatan ekspor Indonesia, peningkatan investasi, dan pengembangan ketahanan pangan. Forum Bisnis Indonesia-Tiongkok juga dihadiri oleh sejumlah pejabat tinggi Indonesia dan Tiongkok. Dalam forum tersebut telah dilakukan penandatanganan nota kesepahaman (MoU) dengan nilai perdagangan antara Indonesia dan China mencapai USD 130 miliar atau sekitar Rp 2,041 triliun, termasuk ICBC Indonesia yang juga menandatangani perjanjian kerja sama strategis.

Mr Chen Yong, President Director of ICBC Indonesia attended the Belt and Road Initiative 10th Anniversary Summit Period on October 16, 2023 on Beijing. The meeting discussed 3 important priority issues related to the two countries, including increasing Indonesian exports, increasing investment and developing food security. The Indonesia-China Business Forum was also attended by a number of top level of Indonesian and Chinese officials. In this forum, a memorandum of understanding (MoU) was signed with a trade value between Indonesia and China reaching US\$ 130 billion or around Rp 2,041 trillion, including ICBC Indonesia which also signed a strategic cooperation agreement.



17 19

Oktober 2023
October 2023

Corporate Governance Forum di Beijing
Corporate Governance Forum in Beijing

Presiden Direktur ICBC Indonesia - Bapak Chen Yong, Presiden Komisaris ICBC Indonesia - Bapak Wangkun dan Komisaris ICBC Indonesia - Bapak Haryo Yunnokusumo, Bapak Jeff S.V Eman dan Bapak Hendra Widjojo menghadiri acara *Corporate Governance Forum* di Beijing China pada 17-19 Oktober 2023, dengan tema "*Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation*".

President Director of ICBC Indonesia - Mr. Chen Yong, President Commissioner of ICBC Indonesia - Mr. Wangkun, and the Commissioners of ICBC Indonesia - Bp. Haryo Yunnokusumo, Bp. Jeff S.V. Eman and Bp. Hendra Widjojo attended the Corporate Governance Forum, with theme "*Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation*" held in Beijing China on October 17-19, 2023.



22

Oktober 2023
October 2023

Visit Meeting at ICBC Shanghai Branch

Visit Meeting at ICBC Shanghai Branch

Vice President ICBC Cabang Shanghai – Bapak Mi Liang beserta tim menyambut kedatangan Direktur Independen dan Supervisor dari ICBC Indonesia, ICBC Turki, dan ICBC Austria pada tanggal 22 Oktober 2023 di kantor ICBC Shanghai China.

Vice President of ICBC Shanghai Branch – Mr. Mi Liang, and his team welcomed the arrival of Independent Directors and Supervisors from ICBC Indonesia, ICBC Turkey, and ICBC Austria on October 22, 2023 at the ICBC Shanghai China office.



29

Oktober 2023
October 2023

Rapat Tahunan Bank Indonesia

Annual Meeting Bank Indonesia

Bapak Chen Yong (Direktur Utama ICBC Indonesia) menghadiri Rapat Tahunan Bank Indonesia (PTBI) pada tanggal 29 November 2023 di Grha Bhasvara Icchana, Kantor Pusat Bank Indonesia. Acara ini merupakan puncak dari *high level event* (HLE) yang diselenggarakan secara berkala dengan agenda utama pemaparan pandangan Bank Indonesia mengenai kondisi perekonomian nasional, tantangan yang dihadapi, dan arah kebijakan ke depan serta penyampaian arahnya. Presiden Republik Indonesia mengenai kebijakan pemerintah ke depan.

Mr. Chen Yong (President Director of ICBC Indonesia) attended the Bank Indonesia Annual Meeting (PTBI) on November 29, 2023 at Grha Bhasvara Icchana, Bank Indonesia Head Office. This event is the culmination of a high level event (HLE) which is held regularly with the main agenda being the presentation of Bank Indonesia's views regarding the condition of the national economy, the challenges faced, and future policy directions as well as conveying the direction of the President of the Republic of Indonesia regarding future government policy.



18

November 2023
November 2023

Tim Basket ICBC berhasil meraih Juara ke-3 dalam pertandingan Basket Liga Jasa Keuangan, Divisi 3

ICBC Basketball Team Won 3rd Place in the Division 3 Financial Service League Basketball Competition

Tim basket ICBC Indonesia berhasil meraih juara ketiga pada Liga Jasa Keuangan 2023 - (Divisi 3) setelah mengalahkan tim lawan pada Sabtu 18 November 2023. Pada laga sebelumnya, Kamis 16 November 2023, tim basket ICBC bertanding melawan tim basket Kementerian Keuangan, pada pertandingan ini Bapak Chen Yong (Presiden Direktur), didampingi oleh anggota Direksi yakni: Ibu Fransisca Nelwan Mok, Bapak Liu Hongbo, Bapak Sandy Tjipta Muliana, Ibu Dini Suprihatini, dan Bapak Lukito Adi Subrata Suwardi hadir memberikan dukungan bersama para karyawan yang turut hadir menyaksikan pertandingan.

The ICBC Indonesia basketball team won third place in the 2023 Financial Services League match - (Division 3) after defeating the opposing team on Saturday November 18, 2023. On the previous match on Thursday, November 16, 2023, Mr. Chen Yong (President Director), accompanied by the members of BOD: Mrs. Fransisca Nelwan Mok, Mr. Liu Hongbo, Mr. Sandy Tjipta Muliana, Mrs. Dini Suprihatini, and Mr. Lukito Adi Subrata Suwardi attended to give support together with the employees who were also present to witness the competition.



22-24

November 2023
November 2023

Boao Forum for entrepreneurs

Boao Forum for Entrepreneurs

ICBC Indonesia hadir pada acara yang diselenggarakan oleh ICBC Foshan di Boao, Provinsi Hainan, Tiongkok. Acara *Customer Gathering* yang dihadiri oleh 118 nasabah VIP ini juga mengundang pembicara dari ICBC *Overseas* di empat negara antara lain dari ICBC Mexico, ICBC South Africa, ICBC Thailand dan ICBC Indonesia. Dari ICBC Indonesia diwakili oleh Ibu Rosmery Thomas, *Branch Manager* Mega Kuningan yang memperkenalkan ICBC Indonesia dan fokusnya dalam mendukung perusahaan Tiongkok dalam hal perdagangan dan investasi di luar negeri khususnya di Indonesia.

ICBC Indonesia was present at the event organized by ICBC Foshan in Boao, Hainan Province, China. The Customer Gathering event which was attended by 118 VIP customers, also inviting the speakers from ICBC Overseas in four countries, including from ICBC Mexico, ICBC South Africa, ICBC Thailand and ICBC Indonesia. From ICBC Indonesia was represented by Mrs. Rosmery Thomas, *Mega Kuningan* Branch Manager who introduced ICBC Indonesia and its focus on supporting Chinese companies in terms of trade and investment abroad, especially in Indonesia.



06

Desember 2023
December 2023

Seremoni Peluncuran Produk Bancassurance
Bancassurance Product Launch Ceremony

Direktur Pemasaran, Bapak Lukito Adisubrata (kiri) bersama dengan Sales Director PT Asuransi Jiwa Sequis Financial Bapak Rizal Prajuga (kanan), meluncurkan produk kerjasama Bancassurance di Jakarta, Rabu, 6 Desember 2023. Bank ICBC Indonesia terus berinovasi dan selalu berupaya menghadirkan produk dan layanan keuangan yang bermanfaat bagi seluruh nasabah. Bancassurance merupakan kemitraan antara bank dan perusahaan asuransi untuk menghadirkan produk-produk yang memberikan perlindungan finansial. Peluncuran produk ini merupakan hasil kerjasama PT Bank ICBC Indonesia dan PT Asuransi Jiwa Sequis Financial, dalam rangka memenuhi kebutuhan nasabah akan perlindungan asuransi dan memberikan rasa aman terhadap aset nasabah khususnya KPR.

Marketing Director, Mr. Lukito Adisubrata (left) together with Sales Director of PT Asuransi Jiwa Sequis Financial, Mr. Rizal Prajuga (right), launched a partnership product Bancassurance in Jakarta, Wednesday, December 6, 2023. Bank ICBC Indonesia continues to innovate and always strives to provide financial products and services that are beneficial to all customers. Bancassurance is a partnership between banks and insurance companies to present products that provide financial protection. The launch of this product is the result of collaboration between ICBC Indonesia and PT Asuransi Jiwa Sequis Financial, in order to meet customer needs for insurance protection and provide a sense of security for customer assets, especially mortgage loan.

14

Desember 2023
December 2023

CSR Bank ICBC Indonesia
CSR Bank ICBC Indonesia



Direksi Bank ICBC Indonesia, Ibu Zhang Wen, Bapak Sandy Tjipta Muliana didampingi oleh Branch Manager TCT dan Tim SMIR Department, bersama-sama dengan perwakilan dari Kedutaan Besar Tiongkok untuk Indonesia, secara simbolis menyerahkan donasi berupa dana sebesar Rp 80 juta kepada Panti Asuhan "Karena Kasih" pada hari Kamis, 14 Desember 2023 .

Directors of Bank ICBC Indonesia, Mrs. Zhang Wen, Mr. Sandy Tjipta Muliana accompanied by the TCT Branch Manager and the SMIR Department Team, together with representatives from the Chinese Embassy to Indonesia, symbolically handed over a donation of Rp80 million to the "Karena Kasih" Orphanage on Thursday, December 14, 2023.

11-15

Desember 2023
December 2023

Kegiatan CSR Kantor Cabang

Branch CSR Activities

Kegiatan penyerahan dana CSR pada tahun ini dilanjutkan ke beberapa panti asuhan dan panti werdha pada periode 11 hingga 15 Desember 2023 yang di selenggarakan oleh beberapa Kantor Cabang ICBC Indonesia termasuk:

- KC Mega Kuningan Jakarta, kepada Panti Sosial Tresna Werdha Budi Mulia 3
- KC Bandung, kepada Yayasan Panti Guna Mandiri/YPGM
- kepada Panti Asuhan Don Bosco, dan
- KC Medan, kepada Lembaga Kesejahteraan Sosial Anak (LKSA) Kemah Kasih Anak Indonesia.

Secara keseluruhan Dana CSR yang disumbangkan pada tahun 2023 mencapai Rp 120 juta rupiah. Melalui kegiatan CSR, diharapkan dapat mengentaskan kemiskinan dan membantu masyarakat yang membutuhkan uluran tangan.

These year's CSR fund handover activities continued to several orphanages and nursing homes in the period December 11 to 15, 2023 which were organized by several ICBC Indonesia Branch Offices including:

- Mega Kuningan Jakarta Branch, to Tresna Werdha Budi Mulia 3 Social Home
- Bandung Branch, to Yayasan Panti Guna Mandiri/YPGM
- Basuki Rachmat, Surabaya Branch to Don Bosco Orphanage, and
- Medan Branch, to Indonesian Child Welfare Institution (LKSA) Kemah Kasih Anak Indonesia.

In overall, the CSR funds which has been donated during the year of 2023 have reached Rp120 million. Through the CSR activities, it is hoped that The Bank can alleviate poverty and help people in needs.





02

**Laporan
Manajemen**
Management Report

Laporan Dewan Komisaris

Report of The Board of Commissioners



Wang Kun
Presiden Komisaris
President Commissioner

Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Puji dan syukur kami ucapkan kehadiran Tuhan Yang Maha Esa, atas berkat rahmat dan karunia-Nya, PT Bank ICBC Indonesia (selanjutnya disebut "Bank") mampu melalui tahun 2023 dengan kinerja yang cukup baik terkait pengelolaan Bank didukung oleh rekam jejak yang panjang di industri perbankan di Indonesia dan dukungan yang kuat dari entitas induk, Industrial and Commercial Bank of China (ICBC) Limited.

Sepanjang tahun 2023, Dewan Komisaris sebagai salah satu Organ Perusahaan telah menjalankan pengawasan atas jalannya pengurusan Bank oleh Direksi dan memastikan pelaksanaan tata kelola perusahaan yang baik di setiap langkah kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi. Dewan Komisaris dengan itikad baik dan penuh tanggung jawab menjalankan tugasnya fungsi dan kewenangannya tersebut secara independen atau obyektif, bebas dari tekanan dan kepentingan pihak manapun.

Our Esteemed Shareholders and Stakeholders,

We express our praise and gratitude to the presence of Almighty God, thanks to His mercy and grace, PT Bank ICBC Indonesia (hereinafter referred to as "the Bank") was able to navigate the year 2023 with quite good performance in terms of Bank management, supported by a long track record in the banking industry in Indonesia and strong support from its parent company, Industrial and Commercial Bank of China (ICBC) Limited.

Throughout 2023, the Board of Commissioners, as one of the Bank's Organs, has supervised the Bank's management by the Board of Directors and ensured the implementation of good corporate governance in every step of the Bank's business activities at all levels or organization. The Board of Commissioners performs its duties, functions and powers in good faith and with full responsibility, independently or objectively, free from pressures and interests of any party.

Terkait dengan hal tersebut, pada kesempatan ini, kami menyampaikan laporan pelaksanaan tugas dan tanggung jawab sebagai Dewan Komisaris kepada Pemegang Saham terkait pelaksanaan tugas pengawasan atas pengelolaan Bank, pemberian nasihat kepada Direksi dan implementasi strategi Bank untuk tahun buku 2023.

PANDANGAN ATAS LINGKUNGAN EKONOMI DAN BISNIS

Harapan atas pemulihan ekonomi dunia pasca pandemi secara perlahan sirna. Hal ini terutama dipengaruhi oleh eskalasi krisis geopolitik yang terjadi di kawasan Eropa dan Timur Tengah yang berdampak kepada terbatasnya pasokan sehingga mengakibatkan inflasi global meningkat. Langkah Bank Sentral Amerika Serikat (The Fed) untuk menaikkan suku bunga Federal Funds Rate (FFR) secara bertahap hingga 100bps menjadi 5,50% di akhir tahun 2023 menimbulkan gejolak di pasar keuangan dunia sehingga menyebabkan pelemahan berbagai mata uang dunia terhadap Dollar AS. Hal ini disebabkan oleh pembalikan arus modal dari negara Emerging Market Economies (EMEs) ke negara maju dan ke aset yang lebih likuid. Akibatnya, ekonomi dunia yang tumbuh melambat menjadi 3,1% di tahun 2023 dibandingkan tahun sebelumnya sebesar 3,5% sebagaimana yang dilaporkan oleh International Monetary Fund (IMF).

Sejalan dengan perlambatan Pertumbuhan PDB dunia tersebut, Produk Domestik Bruto (PDB) Indonesia tumbuh sebesar 5,05% yoy di tahun 2023 atau lebih rendah dibandingkan 5,31% yoy di tahun sebelumnya. Perlambatan pertumbuhan PDB Indonesia tersebut terutama dipengaruhi oleh pengeluaran konsumsi rumah tangga yang membukukan kenaikan 4,82% yoy di tahun 2023, lebih rendah dibandingkan tahun sebelumnya sebesar 4,94%. Sementara itu, dari sisi lapangan usaha, beberapa sektor usaha juga terpantau mengalami perlambatan pertumbuhan.

Faktor eksternal yang terjadi di pasar keuangan dunia, kenaikan suku bunga acuan, dan pertumbuhan ekonomi Indonesia yang tumbuh melambat berpengaruh terhadap industri perbankan di Indonesia. Pertumbuhan kredit kepada pihak ketiga sebesar 10,38% yoy di tahun 2023 atau lebih rendah dari sebesar 11,35% yoy di tahun sebelumnya.

In this regard, we would like to take this opportunity to report to the shareholders on the performance of our duties and responsibilities as a Board of Commissioners with respect to the performance of our supervisory duties over the management of the Bank, the provision of advice to the Board of Directors and the implementation of the Bank's strategy for the fiscal year 2023.

VIEWS ON THE ECONOMIC AND BUSINESS ENVIRONMENT

Hopes for a post-pandemic global economic recovery are diminishing. This is mainly due to the escalation of the geopolitical crisis in Europe and the Middle East, which has impacted the limited supply and resulted in increased global inflation. The U.S. Federal Reserve's decision to gradually raise the Federal Funds Rate (FFR) by 100 basis points to 5.50% by the end of 2023 has caused turmoil in global financial markets. This has led to a weakening of various global currencies against the U.S. dollar. This is caused by a reversal of capital flows from emerging market economies (EMEs) to developed countries and to more liquid assets. As a result, global economic growth slowed to 3.1% in 2023 from 3.5% in the previous year, according to the International Monetary Fund (IMF).

In line with the slowdown in global GDP growth, Indonesia's gross domestic product (GDP) grew by 5.05% yoy in 2023, lower than the previous year's 5.31% yoy. The slowdown in Indonesia's GDP growth was mainly influenced by household consumption expenditure, which recorded an increase of 4.82% yoy in 2023, lower than 4.94% yoy in the previous year. Meanwhile, in terms of the corporate sector, several corporate sectors were also observed to experience slowing growth.

External factors in the global financial markets, the increase in benchmark interest rates and the slowdown in Indonesia's economic growth have an impact on the banking industry in Indonesia. The growth of loans to third parties was 10.38% yoy in 2023 or lower than 11.35% yoy in the previous year.

PENILAIAN ATAS KINERJA BANK TAHUN 2023

Dinamika ekonomi dunia yang berubah cepat dengan diikuti oleh meruncingnya ketegangan geopolitik telah memperburuk prospek ekonomi serta meningkatkan ketidakpastian pasar keuangan global yang berdampak kepada penyaluran kredit di Indonesia. Selain itu, pencapaian target-target utama dalam rencana bisnis Bank tidak bisa dilepaskan dari pengaruh dinamika makroekonomi global maupun domestik.

Namun demikian, Dewan Komisaris menilai bahwa pengelolaan Bank ICBC Indonesia masih berkinerja cukup baik dengan beberapa catatan dan rekomendasi terkait dengan pengelolaan Bank di tahun 2023. Dewan Komisaris mengapresiasi atas pencapaian pengelolaan Bank di tahun 2023 yang lebih baik dari tahun sebelumnya khususnya terkait dengan pengelolaan kredit secara hati-hati dengan rasio NPL gross sebesar 2,45% di tahun 2023 dibandingkan sebesar 3,00% di tahun sebelumnya. Selain itu, pencapaian pendapatan bunga yang lebih tinggi di tahun 2023 turut mendorong capaian rasio NIM lebih tinggi sebesar 2.56% di tahun 2023 dari 2,29% di tahun sebelumnya.

Sejalan dengan hal tersebut, Aspek pengukuran profitabilitas Bank seperti ROA dan ROE di tahun 2023 mampu melebihi target yang ditetapkan dan lebih tinggi dibandingkan tahun sebelumnya. Capaian kedua rasio tersebut masing-masing mencapai 0,73% dan 5,41%, lebih tinggi dibandingkan target di tahun 2023 sebesar 0,63% dan 4,94%. ROA dan ROE di tahun 2023 tersebut juga lebih baik dibandingkan capaian tahun sebelumnya sebesar 0,55% dan 4,87%.

Selanjutnya, Dewan Komisaris juga memberikan apresiasi atas capaian rasio KPMM sebesar 30,10% di tahun 2023 atau lebih tinggi dibandingkan 23,67% di tahun sebelumnya. Rasio KPMM yang lebih tinggi ini memberikan ruang yang lebih besar bagi Bank untuk melakukan ekspansi penyaluran kredit yang berkualitas tinggi dengan tingkat risiko yang terkendali dengan tetap memperhatikan dinamika makroekonomi dan kecenderungan pergerakan suku bunga.

Terakhir, Dewan Komisaris mengapresiasi pencapaian total peringkat komposit Bank yang tetap terjaga di level 2 atau sehat di tengah tantangan eksternal selama tahun 2023. Selain itu, apresiasi kami berikan atas peringkat National Long-Term Rating yang dipertahankan di level AAA/stable outlook oleh Fitch Ratings Indonesia. Hal ini menunjukkan penilaian objektif pihak eksternal atas kemampuan Bank ICBC Indonesia dalam memenuhi semua kewajibannya dengan kualitas terbaik.

ASSESSMENT OF BANK PERFORMANCE IN 2023

The rapidly changing dynamics of the global economy followed by escalating geopolitical tensions have worsened the economic outlook and increased uncertainty in the global financial markets, which has impacted credit disbursement in Indonesia. In addition, the achievement of the key objectives of the Bank's business plan cannot be separated from the influence of global and domestic macroeconomic dynamics.

However, the Board of Commissioners is of the opinion that the management of Bank ICBC Indonesia is still performing quite well, with several remarks and recommendations related to the management of the Bank in 2023. The Board of Commissioners appreciates the achievements of the Bank's management in 2023, which is better than the previous year, especially related to the prudent credit management with a gross NPL ratio of 2.45% in 2023 compared to 3.00% in the previous year. In addition, the achievement of higher interest income in 2023 has also promoted the achievement of a higher NIM ratio of 2.56% in 2023 as compared to 2.29% in the previous year.

Accordingly, the return on assets and return on equity, which measure profitability, exceeded the targets set. The achievements of these two ratios reached 0.73% and 5.41%, respectively, higher than the target in 2023 of 0.63% and 4.94%. ROA and ROE in 2023 were also better than the previous year's achievements of 0.55% and 4.87%.

In addition, the Board of Commissioners expressed appreciation for the achievement of a CAR ratio of 30.10% or higher in 2023, compared to 23.67% in the previous year. This higher CAR ratio provides the Bank with more room for maneuver to expand the distribution of high-quality loans with a controlled level of risk, while at the same time paying attention to the dynamics of the macroeconomy and the trends in interest rate movements.

Finally, the Board of Commissioners appreciates the achievement of the Bank's overall composite rating, which was maintained at level 2 or healthy in 2023 amidst external challenges. Furthermore, we appreciate the national long-term rating which was maintained at AAA/stable outlook level by Fitch Ratings Indonesia. This shows an external party's objective assessment of Bank ICBC Indonesia's ability to meet all its obligations with the best quality.

PENILAIAN ATAS IMPLEMENTASI STRATEGI BANK

Dewan Komisaris menunaikan tugas dan tanggung jawab dalam melaksanakan pengawasan terhadap Rencana Bisnis Bank untuk tahun buku 2023. Selain itu, sebagaimana yang ditetapkan dalam Pedoman Kerja Dewan Komisaris, Dewan Komisaris meminta penjelasan yang dibutuhkan dari Direksi terkait kemajuan dan realisasi Rencana Bisnis Bank secara periodik.

Direksi telah menyusun, mengkomunikasikan Rencana Bisnis Bank kepada pemegang saham Bank dan seluruh jenjang organisasi yang ada pada Bank serta melaksanakan Rencana Bisnis tersebut secara efektif sesuai yang telah ditetapkan. Secara umum, penerapan strategi bisnis Bank pada tahun 2023 berjalan dengan cukup baik di antaranya meningkatkan ekspansi kredit maupun penghimpunan dana pihak ketiga dengan tetap mengedepankan prinsip kehati-hatian dalam menjaga kualitas kredit eksisting dan kualitas ekspansi aset produktif lainnya.

Dalam menjalankan fungsi pengawasannya, Dewan Komisaris memberikan rekomendasi atas implementasi strategi bisnis yang tertuang dalam Rencana Bisnis Bank. Dalam hal ini, Direksi direkomendasikan untuk mengeksplor potensi dan peluang pengembangan bisnis pada sektor-sektor ekonomi yang bertumbuh, baik kredit, dana, dan layanan bank lainnya dengan tentunya tetap menerapkan manajemen risiko dan prinsip kehati-hatian sesuai regulasi. Direksi juga diminta untuk fokus dalam memperbaiki kualitas aset dengan mempertimbangkan risk appetite serta terus mengamati perubahan dalam kondisi ekonomi global dan domestik, agar juga tetap mengupayakan penyaluran kredit baru kepada sektor-sektor ekonomi yang dinilai prospektif dalam jangka pendek dan menengah.

Sementara itu, dalam hal pendanaan, Dewan Komisaris merekomendasikan Direksi untuk melakukan evaluasi menyeluruh dan komprehensif terhadap kebijakan dan strategi penghimpunan dana bank, baik dalam jangka pendek maupun jangka menengah. Evaluasi tersebut dilakukan dengan mempertimbangkan berbagai aspek termasuk di dalamnya fitur-fitur produk dana, fitur produk dan layanan digital banking, dan strategi kampanye pemasaran dengan tetap menerapkan prudential banking serta peningkatan fungsi intermediasi bank.

ASSESSMENT OF THE IMPLEMENTATION OF THE BANK STRATEGY

The Board of Commissioners has fulfilled its duties and responsibilities in carrying out the supervision of the Bank's Business Plan for the 2023 financial year. In addition, in accordance with the Charter of the Board of Commissioners, the Board of Commissioners periodically requests the necessary explanations from the Board of Directors regarding the progress and implementation of the Bank's Business Plan.

The Board of Directors has prepared and communicated the Bank's Business Plan to the Bank's shareholders and all levels of the Bank's organization, and has effectively implemented the Business Plan in accordance with what has been determined. In general, the implementation of the Bank's business strategy in 2023 has been quite successful, including increasing credit expansion and raising external funds, while still prioritizing the principle of prudence in maintaining the quality of existing loans and the quality of expanding other productive assets.

In exercising its supervisory function, the Board of Commissioners makes recommendations on the implementation of the business strategies contained in the Bank's Business Plan. In this case, the Board of Directors is recommended to explore the potential and opportunities for business development in growing sectors of the economy, including credit, funds and other banking services, while of course continuing to apply risk management and prudential principles in accordance with regulations. Directors are also requested to focus on improving the quality of assets by taking into account risk appetite and continuing to monitor changes in global and domestic economic conditions, so as to continue to strive for new lending to economic sectors that are considered to be promising in the short and medium term.

Meanwhile, in terms of funding, the Board of Commissioners recommends that the Board of Directors conduct a thorough and comprehensive evaluation of the Bank's funding policies and strategies, both in the short and medium term. This evaluation should take into account various aspects, including the features of the fund products, the features of the digital banking products and services, and the strategies of the marketing campaigns, while continuing to implement prudential banking and improve the intermediation function of the Bank.

Terakhir, Direksi direkomendasikan agar tetap mengedepankan upaya pemenuhan regulasi dari Bank Indonesia dan Otoritas Jasa Keuangan terkait Rasio Pembiayaan Inklusif Makroprudential (RPIM), dan Rasio penyaluran kredit kepada sektor UMKM sesuai dengan kemampuan Bank.

PENGAWASAN TERHADAP PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Dalam rangka melaksanakan tugas dan tanggung jawabnya, Dewan Komisaris membentuk komite-komite yang berperan sebagai perangkat pendukung fungsi pengawasan Dewan Komisaris. Komite Audit, Komite Pemantau Risiko, dan Komite Remunerasi dan Nominasi membantu Dewan Komiaris untuk melaksanakan fungsi pengawasan dan evaluasi terhadap aktivitas dan kinerja Bank.

Dewan Komisaris memberikan apresiasi atas upaya terbaik yang dilakukan oleh struktur GCG Bank dalam menerapkan prinsip-prinsip GCG di semua tingkatan organisasi Bank. Sinergi yang baik dan melibatkan seluruh Organ Bank telah mampu menyelenggarakan RUPS, rapat Dewan Komisaris, Direksi, rapat gabungan, dan rapat-rapat Komite dengan berpedoman ketentuan yang berlaku. Pelaksanaan tugas dan tanggung jawab masing-masing Organ Bank juga memperkuat upaya penerapan praktik-praktik terbaik GCG.

Selain itu, Dewan Komisaris mengapresiasi langkah Organ Bank yang melakukan pembaharuan atas soft structure GCG Bank secara berkala. Prosedur dan kebijakan GCG yang telah diperbaharui selama tahun 2023 diantaranya adalah Pedoman Kerja Dewan Komisaris dan Direksi serta Pedoman Kerja Komite Audit, Komite Pemantau Risiko, dan Komite Remunerasi dan Nominasi.

Oleh karena itu, Dewan Komisaris memandang penerapan Tata Kelola Perusahaan (Good Corporate Governance atau GCG) di Bank secara umum telah dilaksanakan dengan baik. Hal ini juga diperkuat dengan capaian hasil Self-Assessment GCG Bank yang dilakukan 2 (dua) kali dalam setahun dengan Peringkat Komposit (PK) 2.

Berdasarkan hasil Self-Assessment GCG tersebut, Bank berkomitmen mengoptimalkan langkah-langkah yang diperlukan untuk menjaga dan meningkatkan nilai komposit GCG dimaksud melalui monitoring pemenuhan 11 pilar faktor penilaian GCG dalam konteks governance structure, governance process, dan governance outcome serta tetap memperhatikan pula masukan dan rekomendasi dari OJK.

Finally, it is recommended that the Board of Directors continue to prioritize efforts to meet Bank Indonesia's and the Financial Services Authority's regulations on the macroprudential inclusion ratio (RPIM) and the ratio of lending to the MSME sector in accordance with the Bank's capabilities.

SUPERVISION OF THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

In order to carry out its duties and responsibilities, the Board of Commissioners has established committees to assist in its oversight function. The Audit Committee, the Risk Monitoring Committee and the Remuneration and Nomination Committee assist the Board of Commissioners in its role of monitoring and evaluating the Bank's activities and performance.

The Board of Commissioners appreciates the best efforts of the Bank's GCG structure in implementing the GCG principles at all levels of the Bank's organization. A good synergy involving all the Bank's organs has enabled the GMS, meetings of the Board of Commissioners, the Board of Directors, joint meetings and committee meetings to be held in accordance with the applicable regulations. The implementation of the roles and responsibilities of each Bank Organ also strengthens the efforts to implement GCG best practices.

In addition, the Board of Commissioners appreciates the steps taken by the Bank Organ to regularly update the Bank's GCG soft structure. The GCG procedures and policies that were updated in 2023 include the Charter for the Board of Commissioners and the Board of Directors, as well as the operating guidelines for the Audit Committee, the Risk Monitoring Committee, and the Remuneration and Nomination Committee.

Therefore, the Board of Commissioners is of the opinion that the implementation of Good Corporate Governance (GCG) in the Bank is generally well implemented. This is also confirmed by the results of the Bank's GCG Self-Assessment, which is conducted twice a year, with a Composite Rating (CR) of 2.

Based on the results of the GCG Self-Assessment, the Bank is committed to optimizing the steps necessary to maintain and improve the GCG composite score by monitoring the fulfillment of the 11 pillars of the GCG assessment factors in the context of governance structure, governance process, and governance results, and by continuing to pay attention to the input and recommendations of the OJK.

MEKANISME PEMBERIAN NASIHAT KEPADA DIREKSI

Dewan Komisaris dan Direksi senantiasa 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. Pemenuhan tugas dan tanggung jawab Dewan Komisaris selama tahun 2023 diantaranya diwujudkan dengan memberikan nasehat kepada Direksi termasuk di dalamnya terkait dengan aspek operasional Bank dan strategi pengembangan bisnis Bank.

Implementasi pemberian nasihat kepada Direksi diwujudkan melalui penyelenggaraan Rapat Gabungan Dewan Komisaris dan Direksi. Materi pembahasan rapat gabungan meliputi isu strategis termasuk tentang kelangsungan usaha Bank serta pelaporan kinerja Direksi. Berpedoman pada Pedoman Kerja Direksi, rapat komunikasi Dewan Komisaris dan Direksi telah diselenggarakan 1 (satu) kali secara hybrid yang membahas tentang Rencana Bisnis Bank untuk periode 2024-2026.

Selain itu, mekanisme pemberian nasihat kepada Direksi dilakukan melalui mekanisme Rapat Dewan Komisaris dan Rapat Dewan Komisaris dengan Komite dibawah Dewan Komisaris. Berpedoman pada POJK No. 17 tahun 2023 dan Pedoman Kerja Dewan Komisaris, Dewan Komisaris telah menyelenggarakan Rapat Dewan Komisaris sebanyak 4 (empat) kali dengan beragam topik bahasan termasuk di dalamnya RBB Bank, pencapaian kinerja, aspek kepatuhan, manajemen risiko, dan internal audit.

Adapun Rapat Dewan Komisaris dengan Komite dibawah Dewan Komisaris diselenggarakan implementasi tugas dan pencapaian kinerja di tahun 2023 dan rencana kerja untuk tahun 2024. Rekomendasi yang diberikan oleh ketiga Komite di bawah Dewan Komisaris menjadi bahan pertimbangan bagi kami dalam memberikan nasihat kepada Direksi terkait pengelolaan Bank.

MECHANISM FOR ADVISING THE BOARD OF DIRECTORS

The Board of Commissioners and the Board of Directors are always in good communication for the improvement of the Bank's performance, the protection of stakeholders' interests and the enhancement of compliance with applicable laws and regulations in the banking industry in Indonesia. The fulfillment of the duties and responsibilities of the Board of Commissioners in 2023 included providing advice to the Board of Directors, including those related to the operational aspects of the Bank and the Bank's business development strategy.

The implementation of the provision of advice to the Board of Directors is realized through the holding of joint meetings of the Board of Commissioners and the Board of Directors. The discussion material for the Joint Meeting includes strategic issues, including the continuity of the Bank's business and reporting on the performance of the Board of Directors. In accordance with the Charter of the Board of Directors, communication meetings between the Board of Commissioners and the Board of Directors were held 1 (one) time in a hybrid format to discuss the Bank's Business Plan for the period 2024-2026.

In addition, the mechanism for advising the Board of Directors is carried out through the mechanism of Board of Commissioners Meetings and Board of Commissioners Meetings held with Committees under the Board of Commissioners. In accordance with POJK No. 17 of 2023 and the Board of Commissioners' Charter, the Board of Commissioners held 4 (four) Board of Commissioners' Meetings with various topics of discussion such as the Bank's RBB, performance achievements, compliance aspects, risk management and internal audit.

Meanwhile, meetings of the Board of Commissioners with the Committees under the Board of Commissioners were held regarding the implementation of tasks and performance achievements in 2023 and work plans for 2024. The recommendations of the three Committees under the Board of Commissioners have been taken into account in the advice given to the Board of Directors on the management of the Bank.

PANDANGAN ATAS KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Dalam menjalankan tugas dan fungsinya Dewan Komisaris didukung oleh 3 Komite yaitu Komite Audit, Komite Pemantau Risiko, dan Komite Remunerasi dan Nominasi. Ketiga komite tersebut telah memberikan masukan penting bagi pelaksanaan fungsi pengawasan oleh Dewan Komisaris. Keaktifan dan penyelenggaraan rapat masing-masing komite memberikan rekomendasi yang dapat digunakan Dewan Komisaris untuk menyampaikan arahan dan nasihat kepada Direksi.

Komite Audit telah menjalankan fungsinya dengan baik dalam hal membantu melaksanakan fungsi pengawasan terhadap sistem pengendalian internal, kualitas laporan keuangan, dan efektifitas fungsi audit internal. Komite ini telah menyelenggarakan rapat Komite Audit sebanyak 13 (tiga belas) kali dengan beragam topik bahasan dalam rapat dan implementasi tugas Komite Audit telah membantu Dewan Komisaris dalam menjalankan fungsi pengawasan.

Komite Pemantau Risiko telah menjalankan fungsi pengawasan terhadap penerapan manajemen risiko Bank dengan baik. Rapat Komite Pemantau Risiko yang telah dilaksanakan sebanyak 12 (dua belas) kali selama tahun 2023 dan pelaksanaan tugas terkait dengan penerapan manajemen risiko Bank telah berperan penting dalam membantu menjalankan fungsi pengawasan yang dilakukan oleh Dewan Komisaris.

Selanjutnya, Komite Remunerasi dan Nominasi juga telah memberikan kinerja yang baik dalam hal mendukung efektivitas pelaksanaan tugas dan tanggung jawab Dewan Komisaris khususnya terkait dengan kebijakan nominasi dan kebijakan remunerasi. Hal ini dibuktikan dengan penyelenggaraan rapat Komite sebanyak 7 (tujuh) kali yang membahas beragam topik tentang nominasi dan remunerasi yang berlaku di Bank yang diperkuat dengan pelaksanaan tugas komite ini selama tahun buku 2023.

VIEWS ON THE PERFORMANCE OF THE COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners is assisted in its duties and functions by three committees, namely the Audit Committee, the Risk Monitoring Committee and the Remuneration and Nomination Committee. These three committees have provided important input to the Board in carrying out its oversight function. The activities and organization of the meetings of each committee provide recommendations that can be used by the Board of Commissioners to provide guidance and advice to the Board of Directors.

The Audit Committee has performed its function well in terms of contributing to the implementation of the oversight function of the internal control system, the quality of financial reporting and the effectiveness of the internal audit function. The Audit Committee held 13 (thirteen) Audit Committee meetings, during which various topics were discussed and the implementation of the Audit Committee's duties assisted the Board of Commissioners in performing its oversight function.

The Risk Monitoring Committee has properly performed its supervisory function over the implementation of the Bank's risk management. The meetings of the Risk Monitoring Committee, which were held 12 (twelve) times in 2023, and the performance of tasks related to the implementation of the Bank's risk management have played an important role in supporting the performance of the supervisory function of the Board of Commissioners.

Furthermore, the Remuneration and Nomination Committee has also performed well in terms of supporting the effective implementation of the duties and responsibilities of the Board of Commissioners, especially in relation to the nomination policy and the remuneration policy. This was evidenced by the holding of 7 (seven) meetings of the Committee, which discussed various issues related to nomination and remuneration applicable in the Bank, which was strengthened by the implementation of the duties of this Committee during the financial year 2023.

PANDANGAN ATAS PENERAPAN WHISTLEBLOWING SYSTEM (WBS)

Dewan Komisaris senantiasa mendukung upaya terbaik yang dilakukan Bank untuk terus mengelola whistleblowing system (WBS) sebagai sarana komunikasi bagi semua pihak untuk melaporkan perbuatan/perilaku/kejadian yang berhubungan dengan pelanggaran yang dilakukan oleh/atau melibatkan internal Bank. Bank telah menyediakan Speak Up untuk karyawan dan pihak eksternal untuk melakukan pelaporan pelanggaran dan kecurangan apabila karyawan tidak merasa nyaman untuk melakukan eskalasi melalui jalur formal yang ada.

Dewan Komisaris juga mengapresiasi pembentukan 3 (tiga) lini assurance untuk memastikan bahwa sistem pengendalian internal berjalan sesuai fungsinya. Ketiga lini tersebut 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.

Didukung oleh penerapan WBS secara efektif dan melibatkan berbagai pihak di lingkungan Bank serta kesadaran bahwa sistem pengendalian internal melekat dalam seluruh aktivitas dan seluruh unit kerja, Dewan Komisaris mengapresiasi tidak terdapat laporan yang masuk melalui mekanisme Speak Up selama tahun 2023.

PANDANGAN ATAS PROSPEK USAHA BANK YANG DISUSUN DIREKSI

Dunia diproyeksikan masih menghadapi tantangan ekonomi di tahun 2024 akibat krisis geopolitik yang belum menunjukkan penyelesaian hingga kuartal I tahun 2024. Dalam laporan terakhir di bulan Januari 2024, International Monetary Fund (IMF) memperkirakan ekonomi dunia tumbuh stagnan di level 3,1%. Sementara itu, institusi keuangan terkemuka lainnya seperti World Bank dan Organisation for Economic Co-operation and Development (OECD) memproyeksikan pertumbuhan PDB dunia melemah menjadi 2,4% dan 2,9% di tahun 2024.

VIEWS ON THE IMPLEMENTATION OF THE WHISTLEBLOWING SYSTEM (WBS)

The Board of Commissioners always supports the Bank's best efforts to continue to manage the Whistleblowing System (WBS) as a means of communication for all parties to report actions/behaviors/incidents related to the reporting of violations committed by/or involving the Bank's internal affairs. The Bank has made Speak Up available to employees and external parties to report violations and fraud where employees do not feel comfortable escalating through the existing formal channels.

The Board of Commissioners also appreciates the establishment of 3 (three) lines of assurance to ensure that the internal control system operates according to its function. These three lines consist of business/support/operational units that own and manage the risks; the second line is tasked with monitoring that the risks and controls are well managed by the first line; and an internal audit function that independently assesses the effectiveness of the processes created in the first and second lines and provides adequate assurance for all activities and work units.

Supported by the effective implementation of the WBS and the involvement of various parties within the Bank, as well as the awareness that the internal control system is embedded in all activities and work units, the Board of Commissioners appreciates that there were no reports submitted through the Speak Up mechanism during 2023.

PROSPECT FOR THE BANK PREPARED BY THE BOARD OF DIRECTORS

The world will continue to face economic challenges in 2024 due to the geopolitical crisis, which is not expected to be resolved until the first quarter of 2024. In its latest report for January 2024, the International Monetary Fund (IMF) estimates that the world economy will stagnate at 3.1% growth. Meanwhile, other leading financial institutions such as the World Bank and the Organization for Economic Co-operation and Development (OECD) forecast global GDP growth to slow to 2.4% and 2.9% in 2024, respectively.

Fundamental ekonomi Indonesia yang masih terjaga dengan baik hingga akhir tahun 2023 diharapkan menjadi pendorong pertumbuhan ekonomi sebesar 5,2% yang ditetapkan oleh Pemerintah Indonesia. Inflasi yang diharapkan terjaga di level 2,8% diharapkan mampu memperkuat pengeluaran konsumsi rumah tangga sebagai komponen PDB Indonesia dari sisi pengeluaran. Di sisi lain, estimasi pertumbuhan ekonomi tersebut juga diharapkan didukung oleh investasi yang diperkirakan tumbuh sebesar 5,1%-5,9% oleh Bank Indonesia. Optimisme atas pertumbuhan ekonomi Indonesia di tahun 2024 tersebut juga didukung oleh aktivitas penyaluran kredit. Bank Indonesia memperkirakan pertumbuhan kredit perbankan di Indonesia akan tumbuh sebesar 10-12% pada 2024.

Dengan melihat pertimbangan tersebut, Dewan Komisaris memandang berbagai inisiatif dan kebijakan strategis yang akan dilakukan Direksi di tahun mendatang telah sesuai dengan kondisi pasar dan prospek perekonomian Indonesia. Upaya terbaik yang dilakukan oleh Direksi dan segenap insan Bank untuk mencapai target yang ditetapkan dalam Rencana Bisnis Bank diharapkan berdampak positif terhadap pencapaian kinerja Bank yang lebih baik di tahun mendatang.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Bank melaporkan tidak ada perubahan komposisi Dewan Komisaris per 31 Desember 2023 yang terdiri dari 1 (satu) orang Presiden Komisaris, 2 (dua) orang Komisaris Independen, dan 1 (satu) orang Komisaris.

Indonesia's economic fundamentals, which are still well maintained until the end of 2023, are expected to drive the Indonesian government's economic growth target of 5.2%. Inflation, which is expected to be maintained at the level of 2.8%, is expected to strengthen household consumption expenditure as a component of Indonesia's GDP from the expenditure side. On the other hand, the estimated economic growth is also expected to be supported by investment, which is estimated by Bank Indonesia to grow by 5.1%-5.9%. This optimism regarding Indonesia's economic growth in 2024 is also supported by credit distribution activities. Bank Indonesia estimates that bank credit in Indonesia will grow by 10-12% in 2024.

Based on these considerations, the Board of Directors believes that the various strategic initiatives and policies to be implemented by the Board of Directors in the coming year are in line with market conditions and Indonesia's economic outlook. The best efforts of the Board of Directors and all the Bank's staff to achieve the goals set out in the Bank's Business Plan are expected to have a positive impact on the Bank's performance in the coming year.

CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS

The Bank reports that there has been no change in the composition of the Board of Commissioners as at December 31, 2023, which consists of 1 (one) President Commissioner, 2 (two) Independent Commissioners and 1 (one) Commissioner.

APRESIASI DAN PENUTUP

Dewan Komisaris mengucapkan terima kasih kepada seluruh jajaran Direksi dan segenap karyawan atas kerja keras dan dedikasinya, sehingga Bank ICBC Indonesia dapat merespons dinamika yang terjadi di lingkungan ekonomi dan bisnis selama tahun 2023. Dewan Komisaris meyakini tahun 2023 telah memberikan banyak pembelajaran yang sangat berharga. Karena itulah, Dewan Komisaris mengharapkan Direksi dan seluruh Insan Bank untuk terus melanjutkan upaya terbaik untuk mencapai tujuan Bank berdasarkan strategi bisnis sebagai mana yang tertuang dalam Rencana Bisnis Bank.

Kami juga mengucapkan terima kasih kepada para pemegang saham, nasabah, mitra, dan seluruh pemangku kepentingan atas kepercayaan dan dukungan yang memungkinkan Bank untuk memberikan nilai tambah bagi para pemangku kepentingan sambil berkontribusi pada pembangunan berkelanjutan di Indonesia. Terakhir, Dewan Komisaris mengucapkan terima kasih kepada Pemerintah Republik Indonesia dan Otoritas Jasa Keuangan (OJK) atas dukungan yang tiada henti kepada industri perbankan termasuk Bank ICBC Indonesia.

APPRECIATION AND CLOSING REMARKS

The Board of Commissioners would like to thank the entire Board of Directors and all employees for their hard work and dedication so that Bank ICBC Indonesia can respond to the dynamics occurring in the economic and business environment in 2023. The Board of Directors believes that the year 2023 will bring a lot of very valuable lessons. Therefore, the Board of Commissioners expects the Board of Directors and all the employees of the Bank to continue to make their best efforts to achieve the goals of the Bank based on the business strategy as stated in the Business Plan of the Bank.

We also thank the shareholders, customers, partners and all stakeholders for their trust and support, which enables the Bank to deliver value to its stakeholders while contributing to the sustainable development of Indonesia. Finally, the Board of Directors would like to thank the Government of the Republic of Indonesia and the Financial Services Authority (OJK) for their continuous support to the banking industry, including Bank ICBC Indonesia.

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



Wang Kun
Komisaris Utama
President Commissioner



Hendra Widjojo

Komisaris Independen
Independent Commissioner

Jeff S.V. Eman

Komisaris
Commissioner



Wang Kun

Presiden Komisaris
President Commissioner

H. Yunno Kusumo

Komisaris Independen
Independent Commissioner

Laporan Direksi

Report of The Board of Directors



Chen Yong
Direktur Utama
President Director

Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Pertumbuhan ekonomi Indonesia tumbuh melambat sebesar 5,05% yoy di tahun 2023 dibandingkan sebesar 5,31% yoy di tahun sebelumnya yang dipengaruhi oleh ketidakpastian ekonomi dunia akibat tekanan geopolitik di Kawasan Eropa dan Timur Tengah. Di tahun tersebut, tekanan inflasi global juga mempengaruhi kenaikan inflasi di Indonesia yang diikuti oleh kenaikan suku bunga acuan sehingga berdampak pada pertumbuhan pengeluaran konsumsi rumah tangga yang lebih rendah dan perlambatan pertumbuhan berbagai sektor usaha. Akibatnya, faktor ini juga berpengaruh terhadap penyaluran kredit di Indonesia yang tumbuh melambat pada tahun tersebut.

Menjadi suatu kehormatan bagi kami selaku Direksi Perusahaan, melalui laporan tahunan ini, dapat menyampaikan laporan pengelolaan Bank tahun buku 2023 yang mampu melewati beragam dinamika yang terjadi di lingkungan ekonomi dan bisnis serta berkontribusi terhadap perkembangan industri perbankan di Indonesia.

Our Esteemed Shareholders and Stakeholders,

Indonesia's economic growth slowed down to 5.05 percent yoy in 2023, compared to 5.31 percent yoy in the previous year, influenced by the global economic uncertainty due to the geopolitical pressures in Europe and the Middle East. In this year, the global inflationary pressure also had an impact on the increase in inflation in Indonesia, which was followed by an increase in the policy interest rate, which resulted in a lower growth in household consumption expenditure and a slowdown in the growth of various business sectors. Consequently, this factor also affected credit distribution in Indonesia, which expanded slowly during the year.

It is an honor for us as Directors of the Bank to present with this Annual Report a Bank Management Report for the 2023 financial year. We have been able to overcome the various dynamics that occurred in the economic and business environment and contribute to the development of the banking industry in Indonesia.

TINJAUAN LINGKUNGAN EKONOMI

Dinamika lingkungan ekonomi dunia yang berubah cepat dengan ketidakpastian yang tinggi akibat krisis geopolitik yang terjadi kawasan Eropa dan Timur Tengah berangsur-angsur mengikis harapan atas perbaikan ekonomi dunia pasca pandemi. Krisis geopolitik tersebut telah menyebabkan terbatasnya pasokan global sehingga berdampak pada tekanan inflasi yang meningkat. Respon kenaikan suku bunga Federal Funds Rate (FFR) secara bertahap sebesar 100bps menjadi 5,50% di tahun 2023 menimbulkan gejolak di pasar keuangan dunia sehingga beragam mata uang dunia mengalami pelemahan terhadap Dollar AS.

Ketidakpastian ekonomi dan gejolak pasar keuangan global akibat peningkatan ketegangan geopolitik berujung pada perlambatan ekonomi dunia yang dilaporkan oleh International Monetary Fund (IMF) dan Organisation for Economic Co-operation and Development (OECD) melambat menjadi 3,1% di tahun 2023. Sementara itu, pertumbuhan ekonomi global lebih rendah sebesar 2,6% dilaporkan oleh Bank Dunia.

Sejalan dengan perlambatan pertumbuhan ekonomi dunia, Produk Domestik Bruto (PDB) Indonesia tumbuh sebesar 5,05% yoy di tahun 2023, lebih rendah dibandingkan sebesar 5,31% yoy di tahun sebelumnya. Kenaikan inflasi akibat terbatasnya pasokan juga menjadi salah satu tantangan perekonomian Indonesia yang mendorong Bank Indonesia menaikkan suku bunga acuan sebesar 50bps menjadi 6,00% di akhir tahun 2023 dibandingkan 5,50% pada tahun sebelumnya.

Tekanan inflasi yang terjadi pada tahun tersebut berpengaruh kepada daya beli masyarakat sehingga pengeluaran konsumsi rumah tangga yang tumbuh melambat menjadi 4,82% yoy. Pengeluaran konsumsi rumah tangga tersebut, dari sisi penggunaan, memiliki kontribusi signifikan terhadap PDB Indonesia sebesar 52,73% di tahun 2023. Pengeluaran konsumsi rumah tangga yang tumbuh melambat dan permintaan dunia yang melemah seiring dengan perlambatan pertumbuhan ekonomi global berdampak kepada kinerja sektor usaha di Indonesia. Berbagai sektor usaha dilaporkan mengalami perlambatan pertumbuhan sehingga berdampak pada pertumbuhan PDB Indonesia yang lebih rendah.

TINJAUAN LINGKUNGAN BISNIS

Industri perbankan sebagai salah satu penopang utama perekonomian Indonesia terpengaruh atas perlambatan pertumbuhan PDB Indonesia. Pertumbuhan kredit kepada pihak ketiga tumbuh lebih rendah sebesar 10,38% di tahun 2023 dibandingkan sebesar 11,35% pada tahun sebelumnya seiring dengan kenaikan suku bunga acuan dan sikap hati-hati pelaku usaha untuk ekspansi usaha

ECONOMIC ENVIRONMENT REVIEW

The rapidly changing dynamics of the global economic environment, with high uncertainty due to the geopolitical crisis in Europe and the Middle East, are gradually diminishing hopes for a post-pandemic improvement in the global economy. The geopolitical crisis has led to limited global supply, resulting in increased inflationary pressures. The reaction to a gradual 100 basis point increase in the Federal Funds Rate (FFR) to 5.50% by 2023 has created turmoil in global financial markets, causing several global currencies to weaken against the US dollar.

Economic uncertainty and global financial turbulence due to heightened geopolitical tensions caused the global economic slowdown reported by the International Monetary Fund and the Organization for Economic Cooperation and Development to slow to 3.1% in 2023. Meanwhile, according to the World Bank, the global economy grew at a lower rate of 2.6%.

In line with the slowdown in global economic growth, Indonesia's gross domestic product (GDP) will grow by 5.05% yoy in 2023, lower than 5.31% yoy in the previous year. Rising inflation due to limited supply was also one of the challenges for the Indonesian economy, prompting Bank Indonesia to raise the benchmark interest rate by 50 bps to 6.00% at the end of 2023, compared to 5.50% in the previous year.

The inflationary pressure that occurred this year affected people's purchasing power, causing household consumption expenditure growth to slow down to 4.82% yoy. Household consumption expenditure, in terms of consumption, has a significant contribution to Indonesia's GDP of 52.73% in 2023. The slowdown in household consumption expenditure growth and the weakening of global demand, together with the slowdown in global economic growth, have an impact on the performance of the corporate sector in Indonesia. Various corporate sectors are reported to be experiencing slowing growth, resulting in reduced GDP growth in Indonesia.

BUSINESS ENVIRONMENT OVERVIEW

The banking industry, as one of the main pillars of the Indonesian economy, is affected by the slowdown in Indonesia's GDP growth. In line with the increase in benchmark interest rates and the cautious attitude of economic agents to expand their businesses ahead of the general election, the growth of credit to third parties is expected to be lower at 10.38% in 2023, compared to

menjelang pemilihan umum. Akibatnya, aset perbankan dilaporkan tumbuh melambat sebesar 5,87% yoy di tahun 2023 dibandingkan 9,90% yoy pada tahun 2022.

Sejalan dengan kondisi tersebut, industri perbankan juga menghadapi tantangan penghimpunan dana pihak ketiga (DPK) yang tumbuh hanya 3,73% yoy atau jauh lebih rendah dibandingkan tahun sebelumnya sebesar 9,01% yoy. Hal ini berdampak kepada rasio LDR yang meningkat menjadi 84,11% di tahun 2023 seiring dengan pertumbuhan DPK yang lebih rendah dibandingkan kenaikan pinjaman perbankan. Selain itu, industri perbankan menghadapi tantangan dari aspek operasional seiring dengan kenaikan rasio biaya operasional terhadap pendapatan operasional (BOPO) menjadi 78,94% in 2023 dari 78,70% di tahun sebelumnya.

Namun demikian, di tengah tantangan perlambatan ekspansi bisnis perbankan di tahun 2023 tersebut, aspek pengelolaan perbankan secara umum masih terjaga dengan baik. Hal ini dapat dilihat dari perbaikan rasio kredit bermasalah (NPL) bruto menjadi 2,19% dari tahun 2022 sebesar 2,44%. Kenaikan suku bunga acuan juga turut berperan pada peningkatan rasio Net Interest Margin (NIM) dari 4,80% di tahun 2022 menjadi 4,92% di tahun 2023.

Didukung oleh kenaikan pendapatan bunga dan pengelolaan aset produktif yang baik tersebut, rasio Return On Asset (ROA) mengalami kenaikan menjadi 2,78% di tahun 2023 dibandingkan 2,45% di tahun sebelumnya. Selain itu, meski mengalami perlambatan pertumbuhan kredit di tahun 2023, kecukupan modal industri perbankan masih terjaga dengan baik dengan rasio Kewajiban Penyediaan Modal Minimum (KPMM) mencapai 27,75% dibandingkan tahun sebelumnya sebesar 25,62%.

STRATEGI DAN KEBIJAKAN STRATEGIS BANK

Direksi Bank telah menjalankan tugas dan tanggung jawab dalam menyusun Rencana Bisnis Bank untuk tahun buku 2023 dan mengkomunikasikan Rencana Bisnis tersebut kepada pemegang saham dan seluruh jenjang organisasi yang ada pada Bank. Direksi juga telah menetapkan rencana untuk meningkatkan kinerja usaha serta strategi untuk merealisasikan rencana tersebut sesuai target dan waktu yang ditetapkan.

11.35% in the previous year. As a result, banking assets are expected to grow at a slower pace of 5.87% yoy in 2023 compared to 9.90% yoy in 2022.

In line with these conditions, the banking industry is also facing challenges in the collection of third-party funds (DPK), which grew by only 3.73% yoy or much lower than the previous year's 9.01% yoy. This has an impact on the LDR ratio, which will increase to 84.11% in 2023 in line with the DPK growth, which is lower than the increase in bank loans. Apart from this, the banking industry faces challenges from the operational aspect in line with the increase in the ratio of operating expenses to operating income (BOPO) to 78.94% in 2023 from 78.70% in the previous year.

However, amidst the challenges of slower banking expansion in 2023, aspects of bank management were still generally well maintained. This was evidenced by the improvement in the gross non-performing loan (NPL) ratio to 2.19% from 2.44% in 2022. The increase in the benchmark interest rate also played a role in increasing the net interest margin (NIM) ratio from 4.80% in 2022 to 4.92% in 2023.

Supported by the increase in interest income and good management of productive assets, the Return on Assets (ROA) ratio has increased to 2.78% in 2023 from 2.45% in the previous year. In addition, despite the slowdown in credit growth in 2023, the banking industry's capital adequacy is still well maintained, with the Capital Adequacy Ratio (CAR) reaching 27.75% compared to 25.62% in the previous year.

BANK STRATEGY AND POLICIES

The Board of Directors of the Bank has performed its duties and responsibilities in preparing the Bank's business plan for the fiscal year 2023 and in communicating the business plan to the shareholders and all levels of the Bank's organization. The Board of Directors has also formulated plans to improve the Bank's business performance, as well as strategies to implement these plans in accordance with the goals and timeframes set.

Dalam pelaksanaan strategi-strategi tersebut di tahun 2023, Direksi memperhatikan dengan seksama dinamika di lingkungan ekonomi dan bisnis khususnya terkait kebijakan suku bunga acuan dan kondisi eksternal lain yang mempengaruhi permintaan kredit Bank selama tahun 2023. Merespon kondisi tersebut, berpedoman dengan Rencana Bisnis Bank dan rekomendasi dari Dewan Komisaris, Direksi senantiasa mengedepankan prinsip kehati-hatian dalam penyaluran kredit dan penghimpunan dana pihak ketiga. Hal ini dilakukan dalam rangka menjaga kualitas kredit eksisting dan kualitas ekspansi aset produktif lainnya.

Selanjutnya, di tengah perlambatan pertumbuhan berbagai sektor usaha di tahun 2023, Direksi fokus pada perbaikan kualitas aset dengan memperhatikan risk appetite disamping terus mengamati dinamika yang terjadi di lingkungan ekonomi baik di dunia maupun domestik. Strategi ini ditempuh sebagai bagian dari upaya terbaik Bank untuk menyalurkan kredit baru kepada sektor-sektor ekonomi yang memiliki prospek dalam jangka pendek dan menengah.

Sementara itu, dari sisi pendanaan, dalam rangka meningkatkan pendanaan berbiaya murah Bank memperhatikan beragam aspek produk-produk pendanaan yang dimiliki. Dalam hal ini, Direksi mempertimbangkan fitur-fitur produk dana, fitur produk dan layanan digital banking. Selain itu, Direksi mendorong strategi kampanye pemasaran dengan tetap menerapkan prudential banking serta peningkatan fungsi intermediasi bank di tengah kompetisi industry perbankan yang semakin meningkat.

Bank juga melakukan terobosan untuk meningkatkan pelayanan dan kepuasan nasabah atas produk perbankan yang dimiliki. Layanan e-statement untuk rekening nasabah telah disediakan oleh Bank dengan berbagai keuntungan yakni tidak dipungut biaya, lebih aman, cepat, dan mudah karena dikirim melalui email serta dapat diakses melalui smartphone mulai bulan September 2023. Di tahun yang sama, Bank juga meluncurkan kerja sama Bancassurance dengan PT Asuransi Jiwa Sequis Financial terkait produk Asuransi Jiwa Kredit. Produk yang diperuntukkan untuk debitur Kredit Kepemilikan Rumah (KPR) ini merupakan komitmen Bank dalam memberikan layanan dan produk terbaik bagi debitur KPR serta untuk meningkatkan pendapatan bagi Bank.

In implementing these strategies in 2023, the Board of Directors paid close attention to the dynamics of the economic and business environment, especially with regard to the reference interest rate policy and other external conditions affecting the Bank's credit demand in 2023. In response to these conditions, and guided by the Bank's Business Plan and the recommendations of the Board of Commissioners, the Board of Directors will always prioritize the principle of prudence in lending and borrowing. This is done to maintain the quality of existing credit and expansion of other productive assets.

Moreover, in the context of the slowdown in growth in various economic sectors in 2023, the Board of Directors is focusing on improving asset quality by paying attention to risk appetite, while continuing to monitor the dynamics in the economic environment, both globally and domestically. This strategy was adopted as part of the Bank's best efforts to channel new credit to economic sectors with prospects in the short and medium term.

Meanwhile, on the funding side, in order to increase low-cost funding, the Bank is paying attention to various aspects of the funding products it has. In this case, the Board of Directors considers the features of fund products, the features of digital banking products and services. In addition, the Board of Directors is promoting marketing campaign strategies by continuing to implement prudent banking and improving the Bank's intermediation function amidst increasing competition in the banking industry.

The Bank is also making breakthroughs in improving customer service and satisfaction with its banking products. The Bank has provided electronic statement services for customer accounts with various advantages, namely free of charge, more secure, faster, and easier as it is sent by e-mail and can be accessed by smartphone from September 2023. In the same year, the Bank also launched a bancassurance cooperation with PT Asuransi Jiwa Sequis Financial on credit life insurance products. This product, which is aimed at Home Ownership Loan (KPR) borrowers, is the Bank's commitment to provide the best services and products to KPR borrowers and to increase the Bank's income.

PENCAPAIAN KINERJA BANK TAHUN 2023

Bank telah menetapkan target yang hendak dicapai tahun 2023 sebagaimana yang tertuang dalam Rencana Bisnis Bank tahun tersebut. Berpedoman pada RBB tersebut, berbagai upaya telah dilakukan oleh Bank untuk menjalankan kebijakan strategis guna mencapai tujuan Bank.

Namun demikian, di tengah tantangan kondisi eksternal yang menyebabkan kenaikan suku bunga acuan dan suku bunga kredit serta tingkat penurunan permintaan atas kredit perbankan, realisasi penyaluran kredit mencapai Rp23,72 triliun di tahun 2023, lebih rendah target yang ditetapkan senilai Rp28,93 triliun dan berkurang 8,76% yoy dari realisasi tahun sebelumnya. Penyaluran kredit yang lebih rendah tersebut juga dipengaruhi oleh capaian realisasi dana pihak ketiga (DPK) sebesar Rp33,24 triliun. Capaian ini yang lebih rendah dari target tahun 2023 dan realisasi tahun sebelumnya masing-masing sebesar Rp44,16 triliun dan Rp40,89 triliun.

Namun demikian, di tengah realisasi penyaluran kredit di bawah target tersebut, Bank mampu membukukan pengelolaan aktiva produktif lebih baik dengan capaian rasio Non Performing Loan (NPL) bruto sebesar 2,45% di tahun 2023. Capaian ini lebih baik dibandingkan target tahun tersebut sebesar 2,38% dan realisasi tahun sebelumnya sebesar 3,00%.

Dari aspek profitabilitas, Bank mampu membukukan kenaikan pendapatan bunga sebesar 16,00% yoy menjadi Rp3,10 triliun di tahun 2023. Capaian ini didukung oleh kenaikan suku bunga kredit karena di tahun yang sama Bank membukukan penurunan penyaluran kredit. Kenaikan pendapatan bunga ini mendongkrak capaian rasio NIM menjadi 2,56% di tahun 2023 dari 2,29% di tahun sebelumnya.

Sejalan dengan capaian rasio NIM tersebut, Bank melaporkan perbaikan rasio ROA dan ROE masing-masing sebesar 0,73% dan 5,41%. Kedua rasio tersebut lebih baik dibandingkan target yang ditetapkan masing-masing sebesar 0,63% dan 4,94% untuk tahun 2023. Selain itu, realisasi kedua rasio di tahun 2023 tersebut lebih baik dibandingkan sebesar 0,55% dan 4,87% di tahun sebelumnya.

BANK PERFORMANCE ACHIEVEMENTS IN 2023

The Bank has set goals to be achieved in 2023 as stated in the Bank's Business Plan for that year. Under the guidance of the RBB, the Bank has made various efforts to implement strategic policies to achieve the Bank's goals.

However, in the midst of challenging external conditions that caused the reference and lending interest rates to increase as well as the demand for bank loans to decrease, the realization of loan disbursement reached Rp23.72 trillion in 2023, lower than the target set at Rp28.93 trillion and reduced by 8.76% yoy compared to the realization of the previous year. This lower loan disbursement was also influenced by the realization of the third-party funds (DPK) amounting to Rp33.24 trillion. This figure is lower than the target set for 2023 and realized in the previous year of Rp44.16 trillion and Rp40.89 trillion, respectively.

However, amidst realizing lower than targeted loan distribution, the Bank was able to record better productive asset management with a gross non-performing loan (NPL) ratio of 2.45% in 2023. This performance is better than the target for this year of 2.38% and the previous year's realization of 3.00%.

In terms of profitability, the Bank recorded an increase in interest income of 16.00% yoy to Rp3.10 trillion in 2023. This achievement was supported by an increase in loan interest rates, as the Bank recorded a decrease in loan distribution in the same year. This increase in interest income boosts the achievement of the NIM ratio to 2.56% in 2023 from 2.29% in the previous year.

In line with the achievement of the NIM ratio, the Bank reported improvements in the ROA and ROE ratios of 0.73% and 5.41%, respectively. These two ratios are better than the targets set for 2023 of 0.63% and 4.94% respectively. Moreover, the realization of these two ratios in 2023 was better than the 0.55% and 4.87% of the previous year.

Capaian dari aspek profitabilitas tersebut didukung oleh kinerja operasional yang lebih baik dengan rasio BOPO mencapai 87.72% di tahun 2023 atau lebih rendah dibandingkan target sebesar 87,80%. Kenaikan rasio ini dibandingkan realisasi tahun 2022 sejalan dengan yang terjadi industri perbankan yang membukukan kenaikan rasio BOPO ini. Terakhir, capaian rasio KPMM Bank adalah sebesar 30,10% di tahun 2023 atau melebihi realisasi tahun 2022 sebesar 23,67%. Capaian rasio ini menunjukkan bahwa Bank memiliki ruang yang lebih luas untuk melakukan ekspansi kredit yang berkualitas tinggi dengan tingkat risiko yang terkendali dengan tetap mempertimbangkan dinamika aspek makroekonomi dan kecenderungan pergerakan suku bunga di tahun mendatang.

TANTANGAN YANG DIHADAPI DAN LANGKAH PENYELESAIANNYA

Sebagai sebuah perusahaan yang bergerak di industri perbankan, perkembangan yang terjadi di lingkungan ekonomi dan bisnis akan sangat mempengaruhi kinerja industri tersebut. Ketidakstabilan ekonomi dunia dan gejolak pasar keuangan dunia yang berdampak kepada pelemahan mata uang Rupiah terhadap Dollar AS serta kenaikan suku bunga acuan akan berdampak langsung kepada kinerja industri perbankan nasional dan Bank khususnya.

Kenaikan suku bunga acuan di sisi lain juga membuat biaya kredit bagi debitur untuk memperoleh pinjaman dari sektor perbankan meningkat sehingga permintaan kredit akan menurun. Kondisi ini diperparah dengan sikap debitur yang menunggu atas kepastian situasi politik dalam negeri menjelang pemilu yang diselenggarakan pada bulan Februari 2024.

Selain itu, Bank juga akan menanggung peningkatan *cost of fund* yang lebih tinggi atas pendanaan dari dana pihak ketiga (DPK) seiring dengan kenaikan suku bunga acuan. Peningkatan beban *cost of fund* ini tinggi dengan memperhatikan komposisi DPK Bank yang didominasi oleh deposito berjangka sebesar 75% dari total DPK Bank.

Bank telah berupaya untuk merespon beragam tantangan tersebut yang berdampak pada aktivitas penyaluran kredit dan peningkatan *cost of fund* untuk pendanaan simpanan nasabah. Langkah strategis yang dilakukan oleh Bank adalah mengeksplor potensi dan peluang pengembangan bisnis pada sektor-sektor ekonomi yang bertumbuh, baik kredit, dana, dan layanan bank lainnya dengan tetap mengedepankan penerapan manajemen risiko dan prinsip kehati-hatian sesuai regulasi.

This achievement in the profitability aspect was supported by a better operational performance with a BOPO ratio reaching 87.72% in 2023 or lower than the target of 87.80%. The increase in this ratio compared to the realization in 2022 is in line with what happened in the banking sector, which recorded an increase in the BOPO ratio. Finally, the achievement of the Bank's CAR ratio is 30.10% in 2023 or exceeded the realization in 2022 of 23.67%. The achievement of this ratio shows that the Bank has more room to expand high quality loans with a controlled level of risk, taking into account the dynamics of macroeconomic aspects and trends in interest rate movements in the coming year.

CHALLENGES AND STEPS TO ADDRESS THEM

As a Company operating in the banking industry, developments in the economic and business environment will have a significant impact on the performance of the industry. The global economic instability and turmoil in the global financial markets, resulting in the weakening of the rupiah against the US dollar, as well as an increase in the benchmark interest rate, have a direct impact on the performance of the national banking industry and banks in particular.

On the other hand, an increase in the benchmark interest rate will also increase the cost of borrowing for debtors to obtain loans from the banking sector, thus reducing the demand for loans. This condition is aggravated by the attitude of debtors who are waiting for the confirmation of the domestic political situation before the elections to be held in February 2024.

Apart from this, the Bank will also bear an increase in the higher cost of funds for funding from third party funds (DPK) in line with the increase in the key interest rate. This increase in the cost of funds is high considering the composition of the Bank's DPK, which is dominated by time deposits amounting to 75% of the Bank's total DPK.

The Bank has attempted to respond to these various challenges, which have had an impact on lending activities and increased the cost of funds for funding customer deposits. The Bank's strategic move is to explore the potential and opportunities for business development in growing sectors of the economy, including credit, funds and other banking services, while continuing to prioritize the implementation of risk management and prudential principles in accordance with regulations.

Bank juga melaksanakan optimalisasi strategi pertumbuhan dana pihak ketiga yang lebih *sustainable*, lebih terarah dan terencana. Selain itu, Bank memfokuskan upaya penataan ulang komposisi dana berbiaya murah dalam jangka menengah untuk meminimalisir risiko konsentrasi dana, memperkuat *level core funding*, dan meningkatkan rasio CASA.

Langkah strategis lain yang dijalankan oleh Bank termasuk mengoptimalkan alokasi portofolio aktiva produktif kepada instrumen aset keuangan likuid berkualitas tinggi dengan imbal hasil terbaik. Selain itu, Bank berupaya meningkatkan pendapatan operasional selain bunga dan fee-based income melalui peningkatan jumlah nasabah, dan peningkatan jumlah transaksi termasuk transaksi di produk dan layanan digital bank.

PENERAPAN TATA KELOLA PERUSAHAAN

Bank melibatkan seluruh struktur GCG dalam penerapan tata kelola perusahaan yang baik (GCG) di seluruh tingkatan atau jenjang organisasi Bank. Hal ini terlihat dari penyelenggaraan RUPS, rapat Dewan Komisaris, Direksi, rapat gabungan, dan rapat-rapat Komite yang sesuai dengan ketentuan dari regulator terselenggara berkat sinergi yang kuat dari seluruh Organ Bank. Selain itu, penerapan GCG di lingkungan Bank juga diperkuat dengan implementasi tugas dan tanggung jawab dari masing-masing Organ Bank.

Upaya terbaik atas implementasi prinsip-prinsip GCG juga diaktualisasikan melalui pembaharuan soft structure GCG Bank secara berkala. Prosedur dan kebijakan GCG yang telah diperbaharui pada tahun 2023 diantaranya adalah Pedoman Kerja Dewan Komisaris dan Direksi serta Pedoman Kerja Komite Audit, Komite Pemantau Risiko, dan Komite Remunerasi dan Nominasi. Hal ini dilakukan sebagai bentuk kepatuhan Bank terhadap POJK No. 17 tahun 2023 tanggal 14 September 2023 perihal Penerapan TataKelola bagi Bank Umum.

Direksi dan seluruh Organ Bank juga memperkuat pelaksanaan GCG di lingkungan Bank melalui *Self-Assessment* GCG yang diselenggarakan 2 (dua) kali dalam setahun. *Self-assessment* yang dilakukan berdasarkan POJK dan SEOJK perihal Penerapan Tata Kelola bagi Bank Umum menunjukkan bank mampu mempertahankan Peringkat Komposit (PK) 2.

The Bank is also optimizing the growth strategies of third-party funds to be more sustainable, focused and planned. In addition, the Bank is focusing on restructuring the composition of low-cost funds over the medium term to minimize the risk of fund concentration, strengthen core funding levels and increase the CASA ratio.

Other strategic steps being taken by the Bank include the optimization of the allocation of the productive asset portfolio to high quality liquid financial asset instruments with the best rates of return. In addition, the Bank aims to increase operating income other than interest and fee income by increasing the number of customers and transactions, including transactions in digital banking products and services.

IMPLEMENTATION OF CORPORATE GOVERNANCE

The Bank involves the entire GCG structure in the implementation of Good Corporate Governance (GCG) at all levels of the Bank's organization. This is evidenced by the holding of the GMS, meetings of the Board of Commissioners, the Board of Directors, joint meetings and committee meetings in accordance with the regulatory requirements, which were held thanks to the strong synergy of all the Bank's bodies. In addition, the implementation of the GCG within the Bank is also strengthened by the implementation of the duties and responsibilities of each of the Bank's Organs.

The best efforts to implement the GCG principles are also updated through regular updates of the Bank's GCG soft structure. The GCG procedures and policies that have been updated in 2023 include the Charter for the Board of Commissioners and Directors, as well as the Charter for the Audit Committee, Risk Monitoring Committee, and Remuneration and Nomination Committee. This is done as a form of the Bank's compliance with POJK No. 17 of 2023 dated September 14, 2023 on the Implementation of Governance for Commercial Banks.

The Board of Directors and all the Bank's bodies also strengthen the implementation of the GCG within the Bank through the GCG self-assessments, which are conducted 2 (two) times a year. The self-assessment conducted on the basis of POJK and SEOJK concerning the Implementation of Governance for Commercial Banks shows that the Bank is able to maintain a composite rating (PK) of 2.

Bank berkomitmen mengoptimalkan langkah-langkah yang diperlukan untuk menjaga dan meningkatkan nilai komposit GCG tersebut melalui monitoring pemenuhan 11 pilar faktor penilaian GCG dalam konteks *governance structure*, *governance process*, dan *governance outcome* serta tetap memperhatikan pula masukan dan rekomendasi dari OJK.

Terakhir, implementasi atas GCG di lingkungan Bank juga diraih melalui *self-assessment Risk-based Bank Rating* (RBBR) yang juga dilakukan 2 (dua) kali dalam setahun. Hasil *self-assessment Risk-based Bank Rating* (RBBR) Bank tahun 2023 menunjukkan bahwa, total peringkat komposit yang diperoleh Bank adalah 2-Sehat. Hal ini mencerminkan kondisi Bank secara umum sehat sehingga dinilai mampu menghadapi pengaruh negatif yang signifikan dari perubahan kondisi bisnis dan faktor eksternal.

Di sisi lain, sebagai bagian dari penerapan GCG, Bank juga konsisten dalam menerapkan aspek manajemen risiko dengan baik.

PENILAIAN ATAS KINERJA KOMITE DI BAWAH DIREKSI

Dalam menjalankan tugas dan tanggung jawab pengelolaan Bank, Direksi Bank dibantu oleh komite-komite di bawah Direksi dimana susunan keanggotaan, tugas dan tanggung jawab masing-masing Komite yang berada di bawah Direksi diatur dalam Pedoman Kerja masing-masing Komite secara terpisah. Berdasarkan evaluasi yang dilakukan oleh Direksi, komite-komite di bawah Direksi selama tahun 2023 telah menjalankan tugas dan tanggung jawabnya dengan baik sebagai berikut:

- Komite Manajemen Risiko telah menjalankan fungsi membantu Direksi dalam mengawasi implementasi proses dan sistem manajemen risiko yang efektif. Komite ini telah menyelenggarakan rapat sebanyak 4 (empat) kali di tahun 2023.
- Komite Reviu Kredit telah melaksanakan fungsi membantu Direksi dalam mengevaluasi dan/atau merekomendasikan permohonan kredit untuk jumlah dan jenis kredit yang ditetapkan oleh Direksi. Komite ini telah mengadakan rapat sebanyak 51 (lima puluh satu) kali untuk Kredit Korporasi & SME dan 31 (tiga puluh satu) kali untuk Kredit Konsumsi.

The Bank is committed to optimizing the steps necessary to maintain and increase the GCG composite value by monitoring the fulfillment of 11 pillars of GCG assessment factors in the context of governance structure, governance process and governance results, while also paying attention to the inputs and recommendations of the OJK.

Finally, the implementation of the GCG within the Bank was also achieved through the Risk-based Bank Rating (RBBR) self-assessment, which is also conducted 2 (two) times a year. The results of the Bank's 2023 Risk-based Bank Rating (RBBR) self-assessment showed that the overall composite rating of the Bank was 2-Healthy. This reflects the Bank's generally healthy condition, such that it is considered capable of withstanding significant negative impacts from changes in business conditions and external factors.

On the other hand, as part of the implementation of the GCG, the Bank also consistently implements risk management aspects well.

ASSESSMENT OF THE PERFORMANCE OF COMMITTEES UNDER THE BOARD OF DIRECTORS

The Board of Directors of the Bank is assisted in the performance of its duties and responsibilities in the management of the Bank by the Committees of the Board of Directors, the membership composition, duties and responsibilities of each Committee of the Board of Directors being set out separately in the Charter of each Committee. Based on the evaluation conducted by the Board of Directors, the Committees under the Board of Directors performed their duties and responsibilities well in 2023 as follows:

- The Risk Management Committee has performed the function of assisting the Board of Directors in overseeing the implementation of effective risk management processes and systems. This committee held 4 (four) meetings in 2023.
- The function of the Credit Review Committee is to assist the Board of Directors in evaluating and/or recommending credit applications for the amount and type of credit as determined by the Board of Directors. This committee held 51 (fifty one) meetings for Corporate & SME Credit and 31 (thirty one) meetings for Consumer Credit.

- Komite Kebijakan Perkreditan telah membantu Direksi dalam memformulasikan Kebijakan Perkreditan, memantau pelaksanaan Kebijakan Perkreditan, memantau perkembangan dan kondisi portofolio pinjaman dan memberikan rekomendasi untuk perbaikan. Komite ini telah menyelenggarakan rapat sebanyak 5 (lima) kali di tahun 2023.
- Komite *Asset and Liability* (ALCO) telah menjalankan fungsinya membantu Direksi dalam mengelola aset dan liabilitas Bank. Komite ALCO telah mengadakan rapat sebanyak 12 (dua belas) kali selama tahun 2023.
- Komite Pengarah TI telah menjalankan peran membantu Direksi untuk mengkaji dan membahas isu yang berhubungan dengan Strategi Teknologi Informasi (TI) dan memberikan rekomendasi kepada Direksi yang berhubungan dengan Penerapan TI. Komite ini telah mengadakan rapat sebanyak 4 (empat) kali selama tahun 2023.
- Komite Kepatuhan dan APU telah membantu Direksi dalam mengawasi risiko kepatuhan dan APU, PPT, PPPSPM Bank, serta memastikan bahwa penerapan manajemen risiko kepatuhan dan APU, PPT, PPPSPM Bank telah memadai. Komite ini telah mengadakan rapat sebanyak 4 (empat) kali di sepanjang tahun 2023.
- Komite Peninjauan Bidang Keuangan telah membantu pelaksanaan tugas Direksi dengan meninjau dan memeriksa keperluan dan rasionalitas pengeluaran keuangan yang signifikan dan pengeluaran keuangan di Bank dan mengawasi eksekusi dari proposal keuangan. Komite ini telah mengadakan 44 (empat puluh empat) kali rapat selama tahun 2023.
- Komite Kebijakan dan Produk (Non-Kredit) (PPC) telah membantu Direksi dalam melaksanakan prinsip-prinsip tata kelola, terutama dalam memantau kebijakan Bank dan memastikan kepatuhan terhadap peraturan yang berlaku serta kebijakan Bank Induk, dan juga dalam menerapkan tata kelola produk, terutama sebelum dan sesudah implementasi dan memastikan konvergensi dalam implementasi Produk Bank. Komite ini telah menyelenggarakan mengadakan rapat sebanyak 2 (dua) kali di tahun 2023.
- Komite Disiplin telah membantu pelaksanaan tugas Direksi terhadap pelanggaran yang dilakukan oleh karyawan, dengan mempertimbangkan prinsip-prinsip keadilan dan kesetaraan dan menentukan sanksi mengacu pada Peraturan Perusahaan dan Peraturan Internal. Komite ini telah mengadakan rapat sebanyak 6 (enam) kali di sepanjang tahun 2023, dan
- Komite Pengakuan Tanggung Jawab telah membantu Direksi dalam rangka mengkaji dan menentukan penanggung jawab dan identifikasi penyebab atas isu utama; Mempertimbangkan dan menyetujui penilaian tanggung jawab dan identifikasi atas kejadian risiko. Komite ini telah mengadakan rapat sebanyak 3 (tiga) kali selama tahun 2023.
- The Credit Policy Committee has assisted the Board of Directors in formulating credit policy, monitoring the implementation of credit policy, monitoring the development and condition of the credit portfolio and making recommendations for improvement. This committee held 5 (five) meetings in 2023.
- The Asset and Liability Committee (ALCO) performed its function of assisting the Board of Directors in managing the Bank's assets and liabilities. The ALCO Committee met 12 (twelve) times in 2023.
- The IT Steering Committee has played the role of assisting the Board of Directors in reviewing and discussing issues related to Information Technology (IT) strategy and making recommendations to the Board of Directors regarding IT implementation. This committee held 4 (four) meetings during 2023.
- The Compliance and AML Committee has assisted the Board of Directors in monitoring the Bank's compliance and APU, PPT, PPPSPM risks, as well as ensuring that the Bank's compliance and APU, PPT, PPPSPM risk management implementation is adequate. This Committee held 4 (four) meetings during the year 2023.
- The Financial Review Committee has assisted the Board of Directors in the performance of its duties by reviewing and examining the necessity and reasonableness of significant financial expenditures and expenses of the Bank, and monitoring the implementation of financial proposals and monitoring the implementation of financial proposals. This Committee held 44 (forty-four) meetings during 2023.
- The Policy and Product (Non-Credit) Committee (PPC) has assisted the Board of Directors in the implementation of governance principles, especially in monitoring the Bank's policies and ensuring compliance with applicable regulations and the Parent Bank's policies, and also in the implementation of product governance, especially before and after implementation and ensuring convergence in the implementation of the Bank's products. This Committee held 2 (two) meetings in 2023.
- The Disciplinary Committee has assisted the Board of Directors in the performance of its duties with respect to violations committed by employees, taking into account the principles of justice and equality, and in determining the principles of justice and equality, and in determining sanctions with reference to the Company's bylaws and internal regulations. This Committee held 6 (six) meetings during the year 2023 and
- The Liability Recognition Committee has assisted the Board of Directors in reviewing and determining the person responsible and identifying the causes of the main problems; reviewing and approving responsibility assessments and identification of risk events. This committee held 3 (three) meetings during 2023.

PENGEMBANGAN SUMBER DAYA MANUSIA

Bank berkomitmen kuat terhadap pengembangan Sumber Daya Manusia (SDM) yang diwujudkan melalui implementasi strategi SDM yang fokus pada pengembangan talenta internal, mempertahankan talenta terbaik, dan memastikan kebutuhan sumber daya manusia terpenuhi secara optimal. Bank telah menyusun kerangka pengembangan SDM yang mencakup pengembangan organisasi dan perencanaan SDM, 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.

Berpedoman pada POJK No. 24 Tahun 2022 tentang Pengembangan Kualitas SDM Bank Umum, program pelatihan dan pengembangan karyawan Bank difokuskan 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. Sebanyak 99% karyawan Bank telah mengikuti program pelatihan dan pengembangan untuk membantu karyawan dalam meningkatkan kompetensinya. Direksi sangat mengapresiasi capaian pemenuhan sertifikasi manajemen risiko sebesar 90%, sertifikasi *treasury dealer* sebesar 100%, dan sertifikasi Sistem Pembayaran dan Pengelolaan Uang Rupiah (SSPUR) sebesar 95% yang berhasil melebihi target yang ditetapkan oleh Bank Indonesia untuk periode tahun 2023.

Sementara itu, terkait dengan kesejahteraan karyawan, Bank memberikan remunerasi yang kompetitif di tengah persaingan pencarian talenta di industri perbankan. Selain itu, Bank juga memberikan bonus kinerja dan berbagai *benefit* yang diterima selama masa kerja seperti asuransi kesehatan, asuransi jiwa, pemeriksaan kesehatan berkala, maupun yang diterima setelah berakhirnya masa hubungan kerja.

PENGEMBANGAN TEKNOLOGI INFORMASI

Bank terus mengoptimalkan TI dan sistem informasi dalam rangka mempercepat pertumbuhan bisnis Bank, serta kemampuannya dalam mengakomodasi perubahan industri perbankan. Bank juga memanfaatkan TI untuk memberikan layanan terbaik dan meminimalkan risiko operasional yang dihadapi Bank serta mengefektifkan sistem manajemen risiko.

HUMAN RESOURCES DEVELOPMENT

The Bank is strongly committed to Human Resource (HR) development, which is realized through the implementation of an HR strategy that is focused on the development of internal talent, the retention of the best talent, and ensuring that human resource needs are optimally met. The Bank has developed an HR development framework that includes organizational development and workforce planning, recruitment, employee development, talent and succession management, performance management, compensation and labor relations. This framework is supported by creating a performance-driven culture and leveraging technology through a reliable Human Resource Information System.

In accordance with POJK No. 24 of 2022 on the Development of the Quality of Human Resources for Commercial Banks, the Bank's employee training and development program is focused on meeting the mandatory certification requirements of regulators and providing knowledge and increasing technical competence, particularly in the areas of credit, information technology, compliance, risk management, and the prevention of money laundering and the eradication of terrorist financing. As many as 99% of the employees of the Bank have participated in training and development programs to enhance their skills and knowledge. The Board of Directors highly appreciates the Bank's success in achieving 90% of the risk management certification, 100% of the treasury dealer certification, and 95% of the rupiah money management and payment system (SSPUR) certification, thus exceeding the target set by Bank Indonesia for 2023.

Meanwhile, in terms of employee benefits, the Bank offers competitive compensation amidst the competition for talent in the banking industry. The Bank also provides performance bonuses and various benefits such as medical insurance, life insurance, periodic medical check-ups, which are provided during the working period or after the employment relationship ends.

INFORMATION TECHNOLOGY DEVELOPMENT

The Bank continues to optimize its IT and information systems in order to accelerate the growth of the Bank's business, and to improve its ability in accommodating changes in the banking industry. Bank also utilizes IT to provide the best service and minimize its operational risk faced and to run the risk management system effectively.

Terkait dengan hal tersebut, selama tahun 2023, pengembangan TI Bank diarahkan kepada layanan dan teknologi digital, baik untuk mendukung proses bisnis maupun untuk mengembangkan produk dan layanan baru bagi nasabah proyek utama. Selain itu, pengembangan TI Bank juga dimaksudkan untuk memastikan tersedianya layanan yang berkualitas berbasis teknologi informasi yang andal dan inovatif, serta dapat mendukung dan menjadi faktor pendorong bagi perkembangan bisnis Bank.

Direksi mendukung sepenuhnya pengembangan pada layanan dan aplikasi e-channel seperti Corporate Internet Banking (CIB), Mobile Internet Banking (MIB), dan Personal Internet Banking (PIB). TI Bank juga melakukan pengembangan aplikasi internal sesuai dengan Business Requirement Document, pengembangan sistem inti untuk memenuhi kebutuhan bisnis Bank. Direksi juga mengapresiasi atas pengembangan dukungan bisnis, fungsi pendukung, dan peningkatan infrastruktur serta peningkatan pengamanan informasi dan kepatuhan kepada regulasi.

Berbagai pengembangan sistem TI Bank tersebut mengikuti sistem TI ICBC Limited selaku entitas induk karena telah terbukti unggul didukung oleh ketersediaan advanced production service channel, advanced risk control system, dan advanced operation analyst model.

Selanjutnya, Penerapan tata kelola TI menjadi perhatian utama karena menjadi pedoman untuk memastikan kepatuhan terhadap aturan dan regulasi yang berlaku, sambil tetap mempertimbangkan kebutuhan untuk mencapai rencana bisnis Bank. Bank melakukan evaluasi berkala atas penerapan tata kelola TI tersebut dengan berpedoman pada regulasi Otoritas Jasa Keuangan, Bank Indonesia, dan pemerintah serta praktik internasional terbaik dalam rangka mengurangi risiko dan ancaman baru berdasarkan perkembangan teknologi

TANGGUNG JAWAB SOSIAL LINGKUNGAN PERUSAHAAN

Bank menerapkan strategi keberlanjutan yang berorientasi Lingkungan, Kemasyarakatan dan Tata Kelola (LKT) dan terus berupaya untuk mewujudkan kontribusi serta memberikan dukungan dalam pembangunan nasional di Indonesia untuk menjadi salah satu negara yang berkomitmen untuk mencapai *Sustainable Development Goals* (SDG)/Tujuan Pembangunan Berkelanjutan. Salah satu bentuk kontribusi dan dukungan tersebut diwujudkan dalam pelaksanaan tanggung jawab sosial perusahaan.

In this regard, the Bank's IT development in 2023 has been directed towards digital services and technologies, both to support business processes and to develop new products and services for key project customers. In addition, the Bank's IT development also aims to ensure the availability of quality services based on information technology that is reliable and innovative, which can support and be a driving factor for the development of the Bank's business.

The Board of Directors fully supports the development of e-channel services and applications such as Corporate Internet Banking (CIB), Mobile Internet Banking (MIB) and Personal Internet Banking (PIB). The Bank's IT department also conducts internal application development in accordance with the Business Requirements Document, developing core systems to meet the Bank's business needs. The Board of Directors also appreciated the development of business support, support functions and improvements in the infrastructure, as well as the enhancement of information security and compliance with regulatory requirements.

The Bank's various IT system developments follow the IT system of ICBC Limited as the parent company because it has proven to be superior. This is supported by the availability of advanced production service channels, advanced risk control systems and advanced operational analysis models.

In addition, the implementation of IT governance is a major concern as it is a guideline for compliance with applicable rules and regulations, taking into account the need for achievement of the bank's business plan. The Bank regularly evaluates the implementation of IT governance based on the regulations of the Financial Services Authority, Bank Indonesia and the Government, as well as international best practices, in order to mitigate new risks and threats based on technological developments.

CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

The Bank implements a sustainability strategy oriented towards Environment, Society and Governance (LKT) and continues to strive to realize contributions and provide support in national development in Indonesia to become one of the countries committed to achieving Sustainable Development Goals (SDG). One form of contribution and support is realized in the implementation of corporate social responsibility.

Pada aspek lingkungan, Bank mencatatkan limbah kertas sebanyak 565 kg, yang diolah menjadi produk daur ulang bernilai guna sebagai upaya Bank mengurangi jejak karbon kegiatan operasional yang sebagian besar menggunakan kertas. Seiring penetapan berakhirnya status pandemi, maka kegiatan telah kembali normal yang menyebabkan adanya peningkatan penggunaan energi dan air di tahun 2023 dibandingkan dengan tahun sebelumnya. Namun, Bank senantiasa berupaya menggunakan energi sesuai dengan kebutuhannya.

Pada aspek sosial bidang ketenagakerjaan, Bank menjadikan pemenuhan sumber daya manusia yang berkualitas sebagai salah satu prioritas utamanya termasuk memberikan kesempatan yang setara dan memastikan tidak ada diskriminasi mulai dari proses rekrutmen, pemberian program pengembangan kompetensi, hingga pemberian remunerasi.

Pada aspek kemasyarakatan, Bank memiliki program strategis dalam bantuan kemanusiaan dan kesehatan terutama bagi masyarakat yang membutuhkan yaitu melalui donasi untuk panti asuhan dan panti jompo. Selain itu, Bank juga melakukan daur ulang dan sumbangan sampah kertas kepada Yayasan Tzu Chi Indonesia.

Dalam rangka peningkatan kesadaran masyarakat akan keuangan, Bank menyelenggarakan 8 kegiatan literasi keuangan dan 11 kegiatan inklusi keuangan di area Jakarta, Surabaya, Medan, Makassar, Balikpapan dan Batam.

Bank berkomitmen untuk menyeimbangkan aspek ekonomi, lingkungan dan tanggung jawab sosial secara efektif serta mengintegrasikan keberlanjutan ke dalam operasional dan proses pengambilan keputusan. Dengan mengedepankan ketiga aspek utama tersebut, Bank berupaya untuk menciptakan dampak positif bagi perekonomian, meminimalkan jejak lingkungan, dan berkontribusi terhadap kesejahteraan masyarakat.

In the environmental aspect, the Bank recorded 565 kg of paper waste, which was processed into valuable recycled products as part of the Bank's efforts to reduce the carbon footprint of operational activities that mostly use paper. Along with the determination of the end of the pandemic status, activities have returned to normal which has led to an increase in energy and water usage in 2023 compared to the previous year. However, the Bank always strives to use energy according to its needs.

In the social aspect of employment, the Bank makes the fulfillment of quality human resources one of its main priorities including providing equal opportunities and ensuring no discrimination starting from the recruitment process, providing competency development programs, to providing remuneration.

In the community aspect, the Bank has a strategic program in humanitarian and health assistance, especially for people in need, namely through donations to orphanages and nursing homes. In addition, the Bank also recycles and donates waste paper to the Tzu Chi Indonesia Foundation.

In order to increase public awareness of finance, the Bank organized 8 financial literacy activities and 11 financial inclusion activities in the Jakarta, Surabaya, Medan, Makassar, Balikpapan and Batam areas.

The Bank is committed to effectively balancing economic, environmental and social responsibility aspects and integrating sustainability into its operations and decision-making processes. By addressing these three key aspects, the Bank strives to create a positive impact on the economy, minimize its environmental footprint, and contribute to the welfare of society.

PROSPEK USAHA BANK YANG DISUSUN DIREKSI

Krisis geopolitik dunia yang belum berakhir hingga saat ini masih menjadi tantangan bagi pertumbuhan ekonomi global. International Monetary Fund (IMF) memproyeksikan pertumbuhan ekonomi global stagnan di level 3,1% di tahun 2024. Pertumbuhan ekonomi global lebih rendah diperkirakan oleh Organisation for Economic Co-operation and Development (OECD) dan World Bank masing-masing sebesar 2,9% dan 2,4% untuk tahun 2024.

Sementara itu, Pemerintah Indonesia memperkirakan PDB Indonesia tumbuh lebih kuat sebesar 5,2% didukung oleh fundamental ekonomi Indonesia yang masih terjaga dengan baik hingga akhir tahun 2023. Perkiraan pertumbuhan ini sejalan dengan proyeksi pertumbuhan PDB Indonesia sebesar 4,7%-5,5% pada 2024 yang ditetapkan oleh Bank Indonesia.

Perkiraan pertumbuhan PDB Indonesia tersebut didukung oleh harapan atas pengendalian inflasi yang baik sehingga inflasi diharapkan terkendali di level 2,86% atau sejalan dengan target inflasi yang ditetapkan oleh Bank Indonesia sebesar $2,5 \pm 1\%$ untuk tahun 2024.

Bauran kebijakan Bank Indonesia pada tahun 2024 akan terus diarahkan untuk menjaga stabilitas dan mendorong pertumbuhan ekonomi berkelanjutan, dalam sinergi erat dengan kebijakan ekonomi nasional, terutama memperkuat ketahanan ekonomi nasional dari dampak gejolak global. Pelonggaran seluruh instrumen kebijakan makroprudensial diarahkan pada sasaran pertumbuhan kredit/pembiayaan mencapai sekitar 10-12% pada 2024.

Dengan mempertimbangkan perkiraan indikator lingkungan ekonomi dan bisnis tersebut, Direksi telah menyusun Rencana Bisnis Bank 2024-2026. Prospek bisnis yang dituangkan dalam Rencana Bisnis Bank 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

BANK BUSINESS PROSPECTS PREPARED BY THE BOARD OF DIRECTORS

The ongoing global geopolitical crisis continues to challenge global economic growth. The International Monetary Fund (IMF) expects global economic growth to stagnate at 3.1% in 2024. The Organization for Economic Co-operation and Development (OECD) and the World Bank forecast lower global economic growth of 2.9% and 2.4%, respectively, for 2024.

Meanwhile, the Indonesian government estimates that Indonesia's GDP will grow stronger by 5.2% until the end of 2023, supported by Indonesia's economic fundamentals that are still well maintained. This growth estimate is in line with Bank Indonesia's GDP growth forecast of 4.7-5.5% in 2024.

The estimate for Indonesia's GDP growth is supported by hopes for good inflation control such that inflation is expected to be controlled at the level of 2.86% or in line with Bank Indonesia's inflation target of $2.5 \pm 1\%$ for 2024.

Bank Indonesia's policy mix in 2024 will continue to be aimed at maintaining stability and promoting sustainable economic growth in close synergy with national economic policies, particularly strengthening the national economy's resilience to the impact of global turmoil. The easing of all macroprudential policy instruments is aimed at achieving credit/financial growth of around 10-12% in 2024.

Taking into account these estimated economic and business environment indicators, the Board of Directors has prepared the Bank's Business Plan 2024-2026. The business outlook outlined in the Bank's Business Plan continues to prioritize the principle of prudence in the implementation of business expansion strategies in order to maintain the continuity of the Bank's business while creating value for shareholders and stakeholders.

APRESIASI DAN PENUTUP

Di tahun yang penuh dengan tantangan dan dinamika ini, meski belum sepenuhnya sesuai harapan, Bank tetap membukukan kinerja positif di tahun 2023. Kami meyakini bahwa pencapaian ini berkat dukungan dari berbagai pemangku kepentingan. Atas nama Direksi, kami menyampaikan rasa terima kasih dan penghargaan kepada Dewan Komisaris atas kepercayaan, bimbingan dan rekomendasi yang telah diberikan sepanjang tahun 2023. Kami juga berterima kasih dan memberikan penghargaan kepada nasabah, pemegang saham, regulator, masyarakat dan segenap pemangku kepentingan lainnya atas dukungan dan kerjasama yang telah terjalin baik.

Hubungan yang baik dengan berbagai kepentingan ini menjadi pendorong bagi Bank untuk terus berkontribusi dengan melakukan inovasi layanan perbankan untuk meningkatkan pelayanan kepada nasabah sekaligus memastikan tercapainya pertumbuhan Bank secara berkelanjutan.

Terakhir kami menyampaikan rasa terima kasih kepada segenap Insan Bank atas dedikasi dan kerja keras untuk mewujudkan visi Bank, menjadi Bank "Pilihan Utama" dan "Memberikan Keunggulan" Untuk Perdagangan dan Interaksi Ekonomi Antara Indonesia dan Tiongkok.

APPRECIATION AND CLOSING REMARKS

In a year full of challenges and dynamics, the Bank did not fully meet expectations, but still achieved a positive performance in 2023. We are of the opinion that this achievement is due to the support of a wide range of stakeholders. On behalf of the Board of Directors, we would like to express our gratitude and appreciation to the Board of Commissioners for the trust, guidance and recommendations they have provided throughout 2023. We also express our gratitude and appreciation to customers, shareholders, regulators, the community and all other stakeholders for their support and good cooperation.

This good relationship with various interests is an incentive for the Bank to continue to contribute by innovating banking services to improve customer services, while ensuring that the Bank achieves sustainable growth.

Finally, we would like to express our gratitude to all the Bank's employees for their dedication and hard work in realizing the Bank's vision to become the Bank of "First Choice" and "Providing Excellence" for trade and economic interaction between Indonesia and China.

Atas Nama Direksi

On Behalf of the Board of Directors,



Chen Yong

Direktur Utama
President Director



Liu Hongbo

Direktur
Directors

Chen Yong

Presiden Direktur
President Director

Zhang Wen

Direktur
Directors



**Lukito Adisubrata
Suwardi**

Direktur
Director

**Fransisca
Nelwan Mok**

Direktur
Director

**Dini
Suprihatini**

Direktur
Director

**Sandy Tjipta
Muliana**

Direktur
Director

Pernyataan Tanggung Jawab atas Laporan Tahunan Keberlanjutan 2023 oleh Dewan Komisaris dan Direksi

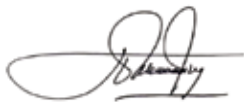
Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan Keberlanjutan PT Bank ICBC Indonesia tahun 2023 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Keberlanjutan Bank.

Demikian pernyataan ini dibuat dengan sebenarnya.
Jakarta, 26 April 2024

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 2023 Annual Sustainability Report by the Board of Commissioners and Board of Directors

We the signatories, hereby certify that all information in the 2023 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 26, 2024

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



ICBC





03

Profil Perusahaan

Company Profile

Identitas Perusahaan

Corporate Identity



Nama Perusahaan

Company Name

PT Bank ICBC Indonesia



Tanggal Berdiri

Date of Established

PT Bankit - 15 Mei 1970 | May 15, 1970
PT Bank ICBC Indonesia - 6 Juni 2007 | June 6, 2007



Tanggal Beroperasi

Date of Operations

PT Bank ICBC Indonesia
28 September 2007 | 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



Domisili

Domicile

DKI Jakarta, Indonesia



Pemegang Saham

Shareholders

Industrial and Commercial Bank of China Limited (ICBC Limited)	98,61%
PT Intidana Wijaya	1,39%
Total	100%



Status Perusahaan

Company Status

Perusahaan Non-Listed
Bank (Limited Liability Company) Non-Listed



Modal Dasar

Authorized Share Capital

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



Modal Ditempatkan dan Disetor Penuh

Capital Issued and Fully Paid

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



NPWP

Tax Identification Number

01.108.047.0-073.000





NIB
Business Licensed
9120417041006



SWIFT Code
ICBKIDJA



Jumlah Karyawan
Number of Employees
585 karyawan (per 31 Desember 2023)
585 employees (as of December 31, 2023)



Entitas Anak and Afiliasi
Subsidiaries and Affiliates
-



Alamat
Address

Kantor Pusat | Head Office:
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



Izin Regulator
Permit From Regulator

Keputusan Gubernur Bank Indonesia No.
9/48/KEP.
GBI/2007 tanggal 26 September 2007
Bank Indonesia Gubernur Decree No.
9/48/KEP.
GBI/2007 dated September 26, 2007



Jaringan Kantor
Office Networks

1 Kantor Pusat | Head Offices
14 Kantor Cabang | Branch Offices
3 Kantor Cabang Pembantu | Sub-Branch Offices
21 ATM | ATM

Seluruh ATM dalam jaringan ATM Bersama dan LINK
All ATMs in ATM Bersama and LINK networks



Situs Web dan Media Sosial
Website and Social Media

www.icbc.co.id
Instagram: icbc.indonesia



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 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 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.

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 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 14 (empat belas) jaringan kantor cabang dan 3 (tiga) jaringan kantor cabang pembantu yang tersebar di 7 (seven) provinsi di Indonesia, yaitu DKI Jakarta, Jawa Barat, Jawa Timur, Sumatera Utara, Kepulauan Riau, Kalimantan Timur, dan Sulawesi Selatan dengan jumlah karyawan mencapai 585 (lima ratus delapan puluh lima) orang per 31 Desember 2023.

Terkait kegiatan pelayanan kas, kartu ATM Bank ICBC Indonesia dapat digunakan oleh nasabah di 21 (dua puluh satu) terminal ATM ICBC di Indonesia, di samping 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.

Selanjutnya, 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.

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 14 (fourteen) 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 585 (five hundred and eighty five) employees as of December 31, 2023.

Regarding cash service activities, The Bank's ATM can be used by customers in 21 (twenty one) terminals of ICBC ATMs in Indonesia apart from 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, 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.

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.

Peningkatan layanan Bank ICBC Indonesia dilakukan diantaranya melalui penyediaan *e-statement* untuk nasabah. Keuntungan layanan ini adalah lebih aman, lebih cepat, lebih mudah, tidak dipungut biaya dan diakses melalui *smartphone*.

Produk dan layanan perbankan Bank dapat diakses oleh beragam profil nasabah seperti Korporasi dan Komersial, Ritel, 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.

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.

Bank ICBC Indonesia's services have been enhanced with the introduction of e-statements for customers. The benefits of this service are safer, faster, easier, free and accessible via *smartphone*.

The Bank's banking products and services can be accessed by diversified customer profiles such as Corporate and Commercial, Retail, 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

The Company's 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.

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.

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.

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, 2nd 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.

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.
- 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 21st 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 22nd 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.

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.

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.

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), dan 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'.

2023

- Bank ICBC Indonesia merelokasi Kantor Cabang Makassar sebagai bagian dari strategi Bank untuk meningkatkan efektivitas kegiatan operasional utamanya dalam memberikan layanan perbankan yang nyaman bagi para nasabah.
- Penutupan Cabang Baliwerti per 9 September 2023 sebagai strategi efisiensi dari kegiatan operasional.
- Peluncuran e-statement untuk rekening nasabah Bank dalam rangka meningkatkan kualitas layanan perbankan.
- Fitch Ratings Indonesia telah mengafirmasi Peringkat Nasional Jangka Panjang 'AAA(idn)' dan Peringkat Nasional Jangka Pendek 'F1+(idn)' pada tanggal 9 Juni 2023.
- Bank ICBC Indonesia relocated its Makassar branch as part of the bank's strategy to enhance the effectiveness of its key operational activities in the provision of convenient banking services to customers.
- Closure of the Baliwerti branch as of September 9, 2023 as part of an operational efficiency strategy.
- Launched e-statements for the bank's customers' accounts to improve the quality of banking services.
- Fitch Ratings Indonesia affirmed the national long-term rating "AAA(idn)" and short-term rating "F1+(idn)" on June 9, 2023.

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.

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. 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.
 - h. Menyediakan tempat untuk menyimpan barang dan surat berharga.
 - i. Melakukan kegiatan penitipan untuk kepentingan pihak lain berdasarkan suatu kontrak.
 - j. Melakukan penempatan dana dari nasabah kepada nasabah lainnya dalam bentuk surat berharga yang tidak tercatat di bursa efek.
 - k. Melakukan kegiatan anjak piutang, usaha kartu kredit, dan kegiatan wali amanat sepanjang sesuai dengan peraturan perundang-undangan yang berlaku.
 - 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.
 - m. Melakukan kegiatan lain yang lazim dilakukan oleh bank sepanjang tidak bertentangan dengan undang-undang di bidang perbankan dan peraturan perundang-undangan yang berlaku.
 - 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.
 - 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.
 - p. Melakukan kegiatan penyertaan modal sementara untuk mengatasi akibat kegagalan kredit dengan syarat penyertaan modal tersebut harus ditarik kembali secepatnya.
 - q. Bertindak sebagai pendiri dan/atau pengurus dana pensiun sesuai dengan ketentuan dalam peraturan perundang-undangan di bidang dana pensiun yang berlaku.
 - r. Menyelenggarakan kegiatan jasa dalam sistem pembayaran.
- 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.
 - h. Provide a space to store valuable items and securities.
 - i. Conduct custodial activities for the benefit of other parties based on a contract.
 - j. Place funds from customers to other customers in the form of securities non-listed on the stock exchange.
 - k. Conduct factoring, credit card business, and trustee activities as long as in accordance with the prevailing laws and regulations.
 - 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.
 - 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.
 - 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.
 - 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.
 - p. Conduct temporary equity participation activities to overcome the effects of credit failure under the condition that the equity participation must be withdrawn immediately.
 - q. Act as the founder and/or administrator of the pension fund in accordance with the provisions in the legislation of applicable pension fund.
 - r. Conduct service activities in the payment system.

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.
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 <i>online</i> 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 <i>online</i> melalui browser 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 <i>online</i> melalui aplikasi di telepon seluler.	A service for individual customers that provides convenience, speedy service and security in conducting online banking transactions through application on mobile devices.

PRODUK PINJAMAN

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:

LOAN PRODUCT

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:

Kredit Modal Kerja Working Capital Loan	Pinjaman jangka pendek untuk memenuhi kebutuhan operasional usaha debitur. Modal kerja terdiri dari 2 (dua) macam: <ul style="list-style-type: none"> • 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. • 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 <i>promissory note</i> di mana baki debet (<i>outstanding</i>) yang telah dilunasi dapat ditarik kembali saat transaksi berikutnya. 	A short-term loan for fulfilling the business operational needs of debtors, consisting of 2 (two) types, namely: <ul style="list-style-type: none"> • 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. • 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.
Pinjaman Investasi Investment Loan	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: <ul style="list-style-type: none"> • Membangun, memperluas, membangun kembali, mengembangkan, atau membeli aset tetap. • Membiayai ekspansi usaha atau akuisisi. 	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: <ul style="list-style-type: none"> • Build, expand, rebuild, develop or purchase the fixed assets. • Finance business expansion or acquisition.
Pembiayaan Proyek Project Financing	Pinjaman Bank jangka panjang untuk membiayai pembangunan proyek dan sumber pembayaran berasal dari arus kas proyek tersebut setelah selesai.	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>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"> • 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. • <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. 	<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"> • 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. • 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.
<p>Kredit Usaha Kecil dan Menengah Small and Medium Enterprise 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 Enterprise 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>
<p>Pembiayaan Rantai Pasokan Supply Chain Financing</p>	<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>

<p>Kartu Kredit</p>	<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 mendekati 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>
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JASA

SERVICES

<p>Transfer IDR IDR Remittance</p>	<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>
<p>Transfer Valuta Asing Foreign Exchange Remittance</p>	<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>
<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 remittance 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 Notes/Draft 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 account 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 & LINK networks throughout Indonesia.</p>
<p>Kartu Debit Debit Card</p>	<p>Melalui kerja samanya dengan <i>UnionPay</i> 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, personal <i>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>

<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"> • <i>Today</i>, penyelesaian transaksi dilakukan pada hari yang sama; • <i>Tomorrow</i>, penyelesaian transaksi dilakukan pada 1 (satu) hari kerja setelah tanggal transaksi; • <i>Spot</i>, penyelesaian transaksi dilakukan pada 2 (dua) hari kerja setelah tanggal transaksi; • <i>Forward</i>, penyelesaian transaksi dilakukan di atas 2 (dua) hari kerja dari tanggal transaksi; • <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. 	<p>The Bank offers forex transactions with the currency of Today, Tomorrow, Spot, Forward and Swap.</p> <ul style="list-style-type: none"> • Today, transaction is completed on the same day; • Tomorrow, transaction is completed in 1 (one) business day after the date of transaction; • Spot, transaction is completed in 2 (two) business days after the date of transaction; • Forward, transaction is completed after 2 (two) business days from the date of transaction; • 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.
<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 yuridiksi wilayah negara masing-masing.</p> <p>Bank telah ditunjuk oleh otoritas kedua negara (Bank Indonesia dan <i>People's Bank of China</i>) 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</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 Vision

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**
Berpatisipasi 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.
- **Bank Terintegrasi**
Fokus pada kompetensi inti melalui peningkatan integrasi dan kolaborasi di antara ICBC Limited Group untuk memperkenalkan keunggulan operasional institusi di luar negeri.
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 - **Bank Internasional**
Berpatisipasi 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.



