

# HUMAN CAPITAL



As an effort to improve Human Capital management technology which is included in the Human Capital strategic initiative until 2025, in 2023 the HC Technology transformation process will begin by developing a cloud-based Human Capital Information System (HCIS).

# Human Resources Development Work Program



In order to realize "One of Homes of Indonesia's Best Talent", the Human Resources (HR) development work program in the short and medium term has been aligned with the 2021-2025 Corporate Plan. The Medium Term Plan for Human Resources (HR) has a big goal, namely that Bank BTN is able to attract and retain the best Indonesian talent who have superior capabilities with a high level of productivity to achieve the Company's strategic goals and business targets.

In order to realize Bank BTN's Human Capital Endstate, 4 (four) Endstate dimensions have been formulated as the parameters for success in achieving the "One of Homes of Indonesia's Best Talent" condition, namely:

a. Ability to Attract Top Talent, namely Bank BTN is one of the top of mind employers for external candidates from leading companies and universities in Indonesia.
b. Ability to Retain Top Talents, namely Bank BTN is able to retain top talents to continue working and developing with Bank BTN.
c. Talents' Capability Readiness, namely Bank BTN has the capabilities needed to achieve the Bank's strategic goals in the present and future.
d. Employee Productivity, namely the productivity of Bank BTN employees is above the average of well-known organizations.

To achieve the Endstate dimension parameters, 3 (three) Strategies and 14 Strategic Initiatives have been prepared, namely as follows:

1. Become the first choice for the best talent to work by improving the recruitment and onboarding process which provides an employee experience with a reward system to motivate and to being competitive in the market, as well as to activate the Company's Employee Value Proposition.
2. Strengthen HR capabilities, productivity and competitiveness through improving employee capability strengthening programs, interventions to support a learning culture, consistent implementation of coaching, and implementation of productivity measures in workforce planning and performance management.
3. Focus on creating value and becoming a business partner through organizational alignment to encourage business partner functions, implementing digital HR to support operational excellence and decision making, as well as implementing internal corporate culture.

Specifically in 2023, the Human Capital (HC) strategy focused on Business Partnering and Talent Development which consisted of:

1. Developing the HCBP organizational structure into a separate Division to align HC strategy with Business and answer the Company's needs, which were divided into:
   - Wholesale, Consumer Banking & Finance sectors
   - HCBP IT & Operations field
   - HCBP Distribution & Funding Sector
   - HCBP Risk Management Sector

2. Further improvements to increase operational excellence and HR management practices.
3. Implementing a systematic productivity measurement methodology and matrix for the business and support segments.
4. Implementation of predictive and productivity-based workforce planning.
5. Sharpening learning strategies, applying coaching consistently, and carrying out interventions to support a learning culture.
6. Carrying out succession management to ensure the fulfillment of key/critical positions and closing the generation gap.
7. Implementing integrated performance management principles and governance and apply multi-source performance assessments to ensure overall objectivity.
8. Activating 4 (four) EVP Pillars - Learn, Grow, Contribute and Engagement in encouraging increased branding of Bank BTN.
9. Implementing a multi-sourcing strategy and running an onboarding program for new recruits and internal movements.
10. Implementing an integrated HCIS to support operational excellence, data-based decision making, and provide a seamless employee experience.

# Human Capital Management Policy and Implementation

## Recruitment

### Policy

Bank BTN has various recruitment channels that provide opportunities for various levels of society to join Bank BTN. Provisions regarding recruitment are regulated in Special Policy No. KK3.A dated October 31, 2023 concerning the Human Capital Cycle, and in detail in Technical Instructions No. 3-A.11 dated October 31, 2023 concerning Recruitment and Selection. Employee recruitment in 2023 will be carried out through various external and internal recruitment channels to ensure that employees in work units are fulfilled according to the number and capability requirements. Recruitment implementation at the Company has implemented gender equality and opportunities for people with disabilities. As a form of improvement in the employee fulfillment timeline, recruitment for employee needs in 2024 has been carried out since 2023, so that the employee deployment process will be carried out in early 2024 to support business acceleration in 2024.

In accordance with the provisions of Technical Instructions No. 3-A.11 concerning Recruitment and Selection also regulates the recruitment of Disabled Persons, namely the type of disability that meets the criteria for disabled employee candidates, namely temporarily the type of Physical Impairment (mild) and Speech Impairment, however, it does not rule out the possibility of determining other types of disability in the next recruitment while preparing appropriate accommodation and facilities that are easily accessible to employees with disabilities.

### Recruitment Implementation

During 2023 recruitment of people with disabilities have been carried out. This program is a program from the Ministry of SOE through the Indonesian Human Capital Forum (FHCI) and found 4 (four) employees with disabilities. Meanwhile, in 2024, the recruitment target is for 10 (ten) new employees with disabilities. During 2023, 584 employees have been recruited, consisting of 226 men and 358 women.

The strategies and programs carried out for recruitment in 2023 included:

**Campus/University Hiring**
- Job Career UI
- Job Career Unhas
- Job Career UGM
- Job Career Unair
- Job Career UNS
- Sourcing Best Alumni from Top Ten Univ
- Pre Graduate Scholarship (UI, UGM, Unair, ITB)

**Seminar/Workshop**
- Workshop Career UGM
- Workshop Career ITB
- Workshop Career UNAIR

**Social Media Recruiting**
- Open Recruitment Business ODP
- Open Recruitment Frontliners
- Open Recruitment Thematic ODP
- Open Recruitment Experienced and Prohire

**Referral Program**

Pro Hire recruitment in specialist areas such as IT, Digital Banking, Wholesale Transaction, Personal Banking, Treasury, Wealth Management and Non-Subsidized Mortgage.

**Cooperation and Partnership with StakeHolders**

- Joint Recruitment with SOEs (FHCI)
- Digiers Day Minister of Communication and Information
- LPDP Collaboration
- Indonesia Career Excellence – English/UK
- Head-Hunter cooperation
- LinkedIn collaboration

**Talent Scouting**

- Talent Scouting Universitas Sumatera Utara (USU)
- Srikandi BTN Universitas Trisakti
- Talent Scouting Institute Teknologi Bandung (ITB)

For the recruitment pathways carried out in 2023, namely:

**a. Teller Service (TS)**

**b. Customer Service (CS)**

**c. General Banking Staff (GBS)**

- GBS FHCI
- GBS Transfers ODP Status
- GBS Telkom Career Day
- Regular GBS
- GBS Talent Scouting UB
- GBS Talent Scouting UGM
- GBS Talent Scouting USU
- GBS Job Fair UNHAS
- GBS Job Fair UI
- GBS Job Fair Unpad
- GBS Job Fair UB
- Regular GBS RBB
- GBS RBB Disability
- Transfer of Sales Service Awards Winner Status (BSS)

**d. Officer Development Program (ODP)**

- ODP Risk Management
- ODP Auditor
- ODP Business Banking
- ODP Business Enabler
- ODP IT
- ODP Wholesale & Finance

**e. Experienced/Pro Hire**

The recruitment realization for 2023 is as follows:

| No. | Recruitment Line | Amount |
|---|---|---|
| 1. | Frontliner | 244 |
| | a. Customer Service Staff Batch 1 | 99 |
| | b. Teller Service Staff Batch 1 | 85 |
| | c. Customer Service Staff Batch 2 | 39 |
| | d. Teller Service Staff Batch 2 | 21 |
| 2. | General Banking Staff | 237 |
| | a. GBS FHCI | 15 |
| | b. GBS Transfers ODP Status | 21 |
| | c. GBS Telkom Career Day | 12 |
| | d. Regular GBS | 105 |
| | e. GBS Talent Scouting UB | 8 |
| | f. GBS Talent Scouting UGM | 4 |
| | g. GBS Talent Scouting USU | 8 |
| | h. GBS Job Fair UNHAS | 8 |
| | i. GBS Job Fair UI | 9 |
| | j. GBS Job Fair Unpad | 16 |
| | k. GBS Job Fair UB | 7 |
| | l. Regular GBS RBB | 15 |
| | m. GBS RBB Disability | 4 |
| | n. Transfer of Sales Service Awards Winner Status (BSS) | 5 |
| 3. | Officer Development Program | 67 |
| | a. ODP Regular Business Sector | 62 |
| | b. *Pre-Graduate Scholarship* | 4 |
| | c. ODP LPDP Scholarship | 1 |
| 4. | Experienced/ Pro-Hire Hiring | 36 |
| | TOTAL | 584 |

# Competency Development

## Policy

Developing hard skill and soft skill competencies becomes part of the Human Capital cycle guidelines in managing Human Resources in accordance with Special Policy No. KK.3-A dated October 31, 2023 concerning the Human Capital Cycle. Every employee is obliged to develop their competencies so they can do their job well, and prepare themselves to be able to face change and/or occupy a higher position.

Employee competency development is carried out through systematic learning and development programs to increase knowledge, skills and attitudes. The learning and development framework applies the concept of Analysis, Design, Development, Implementation and Evaluation (ADDIE) using a 10:20:70 learning model (10% formal learning, 20% learning from others and 70% learning from doing).

The learning and development referred to is provided to employees starting from the phase when employees are newly placed in a position until they are projected to the position above them. In this case, every employee gets the same opportunities in the field of learning and development.

## Implementation of Competency Development

The Company carried out learning and development programs to meet the required competencies on an ongoing basis through learning, development, special assignments as well as transfer and promotion programs. The following table shows the number of HR development based on Position Level in the January - December 2023 period:

### Table of Competency Development Based on Position Level in 2023

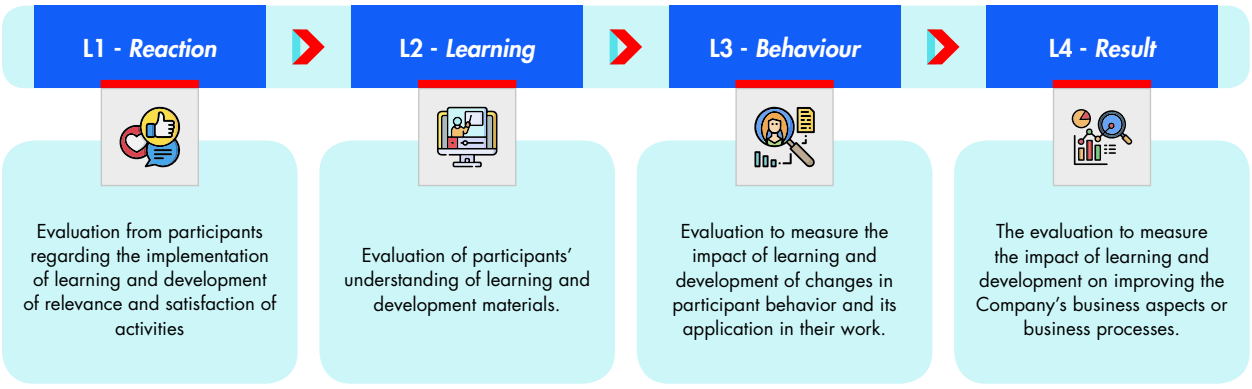
| No. | Type of Training | Training Goals | Amount | Number of attending the training | Percentage of those attending the training for each position level | Percentage that attending training for each type of training |
|---|---|---|---|---|---|---|
| 1. | DIRECTORS | | 10 | 10 | 100% | |
| | Leadership | Increase insight and competence in leadership and increase career paths | | 10 | | 100% |
| | Operational Banking | Increase employee knowledge and competence in the Company's operational activities. | | 6 | | 60% |
| | Sales & Service | Increase employee knowledge and competency in Sales and Service | | 1 | | 10% |
| 2. | COMMISSIONERS | | 8 | 8 | 100% | |
| | Leadership | Increase insight and competence in leadership and increase career paths | | 8 | | 100% |
| | Operational Banking | Increase employee knowledge and competence in the Company's operational activities. | | 1 | | 13% |
| 3. | EXECUTIVE VICE PRESIDENT | | 32 | 32 | 100% | |
| | Credit & Risk | Increase insight and competence in the field of Credit and Credit Risk. | | 15 | | 47% |
| | Leadership | Increase insight and competence in leadership and increase career paths | | 31 | | 97% |
| | Operational Banking | Increase employee knowledge and competence in the Company's operational activities. | | 32 | | 100% |
| | Sales & Service | Increase employee knowledge and competency in Sales and Service | | 31 | | 97% |
| 4. | VICE PRESIDENT | | 128 | 128 | 100% | |
| | Business & Sharia Banking | Increase employee insight and competence in terms of sales, marketing, general knowledge and so on in the Field of Sharia Banking. | | 6 | | 5% |
| | Credit & Risk | Increase insight and competence in the field of Credit and Credit Risk. | | 66 | | 52% |
| | Leadership | Increase insight and competence in leadership and increase career paths | | 81 | | 63% |
| | Operational Banking | Increase employee knowledge and competence in the Company's operational activities. | | 127 | | 99% |

| No. | Type of Training | Training Goals | Amount | Number of attending the training | Percentage of those attending the training for each position level | Percentage that attending training for each type of training |
|---|---|---|---|---|---|---|
| | Sales & Service | Increase employee knowledge and competency in Sales and Service | | 117 | | 91% |
| 5. | ASSISTANT VICE PRESIDENT | | 163 | 163 | 100% | |
| | Business & Sharia Banking | Increase employee insight and competence in terms of sales, marketing, general knowledge and so on in the Field of Sharia Banking. | | 9 | | 6% |
| | Credit & Risk | Increase insight and competence in the field of Credit and Credit Risk. | | 98 | | 60% |
| | Leadership | Increase insight and competence in leadership and increase career paths | | 70 | | 43% |
| | Operational Banking | Increase employee knowledge and competence in the Company's operational activities. | | 163 | | 100% |
| | Sales & Service | Increase employee knowledge and competency in Sales and Service | | 158 | | 97% |
| 6. | SENIOR MANAGER | | 200 | 200 | 100% | |
| | Business & Sharia Banking | Increase employee insight and competence in terms of sales, marketing, general knowledge and so on in the Field of Sharia Banking. | | 30 | | 15% |
| | Credit & Risk | Increase insight and competence in the field of Credit and Credit Risk. | | 124 | | 62% |
| | Leadership | Increase insight and competence in leadership and increase career paths | | 125 | | 63% |
| | Operational Banking | Increase employee knowledge and competence in the Company's operational activities. | | 200 | | 100% |
| | Sales & Service | Increase employee knowledge and competency in Sales and Service | | 192 | | 96% |
| 7. | MANAGER | | 1,074 | 1,074 | 100% | |
| | Business & Sharia Banking | Increase employee insight and competence in terms of sales, marketing, general knowledge and so on in the Field of Sharia Banking. | | 125 | | 12% |
| | Credit & Risk | Increase insight and competence in the field of Credit and Credit Risk. | | 737 | | 69% |
| | Leadership | Increase insight and competence in leadership and increase career paths | | 306 | | 28% |
| | Operational Banking | Increase employee knowledge and competence in the Company's operational activities. | | 1,074 | | 100% |
| | Sales & Service | Increase employee knowledge and competency in Sales and Service | | 1,023 | | 95% |
| 8. | ASSISTANT MANAGER | | 2,911 | 2,911 | 100% | |
| | Business & Sharia Banking | Increase employee insight and competence in terms of sales, marketing, general knowledge and so on in the Field of Sharia Banking. | | 383 | | 13% |
| | Credit & Risk | Increase insight and competence in the field of Credit and Credit Risk. | | 1,844 | | 481% |
| | Leadership | Increase insight and competence in leadership and increase career paths | | 666 | | 36% |
| | Operational Banking | Increase employee knowledge and competence in the Company's operational activities. | | 2,877 | | 432% |
| | Sales & Service | Increase employee knowledge and competency in Sales and Service | | 2,796 | | 97% |

| No. | Type of Training | Training Goals | Amount | Number of attending the training | Percentage of those attending the training for each position level | Percentage that attending training for each type of training |
|---|---|---|---|---|---|---|
| 9. | SENIOR STAFF | | 5,703 | 5,703 | 100% | |
| | Business & Sharia Banking | Increase employee insight and competence in terms of sales, marketing, general knowledge and so on in the Field of Sharia Banking. | | 748 | | 13% |
| | Credit & Risk | Increase insight and competence in the field of Credit and Credit Risk. | | 3,834 | | 67% |
| | Leadership | Increase insight and competence in leadership and increase career paths | | 1,483 | | 26% |
| | Operational Banking | Increase employee knowledge and competence in the Company's operational activities. | | 5,703 | | 100% |
| | Sales & Service | Increase employee knowledge and competency in Sales and Service | | 5272 | | 92% |
| 10. | STAFF | | 1,834 | 1,834 | 100% | |
| | Business & Sharia Banking | Increase employee insight and competence in terms of sales, marketing, general knowledge and so on in the Field of Sharia Banking. | | 253 | | 14% |
| | Credit & Risk | Increase insight and competence in the field of Credit and Credit Risk. | | 1,467 | | 80% |
| | Leadership | Increase insight and competence in leadership and increase career paths | | 499 | | 27% |
| | Operational Banking | Increase employee knowledge and competence in the Company's operational activities. | | 1,834 | | 100% |
| | Sales & Service | Increase employee knowledge and competency in Sales and Service | | 1,723 | | 94% |
| | | **TOTAL AMOUNT** | **12,063** | **12,063** | **100%** | |

## Evaluation of Competency Development Implementation

Improving the quality and relevance of learning and development implementation to the Company's needs was identified based on evaluation of the implementation of learning and development activities. The Company conducted evaluations which are divided into 4 (four) levels of evaluation (Kirkpatrick Method), namely:



## Costs of Competency Development

In 2023 the Company allocated costs competency development for registered employees increased by 10% compared to the year 2022, the Company determines the blended learning delivery method namely combining online learning and classroom so that the implementation of learning and development became more effective and efficient in increasing added value for employees, one of which was through fulfilling the required competencies.