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

Nilai-Nilai Perusahaan

Corporate
Values



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.



Kehati-hatian / Prudence

Menerapkan prinsip kehati-hatian dalam menjalankan usaha.

Implementing the prudential principles in progressing the business.



Keunggulan / Excellence

Memberikan hasil terbaik agar terciptanya keunggulan dalam segala aspek.

Providing the best results for excellence in all aspects.



Peduli Sosial / Humanity

Membangun budaya peduli dan empati, serta menghargai sesama.

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



Inovasi / Innovation

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

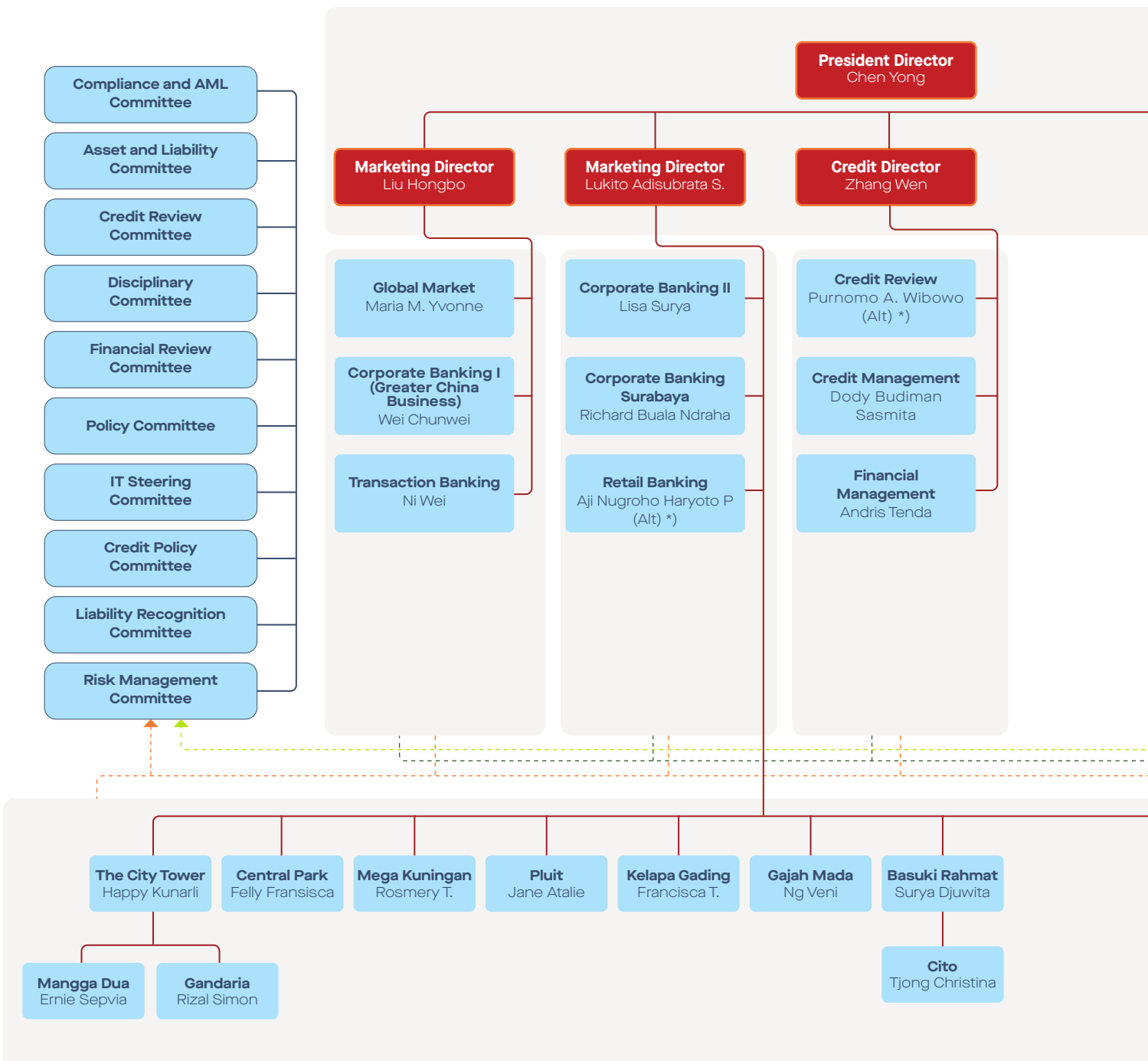
Leading forward in creating products and services by focusing on the development of technology.

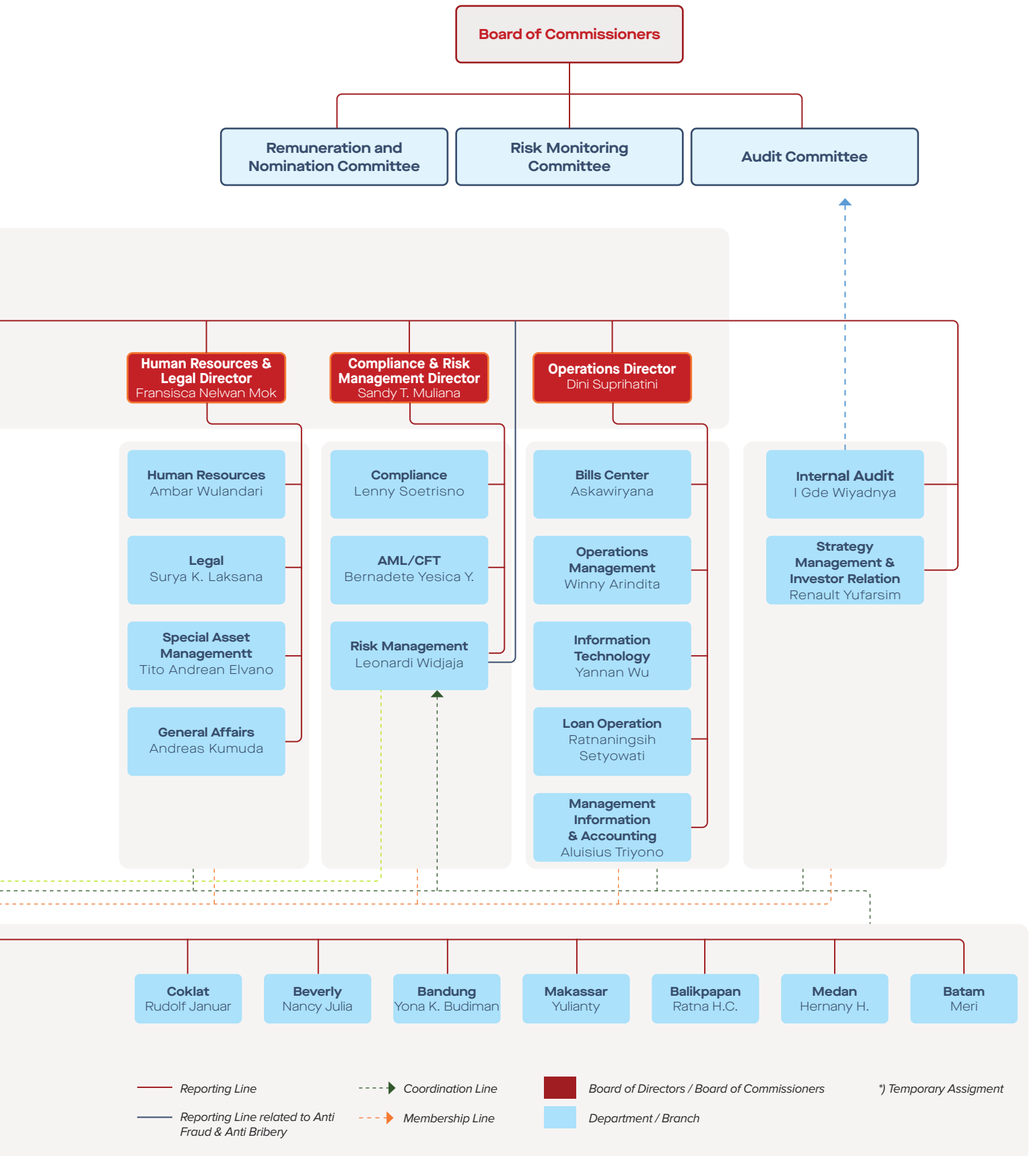
Struktur Organisasi

Organizational Structure

Struktur organisasi baru Bank ICBC Indonesia ditetapkan oleh Direksi Bank melalui Internal Memo No. 158/IM/HRD/XI/2023 yang efektif sejak tanggal 8 November 2023. Struktur organisasi ini disusun dengan mempertimbangkan dinamika bisnis Bank yang perlu diikuti dengan upaya penetapan sistem dan proses bisnis yang efektif dan efisien guna menunjang tercapainya target kinerja secara berkelanjutan.

Bank ICBC Indonesia's new organizational structure was established by the Bank's Directors through Internal Memo No. 158/IM/HRD/XI/2023, effective from November 8, 2023. This organizational structure was prepared considering the Bank's business dynamics, which must be followed by efforts to establish effective and efficient business systems and processes to continuously support the achievement of performance targets.





Profil Dewan Komisaris

Board of Commissioner's Profile

Susunan Dewan Komisaris Bank ICBC Indonesia yang ditetapkan berdasarkan Akta Pernyataan Keputusan Rapat No. 16 tanggal 2 September 2021 tidak mengalami perubahan untuk periode hingga 31 Desember 2023. Adapun susunan dan profil dari masing-masing anggota Dewan Komisaris Bank adalah sebagai berikut:

The composition of the Board of Commissioners of Bank ICBC Indonesia, which is determined on the basis of Deed of Statement of Meeting Resolutions dated September 2 No. 16, 2021, has not changed for the period until December 31, 2023. The composition and profile of each member of the Board of Commissioners of the Bank is as follows:



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



WANG KUN

Usia/Age : 46 tahun | years

Presiden Komisaris

President Commissioner



Kewarganegaraan/Citizenship : Tiongkok/China



Domisili/Domicile : Tiongkok/China

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Bapak Wang Kun diangkat sebagai Presiden Komisaris sejak Desember 2017. Keputusan ini berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 108 pada 13 Desember 2017.

Mr. Wang Kun was appointed as President Commissioner since December 2017. This decision is based on the Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 108 on December 13, 2017.

Pendidikan

Education

Beliau memiliki gelar Sarjana Seni dari *Teacher's College, Yangzhou University*, jurusan Sastra Inggris dan lulus pada 1999. Beliau kemudian melanjutkan pendidikan untuk meraih gelar *Master of Arts* dengan mengambil jurusan Sastra Inggris di *Beijing Foreign Studies University* dan lulus pada 2002.

He has a Bachelor of Arts from Teacher's College, Yangzhou University, majoring in English Literature and graduated in 1999. He then continued his education to earn a Master of Arts by taking the same major at Beijing Foreign Studies University and graduated in 2002.

Perjalanan Karier

Career

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.

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.

Rangkap Jabatan

Concurrent Position

Bapak Wang Kun saat ini juga menjabat sebagai *Deputy Head of International Banking Department* di ICBC Limited dan *Non-Executive Director* di ICBC Argentina.

Mr. Wang Kun also serves as Deputy Head of International Banking Department at ICBC Limited and Non-Executive Director at ICBC Argentina.

Hubungan Afiliasi

Affiliate Relationship

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

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

Pernyataan Independensi

Independency Statement

Untuk memenuhi prinsip tata kelola perusahaan yang baik, Bapak Wang Kun telah menandatangani pernyataan independensi yang menyatakan bahwa beliau akan bertindak independen dalam melaksanakan tugasnya sebagai Presiden Komisaris.

To comply with the principles of good corporate governance, Mr. Wang Kun has signed an independency statement stating that he will act independently in carrying out his duties as President Commissioner.

Pelatihan

Training

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 2023, beliau mengikuti pelatihan *Anti-Fraud Strategy Policy, Anti Bribery Management System (ABMS) Policy, IT Helpdesk, ID Management, & IT Asset Management, Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation (2023 Corporate Governance Forum), ICBC Value Refreshment Campaign, Cybersecurity and Artificial Intelligence (AI) training, Anti-Money Laundering (AML) 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 2023, he participated *Anti-Fraud Strategy Policy training, Anti Bribery Management System (ABMS) Policy training, IT Helpdesk, ID Management, & IT Asset Management training, Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation (2023 Corporate Governance Forum), ICBC Value Refreshment Campaign training, cybersecurity and artificial intelligence (AI) training, Anti-Money Laundering (AML) training*.



HENDRA WIDJOJO

Usia/Age : 60 tahun | years

Komisaris Independen
Independent Commissioner



Kewarganegaraan/Citizenship : Indonesia /Indonesia



Domisili/Domicile : Surabaya/Surabaya

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Bapak Hendra Widjojo diangkat menjadi Komisaris Independen sejak September 2007 berdasarkan 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.

Mr. Hendra Widjojo was appointed as Independent Commissioner since September 2007 based on the 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

Beliau memiliki Sarjana Ekonomi lulusan dari Universitas Merdeka, Surabaya pada tahun 2001.

He has a Bachelor of Economics graduated from Merdeka University, Surabaya, in 2001.

Perjalanan Karier
Career

Selama 36 (tiga puluh enam) 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.

During 36 (thirty-six) 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.

Rangkap Jabatan
Concurrent Position

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

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

Hubungan Afiliasi
Affiliate Relationship

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

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

Pernyataan Independensi
Independency Statement

Untuk memenuhi prinsip tata kelola perusahaan yang baik, Bapak Hendra Widjojo telah menandatangani pernyataan independensi yang menyatakan bahwa beliau akan bertindak independen dalam melaksanakan tugasnya sebagai Komisaris Independen.

To comply with the principles of good corporate governance, Mr. Hendra Widjojo has signed an independency statement stating that he will act independently in carrying out his duties as an Independent Commissioner.

Pelatihan
Training

Beliau telah berpartisipasi dalam sejumlah pelatihan profesional sepanjang kariernya. Pada tahun 2023, beliau mengikuti pelatihan *The Role of GRC in Supporting Financial Sector Performance, Anti-Fraud Strategy Policy, Anti Bribery Management System (ABMS) Policy, IT Helpdesk, ID Management, & IT Asset Management, Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation (2023 Corporate Governance Forum), Sustainable Finance for Executive Level, ICBC Value Refreshment Campaign, Pendalaman Pasar Keuangan dan SRO for BOD & BOC.*


He has participated in a number of professional training throughout his career. In 2023, he participated *The Role of GRC in Supporting Financial Sector Performance training, Anti-Fraud Strategy Policy training, Anti Bribery Management System (ABMS) Policy training, IT Helpdesk, ID Management, & IT Asset Management training, Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation (2023 Corporate Governance Forum) training, Sustainable Finance for Executive Level training, ICBC Value Refreshment Campaign training, Financial Market Deepening and SRO for BOD & BOC training.*




H. YUNNO KUSUMO

Usia/Age : 67 tahun | years

Komisaris Independen
Independent Commissioner

 **Kewarganegaraan/Citizenship** : **Indonesia /Indonesia**

 **Domisili/Domicile** : **Jakarta/Jakarta**

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Bapak H. Yunno Kusumo diangkat menjadi Komisaris Independen sejak Agustus 2018 berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 137 pada tanggal 29 Agustus 2018.

Mr. H. Yunno Kusumo was appointed as an Independent Commissioner since August 2018 based on the Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 137 on August 29, 2018.

Pendidikan

Education

Beliau lulus dari Universitas Airlangga, Surabaya pada 1982 dengan gelar Sarjana Ekonomi jurusan Akuntansi, dan meraih gelar *Master of Arts* dari *University of Kansas*, Amerika Serikat, pada tahun 1990.

He graduated from Airlangga University, Surabaya in 1982 with a Bachelor of Economics majoring in Accounting, and earned a Master of Arts from the University of Kansas, United States in 1990.

Perjalanan Karier

Career

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.

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 Sekretariat, 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.

Rangkap Jabatan

Concurrent Position

Bapak H. Yunno Kusumo tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

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

Hubungan Afiliasi

Affiliate Relationship

Bapak H. Yunno Kusumo tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lain, anggota Direksi, maupun pemegang saham utama/pengendali.

Mr. H. Yunno Kusumo has no affiliation with other members of the Board of Commissioners, members of the Board of Directors, or major/controlling shareholders.

Pernyataan Independensi

Independency Statement

Untuk memenuhi prinsip tata kelola perusahaan yang baik, Bapak H. Yunno Kusumo telah menandatangani pernyataan independensi yang menyatakan bahwa beliau akan bertindak independen dalam melaksanakan tugasnya sebagai Komisaris Independen.

To comply with the principles of good corporate governance, Mr. H. Yunno Kusumo has signed an independency statement stating that he will act independently in carrying out his duties as an Independent Commissioner.

Pelatihan

Training

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 2023, beliau mengikuti pelatihan *The Role of GRC in Supporting Financial Sector Performance*, *Anti-Fraud Strategy Policy*, *Anti Bribery Management System (ABMS) Policy*, *IT Helpdesk*, *ID Management*, & *IT Asset Management*, *2023 IIA Indonesia National Conference*, *Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation (2023 Corporate Governance Forum)*, *Sustainable Finance for Executive Level*, *ICBC Value Refreshment Campaign*, *Pendalaman Pasar Keuangan dan SRO for BOD & BOC*.


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 2023, he participated *The Role of GRC in Supporting Financial Sector Performance training*, *Anti-Fraud Strategy Policy training*, *Anti Bribery Management System (ABMS) Policy training*, *IT Helpdesk*, *ID Management*, & *IT Asset Management training*, *2023 IIA Indonesia National Conference*, *Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation (2023 Corporate Governance Forum) training*, *Sustainable Finance for Executive Level training*, *ICBC Value Refreshment Campaign training*, *Financial Market Deepening and SRO for BOD & BOC training*.




JEFF S.V. EMAN

Usia/Age : 66 tahun | years

Komisaris
Commissioner

 **Kewarganegaraan/Citizenship** : **Indonesia /Indonesia**

 **Domisili/Domicile** : **Jakarta/Jakarta**

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Bapak Jeff S.V. Eman diangkat menjadi Komisaris sejak Juni 2020 berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 19 pada tanggal 5 Juni 2020.

Mr. Jeff S.V. Eman was appointed as Commissioner since June 2020 based on the Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 19 on June 5, 2020.

Pendidikan
Education

Beliau meraih gelar Sarjana Ekonomi dari Universitas Advent Indonesia pada 1981.

He earned a Bachelor of Economics from Advent Indonesia University in 1981.

Perjalanan Karier
Career

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 Markets, 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 Markets and Financial Institution*. Kemudian pada tahun 2018 sampai 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.

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, Branch 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 Markets, 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 Markets 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.

Rangkap Jabatan
Concurrent Position

Bapak Jeff S.V. Eman tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

Mr. Jeff S.V. Eman does not hold any position in another company/institution that has an affiliated and non-affiliated relationships with The Bank.

Hubungan Afiliasi
Affiliate Relationship

Bapak Jeff S.V. Eman tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lain, anggota Direksi, maupun pemegang saham utama/pengendali.

Mr. Jeff S.V. Eman has no affiliation with other members of the Board of Commissioners, members of the Board of Directors, or major/controlling shareholders.

Pernyataan Independensi
Independency Statement

Untuk memenuhi prinsip tata kelola perusahaan yang baik, Bapak Jeff S.V. Eman telah menandatangani pernyataan independensi yang menyatakan bahwa beliau akan bertindak independen dalam melaksanakan tugasnya sebagai Komisaris.

To comply with the principles of good corporate governance, Mr. Jeff S.V. Eman has signed an independency statement stating that he will act independently in carrying out his duties as Commissioner.

Pelatihan
Training

Beliau telah berpartisipasi dalam berbagai pelatihan, seminar, maupun lokakarya dan telah meraih berbagai sertifikasi profesional sepanjang karier beliau. Pada tahun 2023, beliau mengikuti pelatihan *Anti-Fraud Strategy Policy, Anti Bribery Management System (ABMS) Policy, IT Helpdesk, ID Management, & IT Asset Management, Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation (2023 Corporate Governance Forum), Sustainable Finance for Executive Level, ICBC Value Refreshment Campaign*, Pendalaman Pasar Keuangan dan SRO for BOD & BOC.

He has participated in various training, seminars and workshops, and has earned a number of professional certifications throughout his career. In 2023, he participated *Anti-Fraud Strategy Policy training, Anti Bribery Management System (ABMS) Policy training, IT Helpdesk, ID Management, & IT Asset Management training, Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation (2023 Corporate Governance Forum) training, Sustainable Finance for Executive Level training, ICBC Value Refreshment Campaign training, Financial Market Deepening and SRO for BOD & BOC training.*

Profil Direksi

Board of Director's Profile

Berdasarkan Akta Pernyataan Keputusan Rapat No. 52 tanggal 6 Maret 2023, susunan Direksi Bank ICBC Indonesia mengalami perubahan per 27 Maret 2023. Presiden Direktur dijabat oleh Mr. Chen Yong sejak tanggal tersebut menggantikan Mr. Zhang Jinxing. Komposisi dan profil masing-masing anggota Direksi Bank adalah sebagai berikut:

Pursuant to the resolution no. 52 dated 6 March 2023 of the Board of Directors of Bank ICBI Indonesia dated 27 March 2023, the composition of the Board of Directors of Bank ICBI Indonesia has changed. Since that date, Mr. Chen Yong has been serving as the President Director in place of Mr. Zhang Jinxing. The composition and profile of the Bank's Board of Directors members are as follows:



Sandy T. Muliana
Direktur
Director

Liu Hongbo
Direktur
Director

Lukito Adisubrata Suwardi
Direktur
Director

Chen Yong
Presiden Direktur
President Director

Zhang Wen
Direktur
Director

Dini Suprihatini
Direktur
Director


Fransisca Nelwan Mok
Direktur
Director




CHEN YONG *

Usia/Age : 54 tahun | years

Presiden Direktur
President Director

 **Kewarganegaraan/Citizenship** : Tiongkok/China

 **Domisili/Domicile** : Jakarta/Jakarta

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Bapak Chen Yong diangkat menjadi Presiden Direktur berdasarkan Akta Pernyataan Keputusan Pemegang Saham Perseroan Terbatas PT Bank ICBC Indonesia No. 52 pada tanggal 6 Maret 2023 dan efektif menjabat sejak tanggal 27 Maret 2023 berdasarkan Surat Persetujuan Otoritas Jasa keuangan No. KEP-32/D.03/2023 diterbitkan pada tanggal 28 Februari 2023.

Mr. Chen Yong was appointed as President Director based on the Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 52 on March 6, 2023 and effectively served on March 27, 2023 based on the Financial Services Authority Approval No. KEP-32/D.03/2023 issued on February 28, 2023.

Pendidikan
Education

Beliau meraih gelar Sarjana Ekonomi Informasi dan Manajemen dari Zhongnan University of Economics and Law pada 1992 dan meraih gelar *Master of Administrative Management and E-government Affairs* dari Hefei University of Technology, Tiongkok, pada tahun 2013.

He earned a Bachelor of Economic Information and Management from Zhongnan University of Economics and Law in 1992, and earned a Master of Administrative Management and E-government Affairs from Hefei University of Technology, China in 2013.

Perjalanan Karier
Career

Beliau telah bekerja di ICBC grup selama lebih dari tiga puluh tahun. Beliau mengawali karirnya di ICBC Anhui – *Trust and Investment Company* pada tahun 1992 sebagai *Loan Officer* dan berhasil mendapat penghargaan dari Pemerintah Provinsi setempat sebagai *“Excellent Worker”* pada tahun 1994. Pada tahun 2007, beliau dipercaya menjabat sebagai *Vice President* ICBC Huainan untuk membawahi departemen *Corporate Banking, Retail Banking* dan *Financial Institution*. Selanjutnya, beliau menjabat sebagai *Deputy General Manager of Consumer Banking Department* dan *Deputy General Manager of Credit Management* Cabang ICBC Anhui pada tahun 2011 hingga 2016. Karir beliau terus menanjak dan dipercaya untuk menjabat sebagai Presiden ICBC Anqing pada tahun 2016, dan selama masa jabatannya, beliau telah menorehkan prestasi yang luar biasa, dimana pada tahun 2017 berhasil membawa Bank sebagai peringkat pertama di antara 14 (empat belas) bank lokal dalam kategori *new deposits*, dan mendapatkan penghargaan *“First Prize for Competitiveness in Deposit Market”* dari Bank Provinsi setempat. Selanjutnya, beliau memulai perjalanan karir internasionalnya pada 2018 dan menjabat sebagai *President of ICBC (Thai) Leasing (ICBCTL)* and *Deputy President of ICBC Thailand*. Dibawah kepemimpinan beliau, ICBCTL telah berkembang pesat, dengan skala kredit meningkat 55%, dengan NPL pinjaman korporasi berada di angka nol, serta kenaikan laba bersih lebih dari 200%. Karir cemerlang beliau kemudian berlanjut di ICBC Indonesia sebagai Presiden Direktur pada 2023 hingga saat ini.

He worked in ICBC group for more than thirty years. He started his career at ICBC Anhui – Trust and Investment Company in 1992 as Loan Officer and was awarded by the local Provincial Government as an “Excellent Worker” in 1994. In 2007, he was entrusted with the position as Vice President of ICBC Huainan to supervise the Corporate Banking, Retail Banking and Financial Institution department. Subsequently, he served as Deputy General Manager of Consumer Banking Department and Deputy General Manager of Credit Management of ICBC Anhui Branch from 2011 to 2016. His career continued to develop and was trusted to serve as the President of ICBC Anqing in 2016, and during his tenure, he has made remarkable achievements, where in 2017, he succeeded bring the Bank as ranked first among 14 (fourteen) local banks in terms of new deposits, and was awarded the “First Prize for Competitiveness in Deposit Market” from the local Provincial Bank. Moreover, he began his international career journey in 2018 as President of ICBC (Thai) Leasing (ICBCTL) and Deputy President of ICBC Thailand. Under his leadership, ICBCTL has grown rapidly, with loan scale increasing by 55%, with NPL of corporate loan is zero, and net profit increasing by more than 200%. His excellence career continues at ICBC Indonesia as President Director in 2023 until now.

Rangkap Jabatan
Concurrent Position

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

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

Hubungan Afiliasi
Affiliate Relationship

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

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

Pernyataan Independensi
Independency Statement

Untuk mengimplementasikan tata kelola perusahaan yang baik sesuai dengan peraturan dan perundang-undangan yang berlaku, Bapak Chen Yong telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Presiden Direktur.

To fulfill the implementation of good corporate governance in accordance with applicable laws and regulations, Mr. Chen Yong has signed an independency statement stating that he has fulfilled the criteria to act independently in performing his function as President Director.

Pelatihan
Training

Sepanjang kariernya, beliau telah berpartisipasi dalam berbagai pelatihan profesional, seperti *Anti-Money Laundering & Counter Terrorist Financing Training* dari Apex Global Compliance Solutions, *2022 Cyber & Information Security Awareness Training* dari ICBC SDC Expert, *IT Risk Supervision, Cyber Risk, and Data Privacy Act* dari ACIS Professional Center, sertifikasi manajemen risiko level 5 dari GPS dan lain-lain. Pada tahun 2023, beliau telah mengikuti berbagai pelatihan yaitu: *Anti-Fraud Strategy Policy, Anti-Bribery Management Policy, Top Leader Training Course Overseas Institution, IT Helpdesk, ID Management & IT Asset Management, 2023 Corporate Governance Forum: Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation, Sustainable Finance for Executive Level, ICBC Value Refreshment Campaign, Pendalaman Pasar Keuangan & SRO for BOD and BOC.*

Throughout his career, he has participated in various professional training, such as Anti-Money Laundering & Counter Terrorist Financing Training from Apex Global Compliance Solutions, 2022 Cyber & Information Security Awareness Training from ICBC SDC Expert, IT Risk Supervision, Cyber Risk, and Data Privacy Act from ACIS Professional Center, level 5 risk management certification from GPS and others. In 2023, he participated in various trainings, namely: Anti-Fraud Strategy Policy, Anti-Bribery Management Policy, Top Leader Training Course Overseas Institution, IT Helpdesk, ID Management & IT Asset Management, 2023 Corporate Governance Forum: Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation, Sustainable Finance for Executive Level, ICBC Value Refreshment Campaign, Financial Market Deepening & SRO for BOD and BOC.

*Menggantikan Zhang Jinxing sebagai Presiden Direktur sejak 27 Maret 2023


Effective March 27, 2023, replaced Zhang Jinxing as President Director.




ZHANG WEN

Usia/Age : 52 tahun | years

Direktur
Director

 **Kewarganegaraan/Citizenship** : **Tiongkok/China**

 **Domisili/Domicile** : **Jakarta/Jakarta**

**Dasar Hukum
Pengangkatan**
Legal Basis of
Appointment

Ibu Zhang Wen diangkat menjadi Direktur berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 4 pada tanggal 1 Februari 2021 dan efektif menjabat sejak tanggal 8 Februari 2021 berdasarkan Notifikasi Penggunaan Tenaga Kerja Asing No. KEP 007304/PPTK/PTA/NOTIF/2021 yang diterbitkan oleh Kementerian Ketenagakerjaan Republik Indonesia pada 5 Februari 2021.

Mrs. Zhang Wen was appointed as Director based on the Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 4 on February 1, 2021 and effectively served on February 8, 2021 based on the 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

Beliau meraih gelar Sarjana fakultas Akuntansi dari Jiangxi University of Finance and Economics pada tahun 2001 dan gelar Magister fakultas Administrasi Bisnis dari Universitas Lanzhou pada tahun 2004. Beliau kemudian meneruskan mengambil gelar Doktor (PhD) fakultas Ekonomi Industri dari Jiangxi University of Finance and Economics pada tahun 2009.

She earned a Bachelor's degree in Accounting from Jiangxi University of Finance and Economics in 2001 and a Master's degree in Business Administration from Lanzhou University in 2004. She then continued to take a PhD in Industrial Economics from Jiangxi University of Finance and Economics in 2009.

**Perjalanan
Karier**
Career

Beliau memulai kariernya di ICBC Jiangxi sebagai *Office Staff* pada tahun 1991. Sepanjang kariernya di ICBC Jiangxi selama 32 (tiga puluh dua) 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*, dan Direktur untuk cabang Xinyu dan cabang Nanchang, lain-lain. Pada tahun 2021, beliau ditugaskan di Bank ICBC Indonesia sebagai Direktur yang di tahun 2023 membawahi Departemen *Financial Management, Credit Management*, dan *Credit Review*.

She began her career at ICBC Jiangxi in 1991 as Office Staff. Throughout her 30-year 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, Director of Nanchang Branch, etc. In 2021, she was assigned to Bank ICBC Indonesia as Director, as of 2023 in charge of the Departments of Financial Management, Credit Management, and Credit Review.

**Rangkap
Jabatan**
Concurrent
Position

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

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

**Hubungan
Afiliasi**
Affiliate
Relationship

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

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

**Pernyataan
Independensi**
Independency
Statement

Untuk mengimplementasikan tata kelola perusahaan yang baik sesuai dengan peraturan dan perundang-undangan yang berlaku, Ibu Zhang Wen telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Direktur.

To fulfill the implementation of good corporate governance in accordance with applicable laws and regulations, Mrs. Zhang Wen has signed an independency statement stating that she has fulfilled the criteria to act independently in performing her function as Director.

Pelatihan
Training

Pada tahun 2023, beliau mengikuti pelatihan *Anti-Fraud Strategy Policy, Anti Bribery Management System (ABMS) Policy, First Training Class for Leading Cadres in 2023, IT Helpdesk, ID Management, & IT Asset Management, Team Improvement 2023, China Training Program, Sustainable Finance for Executive Level, ICBC Value Refreshment Campaign*.


In 2023, she participated in training *Anti-Fraud Strategy Policy, Anti Bribery Management System (ABMS) Policy, First Training Class for Leading Cadres in 2023, IT Helpdesk, ID Management, & IT Asset Management, Team Improvement 2023, China Training Program, Sustainable Finance for Executive Level, ICBC Value Refreshment Campaign*.




LIU HONGBO

Usia/Age : 48 tahun | years

Direktur
Director

 **Kewarganegaraan/Citizenship** : **Tiongkok/China**

 **Domisili/Domicile** : **Jakarta/Jakarta**

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Bapak Liu Hongbo diangkat menjadi Direktur berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 4 pada tanggal 1 Februari 2021 dan efektif menjabat sejak tanggal 8 Februari 2021 berdasarkan Notifikasi Penggunaan Tenaga Kerja Asing No. KEP 007303/PPTK/PTA/NOTIF/2021 yang diterbitkan oleh Kementerian Ketenagakerjaan Republik Indonesia pada tanggal 5 Februari 2021.

Mr. Liu Hongbo was appointed as Director based on the Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 4 on February 1, 2021 and effectively served on February 8, 2021 based on the 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

Beliau meraih gelar Sarjana di bidang Hukum dari Shandong University Law School pada tahun 1998 dan meraih gelar Magister di bidang Hukum dari Shandong University Law School pada tahun 2001.

He earned a Bachelor of Law from Shandong University Law School in 1998 and earned a Master of Law from Shandong University Law School in 2001.

Perjalanan Karier
Career

Beliau bergabung dengan ICBC Shandong pada tahun 2001 sebagai *Legal Staff*. Sepanjang kariernya selama 20 (dua puluh) 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 yang membawahi Departemen *Corporate Banking I*, *Transaction Banking*, dan *Global Markets & Financial Institution*.

He joined ICBC Shandong in 2001 as Legal Staff. Throughout his 20-year 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 in charge of the Departments of Corporate Banking I, Transaction Banking, and Global Markets & Financial Institution.

Rangkap Jabatan
Concurrent Position

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

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

Hubungan Afiliasi
Affiliate Relationship

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

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

Pernyataan Independensi
Independency Statement

Untuk mengimplementasikan tata kelola perusahaan yang baik sesuai dengan peraturan dan perundang-undangan yang berlaku, Bapak Liu Hongbo telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Direktur.

To fulfill the implementation of good corporate governance in accordance with applicable laws and regulations, Mr. Liu Hongbo has signed an independency statement stating that he has fulfilled the criteria to act independently in performing his function as Director.

Pelatihan
Training

Pada tahun 2023, beliau telah mengikuti beberapa training seperti *The Role of GRC in Supporting Financial Sector Performance*, *Anti-Fraud Strategy Policy*, *Anti Bribery Management System (ABMS) Policy*, *IT Helpdesk*, *ID Management*, & *IT Asset Management*, *China Training Program*, *Training Course for Senior Managers of Overseas Financial Market Business*, *Sustainable Finance for Executive Level*, *ICBC Value Refreshment Campaign*, *Financial Market Deepening and SRO for BOD & BOC*.

In 2023, he participated in various trainings, such as *The Role of GRC in Supporting Financial Sector Performance*, *Anti-Fraud Strategy Policy*, *Anti Bribery Management System (ABMS) Policy*, *IT Helpdesk*, *ID Management*, & *IT Asset Management*, *China Training Program*, *Training Course for Senior Managers of Overseas Financial Market Business*, *Sustainable Finance for Executive Level*, *ICBC Value Refreshment Campaign*, *Financial Market Deepening and SRO for BOD & BOC*.





SANDY TJIPTA MULIANA

Usia/Age : 59 tahun | years

Direktur

Director

 **Kewarganegaraan/Citizenship** : **Indonesia /Indonesia**

 **Domisili/Domicile** : **Jakarta/Jakarta**

Dasar Hukum Pengangkatan

Legal Basis of Appointment

Bapak Sandy Tjipta Muliana diangkat menjadi Direktur Kepatuhan berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 35 pada tanggal 24 November 2009.

Mr. Sandy Tjipta Muliana was appointed as Compliance Director based on the Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 35 on November 24, 2009.

Pendidikan

Education

Beliau lulus dari Universitas Katolik Atma Jaya, Jakarta pada tahun 1988 dengan gelar Sarjana Ekonomi jurusan Manajemen.

He graduated from Atma Jaya Catholic University, Jakarta in 1988 with a Bachelor of Economics majoring in Management.

Perjalanan Karier

Career

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.

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.

Rangkap Jabatan

Concurrent Position

Bapak Sandy Tjipta Muliana tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

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

Hubungan Afiliasi

Affiliate Relationship

Bapak Sandy Tjipta Muliana tidak memiliki hubungan afiliasi dengan anggota Direksi lain, anggota Dewan Komisaris, maupun pemegang saham utama/pengendali.

Mr. Sandy Tjipta Muliana has no affiliation with other members of the Board of Directors, members of the Board of Commissioners, or major/controlling shareholders.

Pernyataan Independensi

Independency Statement

Untuk mengimplementasikan tata kelola perusahaan yang baik sesuai dengan peraturan dan perundang-undangan yang berlaku, Bapak Sandy Tjipta Muliana telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Direktur.

To fulfill the implementation of good corporate governance in accordance with applicable laws and regulations, Mr. Sandy Tjipta Muliana has signed an independency statement stating that he has fulfilled the criteria to act independently in performing his function as Director.

Pelatihan

Training

Selama tahun 2023, beliau telah mengikuti training *The Role of GRC in Supporting Financial Sector Performance* oleh OJK, *Sustainable Finance for Executive Level* oleh LPPI, *ICBC Global Compliance Academy Training Program* oleh ICBC Limited China, *Anti-Fraud Strategy Policy, Anti Bribery Management System (ABMS) Policy, IT Helpdesk, ID Management, & IT Asset Management, China Training Program, Team Improvement 2023*, dan *ICBC Value Refreshment Campaign* oleh Bank ICBC Indonesia, dan *Pendalaman Pasar Keuangan dan SRO for BOD & BOC* yang diselenggarakan oleh Bank ICBC Indonesia bekerja sama dengan Bank Indonesia (BI).

In 2023, he participated on *The Role of GRC in Supporting Financial Sector Performance* training by OJK, *Sustainable Finance for Executive Level* by LPPI, *ICBC Global Compliance Academy Training Program* by ICBC Limited China, *Anti-Fraud Strategy Policy, Anti Bribery Management System (ABMS) Policy, IT Helpdesk, ID Management, & IT Asset Management, China Training Program, Team Improvement 2023*, and *ICBC Value Refreshment Campaign* by Bank ICBC Indonesia, and *Financial Market Deepening and SRO for BOD & BOC* organized by Bank ICBC Indonesia in collaboration with Bank Indonesia (BI).



FRANSISCA NELWAN MOK

Usia/Age : 67 tahun | years

Direktur
Director

Kewarganegaraan/Citizenship : **Indonesia** /Indonesia

Domisili/Domicile : **Jakarta**/Jakarta

Dasar Hukum Pengangkatan Legal Basis of Appointment

Ibu Fransisca Nelwan Mok diangkat menjadi Direktur berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 71 pada tanggal 13 April 2017.

Mrs. Fransisca Nelwan Mok was appointed as Director based on the Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 71 on April 13, 2017.

Pendidikan Education

Beliau meraih gelar Sarjana di bidang Peternakan dari Universitas Padjajaran, Bandung di tahun 1981 dan gelar Pasca Sarjana dari Sekolah Tinggi Manajemen Labora, Jakarta pada tahun 2002.

She earned a Bachelor's degree in Animal Husbandry from Padjajaran University, Bandung in 1981 and a Postgraduate degree from Labora School of Management, Jakarta in 2002.

Perjalanan Karier Career

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, Komisaris pada PT Mandiri Sekuritas, dan Komisaris 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*.

Her career in the 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.

Rangkap Jabatan Concurrent Position

Ibu Fransisca Nelwan Mok tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

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

Hubungan Afiliasi Affiliate Relationship

Ibu Fransisca Nelwan Mok tidak memiliki hubungan afiliasi dengan anggota Direksi lain, anggota Dewan Komisaris, maupun pemegang saham utama/pengendali.

Mrs. Fransisca Nelwan Mok has no affiliation with other members of the Board of Directors, members of the Board of Commissioners, or major/controlling shareholders.

Pernyataan Independensi Independency Statement

Untuk mengimplementasikan tata kelola perusahaan yang baik sesuai dengan peraturan dan perundang-undangan yang berlaku, Ibu Fransisca Nelwan Mok telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Direktur.

To fulfill the implementation of good corporate governance in accordance with applicable laws and regulations, Mrs. Fransisca Nelwan Mok has signed an independency statement stating that she has fulfilled the criteria to act independently in performing her function as Director.

Pelatihan Training

Pada tahun 2023, beliau telah mengikuti berbagai pelatihan, yaitu: *CEO BANKING FORUM : LEADERSHIP SHARING - Menyambut Tahun Baru dengan lebih optimis, The Role of GRC in Supporting Financial Sector Performance, China Training Program, Restructuring Insolvency & Governance Conference 2023, Sustainable Finance for Executive Level*, Pendalaman Pasar Keuangan dan SRO for BOD & BOC.

In 2023, she participated in various trainings, such as: *CEO BANKING FORUM : LEADERSHIP SHARING - Welcoming the New Year with more optimism, The Role of GRC in Supporting Financial Sector Performance, China Training Program, Restructuring Insolvency & Governance Conference 2023, Sustainable Finance for Executive Level, Financial Market Deepening and SRO for BOD & BOC.*



DINI SUPRIHATINI

Usia/Age : 52 tahun | years

Direktur
Director

Kewarganegaraan/Citizenship : **Indonesia /Indonesia**

Domisili/Domicile : **Jakarta/Jakarta**

Dasar Hukum Pengangkatan
Legal Basis of Appointment

Ibu Dini Suprihatini diangkat menjadi Direktur berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 19 pada tanggal 5 Juni 2020.

Mrs. Dini Suprihatini was appointed as Director based on the Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 19 on June 5, 2020.

Pendidikan
Education

Beliau meraih gelar Sarjana Pertanian jurusan Agribisnis dari Institut Pertanian Bogor pada tahun 1995.

She earned a Bachelor of Agriculture majoring in Agribusiness from the Bogor Institute of Agriculture in 1995.

Perjalanan Karier
Career

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*.

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 the Director of Operations in charge of the Departments of Bills Center, Management Information & Accounting, Operations Management, Information Technology, and Loan Operation.

Rangkap Jabatan
Concurrent Position

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

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

Hubungan Afiliasi
Affiliate Relationship

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

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

Pernyataan Independensi
Independency Statement

Untuk mengimplementasikan tata kelola perusahaan yang baik sesuai dengan peraturan dan perundang-undangan yang berlaku, Ibu Dini Suprihatini telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Direktur.

To fulfill the implementation of good corporate governance in accordance with applicable laws and regulations, Mrs. Dini Suprihatini has signed an independency statement stating that she has fulfilled the criteria to act independently in performing her function as Director.

Pelatihan
Training

Selama tahun 2023, beliau telah mengikuti pelatihan *CEO BANKING FORUM : LEADERSHIP SHARING - Menyambut Tahun Baru dengan Lebih Optimis* oleh IBI, *The Role of GRC in Supporting Financial Sector Performance* oleh OJK, *Lesson Learned Kasus Silicon Valley Bank (SVB)* oleh LPPI, *BARa Risk Forum: ERM and Cyber Security oleh Bankers Association for Risk Management*, *Penerimaan Kunjungan Benchmark Kearsipan oleh Bank Indonesia (BI)*, *Overseas CRO Risk Management Training Program oleh ICBC Limited, Sustainable Finance for Executive Level oleh LPPI, Anti-Fraud Strategy Policy, Anti Bribery Management System (ABMS) Policy, IT Helpdesk, ID Management, & IT Asset Management, Team Improvement 2023, China Training Program, ICBC Value Refreshment Campaign* oleh Bank ICBC Indonesia, *Pendalaman Pasar Keuangan dan SRO for BOD & BOC yang diselenggarakan oleh Bank ICBC Indonesia bekerja sama dengan Bank Indonesia (BI)*, dan *Cyber Security pada Operasional Perbankan oleh Forum Komunikasi Direktur Operasional Perbankan (FKDOP)*.


In 2023, she participated on *CEO BANKING FORUM: LEADERSHIP SHARING - Welcoming the New Year with More Optimism* training by IBI, *The Role of GRC in Supporting Financial Sector Performance* by OJK, *Lesson Learned of Silicon Valley Bank (SVB) case* by LPPI, *BARa Risk Forum: ERM and Cyber Security* by the Bankers Association for Risk Management, *Reception of Archive Benchmark Visits* by Bank Indonesia (BI), *Overseas CRO Risk Management Training Program* by ICBC Limited, *Sustainable Finance for Executive Level* by LPPI, *Anti-Fraud Strategy Policy, Anti Bribery Management System (ABMS) Policy, IT Helpdesk, ID Management, & IT Asset Management, Team Improvement 2023, China Training Program, ICBC Value Refreshment Campaign* by Bank ICBC Indonesia, *Financial Market Deepening and SRO for BOD & BOC* organized by Bank ICBC Indonesia in collaboration with Bank Indonesia (BI), and *Cyber Security in Banking Operation* organized by Forum Komunikasi Direktur Operasional Perbankan (FKDOP).




LUKITO ADISUBRATA SUWARDI

Usia/Age : 48 tahun | years

Direktur
Director

 **Kewarganegaraan/Citizenship** : **Indonesia** /Indonesia

 **Domisili/Domicile** : **Jakarta**/Jakarta

Dasar Hukum Pengangkatan
Legal Basis of Appointment
Bapak Lukito Adisubrata S. diangkat menjadi Direktur berdasarkan Akta Pernyataan Keputusan Pemegang Saham PT Bank ICBC Indonesia No. 16 pada tanggal 2 September 2021.

Pendidikan
Education
Beliau meraih gelar Sarjana Ekonomi jurusan Manajemen dari Universitas Tarumanagara pada tahun 1997.

Perjalanan Karier
Career
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 sampai dengan tahun 2023 membawahi Departemen *Corporate Banking II, Corporate Banking Surabaya, Retail Banking*, dan seluruh kantor cabang Bank ICBC Indonesia.

Rangkap Jabatan
Concurrent Position
Bapak Lukito Adisubrata S. tidak menduduki jabatan di perusahaan/institusi lain yang memiliki hubungan afiliasi maupun non-afiliasi dengan Bank.

Hubungan Afiliasi
Affiliate Relationship
Bapak Lukito Adisubrata S. tidak memiliki hubungan afiliasi dengan anggota Direksi lain, anggota Dewan Komisaris, maupun pemegang saham utama/pengendali.

Pernyataan Independensi
Independency Statement
Untuk mengimplementasikan tata kelola perusahaan yang baik sesuai dengan peraturan dan perundang-undangan yang berlaku, Bapak Lukito Adisubrata S. telah menandatangani surat pernyataan independensi yang menyatakan bahwa beliau telah memenuhi kriteria untuk bertindak independen dalam melaksanakan fungsi sebagai Direktur.

Pelatihan
Training
Pada tahun 2023, beliau telah mengikuti berbagai pelatihan, yaitu: *CEO BANKING FORUM : LEADERSHIP SHARING - Menyambut Tahun Baru dengan lebih optimis, The Role of GRC in Supporting Financial Sector Performance, China Training Program, Restructuring Insolvency & Governance Conference 2023, Sustainable Finance for Executive Level, Pendalaman Pasar Keuangan dan SRO For BOD & BOC*.

Mr. Lukito Adisubrata S. was appointed as Director based on the Deeds of Decision by Shareholders of PT Bank ICBC Indonesia No. 16 on September 2, 2021.

He earned a Bachelor of Economics majoring in Management from Tarumanagara University in 1997.

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 the Director of Marketing in charge of the Departments of Corporate Banking II, Corporate Banking Surabaya, Retail Banking, and all branches of Bank ICBC Indonesia.

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

Mr Lukito Adisubrata S. has no affiliation with other members of the Board of Directors, members of the Board of Commissioners, or major/controlling shareholders.

To fulfill the implementation of good corporate governance in accordance with applicable laws and regulations, Mr. Lukito Adisubrata S. has signed an independency statement stating that she has fulfilled the criteria to act independently in performing her function as Director.

In 2023, she participated in various trainings, such as: *CEO BANKING FORUM : LEADERSHIP SHARING - Welcoming the New Year with more optimism, The Role of GRC in Supporting Financial Sector Performance, China Training Program, Restructuring Insolvency & Governance Conference 2023, Sustainable Finance for Executive Level, Financial Market Deepening and SRO For BOD & BOC*.

Profil Pejabat Eksekutif & Pimpinan Jaringan Cabang

Profile of Executive Officials & Branch Managers

Profil pejabat eksekutif atau satu level di bawah Direksi Bank ICBC Indonesia adalah sebagai berikut:

The profiles of Bank ICBC Indonesia's executive officers or one level below directors are as follows:

AJI NUGROHO HAYOTO PUTRO

(Alt) Kepala Departemen Retail Banking
(Alt) Head of Retail Banking Department

Warga Negara Indonesia. 30 tahun. Sarjana Ekonomi jurusan Akuntansi dari Universitas Trisakti (2010) dan Akuntansi Internasional dari Universitas Northampton (2014).

Indonesian citizen. 30 years old. Bachelor of Economics majoring in Accounting from Trisakti University (2010) and Bachelor of Arts majoring International Accounting from the Northampton University (2014).

Bergabung pada 27 Januari 2022. Menjabat sebagai (Alt) *Head of Retail Banking Department* sejak 08 November 2023. Diangkat berdasarkan Surat Keputusan Direksi No. 175/SK.BOD/XI/2023. Sebelumnya pernah bekerja di Bank Mega dengan posisi terakhir sebagai *Travel & Groceries Card Partnership Specialist* pada tahun 2015-2018, di Bank HSBC dengan posisi terakhir sebagai *Cards Product & Loyalty Manager* pada tahun 2018-2019, di Bank Sinarmas dengan posisi terakhir sebagai *Card and Consumer Loan Asset Growth Division Head* pada tahun 2019-2022.

Joined on 27 January 2022. Served as (Alt) Head of Retail Banking Department since 08 November 2023. Appointed based on Directors' Decree No. 175/SK.BOD/XI/2023. Previously worked at Mega Bank with his last position as Travel & Groceries Card Partnership Specialist in 2015-2018, at HSBC Bank with his last position as Cards Product & Loyalty Manager in 2018-2019, at Sinarmas Bank with his last position as Card and Consumer Loan Asset Growth Division Head in 2019-2022.

ALUISIUS TRIYONO

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

Warga Negara Indonesia. 52 tahun. Sarjana Ekonomi dari Universitas Indonesia, Depok (2001) dan meneruskan mengambil gelar Magister Manajemen dari IPMI International Business School, Jakarta (2012).

Indonesian citizen. 52 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 pada 1992-1997, di Bank Dai-Ichi Kangyo Indonesia pada 1997-2001, dan di Bank Mizuho pada 2001-2012 dengan posisi terakhir sebagai *Head of Financial Control and Planning Department*.

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 in 1992-1997, at Bank Dai-Ichi Kangyo Indonesia in 1997-2001, and at Bank Mizuho in 2001-2012 with his last position as the Head of Financial Control and Planning Department.

AMBAR WULANDARI SUHARDI, S.E.

Kepala Departemen Sumber Daya Manusia Head of Human Resources Department

Warga Negara Indonesia. 53 tahun. Sarjana Ekonomi dari Universitas 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 pada tahun 1996-2003, di Bank Permata pada tahun 2003-2017, dan sebagai Konsultan Sumber Daya Manusia Independen pada tahun 2018-2020.

Indonesian citizen. 53 years old. Bachelor of Economics from the University of Indonesia, Depok (1996).

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 in 1996-2003, at Bank Permata in 2003-2017, and as an Independent Human Resources Consultant in 2018-2020.

ANDREAS NIRMALA KUMUDA

Kepala Departemen General Affairs Head of General Affairs Department

Warga Negara Indonesia. 42 tahun. Sarjana Ilmu Komputer jurusan Sistem Informasi & Manajemen Ekonomi dari Universitas Bina Nusantara (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 pada 2007 dan di Si Chuan Mercenary Equipment Exp & Imp Co., Limited sebagai Translator pada 2008.

Indonesian citizen. 42 years old. Bachelor of Computer Science majoring in Management Economic & Information System from Bina Nusantara University (2005).

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 in 2007 and at Si Chuan Mercenary Equipment Exp & Imp Co., Limited as Translator in 2008.

ANDRIS TENDA

Kepala Departemen Financial Management Head of Financial Management Department

Warga Negara Indonesia. 43 tahun. Sarjana Ilmu Komputer jurusan Komputerisasi Akuntansi dari Universitas Bina Nusantara (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* pada 2004-2007, di Standard Chartered Bank sebagai *Finance Assistant Manager, Corporate Business* pada 2007-2008, di Royal Bank of Scotland sebagai *Finance Manager, Retail & Commercial Business* pada 2008-2010, dan di CIMB Niaga sebagai *Head of Portfolio Solution & Channel Management* pada 2010-2012.

Indonesian citizen. 43 years old. Bachelor of Computer Science majoring in Computerized Accounting from Bina Nusantara University (2002).

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 in 2004-2007, at Standard Chartered Bank as Finance Assistant Manager, Corporate Business in 2007-2008, at the Royal Bank of Scotland as Finance Manager, Retail & Commercial Business in 2008-2010, and at CIMB Niaga as the Head of Portfolio Solution & Channel Management in 2010-2012.

ASKAWIRYANA

Kepala Departemen Bills Center Head of Bills Center Department

Warga Negara Indonesia. 56 tahun. Diploma III jurusan Akuntansi dari Sekolah Tinggi Ilmu Ekonomi Nasional, Jakarta (1991).

Bergabung pada 18 November 2013. Menjabat sebagai Kepala Departemen *Bills Center* sejak 01 Oktober 2022 Diangkat berdasarkan Surat Keputusan Direksi No. 033/SK.BOD/X/2022. Sebelumnya pernah bekerja di Bank Danamon sebagai *Supervisor, L/C Department* pada 1989–1991, di Bank Tamara sebagai *Head of Bills Department* pada 1991–2000, di Bank Mayapada sebagai *Head of Trade Finance Department* pada 2000–2003, dan di Bank OCBC NISP sebagai *Trade Operations Manager – Export* pada 2003–2013.

Indonesian citizen. 56 years old. Diploma III majoring in Accounting from the National College of Economics, Jakarta (1991).

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

BERNADETE YESICA YUWONO

Kepala Departemen Anti Money Laundering/Counteracting Financing of Terrorism Head of Anti Money Laundering/Counteracting Financing of Terrorism Department

Warga Negara Indonesia. 39 tahun. Sarjana Ekonomi jurusan Akuntansi dari Universitas Widyatama, Bandung (2005).

Bergabung pada 6 Mei 2009. Menjabat sebagai Kepala Departemen *Anti Money Laundering/Counteracting 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* pada 2007–2008 dan di Bank BNP Paribas Indonesia sebagai *Compliance Officer* pada 2008–2009.

Indonesian citizen. 39 years old. Bachelor of Economics majoring in Accounting from Widyatama University, Bandung (2005).

Joined on May 6, 2009. Served as the Head of Anti Money Laundering/Counteracting 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 in 2007–2008 and at Bank BNP Paribas Indonesia as Compliance Officer in 2008–2009.

DODY BUDIMAN SASMITA

Kepala Departemen Credit Management Head of Credit Management Department

Warga Negara Indonesia. 49 tahun. Sarjana Ekonomi jurusan Akuntansi dari Universitas Yayasan Administrasi Indonesia (YAI), Jakarta (1998).

Bergabung pada 10 Januari 2012. Menjabat sebagai Kepala Departemen *Credit Management* sejak 01 Juli 2022. Diangkat berdasarkan Surat Keputusan Direksi No. 021/SK.BOD/VII/2022. Sebelumnya pernah bekerja di Bank Buana pada tahun 1999-2007 dengan posisi terakhir sebagai Wakil Kepala Departemen Analisa Kredit, di Bank UOB Buana pada tahun 2007-2010 sebagai Kepala Departemen Administrasi Kredit, dan di Standard Chartered Bank pada tahun 2010-2011 sebagai Kepala *Secured Loan*.

Indonesian citizen. 49 years old. Bachelor of Economics majoring in Accounting from the Indonesian Administration Foundation University (YAI), Jakarta (1998).

Joined on January 10, 2012. Served as the Head of Credit Management Department since July 01, 2022. Appointed based on Board of Directors Decree No. 021/SK.BOD/VII/2022. Previously worked at Bank Buana in 1999-2007 with the last position as Deputy Head of Credit Analysis Department, at Bank UOB Buana in 2007-2010 as Head of Credit Administration Department, and at Standard Chartered Bank in 2010-2011 as Head of Secured Loan.



ERNIE SEPVIA

Pimpinan Cabang Pembantu Mangga Dua

Mangga Dua Sub-Branch Manager

Warga Negara Indonesia. 43 tahun. Sarjana Ekonomi dari Universitas Tarumanagara, 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 pada 2005–2006, di Bank DBS sebagai *Relationship Manager* pada 2006–2010, dan di Bank Commonwealth sebagai *Relationship Manager* pada 2010–2011.

Indonesian citizen. 43 years old. Bachelor of Economics from Tarumanagara University, Jakarta (2005).

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 in 2005–2006, at Bank DBS as Relationship Manager in 2006–2010, and at Bank Commonwealth as Relationship Manager in 2010–2011.

FELLY FRANSISCA MARIA

Pimpinan Cabang Central Park

Central Park Branch Manager

Warga Negara Indonesia. 41 tahun. Sarjana Teknik jurusan Teknik Industri dari Universitas Bina Nusantara, 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* pada 2004–2006, di CIMB Niaga pada 2006–2010 dengan posisi terakhir sebagai *Business Banking Relationship Manager*, dan di Bank Permata sebagai *Work Relationship Manager* pada 2010–2011.

Indonesian citizen. 41 years old. Bachelor of Engineering majoring in Industrial Engineering from Bina Nusantara University, Jakarta (2004).

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 in 2004–2006, at CIMB Niaga in 2006–2011 with the last position as Business Banking Relationship Manager, and at Permata Bank as Work Relationship Manager in 2010–2011.

FRANCISCA TIRTASAPUTRA

Pimpinan Cabang Kelapa Gading

Kelapa Gading Branch Manager

Warga Negara Indonesia. 46 tahun. Sarjana Ekonomi jurusan Manajemen dari Universitas Tarumanagara (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 Asiatic 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*.

Indonesian citizen. 46 years old. Bachelor of Economics majoring in Management from Tarumanagara University (1999).

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 Asiatic 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. 55 tahun. Sarjana Ekonomi dari Universitas Trisakti, 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 pada 1996–1997, di Bank Umum Servitia sebagai *Branch Manager* Pluit pada 1997–1999, di Bank Kesawan sebagai *Branch Manager* Pluit pada 2003–2005, dan di Bank OCBC NISP sebagai *Consumer Banking Manager* Cabang Wisma BNI & Cabang Menteng pada 2005–2009.

Indonesian citizen. 55 years old. Bachelor of Economics from Trisakti University, Jakarta (1992).

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 in 1996–1997, at Bank Umum Servitia as Pluit Branch Manager in 1997–1999, at Bank Kesawan as Pluit Branch Manager in 2003–2005, and at Bank OCBC NISP as Consumer Banking Manager at Wisma BNI Branch & Menteng Branch in 2005–2009.

HERNANY HARTONO

Pimpinan Cabang Medan Medan Branch Manager

Warga Negara Indonesia. 48 tahun. Sarjana Ekonomi dari Universitas Methodist Indonesia, 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* pada 1993–1997, di PT Aceh Prima Plywood Industry sebagai *Assistant Manager Accounting* pada 1997–2002, di Citibank sebagai *Associate Business Development Manager* pada 2002–2005, di Bank Danamon sebagai *Business Manager* pada 2005–2007, di Bank Commonwealth sebagai *Regional Acquisition Manager* pada 2007–2009, dan di Bank UOB Indonesia sebagai *Regional Sales Manager* pada 2009–2010.

Indonesian citizen. 48 years old. Bachelor of Economics from Indonesian Methodist University, Medan (1998).

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 in 1993–1997, at PT Aceh Prima Plywood Industry as Assistant Manager Accounting in 1997–2002, at Citibank as Associate Business Development Manager in 2002–2005, at Bank Danamon as Business Manager in 2005–2007, at Bank Commonwealth as Regional Acquisition Manager in 2007–2009, and at Bank UOB Indonesia as Regional Sales Manager in 2009–2010.

I GDE WIYADNYA

Kepala Departemen Audit Internal Head of Internal Audit Department

Warga Negara Indonesia. 51 tahun. Sarjana Ekonomi jurusan Akuntansi dari Universitas Indonesia, Depok (1997) dan meneruskan mengambil gelar Magister Ilmu 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* pada 1997–1998, di PT Bank Mandiri (Persero) sebagai *Senior Manager, Accounting & Information System, Treasury Operations* pada 1998–2003, di Reuters Indonesia sebagai *Managing Consultant and Implementation & Support Manager, Trade & Risk Management* pada 2003–2006, di Standard Chartered Bank Indonesia sebagai *Assistant Vice President, Country Audit* pada 2006–2011, di Deloitte Indonesia sebagai *Senior Project Manager* pada 2011, di JPMorgan Chase Bank, N.A. Indonesia sebagai *Vice President, Internal Audit* pada 2012–2013, dan di PT XL Axiata sebagai *Head of Audit and Risk Management* pada 2015–2018.

Indonesian citizen. 51 years old. Bachelor of Economics majoring in Accounting from the University of Indonesia, Depok (1997) and went on to take Master of Management Science 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 in 1997–1998, at PT Bank Mandiri (Persero) as Senior Manager, Accounting & Information System, Treasury Operations in 1998–2003, at Reuters Indonesia as Managing Consultant and Implementation & Support Manager, Trade & Risk Management in 2003–2006, at Standard Chartered Bank Indonesia as Assistant Vice President, Country Audit in 2006–2011, at Deloitte Indonesia as Senior Project Manager in 2011, at JPMorgan Chase Bank, N.A. Indonesia as Vice President, Internal Audit in 2012–2013, and at PT XL Axiata as Head of Audit and Risk Management in 2015–2018.



JANE ATALIE BERNADETTE TJOENG

Pimpinan Cabang Pluit Pluit Branch Manager

Warga Negara Indonesia. 49 tahun. Sarjana Ekonomi dari Universitas Tarumanagara, Jakarta (1996).

Bergabung pada 22 Mei 2014. Menjabat sebagai Pimpinan Cabang Kelapa Gading sejak 31 Januari 2019. Diangkat berdasarkan Surat Keputusan Direksi No. 010/KPTS.DIR/ICBC.IND/2019. Sebelumnya pernah bekerja di Bank Bali sebagai *Branch Manager* pada 1996–2002, di PT Indomak Kita Cipta Karya (Makita Power Tools) sebagai *Regional Sales Manager* pada 2002–2008, dan di Bank Commonwealth sebagai *Branch Manager* pada 2008–2014.

Indonesian citizen. 49 years old. Bachelor of Economics from Tarumanagara University, Jakarta (1996).

Joined on May 22, 2014. Served as Kelapa Gading Branch Manager since January 31, 2019. Appointed based on Board of Directors Decree No. 010/KPTS.DIR/ICBC.IND/2019. Previously worked at Bank Bali as Branch Manager in 1996–2002, at PT Indomak Kita Cipta Karya (Makita Power Tools) as Regional Sales Manager in 2002–2008, and at Bank Commonwealth as Branch Manager in 2008–2014.

LEONARDI WIDJAJA

Kepala Departemen Manajemen Risiko Head of Risk Management Department

Warga Negara Indonesia. 52 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 pada tahun 1993–1996, di Standard Chartered Bank pada tahun 1996–2006, di Bank International Indonesia/Maybank pada tahun 2006–2015, di Bank MNC International pada tahun 2015–2018, dan di Lippo Securities pada tahun 2018–2020.

Indonesian citizen. 52 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 in 1993–1996, at Standard Chartered Bank in 1996–2006, at Bank International Indonesia/Maybank in 2006–2015, at Bank MNC International in 2015–2018, and at Lippo Securities in 2018–2020.

LISA SURYA

Kepala Departemen Corporate Banking II Head of Corporate Banking II Department

Warga Negara Indonesia. 53 tahun. Sarjana Teknik Sipil dari Universitas Katolik Parahyangan, Bandung (1993) dan meneruskan mengambil gelar Magister Manajemen di jurusan Manajemen Keuangan dari Prasetya Mulya School of Management, Jakarta (1995).

Bergabung pada 3 Mei 2010. Menjabat sebagai Kepala Departemen Credit Management sejak 20 April 2018. Diangkat berdasarkan Surat Keputusan Direksi No. 008/KPTS.DIR/ICBC.IND/2018. Sebelumnya pernah bekerja di PT BDNI, Tbk sebagai *Corporate Banking Officer* pada 1995–1998, di Bank Bali sebagai *Manager, Special Asset Management Division* pada 1998–2000, di Bank Lippo sebagai *Account Manager Corporate Clients* pada 2000–2006, dan di Bank OCBC NISP sebagai *Head of Corporate Business* pada 2006–2010.

Indonesian citizen. 53 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 Prasetya Mulya School of Management, Jakarta (1995).

Joined on May 3, 2010. Served as the Head of Credit Management Department since April 20, 2018. Appointed based on Board of Directors Decree No. 008/KPTS.DIR/ICBC.IND/2018. Previously worked at PT BDNI, Tbk as Corporate Banking Officer in 1995–1998, at Bank Bali as Manager, Special Asset Management Division in 1998–2000, at Bank Lippo as Account Manager for Corporate Clients in 2000–2006, and at Bank OCBC NISP as Head of Corporate Business in 2006–2010.

LENNY SOETRISNO

Kepala Departemen Kepatuhan Head of Compliance Department

Warga Negara Indonesia. 43 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 *VP Regulatory Affairs and Policy* (2015-2020).

Indonesian citizen. 43 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 VP Regulatory Affairs and Policy (2015-2020).

MARIA MARGARETHA YVONNE H

Kepala Departemen Global Markets Head of Global Markets Department

Warga Negara Indonesia. 53 tahun. Sarjana Teknologi Pangan dan Gizi dari Institut Pertanian Bogor (1993).

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

Indonesian citizen. 53 years old. Bachelor of Food and Nutrition Technology from Bogor Agricultural Institute (1993).

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

MERI

Pimpinan Cabang Batam Batam Branch Manager

Warga Negara Indonesia. 53 tahun. Mengenyam pendidikan di SMEA Negeri Batam dan lulus pada 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* pada 1989-1991, di Bank Bira sebagai *Branch Manager* pada 1997-2000, dan di Bank OCBC NISP sebagai *Branch Manager* pada 2000-2012.

Indonesian citizen. 53 years old. Studied at Batam State High School and graduated in 1989.

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 in 1989-1991, at Bank Bira as Branch Manager in 1997-2000, and at Bank OCBC NISP as Branch Manager in 2000-2012.



NANCY JULIA

Pimpinan Cabang Beverly – Surabaya

Beverly – Surabaya Branch Manager

Warga Negara Indonesia. 53 tahun. Sarjana Ekonomi jurusan Akuntansi dari Universitas Widy Mandala, 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* pada 1993–2001, di Bank Commowealth sebagai *Relationship Manager, Privilege Banking* pada 2001–2004, di Bank ANZ sebagai *Senior Relationship Manager* pada 2004–2010, dan di Bank UOB Indonesia sebagai *Team Leader, Commercial Wealth Management* pada 2010–2014.

Indonesian citizen. 53 years old. Bachelor of Economics majoring in Accounting from Widy Mandala University, Surabaya (1993).

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 in 1993–2001, at Bank Commowealth as Relationship Manager, Privilege Banking in 2001–2004, at Bank ANZ as Senior Relationship Manager in 2004–2010, and at Bank UOB Indonesia as Team Leader, Commercial Wealth Management in 2010–2014.

NG VENI

Pimpinan Cabang Gajah Mada

Gajah Mada Branch Manager

Warga Negara Indonesia. 39 tahun. Sarjana Ekonomi jurusan Akuntansi dari Sekolah Tinggi Ilmu Ekonomi dan Akuntansi 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* pada 2003–2006 dan di Bank CIMB Niaga dengan jabatan terakhir sebagai *Business Manager* pada 2006–2017.

Indonesian citizen. 39 years old. Bachelor of Economics majoring in Accounting from the College of Economics and Accounting Santa Ursula, Jakarta (2012).

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 in 2003–2006 and at Bank CIMB Niaga with her last position as Business Manager in 2006–2017.

NI WEI

Kepala Departemen Transaction Banking

Head of Transaction Banking Department

Warga Negara Tiongkok. 36 tahun. Sarjana Akuntansi dari Nanjing Audit University (2009).

Bergabung pada 5 April 2021. Menjabat sebagai Kepala Departemen *Transaction Banking* sejak 15 April 2021. Diangkat berdasarkan Surat Keputusan Direksi No. 022/SK.DIR/IV/2021. Sebelumnya pernah bekerja sebagai *Counter Operation* di ICBC Suzhou Liuyuan Branch pada 2009–2010, *Corporate Manager* di ICBC Suzhou Daoqian Branch pada 2010–2014, *Deputy Manager of Pingjiang Sub-Branch* pada 2014–2016, *Manager of Pingjiang Sub-Branch* pada 2016–2018, dan *Manager of Corporate and Investment Department* di ICBC Suzhou Daoqian Branch pada 2018.

Chinese Citizen. 36 years old. Bachelor of Accounting from Nanjing Audit University (2009).

Joined on April 5, 2021. Served as the Head of Transaction Banking Department since April 15, 2021. Appointed based on Board of Directors Decree No. 022/SK.DIR/IV/2021. Previously worked as Counter Operation at ICBC Suzhou Liuyuan Branch in 2009–2010, Corporate Manager at ICBC Suzhou Daoqian Branch in 2010–2014, Deputy Manager of Pingjiang Sub-Branch in 2014–2016, Manager of Pingjiang Sub-Branch in 2016–2018, and Manager of Corporate and Investment Department at ICBC Suzhou Daoqian Branch in 2018.

PURNOMO A.WIBOWO

(Alt) Kepala Departemen Credit Review

(Alt) Head of Credit Review Department

Warga Negara Indonesia. 52 tahun. Sarjana Komputer jurusan Teknik Informatika dari Universitas Gunadarma (1990).

Bergabung pada 06 Agustus 2012. Menjabat sebagai (Alt) *Head of Credit Review Department* sejak 23 September 2023. Diangkat berdasarkan Surat Keputusan Direksi No. 155/SK.BOD/IX/2023. Sebelumnya pernah bekerja di Bank Standard Chartered dengan posisi terakhir sebagai *Production & Delivery Head* pada tahun 1996-2012.

Indonesian citizen. 52 years old. Bachelor of Computer majoring Information Technology from Gunadarma University (1990).

Joined on 06 August 2012. Served as (Alt) Head of Credit Review Department since 23 September 2023. Appointed based on Directors' Decree No. 155/SK.BOD/IX/2023. Previously worked at Standard Chartered Bank with his last position as Production & Delivery Head in 1996-2012.

RATNANINGSIH SETYOWATI. RH

Kepala Departemen Loan Operation

Head of Loan Operation Department

Warga Negara Indonesia. 46 tahun. Magister Kenotariatan dari Universitas Diponegoro (2012).

Bergabung pada 13 Maret 2013. Menjabat sebagai Kepala Departemen *Loan Operation* sejak 1 Juni 2023. Diangkat berdasarkan Surat Keputusan Direksi No. 053/SK.BOD/VI/2023. 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).

Indonesian citizen. 46 years old. Master of Notary from Diponegoro University (2012).

Joined on March 13, 2013. Served as the Head of Loan Operation Department since June 1, 2023. Appointed based on Board of Directors Decree No. 053/SK.BOD/VI/2023. 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

Head of Loan Operation Department

Warga Negara Indonesia. 50 tahun. Sarjana Teknik Kimia dari 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* pada 1997–1999, di PT JIT Electronics Indonesia sebagai *Quality Assurance Engineer* pada 1999–2000, di ABN AMRO Bank sebagai *Relationship Manager Coordinator* pada 2001–2005, dan di Bank Commonwealth sebagai *Branch Manager* pada 2005–2016.

Indonesian citizen. 50 years old. Bachelor of Chemical Engineering from UPN Veteran Yogyakarta (1997).

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 in 1997–1999, at PT JIT Electronics Indonesia as Quality Assurance Engineer in 1999–2000, at ABN AMRO Bank as Relationship Manager Coordinator in 2001–2005, and at Bank Commonwealth as Branch Manager in 2005–2016.



RENAULT YUFARSIM

Kepala Departemen Strategy Management & Investor Relation

Head of Strategy Management & Investor Relation Department

Warga Negara Indonesia. 40 tahun. Sarjana Ilmu Komputer jurusan Komputerisasi 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* pada 2005–2008 dan di PT Starindo Sugiarta sebagai *Marketing* pada 2008.

Indonesian citizen. 40 years old. Bachelor of Computer Science majoring in Computerized 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 in 2005–2008 and at PT Starindo Sugiarta as Marketing in 2008.

RICHARD BUALA NDRAHA

Kepala Departemen Corporate Banking Surabaya

Head of Surabaya Corporate Banking Department

Warga Negara Indonesia. 46 tahun. Sarjana Teknik Sipil dari Universitas Brawijaya, Malang (2002).

Bergabung pada 15 Agustus 2013. Menjabat sebagai Kepala Departemen *Corporate Banking* Surabaya sejak 1 Mei 2023. Diangkat berdasarkan Surat Keputusan Direksi No. 042/SK.BOD/V/2023. Sebelumnya pernah bekerja di Bank Central Asia dengan jabatan terakhir sebagai *Commercial Credit Officer* pada 2002–2008, di Bank International Indonesia/Maybank dengan jabatan terakhir sebagai *Business Development Manager of Emerging Business Center* pada 2008–2010, di Bank DBS Indonesia sebagai *Relationship Manager of Account Origination Team* pada 2011–2012, dan di Bank OCBC NISP sebagai *Commercial Business Manager* pada 2013.

Indonesian citizen. 46 years old. Bachelor of Civil Engineering from Brawijaya University, Malang (2002).

Joined on August 15, 2013. Served as Head of Surabaya Corporate Banking Department since May 1, 2023. Appointed based on Board of Directors Decree No. 042/SK.BOD/V/2023. Previously worked at Bank Central Asia with his last position as Commercial Credit Officer in 2002–2008, at Bank International Indonesia/Maybank with his last position as Business Development Manager of Emerging Business Center in 2008–2010, at Bank DBS Indonesia as Relationship Manager of Account Origination Team in 2011–2012, and at Bank OCBC NISP as Commercial Business Manager in 2013.

RIZAL SIMON

Pimpinan Cabang Pembantu Gandaria

Gandaria Sub-Branch Manager

Warga Negara Indonesia. 38 tahun. Sarjana Ekonomi dari Universitas Tarumanagara (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* pada 2008-2010, di PT Trimegah Asset Management sebagai *Relationship Manager* pada 2010-2013, dan di PT MNC Asset Management sebagai *Relationship Manager* pada 2013-2014.

Indonesian citizen. 38 years old. Bachelor of Economics from Tarumanagara University (2008).

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 in 2008-2010, at PT Trimegah Asset Management as Relationship Manager in 2010-2013, and at PT MNC Asset Management as Relationship Manager in 2013-2014.

ROSMERY THOMAS

Pimpinan Cabang Mega Kuningan Mega Kuningan Branch Manager

Warga Negara Indonesia. 45 tahun. Sarjana Ekonomi dari Perbanas Institute, Jakarta (2014) dan meneruskan mengambil gelar Magister Manajemen dari Perbanas Institute, Jakarta (2018).

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* pada 1997–1999, di Bank UOB Cabang Batam sebagai *IT Staff* pada 2000–2002, di PT Unicity Service Center sebagai *Assistant Manager* pada 2002–2004, dan di Bank of China Limited sebagai *Customer Service* pada 2004–2009.

Indonesian citizen. 45 years old. Bachelor of Economics from Perbanas Institute, Jakarta (2014) went on to take Master of Management from Perbanas Institute, Jakarta (2018).

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 in 1997–1999, at Bank UOB Batam Branch as IT Staff in 2000–2002, at PT Unicity Service Center as Assistant Manager in 2002–2004, and at Bank of China Limited as Customer Service in 2004–2009.

RUDOLF JANUAR

Pimpinan Cabang Coklat – Surabaya Coklat – Surabaya Branch Manager

Warga Negara Indonesia. 35 tahun. Sarjana Ekonomi jurusan Pariwisata dari Universitas Kristen Petra Surabaya (2012).

Bergabung pada 21 Februari 2022. Menjabat sebagai Pimpinan Cabang Coklat sejak 09 September 2023. Diangkat berdasarkan Surat Keputusan Direksi No. 146/SK.BOD/IX/2023. Sebelumnya pernah bekerja di Citibank sebagai Citibank *Universal Banker* pada 2012-2015, di Bank Commonwealth sebagai *Premier Relationship Manager* pada 2015-2017, di Citibank sebagai *Citigold Acquisition Team Leader* pada 2017-2019, dan di Bank Mega sebagai *Branch Manager* pada 2019-2022.

Indonesian citizen. 35 years old. Bachelor of Economics majoring in Tourism from Petra Christian University Surabaya (2012).

Joined on 21 February 2022. Served as Head of the Chocolate Branch since 09 September 2023. Appointed based on Directors' Decree No. 146/SK.BOD/IX/2023. Previously worked at Citibank as Citibank Universal Banker in 2012-2015, at Bank Commonwealth as Premier Relationship Manager in 2015-2017, at Citibank as Citigold Acquisition Team Leader in 2017-2019, and at Bank Mega as Branch Manager in 2019-2022.

SURYA DJUWITA

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

Warga Negara Indonesia. 54 tahun. Sarjana Sains dari Oregon State University, Amerika Serikat (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* pada 1991–1992, di Bank Credit Lyonnais sebagai *Credit Administration Officer* pada 1992–1996, dan di Bank HSBC Indonesia sebagai *Branch Manager* pada 1996–2012.

Indonesian citizen. 54 years old. Bachelor of Science from Oregon State University, United States (1990).

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 in 1991–1992, at Bank Credit Lyonnais as Credit Administration Officer in 1992–1996, and at Bank HSBC Indonesia as Branch Manager in 1996–2012.

SURYA KARYA LAKSANA

Kepala Departemen Legal Head of Legal Department

Warga Negara Indonesia. 52 tahun. Sarjana Hukum dari Universitas Brawijaya, Malang (1995) dan meneruskan mengambil gelar Magister Manajemen dari Universitas Tarumanagara, Jakarta (2005).

Bergabung pada 15 September 2017. Menjabat sebagai Kepala Departemen Legal 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 pada 1996–1999, di Bank Mandiri sebagai AVP Legal Corporate Banking Directorate pada 1999–2010, di PT Selular Media Infotama sebagai Head of Legal pada 2010–2011, di Maybank Indonesia sebagai Head of Legal pada 2011–2012, di Bank CTBC Indonesia sebagai Head of Legal pada 2012–2014, dan di Bank HSBC Indonesia sebagai Senior Legal Counsel Business Risk and Control Management and Global Function pada 2014–2017.

Indonesian citizen. 52 years old. Bachelor of Laws from Brawijaya University, Malang (1995) and went on to take Master of Management from Tarumanagara University, Jakarta (2005).

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 the Bank Export Import Indonesia as Legal Officer in 1996–1999, at Bank Mandiri as AVP Legal Corporate Banking Directorate in 1999–2010, at PT Selular Media Infotama as Head of Legal in 2010–2011, at Maybank Indonesia as Head of Legal in 2011–2012, at Bank CTBC Indonesia as Head of Legal in 2012–2014, and at Bank HSBC Indonesia as Senior Legal Counsel Business Risk and Control Management and Global Function in 2014–2017.

TITO ANDREAN ELVANO

Kepala Departemen Special Asset Management Head of Special Asset Management Department

Warga Negara Indonesia. 40 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).

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

Indonesian citizen. 40 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).

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.DIR/XII/2020. Previously worked at Bank Mandiri in 2006–2011 and at Indonesia Eximbank in 2011–2020.

TJONG CHRISTINA HARTONO

Pimpinan Cabang Pembantu CITO – Surabaya CITO – Surabaya Sub-Branch Manager

Warga Negara Indonesia. 52 tahun. Sarjana Teknik Industri dari Universitas 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 pada 1996–2008, di Bank ANZ sebagai Senior Relationship Manager pada 2008–2010, dan di Bank Commonwealth sebagai Branch Manager pada 2010–2015.

Indonesian citizen. 52 years old. Bachelor of Industrial Engineering from University of Surabaya (1996).

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 in 1996–2008, at Bank ANZ as Senior Relationship Manager in 2008–2010, and at Bank Commonwealth as Branch Manager in 2010–2015.

WEI CHUNWEI

Kepala Departemen Corporate Banking I Head of Corporate Banking I Department

Warga Negara Tiongkok. 39 tahun. Sarjana Ekonomi dari Fujian Normal University (2006).

Bergabung pada 7 April 2021. Menjabat sebagai Kepala Departemen *Corporate Banking I* sejak 15 April 2021. Diangkat berdasarkan Surat Keputusan Direksi No. 020/SK.DIR/IV/2021. Sebelumnya pernah bekerja sebagai *Comprehensive Counter* di Yonan County Branch of ICBC Fujian Branch pada 2006-2007, *Relationship Manager* di Yonan County Branch of ICBC Fujian Branch pada 2007-2008, *Relationship Manager of International Business Department* di ICBC Sanming Branch pada 2008-2011, *Deputy President of Guangming Sub-Branch of ICBC Sanming Branch* pada 2011-2013, *Deputy President of Yongan County Sub-Branch of ICBC Fujian Branch* pada 2013-2015, *Deputy Manager of Corporate and Investment Banking Department of ICBC Sanming Branch* pada 2015-2016, *Manager of Corporate and Investment Banking Department of ICBC Sanming Branch* pada 2016-2018, *President of Ninghua County Sub-Branch of ICBC Fujian Branch* pada 2018, dan *Manager of Key Customer Service Center of ICBC Sanming Branch* pada 2019.

Chinese Citizen. 39 years old. Bachelor of Economics from Fujian Normal University (2006).

Joined on April 7, 2021. Served as the Head of Corporate Banking I Department since April 15, 2021. Appointed based on Board of Directors Decree No. 020/SK.DIR/IV/2021. Previously worked as Comprehensive Counter at Yonan County Branch of ICBC Fujian Branch in 2006-2007, Relationship Manager at Yonan County Branch of ICBC Fujian Branch in 2007-2008, Relationship Manager of International Business Department of ICBC Sanming Branch in 2008-2011, Deputy President of Guangming Sub-Branch of ICBC Sanming Branch in 2011-2013, Deputy President of Yongan County Sub-Branch of ICBC Fujian Branch in 2013-2015, Deputy Manager of Corporate and Investment Banking Department of ICBC Sanming Branch in 2015-2016, Manager of Corporate and Investment Banking Department of ICBC Sanming Branch in 2016-2018, President of Ninghua County Sub-Branch of ICBC Fujian Branch in 2018, and Manager of Key Customer Service Center of ICBC Sanming Branch in 2019.

WINNY ARINDITA

Kepala Departemen Operation Management Head of Operation Management Department Management Head of Operation Management Department

Warga Negara Indonesia. 41 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. 41 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. 37 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. 37 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.

YONA KRISTIANTO BUDIMAN

Pimpinan Cabang Bandung

Bandung Branch Manager

Warga Negara Indonesia. 45 tahun. Sarjana Ekonomi jurusan Manajemen dari Universitas Katolik Parahyangan, Bandung (2001).

Bergabung pada 26 Oktober 2009. Menjabat sebagai Pimpinan Cabang Bandung sejak 1 Agustus 2018. Diangkat berdasarkan Surat Keputusan Direksi No. 020/KPTS.DIR/ICBC.IND/2018. Sebelumnya pernah bekerja di Bank Lippo sebagai *Account Officer, SME Business* pada 2001–2007 dan di Bank UOB sebagai *Senior Account Officer, Business Banking* pada 2007–2009.

Indonesian citizen. 45 years old. Bachelor of Economics majoring in Management from Parahyangan Catholic University, Bandung (2001).

Joined on October 26, 2009. Served as Bandung Branch Manager since August 1, 2018. Appointed based on Board of Directors Decree No. 020/KPTS.DIR/ICBC.IND/2018. Previously worked at Bank Lippo as Account Officer, SME Business in 2001–2007 and at Bank UOB as Senior Account Officer, Business Banking in 2007–2009.

YULIATY

Pimpinan Cabang Makassar

Pimpinan Cabang Makassar

Warga Negara Indonesia. 34 tahun. Sarjana Ekonomi jurusan Manajemen dari Universitas Terbuka Indonesia (2015).

Bergabung pada 01 Maret 2012. Menjabat sebagai Pimpinan Cabang Makassar sejak 19 Juni 2023. Diangkat berdasarkan Surat Keputusan Direksi No. 073/SK.BOD/VII/2023. Sebelumnya pernah bekerja di Bank BCA dengan posisi terakhir sebagai Teller pada 2009–2011, dan di Bank Perkreditan Rakyat Asia Sejahtera dengan posisi terakhir sebagai Keuangan dan HR pada 2011.

Indonesian citizen. 34 years old. Bachelor of Economics majoring in Management from the Indonesian Open University (2015).

Joined on 01 March 2012. Served as Head of the Makassar Branch since 19 June 2023. Appointed based on Directors' Decree No. 073/SK.BOD/VII/2023. Previously worked at BCA Bank with her last position as Teller in 2009–2011, and at Asia Sejahtera People's Credit Bank with her last position as Finance and HR in 2011.

Demografi Karyawan

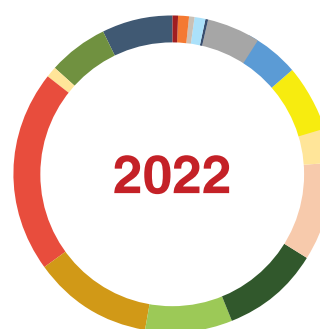
Employee Demographic

Bank melaporkan jumlah karyawan sebanyak 585 (lima ratus delapan puluh lima) karyawan per 31 Desember 2023, dengan beberapa indikator demografi karyawan Bank dalam perbandingan 2 (dua) tahun terakhir sebagai berikut:

The Bank reported a total of 585 (five hundred and eighty-five) employees as of December 31, 2023, 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)

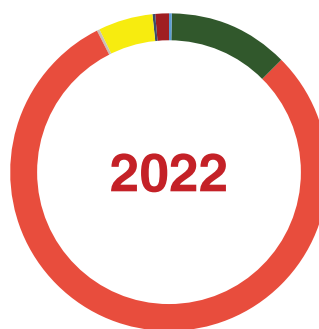
Employee by Grade/Organization Level (Person)



Grade/Level Organisasi	2023	2022	Grade/Organization Level
● Komisaris	4	4	Commissioner
● Direktur	7	7	Director
● Anggota Komite	4	4	Committee Member
● Tenaga Kerja Asing	8	6	Expatriate
● Senior Executive Vice President	4	3	Senior Executive Vice President
● Executive Vice President	25	28	Executive Vice President
● Senior Vice President	34	34	Senior Vice President
● Vice President	29	36	Vice President
● Assistant Vice President	37	29	Assistant Vice President
● Senior Manager	51	62	Senior Manager
● Manager	57	63	Manager
● Assistant Manager	58	54	Assistant Manager
● Senior Officer	84	77	Senior Officer
● Officer	102	129	Officer
● Senior Clerk	10	7	Senior Clerk
● Intermediate Clerk	39	37	Intermediate Clerk
● Clerk	32	45	Clerk
● Non-Clerk	-	-	Non-Clerk
● Lainnya	-	-	Others
Jumlah	585	625	Total

Jumlah Karyawan Berdasarkan Tingkat Pendidikan (Orang)

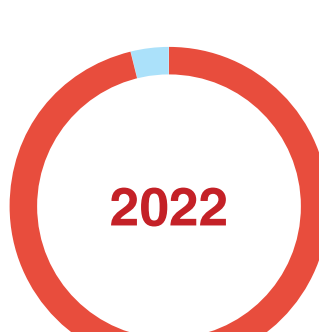
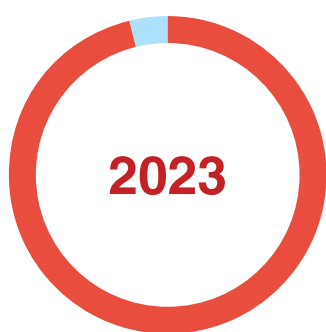
Employee by Education Level (Person)



Tingkat Pendidikan	2023	2022	Education Level
S3	1	2	PhD
S2	66	77	Master's Degree
S1	480	500	Bachelor's Degree
D4	1	2	Diploma 4
D3	28	34	Diploma 3
D1	2	2	Diploma 1
SMA dan Sederajat	7	8	High School and Equivalent
Jumlah	585	625	Total

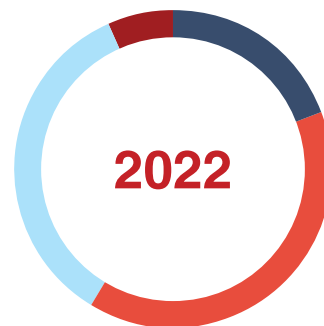
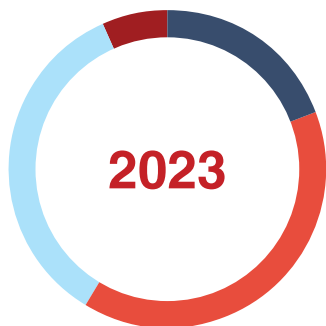
Jumlah Karyawan Berdasarkan Status Kepegawaian (Orang)

Employee by Employment Status (Person)



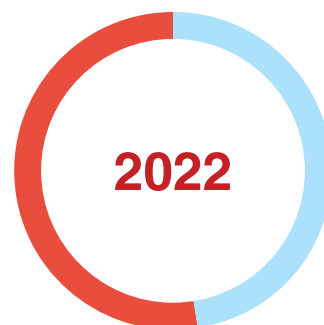
Status Kepegawaian	2023	2022	Employment Status
Permanen	559	602	Permanent
Kontrak	26	23	Non-Permanent
Jumlah	585	625	Total

Jumlah Karyawan Berdasarkan Rentang Usia (Orang)
Employee by Age (Person)



Rentang Usia	2023	2022	Age
● > 45 tahun	113	114	> 45 years old
● 36-45 tahun	231	248	36-45 years old
● 26-35 tahun	202	218	26-35 years old
● 21-25 tahun	39	45	21-25 years old
Jumlah	585	625	Total

Jumlah Karyawan Berdasarkan Jenis Kelamin (Orang)
Employee by Gender (Person)



Jenis Kelamin	2023	2022	Gender
● Pria	279	300	Male
● Wanita	306	325	Female
Jumlah	585	625	Total

Jumlah Karyawan Berdasarkan Masa Kerja (Orang)

Employee by Tenure (Person)



Masa Kerja	2023	2022	Tenure
● < 1 tahun	72	107	< 1 year
● 1-3 tahun	134	132	1-3 years
● 3-5 tahun	80	68	3-5 years
● > 5 tahun	299	318	> 5 years
Jumlah	585	625	Total

PENGEMBANGAN KOMPETENSI KARYAWAN

Bank ICBC Indonesia menyelenggarakan program pelatihan dan pengembangan karyawan sebanyak 314 kali di sepanjang tahun 2023. Program pelatihan dan pengembangan karyawan ini terbagi dalam 233 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 2023, Bank telah mengalokasikan dana investasi sebesar Rp 10.651.699.070 (sepuluh miliar enam ratus lima puluh satu enam ratus sembilan puluh sembilan puluh tujuh puluh rupiah). Terkait dengan pemenuhan sertifikasi wajib sesuai dengan regulasi yang berlaku, sampai dengan akhir tahun 2023 persentase pemenuhan sertifikasi manajemen risiko sebesar (90)%, sertifikasi *treasury dealer* sebesar (100)%, dan sertifikasi Sistem Pembayaran dan Pengelolaan Uang Rupiah (SSPUR) sebesar (95)%, di mana pencapaian ini telah melebihi target yang ditetapkan oleh Bank Indonesia untuk periode tahun 2023, yaitu sebesar (3,5)%.

Pada tahun 2023, sebanyak (99)% karyawan telah mengikuti program pelatihan dan pengembangan untuk membantu karyawan dalam meningkatkan kompetensinya.

EMPLOYEE COMPETENCY DEVELOPMENT

In 2023, the employee training and development programs were conducted for 314 times which were divided into 233 training topics.

The focus of employee training and development programs was 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 2023, The Bank has allocated an investment fund of Rp 10,651,699,070 (ten billion six hundred fifty one five hundred ninety nine seventy rupiah). In regard to the fulfillment of mandatory certification in accordance with applicable regulations, up to the end of 2023 the percentage of fulfillment of risk management certification was (90)%, treasury dealer certification was (100)%, and Payment System and Rupiah Money Management (SPPUR) certification was (95)%, whereby the achievement has surpassed the target set by Bank Indonesia for 2023 period of (3.5)%.

In 2023, around (99)% of The Bank's employees have participated in employee training and development programs so that it is able to assist employees in improving their competence.

Uraian	2023 (Rp)	2022 (Rp)	Peningkatan/Penurunan Increase/Decrease (%)	Description
Biaya Pengembangan SDM	11.031.000.000	5.545.595.448	99%	Human Resources Development Cost

Keanggotaan Dalam Asosiasi

Association Membership

Bank berpartisipasi aktif dalam asosiasi di industri keuangan dan perbankan disamping menjalankan kegiatan usaha intinya di sektor perbankan sebagai berikut:

Apart from its core banking activities, the Bank is actively involved in the following financial and banking industry associations:

Nama Organisasi Name of Organization	Status Anggota Membership Status
ACCD Bank Association	Anggota Member
ACI Financial Market Association	Anggota Member
Asosiasi Kartu Kredit Indonesia (AKKI)	Anggota Member
Asosiasi Sistem Pembayaran Indonesia (ASPI)	Anggota Member
Asosiasi Swift Indonesia (Aswiftindo)	Anggota Member
Badan Musyawarah Perbankan Daerah (BMPD)	Anggota Member
China Chamber of Commerce in Indonesia	Anggota Member
Forum Komunikasi Direktur Kepatuhan Perbankan (FKDKP)	Anggota Member
Forum Komunikasi Industri Jasa Keuangan (FKIJK)	Anggota Member
Perhimpunan Bank-Bank Internasional Indonesia (PERBINA)	Anggota Member
Perhimpunan Bank Umum Nasional (Perbanas)	Anggota Member
Penilai Harga Efek Indonesia (PHEI)	Anggota Member
Lembaga Alternatif Penyelesaian Sengketa Sektor Jasa Keuangan (LAPS SJK)	Anggota Member
International Chamber of Commerce (ICC) Indonesia	Anggota Member
Forum Komunikasi Direktur Operasional Perbankan (FKDOP)	Anggota Member
Ikatan Kliring Perbankan Bandung (IKPB)	Anggota Member
Paguyuban Kliring	Anggota Member
Ikatan Auditor Intern Bank (IAIB)	Anggota Member

Struktur dan Komposisi Pemegang Saham

Shareholders Structure and Composition

Struktur pemegang saham Bank ICBC Indonesia per 31 Desember 2023 adalah sebagai berikut:

The shareholders composition of Bank ICBC Indonesia as of December 31, 2023 was as follows:

Pemegang Saham Shareholders	Jumlah Saham* (lembar) Number of Shares* (sheets)	Modal Ditempatkan dan Disetor Penuh (Rp juta) Issued and Fully Paid Capital (Rp million)	Persentase Kepemilikan Ownership Percentage %
Industrial and Commercial Bank of China Limited	73.091	3.654.550	98,61
PT Intidana Wijaya	1.032	51.600	1,39
Total	74.123	3.706.150	100.00

*Nilai nominal saham = Rp50.000.000/lembar saham
*Nominal value of shares = Rp50,000,000/share

Struktur dan Komposisi Pemegang Saham

Shareholders Structure and Composition

Pemegang Saham Shareholders	Jumlah Saham* (lembar) Number of Shares* (sheets)	Jumlah Modal Disetor (Rp juta) Total Paid in Capital (Rp million)	Kepemilikan (%) Ownership (%)
Mencapai 5% atau lebih Reach 5% or more			
Industrial and Commercial Bank of China Limited	73.091	3.654.550	98,61
Di bawah 5% Below 5%			
PT Intidana Wijaya	1.032	51.600	1,39
Total	74.123	3.706.150	100.00

Struktur dan Komposisi Pemegang Saham

Shareholders Structure and Composition

Status Kepemilikan Ownership Status	Jumlah Investor Number of Investors	Jumlah Saham (Lembar Saham) Total Shares (Number of Shares)	Kepemilikan (%) Ownership (%)
Pemodal Nasional National Investors			
Perseroan Terbatas Limited Liability Company	1	1.032	1,39
Pemodal Asing Foreign Investors			
Badan Usaha Asing Foreign Business Entity	1	73.091	98,61
Total	2	74.123	100.00

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 2023 berdasarkan informasi di website ICBC Limited <http://www.icbc-ltd.com/en/column/1438058343720960071.html> adalah 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, 2023 based on information on the ICBC Limited website <http://www.icbc-ltd.com/en/column/1438058343720960071.html> was as follows.

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	-2,838,368	86,151,286,181	24.17	Tidak dikenal Unknown
SSF(6)	State-owned	A Share	-	12,331,645,186	3.46	Tidak ada None
Ping An Life Insurance Company of China, Ltd. — Traditional — Ordinary insurance products	Other entities	A Share	-736,135,000	2,951,195,676	0.83	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	315,904,263	1,702,355,929	0.48	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 dijaminakan atau dikunci Number of pledged or locked-up shares
Central Huijin Asset Management Co., Ltd.	State-owned legal person	A Share	-	1,013,921,700	0.28	Tidak ada None
China Life Insurance Company Limited — Traditional — Ordinary insurance products — 005L — CT001 Hu	Other entities	A Share	247,925,138	683,836,023	0.19	Tidak ada None
Taiping Life Insurance Co., Ltd.	State-owned legal person	A Share	291,056,026	458,853,272	0.13	Tidak ada None

Entitas Anak dan Entitas Asosiasi

Subsidiary and Associate Entities

Per 31 Desember 2023, Bank ICBC Indonesia tidak memiliki Entitas Anak, Entitas Asosiasi, maupun Perusahaan Ventura.

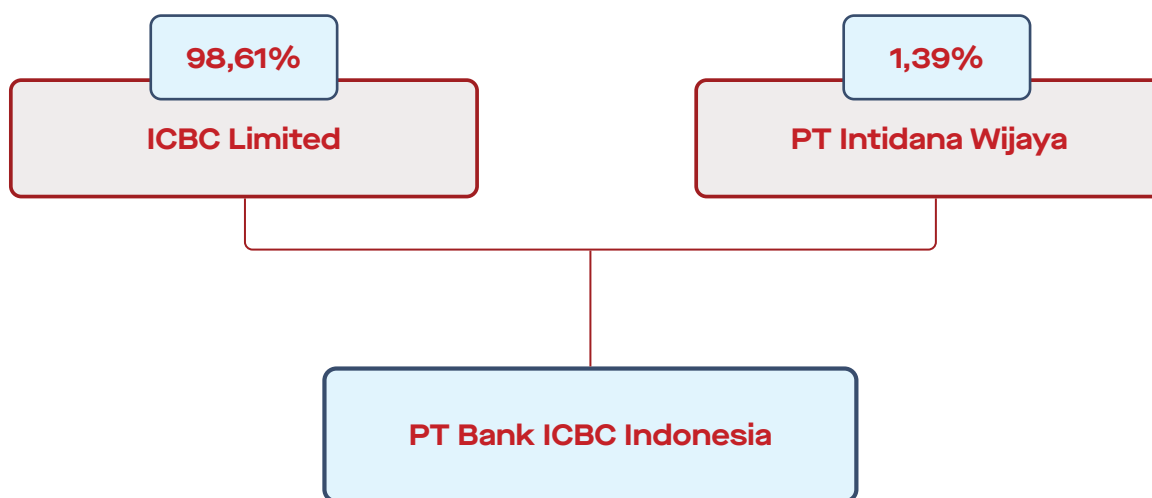
As of December 31, 2023, Bank ICBC Indonesia does not have any Subsidiaries, Associates, or Venture Companies.

Struktur Grup Perusahaan

Group Structure

Struktur grup perusahaan Bank ICBC Indonesia per 31 Desember 2023 adalah sebagai berikut

Bank ICBC Indonesia's business group structure as of December 31, 2023 was as follows



Kronologi Penerbitan dan/atau Pencatatan Obligasi, Sukuk Atau Obligasi Konversi

Chronology Of Bond, Sukuk Or Convertible Bond Issuances And/Or Listings

Bank ICBC Indonesia tidak menerbitkan efek dalam bentuk apapun hingga periode yang berakhir pada tanggal 31 Desember 2023. Oleh karena itu, Bank tidak menyajikan informasi tentang nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan 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, 2023. 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 Website Perusahaan

Information on The Company's Website



Dalam hal kepatuhan kepada POJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik, Bank memiliki situs resmi dengan alamat www.icbc.co.id yang telah dilengkapi dengan berbagai informasi seputar produk layanan perbankan maupun informasi korporasi.

In compliance with POJK No. 8/POJK.04/2015 concerning The Websites of Issuers or Public Companies, The Bank has in place the official website www.icbc.co.id where it displayed information regarding The Bank's products and services as well as corporate information.

Bank secara berkala terus memperbaharui seluruh informasi yang terdapat pada situs web Bank agar dapat di akses dan secara mudah diketahui oleh publik. Selama tahun 2023, Bank telah memiliki berbagai informasi yang di sajikan meliputi diantaranya:

The Bank regularly continuously updating all of the information contained on the Bank's website so it can be accessed and easily known by the public. During 2023, the Bank will have various information, among others include the following:

- “Beranda” yang menampilkan berbagai informasi, seperti Suku Bunga Dasar Kredit, Kurs Mata Uang, *Corporate Internet Banking log-in portal*, *Personal Internet Banking log-in portal*, Pemberitahuan, Hubungi Kami, Kartu Kredit, Korporasi dan Komersial, Perbankan Konsumer, dan *Web Banner*.
- Halaman “Tentang Kami” menampilkan informasi tentang sejarah singkat Bank, Visi dan Misi, Profil Manajemen, Tata Kelola Perusahaan, Informasi Lainnya, dan rating.
- Halaman “Produk dan Layanan” menampilkan informasi produk Perbankan Korporasi, Perbankan Konsumer, produk lainnya, Suku Bunga Dasar Kredit, Kurs Mata Uang, serta Deposito Berjangka.
- Halaman “Karir” menampilkan informasi rekrutmen.
- Halaman “Layanan Nasabah” menampilkan informasi tentang jaringan kontak Bank, Pemberitahuan, Syarat & Ketentuan, serta Layanan Pengaduan Nasabah.
- Halaman “Promosi” menampilkan halaman informasi terkait promosi produk.
- “Homepage” featuring information on Prime Lending Rate, FX Rates, Corporate Internet Banking log-in portal, Personal Internet Banking log-in portal, and Announcement, Contact Us, Credit Card, Corporate and Commercial, Consumer Banking, and Web Banner.
- “About Us” page featuring information on The Bank's brief history, Vision and Mission, Management Profile, Good Corporate Governance, Information Release, and rating.
- “Products and Services” page featuring information on The Bank's Corporate Banking as well as Consumer Banking products, other products, Prime Lending Rate, Foreign Currency and Time Deposit.
- “Career Development” page provides information on recruitment.
- “Customer Service” page provides information on The Bank's contact channel, Announcement, Terms & Conditions, and Complaints Service.
- “Promotions” page provides the information related to product promotions.

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	Tanggal Date	Lokasi Location	Penyelenggara Organizer
Wang Kun Presiden Utama President Commissioner	Anti-Fraud Strategy Policy	2 – 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 – 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 - 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Jakarta	PT Bank ICBC Indonesia
Hendra Widjojo Komisaris Independen Independent Commissioner	The Role of GRC in Supporting Financial Sector Performance.	23 Februari 2023 February 23, 2023	Daring Online	OJK Institute
	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	GCG Training Overseas	14 – 26 Oktober 2023 October 14 – 26, 2023	China	ICBC Limited
	Sustainable Finance for Executive Level	24 November 2023 November 24, 2023	Daring Online	LPPI
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Jakarta	PT Bank ICBC Indonesia
Pendalaman Pasar Keuangan dan SRO For BOD & BOC	5 Desember 2023 December 5, 2023	Jakarta	PT Bank ICBC Indonesia & Bank Indonesia (BI)	

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
H. Yunno Kusumo Komisaris Independen Independent Commissioner	The Role of GRC in Supporting Financial Sector Performance.	23 Februari 2023 February 23, 2023	Daring Online	OJK Institute
	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	2023 IIA Indonesia National Conference	29 Agustus 2023 – 1 September 2023 August 23 – September 1, 2023	Batam	IIA INDONESIA
	GCG Training Overseas	14 – 26 Oktober 2023 October 14 – 26, 2023	China	ICBC Limited
	Sustainable Finance for Executive Level	24 November 2023 November 24, 2023	Daring Online	LPPI
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Jakarta	PT Bank ICBC Indonesia
Jeff S.V. Eman Komisaris Commissioner	Pendalaman Pasar Keuangan dan SRO For BOD & BOC	5 Desember 2023 December 5, 2023	Jakarta	PT Bank ICBC Indonesia & Bank Indonesia (BI)
	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	GCG Training Overseas	14 – 26 Oktober 2023 October 14 – 26, 2023	China	ICBC Limited
	Sustainable Finance for Executive Level	24 November 2023 November 24, 2023	Daring Online	LPPI
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Jakarta	PT Bank ICBC Indonesia
	Pendalaman Pasar Keuangan dan SRO For BOD & BOC	5 Desember 2023 December 5, 2023	Jakarta	PT Bank ICBC Indonesia & Bank Indonesia (BI)

Pendidikan & Pelatihan Direksi

Education & Training of The Board of Directors

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
Chen Yong Presiden Direktur President Director	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	Top Leader Training Course Overseas Institution	18 – 26 Mei 2023 May 18 - 26, 2023	China	ICBC Limited
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	GCG Training Overseas	14 – 26 Oktober 2023 October 14 – 26, 2023	China	ICBC Limited
	Sustainable Finance for Executive Level	24 November 2023 November 24, 2023	Daring Online	LPPI
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Jakarta	PT Bank ICBC Indonesia
	Pendalaman Pasar Keuangan dan SRO For BOD & BOC	5 Desember 2023 December 5, 2023	Jakarta	PT Bank ICBC Indonesia & Bank Indonesia (BI)
Zhang Wen Direktur Director	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	First Training Class for Leading Cadres in 2023	15 Mei - 21 Juni 2023 May 15 - June 21, 2023	China	ICBC Limited
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	Team Improvement 2023	4 – 6 Agustus 2023 August 4 - 6, 2023	Bali	PT Bank ICBC Indonesia
	China Training Program	6 – 15 Oktober 2023 October 6 – 15, 2023	China	PT Bank ICBC Indonesia
	Sustainable Finance for Executive Level	24 November 2023 November 24, 2023	Daring Online	LPPI
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Jakarta	PT Bank ICBC Indonesia

Pendidikan & Pelatihan Direksi

Education & Training of The Board of Directors

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
Liu Hongbo Direktur Director	The Role of GRC in Supporting Financial Sector Performance.	23 Februari 2023 February 23, 2023	Daring Online	OJK Institute
	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	China Training Program	6 – 15 Oktober 2023 October 6 – 15, 2023	China	PT Bank ICBC Indonesia
	Training Course for Senior Managers of Overseas Financial Market Business	4 - 12 November 2023 November 4 - 12, 2023	China	ICBC Limited China
	Sustainable Finance for Executive Level	24 November 2023 November 24, 2023	Daring Online	LPPI
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Jakarta	PT Bank ICBC Indonesia
	Pendalaman Pasar Keuangan dan SRO For BOD & BOC	5 Desember 2023 December 5, 2023	Jakarta	PT Bank ICBC Indonesia & Bank Indonesia (BI)
Sandy Tjipta Muliana Direktur Director	The Role of GRC in Supporting Financial Sector Performance.	23 Februari 2023 February 23, 2023	Daring Online	OJK Institute
	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	China Training Program	30 Mei – 4 Juni 2023 May 30 – June 4, 2023	China	PT Bank ICBC Indonesia
	Team Improvement 2023	4 - 6 & 25 - 27 Agustus 2023 August 4 - 6 & 25 - 27, 2023	Bali	PT Bank ICBC Indonesia
	ICBC Global Compliance Academy Training Program	10 – 16 September 2023 September 10 - 16, 2023	China	ICBC Limited China

Pendidikan & Pelatihan Direksi

Education & Training of The Board of Directors

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
	Sustainable Finance for Executive Level	24 November 2023 November 24, 2023	Daring Online	LPPI
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Jakarta	PT Bank ICBC Indonesia
	Pendalaman Pasar Keuangan dan SRO For BOD & BOC	5 Desember 2023 December 5, 2023	Jakarta	PT Bank ICBC Indonesia & Bank Indonesia (BI)
Fransisca Nelwan Mok Direktur Director	Sosialisasi PP No. 55 Tahun 2022 - Perlakuan Perpajakan atas Imbalan dalam bentuk Natura/ Kenikmatan	4 Januari 2023 January 4, 2023	Daring Online	GASI
	CEO BANKING FORUM : LEADERSHIP SHARING - Menyambut Tahun Baru dengan lebih optimis	9 Januari 2023 January 9, 2023	Daring Online	IBI - Perbanas
	The Role of GRC in Supporting Financial Sector Performance.	23 Februari 2023 February 23, 2023	Daring Online	OJK Institute
	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	Penerimaan Kunjungan Benchmark Kearsipan	27 Juli 2023 July 27, 2023	Jakarta	Bank Indonesia
	Coaching Clinic Relationship Manager	16 Agustus 2023 August 16, 2023	Jakarta	PT Bank ICBC Indonesia
	Team Improvement 2023	1 – 3 & 22 - 24 September 2023 September 1 – 3 & 22 - 24, 2023	Malang dan Yogyakarta	PT Bank ICBC Indonesia
	China Training Program	6 – 15 Oktober 2023 October 6 – 15, 2023	China	PT Bank ICBC Indonesia
Restructuring Insolvency & Governance Conference 2023	1 November 2023 November 1, 2023	Jakarta	AJ Capital	
	Sustainable Finance for Executive Level	24 November 2023 November 24, 2023	Daring Online	LPPI

Pendidikan & Pelatihan Direksi

Education & Training of The Board of Directors

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Jakarta	PT Bank ICBC Indonesia
	Pendalaman Pasar Keuangan dan SRO For BOD & BOC	5 Desember 2023 December 5, 2023	Jakarta	PT Bank ICBC Indonesia & Bank Indonesia (BI)
Dini Suprihatini Direktur Director	CEO BANKING FORUM : LEADERSHIP SHARING - Menyambut Tahun Baru dengan lebih optimis	9 Januari 2023 January 9, 2023	Daring Online	IBI - Perbanas
	The Role of GRC in Supporting Financial Sector Performance.	23 Februari 2023 February 23, 2023	Daring Online	OJK Institute
	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	Team Improvement 2023	21 – 23, 29 Juli & 15 - 17 September 2023 July 21 – 23, 29 & September 15 - 17, 2023	Malang	PT Bank ICBC Indonesia
	BARa Risk Forum: ERM and Cyber Security	26 Juli 2023 July 26, 2023	Daring Online	Bankers Association for Risk Management
	Penerimaan Kunjungan Benchmark Kearsipan	27 Juli 2023 July 27, 2023	Jakarta	Bank Indonesia
	Overseas CRO Risk Management Training Program	27 Agustus 2023 – 3 September 2023 August 27 – September 3, 2023	China	ICBC Limited
	China Training Program	6 – 15 Oktober 2023 October 6 – 15, 2023	China	PT Bank ICBC Indonesia
	Sustainable Finance for Executive Level	24 November 2023 November 24, 2023	Daring Online	LPPI
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Jakarta	PT Bank ICBC Indonesia
	Pendalaman Pasar Keuangan dan SRO For BOD & BOC	5 Desember 2023 December 5, 2023	Jakarta	PT Bank ICBC Indonesia & Bank Indonesia (BI)

Pendidikan & Pelatihan Direksi

Education & Training of The Board of Directors

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
Lukito Adisubrata Suwardi Direktur Director	The Latest Fraud Trends in Banking and how effective the Industry in combating these types of Fraud (Refreshment Risk Mgmt Certification)	27 Januari 2023 January 27, 2023	Daring Online	BSMR
	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	China Training Program	26 Mei – 4 Juni 2023 May 26 – June 4, 2023	China	PT Bank ICBC Indonesia
	Penerimaan Kunjungan Benchmark Kearsipan	27 Juli 2023 July 27, 2023	Jakarta	Bank Indonesia
	Team Improvement 2023	4 - 6 Agustus, 1 – 3 & 8 – 10 September 2023 August 4 - 6, September 1 - 3 & 8 - 10, 2023	Malang	PT Bank ICBC Indonesia
	Sustainable Finance for Executive Level	24 November 2023 November 24, 2023	Daring Online	LPPI
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Jakarta	PT Bank ICBC Indonesia
Pendalaman Pasar Keuangan dan SRO For BOD & BOC	5 Desember 2023 December 5, 2023	Jakarta	PT Bank ICBC Indonesia & Bank Indonesia (BI)	

Pendidikan & Pelatihan Anggota Komite
Education & Training of Committees' Members

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
Anggota Komite Audit Audit Committee Members				
Richard S.Dompas	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Daring Online	PT Bank ICBC Indonesia
Arini Imamawati	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
Denny Admiral Nasir	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Daring Online	PT Bank ICBC Indonesia

Pendidikan & Pelatihan Anggota Komite

Education & Training of Committees' Members

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
Anggota Komite Pemantau Risiko Risk Monitoring Committee Members				
Aki Hanityo Parwoto	The Role of GRC in Supporting Financial Sector Performance.	23 Februari 2023 February 23, 2023	Daring Online	OJK Institute
	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Daring Online	PT Bank ICBC Indonesia
Douval	Anti-Fraud Strategy Policy	2 - 4 Mei 2023 May 2 - 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Anti Bribery Management System (ABMS) Policy	8 - 10 Mei 2023 May 8 - 10, 2023	Daring Online	PT Bank ICBC Indonesia
	IT Helpdesk, ID Management, & IT Asset Management	22 – 26 Mei 2023 May 22 - 26, 2023	Daring Online	PT Bank ICBC Indonesia
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Daring Online	PT Bank ICBC Indonesia

Pendidikan & Pelatihan Sekretaris Perusahaan

Education & Training of Corporate Secretary

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
Renault Yufarsim Kepala Departemen Strategy Management and Investor Relation Head of Strategy Management and Investor Relation Department	CEO BANKING FORUM : LEADERSHIP SHARING - Menyambut Tahun Baru dengan lebih optimis	9 Januari 2023 January 9, 2023	Jakarta	IBI - Perbanas
	Organization Development - Critical Position	17 Januari 2023 January 17, 2023	Jakarta	PT. Bank ICBC Indonesia
	The Latest Fraud Trends in Banking and how effective the Industry in combating these types of Fraud (Refreshment Risk Mgmt Certification)	27 Januari 2023 January 27, 2023	Daring Online	BSMR
	Kredit Sindikasi	17 Maret 2023 March 17, 2023	Jakarta	Asanka Kreasi Mandiri
	Fungsi Kepatuhan Bank dan POJK No. 12/POJK.03/2021 tentang Bank Umum	28 April 2023 April 28, 2023	Jakarta	PT Bank ICBC Indonesia
	Socialization of Anti Fraud Strategy Policy	4 Mei 2023 May 4, 2023	Daring Online	PT Bank ICBC Indonesia
	Socialization of Anti Bribery Management System (ABMS) Policy	10 Mei 2023 May 10, 2023	Daring Online	PT Bank ICBC Indonesia
	Socialization fo POJK No. 6 tentang Perlindungan Konsumen dan Masyarakat di Sektor Jasa	17 Mei 2023 May 17, 2023	Daring Online	PT Bank ICBC Indonesia
	China Training Program	4 Juni 2023 June 4, 2023	Jakarta	PT Bank ICBC Indonesia

Pendidikan & Pelatihan Sekretaris Perusahaan

Education & Training of Corporate Secretary

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
	Penerimaan Kunjungan Benchmark Kearsipan	27 Juli 2023 July 27, 2023	Jakarta	BANK INDONESIA
	Socialization of Financial Authorization and Operasional Expenses Standard Policy&Procedure Update 2023 - KPNO	25 Agustus 2023 August 25, 2023	Daring Online	PT Bank ICBC Indonesia
	Project Management Study	24 Oktober 2023 October 24, 2023	Jakarta	PT Bank ICBC Indonesia
	Socialization Security Management and Basic Fire Fighting	20 November 2023 November 20, 2023	Daring Online	PT Bank ICBC Indonesia
	Breaking The Wall	23 November 2023 November 23, 2023	Jakarta	PT Bank ICBC Indonesia
	END POINT SECURITY	24 November 2023 November 24, 2023	Daring Online	PT Bank ICBC Indonesia
	Sustainable Finance for Executive Level	24 November 2023 November 24, 2023	Jakarta	LPPI
	ICBC Value Refreshment Campaign	29 November 2023 November 29, 2023	Daring Online	PT Bank ICBC Indonesia
	CARAL	30 November 2023 November 30, 2023	Daring Online	PT Bank ICBC Indonesia
	Information Security Awareness	30 November 2023 November 30, 2023	Daring Online	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	Tanggal Date	Lokasi Location	Penyelenggara Organizer
I Gde Wiyadya Kepala Satuan Kerja Audit Internal Head of Internal Audit Department	Organization Development - Critical Position	17 Januari 2023 January 17, 2023	Daring Online	Bank ICBC Indonesia
	Urgensi Perpanjangan Kebijakan Restrukturisasi Kredit	19 Januari 2023 January 19, 2023	Daring Online	Lembaga Pengembangan Perbankan Indonesia (LPPI)
	Trends & Challenges Internal Audit in 2023 - 2025	20 Januari 2023 January 20, 2023	Daring Online	Yayasan Pendidikan Internal Audit (YPIA)
	The Latest Fraud Trends in Banking and How Effective the Industry in Combating These Types of Fraud	26 Januari 2023 January 26, 2023	Daring Online	Badan Sertifikasi Manajemen Risiko (BSMR)
	Data Security and Data Awareness	14 Februari 2023 February 14, 2023	Daring Online	Pusat Data & Teknologi Informasi Kemenkes RI
	The Role of GRC in Supporting Financial Sector Performance	23 Februari 2023 February 23, 2023	Daring Online	OJK Institute
	Pengawasan dan Ketahanan Industri Keuangan Indonesia	3 Maret 2023 March 3, 2023	Daring Online	OJK Institute
	Assurance Based Consulting	13 Maret 2023 March 13, 2023	Jakarta	The Institute of Internal Audit (IIA) Indonesia
	How To Measure Your Cybersecurity Score in financial service industry	14 Maret 2023 March 14, 2023	Jakarta	Yorindo Communication & APTIKNAS
	Pemanfaatan Analisis Big Data dalam Meningkatkan Kinerja Industri Jasa Keuangan	30 Maret 2023 March 30, 2023	Daring Online	OJK Institute
Lesson Learned Kasus Silicon Valley Bank	6 April 2023 April 6, 2023	Daring Online	LPPI	
Anti Money Laundering in Digital Era -Lesson Learned form Selected Countries	6 April 2023 April 6, 2023	Daring Online	OJK Institute	

Pendidikan & Pelatihan Satuan Kerja Audit Internal

Education & Training of Internal Audit Department

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
	ICBC Indonesia E-Learning: Fungsi Kepatuhan Bank dan POJK No. 12/POJK.03/2021 tentang Bank Umum	26 April 2023 April 26, 2023	Daring Online	Bank ICBC Indonesia
	ICBC Indonesia E-Learning: POJK No. 38/POJK.03/2019 tentang Perubahan atas POJK No. 32/POJK.03/2018 tentang BMPK dan Penyediaan Dana Besar bagi Bank Umum	10 Mei 2023 May 10, 2023	Daring Online	Bank ICBC Indonesia
	Proposed Changes to the IIA Standard	12 Mei 2023 May 12, 2023	Jakarta	IIA Indonesia
	ICBC Indonesia E-Learning: Sosialisasi POJK No. 6 Perlindungan Konsumen dan Masyarakat di Sektor Jasa Keuangan	17 Mei 2023 May 17, 2023	Daring Online	Bank ICBC Indonesia
	Membangun Keyakinan Nasabah Aset Digital Dari Risiko Siber	30 Mei 2023 May 30, 2023	Daring Online	OJK Institute
	Dampak Penerapan Cloud Computing di Industri Jasa Keuangan	8 Juni 2023 June 8, 2023	Daring Online	OJK Institute
	How to Manage Climate related Risk In Banking Industry	15 Juni 2023 June 15, 2023	Daring Online	OJK Institute
	Digital Transformation & Implications on Accounting & Finance	21 Juni 2023 June 21, 2023	Daring Online	MAKSI PPAk FEB UI
	Mengenal Lebih Jauh Pengaturan Undang-Undang Pengembangan dan Penguatan Sektor Keuangan (UU P2SK) dalam Rangka Penguatan Sektor Perbankan	22 Juni 2023 June 22, 2023	Daring Online	OJK Institute
	Perhitungan Asset Tertimbang Menurut Risiko (ATMR) Risiko Pasar dengan Standardized Approach sesuai SEOJK	22 - 23 Juni 2023 June 22 - 23, 2023	Jakarta	Learning Media Indonesia (LMI)

Pendidikan & Pelatihan Satuan Kerja Audit Internal
Education & Training of Internal Audit Department

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
	Internal Audit and It's Roles in Governance	26 Juni 2023 June 26, 2023	Daring Online	IIA Indonesia
	IAIB National Conference 2023	12 - 13 Juli 2023 July 12 - 13, 2023	Tangerang	Ikatan Auditor Internal Bank (IAIB)
	Manajemen Stress di Era Digital	13 Juli 2023 July 13, 2023	Daring Online	OJK Institute
	Fraud Risk Management	13 Juli 2023 July 13, 2023	Daring Online	IIA Indonesia & ACFE Indonesian Chapter
	Program Pengendalian Gratifikasi dan Whistleblowing System	22 Juli 2023 July 22, 2023	Daring Online	LPPI
	Artificial Intelligence (AI) dan Sustainability dalam Profesi Keuangan	25 Juli 2023 July 25, 2023	Daring Online	Pusat Pengembangan Akuntansi (PPA)
	ISO 27001 Information Security Management System	29 Juli 2023 July 29, 2023	Daring Online	Skill Front
	Waspada Modus Penipuan Gaya Baru	3 Agustus 2023 August 3, 2023	Daring Online	OJK Institute
	Tools for New Auditors	28 - 30 Agustus 2023 August 28 – 30, 2023	Daring Online	IIA Indonesia
	Enhancing Financial Performance Through Data Analysis	31 Agustus 2023 August 31, 2023	Daring Online	OJK Institute
	Team Improvement IAD	9 September 2023 September 9, 2023	Bintan	Bank ICBC Indonesia
	Peluang & tantangan Fintech P2P Lending di Era UU P2SK	21 September 2023 September 21, 2023	Daring Online	OJK Institute
	ISO 20000 Service Management	2 Oktober 2023 October 2, 2023	Daring Online	Skill Front
	China Training Program	9 - 11 Oktober 2023 October 9 – 11, 2023	China	Bank ICBC Indonesia
	Mandarin Course Beginner Level	12 Oktober – 17 November 2023 October 12 – November 17, 2023	Daring Online	ChineseRd
	Managing Environmental, Social and Governance Risk and Opportunities	19 Oktober 2023 October 19, 2023	Daring Online	OJK Institute

Pendidikan & Pelatihan Satuan Kerja Audit Internal

Education & Training of Internal Audit Department

Nama dan Jabatan Name and Position	Materi Pendidikan & Pelatihan Education & Training Material	Tanggal Date	Lokasi Location	Penyelenggara Organizer
	CAE Forum IAIB "Kupas Tuntas POJK 8-2023 Penerapan APU PPT	27 Oktober 2023 October 27, 2023	Jakarta	IAIB
	ICBC Indonesia E-Learning : Compliance, AML, Risk Management, Internal Audit & Legal (CARAL)	31 Oktober 2023 October 31, 2023	Daring Online	Bank ICBC Indonesia
	How to Drive Corporate Performance through Accounting Practices	9 November 2023 November 9, 2023	Daring Online	OJK Institute
	Training Akuntansi Imbalan Kerja Sesuai PSAK 24	9 November 2023 November 9, 2023	Daring Online	Manajemen Konsultan Indonesia
	Market Conduct Supervision and Consumer Protection in the Financial Services Sector	10 November 2023 November 10, 2023	Daring Online	LPPI
	Personal Branding	10 November 2023 November 10, 2023	Jakarta	Bank ICBC Indonesia
	Leadership Role Model	24 November 2023 November 24, 2023	Jakarta	Bank ICBC Indonesia
	ICBC Indonesia E-Learning : Information Security Awareness	29 November 2023 November 29, 2023	Daring Online	Bank ICBC Indonesia
	Risk Governance Summit 2023 Sustainable Governance: Digital Transformation as a Game Changer Ethical Culture as a Value Keeper	29 November 2023 November 29, 2023	Daring Online	OJK Institute
	Enhancing ESG Through Best Practices in Accounting	7 Desember 2023 December 7, 2023	Daring Online	OJK Institute
	Risk Management - Jenjang 5 (Training & Examination)	11 - 12 & 20 Desember 2023 December 11 - 12 & 20, 2023	Daring Online	PT Mahisa Edukasi & BSMR
	Mastering Yourself: Otimalkan Potensi dan Tingkatkan Kinerja di Era Digital	14 Desember 2023 December 14, 2023	Daring Online	OJK Institute
	ISO 9001 Quality Management Systems Associate	15 Desember 2023 December 15, 2023	Daring Online	Skill Front



Area Operasional & Jaringan Kantor

Operational Area & Office Networks



Kantor Pusat I Head Office

ICBC Tower 32nd Floor,
Jl. M.H. Thamrin No. 81,
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T. (+62 21) 2355 6000
F. (+62 21) 3199 6016



Kantor Cabang I Branchs Office

<p>The City Tower (TCT) Branch</p> <p>ICBC Tower Ground Floor, Jl. M.H. Thamrin No. 81, Jakarta Pusat 10310 T. (+62 21) 2355 6068 F. (+62 21) 2355 6069</p>	<p>Gajah Mada Branch</p> <p>Green Central City 1st Floor, Jl. Gajah Mada No. 188, Jakarta Barat 11120 T. (+62 21) 2937 9279</p>	<p>Pluit Branch</p> <p>The Clover Tower, Jl. Pluit Selatan Raya No. 8A-9, Jakarta Utara 14450 T. (+62 21) 662 9792 / 2266 9260 F. (+62 21) 662 9793</p>	<p>Central Park Branch</p> <p>Ruko GSA Central Park Blok B/08/AH, Jl. S. Parman Kav. 28, Jakarta Barat 11470 T. (+62 21) 2933 4728 F. (+62 21) 2933 4727</p>
<p>Kelapa Gading Branch</p> <p>Rukan Mall of Indonesia (MOI) Blok A No. 1-3, Jl. Boulevard Barat Raya Jakarta Utara 14240 T. (+62 21) 453 1851 F. (+62 21) 452 0980</p>	<p>Mega Kuningan Branch</p> <p>The East Tower, Jl. Lingkar Mega Kuningan Kav. E3.2 No. 1, Jakarta Selatan 12950 T. (+62 21) 5793 8671 F. (+62 21) 5793 8672</p>	<p>Bandung Branch</p> <p>Jl. Ir. H. Juanda No. 71, Bandung 40116 T. (+62 22) 423 2560 F. (+62 22) 423 2590</p>	<p>Batam Branch</p> <p>Kompleks Nagoya Gateway, Jl. Raden Patah Blok E No. 5-7 Batam 29432 T. (+62 778) 428 275 / 428 276 F. (+62 778) 427 395</p>
<p>Medan Branch</p> <p>Mega Prima Building, Jl. Kapt. Pattimura No. 92/356A, Medan, Sumatera Utara 20153 T. (+62 61) 452 1922 F. (+62 61) 452 1911</p>	<p>Balikpapan Branch</p> <p>Grha Bintang Building Ground Floor, Jl. Jenderal Sudirman No. 423 Balikpapan 76114 T. (+62 542) 300 1601 F. (+62 542) 300 1602</p>	<p>Makassar Branch</p> <p>Jl. Karunrung No. 6, Makassar Sulawesi Selatan 90113 T. (+62 411) 800 4501 F. (+62 411) 800 4502</p>	<p>Basuki Rahmat Branch</p> <p>ICBC Center Building 1st Floor, Jl. Basuki Rahmat No. 16-18, Surabaya 60262 T. (+62 31) 545 1990 F. (+62 31) 545 1996</p>
<p>Coklat Branch</p> <p>Jl. Coklat No. 23-25, Surabaya 60161 T. (+62 31) 352 2288 F. (+62 31) 352 0707</p>	<p>Beverly Branch</p> <p>Komplek Ruko Taman Beverly, Jl. HR. Mohammad No. 49-55, Surabaya 60189 T. (+62 31) 734 4054 F. (+62 31) 734 4728</p>		
<h3>Kantor Cabang Pembantu I Sub-Branchs Office</h3>			
<p>Cito Sub Branch</p> <p>CITO Mall (City of Tomorrow) GF Unit GE 21-22, Jl. Ahmad Yani No. 288, Surabaya 60234 T. (+62 31) 5825 1301-06 F. (+62 31) 5825 1309</p>	<p>Mangga Dua Sub Branch</p> <p>Komplek Ruko Mangga Dua Mall No. 10, Jl. Mangga Dua Raya, Central Jakarta 10730 T. (+62 21) 601 7068 F. (+62 21) 601 7069</p>	<p>Gandaria Sub Branch</p> <p>Gandaria 8 Office Tower, Ground Floor Unit B, Jl. Sultan Iskandar Muda, South Jakarta 12240 T. (+62 21) 2903 6608 F. (+62 21) 2903 6609</p>	



04

Analisis dan Pembahasan Manajemen

Management
Analysis and Discussion

Tinjauan Perekonomian

Economic Review



TINJAUAN PEREKONOMIAN DUNIA

Dunia menghadapi tantangan perlambatan pertumbuhan ekonomi ketika di saat terjadi pergeseran sumber pertumbuhan ekonomi global dari ekonomi Tiongkok menjadi ekonomi Amerika Serikat (AS). Ekonomi Tiongkok mengalami perlambatan yang dipengaruhi oleh konsumsi yang melemah dan sektor konstruksi yang mengalami penurunan kinerja setelah dalam beberapa tahun terakhir menjadi motor utama pertumbuhan ekonomi dunia. Di sisi lain, ekonomi AS mampu tumbuh lebih kuat pada tahun 2023 terutama didukung oleh konsumsi rumah tangga dan sektor jasa yang berorientasi domestik.

Perkembangan ekonomi dunia tahun 2023 juga ditandai dengan ketegangan geopolitik yang meningkat sehingga menyebabkan kenaikan harga energi dan pangan sehingga mengakibatkan tetap tingginya inflasi global. Merespon kenaikan inflasi ini, Bank Sentral AS telah menaikkan Federal Funds Rate (FFR) menjadi 5,50% per Oktober 2023 yang bertahan hingga akhir tahun dari posisi akhir tahun 2022 sebesar 4,50%. Kenaikan suku bunga ini diperkirakan akan tetap bertahan tinggi dalam jangka waktu yang lebih lama (*higher for longer*). Sebagai dampaknya, Dolar AS menguat secara signifikan seiring dengan pembalikan arus modal dari negara *Emerging Market Economies* (EMEs) ke negara maju dan ke aset yang lebih likuid.

GLOBAL ECONOMIC REVIEW

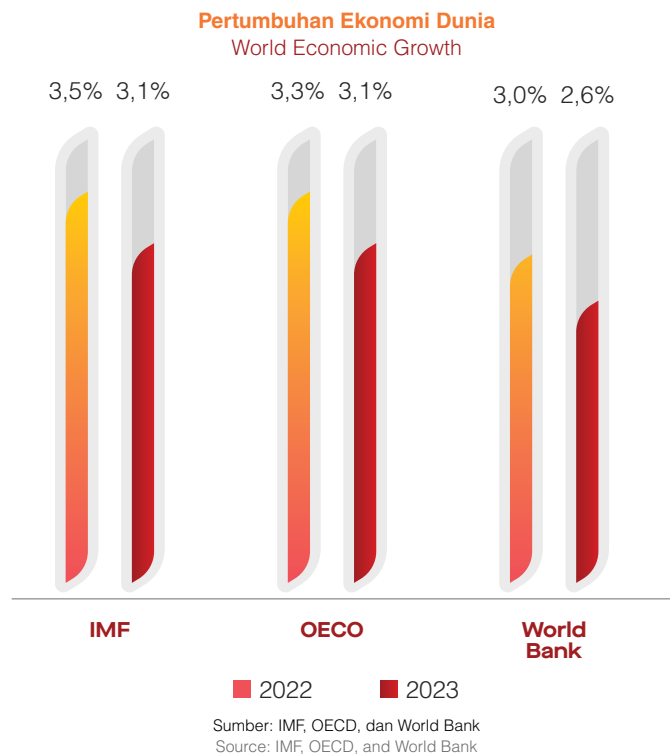
The world is facing the challenge of a slowdown in economic growth at a time when there has been a shift in the source of global economic growth from the Chinese economy to the United States (US) economy. China's economy is experiencing a slowdown influenced by weak consumption and the construction sector, which has experienced a decline in performance after being the main engine of global economic growth in recent years. In contrast, the U.S. economy can achieve stronger growth in 2023, driven primarily by household consumption and the domestically oriented service sector.

The development of the world economy in 2023 will also be characterized by rising geopolitical tensions, which will cause energy and food prices to rise, resulting in a persistently high level of global inflation. In response to this increase in inflation, the Federal Reserve raised the Federal Funds Rate (FFR) to 5.50% in October 2023, where it remained until the end of the year, compared to 4.50% at the end of 2022. This rate hike is expected to remain high for a longer period (*higher for longer*). Consequently, the US dollar strengthened significantly in line with the reversal of emerging market (EM) capital flows to developed and more liquid assets.



Faktor ketidakpastian ekonomi dan keuangan global ini yang disertai dengan peningkatan ketegangan geopolitik berpengaruh kepada pertumbuhan ekonomi dunia melambat menjadi 3,1% di tahun 2023 sebagaimana yang dilaporkan oleh International Monetary Fund (IMF) dan Organisation for Economic Co-operation and Development (OECD). Sementara itu, Bank Dunia melaporkan pertumbuhan ekonomi dunia yang lebih rendah sebesar 2,6%. Di tahun sebelumnya, pertumbuhan ekonomi global menurut ketiga institusi keuangan dunia tersebut tumbuh lebih tinggi masing-masing sebesar 3,5%, 3,3%, dan 3,1%.

This factor of global economic and financial uncertainty, accompanied by rising geopolitical tensions, has an impact on the slowdown of global economic growth to 3.1% in 2023, as reported by the International Monetary Fund (IMF) and the Organization for Economic Cooperation and Development (OECD). Meanwhile, the World Bank has reported a lower global economic growth rate of 2.6%. In the previous year, global economic growth had been higher at 3.5%, 3.3%, and 3.1%, respectively, according to the three global financial institutions.



TINJAUAN PEREKONOMIAN INDONESIA

Seiring dengan perkembangan di perkeonomian global, Bank Indonesia (BI) menaikkan suku bunga acuan (BI7DRR) sebesar 25bps menjadi 5,75% di bulan Januari 2023 dan selanjutnya diikuti kenaikan 25bps lainnya di bulan Oktober 2023 sehingga BI7DRR menjadi 6,00% dan bertahan hingga akhir tahun. Kenaikan ini dilakukan oleh BI bertujuan untuk memperkuat kebijakan stabilisasi nilai tukar Rupiah dari dampak meningkat tingginya ketidakpastian global serta sebagai langkah *pre-emptive* dan *forward looking* untuk memitigasi dampaknya terhadap inflasi barang impor (*imported inflation*), sehingga inflasi tetap terkendali yang mencapai 2,61% yoy per Desember 2023 atau masih dalam sasaran 3,0±1% pada 2023.

INDONESIAN ECONOMIC REVIEW

In line with developments in the global economy, Bank Indonesia (BI) raised the benchmark interest rate (BI7DRR) by 25 basis points to 5.75% in January 2023, followed by another 25 basis points increase in October 2023, bringing the BI7DRR to 6.00%, where it remained until the end of the year. The BI implemented this hike with the aim of strengthening its policy to stabilize the rupiah's exchange rate from the impact of increasing global uncertainty, and as a preventive and anticipatory step to cushion its impact on imported inflation, thereby keeping inflation contained at 2.616% yoy or still within the target of 3.0 ± 1% in 2023/24.

Di tengah tekanan fluktuasi Rupiah dan kenaikan inflasi, ekonomi Indonesia masih tumbuh sebesar 5,05% yoy di tahun 2023 dibandingkan sebesar 5,31% yoy di tahun sebelumnya. Pengeluaran konsumsi rumah tangga masih memberikan kontribusi terbesar terhadap pertumbuhan ekonomi yang mencapai 52,73% dengan pertumbuhan sebesar 4,82% yoy pada periode tersebut. Hal ini merefleksikan daya beli masyarakat masih relatif terjaga dengan baik didukung oleh pengelolaan inflasi dengan baik oleh Pemerintah.

The Indonesian economy still grew by 5.05% yoy in 2023, compared to 5.31% yoy in the previous year, amid pressure from rupiah volatility and rising inflation. Household consumption expenditure continued to be the largest contributor to economic growth, accounting for 52.73% with a growth rate of 4.82% yoy in the same period. This is a reflection that people's purchasing power is still relatively well maintained, supported by the government's good inflation management.

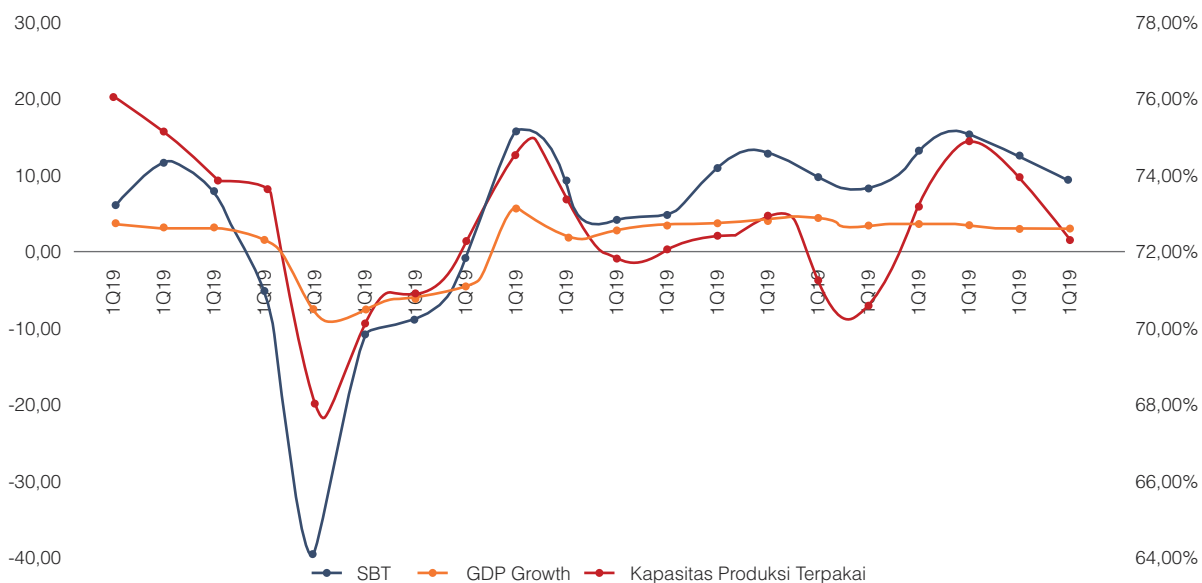
Dari sisi lapangan usaha, pertumbuhan ekonomi Indonesia didukung oleh beberapa sektor usaha yang masih mampu tumbuh *double digit* meski mengalami perlambatan pertumbuhan seperti transportasi dan pergudangan (13,96% yoy) serta penyediaan akomodasi dan makan minum (10,01% yoy). Sektor lainnya yang menopang pertumbuhan ekonomi Indonesia adalah industri pengolahan (4,64% yoy); serta informasi dan komunikasi (7,59% yoy). Di sisi lain, sektor pengadaan listrik dan gas mengalami perlambatan menjadi sebesar 4,91% yoy di tahun 2023 dari 6,61% yoy di tahun sebelumnya

In terms of industrial origin, Indonesia's economic growth is supported by several business sectors that can still achieve double-digit growth despite slowing growth, such as transportation and storage (13.96% yoy) and accommodation and food service activities (10.01% yoy). Other sectors that are supporting Indonesia's economic growth are the manufacturing sector (4.64% yoy) and the information and communication sector (7.59% yoy). Meanwhile, the electricity and gas procurement sector decelerated from 6.61% yoy in the previous year to 4.91% yoy in 2023.

Kinerja berbagai lapangan usaha yang masih terjaga dengan baik tersebut sejalan dengan hasil Survei Kegiatan Dunia Usaha (SKDU) Bank Indonesia. Menurut BI, SKDU triwulan IV tahun 2023 menunjukkan kinerja dunia usaha tetap kuat. Hal ini tercermin dari nilai Saldo Bersih Tertimbang (SBT) sebesar 13,17% yang didukung oleh kinerja beberapa lapangan usaha yang meningkat. Sejalan dengan kegiatan usaha yang kuat, kapasitas produksi terpakai pada triwulan IV tahun 2023 tercatat sebesar 73,91% atau lebih tinggi dari 71,49% pada triwulan IV tahun 2022 sebagaimana yang dijelaskan pada grafik berikut ini.

The performance of various business sectors, which are still well maintained, is in line with the results of the Bank Indonesia Business World Activity Survey (SKDU). According to BI, the SKDU for the fourth quarter of 2023 shows that the performance of the business sector remains strong. This is reflected in the value of the Weighted Net Balance (WBT) at 13.17%, which is supported by the increasing performance of several business areas. In line with the strong business performance, the capacity utilization rate in the fourth quarter of 2023 was 73.91%, or higher than 71.49% in the fourth quarter of 2022, as shown in the following chart.

Grafik SKDU, Pertumbuhan PDB, dan kapasitas Produksi Terpakai
SKDU Graph, GDP Growth, and Used Production Capacity



Sumber: BI, diolah
Source: BI, processed

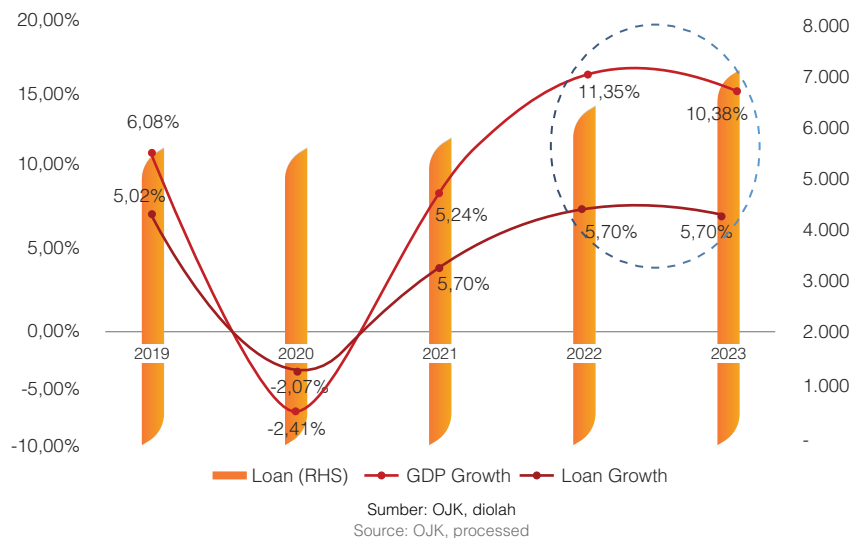
Tinjauan Industri Perbankan

Banking Industry Overview

Industri perbankan turut berperan penting dalam pertumbuhan ekonomi Indonesia di sepanjang tahun 2023. Pertumbuhan ekonomi Indonesia yang mampu tumbuh 5,05% yoy di tahun 2023 didukung oleh pertumbuhan kredit kepada pihak ketiga sebesar 10,38% yoy per Desember 2023. Pertumbuhan kredit ini lebih rendah dibandingkan periode yang sama tahun 2022 sebesar 11,35% yoy ketika ekonomi tumbuh lebih kuat sebesar 5,31%.

Banking industry plays a major role in Indonesia's economic growth throughout 2023. Indonesia's economic growth, which was able to grow by 5.05% yoy in 2023, was supported by the growth of loans to third parties of 10.38% yoy as of December 2023. This loan growth is lower than the 11.35% yoy in 2022 when the economy grew 5.31%.

Perkembangan Kredit, Aset, dan DPK Bank Umum
Development of Credit, Assets, and DPK of Commercial Banks



Kecukupan modal yang sangat memadai dengan Capital Adequacy Ratio (CAR) sebesar 27,75% per Desember mendukung penyaluran kredit di tahun 2023. Rasio CAR tersebut lebih tinggi dibandingkan 25,62% pada periode yang sama tahun 2022. Hal ini didukung oleh ketersediaan modal inti yang mencapai Rp1.673,14 triliun per Desember 2023 dengan pertumbuhan 7,90% yoy. Kenaikan modal ini mendorong rasio modal inti terhadap ATMR dari 24,09% di tahun 2022 menjadi 26,13% di tahun 2023.

Strong capitalization, with a Capital Adequacy Ratio (CAR) of 27.75% as of December, supports credit distribution in 2023. The CAR ratio is higher than the 25.62% CAR ratio in the same period of 2022. This is supported by the availability of Tier 1 capital, which reached Rp1,673.14 trillion as of December 2023 with a growth of 7.90% yoy. As a result of the capital increase, the ratio of core capital to RWA will increase from 24.09% in 2022 to 26.13% in 2023.

Penyaluran pinjaman yang diberikan oleh perbankan juga didukung oleh likuiditas perbankan yang memadai dengan rasio Loan to Deposit Ratio (LDR) sebesar 84,11% per di tahun 2023 dari 78,98% di tahun sebelumnya. Bank Indonesia juga berperan aktif dalam menjaga likuiditas perbankan dengan menerbitkan Sekuritas Rupiah Bank Indonesia (SRBI).

Bank lending is also supported by adequate bank liquidity: The loan-to-deposit ratio (LDR) is 84.11% in 2023, up from 78.98% a year earlier. Bank Indonesia also actively maintains bank liquidity by issuing Bank Indonesia Rupiah Securities (SRBI).

Penerbitan SRBI ini juga menambah fleksibilitas perbankan dalam pengelolaan likuiditas sehingga turut mendukung terjaganya lending capacity perbankan.

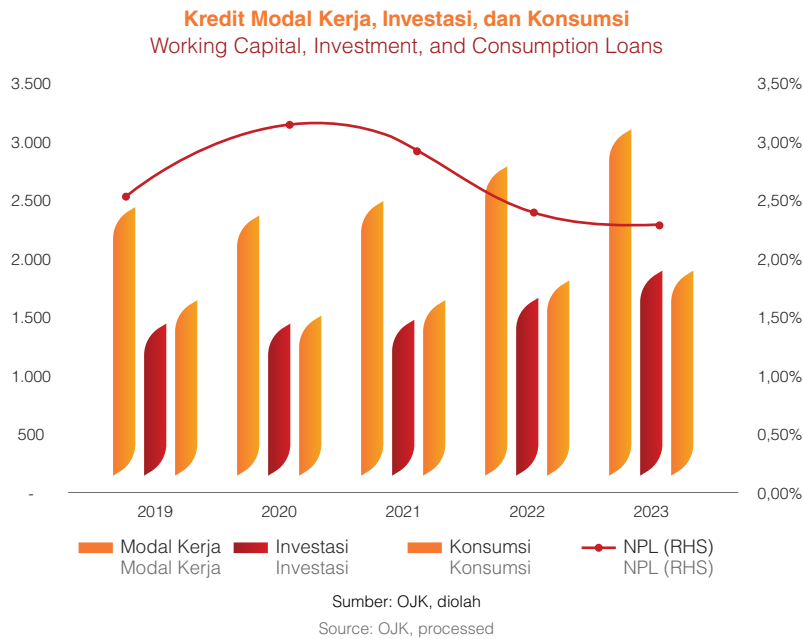
The issuance of SRBI also increases banks' flexibility in managing liquidity, thereby supporting the maintenance of banks' lending capacity.

Selain penerbitan SRBI, Bank Indonesia juga menerapkan insentif likuiditas KLM untuk mendorong penyaluran kredit/pembiayaan perbankan kepada sektor-sektor prioritas guna mendukung pertumbuhan ekonomi berkelanjutan. Kebijakan Insentif Likuiditas Makroprudensial ini diperuntukkan bagi perbankan yang menyalurkan pembiayaan pada sektor-sektor yang memiliki daya ungkit tinggi bagi pemulihan ekonomi yaitu sektor hilirisasi minerba dan nonminerba, perumahan, pariwisata, inklusif serta ekonomi keuangan hijau. Disamping itu, inovasi likuiditas yang dilakukan BI adalah instrumen penempatan Devisa Hasil Ekspor (DHE) pada sistem keuangan Indonesia guna menambah tersedianya likuiditas valas yang berkesinambungan bagi pembangunan ekonomi nasional serta terjaganya stabilitas ekonomi makro dan sistem keuangan.

In addition to the issuance of SRBI, Bank Indonesia has also implemented the KLM Liquidity Incentive Policy to encourage the distribution of bank credit/financing to priority sectors in order to support sustainable economic growth. This macroprudential liquidity incentive policy is aimed at banks that channel financing to sectors that have a high leverage effect on the economic recovery, namely the mineral and non-mineral downstream sectors, housing, tourism, social inclusion, and the green financial economy. Furthermore, BI's liquidity innovation is a tool to place export proceeds foreign exchange (DHE) in Indonesia's financial system to increase sustainable foreign exchange liquidity availability for national economic development and maintain macroeconomic and financial stability.

Kenaikan penyaluran kredit sebesar 10,38% yoy di tahun 2023 berpengaruh terhadap pertumbuhan aset bank umum sebesar 5,87% yoy menjadi Rp11.765,84 triliun di tahun tersebut. Pertumbuhan aset ini lebih rendah dibandingkan capaian tahun sebelumnya sebesar 9,90% yoy ketika kredit tumbuh lebih tinggi 11,35% yoy. Kenaikan kredit perbankan ini mampu diimbangi dengan kualitas aset produktif yang lebih baik dengan rasio NPL gross membaik menjadi 2,19% di tahun 2023 dari 2,44% di tahun sebelumnya.

The increase in credit distribution of 10.38% yoy in 2023 affects the growth of commercial bank assets of 5.87% yoy to Rp11,765.84 trillion in that year. This asset growth is lower than the previous year's performance of 9.90% yoy, when the loan growth was higher at 11.35% yoy. This increase in bank credit was offset by a better quality of productive assets: The gross NPL ratio improved to 2.19% in 2023 from 2.44% in the previous year.





Penyaluran kredit untuk tujuan produktif mengalami peningkatan seiring dengan perbaikan aktivitas kegiatan usaha. Kredit investasi berhasil membukukan pertumbuhan tertinggi sebesar 12,26% yoy menjadi Rp1.920,75 triliun sedangkan kredit modal kerja naik 10,05% yoy menjadi Rp3.235,84 triliun. Di sisi lain, kredit konsumsi juga berhasil tumbuh 9,10% yoy menjadi Rp1.933,66 triliun ditengah tantangan inflasi di tahun 2023 yang merefleksikan daya beli masyarakat masih terjaga dengan baik sehingga memperkuat pengeluaran konsumsi rumah tangga sebagai kontributor utama perekonomian Indonesia.

Penyaluran kredit yang tumbuh 10,38% yoy mendukung industri perbankan yang mampu membukukan pertumbuhan pendapatan bunga bersih sebesar 8,71% yoy menjadi Rp500,35 triliun di tahun 2023. Pertumbuhan rata-rata aset produktif sebesar 6,16% yoy menjadi Rp10.177,98 triliun adalah faktor utama peningkatan pendapatan bunga bersih industri perbankan. Hal ini berperan meningkatkan rasio NIM menjadi sebesar 4,92% di tahun 2023 dari 4,80% di tahun sebelumnya.

Namun demikian, industri perbankan menghadapi tantangan dari aspek operasional seiring dengan kenaikan rasio biaya operasional terhadap pendapatan operasional (BOPO) menjadi 78,94% in 2023 dari 78,70% di tahun sebelumnya.

Secara umum, kinerja yang membaik tersebut di atas berdampak positif terhadap kinerja *bottom line* industri perbankan. Seiring dengan pertumbuhan laba tahun berjalan sebelum pajak sebesar 21,12% yoy menjadi Rp294,20 triliun di tahun 2023, ROA perbankan meningkat menjadi 2,78% di tahun 2023 dari 2,45% di tahun sebelumnya.

The distribution of credit for productive purposes has been increasing in line with the improvement of business activities. The investment credit was able to record the highest growth of 12.26% yoy to Rp1,920.75 trillion, while the working capital credit increased by 10.05% yoy to Rp3.235,84 trillion. Meanwhile, consumer credit grew 9.10% yoy to Rp1.933,66 trillion, reflecting that the purchasing power of the population remains strong, strengthening household consumption expenditure as the key driver of the Indonesia economy.

Loan distribution, growing 10.38% yoy, supported the banking industry to record 8.71% yoy net interest income growth to Rp500.35 trillion in 2023. The growth of average productive assets which stands at 6.61% yoy to Rp10,117,98 trillion is the main factor behind the hike in net interest income of the banking industry. This contributed to rising NIM ratio to 4.92% in 2023 from 4.80% in the previous year.

However, the banking industry faces challenges from an operational perspective, as evidenced by the increase in the ratio of operating expenses to operating profit (BOPO) from 78.70% in the previous year to 78.94% in 2023.

In general, the improved performance mentioned above has had a positive impact on the bottom-line performance of the banking industry. Together with the growth in pre-tax profit of 21.12% yoy to Rp294.20 trillion in 2023, the banking industry's ROA increased to 2.78% as in 2023 from 2.45% in the previous year.

Posisi Bank dalam Industri

The Bank's Position in The Industry

Berdasarkan POJK Nomor 12/POJK.03/2021 tanggal 30 Juli 2021 tentang Bank Umum, menetapkan klasifikasi bank menjadi Kelompok Bank Menurut Modal Inti (KBMI). Bank ICBC Indonesia dengan modal inti mencapai Rp5,78 triliun per Desember 2023 masuk dalam kategori KBMI 1 karena memenuhi persyaratan memiliki modal inti sampai dengan Rp6,00 triliun.

Adapun posisi Bank di industri perbankan nasional terkait dengan penyaluran kredit, jumlah aset, dan dana pihak ketiga (DPK) adalah sebagai berikut:

Based on POJK No. 12/POJK.03/2021 dated July 30, 2021 regarding commercial banks, OJK determines the classification of banks into banking groups according to core capital (KBMI). Bank ICBC Indonesia with a core capital of Rp5.78 trillion as of December 2023 is classified in KBMI 1 category as it meets the requirements to have a core capital of up to Rp6.00 trillion.

The Bank's position in the national banking industry in terms of loan disbursement, total assets and third-party funds (DPK) is as follows:

dalam Rp triliun
in Rp trillion

Uraian Description		2023	2022	2021
Total Aset Total Assets	Industri Industry	11.766	11.113	10.112
	ICBC Indonesia	45	57	63
	Pangsa pasar terhadap industri Market share to industry	0,38%	0,51%	0,62%
Kredit Credit	Industri Industry	7.090	6.424	5.769
	ICBC Indonesia	24	26	28
	Pangsa pasar terhadap industri Market share to industry	0,33%	0,40%	0,49%
DPK	Industri Industry	8.458	8.154	7.479
	ICBC Indonesia	33	41	47
	Pangsa pasar terhadap industri Market share to industry	0,39%	0,50%	0,63%



Tinjauan Operasional per Segmen Usaha

Operational Review per Business Segment

PERBANKAN KORPORASI

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:

- 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;
- Perbankan Korporasi II fokus pada pemberian layanan keuangan perusahaan-perusahaan korporasi lokal, perusahaan multinasional, konglomerasi, BUMN, dan perusahaan-perusahaan *blue-chip*; dan
- 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 77,28% terhadap total kredit Bank di tahun 2023, yaitu mencapai Rp19,15 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 57,42% terhadap total DPK Bank di tahun 2023, yaitu sebesar Rp19,09 triliun.

Transaksi-transaksi dan/atau proyek pembiayaan penting di Perbankan Korporasi yang dilaksanakan selama tahun 2023 antara lain:

1. Pembiayaan bilateral terhadap Proyek Batubara Kokas di Sulawesi Tengah dengan kapasitas produksi 4.8 juta ton per tahun. Pembiayaan ini bertujuan untuk memberikan dukungan secara finansial kepada Korporasi dalam konstruksi proyek sebelum mencapai *Financial Close* dalam pembiayaan sindikasi.

CORPORATE BANKING

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:

- 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;
- Corporate Banking II focuses on providing financial services to local corporations, multinational companies, conglomerates, SOEs, and blue-chip companies; and
- 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 77.28% of The Bank's total lending in 2023, reaching Rp19.15 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 57.42% of The Bank's total TPF in 2023, amounting at Rp19.09 trillion.

Important transactions and/or financing projects carried out by Corporate Banking in 2022 include:

1. Bilateral loan of Coking Coal Project with an annual capacity of 4.8 million ton which located in Central Sulawesi. The loan is meant to support Corporate project construction prior to the financial close of the syndicated loan.

2. Pembiayaan Proyek Produksi 1780mm Baja Hitam dengan kapasitas produksi 4 juta ton per tahun dalam bentuk Baja Canai Panas. Bank bekerja sama dengan ICBC Cabang Guangzhou dalam bentuk sindikasi internal ICBC Group. Bank dalam proyek ini juga berperan sebagai Indonesia Facility Agent, Indonesia Account Bank dan Indonesia Security Agent.
 3. Pembiayaan Sindikasi Jalan Tol Kanji - Pejagan, serta jalan Tol Pejagan - Pemalang yang merupakan bagian dari Tol Trans Jawa.
 4. Pembiayaan Sindikasi anak usaha dari salah satu grup usaha terbesar dan terkemuka di Indonesia yang merupakan induk perusahaan dari lini bisnis alat berat, pertambangan, konstruksi, dan Energi (AHEMCE)
 5. Pembiayaan bilateral untuk mendukung pembiayaan modal kerja perusahaan yang merupakan *Special Mission Vehicle* (SMV) dan berada di bawah Kementerian Keuangan yang bergerak di bidang pembiayaan dan penyiapan proyek infrastruktur.
 6. Pembiayaan bilateral yang merupakan Holding Specialis Transformasi pertama di Indonesia yang menjadi pengelola BUMN Lintas Sektor.
 7. Pembiayaan kepada salah satu Badan Usaha Milik Negara (BUMN) lifescience yang memiliki peran untuk menyediakan serta mengembangkan produk lifescience berstandar internasional untuk meningkatkan kualitas hidup.
 8. Pemberian fasilitas kredit ke perusahaan yang berfokus kepada transformasi digital, dari infrastruktur hingga layanan manajemen Teknologi Informasi Komunikasi (TIK), dari integrasi Sistem hingga implementasi *Enterprise Resource Planning* (ERP) dalam skala penuh, dan dari manajemen TIK hingga layanan konsultasi berbasis Praktik Terbaik Industri.
 9. Kerjasama pembiayaan kepada Perusahaan yang dimiliki oleh Pemerintah Indonesia yang bertugas dalam menyelenggarakan usaha penyediaan tenaga listrik bagi kepentingan umum dalam jumlah dan mutu yang memadai.
 10. Pembiayaan kepada salah satu perusahaan *sugar refinery* di Indonesia yang berlokasi di Cikande, Serang dengan kapasitas produksi tahunan mencapai 600,000 metric ton.
 11. Pemberian tambahan fasilitas kepada perusahaan yang berkomitmen untuk pengembangan pasar pembiayaan perumahan di Indonesia melalui kegiatan sekuritisasi, penerbitan surat utang, serta penyaluran pinjaman kepada Bank penyalur Kredit Pemilikan Rumah (KPR), sehingga dapat meningkatkan volume penerbitan KPR, terutama untuk Masyarakat Berpenghasilan Rendah.
2. Financing of 1780mm Hot Rolled Strip Steel Production Line Project with an annual output of 4 million tons of Hot Rolled Strip Coil. The Bank in cooperation with ICBC Guangzhou branch in form of internal syndication within ICBC Group. The Bank in this project also took roles as Indonesia Facility Agent, Indonesia Account Bank and Indonesia Security Agent.
 3. Syndicated loan of Kanji - Pejagan toll and Pejagan - Pemalang Toll as a part of Trans Java Toll.
 4. Financing syndication to subsidiaries of one of largest and leading company group in Indonesia which is the holding company of Heavy Equipment, Mining, Construction, and Energy (AHEMCE) business line.
 5. Bilateral financing to support company working capital which is a Special Mission Vehicle (SMV) under ministry of finance which is engaged in financing and preparing infrastructure projects.
 6. Bilateral financing to the First Transformation Specialist Holding in Indonesia which managed several Cross-sectoral SOE's
 7. Financing to one of State Owned Enterprise (SOE), a lifescience company that has a role in providing and improving lifescience products with international standard to improve life quality.
 8. Financing to a company that focusing on digital transformation, from infrastructure to Communication information technology (CIT) management services, from system integration up to Enterprise Resource Planning (ERP) in a full scale, from CIT up to consultation services with best industrial practices base.
 9. Financing to one of company owned by Government of Indonesia with duties to provide electricity to public interest in an adequate quantity and quality.
 10. Financing to one of the sugar refinery in Indonesia that located in Cikande, Serang with yearly production capacity reached 600,000 metric ton.
 11. Additional financing to a company that committed on housing financing market development in Indonesia through securitization, issuing bond, and financing to the banks that provide housing loan, to increase the housing loan especially to the low income citizen.



Langkah strategis Bank di segmen Perbankan Korporasi dalam jangka pendek dan menengah adalah sebagai berikut:

- Mempromosikan dan meningkatkan bisnis RMB, sehingga menjadikan Bank sebagai bank utama dalam kliring RMB;
- Memanfaatkan keunggulan dan jaringan ICBC Group dan bank sindikasi terkemuka, untuk memimpin sindikasi dan mencapai kinerja yang lebih baik;
- Memperluas jaringan dan hubungan dengan badan pemerintah, seperti Kementerian BUMN, Kementerian Koordinator Bidang Kelautan, Departemen Perindustrian, dan lainnya;
- Memperkuat fungsi marketing bagi nasabah korporasi untuk meningkatkan portofolio kredit;
- 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;
- Berkolaborasi dengan penasihat keuangan terkemuka dan perusahaan asuransi untuk memperbesar basis pelanggan;
- Melanjutkan inovasi produk dan layanan, termasuk FX lanjutan dan layanan *cash management*, serta sindikasi terutama fokus pada proyek infrastruktur;
- 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;
- 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;

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.

PERBANKAN USAHA KECIL DAN MENENGAH

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.

The Bank's strategic steps in Corporate Banking segment in the short and medium-term are as follows:

- Promote and enhance the RMB business, making The Bank as the main bank in RMB clearing;
- Utilize the advantages and networks of ICBC Group as well as leading syndicated banks, to lead syndication and to achieve better performance;
- Expand the networks and relationships with government agencies, such as the Ministry of SOEs, Coordinating Ministry for Maritime Affairs, Ministry of Industry, and others;
- Strengthen the marketing function for corporate customers to increase the loan portfolio;
- 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;
- Collaborate with leading financial advisors and insurance companies to enlarge the customer base;
- Continue products and services innovation, including advanced FX and cash management services, as well as syndication mainly focusing on infrastructure projects;
- 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;
- 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;

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.

SMALL AND MEDIUM ENTERPRISES BANKING

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.

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 sesuai dengan ketentuan yang berlaku. Selain itu, untuk mempercepat pertumbuhan portofolio kredit UKM, Bank juga akan mengembangkan program pembiayaan *supply chain financing*.

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 2023, pencapaian kredit UKM Bank sebesar Rp71,59 miliar. Per Desember 2023, rasio total kredit untuk usaha kecil dan usaha menengah terhadap total kredit UKM masing-masingnya sebesar 1,37% dan 98,63%, sedangkan rasio total kredit UKM terhadap total kredit sebesar 0,29%.

Dalam menjalankan segmen Perbankan UKM ini, Bank menyiapkan langkah strategis jangka pendek dan menengah sebagai berikut:

- 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
- 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.

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 based on the applicable rules. In addition, to accelerate the growth of SME loan portfolio, The Bank will also develop the supply chain financing program.

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 2023, the achievement of SME loans amounted to Rp71.59 billion. As of December 2023, the ratio of total loans for small and medium businesses to total SME loans was 1.37% and 98.63% respectively, while the ratio of total SME loans to total loans was 0.29%.

In carrying out this SME Banking segment, The Bank prepares the following short and medium-term strategic steps:

- 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
- 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 Markets & Financial Institution menunjukkan pencapaian yang sangat baik di tahun 2023, baik dari sisi *fee-based income* maupun pendapatan bunga bersih. Selain itu, *Global Markets & Financial Institution* juga memainkan peranan penting dalam mengelola aset dan kewajiban Bank guna mengoptimalkan keuntungan di buku Bank. *Global Markets & Financial Institution* juga harus memastikan tersedianya pendanaan yang efisien untuk mendukung pertumbuhan aset dan bisnis Bank.

Produk yang ditawarkan segmen usaha *Global Markets & 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), Surat Perbendaharaan Negara (SPN), SRBI (Sekuritas Rupiah Bank Indonesia) dan SVBI (Sekuritas Valas Bank Indonesia); produk pasar uang antar bank (IDR, USD, dan RMB), TD DHE (*Time Deposit - Devisa Hasil Ekspor*), *Negotiable Certificate of Deposit* (NCD), instrumen Bank Indonesia, transaksi *repo/reverse repo*, penempatan dan peminjaman dana pada segmen *financial institution*, dll.

Berikut ini adalah program kerja utama *Global Markets & Financial Institution* yang berhasil diselesaikan di tahun 2023:

- Mengelola likuiditas Bank secara efisien, mengelola investasi Bank secara optimal, dan mengelola pelayanan transaksi valuta asing secara maksimal;
- Membukukan kredit bilateral kepada PT. Bank BPD Jawa Barat, PT. Maybank Indonesia dan PT Permodalan Nasional Madani;
- Memperpanjang kredit bilateral dengan Bank Mandiri;
- Membukukan laba sebelum pajak sebesar Rp 527.64miliar.

Selain itu, dalam rangka meningkatkan pertumbuhan bisnis RMB serta memperluas penggunaan RMB di pasar domestik, *Global Markets & Financial Institution* telah melakukan beberapa langkah sebagai berikut:

- Membantu Bank Indonesia dalam upaya untuk menggunakan akun Nostro pada ICBC Limited;
- Secara aktif membantu dan mendampingi Bank Indonesia, PBOC dan bank ACCD dalam proses implementasi RMB *Local Currency Settlement* (LCS);
- Secara aktif membantu bank lain untuk memberikan informasi dan solusi terkait dengan penggunaan RMB dalam hal remitansi, *trade finance*, dan penyelesaian transaksi (*settlement*).

Langkah strategis Bank di segmen *Global Markets & Financial Institution* dalam jangka pendek dan menengah adalah sebagai berikut:

GLOBAL MARKET & FINANCIAL INSTITUTION

Global Markets & Financial Institution showed very good achievements in 2023, both in terms of fee-based income and net interest income. In addition, Global Markets & Financial Institution plays an important role in managing The Bank's assets and liabilities in order to optimize profits in the banking book. Global Markets & 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 Markets & 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), State Treasury Notes (SPN), SRBI (Bank Indonesia Rupiah Securities), and SVBI (Bank Indonesia Foreign Currency Securities); interbank money market products (IDR, USD, and RMB), TD DHE (Time Deposit - Export Proceed Foreign Exchange), 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 Markets & Financial Institution which were successfully completed in 2023:

- Managed The Bank's liquidity efficiently, managed The Bank's investment optimally, and maximized the management of foreign exchange transaction services;
- Booked bilateral loans to PT. Bank BPD Jawa Barat BJB, PT. Maybank Indonesia and PT Permodalan Nasional Madani;
- Extending bilateral loans to Bank Mandiri;
- Booked profit before tax of Rp 527.64 billion.

Apart from that, in order to increase RMB business growth and expand the use of RMB in the domestic market, Global Markets & Financial Institution have carried out strategies as follows:

- Assisting Bank Indonesia in its efforts to utilize the Nostro account with ICBC Limited;
- Actively assisting and accompanying Bank Indonesia, PBOC and ACCD Bank in the process of implementing RMB Local Currency Settlement (LCS);
- Actively assisting other banks to share information and solution related to the utilization of RMB through remittance, trade finance and settlement.

The Bank's strategic steps in Global Markets & Financial Institution segment in short and medium-term are as follows:

1. Dalam jangka pendek, Bank berencana untuk:
 - a. Menjaga posisi aktual aset pinjaman dan dana pihak ketiga;
 - b. Meningkatkan *Net Interest Margin* (NIM) Bank melalui pengelolaan dana pihak ketiga secara komprehensif guna menjaga tingkat biaya bunga pendanaan Bank dengan cara menempatkan dana pada instrumen pasar uang yang ada, transaksi *placement interbank Money Market* dan investasi surat berharga;
 - c. Membantu Bank Indonesia dalam investasi RMB dan penggalangan dana RMB.
 2. Sedangkan dalam jangka menengah, Bank menjabarkan strategi bisnisnya berdasarkan:
 - a. *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;
 - b. *Liability (Funding) Strategy*
 - Melakukan pendanaan/pinjaman yang diterima dari mitra bank lain melalui perjanjian pembelian kembali surat berharga (*repo*) baik dalam mata uang yang sama maupun mata uang yang berbeda, serta penerimaan pinjaman bersih (*clean loan*);
 - Mendapatkan pendanaan dari nasabah korporasi melalui *agency business*.
 - Meningkatkan target pendanaan pihak ketiga untuk segmen Institusi Keuangan Bank dan Institusi Keuangan Non-Bank, seperti perusahaan asuransi, perusahaan pembiayaan, manajemen aset, maupun dana pensiun, koordinasi yang tepat dengan cabang.
 - c. *Business Strategy in FX Services*
 - Meningkatkan layanan valuta asing dalam menyediakan layanan lindung nilai, seperti *FX Forward*, *FX Swap*, *DNDF*, *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.
1. In the short-term, The Bank plans to:
 - a. Maintain the actual position of loan assets and third party funds;
 - b. Increase The Bank's NIM through comprehensive management of third party funds to maintain the level of bank funding interest cost by placing funds in existing money market instruments, interbank money market placement transactions and securities investments;
 - c. Assist Bank Indonesia in RMB investment and RMB fund raising.
 2. While in medium-term, The Bank lays out its business strategies based on:
 - a. *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;
 - b. *Liability (Funding) Strategy*
 - Carry out funding/ loans received from other bank counterparties through securities repurchase agreement (*repo*) both for the same currency and cross currency, and clean loans;
 - Get funding from corporate clients through agency business.
 - Increase third party funding target for the segment of Financial Institutions and Non-Bank Financial Institutions, such as insurance companies, financing companies, asset management, and pension funds, through the right coordination with branches.
 - c. *Business Strategy in FX Services*
 - Enhance foreign exchange services in providing hedging instruments such as *FX Forward*, *FX Swap*, *DNDF*, *IRS*;
 - Leading in providing services for financial transactions and activities 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

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 2023 *Bills Center* telah memberikan layanan transaksi *trade finance* kepada 54 nasabah (ekspor, impor, dan bank garansi) dan menghasilkan volume *trade finance* sebesar USD689.84 juta dengan kontribusi pendapatan sebesar Rp28.52 miliar. Kontribusi terbesar untuk transaksi *trade* di Bank adalah melalui sektor yang berhubungan dengan konstruksi pembangunan dan sumber daya alam.

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.

RETAIL BANKING

Departemen Retail Banking mengelola serta mengembangkan produk dan layanan, seperti pendanaan, asuransi, investasi, serta kredit perorangan, seperti layanan kartu kredit dan Kredit Pemilikan Rumah (KPR) ke segmen konsumen. Produk dan layanan dari Retail Banking antara lain adalah rekening giro, tabungan, dan deposito dalam mata uang IDR, USD dan RMB, bancassurance, rekening multicurrency (dalam sepuluh mata uang), dan tabungan berhadiah. Retail Banking juga menjadi sub agen penjual SUKUK dan ORI dan obligasi di pasar sekunder.

Pada tahun 2023, Bank meluncurkan serangkaian produk dan program sebagai berikut:

1. *Grab Your Gift Revamp*;
2. Promo Layanan transfer BI-FAST pada kanal MIB;
3. Promo Remittance ke ICBC Mainland China;
4. Promo Transaksi Debit Card di overseas;
5. SUKUK018 dan SUKUK019;
6. ORI023 dan ORI024; dan
7. SUKUK TABUNGAN011

Realisasi Program Kerja Departemen Retail Banking

- **Dana Pihak Ketiga**
Per Desember 2023, dana pihak ketiga (DPK) Retail Banking tercatat sebesar Rp12,84 triliun, 3% lebih tinggi dibandingkan Rp12,05 triliun pada tahun 2022. Sementara itu, laba sebelum pajak tercatat sebesar Rp166,99 miliar atau naik sebesar 9% dibanding tahun sebelumnya Rp154,07 miliar. Jumlah nasabah bertumbuh 9% (year-on-year) sebanyak 54.577 nasabah.

TRADE FINANCE

Bills Center contributes to providing services for customer needs in trade finance transactions. In collaboration with the Corporate Banking Department and Commercial Banking Department, in 2023 *Bills Center* provided trade finance services to 54 clients (export, import, and bank guarantee) and generated trade finance volume of USD689.84 million with revenue contribution of Rp28.52 billion. The biggest contribution to trade transactions at The Bank is through sectors related to construction and natural resource.

Bills Center 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.

RETAIL BANKING

Retail Banking Department manages and develops products and services, such as funding, insurance, investment, and individual loans, such as credit card services and housing loans (mortgage) for the Retail segment. Products and services of Retail Banking include current accounts, savings accounts, and time deposits denominated in IDR, USD and RMB, bancassurance, multicurrency accounts (in ten currencies), and savings with direct prizes. Retail Banking also acts as a sub-selling agent of SUKUK and ORI and bonds in the secondary market.

In 2023, The Bank launched an array of products and programs as follows:

1. *Grab Your Gift Revamp*;
2. BI-FAST transfer service in MIB channel promo;
3. Remittance to ICBC Mainland China promo;
4. Debit Card overseas transaction promo;
5. SUKUK018 dan SUKUK019;
6. ORI023 dan ORI024; and
7. SUKUK TABUNGAN011

Work Programs Realization of Retail Banking Department

- **Third Party Funds**
As of December 2023, the Retail banking third party funds (TPF) was recorded at Rp12.84 trillion, 3% higher as compared to Rp12.05 trillion in 2022. Meanwhile, profit before tax was recorded at Rp166.99 billion or increased by 9% compared to the previous year of Rp154.07 billion. Meanwhile, the total number of customers grew by 9% (year-on year) totaling of 54,577 customers.

• **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:

- a. Secara berkala melakukan refreshment produk KPR ke seluruh cabang;
- b. Menambahkan kerjasama dengan 12 Developer;
- c. Melakukan kunjungan pameran yang diadakan oleh Developer
- d. Melakukan kerja sama dengan beberapa agen properti untuk meningkatkan penjualan KPR.

Per Desember 2023, Bank mencatat volume KPR sebesar Rp 41,6 miliar, penurunan sebesar 53,9% dibandingkan volume tahun 2022 lalu sebesar Rp 90,2 miliar.

Bank menawarkan suku bunga yang menarik sehingga dapat bersaing dengan Bank lain dan meningkatkan pertumbuhan kredit.

• **Kartu Debit/ATM**

Perluasan jaringan ATM ICBC memungkinkan nasabah untuk menikmati akses ke rekening tabungan ICBC melalui jaringan ATM yang meliputi 21 (dua puluh satu) terminal ATM ICBC di Indonesia dan seluruh terminal ATM dari bank-bank yang tergabung ke dalam jaringan ATM Bersama dan LINK di seluruh Indonesia. Sejak tahun 2022, Bank telah bekerja sama dengan UnionPay International untuk 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 Gerbang Pembayaran Nasional (GPN).

• **Kartu Kredit**

Data menunjukkan volume transaksi Kartu Kredit ICBC mengalami kenaikan sebesar 8.68%, dari Rp 58,15 miliar pada Desember 2022 menjadi Rp 63,20 miliar pada Desember 2023.

Bank memastikan Kartu Kredit ICBC menawarkan nilai yang nyata dengan memasukkan manfaat yang ditingkatkan ke dalam penawaran produknya:

- a. 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

• **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:

- a. Periodically conduct refreshment on mortgage product to all branches;
- b. Added collaboration with 12 Developers;
- c. Visit exhibitions held by the Developer;
- d. Collaborate with several property agents to increase mortgage sales.

As of December 2023, Bank record a Mortgage volume of Rp41.6 billion, a decrease of 53.9% compared to the volume in 2022 of Rp90,2 billion.

Bank offer attractive interest rate so Bank can compete with other banks and increase credit growth.

• **Debit/ATM Card**

ICBC ATM networks expansion enables customers to enjoy convenience access to their savings accounts through ATM terminals that include 21 (twenty one) ICBC ATM terminals in Indonesia and all ATM terminals of other banks incorporated into ATM Bersama and LINK networks throughout Indonesia. Since 2022, The Bank has been working together with UnionPay International for 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).

• **Credit Card**

Data shows that ICBC Credit Card sales volume increased by 8.68%, from Rp58.15 billion in December 2022 to Rp63.20 billion in December 2023.

The Bank ensured the ICBC Credit Cards offered tangible values by incorporating enhanced benefits into its product offerings:

- a. 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



lebih dari 100 (seratus) gerai yang berpartisipasi di seluruh dunia.

- b. 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*.

TRANSACTION BANKING

Transaction Banking bertujuan untuk melakukan kegiatan perbankan, antara lain Penasihat Bisnis, Manajemen Kas, *Trade Finance*, *Supply Chain*, dan *FI-Trade*:

- **Manajemen Kas**, yang terdiri dari:
 - a. *Layanan Corporate Internet Banking*: layanan yang memudahkan nasabah perusahaan untuk melakukan transaksi keuangan melalui sistem ICBC.
 - b. *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.
- **Trade Finance**: layanan bagi nasabah perusahaan yang melakukan transaksi perdagangan baik dengan cara *collection* ataupun menggunakan LC (*Letter of Credit*).
- **Supply Chain**: sebuah skema yang memungkinkan nasabah untuk mendapatkan dukungan pembiayaan dalam jalur rantai pasokannya antara sebuah perusahaan utama dengan jaringan pemasoknya.
- **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.

with more than 100 (one hundred) participating outlets worldwide.

- b. 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 aims to conduct banking activities, including Business Advisory, Cash Management, Trade Finance, *Supply Chain*, and *FI-Trade*:

- **Cash Management**, comprised of:
 - a. *Corporate Internet Banking*: services that assist corporate customers in conducting financial transactions through ICBC system.
 - b. *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.
- **Trade Finance**: services for corporate customers who conduct trade transactions either through collection or LC (*Letter of Credit*).
- **Supply Chain**: a scheme that allows customers to obtain support on supply chain financing among the principal companies with their suppliers.
- **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 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 Operasional mengawasi 2 (dua) bagian, yaitu *Branch Support & Business Improvement* dan *Settlement Center*.

Realisasi Program Kerja Departemen Operasional

Sebagai unit pendukung, Departemen Operasional mendukung penuh pencapaian Rencana Bisnis Bank dan pertumbuhan usaha Bank, di mana dalam aktivitasnya selama 2023 mencakup realisasi peningkatan proses dan pengembangan, antara lain:

1. Berpartisipasi dalam proyek *One Stop Service* yang dikoordinasikan oleh Departemen *Retail Banking* yang telah diimplementasikan secara bertahap di cabang-cabang Jakarta pada Oktober 2023 dengan melakukan beberapa aktivitas sebagai berikut:
 - a. Menyiapkan program *On Job Training* bagi seluruh staff operasional di cabang, seperti *Teller*, *Customer Service* dan *Non Cash Teller*
 - b. Melakukan *review* atas pelaksanaan *On Job Training* setiap minggunya
 - c. Berkoordinasi dengan Departemen TI dalam menyiapkan perubahan fungsi user ID terkait dengan pelaksanaan *On Job Training* dan pada saat implementasi proyek *One Stop Service* di cabang-cabang
 - d. Melakukan pengkinian seluruh kebijakan, prosedur dan panduan teknis yang diterbitkan oleh Departemen Operasional
 - e. Melakukan sosialisasi atas pengkinian seluruh kebijakan, prosedur dan panduan teknis yang diterbitkan oleh Departemen Operasional
 - f. Memberikan *E-Learning* untuk seluruh staff operasional di cabang yang akan mengimplementasikan proyek *One Stop Service*

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 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 Department oversees 2 (two) sections, namely the Branch Support & Business Improvement and Settlement Center.

Work Programs Realization of Operations Department

As a supporting unit, Operations Department fully supports the achievement of The Bank Business Plan and The Bank business growth, which in its activities during 2023 include the realization of process improvements and developments, among others:

1. Participated in One Stop Service project which coordinated by Retail Banking Department that has been implemented in stages in Jakarta branches at October 2023 by carrying out several activities as follows:
 - a. Prepared an On Job Training programme for all operational staffs in branches such as Teller, Customer Service and Non Cash Teller
 - b. Reviewed On Job Training implementation in every week
 - c. Coordinated with IT Department in preparing user ID changes related to On Job Training implementation and during One Stop Service project implementation in branches.
 - d. Updated all policies, procedures and guidances which issued by Operation Department
 - e. Performed socialization for all policies, procedures and guidances taht issued by Operation Department
 - f. Provided E-Learning for all operational staffs in branches that will implement One Stop Service Project



2. Mengembangkan fasilitas *Electronic Statement* untuk rekening giro dan tabungan tanpa buku.
 3. Mengembangkan fasilitas layanan transaksi melalui *email* untuk transaksi valuta asing.
 4. 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 Operasional melakukan konferensi melalui telepon, mengadakan rapat koordinasi dengan para *Supervisor* cabang, serta meminta para *Supervisor* cabang untuk melakukan kembali sosialisasi di cabangnya masing-masing untuk seluruh materi sosialisasi yang telah diberikan.
 5. Melakukan tinjauan secara berkala atas seluruh kebijakan, prosedur, maupun panduan teknis operasional di cabang termasuk Departemen Manajemen Operasional itu sendiri.
 6. 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.
 7. Melakukan pemeriksaan voucher transaksi di seluruh cabang oleh unit Post Supervision & Project.
 8. Melakukan pemantauan pada rekening-rekening tunda dan parameter lainnya yang sudah ditetapkan sebelumnya.
 9. Memperkuat peran *maker-checker* untuk meminimalisasi terjadinya *human error* pada saat menjalankan transaksi.
 10. Menjaga kelangsungan operasional melalui uji coba dengan Bank Indonesia terkait BI-RTGS, BI-SSSS, SKNBI dan BI-Fast
 11. Melakukan analisa dan mengajukan perbaikan atau pengembangan sistem dalam rangka peningkatan proses yang ditujukan kepada Departemen TI, antara lain:
 - a. Otomasi Rekonsiliasi BI-FAST dengan cara membandingkan data yang terbentuk dari sistem FPS dengan data detail dari CI-Portal BI-FAST
 - b. Mengembangkan sistem Rekonsiliasi ATM BERSAMA dengan membandingkan data transaksi ICBC dengan data transaksi dari Artajasa.
 - c. Mengembangkan aplikasi untuk menarik data transaksi ATM dan DEBIT CUP
 - d. Mengembangkan sistem untuk kebutuhan pelaporan LLD transaksi Prefix dari PIB dan MIB
 12. Mendukung Departemen Transaction Banking dan berkoordinasi dengan Departemen Global Market untuk implementasi produk TD VALAS DHE secara otomasi dari sistem FMBM sampai dengan sistem GMO dengan melakukan diskusi , UAT.
2. Developed Electronic Statement facility for current account and saving account without passbook.
 3. Developed transaction by email facility for foreign exchange transaction.
 4. 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 Department held conference calls, coordination meetings with branch Supervisors, and urged branch Supervisors to carry out socialization in their respective branches for all of socialization materials that have been provided.
 5. Conducted periodic reviews of all operational policies, procedures, and manual guidelines at branches, including the Operations Management Department itself.
 6. 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.
 7. Transaction voucher checking in all branches by Post Supervision & Project.
 8. Monitoring on suspense accounts and other predefined parameters.
 9. Strengthened the maker-checker role to minimize human errors when executing transactions.
 10. Maintained the operational continuity by conducting testing with Bank Indonesia regarding BI-RTGS, BI-SSSS, SKNBI and BI-Fast.
 11. Performed analysis and submitted system improvements or developments for process improvements to IT Department, among others:
 - a. BI-Fast Automation Reconciliation by comparing the data formed from the FPS system with detailed data from the CI-Portal BI-Fast.
 - b. Develop system ATM BERSAMA Reconciliation by comparing the ICBC transaction data with transaction data from Artajasa.
 - c. Develop an application to generate transaction of ATM and DEBIT CUP
 - d. Develop system for LLD report of Prefix PIB MIB transaction
 12. Support Transaction Banking Department and coordinate with Global Market Department in implementing automatic TD VALAS DHE from FMBM system flow into GMO system by conducting discussion and UAT

13. Mendukung Departemen Global Market untuk implementasi produk SRBI (Surat Berharga Rupiah Bank Indonesia)
14. Mendukung Departemen Retail Banking untuk implementasi Bea Materai secara Elektronik di E-Billing Statement
15. Mendukung Departemen ACC & MI dalam pengembangan laporan Antasena TKA01 untuk transaksi ATM dan DEBIT CUP.
16. Menjadi peserta langsung CIPS (Cross-border Interbank Payment System) yang telah diimplementasi di Desember 2023 dimana CIPS merupakan sistem pembayaran antar bank lintas negara yang merupakan bagian dari layanan remitansi.

Departemen Operasional juga mengeluarkan kebijakan dan prosedur baru serta melakukan pembaruan kebijakan dan prosedur, baik terkait dengan operasional di cabang, departemen terkait lainnya, maupun Departemen Operasional sendiri.

Terkait dengan operasional di cabang, antara lain panduan aplikasi MPN, prosedur MPN, prosedur User FPS, Aset, dan Dokumen Manajemen, prosedur Monitoring *Suspense Account*, prosedur Operasional di Cabang, prosedur Kartu Debit, prosedur Non Transaksi di Cabang, prosedur pengelolaan ATM/Debit, proses Pencetakan & Pengantaran rekening giro dan tabungan tanpa buku, prosedur Deposito, prosedur BI-Fast di loket cabang dan prosedur Alihdaya.

Departemen terkait lainnya, antara lain panduan teknis sistem Parameter Manajemen, prosedur sistem Parameter Manajemen, prosedur Monitoring *Suspense Account*, prosedur User FPS dan Dokumen Manajemen.

Departemen Operasional, antara lain panduan teknis proses akhir hari di unit *Foreign & IBS*, panduan teknis *Global Market Operation*, prosedur penyelesaian transaksi menggunakan sistem *Global Market Operation*, panduan teknis *Loan Settlement*, panduan teknis sistem *Standard Clearing Management*, prosedur *Loan Settlement*, kebijakan umum Operasional Manajemen, prosedur *Foreign & IBS*, prosedur *Local Payment* dan panduan teknis sistem *BF-LBP*.

13. Support Global Market Department in implementing SRBI Product ((Surat Berharga Rupiah Bank Indonesia)
14. Support Retail Banking Department in implementation E-StampDuty of E-Billing Statement
15. Support ACC & MI Department in Enhancement Antasena Report TK01 for ATM & Debit CUP Transaction in ACC & MI Department
16. Become Direct Participant of CIPS (Cross-border Interbank Payment System) which have been implemented in December 2023. CIPS is cross-border interbank payment system which is part of remittance services.

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 Department itself.

Related to operations in branches, include MPN Application Guidance, MPN Procedure, FPS user , Asset, and Document Management Procedure, Monitoring *Suspense Account* Procedure, Operational Procedure in Branch, Debit Card Procedure, NonTransaction in Branch procedure, Printing & Delivery curret account and saving account statement, Time Deposit Procedure, BI-Fast in Branch counter procedure, and Outsourcing procedure

Other relevant departments, include Parameter Management System guidance, Paramenet Management System procedure, Monitoring *Suspense Account* procedure, FPS user and Document Management procedure.

Operation Management Department, include End of Day Process Guidance, Global Market Operation System guidance, Transaction Settlement using Global Market Operation System procedure, Loan Settlement guidance, Standard Clearing Management guidance, Loan Settlement procedure, Operation Management General Policy, Foreign & IBS procedure, Local Payment procedure, BF-LBP system guidance



ANALISIS TARGET DAN REALISASI

Departemen Operasional telah mencapai indikator kinerja utama yang merupakan realisasi program tahun 2023.

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 Operasional juga sangat mendukung kesuksesan untuk setiap proyek atau tugas yang dikerjakan.

Serangkaian produk-produk baru yang diluncurkan oleh fungsi bisnis juga melibatkan Departemen Operasional dalam pengembangan kebijakan atau prosedur maupun perbaikan sistem utama Bank. Hal ini semakin menunjukkan kontribusi dan peran dari Departemen 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.

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 dan recovery*.
- Menjaga rasio NPL agar tidak melebihi rasio NPL yang telah ditentukan (baik target Bank maupun ketentuan regulator).

TARGETS AND REALIZATION ANALYSIS

The Operations Department has achieved key performance indicators as work program realization for 2023.

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 Operation Department also support the successful delivery of every assigned project or task.

Series of new products launched by business functions also involve the Operation 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 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

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 and recovery.
- Maintain the NPL ratio so as to not exceed the predetermined NPL ratio (both The Bank targets and regulatory provisions).

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:

- a. Melakukan upaya non-litigasi dalam penyelesaian kredit debitur NPL melalui upaya preventif, *early warning*, dan negosiasi;
- b. Melakukan upaya litigasi melalui pengadilan yang berwenang terhadap debitur NPL yang sudah tidak dapat diselesaikan secara non-litigasi; dan
- c. 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 seperti tetap mengacu kepada peraturan perundang-undangan, putusan atau kebijaksanaan dari instansi pemerintah yang berwenang .

Kinerja SAM pada tahun 2023 berhasil menjaga rasio NPL di kisaran 2,45% (posisi 31 Desember 2023) dan berhasil menagih kembali sebesar Rp197,98 miliar, baik dari *NPL collection* maupun pemulihan hapus buku, serta melakukan hapus buku (*write off*) sebesar Rp793,67miliar.

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 terkait kredit dan melakukan 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, 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 *files* kredit guna mendukung pemantauan kredit yang lebih hati-hati.

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:

- a. Carry out non-litigation efforts in settling NPL debtor loans through preventive measures, early warning, and negotiations;
- b. Carry out litigation efforts through the authorized court against NPL debtors who can no longer be resolved on a non-litigation basis; and
- c. 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 such as continuing to refer to statutory regulations, decisions or olicies from authorized government agencies.

SAM's performance in 2023 succeeded in maintaining the NPL ratio in the range of 2.45% (as of December 31, 2023) and managed to collect Rp197.98 billion, both from NPL collection and write off recovery, and write off for Rp793.67 billion.

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 related to credit activities and conducts credit monitoring.

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, CMD 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 files safe keeping process to support prudent credit monitoring.



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, Komite Kebijakan Perkreditan (*Credit Policy Committee - CPC*) 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. Peran CPC sangat penting dalam mendukung kegiatan perkreditan Bank dengan tetap memperhatikan prinsip kehati-hatian dan melakukan tinjauan terhadap strategi/profil/portofolio Bank. Selama 2023, telah dilakukan 4 (empat) rapat CPC.

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.

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, the Credit Policy Committee (CPC) Charter aims 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. 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 4 (four) CPC meetings held in 2023.

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.

Di tahun 2023, CRD telah melakukan kajian terhadap permohonan yang masuk sebagai berikut:

1. Segmen Korporasi sebanyak 211 (dua ratus sebelas) permohonan;
2. Segmen Lembaga Keuangan sebanyak 38 (tiga puluh delapan) permohonan;
3. Segmen Transaction Banking sebanyak 20 (dua puluh) permohonan;
4. Segmen Usaha Kecil Menengah sebanyak 21 (dua puluh satu) permohonan;
5. Segmen Perumahan sebanyak 21 (dua puluh satu) permohonan;
6. Segmen Kartu sebanyak 160 (seratus enam puluh) permohonan;
7. Segmen Karyawan sebanyak 24 (dua puluh empat) permohonan;
8. Lainnya (IP SAM, CMD, CSB dll) sebanyak 9 (sembilan) permohonan.

Selama 2023, CRD melalui *Credit Review Committee* mengadakan rapat sebanyak 51 (lima puluh satu) kali untuk Kredit Korporasi & SME dan 31 (tiga puluh satu) kali untuk Kredit Konsumen.

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, laporan restrukturisasi kredit dan laporan kredit lainnya).

Selama tahun 2023, LOD telah memproses pengikatan kredit dan pencairan pinjaman sebanyak 55 nasabah baru, dimana sebanyak 5 nasabah diantaranya mendapat pinjaman bank melalui fasilitas sindikasi beberapa bank.

Pelaporan Bank ICBC (SLIK, BMPK, laporan restrukturisasi kredit dan laporan kredit lainnya) kepada regulator baik melalui sistem SLIK maupun Apolo senantiasa dilakukan tepat waktu. Hal ini untuk mendukung ketersediaan informasi keuangan bagi pihak-pihak yang berkepentingan.

In 2023, CRD has been reviewing incoming proposals as follows:

1. Corporate Segment with 211 (two hundred and eleven) proposals;
2. Financial Institution Segment with 38 (thirty-eight) proposals;
3. Transaction Banking Segment with 20 (twenty) proposals;
4. Small Medium Enterprises Segment with 21 (twenty-one) proposals;
5. Housing Segment with 21 (twenty-one) proposals;
6. Card Segment with 160 (one hundred and sixty) proposals;
7. Staff Segment with 24 (twenty-four) proposals;
8. Others (IP SAM, CMD, CSB etc) with 9 (nine) proposals.

Throughout 2023, CRD through Credit Review Committee conducted 51 (fifty-one) meetings for Corporate & SME Loans and 31 (thirty-one) meetings for Consumer Loan.

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, loan restructure report and other reportings of lending).

During 2023, LOD processed credit legal binding as well as loan disbursement for 55 new customers, of which 5 customers obtain bank loan through syndication facilities with several banks.

Submission of Bank ICBC's report (SLIK, LLL, loan restructure report and other reportings of lending) to regulator through system of SLIK and Apolo is always done on time. This is to support the availability of financial information for stakeholders.



Tinjauan Keuangan

Financial Review

STANDAR PENYAJIAN INFORMASI DAN KESESUAIAN TERHADAP STANDAR AKUNTANSI KEUANGAN

Sebagaimana yang diatur dalam Peraturan Otoritas Jasa Keuangan (POJK) No. 14/POJK.04/2022 tentang Penyampaian Laporan Berkala Emiten atau Perusahaan Publik, Bank telah menyampaikan Laporan Keuangan Berkala kepada Otoritas Jasa Keuangan.

Kantor Akuntan Publik (KAP) Imelda & Rekan (anggota jaringan firma Deloitte) telah menyelesaikan audit laporan keuangan per 31 Desember 2023 dan telah ditandatangani oleh Direksi Perseroan pada tanggal 27 Maret 2024. Proses audit dilakukan oleh auditor Fonny Alimin dengan Surat Izin Praktik Akuntan Publik No. AP. AP.1687.

KAP menyatakan laporan keuangan menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Bank ICBC Indonesia tanggal 31 Desember 2023, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Tinjauan keuangan ini disusun berdasarkan laporan posisi keuangan Bank tanggal 31 Desember 2023, serta laporan laba rugi dan penghasilan komprehensif lain, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN

Bank ICBC Indonesia membukukan jumlah aset senilai Rp45,14 triliun di tahun 2023 atau berkurang 21,41% yoy. Jumlah aset yang lebih rendah ini terutama dipengaruhi oleh berkurangnya aset keuangan Bank menjadi Rp43,92 triliun dengan penurunan sebesar 21,98% yoy. Sebaliknya, aset non keuangan tumbuh 6,46% yoy menjadi Rp1,21 triliun.

Sejalan dengan penurunan jumlah aset tersebut, jumlah liabilitas Bank dilaporkan mengalami penurunan sebesar 24,74% yoy menjadi Rp38,38 triliun. Penurunan liabilitas keuangan sebesar 24,95% yoy menjadi Rp38,06 triliun menjadi penyebab utama dari penurunan ini sedangkan liabilitas non keuangan meningkat 13,00% yoy menjadi Rp322,43 miliar.

STANDARDS FOR PRESENTING INFORMATION AND COMPLIANCE WITH FINANCIAL ACCOUNTING STANDARDS

In accordance with the Financial Services Authority Regulation (POJK) No. 14/POJK.04/2022 on the filing of periodic reports for Issuers or Public Company, Bank has filed periodic financial reports to the Financial Services Authority.

Imelda & Partners Registered Public Accountants (member of Deloitte network) completed the audit of financial statements as of December 31, 2023 and signed by the Bank's Directors on March 27, 2024. The audit was conducted by Fonny Alimin, Certified Public Accountant, with Public Accountant Practice License No. AP.1687.

KAP stated that the financial statements present fairly, in all material respects, the financial position of PT ICBC Indonesia as of December 31, 2023, and its financial performance and cash flows for the year then ended in accordance with Indonesian Accounting Standards.

This financial review has been prepared on the basis of the statement of financial position of the Bank as of December 31, 2023, and the statements of profit or loss and other comprehensive income and statement of cash flows for the year then ended in accordance with Indonesian Accounting Standards.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Bank ICBC Indonesia recorded total assets of Rp45.14 trillion in 2023 or a decrease of 21.41% yoy. This lower amount of assets was mainly influenced by the reduction of the Bank's financial assets to Rp43.92 trillion with a decline of 21.98% yoy. On the other hand, non-financial assets grew 6.46% yoy to Rp1.21 trillion.

In line with the decreasing total assets, the Bank's total liabilities were reported to have decreased by 24.74% yoy to reach Rp38.38 trillion. The main reason for the decline was that financial liabilities decreased by 24.95% yoy to Rp38.06 trillion, while non-financial liabilities was up 13.00% yoy to Rp322.43 billion.

Meski demikian, ekuitas Bank masih mampu tumbuh sebesar 4,86% yoy didukung oleh peningkatan saldo laba yang selaras dengan kenaikan laba bersih tahun berjalan Bank.

However, the Bank's equity was still able to grow by 4.86% yoy, supported by an increase in retained earnings, which was in line with the hike in the Bank's net profit for the year.

dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Changes		Description
			Nominal	(%)	
Aset Keuangan	43.922.801	56.296.015	(12.373.214)	(21,98)	Financial Assets
Aset Non Keuangan	1.213.891	1.140.207	73.684	6,46	Non Financial Assets
Jumlah Aset	45.136.692	57.436.222	(12.299.530)	(21,41)	Total Assets
Liabilitas Keuangan	38.055.361	50.705.375	(12.650.014)	(24,95)	Financial Liabilities
Liabilitas Non Keuangan	322.432	285.337	37.095	13,00	Non Financial Liabilities
Jumlah Liabilitas	38.377.793	50.990.712	(12.612.919)	(24,74)	Total Liabilities
Jumlah Ekuitas	6.758.899	6.445.510	313.389	4,86	Total Equities
Jumlah Liabilitas, dan Ekuitas	45.136.692	57.436.222	(12.299.530)	(21,41)	Total Liabilities and Equity

ASET KEUANGAN

Bank melaporkan jumlah aset keuangan berkurang 21,98% yoy menjadi Rp43,92 triliun di tahun 2023. Dibandingkan tahun 2022, penurunan jumlah aset keuangan ini terutama disebabkan oleh berkurangnya akun efek yang dibeli dengan janji dijual kembali dan penempatan pada Bank Indonesia dan Bank-Bank lain masing-masing sebesar 62,86% yoy dan 63,87% yoy.

FINANCIAL ASSETS

Banks reported that the total financial assets decreased 21.98% yoy to Rp43.92 trillion in 2023. Compared to Rp56.30 trillion in 2022, the decrease in financial assets was mainly due to the 62.86% yoy and 63.87% yoy decline in securities purchased under resale agreements and placements with Bank Indonesia and banks, respectively.

dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Change		Description
			Nominal	%	
Kas	93.511	91.715	1.796	1,96	Cash
Giro pada Bank Indonesia	2.999.989	2.442.289	557.700	22,84	Current Accounts with Bank Indonesia
Giro pada Bank Lain	2.517.193	2.384.395	132.798	5,57	Current Accounts with Other Banks
Penempatan pada Bank Indonesia dan Bank-Bank lain	2.880.501	7.971.834	(5.091.333)	(63,87)	Placements with Bank Indonesia and other banks
Aset Derivatif	13.466	6.187	7.279	117,65	Derivative Assets
Tagihan Akseptasi	61.826	66.245	(4.419)	(6,67)	Acceptance Receivables
Efek yang Dibeli dengan Janji Dijual Kembali	3.653.431	9.835.773	(6.182.342)	(62,86)	Securities Purchased Under Resale Agreements
Efek-Efek Untuk Tujuan Investasi	7.519.563	6.994.707	524.856	7,50	Investment Securities



dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Change		Description
			Nominal	%	
Kredit yang Diberikan	23.720.505	25.998.130	(2.277.625)	(8,76)	Loans Receivable
Aset Lain-Lain	462.816	504.740	(41.924)	(8,31)	Other Assets
Jumlah Aset Keuangan	43.922.801	56.296.015	(12.373.214)	(21,98)	Total Financial Assets

Kas

Bank melaporkan kas senilai Rp93,51 miliar di tahun 2023. Dengan kata lain, dibandingkan tahun sebelumnya sebesar Rp91,72 miliar, kas Bank mengalami kenaikan sebesar 1,96% yoy.

Giro pada Bank Indonesia

Giro pada Bank Indonesia menunjukkan kenaikan signifikan sebesar 22,84% yoy menjadi Rp3,00 triliun di tahun 2023. Dibandingkan tahun sebelumnya senilai Rp2,44 triliun, kenaikan akun ini sejalan dengan peningkatan Giro pada Bank Indonesia dalam mata uang Rupiah dari Rp1,61 triliun di tahun 2022 menjadi Rp2,17 triliun di tahun 2023.

Atas pencapaian ini, Bank telah memenuhi ketentuan Bank Indonesia mengenai GWM. Rasio GWM Primer dan GWM Penyangga Likuiditas Makroprudensial dalam mata uang Rupiah masing-masing sebesar 11,48% dan 36,98%. Sementara itu, rasio GWM dalam mata uang asing mencapai 4,12% di tahun 2023. Untuk tahun 2022, ketiga rasio GWM tersebut masing-masing sebesar 12,20%; 54,11%; dan 4,08%. Bank telah memenuhi ketentuan Bank Indonesia mengenai GWM.

Giro pada Bank Lain

Bank membukukan kenaikan giro pada bank lain sebesar 5,57% yoy menjadi Rp2,38 triliun di tahun 2023. Dibandingkan tahun sebelumnya senilai Rp2,52 triliun, kenaikan ini terutama dipengaruhi oleh giro pada bank lain dalam mata uang Yuan yang meningkat menjadi Rp1,73 triliun di tahun 2023 dari Rp1,63 triliun di tahun sebelumnya.

Pada tanggal 31 Desember 2023 dan 2022, seluruh giro pada bank-bank lain digolongkan lancar menurut kolektibilitas OJK.

Penempatan pada Bank Indonesia dan Bank-Bank lain

Penempatan pada Bank Indonesia dan bank-bank lain mengalami penurunan terbesar sebesar 63,87% menjadi hanya Rp2,88 triliun di tahun 2023. Dibandingkan senilai Rp7,97 triliun di tahun 2022, penurunan tajam ini terutama dipengaruhi oleh akun ini dalam mata uang asing mengalami penurunan tajam dari Rp4,75 triliun di tahun 2022 menjadi Rp1,62 triliun.

Cash

The Bank reported cash of Rp93.51 billion in 2023. In other words, compared to the previous year's Rp91.72 billion, the Bank's cash increased by 1.96% yoy.

Current Accounts with Bank Indonesia

Current accounts with Bank Indonesia showed a significant increase of 22.84% yoy to Rp3.00 trillion in 2023. Compared to the previous year of Rp2.44 trillion, the increase in this account is in line with the increase in current accounts with Bank Indonesia in rupiah from Rp1.61 trillion in 2022 it will be Rp2.17 trillion in 2023.

To achieve this, the Bank has complied with Bank Indonesia's regulations on GWM. The ratio of primary GWM and macroprudential liquidity buffer GWM in rupiah is 11.48% and 36.98%, respectively. Meanwhile, the ratio of GWM in foreign currency will reach 4.12% in 2023. For 2022, the three GWM ratios will be 12.20%, 54.11% and 4.08% respectively. The Bank has complied with Bank Indonesia on the GWM.

Current Accounts with Other Banks

The Bank recorded an increase in current accounts with other banks of 5.57% yoy to Rp2.52 trillion in 2023. Compared to the previous year's Rp2.38 trillion, this increase was mainly influenced by current accounts with other banks denominated in Yuan, which raised from Rp1.63 trillion in the previous year to Rp1.73 trillion in 2023.

As of December 31, 2023, and 2022, all current accounts with other banks were classified as current based on OJK collectability.

Placements with Bank Indonesia and other banks

Placements made with Bank Indonesia and other banks experienced the largest decline, falling by 63.87% to just Rp2.88 trillion in 2023. Compared to Rp7.97 trillion in 2022, this sharp decline was mainly influenced by these foreign currency experiencing a sharp decline, which fell from Rp4.75 trillion in 2022 to Rp1.62 trillion.

Seluruh penempatan pada Bank Indonesia dan bank-bank lain pada tanggal 31 Desember 2023 dan 2022 digolongkan lancar menurut kolektibilitas OJK.

Aset Derivatif

Bank melaporkan aset derivatif Bank mencapai Rp13,47 miliar di tahun 2023. Dibandingkan tahun sebelumnya senilai Rp6,19 miliar, akun ini membukukan kenaikan tajam sebesar 117,65% yoy.

Tagihan Akseptasi

Tagihan akseptasi Bank senilai Rp61,83 miliar di tahun 2023. Di tahun sebelumnya akun ini mencapai Rp66,24 miliar dengan penurunan sebesar 6,67% yoy. Tagihan akseptasi merupakan transaksi *letter of credit* (L/C) yang diakseptasi oleh bank pengakseptasi.

Efek yang Dibeli dengan Janji Dijual Kembali

Bank membukukan efek yang dibeli dengan janji dijual Kembali mengalami penurunan signifikan sebesar 62,86% yoy menjadi Rp3,65 triliun di tahun 2023. Dibandingkan tahun sebelumnya sebesar Rp9,83 triliun, penurunan ini dipengaruhi oleh berkurangnya transaksi pembelian surat berharga oleh Bank dari Bank Indonesia dengan kewajiban penjualan kembali oleh Bank sesuai dengan harga dan jangka waktu yang disepakati (*reverse repo*) di tahun 2023 dibandingkan tahun sebelumnya. Jenis Surat Berharga yang digunakan untuk transaksi tersebut adalah seri *Variable Rate* (VR) dan satu seri *Fixed Rate* (FR).

Efek-Efek Untuk Tujuan Investasi

Bank melaporkan kenaikan efek-efek untuk tujuan investasi mencapai Rp7,52 triliun di tahun 2023. Kenaikan sebesar 7,50% yoy dari Rp6,99 triliun di tahun sebelumnya terutama dipengaruhi oleh investasi dalam Obligasi Pemerintah dalam mata uang Rupiah yang naik dari Rp4,61 triliun di tahun 2022 menjadi Rp6,40 triliun di tahun 2023.

Kredit yang Diberikan

Bank mencatatkan penurunan kredit yang diberikan sebesar 8,80% yoy menjadi Rp23,72 triliun di tahun 2023. Kenaikan suku bunga kredit sejalan dengan peningkatan suku bunga acuan dan sikap investor yang bersikap "*wait and see*" menunggu kepastian hasil pemilihan umum turut mempengaruhi capaian kredit yang diberikan oleh Bank di sepanjang tahun 2023.

Hal dapat dilihat dari penurunan kredit investasi yang signifikan baik dalam mata uang Rupiah maupun dalam valuta asing. Secara kumulatif, jenis kredit ini sebelum cadangan kerugian penurunan nilai (bruto) mencapai Rp12,02 triliun di tahun 2023 atau turun 25,89% yoy dibandingkan tahun sebelumnya yang mencapai Rp16,22 triliun. Penurunan serupa juga dibukukan oleh kredit konsumsi (bruto) sebesar 39,09% yoy menjadi Rp74,04.

All placements with Bank Indonesia and other banks as of December 31, 2023 and 2022 was classified as current based on OJK collectability.

Derivative Assets

The Bank's receivables amounted to Rp61.83 billion in 2023. In the previous year, this account reached Rp66.24 billion with a decrease of 6.67% yoy. Acceptance receivables are letter of credit (L/C) transactions which are being accepted by the accepting bank.

Acceptance Receivables

The Bank's receivables amounted to Rp61.83 billion in 2023. In the previous year, this account reached Rp66.24 billion with a decrease of 6.67% yoy.

Securities Purchased Under Resale Agreements

The Bank posted securities purchased with agreements to resell experienced a significant decrease of 62.86% yoy to Rp3.65 trillion in 2023. Compared to the previous year's Rp9.83 trillion, this decrease was influenced by a reduction in securities purchased by the Bank from Bank Indonesia with an obligation for the bank to resell at the agreed price and time (*reverse repo*) in 2023 compared to the previous year. The type of securities used for this transaction is the *Variable Rate* (VR) serie and a serie of *Fixed Rate* (FR).

Investment Securities

The Bank reported an increase in securities for investment purposes to reach Rp7.52 trillion in 2023. The increase of 7.50% yoy from Rp6.99 trillion in the previous year was mainly influenced by investment in the Rupiah-denominated government bonds, raising from Rp4.61 trillion in 2022 to Rp6.40 trillion in 2023.

Loans Receivable

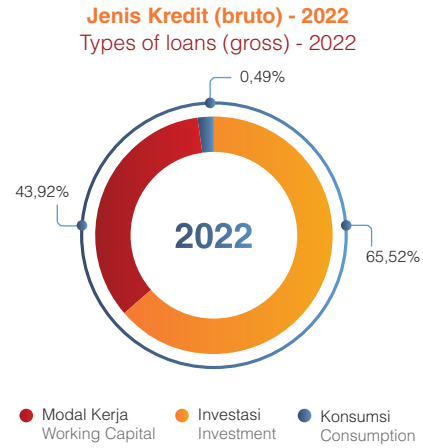
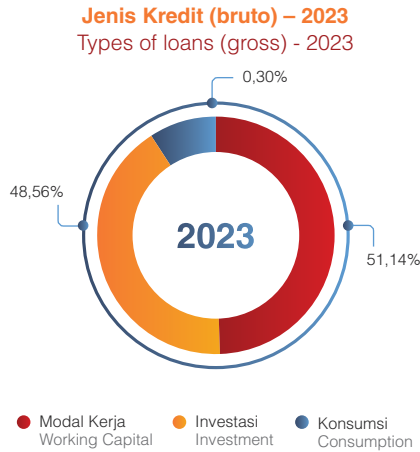
The Bank recorded a decline in lending by 8.80% yoy to Rp23.72 trillion in 2023. The increase in the credit interest rate was in line with the hike in the reference interest rate, and the attitude of investors to "wait and see" for the certainty of the general election results affected the credit provided by the bank throughout 2023.

This is evident from the significant decline in investment loans both in rupiah and foreign currency. Cumulatively, this type of credit before allowance for impairment losses (gross) amounted to Rp12.02 trillion in 2023 or 25.89% yoy compared to the previous year which reached Rp16.22 trillion. A similar decline was also recorded by consumer loans (gross) of 39.09% yoy to Rp74.04 billion.



Namun demikian, di tengah penurunan kredit ini, jenis kredit modal kerja (bruto) masih mampu tumbuh sebesar 16,45% yoy menjadi Rp12,66 triliun di tahun 2023. Kontribusi kredit modal kerja terhadap total kredit yang diberikan (bruto)mencapai 51,14%.

However, working capital loans (gross) still managed to grow by 16.45% yoy to Rp12.66 trillion in 2023 amidst this credit decline. The contribution of working capital loans to the total loans (gross) amounted to 51.14%.



dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Change		Description
			Nominal	%	
Perantara keuangan	6.009.295	6.649.635	(640.340)	(9,63)	Financial intermediaries
Industri pengolahan	5.444.045	5.245.705	198.340	3,78	Manufacturing
Listrik, gas dan air	3.398.833	3.127.770	271.063	8,67	Electricity, gas and water
Pertambangan	2.609.753	2.611.988	(2.235)	(0,09)	Mining
Konstruksi	2.240.829	2.486.647	(245.818)	(9,89)	Construction
Real estate , persewaan dan jasa dunia usaha	3.428.644	2.243.341	1.185.303	52,84	Real estate, leasing and business services
Pertanian, perkebunan dan sarana pertanian	-	1.751.630	(1.751.630)	(100,00)	Agriculture, farming, and agriculture facilities
Pengadaan akomodasi, makanan dan minuman	337.723	1.587.853	(1.250.130)	(78,73)	Accommodation, food and beverages
Pengangkutan, pergudangan dan komunikasi	841.732	1.083.393	(241.661)	(22,31)	Transportation, warehousing and communication
Perdagangan, hotel dan restoran	364.768	303.274	61.494	20,28	Trading, hotel and restaurant
Lain-lain	80.466	123.631	(43.165)	(34,91)	Other

Dari grafik tersebut di atas, komposisi kredit yang diberikan Bank didominasi kredit produktif yang mencapai 99,86% sedangkan kredit konsumtif hanya 0,32%. Komposisi ini relatif tidak berubah dibandingkan tahun sebelumnya sebesar 99,55%:0,45% untuk kredit produktif dan kredit konsumtif.

The above graph shows that the composition of loans granted by the Bank is dominated by productive loans, which reach 99.86%. Consumer loans account for only 0.32%. This composition is relatively unchanged in comparison with the previous year with a ratio of 99.55%:0.45 % for productive and consumer loans.

Sementara itu berdasarkan sektor usaha, penyaluran kredit yang menurun di tahun 2023 terutama dipengaruhi oleh tidak dibukukannya kembali kredit kepada sektor pertanian, perkebunan dan sarana pertanian di tahun 2023 dibandingkan tahun sebelumnya senilai Rp1,75 triliun. Selain itu, sektor pengadaan, akomodasi, makanan dan minuman juga membukukan penurunan kredit Bank sebesar 78,73% yoy menjadi Rp337,72 miliar di tahun 2023.

Terkait dengan suku bunga, tingkat suku bunga kontraktual rata-rata juga mengalami kenaikan sejalan dengan peningkatan suku bunga acuan. Di tahun 2023, tingkat suku bunga kontraktual rata-rata untuk kredit dalam mata uang Rupiah, Dolar AS, dan Yuan China masing-masing sebesar 20,22%; 6,00%; dan 5,25% di tahun 2023 dibandingkan 9,13%; 5,39%; dan 4,75% di tahun sebelumnya.

Aset Lain-Lain

Aset lain-lain yang masuk dalam kategori aset keuangan mencapai Rp462,82 miliar di tahun 2023. Nilai akun ini berkurang 8,31% yoy dibandingkan tahun sebelumnya sebesar Rp504,74 miliar.

On the other hand, in terms of business sectors, the decline in bank loans in 2023 was mainly influenced by the credit that was not transferred to the agriculture, farming, and agricultural facilities sector in 2023 compared to the previous year, amounting to Rp1.75 trillion. In addition, the accommodation, food and beverage sector also saw its bank loans decline by 78.73% yoy to Rp337.72 trillion in 2023.

Regarding interest rates, the average annual contractual interest rate also increased as the benchmark interest rate increased. In 2023, the average contractual interest rate for loans denominated in Rupiah, US dollars and Chinese yuan will be 20.22%, 6.00% and 5.25%, respectively, compared to 9.13%, 5.39% and 4.75% in the previous year.

Other Assets

Other assets included in the financial assets category reached Rp462.82 billion in 2023. The value of this account declined 8.31 percent from Rp504.74 billion in the previous year.

dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Change		Description
			Nominal	%	
Aset Tetap	223.321	211.076	12.245	5,80	Fixed Assets
Aset Pajak Tangguhan	965.737	893.369	72.368	8,10	Deferred Tax Assets
Aset Lain-Lain	24.833	35.762	(10.929)	(30,56)	Other Assets
Jumlah Aset Non Keuangan	1.213.891	1.140.207	73.684	6,46	Total Non Financial Assets

Aset Non Keuangan

Aset non-keuangan Bank secara kumulatif tumbuh 6,46% yoy menjadi Rp1,21 triliun di tahun 2023. Pertumbuhan ini terutama dipengaruhi oleh kenaikan aset pajak tangguhan sebesar 8,10% yoy menjadi Rp965,74 miliar.

Aset Tetap

Aset tetap Bank meningkat 5,80% yoy menjadi Rp223,32 miliar. Dibandingkan tahun sebelumnya tahun 2023, kenaikan ini sejalan dengan penambahan aset tetap senilai Rp64,29 miliar di tahun 2023.

Aset Pajak Tangguhan

Sebagai komponen terbesar dari aset non keuangan, aset pajak tangguhan Bank mencapai Rp965,74 miliar. Pertumbuhan akun ini mencapai 8,10% yoy dibandingkan tahun sebelumnya sebesar Rp893,37 miliar.