Apart from that, in 2023 the Indonesian Government officially lifted the Covid-19 Pandemic status to become a Covid-19 Endemic period so that several learning and development programs began to be implemented again using the classroom method. The total cost of competency development can be seen in the following table:

| Competency development costs (in million rupiah) | | Growth | |
|---|---|---|---|
| 2023 | 2022 | In currency (millions of Rupiah) | In Percent (%) |
| 95,928 | 86,945 | 8,983 | 10% |

# Career Development

## Policy

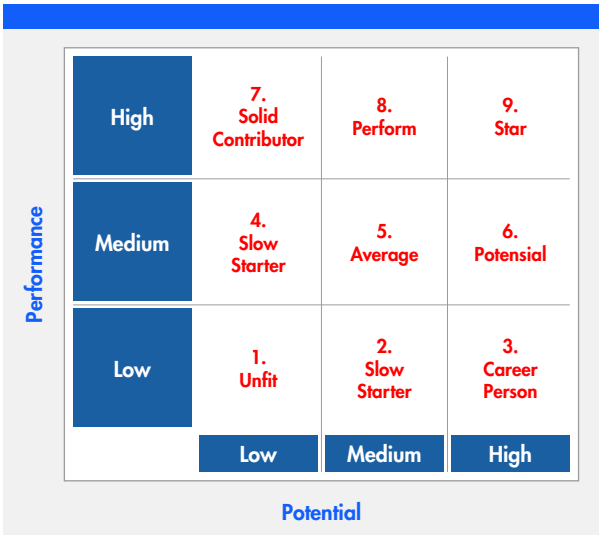
Career development at Bank BTN refered to the provisions of Special Policy No. KK.3-A dated October 31, 2023 Concerning the Human Capital Cycle. Bank BTN has 2 (two) career paths, namely a general career path and a special career path (specialist). General career path is a general rule that explains movement from one position to another (from a certain Feeder Job to a certain Target Job) which is determined based on the position layer, job grade, and risk of the employee's career movement. Meanwhile, a special career path is a career path that is created specifically to fulfill certain positions in the Company which have certain technical abilities/skills and/or scientific disciplines in certain fields required by the Bank's business.

In general, the Company has provisions regarding employee career path patterns. The career path patterns set for all employees are acceleration track, fast track, middle track, normal track, moderate track and slow track. The career pattern is determined based on talent mapping. Talent Mapping as a basis for managing employee careers, is carried out by grouping employees based on employee potential and performance.

Employee talent mapping consisted of performance aspects and potential aspects. The performance aspect and potential aspect were grouped into 3 (three) criteria, namely low, medium and high.

1. Performance aspects are taken based on the employee's Performance Management System (PMS) assessment for 3 (three) years. Performance aspects are based on employee performance assessments contained in the employee's Performance Management System (PMS) within the last 3 (three) years from the time of Talent Mapping done.
2. The potential aspect is seen from 2 (two) measurements as follows:
   - Cognitive Assessment (weight 20%) which measures Learning Agility Capacity which consists of learning speed, ability to adapt to change, and ability to face new challenges at work.
   - Behavioral Competency Assessment (weight 80%) which measures the level of effectiveness in carrying out work related to work attitudes and personality aspects.

The employee talent staging is as follows:




**Employee Career Path Patterns**

1. Acceleration Track: Employees as the Successor category may have promotion opportunities in less than 1 year.
2. Fast Track: Employees included in the Star and Performer groups based on the results of Talent Mapping can be promoted 1 (one) year after occupying the last Person Grade.

3. Middle Track: Employees included in the Potential group based on the results of Talent Mapping can be promoted 2 (two) years after occupying the last Person Grade.
4. Normal Track: Employees included in the Average group based on the results of Talent Mapping can be promoted 3 (three) years after occupying the last Person Grade.
5. Moderate Track: Employees included in the Solid Contributor group based on the results of Talent Mapping can be promoted 4 (four) years after occupying the last Person Grade.
6. Slow Track: Employees included in the Slow Starter group with Medium Performance and Low Potential can be promoted 5 (five) years after occupying the last Person Grade.

Bank BTN's career development concept was adjusted to the needs of the Bank, employee availability, potential mapping from talent mapping scores, career movement patterns in accordance with position risks and position movements. This was to ensure that employee career development was also in line with business needs or needs in fulfilling organizational transformation/change.

To ensure the fulfillment of successors, career development programs were also carried out for various levels of positions. The implementation of the program was carried out with steps starting from the identification and selection of candidates, up to the talent panel to determine the career movement or position of the candidate from the results of the program implementation. The types of development carried out for candidates included leadership education, coaching and mentoring, setting specific targets, project assignments, mandatory technical education and certification, teaching/speaking assignments, certification. In addition, executive coaches, rotation/replacement, company benchmarks, joint associations (banking professional associations), seminars/ conferences and assignments to ad-hoc teams were also carried out to increase exposure, experience and network of employees.

**Talent Acceleration Program (TAP)**

The Talent Acceleration Program (TAP) is the Company's talent development acceleration program as a feeder for critical positions at the BOD-1, BOD-2 and/or BOD-3 levels. The general criteria for TAP participants are employees with high performance, good potential, high integrity and already occupying certain positions. The Talent Acceleration Program (TAP) is also the company's effort to encourage eligible millennials to occupy strategic positions which are prepared with various development programs to ensure a high level of readiness when employees are assigned to a particular position.

**BTN Millenial Leader**

BTN Millennial Leader is a development program to increase the capacity of Bank BTN employees according to position requirements and as a form of preparation for higher levels of position. The program is tailored to the competency targets of Strategic Orientation, Aligning Performance for Success, and Driving Execution so that it is expected to produce effective and optimal performance and productivity.

Program Objectives:

1. Preparing successors for Company leaders who are competent, have broad insight, and master their field of work.
2. Providing additional training in the form of soft competency (referring to Bank BTN Competency).
3. Strengthen abilities in leading a team, planning, organizing and making decisions to improve performance.

**Know Your Employee (KYE)**

The Company implements Know Your Employee (KYE) in accordance with external and internal regulations. KYE is carried out continuously and comprehensively, where during 2023 KYE will also be carried out as an early warning effort for clues or indications that there is something unusual that requires further investigation. In carrying out KYE, the Company uses the KYE application which is managed by the Human Capital Work Unit. The KYE application has 7 (seven) parameters, each of which has a score to produce an accumulated employee profile value, including suspicious transactions and marriage between employees. The results of employee profiling for KYE which is carried out periodically are then followed up according to internal mechanisms and in accordance with applicable regulations.

## Implementation of Career Development

The activity to support employee career development was the implementation of employee assessments. The assessment implementation during 2023 can be seen as follows:

### Details of the 2023 Assessment

| No. | Information | Participants |
|---|---|---|
| 1. | Assessment Grades 8 – 13 (ASTONIA)* | 1,040 |
| 2. | Assessment Grade > 13 Using Consultant Services | 345 |

| No. | Information | Participants |
|---|---|---|
| 3. | BOD-1 Assessment (Ministry of SOEs Competencies) | 10 |
| 4. | Technical Competency Assessment | 252 |
| | **Total Employee** | **1,647** |

*ASTONIA was Bank BTN's internal application for carrying out employee assessments.

### Details of Employee Promotions in 2023

| Grade | Number of participants |
|---|---|
| 8 | 2 |
| 9 | 290 |
| 10 | 155 |
| 11 | 583 |
| 12 | 238 |
| 13 | 295 |
| 14 | 200 |
| 15 | 108 |
| 16 | 59 |
| 17 | 28 |
| 18 | 22 |
| 19 | 11 |
| 20 | 12 |
| TOTAL | **2,003** |

### Details of Talent Acceleration Program (TAP) Participants and BTN Millennial Leader 2023

| Grade | TAP Batch 1 | TAP Batch 2 | BTN Millennial Leader |
|---|---|---|---|
| | Number of participants | Number of participants | Number of participants |
| 13 | - | - | 3 |
| 14 | 1 | 3 | 18 |
| 15 | 16 | 40 | - |
| 16 | 34 | 23 | - |
| 17 | 23 | 6 | - |
| 18 | 3 | - | - |
| TOTAL | 77 | 72 | 21 |

## Performance Assessment

### Policy

Provisions for Employee Performance Assessment are stated in Special Policy Number KK.3A dated October 31, 2023 concerning the HC Cycle and Technical Instructions Number PT.3-A.9 dated October 31, 2023 concerning Performance Assessment. In the performance appraisal process there is a performance management cycle including:

1. Formulation and Determination of Performance Targets which is the process of setting performance targets to be achieved within 1 (one) year and making commitments between superiors and subordinates to support the achievement of Unit Performance and Company Performance.
2. Performance Monitoring which aims to ensure that performance targets can be achieved from time to time.
3. Performance Assessment is the process of evaluating performance targets and their achievements.

The components to be assessed covered:

**a. Performance Assessment (90% Weight)**

It is an assessment based on the Key Performance Indicator of the employee's position. The performance appraisal consists of 2 (two) components, namely:

- Cascading KPI (Key Performance Indicator) components, namely KPIs obtained from cascading results (according to the responsibilities and roles of the individual) against KPIs from the layer above or KPIs of work units. This component reflected the contribution of an individual to the success of his work unit. The types of cascading were as follows:

| | | |
|---|---|---|
| Fully Cascade | : | KPI Units were fully passed down to employees with the same target. |
| Partially Cascade | : | KPI Units were passed down to employees with divided targets/ segments (according to individual responsibilities). |
| Contributory Cascade | : | Unit KPIs were passed down to employees in terms of other KPIs that can support the achievement of the unit's KPIs (according to the employee's role). |

- The Performance Indicator (PI) component was a measure of the success of the implementation of the employee's job description. This component reflects individual performance based on their job description.

**b. Cultural Implementation Assessment (10% weight)**

This was an assessment from the direct superior to the employee based on the elaboration of the implementation of the corporate culture.

Finalization of employee performance appraisal was carried out by the Personnel Committee in each work unit for further submission to the Human Capital Management Division as a basis for determining remuneration, career development and recording in the Human Capital Information System (HCIS).

### Implementation Of Performance Assessment

The performance assessment process for the 2023 performance year is currently still ongoing and the results of the performance assessment for 2022 are as follows:

| No | Score Category 2022 | Number of Employees |
|---|---|---|
| 1 | Excellent | 2,587 |
| 2 | Very Good | 4,172 |
| 3 | Good | 3,895 |
| 4 | Fair | 129 |
| 5 | Poor | 27 |
| **Number of Permanent Employees** | | **10,810** |
| **Probationary Officer** | | **1,048** |
| **TOTAL** | | **11,858** |

## Remuneration

In providing remuneration, in 2023 new provisions had been issued which improved the previous provisions, namely the issuance of Special Policy (KK) No.3-B dated October 31, 2023 concerning Remuneration. Management of Human Resources or Human Capital became one of the most important priorities in running the Company. Employee remuneration was a salary and compensation system implemented by the Company to reward employees based on a number of factors.

The scope of the remuneration system included governance in providing remuneration, compensation, benefits, benefit compensation based on statutory regulations and awards. The application of governance in providing remuneration aimed to encourage prudential banking, namely that risk taking in carrying out business activities was carried out in a measurable manner and refered to statutory provisions regarding risk management so that excessive risk taking by decision makers could be avoided and business continuity and the health of the Company could be maintained.

The remuneration policy prepared had to be at least consider:

1. Creating effective risk management
2. Company's financial stability
3. Adequacy and strengthening of the Company's capital
4. Short-term and long-term liquidity needs
5. Future income potential.

### Implementation of Remuneration

The company provides remuneration to employees by implementing performance based rewards. Thus, the higher the employee's performance, the higher the remuneration the employee gets. The company also implements gender inclusion in remuneration, so that there is no difference in remuneration between male and female employees.

### Total Remuneration By Gender (Per Grade)

| Positions | Male | | Female | | Total | |
|---|---|---|---|---|---|---|
| | Number of Employees | Amount of Remuneration (Million) | Number of Employees | Amount of Remuneration (Million) | Number of Employees | Amount of Remuneration (Million) |
| (Million) | Number of Employees | Amount of Remuneration | - | - | 2 | 6,769,489,498 |
| (Million) | Number of Employees | Amount of Remuneration | 24 | 51,938,585,850 | 158 | 345,270,809,961 |
| (Million) | 1,061 | 816,732,616,447 | 376 | 253,623,332,898 | 1,437 | 1,070,355,949,345 |
| Level 13-14 | 1,762 | 484,594,930,203 | 1,149 | 287,609,927,513 | 2,911 | 772,204,857,716 |
| Level 11-12 | 2,574 | 417,034,592,176 | 3,129 | 475,149,713,347 | 5,703 | 892,184,305,523 |
| Level 8-10 | 755 | 97,894,669,648 | 1,079 | 138,984,748,782 | 1,834 | 236,879,418,430 |
| **Total** | **6,288** | **2,116,358,522,083** | **5,757** | **1,207,306,308,390** | **12,045** | **3,323,664,830,473** |

**Note**: The number of employees were permanent and contract employees

## Pension Program

### Policy

The Bank BTN Pension Program is divided into two programs, namely the Defined Benefit Pension Program (PPMP) managed by the Bank BTN Pension Fund, and the Defined Contribution Pension Program (PPIP) managed by a third party Financial Institution Pension Funds . The PPMP program is a program for employees who entered Bank BTN before 2004, whereas after 2004 employees will automatically enter the PPMP program.

In the Defined Benefit Pension Program (PPMP), employees still receive benefits equal to the formula determined by the Pension Fund with the maximum amount of Pension Benefits that could be received by employees of up to 80% of the Basic Pension Income referring to the Board of Directors Decree which regulates PT Bank Pension Fund Regulations State Savings (Persero) Tbk. (Dapen BTN), In the Defined Contribution Program, permanent employees receive retirement benefits from the accumulated contribution balance of 2.5% of the salary concerned and 7.5% from the Company and the results of its development.

**RETIREMENT PREPARATION PROGRAM**

The Company pays attention to employee welfare before retirement through the Retirement Preparation Program. This program is intended for permanent employees who have reached the age of 55 years. The Retirement Preparation Program is designed to help employees prepare themselves financially, mentally and physically to face retirement, so that employees can enjoy a comfortable and peaceful life after retirement.

The implementation of the retirement preparation program is as follows:

1. Training Program, is a provision program in the form of skills training with material/fields that suit the talents/desires of the employee concerned including: Financial Management Training, Job Searching Training, Entrepreneurship Training,
2. Career Opportunity Program, with the opportunity to provide service assistance to the Bank, Subsidiaries and/or Bank Affiliated Companies. The form of service assistance referred to is as a trainer or advisor
3. Mentoring Program, by providing counseling aimed at preparing employees to face life after retirement, and providing coaching related to developing entrepreneurship and job searching

In addition to the retirement preparation program, the Company also provides an option for employees aged 55 years to be able to take the Retirement Preparation Period by being freed from daily work with the aim of giving employees more time to physically and mentally prepare for retirement.

### Implementation of Retirement Program

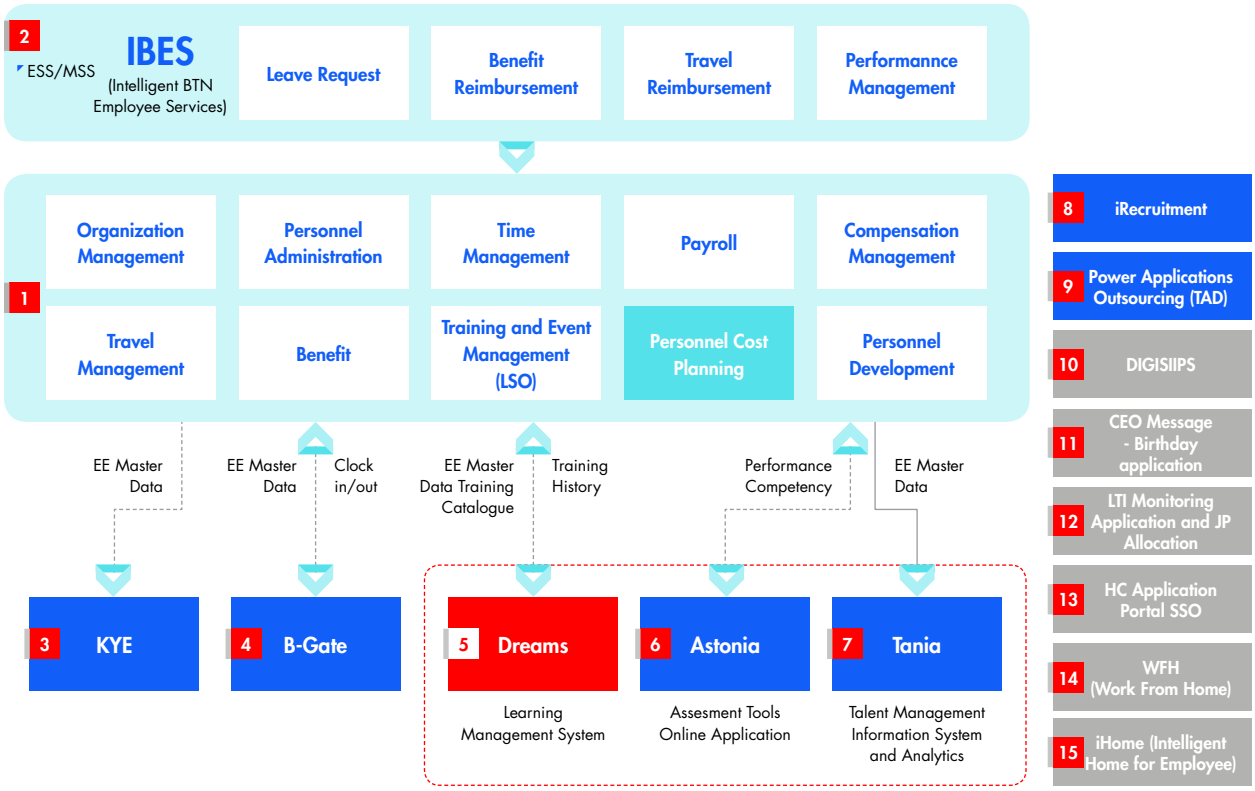
The implementation of the pension program is a form of appreciation to permanent employees for their contribution to the Company. Permanent employees who have reached the normal retirement age of 56 years and permanent employees with Teller Staff, Customer Service Staff and secretary status who are 36 years old are entitled to retirement benefits. As of 2023, there will be 28 employees undergoing the Retirement Preparation Period.

# Human Capital Information System (HCIS)

Management of the company's Human Capital was supported by the development of adequate information technology (IT) to ensure operational processes in managing the Human Capital cycle and fulfilling employee rights could run well, as follows:

1. There is an overall monitoring mechanism for the alignment of vision and mission and various governance, namely access, security and compliance.
2. The need to ensure alignment of the HR system landscape with the overall HR strategy.
3. Reduce the level of manual data intervention from personnel to other internal systems in the company.
4. Ensure the achievement of operational excellence in the HR function and the quality of HR system services that is evenly distributed to the smallest work unit in all company operational areas.
5. Systematic implementation of the entire talent management cycle.
6. Availability of insight into the entire HR process to support decision making for management.

In general, the Human Capital IT framework can be described in the following chart:




**Talent Management Related Application**

As an effort to improve Human Capital management technology included in the Human Capital strategic initiative until 2025, in 2023 the HC Technology transformation process began by developing a cloud-based Human Capital Information System (HCIS). The development of cloud-based HCIS was carried out for the entire Human Capital management cycle and was being developed in 3 (three) phases from 2023 to 2025. This transformation was also to support the implementation of people analytics for HC management by optimizing the role of technology.