Non-Financial Assets

The Bank's non-financial assets cumulatively grew 6.46% yoy to Rp1.21 trillion. This growth was mainly influenced by deferred tax assets which increased by 8.10% yoy to Rp965.74 billion.

Fixed Assets

The bank's fixed assets grew 5.80% year-on-year to Rp223.32 billion. This increase is consistent with the addition of Rp64.29 billion worth of fixed assets in 2023 compared to the previous year.

Deferred Tax Assets

The Bank's deferred tax assets are the largest component of non-financial assets. They amounted to Rp965.74 billion. This account grew by 8.10% compared to Rp893.37 billion recorded in the previous year.



Aset Lain-Lain

Aset lain-lain Bank yang masuk dalam kategori aset non keuangan mencapai Rp24,83 miliar. Capaian ini lebih rendah 30,56% yoy dibandingkan tahun sebelumnya sebesar Rp35,76 miliar.

Liabilitas Keuangan

Jumlah liabilitas keuangan Bank berkurang signifikan sebesar 24,95% yoy menjadi Rp38,06 triliun. Dibandingkan dengan tahun sebelumnya sebesar Rp50,70 miliar, berkurangnya liabilitas keuangan ini terutama dipengaruhi oleh penurunan simpanan nasabah sebesar 18,70% yoy dari Rp40,89 triliun di tahun 2022 menjadi hanya Rp33,24 miliar di tahun 2023. Penurunan juga terjadi pada pinjaman yang diterima sebesar 62,18% yoy menjadi Rp2,00 triliun.

Other Assets

The Bank's other assets, which are included in the non-financial assets category, reached Rp24.83 billion. This performance was 30.56% lower than the previous year's performance of Rp35.76 billion.

Financial Liabilities

The total financial liabilities of the Bank decreased significantly by 24.95% yoy to Rp38.06 trillion. Compared to Rp50.70 billion in the previous year, the decline in financial liabilities was mainly influenced by the decrease in customer deposits by 18.70% yoy from Rp40.89 trillion in 2022 to only Rp33.24 billion in 2023. Borrowings also fell 62.18% yoy to Rp2.00 trillion.

dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Change		Description
			Nominal	%	
Liabilitas Segera	9.298	2.857	6.441	225,45	Liabilities Payable on Demand
Simpanan Nasabah	33.240.564	40.886.441	(7.645.877)	(18,70)	Deposits from Customers
Simpanan dari Bank-bank Lain	1.372.981	1.464.763	(91.782)	(6,27)	Deposits from Other Banks
Liabilitas Derivatif	12.131	80.179	(68.048)	(84,87)	Derivative Liabilities
Efek-Efek Yang Dijual dengan Janji Dibeli Kembali	-	610.523	(610.523)	(100,00)	Securities Sold Under Agreements to Repurchased
Liabilitas Akseptasi	61.966	66.800	(4.834)	(7,24)	Acceptance Payables
Pinjaman yang Diterima	2.001.610	5.292.950	(3.291.340)	(62,18)	Borrowings
Pinjaman Subordinasi	1.154.775	2.101.613	(946.838)	(45,05)	Subordinated Loans
Liabilitas Lain-Lain dan Beban yang Masih Harus Dibayar	202.036	199.249	2.787	1,40	Other Liabilities and Accrued Expenses
Jumlah Liabilitas Keuangan	38.055.361	50.705.375	(12.650.014)	(24,95)	Total Financial Liabilities

Liabilitas Segera

Liabilitas segera Bank mencapai Rp8,30 miliar di tahun 2023. Capaian ini tumbuh 225,45% yoy dibandingkan tahun sebelumnya sebesar Rp2,86 miliar.

Simpanan Nasabah

Bank melaporkan dana pihak ketiga (DPK) mengalami penurunan sebesar 18,70% yoy menjadi Rp33,24 triliun. Penurunan DPK ini sangat dipengaruhi oleh berkurangnya ketiga jenis DPK dengan penurunan terbesar pada deposito berjangka sebesar 17,95% yoy atau menjadi Rp24,95 triliun. Giro juga menurun sebesar 22,89% yoy menjadi Rp6,38 triliun. Sementara itu, posisi tabungan mencapai Rp1,91 triliun dengan penurunan sebesar 13,34% yoy.

Liabilities Payable on Demand

The Bank's current liabilities amounted to Rp8.30 billion in 2023. This is an increase of 225.45% yoy from the previous year's Rp2.86 billion.

Deposits from Customers

The bank reported that Third Party Funds (TPF) fell 18.70% yoy to Rp33.24 trillion. This decline in TPF was largely influenced by the decline in the three types of TPF. The largest decline was in fixed deposits, which fell 17.95% yoy or Rp24.95 trillion. Current accounts also fell 22.89% y/y to Rp6.38 trillion. Meanwhile, savings reached Rp1.91 trillion, declining 13.34% yoy.

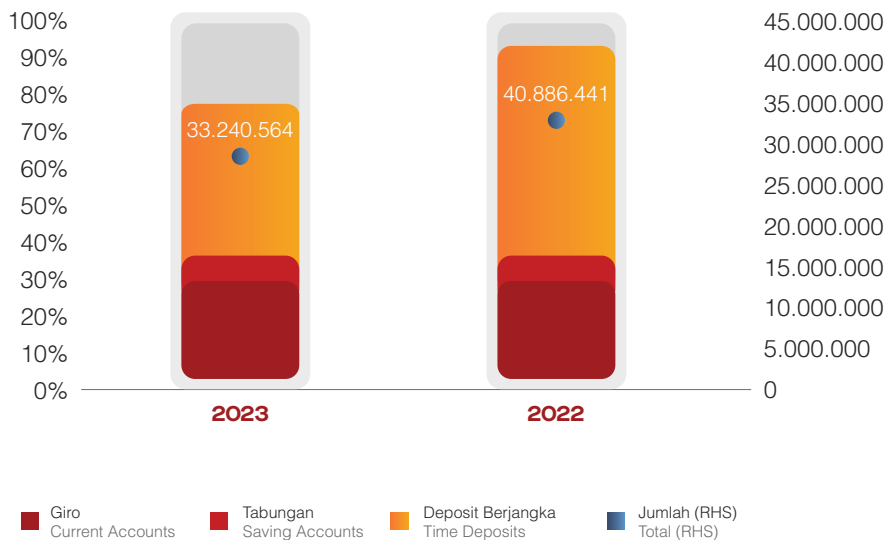
Secara kumulatif, CASA Bank sebesar Rp8,30 triliun atau 24,95% dari total DPK di tahun 2023. Capaian ini lebih rendah dibandingkan 25,64% di tahun sebelumnya.

In cumulative terms, the bank's CASA was Rp8.30 trillion or 24.95% of total DPK in 2023. This performance was lower than 25.64% in the previous year.

dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Change		Description
			Nominal	%	
Giro	6.383.910	8.279.258	(1.895.348)	(22,88)	Current accounts
Tabungan	1.910.909	2.205.159	(294.250)	(13,34)	Saving accounts
Deposito berjangka	24.945.745	30.402.024	(5.456.279)	(17,95)	Time deposits
Jumlah	33.240.564	40.886.441	(7.645.877)	(18,70)	Total

Komposisi DPK Bank
TPF of the Bank



Simpanan dari Bank-bank Lain

Bank mencatatkan penurunan simpanan dari bank-bank lain sebesar 6,27% yoy menjadi Rp1,37 triliun di tahun 2023. Penurunan ini sejalan dengan berkurangnya simpanan dari bank-bank lain dalam mata uang asing berupa giro dari Rp1,29 triliun di tahun 2022 menjadi Rp1,17 triliun di tahun 2023.

Deposits from Other Banks

The Bank recorded a decrease in deposits from other banks by 6.27% yoy to Rp1.37 trillion in 2023. This decline was in line with the decrease of foreign currency deposits from other banks in the form of current accounts from Rp1.29 trillion in 2022 to Rp1.17 trillion in 2023.

Liabilitas Derivatif

Bank mencatatkan liabilitas derivatif sebesar Rp12,13 miliar di tahun 2023. Capaian ini turun signifikan sebesar 84,87% dari sebesar Rp80,18 miliar di tahun sebelumnya.

Derivative Liabilities

The Bank recorded derivative liabilities of Rp12.13 billion in 2023. This figure decreased significantly by 84.87% from Rp80.18 billion in the previous year.

Liabilitas Akseptasi

Liabilitas akseptasi Bank sebesar Rp61,97 miliar di tahun 2023. Capaian ini turun sebesar 7,24% yoy dari Rp66,80 miliar di tahun sebelumnya. Liabilitas akseptasi merupakan transaksi *Letter Of Credit (L/C)* yang diaksepsi oleh bank pengaksepsi.

Acceptance Payables

The bank's acceptance liabilities were Rp61.97 billion in 2023. This figure declined by 7.24% yoy from Rp66.80 billion in the previous year. Acceptance liabilities are letter of credit (L/C) transactions which are being accepted by the accepting bank.



Pinjaman yang Diterima

Bank mencatatkan pinjaman yang diterima mengalami penurunan signifikan sebesar 62,18% yoy menjadi Rp2,00 triliun. Dibandingkan capaian tahun sebelumnya sebesar Rp5,29 triliun, penurunan ini dipengaruhi oleh berkurangnya pinjaman di tahun 2023 dimana pada tahun tersebut Bank hanya membukukan pinjaman dari Bank BCA sebesar Rp2,00 triliun. Pinjaman dari bank-bank lainnya telah jatuh tempo.

Pinjaman Subordinasi

Bank memperoleh pinjaman subordinasi dari entitas induk yakni Industrial and Commercial Bank of China Ltd., China sejak tahun 2013. Terakhir, pada tanggal 4 Desember 2019, Bank memperoleh pinjaman subordinasi dari Industrial and Commercial Bank of China Ltd., China sebesar US\$75 juta dengan jangka waktu 5 tahun dan jatuh tempo pada tanggal 4 Desember 2024.

Untuk keperluan perhitungan rasio Kewajiban Penyediaan Modal Minimum (KPMM), pinjaman subordinasi di atas diperhitungkan sebagai bagian dari modal Tier 2.

Per 31 Desember 2023, *outstanding* pinjaman subordinasi Bank mencapai Rp1,15 triliun atau lebih rendah 45,05% yoy dari tahun sebelumnya sebesar Rp2,10 triliun.

Liabilitas Lain-Lain dan Beban yang Masih Harus Dibayar

Liabilitas lain-lain dan beban yang masih harus dibayar yang dikategorikan liabilitas keuangan sebesar Rp202,04 miliar di tahun 2023. Dibandingkan tahun sebelumnya senilai Rp199,25 miliar, capaian ini mengalami kenaikan 1,40% yoy.

Liabilitas Non Keuangan

Jumlah liabilitas non keuangan mencapai Rp322,43 miliar di tahun 2023. Pertumbuhan sebesar 13,00% yoy ini disebabkan oleh kenaikan liabilitas lain-lain dan beban yang masih harus dibayar yang dikategorikan liabilitas non keuangan sebesar 50,24% yoy menjadi Rp173,17 miliar.

Borrowings

The Bank recorded a significant 62.18% yoy decrease in borrowings to Rp2.00 trillion. Compared to the previous year's figure of Rp5.29 trillion, this decrease was influenced by reduced borrowings in 2023. In that year, the Bank only recorded borrowings from Bank BCA amounting to Rp2.00 trillion. Borrowings from other banks have matured.

Subordinated Loans

The Bank has been a recipient of subordinated loans from the parent company, namely Industrial and Commercial Bank of China Ltd, China, since 2013. Lastly, On December 4, 2019, the Bank obtained a subordinated loan from Industrial and Commercial Bank of China Ltd., China amounting to USD75 million with 5 years term, which will mature on December 4, 2024.

For the purpose of Capital Adequacy Ratio (CAR) calculation, the above subordinated loan is treated as part of Tier 2 capital.

As of December 31, 2023, the outstanding subordinated loans of the Bank reached IRp1.15 trillion, or 45.05 percent lower than the Rp2.10 trillion of the previous year.

Other Liabilities and Accrued Expenses

Other liabilities and accrued expenses, which are classified as financial liabilities, amount to Rp250.23 billion in 2023. Compared to the previous year value of Rp199.25 billion, this figure is up 25.59% yoy.

Non-Financial Liabilities

Total non-financial liabilities amounted to Rp322.43 billion in 2023. This growth of 13.00% yoy is caused by the increase in other liabilities and accrued expenses, which are categorized as non-financial liabilities, by 50.24% yoy to Rp173.17 billion.

dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Change		Description
			Nominal	%	
Utang Pajak Penghasilan	99.860	117.343	(17.483)	(14,90)	Income Tax Payable
Liabilitas Lain-Lain dan Beban yang Masih Harus Dibayar	173.169	115.265	57.904	50,24	Other Liabilities and Accrued Expenses
Liabilitas Imbalan Pascakerja	49.403	52.729	(3.326)	(6,31)	Employment Benefits Obligation
Jumlah Liabilitas Non Keuangan	322.432	285.337	37.095	13,00	Total Non-Financial Liabilities

Utang Pajak Penghasilan

Utang pajak penghasilan Bank sebesar Rp99,86 miliar di tahun 2023. Dibandingkan tahun sebelumnya senilai Rp117,34 miliar, akun ini mengalami penurunan sebesar 14,90% yoy.

Liabilitas Lain-Lain dan Beban yang Masih Harus Dibayar

Liabilitas lain-lain dan beban yang masih harus dibayar yang dikategorikan liabilitas non keuangan sebesar Rp173,17 miliar di tahun 2023. Capaian ini mengalami kenaikan 50,24% yoy dibandingkan tahun sebelumnya senilai Rp115,27 miliar.

Liabilitas Imbalan Pascakerja

Bank mencatatkan liabilitas imbalan pasca kerja senilai Rp49,40 miliar di tahun 2023. Capaian ini turun 6,31% yoy dibandingkan tahun sebelumnya sebesar Rp52,73 miliar.

Ekuitas

Bank membukukan jumlah ekuitas mencapai Rp6,76 triliun di tahun 2023. Pertumbuhan ekuitas sebesar 4,86% yoy dibandingkan tahun sebelumnya senilai Rp6,45 triliun ini didorong oleh kenaikan saldo laba sebesar 11,34% yoy menjadi Rp3,06 triliun di tahun 2023.

Income Tax Payable

The Bank's income tax liability in 2023 was Rp99.86 billion. Compared to the previous year's Rp117.34 billion, this account has decreased by 14.90% year on year.

Other Liabilities and Accrued Expenses

Other liabilities and accrued expenses, classified as non-financial liabilities, stood at Rp173.17 billion in 2023. This was an increase of 50.24% yoy from the previous year's figure of Rp115.27 billion.

Employment Benefits Obligation

The bank recorded post-employment benefit liabilities of Rp49.40 billion in 2023. This benefit decreased 6.31% yoy from previous year's Rp52.73 billion.

Equity

The bank recorded total equity of Rp6.76 trillion in 2023. Equity growth of 4.86% yoy from previous year's Rp6.45 trillion was driven by 11.34% yoy increase in retained earnings to Rp3.06 trillion in 2023.

dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Change		Description
			Nominal	%	
Modal ditempatkan dan disetor	3.706.150	3.706.150	-	-	Subscribed and paid-up capital
Cadangan nilai wajar	(10.442)	(11.876)	1.434	(12,07)	Fair value reserve
Saldo laba	3.063.191	2.751.236	311.955	11,34	Retained earnings
Jumlah Ekuitas	6.758.899	6.445.510	313.389	4,86	Total Equity

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN

Bank berhasil membukukan laba bersih tahun berjalan sebesar Rp302,21 miliar di tahun 2023. Pertumbuhan sebesar 12,83% yoy ini terutama didorong peningkatan pendapatan bunga sebesar 16,00% yoy ditengah kenaikan suku bunga acuan karena di saat yang sama Bank mencatatkan penurunan kredit yang diberikan sebesar 8,80% yoy.

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

The Bank achieved a net profit of Rp302.21 billion in 2023. This growth of 12.83% yoy was mainly due to a hike in interest income of 16.00% yoy amid a raising benchmark interest rate because at the same time the Bank recorded a decline in credit provision of 8.80% yoy.



dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Change		Description
			Nominal	%	
Pendapatan dan Beban Operasional					Operating Income and Expenses
Pendapatan Bunga	3.095.224	2.668.185	427.039	16,00	Interest income
Beban Bunga	(1.904.853)	(1.452.478)	(452.375)	31,15	Interest Expense
Pendapatan Bunga-Bersih	1.190.371	1.215.707	(25.336)	(2,08)	Net Interest Income
Provisi dan Komisi lainnya	45.214	46.232	(1.018)	(2,20)	Other Fees and Commissions
Keuntungan Transaksi Mata Uang Asing - bersih	72.978	95.389	(22.411)	(23,49)	Gains on Foreign Exchange Transactions - Net
Keuntungan atas penjualan efek-efek untuk tujuan investasi - bersih	-	-	-	-	Gains on sale of investment in securities - Net
Lain-lain	210.501	45.813	164.688	359,48	Miscellaneous
Jumlah Pendapatan Operasional Lainnya	328.693	187.434	141.259	75,36	Total Other Operating Income
Jumlah Pendapatan Operasional	1.519.064	1.403.141	115.923	8,26	Total Operating Income
Beban Kerugian Penurunan Nilai Aset Keuangan	(616.867)	(578.512)	(38.355)	6,63	Impairment Losses on Financial Assets
Beban Umum dan Administrasi	(160.798)	(152.372)	(8.426)	5,53	General and Administrative Expenses
Beban Tenaga Kerja	(316.252)	(295.796)	(20.456)	6,92	Personnel Expenses
Beban Lain-lain	(24.254)	(31.212)	6.958	(22,29)	Other Expenses
Jumlah Beban Operasional	(1.118.171)	(1.057.892)	(60.279)	5,70	Total Operating Expenses
Laba Sebelum Pajak Penghasilan	400.893	345.249	55.644	16,12	Income Before Tax Expense
Beban Pajak Penghasilan	(94.267)	(77.392)	(16.875)	21,80	Tax Expense
Laba Bersih Tahun Berjalan	306.626	267.857	38.769	14,47	Net Profit for The Year
Penghasilan komprehensif lainnya tahun berjalan – setelah pajak	6.763	(19.810)	26.573	(134,14)	Other comprehensive income for the year – net of tax
Total Penghasilan Komprehensif Tahun Berjalan	313.389	248.047	65.342	26,34	Total comprehensive income for the year

Pendapatan Bunga – Bersih

Bank membukukan pendapatan bunga bersih sebesar Rp1,19 triliun di tahun 2023. Dibandingkan tahun sebelumnya sebesar Rp1,22 triliun, penurunan ini disebabkan oleh pertumbuhan beban bunga sebesar 31,15% yoy atau melebihi pendapatan bunga yang tumbuh lebih rendah sebesar 16,00% yoy di tahun 2023.

Net Interest Income

The bank recorded net interest income of Rp1.19 trillion in 2023. Compared to the previous year's Rp1.22 trillion, this decrease was caused by the interest expense growth of 31.15% yoy or higher than the interest income growth which was lower by 16.00% yoy in 2023.

Meski membukukan *outstanding* kredit yang diberikan turun sebesar 8,76% yoy di tahun 2023, Bank mampu mencatatkan kenaikan pendapatan bunga sebesar 16,00% yoy. Kenaikan ini terutama didukung oleh peningkatan bunga yang berasal dari kredit yang diberikan dengan pertumbuhan 12,03% yoy menjadi Rp1,72 triliun.

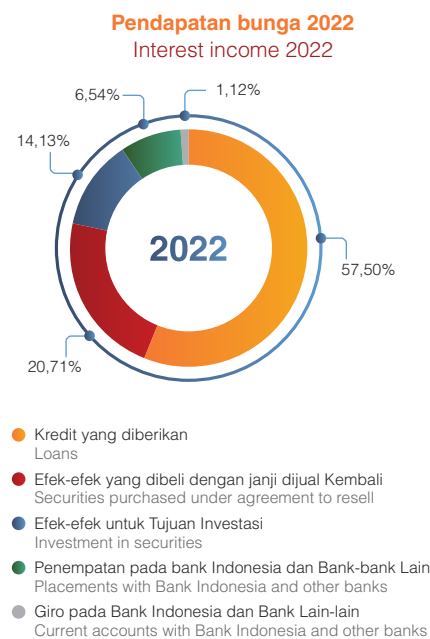
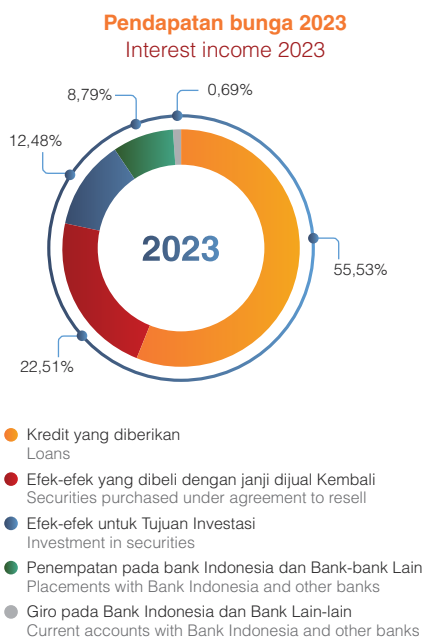
Although the outstanding loans recorded a decline of 8.76% yoy in 2023, the Bank was able to record a hike in interest income of 16.00% yoy. This increase was mainly supported by a raise in the interest rate on loans with a growth of 12.03% yoy to Rp1.72 trillion.

Suku bunga kredit yang diberikan mengalami kenaikan di tahun 2023 baik untuk kredit yang diberikan dalam mata uang Rupiah, Dollar AS, dan Yuan sebagaimana yang telah dijelaskan sebelumnya di bagian aset keuangan. Kontribusi pendapatan bunga yang berasal dari kredit yang diberikan mencapai 55,53% dari jumlah pendapatan bunga.

The interest rate on loans rose in 2023 for both loans in Rupiah, US Dollar and Yuan as previously explained in the financial assets section. The contribution of interest income from loans reached 55.53% of the Bank's total interest income.

dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Change		Description
			Nominal	%	
Kredit yang diberikan	1.718.681	1.534.149	184.532	12,03	Loans
Efek-efek yang dibeli dengan janji dijual kembali	696.813	552.697	144.116	26,08	Securities purchased under agreement to resell
Efek-efek untuk tujuan investasi	386.214	377.143	9.071	2,41	Investment in securities
Penempatan pada Bank Indonesia dan bank-bank lain	250.614	174.385	76.229	43,71	Placements with Bank Indonesia and other banks
Giro pada Bank Indonesia dan bank-bank lain	42.902	29.811	13.091	43,91	Current accounts with Bank Indonesia and other banks
Jumlah	3.095.224	2.668.185	427.039	16,00	Total





Sementara itu, terkait beban bunga, Bank melaporkan beban bunga yang tumbuh lebih tinggi sebesar 31,15% yoy menjadi Rp1,90 triliun di tahun 2023 dari Rp1,45 triliun di tahun sebelumnya. Kenaikan beban bunga ini terutama didorong oleh peningkatan beban bunga simpanan nasabah sebesar 30,62% yoy menjadi Rp1,49 triliun di tahun 2023. Kontributor kedua peningkatan beban bunga adalah pinjaman subordinasi dan pinjaman yang diterima yang tumbuh signifikan sebesar 72,17% yoy menjadi Rp289,04 triliun.

Meanwhile, in terms of interest expense, the Bank reported that interest expense jumped by 31.15% yoy to Rp1.90 trillion in 2023 from Rp1.45 trillion in the previous year. The increase in interest expense was mainly due to interest paid on deposits from customers which climbed by 30.62% yoy to Rp1.49 trillion in 2023. The second largest contributor to the increase in interest expense was subordinated loans and borrowings. These figure increased significantly by 72.17% yoy to Rp289.04 trillion.

dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Change		Description
			Nominal	%	
Simpanan nasabah	1.488.350	1.139.459	348.891	30,62	Deposits from customers
Pinjaman subordinasi dan pinjaman yang diterima	289.039	167.879	121.160	72,17	Subordinated loans and borrowings
Premi penjaminan dana pihak ketiga	89.353	99.322	(9.969)	(10,04)	Premium on third party funds guarantee
Simpanan dari bank lain	28.331	41.820	(13.489)	(32,25)	Deposit from other banks
Efek-efek yang dijual dengan janji dibeli kembali	6.862	2.067	4.795	231,98	Securities sold under agreements to repurchase
Bunga atas liabilitas sewa	2.918	1.931	987	51,11	Interest on lease liabilities
Jumlah	1.904.853	1.452.478	452.375	31,15	Total

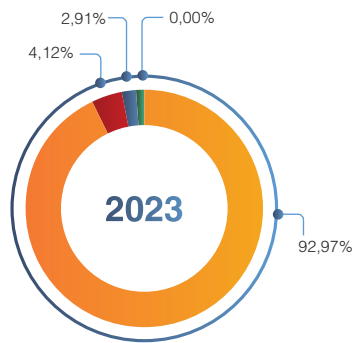
Dari total beban bunga dari simpanan nasabah senilai Rp1,49 triliun tersebut, Bank membukukan beban bunga untuk deposito berjangka mencapai Rp1,38 triliun atau 92,97% di tahun 2023. Capaian ini lebih tinggi dibandingkan tahun sebelumnya sebesar 88,56% di tahun sebelumnya.

Out of the total interest expenses from customers' deposits amounting to Rp1.49 trillion, the Bank recorded interest expenses from time deposits amounting to Rp1.38 trillion or 92.97% in 2023. This performance is higher than the previous year's performance of 88.56%.

Kenaikan ini tidak dapat dilepaskan dari peningkatan porsi deposito berjangka dalam struktur DPK Bank di tahun 2023 menjadi sebesar 75,05% dibandingkan tahun sebelumnya sebesar 74,36%. Di saat bersamaan, seiring dengan kenaikan suku bunga acuan, suku bunga deposito juga mengalami kenaikan. Tingkat suku bunga kontraktual rata-rata setahun untuk deposito berjangka dalam mata uang Rupiah mencapai 4,45% di tahun 2023, lebih tinggi dibandingkan tahun sebelumnya sebesar 3,38%.

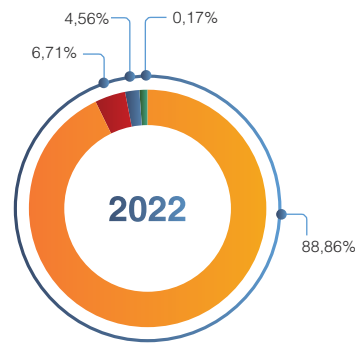
This higher figure could not be separated from the hike in the proportion of time deposits in the Bank's DPK structure to 75.05% in 2023 compared to the previous year's 74.36%. At the same time, time deposit interest rates increased along with the rise in the key interest rate. The annual average contractual interest rate on Rupiah term deposits reached 4.45% in 2023, higher than the previous year's 3.38%.

Komposisi beban bunga-DPK 2023
Interest expenses-TPF 2023



● Deposito Berjangka (Time Deposit)
 ● Giro (Current Accounts)
 ● Tabungan (Saving Accounts)
 ● Deposits on Call (Deposits on Call)

Komposisi beban bunga-DPK 2022
Interest expenses-TPF 2022



● Deposito Berjangka (Time Deposit)
 ● Giro (Current Accounts)
 ● Tabungan (Saving Accounts)
 ● Deposits on Call (Deposits on Call)

Jumlah Pendapatan Operasional Lainnya

Bank membukukan kenaikan signifikan atas pendapatan operasional lainnya sebesar 75,35% yoy menjadi 328,67 miliar. Kenaikan ini terutama didorong oleh peningkatan tajam atas pendapatan operasional lain-lain sebesar 359,48% yoy menjadi Rp210,50 miliar. Sementara itu, penurunan terjadi pada keuntungan transaksi mata uang asing – bersih sebesar 23,49% yoy menjadi Rp72,98 miliar.

Secara kumulatif dengan memperhitungkan pendapatan bunga bersih dan pendapatan operasional lainnya, Bank berhasil membukukan kenaikan jumlah pendapatan operasional sebesar 8,26% yoy menjadi Rp1,52 triliun di tahun 2023.

Jumlah Beban Operasional

Secara kumulatif, jumlah beban operasional Bank mencapai Rp1,12 triliun di tahun 2023. Capaian ini tumbuh 5,70% yoy dari tahun sebelumnya senilai Rp1,06 triliun. Seluruh komponen beban operasional Bank mengalami kenaikan kecuali beban lain-lain yang turun signifikan sebesar 22,29% yoy menjadi Rp24,25 miliar.

Kenaikan terbesar dibukukan oleh beban kerugian penurunan nilai aset keuangan sebesar 6,63% yoy menjadi Rp616,87 miliar di tahun 2023. Komponen beban operasional lainnya yakni beban tenaga kerja serta beban umum dan administrasi serta masing-masing meningkat sebesar 6,92% yoy dan 5,53% yoy menjadi Rp316,25 miliar dan Rp160,80 miliar di tahun 2023.

Laba Sebelum Pajak Penghasilan

Dengan mengurangi jumlah pendapatan operasional dengan jumlah beban operasional di tahun 2023, Bank membukukan laba sebelum pajak penghasilan sebesar Rp400,89 miliar dengan pertumbuhan sebesar 16,12% yoy.

Total Other Operating Income

The Bank recorded a significant increase in other operating income of 75.35% yoy to Rp328.67 billion. This higher figure was mainly due to a sharp increase in other miscellaneous income by 359.48% yoy to Rp210.50 billion. Meanwhile, net foreign exchange gains fell 23.49% yoy to Rp72.98 billion.

On a cumulative basis, taking into account net interest income and other operating income, the bank was able to record a 8.26% yoy rise in total operating income to Rp1.52 trillion in 2023.

Total Operating Expenses

Cumulatively, the Bank's operating expenses amounted to Rp1.12 trillion in 2023. This is a 5.70% yoy increase from the previous year's figure of Rp1.06 trillion. All components of the Bank's operating expenses increased except for other expenses which fell significantly by 22.29% yoy to Rp24.25 billion.

The largest increase was recorded in expenses for impairment losses on financial assets, which was up by 6.63% yoy to Rp616.87 billion. Other components of operating expenses, namely personnel expenses and general and administrative expenses rose by 6.92% yoy and 5.53% yoy to Rp316.25 billion and Rp160.80 billion in 2023, respectively.

Income Before Tax Expense

By subtracting the total operating income from the total operating expenses in 2023, the Bank recorded income before income tax of Rp400.89 billion with a growth of 16.22% yoy.



Laba Bersih Tahun Berjalan

Setelah memperhitungkan beban pajak penghasilan senilai Rp94,27 miliar di tahun 2023, Bank berhasil membukukan pertumbuhan laba bersih tahun berjalan sebesar 14,47% yoy menjadi Rp306,63 miliar.

Total Penghasilan Komprehensif Tahun Berjalan

Perolehan penghasilan komprehensif lainnya tahun berjalan – setelah pajak sebesar Rp6,76 miliar di tahun 2023, meningkatkan total penghasilan komprehensif tahun berjalan Bank sebesar 26,34% yoy menjadi Rp313,39 miliar.

Net Profit for The Year

After taking into account the income tax expense of Rp94.27 billion in 2023, the bank was able to record a net profit growth of 14.47% yoy to Rp306.63 billion.

Total comprehensive income for the year

The acquisition of other comprehensive income for the current year - after tax of Rp6.76 billion in 2023, increased the Bank's total comprehensive income for the current year by 26.34% yoy to Rp313.39 billion.

LAPORAN ARUS KAS

STATEMENTS OF CASH FLOWS

dalam Rp juta
in Rp million

Uraian	2023	2022	Perubahan Change		Description
			Nominal	%	
Kas Bersih yang Diperoleh dari (Digunakan untuk) Kegiatan Operasi	1.269.634	(6.888.204)	8.157.838	(118,43)	Net Cash (Used in) Provided from Operating Activities
Kas bersih yang Diperoleh (Digunakan untuk) Diperoleh dari Kegiatan Investasi	(616.574)	(750.080)	133.506	(17,80)	Net Cash (Used in) Provided from Investing Activities
Kas bersih Digunakan Untuk Aktivitas Pendanaan	(4.069.062)	423.154	(4.492.216)	(1.061,60)	Net Cash (Used in) Provided from Financing Activities
Pengaruh Fluktuasi Kurs Mata Uang Asing Pada Kas dan Setara Kas	18.241	11.460	6.781	59,17	Effect of Foreign Exchange Rate Fluctuation on Cash and Cash Equivalents
Kenaikan Bersih Kas dan Setara Kas	(3.397.761)	(7.203.670)	3.805.909	(52,83)	Net Increase (Decrease) in Cash and Cash Equivalents
Kas dan Setara Kas Awal Tahun	11.891.986	19.095.656	(7.203.670)	(37,72)	Cash and Cash Equivalents At Beginning of Year
Kas dan Setara Kas Akhir Tahun	8.494.225	11.891.986	(3.397.761)	(28,57)	Cash and Cash Equivalents At The End of Year

ARUS KAS DARI AKTIVITAS OPERASI

Bank membukukan kas bersih diperoleh dari aktivitas operasi sebesar Rp1,27 triliun di tahun 2023. Hal ini dipengaruhi penerimaan bunga, provisi, dan komisi sebesar Rp3,18 triliun atau tumbuh 22,64% yoy di tahun 2023. Bank juga mencatatkan pendapatan operasional lainnya naik signifikan dari Rp45,81 miliar di tahun 2022 menjadi Rp210,50 miliar di tahun 2023. Namun demikian, di tahun yang sama, Bank juga melaporkan pembayaran bunga yang lebih tinggi 32,55% yoy menjadi Rp1,88 triliun.

CASH FLOWS FROM OPERATING ACTIVITIES

The bank recorded net cash from operating activities worth Rp1.27 trillion in 2023. This was influenced by interest, fees and commissions of Rp3.18 trillion or grew 22.64% yoy in 2023. The bank also recorded a significant increase in other operating income from Rp45.81 billion in 2022 to Rp210.50 billion in 2023. However, in the same year, the Bank also recorded higher interest payments of 32.55% yoy to Rp1.88 trillion.

ARUS KAS DARI AKTIVITAS INVESTASI

Bank mencatatkan kas bersih yang digunakan untuk aktivitas investasi sebesar Rp616,57 miliar di tahun 2023, turun 17,18% yoy dibandingkan tahun sebelumnya sebesar Rp750,08 miliar. Hal ini terutama dipengaruhi oleh efek-efek yang jatuh tempo senilai Rp1,80 triliun di tahun tersebut dibandingkan Rp1,18 triliun di tahun 2022. Namun demikian, di tahun 2023, Bank melakukan pembelian efek-efek senilai Rp2,39 triliun atau tumbuh 23,85% yoy.

ARUS KAS DARI AKTIVITAS PENDANAAN

Bank melaporkan kas bersih yang digunakan untuk aktivitas pendanaan senilai Rp4,07 triliun di tahun 2023. Hal ini terutama disebabkan oleh pembayaran untuk pinjaman yang diterima sebesar Rp3,16 triliun atau naik 25,85% yoy dibandingkan senilai Rp2,51 triliun di tahun sebelumnya.

KAS DAN SETARA KAS AKHIR TAHUN

Penurunan kas dan setara kas – bersih yang lebih rendah menjadi Rp3,40 triliun di tahun 2023 yang didukung oleh ketersediaan kas dan setara kas awal tahun senilai Rp11,89 triliun berpengaruh terhadap kas dan setara kas akhir tahun Bank yang mencapai Rp8,49 triliun. Meski demikian, capaian ini lebih rendah dari tahun sebelumnya senilai Rp11,89 triliun.

CASH FLOWS FROM INVESTING ACTIVITIES

The Bank recorded net cash used in investing activities of Rp616.57 billion in 2023, down 17.18% yoy from Rp750.08 billion in the previous year. This was mainly influenced by maturing securities worth Rp1.80 trillion in this year compared to Rp1.18 trillion in 2022. However, in 2023, the Bank purchased securities worth Rp2.39 trillion or a growth of 23.85% yoy.

CASH FLOWS FROM FINANCING ACTIVITIES

The bank reported that net cash used in financing activities was Rp4.07 trillion in 2023. This was mainly due to payments for borrowing standing at Rp3.16 trillion or a 25.85 yoy increase compared to Rp2.51 trillion in the previous year.

CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR

The lower reduction of net increase in cash and cash equivalents to Rp3.40 trillion in 2023, supported by the availability of cash and cash equivalents at the beginning of the year of Rp11.89 trillion, affected the Bank's cash and cash equivalents at the end of the year to reach Rp8.49 trillion. However, this performance was lower than the previous year's figure of Rp11.89 trillion.



Kemampuan Membayar Utang dan Kolektibilitas Piutang

Solvency and Receivables Collectibility

KEMAMPUAN MEMBAYAR UTANG

Dari sisi eksternal, afirmasi peringkat perusahaan dari PT Fitch Ratings Indonesia pada bulan Juni 2023 dapat menjadi acuan kemampuan membayar utang Bank. Peringkat perusahaan Bank ICBC Indonesia yang dimaksud adalah 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*

Peringkat Nasional Jangka Panjang 'AAA' menunjukkan peringkat tertinggi yang diberikan oleh agensi dalam skala Peringkat Nasional untuk negara tersebut. Peringkat ini diberikan kepada emiten atau surat utang dengan ekspektasi risiko gagal bayar terendah relatif terhadap semua emiten atau surat utang lainnya di negara atau kesatuan moneter yang sama. Peringkat Nasional Jangka Pendek 'F1' menunjukkan kapasitas paling kuat untuk pembayaran tepat waktu atas komitmen keuangan relatif terhadap emiten atau obligasi lain di negara yang sama.

Afirmasi peringkat tersebut berdasarkan 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)

Sementara itu, dari sisi internal, kemampuan Bank membayar utang jangka pendek diukur dengan indikator likuiditas jangka pendek yakni rasio Giro Wajib minimum (GWM), Penyangga Likuiditas Makroprudensial (PLM), dan *Liquidity Coverage Ratio* (LCR). Bank mampu memenuhi ketentuan yang ditetapkan oleh regulator dengan rasio sebagai berikut:

ABILITY TO PAY DEBT

From the external side, a reference for the bank's debt repayment ability can be the company rating affirmation of PT Fitch Ratings Indonesia in June 2023. The relevant corporate ratings of Bank ICBC Indonesia are as follows:

1. National Long-Term Rating: AAA(idn)
2. National Short-Term Rating: 'F1+(idn)
3. National long-term rating outlook: Stable

The 'AAA' national long-term rating is the highest rating assigned by the agency on the national scale. This rating is assigned to the issuer or debt security with the lowest expected risk of default relative to all other issuers or debt securities in the same country or monetary union. The 'F1' National Short-Term Rating indicates the strongest ability to meet financial obligations on time relative to other issuers or debt securities in the same country.

The rating affirmation is based on the strong support of the parent company (ICBC), taking into account the important and strategic position of the subsidiary in Indonesia as a business unit operating overseas to support trade and investment in Indonesia.

ABILITY TO PAY SHORT-TERM DEBT (BANK LIQUIDITY)

Meanwhile, internally, the Bank's ability to pay short-term debts is measured by short-term liquidity indicators: minimum statutory reserve (GWM), macroprudential liquidity buffer (PLM) and liquidity coverage ratio (LCR). The Bank is in a position to comply with the requirements set by the regulatory authorities with the following ratios:

dalam Rp juta
in Rp million

Likuiditas	2023	2022	Liquidity
Giro Wajib Minimum (GWM) Primer – Rupiah	11,48	12,20	Primary reserve requirement Rupiah (%)
GWM Penyangga Likuiditas Makroprudensial (PLM) – Rupiah	36,98	54,11	Macroprudential Liquidity Buffer (PLM) GWM (%)
Liquidity Coverage Ratio (LCR)	246,25%	224,57	Liquidity Coverage Ratio (LCR) (%)

KEMAMPUAN MEMBAYAR UTANG JANGKA PANJANG (SOLVABILITAS BANK)

Bank melaporkan rasio kecukupan modal (*Capital Adequacy Ratio*) atau CAR meningkat menjadi 30,10% di tahun 2023. Dibandingkan rasio CAR tahun sebelumnya sebesar 23,67%, pencapaian ini menunjukkan bahwa kemampuan mebayar utang jangka panjang atau solvabilitas Bank semakin membaik dan memberikan fundamental yang lebih kuat untuk ekspansi usaha di tahun mendatang. Capaian rasio CAR ini juga lebih tinggi dibandingkan persyaratan rasio CAR yang ditetapkan oleh OJK sehingga dapat memenuhi risiko kredit, risiko pasar dan risiko operasional.

RENTABILITAS BANK

Bank ICBC Indonesia berhasil membukukan profitabilitas yang lebih baik di tahun 2023. Perbaikan kinerja operasional sebagaimana yang ditunjukkan oleh rasio BOPO dan Rasio CIR menjadi 87,72% dan 36,81% dibandingkan tahun sebelumnya sebesar 87,80% dan 38,23% berdampak positif terhadap profitabilitas Bank. Rasio Imbal Hasil Aset (ROA) dan Imbal Hasil Ekuitas (ROE) meningkat menjadi 0,73% dan 5,41% di tahun 2023 dari 0,55% dan 4,87% di tahun sebelumnya. Perbaikan rasio ROA dan ROE ini juga didukung dengan perbaikan rasio margin laba bersih Bank menjadi 20,19% di tahun 2023 dari 19,09% di tahun sebelumnya.

Kinerja profitabilitas yang membaik tersebut didukung oleh pencapaian rasio Margin Bunga Bersih (NIM) yang lebih tinggi menjadi 2,56% di tahun 2023. Rasio NIM yang lebih baik dibandingkan tahun sebelumnya sebesar 2,29% ini sejalan dengan pencapaian pendapatan bunga Bank yang berhasil tumbuh 16,00% yoy menjadi Rp3,09 triliun di tahun 2023.

ABILITY TO PAY LONG-TERM DEBTS (BANK SOLVENCY)

The bank reported that the Capital Adequacy Ratio or CAR increased to 30.10% in 2023. Compared to the previous year's CAR of 23.67%, this achievement shows that the Bank's ability to pay long-term debt or solvency is improving, providing better fundamentals for business expansion next year. The CAR ratio achieved is also higher than the CAR ratio required by the OJK to ensure that it can cover credit, market and operational risks.

BANK PROFITABILITY

Bank ICBC Indonesia managed to achieve better profitability in 2023. The bank's profitability was positively impacted by the improvement in operational performance as shown by the BOPO ratio and CIR ratio to 87.72% and 36.81%, respectively, compared to 87.80% and 38.23% in the previous year. ROA and ROE ratios increased from 0.55% and 4.87% in the previous year to 0.73% and 5.41% in 2023. This improvement in the ROA and ROE ratios is also supported by an improvement in the bank's net income margin from 19.09% in the previous year to 20.19% in 2023.

This improved profitability performance is supported by the achievement of a higher net interest margin (NIM) ratio of 2.56% in the year 2023. The better NIM ratio of 2.29% as compared to the previous year is in line with the achievement of the bank's interest income, which is expected to grow by 16.00% yoy to Rp3.90 trillion in 2023.

dalam Rp juta
in Rp million

Profitabilitas	2023	2022	Profitability
Imbal Hasil Aktiva (ROA)	0,73	0,55	Return On (ROA)
Imbal Hasil Ekuitas (ROE)	5,41	4,87	Return On Equity (ROE)
Margin Bunga Bersih (NIM)	2,56	2,29	Net Interest Margin (NIM)
Beban Operasional terhadap Penghasilan Operasional (BOPO)	87,72	87,80	Operating Expense to Operating Income (BOPO)
Cost to Income Ratio (CIR)	36,81	38,23	Cost to Income Ratio (CIR)
Rasio Margin Laba Bersih	20,19	19,09	Profit Margin Ratio



Kolektibilitas Piutang Bank

Bank berhasil memperbaiki kolektibilitas piutang Bank seiring dengan kelancaran pembayaran kredit yang disalurkan yang meningkat. Kolektibilitas piutang Bank yang ditunjukkan dengan rasio NPL gross dan net membaik masing-masing menjadi 2,45% dan 1,19% di tahun 2023 dibandingkan 3,00% dan 0,58% di tahun sebelumnya. Kolektibilitas piutang Bank dari aktivitas penyaluran kredit dijelaskan pada tabel berikut ini:

Collectibility of the Bank's Receivables

The Bank succeeded in improving the collectability of the Bank's receivables in line with the increasing smoothness of disbursed loan payments. The collectability of the Bank's receivables as indicated by the gross and net NPL ratios improved to 2.45% and 1.19%, respectively, in 2023 as compared to 3.00% and 0.58%, respectively, in the previous year. The following table shows the collectability of the Bank's loans:

dalam Rp juta
in Rp million

Kategori	2023	2022	Category
Lancar	21.480.478	23.518.446	Current
Dalam Perhatian Khusus	2.700.369	2.903.404	Special Mentioned
Kurang Lancar	412.314	54	Substandard
Diragukan	87	106	Doubtful
Macet	162.840	792.857	Loss
Kredit bermasalah	575.241	793.017	Non-Performing Loans
Kredit yang diberikan	24.756.088	26.414.867	Bank Loans
Cadangan kerugian penurunan nilai	(1.035.583)	(1.216.737)	for impairment losses
NPL gross	2,45%	3,00%	NPL
NPL net	1,19%	0,58%	NPL (%)

Struktur Permodalan

Capital Structure

KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Bank ICBC Indonesia dalam menentukan kebijakan atas struktur modal berpedoman kepada ketentuan Otoritas Jasa Keuangan (OJK) diantaranya sebagai berikut:

1. POJK No. 34/POJK.03/2016 tanggal 22 September 2016 tentang Perubahan atas POJK Nomor 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.

Bank juga menggunakan Pendekatan Standar Basel II (Standardized Approach) untuk Risiko Kredit dan telah memasukkan komponen External Rating dalam memperhitungkan Aset Tertimbang Menurut Risiko (ATMR).

Per 31 Desember 2023, Bank ICBC Indonesia berhasil mempertahankan kecukupan modal di atas rasio KPMM sesuai profil risiko sebesar 10,00%. Rasio KPMM Bank mencapai 30,10% di tahun 2023, lebih tinggi dibandingkan 23,67% di tahun sebelumnya.

Tabel-tabel di bawah ini menjelaskan hasil perhitungan ATMR (Kredit, Operasional, dan Pasar) serta Rasio Kecukupan Modal posisi 31 Desember 2023 dan 2022.

MANAGEMENT POLICY ON CAPITAL STRUCTURE

Bank ICBC Indonesia is guided by the provisions of the Financial Services Authority (OJK) in determining its capital structure policy, including the following:

1. POJK No. 34/POJK.03/2016 dated September 22, 2016 on amendments to POJK No. 11/POJK.03/2016 on minimum capital requirements for commercial banks.
2. SEOJK No. 26/SEOJK.03/2016 concerning minimum capital requirements according to risk profile and fulfillment of capital equivalence of maintained assets.

The Bank also uses the Basel II Standardized Approach (Standardized Approach) for credit risk, and has included an external rating component in the calculation of risk-weighted assets (RWA).

As of December 31, 2023, Bank ICBC Indonesia managed to maintain capital adequacy above the KPMM ratio according to the risk profile of 10.00%. The bank's KPMM ratio reached 30.10% in 2023, higher than 23.67% in the previous year.

The following tables show the results of the calculation of RWA (Credit, Operational, and Market) and Capital Adequacy Ratio as of December 31, 2023 and 2022.

Tabel Struktur Permodalan Bank ICBC Indonesia 2022-2023
Bank ICBC Indonesia Capital Structure Table 2022-2023

dalam Rp juta
in Rp million

Permodalan	2023	2022	Capital
Modal Inti	5.780.060	5.544.461	Core Capital
Modal Pelengkap	458.944	831.721	Supplementary Capital
Jumlah Modal untuk Risiko Kredit, Risiko Operasional dan Risiko Pasar	6.239.004	6.376.182	Total capital for Credit Risk, Operational Risk, and Market Risk
Aset Tertimbang Menurut Risiko (ATMR) Kredit	18.239.150	24.265.279	Credit Risk - Weighted Assets
Aset Tertimbang Menurut Risiko (ATMR) Operasional	2.134.445	2.524.820	Operational Risk - Weighted Assets



Tabel Struktur Permodalan Bank ICBC Indonesia 2022-2023
Bank ICBC Indonesia Capital Structure Table 2022-2023

dalam Rp juta
in Rp million

Permodalan	2023	2022	Capital
Aset Tertimbang Menurut Risiko (ATMR) Pasar	352.942	144.514	Market Risk - Weighted Assets
Jumlah ATMR untuk Risiko Kredit, Risiko Operasional, dan Risiko Pasar	20.726.537	26.934.613	Total Risk Weighted Assets for Credit Risk, Operational Risk, and Market Risk

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	2023	2022	Capital
	Bank	Bank	
I. Modal Inti (Tier 1)	5.780.060	5.544.461	I. Core Capital (Tier 1)
CET 1	5.780.060	5.544.461	CET 1
1.1 Modal disetor (setelah dikurangi Treasury Stock)	3.706.150	3.706.150	1.1 Paid-in capital (net of Treasury Stock)
1.2 Cadangan Tambahan Modal	3.041.367	2.733.307	1.2 Disclosed Reserves
1.2.1 Faktor Penambah	3.053.015	2.746.389	1.2.1 Additional Factor
1.2.1.1 Pendapatan Komprehensif Lainnya	-	-	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	-	-	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 Surplus Revaluasi Aset Tetap	-	-	1.2.1.1.3 Surplus of fixed assets revaluat
1.2.1.2 Cadangan Tambahan Modal Lainnya	3.053.015	2.746.389	1.2.1.2 Other disclosed reserves
1.2.1.2.1 Agio	-	-	1.2.1.2.1 Agio
1.2.1.2.2 Cadangan Umum	318.156	291.371	1.2.1.2.2 General reserves
1.2.1.2.3 Laba Tahun-Tahun Lalu	2.428.233	2.187.161	1.2.1.2.3 Previous year profit
1.2.1.2.4 Laba Tahun Berjalan	306.626	267.857	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 Merging Entities**)	-	-	1.2.1.2.6 Merging Entities Equity**)
1.2.1.2.7 Lainnya	-	-	1.2.1.2.7 Others
1.2.2 Faktor Pengurang	(11,648)	(13,082)	1.2.2 Deduction Factor
1.2.2.1 Pendapatan Komprehensif Lainnya	(10,442)	(11,876)	1.2.2.1 Other comprehensive income

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	2023	2022	Capital
	Bank	Bank	
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	(10.442)	(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 Disagio	-	-	1.2.2.2.1 Disagio
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
1.2.2.2.5 Selisih Kurang Jumlah Penyesuaian Nilai Wajar dari Instrumen Keuangan dalam Trading Book	-	-	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	967.457	894.996	1.4 Deduction Factor of CET 1
1.4.1 Perhitungan Pajak Tangguhan	967.457	894.996	1.4.1 Deferred tax calculation
1.4.2 Goodwill	-	-	1.4.2 Goodwill
1.4.3 Aset Tidak Berwujud Lainnya	1.720	1.627	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 Tier 2 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



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	2023	2022	Capital
	Bank	Bank	
1.4.7.3 Eksposur yang menimbulkan Risiko Kredit akibat Kegagalan Settlement (<i>Settlement Risk</i>) - <i>Non Delivery Versus Payment</i>	-	-	1.4.7.3 Exposures that give rise to credit risk due the settlement risk (<i>settlement risk</i>) - <i>Non Delivery Versus Payment</i>
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 Agio/Disagio	-	-	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 Tier 2 pada Bank Lain	-	-	2.3.1 Placement of funds in instrument AT 1 and/or Tier 2 to other bank
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
II. Modal Pelengkap (Tier 2)	458.944	831.721	II Supplemental Capital (Tier 2)
1. Instrumen Modal dalam bentuk Saham atau Lainnya yang memenuhi Persyaratan Tier 2	230.955	529.295	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)	227.989,38	302.426	3. General provision on earning assets (max. 1.25% credit risk - weighted assets)
4. Faktor Pengurang Modal Pelengkap	-	-	4. Deduction supplemental capital
4.1 <i>Sinking Fund</i>	-	-	4.1 <i>Sinking Fund</i>
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 bank
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
III. Total Modal (I+II)	6.239.004	6.376.182	Total Core and Supplemental Capital

Uraian	2023	2022	Description
	Bank	Bank	
Aset Tertimbang Menurut Risiko (ATMR)			RISK WEIGHTED ASSETS
ATMR Risiko Kredit	18.239.150	24.265.279	Credit Risk - Weighted Assets
ATMR Risiko Pasar	352.942	144.514	Market Risk - Weighted Assets
ATMR Risiko Operasional	2.134.445	2.524.820	Operational Risk - Weighted Assets

Uraian	2023	2022	Description
	Bank	Bank	
Total ATMR	20.726.537	26.934.613	Total Risk Weighted Assets
RASIO KPMM SESUAI PROFIL RISIKO (%)	10,00	10,00	CAR BASED ON RISK PROFILE
Alokasi Pemenuhan KPMM Sesuai Profil Risiko		Capital Allocation for Car Based on Risk Profile	
Dari CET 1 (%)	7,79	6,91	From CET 1 (%)
Dari AT 1 (%)	0,00	0,00	From AT 1 (%)
Dari Tier 2 (%)	2,21	3,09	From Tier 2 (%)
Rasio KPMM		KPMM Ratio	
Rasio CET 1 (%)	27,89	20,58	CET 1 Ratio (%)
Rasio Tier 1 (%)	0,00	0,00	Tier 1 Ratio (%)
Rasio Tier 2 (%)	2,21	3,09	Tier 2 Ratio (%)
Rasio KPMM (%)	30,10	23,67	Capital Adequacy Ratio (%)
CET 1 UNTUK BUFFER (%)	20,10	13,67	CET 1 FOR BUFFER (%)
Persentase Buffer yang Wajib Dipenuhi oleh Bank (%)		Percentage of Buffer Mandatory Filled by Bank(%)	
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 (%)



Ikatan Material untuk Investasi Barang Modal

Material Commitments in Relation to Capital Expenditures

DASAR PENENTUAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Bank melakukan pengelolaan permodalan dalam rangka memenuhi ketentuan permodalan eksternal yang berlaku dan untuk mempertahankan rasio permodalan yang sehat agar dapat mendukung usaha dan memaksimalkan nilai bagi pemegang saham.

Pengelolaan atas struktur modal dan penyesuaian atas struktur modal dilakukan dengan mempertimbangkan perubahan kondisi ekonomi dan karakteristik risiko aktivitas Bank. Bank dapat melakukan penambahan setoran modal inti dari pemegang saham dan memperoleh pinjaman subordinasi dalam rangka mempertahankan atau menyesuaikan struktur modal tersebut.

Manajemen menggunakan rasio permodalan yang diwajibkan regulator untuk memantau permodalan Bank. 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 Bank manages capital to meet applicable external capital requirements and to maintain a healthy capital ratio in order to support operations and maximize shareholder value.

The capital structure is managed and adjusted to reflect changing economic conditions and the risk characteristics of the Bank's activities. Banks may increase Tier 1 capital from shareholders and raise subordinated debt to maintain or adjust the capital structure.

Management uses regulatory capital ratios to monitor the Bank's capital. In accordance with the applicable regulations, banks are required to hold a minimum amount of capital in accordance with their risk profile. In addition to this, banks are also required to set aside additional capital as a buffer, namely the following

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 is 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

Per 31 Desember 2023, Bank melaporkan tidak memiliki ikatan material untuk investasi barang modal. 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.

As of December 31, 2023, the Bank reports that it has no material commitments for capital expenditures. Therefore, the Bank does not provide information on this matter, including:

1. The name of the party making the commitment;
2. The purpose of the commitment;
3. Sources of funds available to meet the commitment;
4. The currency denomination of the obligation; and
5. The bank's planned steps to hedge the risks of the relevant foreign currency positions.

Investasi Barang Modal Pada Tahun Buku 2023

Capital Expenditures In 2023

INVESTASI BARANG MODAL

Setiap tahun Bank merealisasikan belanja modal yang dipergunakan untuk membeli sejumlah aset atau investasi yang diharapkan dapat memberikan nilai manfaat di masa depan untuk mendukung ekspansi bisnis Bank. Realisasi belanja modal Bank di tahun buku 2023 adalah sebagai berikut:

CAPITAL EXPENDITURES

On an annual basis, the Bank realizes capital expenditures that are used to acquire a number of assets or investments that are expected to provide beneficial value in the future to support the expansion of the Bank's business. The realization of the Bank's capital expenditures in fiscal 2023 is as follows:

dalam Rp juta
in Rp million

Jenis Capex	Nilai Belanja Modal Capital Expenditures (Capex)		Types of Capex
	2023	2022	
Bangunan	628	122	Buildings
Inventaris kantor	17.090	4.501	Office equipments
Kendaraan	60	58	Vehicles
Prasarana	3.877	54	Leasehold improvement
Aset dalam penyelesaian	2.067	-	Construction in progress
Aset hak-guna	40.573	5.260	Right-of-use assets
Jumlah	64.295	9.995	Total



Informasi Transaksi Terkait Investasi, Ekspansi, Divestasi, Penggabungan Usaha, Akuisisi, Dan Restrukturisasi

Transaction Information Related to Investments, Expansion, Divestments, Mergers, Acquisitions, and Restructuring

Bank melakukan investasi pada instrumen efek bersifat utang yang diterbitkan oleh Pemerintah sebagai salah satu kegiatan usaha di industri perbankan. Investasi Bank pada instrumen efek bersifat utang pada tahun buku 2023 dijelaskan di tabel berikut ini:

As part of its banking activities, the Bank invests in debt securities issued by the Government. The Bank's investment in debt securities in 2023 is shown in the table below:

dalam Rp juta
in Rp million

Jenis Efek	Nilai Value		Type of Securities
	2023	2022	
Pihak Berelasi			Related Parties
Diukur pada nilai wajar melalui penghasilan komprehensif lain Obligasi Pemerintah - Rupiah	722.368	754.813	Total measured at fair value through other comprehensive income Government Bonds - Rupiah
Diukur pada biaya yang diamortisasi Rupiah			Measured at amortized cost
Obligasi Perusahaan	-	-	Corporate Bonds
Obligasi Pemerintah	6.399.216	4.564.035	Government Bonds
Wesel SKBDN	-	48.278	SKBDN Bills
	6.399.216	4.612.313	
Mata uang asing			Foreign currencies
Obligasi Pemerintah	396.959	1.607.011	Government Bonds
Wesel SKBDN	1.020	20.594	
	397.979	1.627.965	
Jumlah diukur pada biaya yang diamortisasi	6.797.195	6.240.278	Total measured at amortized cost
	7.519.563	6.995.091	
Cadangan kerugian penurunan nilai	-	(384)	Allowance for impairment losses
Jumlah	7.519.563	6.994.707	Total

Ekspansi

Bank melaporkan tidak adanya aktivitas terkait ekspansi selama tahun 2023.

Expansion

The Bank did not report any expansion-related activity in 2023.

Divestasi

Tidak terdapat transaksi atau aktivitas terkait divestasi yang dilakukan oleh Bank di sepanjang tahun 2023.

Divestments

The bank has no divestment-related transactions or activities during 2023.

Akuisisi

Bank melaporkan tidak terdapat transaksi atau aktivitas terkait akuisisi yang dilakukan selama tahun 2023.

Acquisition

The bank reported no acquisition-related transactions or activities during 2023.

Restrukturisasi Hutang dan Modal

Bank tidak melakukan transaksi restrukturisasi utang dan/atau restrukturisasi modal selama tahun 2023.

Debt and capital restructuring

The Bank will not enter into any debt restructuring and/or capital restructuring transactions during 2023.

Komitmen dan Kontinjensi

Commitments and Contingencies

Transaksi komitmen dan kontinjensi yang dilakukan oleh Bank di sepanjang tahun 2023 adalah sebagai berikut:

Commitments and contingencies entered into by the Bank during 2023 are as follows:

dalam Rp juta
in Rp million

Uraian	Nilai Value		Description
	2023	2022	
Komitmen			Commitments
Pihak ketiga	-	-	Third parties
Liabilitas komitmen	-	-	Committed liabilities
L/C dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	(173.490)	(99.783)	Outstanding irrecoverable L/C and domestic L/C
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed</i>	(3.557.545)	(2.194.722)	Unused loan facilities - committed
Pihak berelasi	-	-	Related parties
Liabilitas komitmen	-	-	Committed liabilities
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed</i>	-	-	Unused loan facilities - committed
Direksi, Dewan Komisaris dan Pejabat Eksekutif	(4.480)	3.984	Directors, Board of Commissioners and Executive Officers
Jumlah liabilitas komitmen - bersih	(3.735.515)	(2.298.489)	Total commitment liabilities - net
Kontinjensi			Contingencies
Tagihan kontinjensi	-	-	Contingent receivables
Pendapatan bunga dalam penyelesaian	93.195	364.131	interest receivable on non-performing
Bank garansi yang diterima	772.659	295.891	Bank guarantees received
Liabilitas kontinjensi	-	-	Contingent liabilities
Bank garansi dan Standby L/C yang diterbitkan	(1.133.322)	(1.495.683)	Bank guarantees and Standby L/C issued
Jumlah tagihan kontinjensi - bersih	(267.468)	835.661	Total contingent receivables - net
Pihak berelasi	-	-	Related parties
Tagihan kontinjensi	-	-	Contingent receivables
Bank garansi yang diterima:	-	-	Bank guarantees received:
Industrial and Commercial Bank of China Ltd, China	1.885.259	3.015.330	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	(153.970)	(1.712.425)	Industrial and Commercial Bank of China (Asia) Ltd, Hong Kong
Jumlah tagihan kontinjensi – bersih	1.731.289	1.302.905	Total contingent receivables – net
Jumlah tagihan kontinjensi	1.463.821	467.224	Total contingent receivables



Perbandingan Antara Target & Realisasi 2023

Comparison Between 2023 Targets & Realization

Tabel berikut menjelaskan target yang ditetapkan oleh Bank dibandingkan dengan realisasinya untuk tahun buku 2023:

The following table provides an overview of the Bank's targets and their achievement for the fiscal year 2023:

Parameter dan Rasio Keuangan	2023		Financial Parameters and Ratios
	Target	Actual	
Total aset (miliar Rupiah)	58.412.256	45.136,69	Total assets (billion Rupiah)
Total kredit (miliar Rupiah)	27.498.477	23.720,51	Total credit (billion Rupiah)
Laba bersih (miliar Rupiah)	281.082	300,63	Net profit (billion Rupiah)
KPMM	28,83%	30,10%	KPMM
Modal Inti	5.675.460	5.780,06	Core Capital
ROE	4,94%	5,41%	ROE
ROA	0,63%	0,73%	ROA
NIM	2,50%	2,56%	NIM
BOPO	89,98%	87,72%	BOPO
CIR	45,59%	36,81%	CIR
CASA Ratio	26,20%	24,95%	CASA Ratio
LDR	60,46%	70,50%	LDR
Gross NPL	2,48%	2,45%	Gross NPL
Net NPL	2,22%	1,19%	Net NPL

Proyeksi 2024

2024 Projection

Untuk tahun buku 2024, sebagaimana yang tertuang dalam Rencana Bisnis Bank, Bank ICBC Indonesia telah menetapkan beberapa proyeksi keuangan sebagai berikut:

For the fiscal year 2024, as stated in the Bank's business plan, Bank ICBC Indonesia has set up various financial projections as follows:

Uraian	Proyeksi 2024 2024 Projections	Description
NIM (%)	2,70	NIM (%)
Kredit (Rp miliar)	27.859	Loans (Rp billion)
Dana Pihak Ketiga (Rp miliar)	36.341	Third Party Fund (Rp billion)
Laba Bersih (Rp miliar)	348	Net income (Rp billion)
Beban Operasional (Rp miliar)	3.079	Operating Expense (Rp billion)
Cadangan Kerugian Penurunan Nilai (Rp miliar)	579	Allowance for Impairment Losses (Rp billion)
NPL gross (%)	2,01	NPL gross (%)
CIR (%)	39,99	CIR (%)

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Material Information Subsequent Events

Laporan keuangan Bank ICBC Indonesia untuk periode yang berakhir pada tanggal 31 Desember 2023 yang diaudit oleh Kantor Akuntan (KAP) Imelda & Rekan (anggota jaringan firma Deloitte) dan ditandatangani oleh Fonny Alimin pada tanggal 27 Maret 2024 menyatakan tidak ada informasi atau fakta material yang terjadi setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha Bank di masa mendatang.

Bank ICBC Indonesia's financial report for the period ending December 31, 2023, which was audited by Imelda & Rekan Accounting Firm (KAP) (a member of the Deloitte firm network) and signed by Fonny Alimin on March 27, 2024, stated that there was no material information or facts that had occurred after the date of the auditor's report, including its impact on the Bank's future performance and business risks.



Kebijakan Dividen dan Pembagiannya

Dividen Policy and Distribution

Rapat Umum Pemegang Saham (RUPS) memutuskan untuk tidak melakukan pembagian dividen untuk tahun buku 2023. Laba bersih yang diperoleh Bank selanjutnya ditahan untuk memperkuat permodalan Bank dan menunjang ekspansi bisnis Bank di masa mendatang.

The General Meeting of Shareholders (GMS) decided not to pay dividends for 2023. The net income generated by the Bank will then be retained in order to strengthen the capital of the Bank and to support the expansion of the Bank's business in the future.

Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of The Use of Public Offering Proceeds

Hingga periode yang berakhir pada 31 Desember 2023, Bank ICBC Indonesia bukanlah perusahaan terbuka yang sahamnya tercatat di Bursa Efek Indonesia. Selain itu, Bank juga belum pernah menerbitkan efek bersifat utang. Oleh karena itu, Bank tidak melakukan pelaporan atas realisasi dana hasil penawaran umum baik saham maupun efek bersifat utang untuk tahun buku 2023.

Until December 31, 2023, Bank ICBC Indonesia is not a public company listed on the Indonesia Stock Exchange. In addition, the Bank has never issued debt securities. Therefore, the Bank does not report the realization of funds from the public offering of both shares and debt securities for the financial year ending December 2023.

Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi

Material Transactions Containing Conflicts of Interest and/or Transactions with Affiliated Parties

TRANSAKSI BENTURAN KEPENTINGAN

Bank menyatakan tidak terdapat informasi transaksi material yang mengandung benturan kepentingan.

CONFLICT OF INTEREST TRANSACTIONS

The Bank reported that there were no material conflict of interest transactions.

TRANSAKSI DENGAN PIHAK AFILIASI/PIHAK BERELASI

Bank senantiasa mengedepankan prinsip-prinsip kehati-hatian dalam menyalurkan pinjaman kepada masyarakat. Oleh karena itu, Bank membuat kebijakan dan ketentuan dalam bertransaksi dengan pihak-pihak yang terafiliasi dengan Bank.

TRANSACTIONS WITH AFFILIATES/RELATED PARTIES

The Bank always strives to comply with prudential principles when lending to the Community. For this reason, the Bank has established guidelines and provisions for transactions with parties that are related to the Bank.

SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI

Hubungan dengan pihak berelasi adalah sebagai berikut:

NATURE AND TRANSACTIONS WITH RELATED PARTIES

The relationships with the related parties are as follows as follows:

Pihak berelasi Related parties	Sifat dari hubungan Nature of relationship	Sifat dari transaksi Nature of transaction
Industrial and Commercial Bank of China Ltd., China	Entitas induk Parent entity	Giro pada bank lain, simpanan dari bank lain, pinjaman yang diterima, pinjaman subordinasi, komitmen dan kontinjensi Current accounts with other banks, deposits from other banks, borrowings, subordinated loans, commitments and contingencies
PT Intidana Wijaya	Pemegang saham Shareholder	Simpanan nasabah Deposits from customers
Industrial and Commercial Bank of China Ltd., New York branch	Cabang luar negeri dari entitas induk Overseas branch of parent entity	Giro pada bank lain Current Accounts with other banks
Industrial and Commercial Bank of China Ltd., Frankfurt branch	Cabang luar negeri dari entitas induk Overseas branch of parent entity	Giro pada bank lain Current Accounts with other banks
Industrial and Commercial Bank of China Ltd., Singapore branch	Cabang luar negeri dari entitas induk Overseas branch of parent entity	Giro pada bank lain, penempatan pada bank lain, simpanan dari bank lain Current accounts with other banks, placements with other banks, deposits from other banks
Industrial and Commercial Bank of China Ltd., Shanghai branch	Cabang luar negeri dari entitas induk Overseas branch of parent entity	Giro pada bank lain Current Accounts with other banks
Industrial and Commercial Bank of China Ltd., Hong Kong	Mempunyai pemegang saham akhir yang sama Having the same ultimate shareholder	Giro pada bank lain, komitmen dan Kontinjensi, derivative Current accounts with other banks, commitments and contingencies, derivative



Pihak berelasi Related parties	Sifat dari hubungan Nature of relationship	Sifat dari transaksi Nature of transaction
Industrial and Commercial Bank of China Ltd., Shenzhen branch	Cabang luar negeri dari entitas induk Overseas branch of parent entity	Giro pada bank lain Current Accounts with other banks
Industrial and Commercial Bank of China Ltd., Sydney branch	Cabang luar negeri dari entitas induk Overseas branch of parent entity	Giro pada bank lain Current Accounts with other banks
Industrial and Commercial Bank of China Ltd., Tokyo branch	Cabang luar negeri dari entitas induk Overseas branch of parent entity	Giro pada bank lain Current Accounts with other banks
Industrial and Commercial Bank of China Ltd., Guangzhou branch	Cabang luar negeri dari entitas induk Overseas branch of parent entity	Giro pada bank lain Current Accounts with other banks
Industrial and Commercial Bank of China Ltd., Beijing branch	Cabang luar negeri dari entitas induk Overseas branch of parent entity	Giro pada bank lain Current Accounts with other banks
Industrial and Commercial Bank of China Ltd., Zhejiang branch	Cabang luar negeri dari entitas induk Overseas branch of parent entity	Giro pada bank lain Current Accounts with other banks
Industrial and Commercial Bank of China Ltd., Guangdong branch	Cabang luar negeri dari entitas induk Overseas branch of parent entity	Giro pada bank lain Current Accounts with other banks
Dewan Komisaris, Direksi, dan Pejabat Eksekutif Board of Commissioners, Directors, and Executive Officers	Manajemen dan karyawan kunci Management and key employees	Kredit yang diberikan, simpanan nasabah, komitmen dan kontinjensi Loans receivable, deposits from customers, commitments and contingencies

Berdasarkan catatan No. 28 dari laporan keuangan auditasi sebagaimana yang terlampir di laporan tahunan ini, jumlah aset dari pihak berelasi mencapai Rp164,38 miliar atau 0,36% dari total aset di tahun 2023. Sementara itu, jumlah liabilitas dari pihak berelasi sebesar Rp1,25 triliun atau setara dengan 3,25% dari total liabilitas Bank di tahun 2023. Di sisi lain, porsi pihak berelasi terkait dengan pendapatan bunga mencapai 0,09% dari pendapatan bunga atau setara dengan Rp2,87 miliar. Terkait dengan beban bunga, porsi beban bunga pihak berelasi mencapai Rp102,41 miliar atau 5,38% dari total beban bunga.

Based on note No. 28 of the audited financial report attached to this annual report, total assets from related parties will reach Rp164.38 trillion or 0.36% of total assets in 2023. Meanwhile, total liabilities from related parties will reach Rp1.25 trillion or equivalent to 3.25% of the Bank's total liabilities in 2023. On the other hand, the portion of related parties related to interest income reaches 0.09% of interest income or the equivalent of Rp2.87 billion. In terms of interest expense, the portion of interest expense from related parties reached Rp102.41 billion or the equivalent of 5.38% of total interest expense.

Program Kepemilikan Saham oleh Karyawan dan/atau Manajemen

Employee Stock Option Program and/or Management Option Program

Bank ICBC Indonesia tidak memiliki program kepemilikan saham oleh karyawan dan/atau manajemen. Hal ini dipengaruhi oleh posisi Bank yang bukan merupakan perusahaan publik dan kepemilikan sahamnya tidak tercatat di Bursa Efek Indonesia. Terkait dengan hal tersebut, 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 does not have an employee and/or management share ownership program. This is influenced by the position of the bank, which is not a public company and its shares are not listed on the Indonesian Stock Exchange. In this regard, the Bank does not provide any information on the number of ESOP/MSOP shares and their realization, the period of time, the requirements of the eligible employees and/or management, and the exercise price.

Perubahan Perundang-Undangan

Regulatory Changes

Peraturan perbankan yang diterbitkan oleh Otoritas Jasa Keuangan dan Bank Indonesia selama tahun 2023 yang memerlukan perhatian Bank adalah sebagai berikut:

1. POJK 24 Tahun 2022 tanggal 5 Desember 2022 Pengembangan Kualitas Sumber Daya Manusia Bank Umum.
2. Peraturan Anggota Dewan Gubernur ("PADG") No. 24/18/PADG/2022 tanggal 14 Desember 2022 tentang Perubahan Atas PADG No. 20/19/PADG/2018 tanggal 27 Agustus 2018 tentang Indonesia Overnight Index Average dan Jakarta Interbank Offered Rate
3. SEOJK No.28/SEOJK.03/2022 tanggal 22 Desember 2022 tentang Sertifikasi Manajemen Risiko Bagi Sumber Daya Manusia Bank Umum
4. PADG No.24/25/PADG/2022 tanggal 30 Desember 2023 tentang Perubahan Kedua atas PADG No. 21/26/PADG/2019 tentang Devisa Hasil Ekspor dan Devisa Pembayaran Impor
5. PBI No.24/18/PBI/2022 tanggal 30 November 2022 tentang Perubahan Kedua atas PBI No.21/14/PBI/2019 tentang Devisa Hasil Ekspor (DHE) dan Devisa Pembayaran Impor (DPI)
6. PADG 24/20/PADG/2022 tanggal 28 Desember 2023 Laporan Penerapan Kode Etik Pasar dan Pelaksanaan Sertifikasi Tresuri
7. PBI 24/19/PBI/2022 tanggal 27 Desember 2023 Rekening Giro di Bank Indonesia
8. PADG 24/21/PADG/2022 tanggal 29 Desember 2022 Peraturan Pelaksanaan Rekening Giro di Bank Indonesia
9. SEOJK 29/SEOJK.03/2022 tanggal 27 Desember 2022 Ketahanan dan Keamanan Siber Bagi Bank Umum
10. PADG 24/19/PADG/2022 Perubahan Kedua Atas Peraturan Dewan Gubernur Nomor 22/3/PADG/2020 tentang Pelaksanaan Standardisasi Kompetensi di Bidang Sistem Pembayaran dan Pengelolaan Uang Rupiah
11. PADG 24/26/PADG/2022 tanggal 30 Desember 2022 Perubahan atas Peraturan Anggota Dewan Gubernur Nomor 21/28/PADG/2019 tentang Pemantauan Kegiatan Lalu Lintas Devisa Bank dan Nasabah

Banking regulations issued by the Financial Services Authority and Bank Indonesia during 2023 that require the Bank's attention are as follows:

1. POJK 24 of 2022 dated 5 December 2022 Development of the Quality of Bank Human Resources
2. Regulation of Members of the Board of Governors ("PADG") No. 24/18/PADG/2022 dated 14 December 2022 concerning Amendments to PADG No. 20/19/PADG/2018 27 August 2018 concerning Indonesia Overnight Index Average and Jakarta Interbank Offered Rate.
3. SEOJK No.28/SEOJK.03/2022 tanggal 22 Desember 2022 tentang Sertifikasi Manajemen Risiko Bagi Sumber Daya Manusia Bank Umum
4. PADG No.24/25/PADG/2022 tanggal 30 Desember 2023 tentang Perubahan Kedua atas PADG No. 21/26/PADG/2019 tentang Devisa Hasil Ekspor dan Devisa Pembayaran Impor
5. PBI No.24/18/PBI/2022 dated 30 November 2022 concerning the Second Amendment to PBI No. 21/14/PBI/2019 concerning Export Proceeds Foreign Exchange (DHE) and Import Payment Foreign Exchange (DPI)
6. PADG 24/20/PADG/2022 dated 28 December 2023 Report on the Implementation of the Market Code of Ethics and Implementation of Treasury Certification
7. PBI 24/19/PBI/2022 dated 27 December 2023 Current Account at Bank Indonesia.
8. PADG 24/21/PADG/2022 dated 29 December 2022 Regulations for Implementing Current Accounts at Bank Indonesia
9. SEOJK 29/SEOJK.03/2022 tanggal 27 Desember 2022 Ketahanan dan Keamanan Siber Bagi Bank Umum
10. PADG 24/19/PADG/2022 Second Amendment to Board of Governors Regulation Number 22/3/PADG/2020 concerning Implementation of Competency Standardization in the Field of Payment Systems and Rupiah Currency Management
11. PADG 24/26/PADG/2022 dated 30 December 2022 Amendment to Regulation of Members of the Board of Governors Number 21/28/PADG/2019 concerning Monitoring of Bank and Customer Foreign Exchange Traffic Activities



12. POJK No.27 Tahun 2023 tanggal 28 Desember 2022 Perubahan kedua atas POJK No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum
13. PBI Nomor 1 tahun 2023 tanggal 27 Januari 2023 Jumlah dan Nilai Nominal Uang Rupiah Yang Dimusnahkan Tahun 2022
14. PADG No. 1 Tahun 2023 tanggal 1 April 2023 tentang Perubahan atas PADG No. 24/4/PADG/2012 tentang Peraturan Pelaksanaan Insentif bagi Bank yang Memberikan Penyediaan Dana Untuk Kegiatan Ekonomi Tertentu dan Inklusif
15. POJK Nomor 3 tahun 2023 tanggal 28 Februari 2023 Peningkatan Literasi dan Inklusi Keuangan di Sektor Jasa Keuangan Bagi Konsumen dan Masyarakat
16. PADG Nomor 2 Tahun 2023 tanggal 1 April 2023 Perubahan atas Peraturan Anggota Dewan Gubernur Nomor 24/8/PADG/2022 tentang Peraturan Pelaksanaan Pemenuhan Giro Wajib Minimum Dalam Rupiah dan Valuta Asing Bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah
17. POJK Nomor 8 Tahun 2023 tanggal 14 Juni 2023 Penerapan Program Anti Pencucian Uang, Pencegahan Pendanaan Terorisme, dan Pencegahan Pendanaan Proliferasi Senjata Pemusnah Massal di Sektor Jasa Keuangan
18. PBI Nomor 3 Tahun 2023 tanggal 27 Juni 2023 Pelindungan Konsumen
19. PBI Nomor 4 Tahun 2023 tanggal 27 Juni 2023 Pinjaman Likuiditas Jangka Pendek bagi Bank Umum Konvensional (PBI PLJP BUK)
20. PBI Nomor 6 Tahun 2023 tanggal 27 Juni 2023 Pasar Uang dan Pasar Valuta Asing
21. PADG Nomor 3 Tahun 2023 tanggal 27 Juni 2023 Transaksi Domestic Non Deliverable Forward Non Dolar Amerika Serikat Terhadap Rupiah Lindung Nilai Kepada Bank Indonesia
22. PBI Nomor 2 Tahun 2023 tanggal 27 Juni 2023 Transaksi Domestic Non Deliverable Forward Non Dolar Amerika Serikat Terhadap Rupiah Lindung Nilai Kepada Bank Indonesia
23. Peraturan Anggota Dewan Gubernur Nomor 4 Tahun 2023 tanggal 1 Agustus 2023 tentang Devisa Hasil Ekspor dan Devisa Pembayaran Impor.
24. Peraturan Anggota Dewan Gubernur Nomor 5 Tahun 2023 tanggal 1 Agustus 2023 tentang Perubahan Kedua atas Peraturan Anggota Dewan Gubernur Nomor 21/28/PADG/2019 tentang Pemantauan Kegiatan Lalu Lintas Devisa Bank dan Nasabah
25. Peraturan Bank Indonesia Nomor 7 Tahun 2023 tanggal 1 Agustus 2023 tentang Devisa Hasil Ekspor dan Devisa Pembayaran Impor
12. POJK No.27 of 2023 dated 28 December 2022 Second amendment to POJK No. 11/POJK.03/2016 concerning Minimum Capital Requirements for Commercial Banks
13. PBI Number 1 of 2023 dated 27 January 2023 Amount and Nominal Value of Rupiah Currency Destroyed in 2022
14. PADG No. 1 of 2023 dated 1 April 2023 concerning Amendments to PADG No. 24/4/PADG/2012 concerning Regulations for Implementing Incentives for Banks Providing Funds for Certain and Inclusive Economic Activities
15. POJK Number 3 of 2023 dated 28 February 2023 increasing literacy and financial inclusion in the financial services sector for Consumers and the Community
16. PADG Number 2 of 2023 dated 1 April 2023 Amendment to Regulation of Members of the Board of Governors Number 24/8/PADG/2022 concerning Implementation Regulations for Fulfilling the Minimum Statutory Reserve in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units
17. POJK Number 8 of 2023 dated 14 June 2023 Implementation of Anti-Money Laundering Programs, Prevention of Terrorism Financing, and Prevention of Funding for the Proliferation of Weapons of Mass Destruction in the Financial Services Sector
18. PBI Number 3 of 2023 dated 27 June 2023 Consumer Protection.
19. PBI Number 4 of 2023 dated 27 June 2023 Short Term Liquidity Loans for Conventional Commercial Banks (PBI PLJP BUK).
20. PBI Number 6 of 2023 dated 27 June 2023 Money Market and Foreign Exchange Market
21. PADG Number 3 of 2023 dated 27 June 2023 Domestic Non-Deliverable Forward Non-US Dollar Transactions Against Rupiah Hedge to Bank Indonesia
22. PBI Number 2 of 2023 dated 27 June 2023 Domestic Non-Deliverable Forward Non-US Dollar Transactions Against Rupiah Hedge to Bank Indonesia.
23. Regulation of Members of the Board of Governors Number 4 of 2023 dated 1 August 2023 concerning Foreign Exchange from Export Proceeds and Foreign Exchange from Import Payments
24. Regulation of Members of the Board of Governors Number 5 of 2023 dated 1 August 2023 concerning Second Amendment to Regulation of Members of the Board of Governors Number 21/28/PADG/2019 concerning Monitoring of Bank and Customer Foreign Exchange Traffic Activities.
25. Bank Indonesia Regulation Number 7 of 2023 dated 1 August 2023 concerning Foreign Exchange from Export Proceeds and Foreign Exchange from Import Payments

26. Peraturan Bank Indonesia Nomor 8 Tahun 2023 tanggal 7 September 2023 tentang Pencabutan Peraturan Bank Indonesia Nomor 22/7/PBI/2020 tentang Penyesuaian Pelaksanaan Beberapa Ketentuan Bank Indonesia sebagai Dampak Pandemi Corona Virus Disease 2019 (COVID-19).
27. Peraturan Bank Indonesia Nomor 9 Tahun 2023 tanggal 5 September 2023 tentang Perubahan atas Peraturan Bank Indonesia Nomor 22/14/PBI/2020 tentang Operasi Moneter
28. Peraturan Anggota Dewan Gubernur Nomor 6 tanggal 7 September 2023 tentang Perubahan Keempat atas Peraturan Anggota Dewan Gubernur Nomor 22/22/PADG/2020 tentang Instrumen Operasi Pasar Terbuka
29. Peraturan Anggota Dewan Gubernur Nomor 7 Tahun 2023 tanggal 7 September 2023 tentang Perubahan atas Peraturan Anggota Dewan Gubernur Nomor 22/25/PADG/2020 tentang Kriteria dan Persyaratan Surat Berharga Dalam Operasi Moneter
30. POJK No.16 Tahun 2023 tanggal 7 Agustus 2023 PENYIDIKAN TINDAK PIDANA DI SEKTOR JASA KEUANGAN
31. Peraturan Anggota Dewan Gubernur Nomor 8 Tahun 2023 tanggal 7 September 2023 tentang Perubahan kedua atas Peraturan Anggota Dewan Gubernur Nomor 22/23/PADG/2020 tentang Pelaksanaan Operasi Pasar Terbuka
32. Peraturan Anggota Dewan Gubernur Nomor 9 Tahun 2023 tanggal 7 September 2023 tentang Perubahan atas Peraturan Anggota Dewan Gubernur Nomor 22/24/PADG/2020 tentang Standing Facilities
33. Peraturan Bank Indonesia Nomor 10 Tahun 2023 tanggal 12 September 2023 tentang Perubahan atas Peraturan Bank Indonesia Nomor 4 Tahun 2023 tentang Pinjaman Likuiditas Jangka Pendek bagi Bank Umum Konvensional
34. Peraturan Anggota Dewan Gubernur Nomor 10 Tahun 2023 tanggal 15 September 2023 tentang Perubahan keenam atas PADG No 21/22/PADG/2019 tentang Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha syariah
35. POJK Nomor 17 Tahun 2023 tanggal 14 September 2023 Penerapan Tata Kelola Bagi Bank Umum
36. Peraturan Bank Indonesia Nomor 11 Tahun 2023 tanggal 1 Oktober 2023 tentang Kebijakan Insentif Likuiditas Makroprudensial
26. Bank Indonesia Regulation Number 8 of 2023 dated 7 September 2023 concerning Revocation of Bank Indonesia Regulation Number 22/7/PBI/2020 concerning Adjustments to the Implementation of Several Bank Indonesia Provisions as a Impact of the 2019 Corona Virus Disease (COVID-19) Pandemic
27. Bank Indonesia Regulation Number 9 of 2023 dated 5 September 2023 concerning Amendments to Bank Indonesia Regulation Number 22/14/PBI/2020 concerning Monetary Operations.
28. Regulation of Members of the Board of Governors Number 6 dated 7 September 2023 concerning Fourth Amendment to Regulation of Members of the Board of Governors Number 22/22/PADG/2020 concerning Open Market Operation Instruments
29. Regulation of Members of the Board of Governors Number 7 of 2023 dated 7 September 2023 concerning Amendments to Regulation of Members of the Board of Governors Number 22/25/PADG/2020 concerning Criteria and Requirements for Securities in Monetary Operations
30. POJK No.16 of 2023 dated 7 August 2023 INVESTIGATION OF CRIMINAL ACTS IN THE FINANCIAL SERVICES SECTOR.
31. Regulation of Members of the Board of Governors Number 8 of 2023 dated 7 September 2023 concerning the second amendment to Regulation of Members of the Board of Governors Number 22/23/PADG/2020 concerning Implementation of Open Market Operations
32. Regulation of Members of the Board of Governors Number 9 of 2023 dated 7 September 2023 concerning Amendments to Regulation of Members of the Board of Governors Number 22/24/PADG/2020 concerning Standing Facilities
33. Bank Indonesia Regulation Number 10 of 2023 dated 12 September 2023 concerning Amendments to Bank Indonesia Regulation Number 4 of 2023 concerning Short-Term Liquidity Loans for Conventional Commercial Banks
34. Regulation of Members of the Board of Governors Number 10 of 2023 dated 15 September 2023 concerning the Sixth Amendment to PADG No. 21/22/PADG/2019 concerning Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units.
35. POJK Number 17 of 2023 dated 14 September 2023 Implementation of Governance for Commercial Banks
36. Bank Indonesia Regulation Number 11 of 2023 dated 1 October 2023 concerning Macroprudential Liquidity Incentive Policy



37. Peraturan Anggota Dewan Gubernur Nomor 12 Tahun 2023 tanggal 1 Oktober 2023 tentang Perubahan Kedua Atas Peraturan Anggota Dewan Gubernur Nomor 24/8/PADG/2022 tentang Peraturan Pelaksanaan Pemenuhan Giro Wajib Minimum Dalam Rupiah dan Valuta Asing Untuk Komersial Konvensional Bank, Bank Umum Syariah, dan Unit Usaha Syariah”
38. Peraturan Dewan Gubernur No. 11 Tahun 2023 tanggal 27 September 2023 tentang Peraturan Pelaksanaan Kebijakan Insentif Likuiditas Makroprudensial
39. PADG No.13 Tahun 2013 tanggal 29 September 2023 tentang Penguatan Kualitas Peserta dan Organisasi Pelaksana Self Regulatory di Pasar Uang dan Pasar Valuta Asing
40. Surat Edaran Otoritas Jasa Keuangan Nomor 16/SEOJK.03/2023 tanggal 19 Oktober 2023 tentang Perhitungan Permodalan untuk Eksposur Bank Terhadap Lembaga Central Counterparty
41. SEOJK No.17/SEOJK.03/2023 tanggal 19 Oktober 2023 tentang Persyaratan Margin untuk Transaksi Derivatif yang Tidak Dikliringkan Melalui Lembaga Central Counterparty.
42. Peraturan Anggota Dewan Gubernur Nomor 14 Tahun 2023 tanggal 27 Oktober 2023 tentang Dealer Utama Operasi Moneter
43. SEOJK No.18/SEOJK.03/2023 tanggal 06 November 2023 tentang Tata Cara Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik Dalam Kegiatan Jasa Keuangan
44. PBI No. 13 Tahun 2023 tanggal 16 November 2023 tanggal 16 November 2023 tentang perubahan kedua atas PBI No. 22/14/PBI/2020 tentang Operasi Moneter
45. PADG No. 15 tahun 2023 tanggal 17 November 2023 tentang Perubahan Kelima Atas PADG No. 22/22/PADG/2020 tentang Instrumen Operasi Pasar terbuka
46. PADG No.16 Tahun 2023 tanggal 17 November 2023 tentang Perubahan Ketiga Atas Peraturan Anggota Dewan Gubernur Nomor 22/23/PADG/2020 tentang Penyelenggaraan Operasi Pasar Terbuka
47. PBI No.12 Tahun 2023 tanggal 6 November 2023 tentang Penerbitan Instrumen Pasar Uang dan Transaksi Pasar Uang
48. Peraturan Dewan Gubernur (“PADG”) No. 18 Tahun 2023 tanggal 29 November 2023 tentang Perubahan Ketujuh 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
37. Regulation of Members of the Board of Governors Number 12 of 2023 dated 1 October 2023 concerning Second Amendment to Regulation of Members of the Board of Governors Number 24/8/PADG/2022 concerning Implementation Regulations for Fulfilling the Minimum Statutory Reserve in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Unit”
38. Board of Governors Regulation No. 11 of 2023 dated 27 September 2023 concerning Regulations for Implementing Macroprudential Liquidity Incentive Policies"
39. PADG No.13 of 2013 dated 29 September 2023 concerning Strengthening the Quality of Participants and Implementing Organizations of Self-Regulation in the Money Market and Foreign Exchange Market"
40. Financial Services Authority Circular Number 16/SEOJK.03/2023 dated 19 October 2023 concerning Capital Calculations for Bank Exposure to Central Counterparty Institutions
41. SEOJK No.17/SEOJK.03/2023 dated 19 October 2023 concerning Margin Requirements for Derivative Transactions that are Not Cleared Through Central Counterparty Institutions.
42. Regulation of Members of the Board of Governors Number 14 of 2023 dated 27 October 2023 concerning Main Dealer Monetary Operations
43. SEOJK No.18/SEOJK.03/2023 dated 06 November 2023 concerning Procedures for Using the Services of Public Accountants and Public Accounting Firms in Financial Services Activities
44. PBI No. 13 of 2023 dated 16 November 2023 dated 16 November 2023 concerning the second amendment to PBI No. 22/14/PBI/2020 concerning Monetary Operations
45. PADG No. 15 of 2023 dated 17 November 2023 concerning the Fifth Amendment to PADG No. 22/22/PADG/2020 concerning Open Market Operation Instruments.
46. PADG No.16 of 2023 dated 17 November 2023 concerning the Third Amendment to the Regulation of Members of the Board of Governors Number 22/23/PADG/2020 concerning the Implementation of Open Market Operations.
47. PBI No.12 of 2023 dated 6 November 2023 concerning Issuance of Money Market Instruments and Money Market Transaction
48. Board of Governors Regulation (“PADG”) No. 18 of 2023 dated 29 November 2023 regarding Seventh Amendment to PADG No. 21/22/PADG/2019 concerning Macroprudential Intermediation Ratios (RIM) and Macroprudential Liquidity Buffers (PLM) for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units"

49. Peraturan Bank Indonesia (PBI) No.14 Tahun 2023 tanggal 23 November 2023 tentang Pencabutan dan Penarikan Uang Koin Rupiah Pecahan 500 (Lima Ratus) Tahun Emisi 1991, Pecahan 1.000 (Seribu) Tahun Emisi 1993, dan 500 (Lima Ratus) Pecahan Tahun Emisi 1997 Hasil Peredaran
50. Peraturan Dewan Gubernur ("PADG") No. 19 Tahun 2023 tanggal 4 Desember 2023 tentang Perubahan Kelima 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 Kredit atau Pembiayaan Kendaraan Bermotor
51. Peraturan Anggota Dewan Gubernur ("PADG") No. 17 tahun 2023 tanggal 28 November 2023 Tentang Penyelenggaraan Bank Indonesia-Fast Payment
49. Bank Indonesia Regulation (PBI) No. 14 of 2023 dated 23 November 2023 concerning the Revocation and Withdrawal of Rupiah Coin in the 500 (Five Hundred) Denomination of 1991 Emission Year, the 1,000 (One Thousand) Denomination of 1993 Emission Year, and the 500 (Five Hundred) Denomination of 1997 Emission Year from Circulation
50. Board of Governor Regulation ("PADG") No. 19 of 2023 dated 4 December 2023 concerning Fifth Amendment to PADG No. 21/25/PADG/2019 concerning Loan to Value Ratio for Property Credit, Financing to Value Ratio for Property Financing, and Down Payments for Credit or Motor Vehicle Financing
51. Board of Governors Regulation ("PADG") No. 17 of 2023 dated 28 November 2023 concerning Bank Indonesia-Fast Payment Implementation (BI-FAST)

Perubahan Kebijakan Akuntansi dan Dampaknya yang Diterapkan di Tahun 2023

Changes in Accounting Policies and Their Impacts in 2023

Amendemen/penyesuaian standar yang berlaku efektif pada tahun berjalan

Dalam tahun berjalan, Bank telah menerapkan sejumlah amendemen/penyesuaian PSAK yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada atau setelah 1 Januari 2023. Penerapan PSAK revisi tidak mengakibatkan perubahan kebijakan akuntansi Bank dan tidak memiliki dampak material terhadap jumlah yang dilaporkan pada tahun berjalan atau tahun-tahun sebelumnya.

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:

1. Efektif untuk periode yang dimulai pada atau setelah tanggal 1 Januari 2024
2. PSAK 1 (amendemen) Penyajian Laporan Keuangan: Penyajian Laporan Keuangan terkait Liabilitas Jangka Panjang dengan Kovenan
3. PSAK 2 (amendemen) Laporan Arus Kas dan PSAK 60 (amendemen) Instrumen Keuangan: Pengungkapan: Pengaturan Pembiayaan Pemasok
4. PSAK 73 (amendemen) Sewa: Liabilitas Sewa pada Transaksi Jual dan Sewa-balik

Amendments/improvements to standards effective in the current year

In the current year, the Bank has applied a number of amendments/ improvements to PSAK that are relevant to its operations and effective for accounting period beginning on or after January 1, 2023. The adoption of these 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.

Standards, amendments/improvements and interpretations to standards issued not yet adopted

At the date of authorization of these financial statements, the following standard, interpretation and amendments to PSAK relevant to the Bank were issued but not effective, with early application permitted:

1. Effective for periods beginning on or after January 1, 2024
2. Amendments to PSAK 1 (amendment) Presentation of Financial Statements: Non-current Liabilities with Covenants
3. PSAK 2 (amendment) Statement of Cash Flow and PSAK 60 (amendment) Financial Instrument: Disclosure: Supplier Finance Arrangements
4. PSAK 73 (amendment) Leases: Lease Liability in a Sale and Leaseback



Suku Bunga Dasar Kredit

Prime Lending Rate

Sebagai bentuk kepatuhan terhadap Surat Edaran OJK Nomor 9/SEOJK.03/2020 tentang Transparansi dan Publikasi Laporan Bank Umum Konvensional, Bank mengungkapkan informasi Suku Bunga Dasar Kredit (SBDK). Penyajian informasi suku bunga dasar kredit ini merupakan pemenuhan kewajiban Bank sebagai Bank Umum yang melaksanakan kegiatan usaha secara konvensional melaporkan dan mempublikasikan SBDK dalam mata uang Rupiah.

Penyajian SBDK ini dimaksudkan 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. Oleh karena itu, besarnya suku bunga kredit yang dikenakan kepada debitur belum tentu sama dengan SBDK.

As a form of compliance with the OJK Circular Letter Number 9/SEOJK.03/2020 on the Transparency and Publication of the Reports of Conventional Commercial Banks, the Bank discloses information on the Base Lending Rate (SBDK). Presenting information on the Base Lending Rate is the Bank's fulfillment of its obligations as a conventional commercial bank to report and publish the Prime Lending Rate in Rupiah.

The presentation of the prime lending rate shall be the basis for the determination of the credit interest rate that will be charged by the bank to the customer. However, the Prime Lending Rate does not take into account the estimated risk premium component, the amount of which depends on the Bank's risk assessment for each borrower or borrower group. Therefore, the lending rate charged to borrowers is not necessarily the same as the prime lending 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 Micro Credit	Kredit Konsumsi Consumer Credit	
					KPR Mortgage	Non KPR Non Mortgage
2023	Maret 2023 March 2023	7,82%	8,76%	-	8,25%	-
	Juni 2023 June 2023	8,02%	8,91%	-	8,37%	-
	September 2023 September 2023	8,03%	8,98%	-	8,43%	-
	Desember 2023 December 2023	8,00%	8,98%	-	8,40%	-
2022	Desember 2022 December 2022	7,41%	8,41%	-	8,12%	-

Prospek Usaha

Business Prospect



Faktor ketidakpastian ekonomi dunia yang terjadi di sepanjang tahun 2023 yang berdampak pada perlambatan ekonomi dunia pada tahun tersebut juga turut mempengaruhi ekspektasi dunia atas pertumbuhan ekonomi di tahun 2024. IMF memperkirakan pertumbuhan PDB dunia melambat menjadi 2,9%. Sejalan dengan proyeksi IMF ini, OECD memperkirakan pertumbuhan ekonomi dunia sebesar 2,7% di tahun 2024.

Sejalan dengan proyeksi ekonomi dunia dari dua lembaga keuangan terkemuka di dunia tersebut, Bank Indonesia (BI) juga memperkirakan ekonomi dunia tumbuh melemah dan disertai divergensi pertumbuhan antar negara yang semakin melebar. Menurut BI, setelah mencatat tinggi sebesar 3,5% pada 2022, pertumbuhan ekonomi dunia pada 2023 diprakirakan turun ke 2,9% dan terus melambat menjadi 2,8% pada 2024 dengan kecenderungan risiko yang lebih rendah.

The global economic uncertainty that occurred throughout 2023, which led to a slowdown in the global economy that year, has also affected global expectations for economic growth in 2024. IMF expects global GDP growth to slow to 2.9%. In line with this projection by the IMF, the OECD estimates that the world economy will grow by 2.7% in 2024.

In line with the global economic forecasts of the world's two leading financial institutions, Bank Indonesia (BI) also estimates that the global economy will grow at a weaker pace. This will be accompanied by a widening growth divergence among countries. According to BI, after peaking at 3.5% in 2022, global economic growth is expected to decline to 2.9% in 2023 and continue to decelerate to 2.8% in 2024, with a declining risk trend.



Di tengah ketidakpastian ekonomi dunia tersebut, BI memperkirakan pertumbuhan ekonomi Indonesia tumbuh sebesar 4,7%-5,5% pada 2024. Hal ini didukung oleh berbagai indikator terkini seperti penjualan eceran, indeks keyakinan konsumen, penjualan semen, dan Purchasing Managers's Index (PMI) di kuartal IV 2023 yang tetap berada pada zona ekspansi mengonfirmasi berlanjutnya pertumbuhan ekonomi Indonesia. BI juga menyatakan bahwa tetap baiknya pertumbuhan ekonomi juga tercermin pada kinerja lapangan usaha (LU) utama seperti industri pengolahan, pertambangan, konstruksi, dan LU yang terkait dengan jasa termasuk transportasi dan perdagangan, akomodasi dan makan minum, serta informasi dan telekomunikasi.

Sejalan dengan proyeksi pertumbuhan ekonomi Indonesia tahun 2024 tersebut, bauran kebijakan Bank Indonesia pada tahun 2024 akan terus diarahkan untuk menjaga stabilitas dan mendorong pertumbuhan ekonomi berkelanjutan, dalam sinergi erat dengan kebijakan ekonomi nasional, terutama memperkuat ketahanan ekonomi nasional dari dampak gejolak global. Pelonggaran seluruh instrumen kebijakan makroprudensial diarahkan pada sasaran pertumbuhan kredit/pembiayaan mencapai sekitar 10-12% pada 2024.

Dalam kaitan ini, kebijakan moneter Bank Indonesia pada tahun 2024 akan terus difokuskan pada stabilitas ("pro-stability") khususnya pencapaian sasaran inflasi dan stabilitas nilai tukar Rupiah, serta dukungan terhadap stabilitas makroekonomi dan sistem keuangan. Kebijakan suku bunga Bank Indonesia terus diarahkan secara forward looking dan pre-emptive untuk mencapai sasaran inflasi yang ditetapkan Pemerintah, yaitu $2,5 \pm 1\%$ pada tahun 2024.

Amidst global economic uncertainty, BI estimates that Indonesia's economy is expected to grow by 4.7-5.5% in 2024. This is supported by various recent indicators such as retail sales, the consumer confidence index, cement sales and the purchasing managers' index (PMI) in the fourth quarter of 2023, which remains in expansion zone, confirms Indonesia's continued economic growth. BI also stated that the continued good economic growth was also reflected in the performance of major industries such as manufacturing, mining, construction, and industries related to services such as transport and storage, accommodation and food services, and information and communication.

Bank Indonesia's policy mix in 2024 will continue to be aimed at maintaining stability and promoting sustainable economic growth in close synergy with national economic policies, especially strengthening the resilience of the national economy from the impact of global turmoil, in line with Indonesia's economic growth forecast for 2024. The easing of all macroprudential policy instruments is aimed at achieving credit/financing growth of around 10-12% in 2024.

In this regard, Bank Indonesia's monetary policy in 2024 will continue to focus on stability ("pro-stability"), in particular the achievement of the inflation target and the stability of the rupiah exchange rate, as well as the support of macroeconomic and financial system stability. Bank Indonesia's interest rate policy will continue to be forward-looking and pre-emptive in order to achieve the inflation target set by the government of $2.5 \pm 1\%$ in 2024.

Pengelolaan Sumber Daya Manusia

Human Resources Management

Kondisi perekonomian di tahun 2023 yang mulai kembali normal selayaknya pra pandemi COVID-19, mengembalikan perilaku konsumen maupun perilaku kerja karyawan dengan tetap 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 ICBC Indonesia menjadi bank pilihan utama dan memberikan keunggulan untuk perdagangan dan interaksi ekonomi antara Indonesia dan Tiongkok, strategi sumber daya manusia di Bank ICBC Indonesia berfokus pada pengembangan talenta internal, mempertahankan talenta terbaik, dan memastikan kebutuhan sumber daya manusia terpenuhi secara optimal. Dalam mewujudkan strategi tersebut Bank ICBC Indonesia 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;

Economic conditions in 2023 which shows the normalize of business pre COVID-19 pandemic, return the consumer behaviors and employee work behavior that still require adaptive and effective management of human resources, which aims not only to increase employee productivity and increase bank profitability, but also to maintain the sustainability of the bank's business.

In order to respond to these challenges and realize the vision of Bank ICBC Indonesia to become the bank of choice and provide excellence for trade and economic interaction between Indonesia and China, the human resource strategy at Bank ICBC Indonesia focuses on developing internal talent, retaining the best talent, and ensuring resource needs. optimal human resources. In realizing this strategy, Bank ICBC Indonesia 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 framework is supported by the formation 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;



- 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;
- 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, seperti *LinkedIn*, untuk memudahkan interaksi antara Bank sebagai penyedia kerja dan kandidat sebagai pencari kerja. Selain itu, Bank akan mengoptimalkan program *internship* sebagai salah satu sarana dalam membantu pencarian maupun penyaringan calon karyawan.

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). Pada tahun 2023, NEOP dilaksanakan dengan metode gabungan, yaitu luring dan daring.

PROGRAM PENGEMBANGAN KARYAWAN

Pada tahun 2023, program pelatihan dan pengembangan karyawan dilakukan sebanyak 314 (tiga ratus empat belas) kali yang terbagi dalam 233 (dua ratus tiga puluh tiga) topik pelatihan.

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

- 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;
- 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, such as *LinkedIn*, 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.

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. In 2023, NEOP was conducted hybrid, with offline and online.

EMPLOYEE DEVELOPMENT PROGRAM

In 2023, employee training and development programs will be conducted 314 (three hundred fourteen) times divided into 233 (two hundred thirty three) training topics.

The focus of the employee training and development program is to fulfill mandatory certification requirements from regulators and provide knowledge and increase technical competence, especially in the areas of credit, information technology, compliance, risk management, and prevention of money laundering and combating the financing of terrorism.

Selama 2023, Bank telah mengalokasikan dana investasi sebesar Rp10.65 (sepuluh koma enam lima) miliar atau setara dengan Rp18.21 (delapan belas koma dua satu) juta per karyawan. Secara rerata tiap karyawan telah mengikuti 16 (enam belas) topik pelatihan. Terkait dengan pemenuhan sertifikasi wajib sesuai dengan regulasi yang berlaku, sampai dengan akhir tahun 2023 persentase pemenuhan sertifikasi manajemen risiko sebesar 90% (sembilan puluh persen), sertifikasi *treasury dealer* sebesar 100% (seratus persen), dan sertifikasi Sistem Pembayaran dan Pengelolaan Uang Rupiah (SSPUR) sebesar 95% (sembilan puluh lima persen), di mana pencapaian ini telah melebihi target yang ditetapkan oleh Bank Indonesia untuk periode tahun 2023, yaitu sebesar 3.5% (tiga koma lima persen).

Pada tahun 2023, sebanyak (99)% karyawan telah mengikuti program pelatihan dan pengembangan Karyawan.

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 ICBC Indonesia 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.

During 2023, the Bank has allocated investment funds of Rp10.65 (ten point six five) billion or equivalent to Rp18.21 (eighteen point two one) million per employee. On average, each employee has participated in 16 (sixteen) training topics. Regarding the fulfillment of mandatory certification in accordance with applicable regulations, until the end of 2023 the percentage of fulfillment of risk management certification is 90% (ninety percent), treasury dealer certification is 100% (one hundred percent), and system certification Payment and Management of Rupiah Money (SSPUR) of 95% (ninety five percent), where this achievement has exceeded the target set by Bank Indonesia for the 2023 period, which is 3.5% (three point five).

In 2023, as many as (99)% of employees have attended employee training and development programs

REMUNERATION MANAGEMENT

The remuneration strategy developed aims to ensure that the remuneration structure, both fixed and variable remuneration, of the Bank remains competitive amid competition for talent in the banking industry.

In general, the application of the remuneration system at Bank ICBC Indonesia refers to the applicable regulations without discriminating against gender, race, religion or ethnicity. The remuneration provided includes 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 employee performance and to motivate employees to continue to give 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 for employees at work, the Bank provides various benefits received during their work period such as health insurance, life insurance, periodic medical examinations; as well as those received after the end of the employment relationship such as pension funds; as well as other benefits commonly provided by similar companies in the banking industry.



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 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) kategori, yaitu:

- **Excellent:** Hasil pencapaian atas sasaran kerja seluruhnya melebihi target *key performance indicator* yang telah ditetapkan.
- **Good:** Hasil pencapaian atas sasaran kerja tercapai dan beberapa melebihi target *key performance indicator* yang telah ditetapkan.
- **Qualified:** Hasil pencapaian atas sasaran kerja seluruhnya tercapai sesuai target *key performance indicator* yang telah ditetapkan.
- **Nearly Qualified:** Hasil pencapaian atas sasaran kerja sebagian tercapai sesuai dan beberapa masih berada di bawah target *key performance indicator* yang telah ditetapkan.
- **Unqualified:** Hasil pencapaian atas sasaran kerja seluruhnya berada di bawah target *key performance indicator* yang telah ditetapkan.

HUBUNGAN INDUSTRIAL

Bank senantiasa berupaya menciptakan hubungan kerja yang harmonis antar pegawai maupun antara pegawai dengan Bank. 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.

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 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) categories, namely:

- **Excellent:** The overall achievement of work targets is above the predetermined key performance indicator target.
- **Good:** Work targets are achieved and some exceed the predetermined key performance indicator target.
- **Qualified:** Work targets are all achieved according to predetermined key performance indicator target.
- **Nearly Qualified:** Work targets are partially achieved and some are still below the predetermined key performance indicator target.
- **Unqualified:** The overall achievement of work targets is below the predetermined key performance indicator target.

INDUSTRIAL RELATIONS

The Bank always strives to create a harmonious working relationship between employees and between employees and the Bank. 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 disciplinary 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	33	489
Technical Skills	183	10.174
Soft Skills	17	317
Jumlah Total	233	10.980

SERTIFIKASI MANAJEMEN RISIKO

RISK MANAGEMENT CERTIFICATION

Uraian Description	Level 4	Level 5	Level 6	Level 7
Target	482	46	6	7
Fulfilled	434	43	4	7
Not Fulfilled	48	3	2	-
Fulfillment	90%	93%	67%	100%
Average Fulfillment	90%			

SERTIFIKASI TREASURY DEALER

TREASURY DEALER CERTIFICATION

Uraian Description	Basic	Intermediate	Advance	Jumlah Total
Target	6	3	2	11
Fulfilled	6	3	2	11
Not Fulfilled	0	0	0	0
Percentage of Fulfillment	100%			

STATISTIK SUMBER DAYA MANUSIA

HUMAN CAPITAL STATISTICS

Per 31 Desember 2023, jumlah karyawan Bank mencapai 585 (lima ratus delapan puluh lima) orang (tidak termasuk *outsourcing*), di mana jumlah ini menurun apabila dibandingkan dengan jumlah karyawan per 31 Desember 2022.