# Culture Internalization

The implementation of the Corporate Culture Program in 2023 became a refinement of the program that had been implemented so far. Each program was still carried out and reported to the Culture Specialist team every month with reference to the 4 (four) pillars of Bank BTN Corporate Culture. This year's program is focused on preparing programs carried out by each work unit according to needs and focusing on Key Performance Indicators (KPI) as well as behavioral changes expected by the Company which are in line with the AKHLAK Culture Journey (ACJ) Decree of the Minister of SOE. Each pillar was given a program theme as guidance for each work unit in carrying out the program.

In 2023, each work unit was required to implement all pillars. The implementation of cultural programs was divided into 2 (two) program categories, namely:

1. Main Program; namely a corporate culture program that MUST be implemented by each work unit in accordance with the 4 (four) Pillars of Corporate Culture.
2. Elective Program; namely a company culture program that is the work unit's CHOICE adjusted to the work unit's needs.

An explanation of the two programs can be explained in the following table:

| Program Category | Program Activities | Monitoring |
|---|---|---|
| Main Program | • Program activities were prepared by the Change Agent Team and BTNers in each Work Unit according to the theme determined by the Culture Specialist Team.<br>• Must be implemented by each work unit in accordance with the work unit classification (Branch Office/Regional Office/Head Office).<br>• Covering 4 (four) cultural program themes, namely Sales and Service Culture, Governance, Risk and Compliance Culture, Performance Culture and Learning Culture.<br>• Each theme had one/two corporate culture programs according to the work unit classification. | • Every month the scores was delivered according to the report submitted to the Culture Specialist team.<br>• Carried out consultatively by the Culture Specialist Team.<br>• Work units that were in the top 5 can then became coaching buddies for work units in the bottom 5 in each region. |
| Selected Programs | • Program activities were determined by each work unit still in line with the 4 (four) pillars of Corporate Culture.<br>• Each work unit was required to prepare 1 (one) selected program according to the work unit's needs. | • Implementation of monitoring for selected programs was in line with the main program. |

The implementation of the Bank BTN Corporate Culture program for 2023 - 2024 was directed at supporting the achievement of work unit business targets so that each program was an activity that could encourage work unit performance both in terms of business and support. The implementation of the work unit program could be carried out as well as possible, considering that the program was prepared independently by each work unit, it was hoped that all BTNers in each work unit in Branch Offices, Regional Offices and Head Offices could carry out Corporate Culture Program activities for 2023 - 2024 .

In implementing the Corporate Culture program, there was a reference theme for each pillar. This guidance became an illustration for compiling programs for each work unit.

## Theme of 4 (pillars) Corporate Culture 2023

**Program Theme 2023**

"Tambah Tumbuh" | "Memenuhi Harapan Pelanggan"

**Sales Effectiveness** | **Services Excellence**

**Pillar Purpose:**

End state achievements include **increasing sales of funding**, lending and digital products and **improving service quality** to encourage Bank BTN's business and performance

**Program Theme 2023**

"Bersih dan Terpercaya"

**Integrity Zone (Risk dan Governance)**

**Pillar Purpose:**

Building **awareness and understanding of risks** and their mitigation and **apply risk management principles** consistently and comprehensively



Sales & Service Culture

Governance & Risk Culture





Performance Culture

Learning Culture



**Pillar Purpose:**

**Performance improvement** efforts **to achieve goals**

**Pillar Purpose:**

**Building enthusiasm for learning and improving critical competencies** such as Sales, Digital Analytics, Risk & Collection competencies as well as strengthening BTNers' understanding of the importance of culture and implementation of AKHLAK in daily activities.

**Performane Review**

"Berkinerja Unggul"

**Learning, Sharing & Doing**

"Terus Belajar"

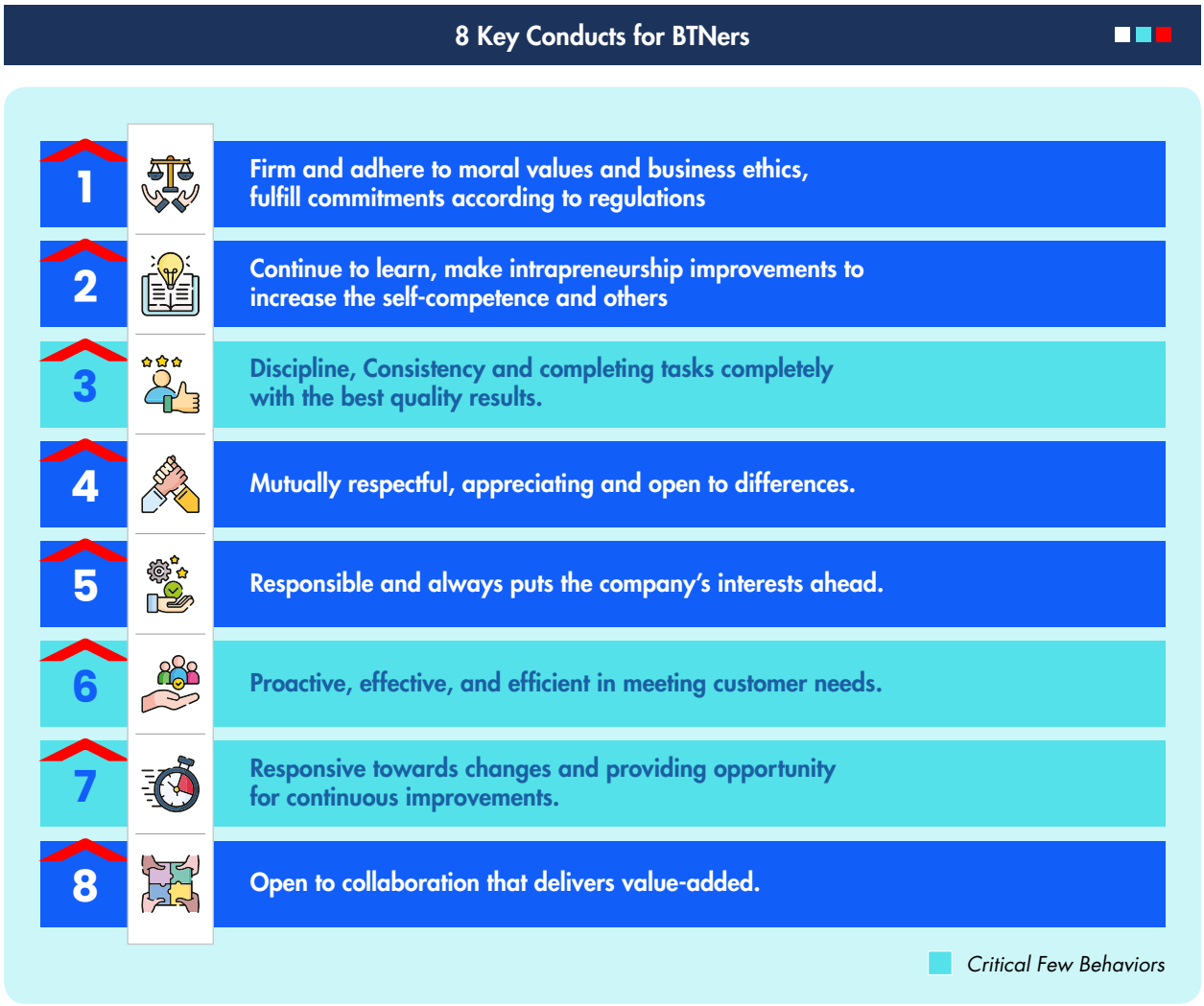
**Program Theme 2023**

**Program Theme 2023**

The following is a detailed table of Corporate Culture Program activities for 2023 – 2024:

| Theme | Program | Branch office | Regional Office | Headquarters |
|---|---|---|---|---|
| Sales & Service Culture | Sales Effectiveness | Yes | Yes | Yes (Business division) |
| | Service Excellence | Yes | Yes | Yes |
| Governance & Risk Culture | *Integrity Zone - Risk* | Yes | Yes | Yes |
| | *Integrity Zone - Governance* | Yes | Yes | Yes |
| Performance Culture | Performance Review | Yes | Yes | Yes |
| Learning Culture | Learning, Sharing & Doing | Yes | Yes | Yes |
| Selected Programs | (handed over to each Work Unit) | Yes | Yes | Yes |

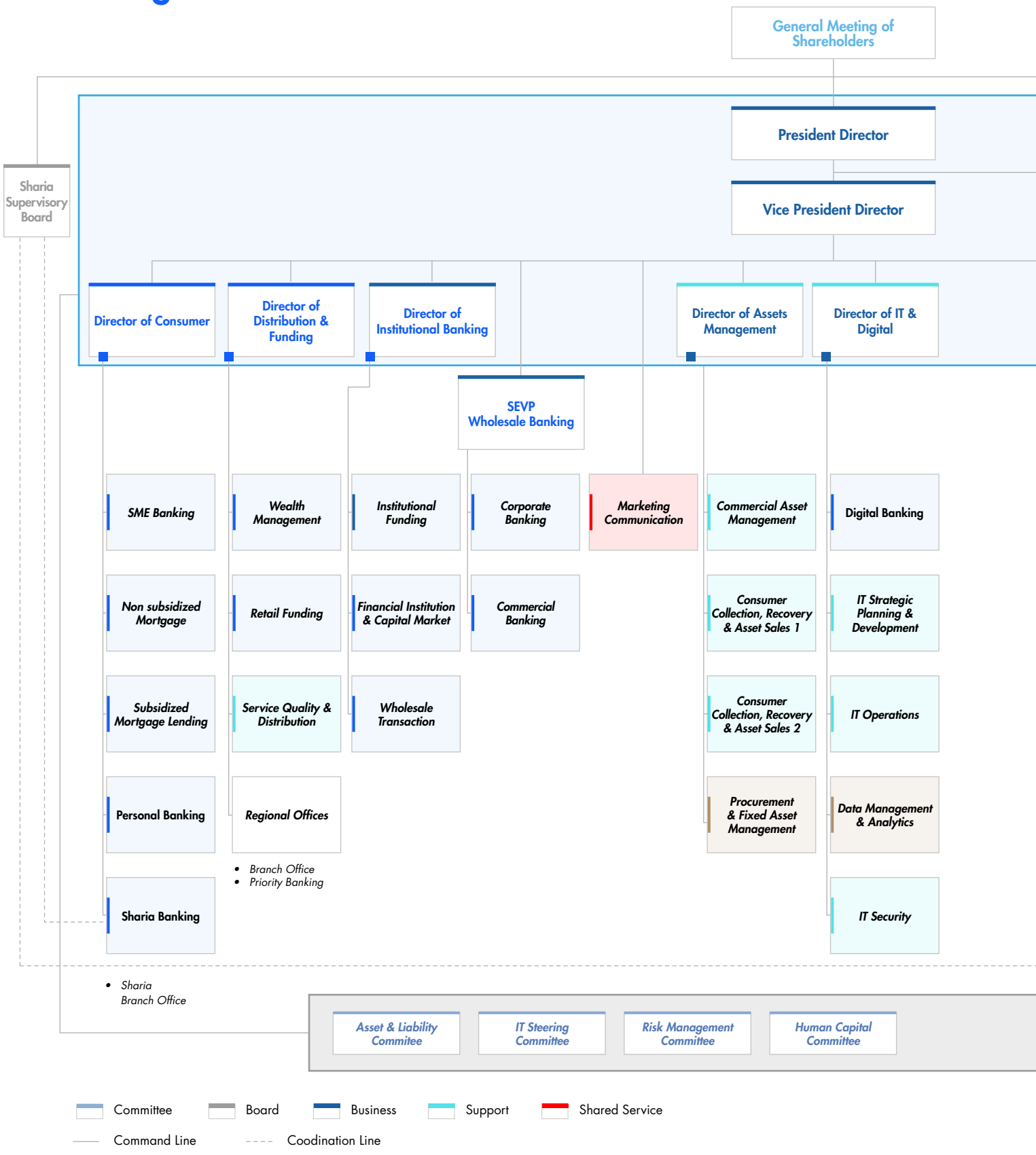
The total programs carried out by all work units consisted of 7 (seven) programs or 6 (six) programs for the Support/Shared Division. The targets achieved in the Corporate Culture program are not only in line with the Company's targets but also target behavioral changes that all employees must have through 8 (eight) BTNers' Main Behaviors with 3 (three) Critical Few Behaviors as the main focus of behavior change in 2023.




All programs implemented by the Work Unit will be submitted to the Culture Specialist team via the DIGISIIPS application so that all reported processes are paperless and digitalized.

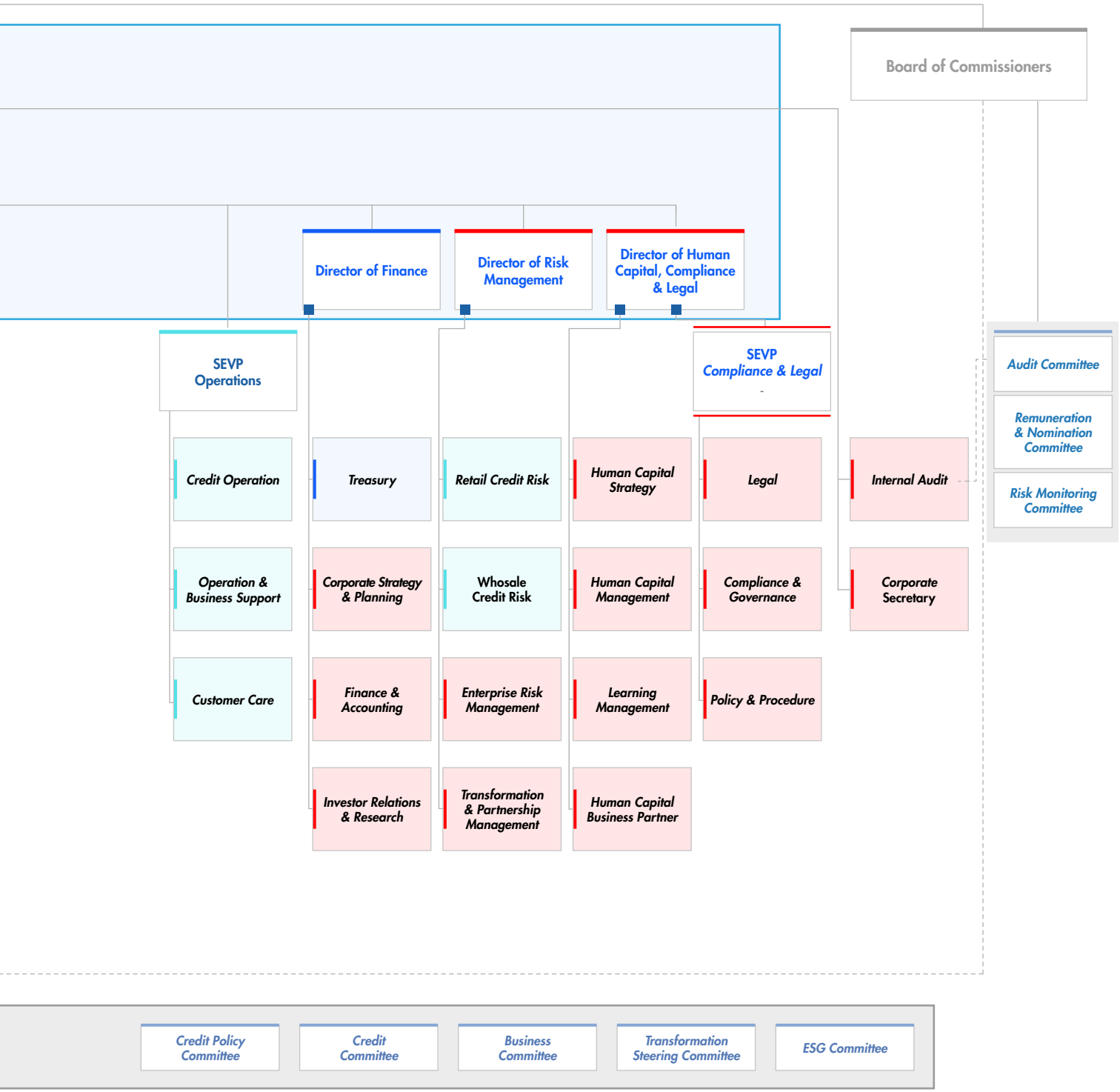


# Human Capital Management Structure



The company's Human Capital management continues to be developed to ensure that the policies, processes, procedures and technology used are the best according to best practice. The company's Human Capital management organization is managed by 4 (four) Divisions, namely the Human Capital Strategy Division (HCSD), Human Capital Management Division (HCMD), Human Capital Business Partner Division (HCBD) and Learning Management Division (LMD) under the leadership of the Human Capital Director, Compliance & Legal.

**Human Capital Management Organizational Structure**



### HUMAN CAPITAL MANAGEMENT POLICY

As one of Human Capital's strategic initiatives in 2023, there were changes to the policy architecture aligned with the policy architecture at the Company level. The Human Capital management policy was outlined in a General Policy on Human Capital, which then as a derivative had been issued a Special Policy, namely the Human Capital Cycle Special Policy, Remuneration Special Policy, Personnel Regulation and Administration Special Policy, Directors Facilities KKS, Directors' Official Travel Special Policy, Interim HCBP KKS, Personnel Credit KKS and Pension Fund Regulation Special Policy which were improvements to previous Human Capital management policies. In addition to the issuance of Special Policy, Technical Instructions related to the Human Capital Special Policy were also published as instructions for its implementation which consist of 15 Technical Instructions as the guidelines for the implementation of the policies that had been prepared, namely:

1. Technical Instructions for Technical Instructions Employee Requirements.3-A.7
2. Technical Instructions 3-A.11 Recruitment Technical Instructions
3. Technical Instructions for Talent Mapping. PT.3-A.13
4. Technical Instructions for the SDP Program and Status Transfer Number. PT. 3-A.12
5. Technical Instructions for Facilities and Value Units Technical Instructions 3-B.1
6. Technical Instructions for Technical Instructions 3-A.4 Competency Dictionary
7. Technical Instructions for Technical Instructions Employee Assessment.3-A.9
8. Technical Instructions for Succession Planning PT.3-A.8
9. Technical Instructions Job Description PT.3-A.1
10. Job Specification Technical Instructions PT.3-A.3
11. Technical Instructions for Job Grading PT.3-A.2
12. Job Family Technical Instructions PT.3-A.10
13. Job Desc Directors & SEVP PT.3-A.5
14. KYE Technical Instructions for Directors and Board of Commissioners
15. Technical Instructions for Sharia Employee Financing

## Human Capital Work Plan 2024

The 2024 Human Capital Strategic Initiative is guided by the 2022-2025 Human Capital Roadmap with the theme People Analytics & Employee Experience in 2024. In preparing the 2024 work program, the Human Capital Compliance & Legal Directorate refers to several documents and evaluation results for 2023, including:

1. Shareholder Aspirations (APS) 2024.
2. Human Capital Roadmap 2022-2025.
3. Corporate Plan 2021-2025.
4. Human Capital Maturity Assessment.
5. Top-Down Aspirations and Need for Support from Human Capital in 2024 as a result of the Join Planning Session (JPS).