As of December 31, 2023, the number of employees of The Bank reached 585 (five hundred eighty five) employees (excluding *outsourcing*), where the number is declining from the number of employees as of December 31, 2022.

DATA JUMLAH KARYAWAN TAHUN 2023

NUMBER OF EMPLOYEE DATA IN 2023

Uraian	2023	2022	Change	Description
Jumlah Karyawan	585	625	-6,40%	Employee Number
Karyawan Mengundurkan Diri	91	131	-30,53%	Resigned Employee



BERDASARKAN USIA

BASED ON AGE

Usia	2023	2022	Age
> 45 tahun	113	114	> 45 years old
36–45 tahun	231	248	36–45 years old
26–35 tahun	202	218	26–35 years old
21–25 tahun	39	45	21–25 years old
Jumlah	585	625	Total

BERDASARKAN JENIS KELAMIN

BASED ON GENDER

Jenis Kelamin	2023	2022	Gender
Laki-laki	279	300	Male
Perempuan	306	325	Female
Jumlah	585	625	Total

BERDASARKAN MASA KERJA

BASED ON TENURE

Masa Kerja	2023	2022	Tenure
Di bawah 1 tahun	72	107	Under 1 year
1–3 tahun	134	132	1–3 years
3–5 tahun	80	68	3–5 years
Di atas 5 tahun	299	318	Above 5 years
Jumlah	585	625	Total

BERDASARKAN GRADE

BASED ON GRADE

Grade Level Organisasi	2023	2022	Grade Organization Level
Komisaris	4	4	Commissioner
Direktur	7	7	Director
Anggota Komite	4	4	Committee Member
Tenaga Kerja Asing	8	6	Expatriate
Senior Executive Vice President	4	3	Senior Executive Vice President
Executive Vice President	25	28	Executive Vice President
Senior Vice President	34	34	Senior Vice President
Vice President	29	36	Vice President
Assistant Vice President	37	29	Assistant Vice President
Senior Manager	51	62	Senior Manager
Manager	57	63	Manager
Assistant Manager	58	54	Assistant Manager
Senior Officer	84	77	Senior Officer
Officer	102	129	Officer
Senior Clerk	10	7	Senior Clerk
Intermediate Clerk	39	37	Intermediate Clerk

Grade Level Organisasi	2023	2022	Grade Organization Level
Clerk	32	45	Clerk
Non-Clerk	-	-	Non-Clerk
Lainnya	-	-	Others
Jumlah	585	625	Total

BERDASARKAN TINGKAT PENDIDIKAN

BASED ON EDUCATION LEVEL

Tingkat Pendidikan	2023	2022	Education Level
S3	1	2	PhD
S2	66	77	Master's Degree
S1	480	500	Bachelor's Degree
D4	1	2	Diploma 4
D3	28	34	Diploma 3
D1	2	2	Diploma 1
SMA dan Sederajat	7	8	High School and Equivalent
Jumlah	585	625	Total

BERDASARKAN STATUS KEPEGAWAIAN

BASED ON EMPLOYMENT STATUS

Status Kepegawaian	2023	2022	Employment Status
Karyawan Tetap	559	602	Permanent Employee
Karyawan Kontrak	26	23	Non-Permanent Employee
Jumlah	585	625	Total



Pengembangan Teknologi Informasi

Information Technology Development

PENGEMBANGAN TEKNOLOGI INFORMASI 2023

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 2023

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 2023

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) has an advance 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 growth of The Bank's business, and to improve its ability in accommodating changes in the 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 2023

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 2023, 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
 - a. Menjalankan mandat terhadap regulasi; dan
 - b. Menyelaraskan kebijakan dan prosedur.
2. Meningkatkan kepuasan nasabah
 - a. Mengembangkan kesadaran dan akuntabilitas terkait kualitas pelayanan;
 - b. Mengembangkan komunikasi internal Bank yang baik serta meningkatkan komunikasi antara Bank dan nasabah; dan

In 2023, 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 prevailing rules and regulations, while still considering 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
 - a. Carry out mandates on regulations; and
 - b. Align the policies and procedures.
2. Increase customer satisfaction
 - a. Improve the awareness and accountability of service quality;
 - b. Improve internal Bank communication and enhance the communication between The Bank and customers; and



- c. Mengembangkan pelayanan yang baik dan kemitraan dengan nasabah.
- 3. Memperkuat tenaga kerja
 - a. Mengembangkan dan mempertahankan tenaga kerja yang berkompentensi tinggi;
 - b. Mengoptimalkan pemakaian teknologi; dan
 - c. Memaksimalkan kekuatan dan pengetahuan dari perusahaan induk.

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.

- c. Improve the delivery of service and partnership with customers.
- 3. Strengthen the manpower
 - a. Develop and retain highly skilled employees;
 - b. Optimize the use of technology; and
 - c. Maximize the power and knowledge of the parent company.

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.

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.

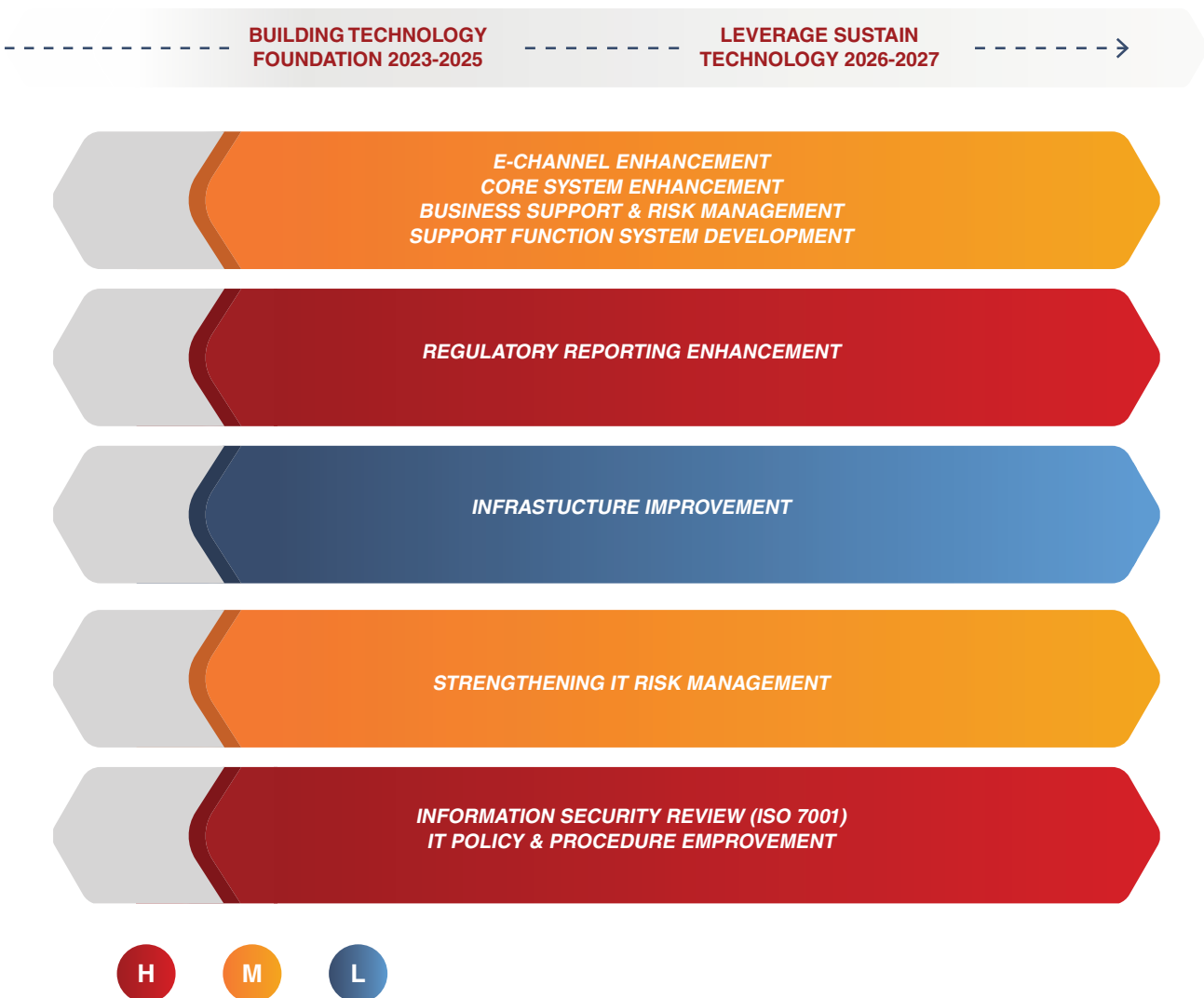
Strategi tersebut disusun dalam rencana-rencana aksi dan kerangka waktu sebagai berikut:

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.

The strategies are implemented in a list of action plans with time scheduling as below:



Pengembangan E-channel (2023-2027)
E-channel Enhancement (2023-2027)

**Penyempurnaan Sistem Regulasi
(Penerapan Sistem Pelaporan
Indonesia) (2023-2027)**
Regulatory System Enhancement
(Indonesia Reporting System
Application) (2023-2027)

**Peningkatan Fungsi Core
Banking (2023-2027)**
Core Banking Enhancement
(2023-2027)

01

02

03

**Peningkatan Dukungan Bisnis
& Manajemen Risiko (2023-2027)**
Business Support & Risk
Management Enhancement
(2023-2027)

**Pengembangan Sistem
untuk Fungsi Pendukung
(2023-2027)**
Support Function System
Development (2023-2027)

**Peningkatan
Infrastruktur (2023-2027)**
Infrastructure
Improvement (2023-2027)

04

05

06

**Peningkatan
Kebijakan dan
Prosedur TI (2023-2027)**
IT Policy and
Procedure
Improvement (2023-2027)

**Penguatan Manajemen
Risiko TI (2023-2027)**
Strengthening IT Risk
Management (2023-2027)

**Membangun Kerangka
Keamanan Informasi
(2023-2027)**
Develop Information
Security Framework
(2023-2027)

07

08

09



1. Pengembangan E-channel (2023-2027)

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*, Bank akan menyempurnakan aplikasi *e-channel* yaitu *Personal Internet Banking* (PIB), *Mobile Internet Banking* (MIB), dan *Corporate Internet Banking* (CIB) sesuai dengan kebutuhan bisnis, seperti:

- Penambahan beberapa fitur baru antara lain perdagangan valuta asing, pengiriman uang dan payroll di saluran CIB.
- Penambahan beberapa fitur baru antara lain perdagangan valuta asing, *remittance*, deposito berjangka, transaksi awalan, pembayaran QR dan konversi cicilan kartu kredit pada *channel* PIB dan MIB.
- Pengembangan *interface* layanan BI-FAST pada *channel* PIB dan CIB.
- Pengembangan *soft token* untuk otorisasi transaksi pada saluran MIB.

Selain pengembangan *channel* PIB, MIB dan CIB, Bank juga berencana mengembangkan *switching* terkait dengan:

- Pengembangan "Jalin" *switching* untuk memenuhi kebutuhan rekonsiliasi hari H.
- Kartu Debit Pembayaran *Online*.
- QRIS (penerbitan) untuk kartu debit dan kredit.
- Pengembangan *switching* ATM Bersama untuk memenuhi perubahan kebutuhan yang diminta oleh ATM Bersama.

2. Penyempurnaan Sistem Regulasi (Penerapan Sistem Pelaporan Indonesia) (2023-2027)

Bank melanjutkan pengembangan aplikasi internal sesuai dengan *Business Requirement Document* untuk memenuhi kebutuhan pelaporan dari Regulator seperti BI, OJK, LPS, PPATK dan melakukan otomasi pelaporan ke sistem seperti Antasena, Apollo, Sipendar, dan sistem pelaporan lainnya.

3. Peningkatan Fungsi Core Banking (2023-2027)

Bank mengembangkan FPS, *core banking system* pada tahun 2023 untuk memenuhi kebutuhan bisnis Bank, seperti:

- Pengembangan Optimasi Pencetakan Voucher (8129).
- Pengembangan *e-Statement*.
- Optimalisasi fungsi pada *Inquiry Product Rate* (3702); ATHPAWKC (3503).
- Penerapan biaya terhadap notifikasi SMS untuk transaksi kartu kredit.

1. E-channel Enhancement (2023-2027)

To provide excellent services to customers for fast and reliable transactions, Bank has expanded its services through digital transaction banking.

After obtained the approval from Regulator in 2021, Bank continue to develop the E-channel application, Bank will enhance e-channel applications, namely Personal Internet Banking (PIB), Mobile Internet Banking (MIB), and Corporate Internet Banking (CIB) according to business needs, such as:

- The addition of several new features including foreign exchange trade, remittances and payroll on the CIB channel.
- The addition of several new features including foreign exchange trade, remittances, time deposits, prefix transactions, QR payment and credit card installment conversions on the PIB and MIB channels.
- Interface development for BI-FAST services on PIB and CIB channels.
- Soft token development for transaction authorization on MIB channels.

In addition to the developing of PIB, MIB and CIB channels, the Bank also plans to develop *switching* related to:

- Development of "Jalin" *switching* to meet the needs of D-day reconciliation.
- Online Payment Debit Cards.
- QRIS (issuing) for debit and credit cards.
- Development of ATM Bersama *switching* to meet the changing requirements requested by ATM Bersama.

2. Regulatory System Enhancement (Indonesia Reporting System Application) (2023-2027)

Bank continue the development of internal applications in accordance with the Business Requirement Document to meet the reporting needs of regulators such as BI, OJK, LPS, PPATK and automate reporting to systems such as Antasena, Apollo, Sipendar, and other reporting systems.

3. Core Banking Enhancement (2023-2027)

Bank developed FPS, the core banking system in 2023 to meet The Bank's business needs, such as:

- Development of Printing Voucher Optimization (8129).
- Development of e-Statements.
- Function optimization on *Inquiry Product Rate* (3702); ATHPAWKC (3503).
- Application of charges against SMS notifications for credit card transactions.



- e. Pengembangan aplikasi untuk membedakan transaksi residen dan non-residen.
- f. Tabungan angsuran.
- g. Perkembangan tersebut terkait dengan perubahan yang terjadi di pasar keuangan domestik dan global sehingga memerlukan pengembangan sistem inti perbankan.

4. Peningkatan Dukungan Bisnis & Manajemen Risiko (2023-2027)

Departemen TI berkomitmen mendukung tujuan bisnis Bank dengan fokus pada pengembangan layanan dan teknologi digital, serta memanfaatkan teknologi ICBC Limited untuk mendukung proses bisnis dan menyediakan produk dan layanan baru bagi nasabah, antara lain:

- a. F-GCMS: Menambahkan Aturan Kontrol ke Fasilitas F-GCMS.
- b. F-FMBM: untuk interkoneksi F-FMBM ke F-GCMS dan pengembangan aplikasi untuk membedakan transaksi Resident dan Non-Residen.
- c. F-GMRM: menambahkan Laporan Uji Stres Risiko Pasar.
- d. F-GDMS: integrasi ke RTGS untuk pembayaran transaksi perdagangan.
- e. Blotter: Unggah FX SWAP yang mendasari pelanggan.
- f. Pengembangan *Middleware* SISMONTAVAR
- g. Pengembangan aplikasi F-CBLA untuk kompatibilitas dengan versi global:
 - *COMPASS* perubahan nama sistem menjadi *STORMS*
 - Penambahan menu *Manage Namelist* dan menu *Recall Screening*
 - Penambahan FMM (*Firco MultiList Manager*) mengenai pembuatan daftar pantauan lokal untuk diunggah melalui menu Kelola Daftar Nama
 - Penambahan FML (*Firco MultiLaws Manager*) mengenai pembuatan aturan *watchlist* lokal yang relevan dengan menu Kelola Daftar Nama
 - Menambahkan FLV *Classic* (Validasi Daftar Firco) untuk melakukan peringatan *Fine Tuning*.

5. Pengembangan Sistem untuk Fungsi Pendukung (2023-2027)

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 Ltd, antara lain:

- a. BRAINS: Sistem Anti Pencucian Uang.
- b. F-SEAS: untuk memperoleh informasi struktur data aplikasi yang dibuat oleh ICBC Ltd.

- e. Development of applications to differentiate resident and non-resident transactions.
- f. Installment savings.
- g. The development is related to the changes that have occurred in the domestic and global financial markets, which have led to the need for the development of the banking core system.

4. Business Support & Risk Management Enhancement (2023-2027)

The IT Department is committed to supporting the Bank's business objectives by focusing on developing digital services and technology, as well as by utilizing ICBC Limited's technology to support business processes and provide new products and services for customers, including:

- a. F-GCMS: Added Control Rules to the F-GCMS Facility.
- b. F-FMBM: for interconnection of F-FMBM to F-GCMS and application development to differentiate Resident and Non-Resident transactions.
- c. F-GMRM: added Market Risk Stress Test Report.
- d. F-GDMS: integration to RTGS for payment of trade transactions.
- e. Blotter: Upload FX SWAP underlying for customers.
- f. Development of SISMONTAVAR Middleware
- g. Development of the F-CBLA application for compatibility with the global version:
 - *COMPASS* system name change to *STORMS*
 - Addition of the Manage Namelist menu and the Recall Screening menu
 - Addition of FMM (*Firco MultiList Manager*) regarding the creation of local watch lists to be uploaded through the Manage Name List menu
 - Addition of FML (*Firco MultiLaws Manager*) regarding the creation of local watchlist rules relevant to the Manage Name List menu
 - Added FLV *Classic*(*Firco List Validation*) to perform Fine Tuning alerts.

5. Support Function System Development (2023-2027)

In order to increase productivity, efficiency and effectiveness of work in support departments and in line with the 3 (three) IT pillars, in 2023 Bank plans to use systems that have been used globally by subsidiaries of ICBC Ltd and currently still waits for OJK approval, including:

- a. BRAINS: Anti-Money Laundering system.
- b. F-SEAS: to obtain application data structure information made by ICBC Ltd.

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| <ul style="list-style-type: none"> c. F-SSPT: untuk pelaporan masalah aplikasi oleh ICBC Ltd, penyelidikan informasi konfigurasi aplikasi, infrastruktur, perangkat jaringan, dll. d. F-OBOM: manajemen pengguna di FPS dengan metode <i>fingercan</i>. e. F-OSCM: untuk memantau infrastruktur TI. f. BF-PRISM : untuk <i>memonitor server</i>. g. F-CCM: sistem pengumpulan laporan tunggakan harian. h. F-RMA: pemantauan risiko transaksi Kartu Kredit dan ATM. i. F-REAF: pemantauan risiko transaksi <i>Internet Banking</i>. j. F-ORMS: Pelaporan Risiko Operasional. k. F-CAMA: memindai <i>voucher</i> untuk terhubung ke FPS. l. F-IMS: digitalisasi dokumen persetujuan pengajuan aplikasi user ID yang dikembangkan oleh ICBC Ltd serta pengembangan pemantauan LCS. m. E-Statement: mengenai penerapan <i>e-Meterai</i> untuk tagihan kartu kredit. n. LLD: menambahkan LLD7 khusus untuk transaksi MT103 <i>Non-Swift</i>. o. OPSS: terkait dengan perubahan ketentuan perpajakan. p. Penyiapan otomatisasi laporan pada aplikasi ICBCI <i>Reporting System (IRS)</i> antara lain ATMR Risiko Kredit, Eksposur Risiko, pengembangan IRS untuk pemenuhan laporan AML yang dikembangkan oleh PPATK dan pengembangan laporan untuk keperluan internal lainnya. q. Pengembangan aplikasi CS2 untuk pembuatan laporan <i>Daily Teller</i> untuk pengisian ATM, rekonsiliasi ATM Bersama, ATM <i>On-U</i>s, CC, ATM <i>Cash Count</i>, CVA Basel 3 dan <i>Counterparty Credit Risk</i>. r. Mengembangkan otomatisasi laporan melalui RPA termasuk laporan rekonsiliasi BI-FAST dan respon sengketa di BI-FAST. s. Pengembangan laporan <i>Liquidity Stress Test</i> pada aplikasi LRMA. | <ul style="list-style-type: none"> c. F-SSPT: for reporting application problems by ICBC Ltd, inquiry of application configuration information, infrastructure, network devices, etc. d. F-OBOM: user management in FPS with the <i>fingerscan</i> method. e. F-OSCM: to monitor IT infrastructure. f. BF-PRISM: to monitor servers. g. F-CCM: collection system for daily overdue reports. h. F-RMA: risk monitoring for Credit Card and ATM transactions. i. F-REAF: risk monitoring for Internet Banking transactions. j. F-ORMS: Operational Risk reporting. k. F-CAMA: scanning vouchers to connect to FPS. l. F-IMS: digitization of document approval for submitting user IDs application developed by ICBC Ltd as well as develops of LCS monitoring. m. E-Statement: regarding the implementation of <i>e-Meterai</i> for credit card bills. n. LLD: added LLD7 specifically for MT103 <i>Non-Swift</i> transactions. o. OPSS: related to changes in tax provisions. p. Preparation of report automation on the ICBCI <i>Reporting System (IRS)</i> 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. q. Development of CS2 application for preparing <i>Daily Teller</i> reports for ATM replenishment, reconciliation of ATM Bersama, ATM <i>On-U</i>s, CC, ATM <i>Cash Count</i>, CVA Basel 3 and <i>Counterparty Credit Risk</i>. r. Develop report automation through RPA including BI-FAST reconciliation report and dispute response in BI-FAST. s. Development of the <i>Liquidity Stress Test</i> report on the LRMA application. |
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6. Peningkatan Infrastruktur (2023-2027)

Bank melakukan pembaruan pada infrastruktur TI untuk mendukung peningkatan produktivitas, efisiensi serta efektifitas dalam kegiatan operasional Bank yang dilakukan secara bertahap.

7. Peningkatan Kebijakan dan Prosedur TI (2023-2027)

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 dan persyaratan Regulator yang terkini.

6. Infrastructure Improvement (2023-2027)

Bank update the IT infrastructure to support increased productivity, efficiency and effectiveness in The Bank's operational activities which is done gradually.

7. IT Policy and Procedure Improvement (2023-2027)

In order to be in line with the existing rules and regulations, Bank continue to improve IT policies and procedures, especially related to information security in accordance with the implementation of ISO 27001 and latest Regulatory requirements.



8. Penguatan Manajemen Risiko TI (2023-2027)

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 (2023-2027)

Untuk meningkatkan keamanan informasi dan mematuhi peraturan, Bank telah menerapkan Keamanan Informasi berbasis ISO 27001 dan memiliki sertifikasi ISO27001 untuk penerapan PIB, MIB dan CIB dan akan dilanjutkan pada tahun depan untuk re-sertifikasi dengan standar ISO27001 yang baru.

8. Strengthening IT Risk Management (2023-2027)

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 (2023-2027)

To improve information security and to comply with the regulations, Bank has implemented ISO 27001 - based Information Security and has ISO27001 certification for PIB, MIB and CIB application and will continue for the next year for the re-certification with the new ISO27001 standard.

PENCAPAIAN TEKNOLOGI INFORMASI 2023

Pada 2023 Departemen TI memiliki beberapa sasaran utama yang berhasil dicapai, yaitu sebagai berikut:

- Migrasi *Lotus Notes* ke *email* ICBC (*Coremail*) dan diterapkan ke semua pengguna (lebih dari 600 pengguna)
- Melakukan penggantian *Uninterruptible Power Supply* (UPS) di 6 Cabang, sedangkan pada tahap I telah selesai penggantian UPS di Cabang KPNO, Balikpapan dan Basuki Rahmat
- Upgrade Sistem Operasi (OS) perekaman suara ke OS yang lebih baru
- Selesai menginstal *Antimalware* di Server Linux
- Batasi akses jaringan pada pengguna juga perangkat khusus (*finger print*, *printer*, *NVR CCTV*, *ATM*, dll.)
- Server terpusat dan login jaringan migrasi F-OSUM/UCM
- Inisiatif untuk menggunakan penggantian Pemantauan Jaringan Baru, bagian dari sistem operasi usang yang disebut *Paessler Router Traffic Grapher* (PRTG).
- Pemasangan *Tap to Print* (Lexmark) baru pada KPNO dan Cabang.
- Melakukan migrasi komunikasi jaringan dari VPN MPLS lama ke teknologi baru yang disebut *Software Defined Wide Area Network* (SDWAN).
- Telah memasang *Wi-Fi Access Point* tambahan di lantai KPNO dan memasang koneksi *broadband* internet baru agar semua pengguna dapat mengakses pertemuan *online* atau keperluan BAU lainnya.
- Implementasi *Sangfor Cyber Command*, *Network Detection and Response* (NDR) untuk mampu mendeteksi *traffic* yang tidak biasa dan anomali dari jaringan internal dan eksternal. Ini akan membantu TI untuk meningkatkan pemantauan keamanan.
- Lakukan *upgrade firmware* untuk *Switch Server* DRC dan semua *switch* untuk koneksi pengguna di KPNO juga melakukan pengkinian untuk Infrastruktur *VMware*.

INFORMATION TECHNOLOGY ACHIEVEMENT IN 2023

In 2023 IT Department had several main objectives that were successfully achieved, as follows:

- Migrate Lotus Notes into ICBC e-mail (Coremail) and implemented to all users (more than 600 users)
- Perform replacement of Uninterruptible Power Supply (UPS) at 6 Branches, while on phase I has completed to replace UPS at KPNO, Balikpapan and Basuki Rahmat Branch
- Upgrade voice recording Operating System (OS) into newer OS
- Completed install Antimalware on Linux Servers
- Restrict network access on users also special devices (finger print, printer, NVR CCTV, ATM, etc.)
- Centralized Server and Network login F-OSUM/UCM Migration
- Initiative to use New Network Monitoring Replacement, part of Obsolete Operating System called Paessler Router Traffic Grapher (PRTG).
- Installation of new Tap to Print (Lexmark) on KPNO and Branches.
- Perform migration of network communication from legacy VPN MPLS into new technology called Software Defined Wide Area Network (SDWAN).
- Has deployed additional Wi-Fi Access Point into KPNO floor and deploy new internet broadband connection for all users to be able to access online meeting or others BAU purpose.
- Implementation of Sangfor Cyber Command, Network Detection and Response (NDR) to be able to detect unusual and anomaly traffic from internal and external network. This will help IT to improve security monitoring.
- Perform firmware upgrade for DRC Server Switches and all switched for user connection at KPNO also perform upgrade for VMware Infrastructure.

- Bank telah melakukan pengujian terhadap *Disaster Recovery Center (DRC)* untuk *core banking* dan aplikasi kritikal Bank lainnya sesuai dengan *Disaster Recovery Plan (DRP)*.
- Bank telah memperoleh sertifikasi ISO 27001 untuk lingkup *Corporate Internet Banking (CIB)*, *Personal Internet Banking (PIB)* dan *Mobile Internet Banking (MIB)*.
- Melakukan *Penetration Testing* untuk lingkup aplikasi *e-channel* (PIB, MIB, CIB, KPNO dan jaringan cabang).

- Bank has conducted testing on *Disaster Recovery Center (DRC)* for *core banking* and other Bank's critical application in accordance with *Disaster Recovery Plan (DRP)*.
- Bank has obtained ISO 27001 certification for the scope of *Corporate Internet Banking (CIB)*, *Personal Internet Banking (PIB)* and *Mobile Internet Banking (MIB)*.
- Performed *Penetration Testing* for the scope of *e-channel application* (PIB, MIB, CIB, KPNO and branches network).

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.

SOLUSI ATAS PERMASALAHAN YANG DIHADAPI TI

Departemen TI menciptakan solusi yang efektif untuk menjawab berbagai tantangan dan risiko yang dihadapi pada 2023, 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;

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.

SOLUTIONS TO THE PROBLEMS FACED BY IT

The IT Department created effective solutions to address the challenges and risks faced in 2023, 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. 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.

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.

RENCANA PENGEMBANGAN TEKNOLOGI INFORMASI 2024

Melanjutkan strategi Bank di tahun lalu yang mengarah ke Digital Banking, maka pada tahun 2024 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.

INFORMATION TECHNOLOGY DEVELOPMENT PLAN IN 2024

Continuing the Bank's strategy last year towards Digital Banking, in 2024 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. In addition, the Bank will also strengthen the Bank's information security and cyber security, both in terms of regulation and technology implementation to support this strengthening.

Hal 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.

This is in line with the Blueprint for Digital Transformation in Banking that issued by OJK, which contains 5 (five) main elements, namely data, technology, risk management, collaboration, and institutional arrangements. This Blueprint for Digital Transformation in Banking serves as a reference for Banks in the context of facing the banking digitization era, as well as a response to mitigate various challenges and risks related, so that Bank can be more resilient, competitive, and contributive.

1. Pengembangan E-channel

Untuk meningkatkan bisnis Perbankan Ritel dan *Transaction Banking*, maka dari itu dalam jangka pendek, Bank memiliki obyektif di tahun depan diantaranya dengan meningkatkan kemampuan *channel* penjualan, integrasi sistem dan transaksi perbankan.

1. E-channel Enhancement

To improve the Retail Banking and Transaction Banking business, therefore in the short term, Bank has objectives next year among them by 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 *Personal Internet Banking* (PIB), *Mobile Internet Banking* (MIB), dan *Corporate Internet Banking* (CIB) sehingga dapat bersaing, memberikan kenyamanan dan kecepatan pelayanan perbankan kepada nasabah, seperti:

These will be achieved by developing features and launching new products on the e-channel applications, namely Personal Internet Banking (PIB), Mobile Internet Banking (MIB), and Corporate Internet Banking (CIB) so that Bank can compete, provide convenience and speed of banking services to customers, such as:

- a. Penambahan beberapa fitur baru antara lain perdagangan valuta asing dan remitansi pada channel CIB serta *fitur remittance* dan transaksi awalan pada channel PIB dan MIB, dimana fitur tersebut merupakan kelanjutan dari rencana pengembangan TI tahun 2023.

- a. The addition of several new features include foreign exchange trade and remittances on the CIB channel as well as remittances and prefix transactions features on the PIB and MIB channels, where the features are a continuation of the 2023 IT development plan.

- b. Bank juga akan melanjutkan pengembangan soft token pada channel PIB dan MIB; dan QRIS pada saluran MIB dan *switching*. Yang dikembangkan yaitu QRIS dan Kata Sandi Pembayaran dengan sumber pendanaan tabungan dan kartu kredit, serta QRIS terkait pembayaran *Cross Border* dengan sumber pendanaan tabungan dan kartu kredit.
- c. Pada tahun 2024 Bank juga mempunyai rencana untuk menyempurnakan aplikasi PIB dan MIB untuk penambahan fitur terkait pengelolaan kartu yaitu memblokir dan membuka blokir kartu debit dan kartu kredit.

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, PPATK dan melakukan otomasi 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 2024 untuk memenuhi kebutuhan bisnis Bank, seperti:

- a. Laporan rinci rekonsiliasi antara beban bunga dengan pajak atas penghasilan pajak bunga
- b. Perkembangan pelaporan perpajakan (termasuk yang terkait dengan AEoI)
- c. Kalkulator penghapusan Bunga dan Biaya
- d. Kartu debit UP untuk transaksi *online*
- e. Pengembangan kode BIC pada kolom 53A dan 57A
- f. Laporan kontribusi pelanggan
- g. Kartu kredit tanpa (nir) kontak
- h. Bank kliring RMB

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 2024 Bank berencana untuk menggunakan dan mengembangkan sistem yang telah digunakan secara global oleh anak perusahaan ICBC Ltd.

- a. Pengembangan aplikasi yang akan dilakukan, diantaranya yaitu:
 - F-SCMS: pengembangan terkait perubahan status keanggotaan Bank pada CIPS (*Cross-Border Interbank Payment System*) dari tidak langsung menjadi langsung dan RMB *Clearing*.

- b. Bank will also continue the development of soft token on PIB and MIB channels; and QRIS on MIB channel and *switching*. Those being developed are namely QRIS and Payment Password with savings and credit card funding sources, as well as QRIS related to *Cross Border* payments with savings and credit card funding sources.
- c. In 2024 Bank also has a plan to enhance PIB and MIB application for additional feature related to card management which are to block and unblock debit card and credit card.

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, PPATK and conduct automation on reporting to systems such as Antasena, APOLO, Sipendar, and other reporting systems.

3. Core System Enhancement

The Bank will continue to develop the FPS banking core system in 2024 to meet the Bank's business needs, such as:

- a. Detailed reconciliation report between interest expense with tax on interest tax income
- b. Development of tax reporting (including those related to AEoI)
- c. Write Off Calculator for interest and fees
- d. UP debit card for online transactions
- e. Development of BIC codes in fields 53A and 57A
- f. Customer contribution reports
- g. Contactless Credit Cards
- h. RMB Clearing Bank

4. Business Support, Support Functions and Infrastructure Improvement

In order to increase work productivities, efficiency and effectiveness for supporting departments and in line with the 3 (three) IT pillars, in 2024 Bank has plans to utilize and develop the systems that have been used globally by ICBC Ltd subsidiaries.

- a. The application development that will be carried out includes:
 - F-SCMS: development related to changes of Bank's membership status at CIPS (*Cross-Border Interbank Payment System*) from indirect into direct and RMB *Clearing*.



- F-GCMS: Pengembangan fitur untuk persetujuan melalui alur kerja email, alat untuk kalkulator jadwal, penambahan kolom informasi setoran untuk jenis agunan 2030103 dan kolom untuk pelaporan kepada regulator.
 - F-FMBM: Pengembangan terkait implementasi DTS (Deal Tracker System), pengembangan terkait produk CCS dan DNDF.
 - F-GDMS: Pengembangan biaya amortisasi garansi secara akrual dan amortisasi bunga harian yang dapat dihitung secara otomatis dan diproses pada akhir hari (diproses pada akhir hari (auto batch).
 - F-FMS: Interkoneksi dengan aplikasi sistem pembayaran BI (BI-RTGS).
 - F-GMO: Interkoneksi dengan aplikasi sistem pembayaran BI (BI-RTGS).
 - F-ATMC: Penggantian ATM/CRM baru menggunakan Windows 10.
 - BRAINS: Sistem onshoring BRAINS darat.
 - SCOPE: Platform Operasi Bisnis Digital10.
 - Sistem manajemen risiko hukum secara Konsolidasi.
 - Sistem pengadaan barang secara terpusat.
 - F-CAMA: memindai voucher untuk terhubung ke FPS.
- b. Terkait penggunaan teknologi yang digunakan oleh ICBC Ltd secara global, berikut adalah aplikasi-aplikasi yang rencananya akan digunakan oleh ICBC Indonesia yang saat ini sedang menunggu persetujuan dari Regulator sebagai aplikasi *offshore*:
- F-SEAS: untuk memperoleh informasi struktur data aplikasi yang dibuat oleh ICBC Ltd.
 - F-SSPT: untuk melaporkan masalah aplikasi oleh ICBC Ltd, penyelidikan informasi konfigurasi aplikasi, infrastruktur, perangkat jaringan, dll.
 - F-OBOM: manajemen pengguna di FPS dengan metode *fingercan*.
 - F-OSCM: untuk memantau infrastruktur TI.
 - BF-PRISM: untuk memonitor server.
 - F-CCM: sistem pengumpulan laporan harian yang terlambat.
 - F-RMA: pemantauan risiko transaksi Kartu Kredit dan ATM.
 - F-REAF: pemantauan risiko transaksi *Internet Banking*.
- F-GCMS: Developing features for approval via email workflow, tools for schedule calculator, added deposit information field for collateral type 2030103 and fields for reporting to regulators.
 - F-FMBM: Development related to the implementation of DTS (Deal Tracker System), development related to CCS and DNDF products.
 - F-GDMS: Development of warranty amortization costs and daily interest accrual and amortization can be calculated automatically and processed at the end of the day (processed at End of Day (Auto Batch).
 - F-FMS: Interconnection with BI payment system application (BI-RTGS).
 - F-GMO: Interconnection with BI payment system application (BI-RTGS).
 - F-ATMC: New ATM/ CRM replacement using Windows 10.
 - BRAINS: Onshoring BRAINS system.
 - SCOPE: Digital Business Operation Platforms.
 - LegalRisksConsolidatedManagementSystem.
 - Centralized Procurement System.
 - F-CAMA: scanning vouchers to connect to FPS.
- b. Regarding the use of technology used by ICBC Ltd globally, the following are the applications planned to be used by ICBC Indonesia which are currently awaiting approval from the Regulator as offshore applications:
- F-SEAS: to obtain application data structure information made by ICBC Ltd.
 - F-SSPT: for reporting application problems by ICBC Ltd, inquiry of application configuration information, infrastructure, network devices, etc.
 - F-OBOM: user management in FPS with the *fingerscan* method.
 - F-OSCM: to monitor IT infrastructure.
 - BF-PRISM: to monitor servers.
 - 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.

Selain itu, Bank ICBC Indonesia juga mengembangkan aplikasi untuk keperluan pengelolaan internal dan pelaporan, antara lain:

- OPSS:
 - a. Rekonsiliasi laporan peralihan transaksi
 - b. Membuat laporan pengiriman laporan tagihan, Kartu Kredit dan PIN
 - c. Rekonsiliasi transaksi CUP (Kartu Kredit dan Kartu Debit).
 - d. Laporan SLA transaksi pembayaran (RTGS Incoming dan Outgoing; SKN Incoming)
 - e. Laporan Nostro, Vostro, Posisi, LLD Nostro
- CS2: Laporan Pembiayaan Perdagangan, Laporan CBRS FA001, FA009, FA099, FD017 dan laporan Awal.
- Pengembangan perhitungan penurunan nilai pada SAS.

Selain pengembangan yang dilakukan oleh ICBC Ltd dan ICBC Indonesia, terdapat juga aplikasi yang dikembangkan oleh pihak ketiga yaitu aplikasi E-Link yang merupakan aplikasi Human Resources System untuk penambahan laporan internal dan pemanfaatan beberapa fitur, implementasi DTS (Deal Tracker System), pembelian sistem aplikasi audit baru serta alat validasi laporan SLIK dan LBUT.

5. Pengamanan Informasi

Sesuai dengan Peraturan Menteri Komunikasi dan Informatika Nomor 5 Tahun 2020 tanggal 16 November 2020 tentang Ruang Lingkup Privat Penyelenggara Sistem Elektronik dan peraturan Badan Siber dan Sandi Negara Nomor 8 Tahun 2020 tanggal 16 November 2020 tentang Sistem Keamanan Dalam Negeri Pengoperasian Sistem Elektronik dan terkait dengan ISO27001:2013 yang telah diperoleh ICBC Indonesia untuk Corporate Internet Banking (CIB) pada tahun 2021 dan Personal Internet Banking (PIB), Mobile Internet Banking (MIB) pada tahun 2022, pada tahun ini Bank ICBC Indonesia akan melakukan re-sertifikasi ISO 27001 berdasarkan versi terbaru yaitu ISO27001:2022 menyusul proses surveilans pada dua tahun ke depan.

Audit sertifikasi ulang ISO adalah tinjauan berkala yang berkelanjutan terhadap sistem manajemen mutu atau sistem manajemen keamanan informasi (ISMS) pada perusahaan oleh lembaga sertifikasi. Fokus audit sertifikasi ulang ISO adalah untuk memastikan organisasi terus mematuhi standar ISO.

In addition, Bank ICBC Indonesia also develops applications for internal management and reporting purposes, including:

- OPSS:
 - a. Reconcile reports for switching transactions
 - b. Developing reports for sending billing statements, Credit Cards and PINs
 - c. Reconcile CUP (Credit Card and Debit Card) transactions
 - d. Payment transaction SLA report (RTGS Incoming and Outgoing; SKN Incoming)
 - e. Nostro Report, Vostro, Position, LLD Nostro
- CS2: Trade Finance Report, CBRS Report FA001, FA009, FA099, FD017 and Prefix report.
- Development of impairment calculations on SAS.

In addition to developments carried out by ICBC Ltd and ICBC Indonesia, there are also applications developed by third parties, namely the E-Link application which is a Human Resources System application for adding internal reports and utilizing several features, implementation of DTS (Deal Tracker System), purchasing new audit application system also SLIK and LBUT report validation tools.

5. Information Security

In accordance with Regulation of the Minister of Communication and Information Technology Number 5 Year 2020 dated 16 November 2020 concerning Electronic System Operator Private Scope and regulation of National Cyber and Crypto Agency Regulation No. 8 of 2020 dated November 16, 2020 concerning Security Systems in the Operation of Electronic Systems and related to the ISO27001:2013 which has been obtained by ICBC Indonesia for Corporate Internet Banking (CIB) in 2021 and Personal Internet Banking (PIB), Mobile Internet Banking (MIB) in 2022, this year Bank ICBC Indonesia will perform re-certification of ISO 27001 based on the latest version which is ISO27001:2022 following the surveillance process on the next two years ahead.

An ISO re-certification audit is an ongoing periodic review of a company's quality management system or information security management system (ISMS) by a certification body. The focus of an ISO re-certification audit is to ensure an organization is continuing to comply with ISO standards.



Lebih dari itu Departemen TI akan melakukan terus memperkuat Infrastruktur Keamanan TI dengan berencana menerapkan postur keamanan tertentu sebagai berikut:

- Penggantian Perangkat Jaringan DRC
- Implementasi Firewall Merek Ganda
- Penggantian PBX Analog Cabang
- Merapikan Ruang Hub KPNO & Cabang
- Konsolidasi Datawarehouse
- Penggantian OS yang sudah usang
- Sistem Audit Aktivitas Basis Data
- HIPS (Host Intrusion Prevention System).

Moreover IT Department will continue to strengthen the IT Security Infrastructure by planning to implement certain security postures as follows:

- DRC Network Device Replacement
- Implementation of Dual Brand Firewall
- Branches Analog PBX Replacement
- KPNO & Branches Hub Room Tidyup
- Datawarehouse Consolidation
- OS Obsolete replacement
- Database Activities Audit System
- HIPS (Host Intrusion Prevention System).



中国工商银行 (印尼)
ICBC

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Corporate Banking

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Prime Lending Rate

Prime Lending Rate
31 March 2024

Based on Business Segmentation	Prime Lending Rate(%)
Corporate Lending	8.06 %
Retail Lending	9.07 %
Micro Lending	NIHIL
Consumption Lending	KPR(Mortgage) 8.51 % Non Mortgage NIHIL

Credit Card



Announcement

- New Service Lat
- Corporate Social
- Bancassurance
- Bank ICBC Indo

FX Rate
2024-04-17 18:35:56

Currency	Buy	Sell
USD	16070.00	16370.00

05

Tata Kelola Perusahaan

Corporate Governance

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

Penerapan GCG Bank berdasarkan pada peraturan perundang-undangan berikut:

Undang-Undang (UU) Republik Indonesia:

1. UU No. 10 Tahun 1998 tentang Perubahan atas Undang-Undang No. 7 Tahun 1992 tentang Perbankan;
2. UU No. 40 Tahun 2007 tentang Perseroan Terbatas;
3. UU No. 25 Tahun 2007 tentang Penanaman Modal;
4. UU No. 27 Tahun 2022 tentang Perlindungan Data Pribadi.

Peraturan Otoritas Jasa Keuangan (POJK)

1. POJK No. 17 Tahun 2023 tanggal 14 September 2023 tentang Penerapan Tata Kelola bagi Bank Umum;
2. SEOJK No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola bagi Bank Umum;
3. POJK No. 45/POJK.03/2015 tanggal 23 Desember 2015 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum;
4. POJK No. 4/POJK.03/2016 tanggal 26 Januari 2016 tentang Penilaian Tingkat Kesehatan Bank Umum;
5. POJK No. 18/POJK.03/2016 tanggal 16 Maret 2016 tentang Penerapan Manajemen Risiko bagi Bank Umum;
6. POJK No. 46/POJK.03/2017 tanggal 12 Juli 2017 tentang Pelaksanaan Fungsi Kepatuhan Bank Umum;
7. POJK No. 51/POJK.03/2017 tanggal 18 Juli 2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik;
8. POJK No. 37/POJK.03/2019 tanggal 19 Desember 2019 tentang Transparansi dan Publikasi Laporan Bank;
9. POJK No. 12/POJK.03/2020 tanggal 16 Maret 2020 tentang Konsolidasi Bank Umum;
10. POJK No. 63/POJK.03/2020 tanggal 22 Desember 2020 tentang Pelaporan Bank Umum Melalui Sistem Pelaporan Otoritas Jasa Keuangan;
11. POJK No. 12/POJK.03/2021 tanggal 30 Juli 2021 tentang Bank Umum;
12. SEOJK No. 40/SEOJK.03/2016 tanggal 26 September 2016 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi bagi Bank Umum;
13. SEOJK No. 13/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penerapan Tata Kelola bagi Bank Umum;

CORPORATE GOVERNANCE LEGAL REFERENCES

The Bank's GCG implementation refers to the following regulatory standards:

Law (UU) of the Republic of Indonesia:

1. Law No. 10 of 1998 on Amendment to Law No. 7 of 1992 concerning Banking;
2. Law No. 40 of 2007 concerning Limited Liability Companies;
3. Law No. 25 of 2007 concerning Capital Investment;
4. Law No. 27 Tahun 2022 concerning Personal Data Protection.

Regulation of the Financial Services Authority (POJK)

1. POJK No. 17 Year 2023 dated September 14, 2023 concerning the Implementation of Good Corporate Governance for Commercial Banks;
2. SEOJK No. 13/SEOJK.03/2017 dated March 17, 2017 concerning the Implementation of Good Corporate Governance for Commercial Banks;
3. POJK No. 45/POJK.03/2015 dated December 23, 2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks;
4. POJK No. 4/POJK.03/2016 dated January 26, 2016 concerning the Assessment of Commercial Bank Soundness Level;
5. POJK No. 18/POJK.03/2016 dated March 16, 2016 concerning Implementation of Risk Management for Commercial Banks;
6. POJK No. 46/POJK.03/2017 dated July 12, 2017 concerning the Implementation of the Compliance Function of Commercial Banks;
7. POJK No. 51/POJK.03/2017 dated July 18, 2017 concerning Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies;
8. POJK No. 37/POJK.03/2019 dated December 19, 2019 concerning Transparency and Publication of Bank Reports;
9. POJK No. 12/POJK.03/2020 dated March 16, 2020 concerning Consolidation of Commercial Banks;
10. POJK No. 63/POJK.03/2020 dated December 22, 2020 concerning Commercial Bank Reporting Through the Financial Services Authority Reporting System;
11. POJK No. 12/POJK.03/2021 dated July 30, 2021 concerning Commercial Bank;
12. SEOJK No. 40/SEOJK.03/2016 dated September 26, 2016 concerning Implementation of Governance in Providing Remuneration for Commercial Banks;
13. SEOJK No. 13/SEOJK.03/2017 dated March 17, 2017 concerning the Implementation of Governance for Commercial Banks;

Lain-lain

1. *Roadmap* Tata Kelola Perusahaan Indonesia Menuju Tata Kelola Emiten dan Perusahaan Publik yang Lebih Baik yang diterbitkan oleh OJK tanggal 4 Februari 2014;
2. Anggaran Dasar Perusahaan yang tertuang dalam Akta Pernyataan Keputusan Rapat dan Perubahan Anggaran Dasar PT Bank ICBC Indonesia No. 198 tanggal 28 Maret 2022.

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.

Penegasan 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.

Others

1. Indonesian Corporate Governance Roadmap Towards Better Governance of Issuers and Public Companies issued by OJK on February 4, 2014;
2. 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.

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

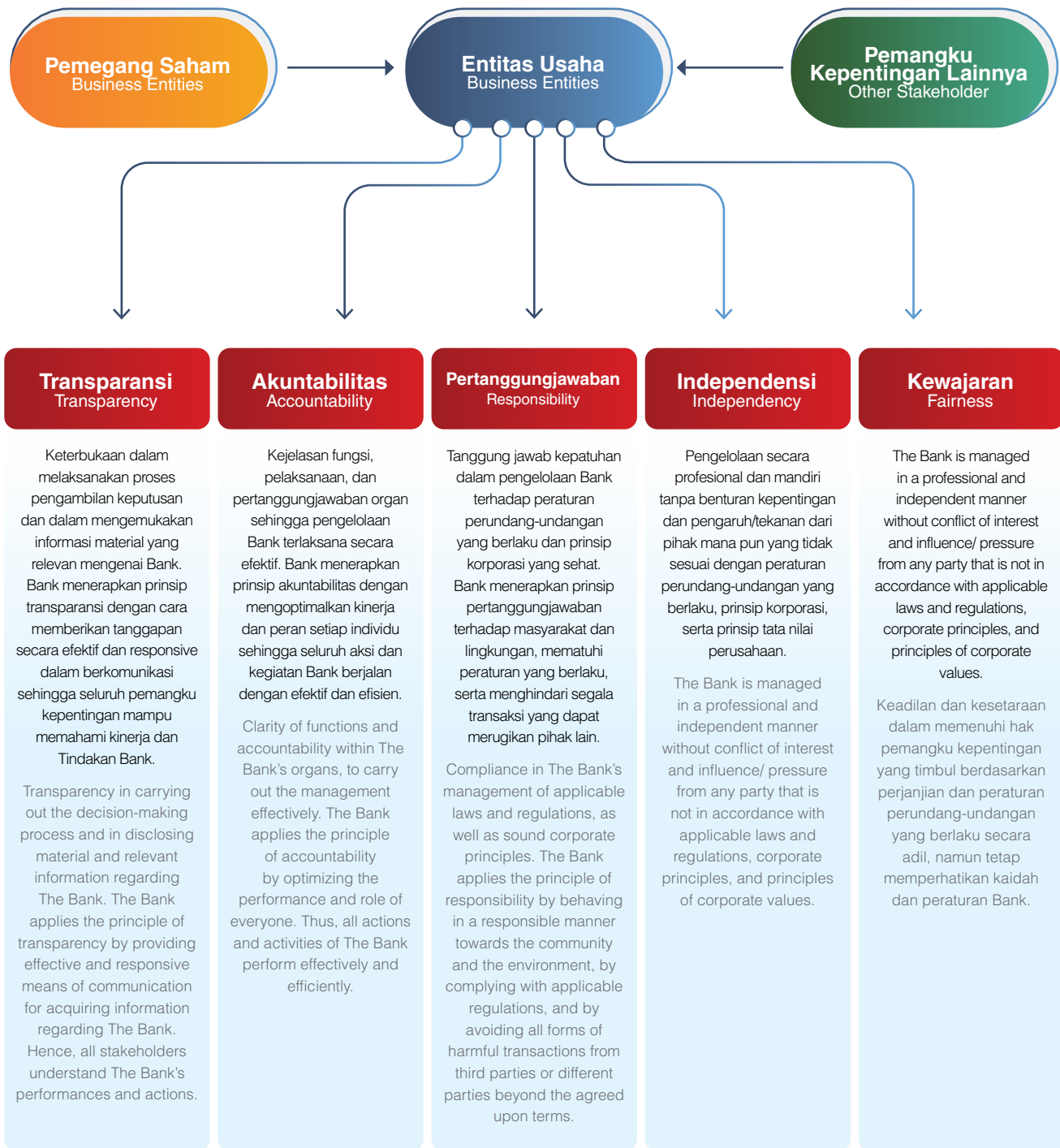
GCG principles implementation in The Bank is constituted upon the commitment to create a transparent and reliable company through accountable business management.

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



ROADMAP TATA KELOLA PERUSAHAAN

CORPORATE GOVERNANCE ROADMAP

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

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

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:

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:

2021

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Penerapan prinsip-prinsip GCG secara konsisten dan berkesinambungan. 2. Pelaksanaan komite-komite di bawah Direksi sesuai dengan ketentuan yang berlaku. 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>. 4. Melanjutkan peningkatan <i>four-eyes principles</i> pada <i>Governance Process</i> melalui penerapan mekanisme <i>reward and punishment</i>. | <ol style="list-style-type: none"> 1. Consistent and continuous application of GCG principles. 2. Implementation of committees under the Board of Directors in accordance with prevailing regulations. 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. 4. Continue to improve the four-eyes principles on the Governance Process through the application of reward and punishment mechanism. |
|---|---|

2022

- | | |
|---|---|
| <ol style="list-style-type: none"> 1. Penerapan prinsip-prinsip GCG secara konsisten dan berkesinambungan pada seluruh tingkatan atau jenjang organisasi. 2. Pelaksanaan komite-komite di bawah Direksi secara berkelanjutan sesuai dengan ketentuan yang berlaku. 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 parent bank. 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. | <ol style="list-style-type: none"> 1. Consistent and continuous application of GCG principles at all levels of the organization. 2. Implementation of committees under the Board of Directors continuously conducted in accordance with prevailing regulations. 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. 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. |
|---|---|

2023

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. Penerapan prinsip-prinsip GCG secara konsisten dan berkesinambungan pada seluruh tingkatan atau jenjang organisasi. 2. Pelaksanaan komite-komite di bawah Direksi maupun komite di bawah Komisaris terus dilakukan secara berkelanjutan sesuai dengan ketentuan yang berlaku. 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 parent bank. 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. | <ol style="list-style-type: none"> 1. Consistent and continuous application of GCG principles at all levels of the organization. 2. Implementation of committees under the Board of Directors and Board of Commissioner continuously conducted in accordance with prevailing regulations. 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. 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. |
|--|---|

IMPLEMENTASI TATA KELOLA PERUSAHAAN TAHUN 2023

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 2023

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:

1. Meningkatkan kinerja Bank;
2. Melindungi kepentingan para pemangku kepentingan; dan
3. Meningkatkan kepatuhan terhadap peraturan perundang-undangan serta nilai etika yang berlaku umum di industri perbankan.

Pada tahun 2023, Bank telah melaksanakan pelaporan penerapan GCG yang meliputi:

1. Departemen Kepatuhan Bank telah menyampaikan laporan GCG semester I dan II tahun 2023 secara tepat waktu.
2. Penyampaian kertas kerja *self-assessment* GCG untuk semester I dan II tahun 2023, 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.

Bank melaksanakan *self-assessment* GCG juga dengan tujuan mengukur kedalaman implementasi praktik GCG sekaligus mendapatkan umpan baik bagi perbaikannya di masa mendatang.

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:

1. Improve The Bank's performance;
2. Protect the interests of stakeholders; and
3. Improve the compliance with the prevailing laws and banking ethics values.

In 2023, The Bank has conducted GCG implementation reporting which includes:

1. The Bank's Compliance Department has submitted GCG report for the first and second semesters of 2023 in a timely manner.
2. Submission of GCG self-assessment working papers for the first and second semesters of 2023, 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.

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.

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:

1. *Governance Structure*;
2. *Governance Process*; dan
3. *Governance Outcome*.

HASIL DAN TINDAK LANJUT SELF-ASSESSMENT TATA KELOLA PERUSAHAAN

Bank telah melaksanakan *self-assessment* GCG untuk periode semester II tahun 2023 dengan hasil akhir peringkat 2 (dua) yang terkategori “Baik”. Penilaian berdasarkan 11 (sebelas) indikator dapat dilihat sebagai berikut:

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:

1. *Governance Structure*;
2. *Governance Process*; and
3. *Governance Outcome*.

CORPORATE GOVERNANCE SELF-ASSESSMENT RESULTS AND FOLLOW-UP

The Bank has undertaken GCG self-assessment for the second semester of 2023 with the assessment result of rating 2 (two), categorized as “Good”. The assessment was based on the following 11 (eleven) indicators:

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	2
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
Penilaian Peringkat Komposit GCG GCG Composite Rating Assessment		2

REKOMENDASI DAN TINDAK LANJUT BANK

Atas semua temuan Otoritas Jasa Keuangan (OJK) tahun 2022 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 otomatisasi sistem pelaporan Bank.

Terkait pemenuhan atas komitmen temuan pemeriksaan OJK tahun 2023 pada kantor pusat dan kantor cabang Bank, Bank telah menindaklanjuti seluruh komitmen temuan pemeriksaan dengan target waktu Desember 2023 dan bukti pendukung telah disampaikan kepada OJK.

PENILAIAN PERIODE TAHUN 2023

Pada tahun 2024, Bank melaksanakan *self-assessment* GCG untuk periode semester II tahun 2023 dengan hasil akhir penilaian 2 (dua) dengan kategori "Baik".

Berdasarkan hasil *self-assessment* terhadap 11 (sebelas) indikator penilaian *rating* GCG tahun 2023, dapat disimpulkan sebagai berikut:

Struktur Tata Kelola

Faktor-faktor positif aspek struktur tata kelola:

- Jumlah dan komposisi Dewan Komisaris telah sesuai ketentuan yang berlaku.
- Jumlah dan komposisi Direksi telah sesuai dengan kompleksitas usaha serta sesuai dengan ketentuan yang berlaku.
- Seluruh anggota Direksi memiliki integritas, kompetensi dan reputasi keuangan yang memadai.
- Bank telah memiliki pedoman dan tata tertib kerja Dewan Komisaris dan Direksi yang memadai.
- Bank memiliki Satuan Kerja Audit Intern, Satuan Kerja Kepatuhan dan Satuan Kerja Manajemen Risiko yang menjalankan tugas sesuai ketentuan yang berlaku.
- 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

Proses Tata Kelola

Faktor-faktor positif aspek proses tata kelola:

- Pelaksanaan tugas dan tanggung jawab Dewan Komisaris telah sesuai dengan ketentuan yang berlaku.
- Direksi telah melaksanakan prinsip-prinsip Tata Kelola Perusahaan dalam setiap kegiatan usaha Bank pada seluruh tingkatan atau jenjang organisasi.

THE BANK'S RECOMMENDATIONS AND FOLLOW-UP ACTIONS

Based on the Financial Services Authority (OJK) inspection in 2022 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 automation of the Bank's reporting system.

Regarding the fulfillment of OJK's audit findings commitment in 2023 at The Bank's head office and branch offices, The Bank has followed up all audit findings commitment with a target date in December 2023 and supporting documents have been submitted to OJK.

ASSESSMENT FOR THE PERIOD OF 2023

In 2024, The Bank conducted GCG self-assessment for the second semester of 2023 with final assessment result of 2 (two) categorized as "Good".

Based on the self-assessment results of 11 (eleven) indicators for GCG rating in 2023, it can be concluded as follows:

Governance Structure

Positive factors in the governance structure aspect:

- Number and composition of BOC are in accordance with the prevailing regulations.
- Number and composition of BOD are in accordance with the complexities of the business and in accordance with the prevailing regulations.
- All BOD members have integrity, competency, and adequate financial reputation.
- Bank has adequate guidelines and work rules for BOC and BOD.
- Bank has an Internal Audit, Compliance Unit and Risk Management Unit that fulfill duties in accordance with applicable regulations.
- Bank has an Audit Committee, a Risk Monitoring Committee and a Remuneration and Nomination Committee are in accordance with prevailing regulations.
- All Committee has carried out its functions in accordance with prevailing regulations.

Governance Process

Positive factors in the governance process aspect:

- Implementation of the duties and responsibilities of BOC is in accordance with the prevailing regulations.
- BOD has implemented the Good Corporate Governance principles in all Bank's business activities at all the level organization level.

- Dewan Komisaris telah memastikan bahwa komite yang dibentuk telah menjalankan tugasnya secara efektif melalui pertemuan-pertemuan komite yang menghasilkan rekomendasi.
- Direksi telah secara aktif menyelesaikan tindak lanjut temuan regulator.
- Seluruh komite telah menjalankan tugasnya dengan baik dan sangat membantu Dewan Komisaris dalam memantau risiko yang mungkin terjadi.
- Satuan Kerja Audit Intern (SKAI), Satuan Kerja Kepatuhan dan Satuan Kerja Manajemen Risiko telah menjalankan tugas sesuai dengan ketentuan yang berlaku.

Faktor-faktor yang perlu mendapat perhatian pada aspek *Governance Process*:

- Masih terdapat denda yang dikenakan kepada Bank terkait keterlambatan penyampaian pelaporan dan ketidakakuratan pelaporan pada tahun 2023 yang disebabkan *Human Error*, namun Bank telah melakukan perbaikan pelaporan tersebut dan akan terus meningkatkan *awareness* dan *dual control* dalam pelaporan.

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 tahun 2023.

Faktor-faktor yang perlu mendapat perhatian pada aspek hasil tata kelola:

- Pada tahun 2023, masih terdapat denda yang dikenakan kepada Bank terkait dengan keterlambatan penyampaian laporan, ketidakakuratan penyampaian laporan ke OJK dan BI dan hasil pemeriksaan OJK pada tahun 2023 yaitu kesalahan pelaporan pada SLIK, namun Bank telah melakukan perbaikan pelaporan tersebut dan akan terus meningkatkan *awareness* dan *dual control* dalam pelaporan

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 2023. Pencapaian tersebut mencerminkan penerapan praktik GCG di lingkup Bank telah berjalan dengan baik didukung dengan kesinambungan yang konsisten

- Board of Commissioners has ensured that the committees have performed their functions effectively through committee meetings resulting in recommendations.
- Board of Directors has actively followed up on regulatory audit findings rectification.
- All committees have performed their duty well and able to assist Board of Commissioners in monitoring probable risk event
- Internal Audit, Risk Management and Compliance Wor unit carry out their duties and responsibilities in accordance with applicable regulations.

Factors that needed attention of Governance Process aspect:

- There are still fines imposed on Bank related to late submission of reporting and reporting inaccuracies in 2023 due to Human Error, however Bank has improved the reporting and will continue to increase awareness and dual control.

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 2023.

Factors that needed attention of the governance outcome aspect:

- In 2023, there are still fines imposed on Bank related to late submission of reports, inaccuracies in submitting reports to OJK and BI and OJK inspection results in 2023, namely reporting errors in SLIK, however Bank has improved the reporting and will continue to increase awareness and dual control.

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 2023. This achievement reflects well implementation of GCG practices within The Bank supported with consistent sustainability.

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

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.

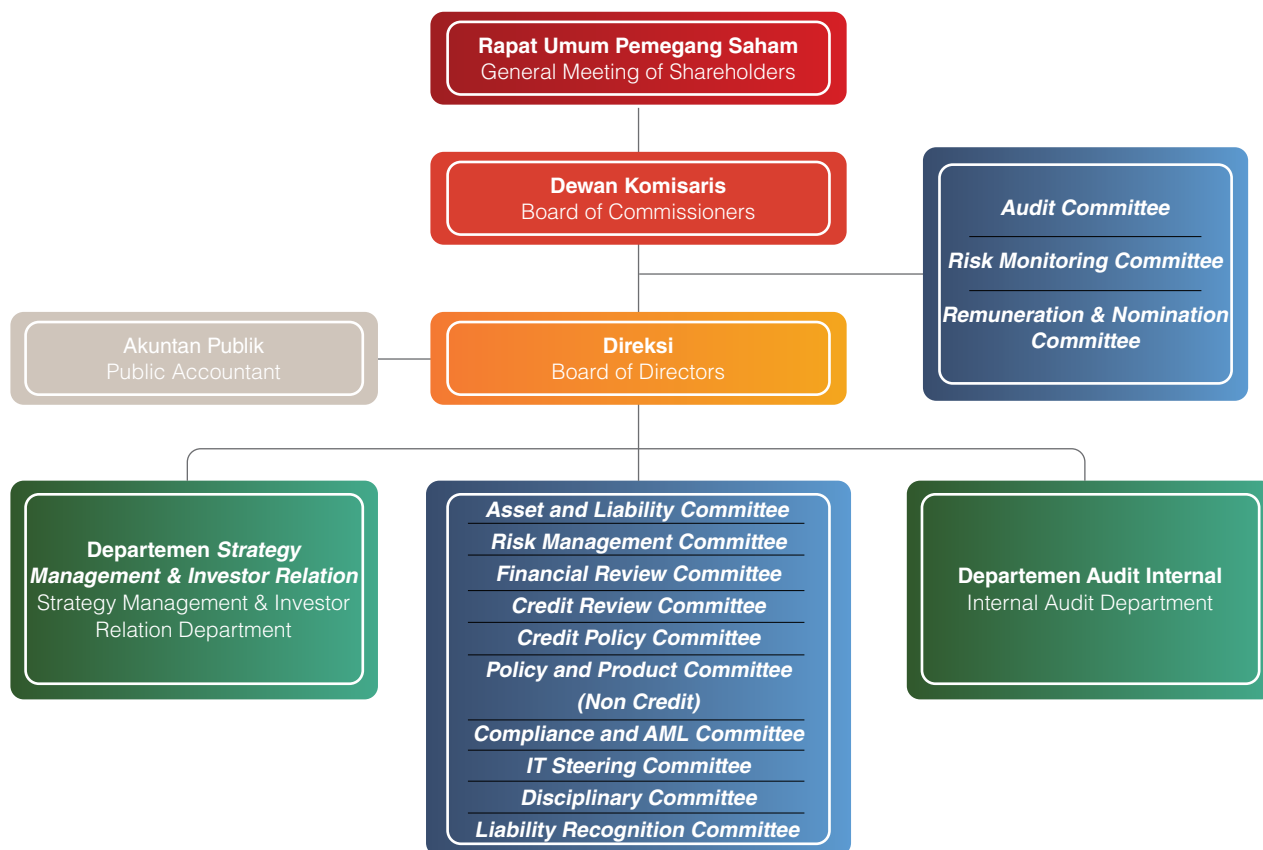
The Bank governance structure is broadly divided into Primary Organs and Supporting Organs.

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



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);

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;

- 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;
 - 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; dan
 - Meminta secara tertulis untuk penyelenggaraan Rapat Dewan Komisaris, Rapat Direksi, dan RUPS Luar Biasa bila dipandang perlu.
- 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;
 - 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; and
 - Requesting in writing for the holding of a Board of Commissioners Meeting, a Board of Directors Meeting, and an Extraordinary GMS if deemed necessary.

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;

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;

- Mengesahkan laporan tahunan dan perhitungan tahunan yang diajukan Direksi;
 - Menetapkan penggunaan laba bersih Bank termasuk menentukan jumlah penyisihan untuk dana cadangan;
 - 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; dan
 - Wewenang lainnya sebagaimana diatur dalam peraturan perundang-undangan.
- 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;
 - 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; and
 - 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.

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.

- Dalam hal keputusan pemberhentian sementara anggota Direksi yang diajukan oleh Dewan Komisaris, maka RUPS dipimpin oleh Presiden Komisaris.
- 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 $\frac{1}{2}$ (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 of temporary dismissal of members of the Board of Directors submitted by the Board of Commissioners, the GMS is chaired by the President Commissioner.
- 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 $\frac{1}{2}$ (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 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 2023

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 2023, Bank menyelenggarakan 3 (tiga) kali RUPS sirkuler dengan keputusan yang telah disetujui sebagai berikut:

GENERAL MEETING OF SHAREHOLDERS CONVENTION AND RESOLUTIONS IN 2023




The Bank's General Meetings of Shareholders (GMS) are held by circular or without a physical meeting or by circular resolutions. During 2023, The Bank held 3 (three) circular GMS with the following resolutions approved:



RUPS Sirkuler Tanggal 6 Maret 2023

CIRCULAR GMS DATED MARCH 6, 2023

Keputusan RUPS sirkuler tanggal 6 Maret 2023 adalah sebagai berikut:

The decision of circular GMS dated March 6, 2023 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
Menerima pengunduran diri anggota Direksi Perseroan sebagai berikut: <ul style="list-style-type: none"> Tuan Zhang Jinxing selaku Presiden Direktur, terhitung sejak tanggal terakhir Pemegang Saham Perseroan menandatangani Keputusan Pemegang Saham ini. To accept the resignation of the member of the Board of Directors of the Company as follows <ul style="list-style-type: none"> Mr. Zhang Jinxing as President Director commencing from the last date of the Company's Shareholders signed this Shareholders' Resolution. 		
Mengangkat anggota Direksi Perseroan yang baru sebagai berikut: <ul style="list-style-type: none"> Tuan Chen Yong selaku Presiden Direktur terhitung sejak tanggal diperolehnya persetujuan/perixinan sesuai ketentuan yang berlaku. To appoint new member of the Board of Directors of the Company as follows: <ul style="list-style-type: none"> Mr. Chen Yong as President Director, commencing from the date after obtaining the approval/permit in accordance with the relevant regulations. 		Akta No. 52 tanggal 6 Maret 2023. The Deed No. 52 dated March 6, 2023.
Mengangkat kembali anggota Direksi dan Dewan Komisaris Perseroan. To reappoint the member of the Board of Directors and Board of Commissioners of the Company.		



 Telah ditindaklanjuti | Has been followed up
 Belum ditindaklanjuti | Yet to be followed up

RUPS Sirkuler Tanggal 21 Juli 2023

CIRCULAR GMS DATED JULY 21, 2023

Keputusan RUPS sirkuler tanggal 21 Juli 2023 adalah sebagai berikut:

The decision of circular GMS dated Juli 21, 2023 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
Menerima dan menyetujui laporan tahunan di antaranya laporan keuangan Perseroan, urusan dan kepengurusan Perseroan, dan administrasi keuangan untuk tahun buku yang berakhir pada Desember 2022, termasuk menerima laporan mengenai tugas pengawasan yang telah dilakukan oleh Dewan Komisaris untuk tahun buku yang berakhir pada Desember 2022, 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 2022, including report on supervision duty that has been conducted by the Board of Commissioners for the financial year ending in December 2022, and report on the implementation of Corporate Social and Environmental Responsibility.		

Hasil Keputusan Resolutions	Telah atau Belum Ditindaklanjuti Has Been or Yet to be Followed Up	Realisasi oleh Manajemen Follow-Up by Management
<p>Menyetujui Laba Bersih Perseroan tahun buku yang berakhir pada Desember 2022 untuk dibukukan menjadi Surplus Reserve (10%) dan laba yang belum didistribusikan (90%) untuk mengikuti Undang-Undang Perseroan Terbatas dan mendukung perkembangan bisnis Perseroan.</p> <p>To approve The Company's Net Profit of the financial year ending in December 2022 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>	✔	✔
<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 2022 sepanjang tindakan mereka tercermin dalam laporan tahunan dan laporan keuangan untuk tahun buku yang berakhir pada Desember 2022.</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 2022 to the extent that their actions are reflected in the annual report and financial statements for the financial year ending in December 2022.</p>	✔	✔
<p>Memilih dan menyetujui Akuntan Publik Imelda & Rekan (terafiliasi dengan Deloitte), penugasan sebagai Kantor Akuntan Publik untuk melakukan audit atas buku Perseroan tahun buku yang berakhir pada tanggal 31 Desember 2023, dengan memperhatikan rekomendasi Dewan Komisaris melalui Surat Keputusan Sirkuler No. 005/SK.BOC/VI/2023 tanggal 16 Juni 2023 dan Surat Memorandum Internal Komite Audit No. 033/IM/SMD/VI/2023 tanggal 13 Juni 2023 sesuai dengan ketentuan yang berlaku.</p> <p>To choose and approve Imelda & 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, 2023, by considering the recommendations of the Board of Commissioners through Circular Resolution Letter No. 005/SK.BOC/VI/2023 dated June 16, 2023 and Audit Committee Internal Memorandum Letter No. 033/IM/SMD/VI/2023 dated June 13, 2023 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 16 Oktober 2023

CIRCULAR GMS DATED OCTOBER 16, 2023

Keputusan RUPS sirkuler tanggal 16 Oktober 2023 adalah sebagai berikut:

The decision of circular GMS dated October 16, 2023 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 Dewan Komisaris dan Direksi Bank. Determined the remuneration of the Board of Commissioners and Board of Directors of The Bank.		
Menyetujui pemberian bonus tahun 2023 untuk Dewan Komisaris dan Direksi. Approved the 2023 year end bonus for the Board of Commissioners and Board of Directors of The Bank.		

Telah ditindaklanjuti | Has been followed up
 Belum ditindaklanjuti | Yet to be followed up

PELAKSANAAN DAN HASIL KEPUTUSAN RAPAT UMUM PEMEGANG SAHAM TAHUN 2022

GENERAL MEETING OF SHAREHOLDERS CONVENTION AND RESOLUTIONS IN 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:

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, 2023 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
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.		Akta No. 198 tanggal 28 Maret 2022. The Deed No. 198 dated March 28, 2022.
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.		

Telah ditindaklanjuti | Has been followed up
 Belum ditindaklanjuti | Yet to be followed up





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.</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 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 Surplus Reserve (10%) dan laba yang belum didistribusikan (90%) untuk mengikuti Undang-Undang Perseroan Terbatas dan mendukung perkembangan bisnis Perseroan.</p> <p>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>		
<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>		

Hasil Keputusan Resolutions	Telah atau Belum Ditindaklanjuti Has Been or Yet to be Followed Up	Realisasi oleh Manajemen Follow-Up by Management
<p>Memilih dan menyetujui Akuntan Publik Imelda & 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 & 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

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 13 Desember 2023, 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 13 Desember 2026. Pedoman Kerja Dewan Komisaris pertama kali diterbitkan pada tanggal 24 Juli 2013 dan selanjutnya mengalami 5 (lima) kali perubahan pada tanggal 28 September 2015; 10 Oktober 2017; 26 September 2019; 2 November 2020; dan terakhir pada tanggal 13 Desember 2023.

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.

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 December 13, 2023. 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 December 13, 2026. The Board of Commissioners Charter was first published on July 24, 2013 and was subsequently amended 5 (five) times on September 28, 2015; October 10, 2017; September 26, 2019; November 2, 2020; and finally on December 13, 2023.

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.

- 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.
- 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.
- 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.
- 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.

- 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.
- 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.
- 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.
- 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

PENGANGKATAN DAN PEMBERHENTIAN DEWAN KOMISARIS

Berikut ini adalah mekanisme serta prosedur pengangkatan Dewan Komisaris Bank:

- Setiap usulan atas kandidat anggota Dewan Komisaris harus memperhatikan rekomendasi dari Komite Remunerasi dan Nominasi.
- Kandidat anggota Dewan Komisaris yang telah dinominasikan melalui hasil rekomendasi dari Komite Remunerasi dan Nominasi akan diajukan kepada pemegang saham guna mendapatkan persetujuan awal.
- 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.
- 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.
- Berdasarkan keputusan tersebut di atas, Departemen Sumber Daya Manusia akan mempersiapkan surat pemberitahuan kepada supervisor/regulator mengenai perubahan komposisi dari Dewan Komisaris.
- 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.

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:

- Every proposal of candidates for the Board of Commissioners member must consider the recommendations of the Remuneration and Nomination Committee.
- 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.
- 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.
- 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.
- 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.
- 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 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
 - 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 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. Dinyatakan pailit oleh Institusi Pengadilan yang telah berkekuatan hukum tetap atau ditaruh di bawah pengampunan berdasarkan suatu keputusan pengadilan.

- 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 2023.

SUSUNAN DAN KOMPOSISI DEWAN KOMISARIS PADA 2023

Susunan Dewan Komisaris Bank pada 31 Desember 2023 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 2023.

BOARD OF COMMISSIONERS STRUCTURE AND COMPOSITION IN 2023

The composition of The Bank's Board of Commissioners as of December 31, 2023 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 2023, 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:
 - a. Pada lembaga keuangan atau perusahaan keuangan, baik bank maupun bukan bank;
 - b. 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:
 - a. 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;
 - b. Komisaris Non-Independen menjalankan tugas fungsional dari pemegang saham bank yang berbentuk badan hukum pada kelompok usaha bank; dan/atau
 - c. 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, 2023, 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:
 - a. At financial institutions or financial companies, bank or non-bank;
 - b. 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:
 - a. 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;
 - b. 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
 - c. 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 2023

Dewan Komisaris telah melakukan pengawasan terhadap pelaksanaan rencana bisnis yang dijalankan oleh Direksi tahun 2023. 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 2023, Dewan Komisaris telah mengadakan rapat Dewan Komisaris, di mana terdapat 17 (tujuh belas) proposal utama yang telah dibahas. Rapat Komite Pemantau Risiko dan Komite Audit yang berada di bawah Dewan Komisaris telah dilaksanakan dengan total 41 (empat puluh satu) 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 2023

The Board of Commissioners has supervised the implementation of the business plan performed by the Board of Directors in 2023. 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 2023, the Board of Commissioners has held the Board of Commissioners meetings, during which 17 (seventeen) main proposals were discussed. The meetings of Risk Monitoring Committee and Audit Committee under the Board of Commissioners have been implemented, with 41 (forty one) 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 2023, rapat komunikasi Dewan Komisaris dan Direksi dilaksanakan dengan membahas strategi rencana bisnis untuk tahun 2024-2026.

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 2023, the communication meeting of the Board of Commissioners and Board of Directors was held to discuss the business plan strategies in 2024-2026.

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 2023 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 2023 Annual Sustainability Report.

PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Berdasarkan Peraturan OJK No. 17 tahun 2023 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 OJK Regulation No. 17 year 2023 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 2023, Dewan Komisaris dan anggota komite di bawah Dewan Komisaris melakukan beberapa kegiatan sebagai berikut:

During 2023, 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
23 Februari 2023 February 23, 2023	<i>The Role of GRC in Supporting Financial Sector Performance</i>	<p>Hendra Widjojo Komisaris Independen Independent Commissioner</p> <p>H. Yunno Kusumo Komisaris Independen Independent Commissioner</p> <p>Arini Imamawati Anggota Komite Audit Audit Committee Member</p> <p>Aki H. Parwoto Anggota Komite Pemantau Risiko Risk Monitoring Committee Member</p> <p>Douval Anggota Komite Pemantau Risiko Risk Monitoring Committee Member</p>	Pelatihan dilakukan secara daring melalui aplikasi Zoom The training 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
2-4 Mei 2023 May 2-4, 2023	<i>Anti-Fraud Strategy Policy</i>	<p>Wang Kun Presiden Komisaris President Commissioner</p> <p>Hendra Widjojo Komisaris Independen Independent Commissioner</p> <p>H. Yunno Kusumo Komisaris Independen Independent Commissioner</p> <p>Jeff S.V. Eman Komisaris Commissioner</p>	Pelatihan dilakukan secara daring melalui aplikasi E-link The training was held online via E-link application
8-10 Mei 2023 May 8-10, 2023	<i>Anti Bribery Management System (ABMS) Policy</i>	<p>Hendra Widjojo Komisaris Independen Independent Commissioner</p> <p>Yunno Kusumo Komisaris Independen Independent Commissioner</p> <p>Jeff S.V. Eman Komisaris Commissioner</p>	Pelatihan dilakukan secara daring melalui aplikasi E-link The training was held online via E-link application
15-17 Mei 2023 May 15-17, 2023	<i>Bootcamp Investment Banking</i>	<p>Douval Anggota Komite Pemantau Risiko Risk Monitoring Committee Member</p>	Pelatihan dilakukan secara daring melalui aplikasi Zoom The training was held online via Zoom application
22-26 Mei 2023 May 22-26, 2023	<i>IT Helpdesk, ID Management, & IT Asset Management</i>	<p>Wang Kun Presiden Komisaris President Commissioner</p> <p>Hendra Widjojo Komisaris Independen Independent Commissioner</p> <p>H. Yunno Kusumo Komisaris Independen Independent Commissioner</p> <p>Jeff S.V. Eman Komisaris Commissioner</p>	Pelatihan dilakukan secara daring melalui aplikasi E-link The training was held online via E-link application
29 Agustus - 1 September 2023 29 August - 1 September 2023	<i>2023 IIA Indonesia National Conference</i>	<p>H. Yunno Kusumo Komisaris Independen Independent Commissioner</p>	Pelatihan dilakukan secara luring di Batam, Indonesia The training was held offline in Batam, Indonesia
11-12 September 2023 September 11-12, 2023	<i>Recognition Current Competency</i>	<p>Douval Anggota Komite Pemantau Risiko Risk Monitoring Committee Member</p>	Pelatihan dilakukan secara daring melalui aplikasi Zoom The training 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
27 September 2023 September 27, 2023	<i>Certification in Audit Committee Practices</i>	Aki H. Parwoto Anggota Komite Pemantau Risiko Risk Monitoring Committee Member	Pelatihan dilakukan secara luring di Jakarta, Indonesia The training was held offline in Jakarta, Indonesia
14-26 Oktober 2023 October 14-26, 2023	<i>Enhancing Governance Synergy and Effectiveness for A New Chapter in Internationalized and Diversified Operation, 2023 Corporate Governance Forum</i>	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	Pelatihan dilakukan secara luring di Beijing, China The training was held offline in Beijing, China
19 Oktober 2023 October 19, 2023	Mengawal Keberlanjutan dan Pertumbuhan Perseroan Melalui Pengawasan dan Pengendalian Risiko Overseeing the Company's Sustainability and growth through risk monitoring and control	Richard S. Dompas Anggota Komite Audit Audit Committee Member	Pelatihan dilakukan secara luring di Jakarta, Indonesia The training was held offline in Jakarta, Indonesia
20 November 2023 November 20, 2023	Metodologi Asesmen dan Manajemen Risiko Perbankan Assessment Methodology and Banking Risk Management	Richard S. Dompas Anggota Komite Audit Audit Committee Member	Pelatihan dilakukan secara luring di Jakarta, Indonesia The training was held offline in Jakarta, Indonesia
24 November 2023 November 24, 2023	<i>Sustainable Finance for Executive Level</i>	Hendra Widjojo Komisaris Independen Independent Commissioner H. Yunno Kusumo Komisaris Independen Independent Commissioner Jeff S.V. Eman Komisaris Commissioner	Pelatihan dilakukan secara daring melalui aplikasi Zoom The training 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
29 November 2023 November 29, 2023	<i>ICBC Value Refreshment Campaign</i>	<p>Hendra Widjojo Komisaris Independen Independent Commissioner</p> <p>H. Yunno Kusumo Komisaris Independen Independent Commissioner</p> <p>Jeff S.V. Eman Komisaris Commissioner</p> <p>Richard S. Dompas Anggota Komite Audit Audit Committee Member</p> <p>Denny A. Nasir Anggota Komite Audit Audit Committee Member</p> <p>Aki H. Parwoto Anggota Komite Pemantau Risiko Risk Monitoring Committee Member</p> <p>Douval Anggota Komite Pemantau Risiko Risk Monitoring Committee Member</p>	Pelatihan dilakukan secara daring di Jakarta, Indonesia The training was held online in Jakarta, Indonesia
30 November 2023 November 30, 2023	<i>Exit Meeting with OJK</i>	<p>H. Yunno Kusumo Komisaris Independen Independent Commissioner</p>	Rapat dilakukan secara luring di kantor OJK, Jakarta, Indonesia The meeting was held offline in the OJK Office, Jakarta Indonesia
5 Desember 2023 December 5, 2023	Pendalaman Pasar Keuangan dan SRO untuk BOD dan BOC Financial Market Deepening and Self Regulatory Organization (SRO) for BOD and BOC	<p>Hendra Widjojo Komisaris Independen Independent Commissioner</p> <p>H. Yunno Kusumo Komisaris Independen Independent Commissioner</p> <p>Jeff S.V. Eman Komisaris Commissioner</p>	Pelatihan dilakukan secara luring di Jakarta, Indonesia The training was held offline in Jakarta, Indonesia
28-30 Desember 2023 December 28-30, 2023	<i>Continous Professional Development (CPD) 30 CPD Hours in 2023 as a requirement of CPA Australia Holder</i>	<p>Douval Anggota Komite Pemantau Risiko Risk Monitoring Committee Member</p>	Pelatihan dilakukan secara daring melalui website CPA Australia The training was held online via CPA Australia website

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.

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.

Kriteria Penentuan Komisaris Independen

Berdasarkan Peraturan OJK No. 17 tahun 2023 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.

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:

- Hasil penilaian kinerja
- Hasil penilaian rapat Dewan Komisaris
- Hasil penilaian kepala SKAI (Satuan Kerja Audit Internal) dan PE (Pejabat Eksekutif) yang membawahkan fungsi SDM
- 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 2024 yang menyatakan pemenuhan seluruh kriteria dan independensi jabatannya sesuai kriteria yang disyaratkan oleh peraturan perundang-undangan yang berlaku.

Independent Commissioner Stipulation Criteria

Pursuant to OJK Regulation No. 17 year 2023 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.

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:

- Performance appraisal result
- Result of the assessment of the Board of Commissioners
- Assessment result of the head of Internal Audit Department and Executive Officers in charge of the HR function.
- The Independent Commissioners state his/her independency in the GMS.

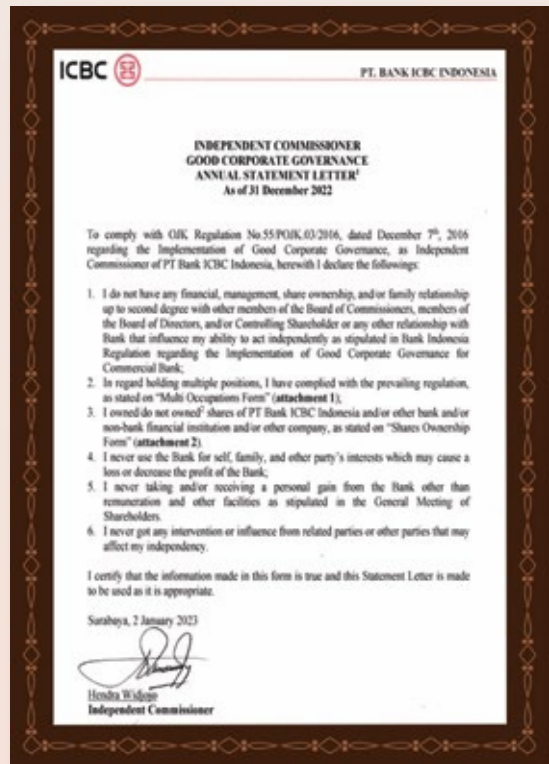
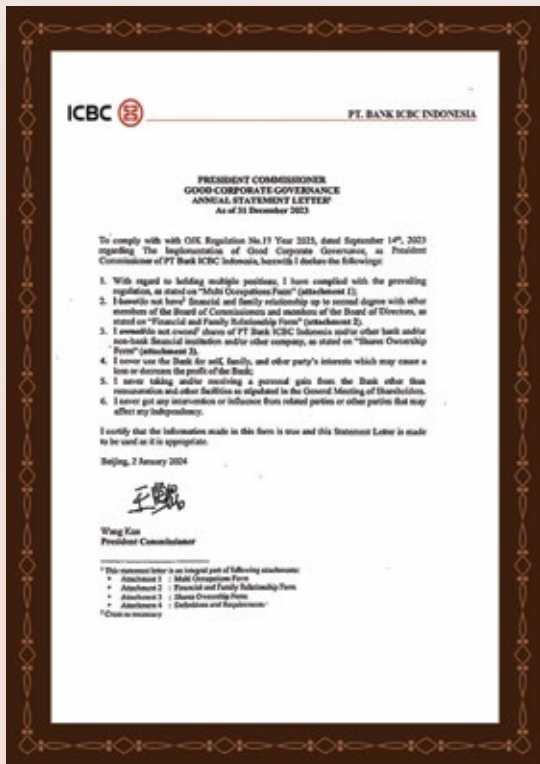
The Bank has complied with the above regulations, in which the composition of its Independent Commissioners consists of 2 (two) members, or 50% (fifty percent) of the overall 4 (four) members of the Board of Commissioners, namely Hendra Widjojo and H. Yunno Kusumo.

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, 2024 in accordance with the criteria as set under prevailing regulations.



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 28 Desember 2023, yang bersifat mengikat bagi setiap anggota Direksi.

Board of Directors Charter 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 serta perubahan kedua pada tanggal 28 Desember 2023. Perubahan berikutnya direncanakan pada Desember 2026.

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. 17 Tahun 2023 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 pengurusan Bank untuk kepentingan dan tujuan Bank.
- Bertanggung jawab penuh atas pelaksanaan tugas kepada pemegang saham melalui RUPS.

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 28, 2023 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 as well as the second amendment on December 28, 2023. The next amendment is scheduled in December 2026.

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. 17 Year 2023 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:

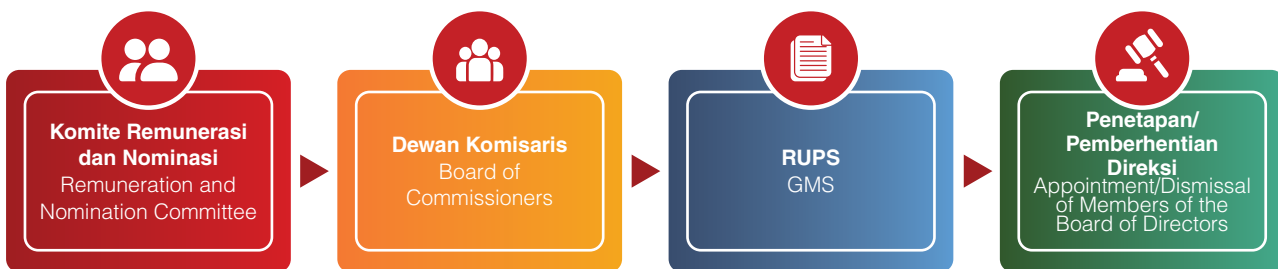
- Fully responsible for the execution of The Bank's management in the interests and objectives of The Bank.
- Fully responsible for the performance of duties to shareholders through the GMS.

- Wajib mengelola Bank sesuai dengan kewenangan dan tanggung jawab Direksi sebagaimana diatur dalam Anggaran Dasar dan peraturan perundang-undangan.
- 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.
- 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.
- 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.

- 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.
- 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.
- 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.
- 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

APPOINTMENT AND DISMISSAL OF THE BOARD OF DIRECTORS



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 diwawancarai. Kandidat yang lulus wawancara akan dicek latar belakangnya oleh pihak eksternal dan secara internal.

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.

- 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.
- 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 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.
- 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 sekurangnya 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.

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.

- 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;
 - 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 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.
- 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. 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 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.

- 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.
- 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.
- 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.
- 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.

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:
 - a. Anggota Direksi bertanggung jawab terhadap pengawasan atas penyertaan bank pada perusahaan anak;
 - b. 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.

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:
 - a. The Board of Directors member performs the monitoring function in subsidiary company of the bank;
 - b. 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.

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.
- 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.

SUSUNAN DAN KOMPOSISI DIREKSI TAHUN 2023

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 2023 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.

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.
- 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.

BOARD OF DIRECTORS STRUCTURE AND COMPOSITION IN 2023

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, 2023, 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
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 1, 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 1, 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

Nama Name	Jabatan Position	Periode Period	Dasar Penunjukan Appointment Legal Basis
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

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:

Nama Name	Jabatan Position	Lingkup Tugas dan Tanggung Jawab Scope of Duties and Responsibilities
Chen Yong	Presiden Direktur President Director	<ul style="list-style-type: none"> • Internal Audit • Strategy Management and Investor Relation
Zhang Wen	Direktur – Kredit Director - Credit	<ul style="list-style-type: none"> • Credit Review • Credit Management • Financial Management
Liu Hongbo	Direktur - Marketing Director - Marketing	<ul style="list-style-type: none"> • Corporate Banking I • Global Markets & Financial Institution • Transaction Banking
Sandy T. Muliana	Direktur - Kepatuhan & Manajemen Risiko Director – Compliance & Risk Management	<ul style="list-style-type: none"> • Compliance • Anti Money Laundering • Risk Management
Fransisca Nelwan Mok	Direktur - Sumber Daya Manusia & Hukum Director - Human Resources & Legal	<ul style="list-style-type: none"> • Human Resources • General Affairs • Special Asset Management • Legal
Dini Suprihatini	Direktur - Operasional Director - Operations	<ul style="list-style-type: none"> • Information Technology • Management Information & Accounting • Operations Management • Loan Operation • Bills Center
Lukito Adisubrata S.	Direktur – Marketing Director - Marketing	<ul style="list-style-type: none"> • Retail Banking • Corporate Banking II • Corporate Banking Surabaya • Branches

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
Chen Yong	Presiden Direktur President Director	Surat No. SR-3/PB.02/2023 tanggal 28 Februari 2023 Letter No. SR-3/PB.02/2023 dated February 28, 2023
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 2023 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 2023 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 manapun termasuk hubungan keuangan dan hubungan keluarga dengan sesama anggota Direksi, Dewan Komisaris, pemegang saham pengendali maupun pihak eksternal yang memiliki hubungan bisnis dengan Bank.

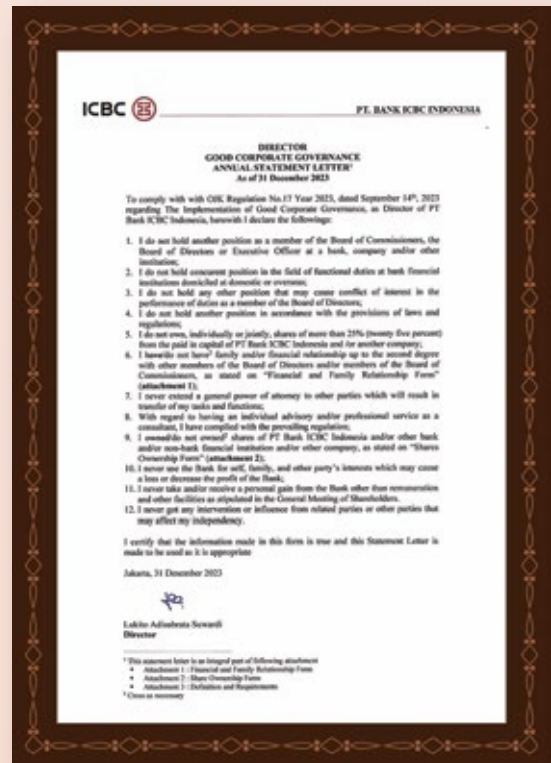
INDEPENDENCY STATEMENT OF THE BOARD OF DIRECTORS

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.

Seluruh anggota Direksi Bank telah menandatangani surat pernyataan pada tanggal 31 Desember 2023 yang menyatakan pemenuhan seluruh kriteria dan independensi jabatannya sesuai kriteria yang disyaratkan oleh peraturan perundang-undang yang berlaku.

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 December 31, 2023 in accordance with the criteria as set under prevailing regulations.





Penilaian Penerapan GCG 2023 Terhadap Dewan Komisaris dan Direksi

2023 GCG Assessment for the Board of Commissioners and Board of Directors

Bank melakukan *self-assessment* terhadap penerapan GCG tahun 2023 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.

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:

1. Pelaksanaan tugas dan tanggung jawab Dewan Komisaris.
2. Pelaksanaan tugas dan tanggung jawab Direksi.

Hasil *self-assessment* tahun 2023 terhadap kedua aspek di atas menunjukkan berfungsinya perangkat organ Dewan Komisaris dan Direksi, dengan hasil sebagai berikut:

The Bank conducts *self-assessment* of GCG implementation in 2023 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.

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. The Board of Commissioners' duties and responsibilities implementation.
2. The Board of Directors' duties and responsibilities implementation.

The *self-assessment* results in 2023 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 2022 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 Otomatisasi sistem pelaporan Bank.

Terkait pemenuhan atas komitmen temuan pemeriksaan OJK tahun 2023 pada kantor pusat dan kantor cabang Bank, Bank telah menindaklanjuti komitmen temuan pemeriksaan dengan target waktu Desember 2023 dan bukti pendukung telah disampaikan kepada OJK.

REALIZATION/FOLLOW-UP ON RECOMMENDATIONS

Based on the Financial Services Authority (OJK) inspection in 2022 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 automation of the Bank's reporting system.

Regarding the fulfillment of OJK's audit findings commitment in 2023 at The Bank's head office and branch offices, The Bank has followed up all audit findings commitment with a target date in December 2023 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

1. Dewan Komisaris secara aktif mengkomunikasikan dan memantau kondisi Bank seperti tindak lanjut terhadap audit OJK, manajemen risiko, kepatuhan dan APU.
2. Seluruh anggota Direksi dan Dewan Komisaris memiliki integritas, kompetensi dan reputasi keuangan yang memadai.
3. Bank melanjutkan implementasi tata kelola kebijakan dan prosedur termasuk sosialisasinya ke seluruh departemen/cabang yang berlaku.
4. Seluruh komite-komite di bawah Dewan Komisaris dan Direksi telah melaksanakan fungsinya sesuai dengan ketentuan yang berlaku.
5. Bank telah memiliki kebijakan yang mengatur tentang pihak terkait dan penyediaan dana besar termasuk limit sesuai dengan prinsip kehati-hatian.
6. Secara terus menerus, Bank telah memperbaiki Risk Control Self-Assessment sebagai operational risk management tools.
7. Bank telah memenuhi komposisi ketentuan Dewan Komisaris dan Direksi.

Proses Tata Kelola

1. Dewan Komisaris dan Direksi telah secara aktif berkomunikasi dengan regulator (OJK dan BI).
2. Direksi telah secara aktif menyelesaikan tindak lanjut temuan regulator untuk pemeriksaan tahun 2022 dan tindak lanjut pemeriksaan tahun 2023 dengan tenggat waktu penyampaian sampai dengan 31 Desember 2023.
3. Secara berkala, Bank terus melakukan pembaruan atas Kebijakan Manajemen Risiko, dan kebijakan tersebut menjadi dasar atas semua kebijakan dan prosedur Bank.
4. Secara berkelanjutan, Bank telah meningkatkan fungsi audit internal untuk mengidentifikasi isu yang ada.
5. 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

1. Board of Commissioners actively communicates and monitors The Bank conditions related to OJK audit rectification rate, risk management, compliance and AML concern.
2. All members of the Board of Directors and Board of Commissioners have integrity, competency, and adequate financial reputation.
3. The Bank continues the implementation of policy and procedure governance including its socialization to all respective departments/branches that applied.
4. All committees under the Board of Commissioners and Board of Directors have carried out their functions in accordance with prevailing regulations.
5. The Bank has a policy governing related parties and large exposures, including their limits in accordance with the prudential principles.
6. The Bank has continuously improved the Risk Control Self-Assessment as operational risk management tools.
7. The Bank has fulfilled the requirement for Board of Commissioners and Board of Directors composition.

Governance Process

1. Board of Commissioners and Board of Directors have actively communicated with regulators (OJK and BI).
2. Board of Directors has actively followed up on regulatory audit findings for 2022 audit and followed up on 2023 audit with target completion by December 31, 2023.
3. 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.
4. The Bank continuously improves the internal audit function to identify current issues.
5. Govern the implementation of committee charter at Board of Directors and Board of Commissioners level.



Hasil Tata Kelola

1. Tidak terdapat hasil audit terkait dengan benturan kepentingan.
2. Bank telah memiliki rencana audit yang telah disetujui oleh Presiden Direktur dan Dewan Komisaris.
3. Tidak terdapat permasalahan terkait penunjukan, komunikasi, independensi, dan cakupan pekerjaan auditor eksternal.
4. Bank telah menyelesaikan 35 (tiga puluh lima) temuan dari 35 (tiga puluh lima) temuan yang teridentifikasi untuk audit OJK tahun 2022.
5. Untuk komitmen temuan OJK tahun 2023 pada kantor pusat dan kantor cabang, telah ditindaklanjuti komitmen temuan pemeriksaan sampai dengan Desember 2023 sesuai dengan target komitmen.
6. Tidak terdapat pelanggaran atau pelampauan Batas Maksimum Pemberian Kredit (BMPK) pada tahun 2023.

Governance Outcome

1. There were no audit results related to the conflict of interest.
2. The Bank has organized its audit plan approved by the President Director and Board of Commissioners.
3. There were no issues related to the appointment, communication, independence, and scope of work of the external auditor.
4. The Bank has rectified 35 (thirty-five) audit findings of 35 (thirty-five) audit findings commitment identified for OJK inspection in 2022.
5. For OJK audit findings commitment in 2023 at The Bank's head office and branch offices, the audit findings commitment has been rectified until December 2023 as per agreed timeline.
6. There wa no breach or exceed on Legal Lending Limit (LLL) during 2023.

Kebijakan Remunerasi Dewan Komisaris dan Direksi

Remuneration Policy of the Board of Commissioners and Board of Directors

Bank menerapkan kebijakan tata kelola remunerasi berdasarkan Peraturan Otoritas Jasa Keuangan (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 memiliki Kebijakan Remunerasi Anggota Direksi dan Anggota Dewan Komisaris No. 2021-HRD-004-L3. 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.

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.

The Bank implements a remuneration governance policy based on the Financial Services Authority Regulation (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.

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.



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.

CAKUPAN KEBIJAKAN REMUNERASI DAN IMPLEMENTASINYA

Ketentuan Remunerasi mencakup seluruh karyawan baik yang berada di kantor pusat dan kantor cabang. Termasuk kebijakan Bank memastikan bahwa kebijakan diterapkan dengan adil dan merata agar setiap karyawan mendapatkan imbal jasa yang sesuai.

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.

SCOPE OF REMUNERATION POLICY AND ITS IMPLEMENTATION

Remuneration Policy covers all employees, located at the head office and branches. Bank ensures that the policies are implemented fairly and equitably to each employee with appropriate compensation.

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 yang dikelola didalam Kebijakan Tata Kelola Pemberian Remunerasi bagi *Material Risk Taker* No. 2020-HRD-005-L3. 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.

KONSULTAN EKSTERN

Dalam upaya memberikan remunerasi yang optimal kepada karyawan, Bank perlu melihat berbagai aspek dalam rangka menjaga remunerasi agar tetap kompetitif dan adil. Oleh karena itu, Bank menjalin kerja sama dengan menggunakan jasa konsultan eksternal independen Willis Tower Watson untuk mendapatkan informasi terkini mengenai remunerasi.

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. 2020-HRD-005-L3 which has been updated on October 19, 2020. 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.

EXTERNAL CONSULTANTS

In an effort to provide optimal remuneration to employees, the Bank needs to observe various aspects to keep competitive and fair remuneration. Therefore, Bank collaborates with external consultant Willis Tower Watson to get the update information of the remuneration.

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.

Uraian Description	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
Remunerasi				
Gaji/Honorarium, Bonus, tunjangan rutin dan fasilitas lainnya dalam bentuk non natura Salary/Honorarium, bonus, fixed allowance and other non-natura facilities	3	4.243	8	33.482
Fasilitas lainnya dalam bentuk natura (perumahan, transportasi, asuransi kesehatan, dan sebagainya) yang: Other natura facilities (housing, transportation, health insurance, and others), which:				
Dapat Dimiliki Can Be Owned	-	-	-	-
Perumahan Housing	-	-	3	1.610
Tidak Dapat Dimiliki Cannot Be Owned				
Trasportasi Transportation	-	-	8	1.812
Tidak Dapat Dimiliki Cannot Be Owned				
Asuransi Kesehatan Health Insurance	3	67	8	581
Tidak Dapat Dimiliki Cannot Be Owned				
Jumlah Total				

Catatan | Note

Terjadi perubahan susunan Direksi di tahun 2023. Data termasuk Direksi/Dewan Komisaris yang Berakhir Masa Kerja pada tahun 2023
There were changes to the composition of Board of Directors in 2023. Data including Directors/Commissioners with End of Tenure in 2023

Total 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	-	8
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	-	-
Jumlah Total	3	8

Catatan | Note

Terjadi perubahan susunan Direksi di tahun 2023. Data termasuk Direksi/Dewan Komisaris yang Berakhir Masa Kerja pada tahun 2023
There were changes to the composition of Board of Directors in 2023. Data including Directors/Commissioners with End of Tenure in 2023

RASIO GAJI

Berikut adalah rasio gaji tertinggi dan terendah dalam lingkup organisasi Bank:

Rasio Gaji Salary Ratio	2023	2022	2021
Gaji Direktur tertinggi terhadap gaji Direktur terendah The highest salary of Directors compared to the lowest salary of Directors	1,44:1	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	3,7:1	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	1:1
Gaji Direktur tertinggi terhadap gaji karyawan tertinggi The highest salary of Directors compared to the highest salary of employees	1,86:1	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	22,31:1	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)	1,06:1	1,07:1	1,08:1

SALARY RATIO

The ratio of the highest and lowest salaries within the scope of The Bank's organization is as follows:

OPSI SAHAM DAN BUY BACK

Hingga akhir tahun 2023, Bank tidak memiliki kebijakan mengenai Opsi Saham bagi Dewan Komisaris dan Direksi.

STOCK OPTIONS AND BUY BACK

By the end of 2023, The Bank does not have a policy on Stock Options for the Board of Commissioners and Board of Directors.

REMUNERASI YANG BERSIFAT VARIABEL

Pemberian remunerasi dalam bentuk variabel dikaitkan dengan kinerja dan risiko terdiri dari Bonus Kinerja.

Keputusan terkait remunerasi yang bersifat variabel merupakan hak penuh Bank dengan mempertimbangkan kinerja Bank secara keseluruhan.

VARIABLE REMUNERATION

The payment of variable remuneration is based on performance and risk, consisting of bonuses.

Decisions of the variable remuneration are the full right of the Bank with the consideration of Bankwide performance.

JUMLAH DIREKSI, DEWAN KOMISARIS, DAN PEGAWAI YANG MENERIMA REMUNERASI YANG BERSIFAT VARIABEL SELAMA 1 (SATU) TAHUN

NUMBER OF BOARD OF DIRECTORS, BOARD OF COMMISSIONERS AND EMPLOYEES WHO RECEIVED VARIABLE REMUNERATIONS IN 1 (ONE) YEAR

Remunerasi yang Bersifat Variabel Variable Remuneration	Komisaris Commissioners		Direktur Directors		Pegawai Employees	
	Orang People	Juta (Rupiah) Million (Rupiah)	Orang People	Juta (Rupiah) Million (Rupiah)	Orang People	Juta (Rupiah) Million (Rupiah)
Jumlah Total	3	899	8	8.500	693	36.700

JUMLAH PENERIMA DAN JUMLAH TOTAL REMUNERASI YANG BERSIFAT VARIABEL YANG DIJAMIN TANPA SYARAT AKAN DIBERIKAN OLEH BANK

Bank tidak memberikan remunerasi yang bersifat variabel yang dijamin tanpa syarat akan diberikan oleh Bank kepada calon Direksi, calon Dewan Komisaris, dan/atau calon Pegawai selama 1 (satu) tahun pertama bekerja sebagaimana dimaksud dalam Pasal 21 POJK Remunerasi.

NUMBER OF RECIPIENTS AND TOTAL AMOUNT OF VARIABLE REMUNERATION GUARANTEED UNCONDITIONALLY TO BE PROVIDED BY THE BANK

Bank does not provide any variable Remuneration that guaranteed without conditions to be provided by the Bank for candidates of the Board of Directors, Board of Commissioners, and/or employees for the first 1 (one) year of work period as referred in Article 21 of POJK Remuneration guideline.

RINCIAN REMUNERASI YANG DIBERIKAN DALAM 1 (SATU) TAHUN

Remunerasi yang Bersifat Variabel Variable Remuneration	Komisaris Commissioners		Direktur Directors		Pegawai Employees	
	Orang People	Juta (Rupiah) Million (Rupiah)	Orang People	Juta (Rupiah) Million (Rupiah)	Orang People	Juta (Rupiah) Million (Rupiah)
Jumlah Total	3	4.310	8	34.063	693	265.742

TOTAL REMUNERATION PROVIDED IN 1 (ONE) YEAR

JUMLAH REMUNERASI YANG BERSIFAT VARIABEL YANG DITANGGUHKAN

Remunerasi yang Bersifat Variabel 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	-	-	10	3.446

TOTAL AMOUNT OF DEFERRED VARIABLE REMUNERATION

Sampai dengan Desember 2023, total remunerasi yang bersifat variabel yang ditangguhkan oleh Bank dalam bentuk uang tunai sebesar Rp 3,45 miliar untuk 10 (sepuluh) anggota Direksi.

Until the end of December 2023, the total variable remuneration deferred by The Bank in the form of cash was IDR 3.45 million for 10 (tenth) members of the Board of Directors.

RINCIAN REMUNERASI YANG DIBERIKAN DALAM 1 (SATU) TAHUN UNTUK MRT

A.	Remunerasi yang bersifat Tetap*) Fixed Remuneration*)	
1.	Tunai Cash	21.955
2.	Saham atau instrumen yang berbasis saham yang diterbitkan Bank Shares or shares-based instruments issued by the Bank	N/A

TOTAL REMUNERATION PROVIDED IN 1 (ONE) YEAR FOR MRT

*) hanya untuk MRT I only for MRT

B.	Remunerasi yang bersifat Variabel*) Variable Remuneration*)	Tidak Ditangguhkan Non-Deferred	Ditangguhkan Deferred
1.	Tunai Cash	5.957	2.525
2.	Saham atau instrumen yang berbasis saham yang diterbitkan Bank Shares or shares-based instruments issued by the Bank	N/A	N/A

*) hanya untuk MRT I only for MRT

JUMLAH PEGAWAI YANG TERKENA PEMUTUSAN HUBUNGAN KERJA

Selama tahun 2023, Bank tidak melakukan pemutusan hubungan kerja (PHK) kepada karyawan.

NUMBER OF EMPLOYEES AFFECTED BY LAYOFFS

Throughout 2023, The Bank did not layoff any of its employees.

INFORMASI KUANTITATIF

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 Eksplicit (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)	3.446	-	-	-
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)	-	-	-	-

REMUNERASI YANG TELAH DIBAYARKAN KEPADA ANGGOTA KOMITE REMUNERASI DAN NOMINASI SELAMA SATU TAHUN

Tidak ada remunerasi yang dibayarkan oleh Bank kepada ketua dan anggota Komite Remunerasi dan Nominasi selain yang dibayarkan setiap bulan sebagai Komisaris atau Pejabat Eksekutif.

REMUNERATION PAID TO REMUNERATION AND NOMINATION COMMITTEE MEMBERS FOR ONE YEAR

No Remuneration is paid by Bank to Chief and members of the Nomination and Remuneration Committee other than those paid monthly as Commissioners or Executive Officer.