As a follow-up to the initiative program and aspirations for the need for Human Capital support in 2024, there are several programs or work plans as follows:

1. Employee fulfillment through the multisourcing recruitment method to attract quality talent, especially in the fields of funding, transactional, digital banking.
2. Implementation of Succession Programs and special career paths for general management, funding, transactional and digital banking as well as acceleration programs.
3. Developing employee competencies, especially those related to critical capability, leadership, funding, transactional and digital banking.
4. Activate the EVP Program Implementation to improve Employee Experience.
5. Strengthening the role of change leaders to internalize core values in each unit and encourage behavioral changes.
6. Development of HC Technology which focuses on Talent Management, People Analytics and Employee Self Service to improve Employee Experience.

All programs are carried out in order to fulfill the mandate of shareholders and align with the Company's internal needs in order to support the achievement of the Company's Vision to become The Best Mortgage Bank in Southeast Asia by 2025. In 2024 there will be approximately 11 (eleven) shareholder directives related to Human Capital as follows:

1. Employee productivity improvement program that is better than the previous year.
2. Talent Management Holding/Sub Holding by implementing talent management processes according to best practice.
3. Implement Talent Mobility within the BUMN Group or across BUMN/Clusters.
4. Fulfillment of the Mandate of Law no. 8/2016 concerning Persons with Disabilities, related to Recruitment, Workforce Placement, Career Development, Welfare, Accessibility/ Health and work safety.

5. Fulfillment of Quality and Quantity Data from the BUMN talent portal to recruit nominated talent.
6. Talent Development Indicators by increasing the Ratio of Women in Nominated Talent Ratio of Millennials in Nominated Talent.
7. Improvement of BOD and BOC remuneration governance.
8. Implementation of Respectful Workplace Policy (RWP).
9. Follow up with improvements to the results of the HC Maturity Assessment.
10. Sustainable business practices by balancing company interests with employee welfare.
11. Carry out the AKHLAK Culture Journey In accordance with the Decree of the Minister of BUMN No. SK-115/MBU/05/2022.

In order to improve employee competency in 2024, a Learning Management Work Program is being implemented with 5 (five) focuses as follows:

a. Developing Competencies to Increase Productivity
   - Employee development capabilities in increasing the High Yield Loan portfolio, Transactional and Retail TPF as well as improving Loan Quality.
   - Development of IT and Digital capabilities to support the implementation of Digital Banking and People Analytics strategies.

b. Improve leadership capabilities and future skills related to leadership development programs that are tailored to succession plans and future skills.
c. Comply with regulatory certification by ensuring that all mandatory competencies and certification are carried out properly, including fulfilling the required certification for employees including Risk Management Certification, SPPUR, Compliance, WAPERD, Treasury, WPPE-P and lending sector employees.
d. Improving Learning Culture by developing a culture of self-learning, Community of Practice, Project Assignment, and Coaching/Mentoring.
e. Strengthening the Learning Organization and Infrastructure includes improving the organizational structure of the Learning Management Division, integrating the Learning Management System (LMS) and Knowledge Management System (KMS) and developing learning content through collaboration with learning providers.

Apart from that, in managing the knowledge and know-how possessed by Subject Matter Experts (SME), the Company will carry out a self-assessment of knowledge management and in the future will implement ISO 30401:2018 concerning knowledge management.

To ensure that Human Capital is a strategic partner of the Company's business, Human Capital also continues to strengthen the role of the Human Capital Business Partner Division (HCBD) and ensures the work program of the Human Capital Business Partner Division (HCBD) to support business needs in the form of employee fulfillment, compliance competence or others.





# INFORMATION TECHNOLOGY



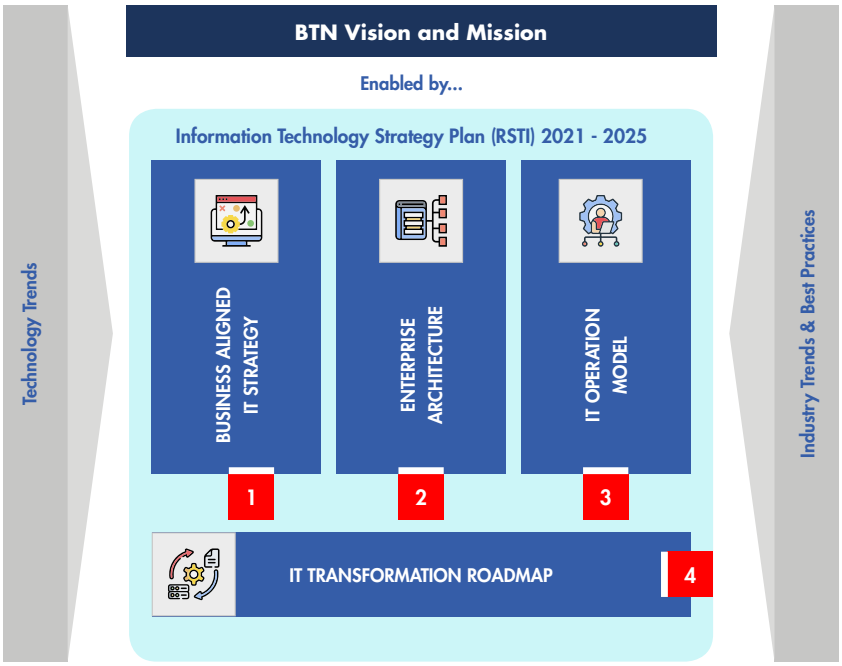
“

**The Company regularly innovates information technology to support the Company's business. Several information technology innovations carried out in 2023 include: Online Onboarding (OLOB) e-KYC, HC Cloud, and Internet Banking Business (IBB).**

# Information Technology Strategy

Information technology plays a significant role in supporting the Company's business. Hence, the Company initiates specific strategic planning for IT that is expected to be used as a reference in developing Information technology and improving infrastructure and security of information and data processing. Company's Information Technology Strategic Plan (RSTI) 2021-2025 is supported by 4 (four) fundamental pillars, namely:

1. **Business Aligned IT Strategy**
   Align all business necessities to ensure the formulated Information Technology Strategic Plan (RSTI) supports Company's vision to be Best Mortgage Bank in Southeast Asia by 2025.
2. **Enterprise Architecture**
   Design a modular, open and scalable technology stack which helps the Bank's business and products digitalization.
3. **IT Operating Model**
   Establish a multi-speed operating model with a sourcing method that strategically helps digitalization in the future.
4. **IT Transformation Roadmap**
   Establish a roadmap integrated with Human Capital, process and technology to assist customers' business necessities.




1. **Business Aligned IT Strategy**
   Information Technology strategic planning is conducted by aligning corporate strategy and business needs. This way, information technology implementation will support and be in line with the Company's business development. To attain the Company's visions, 6 (six) essential themes in technology have been formulated, namely:
   a. End to end housing ecosystem digitalization
      Supporting the Company's business from upstream to downstream in the future
   b. Digitized Operations
      The Company's business processes advancement through digitalization using robot technology or platform tools.
   c. Data-driven Bank
      Utilize the use and processing of accurate and quality data to improve services
   d. Flexible Multi-Speed IT
      The Company conducts acceleration in development and quality implementation of information technology to adapt fast to every change.
   e. Elastic & Resilient Infrastructure
      The Company provides an integrated system to actualize improved efficiency, aggregation between systems and consistent and better accessibility.
   f. Security by Design
      The Company provides secure banking services for customers.

2. **Enterprise Architecture**
   The Company establishes the architecture of digital banking to assist its business and product digitalization. Digital banking architecture illustrates the technology and system used by the Company to achieve its visions and business strategies which have been previously planned. There are 10 (ten) domains in the digital banking architecture of the Company, namely:

a. Ecosystem Management
   It refers to the management of a sustainable and advantageous relationship between the members of the ecosystem to gain economical values and social benefits.
b. Channels
   It refers to the interrelation of assisted and self-service channels with the customer's omnichannel experiences.
c. Sales & Marketing
   It refers to supporting the Company's business in marketing, distribution and sales.
d. Common Customer View
   It functions to provide insight and comprehensive management to the customers.
e. Product Processing
   It refers to the process, administration and product transaction occurring in the Company.
f. Common Services
   It relates to process in general to all Company's products.
g. Technology Tools
   It refers to the enterprise-wide technologies that support the Company's operation to advance its productivity and efficiency.
h. Insight & Information
   It refers to enterprise-wide technologies as a means to consolidate data and information processing for the Company's needs.
i. Interface and Integrations
   It refers to dynamically managing and supervising the integration at the Company, internally or externally.
j. Infrastructure & Security
   It refers to the secure and scalable infrastructure to meet business demands.

**3. IT Operating Model**

In 2023, the Company owned an IT Maturity Level value of 3.30 as measured using COBIT 2019. This value increased compared to 2022 which had a value of 3.27. This reflects that information technology operational processes have been well defined and managed. The Company has also made improvements to the IT Operating Model to support the Company's business strategy in 2023, including:

a. Fulfilling human capital needs by conducting recruitment of ODP IT or experienced hired.
b. Conducting training IT to enhance their capability.
c. Performing reviews on IT policies.

Furthermore, The Company has also made some improvements in terms of process, technology, governance and organization as a response to IT primary challenges, including.

a. Implementation of security tools to optimize information technology security processes.
b. Implementation of PMO Tools to optimize information technology operational processes.

**4. IT Transformation Roadmap**

The Company has illustrated the IT Transformation Roadmap according to 6 (six) technology themes that are used to achieve its visions. In 2023, the Company developed an agile based system (i.e. digital channel). In accordance with the IT Transformation Roadmap that had been prepared, the Company continued continuous improvement in 2024 - 2025 by focusing on improving non-critical systems, improving processes to increase the IT Maturity Level.

## Evaluation Results on Implementation of the IT Strategic Plan

In accordance with the Regulation of the Minister of State-Owned Enterprises of the Republic Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Article 210 Paragraph 1 point b, the Company has an obligation to convey information on the results of the evaluation of the Technology Strategy Plan Information (RSTI) 2021 - 2025 which is part of the Annual Report. In this case, the Bank has carried out an evaluation of RSTI 2021 – 2025 for the position in 2023 with the scope of the IT initiative.

The 2021 – 2025 RSTI evaluation process for the 2023 position refers to the 2021 – 2025 RSTI document. The progress status for the 2023 position is 79.11%.

# Information Technology Innovation

The Company is always innovating in information technology to assist its business. The following information technology innovations were implemented in 2023 among others:

**1. Online Onboarding (OLOB) e-KYC**
   This is a feature that functions to verify prospective customer data for online account opening needs.
**2. HC Cloud**
   It is an integrated system for managing Company employee information such as remuneration, salaries and so on.
**3. Internet Banking Business (IBB)**
   This is a transactional application used to assist corporate customers in carrying out transactions via internet banking.

# Information Technology Infrastructure

The demand for technology and the increase in the Company's digital transactions and services means that organizations must quickly respond to changes that occur. The rapid development of information technology means that organizations must adapt quickly. One of them is related to infrastructure which is the foundation of an organization and covers all services, therefore a reliable information technology infrastructure is needed.

During 2023, the Company had several focuses on improving IT service excellence, this was done to maintain business continuity and the security of the Company's information on an ongoing basis. One of the strategies carried out by the Company was to continuously improve and strengthen infrastructure from year to year, including:

1. **Strengthening IT Monitoring**
   BTN carried out proactive and integrated monitoring with early warnings to identify potential problems before problems occur. IT monitoring also functioned to collect data and information as well as monitor the availability and utilization of application servers, databases and networks, providing real time data that can be processed and analyzed for overall system performance in one dashboard. Apart from that, IT Operations also completed the construction of an integrated monitoring room to focus more on IT monitoring activities and facilitate coordination between teams. The IT monitoring activity carried out was to monitor all dashboards 24/7 consisting of application server dashboards, database server dashboards, and network dashboards. Tools used in IT Monitoring:
   a. General Monitoring.
   b. Network Monitoring.
   c. Application Performance Monitoring.
   d. Security Monitoring.
2. **Implementation of Standardization**
   Implementation of standardization in Branch Offices became one of the improvements to accelerate business processes and maintain the availability and reliability of IT services so that they could support more optimal Branch Office service performance.
   a. Infrastructure Standardization in Branch Offices.
   b. Network standardization in branch offices, apart from fulfilling security aspects related to data security, also aimed to ensure that the network was more stable, usage could be monitored and customers got the same experience in every branch owned by the Company.
3. **Backup management system**
   The increasing growth of data and the trend of online data access meant that organizations must have a capable backup system. Maintaining and protecting data became the organization's main concern, so IT Operations implemented a backup and recovery system to support business continuity. Backup activities were carried out routinely, namely daily, monthly and annually, onsite and offsite.
4. **Infrastructure Modernization**
   Upgrading the latest technology and adding capacity to support operational growth, including:
   a. Virtualization modernization, upgrading the virtualization infrastructure version to adapt to current IT needs.
   b. Carrying out additional baremetal infrastructure capacity and virtualization to maintain the availability and reliability of IT infrastructure.
   c. Branch Infrastructure Monitoring platform, information that was updated in real time becomes a reference for making decisions that can support IT needs at the Company's outlets.

In 2023, the Company also focused on efforts to improve elastic and resilient infrastructure, this was done in order to increase resilience and the ability to recover and recover if disruption or disaster occured, the initiatives implemented included:

a. Cloud journey, conducting cloud readiness assessment, cloud strategy and architecture to be implemented, platform & security and operational integration. Making changes to the IT operating model (supporting agile delivery and providing continuous delivery of changes to features and business processes).
b. Implementation of cloud computing technology.
c. Routinely conducted data center readiness trials for critical and non-critical applications on a regular basis.
d. Conducting a DC assessment to comprehensively examine the condition of the IT architecture and obtain a road map strategy to obtain an elastic and resilient IT infrastructure.

# Information Technology Governance

The Company has governance and technology that keeps up with current developments to help optimize business operational processes. Apart from that, the Company also has information technology infrastructure, information technology security and adequate resources. This is reflected in the results of the IT Maturity Level assessment which was carried out based on COBIT 2019 with a value of 3.30. This value reflects that information technology operational processes have been well defined and managed.

## Disruption

In facing the current era of increasingly rapid technological development, the Company has taken steps to face the challenges of technological disruption. The steps that the Company is currently taking to face the challenges of technological disruption include the Company aligning business process needs with technology due to increasingly rapid technological developments and increasing customer needs. This is reflected in the alignment between the Bank's Business Plan and the Information Technology Strategic Plan. Apart from that, the Bank also implements security tools and applies the international standard ISO 27001:2013 to maintain the security of data and information owned by the Company.

## IT Security Activities

### Information Technology Security

Along with the development of information technology (IT) in the digitalization era, Bank BTN has made several efforts to maintain Information Technology (IT) security through 3 (three) main pillars, namely:

1. **People**
   Bank BTN conducted education in the form of security awareness on a regular basis to all employees, customers and third parties working with Bank BTN. Various media were used to convey security awareness such as social media, email, podcasts and desktop wallpapers on employees' work devices. Socialization to customers is always a priority, including through Bank BTN e-channel media, Bank BTN Social media and various offline/marketing events carried out by the Company, to protect customers' personal information and funds. Bank BTN improved the professionalism and competence of employees as customer partners with various cyber security training and certifications.
2. **Process**
   To implement good governance in accordance with industry standards, the work process at BTN is based on the latest provisions/SOPs which are socialized and implemented consistently by all Bank stakeholders. In line with these standard work processes, Bank BTN has implemented the following initiatives, including:
   a. Establishment of a Security Operation Center (SOC) to detect, respond to incidents and recover from cyber-attacks.
   b. Establishment of a To support the function of the Computer Security Incident Response Team (CISRT) which collaborated with regulators and was also supported by the latest technology and monitoring systems in the form of Security Incident and Event Management (SIEM).
   c. The response and recovery testing process to ensure the Company's readiness to face cyber threats has also been carried out, including through phishing simulations and tabletop exercises




3. **Technology**
   Bank BTN implemented the latest security technologies such as endpoint security, application security, cloud based security, Data Loss Prevention (DLP), Next Generation Firewall (NGFW), Patching and Hardening automation, secure encryption of customer data, mobile application security, Multifactor authentication and cyber threat intelligence.

# 360° Security By Design

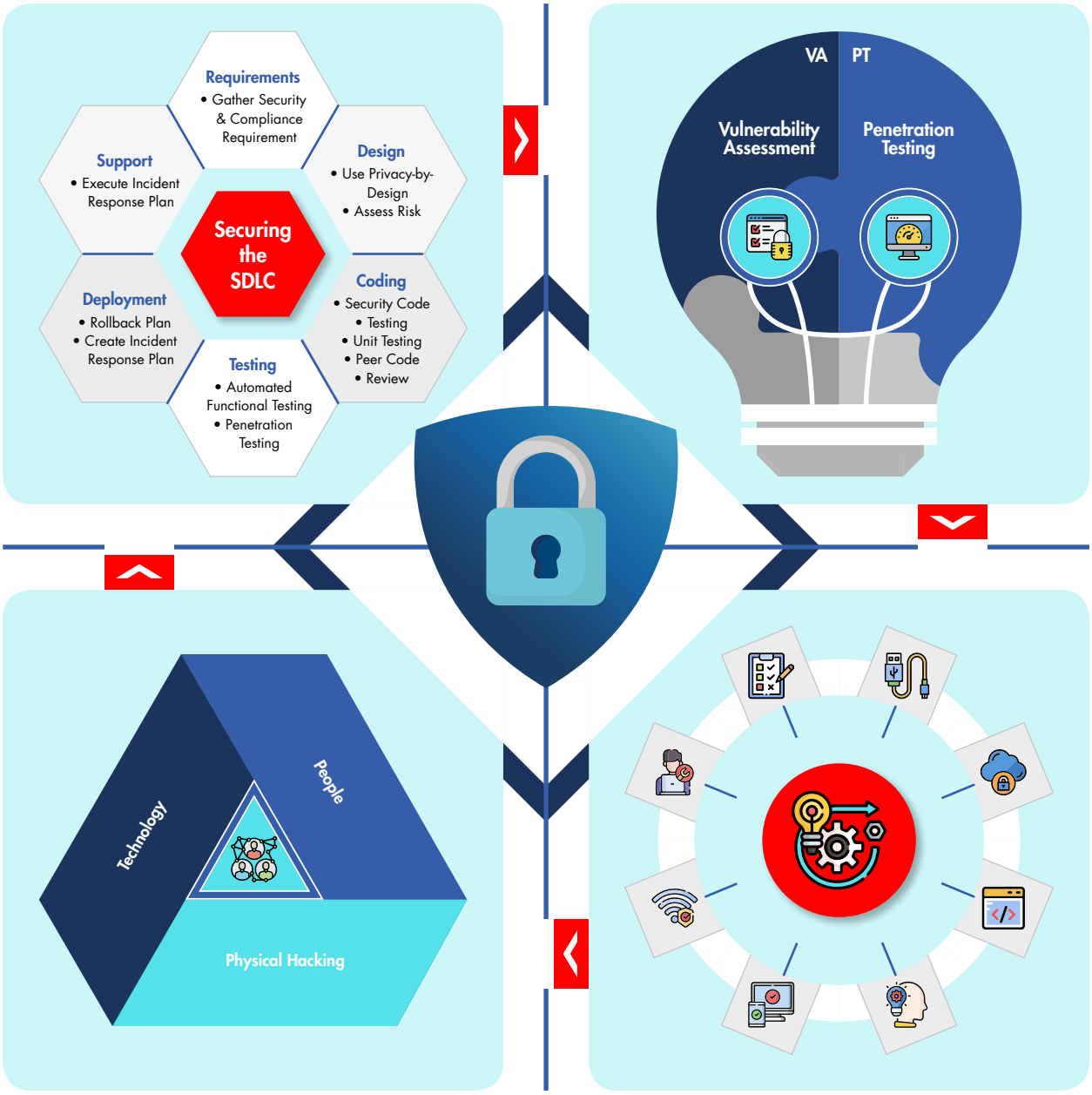
## Initiation & Development of Digital Services

- Security is carried out ot every stage development. of safe development.
- Testing is carried out with the latest methodology and technology
- Consistently implemented to meet BTN, OJK, BSSN, and Industry security standards and ISO 27001

## Initial & Development of digital Services

Before being used by customers, system security testing is carried out through:

- Security testing using SAST, DAST, IAST/MAST
- Simulation of attacks by hackers carried out by security consultants (Penetration Testing)
- Implementation application of protection algorithm technology




## Retest and Improvement

Security reviews and tests are carried out periodically, including as follows:

- Carrying out vulnerability assessments and penetration testing in production environments
- Conduct trials and simulations of cyber attacks by utilizing reference data from security monitoring tools
- Carrying out table-top exercises accompanied by response and recovery actions

## Operational

In carrying out operational processes, Bank BTN has implemented the following security aspects:

- Datacenter backups are periodically tested to maintain reliability from natural disasters and force majeur disturbances
- Use of the latest security technology, including Firewall, AntiDDOS, Cloud Security
- Security Encryption of Bank Data and Customer Data
- Security Operation Center 24 x7 (Blue Team)

## Security Standards Oversight and Compliance




### Regulatory Compliance & Recognition of Security Standards

- Registered as a Kominfo Electronic System Operator (PSE) - 001813.21/DJAI.PSE/01/2022
- Verification of **Cyber Security Maturity** by the National Cyber and Crypto Agency (BSSN) with a score of 4.68 on a scale of 5.
- Obtain **Attestation** status for implementing IT security controls that meet SWIFT standards.
- Has the international **ISO 27001** certificate
- Has a **CSIRT** cyber response team that has been accredited by the regulator (BSSN)

### Customer Support

- Protection against Online Fraud (Social Media) Collaboration with BSSN
- Transaction Security Campaign
- 24 x 7 Call Center to serve customer complaints regarding electronic transaction security

### Audit and Evaluation

**The implementation of Audit and Evaluation is carried out thoroughly:**

- Regulatory audits were carried out by Bank Indonesia (BI) and the Financial Services Authority (FSA)
- External audits were carried out by internationally certified auditor firms
- Internal Audit was carried out by the Internal Audit Division

Bank BTN Sahabat Keluarga Indonesia

### Customer Protection

- Multi-factor authentication security for carrying out financial transactions (PIN & SMS OTP)
- Verify online customer data connected to www with the Dukcapil system
- Implementation of mobile application protection algorithm technology
- Implementation in accordance with the provisions of the PDP Law No. 27 of 2022

These various initiatives were explained in the 2023 strategic achievements as follows:

1. Obtained ISO 27001 Certification
   To ensure that the human resources, governance and technology used were in accordance with industry standards (International Standards Organization), Bank BTN carried out a certification process and obtained accreditation No. IS 790715.
2. Achievement of cyber security maturity (CSM) 4.68
   Bank BTN together with the National Cyber and Crypto Agency (BSSN) carried out a Cyber Security Maturity (CSM) assessment which aimed to measure the level of implementation and maturity of information security at Bank BTN. Based on the results of the assessment carried out by BSSN, Bank BTN received a score of 4.68 on a scale of 5, which means Optimal Implementation.
3. Obtain CSIRT accreditation from the Regulator
   Bank BTN together with the National Cyber and Crypto Agency (BSSN) have carried out CSIRT training and accreditation so that Bank BTN CSIRT has been officially registered in accordance with the Cyber Incident Response Team Registration Certificate or CSIRT No.141/CSIRT.01.03/BSSN/04/2023 on April 03, 2023.
4. Implementation of Endpoint Data Loss Prevention technology
   As an effort by the bank to protect customer data, the bank implemented Data Loss Prevention technology to mitigate leaks of customer and company data.
5. Implementation of Cyber Threat Intelligence and Digital Rights Protection Technology

To ensure that Bank BTN's IT security visibility was well monitored, the Company implemented cyberthreat Intelligence (CTI) technology which actively monitored the behavior and activities of cybercriminals so that Bank BTN could anticipate emerging threats. CTI technology was equipped with Digital Rights Protection which could take down content that threatens reputation and harms Bank customers.

6. Implementation of Multifactor authentication and login identity management
   In line with the increasing number of identity and login credential (username and password) thefts by cybercriminals, Bank BTN assessed that implementing multifactor authentication was necessary to secure employee access to Bank BTN's IT applications and resources.
7. Mobile Application Security
   To protect mobile applications used by customers, Bank BTN implemented a security by design application development process. Strengthening the access devices used by customers was also a priority by implementing Mobile Application Security.

## Information Technology Infrastructure Strategy (IT)

IT development related to security has been outlined in the Information Technology Strategic Plan (RSTI) 2021 – 2025 which has the theme Security by design to improve the security of the Company's systems and applications, including the implementation of Identity & Access Management, Security & Network Monitoring & Compliance and Integrated Patch Management. In line with this initiative, activities carried out include Fulfillment of the PDP Constitution No. 27 of 2022, Availability Security Infrastructure and technological rejuvenation, Compliance Regulator Compliance, Data and User Access Governance as well as mitigation of fraud and transaction abuse (Money Laundering and Gambling Activities).

## *Disaster Recovery*

The Bank had policies and procedures used for management in the event of a disaster which are stated in the Bank's internal policies and procedures regarding the Implementation of the Disaster Recovery Plan (DRP). Apart from that, the Bank BTN also has an Organizational Structure for the Implementation of the Disaster Recovery Plan (DRP), the Authority of the Disaster Recovery Plan (DRP) Organization, the Disaster Recovery Plan (DRP) Process Flow, Categorization of IT System Recovery Criticality, Backup Frequency and Retention, List of Disaster Work Teams Recovery Plan (DRP), Important Telephone List and Service Provider Contact List.

## Information Technology Audit

To support better implementation of information technology (IT), the Company carries out IT audits through carried out by SKAI. The IT audit process produces output that must be followed up in the form of the results of the audit, the Company carries out follow-up actions on the results of the audit and/or assessment of IT implementation. This is done to fulfill the compliance aspect of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Article 210 Paragraph 1 point a, namely that the Company has an obligation to convey information on its actions. further audit results and/or assessment of information technology (IT) implementation. The IT audit follow-up to the audit carried out in 2023 included 138 findings, 82 findings that had been completed (59.42%) and 49 findings were not yet due, while the remaining 7 findings were due.

## IT Risk Maturity

The quality of information technology (IT) implementation is currently assessed using IT Maturity COBIT 2019, and the results of the measurement for 2023 on a scale of 0 (Incomplete process) – 5 (Optimizing process) is 3.30 (established process). This means that the majority of processes in the Cobit domain are defined, standardized, and achieve their goals in a more organized way.

In addition, related to information technology (IT) risk management, the Company periodically measures the composite risk level which is the result of the inherent risk value and the quality level of the Bank's risk management using the component parameters listed in OJK Circular Letter No. 14 / SEOJK.03/2017 concerning the Assessment of the Health Level of Commercial Banks and the results of the measurement for 2023 on a scale of 1 (Very healthy) – 5 (Not healthy) is 2.42 which reflects the generally healthy condition of the Bank so that it is considered capable of facing negative influences significantly related to IT risks.

## IT Awareness Programs

Bank BTN implemented the IT Security Awareness Program which aims to increase awareness and understanding of all employees to maintain information security in the form of personal and Company data or information. Activities that have been carried out during 2023 are as follows:

1. Delivery by Top Management
   Top Management has conveyed security awareness to employees with the emphasis that maintaining information security is a very important part of maintaining customer trust and the Company's reputation
2. Dissemination through the Bank's Internal Digital Platform
   a. Podcast
   b. Learning Management System
   c. Email
   d. Wallpaper Desktop
3. Scenario-Based Security Testing
   This activity is carried out to test and measure the level of understanding of all employees in maintaining information security.
4. Training and Workshops
   Activities to disseminate information about IT security both onsite and online to all Company employees.

# Information Technology Management Structure

The information Technology Implementation Unit consists of the IT Strategic Planning and Development Division, IT Operation Division and Data Management Division. In addition, the Company has also established an IT Security Division which has a function in charge of handling cyber security and resilience and is independent of the IT management function. In general, the authorities and responsibilities of each Division are as follows.

1. The IT Strategic Planning and Development Division (ITPD) has the authority and responsibility as a Division that carries out the role of "Change the Bank" as follows:
   a. Plan, coordinate, evaluate, monitor and control activities related to the process of formulating an information technology strategic plan as well as managing the information technology portfolio, information technology policies and application development strategies effectively and efficiently;
   b. Manage the process of developing applications to support business operations and monitoring their implementation to meet the operational needs of the Company's business;
   c. Anticipate information system risk exposure and develop appropriate and adequate countermeasures;
   d. Support the implementation of information security; and
   e. Prepare and fulfill information technology planning and development reports and their fulfillment in collaboration with related units.
2. The IT Operation Division (ITOD) has the authority and responsibility as a Division that carries out the role of "Run the Bank" as follows:
   a. Develop operational management strategies and implement and monitor information technology operations effectively and efficiently to maintain information technology service levels to support business operations;
   b. Anticipate risk exposure in the implementation of information technology operations, as well as develop appropriate and adequate countermeasures;
   c. Support the implementation of information security; And
   d. Compile and fulfill information technology operational reports in collaboration with related units.
3. The Data Management Division (DMD) has the authority and responsibility as a Division that carries out the roles of "Change the Bank" and "Run the Bank" as follows:
   a. Facilitate and coordinate regarding the establishment and implementation of the roadmap and vision for the delivery and management of information; including Data Warehouse, Big Data, Business Intelligence & Analytics and Data Management to carry out the Company's strategy in developing its business;
   b. Collaborate with business unit and support leaders to implement the agreed data strategy, set strategic directions to build an organizational data management program and optimize the way the Company uses data both internally and externally;
   c. Collaborate with other Information Technology Operations Units, Security Work Units and external parties, in managing and creating an environment that makes data and information accessible with appropriate

access control channels, as well as acting as an advisor in the use of data to improve performance and formulate company strategy overall;

d. Oversee the application of data analysis and new analytical methodologies that will serve as a guide for the company's management in formulating the company's business development strategy; and
e. Oversee the process of gathering and reviewing data from various systems already in use; making recommendations to upgrade outdated systems and ensuring new data solutions that are timely, accurate and of high quality.

4. The IT Security Division (ITSD) has the authority and responsibility as a Division that carries out the role of "Secure the Bank" as follows:

a. Design, implement and maintain a series of processes and systems that are integrated and effective in managing information security and guaranteeing the confidentiality, integrity and availability of information assets by minimizing information security risks;
b. Prepare and fulfill reports related to information security in collaboration with related units.

## Evaluation Results on the Effectiveness of IT Implementation in 2023

In accordance with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises Article 210 Paragraph 1 point c, Banks have an obligation to convey information on the results of the effectiveness of IT implementation. become part of the Annual Report. In this case, the Bank has carried out measurements in the form of an IT Maturity Level assessment for the 2023 position using the COBIT 2019 standard and obtained an IT Maturity Level value for the 2023 position of 3.30. IT Maturity Level assessment is carried out comprehensively in all domains according to the COBIT 2019 standard, including the domain Align, Plan and Organize (APO) domain Build, Acquire and Implement (BAI), Deliver, Service and Support (DSS) domain Measure, Evaluate and Assess (MEA) and domains Evaluate, Direct and Monitor (EDM).

## IT Competency Development 2023

During 2023, the Company has implemented IT training and certification for employees according to their areas of competence. This training includes, among others, Digital Leadership and Certification, NoSQL Database Fundamental For Manager and Engineer and Certification, UI UX design and Certification, COBIT 2019 and Certification, Project Management Professional and Certification, ITIL V4 and Certification, CAPM and Certification, CGEIT and Certification, Project Management Prince 2 Foundation and Certification, CEH and Certification, and Comp-TIA Security and Certification

# Information Technology Work Plan 2024

The Company has prepared an IT Transformation roadmap that will be implemented up to 2025 with 6 (six) main technology themes to achieve the Company's vision and mission in the future, namely end-to-end housing ecosystem digitalization, digitized operations, data-driven banking, flexible multi-speed IT, elastic and resilient infrastructure and security by design. Development of Information Technology in 2023 supports the corporate plan and the general policy aspirations of the directors in 2023 in the fields of credit and credit quality, funding and office network, feebased income and overhead expenses. In general, the IT development strategy for 2024 is as follows:

1. Development of integrated partner management such as enhancement of BTN Properti for developers and enhancement of partner applications.
2. Development of an integrated digital lending system such as enhancement of BTN Properti, enhancement of Survey/ OTS applications including geotagging and Geographic Information System (GIS), enhancement of loan system family related to Loan Origination System, Loan Monitoring, Collection and Restructuring System, BTN Ready platform, implementation of decision engine system, H2H enhancement with third parties, such as insurance (Guarantee, Claims, Subrogation), development of web-based MSME loan applications, joint finance, loan platform modernization and platform integration.
3. Loyalty system development such as the Poin Spekta and PLUS application development can help manage depersonalized loyalty programs to build stronger relationships with customers.
4. Modernization of digital channels through the development of new mobile banking for conventional with the addition of new features (such as online money changer, BTN Ready, and others), new mobile banking sharia, internet banking business, online onboarding with E-KYC for conventional and sharia, enhancement credit card mobile apps, development of EDC e-commerce/online acquiring features and EDC operational cooperation, visa paywave, use of other cards on EDC mini ATMs, QRIS Crossborder, Online Acquiring, Sharia Virtual Accounts, as well as ATM operational cooperation.
5. Development of API Enablement such as API Management & Sandboxing, implementation of high availability for API Management and addition of API features.
6. Modernization of the core banking system and branch delivery system such as enhancing CBS and BDS such as adding currency to retail foreign exchange products and implementing a new core sharia banking system.
7. Carrying out General Ledger (GL) System Improvement.
8. Development of integrated customer service such as omni channel (modernization of contact center applications).
9. Implementation of Enterprise Document Management System.
10. Modernization of the cash management system, such as integration with the ecosystem, adding payment features to third parties, adding national cash pooling and mobile cash management features.
11. Implementation of wealth management system.
12. Developing systems to support wholesale banking such as implementing custody systems, trade finance, e-bank guarantees, conventional and sharia supply chain management systems.
13. Implementation of End to End Procurement.
14. Implementation of the treasury system and settlement system, such as upgrading the treasury core system, product development such as market linked deposits, dual currency investment, call spread options to support the treasury business.
15. Implementation of enterprise risk management systems such as market risk systems, enhanced fraud detection system applications and enhanced operation risk systems.
16. System implementation related to data driven themes, such as implementing data lakes, data movers, enterprise data warehouses and master data management.
17. Modernization of the HC system to achieve BTN's mission to become one of the homes of Indonesia's best talent.
18. Implementation of IT development to support multispeed such as adoption of agile delivery tools and agile implementation.
19. Improving payment system capabilities, such as developing a fast payment system (BI-Fast Phase 2) and systems to support the remittance business, such as host to host incoming transfers.
20. Implementation of elastic and resilient infrastructure such as implementation of cloud journey, end to end monitoring (data center, fail over and applications), data center operations & infrastructure improvements such as modernization of infrastructure, systems/software, expanding the scope of asset management tools, implementation of integrated monitoring system tools and branch infrastructure.
21. IT development related to security by design such as implementing Identity & Access Management, Security & Network Monitoring & Compliance such as implementing end point protection, implementing cyber threat security solutions and Integrated Patch Management.

In addition to IT development, the Company evaluated and updated IT policies against regulatory regulations, internal policies and based on existing best practices, while to increase the capacity and capability of the IT team, the Company conducted training and certification according to individual needs.