Rapat Dewan Komisaris dan Direksi

Board of Commissioners and Board of Directors Meetings

RAPAT DEWAN KOMISARIS

Rapat Dewan Komisaris dilaksanakan berdasarkan POJK No. 17 tahun 2023 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 *Board of Commissioners Charter* 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 2023, 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. 17 year 2023 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 2023, 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
31 Maret 2023 March 31, 2022	Online via Webex	<ol style="list-style-type: none"> 1. Bankwide Financial Performance as of February 2023 2. 2022 Anti Money Laundering Department Report 3. 2022 Risk Management Department Report 4. 2022 Compliance Department Report 5. 2022 Internal Audit Achievements and 2023 Internal Audit Plans 	001/MM/BOC/III/2023
26 Juni 2023 June 26, 2023	Hybrid (Online via Webex and Offline in KPNO)	<ol style="list-style-type: none"> 1. Compliance Department Updates 2. Anti Money aaundering Department Updates 3. Risk Management Department Updates 4. Business Plan 2022 Revision 	002/MM/BOC/VI/2023
30 Oktober 2023 October 30, 2023	Online via Webex	<ol style="list-style-type: none"> 1. Bankwide Financial Performance as of September 2023 2. Anti Money Laundering Department Updates 3. Compliance Department Updates 4. Risk Management Department Updates 5. 2023 Internal Audit Achievement 	003/MM/BOC/X/2022
27 November 2023 November 27, 2023	Hybrid (Online via Webex and Offline in KPNO)	<ol style="list-style-type: none"> 1. Remuneration and Nomination Committee Performance in 2023 and Work Plan in 2024 2. Risk Monitoring Committee Performance in 2023 and Work Plan in 2024 3. Audit Committee Performance in 2023 and Work Plan in 2024 	004/MM/BOC/XI/2023

Kehadiran Rapat Dewan Komisaris

Board of Commissioners Meetings Attendance

Dewan Komisaris Board of Commissioners	31 Mar 23	26 Jun 23	30 Oct 23	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

BOARD OF DIRECTORS MEETINGS

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.

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 2023, Direksi menyelenggarakan rapat sebanyak 7 (tujuh) 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
8 Maret 2023 March 8 2023	Head Office	1. 2022 KPI Achievement Result 2. 2022 Performance Bonus	001/MM/BOD/III/2023
27 April 2023 April 27 2023	Head Office	Promotion for Head of CB Surabaya	002/MM/BOD/IV/2023
16 Juni 2023 June 16 2023	Head Office	1. 2023 Business Plan Revision 2. Directorate Adjustment within the Board of Director 3. Restructuring of the Policy Committee as the Policy and Product Committee 4. Candidate of Makassar Branch Managet 5. Promotion as Deputy Head of SAM Department 6. Contract Extension of Bills Center Department Head 7. Contract Extension of TCT Branch Manager	003/MM/BOD/VI/2023
17 Juli 2023 July 17 2023	Head Office	1. Signage in TCT 2. Organization Structure Adjustment	004/MM/BOD/VII/2023
30 Oktober 2023 October 30 2023	Head Office	1. Bankwide Financial Performance 2. 2024 Business Plan 3. Temporary Appointment of (Alt) Head of Retail Banking Department 4. Employee Shirt & Campaign Proposal 5. One-Stop Service Project 6. Branches Plan 7. Key Works Updates from the Board of Directors	005/MM/BOD/X/2023
17 November 2023 November 17 2023	Head Office	1. Bankwide Financial Performance 2. IT Security Report 3. Employee Meal Allowance Adjustment	006/MM/BOD/XI/2023
19 Desember 2023 December 19 2023	Head Office	1. Bankwide Financial Performance 2. Appointment of Head of Retail Banking Department 3. Appointment of Deputy Head Corporate Banking 4. 2024 BOD Meeting Schedule	007/MM/BOD/XII/2023

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 2023, the Board of Directors held 7 (seven) 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						
	Chen Yong	Zhang Wen	Liu Hongbo	Sandy T. Muliana	Fransisca Nelwan Mok	Dini Suprihatini	Lukito Adisubrata S.
8 Maret 2023 March 8 2023		1	1	1	1	1	1
27 April 2023 April 27 2023	1	1			1		1
16 Juni 2023 June 16 2023	1		1		1	1	1
17 Juli 2023 July 17 2023	1	1	1	1	1	1	1
30 Oktober 2023 October 30 2023	1	1	1	1	1	1	1
17 November 2023 November 17 2023	1		1	1	1	1	1
19 Desember 2023 December 19 2023	1	1	1	1	1	1	
Total Kehadiran Total Attendance(s)	6	5	6	5	7	6	6
Total Rapat Total Meeting(s)	7	7	7	7	7	7	7
Persentase Kehadiran Percentage of Attendance	86%	71%	86%	71%	100%	86%	86%

RAPAT GABUNGAN DEWAN KOMISARIS DAN DIREKSI

Rapat gabungan Dewan Komisaris dan Direksi dilaksanakan guna memelihara koordinasi, sinergi dan penyelarasan 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 2023, 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 2023, 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
27 November 2023 November 27, 2023	Hybrid (Online via Webex and Offline in KPNO)	Business Plan 2024-2026	001/MM/BOD-BOC/XI/2023

Kehadiran Rapat Gabungan

Joint Meeting Attendance

Dewan Komisaris Board of Commissioners	27 November 2023 November 27, 2023	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	27 November 2023 November 27, 2023	Total Kehadiran Total Attendance	Total Rapat Total Meeting	Persentase Kehadiran Percentage of Attendance
Zhang Wen	1	1	1	100%
Sandy T. Muliana	1	1	1	100%
Fransisca Nelwan Mok	1	1	1	100%
Lukito Adisubrata S.	1	1	1	100%

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/atau 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.

Uraian Description	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)
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	⊗	⊗	⊗	⊗	⊗	⊗

Uraian Description	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)
Direksi Board of Directors						
Chen Yong Presiden Direktur President Director	⊗	⊗	⊗	⊗	⊗	⊗
Zhang Wen Direktur - Kredit Director - Credit	⊗	⊗	⊗	⊗	⊗	⊗
Liu Hongbo Direktur – Marketing Director - Marketing	⊗	⊗	⊗	⊗	⊗	⊗
Sandy T. Muliana Direktur – Kepatuhan & Manajemen Risiko Director – Compliance & Risk Management	⊗	⊗	⊗	⊗	⊗	⊗
Fransisca Nelwan Mok Direktur - Sumber Daya Manusia & Hukum Director - Human Resources & Legal	⊗	⊗	⊗	⊗	⊗	⊗
Dini Suprihatini Direktur - Operasional Director - Operations	⊗	⊗	⊗	⊗	⊗	⊗
Lukito Adisubrata S. 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 2023.

The following table illustrates the concurrent positions of the Board of Commissioners and Board of Directors in other companies/institutions in 2023.

Uraian Description	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
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	⊗	⊗	⊗
Direksi Board of Directors			
Chen Yong Presiden Direktur President Director	⊗	⊗	⊗
Zhang Wen Direktur - Kredit Director - Credit	⊗	⊗	⊗
Liu Hongbo Direktur – Marketing Director – Marketing	⊗	⊗	⊗
Sandy T. Muliana Direktur Kepatuhan & Manajemen Risiko Director – Compliance & Risk Management	⊗	⊗	⊗

Uraian Description	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
Fransisca Nelwan Mok Direktur - Sumber Daya Manusia & Hukum Director - Human Resources & Legal	⊗	⊗	⊗
Dini Suprihatini Direktur - Operasional Director - Operations	⊗	⊗	⊗
Lukito Adisubrata S. Direktur - Marketing Director - Marketing	⊗	⊗	⊗
<p>✔ 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</p> <p>⊗ Tidak terdapat hubungan kepengurusan No management relation</p>			



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
Wang Kun Presiden Komisaris President Commissioner	<i>English Education & Literature</i>	Bekerja di ICBC Limited sejak tahun 2002 Careers at ICBC Limited since 2002	46	Laki-laki Male
Hendra Widjojo 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	60	Laki-laki Male
H. Yunno Kusumo Komisaris Independen Independent Commissioner	<i>Economic</i>	Pengawasan Perbankan Banking Supervision	67	Laki-laki Male
Jeff S.V. Eman 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	66	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
Chen Yong Presiden Direktur President Director	<i>Economic Information and Management, and Administrative Management and E-government Affairs</i>	Bekerja di ICBC Limited sejak tahun 1992 Careers at ICBC Limited since 1992	54	Laki-laki Male
Zhang Wen 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	52	Perempuan Female
Liu Hongbo Direktur – Marketing Director – Marketing	<i>Law</i>	Bekerja di ICBC Limited sejak 2001 Careers at ICBC Limited since 2001	48	Laki-laki Male
Sandy T. Muliana Direktur - Kepatuhan & Manajemen Risiko Director – Compliance & Risk Management	<i>Economic Management</i>	Perbankan Banking	59	Laki-laki Male
Fransisca Nelwan Mok Direktur – Sumber Daya Manusia & Hukum Director - Human Resources & Legal	<i>Husbandry and Finance</i>	Perbankan Banking	67	Perempuan Female
Dini Suprihatini Direktur - Operasional Director - Operations	<i>Agriculture</i>	Perbankan Banking	52	Perempuan Female
Lukito Adisubrata S. Direktur – Marketing Director - Marketing	<i>Economic Management</i>	Perbankan Banking	48	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 2023 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.

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 2023 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.

- Menghadiri rapat anggota Dewan Komisaris dan rapat komite, mencatat dan mengedarkan risalah rapat yang mencakup antara lain keputusan, informasi, tindakan, dan arahan.
- 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 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*.
- Attend the Board of Commissioners and committees meetings, record and circulate MoM that includes among others, decision, information, action, and direction.
- 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 2023

Pada tahun 2023, 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 2023

In 2023, 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 2023 Implementation in 2023
<p>Pengadaan rapat Dewan Komisaris dan komite Implementation of the Board of Commissioners and committees meetings</p>	<ul style="list-style-type: none"> • Menyelenggarakan rapat Dewan Komisaris sebanyak 4 (empat) kali. • Menyelenggarakan rapat gabungan Dewan Komisaris dan Direksi sebanyak 1 (satu) kali. • Menyelenggarakan rapat Komite Audit sebanyak 13 (tiga belas) kali. • Menyelenggarakan rapat Komite Pemantau Risiko sebanyak (dua belas) kali. • Menyelenggarakan rapat Komite Remunerasi dan Nominasi sebanyak 7 (tujuh) kali. • Membuat, mendistribusikan, mengarsip risalah rapat Dewan Komisaris, rapat gabungan Dewan Komisaris dan Direksi, serta rapat komite. • Convened 4 (four) times of the Board of Commissioners meetings. • Convened 1 (one) joint meeting of the Board of Commissioners and Board of Directors. • Convened 13 (thirteen) times of the Audit Committee meetings. • Convened 12 (twelve) times of the Risk Monitoring Committee meetings. • Convened 7 (seven times of the Remuneration and Nomination Committee meetings. • Develop, distribute, filing minutes of meetings of the Board of Commissioners, joint meeting of the boards, as well as meetings of the committees
<p>Penyusunan laporan sebagai pemenuhan peraturan OJK Preparation of reports in compliance with OJK regulations</p>	<ul style="list-style-type: none"> • Membantu dalam menyusun laporan rutin pengawasan Dewan Komisaris, laporan evaluasi Komite Audit terhadap kinerja Akuntan Publik dan/atau Kantor Akuntan Publik kepada OJK. • Menyusun laporan manajemen dan hasil pengawasan Dewan Komisaris kepada Bank Indonesia (BI). • 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. • Prepare management report and supervisory result of the Board of Commissioners to Bank Indonesia (BI)
<p>Kegiatan terkait tata kelola perusahaan Activities related to corporate governance</p>	<p>Melengkapi GCG self-assessment dan risk assessment 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, 2 November 2020, dan terakhir 1 Agustus 2023. Piagam Komite Audit ini direncanakan akan ditinjau pada 1 Agustus 2026.

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:
 - a. Pelaksanaan tugas Satuan Kerja Audit Internal (SKAI).
 - b. Kesesuaian pelaksanaan audit oleh Kantor Akuntan Publik dengan standar audit yang berlaku.
 - c. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Kantor Akuntan Publik atas jasa yang diberikannya.

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, 2017K, September 6, 2017, July 18, 2019, November 2, 2020, and finally on August 1, 2023. The Audit Committee Charter is scheduled to be reviewed on August 1, 2026

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:
 - a. The implementation of duties of the Internal Audit Department (IAD).
 - b. Compliance of audit conducted by Public Accounting Firm with applicable audit standards.
 - c. Provide an independent opinion in the event of dissenting opinions between the management and a Public Accounting Firm for its services.

- d. 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.
 - 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
- a. 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.
 - 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

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, akuntansi dan sistem informasi, unit kerja terkait, 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.

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.

KRITERIA ANGGOTA 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.
- 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.

KETENTUAN MASA JABATAN

Berdasarkan Piagam Komite Audit tanggal 1 Agustus 2023, Masa jabatan anggota Komite Audit yang berasal dari Pihak Independen ditentukan berdasarkan kebutuhan atau penilaian Bank, sedangkan masa jabatan anggota Komite Audit yang berasal dari Komisaris ditentukan berdasarkan Rapat Umum Pemegang Saham (RUPS);

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.
- 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.

TERMS OF OFFICE

Based on Audit Committee Charter dated August 1, 2023, the term of office of members of the Audit Committee from Independent Party is determined based on the needs or assessment of the Bank, while the term of office of the members of the Audit Committee from the Commissioners is determined based on the General Meeting of Shareholders (GMS);

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.
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.

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. 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.

Kronologi susunan Komite Audit Bank sepanjang tahun 2023 adalah sebagai berikut:

The chronology of The Bank's Audit Committee composition in 2023 is as follows:

1 Januari – 31 Desember 2023 January 1 – December 31, 2023	
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 (January 1 - July 5, 2023)	Anggota Komite Audit/Pihak Independen Audit Committee Member/Independent Party
Denny Admiral Nasir (July 6 - December 31, 2023)	Anggota Komite Audit/Pihak Independen Audit Committee Member/Independent Party

Profil Komite Audit per 31 Desember 2023 adalah sebagai berikut:

The following is the Audit Committee profile as of December 31, 2023:

H. Yunno Kusumo Ketua Komite Audit & Komisaris Independen Chairman of Audit Committee & Independent Commissioner	Profil H. Yunno Kusumo sebagai Ketua Komite Audit tersedia pada bagian Profil Dewan Komisaris dalam Bab "Profil Perusahaan" di Laporan Tahunan Keberlanjutan 2023 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 2023 Annual Sustainability Report.
Jeff S.V. Eman (1 Januari - 5 November 2023) (January 1 - November 5, 2023) Anggota Komite Audit & Komisaris Audit Committee Member & Commissioner	Profil Jeff S.V. Eman sebagai anggota Komite Audit tersedia pada bagian Profil Dewan Komisaris dalam Bab "Profil Perusahaan" di Laporan Tahunan Keberlanjutan 2023 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 2023 Annual Sustainability Report.
Hendra Widjojo (6 November - 31 Desember 2023) (November 5 - December 31, 2023) Anggota Komite Audit & Komisaris Independen Audit Committee Member & Independent Commissioner	Profil Hendra Widjojo sebagai anggota Komite Audit tersedia pada bagian Profil Dewan Komisaris dalam Bab "Profil Perusahaan" di Laporan Tahunan Keberlanjutan 2023 ini. Hendra Widjojo's profile as a member of Audit Committee is available in the Board of Commissioners' Profile section in the "Company Profile" of this 2023 Annual Sustainability Report.

Richard S. Dompas
Anggota Komite Audit/Pihak Independen
Audit Committee Member/Independent Party

Pengalaman Kerja/Jabatan

Richard S. Dompas memiliki sertifikasi Asesor LSPP di bidang Perbankan dalam bidang Manajemen Risiko, Audit Internal, Kepatuhan, dan SPUUR (Sistem Pembayaran dan Pengelolaan Uang Rupiah) (2021-sekarang), Sekjen dan Direktur Lembaga Sertifikasi Profesi Perbankan (LSPP) (2011–2021), 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 & 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 & 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).

Latar Belakang Pendidikan

B.Sc. (Strata-1) Business Administration dari The American University, Washington DC, Amerika Serikat (1983).

Work Experience

Richard S. Dompas has an Assessor Certification LSPP in Banking in the fields of Risk Management, Internal Audit, Compliance, and SPUUR (Payment System and Rupiah Money Management) (2021-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 & 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 & 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).

Education

B.Sc. (Strata-1) Business Administration from The American University, Washington DC, United States (1983).

Arini Imamawati
(1 Januari - 5 Juli 2023)
(January 1 - July 5, 2023)
Anggota Komite Audit/Pihak Independen
Audit Committee Member/Independent Party

Pengalaman Kerja/Jabatan

Arini Imamawati menjabat sebagai Financial Controller PT Chandra Sakti Utama Leasing (Grup TMT) (2021-sekarang), 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 Prasetya Mulya Business School, Jakarta (2012).

Work Experience

Arini Imamawati served as Financial Controller of PT Chandra Sakti Utama Leasing (Member of TMT Group) (2021-present), 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 Prasetya Mulya Business School, Jakarta (2012).

Denny Admiral Nasir
(1 Juli - 31 Desember)
(July 1 - December 31, 2023)
Anggota Komite Audit/Pihak Independen
Audit Committee Member/Independent Party

Pengalaman Kerja/Jabatan

Denny Admiral Nasir menjabat sebagai Business Development Advisor PT Bumi Daya Plaza (2023-sekarang), Pendiri DNA Business Empowerment (2016-sekarang), Senior Vice President / Group Head (CRE Group) PT Bank Mandiri (Persero) (2013-2015), Vice President / Deputy Regional Manager – Regional VII, PT Bank Mandiri (Persero) (2009-2012), Vice President / Kepala Departemen – Micro Banking Group, PT Bank Mandiri (Persero) (2005 - 2009), Vice President / Kepala Departemen – Small Business Group, PT Bank Mandiri (Persero) (2003-2005), Pelatih Senior CITIBANK Course Program - Training Group (2000 - 2003), Pelatih Senior PT Bank Mandiri (Persero) (2000-2003), Vice President / Group Head – Network Development; Personal Banking & Service Quality Management, PT Bank Mandiri (Persero) (1999-2000), Team Leader / Network Development – Bank Mandiri Merger Process (February - August 1999), dan berbagai posisi di Bank Bumi Daya; Senior Relation Manager untuk divisi Corporate Credit; Bank Dealer untuk Foreign Exchange, Money Market & Capital Market; Product Development Officer; Kepala Retail Banking Credit; Kepala Cabang Jakarta Muara Karang (1984-1999).

Latar Belakang Pendidikan

Sarjana (S1) Agribisnis dari Universitas Padjajaran, Bandung (1983), dan Magister (S2) Marketing Agribisnis dari Universitas Purdue, USA (1992).

Work Experience

Denny Admiral Nasir served as Business Development Advisor PT Bumi Daya Plaza (2023-now), Founder of DNA Business Empowerment (2016-now), Senior Vice President / Group Head (CRE Group) PT Bank Mandiri (Persero) (2013-2015), Vice President / Deputy Regional Manager – Regional VII, PT Bank Mandiri (Persero) (2009-2012), Vice President / Department Head of Micro Banking Group, PT Bank Mandiri (Persero) (2005 - 2009), Vice President / Department Head of Small Business Group, PT Bank Mandiri (Persero) (2003-2005), Senior Trainer CITIBANK Course Program - Training Group (2000 - 2003), Senior Trainer PT Bank Mandiri (Persero) (2000-2003), Vice President / Group Head – Network Development; Personal Banking & Service Quality Management, PT Bank Mandiri (Persero) (1999-2000), Team Leader / Network Development – Bank Mandiri Merger Process (February - August 1999), and various position in Bank Bumi Daya; Senior Relation Manager for Corporate Credit Division; Bank Dealer for Foreign Exchange, Money Market & Capital Market; Product Development Officer; Head of Retail Banking Credit; Branch Manager Jakarta Muara Karang (1984-1999).

Education

Bachelor (S1) in Agribusiness from Padjadjaran University, Bandung (1983), and Master (S2) in Agribusiness Marketing from Purdue University, USA (1992).

PEMBAGIAN TUGAS DAN TANGGUNG JAWAB DALAM KEANGGOTAAN KOMITE AUDIT

Komite Audit diketuai oleh seorang Komisaris Independen dan beranggotakan 1 (satu) Komisaris Independen dan 2 (dua) pihak independen. Per 31 Desember 2023, keanggotaan Komite Audit adalah sebagai berikut:

1. H. Yunno Kusumo, sebagai ketua sekaligus mewakili peran Komisaris Independen dalam Komite Audit.
2. Hendra Widjojo, sebagai anggota komite yang juga merupakan Komisaris Independen.
3. Richard S. Dompas, sebagai pihak independen yang memiliki keahlian dalam bidang keuangan.
4. Denny Admiral Nasir, sebagai pihak independen yang memiliki keahlian dalam bidang keuangan.

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) Independent Commissioner and 2 (two) independent parties. As of December 31, 2023, 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. Hendra Widjojo, as a committee member who is also a Independent Commissioner.
3. Richard S. Dompas, as an independent party with an expertise in finance.
4. Denny Admiral Nasir, as an independent party with an expertise in finance.

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.

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	Hendra Widjojo	Richard S. Dompas	Arini Imamawati	Denny A. Nasir
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.	✗	✗	✗	✗	✗	✗

Aspek Independensi Independency Aspects	Komite Audit Audit Committee					
	H. Yunno Kusumo	Jeff S.V. Eman	Hendra Widjojo	Richard S. Dompas	Arini Imamawati	Denny A. Nasir
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.	✗	✗	✗	✗	✗	✗

✔ Terdapat hubungan | A relation with
✗ Tidak terdapat hubungan | No relation

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 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.
- 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.

Selama tahun 2023, Komite Audit menyelenggarakan rapat sebanyak 13 (tiga belas) kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran anggota Komite Audit dalam rapat-rapat tersebut.

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 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.
- 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.

Throughout 2023, the Audit Committee held 13 (thirteen) 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
30 Januari 2023 January 30, 2023	Offline at head office	Internal Audit Activity Report	001/MM/AC/I/2023
27 Februari 2023 February 27, 2023	Offline at head office	Internal Audit Activity Report	002/MM/AC/II/2023
20 Maret 2023 March 20, 2023	Online via Zoom	External Audit Activity Report (Exit Meeting with Deloitte)	003/MM/AC/III/2023
16 Mei 2023 May 16, 2023	Offline at head office	Internal Audit Activity Report	004/MM/AC/IV/2023

Tanggal Date	Tempat Venue	Agenda	Nomor Risalah Rapat MoM Number
27 Juni 2023 June 27, 2023	Offline at head office	Internal Audit Activity Report	005/MM/AC/VI/2023
24 Juli 2023 July 24, 2023	Offline at head office	External Audit Activity Report (External Quality Assurance Review Of Internal Audit Function with KPMG)	006/MM/AC/VII/2023
24 Juli 2023 July 24, 2023	Offline at head office	Internal Audit Activity Report	007/MM/AC/VII/2023
25 Juli 2023 July 25, 2023	Offline at head office	Risk Management Department Updates	007A/MM/AC/VII/2023
22 Agustus 2023 August 22, 2023	Offline at head office	External Audit Activity Report (External Quality Assurance Review Of Internal Audit Function with KPMG - Exit Meeting)	008/MM/AC/VIII/2023
22 Agustus 2023 August 22, 2023	Offline at head office	Internal Audit Activity Report	009/MM/AC/IX/2023
6 Oktober 2023 October 5, 2023	Offline at head office	Internal Audit Activity Report	010/MM/AC/X/2023
2 November 2023 November 2, 2023	Offline at head office	Internal Audit Activity Report	011/MM/AC/XI/2023
27 November 2023 November 27, 2023	Offline at head office	External Audit Activity Report (Exit Meeting with Deloitte)	012/MM/AC/XI/2023
15 Desember 2023 December 15, 2023	Offline at head office	Internal Audit Activity Report	013/MM/AC/XII/2023

Komite Audit Audit Committee	30 Jan 23	27 Feb 23	20 Mar 23	16 May 23	27 Jun 23	24 Jul 23	24 Jul 23	25 Jul 23	22 Aug 23	22 Aug 23	6 Oct 23	27 Nov 23	15 Dec 23	Total Rapat Total Meeting(s)	Total Kehadiran Total Attend- ance(s)
H. Yunno Kusumo	1	1	1	1	1	1	1	1	1	1	1	1	1	13	13
Jeff S.V. Eman	1	1	1	1	1	1	1	1	1	1	1			11	11
Hendra Widjojo												1	1	2	2
Richard S. Dompas	1	1	1	1	1	1	1	1	1	1	1	1	1	13	13
Arini Imamawati	1	1	1	1	1									5	5
Denny A. Nasir						1	1	1	1	1	1	1	1	2	2

LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE AUDIT TAHUN 2023

Komite Audit telah menjalankan program kerja pada 2023, 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 2023 ini.

BRIEF SUMMARY OF THE ACTIVITIES OF THE AUDIT COMMITTEE IN 2023

The Audit Committee has carried out work programs in 2023 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 2023 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:

- a. Tugas dan tanggung jawab;
- b. Komposisi dan struktur keanggotaan;
- c. Tata cara dan prosedur kerja;
- d. Penyelenggaraan rapat dan pelaporan; dan
- e. 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, 2 November 2020, dan terakhir pada tanggal 1 Agustus 2023. Rencana peninjauan atas Pedoman Kerja Komite Remunerasi dan Nominasi ini akan dilakukan pada 1 Agustus 2026.

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:

1. Terkait dengan kebijakan remunerasi wajib:
 - a. Melakukan evaluasi terhadap kebijakan remunerasi yang didasarkan atas kinerja, risiko, kewajaran dengan *peer group*, sasaran, dan strategi jangka panjang Bank, pemenuhan

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:

- a. Duties and responsibilities;
- b. Organizational composition and structure;
- c. Procedures and work procedures;
- d. Implementation of meetings and reporting; and
- e. Term of office.

The Remuneration and Nomination Committee Charter was firstly issued on July 24, 2013 and subsequently amended on September 6, 2017; November 2, 2020; and finally on August 1, 2023. . The scheduled review of this Remuneration and Nomination Committee Charter will be conducted on August 1, 2026.

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:

1. In relation to remuneration policy:
 - a. 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

- cadangan sebagaimana diatur dalam peraturan perundang-undangan, dan potensi pendapatan Bank pada masa yang akan datang;
- b. Menyampaikan hasil evaluasi dan rekomendasi kepada Dewan Komisaris mengenai:
 - Kebijakan remunerasi bagi Dewan Komisaris dan Direksi untuk disampaikan kepada RUPS; dan
 - Kebijakan remunerasi bagi pegawai secara keseluruhan untuk disampaikan kepada Direksi.
 - c. Memastikan bahwa kebijakan remunerasi telah sesuai dengan ketentuan; dan
 - d. Melakukan evaluasi secara berkala terhadap penerapan kebijakan remunerasi.
2. Terkait dengan kebijakan nominasi:
- a. 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;
 - b. Memberikan rekomendasi mengenai calon anggota Dewan Komisaris dan/atau calon anggota Direksi kepada Dewan Komisaris untuk disampaikan kepada RUPS; dan
 - c. Memberikan rekomendasi mengenai pihak independen yang akan menjadi anggota komite kepada Dewan Komisaris.

KETENTUAN MASA JABATAN

Berdasarkan Pedoman Kerja Komite Remunerasi dan Nominasi tanggal 1 Agustus 2023, 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).

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:
 - a. 1 (satu) orang Komisaris Independen yang merangkap sebagai Ketua;
 - b. 1 (satu) orang Komisaris; dan

in legislation, and potential future revenue of The Bank;

- b. 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
 - The remuneration policy for employees as a whole to be submitted to the Board of Directors.
 - c. Ensure remuneration policy is in accordance with the provision; and
 - d. Conduct periodic evaluation of the implementation of remuneration policy.
2. In relation to nomination policy:
- a. 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;
 - b. 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
 - c. Submit recommendations on independent parties who will be the committees' members to the Board of Commissioners.

TERMS OF OFFICE

Based Remuneration and Nomination Committee Charter dated August 1, 2023, 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).

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:
 - a. 1 (one) Independent Commissioner who also serves as Chairman;
 - b. 1 (one) Commissioner; and

- c. 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.
5. Anggota Komite Remunerasi dan Nominasi yang berasal dari luar Bank wajib memenuhi persyaratan sebagai berikut:
 - a. Tidak mempunyai hubungan afiliasi dengan Bank, anggota Direksi, anggota Dewan Komisaris atau pemegang saham utama Bank;
 - b. Memiliki pengalaman terkait remunerasi dan/atau nominasi; dan
 - c. 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

SUSUSAN 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 2023 adalah sebagai berikut:

- c. 1 (one) Executive Officer in charge of Human Resources or 1 (one) employee representative.
4. 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.
5. 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.
6. Members of the Remuneration and Nomination Committee who come from outside of The Bank must meet the following requirements:
 - a. Has no affiliation with The Bank, members of the Board of Directors, members of the Board of Commissioners or major shareholders of The Bank;
 - b. Has experience related to remuneration and/or nomination; and
 - c. 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 2023 is as follows:

1 Januari – 31 Desember 2023
January 1 – December 31, 2023

Hendra Widjojo
Ketua Komite Remunerasi dan Nominasi & Komisaris Independen
Chairman of Remuneration and Nomination Committee & Independent Commissioner

H. Yunno Kusumo
Anggota Komite Remunerasi dan Nominasi & Komisaris Independen
Remuneration and Nomination Committee Member & Independent Commissioner

Wang Kun*
Anggota Komite Remunerasi dan Nominasi & Presiden Komisaris
Remuneration and Nomination Committee Member & President Commissioner

Ambar Wulandari
Anggota Komite Remunerasi dan Nominasi & Kepala Departemen Sumber Daya Manusia
Remuneration and Nomination Committee Member & Head of Human Resources Department

*) efektif 6 November 2023 | effective November 6, 2023

Profil Komite Remunerasi dan Nominasi per 31 Desember 2023 adalah sebagai berikut:

The following is the Remuneration and Nomination Committee profile as of December 31, 2022:

<p>Hendra Widjojo</p> <p>Ketua Komite Remunerasi dan Nominasi & Komisaris Independen Chairman of Remuneration and Nomination Committee & 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 2023 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 2023 Annual Sustainability Report.</p>
<p>H. Yunno Kusumo</p> <p>Anggota Komite Remunerasi dan Nominasi & Komisaris Independen Remuneration and Nomination Committee Member & 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 2023 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 2023 Annual Sustainability Report.</p>
<p>Wang Kun*</p> <p>Anggota Komite Remunerasi dan Nominasi & Presiden Komisaris Remuneration and Nomination Committee Member & President Commissioner</p>	<p>Profil Wang Kun sebagai anggota Komite Remunerasi dan Nominasi tersedia pada bagian Profil Dewan Komisaris dalam Bab "Profil Perusahaan" di Laporan Tahunan Keberlanjutan 2023 ini. Wang Kun's profile as the member of Remuneration and Nomination Committee is available in the Board of Commissioners' Profile section in the "Company Profile" of this 2023 Annual Sustainability Report.</p>
<p>Ambar Wulandari</p> <p>Anggota Komite Remunerasi dan Nominasi & Kepala Departemen Sumber Daya Manusia Remuneration and Nomination Committee Member & 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 2023 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 2023 Annual Sustainability Report.</p>

*) efektif 6 November 2023 | effective November 6, 2023

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. Wang Kun, sebagai anggota komite yang juga merupakan Presiden Komisaris.
4. Ambar Wulandari, sebagai anggota komite yang merupakan Pejabat Eksekutif yang membawahi bagian sumber daya manusia Bank.

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. Wang Kun, as a committee member who is also a President Commissioner.
4. Ambar Wulandari, as a committee member who is an Executive Officer in charge of The Bank's human resources.

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.

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 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 2023, Komite Remunerasi dan Nominasi menyelenggarakan rapat sebanyak 7 (tujuh) kali. Berikut disampaikan agenda dan risalah rapat, kehadiran, serta rekapitulasi tingkat kehadiran anggota Komite Remunerasi dan Nominasi dalam rapat-rapat tersebut.

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

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 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 2023, the Remuneration and Nomination Committee held 7 (seven) 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
4 Januari 2023 January 4, 2023	Online via Webex	1. <i>Nomination of New President Director Candidate</i>	001/MM/RNC/I/2023
16 Maret 2023 March 16, 2023	Online via Webex	1. <i>Performance Bonus Staff 2022</i> 2. <i>Performance Bonus BOD & BOC 2022 (Advance Payment)</i> 3. <i>Existing Committee Member Contract for year 2023</i>	002/MM/RNC/III/2023
27 April 2023 April 27, 2023	Online via Webex	1. <i>Salary Review for Staff 2023</i> 2. <i>Existing Committee Member Contract</i> 3. <i>Discussion for New Candidate in Committee Member</i>	003/MM/RNC/IV/2023
15 Juni 2023 June 15, 2023	Hybrid (Online via Webex and Offline at Head Office)	1. <i>Discussion about Committee Member contract</i> 2. <i>Appointment Mr. Denny Admiral Nasir as New Audit Committee Member of PT Bank ICBC Indonesia</i>	004/MM/RNC/VI/2023
21 September 2023 September 21, 2023	Hybrid (Online via Webex and Offline at Head Office)	1. <i>Performance Bonus 2022 for BOD and BOC</i> 2. <i>Updated on Deferred Bonus for Material Risk Takers (MRT) Policy</i> 3. <i>Existing Committee Members Contract</i>	005/MM/RNC/IX/2023
5 Oktober 2023 October 5, 2023	Offline at Head Office	1. <i>Salary Review for BOD</i>	006/MM/RNC/X/2023
2 November 2023 November 2, 2023	Offline at Head Office	1. <i>Remuneration and Nomination Committee Member</i> 2. <i>Audit Committee Member</i>	007/MM/RNC/XII/2023

Komite Remunerasi dan Nominasi Remuneration and Nomination Committee	4 Jan 24	16 Mar 23	27 Apr 23	15 Jun 23	21 Sep 23	5 Oct 23	2 Nov 23	Total Rapat Total Meeting(s)	Total Kehadiran Total Attendance(s)	Persentase Kehadiran Percentage of Attendance
Hendra Widjojo	1	1	1	1	1	1	1	7	7	100%
H. Yunno Kusumo	1	1	1	1	1	1	1	7	7	100%
Wang Kun*								0	0	100%
Ambar Wulandari	1	1	1	1	1	1	1	7	7	100%

*) efektif 6 November 2023 | effective November 6, 2023

LAPORAN SINGKAT PELAKSANAAN KEGIATAN KOMITE REMUNERASI DAN NOMINASI TAHUN 2023

Di sepanjang tahun 2023, Komite Remunerasi dan Nominasi melaksanakan tugas sebagai berikut:

1. Mengevaluasi gaji Direksi untuk tahun 2023.
2. Mengevaluasi gaji karyawan untuk tahun 2023.
3. Mengevaluasi bonus kinerja karyawan untuk tahun 2022.
4. Proses perpanjangan kontrak anggota-anggota Komite Audit dan Komite Pemantau Risiko, serta pengangkatan anggota baru Komite Audit untuk disampaikan kepada Dewan Komisaris.
5. Mengevaluasi bonus kinerja untuk Dewan Komisaris dan Direksi tahun 2022.
6. Pembaruan tentang Bonus yang ditangguhkan pada Kebijakan Material Risk Takers (MRT).

BRIEF SUMMARY OF THE ACTIVITIES OF THE REMUNERATION AND NOMINATION COMMITTEE IN 2023

Throughout 2023, the Remuneration and Nomination Committee performed the following duties:

1. Evaluate the salary of the Board of Directors in 2023.
2. Evaluate employee salaries in 2023.
3. Evaluate employee performance bonuses in 2022.
4. The contract extension process for members of the Audit Committee and Risk Monitoring Committee, and appointment new Audit Committee Member to be submitted to the Board of Commissioners.
5. Evaluate performance bonuses for the Board of Commissioners and Board of Directors in 2022.
6. Update on Deferred Bonus for Material Risk Takers (MRT) Policy

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 2023 ini.

KEBIJAKAN MENGENAI SUKSESI DIREKSI

Suksesi Direksi Bank diatur berdasarkan *Kebijakan Perubahan Susunan Anggota Direksi dan Dewan Komisaris di Bank No. 2023-SMD-003-L3* tanggal 28 Agustus 2023. Kebijakan ini termasuk mengatur suksesi bagi Direksi dan 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.

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 2023 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 Policy on Changes in the Composition of the Bank’s Board of Directors and Board of Commissioners No. 2023-SMD-003-L3 dated August 28, 2023. This policy regulates the succession of the Board of Directors and 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 3 (tiga) kali masing-masing pada tanggal 25 Agustus 2017, 2 November 2020, dan 1 Agustus 2023. Rencana peninjauan berikutnya atas pedoman kerja ini adalah pada tanggal 1 Agustus 2026.

TUGAS DAN TANGGUNG JAWAB KOMITE PEMANTAU RISIKO

Sebagaimana diatur dalam POJK no. 17 tahun 2023, 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.

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 thrice, on August 25, 2017, November 2, 2020, and August 1, 2023 respectively. The next scheduled review of this charter is on August 1, 2026.

DUTIES AND RESPONSIBILITIES OF THE RISK MONITORING COMMITTEE

As stipulated in POJK no. 17 year 2023, 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.

- Meninjau notulen rapat Komite Manajemen Risiko secara berkala, mengusulkan saran independen, dan memberikan rekomendasi untuk memperkuat panduan manajemen risiko Bank.
- 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.
- Review minutes of Risk Management Committee meetings regularly, propose independent advices, and provide recommendations to strengthen The Bank's risk management guidelines.
- 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

KETENTUAN MASA JABATAN

Berdasarkan Pedoman Kerja Komite Pemantau Risiko tahun 2023, 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.

TERMS OF OFFICE

Based on Risk Monitoring Committee Charter 2023, 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. 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.

- | | |
|---|---|
| <p>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.</p> <p>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.</p> | <p>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.</p> <p>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.</p> |
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SUSUNAN DAN PROFIL KOMITE PEMANTAU RISIKO

STRUCTURE AND PROFILE OF THE RISK MONITORING COMMITTEE

Kronologis susunan Komite Pemantau Risiko Bank di tahun 2023 adalah sebagai berikut:

The chronology of The Bank’s Risk Monitoring Committee composition in 2023 is as follows:

1 Januari – 31 Desember 2023 January 1 – December 31, 2023	
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 2023 adalah sebagai berikut:

The following is the Risk Monitoring Committee profile as of December 31, 2023:

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 2023 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 2023 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 2023 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 2023 Annual Sustainability Report.

Aki H. Parwoto
Anggota Komite Pemantau
Risiko/Pihak Independen
Risk Monitoring Committee
Member/Independent 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 Treasury (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 perbankannya 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.

INDEPENDENSI

Sesuai dengan kriteria yang telah ditetapkan Bank dan regulasi yang berlaku, seluruh anggota Komite Pemantau Risiko 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.

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 beserta alasan perbedaan pendapat, yang kemudian ditandatangani oleh seluruh anggota Komite Pemantau Risiko yang hadir dan disampaikan kepada Dewan Komisaris.

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.

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.

Selama tahun 2023, 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.

Throughout 2023, 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
31 Januari 2023 January 31, 2023	Offline at Head Office	1. Critical Function and Position by Human Resources Department 2. Branch Performance 2022 – Consumer Banking Department 3. Business Plan 2023 Highlights – Correction Highlight – SMIR and FM Department	001/MM/RMC/II/2023
28 Februari 2023 February 23, 2023	Offline at Head Office	1. Loan Pipelines by Corporate Banking I Department 2. Loan Pipelines by Corporate Banking II Department	002/MM/RMC/II/2023
28 Maret 2023 March 28, 2023	Offline at Head Office	1. Loan Pipelines by Trade Banking Department 2. Loan Pipelines by SME Department 3. Loan Pipelines by Global Market Department	003/MM/RMC/III/2023
18 April 2023 April 18, 2023	Online via Webex	1. Risk Management Department Report 2. Risk Profile Q1 2023 3. Regulatory Limit Dashboard 4. Credit Portfolio Monitoring 5. Risk Appetite Monitoring	004/MM/RMC/IV/2023
17 Mei 2023 May 17, 2023	Offline at Head Office	1. Summary SME Workload For Year 2022 and First Quarter 2023 2. Business Plan Realization Q1 2023	005/MM/RMC/IV/2023
26 Juni 2023 June 26, 2023	Offline at Head Office	1. Updates of Lombok Energy Dinamycs (LED) by Corporate Banking I Department 2. Updates of Indonesia Energi Dinamika (IED) by Corporate II Department	006/MM/RMC/VI/2023
25 Juli 2023 July 25, 2023	Offline at Head Office	1. Branch Performance Q2 2023 2. Risk Profile Q2 2023, RBBR S1 2023, Risk Apetite Monitoring by Management Department Updates	007/MM/RMC/VII/2023
21 Agustus 2023 August 21, 2023	Offline at Head Office	Corporate Banking II Department Updates	008/MM/RMC/VIII/2023
5 Oktober 2023 October 5, 2023	Offline at Head Office	1. Discussion About the Pricing with GMD and FM Department 2. Updates about POJK No. 17 Year 2023 regarding Implementation of Good Corporate Governance for Commercial Banks by Compliance Department	009/MM/RMC/X/2023
6 Oktober 2023 October 6, 2023	Offline at head office	1. Pipelines Updates by Corporate Banking I Department 2. Pipelines Updates by Corporate Banking II Department	010/MM/RMC/X/2023
3 November 2023 November 3, 2023	Offline at Head Office	1. Business Plan 2024 by SMIR Department 2. Pipelines Updates by Corporate Banking I Department 3. Pipelines Updates by Corporate Banking II Department	011/MM/RMC/XI/2023
15 Desember 2023 December 15, 2023	Offline at head office	1. Country Risk and Transfer Risk by Risk Management Department 2. Outsourcing Implementation 2023 and Outsourcing Plan 2024 by FM Department	012/MM/RMC/XII/2023

Komite Pemantau Risiko Risk Monitoring Committee	31 Jan 23	28 Feb 23	28 Mar 23	18 Apr 23	17 May 23	26 Jun 23	25 Jul 23	21 Aug 23	5 Oct 23	6 Oct 23	3 Nov 23	15 Dec 23	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 2023

Sepanjang tahun 2023, 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 2023 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).

BRIEF SUMMARY OF THE ACTIVITIES OF THE RISK MONITORING COMMITTEE IN 2023

Throughout 2023, 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 2023:

- 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.

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 2023 ini.

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 2023 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 2023, ALCO mengadakan rapat sebanyak 12 (dua 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 2023, RMC mengadakan rapat sebanyak 4 (empat) kali dengan cakupan agenda sebagai berikut:

1. Profil Risiko
2. Penilaian Kecukupan Permodalan
3. Tingkat Kesehatan Bank Berdasarkan Risiko
4. Parameter baru Risiko Negara & Risiko Transfer
5. Penentuan *peer bank*;
6. 11 agenda tematik untuk masing-masing 11 jenis risiko (9+X);

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 2023, ALCO held 12 (twelve) 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 2023, RMC conducted 4 (four) meetings with the following agendas:

1. Risk Profile
2. Internal Capital Adequacy Assessment Process (ICAAP)
3. Risk Based Bank Rating
4. Country Risk & Transfer Risk new parameter
5. Peer bank determination;
6. 11 thematic agendas for each of 11 risk types (9+X);

7. Pemantauan portofolio kredit;
8. Pemantauan *risk appetite*;
9. Manajemen risiko enterprise;
10. Dashboard limit regulator;
11. Kajian limit sektor kredit

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 2023, FRC mengadakan 44 (empat puluh empat) kali rapat untuk 51 (lima puluh satu) topik.

CREDIT REVIEW COMMITTEE (CRC)

Credit Review Committee (CRC) bertugas untuk memberikan rekomendasi atas usulan pinjaman yang memerlukan persetujuan Direksi. Selama 2023, CRC mengadakan rapat sebanyak 51 (lima puluh satu) kali untuk Kredit Korporasi & SME dan 31 (tiga puluh satu) kali untuk Kredit Konsumsi.

CREDIT POLICY COMMITTEE (CPC)

Credit Policy Committee (CPC) bertugas untuk:

- a. Merumuskan kebijakan kredit, mengawasi pelaksanaan kebijakan kredit, memantau kemajuan dan kondisi portofolio pinjaman, dan memberikan rekomendasi untuk perbaikan;
- b. Mendukung aktivitas pemberian kredit Bank dengan tetap memperhatikan prinsip kehati-hatian serta mengkaji strategi/profil/portofolio kredit Bank. Selama tahun 2023, CPC mengadakan rapat sebanyak 5 (lima) kali.

POLICY & PRODUCT COMMITTEE (NON-CREDIT)

Policy & Product Committee (Non-Credit) adalah komite yang bertugas membantu manajemen dalam melaksanakan prinsip-prinsip tata kelola, terutama dalam memantau kebijakan Bank dan memastikan kepatuhan terhadap peraturan yang berlaku serta kebijakan Bank Induk dan membantu manajemen dalam menerapkan tata kelola produk, terutama sebelum dan sesudah implementasi dan memastikan konvergensi dalam implementasi Produk Bank.

7. Credit portfolio monitoring;
8. Risk appetite monitoring;
9. Enterprise risk management;
10. Regulatory limit dashboard;
11. Credit sector limit review

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 2023, FRC conducted 44 (forty-four) meetings for 51 (fifty-one) 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 2023, CRC conducted 51 (fifty-one) meetings for Corporate & SME Loans and 31 (thirty-one) meetings for Consumer Loans.

CREDIT POLICY COMMITTEE (CPC)

Credit Policy Committee (CPC) is responsible for:

- a. Formulating credit policies, overseeing the implementation of credit policies, monitoring the progress and condition of loan portfolio, and providing recommendations for improvement;
- b. Supporting The Bank's lending activities while still observing the prudential principles and reviewing The Bank's credit strategy/profile/portfolio. Throughout 2023, CPC held 5 (five) meetings.

POLICY & PRODUCT COMMITTEE (NON-CREDIT)

Policy & Product Committee (Non-Credit) is a committee tasked with assisting management in implementing governance principles, especially in monitoring Bank's policies and ensuring compliance towards prevailing regulations as well as parent bank's policies and assisting management in implementing product governance, especially prior and post implementation and ensuring convergence in the implementation of bank products

Kewenangan, tugas, dan tanggung jawab komite adalah:

1. Mengakselerasi koordinasi antar departemen yang terkait dalam penyusunan/revisi suatu kebijakan (khususnya yang bersifat segera) sehingga rekomendasi dapat segera disampaikan kepada penyetuju kebijakan;
2. Membantu Direksi dalam mengkaji efektivitas ketentuan internal dan memberikan saran perbaikan;
3. Menghindari benturan kepentingan, tumpang tindih dan/atau pertentangan antara satu kebijakan dengan kebijakan lainnya;
4. Memantau jatuh tempo ketentuan internal dan menyampaikan penjelasan/arahan kepada unit kerja terkait tindakan selanjutnya;
5. Koordinasi antar departemen terkait penerapan produk dan/atau aktivitas baru;
6. Meminta dokumen, laporan dan penjelasan dari Departemen terkait untuk mempercepat implementasi produk;
7. Memantau kesiapan penyerahan produk kepada Regulator.
8. Memantau alur dan kemajuan dari produk yang telah diimplementasi untuk memastikan efektivitas peluncuran produk.

Selama tahun 2023, *Policy & Product Committee (Non-Credit)* mengadakan rapat sebanyak 2 (dua) 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:

- a. Mengakselerasi koordinasi antar departemen yang terkait dalam penyusunan/revisi suatu kebijakan (khususnya yang bersifat segera) sehingga rekomendasi dapat segera disampaikan kepada penyetuju kebijakan;
- b. Menghindari benturan kepentingan, tumpang tindih dan/atau pertentangan antara satu kebijakan dengan kebijakan lainnya;
- c. Membantu Direksi dalam mengkaji efektivitas ketentuan internal dan memberikan saran perbaikan;
- d. Memberikan saran kepada Direksi untuk penyusunan/revisi ketentuan internal tertentu;
- e. Memantau perkembangan pengkinian ketentuan internal sesuai dengan tenggat waktu yang ditetapkan;
- f. Memantau jatuh tempo ketentuan internal dan menyampaikan penjelasan/arahan kepada unit kerja terkait tindakan selanjutnya;

Authority, Duties and Responsibilities of the Committee are:

1. Accelerate the inter-departmental coordination related to the establishment/revision of a policy (especially the immediate ones) so that recommendations can be immediately delivered to the policy approver;
2. Assist the Board of Directors in assessing the effectiveness of internal regulation and provide suggestions for improvement;
3. Avoid conflict of interest, overlaps and/or conflicts between one policy and another;
4. Monitor the maturity of internal regulation and submit explanations/directions to the relevant work units for further action;
5. Inter-departmental coordination related to the implementation of new product and/or activities;
6. Request documents, reports and explanation from respective Department to accelerate product implementation;
7. Monitor the readiness of product submission to the Regulator.
8. Monitor the flow and its progress upon product implementation to ensure effectiveness of product launching

Throughout 2023, *Policy & Product Committee (Non-Credit)* held 2 (two) 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:

- a. 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;
- b. Avoid conflict of interest, overlaps and/or conflicts between one policy and another;
- c. Assist the Board of Directors in assessing the effectiveness of internal regulation and provide suggestions for improvement;
- d. Provide suggestions to the Board of Directors for the establishment/revision of certain internal regulation;
- e. Monitor the progress of updating the internal regulation in accordance with established deadlines;
- f. Monitor the maturity of internal regulation and submit explanations/directions to the relevant work units for further action;

- 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 2023, *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 2023, Komite Kepatuhan dan Anti Pencucian Uang mengadakan rapat sebanyak 4 (empat) kali.

- 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 2023, 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 2023, the Compliance and AML Committee held 4 (four) meetings.

KOMITE PENGARAH TEKNOLOGI INFORMASI

Komite Pengarah Teknologi Informasi (TI) bertanggung jawab memberikan rekomendasi kepada Direksi paling sedikit terkait dengan:

- Rencana Strategis Teknologi Informasi yang sejalan dengan rencana korporasi Bank.
- Kebijakan, Standar, dan Prosedur Teknologi Informasi.
- Kesesuaian antara rencana pengembangan TI dan rencana strategis Teknologi Informasi.
- Kesesuaian antara pelaksanaan pengembangan Teknologi Informasi dan rencana pengembangan Teknologi Informasi.
- 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 Bank pada sektor Teknologi Informasi memberikan kontribusi terhadap pencapaian tujuan bisnis,
- Pemantauan atas kinerja Teknologi Informasi dan upaya peningkatan kinerja Teknologi Informasi;
- Upaya penyelesaian berbagai masalah terkait Teknologi Informasi yang tidak dapat diselesaikan oleh satuan kerja pengguna dan penyelenggara Teknologi Informasi secara efektif, efisien, dan tepat waktu; dan
- Kecukupan dan alokasi sumber daya terkait Teknologi Informasi yang dimiliki Bank.
- RSTI disampaikan paling lambat akhir bulan November sebelum periode awal RSTI dimulai
- Evaluasi atas efektifitas biaya Teknologi Informasi terhadap pencapaian manfaat yang direncanakan.

Selama 2023, Komite Pengarah Teknologi Informasi mengadakan rapat sebanyak 4 (empat) kali.

DISCIPLINARY COMMITTEE

Untuk menjamin kepercayaan masyarakat terhadap integritas Bank, maka Bank membentuk *Disciplinary Committee*. Komite ini memiliki satuan kerja khusus dan tim kerja disiplin, yang bertugas untuk melakukan investigasi dan mengajukan sanksi kepada pelanggar peraturan dan Kode Etik Bank. Selama 2023, *Disciplinary Committee* mengadakan rapat sebanyak 6 (enam) kali.

LIABILITY RECOGNITION COMMITTEE

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 2023, LRC mengadakan rapat sebanyak 3 (tiga) kali.

INFORMATION TECHNOLOGY STEERING COMMITTEE

Information Technology (IT) Steering Committee is responsible for providing recommendations to the Board of Directors at the very least related to:

- Information Technology Strategic Plan in line with the Bank's corporate plan.
- Information Technology Policies, Standards and Procedures.
- Conformity between the IT development plan and the Information Technology strategic plan.
- Compatibility between the implementation of Information Technology development and Information Technology development plans.
- Suitability of IT and the needs in Management Information System as well as Bank's needs;
- The effectiveness of measures in minimizing Bank investment risk in the IT sector, so that Bank's IT sector contributes to the achievement of the Bank's business objectives;
- Monitoring IT performance and improvement measures;
- Measures to solve various problems related to IT which cannot be solved by user working unit and IT providers in an effective, efficient and timely manner; and
- Adequacy and allocation of resources related to Information Technology owned by the Bank.
- RSTI submitted no later than the end of November before the initial RSTI period begins
- Evaluation of the cost effectiveness of Information Technology in achieving the planned benefits.

Throughout 2023, 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 working unit and a disciplinary working team, which conduct investigations and submit sanctions to violators of The Bank's rules and Code of Conduct. Throughout 2023, the Disciplinary Committee conducted 6 (six) meetings.

LIABILITY RECOGNITION COMMITTEE

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 2023, LRC held 3 (three) meetings.

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 Peraturan Otoritas Jasa Keuangan (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.

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

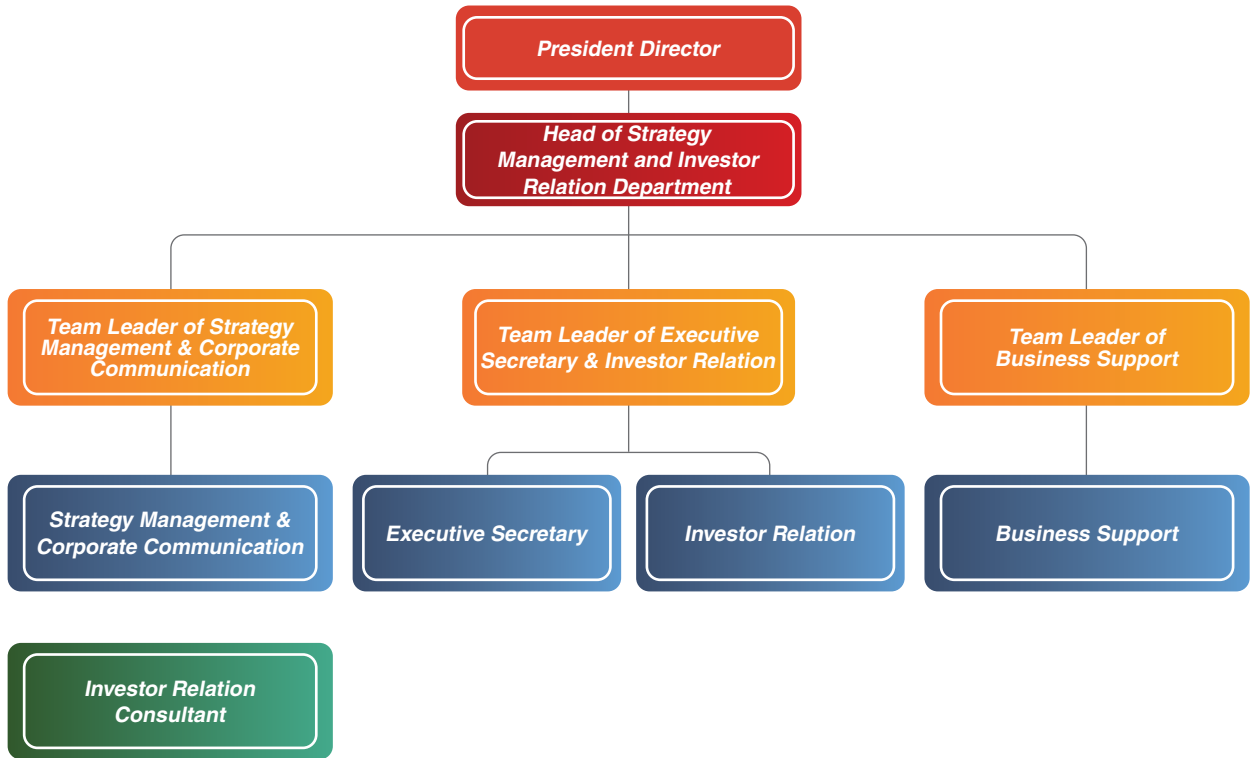
In carrying out their duties, pursuant to the Financial Services Authority Regulation (POJK) No. 35/POJK.04/2014, the Corporate Secretary should have the knowledge on regulations related to The Bank, public relations, administrative skills, and experiences that support the implementation of their duties.

PENGANGKATAN DAN PEMBERHENTIAN SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan diangkat dan diberhentikan oleh Direksi.

APPOINTMENT AND DISMISSAL OF CORPORATE SECRETARY

The Corporate Secretary is appointed and dismissed by the Board of Directors.



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 2023 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 2023 Annual Sustainability Report.

LAPORAN SINGKAT PELAKSANAAN TUGAS TAHUN 2023

Selama tahun 2023, Sekretaris Perusahaan telah melaksanakan tugas dan tanggung jawabnya, antara lain:

- Memfasilitasi pengiriman dan penerimaan sebanyak 308 (tiga ratus delapan) dokumen/ informasi penting yang berkenaan dengan pemegang saham.
- Menerjemahkan lebih kurang 438 (empat ratus tiga puluh delapan) halaman dokumen dari bahasa asing ke Bahasa Indonesia atau sebaliknya dengan tujuan menjembatani komunikasi antara para pemangku kepentingan.
- Melaksanakan tugas-tugas dalam 43 (empat puluh tiga) 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 beberapa kegiatan CSR, diantaranya 2 (dua) kali kegiatan donor darah, 2 (dua) kegiatan Go Green dengan Yayasan Buddha Tzu Chi Indonesia, dan 1 (satu) kegiatan Penyaluran Dana CSR melalui beberapa panti asuhan dan panti werdha.
- 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
CEO BANKING FORUM : LEADERSHIP SHARING - Menyambut Tahun Baru dengan lebih optimis	Offline	9-Jan-23 9-Jan-23	IBI - Perbanas
Organization Development - Critical Position	Offline	17-Jan-23 17-Jan-23	PT. Bank ICBC Indonesia
The Latest Fraud Trends in Banking and how effective the Industry in combating these types of Fraud (Refreshment Risk Mgmt Certification)	Daring Online	27-Jan-23 27-Jan-23	BSMR
Kredit Sindikasi	Offline	17-Mar-23 17-Mar-23	Asanka Kreasi Mandiri

BRIEF REPORT OF DUTIES IMPLEMENTATION IN 2023

Throughout 2023, the Corporate Secretary has carried out their duties and responsibilities, among others:

- Facilitating the delivery and collection of 308 (three hundred and eight) important documents/information related to shareholders.
- Translating approximately 438 (four hundred thirty eight) pages of documents from foreign language into Indonesian or vice versa, with the aim of bridging communications among stakeholders.
- Implementing duties in 43 (forty three) 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 several CSR activities, which are 2 (two) blood donation activities, 2 (two) Go Green activity with the Buddhist Tzu Chi Foundation, and 1 (one) activity regarding distribute CSR Funds through several orphanage and nursing home.
- 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
Fungsi Kepatuhan Bank dan POJK No. 12/POJK.03/2021 tentang Bank Umum	Offline	28-Apr-23 28-Apr-23	PT Bank ICBC Indonesia
Socialization of Anti Fraud Strategy Policy	Daring Online	4-May-23 4-May-23	PT Bank ICBC Indonesia
Socialization of Anti Bribery Management System (ABMS) Policy	Daring Online	10-Mei-23 10-May-23	PT Bank ICBC Indonesia
Socialization fo POJK No. 6 tentang Perlindungan Konsumen dan Masyarakat di Sektor Jasa	Daring Online	17-Mei-23 17-May-23	PT Bank ICBC Indonesia
China Training Program	Offline	4-Jun-23 4-Jun-23	PT Bank ICBC Indonesia
Penerimaan Kunjungan Benchmark Kearsipan	Offline	27-Jul-23 27-Jul-23	BANK INDONESIA
Socialization of Financial Authorization and Operasional Expenses Standard Policy&Procedure Update 2023 - KPNO	Daring Online	25-Ags-23 25-Aug-23	PT Bank ICBC Indonesia
Project Management Study	Offline	24-Okt-23 24-Oct-23	PT Bank ICBC Indonesia
Socialization Security Management and Basic Fire Fighting	Daring Online	20-Nov-23 20-Nov-23	PT Bank ICBC Indonesia
Breaking The Wall	Offline	23-Nov-23 23-Nov-23	PT Bank ICBC Indonesia
END POINT SECURITY	Daring Online	24-Nov-23 24-Nov-23	PT Bank ICBC Indonesia
Sustainable Finance for Executive Level	Offline	24-Nov-23 24-Nov-23	LPPI
ICBC Value Refreshment Campaign	Daring Online	29-Nov-23 29-Nov-23	PT Bank ICBC Indonesia
CARAL	Daring Online	30-Nov-23 30-Nov-23	PT Bank ICBC Indonesia
Information Security Awareness	Daring Online	30-Nov-23 30-Nov-23	PT Bank ICBC Indonesia

PROGRAM KERJA SEKRETARIS PERUSAHAAN TAHUN 2024

Sekretaris Perusahaan telah menyusun program kerja yang akan dilaksanakan di tahun 2024, 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 2023.

CORPORATE SECRETARY WORK PROGRAM IN 2024

The Corporate Secretary has prepared work programs to be implemented in 2024, 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 2023.

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 2023 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.

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 2023 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.

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 29 Desember 2023.

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.

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 29, 2023.

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.

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.
- 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.

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.
- Direct the activities of The Bank employees who are not employed by the 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 Head 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 Head 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.

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.
- 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.

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.
- 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.

PENANGKATAN 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).

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).

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).

HEAD OF INTERNAL AUDIT DEPARTMENT

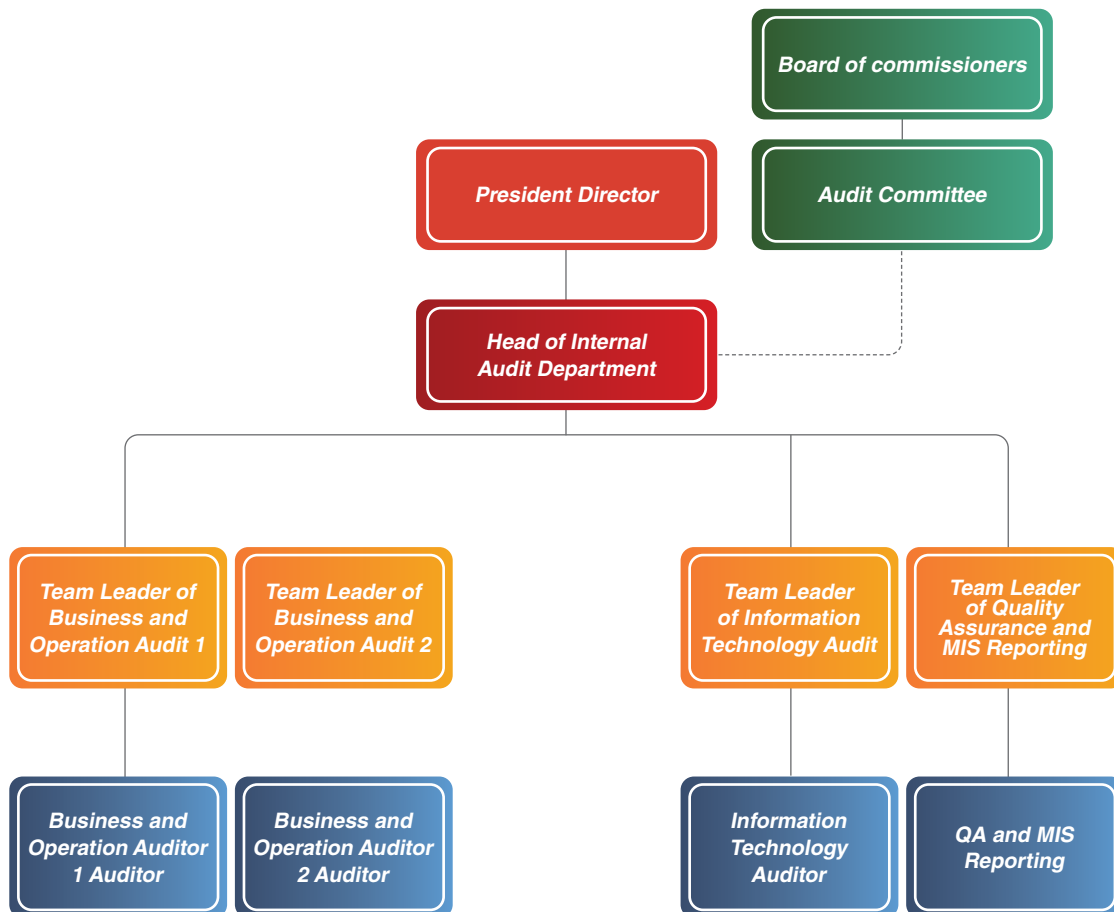
In accordance to Board of Directors Decree No. 026/KPTS.DIR/ICBC.IND/2018 dated November 5, 2018, The Bank has appointed I Gde Wiyadnya as the Head of Internal Audit Department (IAD).

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 2023 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 2023 Annual Sustainability Report.



Per 31 Desember 2023, jumlah karyawan Departemen Audit Internal sebanyak 13 (tiga belas) orang dengan perincian karyawan sebagai berikut:

As of December 31, 2023, the Internal Audit Department has 13 (thirteen) personnel with the following details:

Jabatan Position	Fungsi Function	Jumlah Orang Total Person(s)
Kepala Departemen Department Head	SKAI IAD	1
Ketua Tim Team Leader	Audit Teknologi Informasi Information Technology Audit	1
	Audit Bisnis & Operational 1 Business & Operational 1 Audit	1
	Audit Bisnis & Operational 2 Business & Operational 2 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	2
	Audit Bisnis & Operational 1 Business & Operational 1 Audit	1
	Audit Bisnis & Operational 2 Business & Operational 2 Audit	4
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.

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.

- **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.

- **Kompetensi**

Auditor internal menerapkan pengetahuan, keterampilan, dan pengalaman yang dibutuhkan untuk menjalankan jasa audit internal.

- **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.

- **Competency**

Internal auditor should apply the knowledge, skills, and experience required to carry out the internal audit services.

LAPORAN PELAKSANAAN TUGAS DEPARTEMEN AUDIT INTERNAL

Hingga 31 Desember 2023, SKAI mencatat pencapaian 113% dari rencana kerja tahunan. Pencapaian ini merupakan hasil dari pelaksanaan serangkaian penugasan terencana, baik untuk pemenuhan persyaratan regulator dan berbasis risiko, dan 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, termasuk ketika SKAI juga menjalankan fungsi lain di luar audit internal, melalui beberapa rancangan *safeguardings* yang dikembangkan dan dilakukan oleh audit internal.

REPORT ON THE IMPLEMENTATION OF DUTIES OF INTERNAL AUDIT DEPARTMENT

As of December 31, 2023, IAD accomplished 113% 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.

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 Peraturan Otoritas Jasa Keuangan (POJK) No. 1/POJK.03/2019 yang berlaku sejak tanggal 29 Januari 2019 perihal Penerapan Fungsi Audit Internal pada Bank Umum dan metodologi audit yang berlaku.
- Memastikan pelaksanaan audit terdokumentasikan dengan baik dan temuan audit didukung dengan bukti yang cukup.
- Memastikan penggunaan *audit management system* dengan baik.

Selama tahun 2023, aktifitas *quality assurance review* dilakukan baik oleh pihak internal SKAI maupun pihak eksternal yang independen dari fungsi audit intern. Hasil *quality assurance review* dari pihak ekstern, yang dilakukan setiap tiga (3) tahun sekali, adalah SKAI *Generally Conform* atas peraturan yang relevan dengan kegiatan audit intern.

Di tahun 2023, 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 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.

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 Financial Services Authority Regulation (POJK) No. 1/POJK.03/2019, which was effective since January 29, 2019, concerning the Implementation of the Internal Audit Function at Commercial Banks and the applicable audit methodology.
- 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.

During 2023, quality assurance review activities were carried out by both internal IAD party and external party independent from audit internal function. The result of quality assurance review from external party, which performed every three (3) year, was IAD Generally Conform to regulations relevant to internal audit activities.

In 2023, 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 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.

Berikut merupakan data sertifikasi profesi yang dimiliki oleh para auditor internal Bank:

The following are the professional certifications owned by the internal auditors of The Bank:

Sertifikasi Certification	Nama Name	Jabatan Position
<i>Certified Information System Auditor (CISA)</i>	I Gde Wiyadnya	<i>Head of Internal Audit Department</i>
<i>Chartered Accountant (CA)</i>	I Gde Wiyadnya	<i>Head of Internal Audit Department</i>
	Agnes Maria Widiyanti	<i>Team Leader - QA & MIS Reporting</i>
<i>Certified Bank Internal Auditor – Supervisor Level</i>	I Gde Wiyadnya	<i>Head of Internal Audit Department</i>
	Ardi Nanjaya	<i>Team Leader – Business & Operation 2 Audit</i>
	Agnes Maria Widiyanti	<i>Team Leader – QA & MIS Reporting</i>
	Julius Agung Wibowo	<i>Auditor – Business & Operation 2 Audit</i>
	Kristianto	<i>Auditor – Business & Operation 2 Operations Audit</i>
<i>Certified Bank Internal Auditor – Auditor Level</i>	Nixon Parulian	<i>Auditor – Business & Operation 2 Audit</i>
	Indra Seno Hartono	<i>Auditor – Business & Operation 2 Audit</i>
	Marni Marsirah	<i>Auditor - IT Audit</i>
	Nicholas	<i>QA & MIS Reporting</i>
<i>Cyber Security Foundation Professional Certificate (CSFPC)</i>	I Gde Wiyadnya	<i>Head of Internal Audit Department</i>
<i>Enterprise Risk Management Certified Professional (ERMCP)</i>	Ardi Nanjaya	<i>Team Leader – Business & Operation 2 Audit</i>
<i>ISO 9001 Quality Management System Associate</i>	Dany Hermawan	<i>Team Leader – Business & Operation 1 Audit</i>
	Ardi Nanjaya	<i>Team Leader – Business & Operation 2 Audit</i>
	Agnes Maria Widiyanti	<i>Team Leader - QA & MIS Reporting</i>
	Richie Gradiyanto Molenaar	<i>Auditor Business & Operation 1 Audit</i>
	Nixon Parulian	<i>Auditor – Business & Operation 2 Audit</i>
	Indra Seno Hartono	<i>Auditor – Business & Operation 2 Audit</i>
	Julius Agung Wibowo	<i>Auditor – Business & Operation 2 Audit</i>
	Nicholas	<i>QA & MIS Reporting</i>
<i>ISO/IEC 27001 Information Security Associate</i>	I Gde Wiyadnya	<i>Head of Internal Audit Department</i>
	Hermanto	<i>Team Leader - IT Audit</i>
	Kristianto	<i>Auditor – Business & Operation 2 Audit</i>
	Marni Marsirah	<i>Auditor - IT Audit</i>
	Ketut Sridevi Ayuningih	<i>Auditor - IT Audit</i>
<i>ISO/IEC 20000 IT Service Management Associate</i>	I Gde Wiyadnya	<i>Head of Internal Audit Department</i>
	Hermanto	<i>Team Leader - IT Audit</i>
	Marni Marsirah	<i>Auditor - IT Audit</i>
	Ketut Sridevi Ayuningih	<i>Auditor - IT Audit</i>

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 2023

Berdasarkan FEM No. 017/FEM/FM DEPT/ICBC INA/VI/2023, audit eksternal untuk tahun buku 2023 dilaksanakan oleh Kantor Akuntan Publik Imelda & Rekan (Deloitte).

PUBLIC ACCOUNTANT IN 2023

In accordance to FEM No. 017/FEM/FM DEPT/ICBC INA/VI/2023, the external audit for the fiscal year 2023 was conducted by Imelda & Partners (Deloitte) Registered Public Accountants.

Akuntan Publik Tahun Buku 2023

Kantor Akuntan Publik Public Accounting Firm	Imelda & Rekan (Deloitte)
Akuntan Accountant	Fonny Alimin
Tahun Audit Year of Audit	Tahun Buku 2023 Fiscal Year 2023
Periode Penugasan Assignment Period	Tahun Buku 2023 Fiscal Year 2023
Jasa Services	Audit Eksternal External Audit
Jasa Lainnya Other Services	-
Biaya Fees	Rp1.361.480.000 (termasuk pajak) Rp1,361,480,000 (tax inclusive)

Public Accountant for the Fiscal Year 2023

AKUNTAN PUBLIK DAN BIAYA PERIODE 8 (DELAPAN) 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 8 (delapan) tahun terakhir.

PUBLIC ACCOUNTANT AND FEES FOR THE LAST 8 (DELAPAN) 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 8 (eight) years.

Daftar Kantor Akuntan Publik 8 (Delapan) Tahun Terakhir (2016-2023)

List of Public Accounting Firms for the Last 8 (Eight) Years (2016-2023)

Tahun Buku Fiscal Year	Kantor Akuntan Publik Public Accounting Firm	Akuntan Accountant	Jasa yang Diberikan Services	Jasa Lainnya Other Services	Biaya Fees
2023	Imelda & Rekan (Deloitte)	Fonny Alimin	Audit Eksternal External Audit	-	Rp1.361.480.000 (termasuk pajak) Rp1,361,480,000 (tax inclusive)
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.

- Komite Audit mengusulkan Kantor Akuntan Publik kepada Dewan Komisaris.
- Dewan Komisaris mengusulkan Kantor Akuntan Publik kepada pemegang saham melalui RUPS.
- Pengesahan dan penunjukan Kantor Akuntan Publik oleh RUPS.
- *Kick-off meeting* dengan manajemen, audit internal, dan Komite Audit.
- Menyampaikan jadwal audit sesuai dengan target waktu yang telah disepakati.
- Melaksanakan audit umum untuk interim dan akhir tahun berdasarkan standar audit yang berlaku umum di Indonesia.
- Mengidentifikasi isu yang signifikan dan melakukan pembahasan dengan manajemen.
- Melakukan *exit meeting* dengan manajemen, audit internal, dan Komite Audit.
- Menerbitkan laporan audit.
- 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 2023, SKAI telah memonitor tindak lanjut atas temuan yang disampaikan oleh auditor eksternal sebagai berikut:

Terkait dengan temuan audit eksternal atas audit laporan keuangan tahun 2022, tindak lanjut atas 4 (empat) temuan telah dilakukan oleh unit kerja terkait, dimana 1 (satu) temuan juga akan berkelanjutan divalidasi ketika proses audit laporan keuangan.

Sedangkan untuk temuan audit eksternal atas audit laporan keuangan tahun 2021, tindak lanjut atas 4 (empat) temuan telah dilakukan oleh unit kerja terkait, dan atas 1 (satu) temuan lainnya, tindak lanjut koreksi telah dilakukan, namun tindak lanjut sebagai kontrol pencegahan ke depannya sedang dalam proses implementasi.

The following are the procedure and mechanism of appointing Public Accountant and the implementation of external audit in The Bank.

- The Audit Committee proposes the Public Accounting Firm to the Board of Commissioners.
- The Board of Commissioners proposes the Public Accounting Firm to shareholders through the GMS.
- Ratification and appointment of Public Accounting Firm by the GMS.
- Kick-off meeting with the management, internal audit, and Audit Committee.
- Deliver the audit schedule in accordance with agreed target timeline.
- Conduct auditing for interim and year-end based on generally accepted auditing standards in Indonesia.
- Identify significant issues and conduct discussions with the management.
- Conduct exit meeting with the management, internal audit, and Audit Committee.
- Publish an audit report.
- 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, 2023, IAD has monitored the followup of findings raised by external auditor as follows:

With regards to external audit findings on audit of financial statement 2022, follow up action on 4 (four) findings have been carried out by relevant work units, which one (1) finding will be also continuously validated during audit of financial statement.

While regarding external audit findings on audit of financial statement 2021, the follow up action on 4 (four) findings have been carried out by relevant work units, and for another 1 (one) finding, the corrected follow up action was in place, however the follow up action as preventive control in future is still in the process of implementation.

Manajemen Risiko

Risk Management

KERANGKA MANAJEMEN RISIKO

Dalam melaksanakan kegiatan usahanya, Bank selalu berhadapan dengan risiko yang melekat (inheren) 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.

Bank melakukan pengelolaan risiko utama yang terdiri dari risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko hukum, risiko kepatuhan, risiko strategis, 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;

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 manages key risk which consists of 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;

- 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.

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.

- 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.

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.

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), Kepala Satuan Kerja Manajemen Risiko (SKMR), Kepala Satuan Kerja Kepatuhan (SKK), 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.

Risk Management Committee

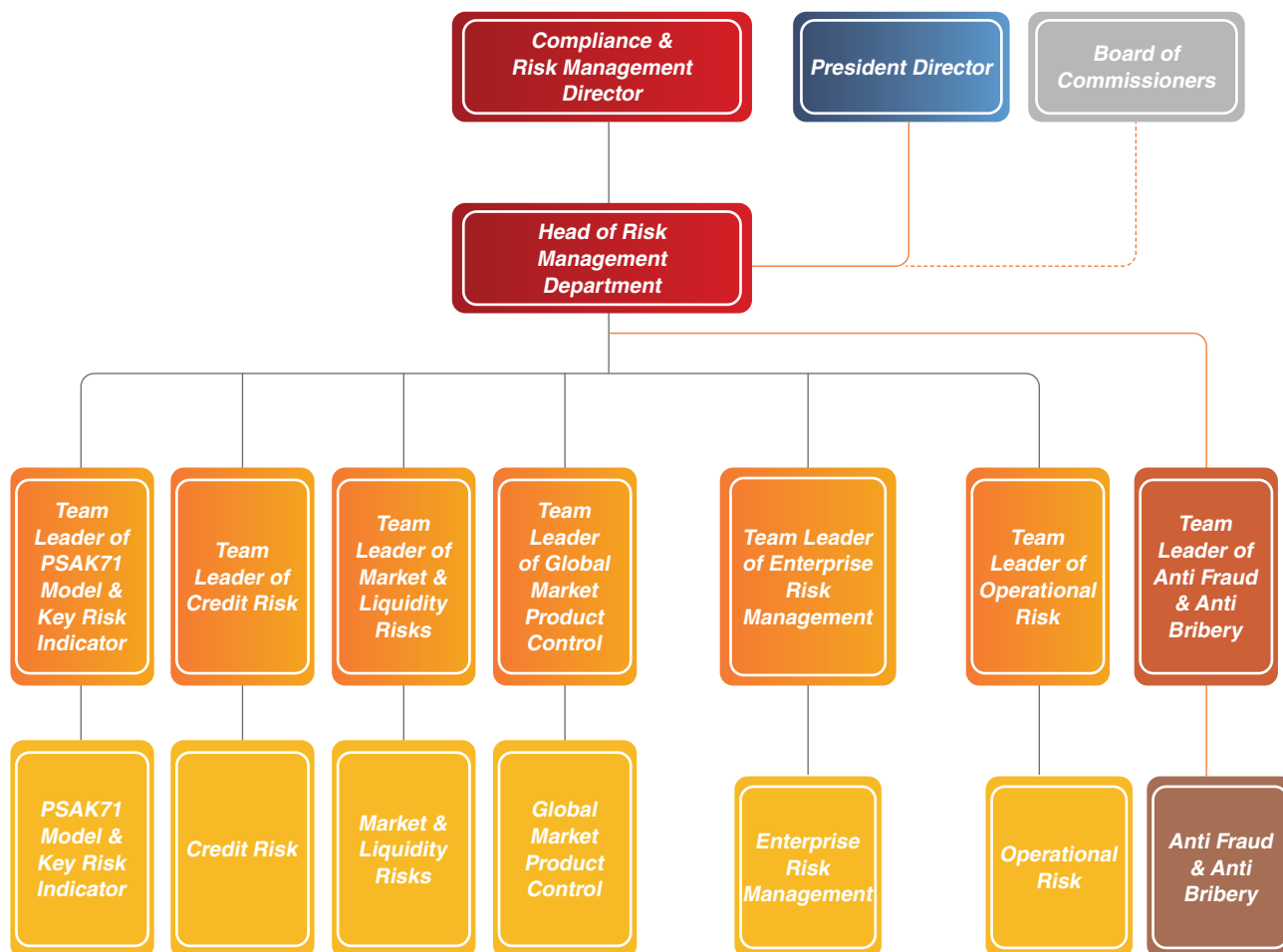
Risk Management Committee is a non-structural committee in risk management, located in the head office. The committee assists the Board of Directors in formulating policy, overseeing the implementation of policy, monitoring the progress and conditions of risk profiles, and providing recommendations and 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 Department (IAD), Head of Risk Management Department (RMD), Head of Compliance Department, 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.



KEGIATAN MANAJEMEN RISIKO

Bank telah melaksanakan beberapa program kerja penting dalam mengembangkan manajemen risiko, termasuk antara lain, namun tidak terbatas pada:

1. 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, juga tindakan perbaikan agar kejadian risiko serupa tidak terulang di masa datang. Bank menunjuk *Leading Department* untuk memastikan proses identifikasi tanggung jawab kejadian risiko dan pengelolaan risiko yang komprehensif.

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:

1. 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 risk event responsibility identification and risk management process.

2. Kebijakan dan prosedur terkait manajemen risiko dan perkreditan antara lain:

- a. Bank telah memiliki kebijakan dan prosedur yang komprehensif yang meliputi seluruh risiko utama yang dikelola Bank. Pada masing-masing area risiko, penyempurnaan kebijakan dan prosedur juga dilakukan agar sejalan dengan kondisi Bank dan peraturan terkini;
- b. 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;
- c. 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* 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.

4. *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 dipantau dan dikaji kembali secara berkala dan adhoc untuk diselaraskan dengan rencana strategi dan permodalan Bank.

5. 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

2. Policies and procedures related to risk management and credit, among others:

- a. The Bank has comprehensive policies and procedures covering all principal risks that managed by the Bank. In each risk area, improvements to the policy and procedures are also conducted in line with The Bank's current conditions and regulations;
- b. 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;
- c. 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 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.

4. 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 adhoc basis to align with The Bank's strategic plan and capital.

5. 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

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 secara individual 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.

6. 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.

Saat ini 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.

7. 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)

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.

Individual impairment 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.

6. 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.

Currently 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.

7. 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)

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*. Saat ini, Bank 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.

8. 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 *Operational Risk Officer* dalam mengidentifikasi dan memitigasi terjadinya risiko operasional pada unit-unit pengambil risiko, dan 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. 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.

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. Currently, The Bank has 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.

8. 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 Operational Risk Officer 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 at least once a year. 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.

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.

9. Risiko Hukum, Risiko Strategik, Risiko Kepatuhan, dan Risiko Reputasi

Kerja sama dengan departemen terkait, yaitu Departemen Hukum, Departemen *Strategy Management and Investor Relation* (SMIR), Departemen Kepatuhan, dan Departemen *Retail 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.

10. 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. 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:

- Ketertarikan produk dengan strategi Bank.
- Penilaian risiko dan mitigasinya.
- Mekanisme penyelenggaraan produk.
- Kewajiban pengajuan izin kepada regulator.
- Identifikasi kehandalan sistem informasi.

11. Budaya Manajemen Risiko

Dalam hal meningkatkan budaya manajemen risiko, sosialisasi mengenai *awareness* manajemen risiko terus dilakukan, antara lain melalui program CARAL

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.

9. 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 Retail 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.

10. 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. 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:

- Product linkage with The Bank' strategy.
- Risk assessment and mitigation.
- Product implementation mechanism.
- The obligation to apply for a permit to regulators.
- Identification of the reliability of information system.

11. Risk Management Culture

In order to improve risk management culture, socialization regarding risk management awareness is continually conducted through CARAL (Compliance,

(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 dikelola Bank seperti yang tercantum pada Kebijakan Manajemen Risiko mencakup juga risiko suku bunga pada *banking book*, *country risk* dan *transfer risk*, risiko teknologi informasi, dan risiko iklim.

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.

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

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 be managed by the Bank as stated in the Risk Management Policy also covers interest rate risk in banking book, country risk and transfer risk, information technology risk, and weather 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.

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

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.

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.

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.

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 irrevocable *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*, irrevocable *L/C*, and domestic *L/C* are called upon. For unused committed loan facilities, the maximum exposure to credit risk is the committed amount.

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:

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:

Risiko Kredit Maksimum

Maximum Credit Risk

dalam Rp juta | in Rp million

Uraian	2023	2022	Description
Laporan Posisi Keuangan			Statement of Financial Position
Giro pada Bank Indonesia	2.999.989	2.442.289	Current accounts with Bank Indonesia
Giro pada bank-bank lain	2.517.193	2.384.395	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	2.880.501	7.971.834	Placements with Bank Indonesia and other banks
Aset derivatif	13.466	6.187	Derivative assets
Tagihan akseptasi	61.826	66.245	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	3.653.431	9.835.773	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	7.519.563	6.994.707	Investment securities
Kredit yang diberikan	23.720.505	25.998.130	Loans receivable
Aset lain-lain	462.816	504.740	Other assets
Rekening Administratif dengan Risiko Kredit			Off-Balance Sheet Accounts with Credit Risk
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed</i>	3.562.025	2.198.706	Unused loan facilities - committed
L/C dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	173.490	99.783	Outstanding Irrevocable L/C and Domestic L/C
Garansi bank dan <i>Standby</i> L/C yang diterbitkan	1.287.292	3.208.108	Bank guarantee and Standby L/C issued
Jumlah	48.852.097	61.710.897	Total

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.

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.

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.

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		
	2023	2022	2023	2022	2023	2022	
Laporan Posisi Keuangan							
Giro pada Bank Indonesia	2.999.989	2.442.289	-	-	-	-	
Giro pada bank-bank lain		-	38.342	26.646	2.478.851	2.357.749	
Penempatan pada Bank Indonesia dan bank-bank lain	2.880.501	6.972.794	-	-		999.040	
Aset derivatif	-	-	-	-	13.466	6.187	
Tagihan akseptasi	-	-	-	49.129	-	-	
Efek-efek yang dibeli dengan janji dijual kembali	3.653.431	9.835.773	-	-	-	-	
Efek-efek untuk tujuan investasi	7.518.543	6.925.809	-	-	-	-	
Kredit yang diberikan		-	7.040.348	9.429.878	1.535.240	799.099	
Aset lain-lain	78.572	91.726	198.536	119.708	3.185	8.671	
Rekening Administratif dengan Risiko Kredit							
Fasilitas kredit yang diberikan yang belum digunakan – <i>committed</i>	-	-	18	-	-	-	
L/C dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	-	-	3.306	29.754	-	-	
Garansi bank dan <i>Standby L/C</i> yang diterbitkan	-	-	243	41.922	153.970	1.712.425	
Jumlah	17.131.036	26.268.391	7.280.793	9.697.037	4.184.712	5.883.171	
Persentase	35%	43%	15%	16%	8%	10%	

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 laut, 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/vessels, 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
in Rp million

	Perusahaan Corporate		Ritel Retail		Jumlah Total		Description
	2023	2022	2023	2022	2023	2022	
Statement of Financial Position							
	-	-	-	-	2.999.989	2.442.289	Current accounts with Bank Indonesia
	-	-	-	-	2.517.193	2.384.395	Current accounts with other banks
	-	-	-	-	2.880.501	7.971.834	Placements with Bank Indonesia and other banks
	-	-	-	-	13.466	6.187	Derivative assets
	61.826	17.116	-	-	61.826	66.245	Acceptance receivables
	-	-	-	-	3.653.431	9.835.773	Securities purchased under agreements to resell
	1.020	68.898	-	-	7.519.563	6.994.707	Investment securities
	15.025.163	15.508.920	119.754	260.233	23.720.505	25.998.130	Loans receivable
	181.978	279.253	545	5.382	462.816	504.740	Other assets
Off-Balance Sheet Accounts with Credit Risk							
	3.414.811	2.194.722	147.196	3.984	3.562.025	2.198.706	Unused loan facilities - committed
	170.184	70.029	-	-	173.490	99.783	Outstanding Irrevocable L/C and Domestic L/C
	1.133.079	1.453.761	-	-	1.287.292	3.208.108	Bank gurantee and Standby L/C issued
	19.988.061	19.592.699	267.495	269.599	48.852.097	61.710.897	Total
	41%	32%	1%	0%	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.

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:

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.

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 penyisihan kerugian penurunan nilai Balance of loans receivable before allowance for impairment losses		Jenis Agunan Type of Collateral
	2023	2022	
Dijamin penuh Fully secured	2.506.219	2.065.967	Kas, <i>Standby</i> L/C Cash, Standby L/C
Dijamin sebagian Partially secured	14.037.289	17.288.277	Kas, piutang dagang, tanah dan bangunan, aset bergerak, garansi Cash, accounts receivable, land and buildings, moveable assets, guarantees
Tidak memiliki jaminan Unsecured	8.212.580	7.860.623	-
Jumlah Total	24.756.088	27.214.867	

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.

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.

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 individu 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.

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.

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. Individual 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.

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.

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*).

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 2023 dan 2022, nilai tercatat aset keuangan berdasarkan kualitas kredit adalah sebagai berikut:

As of December 31, 2023 and 2022, the carrying amount of financial assets based on credit quality was as follows:

Uraian	Tahap 1 Stage 1	Tahap 2 Stage 2	Tahap 3 Stage 3	Jumlah Total	Description
GIRO PADA BANK INDONESIA			CURRENT ACCOUNTS WITH BANK INDONESIA		
Tanpa peringkat	2.999.989	-	-	2.999.989	Non-graded
Nilai tercatat bruto	2.999.989	-	-	2.999.989	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai		-	-		Less: allowance for impairment losses
NILAI TERCATAT	2.999.989	-	-	2.999.989	CARRYING AMOUNT
GIRO PADA BANK-BANK LAIN			CURRENT ACCOUNTS WITH OTHER BANKS		
Grade AAA sampai AA+	1.610.993	-	-	1.610.993	Grade AAA to AA+
Grade AA- sampai BBB	909.231	-	-	909.231	Grade AA- to BBB
Nilai tercatat bruto	2.520.224	-	-	2.520.224	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(3.031)	-	-	(3.031)	Less: allowance for impairment losses
NILAI TERCATAT	2.517.193	-	-	2.517.193	CARRYING AMOUNT
PENEMPATAN PADA BANK INDONESIA DAN BANK-BANK LAIN			PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS		
Tanpa peringkat	2.880.501	-	-	2.880.501	Non-graded
Nilai tercatat bruto	2.880.501	-	-	2.880.501	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai		-	-		Less: allowance for impairment losses
NILAI TERCATAT	2.880.501	-	-	2.880.501	CARRYING AMOUNT
TAGIHAN AKSEPTASI			ACCEPTANCE RECEIVABLES		
Grade sAA sampai AA+	61.966	-	-	61.966	Grade sAA to AA+
Grade AA sampai BBB		-	-		Grade AA to BBB
Nilai tercatat bruto	61.966	-	-	61.966	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(140)	-	-	(140)	Less: allowance for impairment losses
NILAI TERCATAT	61.826	-	-	61.826	CARRYING AMOUNT

Uraian	Tahap 1 Stage 1	Tahap 2 Stage 2	Tahap 3 Stage 3	Jumlah Total	Description
EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI				SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL	
Tanpa peringkat	3.653.440	-	-	3.653.440	Non-graded
Nilai tercatat bruto	3.653.440	-	-	3.653.440	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(9)	-	-	(9)	Less: allowance for impairment losses
NILAI TERCATAT	3.656.431	-	-	3.656.431	CARRYING AMOUNT
EFEK-EFEK UNTUK TUJUAN INVESTASI				INVESTMENT SECURITIES	
Grade sAA	7.518.543	-	-	7.518.543	Grade sAA
Grade A-	1.020	-	-	1.020	Grade A-
Tanpa peringkat	7.519.563	-	-	7.519.563	Non-graded
Nilai tercatat bruto	7.519.563	-	-	7.519.563	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
NILAI TERCATAT	7.519.563	-	-	7.519.563	CARRYING AMOUNT
KREDIT YANG DIBERIKAN				LOANS RECEIVABLE	
Korporasi				Corporates	
Grade sAA sampai AA+	1.100.202	-	-	1.100.202	Grade sAA to AA+
Grade sAA-sampai A-	19.014.578	1.629.180	-	20.643.758	Grade sAA-to A-
Grade BBB+ sampai BB	265.414	1.733.180	412.099	2.410.603	Grade BBB+ to BB
Grade B	-	301.972	162.285	464.257	Grade B
Nilai tercatat bruto	20.380.194	3.664.332	574.294	24.618.820	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(96.543)	(607.681)	(329.811)	(1.034.035)	Less: allowance for impairment losses
	20.283.651	3.056.651	244.483	23.584.785	
Non-korporasi				Non-corporates	
Belum jatuh tempo	127.208	2.023	-	129.231	Not yet overdue
Telah jatuh tempo sampai dengan 1-30 hari	2.236	1.256	-	3.492	Past due up to 31 - 90 days
Telah jatuh tempo sampai dengan 31-90 hari	-	3.597	-	3.597	It is due until 31-90 days
Telah jatuh tempo lebih dari 90 hari	-	-	948	948	Past due more than 90 days
Nilai tercatat bruto	129.444	6.172	400	135.720	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(296)	(704)	(548)	(1.584)	Less: for impairment losses

Uraian	Tahap 1 Stage 1	Tahap 2 Stage 2	Tahap 3 Stage 3	Jumlah Total	Description
NILAI TERCATAT KREDIT YANG DIBERIKAN	20.489.152	2.555.722	675.631	23.720.505	CARRYING AMOUNT OF LOANS RECEIVABLES
ASET LAIN-LAIN					OTHER ASSETS
Tanpa peringkat	462.816	-	-	462.816	Not yet overdue
Nilai tercatat bruto	462.816	-	-	462.816	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai		-	-		Less: allowance for impairment losses
NILAI TERCATAT	462.816	-	-	462.816	CARRYING AMOUNT

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 Markets* 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.

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 Markets 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.

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.

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

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.

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 | in Rp million

Uraian	Hingga 3 bulan Up to 3 months		3-12 bulan 3-12 months		Description
	2023	2022	2023	2022	
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	-	-	-	-	Investment securities
Kredit yang diberikan*	15.379.069	19.659.816	6.897.257	6.484.057	Loans receivable*
	15.379.069	20.315.352	6.897.257	6.484.057	

dalam Rp juta | in Rp million

Uraian	Hingga 3 bulan Up to 3 months		3-12 bulan 3-12 months		Description
	2023	2022	2023	2022	
Simpanan nasabah	(8.291.796)	(10.478.129)	-	(5.862)	Deposits from customers
Simpanan dari bank-bank lain	(1.209.231)	(166)	-	-	Deposits from other banks
Pinjaman yang diterima	(2.001.610)	(5.292.950)	-	-	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayarkan	-	-	-	-	Other liabilities and accrued expenses
Surat berharga yang dijual dengan janji dibeli kembali	-	-	-	-	Securities sold under agreements to repurchase
Pinjaman subordinasi	-	(934.050)	(1.154.775)	(1.167.563)	Subordinated loans
	(11.502.637)	(16.705.295)	(1.154.775)	(1.173.425)	
Jumlah	3.876.432	3.610.057	5.742.482	5.310.632	Total

* Sebelum dikurangi penyisihan kerugian penurunan nilai
* Before allowance for impairment losses

Instrumen dengan Tingkat Suku Bunga Tetap

Fixed Rate Instruments

dalam Rp juta | in Rp million

Uraian	Hingga 3 bulan Up to 3 months		3-12 bulan 3-12 months		1-2 tahun 1-2 years		> 2 tahun > 2 years		Description
	2023	2022	2023	2022	2023	2022	2023	2022	
Giro pada bank Indonesia	2.999.989	2.442.289	-	-	-	-	-	-	Current accounts with Indonesian banks
Giro pada bank-bank lain	2.520.224	2.385.188	-	-	-	-	-	-	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	2.880.501	6.972.794	-	343.574	-	-	-	-	Placements with Bank Indonesia and other banks
Efek-efek yang dibeli dengan janji dijual kembali	2.198.137	8.268.921	1.455.303	1.566.852	-	-	-	-	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	401.711	760.721	2.247.019	1.279.717	2.410.750	1.207.669	2.460.083	3.746.984	Investment securities
Kredit yang diberikan*	1.695	18.804	247.090	67.296	116.555	206.862	2.114.422	778.032	Loans receivable*
	11.002.257	20.848.717	3.949.412	3.257.439	2.527.305	1.414.531	4.574.505	4.526.016	
Simpanan nasabah	(17.472.220)	(23.439.680)	(7.474.684)	(6.962.770)	(1.235)	-	(629)	-	Deposits from customers

dalam Rp juta | in Rp million

Uraian	Hingga 3 bulan Up to 3 months		3-12 bulan 3-12 months		1-2 tahun 1-2 years		> 2 tahun > 2 years		Description
	2023	2022	2023	2022	2023	2022	2023	2022	
Simpanan dari bank-bank lain	(159.750)	(1.226.585)	(4.000)	(238.012)	-	-	-	-	Deposits from other banks
Pinjaman yang diterima	-	-	-	-	-	-	-	-	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayarkan	-	-	(2.806)	(1.073)	(561)	(78)	(44.829)	(19.745)	Other liabilities and accrued expenses
Surat berharga yang dijual dengan janji dibeli kembali	-	(610.523)	-	-	-	-	-	-	Securities sold under agreements to repurchase
Pinjaman subordinasi	-	-	-	-	-	-	-	-	Subordinated loans
	(17.631.970)	(25.276.788)	(7.481.490)	(7.201.855)	(1.796)	(78)	(45.458)	(19.745)	
Jumlah	(6.629.713)	(4.428.071)	(3.532.078)	(3.944.416)	2.525.509	1.414.453	4.529.047	4.505.271	Total

* Sebelum dikurangi penyisihan kerugian penurunan nilai
* Before allowance for impairment losses

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.

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..

INTEREST RATE RISK IN BANKING BOOK (IRRBB) BANK SECARA INDIVIDU

dalam Rp juta / in Rp million

Uraian Description	ΔEVE		ΔNII	
	2023	2022	2023	2022
<i>Parallel up</i>	(437.376)	(341.988)	(90.714)	10.322
<i>Parallel down</i>	514.809	406.887	90.714	(10.322)
<i>Steeper</i>	(9.143)	(56.164)		
<i>Flattener</i>	(79.298)	(20.593)		
<i>Short rate up</i>	(261.326)	(169.244)		
<i>Short rate down</i>	277.968	183.543		
Nilai maksimum negatif (absolut) Negative maximum value (absolute)	437.376	341.988	90.714	10.322
Modal <i>Tier 1</i> (untuk ΔEVE) atau <i>projected</i> <i>income</i> (untuk ΔNII) Tier 1 capital (for ΔEVE) or projected income (for ΔNII)	5.770.356	5.532.750	1.282.642	1.425.833
Nilai maksimum dibagi modal <i>Tier 1</i> (untuk ΔEVE) atau <i>projected</i> <i>income</i> (untuk ΔNII) Maximum value divided by Tier 1 capital (for ΔEVE) or projected income (for ΔNII)	7,58%	6,18%	7,07%	0,72%

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:

1. POJK No. 18/POJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum;
2. SEOJK No. 34/SEOJK.03/2016 tentang Penerapan Manajemen Risiko bagi Bank Umum;
3. 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:

1. POJK No. 18/POJK.03/2016 concerning Application of Risk Management for Commercial Banks;
2. SEOJK No. 34/SEOJK.03/2016 concerning Application of Risk Management for Commercial Banks;
3. 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.

Analisa Kualitatif Qualitative Analysis

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:

1. 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.
2. 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:

1. 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.
2. 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).

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:

1. 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.
2. 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.
3. 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:

1. 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.
2. 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.
3. 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.

Analisa Kualitatif Qualitative Analysis

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.
-
7. Asumsi utama pemodelan dan parametrik yang digunakan dalam menghitung Δ EVE dan Δ 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 Δ EVE dan Δ 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 Δ EVE and Δ 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 Δ EVE and Δ 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 2023 dan 2022 adalah sebagai berikut:

The NOP as of December 31, 2023 and 2022 is as follows:

Perhitungan Posisi Devisa Neto

Net Open Position Calculation

dalam Rp juta | 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)	
	2023	2022	2023	2022	2023	2022
Dolar Amerika Serikat United States Dollar	15.280.108	24.301.838	15.052.396	24.223.397	227.712	78.441
Yuan China Chinese Yuan	4.110.588	3.183.170	3.994.016	3.123.369	116.572	59.801
Euro Eropa European Euro	9.108	10.310	10.011	10.057	903	253
Dolar Singapura Singapore Dollar	43.661	26.016	41.548	25.949	2.113	67
Dolar Australia Australian Dollar	14.936	18.052	11.829	17.861	3.107	191
Dolar Hong Kong Hong Kong Dollar	4.614	4.105	2.127	281	2.487	3.824
Poundsterling Inggris British Poundsterling	6.975	3.531	6.970	4.680	5	1.149
Yen Jepang Japanese Yen	3.114	1.205	3.075	1.357	39	152
Dolar Selandia Baru New Zealand Dollar	1.500	2.153	1.504	1.517	4	636
Jumlah Total						352.942
Jumlah Modal Total Capital						6.239.006
Rasio PDN (Keseluruhan) NOP Ratio (Aggregate)						5,66%

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 Markets (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.

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 Markets 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.

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 deposito 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 deposito 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*).

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.

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.

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.

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.

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	
	2023	2022	2023	2022	2023	2022
Liabilitas Non-Derivatif						
Liabilitas segera	9.298	2.857	(9.298)	(2.857)	(9.298)	(2.857)
Simpanan nasabah	33.240.564	40.886.441	(33.599.511)	(41.386.693)	(25.787.695)	(33.951.720)
Simpanan dari bank-bank lain	1.372.981	1.464.763	(1.373.345)	(1.416.813)	(1.369.247)	(1.173.121)
Efek-efek yang dijual dengan janji dibeli kembali	-	610.523	-	(618.569)	-	(618.569)
Liabilitas akseptasi	61.966	66.800	(61.966)	(66.800)	(61.966)	(27.227)
Pinjaman yang diterima	2.001.610	5.292.950	(2.045.427)	(5.503.199)	(781.958)	(2.344.351)
Liabilitas lain-lain dan beban yang masih harus dibayar	202.036	178.353	(202.036)	(178.353)	(202.036)	(178.353)
Pinjaman subordinasi	1.154.775	2.101.613	(1.226.456)	(2.256.557)	-	-
	38.043.230	50.604.300	(38.518.039)	(51.429.841)	(28.212.200)	(38.296.198)
Liabilitas Derivatif						
Diperdagangkan:						
Arus kas keluar	12.131	80.179	(1.471.733)	(2.873.540)	(1.471.733)	(2.873.540)
Arus kas masuk	-	-	1.459.602	2.793.361	1.459.602	2.793.361
	12.131	80.179	(12.131)	(80.179)	(12.131)	(80.179)
Jumlah	38.055.361	50.684.479	(38.530.170)	(51.510.020)	(28.224.331)	(38.376.377)

Sisa Jatuh Tempo Kontraktual dari Liabilitas Keuangan

Pada tanggal 31 Desember 2023, 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 produk Bank. Kegagalan mengelola risiko operasional dapat menyebabkan kerugian finansial, memengaruhi keselamatan karyawan dan reputasi Bank.

Contractual Remaining Maturity of Financial Liabilities

As of December 31, 2023, 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 could lead to financial losses, affecting employees' safety and reputation of The Bank.

Gross Nominal Value of Cash Inflow (Out) Based on Remaining Contractual Maturity of Financial Liabilities

	3-12 bulan 3-12 months		1-5 tahun 1-5 years		Lebih dari 5 tahun More than 5 years		Description
	2023	2022	2023	2022	2023	2022	
Non-Derivative Liabilities							
	-	-	-	-	-	-	Liabilities immediately payable
	(7.809.103)	(7.431.893)	(2.713)	(3.080)	-	-	Deposits from customers
	(4.098)	(243.692)	-	-	-	-	Deposits from other banks
	-	-	-	-	-	-	Securities sold under agreements to repurchase
	-	(39.573)	-	-	-	-	Acceptance payables
	(1.263.469)	(984.740)	-	(2.174.108)	-	-	Borrowings
	-	-	-	-	-	-	Other liabilities and accrued expenses
	(1.226.456)	(949.824)	-	(1.306.733)	-	-	Subordinated loans
	(10.303.126)	(9.649.722)	(2.713)	(3.483.921)	-	-	
Derivative Liabilities							
Trading:							
	-	-	-	-	-	-	Cash outflow
	-	-	-	-	-	-	Cash inflow
	-	-	-	-	-	-	
	(10.303.126)	(9.649.722)	(2.713)	(3.483.921)	-	-	Total

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.

Unit-unit pengambil risiko berperan sebagai lini pertahanan lapis pertama dalam pengelolaan risiko operasional sehari-hari. Lini pertahanan lapis 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.

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.

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.

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 *Operational Risk Officer* 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.

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

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 Operational Risk Officer 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.

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

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 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

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.

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 Bank, the absence and/or change of laws and regulations causing a transaction that has been done by Bank to be inconsistent with existing provisions, and litigation process arising either from any third-party lawsuits or 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 Banks 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 according to applicable internal policies and procedures of the Bank. Especially for legal risk events that may have a significant impact on the Banks capital, such event 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.

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 Banks 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.

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.

Laporan realisasi berkala kepada regulator setiap triwulan menggambarkan realisasi berbanding dengan rencana bisnis, diikuti dengan penjelasan dari variasi-variasi yang ada. Laporan profil risiko stratejik 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.

The role of Legal Department in various control activities within 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.

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.

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:

1. Komite Kepatuhan dan APU-PPT;
2. Komite Kebijakan dan Produk Non Kredit; dan
3. 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 dan Produk (Non Kredit) terdiri dari Direktur Kepatuhan, Direktur-direktur Pemasaran, Direktur Operasional & Teknologi Informasi, Kepala Departemen Strategic Management and Investor Relation, Kepala Departemen Retail Banking, Kepala Departemen Transaction Banking, Kepala Departemen Manajemen Operasional, Kepala Departemen Kepatuhan, Kepala Departemen Teknologi Informasi, dan Kepala Departemen Manajemen Risiko yang juga berperan sebagai sekretaris komite.

Keanggotaan Komite Liability Recognition terdiri dari Direktur Kepatuhan, Direktur Bidang, leading department, dan kepala departemen lain yang relevan sesuai dengan jenis risikonya.

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:

1. Compliance and AML-CFT Committee;
2. Policy and Product Committee (non-credit); and
3. 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 and Product Committee (non credit) membership consists of Compliance Director, Marketing Directors, Operations & Information Technology Director, Head of Strategic Management and Investor Relations Department, Head of Retail Banking Department, Head of Transaction Banking Department, Head of Operations Management Department, Head of Compliance Department, Head of Information Technology Department, and Head of Risk Management Department, who also serves as a committee secretary.

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.

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 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 melakukan antara lain penambahan setoran modal inti dari pemegang saham dan memperoleh pinjaman subordinasi.

Bank telah mematuhi semua persyaratan modal yang ditetapkan sepanjang periode pelaporan. Kewajiban Penyediaan Modal Minimum (KPM) 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:

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 externally 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.

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:

Kewajiban Penyediaan Modal Minimum Bank

The Bank Capital Adequacy Ratio

dalam Rp juta | in Rp million

Uraian	2023	2022	Description
Modal Tier 1	5.780.060	5.544.461	Tier 1 capital
Modal Tier 2	458.944	831.721	Tier 2 capital
Jumlah modal	6.239.004	6.376.182	Total capital
ATMR untuk risiko kredit setelah memperhitungkan risiko spesifik	18.239.150	24.265.279	RWA for credit risk after considering specific risk
ATMR untuk risiko operasional	2.134.445	2.524.820	RWA for operational risk
ATMR untuk risiko pasar	352.942	144.514	RWA for market risk
Jumlah ATMR untuk risiko kredit, risiko pasar, dan risiko operasional	20.726.537	26.934.613	Total RWA for credit risk, market risk, and operational risk
Rasio CET 1	27,89%	20,58%	CET 1 ratio
Rasio Tier 1	27,89%	20,58%	Tier 1 ratio
Rasio Tier 2	2,21%	3,09%	Tier 2 ratio
Total rasio	30,10%	23,67%	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 2023 dan 2022
The Bank has complied with all externally imposed capital requirements as of December 31, 2023 and 2022

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 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.

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 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.

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 lapis pertama dalam pengelolaan risiko sehari-hari. Lini pertahanan lapis 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.

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 Komite Audit dan Dewan Komisaris. Komite Audit sebagai komite yang membantu Dewan Komisaris akan juga meninjau kinerja SKAI dan fungsi kepatuhan mengkaji efektifitas pelaksanaan audit intern, 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).

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 Audit Committee and Board of Commissioners. The Audit Committee as committee that supporting the Board of Commissioners also also reviews the IAD performance and compliance function review the effectiveness of internal audit implementation, 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).

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.

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

Uraian	Level 4	Level 5	Level 6	Level 7	Description
Sasaran	482	46	6	7	Target
Terpenuhi	434	43	4	7	Fulfilled
Tidak terpenuhi	48	3	2	0	Not fulfilled
Pemenuhan	90,04%	93,48%	66,67%	100%	Fulfillment
Rata-rata pemenuhan Average fulfillment					90,20%

Risk Management Certification

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 berkesinambungan.

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.