# CORPORATE GOVERNANCE

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**The implementation of GCG increases the Company's business success and accountability so as to realize shareholder value in the long term while still paying attention to the interests of other stakeholders. GCG is a continuous effort to achieve the goal, namely Moving Beyond Corporate Governance to True Business Value.**

# Achievements in the Implementation of Corporate Governance

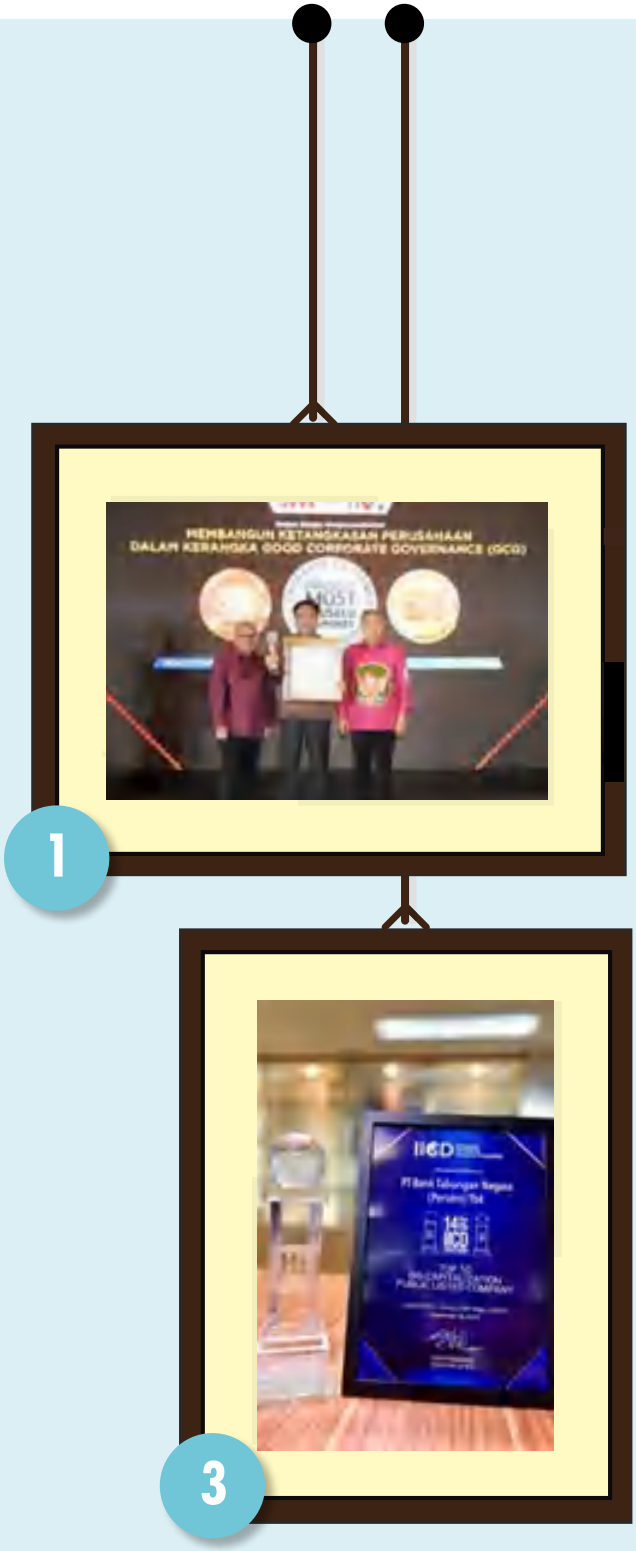



**Photo Description:**

1. Corporate Governance Perception Index (CGPI) as Most Trusted Companies

2. **GRC and Performance Excellence 2023**
   Category:
   - PT Bank Tabungan Negara (Persero) Tbk as The Greatest Champions of GRC Excellence Performance 2023 (Banking Industries).
   - PT Bank Tabungan Negara (Persero) Tbk as The Best GRC for IT/Digital Transformation 2023 (Banking Industries)
   - Mr Nixon L.P Napitupulu as The Best CEO for GRC Excellence 2023 (Banking Industries).
   - Mr. Eko Waluyo as The Best Chief Compliance Officer 2023 (Banking Industries).

3. **TOP GRC 2023**
   Bank Tabungan Negara (Persero) Tbk as:
   - Top GRC award 2023 Star 5
   - The most Commited GRC Leader 2023
   - The High Performing of Commissioner on GRC 2023

4. **ASEAN Corporate Governance Scorecard - IICD**
   - Top 50 Largest Market Capitalization Issuers (BigCapPLCs) with the Best Corporate Governance Practices
   - The Best Financial Sector 2023

# Fundamentals of Implementation of Corporate Governance

The implementation of GCG within the Company refers to various relevant provisions, regulations, and laws as well as GCG guidelines issued by national and international institutions. The reference basis for GCG implementation is as follows:

1. Law of the Republic of Indonesia No. 10 of 1998 concerning Amendments to Law No. 7 of 1992 on Banking.
2. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies.
3. OJK Regulation No. 17/ POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
4. OJK Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates.
5. OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuer or Public Company.
6. OJK Regulation no. 34/POJK.04/2014 concerning Nomination and Remuneration Committees for Issuers or Public Companies
7. OJK Regulation no. 35/POJK.04/2014 concerning Corporate Secretaries of Issuers or Public Companies
8. OJK Regulation No. 31/POJK.04/2015 concerning Disclosure of Information or Material Facts by Issuer or Public Company.
9. OJK Regulation No. 5/POJK.03/2016 concerning Bank Business Plans.
10. OJK Regulation No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports.
11. OJK Regulation no. 55/POJK.04/2015 concerning the Establishment and Guidelines for Implementing the Work of the Audit Committee.
12. OJK Regulation no. 56/POJK.04/2015 concerning the Establishment and Guidelines for Preparing the Internal Audit Unit Charter.
13. OJK Regulation Number 60/POJK.04/2015 concerning Disclosure of Information on Certain Shareholders
14. OJK Regulation no. 5/POJK.03/2016 concerning Bank Business Plans.
15. OJK Regulation no. 29/POJK.03/2016 concerning Annual Reports of Issuers or Public Companies.
16. OJK Regulation no. 11/POJK.03/2016 concerning Ownership Reports or Any Changes in Ownership of Public Company Shares.
17. OJK Regulation no. 15/POJK.03/2019 concerning Plans and Organizing General Meetings of Shareholders of Public Companies.
18. OJK Regulation no. 16/POJK.03/2019 concerning Implementation of Electronic General Meetings of Shareholders of Public Companies.
19. OJK Regulation no. 17/POJK.03/2019 concerning Material Transactions and Changes in Business Activities.
20. OJK Regulation no. 42/POJK.03/2019 concerning Transparency and Publication of Bank Reports.
21. OJK Regulation no. 17 of 2023 concerning Implementation of Governance for Commercial Banks.
22. OJK Circular Letter No.14/SEOJK.03/2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
23. OJK Circular Letter No.15/SEOJK.03/2015 concerning the Implementation of Integrated Governance for Financial Conglomerates.
24. OJK Circular Letter No.32/SEOJK.04/2015 concerning Public Company Governance Guidelines.
25. OJK Circular Letter No.25/SEOJK.03/2016 concerning Commercial Bank Business Plans.
26. OJK Circular Letter No. 43/SEOJK.03/2016 concerning Transparency and Publication of Conventional Commercial Bank Reports.
27. OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
28. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
29. The Company's Articles of Association have undergone several amendments as most recently amended based on the Deed of Statement of Decisions of the Annual General Meeting of Shareholders Number 28 dated March 28, 2023 made by Ashoya Ratam, S.H., M.Kn., Notary in South Jakarta which has received approval based on the Ministerial Decree Legal and Human Rights Number AHU-0023685.AH.01.02. YEAR 2023 on April, 20 2023.

In addition to that, the Company also adopts the best governance standards regionally and internationally applicable as best practices and improves the GCG implementation, including:

1. Principles of Good Corporate Governance, issued by the Organization for Economic Cooperation and Development (OECD).
2. ASEAN Corporate Governance Scorecard issued by ASEAN Capital Market Forum (ACMF).
3. Indonesian GCG Guidelines (PUGKI) developed by the National Committee on Governance Policy (KNKG).
4. Indonesian GCG Banking Guidelines issued by the National Committee for Governance Policy (KNKG).
5. Principles for Enhancing Corporate Governance issued by Basel Committee on Banking Supervision.

# Objectives and Principles of Implementation of Governance

The Company is fully aware that the business continuity of a business entity is not merely measured by financial performance and increased profits, but also through internal management of the Company, including the implementation of effective GCG. Thus far, the Company has implemented the GCG principles with the purpose and belief that it will ensure the construction of comprehensive business balance so that all forms of interest, both business and social, individuals and groups, internal as well as external, short and long-term as well as the shareholders and stakeholders interests will reach the balance point. The implementation of GCG principles is highly necessary in order to build a more resilient Company to be able to survive in dealing with fiercer competition. The Company keeps striving to follow the development of the best GCG practices at the national, regional, and international levels that are relevant and certainly adapted to the needs.

The implementation of corporate governance serves purposes as follows:

1. Supporting the Company's vision, namely "Being Best Mortgage Bank in Southeast Asia in 2025".
2. Improving the Company's mission, including:
   a. Actively supporting the government in advancing the welfare of the Indonesian people through home ownership.
   b. Realizing millions of Indonesians dream of owning a decent house to live.
   c. Becoming the home of Indonesia's best talent.
   d. Increasing shareholder value by focusing on sustainable profitability growth as a blue chip company with strong risk management principles.
   e. Becoming a financial partner for stakeholders in the housing ecosystem by providing comprehensive solutions and the best services through digital innovation.
3. Providing added benefits and values for shareholders and stakeholders.
4. Maintaining and improving sound and competitive business continuity in the long term (sustainable).
5. Enhancing investors' trust in the Company.

GCG implementation is performed based on the following five principles:

**TRANSPARENCY**
Transparency is openness in the decision-making process and disclosing any relevant information regarding the company.

**ACCOUNTABILITY**
Accountability is clarity of function, implementation, and organizational responsibility having effective implication to the company management.

**RESPONSIBILITY**
Responsibility is conformity principle referring to the company management in accordance with the applicable provisions in the context of the company's internal or external in case regulations related to sound corporate management.

**INDEPENDENCE**
independence is a situation where the company is well-managed professionally and can protect from conflicts or external interests of the company that are not in accordance with the provisions of regulations and principle of sound corporate management.

**FAIRNESS**
Fairness and equality created in the environment of the company or stakeholders taken from agreements between the Company and other related parties and the provisions of regulation.

GCG is a facility used by the Company's organs to improve their business success and accountability so as to realize the shareholders' value in the long term while considering the other stakeholders' interests, in accordance with the applicable laws and regulations, and business ethics. The greater the risks, the implementation of good corporate governance in the Company becomes more essentially required.

In addition, GCG is a continuous effort to respond proportionally to the needs of the GCG implementation in order to achieve the goal of Moving Beyond Corporate Governance to True Business Value. The Company has become a proud state-owned bank and participates in realizing the progress and prosperity of the nation. In doing so, the Company always manages every business activity professionally and adheres to the GCG principles. To achieve the goals, the Company begins with integrating its human capital with reliability, professionalism, integrity, and good manners.

# Commitment on Corporate Governance Implementation

The Company always strengthens its commitment to implement and uphold GCG principles consistently in the daily course of business activity, comply with all applicable regulations and legislation, and is always open to improvements in accordance with best practices to suit the goals, vision, and the Company's mission, and create added value for the Company for Shareholders and other stakeholders.

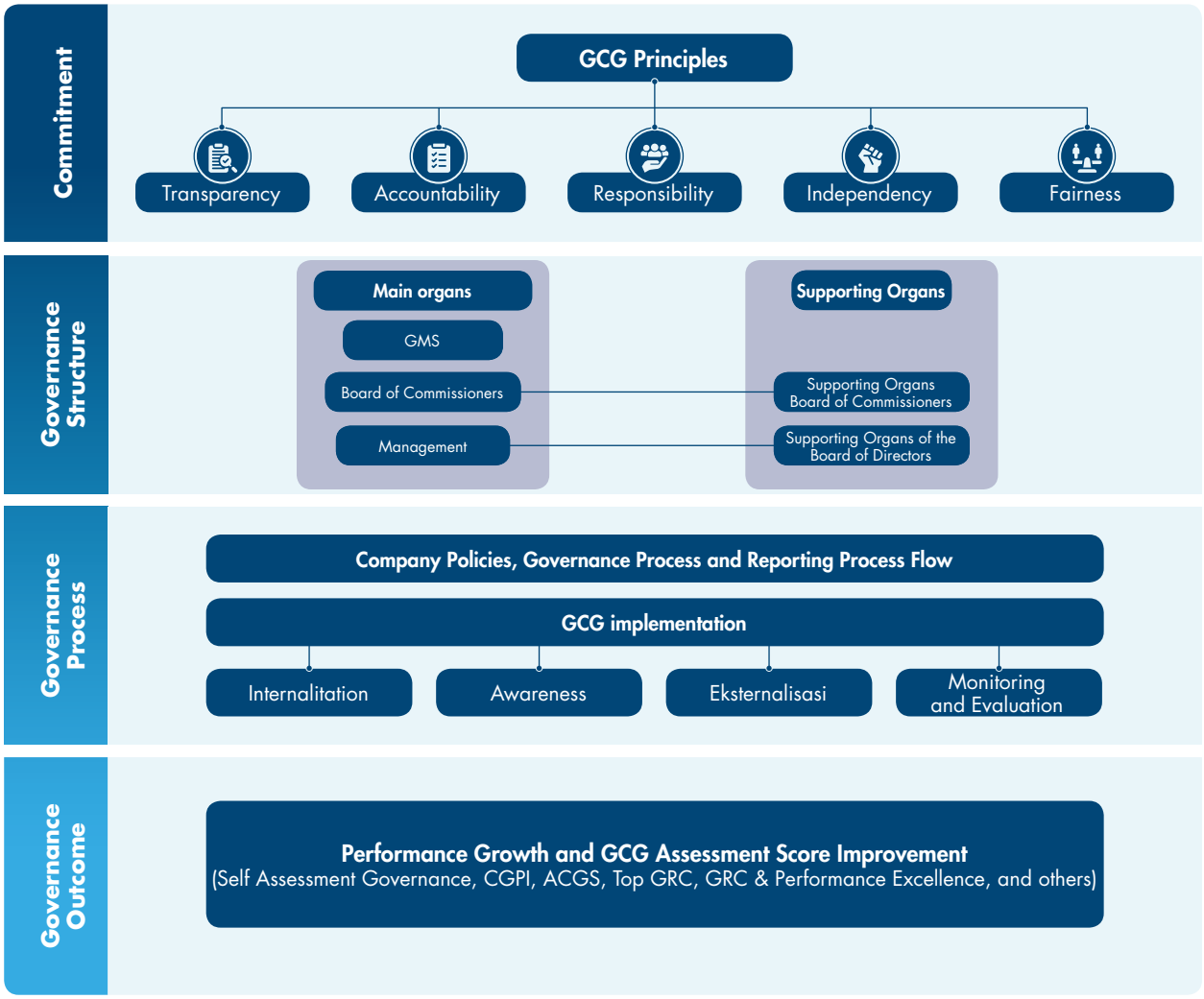
The implementation of good corporate governance (GCG) is an important indicator for shareholders to assess the Company's performance and believe that the Company has been well-managed and is can protect the interests of all shareholders. PT Bank Tabungan Negara (Persero) Tbk. as a State-Owned Enterprise (BUMN) and also a public company, commits to continuously improve the implementation of good corporate governance in order to understand the expectations of each shareholder.



# Corporate Governance Implementation

## Govenance Framework

Implementation of Corporate Governance can be seen from the alignment of 3 (three) aspects of the governance system, such as governance structure, governance process, and governance outcome. The three aspects of the governance system have been well-implemented by the Company.



Governance structure is the sufficiency of the Corporate Governance structure and infrastructure so that the process of implementing Corporate Governance principles produces outcomes that are in line with the expectations of the Company's Stakeholders. The governance organ structure includes the Board of Commissioners, Directors, Committees, and Company Work Units. Meanwhile, the Governance infrastructure includes policies and procedures, management information systems, and the main tasks and functions of each organizational structure. Governance process is an activity to implement governance in the Company which is supported by a structured system and optimal monitoring process. Then, Governance outcome is the result of implementing adequate governance structures and governance processes.

## Commitment on Governance

The Company is committed to continuously evaluate, improve, increase, and enhance GCG implementation, so that it is in line with developments in laws and regulations and the latest business conditions. The Company's GCG commitment is embedded in the Company's vision and mission, core values, and business policy strategies, which are translated into the following fundamental elements of the Company's business, as follows:

**Vision and mission**
The Company has a vision that reflects the goal to be achieved, namely Best Mortgage Bank in Southeast Asia 2025. To achieve this goal, the Company has described the goal into several missions. The Vision and Mission are explained in detail in the Chapter of Company Profile.

**Company Core Values**
In line with efforts to strengthen basic foundations and build cultural momentum, corporate culture transformation is performed by increasing understanding and capability in implementing AKHLAK to achieve sustainable growth. In accordance with the AKHLAK core values, the main behavior of BTNers can be classified into 8 (eight) main points, as follows:

1. Adhering to and complying with the moral values and business ethics and applicable regulations;
2. Continuously learning and improving competency;
3. Discipline, consistent and thorough in completing tasks with the best quality of performance;
4. Mutually respectful, appreciating, and open to differences;
5. Responsible and always putting the Corporate's interest ahead;
6. Proactive, effective, and efficient to satisfying customer needs;
7. Responsive towards changes and providing opportunity for continuous improvements.;
8. Open to competition that delivers added value.

**Guidelines for the Board of Commissioners and Directors**
The Company has Guidelines for the Board of Commissioners and Directors, containing as follows:

1. Organization of the company and assignment of tasks;
2. Duties, responsibilities, and authority;
3. Work ethics;
4. Meeting arrangements;
5. Prohibition against the Board of Commissioners and Directors;
6. Evaluation of the performance of the Board of Directors;
7. Pattern of working relationship between the Board of Directors and the Board of Commissioners.

These guidelines are used as a reference for the Board of Commissioners and Directors in performing their duties to achieve the Company's business objectives. The Guidelines for the Board of Commissioners and Directors are explained more clearly in the respective Sub-Title of the Board of Commissioners and Directors in the Chapter of Corporate Governance.

**Code of Ethics**
The Company has prepared a Company Code of Ethics as a guideline regarding business ethics, work ethics, and behavior for BTNers in implementing good corporate governance practices, including interacting with stakeholders. The Company's Code of Ethics applies to all BTNers at all levels of the organization. In detail, the Code of Ethics is explained in Sub-Title of the Chapter of Code of Ethics in the Corporate Governance.

**Social and Environmental Responsibility**
The Social and Environmental Responsibility Program (TJSL) is an activity that is the Company's commitment to sustainable development. This is performed by providing economic, social, environmental, legal, and governance benefits with more integrated, focused, measurable impact principles and can be accountable for and are part of the company's business approach. Specifically, Social and Environmental Responsibility is detailed in the Chapter of Social and Environmental Responsibility Program.

**ISO 37000:2021 Implementation Plan on Governance of Organizations**
The Company is also committed to implementing corporate governance with plans to adopt ISO 37000:2021 Governance of Organizations which aims to create added value and sustainability for the organization.

## Governance Structure

The Law of Limited Liability Company No. 40 of 2007 states that the Company's Organs consist of the General Meeting of Shareholders, Directors and Board of Commissioners. The GMS, Directors and Board of Commissioners respect each other's duties, responsibilities and authorities in accordance with regulations and the Articles of Association. The Company's organs are

established to ensure that the implementation of corporate governance principles can perform effectively with clear roles and responsibilities so it creates a check and balance control mechanism. In detail, the Governance structure and mechanisms are explained in the Sub-Chapter of Corporate Governance Structure and Mechanism.

## Governance Process

The Governance Process conducted by the Company is by corporate organs and lower levels in performing their functions and duties in realizing commitment and governance structure in order to achieve governance results that are in accordance with Governance principles. The Company's Governance Process includes as follows:

1. Implementation of the General Meeting of Shareholders (GMS)
2. Implementation of the Functions, Duties and Responsibilities of the Board of Commissioners and Directors
3. Implementation of Business Process Improvement (BPI) and Company Business Activities
   a. The Company has separated the CRSD Division into CRSD 1 and CRSD 2 to separate Early Bucket and Late Bucket management to maintain the quality of the Company's credit portfolio.
   b. The Company has established a Personal Banking Division (PBD) to support the achievement of high yield loans.
   c. Establishment of a Human Capital Business Partner (HCBP) which acts as an effective business partner in encouraging and ensuring the alignment of Human Capital strategy and operations to meet business needs and support corporate strategy.
   d. Establishment of the Environmental, Social & Governance (ESG Department) to support the implementation of sustainable finance principles (SDGs).
   e. The Company has established RLPC-BC (Regional Loan Processing Center-Business Control), CBC-BC (Commercial Banking Center-Business Control) and RBC (Regional Business Control) under the supervision of the Regional Office and coordination line to the Risk Management Work Unit which functions to improve supervision and mitigation of Operational Risks of Branch Offices and Regional Offices.
   f. The Operational Risk Management Information System (ORMIS) system has been developed which consists of RCSA, LED and KRI in each work unit. Currently it has been implemented in all Regional Offices and Branch Offices.
   g. Implementation of BPI Consumer Credit Phase 2, which includes an automatic disbursement process and stock management.
   h. Implementation of Digitalization & Automation Project (BPI Consumer Project: Decision Engine).
   i. Centralization of operational processes to the Regions and Head Office, through centralization of procurement and vendor management processes, centralization of accounting and reporting processes, centralization of cash management through the implementation of Regional Cash Operation Management.
   j. Optimizing unproductive KCPs through substituting services to Digital Channels by closing unproductive outlets/KCPs.
   k. Implementation of a Sales Center tasked with managing Non-Subsidized KPR for the Emerging Affluent Segment.
   l. Establishment of a BTN MSME credit center whose task is to distribute BTN Micro Credit products, namely KUR and SME Credit up to iDR 500 Million.
   m. Strengthening the BTN Organization through the implementation of a Strategic Business Unit (SBU).
4. Social and Environmental Responsibility

## Governance Outcome

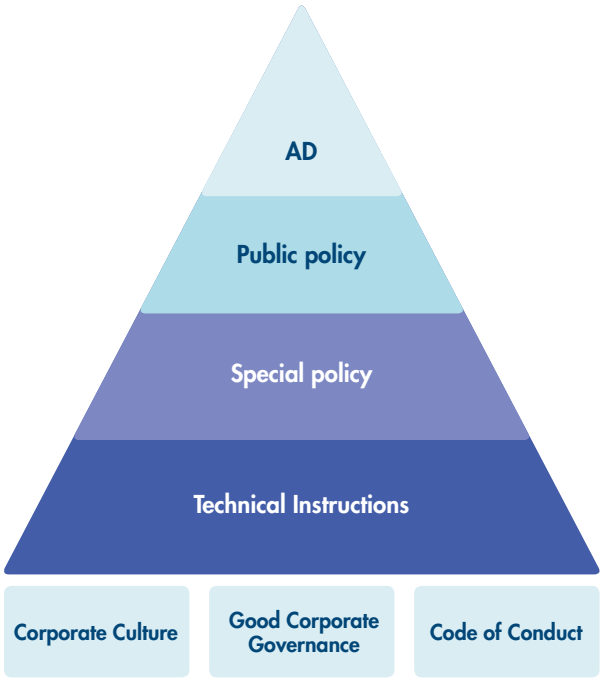
1. GCG Assessment (BI/OJK) based on self-assessment results with a composite score of rank 2.
2. GCG Third Party Assessment (CGPI, ACGS, Top GRC, and others).
3. The 2022 Governance Report.
4. Sustainable growth in financial performance.
5. Establishment of a sustainable integrity system.

## Improvements in Guidelines and Governance of Preparation of Policies

The Company through decision of Board of Directors makes changes of Policy Architecture and Procedures of Bank BTN, effectively prevailing since February 2, 2022. It purposes to improve governance and internal regulations so that those will be more well-organized, not overlapping, effective, and facilitating employees in using the guidelines of daily operational implementation. The company has developed a special policy number KK.9.A dated March 22, 2022 regarding Procedures for Governance of Bank Internal Regulations with due observance of the following principles:

1. Ease and Clarity
2. Efficiency and Effectiveness
3. Aligned
4. Measurable
5. Dynamic
6. Oriented to the user or the party being served
7. Legal Compliance
8. Legal Certainty

In order to strengthen governance aspects and eliminate overlapping regulations and make it easier for employees to carry out daily operational activities, the Company needs to carry out transformations, one of which is in the form of internal regulatory transformation. The intended transformation of internal regulations is realized in the form of implementing the Internal Regulatory Architecture as follows:




All existing Internal Regulations with old Policy and Procedure Architecture have been transformed into the New Policy and Procedure Architecture with the following details:

1. 9 (Nine) General Policies have been issued which have become Umbrella Policies for all Company operational activities.
2. 150 (one hundred and fifty) Special Policies (KK) have been issued which are derivative regulations from General Policies.
3. 239 (two hundred and thirty-nine) Technical Instructions have been issued which are derivative regulations from Special Policies.

Furthermore, the Company also revoked existing internal regulations that were no longer valid or no longer used. In this Internal Regulation transformation, Bank BTN also uses a digital platform as a means of disseminating the latest Internal Regulations which can be accessed by all employees, namely through the PPDigital application. The existence of PPDigital will make it easier for employees to obtain information regarding the latest Internal Regulations and those related to the work and activities of the employee in question.

**Improvement of Governance Regulation**

In 2023, the Company has drafted and renewed the following policies, as follows:

1. General Policy Number KU.6 dated December 5, 2022 concerning Law, Compliance, AML & PPT and Corporate Governance.
2. Special Policy Number KK.6-F dated August 28, 2023 concerning Good Corporate Governance Procedures.
3. Special Policy Number KK.6-H dated October 10, 2023 concerning Procedures of Conflicts of Interest Management.
4. Updating KK Number KK.6-E dated December 13, 2023 concerning Anti-Bribery Management System Guidelines (ISO 37001:20160.
5. Technical Instructions Number PT.6-F.1 dated September 15, 2023 concerning Good Corporate Governance Assessment.

**Improvement of Guidelines of Code of Conduct for the Board of Commissioners and Directors**

1. Guidelines and Rules for the Board of Commissioners Number 05/KOM/BTN/2023 dated December 13, 2023 concerning Work Guidelines and Rules for the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk.
2. Guidelines of Code of Conduct for the Board of Directors through Special Policy Number KK.6-G dated September 12, 2023 concerning Guidelines for the Board of Directors.

**Improvement of the Board of Commissioners Committee Charter and the Board of Directors Committee Policy**

1. Committee Charter under the Board of Commissioners
   a. The Audit Committee Charter Number 06/KOM/BTN/2023 dated December 13, 2023 concerning Guidelines of Code of Conduct for Audit Committee.
   b. The Remuneration and Nomination Committee Charter Number 07/KOM/BTN/2023 dated December 13, 2023 concerning Guidelines of Code of Conduct for Remuneration and Nomination Committee of PT Bank Tabungan Negara (Persero) Tbk.
   c. The Risk Monitoring Committee Charter Number 08/KOM/BTN/2023 dated December 13, 2023 concerning Guidelines of Code of Conduct for Risk Monitoring Committee.
2. Committee Charter of the Board of Directors
   a. Special Policy Number KK.9-D dated March 30, 2023concerning Governance Procedures for the Board of Directors Committee

**Certification and Surveillance of ISO 37001:2016 Anti-Bribery Management System**

In an effort to maintain the ISO 37001:2016 Anti-Bribery Management System (SMAP) certificate, the Company conducted an ISO 37001:2016 SMAP recertification audit and surveillance audit. On the July 24 to 28, 2023, the Company has succeeded in maintaining SMAP certification by obtaining a certificate for the recertification audit and surveillance audit by the ISO 37001:2016 SMAP Certification Institution in terms of goods and/or services procurement in the Procurement and Fixed Asset Management Division (PFAD), Commercial credit in the Commercial Banking Division (CMBD), Corporate Banking Division (CBD), and Wholesales Credit Risk Division (WRD), and small medium credit in all Regional Offices at SME Restructuring. In addition, the Company has expanded the scope of ISO 37001:2016 Anti-Bribery Management System (SMAP) to the scope of the Small Medium Enterprise Banking Division (SMBD) and 4 Commercial Banking Centers (Jakarta Raya, Bintaro, Bekasi and Bandung). The Company is committed to performing continuous improvement in implementing ISO 37001:2016 SMAP to achieve its goal to be free from corruption, collusion, and nepotism.

**Strengthening the Implementation of FSA Guidelines and ASEAN CG SCORECARD**

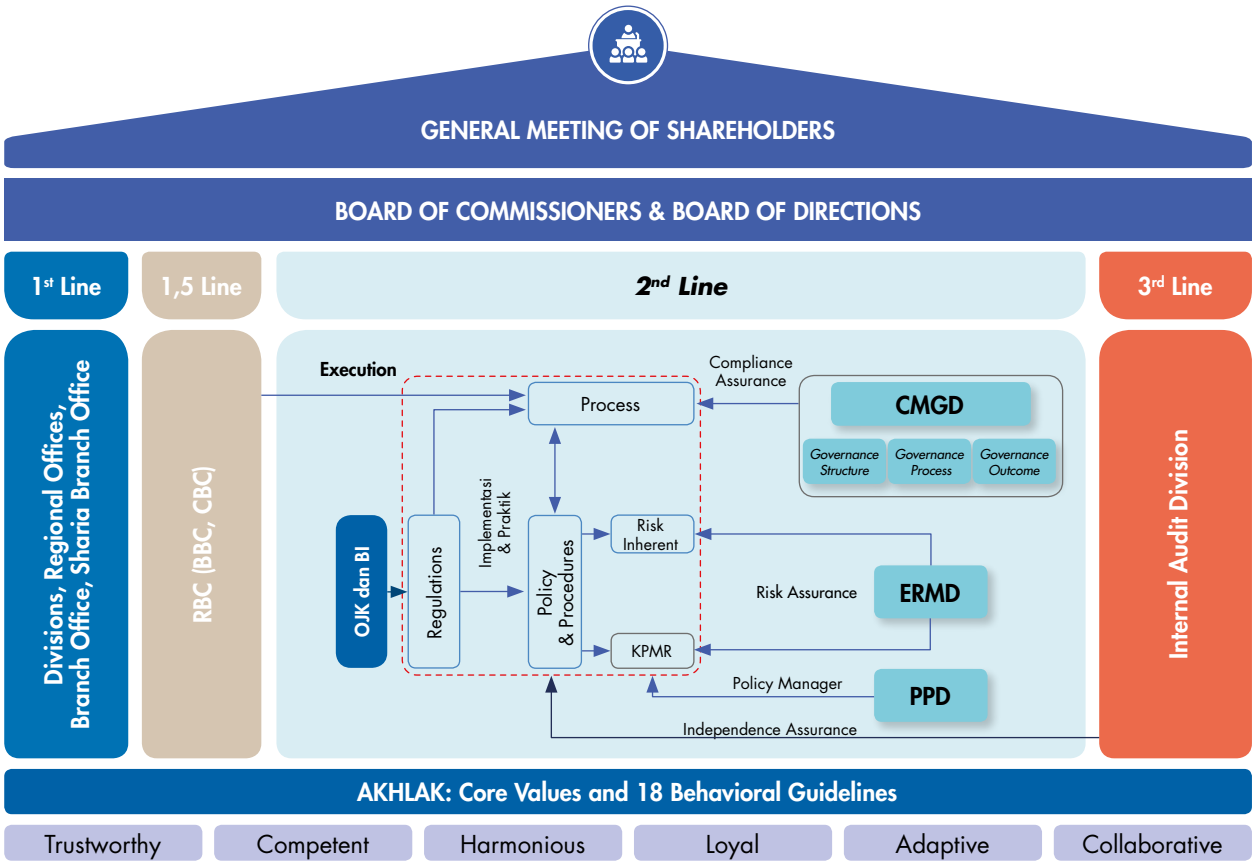
Improving the quality of governance by implementing the ASEAN CG Scorecard is carried out in accordance with the mandate of OJK Regulation No.21/POJK.04/2015 and OJK Circular Letters No.32/SEOJK.04/2015 as well as international governance best practices. The issuance of a number of new OJK Regulations during 2023 is certainly a compliance aspect that is always maintained by the Company. Namely, among other things related to OJK Regulation Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks and OJK Regulation No. 9 of 2023 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services.

**Zero Tolerance to Fraud & Zero Defect Program**

The Company has implemented fraud risk management through the implementation of 4 (four) anti-fraud strategy pillars, namely prevention, detection, investigation, reporting sanctions and monitoring, evaluation and follow-up.

**Initiatives of Integrated Governance, Risk, and Compliance (IGRC) Implementation**

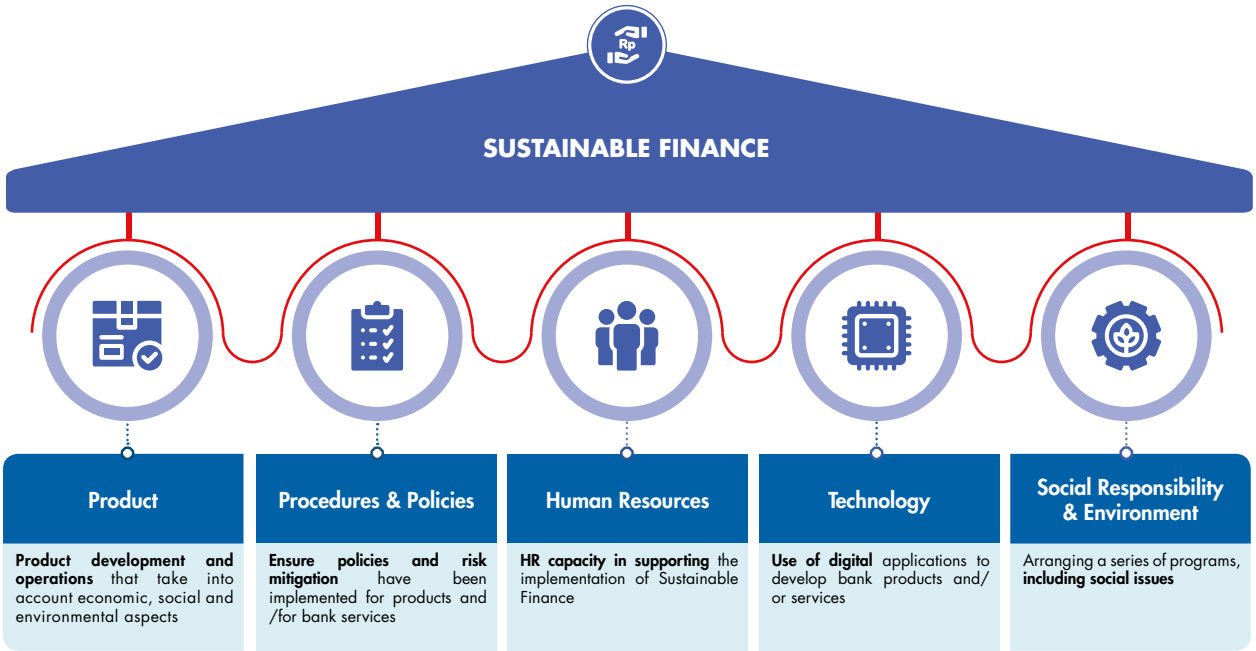
The Company always performs Compliance Risk Monitoring through the development of compliance dashboard, a compliance with Compliance Regulatory aspects related to ISO 37001:2016 Anti-Bribery Management System and ISO 37301:2021 Compliance Management System, as well as increases commitment to encourage the realization of Compliance Culture at all levels of organization at the Company.



In 2023, the Company has already obtained an iGRC Self-Assessment, consisting of Governance, Risk Profile, and Profitability, with Quarter IV iGRC. The Company has also developed iGRC to the implementation stage by incorporating the iGRC Program into Corporate Culture with the scope of ensuring Compliance Culture and Risk Culture at all organizational levels and businesses of the Company through sustainable activities.

- Cooperation with Corruption Eradication Commission (KPK) in the Professional Integrity Program (PROFIT)
  Since 2019, the Company has collaborated with the Corruption Eradication Commission (KPK) in the Professional with Integrity (PROFIT) movement through activities including (1) participation in training as Integrity Builder Experts (API) to oversee efforts to prevent corruption, (2) campaign collaboration programs with KPK on Anti-Corruption through various communication media channels, (3) Self-Assessment on Checklist of Adequate Corruption Prevention Guidelines for Corporation, and (4) Anti-Corruption Counselor Certification Program (PAKSI).
- Integrity Builder Expert (API) Certification
  Integrity Building Expert Certification (API) is a certified personnel who is competent to build a national standard integrity system in efforts to eradicate and prevent corruption organized by the KPK Professional Certification Agency (LSP). In 2023 the Company succeeded in carrying out the Integrity Development Expert (API) certification Main Scheme and conducting Integrity Building Expert (API) certifications for Senior and Junior Scheme as of 26 people, bringing the total since 2019 to 85 people.
- Anti-Corruption Counselor (PAKSI) Certification
  The company, in supporting programs and efforts to prevent corruption from the Corruption Eradication Committee, participated in Anti-Corruption Extension (PAKSI) which involved company employees and representatives of the Association of State Savings Bank Employees and Pensioners' Wives (IIKPA). As of 2022, 22 employees had been certified PAKSI and 5 employees had been certified IIKPA employees. Furthermore, in 2023, 8 employees of BTN and 1 person from IIKPA had also been declared competent as Anti-Corruption Instructors by the LSP KPK, so that the total PAKSI of Bank BTN until 2023 was 36 people. PAKSI are personnel who are occupationally certified as Anti-Corruption Instructor and have the scope of anti-corruption counseling in certain fields and are assigned by their organization to carry out anti-corruption counseling activities within the scope of the organization and its organizational network.