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 berkesinambungan, 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*;

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 *Retail Banking* secara komprehensif mengelola, memantau, dan mengendalikan risiko hukum, risiko strategik, 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*.
3. The quality of loan portfolio remains a concern of The Bank, which is maintained through the implementation of prudent credit risk management and the application of early warning system and preventive measures to prevent the occurrence of non-performing loans;
4. Development and improvement of market risk measurement both for trading book and banking book are always carried out by referring to The Bank's conditions, current regulations, and best practices;
5. In monitoring liquidity risk, improvement to the measurement of liquidity ratio, short-term liquidity, stress testing, and contingency funding plan are always carried out and adjusted to current developments;
6. Improvement and development of tools for measuring operational risk, The Bank policies/procedures, management information system, as well as BCP and DRC readiness to minimize risks associated with business disruption, both due to internal and external incidents, are always carried out;
7. Together with various relevant departments, namely Legal Department, Strategy Management and Investor Relation (SMIR) Department, Compliance Department, and Retail Banking Department comprehensively manage, monitor, and control legal risk, strategic risk, compliance risk, and reputation risk;
8. Development of training to strengthen the understanding of existing policies and procedures, which are updated and will be implemented, to increase risk awareness and culture;
9. Parameters review for evaluating the soundness rating of commercial banks, both for the risk profile, profitability, and capital parameters, is always adjusted to the development of The Bank's conditions and peer bank data.

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 2023, 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, 2023, 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

1A.

- Company Regulations, Code of Conduct, including disciplinary action
- Policy, procedure and guideline
- Compliances opinion/advice
- Training, socialization, discussion
- Compliance assurances 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.

- 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

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.

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.

- 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) line 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 line 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 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 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 Peraturan Otoritas Jasa Keuangan (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 the Financial Services Authority Regulation (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

The 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	2023		2022		2021	
	Perdata Civil	Pidana Criminal	Perdata Civil	Pidana Criminal	Perdata Civil	Pidana Criminal
Perkara yang sudah selesai (sudah ada putusan yang mempunyai kekuatan hukum tetap) Legally settled (a decision has been issued with valid legal force)	7	-	7	-	3	-
Perkara yang sedang dalam proses penyelesaian In the settlement process	10	-	11	-	10	-
Jumlah Total	17	-	18	-	13	-

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:

Selama tahun 2023, terdapat 17 (tujuh belas) perkara perdata yang dihadapi Bank dan tidak terdapat perkara pidana di pengadilan yang dihadapi oleh Bank.

During the year of 2023, there were 17 (seventeen) civil cases faced by the Bank and no criminal case in court faced by the Bank.

Perkara perdata yang telah selesai (telah mendapatkan putusan yang mempunyai kekuatan hukum tetap) berjumlah 7 (tujuh) perkara perdata. Sementara, perkara perdata yang sedang dalam proses penyelesaian berjumlah 10 (sepuluh) perkara dengan nominal sebesar Rp1,23 miliar.

Of these, 7 (seven) civil cases that have been settled (obtained decision with valid legal force). Meanwhile, 10 (ten) civil cases in the settlement process, with the total nominal amounting of Rp1.23 billion.

Perkara perdata yang dihadapi oleh atau melibatkan Bank antara lain terjadi karena:

Civil cases faced or involving the Bank occurred due to the followings:

1. Gugatan terkait sengketa ahli waris terkait nasabah Bank yang sudah meninggal
2. Gugatan terkait obyek sengketa yang merupakan agunan Bank
3. Gugatan/perlawanan terkait penyelesaian kredit macet dan penyelamatan/eksekusi agunan
4. Gugatan debitur terkait kredit dan atau agunan
5. Gugatan terkait dimasukkannya jaminan pihak ketiga yang merupakan jaminan Bank ke dalam boedel pailit

1. Lawsuit related inheritance dispute related the late Bank's customer
2. Lawsuit related dispute object which is the Bank's collateral
3. Lawsuit/rebuttal related the settlement of bad loan and collateral rescue/execution
4. Lawsuit from debtor related credit and or collateral
5. Lawsuit related the inclusion of third party collateral, which is a Bank's collateral to the bankruptcy asset

Perkara perdata yang masih berjalan di tahun 2023 dinilai tidak material atau tidak berpengaruh terhadap kelangsungan usaha Bank.

Penanganan 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.

PERKARA YANG BERSIFAT SIGNIFIKAN YANG DIHADAPI OLEH ANGGOTA DEWAN KOMISARIS DAN DIREKSI

Sepanjang tahun 2023, semua anggota Dewan Komisaris dan Direksi yang menjabat tidak pernah terlibat atau terdampak di perkara pidana maupun perdata yang bersifat signifikan.

Civil cases that are still ongoing in the year of 2023 is deemed immaterial or does not affect the Bank's business continuity.

Legal proceedings adhere to the applicable processes in Indonesia, conducted conscientiously as a commitment to legal compliance. The Bank is always committed to provide good cooperation in the settlement process of legal cases.

SIGNIFICANT CASES FACED BY MEMBERS OF THE BOARD OF COMMISSIONERS AND MEMBERS OF BOARD OF DIRECTORS

Throughout 2023, all current members of the Board of Commissioners and members of Board of Directors have never been involved in or implicated in any significant criminal or civil cases.

Sanksi Administratif Administrative Sanction

Pada tahun 2023, Bank dikenakan sanksi administratif sebesar Rp17,55 juta, di mana 4 (empat) sanksi administratif berasal dari Bank Indonesia (BI) senilai Rp7,80 juta dan 3 (tiga) sanksi administratif dari Otoritas Jasa Keuangan (OJK) senilai Rp9,75 juta. Seluruh sanksi administratif tersebut telah dibayarkan oleh Bank kepada instansi terkait.

In 2023, The Bank was subjected to administrative sanctions amounting to IDR 17.55 million, in which 4 (four) sanctions came from Bank Indonesia (BI) amounting to IDR7.80 million and 3 (three) sanctions came from the Financial Services Authority (OJK) amounting to IDR9.75 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.

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.

Akses informasi dan data Bank kepada publik secara eksternal dapat diakses di situs resmi Bank, media cetak, dan media elektronik lainnya seperti:

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 : (+62 21) 2355 6000 Telephone : (+62 21) 2355 6000	 Call Center : 1-500-198 (i Call ICBC) Call Center : 1-500-198 (i Call ICBC)	 Surel : customer_care@ina. icbc.com.cn Email : customer_care@ina. icbc.com.cn	 Website : www.icbc.co.id Website : www.icbc.co.id	 Instagram : icbc.indonesia Instagram : icbc.indonesia
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KETERBUKAAN DALAM KOMUNIKASI EKSTERNAL

Bank secara berkala menyebarkan 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	2023	2022	2021
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	27	30	22
Siaran/Konferensi Pers Press Conference/Release	1	1	-

* Laporan Keberlanjutan merupakan gabungan dari Laporan Tahunan | Sustainability Report was prepared and combined with Annual Report

SITUS WEB

WEBSITE



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 yang dapat diakses oleh pemegang saham dan segenap pemangku kepentingan.

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 that is accessible to shareholders and all other stakeholders.

PAPARAN KINERJA

Sepanjang 2023, 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:

Publikasi Laporan Keuangan

Posisi Keuangan Financial Position	Tanggal Publikasi Publication Date	Media
31 Desember 2022 December 31, 2022	31 Maret 2023 March 31, 2023	Situs Web Website
31 Maret 2023 March 31, 2023	21 Mei 2023 May 21, 2023	Situs Web Website
30 Juni 2023 June 30, 2023	14 Agustus 2023 August 14, 2023	Situs Web Website
30 September 2023 September 30, 2023	11 November 2023 November 14, 2023	Situs Web Website
31 Desember 2023 December 31, 2023	31 Maret 2024 March 31, 2024	Situs Web Website

PERFORMANCE EXPOSURE

Throughout 2023, 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:

Financial Statement Publication

Publikasi Laporan Keuangan ICBC Limited

ICBC Limited Financial Statement Publication

Posisi Keuangan Financial Position	Tanggal Publikasi Publication Date	Media
30 Juni 2023 June 30, 2023	09 September 2023 September 09, 2023	Situs Web Website
31 Desember 2023 December 31, 2023	30 April 2024 April 30, 2024	Situs Web Website

LAPORAN TAHUNAN

Bank menerbitkan laporan tahunan yang merupakan dokumentasi resmi atas pencapaian kinerja Bank di tahun buku. Laporan Tahunan Bank tahun 2023 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 2023 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"> • Rapat Umum Pemegang Saham General Meeting of Shareholders • Kunjungan Kerja Work Visits • Presentasi Paparan Kinerja Presentations on The Bank's Performance • Laporan Tahunan Annual Report • Laporan Keberlanjutan Sustainability Report
Regulator Regulators	<ul style="list-style-type: none"> • Situs Website • Kunjungan Kerja Work Visits • Laporan Regulator Regulatory Reports • Laporan Keuangan Financial Statements • Laporan Tahunan Annual Report • Laporan Keberlanjutan Sustainability Report
Pemerintah Government	<ul style="list-style-type: none"> • Situs Website • Laporan Tahunan Annual Report • Laporan Keberlanjutan Sustainability Report
Masyarakat Community	<ul style="list-style-type: none"> • Situs Website • Media Jejaring Sosial Bank The Bank's Social Media • Berita Tentang Bank di Media Massa News About The Bank in Mass Media • Tanggung Jawab Sosial Perusahaan Corporate Social Responsibility • Laporan Tahunan Annual Report • Laporan Keberlanjutan Sustainability Report
Nasabah Customers	<ul style="list-style-type: none"> • Situs Website • Media Jejaring Sosial Bank The Bank's Social Media • Berita Tentang Bank di Media Massa News About The Bank in Mass Media • Petugas Garda Depan Front Guard Officer • Laporan Tahunan Annual Report • Laporan Keberlanjutan Sustainability Report
Lembaga Swadaya Masyarakat Non-Governmental Organizations	<ul style="list-style-type: none"> • Laporan Tahunan Annual Report • Laporan Keberlanjutan Sustainability Report • Tanggung Jawab Sosial Perusahaan Corporate Social Responsibility
Media Massa Mass Media	<ul style="list-style-type: none"> • Situs Website • Media Jejaring Sosial Bank The Bank's Social Media • Laporan Tahunan Annual Report • Laporan Keberlanjutan Sustainability Report • Pendistribusian Siaran Pers Distribution of Press Releases • <i>Press Gathering</i> • Wawancara Interviews
Peer Group Usaha Perbankan (Bank Umum, Bank Devisa) Peer Banking Business Groups (Commercial Bank, Foreign Exchange Bank)	<ul style="list-style-type: none"> • Asosiasi Industri Industry Associations • Studi Banding Comparative Studies • Laporan Tahunan Annual Report • Laporan Keuangan Financial Statements
Komunitas Keuangan Financial Community	<ul style="list-style-type: none"> • Laporan Tahunan Annual Report • Laporan Keuangan Financial Statements
Pesaing Competitors	<ul style="list-style-type: none"> • Situs Website • Media Jejaring Sosial Bank The Bank's Social Media • Berita Tentang Bank di Media Massa News About The Bank in Mass Media • Asosiasi Industri Industry Associations • Laporan Tahunan Annual Report • Laporan Keuangan Financial Statements
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

01

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.



PEDULI SOSIAL / Humanity

02

Membangun budaya peduli dan empati, serta menghargai sesama.

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



KEHATI-HATIAN / Prudence

03

Menerapkan prinsip kehati-hatian dalam menjalankan usaha.

Implementing the prudential principles in progressing the business.



INOVASI / Innovation

04

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.



KEUNGGULAN / Excellence

05

Memberikan hasil terbaik agar terciptanya keunggulan dalam segala aspek.

Providing the best results for excellence in all aspects.

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.

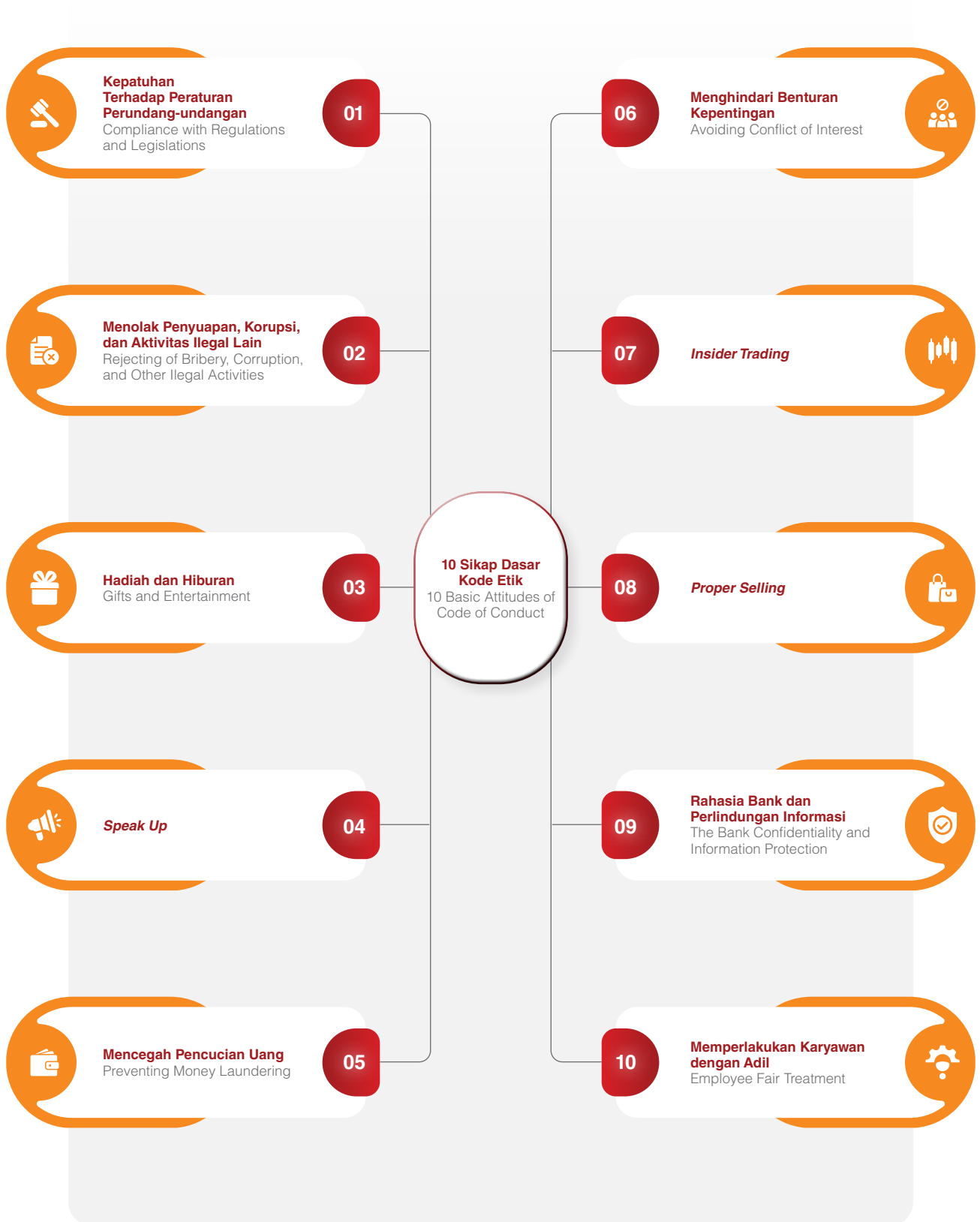
THE BANK'S CODE OF CONDUCT

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>Mematuhi Peraturan Internal Bank, Peraturan Regulator dan Peraturan Perundangan Lain yang Berlaku 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 & 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 & 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>Menolak Penyuaan, Korupsi, dan Aktivitas Ilegal Lain 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"> • Menawarkan atau membuat segala jenis pemberian dalam bentuk uang secara tidak resmi kepada pejabat pemerintah atau orang lain yang memiliki kekuasaan untuk mengambil keputusan. • Menawarkan pembayaran kepada nasabah atau calon nasabah untuk bisnis mereka. • Menerima segala jenis pembayaran tidak resmi atau tidak lazim. <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"> • Offer or make any kind of unofficial payment or benefit to government officials or others with decision making power. • Offer to pay a customer or potential customer for their business. • Accept any kind of unofficial or unorthodox payment or benefit.
<p>Hadiah dan Hiburan 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"> • 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. • Menawarkan dan menerima jamuan bisnis yang wajar. • 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. <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"> • 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. • Offer and receive a reasonable business dinner. • 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.

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. Ketidaksihonestan finansial;
6. Benturan kepentingan;
7. Perilaku tidak etis;
8. Pelecehan (seksual dan rasis); dan
9. Penyipuan.

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:

1. Pelatihan dan sosialisasi: Berpartisipasi dalam semua program pelatihan dan sosialisasi.
2. 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.
3. Melaporkan aktivitas yang mencurigakan: Karyawan harus segera melaporkan kepada Departemen Kepatuhan dan 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:

1. Training and socialization: Participate in all training and socialization programs.
2. 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.
3. Reporting suspicious activity: Employees should report to the Compliance Department and 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.
 - Karyawan Bank tidak diperkenankan untuk mendapatkan keuntungan pribadi dengan menggunakan informasi yang diperoleh karena jabatannya di Bank, sedangkan informasi tersebut bukan informasi umum.
 - Karyawan Bank tidak diperkenankan memiliki usaha atau bisnis pribadi di luar pekerjaannya sebagai karyawan Bank.
 - 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.
 - 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.
 - The Bank employees are not allowed to own a business or personal business outside of their work as The Bank employees.
 - 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.

Insider Trading

Dalam melakukan pekerjaan di dalam Bank, karyawan dapat memiliki akses terhadap *inside information*. Karyawan dilarang melakukan *insider trading* apabila memiliki *inside information* yang belum menjadi informasi publik. Bila karyawan melakukan transaksi tersebut karena mengetahui atau mendapatkan *inside information*, maka karyawan dapat dianggap telah membocorkan rahasia Bank dan harus bertanggung jawab atas pelanggaran undang-undang yang berlaku. Ketika memiliki *inside information*, 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.

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.

Proper Selling

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 *misselling*. *Misselling* dapat menurunkan reputasi Bank dan menimbulkan adanya tuntutan hukum dari nasabah. *Misselling* 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 *misrepresentation*. Dengan demikian, karyawan diharuskan untuk:

- Menghindari menjual produk dan jasa yang tidak sesuai dengan kebutuhan nasabah dan tidak memedulikan kepentingan nasabah.
- Memberikan informasi yang relevan dan lengkap kepada nasabah supaya mereka dapat dihadapkan kepada pilihan yang paling tepat dari produk yang ada.
- 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.
- Berusaha agar nasabah mengerti produk beserta risikonya, terutama produk-produk yang rumit dan pembelian produk tersebut harus didasarkan atas persetujuan nasabah.
- Menjelaskan fitur produk dengan jelas baik secara lisan maupun melalui media.

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:

- Avoid selling products and services that are not in accordance with the needs of customers and not caring about the interests of customers.
- Provide relevant and complete information to customers so that they can be exposed to the most appropriate choice of existing products.
- 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.
- 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.
- Describe the product features clearly both orally and through the media.

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, dll.). 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, etc.). 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 potensinya 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 potensinya.
 - 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 khususnya kepada Karyawan Baru.

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 assist the process of signing and administering the statement especially for the New Employee.

Selain melalui penandatanganan surat pernyataan, sosialisasi terkait Kode Etik Perilaku juga dicantumkan dalam buku Peraturan Perusahaan, dan disosialisasikan dalam pelatihan CARAL (Compliance, AML, Risk Management, Audit, and Legal) kepada seluruh Karyawan.

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 Ketidakpatuhan dan Disipliner

KECURANGAN INTERNAL 2023

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 2023.

Apart from signing the statement letter, Code of Conduct was also included in the Company Regulations and socialize in the CARAL Training (Compliance, AML, Risk Management, Audit, and Legal) to all Employee.

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 2023

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 2023.

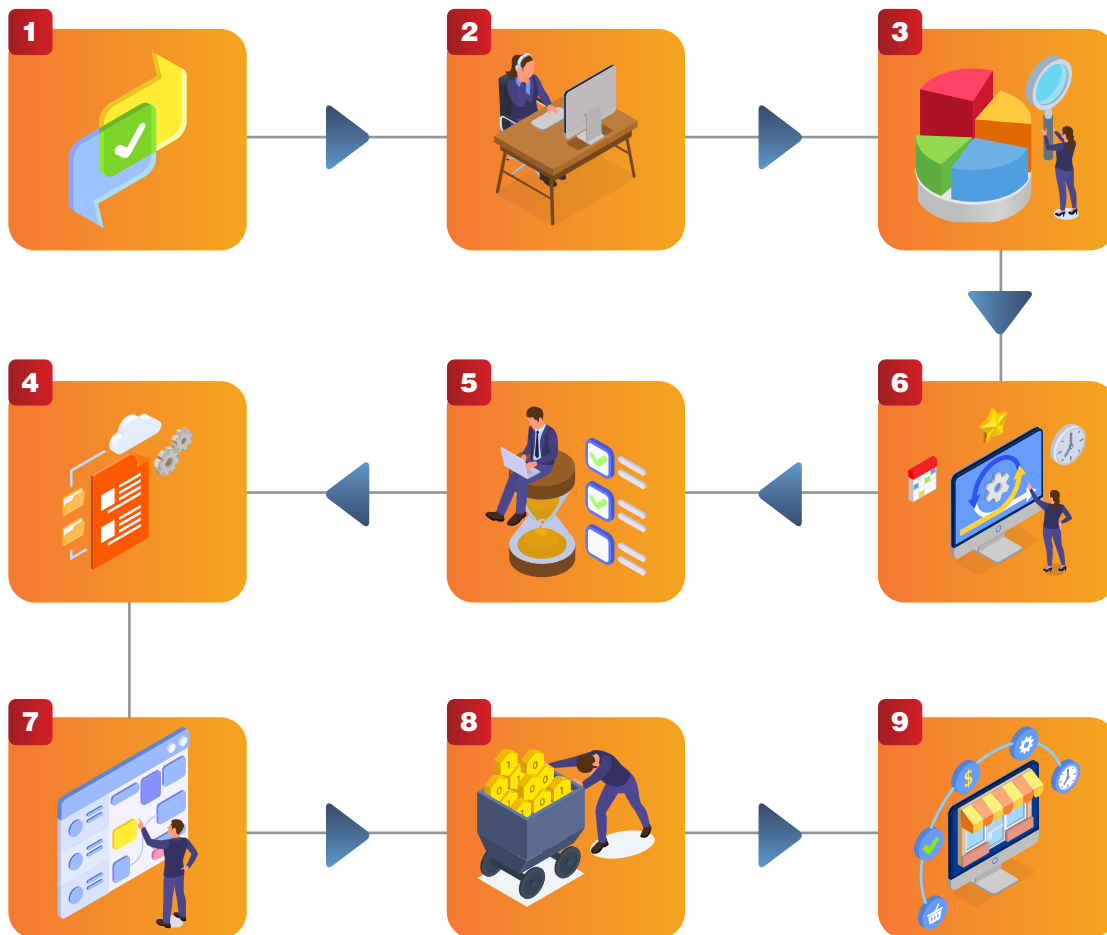
Kebijakan Transparansi Dan Benturan Kepentingan Policy on Transparency and Conflict of Interest

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.

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. 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:

- Melaksanakan permintaan atas barang dan jasa dari pemohon berdasarkan prosedur yang telah ditetapkan.
- Menyusun detail permintaan atas barang dan jasa sesuai permintaan pemohon.
- Bekerjasama dengan vendor dalam proses pengadaan.
- Melakukan pendataan atas barang yang telah diterima.
- Pengawasan terhadap kualitas barang atau hasil pekerjaan dari vendor.
- Melakukan serah terima barang dan jasa kepada pemohon.

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:

- Conducting requests for goods dan services from applicants based on predetermined procedures.
- Prepare details of goods dan services request according to the request from applicants.
- Working closely with vendor in the procurement process.
- Collecting data on goods that have been received.
- Monitoring the quality of goods or services of vendor.
- Hand over goods dan 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 kepada Departemen Kepatuhan secara langsung ataupun melalui sarana *Speak Up* yang telah disediakan.

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 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 to the Compliance Department directly or through the *Speak Up* channel provided.

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, seperti Departemen Kepatuhan, Departemen Audit Internal, Departemen Hukum, Departemen Sumber Daya Manusia, Departemen Manajemen Risiko, 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).

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/penyingkapan (*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.

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, such as Compliance Department, Internal Audit Department, Legal Department, Human Resources Department, Risk Management Department, 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).

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.

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 disampaikannya tidak akan memengaruhi penilaian terhadap kinerja maupun terhadap karier pegawai Bank.
- 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.

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.
- 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.

Formulir Speak Up yang sudah dilengkapi dikirimkan melalui email kepada: 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:

1. Mencatat tanda terima Laporan Speak Up.
2. 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
3. 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.
4. 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.
5. 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.
6. 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 (UAF).
7. 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.

The fulfilled Speak Up form needs to be submitted via email to: 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:

1. Record the received date of the Speak Up Report.
2. 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.
3. 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.
4. 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.
5. 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.
6. 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 Unit (UAF).
7. 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.

8. 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 Anti Fraud. Laporan disampaikan 10 (sepuluh) hari kerja setelah kuartal berakhir.
 9. Matrix penindaklanjutan laporan kejadian/indikasi/dugaan fraud di setiap kategori pihak terlapornya mengacu kepada Kebijakan Strategi Anti Fraud.
 10. 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.
8. 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 Anti Fraud Unit. The report is submitted within 10 (ten) working days after the end of each quarter.
 9. Matrix of fraud incident/indication report handling in each category of reported parties refer to the Anti Fraud Strategy Policy.
 10. 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.

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.

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.

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.

PELANGGARAN WHISTLEBLOWING 2023

Sepanjang tahun 2023, tidak terdapat laporan yang masuk melalui mekanisme *Speak Up system*.

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), pembayaran ganti rugi, atau pemutusan hubungan kerja sesuai dengan tingkatan kesalahan yang diperbuat.

SOSIALISASI WHISTLEBLOWING SYSTEM

Untuk mensosialisasikan kepada seluruh insan Bank, Departemen Kepatuhan melakukan sosialisasi melalui pelatihan CARAL (*Compliance, AML, Risk Management, Audit, and Legal*) kepada seluruh insan Bank.

WHISTLEBLOWING VIOLATION 2023

Throughout 2023, there was no report received through the *Speak Up* receipt system 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), payment of losses 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, Compliance Department 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 2023, 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 Rp168,54 miliar selama tahun 2023.

KESESUAIAN PENYAJIAN LAPORAN TAHUNAN DAN LAPORAN KEUANGAN DENGAN PERATURAN YANG BERLAKU DAN PERNYATAAN STANDAR AKUNTANSI KEUANGAN (PSAK)

Laporan Tahunan Bank tahun buku 2023 disusun melalui acuan laporan keuangan Bank yang berakhir pada 31 Desember 2023. Laporan keuangan Bank tahun buku 2023 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 2023.

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 2023, 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 Rp168.54 billion during 2023.

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 2023 is prepared based on The Bank's financial statements ended on December 31, 2023. The Bank's financial statements for the fiscal year 2023 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 2023.

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.

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:





06

Laporan Keberlanjutan Bank ICBC Indonesia

Bank ICBC Indonesia
Sustainability Report

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 2023 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, 2023 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.

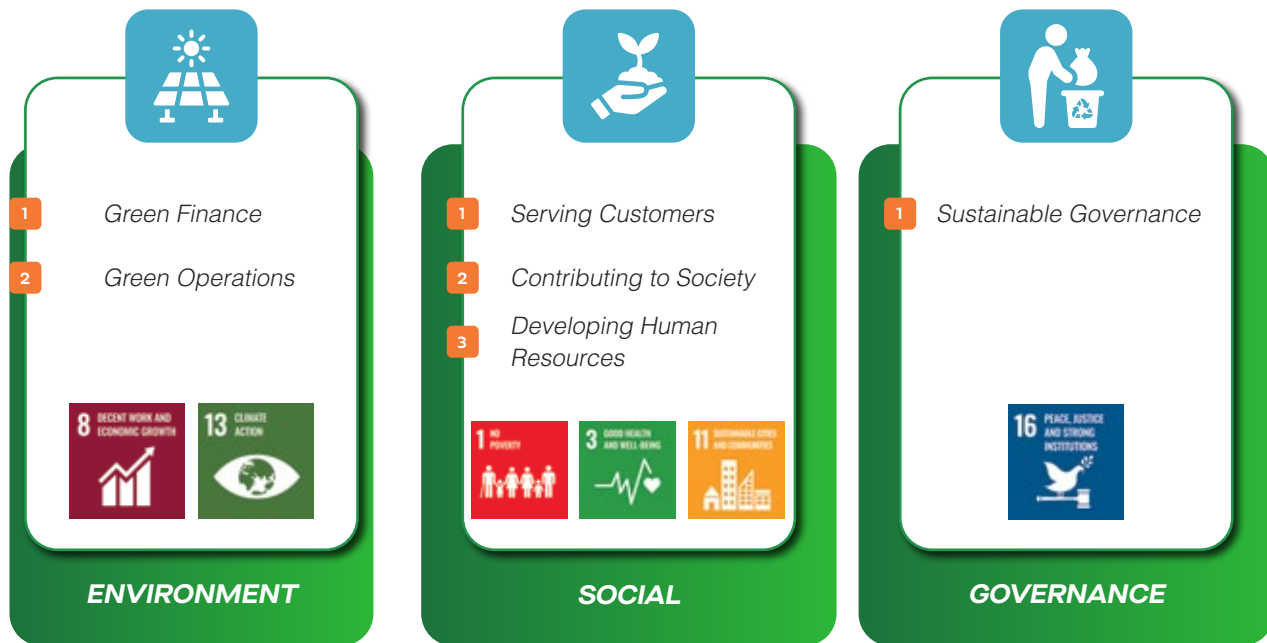
In terms of environmental aspect, the Bank has implemented green financing through credit disbursement to businesses categorized as sustainable business and green operations through various efforts to reduce the carbon footprint of their operations.

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.



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 2023 Bank ICBC Indonesia memuat informasi kebijakan dan kinerja berkelanjutan Bank dalam rentang waktu antara 1 Januari hingga 31 Desember 2023. 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 2023 Sustainability Report contains information on The Bank's sustainable policies and performance within the period from January 1, to December 31, 2023. 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



16,00%

Pertumbuhan Pendapatan Bunga
Interest Income Growth

34,52%

Persentase Portofolio Kegiatan Usaha Berkelanjutan (KUB) terhadap Total Portofolio
Percentage of Sustainable Business Portfolio (KUB) to Total Portfolio

ASPEK LINGKUNGAN ENVIRONMENTAL ASPECT



Pengurangan Limbah Sampah
Paper Waste Reduction

565 kg

ASPEK SOSIAL SOCIAL ASPECT



120

dalam jutaan Rupiah
in million Rupiah

Kegiatan TJSL
TJSL Activity

1,06:1

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	2023	2022	2021	Description
Pendapatan Bunga	3.095	2.668	2.428	Interest Income
Beban Bunga	(1.813)	(1.351)	(1.189)	Interest Expense
Pendapatan Bunga Bersih	1.283	1.317	1.238	Net Interest Income
Pendapatan (Beban) Operasional Lainnya	(857)	(941)	(674)	Other Operating Income (Expense)
Laba (Rugi) Sebelum Pajak	401	345	538	Profit (Loss) Before Income Tax
Beban Pajak Penghasilan	(94)	(77)	(62)	Income Tax Expense
Laba (Rugi) Bersih	307	268	476	Net Profit (Loss)
Pendapatan (Beban) Non-Operasional Sebelum Pajak	(24)	(31)	(26)	Non-Operating Income (Expenses) before Income Tax
Laba (Rugi) Komprehensif	313	248	444	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 sebagaimana telah diatur dalam POJK Nomor 60/POJK.04/2017 tentang Penerbitan dan Persyaratan Efek Bersifat Utang Berwawasan Lingkungan (*Green Bond*).

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 as regulated in POJK Number 60/POJK.04/2017 concerning the Issuance and Requirements of Debt Securities Environmentally Friendly (*Green Bond*).

dalam Rp miliar / in Rp billion

Uraian	2023	2022	2021	Description
Jumlah Nominal Pembiayaan yang Memenuhi Kriteria Kegiatan Usaha Berkelanjutan	8.546	10.640	10.848	Nominal Financing that Meets the Criteria for Sustainable Business Activities
Persentase Total Portfolio KUB Terhadap Total Portofolio	34,52	39,08	38,40	Percentage of Total KUB Portfolio to Total Portfolio
Penghimpunan Dana	-	-	-	Third Party Funds
Penyaluran Dana	8.546	10.640	10.848	Financing

Pelibatan Pemasok Lokal atau Dalam Negeri

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 Info bank *Institute* dalam peningkatan *awareness* dan kapasitas di jajaran internal Bank.

Local Domestic Supplier Engagement

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.



Uraian	2023	2022	2021	Description
Perusahaan atau Mitra	3 (PMI, Tzu Chi Depo Pelestarian Lingkungan, Infobank <i>Institute</i>)	3 (PMI, Tzu Chi Depo Pelestarian Lingkungan, Infobank <i>Institute</i>)	3 (PMI, Tzu Chi Depo Pelestarian Lingkungan, Infobank <i>Institute</i>)	Companies or Partners

ASPEK LINGKUNGAN [B.2] ENVIRONMENTAL ASPECT [B.2]

Uraian Description	Satuan Unit	2023	2022	2021
Penggunaan Listrik Electricity Expense	Rp Ribu Rp Thousand	2.094	1.963	1.842
	GJ	0,005	0,005	0,005
Penggunaan Bahan Bakar Fuel Expense	GJ	1.477,1	1.129,5	1.106,7
Penggunaan Air Water Expense	Rp Ribu Rp Thousand	170	180	160
Penggunaan Kertas Paper Expense	Rim	3.929	2.509	2.679
Jumlah Limbah Kertas (Didonasikan untuk Didaur Ulang) Total Paperwaste (Donated for Recycling)	Kg	565	1.291	483
Penambahan (Pengurangan) Limbah Kertas (Didonasikan untuk Didaur Ulang) Paperwaste Addition (Reduction) (Donated for Recycling)	Kg	(726)	808	(419)
Jumlah Emisi yang Dihasilkan The Amount of Emissions Produced				
Cakupan 1 Scope 1	Ton Co2-eq	102.363,03	78.275,74	76.695,00
Cakupan 2 Scope 2	Ton Co2-eq	1,26	1,18	1,11
Pengurangan Emisi Emission Reduction				
Cakupan 1 Scope 1	Ton Co2-eq	24.087,29	1.580,73	-28.452,50
Cakupan 2 Scope 2	Ton Co2-eq	0,08	0,07	(0,19)
Pelestarian Keanekaragaman Hayati Conservation of Biodiversity	Rp Juta Rp million	28	64	23

*Mencakup biaya kertas yang didonasikan untuk didaur ulang
Includes the utilities consumption at head office area

ASPEK SOSIAL (B.3) SOCIAL ASPECT (B.3)

Uraian Description	2023	2022	2021
Alokasi Dana Tanggung Jawab Sosial Lingkungan (TJSL) Allocation for Social and Environmental Responsibility (TJSL)	120	100	100
Kegiatan TJSL TJSL Activities	120	90	100
Program Vaksinasi Gotong Royong Mutual Cooperation Vaccination Program	-(*)	75	527
Rasio Gaji Karyawan Terendah Terhadap Upah Minimum Provinsi (UMP) Ratio of the Lowest Salary of Employees compared to the Provincial Minimum Wage (UMP)	1,06:1	1,07:1	1,08:1

*Dikarenakan situasi pandemi Covid-19 yang telah berkembang menjadi fase endemi, oleh karena hal tersebut maka Program vaksinasi gotong-royong pada tahun 2023 nihil.
*Due to the Covid-19 pandemic situation which has been transformed into endemic phase, therefore the mutual cooperation vaccination program in 2023 is nil.

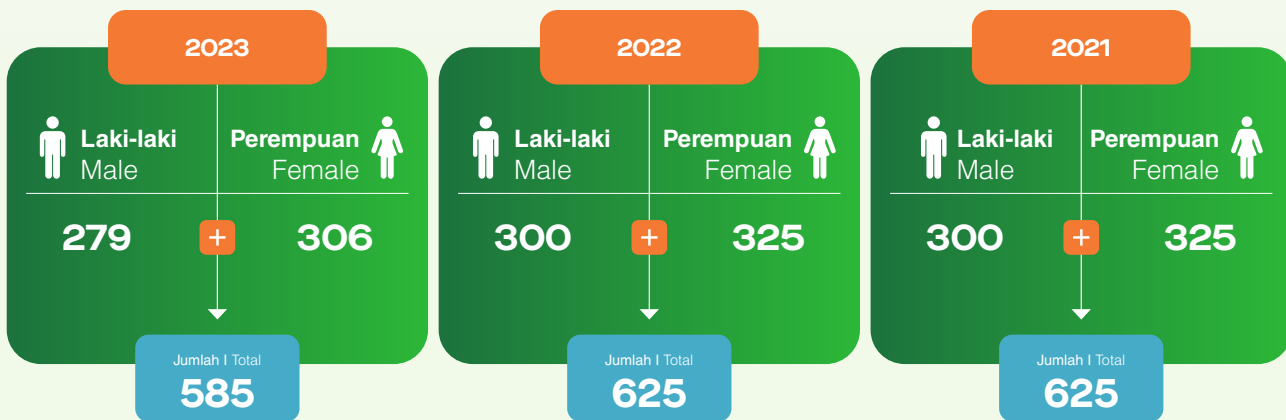
Profil Perusahaan

Company Profile

SKALA USAHA (C.2)(C.3) BUSINESS SCALE (C.2)(C.3)

Nama Perusahaan Company Name PT Bank ICBC Indonesia	Alamat dan Kontak Kantor Pusat Head Office Address and Contact ICBC Tower Lantai 32 Jl. M.H. Thamrin No. 81 Jakarta Pusat 10310 DKI Jakarta, Indonesia [C.2]	Telepon Telephone +62 21 2355 6000
Situs Web Website www.icbc.co.id	Surel E-mail customer_care@ina.icbc.com.cn	Faksimili Fax. +62 21 3199 6016
Total Aset Asset Total Rp 45,14 triliun trillion	Total Kewajiban Liabilities Total Rp 38,39 triliun trillion	Call Center 1-500-198 (i Call ICBC)
		Kepemilikan Saham Shareholding ICBC Limited 98,61% PT Intidana Wijaya 1,39%

Jumlah Karyawan Berdasarkan Jenis Kelamin Employee by Gender





Jumlah Karyawan Berdasarkan Grade/Level Organisasi (Orang)
Employee by Grade/Organization Level (Person)

Level Organisasi	2023	2022	Organization Level
Komisaris	4	4	Commissioners
Direktur	7	7	Directors
Anggota Komite	4	4	Committee Members
Tenaga Kerja Asing	8	6	Expatriates
Senior Executive Vice President	4	3	Senior Executive Vice President
Executive Vice President	25	28	Executive Vice President
Senior Vice President	34	34	Senior Vice President
Vice President	29	36	Vice President
Assitant Vice President	37	29	Assitant Vice President
Senior Manager	51	62	Senior Manager
Manager	57	63	Manager
Assistant Manager	58	54	Assistant Manager
Senior Officer	84	77	Senior Officer
Officer	102	129	Officer
Senior Clerk	10	7	Senior Clerk
Intermediate Clerk	39	37	Intermediate Clerk
Clerk	32	45	Clerk
Non-Clerk	-	-	Non-Clerk
Lainnya	-	-	Others
Jumlah	585	625	Total

Jumlah Karyawan Berdasarkan Rentang Usia (Orang)
Employee by Age (Person)

Rentan Usia Age	2023	2022
>45 tahun years old	113	114
36-45 tahun years old	231	248
26-35 tahun years old	202	218
18-25 tahun years old	39	45
Jumlah Total	585	625

Jumlah Karyawan Berdasarkan Tingkat Pendidikan (Orang)
Employee by Education Level (Person)

Tingkat Pendidikan Education Level	2023	2022
S3 Postgraduate Degree	1	2
S2 Master Degree	66	77
S1 Bachelor Degree	480	500
D4 Diploma 4	1	2
D3 Diploma 3	28	34
D1 Diploma 1	2	2
SMA dan Sederajat High School and Equivalent	7	8
Jumlah Total	585	625

Jumlah Karyawan Berdasarkan Status Kepegawaian (Orang)
Employee by Employee Status (Person)

Status Kepegawaian Employment Status	2023	2022
Karyawan Tetap Permanent Employee	559	602
Karyawan Kontrak Non-Permanent Employee	26	23
Jumlah Total	585	625



WILAYAH OPERASIONAL

Hingga akhir tahun 2023, Bank ICBC Indonesia memiliki:



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 585 (lima ratus delapan 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 21 (dua puluh satu) Terminal ATM ICBC di Indonesia, namun juga di seluruh ATM dari bank-bank lain yang tergabung ke dalam jaringan ATM Bersama dan LINK di seluruh Indonesia.

PRODUK, LAYANAN, DAN KEGIATAN USAHA YANG DIJALANKAN [C.4]

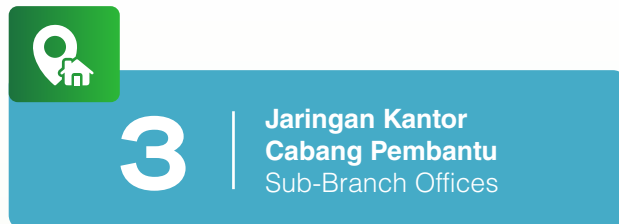
Secara umum, Bank memiliki 3 (tiga) produk dan layanan utama yakni:

- 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.

OPERATIONAL AREA

At the end of 2023, The Bank had:



Spread over 7 (seven) provinces in Indonesia, namely DKI Jakarta, West Java, East Java, North Sumatra, Riau Islands, East Kalimantan, and South Sulawesi with 585 (five hundred and eighty-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 21 (twenty-one) Terminals of ICBC ATMs in Indonesia, but also in every ATM terminals of other banks incorporated into the ATM Bersama and LINK networks throughout Indonesia.

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.

Visi, Misi, dan Nilai Keberlanjutan [C.1]

Vision, Mission and Sustainability Values [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:

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 established 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 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 Bank dalam Implementasi Keuangan Berkelanjutan:

The Bank's Mission in Implementing Sustainable Finance:

- **BANK TERINTEGRASI**
Mengintegrasikan seluruh aspek pengembangan dan pendistribusian produk dan layanan yang berkelanjutan dengan berkolaborasi dengan ICBC Ltd dalam keunggulan operasional Keuangan Berkelanjutan.
- **BANK LOKAL**
Menjadi bank lokal utama dan berpengaruh dalam memberikan nilai terbaik bagi pemegang saham, pelanggan, karyawan, serta masyarakat secara inklusif.
- **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
- **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.
- **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.
- **BANK PROFESIONAL**
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



Tata Nilai yang dimiliki Bank Antara Lain:

Core Values Owned by The Bank Include:



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.



Peduli Sosial / Humanity

Membangun budaya peduli dan empati, serta menghargai sesama.

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



Kehati-hatian / Prudence

Implement the prudential principles in progressing the business.

Implement the prudential principles in progressing the business.



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.



Keunggulan / Excellence

Memberikan hasil terbaik agar terciptanya keunggulan dalam segala aspek.

Provide the best results for excellence in all aspects.

KEANGGOTAAN ASOSIASI [C.5]

Bank merupakan anggota dalam beberapaosiasi 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 2023, 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 2023, 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 (APTKI)	Bendahara Treasurer
Asosiasi Pengusaha Tiongkok Kepri Indonesia (APTKI)	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
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

PERUBAHAN YANG BERSIFAT SIGNIFIKAN [C.6]

Dalam tahun berjalan, Bank menutup 1 (satu) kantor cabang meskipun demikian, Bank tidak memiliki perubahan signifikan baik secara status maupun legalitas pada jaringan kantor cabang.

SIGNIFICANT ORGANIZATIONAL CHANGE [C.6]

During the year, The Bank have closed 1 (one) branch office, however, the Bank did not have any significant changes in terms of status as well as legality in the 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]

Kondisi pertumbuhan ekonomi nasional menunjukkan perbaikan ditengah perlambatan perekonomian dunia sepanjang tahun 2023, situasi pandemi Covid-19 yang mulai mereda kemudian berkembang menjadi situasi endemi memiliki dampak terhadap kondisi sektor ekonomi yang memerlukan upaya pemulihan dengan berbagai tantangan baru yang terus bermunculan seperti harga kenaikan komoditas, tekanan inflasi, kenaikan suku bunga yang terjadi di negara maju, disrupsi rantai pasok dan krisis pangan, dinamika geopolitik antar negara, serta ancaman resesi global. Ditengah perekonomian global yang melambat dan cenderung menurun, 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 menjaga kestabilan kinerja dan menciptakan kemajuan pada tahun berjalan.

Dalam hal pembiayaan untuk kategori KUB, sepanjang 2023, kinerja pembiayaan Kegiatan Usaha Berkelanjutan memiliki kontribusi yang relatif stabil dengan persentase total kredit/pembiayaan kegiatan usaha berkelanjutan terhadap total kredit/pembiayaan bank mencapai lebih dari 30%.

Terkait kondisi pandemi yang berkembang menjadi kondisi endemi, Bank tetap berupaya mengutamakan keselamatan karyawan, nasabah, dan masyarakat. Dalam kondisi peralihan tersebut, Bank telah memperbaharui kebijakan internal dengan tetap mengacu kepada peraturan pemerintah setempat.

Bank selalu mengkomunikasikan perkembangan situasi terkini 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 berbagai situasi demi tercapainya target dan tujuan bersama. Disamping itu Bank juga memperbaharui *Internal Memorandum* secara berkala terkait peraturan perusahaan yang harus dipatuhi oleh seluruh karyawan.

National economic growth condition shows improvement amidst the slowdown in the world economy throughout 2023, the Covid-19 pandemic situation which began to subside then developed into an endemic situation has had an impact on the condition of the economic sector which requires recovery efforts with various new challenges that continue to emerge such as rising commodity prices, pressure inflation, rising interest rates in developed countries, supply chain disruption and food crises, geopolitical dynamics between countries, and the threat of a global recession. In the midst of a global economy that is slowing down and tends to decline, the 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) capable to maintain performance stability and has made a continuous progress during the year.

In terms of financing for the category of KUB, throughout 2023, the financing performance of Sustainable Business Activities has relatively stable contribution to the percentage of total credit/financing for sustainable business activities to total bank credit/financing has reached more than 30%.

Regarding to the pandemic conditions which has been turned to endemic situation, the Bank always strives to prioritizes the safety of employees, customers and the society. On this transitional condition, the Bank has renewed the internal policy by keep referring to the applicable government regulation.

The Bank always communicates the progress of the current situation 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 several situations especially in order to achieve mutual target. Besides that, The Bank also update *Internal Memorandum* periodically regarding company regulation that must be obeyed by all employees.

Dalam kegiatan sosial Bank telah membantu masyarakat yang membutuhkan, terutama masyarakat rentan yang membutuhkan perhatian dan bantuan. Bank menyelenggarakan kegiatan tanggung jawab sosial lingkungan pada tahun 2023, yang membutuhkan perhatian dan bantuan dengan memberikan bantuan sembako kepada panti asuhan dan panti jompo dengan melibatkan kantor pusat Bank dan beberapa 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 terms of social activity, The Bank take efforts to help society who need assistance, especially vulnerable people who need attention and assistance. The Bank organizes environmental social responsibility activities during 2023 by providing basic food assistance to orphanages and nursing homes by involving the Bank's Head office and several 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 perundangundangan, 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.

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),

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.

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



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* sistem 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 berkomitmen terhadap rumusan Rencana Aksi Keuangan Berkelanjutan (RAKB) yang telah disusun, dengan melibatkan seluruh jajaran organisasi Bank untuk berupaya berkontribusi bersama dalam pelaksanaan penerapan keuangan berkelanjutan. Dalam rangka mendukung pelaksanaannya, Bank telah mengalokasikan anggaran, dimana anggaran dana tersebut termasuk digunakan untuk melaksanakan berbagai program Pelatihan karyawan, program Donor Darah, kegiatan CSR/TJSL, Aktifitas Sustainable Finance, serta aktivitas sejenisnya yang perlu dilakukan. Pada pelaksanaannya, Bank juga dibantu oleh mitra kerjasama, termasuk lembaga pelatihan, lembaga jasa konsultan saat diperlukan, dan sebagainya sesuai dengan program-program yang dimiliki agar mampu mencapai target RAKB yang telah di rumuskan.

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 a soft structure or policy tool that will provide a definition of the boundaries of the duties, roles, and responsibilities of each organ of the Bank. The Bank always implements the Code of Ethics and whistleblowing system, which is a means of communication through the Speak Up tool to report violations that occur within the Bank's internal environment. In addition to preparing GCG implementation policies, the Bank has a Board of Commissioners Charter and 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 the implementation of sustainability governance that takes into account economic, environmental and social aspects, the Bank is committed to the formulation of the Sustainable Finance Action Plan (RAKB) that has been prepared, by involving all levels of the Bank's organization to strive to contribute together in the implementation of sustainable finance implementation. In order to support its implementation, the Bank has allocated a budget, which includes funds used to carry out various employee training programs, Blood Donor programs, CSR / TJSL activities, Sustainable Finance activities, and similar activities that need to be carried out. In its implementation, the Bank is also assisted by cooperation partners, including training institutions, consulting services when needed, and so on in accordance with the programs owned in order to be able to achieve the RAKB targets that have been formulated.

PENGEMBANGAN KOMPETENSI TERKAIT KEUANGAN BERKELANJUTAN [E.2]

COMPETENCY DEVELOPMENT RELATED TO SUSTAINABLE FINANCE [E.2]

(dalam orang | in person)

Komponen	2023	2022	2021	Component
Jumlah Karyawan	585	625	625	Total Number of Employees
Jumlah Karyawan Tetap	559	602	527	Total Number of Permanent Employees
Jumlah Karyawan Tidak Tetap/Kontrak	26	23	28	Total Number of Non-Permanent/Contract Employees
Jumlah Pengaduan Karyawan di Kantor (<i>Whistleblower</i>)	0	0	0	Number of Reporting by Employees in The Office (<i>Whistleblower</i>)
Biaya Pengembangan Kompetensi Karyawan (Rp Miliar)	10.652	5.546	4.821	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.

Bank menyelenggarakan pelatihan terkait konsep dasar keuangan berkelanjutan secara daring dengan menggandeng institusi pelatihan ternama sebagai pembicara dan mentor.

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 98 (sembilan puluh delapan) karyawan yang terbagi dalam 7 (tujuh) kelas pelatihan dan bertujuan untuk memberikan pengetahuan yang dibutuhkan kepada karyawan sehingga dapat mendukung bisnis inti Bank secara berkelanjutan.

This training was attended by 98 (ninety eight) employees and was divided into 7 (seven) 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:

The functions of The Bank's risk management policy are as follows:

- 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; dan
- Sebagai panduan untuk menjalankan semua aktivitas dalam limit risiko.

- 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; and
- As a guideline to carry out all activities within risk limits



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:

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 Government and Regulator	Pemenuhan laporan kepatuhan sesuai ketentuan regulator Fulfillment of compliance reports in accordance with regulatory provisions	Kontribusi ekonomi kepada Pemerintah (pajak dan kegiatan peningkatan ekonomi) Economic contribution to the Government (taxes and community economic improvement)
Karyawan Employees	Perjanjian kerja, Penilaian kinerja, Pelatihan dan Pengembangan Employment agreement, Performance appraisal, Training and Development	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 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 Customers	Kontrak dan Perjanjian Kerja Sama, Proses operasional Contracts and Cooperation Agreements, Operational processes	Peningkatan fasilitas atas produk-produk Perusahaan yang dapat memberikan kenyamanan dan kualitas hidup lebih baik Improving the facilities for the Company's products that can provide comfort and a better life quality

Pemangku Kepentingan Stakeholders	Metode Pendekatan Engagement Method	Dampak dan Pengaruh dari Kegiatan Bank Impact and Influence of The Bank's Activities
Rekanan dan/atau Penyedia barang/jasa Partners and/or Vendors	Kontrak dan Perjanjian Kerja Sama, Proses operasional Contracts and Cooperation Agreements, Operational processes	Peningkatan fasilitas atas produk-produk Perusahaan yang dapat memberikan kenyamanan dan kualitas hidup lebih baik Improving the facilities for the Company's products that can provide comfort and a better life quality
Masyarakat Public	Pelaksanaan program Tanggung Jawab Sosial Lingkungan (TJSL) dan keterbukaan informasi Implementation of Corporate Social Responsibility (CSR) and information disclosure	Peningkatan fasilitas atas produk-produk Perusahaan yang dapat memberikan kenyamanan dan kualitas hidup lebih baik Improving the facilities for the Company's products that can provide comfort and a better life quality

**PERMASALAHAN TERHADAP PENERAPAN
KEUANGAN BERKELANJUTAN [E.5]**

Dalam menjalankan penerapan Keuangan Berkelanjutan, Bank memiliki berbagai tantangan seperti situasi peralihan kondisi pandemi menjadi kondisi endemi, dimana Bank perlu menyesuaikan kebijakannya internalnya, namun demikian Bank tetap berupaya memprioritaskan keselamatan karyawan, nasabah, maupun masyarakat sekitar.

Disamping 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.

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 pelatihan dan implementasi yang diterapkan dalam pekerjaan.

**ISSUES TO THE IMPLEMENTATION OF
SUSTAINABLE FINANCE [E.5]**

In implementing Sustainable Finance, the Bank has various challenges such as the situation of transitioning pandemic conditions into endemic conditions, where the Bank needs to adjust its internal policies, however the Bank still strives to prioritize the safety of employees, customers, and the surrounding community.

Besides that, 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.

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 2023 sebagai berikut:

- Pengembangan sumber daya manusia lanjutan agar seluruh internal Bank memiliki daya respon tinggi terhadap tantangan implementasi keuangan berkelanjutan;
- Integrasi manajemen sosial, lingkungan hidup, dan tata kelola dalam aktivitas bisnis Bank; dan
- Program edukasi lanjutan untuk meningkatkan pemahaman keuangan berkelanjutan kepada nasabah dan masyarakat.

Dalam hal pengelolaan portofolio pembiayaan KUB, Bank selalu melakukan analisa penilaian dan pemantauan dampak usaha terhadap lingkungan melalui dokumen Analisis Mengenai Dampak Lingkungan (AMDAL) yang dimiliki nasabah.

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.

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 2023 as follows:

- The development of advance human resources so that all internal Bank has high responsiveness towards the challenges of sustainable finance implementation;
- Integration of social, environmental and governance management in The Bank's business activities; and
- Continuous education programs to increase the understanding of sustainable finance to customers and public.

In the matter of managing the financing portfolio for KUB, the Bank analyzes the assessment and monitoring of business impacts on the environment through the Environmental Impact Analysis (AMDAL) document owned by the customer.

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.

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 pada tahun 2023 dan efektif berlaku sampai dengan Oktober 2024.

- **Prosedur Rencana Keberlangsungan Bisnis (*Business Continuity Plan*) nomor 2023-RMD-033-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 2023 dan efektif berlaku sampai dengan Oktober 2024.

- **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.

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 on October 2023 and effective until October, 2024.

- **Business Continuity Plan Procedure number 2023-RMD-033-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 on October 2023 and effective until October, 2024.

- **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.



Dengan berakhirnya situasi Pandemi COVID-19 dan berkembang menjadi masa peralihan menjadi kondisi endemi, maka Bank terus melakukan penyesuaian kebijakan internal di lingkungan Bank dengan tetap mengutamakan keselamatan karyawan dan nasabah serta masyarakat sekitar. Selanjutnya Bank akan terus memantau perkembangan situasi yang berkembang serta peraturan setempat yang berlaku dan terus mendukung dan mematuhi kebijakan dan peraturan pemerintah dan regulator.

In regard with the end of pandemic Covid-19 situation which develop into transition endemic condition, thus the Bank always strive to adjust internal policy especially in Bank environment by always prioritize the safety of employees and customers as well as surrounding community. Furthermore, The Bank will always monitoring 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.

KINERJA ASPEK EKONOMI

ECONOMIC ASPECT PERFORMANCE

Perbandingan Target Dan Kinerja Produksi, Portofolio, Target Pembiayaan, Atau Investasi, Pendapatan Dan Laba Rugi [F.2]

Comparison of Production Targets and Performance, Portfolios, Financing Target, or Investment, Income and Profit Loss [F.2]

Bank telah menyusun Rencana Bisnis Bank (RBB) dengan mempertimbangkan keadaan ekonomi terkini dan juga proyeksi ekonomi sepanjang tahun 2023. Berikut penjelasan perbandingan realisasi dan target atas kinerja Bank dapat dilihat pada tabel sebagai berikut:

Bank has prepared Bank Business Plan (RBB) by considering the latest economic conditions and projections throughout 2023. 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	2023		2022		2021	
	Target Target	Realisasi Realization	Target Target	Realisasi Realization	Target Target	Realisasi Realization
Kredit Bermasalah NPL Gross	2,48	2,45	2,86	3,00	3,12	3,17
Rasio Profitabilitas Return on Equity (ROE)	4,94	5,41	7,79	4,87	6,99	8,82
Rasio Rentabilitas Return on Asset (ROA)	0,63	0,73	0,89	0,55	0,88	0,96
Marjin Bunga Bersih Net Interest Margin (NIM)	2,50	2,56	2,24	2,29	2,32	2,36
Pertumbuhan Kredit Loan Growth	(9,97)	(9,03)	12,01	(3,66)	7,27	(12,09)
Pertumbuhan Laba Profit Growth	11,25	16,12	(4,72)	(43,74)	(212,36)	(495,18)

Perbandingan Target Dan Kinerja Portofolio, Target Pembiayaan, Atau Investasi Pada Instrumen Keuangan Atau Proyek Yang Sejalan Dengan Keuangan Berkelanjutan [F.3]

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]

Sejalan dengan RAKB yang dimiliki Bank dengan memperhatikan kapasitas internal, Bank menetapkan target pembiayaan hijau untuk KUB sejak tahun 2023 yaitu menjaga kontribusi pembiayaan hijau minimal sebesar 10% dari total pembiayaan yang dimiliki Bank.

In line with RAKB owned by The Bank by considering internal capacity of The Bank, The Bank has set green financing target for KUB starting in 2023, by maintaining minimum green financing contribution of 10% of the total financing owned by The Bank.

Dilihat dari realisasi untuk tahun 2023, di tengah tantangan kondisi perekonomian yang penuh ketidakpastian, Bank mampu menjaga kinerja pembiayaan produk ramah lingkungan atau pembiayaan untuk KUB dalam kondisi yang stabil, tercatat kontribusi persentase total kredit/pembiayaan kegiatan usaha berkelanjutan terhadap total

From the realization in 2023, 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 KUB in a stable condition, recorded the percentage contribution of total loans/financing for sustainable business activities to total

kredit/pembiayaan Bank adalah sebesar 34,52%, atau sedikit mengalami penurunan 4,56% yoy dari persentase tahun sebelumnya sebesar 39,08%. Rincian realisasi terhadap target pembiayaan hijau untuk KUB dapat dilihat dalam tabel berikut:

bank loans/financing of 34.52%, or slightly decreased by 4.56% yoy from the previous year's percentage of 39.08%. The details of the realization of green financing targets for KUB can be seen on the following table:

dalam persentase | in percentage

Uraian Description	2023	2022	2021
Jumlah Nominal Pembiayaan yang Memenuhi Kriteria Kegiatan Usaha Berkelanjutan Nominal Financing that Meets The Criteria for Sustainable Business Activities	8.546	10.640	10.848
Persentase Total Portofolio Kegiatan Usaha Berkelanjutan Terhadap Total Portofolio Percentage of Total Sustainable Business Activities Portfolio to Total Portfolio	34,52	39,08	38,40
Penghimpunan Dana Third Party Funds	-	-	-
Penyaluran Dana Financing	8.546	10.640	10.848

Bank juga telah mencatatkan pencapaian kinerja pembiayaan berdasarkan Kategori KUB dengan rincian sebagai berikut:

The Bank also has recorded the achievements of its financing performances in the category of KUB with detail as follows:

dalam persentase | in percentage

Jumlah Kredit/Pembiayaan Berdasarkan Kategori Kegiatan Usaha Berkelanjutan	2023	2022	2021	Amount of Loan/ Financing Based on Category of Sustainable Business Activities
Energi Terbarukan	-	-	-	Renewable Energy
Efisiensi Energi	1.763	1.701	1.477	Energy Efficiency
Pencegahan dan Pengendalian Polusi	443	835	922	Pollutioin Prevention and Control
Pengelolaan Sumber Daya Alam Hayati dan Penggunaan Lahan yang Berkelanjutan	-	1.882	1.905	Living Natural Resources Management and Usage of Sustainable Land
Konservasi Keanekaragaman Hayati Darat dan Air	-	-	-	Conservation of Land and Water Biodiversity
Transportasi Ramah Lingkungan	412	318	349	Environmentally friendly Transportation
Pengelolaan Air dan Air Limbah yang Berkelanjutan	3.952	757	1.430	Sustainable Management of Water and Wastewater
Adaptasi Perubahan Iklim	-	-	-	Climate Change Adaptation
Produk yang Dpat Mengurangi Penggunaan Sumber Daya dan Menghasilkan Lebih Sedikit Polusi (Eco-efficient)	-	579	663	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	1.773	3.857	4.005	Environmentally friendly Buildings that Meet 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	202	177	77	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 2023, Bank telah mengeluarkan biaya yang berkaitan dengan aspek lingkungan sebesar Rp28 juta. Biaya tersebut mencakup biaya kertas yang didonasikan untuk didaur ulang.

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.

PERFORMANCE ASPECTS OF THE ENVIRONMENT [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 2023, the Bank has spent Rp28 million for expenses related to environmental aspects. This fee includes paper costs donated for recycling.

ASPEK MATERIAL

Penggunaan 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; dan
- 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* dan *hybrid* seperti telekonferensi;
- Meningkatkan komunikasi melalui surat elektronik dan berbagi dokumen secara internal; dan
- 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; and
- 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; and
- Strive to implementing of using internal system that supports the distribution of internal documents digitally



Pembelian kertas untuk kegiatan operasional kantor selama tahun 2023 dan perbandingannya dengan tahun sebelumnya dapat dilihat pada tabel sebagai berikut:

Paper purchases for office operational activities during 2023 and its comparison with previous years can be seen in the following table:

PEMBELIAN KERTAS A4

A4 PAPER PURCHASE

Tahun Year	Jumlah (rim) Amount (rim)	Biaya (dalam juta rupiah) Expenses (in million Rp)
2023	3.929	196
2022	2.509	125
2021	2.679	129

ASPEK ENERGI

ENERGY ASPECT

Jumlah dan Intensitas Energi yang Digunakan [F.6]

Quantity and Intensity of Energy Used [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:

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:

Jenis Energi Energy Type	Satuan Unit	2023	2022	2021
Listrik Electricity	kWh	1,45	1,36	1,28
	GJ	0,005	0,005	0,005
Bahan Bakar Fuel	Liter	43.190	33.027	32.360
	GJ	1.477,10	1.129,52	1.106,71
Jumlah Konsumsi Energi Total Energy Consumption	GJ	1.477,10	1.129,53	1.106,72
Intensitas Energi Listrik Electrical Energy Intensity	kWh/m ²	185.105	173.525	162.829

UPAYA DAN PENCAPAIAN EFISIENSI ENERGI DAN PENGGUNAAN ENERGI TERBARUKAN [F.4][F.7]

ENERGY EFFICIENCY EFFORTS AND ACHIEVEMENTS AND RENEWABLE ENERGY USAGE [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.

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.

Selain itu, Bank berupaya agar kendaraan operasional dapat digunakan dengan efektif sesuai kebutuhan sehingga dapat mengoptimalkan upaya efisiensi penggunaan bahan bakar.

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.

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.

ASPEK AIR

Penggunaan 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.

Sumber Air Water Sources	Satuan Unit	2023	2022	2021
PDAM	Rp ribu Rp Thousand	11.604	12.287	12.287

*Mencakup penggunaan utilitas area kantor pusat | Includes the utilities consumption at head office area

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.

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

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 faktor emisi berdasarkan referensi Badan Penelitian dan Pengembangan Energi dan Sumber Daya Mineral Kementerian Energi dan Sumber Daya Mineral 2021 dan faktor emisi Gas Rumah Kaca (GRK) Sistem Ketenagalistrikan Tahun 2019, Kementerian ESDM. Detail informasi tersebut dapat terlihat dalam tabel berikut:

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.

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 use that has been recorded in the area head office, the Bank has measured the amount of emissions with using emission factors based on Agency references Energy and Resources Research and Development Minerals Ministry of Energy and Mineral Resources 2021 and System Greenhouse Gas (GHG) emission factors Electricity Year 2019, Ministry of Energy and Mineral Resources. Details This information can be seen in the following table:



Emisi yang Dihasilkan Dari Emission Produced From	Satuan Unit	2023	2022	2021
Cakupan 1 Scope 1	Kg Co2-eq	102.363,03	78.274,35	76.694,31
Cakupan 2 Scope 2	Kg Co2-eq	1,26	1,18	1,11
Jumlah Emisi yang Dihasilkan The Amount of Emissions Produced	Kg Co2-eq	102.364,29	78.275,53	76.695,42
Jumlah Kendaraan Operasional Total Operational Vehicles	Mobil Car	39	41	57
Intensitas Emisi dari Penggunaan Bahan Bakar Emission Intensity from Fuel Use	Kg Co2-eq Kendaraan Vehicle	2.625	1.909,16	1.345,53

Catatan:

- Faktor konversi 1 kWh = 3,6 Megajoule
- Faktor konversi 1 mWh = 1.000 kWh
- Faktor konversi 1 Terajoule = 1.000.000 Megajoule
- Nilai Faktor Emisi Listrik (tCO2e/mWh) ex-post = 0,87 (2021, 2022 dan 2023) - berdasarkan Faktor Emisi GRK Sistem Ketenagalistrikan Tahun 2019, Kementerian ESDM. Untuk kemudahan perhitungan menggunakan metode ex-post dengan menggunakan faktor emisi Jamali dengan asumsi aset yang paling signifikan ada di Pulau Jawa.
- Nilai Faktor Emisi Gasoline (Ton CO2/TJ) = 69,30 - berdasarkan 2006 IPCC Guidelines for National Greenhouse Gas Inventories. Menggunakan referensi Pertalite RON 90 dari Laporan Nilai Faktor Emisi CO2 Nasional Bahan Bakar Minyak (Badan Penelitian dan Pengembangan Energi dan Sumber Daya Mineral Kementerian Energi dan Sumber Daya Mineral 2021)

Notes:

- Conversion factor 1 kWh = 3.6 Megajoules
- Conversion factor 1 mWh = 1,000 kWh
- Conversion factor 1 Terajoule = 1,000,000 Megajoules
- Electricity Emission Factor Value (tCO2e/mWh) ex-post = 0.87 (2021, 2022 and 2023) - based on the 2019 Electricity System GHG Emission Factor, Ministry of Energy and Mineral Resources. For ease of calculation, use the ex-post method using the Jamali emission factor with the assumption that the most significant assets are on the island of Java.
- Gasoline Emission Factor Value (Ton CO2/TJ) = 69.30 - based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories. Using the Pertalite RON 90 reference from the National CO2 Emission Factor Value Report for Oil Fuels (Energy and Mineral Resources Research and Development Agency, Ministry of Energy and Mineral Resources 2021)

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 2023, tercatat emisi yang dihasilkan dari penggunaan bahan bakar pada kendaraan operasional mengalami peningkatan. Hal ini utamanya disebabkan oleh kegiatan operasional yang telah kembali normal dan menerapkan *Work from Office* (WFO) sepenuhnya. 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 2023, Bank berhasil mengumpulkan sampah kertas sebanyak 565 kg. Sampah kertas tersebut diolah oleh Yayasan Tzu Chi Indonesia menjadi produk daur ulang bernilai guna.

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 2023, 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 2023, The Bank managed to collect 565 kg of paper waste. The paper waste is processed by the Tzu Chi Indonesia Foundation into valuable recycled products.

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.

Tumpahan [F.15]

Tidak terdapat tumpahan yang terjadi di tahun 2023.

ASPEK PENGADUAN TERKAIT LINGKUNGAN HIDUP

Jumlah dan Materi Pengaduan Lingkungan Hidup yang Diterima dan Diselesaikan [F.16]

Hingga akhir tahun 2023, 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.

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.

Spills [F.15]

No spills occurred in 2023.

COMPLAINT RELATED TO ENVIRONMENTAL

Aspect Total and Contents of Environmental Complaints Received and Resolved [F.16]

Until the end of 2023, 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.



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, mereka akan diberikan pelatihan dan pengembangan individu yang setara sesuai dengan kebutuhan Bank. Sepanjang tahun 2023, persentase karyawan yang telah mengikuti program pelatihan yang diselenggarakan oleh Bank mencapai 99,14%.

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 2023, jumlah tenaga kerja asing sebanyak 12 (dua belas) dan jumlah tenaga kerja lokal sebanyak 573 (lima ratus tujuh puluh tiga) 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

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 and individuals development to fulfill the needs of The Bank. Throughout 2023, the percentage of employees who had participated in training programs organized by The Bank reached 99.14%.

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 2023, there were 12 (twelve) foreign employees and 573 (five hundred seventy) 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

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

for local employees so that they could get new perspectives and knowledge related to business processes in other countries, especially at 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

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	2023	2022	2021
Gaji Direktur tertinggi terhadap gaji Direktur terendah The highest salary of Directors compared to the lowest salary of Directors	1,44:1	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	3,7:1	4,63:1	5,51:1
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	1,86:1	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	22,31:1	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)	1,06:1	1,07:1	1,08:1

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.

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.



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.

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.

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.

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.

Sementara itu, program yang bersifat non-material diberikan melalui pemberian fasilitas dan pelayanan yang dapat dimanfaatkan oleh seluruh karyawan Bank tanpa diskriminasi. Proses kerja yang mulai kembali normal setelah kondisi pandemi Covid-19 dimanfaatkan oleh Bank untuk mengaktifkan kembali kegiatan-kegiatan Karyawan dalam hal kegiatan Olahraga maupun Kesenian. Pada tahun 2023, Bank telah mengaktifkan kembali klub Badminton dan klub Bola Basket yang dapat diikuti oleh semua Karyawan tanpa terkecuali. Selain mengaktifkan kembali klub Badminton tersebut, Bank juga mengadakan Kompetisi Badminton internal yang diikuti oleh Karyawan Bank pada bulan Agustus 2023. Klub Bola Basket pun mengikuti kompetisi eksternal Bola Basket antar Jasa Keuangan yaitu Liga Jasa Keuangan - Divisi 3 selama bulan Agustus sampai November 2023 hingga menjadi Juara 3 pada kompetisi tersebut.

Selain kegiatan olahraga, Bank menggelar kompetisi *Chinese Bridge: Unleash Your Potential* sebagai wadah bagi Karyawan untuk menunjukkan kemampuan bahasa Mandarin yang dimiliki melalui pembacaan cerita, bernyanyi, melakukan *dubbing*, membaca puisi, maupun memainkan alat musik oriental pada bulan Agustus 2023. Kompetisi seni ini pun dapat diikuti oleh perseorangan maupun grup agar dapat meningkatkan interaksi dan juga mengasah kemampuan bahasa Mandarin yang dimiliki oleh Karyawan.

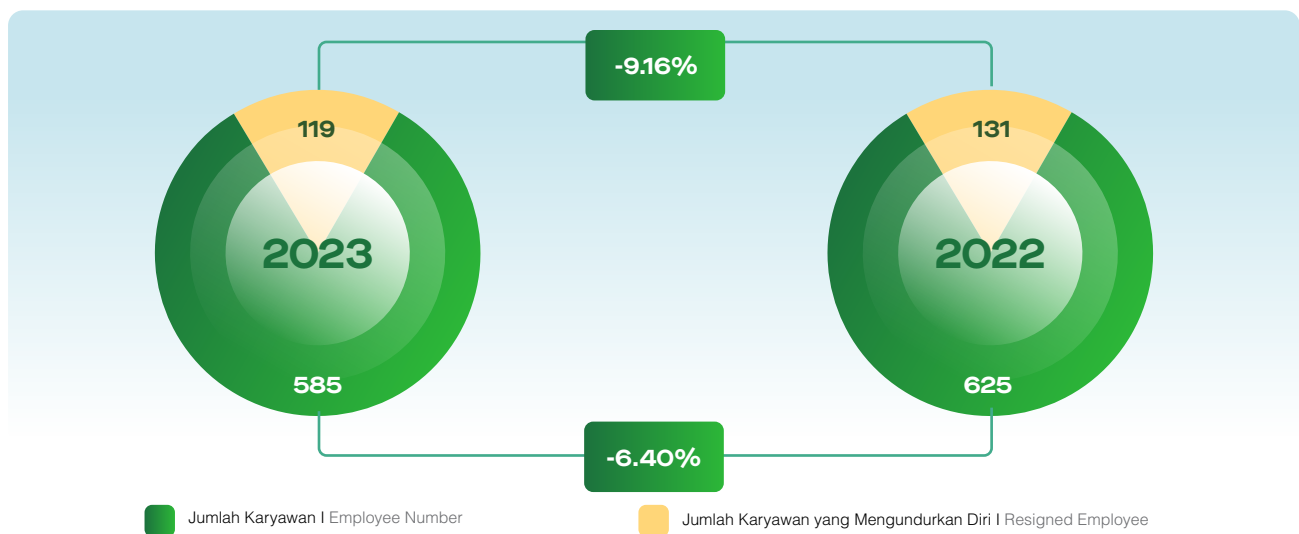
Meanwhile, non-material programs are provided through the provision of facilities and services that can be utilized by all of The Bank's employees without discrimination. As the working process gradually return to normal after Covid-19 pandemic, Bank used the opportunity to reactivate Employees activities in the form of Sports or Art activities. In 2023, Bank has managed to reactivate the Badminton and Basketball club that all Employee are able to join without discrimination. Furthermore, not only reactivating the Badminton club, Bank also organized an internal Badminton Competition that joined by Employee on August 2023. Basketball club also join an external Basketball competition between Financial Services in the Financial Service Basketball League - Division 3 during August through November 2023 and managed to win the Third Place on the said event.

In addition to sports activity, Bank also organized a Chinese Bridget: Unleash Your Potential competition as a platform for Employee to showcase their Mandarin skills through story telling, singing, dubbing, read poetry, or playing native Chinese musical instrument in August 2023. This art competition is also able to be joined by individual or group to enhance interaction between Employee and also able to hone the Mandarin skills that the Employee has.

TINGKAT TURNOVER KARYAWAN

EMPLOYEES TURNOVER

Uraian Description	31 December 2023 December 31, 2023	31 Desember 2022 December 31, 2022	%YoY
Jumlah Karyawan Employee Number	585	625	-6.40%
Karyawan yang Mengundurkan Diri Resigned Employee	119	131	-9.16%





Kecelakaan Kerja

Sepanjang tahun 2023, tidak terdapat kecelakaan kerja (*zero accident*) di lingkungan bank.

Work Accident

During 2023, there were no work accidents (*zero accident*) within The Bank

Pelatihan dan Pengembangan Kemampuan Pegawai [F.22]

Di tahun 2023, Bank telah memberikan pelatihan dan pengembangan kepada 575 karyawan dengan rata-rata jam pelatihan 164,02 jam per karyawan. Informasi terkait rata-rata jam pelatihan setiap karyawan berdasarkan jenis kelamin dan jabatan dapat dilihat dalam tabel berikut:

Employee Training and Capacity Building [F.22]

In 2023, the Bank provided training and development to 575 employees with an average training hour of 164.02 hours per employee. Information regarding the average training hours for each employee based on gender and position can be seen in the following table:

Uraian Description	Jumlah Karyawan yang Memperoleh Pelatihan Number of Employees that Received Training	Jam Pelatihan Training Hours	Rata-rata Jam Pelati- han Setiap Karyawan Average Hours of Training for Each Employees
Seluruh Karyawan All Employees	575	8.134	14,15
Berdasarkan Jenis Kelamin Based on Gender			
Laki-laki Male	274	3.650	13,32
Perempuan Female	301	4.484	14,90
Berdasarkan Jabatan Based on Position			
Direktur/Komisaris Director/Commissioner	15	125	8,33
Kepala Departemen/Kepala Kantor Cabang/Cabang Pembantu Head of Department/Branch Office/ Sub-Branch Office	40	695	17,38
Team Leader Team Leader	126	1.934	15,35
Staf Staff	394	5.380	13,65

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. Pada tahun berjalan, Bank mengadakan program berbagi pada kuartal ke empat tahun dengan melibatkan kantor pusat Bank dan beberapa jaringan 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.

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. In the current year, The Bank held a sharing program on fourth quarter, involving Bank's head office and several network of the Bank's branch offices. The positive impacts that can be felt from the program include improving the level of health and welfare of the society, especially for orphanages and nursing homes located surrounding The Bank's branches area.

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 senantiasa mendukung program pemerintah dalam rangka meningkatkan literasi dan inklusi keuangan di sektor jasa keuangan, seperti yang tertuang dalam:

- Peraturan Otoritas Jasa Keuangan (POJK) No. 3 tahun 2023 tanggal 24 Februari 2023 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
- SEOJK No. 31/SEOJK.07/2017 tentang Pelaksanaan Kegiatan dalam Rangka Meningkatkan Inklusi Keuangan di Sektor Jasa Keuangan.

Sepanjang tahun 2023, Bank telah melaksanakan kegiatan literasi keuangan dalam bentuk pelaksanaan edukasi dengan sasaran kegiatan adalah pelajar/mahasiswa. Parameter dan bentuk pemantauan dan evaluasi atas peningkatan penggunaan produk dan jasa keuangan dilakukan melalui laporan bulanan. Kegiatan literasi keuangan yang dilaksanakan adalah sebagai berikut:

1. Pada tanggal 27 Februari 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di Fakultas Ekonomi dan Bisnis Uhamka, Jakarta Selatan dengan target peserta 100 (seratus) orang;
2. Pada tanggal 28 Februari 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di Sekolah Pah Tsung, Cengkareng, Jakarta Barat dengan target peserta 200 (dua ratus) orang;
3. Pada tanggal 4 Maret 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di *Chinalink* Pluit Junction Blok SH-15, Penjaringan, Jakarta Utara dengan target peserta 50 (lima puluh) orang;

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. 3 year of 2023 dated February 24, 2023 concerning the Improvement of the 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.

Throughout 2023, The Bank held financial literacy activities in the form of educational implementation with students being the target activities. The 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 literacy activities have been carried out as follows:

1. On February 27, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting that took place at Uhamka Faculty of Economics and Business, South Jakarta with a target of 100 (one hundred) participants;
2. On February 28, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting that took place at Pah Tsung School, Cengkareng, West Jakarta with a target of 200 (two hundred) participants;
3. On March 4, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting that took place at Chinalink Pluit Junction Blok SH-15, Penjaringan, North Jakarta with a target of 50 (fifty) participants;



4. Pada tanggal 18 Juli 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di Sekolah Bodhi Dharma, Batam dengan target peserta 150 (seratus lima puluh) orang;
5. Pada tanggal 29 Agustus 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di Universitas Merdeka, Surabaya dengan target peserta 50 (lima puluh) orang;
6. Pada tanggal 24 Oktober 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di *London School of Accountancy & Finance MOI*, Jakarta Utara dengan target peserta 50 (lima puluh) orang;
7. Pada tanggal 10 November 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di Sekolah Budi Kasih, Makassar dengan target peserta 50 (lima puluh) orang; dan
8. Pada tanggal 08 Desember 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di *Prime One School*, Medan dengan target peserta 100 (seratus) orang.

Bank juga telah melaksanakan kegiatan inklusi keuangan sepanjang tahun 2023 dengan ruang lingkup penyediaan produk dan/atau layanan jasa keuangan yang sesuai dengan kebutuhan dan kemampuan masyarakat. Parameter dan bentuk pemantauan dan/atau evaluasi dilakukan melalui laporan bulanan dengan melihat peningkatan penggunaan produk dan/atau layanan jasa keuangan. Kegiatan inklusi keuangan yang dilaksanakan antara lain:

1. Pada tanggal 30 Maret 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di Universitas Widya Kartika, Surabaya dengan target pengguna 50 (lima puluh) orang. Pada kegiatan tersebut, terdapat pembukaan 2 (dua) rekening tabungan baru senilai Rp20.000.000,-.
2. Pada tanggal 12 – 30 Juni 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di *The East Tower*, Jakarta Selatan dengan target pengguna 60 (enam puluh) orang. Pada kegiatan tersebut terdapat pembukaan 9 (sembilan) rekening tabungan baru senilai Rp. 173.571.751,-.
3. Pada tanggal 14 Juli 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk online (Zoom) yang berlangsung di wilayah Surabaya, dengan target pengguna 50 (lima puluh) orang. Pada kegiatan tersebut tidak terdapat pembukaan rekening tabungan baru.
4. Pada tanggal 20 – 21 Juli 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di Kantor Pusat PPATK, Jakarta Pusat dengan target pengguna 100 (seratus) orang. Pada kegiatan tersebut tidak terdapat pembukaan rekening tabungan baru.

4. On July 18, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting that took place at Bodhi Dharma School, Batam with a target of 150 (one hundred fifty) participants;
5. On August 29, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting that took place at Merdeka University, Surabaya with a target of 50 (fifty) participants;
6. On October 24, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting that took place at London School of Accountancy & Finance MOI, North Jakarta with a target of 50 (fifty) participants;
7. On November 10, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting that took place at Sekolah Budi Kasih, Makassar with a target of 50 (fifty) participants; and
8. On December 08, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting that took place at Prime One School, Medan with a target of 100 (one hundred) participants.

The Bank also held financial inclusion activities throughout 2023 with the scope of providing financial products and services aligned with the general public needs and capabilities. The 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 have been carried out as follows:

1. On March 30, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting (offline) that took place at Widya Kartika University, Surabaya with a target of 50 (fifty) opening accounts. Through this activity, there was the opening of 2 (two) new savings accounts totaling to Rp20,000,000.-.
2. On June 12 to 30, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting (offline) that took place at The East Tower, South Jakarta with a target of 60 (sixty) people. Through this activity, there was the opening of 9 (nine) new savings accounts totaling to Rp173,571,741.-.
3. On July 14, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of online Zoom at Surabaya area, with a target of 50 (fifty) participants; In this activity there is no opening a new saving account.
4. On July 20 - 21, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting (offline) that took place at PPATK Head Office, Central Jakarta, with a target of 100 (one hundred) participants; In this activity there is no opening a new saving account

5. Pada tanggal 9 Agustus 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk *online* (*Zoom*) yang berlangsung di Wilayah Medan, dengan target pengguna 50 (lima puluh) orang. Pada kegiatan tersebut terdapat pembukaan 22 (dua puluh dua) rekening tabungan baru senilai Rp 146.802.211,-.
6. Pada tanggal 6 – 8 September 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di Hotel 88 Grogol, Jakarta Barat dengan target pengguna 100 (seratus) orang. Pada kegiatan tersebut terdapat pembukaan 13 (tiga belas) rekening tabungan baru senilai Rp 65.000.000,-.
7. Pada tanggal 12 September 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di Apartemen *Green Central City*, Jakarta Barat dengan target pengguna 30 (tiga puluh) orang. Pada kegiatan tersebut terdapat pembukaan 2 (dua) rekening tabungan baru senilai Rp 20.000.000,-.
8. Pada tanggal 30 September 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di Mall Pentacity Balikpapan dengan target pengguna 25 (dua puluh lima) orang. Pada kegiatan tersebut terdapat pembukaan 1 (satu) rekening tabungan baru senilai Rp 49.514.290,-.
9. Pada tanggal 1 November 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di *London School of Accountancy & Finance MOI*, Jakarta Utara dengan target pengguna 50 (lima puluh) orang. Pada kegiatan tersebut terdapat pembukaan rekening tabungan baru sebanyak 12 (dua belas) rekening tabungan dengan total penempatan sebesar Rp 6.500.000,-.
10. Pada tanggal 27 November 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di *Prestige Property*, Bandung dengan target pengguna 50 (lima puluh) orang. Pada kegiatan tersebut tidak terdapat pembukaan rekening tabungan baru.
11. Pada tanggal 28 November 2023, Bank melakukan kegiatan Hari Rajin Menabung dalam bentuk tatap muka yang berlangsung di Taman Kantamaran PIK, Jakarta Utara, dengan target pengguna 50 (lima puluh) orang. Pada kegiatan tersebut terdapat pembukaan rekening tabungan baru sebanyak 3 (tiga) rekening tabungan dengan total penempatan sebesar Rp. 30.000.000,-.
5. On August 9, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of online Zoom that took place at Medan area, with a target of 50 (fifty) participants; In this activity there is no opening a new saving account. Through this activity, there was the opening of 22 (twenty-two) new savings accounts totaling to Rp146,802,211.-.
6. On September 6 - 8, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting (offline) that took place at Hotel 88 Grogol, West Jakarta, with a target of 100 (one hundred) participants. Through this activity, there was the opening of 13 (thirteen) new savings accounts totaling to Rp65,000,000.-.
7. On September 12, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting (offline) that took place at Apartment Green Central City, West Jakarta, with a target of 30 (thirty) participants. Through this activity, there was the opening of 2 (two) new savings accounts totaling to Rp20,000,000.-.
8. On September 30, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting (offline) that took place at Pentacity Mall, Balikpapan, with a target of 25 (twenty-five) participants. Through this activity, there was the opening of 1 (one) new savings accounts totaling to Rp49,514,290.-.
9. On November 1, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting (offline) that took place at London School of Accountancy & Finance MOI, North Jakarta, with a target of 50 (fifty) participants. Through this activity, there was the opening of 12 (tweleve) new savings accounts totaling to Rp6,500,000.-.
10. On November 27, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting (offline) that took place at Prestige Property, Bandung, with a target of 50 (fifty) participants. Through this activity, there there is no opening a new saving account.
11. On November 28, 2023, The Bank organized Hari Rajin Menabung (Savings Day) activity in the form of direct meeting (offline) that took place at Taman Kantamaran PIK, North Jakarta, with a target of 50 (fifty) participants. Through this activity, there was the opening of 3 (three) new savings accounts totaling to Rp30,000,000.-.



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.

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.

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.

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.

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 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.

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 on duty. 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.



No.	Jenis Transaksi Keuangan Type of Financial Transactions	Selesai *) Completed *)		Dalam Proses **) Ongoing Process **)		Tidak Selesai ***) Incomplete ***)		Jumlah Pengaduan Total Complaints
		Jumlah Total	Persentase Percentage	Jumlah Total	Persentase Percentage	Jumlah Total	Persentase Percentage	
1	ATM	49	98%	1	2%-	0	0%	50
2	Kartu Kredit Credit Card	9	100%	0	0%	0	0%	9
3	Transfer	14	100%	0	0%	0	0%	14
4	Kartu Debit Debit Card	1	100%	0	0%	0	0%	1
5	Sindikasi Syndication	1	100%	0	0%	0	0%	1
6	KPR Mortgage	3	100%	0	0%	0	0%	1
Jumlah I Total		77	98%	1	2%	0	0%	78

*) 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 2023, terdapat total 78 (tujuh puluh delapan) pengaduan yang diterima Bank, yaitu pengaduan yang berkaitan dengan ATM, Kartu Kredit, Transfer, Kartu Debit, Sindikasi, dan KPR. Secara terperinci, terdapat 1 (satu) pengaduan yang masih dalam proses penyelesaian dan 77 (tujuh puluh tujuh) pengaduan telah selesai ditindaklanjuti. Dari seluruh pengaduan yang masuk selama tahun 2023 tidak terdapat publikasi negatif.

As of December 31, 2023, there were a total of 78 (seventy-eight) complaints received by The Bank, namely complaints related to ATM, Credit Card, Transfer, Debit Card, Syndication, and, Mortgages. In details, there were 1 (one) complain still in the process of settlement and 77 (seventy-seven) complaints have been followed-up. Among all incoming complaints during 2023, there were no negative publications.

Kegiatan Tanggung Jawab Sosial 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 2023. Penyaluran dana CSR dilakukan Bank melalui pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL). Berikut adalah realisasi kegiatan pendistribusian dana sepanjang tahun 2023:

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 2023. 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 2023:

No.	Jenis Kegiatan TJSL Types of CSR Activities	Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Penjelasan Description	Pencapaian Achievement
1.	Donasi untuk panti asuhan dana tau panti jompo Donation for orphanages and/or nursing homes	TPB No.1: Menghapus Kemiskinan TPB No.2: Mengakiri Kelaparan TPB No. 3: Kesehatan yang baik dan kesejahteraan SDG No.1 No Poverty SDG No.2 Zero Hunger SDG No.3 Good Health and Well-Being	Alokasi Dana: Rp 120 juta Periode 2023 Fund Allocation: Rp120 million Period of 2023	Donasi sebesar Rp 120 juta. Kegiatan berbagi ini dilaksanakan pada kuartal ke empat 2023 dengan melibatkan perwakilan kantor pusat Bank dan beberapa kantor cabang bank Donation of Rp120 million. This gives back activity was carried out in fourth quarter of 2023, involving the representative of head office and several branch
2.	Daur ulang dan sumbangan sampah kertas, serta upaya penghematan listrik Recycling and donating paper waste, as well as efforts to save electricity	TPB No.13 Penanganan Perubahan Iklim SDG No.13 Climate Action	Periode 2023 Period of 2023	Donasi sampah kertas seberat 565kg kepada Yayasan Tzuchi Indonesia telah dilakukan pada kuartal ke-2 dan ke-4 tahun 2023. Bank juga terus berupaya melanjutkan kebijakan penghematan listrik kantor dengan mematikan lampu saat jam istirahat dan saat pulang kantor The donation of 565kg of paper waste was held in 2023 to Tzuchi Indonesia Foundation. The Bank also strives in continue policy of saving electricity by turn off lamp when lunch time and after office hours.
3.	Program Literasi/Inklusi Keuangan Financial literacy/inclusion program	TPB No.1 Menghapus Kemiskinan SDG No.1 No Poverty	Periode 2023 Period of 2023	Telah diselenggarakan kegiatan literasi dan inklusi keuangan masing-masing sebanyak 8 dan 11 kali mencakup area Jakarta, Surabaya, Medan, Makassar, Balikpapan dan Batam Financial literacy and inclusion activities have been held 8 and 11 times respectively which includes the area city of Jakarta, Surabaya, Medan, Makassar, Balikpapan and Batam

Selanjutnya, Bank akan senantiasa hadir untuk memberikan bantuan bagi masyarakat yang membutuhkan, serta terus berupaya melanjutkan aksi nyata untuk mendukung upaya pemerintah dan regulator dalam meningkatkan kesejahteraan masyarakat.

Moving forward, The Bank will always strive to provide assistance to the needy society, and strive to take concrete actions in order to support the government and the regulators in improving the welfare of the society.



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

Bank selalu berupaya untuk menjalankan proses bisnis secara berkelanjutan sehingga dapat terus menghadirkan solusi layanan perbankan sesuai kebutuhan para nasabah.

Bank secara berkesinambungan mendukung langkah pemerintah dalam rangka pembangunan nasional, termasuk dalam program Surat Berharga Negara (SBN) Ritel melalui penerbitan instrumen keuangan oleh pemerintah kepada masyarakat sebagai investor dalam bentuk ORI (Obligasi Negara Ritel) dan SUKUK yang ditujukan untuk memenuhi pembiayaan anggaran negara.

Disamping itu untuk meningkatkan layanan perbankan digital, Bank meluncurkan layanan Pembukaan Deposito dan Transaksi konversi mata uang asing dalam sistem Personal Internet Banking dan Mobile Banking.

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

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.

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.

The Bank continuously support government steps intended for national development, including the Retail State Securities (SBN) program through the issuance of government financial instrument to the public as investor in the form of ORI (State Retail Bonds) and SUKUK (Islamic Bonds) which aims to support the fulfillment of the state budget.

Moreover, in order to improve digital banking services, Bank launched Deposit opening services and foreign currency conversion transactions in the Personal Internet Banking and Mobile Banking.

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 Customer 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 2023, 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 KUB and 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 2023, 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 2023. 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. 2023 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:

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TANGGAPAN TERHADAP UMPAN BALIK LAPORAN KEBERLANJUTAN TAHUN SEBELUMNYA [G.3]

Selama tahun 2023, 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 2023, 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 POJK NOMOR 51/POJK.03/2017 [G.4]

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Laporan Keuangan

Financial Report



PT BANK ICBC INDONESIA

***LAPORAN KEUANGAN/
FINANCIAL STATEMENTS***

***UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2023/
FOR THE YEAR ENDED DECEMBER 31, 2023***

***DAN LAPORAN AUDITOR INDEPENDEN/
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SURAT PERNYATAAN DIREKSI
TENTANG TANGGUNG JAWAB ATAS
LAPORAN KEUANGAN UNTUK TAHUN
YANG BERAKHIR 31 DESEMBER 2023

DIRECTORS' STATEMENT LETTER
RELATING TO THE RESPONSIBILITY ON THE
FINANCIAL STATEMENT FOR THE YEAR ENDED
DECEMBER 31, 2023

PT BANK ICBC INDONESIA

PT BANK ICBC INDONESIA

Kami yang bertanda tangan di bawah ini/ *We, the undersigned:*

- | | |
|---|--|
| <p>1. Nama/ Name
Alamat kantor/ Office address
Alamat domisili sesuai KTP atau kartu identitas lain/
Domicile as stated in ID card</p> <p>Nomor telepon/ Phone number
Jabatan/ Position</p> | <p>: Chen Yong
: ICBC Tower, Jl. MH Thamrin No. 81 Jakarta Pusat 10310
: The Pakubuwono Menteng Makorewood 11D , Jl.K.H.
Wahid Hasyim No. 110-112, Menteng, Jakarta 10340</p> <p>: (021) 23556000
: Presiden Direktur/ President Director</p> |
| <p>2. Nama/ Name
Alamat kantor/ Office address
Alamat domisili sesuai KTP atau kartu identitas lain/
Domicile as stated in ID card</p> <p>Nomor telepon/ Phone number
Jabatan/ Position</p> | <p>: Dini Suprihatini
: ICBC Tower, Jl. MH Thamrin No. 81 Jakarta Pusat 10310
: Senayan Bintaro Blok HH 11/3 Sektor IX, RT 002 RW 015
Kel Pondok Pucung, Kec Pondok Aren, Tangerang Selatan
15229</p> <p>: (021) 23556000
: Direktur/ Director</p> |

Menyatakan bahwa/ *State that:*

- | | |
|---|---|
| <p>1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Bank ICBC Indonesia untuk tahun yang berakhir 31 Desember 2023;</p> | <p>1. We are responsible for the preparation and presentation of PT Bank ICBC Indonesia's financial statements for the year ended December 31, 2023;</p> |
| <p>2. Laporan keuangan Bank telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;</p> | <p>2. The Bank's financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;</p> |
| <p>3. a. Semua informasi dalam laporan keuangan telah dimuat secara lengkap dan benar;</p> <p>b. Laporan keuangan tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;</p> | <p>3. a. All information contained in the financial statements is complete and correct;</p> <p>b. The financial statements do not contain misleading material information or facts, and do not omit material information and facts;</p> |
| <p>4. Kami bertanggung jawab atas sistem pengendalian intern dalam Bank.</p> | <p>4. We are responsible for the Bank's internal control system.</p> |

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement letter is made truthfully.

Jakarta, 27 Maret 2024 / March 27, 2024


Chen Yong
Direktur Utama/ President Director



Dini Suprihatini
Direktur/ Director

Laporan Auditor Independen

No. 00105/2.1265/AU.1/07/1687-3/1/III/2024

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 2023, 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 informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Bank tanggal 31 Desember 2023, 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.

Independent Auditor's Report

No. 00105/2.1265/AU.1/07/1687-3/1/III/2024

The Stockholders, Boards of Commissioners and Directors
PT Bank ICBC Indonesia

Opinion

We have audited the financial statements of PT Bank ICBC Indonesia Tbk ("the Bank"), which comprise the statement of financial position as of December 31, 2023, 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 material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Bank as at December 31, 2023, 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

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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

27 Maret 2024/*March 27, 2024*



00105

PT BANK ICBC INDONESIA
LAPORAN POSISI KEUANGAN
31 DESEMBER 2023
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ICBC INDONESIA
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	2023	2022	
<u>ASET</u>				<u>ASSETS</u>
Kas		93.511	91.715	Cash
Giro pada Bank Indonesia	5	2.999.989	2.442.289	Current accounts with Bank Indonesia
Giro pada bank-bank lain	6,28	2.517.193	2.384.395	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	7	2.880.501	7.971.834	Placements with Bank Indonesia and other banks
Aset derivatif	28	13.466	6.187	Derivative assets
Tagihan akseptasi	8	61.826	66.245	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	9	3.653.431	9.835.773	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	10	7.519.563	6.994.707	Investment in securities
Kredit yang diberikan	11,28	23.720.505	25.998.130	Loans receivable
Aset tetap	12	223.321	211.076	Fixed assets
Aset pajak tangguhan	16	965.737	893.369	Deferred tax assets
Aset lain-lain	13	487.649	540.502	Other assets
JUMLAH ASET		45.136.692	57.436.222	TOTAL ASSETS
<u>LIABILITAS DAN EKUITAS</u>				<u>LIABILITIES AND EQUITY</u>
<u>LIABILITAS</u>				<u>LIABILITIES</u>
Liabilitas segera		9.298	2.857	Liabilities payable on demand
Simpanan nasabah	14,28	33.240.564	40.886.441	Deposits from customers
Simpanan dari bank-bank lain	15	1.372.981	1.464.763	Deposits from other banks
Liabilitas derivatif	28	12.131	80.179	Derivative liabilities
Efek-efek yang dijual dengan janji dibeli kembali	17	-	610.523	Securities sold under agreements to repurchase
Liabilitas akseptasi	8	61.966	66.800	Acceptance payables
Utang pajak penghasilan	16	99.860	117.343	Income tax payable
Pinjaman yang diterima	18,28	2.001.610	5.292.950	Borrowings
Pinjaman subordinasi	20,28	1.154.775	2.101.613	Subordinated loans
Liabilitas lain-lain dan beban yang masih harus dibayar	19,28	375.205	314.514	Other liabilities and accrued expenses
Liabilitas imbalan kerja	21	49.403	52.729	Employee benefits obligation
JUMLAH LIABILITAS		38.377.793	50.990.712	TOTAL LIABILITIES
<u>EKUITAS</u>				<u>EQUITY</u>
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	(10.442)	(11.876)	Fair value reserve
Saldo laba				Retained earnings
Telah ditentukan penggunaannya		318.156	291.371	Appropriated
Belum ditentukan penggunaannya		2.745.035	2.459.865	Unappropriated
JUMLAH EKUITAS		6.758.899	6.445.510	TOTAL EQUITY
JUMLAH LIABILITAS DAN EKUITAS		45.136.692	57.436.222	TOTAL LIABILITIES AND EQUITY

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 2023
(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, 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	Catatan/ Notes	2023	2022	
PENDAPATAN DAN BEBAN OPERASIONAL				OPERATING INCOME AND EXPENSES
Pendapatan dan Beban Bunga				Interest Income and Expenses
Pendapatan bunga	23,28	3.095.224	2.668.185	Interest income
Beban bunga	24,28	(1.904.853)	(1.452.478)	Interest expense
Pendapatan Bunga - Bersih		<u>1.190.371</u>	<u>1.215.707</u>	Net Interest Income
PENDAPATAN OPERASIONAL LAINNYA				OTHER OPERATING INCOME
Provisi dan komisi lainnya		45.214	46.232	Other fees and commissions
Keuntungan transaksi mata uang asing - bersih		72.978	95.389	Gains on foreign exchange transactions - net
Lain-lain		210.501	45.813	Miscellaneous
Jumlah Pendapatan Operasional Lainnya		<u>328.693</u>	<u>187.434</u>	Total Other Operating Income
JUMLAH PENDAPATAN OPERASIONAL		<u>1.519.064</u>	<u>1.403.141</u>	TOTAL OPERATING INCOME
BEBAN OPERASIONAL				OPERATING EXPENSES
Beban kerugian penurunan nilai aset keuangan	25	(616.867)	(578.512)	Impairment losses on financial assets
Beban umum dan administrasi	26	(160.798)	(152.372)	General and administrative expenses
Beban tenaga kerja	27,28	(316.252)	(295.796)	Personnel expenses
Beban lain-lain		(24.254)	(31.212)	Other expenses
Jumlah Beban Operasional		<u>(1.118.171)</u>	<u>(1.057.892)</u>	Total Operating Expenses
LABA SEBELUM PAJAK		400.893	345.249	PROFIT BEFORE TAX
Beban pajak penghasilan	16	(94.267)	(77.392)	Income tax expense
LABA BERSIH TAHUN BERJALAN		<u>306.626</u>	<u>267.857</u>	NET PROFIT FOR THE YEAR
PENGHASILAN KOMPREHENSIF LAIN				OTHER COMPREHENSIVE INCOME
<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	1.839	(27.256)	Net change in fair value
Pajak penghasilan terkait pos-pos yang akan direklasifikasikan ke laba rugi	16	(405)	5.996	Income tax related to items that will be reclassified to profit or loss
		<u>1.434</u>	<u>(21.260)</u>	
<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	6.832	1.859	Remeasurements of post-employment benefits liabilities
Pajak penghasilan terkait pos-pos yang tidak akan direklasifikasi ke laba rugi	16	(1.503)	(409)	Income tax related to items that will not be reclassified to profit loss
		<u>5.329</u>	<u>1.450</u>	
JUMLAH LABA (RUGI) KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK		<u>6.763</u>	<u>(19.810)</u>	TOTAL OTHER COMPREHENSIVE INCOME (LOSS) FOR THE YEAR AFTER TAX
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		<u>313.389</u>	<u>248.047</u>	TOTAL COMPREHENSIVE INCOME FOR THE YEAR

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 2023
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ICBC INDONESIA
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED DECEMBER 31, 2023
(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 2022		3.706.150	9.384	243.763	2.238.166	6.197.463
Laba bersih tahun berjalan		-	-	-	267.857	267.857
Cadangan umum dan wajib yang telah ditentukan penggunaannya	22	-	-	47.608	(47.608)	-
Penghasilan komprehensif lain - setelah pajak penghasilan		-	-	-	-	-
Pengukuran kembali liabilitas imbalan pascakerja	21	-	-	-	1.450	1.450
Cadangan nilai wajar (aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain) - bersih	10	-	(21.260)	-	-	(21.260)
Saldo per 31 Desember 2022		3.706.150	(11.876)	291.371	2.459.865	6.445.510
Laba bersih tahun berjalan		-	-	-	306.626	306.626
Cadangan umum dan wajib yang telah ditentukan penggunaannya	22	-	-	26.785	(26.785)	-
Penghasilan komprehensif lain - setelah pajak penghasilan		-	-	-	-	-
Pengukuran kembali liabilitas imbalan pascakerja	21	-	-	-	5.329	5.329
Cadangan nilai wajar (aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain) - bersih	10	-	1.434	-	-	1.434
Saldo per 31 Desember 2023		3.706.150	(10.442)	318.156	2.745.035	6.758.899

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 2023
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ICBC INDONESIA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2023
(Expressed in millions of Rupiah, unless otherwise stated)

	2023	2022	
ARUS KAS DARI AKTIVITAS OPERASI			CASH FLOWS FROM OPERATING ACTIVITIES
Penerimaan bunga, provisi dan komisi	3.182.437	2.594.843	Interest, fees and commissions received
Pembayaran bunga	(1.881.170)	(1.419.209)	Interest paid
Keuntungan transaksi mata uang asing - bersih	(124.510)	616.237	Gain on foreign exchange transactions - net
Pembayaran gaji dan tunjangan karyawan	(315.284)	(290.874)	Payments of salaries and employee benefits
Beban operasional lainnya	(170.470)	(146.013)	Other operating expenses
Pendapatan operasional lainnya	210.501	45.813	Other operating income
Pembayaran pajak penghasilan badan	(186.026)	(203.542)	Payments of corporate income tax
Arus kas sebelum perubahan dalam aset dan liabilitas operasi	715.478	1.197.255	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	999.110	(697.697)	Placement with Bank Indonesia and other banks with original maturities longer than 3 months from acquisition date
Aset derivatif	(7.279)	19.327	Derivative assets
Efek-efek - wesel ekspor	68.212	(48.278)	Securities - export bills
Kredit yang diberikan	1.659.386	957.485	Loans receivable
Aset lain-lain	12.861	(11.367)	Other assets
Efek-efek yang dibeli dengan janji dijual kembali	6.182.342	(1.651.987)	Securities purchased under agreements to resell
Liabilitas segera	6.441	(1.143)	Liabilities payable on demand
Simpanan nasabah	(7.645.877)	(5.941.143)	Deposits from customers
Simpanan dari bank-bank lain	(91.782)	(1.028.129)	Deposits from other banks
Liabilitas derivatif	(68.048)	80.155	Derivative liabilities
Efek-efek yang dijual dengan janji dibeli kembali	(610.523)	239.792	Securities sold under agreements to repurchase
Liabilitas lain-lain dan beban yang masih harus dibayar	49.313	(2.474)	Other liabilities and accrued expenses
Kas bersih diperoleh dari/(digunakan untuk) aktivitas operasi	1.269.634	(6.888.204)	Net cash provided by/(used in) operating activities
ARUS KAS DARI AKTIVITAS INVESTASI			CASH FLOWS FROM INVESTING ACTIVITIES
Pembelian Efek-efek	(2.389.687)	(1.929.567)	Securities purchased
Efek-efek jatuh tempo	1.798.842	1.184.698	Securities matured
Perolehan aset tetap	(23.722)	(4.735)	Acquisition of fixed assets
Perolehan aset takberwujud	(2.007)	(476)	Acquisition of intangible assets
Kas bersih digunakan untuk aktivitas investasi	(616.574)	(750.080)	Net cash used in 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 2023 - Lanjutan
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)

PT BANK ICBC INDONESIA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2023 - Continued
(Expressed in millions of Rupiah, unless otherwise stated)

	2023	2022	
ARUS KAS DARI AKTIVITAS PENDANAAN			CASH FLOWS FROM FINANCING ACTIVITIES
Hasil dari pinjaman yang diterima	-	2.951.935	Proceeds from borrowings
Pembayaran untuk pinjaman yang diterima	(3.158.900)	(2.510.039)	Payments for borrowings
Pembayaran liabilitas sewa	(19.462)	(18.742)	Payments of lease liability
Pembayaran untuk pinjaman subordinasi	(890.700)	-	Payments for subordinated loans
Kas bersih (digunakan untuk)/diperoleh dari aktivitas investasi	(4.069.062)	423.154	Net cash (used in)/provided by financing activities
Pengaruh fluktuasi kurs mata uang asing pada kas dan setara kas	18.241	11.460	Effect of foreign exchange rate fluctuation on cash and cash equivalents
PENURUNAN KAS DAN SETARA KAS - BERSIH	(3.397.761)	(7.203.670)	NET DECREASE IN CASH AND CASH EQUIVALENTS
KAS DAN SETARA KAS AWAL TAHUN	11.891.986	19.095.656	CASH AND CASH EQUIVALENTS AT THE BEGINNING OF YEAR
KAS DAN SETARA KAS AKHIR TAHUN	8.494.225	11.891.986	CASH AND CASH EQUIVALENTS AT THE END OF YEAR
KAS DAN SETARA KAS TERDIRI DARI:			CASH AND CASH EQUIVALENTS CONSIST OF:
Kas	93.511	91.715	Cash
Giro pada Bank Indonesia	2.999.989	2.442.289	Current accounts with Bank Indonesia
Giro pada bank-bank lain	2.520.224	2.385.188	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	2.880.501	6.972.794	Placements with Bank Indonesia and other banks with original maturities of 3 months or less from acquisition date
Jumlah	8.494.225	11.891.986	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 year 2022 dated March 28, 2022.

PT BANK ICBC INDONESIA
CATATAN ATAS LAPORAN KEUANGAN
31 DESEMBER 2023 DAN UNTUK TAHUN YANG
BERAKHIR PADA TANGGAL TERSEBUT
(Disajikan dalam jutaan Rupiah, kecuali dinyatakan
lain) – Lanjutan

PT BANK ICBC INDONESIA
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2023 AND
FOR THE YEAR THEN ENDED
(Expressed in millions of Rupiah, unless otherwise
stated) – Continued

Pada tanggal 31 Desember 2023 dan 2022, susunan Dewan Komisaris dan Direksi Bank adalah sebagai berikut:

As of December 31, 2023 and 2022, the composition of the Bank's Board of Commissioners and Directors 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 ¹⁾	Zhang Jinxing ¹⁾	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 berdasarkan Akta No. 52 tanggal 6 Maret 2023.

1) Chen Yong were appointed as President Director and Zhang Jinxing was resign as President Director based on Deed No. 52 dated March 6, 2023.

Pada tanggal 31 Desember 2023 dan 2022, susunan Komite Audit Bank terdiri dari:

As of December 31, 2023 and 2022, the composition of the Bank's Audit Committee was as follows:

	2023	2022	
Ketua	H. Yunno Kusumo	H. Yunno Kusumo	Chairperson
Anggota	Hendra Widjojo	Jeff S. V. Eman	Members
Anggota	Richard S. Dompas	Richard S. Dompas	Members
Anggota	Denny Admiral Nasir	Arini Imamawati	Members

Kantor pusat Bank berlokasi di Jalan M.H. Thamrin No. 81, Jakarta dengan jaringan distribusi pada tanggal 31 Desember 2023 dan 2022 yaitu 1 kantor pusat, 14 kantor cabang (31 Desember 2022: 15) 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, 2023 and 2022 was 1 head office, 14 branches (December 31, 2022: 15) and 3 sub-branches.

Pada tanggal 31 Desember 2023, Bank mempekerjakan 559 karyawan tetap (31 Desember 2022: 600).

As of December 31, 2023, the Bank employed 559 permanent employees (December 31, 2022: 600).

2. PENERAPAN STANDAR AKUNTANSI KEUANGAN BARU DAN REVISI (PSAK)

2. ADOPTION OF NEW AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS ("PSAK")

a. Amendemen/ penyesuaian standar yang berlaku efektif pada tahun berjalan

a. Amendments/ improvements to standards effective in the current year

Dalam tahun berjalan, Bank telah menerapkan sejumlah amendemen/penyesuaian PSAK yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada atau setelah 1 Januari 2023. Penerapan PSAK revisi tidak mengakibatkan perubahan kebijakan akuntansi Bank dan tidak memiliki dampak material terhadap jumlah yang dilaporkan pada tahun berjalan atau tahun-tahun sebelumnya.

In the current year, the Bank has applied a number of amendments/ improvements to PSAK that are relevant to its operations and effective for accounting period beginning on or after January 1, 2023. The adoption of these revised PSAK 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.

b. 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 2024

- PSAK 73 (amendemen) *Sewa:Liabilitas Sewa pada Transaksi Jual dan Sewa-balik*
- PSAK 1 (amendemen) *Penyajian Laporan Keuangan: Penyajian Laporan Keuangan terkait Liabilitas Jangka Panjang dengan Kovenan*
- PSAK 2 (amendemen) *Laporan Arus Kas dan PSAK 60 (amendemen) Instrumen Keuangan: Pengungkapan: Pengaturan Pembiayaan Pemasok*

Sampai dengan tanggal penerbitan laporan keuangan, dampak dari penerapan standar, amendemen dan interpretasi tersebut terhadap laporan keuangan tidak dapat diketahui atau diestimasi oleh manajemen.

3. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

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 revaluasi 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.

b. 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, 2024

- PSAK 73 (amendment) *Leases: Lease Liability in a Sale and Leaseback*
- Amendments to PSAK 1 (amendment) *Presentation of Financial Statements: Non-current Liabilities with Covenants*
- PSAK 2 (amendment) *Statement of Cash Flow and PSAK 60 (amendment) Financial Instrument: Disclosure: Supplier Finance Arrangements*

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. MATERIAL ACCOUNTING POLICY INFORMATION

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.

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.

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.

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.

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.

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.

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 2023 dan 2022 adalah sebagai berikut (Rupiah penuh):

The major exchange rates used as of December 31, 2023 and 2022 were as follows (full Rupiah):

	2023	2022	
1 Dolar Amerika Serikat (USD)	15.397,00	15.567,50	1 <i>United States Dollar (USD)</i>
1 Yuan China (RMB)	2.169,50	2.234,50	1 <i>Chinese Yuan (RMB)</i>
1 Dolar Australia (AUD)	10.520,77	10.557,88	1 <i>Australian Dollar (AUD)</i>
1 Dolar Singapura (SGD)	11.676,34	11.592,88	1 <i>Singapore Dollar (SGD)</i>
1 Dolar Hong Kong (HKD)	1.970,73	1.996,55	1 <i>Hong Kong Dollar (HKD)</i>
1 Poundsterling Inggris (GBP)	19.626,56	18.786,09	1 <i>British Poundsterling (GBP)</i>
1 Yen Jepang (JPY)	108,88	117,81	1 <i>Japanese Yen (JPY)</i>
1 Euro (EUR)	17.038,32	16.581,72	1 <i>Euro (EUR)</i>
1 Dolar Selandia Baru (NZD)	9.765,55	9.851,12	1 <i>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).
 - ii. satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya).
 - iii. kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama.
 - iv. satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga.

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).
 - ii. one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
 - iii. both entities are joint ventures of the same third party.
 - iv. one entity is a joint venture of a third entity and the other entity is an associate of the third entity.

- 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.
- vi. entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a).
- vii. orang yang diidentifikasi dalam huruf (a) dan (i) memiliki pengaruh signifikan atas entitas atau merupakan personel manajemen kunci entitas (atau entitas induk dari entitas).
- 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.

- 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.
- vi. the entity is controlled or jointly controlled by a person identified in (a).
- 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).
- 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.

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

e. Financial assets and liabilities

Klasifikasi

Classification

Aset keuangan

Financial assets

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").

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:

A financial asset is measured at amortized cost only if it meets both of the following conditions and is not designated as at 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.

- 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.

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 terbatal 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.

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;

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.

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;

- bagaimana kinerja portofolio dievaluasi dan dilaporkan kepada personel 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.

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;

- 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.

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;

- 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.

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.

- 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.

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.

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.

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.

Pembelian dan penjualan aset keuangan yang lazim (regular) diakui pada tanggal perdagangan dimana Bank memiliki komitmen untuk membeli atau menjual aset tersebut.

Regular purchases and sales of financial assets are recognized on the trade date at which the Bank commits to purchase or sell those assets.

Semua aset dan liabilitas keuangan lainnya pada awalnya diakui pada tanggal perdagangan dimana Bank menjadi suatu pihak dalam ketentuan kontraktual instrumen tersebut.

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.

Penghentian pengakuan

Derecognition

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.

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.

Bank menghentikan pengakuan liabilitas keuangan pada saat liabilitas yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kedaluwarsa.

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.

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.

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.

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.

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.

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.

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.

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 kuotasian 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.

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.

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.

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.

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.

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.

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. 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.

ECL 12 bulan adalah bagian dari ECL yang dihasilkan dari kejadian gagal bayar pada instrumen keuangan yang 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.

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.

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 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.

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.

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.

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 evidence 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.

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.

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.

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.

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.

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.

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.

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. 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.

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.

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.

l. 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.

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.

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.

l. 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.

Keuntungan atau kerugian yang terjadi dari perubahan nilai wajar kontrak derivatif diakui pada laba rugi.

Gain or loss as a result of fair value changes on a derivative contract is recognized in profit or loss.

m. Kredit yang diberikan

m. Loans receivable

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.

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.

Kredit sindikasi dinyatakan sebesar biaya perolehan diamortisasi sesuai dengan porsi partisipasi risiko yang ditanggung oleh Bank dalam sindikasi.

Syndicated loans are stated at amortized cost which represents the Bank's risk participation in the syndication.

n. Tagihan dan liabilitas akseptasi

n. Acceptances receivable and payable

Tagihan dan utang akseptasi merupakan transaksi *letter of credit (L/C)* yang diaksep oleh bank pengaksep (*accepting bank*).

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 perolehan 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.

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.

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.

p. Penurunan nilai aset non-keuangan

Kerugian penurunan nilai diakui jika nilai tercatat dari suatu aset melebihi nilai yang dapat diperoleh kembali. Kerugian penurunan nilai diakui pada laba rugi.

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. Simpanan nasabah

Setelah pengakuan awal, giro, tabungan, deposito berjangka, dan deposito *on call* diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

r. 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.

s. 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 ke dalam perjanjian untuk membeli kembali aset (atau aset yang serupa secara substansial) dengan harga tetap di masa depan.

Estimated economic useful lives, depreciation method, and residual value are reviewed at end of each reporting period and adjusted prospectively, if appropriate.

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.

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. Impairment of non-financial asset

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.

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. 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.

r. 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.

s. 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.

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.

t. 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.

u. Pinjaman subordinasi

Setelah pengakuan awal, pinjaman subordinasi diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

v. 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.

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.

t. 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.

u. Subordinated loans

Subsequent to initial recognition, subordinated loan is measured at amortized cost using the effective interest method.

v. 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.

w. 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.

x. 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;
- 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.

w. 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 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.

x. 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;
- 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.

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 pemulaan, 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 pemulaan, 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.

Liabilitas sewa disajikan sebagai pos liabilitas lain-lain dalam laporan posisi keuangan.

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.

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 standalone 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.

The lease liability is presented as other liabilities in the statement of financial position.

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.

y. Imbalan kerja karyawan

Imbalan kerja karyawan jangka pendek

Liabilitas imbalan kerja jangka pendek merupakan bonus karyawan yang akan diselesaikan dalam jangka waktu satu tahun.

Liabilitas imbalan kerja jangka pendek diukur berdasarkan jumlah tidak terdiskonto dan dibebankan pada saat jasa tersebut diberikan.

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.

Imbalan pascakerja karyawan

Bank menyelenggarakan program pensiun iuran pasti untuk semua karyawan tetapnya. Bank juga memberikan imbalan pasca kerja imbalan pasti untuk karyawan sesuai dengan Peraturan Pemerintah No. 35 Tahun 2021 dan Undang-Undang No. 6 Tahun 2023. (2022: Undang-Undang Ketenagakerjaan 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*.

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.

Imbalan kerja jangka panjang lain

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.

y. Employee benefits

Short-term employee benefits

Short-term employee benefit obligation represents employee bonus which will be paid within one year.

Short-term employee benefit obligation is measured on an undiscounted basis and expensed at the time the related service is provided.

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.

Post-employment benefits obligation

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 Government Regulation No. 35 Year 2021 and Law No. 6 Year 2023 and. (2022: Labor Law No. 13/2003).

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.

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.

Other long-term employee benefits

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.

z. 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.

z. 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.

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.

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.

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.

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.

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.

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.

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.

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 be 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>2023</u>	<u>2022</u>	
Rupiah	2.168.973	1.610.166	Rupiah
Dolar Amerika Serikat	831.016	832.123	United States Dollar
Jumlah	<u>2.999.989</u>	<u>2.442.289</u>	Total

Saldo giro pada Bank Indonesia disediakan untuk memenuhi persyaratan Giro Wajib Minimum (GWM) dari BI.

Rasio GWM Bank pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

	<u>2023</u>	<u>2022</u>	
Rupiah			Rupiah
GWM Primer	11,48%	12,20%	Primary GWM
GWM Penyangga Likuiditas			Macroprudential Liquidity Buffer ("PLM")
Makroprudensial ("PLM")	36,98%	54,11%	GWM
Mata uang asing	4,12%	4,08%	Foreign currencies

Pada tanggal 31 Desember 2023 dan 2022, Bank tidak memiliki kewajiban GWM Rasio Intermediasi Makroprudensial ("RIM") dikarenakan rasio KPMM Bank berada di atas 14%.

Pada tanggal 31 Desember 2023 dan 2022, Bank telah memenuhi ketentuan Bank Indonesia mengenai GWM.

5. CURRENT ACCOUNTS WITH BANK INDONESIA

Current accounts with Bank Indonesia are maintained to comply with BI minimum statutory reserve requirement (GWM).

As of December 31, 2023 and 2022, the GWM ratios of the Bank were as follows:

As of December 31, 2023 and 2022, the Bank was not required to maintain Macroprudential Intermediation Ratio ("RIM") GWM as the Bank's CAR is above 14%.

As of December 31, 2023 and 2022, the Bank has complied with Bank Indonesia Regulation on the GWM.

6. GIRO PADA BANK-BANK LAIN

a. Berdasarkan mata uang

	<u>2023</u>	<u>2022</u>	
Yuan China	1.734.768	1.626.512	Chinese Yuan
Dolar Amerika Serikat	696.192	686.214	United States Dollar
Rupiah	5.999	7.455	Rupiah
Euro Eropa	9.111	25.647	European Euro
Dolar Australia	14.940	3.531	Australian Dollar
Poundsterling Inggris	6.976	4.105	British Poundsterling
Dolar Singapura	43.007	18.055	Singapore Dollar
Dolar Hong Kong	4.615	10.311	Hong Kong Dollar
Dolar Selandia Baru	1.501	2.153	New Zealand Dollar
Yen Jepang	3.115	1.205	Japanese Yen
	<u>2.520.224</u>	<u>2.385.188</u>	
Cadangan kerugian penurunan nilai	<u>(3.031)</u>	<u>(793)</u>	Allowance for impairment losses
Jumlah	<u>2.517.193</u>	<u>2.384.395</u>	Total

b. Transaksi dengan pihak berelasi

	<u>2023</u>	<u>2022</u>	
Industrial and Commercial Bank of China Ltd., China	66.209	62.292	Industrial and Commercial Bank of China Ltd., China
Industrial and Commercial Bank of China Ltd., cabang Singapura	44.635	62.173	Industrial and Commercial Bank of China Ltd., Singapore branch
Industrial and Commercial Bank of China Ltd., cabang Beijing	20.552	17.964	Industrial and Commercial Bank of China Ltd., Beijing branch
Industrial and Commercial Bank of China Ltd., cabang Sydney	14.940	18.055	Industrial and Commercial Bank of China Ltd., Sydney branch
Industrial and Commercial Bank of China (Asia) Ltd., Hong Kong	6.385	9.017	Industrial and Commercial Bank of China (Asia) Ltd., Hong Kong
Industrial and Commercial Bank of China Ltd., cabang Tokyo	3.115	1.205	Industrial and Commercial Bank of China Ltd., Tokyo branch
Industrial and Commercial Bank of China Ltd., cabang Shanghai	1.981	583	Industrial and Commercial Bank of China Ltd., Shanghai branch
Industrial and Commercial Bank of China Ltd., cabang Frankfurt	862	7.797	Industrial and Commercial Bank of China Ltd., Frankfurt branch
Industrial and Commercial Bank of China Ltd., cabang Shenzhen	609	6.210	Industrial and Commercial Bank of China Ltd., Shenzhen branch
Industrial and Commercial Bank of China Ltd., cabang Zhejiang	511	11.218	Industrial and Commercial Bank of China Ltd., Zhejiang branch
Industrial and Commercial Bank of China Ltd., cabang Guangdong	492	2.284	Industrial and Commercial Bank of China Ltd., Guangdong branch
Industrial and Commercial Bank of China Ltd., cabang New York	441	446	Industrial and Commercial Bank of China Ltd., New York branch
	<u>160.732</u>	<u>199.244</u>	
Cadangan kerugian penurunan nilai	<u>(51)</u>	<u>(20)</u>	Allowance for impairment losses
Jumlah	<u>160.681</u>	<u>199.224</u>	Total

c. Berdasarkan kolektibilitas

Pada tanggal 31 Desember 2023 dan 2022, seluruh giro pada bank-bank lain digolongkan lancar menurut kolektibilitas OJK.

6. CURRENT ACCOUNTS WITH OTHER BANKS

a. By currency

	<u>2023</u>	<u>2022</u>	
Chinese Yuan	1.626.512	1.626.512	Chinese Yuan
United States Dollar	686.214	686.214	United States Dollar
Rupiah	7.455	7.455	Rupiah
European Euro	25.647	25.647	European Euro
Australian Dollar	3.531	3.531	Australian Dollar
British Poundsterling	4.105	4.105	British Poundsterling
Singapore Dollar	18.055	18.055	Singapore Dollar
Hong Kong Dollar	10.311	10.311	Hong Kong Dollar
New Zealand Dollar	2.153	2.153	New Zealand Dollar
Japanese Yen	1.205	1.205	Japanese Yen
	<u>2.385.188</u>	<u>2.385.188</u>	
Allowance for impairment losses	<u>(793)</u>	<u>(793)</u>	Allowance for impairment losses
Total	<u>2.384.395</u>	<u>2.384.395</u>	Total

b. Related party transactions

	<u>2023</u>	<u>2022</u>	
Industrial and Commercial Bank of China Ltd., China	62.292	62.292	Industrial and Commercial Bank of China Ltd., China
Industrial and Commercial Bank of China Ltd., Singapore branch	62.173	62.173	Industrial and Commercial Bank of China Ltd., Singapore branch
Industrial and Commercial Bank of China Ltd., Beijing branch	17.964	17.964	Industrial and Commercial Bank of China Ltd., Beijing branch
Industrial and Commercial Bank of China Ltd., Sydney branch	18.055	18.055	Industrial and Commercial Bank of China Ltd., Sydney branch
Industrial and Commercial Bank of China (Asia) Ltd., Hong Kong	9.017	9.017	Industrial and Commercial Bank of China (Asia) Ltd., Hong Kong
Industrial and Commercial Bank of China Ltd., Tokyo branch	1.205	1.205	Industrial and Commercial Bank of China Ltd., Tokyo branch
Industrial and Commercial Bank of China Ltd., Shanghai branch	583	583	Industrial and Commercial Bank of China Ltd., Shanghai branch
Industrial and Commercial Bank of China Ltd., Frankfurt branch	7.797	7.797	Industrial and Commercial Bank of China Ltd., Frankfurt branch
Industrial and Commercial Bank of China Ltd., Shenzhen branch	6.210	6.210	Industrial and Commercial Bank of China Ltd., Shenzhen branch
Industrial and Commercial Bank of China Ltd., Zhejiang branch	11.218	11.218	Industrial and Commercial Bank of China Ltd., Zhejiang branch
Industrial and Commercial Bank of China Ltd., Guangdong branch	2.284	2.284	Industrial and Commercial Bank of China Ltd., Guangdong branch
Industrial and Commercial Bank of China Ltd., New York branch	446	446	Industrial and Commercial Bank of China Ltd., New York branch
	<u>199.244</u>	<u>199.244</u>	
Allowance for impairment losses	<u>(20)</u>	<u>(20)</u>	Allowance for impairment losses
Total	<u>199.224</u>	<u>199.224</u>	Total

c. By collectability

As of December 31, 2023 and 2022, 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 2023 adalah 0,17% (31 Desember 2022: 0,19%).

d. Average annual contractual interest rate

The average interest rates per annum of current accounts with other banks for the years ended December 31, 2023 were 0.17% (December 31, 2022: 0.19%).

7. PENEMPATAN PADA BANK INDONESIA DAN BANK-BANK LAIN

a. Berdasarkan jenis dan mata uang

	<u>2023</u>	<u>2022</u>
Rupiah		
Deposito berjangka pada Bank Indonesia	1.263.816	2.224.706
Deposito berjangka pada bank lain	-	999.110
	<u>1.263.816</u>	<u>3.223.816</u>
Mata uang asing		
Deposito berjangka pada Bank Indonesia	1.616.685	4.748.088
	2.880.501	7.971.904
Cadangan kerugian penurunan nilai	-	(70)
Jumlah	<u>2.880.501</u>	<u>7.971.834</u>

Deposito berjangka pada bank lain yang dijadikan sebagai jaminan pada tanggal 31 Desember 2023 adalah sebesar nihil (31 Desember 2022: Rp 999.110).

b. Transaksi dengan pihak berelasi

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat saldo penempatan dengan pihak berelasi.

c. Berdasarkan kolektibilitas

Seluruh penempatan pada Bank Indonesia dan bank-bank lain pada tanggal 31 Desember 2023 dan 2022 digolongkan lancar menurut kolektibilitas OJK.

d. Tingkat suku bunga kontraktual rata-rata setahun

	<u>2023</u>	<u>2022</u>
Rupiah	5,72%	3,60%
Mata uang asing	4,27%	1,84%

7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS

a. By type and currency

	<u>2023</u>	<u>2022</u>
Rupiah		
Time deposits with Bank Indonesia	1.263.816	2.224.706
Time deposits with other banks	-	999.110
	<u>1.263.816</u>	<u>3.223.816</u>
Foreign currencies		
Time deposits with Bank Indonesia	1.616.685	4.748.088
	2.880.501	7.971.904
Allowance for impairment losses	-	(70)
Total	<u>2.880.501</u>	<u>7.971.834</u>

Time deposit with other banks which were pledged as collaterals as of December 31, 2023 amounted to nil (December 31, 2022: Rp 999,110).

b. Related party transactions

As of December 31, 2023 and 2022, there were no balances of placements with related party.

c. By collectability

All placements with Bank Indonesia and other banks as of December 31, 2023 and 2022 was classified as current based on OJK collectability.

d. Average annual contractual interest rates

	<u>2023</u>	<u>2022</u>
Rupiah	5,72%	3,60%
Foreign currencies	4,27%	1,84%

e. Berdasarkan jangka waktu

Rincian penempatan pada Bank Indonesia dan bank-bank lain berdasarkan jangka waktu adalah sebagai berikut:

	<u>2023</u>	<u>2022</u>
< 3 bulan	2.880.501	6.972.794
> 3 - 12 bulan	-	999.110
	<u>2.880.501</u>	<u>7.971.904</u>
Cadangan kerugian penurunan nilai	-	(70)
Jumlah	<u>2.880.501</u>	<u>7.971.834</u>

e. By contract period

Details of placements with Bank Indonesia and other banks based on contract period are as follows:

	<u>2023</u>	<u>2022</u>
< 3 months	2.880.501	6.972.794
> 3 - 12 months	-	999.110
	<u>2.880.501</u>	<u>7.971.904</u>
Allowance for impairment losses	-	(70)
Total	<u>2.880.501</u>	<u>7.971.834</u>

8. TAGIHAN DAN LIABILITAS AKSEPTASI

a. Berdasarkan mata uang

	Tagihan akseptasi/ <i>Acceptance receivables</i>	
	<u>2023</u>	<u>2022</u>
Rupiah	46.152	52.558
Mata uang asing	15.814	14.242
	<u>61.966</u>	<u>66.800</u>
Cadangan kerugian penurunan nilai	(140)	(555)
Jumlah	<u>61.826</u>	<u>66.245</u>

8. ACCEPTANCE RECEIVABLES AND PAYABLES

a. By currency

	<u>2023</u>	<u>2022</u>
Rupiah	46.152	52.558
Foreign currencies	15.814	14.242
	<u>61.966</u>	<u>66.800</u>
Allowance for impairment losses	(140)	(555)
Total	<u>61.826</u>	<u>66.245</u>

b. Berdasarkan kolektibilitas

	<u>2023</u>	<u>2022</u>
Lancar	61.966	66.800
Cadangan kerugian penurunan nilai	(140)	(555)
Jumlah	<u>61.826</u>	<u>66.245</u>

b. By collectability

	<u>2023</u>	<u>2022</u>
Current	61.966	66.800
Allowance for impairment losses	(140)	(555)
Total	<u>61.826</u>	<u>66.245</u>

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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 2023 dan 2022 adalah sebagai berikut:

9. SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL

The securities purchased under agreements to resell as of December 31, 2023 and 2022 were as follows:

2023						
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	VR0046	599.955	28 Desember/December 2023	4 Januari/January 2024	6,00%	578.047
Bank Indonesia	VR0042	1.098.676	29 Desember/December 2023	5 Januari/January 2024	6,00%	1.044.376
Bank Indonesia	VR0068	199.840	14 April/April 2023	12 Januari/January 2024	6,50%	195.227
Bank Indonesia	VR0072	300.002	21 Juli/July 2023	19 Januari/January 2024	6,33%	286.252
Bank Indonesia	VR0094	699.115	14 Juli/July 2023	12 Juli/July 2024	6,42%	668.202
Bank Indonesia	VR0064	299.703	21 Juli/July 2023	19 Juli/July 2024	6,42%	295.041
Bank Indonesia	VR0063	499.504	18 Agustus/August 2023	16 Agustus/August 2024	6,43%	492.059
Bank BRI	FR0086	98.303	06 Desember/December 2023	5 Januari/January 2024	6,60%	94.236
Jumlah/Total		<u>3.795.098</u>				<u>3.653.440</u>
Cadangan kerugian penurunan nilai/Allowance for impairment losses						(9)
Jumlah - bersih/Total - Net						<u>3.653.431</u>

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>

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.

Management has determined that there were no impairment losses on securities purchased under agreements to resell to be recognized as of December 31, 2022.

10. EFEK-EFEK UNTUK TUJUAN INVESTASI

10. INVESTMENT IN SECURITIES

a. Berdasarkan jenis dan mata uang

a. By type and currency

	2023	2022	
Diukur pada nilai wajar melalui penghasilan komprehensif lain			Measured at fair value through other comprehensive income
Rupiah			Rupiah
Obligasi Pemerintah	722.368	754.813	Government Bonds
Jumlah diukur pada nilai wajar melalui penghasilan komprehensif lain	722.368	754.813	Total measured at fair value through other comprehensive income
Diukur pada biaya perolehan yang diamortisasi			Measured at amortized cost
Rupiah			Rupiah
Obligasi Pemerintah	6.399.216	4.564.035	Government Bonds
Wesel SKBDN	-	48.278	SKBDN Bills
	6.399.216	4.612.313	
Mata uang asing			Foreign currencies
Obligasi Pemerintah	396.959	1.607.011	Government Bonds
Wesel SKBDN	1.020	20.954	SKBDN Bills
	397.979	1.627.965	
Jumlah diukur pada biaya perolehan yang diamortisasi	6.797.195	6.240.278	Total measured at amortized cost
Cadangan kerugian penurunan nilai	7.519.563	6.995.091	
	-	(384)	Allowance for impairment losses
Jumlah	7.519.563	6.994.707	Total

b. Transaksi dengan pihak berelasi

b. Transaction with related parties

Pada tanggal 31 Desember 2023 dan 2022, tidak ada saldo efek-efek untuk tujuan investasi yang diterbitkan oleh pihak berelasi.

As of December 31, 2023 and 2022, 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 2023 dan 2022 digolongkan lancar menurut kolektibilitas OJK.

All investment in securities as of December 31, 2023 and 2022 were classified as current based on OJK collectability.

d. Tingkat suku bunga kontraktual rata-rata setahun

d. Average annual contractual interest rate

	2023	2022	
Rupiah			Rupiah
Obligasi Pemerintah	6,97%	6,86%	Government Bonds
Wesel SKBDN	7,25%	6,96%	SKBDN Bills
Obligasi Perusahaan	-	7,60%	Corporate Bonds
Mata uang asing			Foreign currencies
Obligasi Pemerintah	3,94%	4,48%	Government Bonds
Wesel SKBDN	4,73%	4,75%	SKBDN Bills

e. Perubahan kerugian yang belum direalisasi

Perubahan kerugian yang belum direalisasi dari perubahan nilai wajar efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya adalah sebagai berikut:

	<u>2023</u>	<u>2022</u>
Saldo awal - sebelum pajak penghasilan tangguhan	(15.224)	12.032
Penambahan keuntungan (kerugian) yang belum direalisasi selama tahun berjalan - bersih	<u>1.839</u>	<u>(27.256)</u>
Jumlah - sebelum pajak penghasilan tangguhan	(13.386)	(15.224)
Pajak penghasilan tangguhan (Catatan 16)	<u>2.944</u>	<u>3.348</u>
Saldo akhir - bersih	<u>(10.442)</u>	<u>(11.876)</u>

e. Movement of unrealized loss

The movement of unrealized 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	12.032
Addition of unrealized gain (loss) during the year - net	(27.256)
Total - before deferred income tax	(15.224)
Deferred income tax (Note 16)	3.348
End of year - net	(11.876)

11. KREDIT YANG DIBERIKAN

a. Berdasarkan jenis kredit dan mata uang

	<u>2023</u>	<u>2022</u>
Rupiah		
Investasi	3.979.259	6.209.002
Modal kerja	6.171.390	3.154.794
Konsumsi	<u>74.035</u>	<u>121.553</u>
	<u>10.224.684</u>	<u>9.485.349</u>
Dolar Amerika Serikat		
Investasi	6.560.638	9.433.093
Modal kerja	<u>5.619.811</u>	<u>7.717.689</u>
	<u>12.180.449</u>	<u>17.150.782</u>
Yuan China		
Investasi	1.480.882	578.736
Modal kerja	<u>870.073</u>	<u>-</u>
	<u>2.350.955</u>	<u>578.736</u>
Jumlah kredit yang diberikan sebelum cadangan kerugian penurunan nilai	24.756.088	27.214.867
Cadangan kerugian penurunan nilai	<u>(1.035.583)</u>	<u>(1.216.737)</u>
Jumlah kredit yang diberikan - bersih	<u>23.720.505</u>	<u>25.998.130</u>

11. LOANS RECEIVABLE

a. By type and currency

Rupiah	
Investment	6.209.002
Working capital	3.154.794
Consumer	121.553
	9.485.349
United States Dollar	
Investment	9.433.093
Working capital	7.717.689
	17.150.782
Chinese Yuan	
Investment	578.736
Working capital	-
	578.736
Total loans receivable before allowance for impairment losses	27.214.867
Allowance for impairment losses	(1.216.737)
Total loan receivable - net	25.998.130

<p>b. Berdasarkan sektor usaha</p>			<p>b. By economic sector</p>
	<u>2023</u>	<u>2022</u>	
Perantara keuangan	6.009.295	6.649.635	Financial intermediaries
Industri pengolahan	5.444.045	5.245.705	Manufacturing
<i>Real estate</i> , persewaan dan jasa dunia usaha	3.428.644	2.243.341	Real estate, leasing and business services
Listrik, gas dan air	3.398.833	3.127.770	Electricity, gas and water
Pertambangan	2.609.753	2.611.988	Mining
Konstruksi	2.240.829	2.486.647	Construction
komunikasi	841.732	1.083.393	communication
Perdagangan, hotel dan restoran	364.768	303.274	Trading, hotel and restaurant
Pengadaan akomodasi, makanan dan minuman	337.723	1.587.853	Accommodation, food and beverages
Pengangkutan, pergudangan dan Pertanian, perkebunan dan sarana pertanian	-	1.751.630	Transportation, warehousing and Agriculture, farming, and agriculture facilities
Lain-lain	80.466	123.631	Others
Jumlah kredit yang diberikan sebelum cadangan kerugian penurunan nilai	24.756.088	27.214.867	Total loans receivable before allowance for impairment losses
Cadangan kerugian penurunan nilai	(1.035.583)	(1.216.737)	Allowance for impairment losses
Jumlah kredit yang diberikan - bersih	<u>23.720.505</u>	<u>25.998.130</u>	Total loans receivable - net
<p>c. Berdasarkan jangka waktu</p> <p>Klasifikasi berdasarkan jangka waktu perjanjian kredit adalah sebagai berikut:</p>	<u>2023</u>	<u>2022</u>	<p>c. By contract period</p> <p>Loans by contract period based on loan agreement were as follows:</p>
< 1 tahun	859.060	204.074	< 1 year
1 - 2 tahun	6.723.780	4.946.622	1 - 2 years
> 2 - 5 tahun	3.307.634	9.995.929	> 2 - 5 years
> 5 tahun	13.865.614	12.068.242	> 5 years
Jumlah kredit yang diberikan sebelum cadangan kerugian penurunan nilai	24.756.088	27.214.867	Total loans receivable before allowance for impairment losses
Cadangan kerugian penurunan nilai	(1.035.583)	(1.216.737)	Allowance for impairment losses
Jumlah kredit yang diberikan - bersih	<u>23.720.505</u>	<u>25.998.130</u>	Total loans receivable - net
<p>d. Berdasarkan kualitas kredit sesuai dengan kolektabilitas OJK</p>	<u>2023</u>	<u>2022</u>	<p>d. Based on quality of loans receivable based on OJK collectability</p>
Lancar	21.480.478	23.518.446	Current
Dalam perhatian khusus	2.700.369	2.903.404	Special mention
Kurang lancar	412.314	54	Substandard
Diragukan	87	106	Doubtful
Macet	162.840	792.857	Loss
Jumlah kredit yang diberikan sebelum cadangan kerugian penurunan nilai	24.756.088	27.214.867	Total loans receivable before allowance for impairment losses
Cadangan kerugian penurunan nilai	(1.035.583)	(1.216.737)	Allowance for impairment losses
Jumlah kredit yang diberikan - bersih	<u>23.720.505</u>	<u>25.998.130</u>	Total loans receivable - net
<p>e. Tingkat suku bunga kontraktual rata-rata</p>	<u>2023</u>	<u>2022</u>	<p>e. Average annual contractual interest rates</p>
Rupiah	8,76%	9,13%	Rupiah
Dolar Amerika Serikat	5,61%	5,39%	United States Dollar
Yuan China	4,78%	4,75%	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:

		2023				
		Tahap 1/ Stage 1	Tahap 2/ Stage 2	Tahap 3/ Stage 3	Jumlah/ Total	
Saldo awal tahun	146.850	429.628	640.259	1.216.737	Beginning balance of year	
Transfer ke kerugian kredit ekspektasian 12 bulan (tahap 1)	534	(522)	(12)	-	Transferred to 12 months expected credit losses (stage 1)	
Transfer ke kerugian kredit ekspektasian sepanjang umur (tahap 2)	(12.099)	12.099	-	-	Transferred to lifetime expected credit losses (stage 2)	
Transfer ke kerugian kredit ekspektasian sepanjang umur (tahap 3)	(6)	(89.990)	89.996	-	Transferred to lifetime expected credit losses (stage 3)	
Pengukuran kembali	(14.894)	283.180	392.549	660.835	New remeasurement	
Kredit yang diberikan yang baru diperoleh	8.338	-	-	8.338	New loan receivables originated	
Kredit yang diberikan yang telah dilunasi	(35.757)	(19.105)	(44)	(54.906)	Loan that have been repaid	
Selisih kurs	3.934	-	-	3.934	Exchange rate differences	
Hapus buku	-	(6.966)	(792.389)	(799.355)	Write-off	
Saldo akhir tahun	<u>96.900</u>	<u>608.324</u>	<u>330.359</u>	<u>1.035.583</u>	Balance at end of year	

		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	

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:

		2023				
		Tahap 1/ Stage 1	Tahap 2/ Stage 2	Tahap 3/ Stage 3	Jumlah/ Total	
Saldo awal tahun	22.019.372	4.402.480	793.015	27.214.867	Beginning balance of year	
Transfer ke kerugian kredit ekspektasian 12 bulan (tahap 1)	2.144	(2.126)	(18)	-	Transferred to 12 months expected credit losses (stage 1)	
Transfer ke kerugian kredit ekspektasian sepanjang umur (tahap 2)	(470.013)	470.013	-	-	Transferred to lifetime expected credit losses (stage 2)	
Transfer ke kerugian kredit ekspektasian sepanjang umur (tahap 3)	(446)	(1.017.779)	1.018.225	-	Transferred to lifetime expected credit losses (stage 3)	
Perubahan nilai tercatat	(3.239.673)	(97.958)	779.383	(2.558.248)	Changes of carrying value	
Kredit yang diberikan yang baru diperoleh	4.996.572	-	-	4.996.572	New loan receivables originated	
Kredit yang diberikan yang telah dilunasi	(2.798.318)	(506.974)	(792.456)	(4.097.748)	Loan that have been repaid	
Hapus buku	-	(6.966)	(792.389)	(799.355)	Write-off	
Saldo akhir tahun	<u>20.509.638</u>	<u>3.240.690</u>	<u>1.005.760</u>	<u>24.756.088</u>	Balance at end of year	

	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	479.897	-	-	479.897	New loan receivables originated
Kredit yang diberikan yang telah dilunasi	(1.711.641)	(417.659)	(175)	(2.129.476)	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

g. Pergerakan antar tahap dalam tabel di atas adalah agregasi dari pergerakan selama tahun berjalan dan menunjukkan akumulasi dari transaksi-transaksi selama tahun berjalan.

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.

Selama tahun yang berakhir pada 31 Desember 2023 dan 2022, Bank tidak memiliki transaksi yang menghasilkan pengakuan atas aset keuangan yang dibeli atau yang berasal dari aset keuangan memburuk.

During the year ended December 31, 2023 and 2022, the Bank did not engage in transactions that resulted into recognition of Purchased or Originated Credit Impaired assets.

h. Informasi signifikan lainnya sehubungan dengan kredit yang diberikan

h. Other significant information relating to loans

- 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 2023 dan 2022 adalah sebesar 5,00% per tahun.
- Pada tanggal 31 Desember 2023, *loan to funding ratio* adalah sebesar 70,50% (31 Desember 2022: 64,61%).
- Kredit yang diberikan kepada pihak-pihak berelasi pada tanggal 31 Desember 2023 adalah sebesar Rp 3.639 (31 Desember 2022: Rp 4.603) (Catatan 28).
- Pada tanggal 31 Desember 2023, saldo kredit yang direstrukturisasi adalah sebesar Rp 6.393.950 (31 Desember 2022: Rp 8.197.766).

- 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, 2023 and 2022 was 5.00% per annum.
- As of December 31, 2023, loan to funding ratio was 70.50% (December 31, 2022: 64.61%).
- Loans granted to related parties as of December 31, 2023 amounted to Rp 3,639 (December 31, 2022: Rp 4,603) (Note 28).
- As of December 31, 2023, restructured loans amounted to Rp 6,393,950 (December 31, 2022: Rp 8,197,766).

- Rasio *non-performing loan* (NPL) pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

	2023	2022
NPL bruto	2,45%	3,00%
NPL neto ¹⁾	1,19%	0,58%

1) Neto setelah cadangan kerugian penurunan nilai

- Pada tanggal 31 Desember 2023 dan 2022, 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 2023 dan masih dalam aktivitas penagihan sebesar Rp 799.355 (31 Desember 2022: Rp 77.671).

- As of December 31, 2023 and 2022 the non-performing loan (NPL) ratios were as follows:

Gross NPL
 Net NPL¹⁾

1) Net of allowance for impairment losses

- As of December 31, 2023 and 2022, 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, 2023 and that are still subject to enforcement activity is Rp 799,355 (December 31, 2022: Rp 77,671).

12. ASET TETAP

12. FIXED ASSETS

	1 Januari/ January 1, 2023	Penambahan/ Additions	Pengurangan/ Deductions	Reklasifikasi/ Reclassification	31 Desember/ December 31, 2023	
Biaya perolehan:						At cost:
Tanah	1.419	-	-	-	1.419	Land
Bangunan	291.032	628	(595)	-	291.065	Buildings
Inventaris kantor	209.628	17.090	(18.104)	-	208.614	Office equipments
Kendaraan	368	60	(44)	-	384	Vehicles
Prasarana	82.644	3.877	(11.574)	-	74.947	Leasehold improvement
Aset dalam penyelesaian	-	2.067	-	-	2.067	Construction in progress
Aset hak-guna	83.611	40.573	(33.489)	-	90.695	Right-of-use assets
Jumlah	<u>668.702</u>	<u>64.295</u>	<u>(63.806)</u>	<u>-</u>	<u>669.191</u>	Total
Akumulasi penyusutan:						Accumulated depreciation:
Bangunan	(171.974)	(14.552)	383	-	(186.143)	Buildings
Inventaris kantor	(165.500)	(14.998)	18.104	-	(162.394)	Office equipments
Kendaraan	(310)	(19)	44	-	(285)	Vehicles
Prasarana	(76.391)	(2.808)	11.575	-	(67.624)	Leasehold improvement
Aset hak-guna	(43.451)	(19.462)	33.489	-	(29.424)	Right-of-use assets
Jumlah	<u>(457.626)</u>	<u>(51.839)</u>	<u>63.595</u>	<u>-</u>	<u>(445.870)</u>	Total
Jumlah tercatat bersih	<u>211.076</u>				<u>223.321</u>	Net carrying value

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	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	706.514	9.995	(47.807)	-	668.702	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	(450.444)	(54.933)	47.751	-	(457.626)	Total
Jumlah tercatat bersih	256.070				211.076	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 gedung 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 2023	28.271	-	11.889	40.160	Balance as of January 1, 2023
Penambahan selama tahun berjalan	36.954	-	3.619	40.573	Addition during the year
Penyusutan selama tahun berjalan	(16.239)	-	(3.223)	(19.462)	Depreciation charge for the year
Saldo 31 Desember 2023	48.986	-	12.285	61.271	Balance as of December 31, 2023
	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

	2023	2022	
<u>Jumlah diakui di laba rugi</u>			<u>Amounts recognized in profit or loss</u>
Bunga atas liabilitas sewa (Catatan 24)	2.918	1.931	Interest on lease liabilities (Note 24)
Penyusutan aset hak-guna (Catatan 26)	19.462	18.471	Depreciation of right-of-use assets (Note 26)
Beban yang berkaitan dengan sewa jangka pendek atau nilai rendah (Catatan 26)	8.987	7.572	Expenses relating to short-term or low value leases (Note 26)

13. ASET LAIN-LAIN

	<u>2023</u>
Bunga masih akan diterima	458.110
Beban dibayar dimuka	15.238
Setoran jaminan	4.706
Barang cetakan dan perlengkapan kantor	2.893
Aset takberwujud	1.720
Agunan yang diambil alih	1.206
Lain-lain	3.776
Jumlah	<u>487.649</u>

Bunga masih akan diterima merupakan pendapatan bunga atas kredit yang diberikan, penempatan pada Bank Indonesia, 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>2022</u>	
	500.109	Interest receivable
	26.784	Prepaid expenses
	4.631	Security deposits
	2.961	Printed materials and office supplies
	1.627	Intangible assets
	1.206	Foreclosed assets
	3.184	Others
Total	<u>540.502</u>	

Interest receivable represents interest income from loans, placements with Bank Indonesia, 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>2023</u>
Rupiah	
Giro	2.284.851
Tabungan	1.444.615
Deposito berjangka	16.388.584
Subjumlah	<u>20.118.050</u>
Mata uang asing	
Giro	4.099.059
Tabungan	466.294
Deposito berjangka	8.557.161
Subjumlah	<u>13.122.514</u>
Jumlah	<u>33.240.564</u>

Simpanan nasabah yang diblokir atau dijadikan sebagai jaminan pada tanggal 31 Desember 2023 adalah sebesar Rp 1.542.786 (31 Desember 2022: Rp 1.143.101).

14. DEPOSITS FROM CUSTOMERS

a. By type and currency

	<u>2022</u>	
Rupiah		
Current accounts	2.994.831	
Saving accounts	1.797.161	
Time deposits	22.477.448	
Subtotal	<u>27.269.440</u>	
Foreign Currencies		
Current accounts	5.284.427	
Saving accounts	407.998	
Time deposits	7.924.576	
Subtotal	<u>13.617.001</u>	
Total	<u>40.886.441</u>	

Deposits from customers which were blocked or pledged as collaterals as of December 31, 2023 Rp 1,542,786 (December 31, 2022: Rp 1,143,101).

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 88.177 pada tanggal 31 Desember 2023 (31 Desember 2022: Rp 91.089).

c. Tingkat suku bunga kontraktual rata-rata setahun

Tingkat suku bunga kontraktual rata-rata setahun adalah sebagai berikut:

	<u>2023</u>	<u>2022</u>
Rupiah		
Giro	1,73%	1,76%
Tabungan	1,14%	1,02%
Deposito berjangka	4,45%	3,38%
Mata uang asing		
Giro	0,06%	0,06%
Tabungan	0,07%	0,06%
Deposito berjangka	1,67%	0,67%

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 88,177 as of December 31, 2023 (December 31, 2022: Rp 91,089).

c. Average annual contractual interest rate

The average annual contractual interest rates were as follows:

	<u>2023</u>	<u>2022</u>
Rupiah		
Current accounts	1,73%	1,76%
Saving accounts	1,14%	1,02%
Time deposits	4,45%	3,38%
Foreign Currencies		
Current accounts	0,06%	0,06%
Saving accounts	0,07%	0,06%
Time deposits	1,67%	0,67%

15. SIMPANAN DARI BANK-BANK LAIN

a. Berdasarkan jenis dan mata uang

	<u>2023</u>	<u>2022</u>
Rupiah		
Giro	40.894	745
Deposito berjangka	163.750	177.300
Subjumlah	<u>204.644</u>	<u>178.045</u>
Mata uang asing		
Giro	<u>1.168.337</u>	<u>1.286.718</u>
Jumlah	<u><u>1.372.981</u></u>	<u><u>1.464.763</u></u>

b. Tingkat suku bunga kontraktual rata-rata setahun

	<u>2023</u>	<u>2022</u>
Rupiah		
Giro	1,83%	1,73%
Deposito berjangka	4,74%	3,47%
Mata uang asing		
Giro	0,21%	0,53%

15. DEPOSITS FROM OTHER BANKS

a. By type and currency

	<u>2023</u>	<u>2022</u>
Rupiah		
Current accounts	40.894	745
Time deposits	163.750	177.300
Subtotal	<u>204.644</u>	<u>178.045</u>
Foreign currency		
Current accounts	<u>1.168.337</u>	<u>1.286.718</u>
Total	<u><u>1.372.981</u></u>	<u><u>1.464.763</u></u>

b. Average annual contractual interest rate

	<u>2023</u>	<u>2022</u>
Rupiah		
Current accounts	1,83%	1,73%
Time deposits	4,74%	3,47%
Foreign currencies		
Current accounts	0,21%	0,53%

c. Berdasarkan jangka waktu

c. By contractual period

	<u>2023</u>	<u>2022</u>	
< 1 bulan	1.209.231	898.276	< 1 months
1 - 3 bulan	155.750	159.300	1 - 3 months
> 3 - 12 bulan	8.000	407.187	> 3 - 12 month
Jumlah	<u>1.372.981</u>	<u>1.464.763</u>	Total

16. PAJAK PENGHASILAN

16. INCOME TAX

Utang pajak penghasilan terdiri atas:

Income tax payable consists of the following:

	<u>2023</u>	<u>2022</u>	
Pajak Penghasilan Pasal 29	84.141	117.201	Income Tax Article 29
Pajak Penghasilan Pasal 29 Tahun 2017	-	142	Income Tax Article 29 Year 2017
Pajak Penghasilan Pasal 25	15.719	-	Income Tax Article 25
Jumlah	<u>99.860</u>	<u>117.343</u>	Total

Beban pajak penghasilan terdiri atas:

Income tax expense consists of the following:

	<u>2023</u>	<u>2022</u>	
Beban pajak kini	168.543	196.165	Current tax expense
Biaya pajak penghasilan tahun sebelumnya	-	142	Income tax expense from prior year
Manfaat pajak tangguhan	(74.276)	(118.915)	Deferred tax benefit
Jumlah beban pajak penghasilan	<u>94.267</u>	<u>77.392</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>2023</u>	<u>2022</u>	
Laba sebelum pajak	400.893	345.249	Profit before tax
Perbedaan temporer:			Temporary differences:
Cadangan kerugian penurunan nilai	405.036	451.158	Allowance for impairment losses
Imbalan kerja	3.506	(16.071)	Employee benefit
Cadangan bonus	968	4.626	Bonus provision
Derivatif	(75.328)	99.482	Derivative
Penyusutan dan amortisasi	(3.620)	855	Depreciation and amortization
Beban sewa hak guna	7.055	477	Lease expense
Subjumlah	<u>337.617</u>	<u>540.527</u>	Subtotal

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	2023	2022	
Perbedaan yang tidak dapat diperhitungkan menurut fiskal:			Permanent differences:
Sumbangan dan natura	6.746	2.318	Donation and benefit-in-kind
Lainnya	20.847	3.564	Others
Subjumlah	<u>27.593</u>	<u>5.882</u>	Subtotal
Laba kena pajak	<u>766.103</u>	<u>891.658</u>	Taxable income
Beban pajak kini	168.543	196.165	Current tax expense
Dikurangi pembayaran pajak penghasilan di muka	<u>84.402</u>	<u>78.964</u>	Less prepayment of income tax
Utang pajak kini	<u>84.141</u>	<u>117.201</u>	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:

	2023	2022	
Laba sebelum pajak	<u>400.893</u>	<u>345.249</u>	Profit before tax
Tarif pajak 22%	88.196	75.955	Statutory tax rate 22%
Biaya Pajak Penghasilan Tahun Sebelumnya	-	142	Income tax expense from prior year
Perbedaan permanen	<u>6.071</u>	<u>1.295</u>	Permanent differences
Beban pajak	<u>94.267</u>	<u>77.392</u>	Income tax expense

Pajak Tangguhan

Rincian dari aset (liabilitas) pajak tanggungan Bank
adalah sebagai berikut:

Deferred Tax

The details of the Bank's deferred tax assets (liabilities)
are as follows:

	31 Desember/ December 31, 2022	Diakui pada laba rugi/ Recognized in profit or loss	Diakui pada penghasilan komprehensif lain/ Recognized in other comprehensive income	31 Desember/ December 31, 2023	
Cadangan kerugian penurunan nilai atas aset keuangan	850.945	89.108	-	940.053	Provision for impairment losses of financial assets
Bonus masih harus dibayar	11.980	213	-	12.193	Accrued bonus
Liabilitas imbalan kerja	11.600	771	(1.503)	10.868	Employee benefits obligation
Penyusutan dan amortisasi	(783)	756	-	(27)	Depreciation and amortization
Kerugian (keuntungan) yang belum direalisasi atas transaksi derivatif	16.279	(16.572)	-	(293)	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	<u>3.348</u>	<u>-</u>	<u>(405)</u>	<u>2.943</u>	Unrealized losses (gains) from changes in fair value of securities measured at fair value through other comprehensive income
Aset pajak tanggungan - bersih	<u>893.369</u>	<u>74.276</u>	<u>(1.908)</u>	<u>965.737</u>	Deferred tax assets - net

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	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

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.

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, Bank memiliki kewajiban pembelian kembali pada tanggal 31 Desember 2023 sebesar nihil dan 31 Desember 2022, sebagai berikut:

17. SECURITIES SOLD UNDER AGREEMENTS TO REPURCHASE

To manage funding requirements, the Bank engages in financing transactions under securities sale and repurchase agreements. Bank had repurchase obligations as of December 31, 2023 amounting to nil and December 31, 2022 were as follows:

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

18. PINJAMAN YANG DITERIMA

	2023	2022
Mata uang asing		
<u>Pihak ketiga</u>		
PT Bank Central Asia Tbk	2.001.610	2.023.775
Standard Chartered Bank Indonesia	-	622.700
PT Citi Bank Indonesia	-	311.350
<u>Pihak berelasi (Catatan 28)</u>		
Industrial and Commercial Bank of China Ltd., China	-	2.335.125
Jumlah	<u>2.001.610</u>	<u>5.292.950</u>

Pada tanggal 31 Desember 2023 dan 2022, jatuh tempo dan suku bunga dari fasilitas pinjaman yang diterima adalah sebagai berikut:

	Tanggal jatuh tempo/Maturity date		Suku bunga/Interest rate	
	2023	2022	2023	2022
PT Bank Central Asia Tbk	29 Mar/Mar 2024	29 Mar/Mar 2024	6,44%	4,66%
	24 Mei/May 2024	24 Mei/May 2024	6,48%	5,49%
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	-	4,37%

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 2023 dan 2022, Bank telah mematuhi pembatasan-pembatasan penting sehubungan dengan perjanjian pinjaman dengan kreditur.

18. BORROWINGS

Foreign currencies
<u>Third party</u>
PT Bank Central Asia Tbk
Standard Chartered Bank Indonesia
PT Citi Bank Indonesia
<u>Related parties (Note 28)</u>
Industrial and Commercial Bank of China Ltd., China
Total

As of December 31, 2023 and 2022, the maturity dates and interest rates of outstanding borrowing facilities were as follow:

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, 2023 and 2022, 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

	2023	2022
Bunga masih harus dibayar	202.036	178.353
Bonus masih harus dibayar	55.715	54.747
Liabilitas sewa	48.196	20.896
Provisi dan komisi ditangguhkan	40.232	27.343
Pajak lainnya	16.581	22.806
Cadangan kerugian penurunan nilai atas rekening administratif	3.438	1.874
Beban masih harus dibayar	1.855	1.942
Setoran jaminan	416	464
Lain-lain	6.736	6.089
Jumlah	<u>375.205</u>	<u>314.514</u>

19. OTHER LIABILITIES AND ACCRUED EXPENSES

Interest payable
Accrued bonus
Lease liabilities
Deferred fees and commissions
Other taxes
Allowance for impairment losses on off-balance sheet items
Accrued expenses
Guarantee deposits
Others
Total

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.

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.

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.

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).

20. PINJAMAN SUBORDINASI

20. SUBORDINATED LOANS

	<u>2023</u>	<u>2022</u>	
Pinjaman subordinasi	<u>1.154.775</u>	<u>2.101.613</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.

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.

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 untuk mengubah persyaratan pinjaman menjadi SOFR (Secured Overnight Financing Rate) + *spread adjustment* + margin. Tidak ada ketentuan lain yang diubah sebagai bagian dari transisi ini. Saldo per 31 Desember 2023 adalah sebesar USD 75 juta atau setara dengan Rp 1.154.775 (2022: USD 135 juta atau setara dengan Rp 2.101.613).

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 have agree to amend the terms of these agreements to SOFR (Secured Overnight Financing Rate) + spread adjustment + margin. No other terms were amended as part of the transition. The loan balance as of December 31, 2023, amounted to USD 75 million or equivalent to Rp 1,154,775 (2022: USD 135 million or equivalent to Rp 2,101,613).

Saldo pinjaman dan bunga yang masih harus dibayar dari fasilitas pinjaman sebesar USD 60 juta telah dibayar pada tanggal 25 April 2023 dalam mata uang yang sama dengan mata uang pinjaman.

Outstanding loans drawn and interest accrued from credit facility amounted to USD 65 million has been paid on April 25, 2023 in the same currency in which the loan was denominated.

Untuk keperluan perhitungan rasio Kewajiban Penyediaan Modal Minimum (KPMM), 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.

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 2023 adalah sebanyak 559 karyawan (31 Desember 2022: 600 karyawan).

Liabilitas imbalan kerja yang termasuk dalam laporan posisi keuangan adalah sebagai berikut:

	<u>2023</u>	<u>2022</u>	
Liabilitas imbalan pascakerja	47.109	50.556	Post-employment benefit obligation
Imbalan kerja jangka panjang lainnya	<u>2.294</u>	<u>2.173</u>	Other long-term employee benefit
Jumlah	<u><u>49.403</u></u>	<u><u>52.729</u></u>	Total

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>2023</u>	<u>2022</u>	
Nilai kini kewajiban imbalan pasti - awal periode	50.556	68.645	Present value of defined benefit obligation - beginning of period
Biaya jasa:			Service cost:
- Biaya jasa kini	7.073	7.448	- Current service cost
- Biaya jasa lalu	-	(19.407)	- Past service cost
Biaya bunga	3.325	3.104	Interest cost
Penyesuaian dari perubahan metode pengatribusian imbalan periode jasa yang dibebankan pada laba rugi periode berjalan	-	(1.079)	Adjustment due to change in benefit attribution method charged to current period profit or loss
Imbalan yang dibayarkan	(7.013)	(6.296)	Benefit paid
Keuntungan (kerugian) aktuarial atas:			Actuarial gain (loss) due to:
- Penyesuaian atas pengalaman	(8.069)	(1.186)	- Experience adjustment
- Perubahan asumsi keuangan	<u>1.237</u>	<u>(673)</u>	- Change in financial assumptions
Nilai kini kewajiban imbalan pasti - akhir periode	<u><u>47.109</u></u>	<u><u>50.556</u></u>	Present value of defined benefit obligation - ending of period

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, 2023 is 559 employees (December 31, 2022: 600 employees).

The employee benefits obligation recognized in the statement of financial position is as follows:

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:

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Nilai yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain atas liabilitas imbalan pascakerja adalah sebagai berikut:

Amounts recognized in statement of profit or loss and other comprehensive income in respects of the post-employment benefits obligation are as follows:

	<u>2023</u>	<u>2022</u>	
Diakui pada laporan laba rugi:			Recognized in profit or loss:
Biaya jasa kini	7.073	7.448	Current service cost
Biaya jasa lalu	-	(19.407)	Past service cost
Biaya bunga	3.325	3.104	Interest cost
Penyesuaian dari perubahan metode pengatribusian imbalan periode jasa yang dibebankan pada laba rugi periode berjalan	-	(1.079)	Adjustment due to change in benefit attribution method charged to current period profit or loss
Subjumlah	<u>10.398</u>	<u>(9.934)</u>	Subtotal
Diakui pada laporan penghasilan komprehensif lain:			Recognized in other comprehensive income:
Keuntungan (kerugian) aktuarial atas:			Actuarial gain (loss) due to:
- Penyesuaian atas pengalaman	(8.069)	(1.186)	- Experience adjustment
- Perubahan asumsi keuangan	1.237	(673)	- Change in financial assumptions
Subjumlah	<u>(6.832)</u>	<u>(1.859)</u>	Subtotal
Jumlah yang diakui di laporan laba rugi dan penghasilan komprehensif lain	<u><u>3.566</u></u>	<u><u>(11.793)</u></u>	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:

	<u>2023</u>	<u>2022</u>	
Tingkat diskonto	6,50%	7,00%	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	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:

	<u>2023</u>	<u>2022</u>	
Tingkat diskonto			Discount rate
Kenaikan 1%	(2.418)	(2.542)	1% increase
Penurunan 1%	2.661	2.793	1% decrease
Tingkat kenaikan gaji			Salary increase rate
Kenaikan 1%	2.915	3.053	1% increase
Penurunan 1%	(2.686)	(2.817)	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

Other long-term employee benefit

Bank memberikan imbalan jangka panjang lainnya dalam bentuk cuti besar sesuai Peraturan Perusahaan. Bank tidak melakukan pendanaan terhadap program ini.

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.

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>2023</u>	<u>2022</u>	
Nilai kini kewajiban imbalan pasti - awal periode	2.173	2.014	Present value of defined benefit obligation - beginning of period
Biaya jasa:			Service cost:
- Biaya jasa kini	656	670	- Current service cost
Biaya bunga	135	121	Interest cost
Ekspektasi imbalan yang dibayarkan	(503)	(481)	Expected benefit paid
Keuntungan (kerugian) aktuarial atas:			Actuarial gain (loss) due to:
- Penyesuaian atas pengalaman	(190)	(139)	- Experience adjustment
- Perubahan asumsi keuangan	<u>23</u>	<u>(12)</u>	- Change in financial assumptions
Nilai kini kewajiban imbalan pasti - akhir periode	<u><u>2.294</u></u>	<u><u>2.173</u></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>2023</u>	<u>2022</u>	
Diakui pada laporan laba rugi:			Recognized in profit or loss:
Biaya jasa kini	656	670	Current service cost
Biaya bunga	135	121	Interest cost
Keuntungan (kerugian) aktuarial atas:			Actuarial gain (loss) due to:
- Penyesuaian atas pengalaman	(190)	(139)	- Experience adjustment
- Perubahan asumsi keuangan	<u>23</u>	<u>(12)</u>	- Change in financial assumptions
Jumlah yang diakui di laporan laba rugi	<u><u>624</u></u>	<u><u>640</u></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:

	2023	2022	
Tingkat diskonto	6,50%	7,00%	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/ <i>15% per annum up to age 35 then decrease linearly to 0% at age 55</i>		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:

	2023	2022	
Tingkat diskonto			Discount rate
Kenaikan 1%	(45)	(46)	1% increase
Penurunan 1%	47	48	1% decrease
Tingkat kenaikan gaji			Salary increase rate
Kenaikan 1%	51	53	1% increase
Penurunan 1%	(50)	(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 2023 dan 2022.

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, 2023 and 2022.

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Susunan pemegang saham pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

The shareholders' composition as of December 31, 2023 and 2022 were as follows:

Pemegang saham	2023 dan/and 2022			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 21 Juli 2023 dan 30 Juni 2022, pemegang saham membukukan cadangan umum masing-masing sebesar Rp 26.785 dan 47.608.

Based on a circular resolution of shareholders in lieu of the General Meeting of Shareholders dated July 21, 2023 and June 30, 2022, the shareholders appropriated general reserve amounting to Rp 26,785 and 47,608, respectively.

23. PENDAPATAN BUNGA

23. INTEREST INCOME

	2023	2022	
Kredit yang diberikan	1.718.681	1.534.148	Loans
Efek-efek yang dibeli dengan janji dijual kembali	696.813	552.697	Securities purchased under agreement to resell
Efek-efek untuk tujuan investasi	386.214	377.143	Investment in securities
Penempatan pada Bank Indonesia dan bank-bank lain	250.614	174.385	Placements with Bank Indonesia and other banks
Giro pada Bank Indonesia dan bank-bank lain	42.902	29.812	Current accounts with Bank Indonesia and other banks
Jumlah	3.095.224	2.668.185	Total

24. BEBAN BUNGA

24. INTEREST EXPENSE

	2023	2022	
Simpanan nasabah			Deposits from customers
Deposito berjangka	1.383.659	1.009.114	Time deposits
Giro	61.289	76.421	Current accounts
Tabungan	43.352	51.936	Saving accounts
Deposito <i>on call</i>	50	1.988	Deposits on call
Pinjaman subordinasi dan pinjaman yang diterima	289.039	167.879	Subordinated loans and borrowings
Premi penjaminan dana pihak ketiga	89.353	99.322	Premium on third party funds guarantee
Simpanan dari bank lain	28.331	41.820	Deposit from other banks
Efek-efek yang dijual dengan janji dibeli kembali	6.862	2.067	Securities sold under agreements to repurchase
Bunga atas liabilitas sewa	2.918	1.931	Interest on lease liabilities
Jumlah	1.904.853	1.452.478	Total

25. BEBAN KERUGIAN PENURUNAN NILAI ASET KEUANGAN

	<u>2023</u>	<u>2022</u>
Kredit yang diberikan (Catatan 11f)	614.305	582.478
Giro pada bank-bank lain	2.256	618
Penempatan pada Bank Indonesia dan bank-bank lain	(70)	63
Tagihan akseptasi	(404)	(1.271)
Efek-efek untuk tujuan investasi	(381)	336
Efek-efek yang dibeli dengan janji dijual kembali	9	-
Rekening administratif	1.152	(3.712)
Jumlah	<u>616.867</u>	<u>578.512</u>

25. IMPAIRMENT LOSSES ON FINANCIAL ASSETS

Loans (Note 11f)	582.478
Current account with other banks	618
Placements with Bank Indonesia and other banks	63
Acceptance receivables	(1.271)
Investment in securities	336
Securities purchased under agreements to resell	-
Off-balance sheet items	(3.712)
Total	<u>578.512</u>

26. BEBAN UMUM DAN ADMINISTRASI

	<u>2023</u>	<u>2022</u>
Jasa profesional	34.372	41.384
Penyusutan aset tetap (Catatan 12)	32.377	36.462
Penyusutan aset hak-guna (Catatan 12)	19.462	18.471
Perbaikan dan pemeliharaan	13.820	9.436
Komunikasi	10.745	12.291
Pendidikan dan perizinan	10.651	5.546
Sewa (Catatan 12)	8.987	7.572
Perlengkapan kantor	4.858	2.339
Listrik dan air	4.688	4.897
Perjalanan dinas	4.109	1.241
Pajak dan perizinan	2.243	1.372
Amortisasi aset takberwujud	1.914	1.601
Representasi	1.800	389
Transportasi	1.587	1.378
Barang cetakan	713	661
Promosi dan iklan	674	1.077
Lain-lain	7.798	6.255
Jumlah	<u>160.798</u>	<u>152.372</u>

26. GENERAL AND ADMINISTRATIVE EXPENSES

Professional fees	41.384
Depreciation of fixed assets (Note 12)	36.462
Depreciation of right-of-use assets (Note 12)	18.471
Repairs and maintenance	9.436
Communication	12.291
Educational and training	5.546
Rental (Note 12)	7.572
Office supplies	2.339
Electricity and water	4.897
Travel	1.241
Licenses and dues	1.372
Amortization of intangible assets	1.601
Representation	389
Transportation	1.378
Printed materials	661
Promotion and advertising	1.077
Others	6.255
Total	<u>152.372</u>

27. BEBAN TENAGA KERJA

	<u>2023</u>	<u>2022</u>
Gaji dan upah	224.658	222.360
Tunjangan hari raya dan bonus	46.810	48.573
Imbalan kerja karyawan	11.022	(9.294)
Tunjangan lain-lain	33.762	34.157
Jumlah	<u>316.252</u>	<u>295.796</u>

27. PERSONNEL EXPENSES

Salaries and wages	222.360
Festive allowance and bonus	48.573
Employment benefits	(9.294)
Other allowances	34.157
Total	<u>295.796</u>

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:

	<u>2023</u>	<u>2022</u>
Dewan komisaris	4.310	4.025
Direksi	34.063	36.192
Lain-lain	72.062	69.930
Jumlah	<u>110.435</u>	<u>110.147</u>

Board of Commissioners	4.025
Board of Directors	36.192
Others	69.930
Total	<u>110.147</u>

28. SIFAT DAN TRANSAKSI DENGAN PIHAK BERELASI

Transaksi dan saldo dengan pihak-pihak berelasi adalah sebagai berikut:

	2023	2022
Aset		
Giro pada bank-bank lain (Catatan 6)	160.732	199.244
Aset derivatif	6	261
Kredit yang diberikan (Catatan 11) Direksi, Dewan Komisaris dan Pejabat Eksekutif	3.639	4.603
Jumlah aset dari pihak berelasi	<u>164.377</u>	<u>204.108</u>
Persentase aset dari pihak berelasi terhadap jumlah aset	<u>0,36%</u>	<u>0,36%</u>
Liabilitas		
Simpanan nasabah (Catatan 14) Deposito berjangka Tabungan Giro	77.632 10.505 40	80.615 10.384 90
	<u>88.177</u>	<u>91.089</u>
Liabilitas derivatif	4.118	128
Pinjaman yang diterima (Catatan 18)	-	2.335.125
Liabilitas lain-lain dan beban yang masih harus dibayar (Catatan 19)	-	68.535
Pinjaman subordinasi (Catatan 20)	1.154.775	2.101.613
Jumlah liabilitas kepada pihak berelasi	<u>1.247.070</u>	<u>4.596.490</u>
Persentase liabilitas kepada pihak berelasi terhadap jumlah liabilitas	<u>3,25%</u>	<u>9,01%</u>
	<u>2023</u>	<u>2022</u>
Pendapatan dan beban operasional		
Pendapatan bunga	<u>2.872</u>	<u>3.026</u>
Persentase pendapatan bunga dari pihak berelasi terhadap jumlah pendapatan bunga	<u>0,09%</u>	<u>0,11%</u>
Beban bunga	<u>102.414</u>	<u>88.138</u>
Persentase beban bunga kepada pihak berelasi terhadap jumlah beban bunga	<u>5,38%</u>	<u>6,07%</u>

28. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES

Transactions and balances with related parties are as follows:

	2023	2022
Assets		
Current accounts with other banks (Note 6)	160.732	199.244
Derivative assets	6	261
Loans receivable (Note 11) Directors, Board of Commissioners and Executive Officers	3.639	4.603
Total assets from related parties	<u>164.377</u>	<u>204.108</u>
Percentage of assets from related parties to total assets	<u>0,36%</u>	<u>0,36%</u>
Liabilities		
Deposits from customers (Note 14) Time deposits Saving accounts Current accounts	77.632 10.505 40	80.615 10.384 90
	<u>88.177</u>	<u>91.089</u>
Derivative liabilities	4.118	128
Borrowings (Note 18)	-	2.335.125
Other liabilities and accrued expenses (Note 19)	-	68.535
Subordinated loans (Note 20)	1.154.775	2.101.613
Total liabilities to related parties	<u>1.247.070</u>	<u>4.596.490</u>
Percentage of liabilities to related parties to total liabilities	<u>3,25%</u>	<u>9,01%</u>
	<u>2023</u>	<u>2022</u>
Incomes and expenses from operations		
Interest income	<u>2.872</u>	<u>3.026</u>
Percentage of interest income from related parties to total interest income	<u>0,09%</u>	<u>0,11%</u>
Interest expense	<u>102.414</u>	<u>88.138</u>
Percentage of interest expense to related parties to total interest expense	<u>5,38%</u>	<u>6,07%</u>

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	<u>2023</u>	<u>2022</u>	
Komitmen dan kontinjensi (Catatan 29)			Commitments and contingencies (Note 29)
Fasilitas kredit yang diberikan yang belum digunakan	<u>4.480</u>	<u>3.984</u>	Unused loan facilities
Persentase liabilitas kepada pihak berelasi terhadap jumlah liabilitas komitmen	<u>0,12%</u>	<u>0,18%</u>	Percentage of committed liabilities to related parties to total committed liabilities
Bank garansi dan <i>Standby</i> L/C yang diterbitkan	<u>153.970</u>	<u>1.712.425</u>	Bank guarantees and Standby L/C issued
Persentase liabilitas kontinjensi kepada pihak berelasi terhadap jumlah liabilitas kontinjensi	<u>11,96%</u>	<u>53,38%</u>	Percentage of contingent liability to related parties to total contingent liabilities
Bank garansi yang diterima	<u>1.885.259</u>	<u>3.015.330</u>	Bank guarantees received
Persentase tagihan kontinjensi kepada pihak berelasi terhadap jumlah tagihan kontinjensi	<u>68,53%</u>	<u>91,06%</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 2023 dan 2022 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, 2023 and 2022 as follows (Note 27):

	<u>2023</u>	<u>2022</u>	
Kompensasi dan imbalan lainnya	<u>110.435</u>	<u>110.147</u>	Compensation and other benefits

Hubungan dengan pihak berelasi adalah sebagai berikut:

The relationship with related parties are as follows:

<i>Related parties</i>	<i>Nature of relationship</i>	<i>Nature of transaction</i>
Industrial and Commercial Bank of China Ltd., China	Entitas induk/ <i>Parent entity</i>	Giro pada bank lain, pinjaman subordinasi, komitmen dan kontinjensi/ <i>Current accounts with other banks, 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/ <i>Current accounts with other banks, placements with 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/	Cabang luar negeri dari entitas induk/ <i>Overseas branch of</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

	2023	2022	
Komitmen			Commitments
<u>Pihak ketiga</u>			<u>Third parties</u>
Liabilitas komitmen			Committed liabilities
L/C dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	(173.490)	(99.783)	Outstanding irrecoverable L/C and domestic L/C
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed</i>	(3.557.545)	(2.194.722)	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>			Unused loan facilities - committed
Direksi, Dewan Komisaris dan Pejabat Eksekutif	(4.480)	(3.984)	Directors, Board of Commissioners and Executive Officers
Jumlah liabilitas komitmen - bersih	<u>(3.735.515)</u>	<u>(2.298.489)</u>	Total commitment liabilities - net
Kontinjensi			Contingencies
<u>Pihak ketiga</u>			<u>Third parties</u>
Tagihan kontinjensi			Contingent receivables
Pendapatan bunga dalam penyelesaian	93.195	364.131	Interest receivable on non-performing
Bank garansi yang diterima	772.659	295.891	Bank guarantees received
Liabilitas kontinjensi			Contingent liabilities
Bank garansi dan <i>Standby L/C</i> yang diterbitkan	<u>(1.133.322)</u>	<u>(1.495.683)</u>	Bank guarantees and Standby L/C issued
Jumlah liabilitas kontinjensi - bersih	<u>(267.468)</u>	<u>(835.661)</u>	Total contingent liabilities - net

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	<u>2023</u>	<u>2022</u>	
Kontinjensi			Contingencies
<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	1.885.259	3.015.330	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	<u>(153.970)</u>	<u>(1.712.425)</u>	Industrial and Commercial Bank of China (Asia) Ltd., Hong Kong
Jumlah tagihan kontinjensi - bersih	<u>1.731.289</u>	<u>1.302.905</u>	Total contingent receivables - net
Jumlah tagihan kontinjensi	<u>1.463.821</u>	<u>467.244</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 2023 dan 2022 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, 2023 and 2022 was as follows:

	<u>2023</u>							
	Nilai tercatat/ <i>Carrying amount</i>	Tidak mempunyai jatuh tempo kontraktual/ <i>No contractual maturity</i>	< 1 bulan/ <i>< 1 month</i>	1-3 bulan/ <i>1-3 months</i>	> 3-6 bulan/ <i>> 3-6 months</i>	> 6-12 bulan/ <i>> 6-12 months</i>		> 12 bulan/ <i>> 12 months</i>
ASET							ASSETS	
Kas	93.511	93.511	-	-	-	-	-	Cash
Giro pada Bank Indonesia	2.999.989	2.999.989	-	-	-	-	-	Current accounts with Bank Indonesia
Giro pada bank-bank lain	2.520.224	2.520.224	-	-	-	-	-	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	2.880.501	-	2.880.501	-	-	-	-	Placements with Bank Indonesia and other banks
Aset derivatif	13.466	-	13.466	-	-	-	-	Derivative assets
Tagihan akseptasi	61.826	-	14.432	47.394	-	-	-	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	3.653.440	-	2.198.137	-	-	1.455.303	-	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	7.519.563	-	100.306	301.518	331.770	1.915.357	4.870.612	Investment in securities
Kredit yang diberikan	24.756.088	-	115.369	346.701	1.580.263	5.806.266	16.907.489	Loans receivable
Aset lain-lain	<u>462.816</u>	<u>-</u>	<u>2.213</u>	<u>10.729</u>	<u>20.701</u>	<u>38.135</u>	<u>391.038</u>	Other assets
	<u>44.961.424</u>	<u>5.613.724</u>	<u>5.324.424</u>	<u>706.342</u>	<u>1.932.734</u>	<u>9.215.061</u>	<u>22.169.139</u>	

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	2023							
	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
LIABILITAS							LIABILITIES	
Liabilitas segera	(9.298)	(9.298)	-	-	-	-	Liabilities payable on demand	
Simpanan nasabah	(33.240.564)	(8.291.796)	(11.830.527)	(5.641.694)	(4.900.604)	(2.574.080)	(1.863)	Deposits from customers
Simpanan dari bank lain	(1.372.981)	(1.209.231)	(151.000)	(4.000)	(8.750)	-	-	Deposits from other banks
Liabilitas derivatif	(12.131)	-	(12.131)	-	-	-	-	Derivative liabilities
Liabilitas akseptasi	(61.966)	-	(14.432)	(47.534)	-	-	-	Acceptance payables
Pinjaman yang diterima	(2.001.610)	-	-	(769.850)	(1.231.760)	-	-	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayar	(202.036)	-	(85.597)	(46.104)	(43.741)	(26.580)	(14)	Other liabilities and accrued expenses
Pinjaman subordinasi	(1.154.775)	-	-	-	-	(1.154.775)	-	Subordinated loans
	<u>(38.055.361)</u>	<u>(9.510.325)</u>	<u>(12.093.687)</u>	<u>(6.509.182)</u>	<u>(6.184.855)</u>	<u>(3.755.435)</u>	<u>(1.877)</u>	
Perbedaan jatuh tempo	<u>6.906.063</u>	<u>(3.896.601)</u>	<u>(6.769.263)</u>	<u>(5.802.840)</u>	<u>(4.252.121)</u>	<u>5.459.626</u>	<u>22.167.262</u>	Maturity gap
	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>	
LIABILITAS								LIABILITIES
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	(178.353)	-	(100.553)	(44.227)	-	(1.866)	(31.707)	Other liabilities and accrued expenses
Pinjaman subordinasi	(2.101.613)	-	-	-	-	-	(2.101.613)	Subordinated loans
	<u>(50.684.479)</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>(4.157.095)</u>	
Perbedaan jatuh tempo	<u>6.830.075</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>21.603.650</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 2023 dan 2022:

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, 2023 and 2022:

	2023		Diukur pada biaya perolehan/ <i>Measured at amortized cost</i>	Jumlah nilai tercatat/ <i>Total carrying amount</i>	
	Diukur pada nilai wajar melalui penghasilan Diukur pada nilai wajar melalui laba rugi/ <i>Measured at Fair value through profit or loss</i>	komprehensif lain/ <i>Measured at other comprehensive income</i>			
Aset keuangan					Financial assets
Kas	-	-	93.511	93.511	Cash
Giro pada Bank Indonesia	-	-	2.999.989	2.999.989	Current accounts with Bank Indonesia
Giro pada bank-bank lain	-	-	2.517.193	2.517.193	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	-	-	2.880.501	2.880.501	Placements with Bank Indonesia and other banks
Aset derivatif	13.466	-	-	13.466	Derivative assets
Tagihan akseptasi	-	-	61.826	61.826	Acceptance receivables
Efek-efek yang dibeli dengan janji dijual kembali	-	-	3.653.431	3.653.431	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	-	722.368	6.797.195	7.519.563	Investment in securities
Kredit yang diberikan	-	-	23.720.505	23.720.505	Loans receivable
Aset lain-lain	-	-	462.816	462.816	Other assets
	<u>13.466</u>	<u>722.368</u>	<u>43.186.967</u>	<u>43.922.801</u>	
Liabilitas keuangan					Financial liabilities
Liabilitas segera	-	-	(9.298)	(9.298)	Liabilities payable on demand
Simpanan nasabah	-	-	(33.240.564)	(33.240.564)	Deposits from customers
Simpanan dari bank-bank lain	-	-	(1.372.981)	(1.372.981)	Deposits from other banks
Liabilitas derivatif	(12.131)	-	-	(12.131)	Derivative liabilities
Liabilitas akseptasi	-	-	(61.966)	(61.966)	Acceptance payables
Pinjaman yang diterima	-	-	(2.001.610)	(2.001.610)	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayar	-	-	(202.036)	(202.036)	Other liabilities and accrued expenses
Pinjaman subordinasi	-	-	(1.154.775)	(1.154.775)	Subordinated loans
	<u>(12.131)</u>	<u>-</u>	<u>(38.043.230)</u>	<u>(38.055.361)</u>	

	2022				
	Diukur pada nilai wajar melalui penghasilan komprehensif lain/ <i>Measured at fair value through other comprehensive income</i>	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>	
Aset keuangan					Financial 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	-	-	2.384.395	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
	<u>6.187</u>	<u>754.813</u>	<u>55.535.015</u>	<u>56.296.015</u>	
Liabilitas keuangan					Financial liabilities
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	-	-	(178.353)	(178.353)	Other liabilities and accrued expenses
Pinjaman subordinasi	-	-	(2.101.613)	(2.101.613)	Subordinated loans
	<u>(80.179)</u>	<u>-</u>	<u>(50.604.300)</u>	<u>(50.684.479)</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.

- Level 3: input yang tidak dapat diobservasi. Dalam kategori ini termasuk semua instrumen dimana teknik penilaian menggunakan input yang tidak dapat diobservasi dan input yang tidak dapat diobservasi ini memberikan dampak signifikan terhadap penilaian instrumen. Termasuk dalam kategori ini adalah instrumen yang dinilai berdasarkan harga kuotasian untuk instrumen serupa yang memerlukan penyesuaian atau asumsi signifikan yang tidak dapat diobservasi untuk mencerminkan perbedaan di antara instrumen tersebut.
- Level 3: inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments for which significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

Instrumen keuangan yang diukur pada nilai wajar

Financial instrument measured at fair values

	2023		Jumlah/ Total	
	Level/ Level 1	Level/ Level 2		
Aset keuangan				Financial assets
Efek-efek untuk tujuan investasi diukur pada nilai wajar melalui penghasilan komprehensif lain	722.368	-	722.368	Investment in securities measured at fair value through other comprehensive income
Aset derivatif				Derivative assets
Diukur pada nilai wajar melalui laba rugi	124	13.342	13.466	Fair value through profit or loss
Liabilitas keuangan				Financial liabilities
Liabilitas derivatif				Derivative liabilities
Diukur pada nilai wajar melalui laba rugi	(162)	(11.969)	(12.131)	Fair value through profit or loss
	2022			
	Level/ Level 1	Level/ Level 2	Jumlah/ Total	
Aset keuangan				Financial assets
Efek-efek untuk tujuan investasi diukur pada nilai wajar melalui penghasilan komprehensif lain	754.813	-	754.813	Investment in securities measured at fair value through other comprehensive income
Aset derivatif				Derivative assets
Diukur pada nilai wajar melalui laba rugi	130	6.057	6.187	Fair value through profit or loss
Liabilitas keuangan				Financial liabilities
Liabilitas derivatif				Derivative liabilities
Diukur pada nilai wajar melalui laba rugi	(134)	(80.045)	(80.179)	Fair value through profit or loss

Nilai wajar efek-efek untuk tujuan investasi (diukur pada nilai wajar melalui penghasilan komprehensif lain) menggunakan harga kuotasian pasar.

The fair value of investment in securities (measured at fair value through other comprehensive income) used quoted market prices.

Nilai wajar instrumen derivatif atas *spot* menggunakan harga kuotasian pasar, kecuali untuk *swap* dan *forward* yang penilaiannya ditentukan dengan teknik penilaian berdasarkan input yang dapat diobservasi.

The fair value of spot used quoted market prices, except for swap and forward which were determined using valuation techniques based on observable inputs.

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.

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.

2023					
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	6.797.195	4.940.088	1.854.490	-	Investment in securities measured at amortized cost
Kredit yang diberikan	23.720.505	-	22.821.345	-	Loans receivable

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	-	Investment in securities measured at amortized cost
Kredit yang diberikan	25.998.130	-	25.570.342	-	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.

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.

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)

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)

Liabilitas keuangan:

- Liabilitas segera
- Simpanan nasabah
- Simpanan dari bank-bank lain
- Efek-efek yang dijual dengan janji dibeli kembali
- Liabilitas akseptasi
- Pinjaman yang diterima
- Liabilitas lain-lain dan beban yang masih harus dibayar
- Pinjaman subordinasi

Nilai wajar dari simpanan nasabah dan simpanan dari bank lain tanpa jatuh tempo adalah jumlah yang terutang pada saat penarikan.

Pinjaman subordinasi tidak disertakan pada tabel di atas karena sifat dan tujuannya secara substansi merupakan modal *Tier 2*.

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.

Financial liabilities:

- Liabilities payable on demand
- Deposits from customers
- Deposits from other banks
- Securities sold under agreements to repurchase
- Acceptance payables
- Borrowings
- Other liabilities and accrued expenses
- Subordinated loans

The fair value of deposits from customers and deposits from other banks with no stated maturity is the amount repayable on demand.

Subordinated loan is not included in the above table since the nature and purpose of this subordinated loan in substance contemplates Tier 2 capital.

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

Rekonsiliasi arus kas yang berasal dari aktivitas pendanaan untuk tahun berakhir pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

32. NET FINANCING ACTIVITIES RECONCILIATION

Reconciliation of cash flows arising from financing activities for the year ended December 31, 2023 and 2022, are as follows:

	2023					
	Saldo awal/ <i>Beginning balance</i>	Arus kas masuk (keluar) - bersih/ <i>Cash inflows (outflows) - net</i>	Penambahan/ <i>Additions</i>	Perubahan transaksi non kas/ <i>Non-cash changes</i>	Saldo akhir/ <i>Ending balance</i>	
Pinjaman yang diterima	5.292.950	(3.158.900)	-	(132.440)	2.001.610	Borrowings
Pinjaman subordinasi	2.101.613	(890.700)	-	(56.138)	1.154.775	Subordinated loans
Liabilitas sewa	20.896	(19.462)	40.573	6.189	48.196	Lease liabilities
	2022					
	Saldo awal/ <i>Beginning balance</i>	Arus kas masuk (keluar) - bersih/ <i>Cash inflows (outflows) - net</i>	Penambahan/ <i>Additions</i>	Perubahan transaksi non kas/ <i>Non-cash changes</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

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 pada satu unit dengan setiap jenis risiko telah ditunjuk *leading department* untuk melakukan pengelolaan risiko tersebut.

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 into one unit with each type of risk having a leading department appointed to carry out risk management.

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 Departemen Manajemen Risiko, Kepala Satuan Kerja Audit Internal, Kepala Satuan Kerja Kepatuhan, 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 penyempumaan kebijakan manajemen risiko;
- Memantau, menilai profil risiko portofolio 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 mendesain 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 the Risk Management Unit, Head of Internal Audit, Head of Compliance, 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 refinement 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 dikelola Bank seperti yang tercantum pada Kebijakan Manajemen Risiko adalah risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko hukum, risiko strategis, risiko kepatuhan, risiko reputasi, risiko suku bunga pada *banking book*, risiko negara dan transfer, risiko teknologi informasi, dan risiko iklim.

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, reputation risk, interest rate risk in banking book, country and transfer risk, information technology risk, and weather 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.

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;

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.

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;

- 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.

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:

	2023	2022
<u>Laporan posisi keuangan</u>		
Giro pada Bank Indonesia	2.999.989	2.442.289
Giro pada bank-bank lain	2.517.193	2.384.395
Penempatan pada Bank Indonesia dan bank-bank lain	2.880.501	7.971.834
Aset derivatif	13.466	6.187
Tagihan akseptasi	61.826	66.245
Efek-efek yang dibeli dengan janji dijual kembali	3.653.431	9.835.773
Efek-efek untuk tujuan investasi	7.519.563	6.994.707
Kredit yang diberikan	23.720.505	25.998.130
Aset lain-lain	462.816	504.740
<u>Rekening administratif dengan risiko kredit</u>		
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed</i> L/C dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	3.562.025	2.198.706
Garansi bank dan <i>Standby</i> L/C yang diterbitkan	1.287.292	3.208.108
Jumlah	<u>48.852.097</u>	<u>61.710.897</u>

- 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. 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:

<u>Statement of financial position</u>
Current accounts with Bank Indonesia
Current accounts with other banks
Placements with Bank Indonesia and other banks
Derivative assets
Acceptance receivables
Securities purchased under agreement to resell
Investment in securities
Loans receivable
Other assets
<u>Off-balance sheet accounts with credit risk</u>
Unused loan facilities - committed
Outstanding irrevocable L/C and domestic L/C
Bank guarantees and <i>Standby</i> L/C issued
Total

Tabel di bawah ini menunjukkan eksposur maksimum neto atas risiko kredit untuk efek-efek yang dibeli dengan janji dijual kembali pada tanggal 31 Desember 2023 dan 2022:

The table below shows the net maximum exposure to credit risk on securities purchased under agreement to resell on December 31, 2023 and 2022:

	2023			2022		
	Eksposur maksimum/ <i>Maximum exposure</i>	Agunan/ <i>Collateral</i>	Eksposur neto/ <i>Net exposure</i>	Eksposur maksimum/ <i>Maximum exposure</i>	Agunan/ <i>Collateral</i>	Eksposur neto/ <i>Net exposure</i>
Efek-efek yang dibeli dengan janji dijual kembali	3.653.431	(3.795.098)	-	9.835.773	(10.448.021)	-

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:

	2023					
	Pemerintah (termasuk Bank Indonesia)/ <i>Government (including Bank Indonesia)</i>	Badan Usaha Milik Negara/ <i>State Owned Enterprises</i>	Bank/ <i>Banks</i>	Perusahaan/ <i>Corporate</i>	Ritel/ <i>Retail</i>	Jumlah/ <i>Total</i>
Laporan posisi keuangan	Statement of financial position					
Giro pada Bank Indonesia	2.999.989	-	-	-	-	2.999.989
Giro pada bank-bank lain	-	38.342	2.478.851	-	-	2.517.193
Penempatan pada Bank Indonesia dan bank-bank lain	2.880.501	-	-	-	-	2.880.501
Aset derivatif	-	-	13.466	-	-	13.466
Tagihan akseptasi	-	-	-	61.826	-	61.826
Efek-efek yang dibeli dengan janji dijual kembali	3.653.431	-	-	-	-	3.653.431
Efek-efek untuk tujuan investasi	7.518.543	-	-	1.020	-	7.519.563
Kredit yang diberikan	-	7.040.348	1.535.240	15.025.163	119.754	23.720.505
Aset lain-lain	78.572	198.536	3.185	181.978	545	462.816
Rekening administratif dengan risiko kredit	Off-balance sheet accounts with credit risk					
Fasilitas kredit yang diberikan yang belum digunakan - <i>committed</i> L/C dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	-	18	-	3.414.811	147.196	3.562.025
Garansi bank dan <i>Standby</i> L/C yang diterbitkan	-	3.306	-	170.184	-	173.490
Jumlah	<u>17.131.036</u>	<u>7.280.793</u>	<u>4.184.712</u>	<u>19.988.061</u>	<u>267.495</u>	<u>48.852.097</u>
Persentase	<u>35%</u>	<u>15%</u>	<u>8%</u>	<u>41%</u>	<u>1%</u>	<u>100%</u>

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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>						
Giro pada Bank Indonesia	2.442.289	-	-	-	-	-	2.442.289
Giro pada bank-bank lain		26.646	2.357.749	-	-	-	2.384.395
Penempatan pada Bank Indonesia dan bank-bank lain	6.972.794	-	999.040	-	-	-	7.971.834
Aset derivatif			6.187	-	-	-	6.187
Tagihan akseptasi	-	49.129	-	17.116	-	-	66.245
Efek-efek yang dibeli dengan janji dijual kembali	9.835.773	-	-	-	-	-	9.835.773
Efek-efek untuk tujuan investasi	6.925.809	-	-	68.898	-	-	6.994.707
Kredit yang diberikan	-	9.429.878	799.099	15.508.920	260.233	-	25.998.130
Aset lain-lain	91.726	119.708	8.671	279.253	5.382	-	504.740
<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> L/C dan SKBDN yang masih berjalan dan tidak dapat dibatalkan	-	-	-	2.194.722	3.984	-	2.198.706
Garansi bank dan <i>Standby</i> L/C yang diterbitkan	-	29.754	-	70.029	-	-	99.783
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>3.208.108</u>	<u>61.710.897</u>
Persentase	<u>43%</u>	<u>16%</u>	<u>10%</u>	<u>32%</u>	<u>0%</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:

	2023	2022		
	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	2.506.219	2.065.967	Kas dan Standby L/C/ <i>Cash and Standby L/C</i>	Fully secured
Dijamin sebagian	14.037.289	17.288.277	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	8.212.580	7.860.623	-	Unsecured
	<u>24.756.088</u>	<u>27.214.867</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 2023 dan 2022, nilai tercatat aset keuangan berdasarkan kualitas kredit adalah sebagai berikut:

As of December 31, 2023 and 2022, the carrying amount of financial assets based on credit quality was as follows:

	2023			Jumlah/ <i>Total</i>	
	Tahap 1/ <i>Stage 1</i>	Tahap 2/ <i>Stage 2</i>	Tahap 3/ <i>Stage 3</i>		
Giro pada Bank Indonesia					Current accounts with Bank Indonesia
Tanpa peringkat	2.999.989	-	-	2.999.989	Non-graded
Nilai tercatat bruto	2.999.989	-	-	2.999.989	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
Nilai tercatat	2.999.989	-	-	2.999.989	Carrying amount
Giro pada bank-bank lain					Current accounts with other banks
Grade sAAA+ sampai AA+	1.610.993	-	-	1.610.993	Grade sAAA+ to AA+
Grade AA- sampai BBB	909.231	-	-	909.231	Grade AA- to BBB
Nilai tercatat bruto	2.520.224	-	-	2.520.224	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(3.031)	-	-	(3.031)	Less: allowance for impairment losses
Nilai tercatat	2.517.193	-	-	2.517.193	Carrying amount
Penempatan pada Bank Indonesia dan bank-bank lain					Placements with Bank Indonesia and other banks
Grade sAAA	-	-	-	-	Grade sAAA
Tanpa peringkat	2.880.501	-	-	2.880.501	Non-graded
Nilai tercatat bruto	2.880.501	-	-	2.880.501	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
Nilai tercatat	2.880.501	-	-	2.880.501	Carrying amount
Tagihan akseptasi					Acceptance receivables
Grade AA+	61.966	-	-	61.966	Grade AA+
Grade AA sampai BBB	-	-	-	-	Grade AA to BBB
Nilai tercatat bruto	61.966	-	-	61.966	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(140)	-	-	(140)	Less: allowance for impairment losses
Nilai tercatat	61.826	-	-	61.826	Carrying amount
Efek-efek yang dibeli dengan janji dijual kembali					Securities purchased under agreement to resell
Tanpa peringkat	3.653.440	-	-	3.653.440	Non-graded
Nilai tercatat bruto	3.653.440	-	-	3.653.440	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(9)	-	-	(9)	Less: allowance for impairment losses
Nilai tercatat	3.653.431	-	-	3.653.431	Carrying amount
Efek-efek untuk tujuan investasi					Investment in securities
Grade sAAA	7.518.543	-	-	7.518.543	Grade sAAA
Grade A-	1.020	-	-	1.020	Grade A-
Tanpa peringkat	-	-	-	-	Non-graded
Nilai tercatat bruto	7.519.563	-	-	7.519.563	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
Nilai tercatat	7.519.563	-	-	7.519.563	Carrying amount
Kredit yang diberikan					Loans receivable
Korporasi					Corporates
Grade sAAA+ sampai AA+	1.100.202	-	-	1.100.202	Grade sAAA+ to AA+
Grade sAA sampai A-	19.014.578	1.629.180	-	20.643.758	Grade sAA to A-
Grade BBB+ sampai BB	265.414	1.733.180	412.009	2.410.603	Grade BBB+ to BB
Grade B	-	301.972	162.285	464.257	Grade B
Nilai tercatat bruto	20.380.194	3.664.332	574.294	24.618.820	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(96.543)	(607.681)	(329.811)	(1.034.035)	Less: allowance for impairment losses
Nilai tercatat	20.283.651	3.056.651	244.483	23.584.785	

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	2023				
	Tahap 1/ Stage 1	Tahap 2/ Stage 2	Tahap 3/ Stage 3	Jumlah/ Total	
<u>Non-korporasi</u>					<u>Non-corporates</u>
Belum jatuh tempo	127.208	2.023	-	129.231	Not yet overdue
Telah jatuh tempo sampai dengan 1 - 30 hari	2.236	1.256	-	3.492	Past due up to 1 - 30 days
Telah jatuh tempo sampai dengan 31 - 90 hari	-	3.597	-	3.597	Past due up to 31 - 90 days
Telah jatuh tempo lebih dari 90 hari	-	-	948	948	Past due more than 90 days
Nilai tercatat bruto	129.444	6.876	948	137.268	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	(296)	(704)	(548)	(1.548)	Less: allowance for impairment losses
	129.148	6.172	400	135.720	
Nilai tercatat kredit yang diberikan	20.489.152	2.555.722	675.631	23.720.505	Carrying amount of loans receivable
<u>Aset lain-lain</u>					<u>Other assets</u>
Tanpa peringkat	462.816	-	-	462.816	Non-graded
Nilai tercatat bruto	462.816	-	-	462.816	Gross carrying amount
Dikurangi: cadangan kerugian penurunan nilai	-	-	-	-	Less: allowance for impairment losses
Nilai tercatat	462.816	-	-	462.816	Carrying amount
	2022				
	Tahap 1/ Stage 1	Tahap 2/ Stage 2	Tahap 3/ Stage 3	Jumlah/ Total	
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

	2022				
	Tahap 1/ <i>Stage 1</i>	Tahap 2/ <i>Stage 2</i>	Tahap 3/ <i>Stage 3</i>	Jumlah/ <i>Total</i>	
Efek-efek untuk tujuan investasi					Investment in securities
<i>Grade</i> 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					Less: allowance for
kerugian penurunan nilai	(384)	-	-	(384)	impairment losses
Nilai tercatat	6.994.707	-	-	6.994.707	Carrying amount
Kredit yang diberikan					Loans receivable
<u>Korporasi</u>					<u>Corporates</u>
<i>Grade</i> sAAA+ sampai AA+	1.584.772	-	-	1.584.772	Grade sAAA+ to AA+
<i>Grade</i> sAA sampai A-	19.688.841	2.037.377	-	21.726.218	Grade sAA to A-
<i>Grade</i> BBB+ sampai BB	155.675	2.221.684	-	2.377.359	Grade BBB+ to BB
<i>Grade</i> 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					Less: allowance for
kerugian penurunan nilai	(145.781)	(425.301)	(636.325)	(1.207.407)	impairment losses
Nilai tercatat	21.283.507	3.961.449	149.696	25.394.652	Carrying amount
<u>Non-korporasi</u>					<u>Non-corporates</u>
Belum jatuh tempo	590.085	5.629	-	595.714	Not yet overdue
Telah jatuh tempo sampai					Past due up to 31 - 90 days
dengan 31 - 90 hari	-	10.099	-	10.099	
Telah jatuh tempo lebih dari					Past due more than 90 days
90 hari	-	-	6.995	6.995	
Nilai tercatat bruto	590.085	15.728	6.995	612.808	Gross carrying amount
Dikurangi: cadangan					Less: allowance for
kerugian penurunan nilai	(1.068)	(4.327)	(3.935)	(9.330)	impairment losses
Nilai tercatat kredit yang	589.017	11.401	3.060	603.478	Carrying amount of loans
diberikan	21.872.524	3.972.850	152.756	25.998.130	receivable
Aset lain-lain					Other assets
Tanpa peringkat	504.740	-	-	504.740	Non-graded
Nilai tercatat bruto	504.740	-	-	504.740	Gross carrying amount
Dikurangi: cadangan					Less: allowance for
kerugian penurunan nilai	-	-	-	-	impairment losses
Nilai tercatat	504.740	-	-	504.740	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.

vi. Saldo yang timbul dari kerugian kredit ekspektasian ("ECL")

Input, asumsi, dan teknik yang digunakan untuk mengestimasi penurunan nilai

Lihat Catatan 3f dan 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 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. Amounts arising from Expected Credit Loss ("ECL")

Inputs, assumptions and techniques used for estimating impairment

See Note 3f and 11f.

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: ekspor dan harga minyak.

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: export and oil price.

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 2023 mencakup kisaran indikator utama berikut ini untuk Indonesia untuk tahun yang berakhir pada tanggal 31 Desember 2024, 2025, dan 2026.

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, 2023 included the following ranges of key indicators for Indonesia for the year ending December 31, 2024, 2025, and 2026.

	2024	2025	2026	
Ekspor	Dasar/Base 22,790.74 Kisaran/range between 20,514.23 dan/and 25,427.26	Dasar/Base 23,750.09 Kisaran/range between 21,293.58 dan/and 26,206.6	Dasar/Base 23,460.73 Kisaran/range between 21,004.22 dan/and 25,917.24	Export
Harga Minyak	Dasar/Base 86.36 Kisaran/range between 72.49 dan/and 100.20	Dasar/Base 88.44 Kisaran/range between 74.57 dan/and 102.30	Dasar/Base 87.60 Kisaran/range between 73.74 dan/and 101.47	Oil Price

Hubungan yang diprediksi antara indikator makro-ekonomi dan *observed default rate* pada berbagai portofolio aset keuangan telah dikembangkan berdasarkan analisis data historis selama 7 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 7 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 (Note 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:

	2023		2022		
	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 (%)	(90.714) 7.07%	90.714	10.322 0,72%	(10.322)	Increase (decrease) of net interest income Ratio (%)
Kenaikan (penurunan) nilai ekonomi ekuitas Rasio (%)	(437.376) 7.58%	514.809	341.988 6,18%	(406.887)	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:

		2023							
		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>	Jumlah/ <i>Total</i>	
Giro pada Bank Indonesia	-	-	-	2.999.989	-	-	-	2.999.989	Current accounts with Bank Indonesia
Giro pada bank-bank lain	-	-	-	2.520.224	-	-	-	2.520.224	Current accounts with other banks
Penempatan pada Bank Indonesia dan bank-bank lain	-	-	-	2.880.501	-	-	-	2.880.501	Placements with Bank Indonesia and other banks
Efek-efek yang dibeli dengan janji dijual kembali	-	-	-	2.198.137	1.455.303	-	-	3.653.440	Securities purchased under agreements to resell
Efek-efek untuk tujuan investasi	-	-	-	401.711	2.247.019	2.410.750	2.460.083	7.519.563	Investment in securities
Kredit yang diberikan	15.379.069	6.897.257	-	1.695	247.090	116.555	2.114.422	24.756.088	Loans receivable
	15.379.069	6.897.257	-	11.002.257	3.949.412	2.527.305	4.574.505	44.329.805	
Simpanan nasabah	(8.291.796)	-	-	(17.472.220)	(7.474.684)	(1.235)	(629)	(33.240.564)	Deposits from customers
Simpanan dari bank-bank lain	(1.209.231)	-	-	(159.750)	(4.000)	-	-	(1.372.981)	Deposits from other banks
Pinjaman yang diterima	(2.001.610)	-	-	-	-	-	-	(2.001.610)	Borrowings
Liabilitas sewa	-	-	-	-	(2.806)	(561)	(44.829)	(48.196)	Lease liabilities
Pinjaman subordinasi	-	(1.154.775)	-	-	-	-	-	(1.154.775)	Subordinated loans
	(11.502.637)	(1.154.775)	-	(17.631.970)	(7.481.490)	(1.796)	(45.458)	(37.818.126)	
Jumlah	3.876.432	5.742.482	-	(6.629.713)	(3.532.078)	2.525.509	4.529.047	6.511.679	Total
		2022							
		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>	Jumlah/ <i>Total</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
	20.315.352	6.484.057	-	20.848.717	3.257.439	1.414.531	4.525.016	56.845.112	
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 sewa	-	-	-	-	(1.073)	(78)	(19.745)	(20.896)	Lease liabilities
Pinjaman subordinasi	(934.050)	(1.167.563)	-	-	-	-	-	(2,101,613)	Subordinated loans
	(16.705.295)	(1,173,425)	-	(25,276,788)	(7,201,855)	(78)	(19,745)	(50,377,186)	
Jumlah	3.610.057	5.310.632	-	(4.428.071)	(3.944.416)	1.414.453	4.505.271	6.467.926	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 2023, Bank telah menggunakan suku bunga CME Term SOFR sebagai acuan suku bunga yang baru sebagai pengganti USD LIBOR.

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.

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, 2023, the Bank had use CME Term SOFR as interest rate benchmark to substitute USD LIBOR.

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 2023 dan 2022 adalah sebagai berikut:

NOP as of December 31, 2023 and 2022 was as follows:

Mata uang	2023		Posisi Devisa Neto (nilai absolut)/ Net Open Position (absolute amount)	Currency
	Aset/ Assets	Liabilitas/ Liabilities		
KESELURUHAN (LAPORAN POSISI KEUANGAN DAN REKENING ADMINISTRATIF)				AGGREGATE (STATEMENT OF FINANCIAL POSITION AND OFF-BALANCE SHEET ACCOUNTS)
Dolar Amerika Serikat	15.280.108	15.052.396	227.712	United States Dollar
Yuan China	4.110.588	3.994.016	116.572	Chinese Yuan
Euro Eropa	9.108	10.011	903	European Euro
Dolar Singapura	43.661	41.548	2.113	Singapore Dollar
Dolar Australia	14.936	11.829	3.107	Australian Dollar
Dolar Hong Kong	4.614	2.127	2.487	Hong Kong Dollar
Poundsterling Inggris	6.975	6.970	5	British Poundsterling
Yen Jepang	3.114	3.075	39	Japanese Yen
Dolar Selandia Baru	1.500	1.504	4	New Zealand Dollar
			<u>352.942</u>	
Jumlah Modal (Catatan 33f)			<u>6.239.006</u>	Total Capital (Note 33f)
Rasio PDN (Keseluruhan)			<u>5,66%</u>	NOP Ratio (Aggregate)

Mata uang	2022		Posisi Devisa Neto (nilai absolut)/ Net Open Position (absolute amount)	Currency
	Aset/ Assets	Liabilitas/ Liabilities		
KESELURUHAN (LAPORAN POSISI KEUANGAN DAN REKENING ADMINISTRATIF)				AGGREGATE (STATEMENT OF FINANCIAL POSITION AND OFF-BALANCE SHEET ACCOUNTS)
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)

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 2023, setelah memperhitungkan penempatan berjangka pada Bank Indonesia dalam valuta asing, rasio PDN Bank adalah sebesar 5,66% (2022: 2,27%).

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, 2023, after deducting foreign currency placements in term deposit with Bank Indonesia, the Bank's NOP ratio was 5.66% (2022: 2.27%).

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>2023</u>			<u>2023</u>
Potensi keuntungan/(kerugian) perubahan nilai tukar	(35.268)	35.268	Potential gains/(losses) on exchange rate change
<u>2022</u>			<u>2022</u>
Potensi keuntungan/(kerugian) perubahan nilai tukar	(16.394)	16.396	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.

Sisa jatuh tempo kontraktual dari liabilitas keuangan

Pada tanggal 31 Desember 2023 dan 2022, nilai nominal bruto arus kas masuk (keluar) berdasarkan sisa jatuh tempo kontraktual liabilitas keuangan adalah sebagai berikut:

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.

Residual contractual maturities of financial liabilities

As of December 31, 2023 and 2022, the gross nominal cash inflow (outflow) based on contractual remaining maturity of the financial liabilities were as follows:

	<u>2023</u>						
	<u>Nilai tercatat/ Carrying amount</u>	<u>Nilai nominal bruto arus kas masuk (keluar)/ Gross nominal cash inflow (outflow)</u>	<u>Kurang dari 3 bulan/ Less than 3 months</u>	<u>3-12 bulan/ months</u>	<u>> 1- 5 tahun/ years</u>	<u>Lebih dari 5 tahun/ More than 5 years</u>	
Liabilitas non-derivatif							Non-derivative liabilities
Liabilitas segera	9.298	(9.298)	(9.298)	-	-	-	Liabilities payable on demand
Simpanan nasabah	33.240.564	(33.599.511)	(25.787.695)	(7.809.103)	(2.713)	-	Deposits from customers
Simpanan dari bank-bank lain	1.372.981	(1.373.345)	(1.369.247)	(4.098)	-	-	Deposits from other banks
Liabilitas akseptasi	61.966	(61.966)	(61.966)	-	-	-	Acceptance payables
Pinjaman yang diterima	2.001.610	(2.045.427)	(781.958)	(1.263.469)	-	-	Borrowings
Liabilitas lain-lain dan beban yang masih harus dibayar	202.036	(202.036)	(202.036)	-	-	-	Other liabilities and accrued expenses
Pinjaman subordinasi	1.154.775	(1.226.456)	-	(1.226.456)	-	-	Subordinated loans
	<u>38.043.230</u>	<u>(38.518.039)</u>	<u>(28.212.200)</u>	<u>(10.303.126)</u>	<u>(2.713)</u>	<u>-</u>	
Liabilitas derivatif							Derivative liabilities
Diperdagangkan:							Trading:
Arus kas keluar	12.131	(1.471.733)	(1.471.733)	-	-	-	Cash outflow
Arus kas masuk	-	1.459.602	1.459.602	-	-	-	Cash inflow
	<u>12.131</u>	<u>(12.131)</u>	<u>(12.131)</u>	<u>-</u>	<u>-</u>	<u>-</u>	
	<u>38.055.361</u>	<u>(38.530.170)</u>	<u>(28.224.331)</u>	<u>(10.303.126)</u>	<u>(2.713)</u>	<u>-</u>	

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2022						
	Nilai nominal bruto arus kas masuk (keluar)/	Kurang dari				
Nilai tercatat/ Carrying amount	Gross nominal cash inflow (outflow)	3 bulan/ Less than 3 months	3-12 bulan/ months	> 1- 5 tahun/ years	Lebih dari 5 tahun/ More than 5 years	
Liabilitas non-derivatif						
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	178.353	(178.353)	(178.353)	-	-	Other liabilities and accrued expenses
Pinjaman subordinasi	2.101.613	(2.256.557)	-	(949.824)	(1.306.733)	Subordinated loans
	<u>50.604.300</u>	<u>(51.429.841)</u>	<u>(38.296.198)</u>	<u>(9.649.722)</u>	<u>(3.483.921)</u>	
Liabilitas derivatif						
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>50.684.479</u>	<u>(51.510.020)</u>	<u>(38.376.377)</u>	<u>(9.649.722)</u>	<u>(3.483.921)</u>	

Pada tanggal 31 Desember 2023 dan 2022, Bank telah memenuhi ketentuan OJK mengenai rasio kecukupan likuiditas. Rata-rata rasio kecukupan likuiditas pada tanggal 31 Desember 2023 adalah sebesar 246,25% (31 Desember 2022: 224,57%).

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, 2023 and 2022, the Bank complied with OJK regulation on Liquidity Coverage Ratio (LCR). The Bank's average LCR as of December 31, 2023 was 246.25% (December 31, 2022: 224.57%).

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 2023 Bank mencatat penurunan Dana Pihak Ketiga yang cukup signifikan terutama dari produk Deposito namun secara keseluruhan Bank masih berada dalam kondisi likuiditas yang 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 2023 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 majority 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 2023, 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 2023, 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 as 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).

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).

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:

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") 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.

- 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.

Besaran *Countercyclical Buffer* sebesar 0% dari ATMR telah dilaporkan secara bulanan dan triwulan kepada regulator.

The Countercyclical Buffer is set at 0% of RWA has been reported on a monthly and quarterly based to 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.

- 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.

Kewajiban Penyediaan Modal Minimum (KPMM) 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:

	2023	2022	
Modal <i>Tier 1</i>	5.780.060	5.544.461	Tier 1 capital
Modal <i>Tier 2</i>	458.944	831.721	Tier 2 capital
Jumlah modal	<u>6.239.004</u>	<u>6.376.182</u>	Total capital
ATMR untuk risiko kredit setelah memperhitungkan risiko spesifik	18.239.150	24.265.279	RWA for credit risks after considering specific risks
ATMR untuk risiko operasional	2.134.445	2.524.820	RWA for operational risks
ATMR untuk risiko pasar	352.942	144.514	RWA for market risks
Jumlah ATMR untuk risiko kredit, pasar, dan operasional	<u>20.726.537</u>	<u>26.934.613</u>	Total RWA for credit, market, and operational risks

	<u>2023</u>	<u>2022</u>	
Rasio <i>CET 1</i>	27,89%	20,58%	CET 1 ratio
Rasio <i>Tier 1</i>	27,89%	20,58%	Tier 1 ratio
Rasio <i>Tier 2</i>	2,21%	3,09%	Tier 2 ratio
Rasio total	30,10%	23,67%	Total ratio
Rasio KPMM yang diwajibkan sebelum modal penyangga	9% -10%	9% -10%	Required CAR before buffer
<i>Capital conservation buffer</i>	0%	0%	Capital conservation buffer
<i>Countercyclical buffer</i>	0%	0%	Countercyclical buffer
<i>Capital surcharge</i>	0%	0%	Capital surcharge
Bank telah mematuhi semua persyaratan modal yang ditetapkan pada tanggal 31 Desember 2023 dan 2022.			The Bank has complied with all externally imposed capital requirements as of December 31, 2023 and 2022.

34. TANGGUNG JAWAB MANAJEMEN DAN PERSETUJUAN LAPORAN KEUANGAN

Penyusunan dan penyajian wajar laporan keuangan dari halaman 1 sampai dengan 93 merupakan tanggung jawab manajemen dan telah disetujui oleh Direksi untuk diterbitkan pada tanggal 27 Maret 2024.

34. MANAGEMENT'S RESPONSIBILITY AND APPROVAL TO ISSUE THE FINANCIAL STATEMENTS

The preparation and fair presentation of the financial statements on pages 1 to 93 were the responsibilities of the management, and were approved and authorized for issue by the Directors on March 27, 2024.

OPTIMISM TO ACHIEVE GREATER HEIGHTS

▶ **20** LAPORAN TAHUNAN KEBERLANJUTAN
23 ANNUAL SUSTAINABILITY REPORT



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