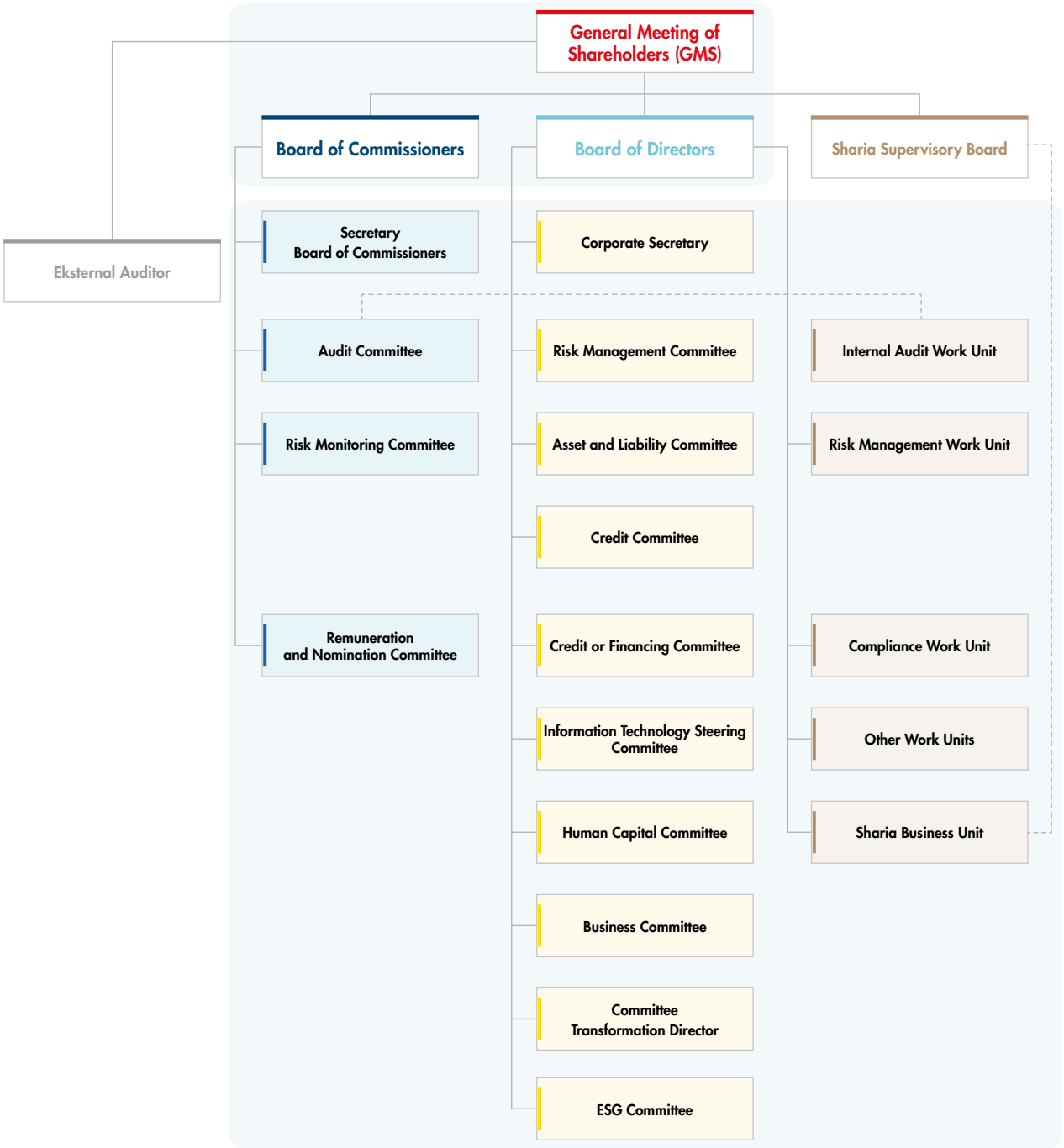
The RKAB implementation of Bank BTN for 2023 is formulated into 5 (five) Sustainable Finance Pillars, as follows:



# Corporate Governance Structure and Mechanism

## Company Organ Structure

Republic of Indonesia Law Number 40 of 2007 on Limited Liability Companies stipulates that the Organ of the Company consists of a General Meeting of Shareholders, the Board of Directors, and the Board of Commissioners. General Meeting of Shareholders, the Board of Directors, and the Board of Commissioners mutually respect duties, responsibilities, and authorities in accordance with regulations of the Article of Association. The organ of the Company is established to assure the effective implementation of corporate governance principles with clear roles and responsibilities so as to create a control mechanism of check and balance.



## Governance Soft Structure

In terms of improving the quality and coverage of the implementation of sustainable governance, the Company drafts and applies a governance soft structure regulating the relationship between organs in the Company; hence, duties, responsibilities, and authorities of each organ are clear in accordance with the provisions of applicable regulations, GCG principles, healthy business ethics, or best practices. The governance soft structure of the Company is a policy structure used as framework and governance in policy drafting as well as the implementation of the Company's activities, including:

1. The Articles of Association of the Bank has been amended several times, as last amended based on the Deed of Decision of the Extraordinary General Meeting of Stockholders (EGMS) No. 28 dated March 28, 2023, made by Ashoya Ratam, S.H., M.Kn., Notary in South Jakarta and approved by the Ministry of Laws and Human Rights of the Republic of Indonesia, No. AHU-0023685.Ah.01.02.TAHUN 2023 dated April 20, 2023.
2. Working Relationship between Board of Commissioners and Board of Directors, ratified in the Joint Decree of Board of Commissioners No.01/DEKOM-BTN/2021 and Board of Directors No.01/DIR-BTN/2021.
3. Guidelines of GCG ratified in the Special Policy No. KK.6-F dated August 25, 2023, concerning the Guidelines of Good Corporate Governance.
4. The Board of Commissioners' Work Guidelines and Rules are ratified in Board of Commissioners Decree No. 05/KOM-BTN/2023 as an update to the Board Manual which becomes a work guideline.
5. Guidelines and Manual of Board of Directors through Special Policy No. KK.6-G dated September 12, 2023, about Guidelines and Manual of Board of Directors.
6. Guidelines and Work Procedures of the Audit Committee Number 06/KOM/BTN/2023 dated December 13, 2023 concerning Guidelines and Work Procedures of the Audit Committee of PT Bank Tabungan Negara (Persero) Tbk.
7. Guidelines and Work Rules of the Remuneration and Nomination Committee Number 07/KOM/BTN/2023 dated December 13, 2023 concerning Guidelines and Work Procedures of the Remuneration and Nomination Committee of PT Bank Tabungan Negara (Persero) Tbk.
8. Guidelines and Work Procedures of the Risk Monitoring Committee Number 08/KOM/BTN/2023 dated December 13, 2023 concerning Guidelines and Work Procedures of the Risk Monitoring Committee.
9. Special Policy No. KK.9-D dated March 30, 2023, concerning Governance Procedures of the Board of Directors Committee.
10. Special Policy No. KK.6-A dated April 24, 2022, concerning Procedures of Gratification Control and Technical Instructions No. PT.6-A.1 dated April 25, 2022, concerning Procedures for Implementing the Gratification Control..
11. Guidelines of Business Ethics and Code of Conduct ratified in the Regulation of Board of Directors No. 16/PD/CMPD/2015.
12. Special Policy No. KK.6-H dated October 10, 2023, concerning Procedures of Conflict-of-Interest Handling.
13. Whistleblowing System Management Guidelines through Technical Instructions Number PT.7-B.2 dated October 31, 2023 concerning Whistleblowing System Management.
14. Special Policy No. KK.6-F dated August 28, 2023, concerning Procedures of Good Corporate Governance.
15. The update of KK No. KK.6-E dated December 13, 2023, concerning Procedures for Implementing Anti-Bribery Management System (ISO 37001:2016).
16. Technical Instructions No. PT.6-F.1 dated September 15, 2023, about Governance Assessment of Good Corporate Governance.
17. The update of technical instructions No. PT.6-E.1 dated December 21, 2023, concerning Procedures for implementing Anti-Bribery Management System (ISO 37001: 2016).

## Corporate Governance Mechanism

### Shareholders

As one of the State-Owned Enterprises under a public company status, the largest shareholder of the Company is the Republic of Indonesia (60,00%), which places the Republic of Indonesia as the Controlling Shareholder. In addition, the Republic of Indonesia also owns 1 (one) share of Series A Dwiwarna providing the holder with privilege rights that are not entitled to other shareholders other than the Controlling ShareholderControlling shareholders. Apart from that, 40% of the Company's shares are owned by the public. The list of shareholders as of December 31, 2023 is 12,887,145,542 shares consisting of 1 (one) Dwiwarna Series A share and 12,887,145,541 Series B shares

### Shareholders' Rights

The Company owns 2 (two) types of shares, namely Series A Dwiwarna Shares and Series B Shares, with a nominal value of Rp500 per share. Series A Dwiwarna Shareholder is the controlling shareholder and has privileges with the following rights and authorities:

Special Rights and Authorities of Series A Dwiwarna Shareholders

1. The right to approve in the GMS for the following issues:
   a. Approval for amendments to the Articles of Association.
   b. Approval for Capital changes.
   c. Approval for the appointment and dismissal of members of the Board of Directors and the Board of Commissioners.

   d. Approval regarding merger, consolidation, acquisition, separation, and dissolution.
   e. Approval for remuneration for members of the Board of Directors and Board of Commissioners.
   f. Approval for assets transfer based on the Articles of Association that requires GMS approval.
   g. Approval for participation and reduction in the percentage of equity participation in other companies based on the Articles of Association that requires the GMS approval.
   h. Approval for the use of profits.
   i. Approval for non-operational long-term investment and financing based on the Articles of Association that requires the GMS approval.
2. The right to nominate candidates for members of the Board of Directors and the Board of Commissioners.
3. The right to propose the GMS agenda.
4. The right to request and access Company data and documents.

Apart from the privileges of Series A Dwiwarna Shareholders, as long as the Company's Article of Association does not specify otherwise, the Series A Dwiwarna Shareholder and the Series B Shareholder have the same rights.

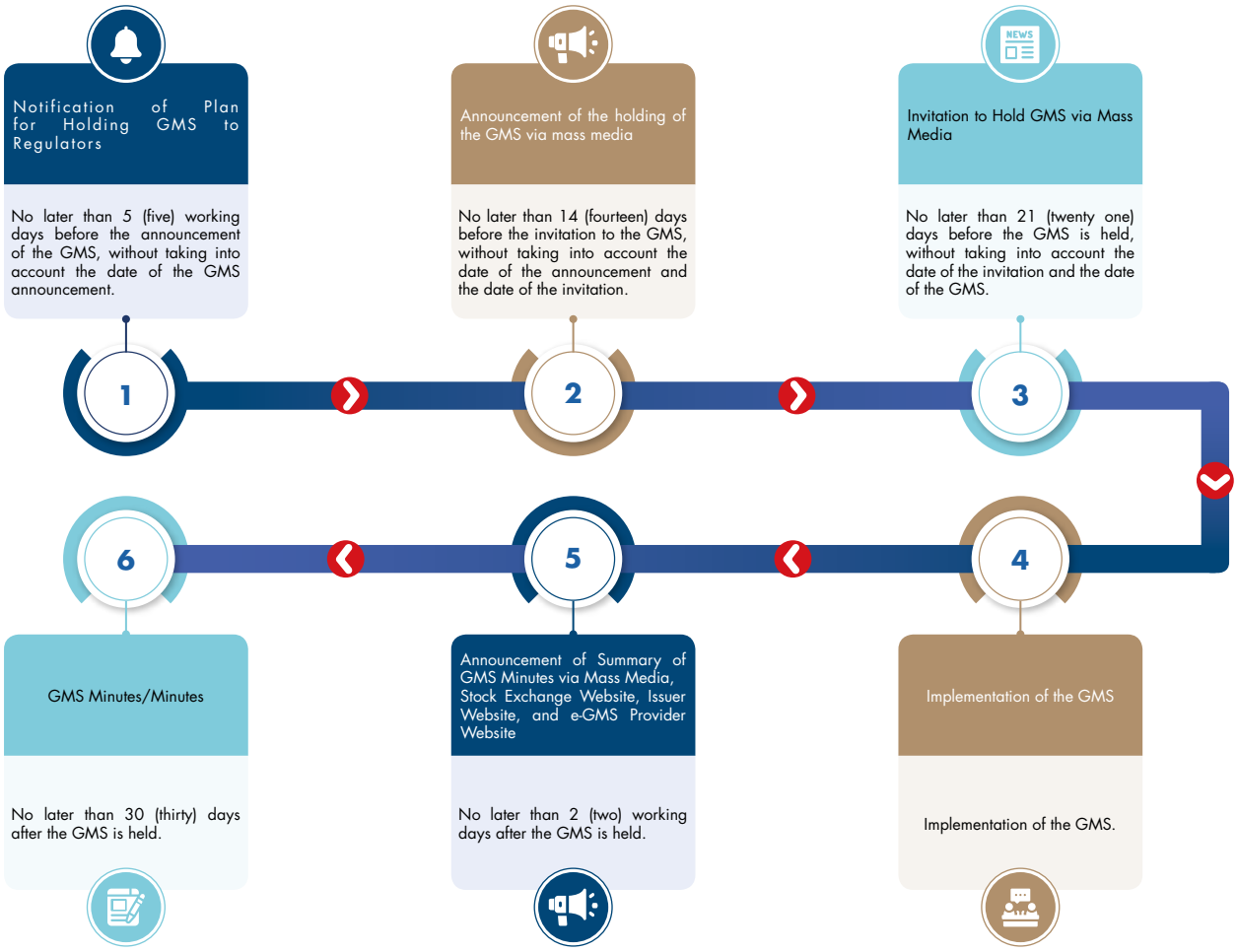
Equal Rights for Series A Dwiwarna Shareholders and Series B Shareholders

1. The right to attend, provide opinions, and vote in the GMS based on one share; the holder is entitled to cast 1 (one) vote.
2. The right to obtain information regarding the Company in a timely, accountably, and orderly manner unless for matters of a confidential nature.
3. The right to receive a share of the Company's profits intended for Shareholders in the form of dividends and other profit sharing, in proportion to the number of shares owned.
4. The right to obtain a comprehensive explanation and accurate information on the GMS procedures requirements Perseroan with the mechanism for exercising the said rights in accordance with the provisions in the Articles of Association and statutory regulations
5. In the event that there is more than one type and classification of shares in the Company, each shareholder has the right to vote according to the type, classification, and a number of shares owned, and each shareholder has the right to be treated equally based on the type and classification of shares owned.
6. The right to transfer, release rights or issue a guarantee for debts from all or most of the Company's assets that are more than 50% of the total value of the Company's net assets, either in one separate or several interconnected transactions; the Board of Directors is required to obtain GMS approval.
7. The right to propose GMS agenda items with details:
   a. Series A Dwiwarna shareholder;
   b. 1 (one) or more shareholders representing 1/20 (one twentieth) or more of the total number of shares that have been issued by the Company with valid voting rights.

# General Meeting of Shareholders

## Process of GMS and Voting Mechanism

The holding of the Company's GMS refers to the Limited Liability Company Law and OJK Regulation 15/POJK.04/2020 dated April 20, 2020, regarding the Plan and Implementation of the General Meeting of Shareholders of a Public Company and the Company's Articles of Association. The stages of holding the GMS are as follows:




To provide opportunities for individual and institutional shareholders to participate actively in using their rights as shareholders, the Company makes announcements and summons for the GMS within their respective time periods, at least through the Stock Exchange website, the e-GMS provider website, and the website Company website in Indonesian and English. The Company is obliged to determine the place and time for holding the GMS. The place where the GMS is held must be in the territory of the Republic of Indonesia, that is, it can be held in:

1. The Company's office;
2. The Company's business unit;
3. The provincial capital of the domicile or place of the Company's main business activities; or
4. The province of the Stock Exchange where the Company's shares are listed.

The voting mechanism at the GMS has been included in the GMS Rules and Procedures on the Company's website when calling for the GMS. Likewise, explanations for each GMS agenda item have been included in the GMS invitation submitted via the Company's website.

**GMS Chairperson**

The GMS is led by the Chairperson of the GMS with the following conditions:

1. The leader of the GMS is a member of the Board of Commissioners appointed by the Board of Commissioners.
2. In the event that all members of the Board of Commissioners are absent or unable to attend, the GMS shall be chaired by a member of the Board of Directors appointed by the Board of Directors.

3. In the event that all members of the Board of Commissioners or members of the Board of Directors are absent or unable to attend, the GMS shall be chaired by the shareholders present at the GMS appointed from and by the GMS participants.
4. In the event that a member of the Board of Commissioners appointed by the Board of Commissioners to chair the GMS has a conflict of interest with the agenda to be decided at the GMS, the GMS shall be chaired by another member of the Board of Commissioners who has no conflict of interest appointed by the Board of Commissioners.
5. In the event that all members of the Board of Commissioners have a conflict of interest, the GMS shall be chaired by a member of the Board of Directors appointed by the Board of Directors.
6. In the event that one of the members of the Board of Directors appointed by the Board of Directors to lead the GMS has a conflict of interest on the agenda to be decided at the GMS, the GMS shall be chaired by a member of the Board of Directors who does not have a conflict of interest.
7. In the event that all members of the Board of Directors have a conflict of interest, the GMS shall be chaired by a non-controlling shareholder who is elected by the majority of the other shareholders present at the GMS.
8. The Chairperson of the GMS has the right to request that those present prove their authority to attend the GMS and/or request power of attorney to represent the shareholders. The power of attorney can be accessed through the Company's website in the Investor Relations - GMS - Invitation section.
9. The chairman of the GMS has the right to take steps deemed necessary so that the GMS can run smoothly and in an orderly manner so that it can fulfill its objectives.

**GMS Quorum**

Based on the Articles of Association, the quorum of attendance and resolutions of the GMS on matters that must be decided at the Meeting are carried out by following the provisions:

1. Attended by shareholders representing more than ½ (one-half) of the total shares with valid voting rights and the decision is valid if approved by more than ½ (one-half) of the total shares with valid voting rights unless the Law and/or Articles of Association stipulates a larger quorum.
2. In the event that the quorum of attendance is not achieved, then the second GMS is valid and has the right to make binding decisions if attended by shareholders representing at least 1/3 (one-third) of the total number of shares with valid voting rights and the resolution is valid if approved by more than ½ (one half) of the total number of shares with voting rights present at the meeting unless the Law and/or Articles of Association stipulates a larger quorum.
3. If the quorum of attendance at the second GMS is not reached, the third GMS may be held provided that the third GMS is valid and has the right to make decisions if attended by shareholders of shares with valid voting rights in the quorum of attendance and the decision-making requirements set by FSA upon request of the Company.

The quorum as referred to in the item above adjusts the GMS agenda as stipulated in the applicable laws and regulations and the Company's Articles of Association.

**Procedures of GMS Question and Answer**

In discussing each GMS agenda item, the Chair of the Meeting will provide the Eligible Shareholders or their proxies with the opportunity to submit questions/opinions/suggestions in writing before voting is held and after discussion of the GMS agenda items. Procedure to be followed:

1. The Chairman of the Meeting will provide the Eligible Shareholders or their authorized proxies with the opportunity to ask questions, express opinions and/or submit suggestions. At each question and answer session, 3 (three) Eligible Shareholders or their authorized proxies will be given the opportunity to submit written questions/opinions/suggestions. By considering the questions/opinions/suggestions that have been submitted, the Meeting Chair can limit the number of questions/opinions/suggestions submitted
2. Only Entitled Shareholders or their authorized proxies have the right to ask questions, express opinions and/or submit suggestions
3. Entitled Shareholders or their authorized proxies who wish to ask questions, express opinions and/or make suggestions are asked to raise their hands, and then the Meeting officer will hand them a question/opinion/proposal form to fill in the name of the Entitled Shareholder, number of shares. owned/represented and questions/opinions/suggestions submitted. The question/opinion/suggestion form must be submitted to the Meeting officer to be submitted to the Chair of the Meeting and first validated by a Notary
4. Every question/opinion/suggestion submitted by the Entitled Shareholder must meet the requirements that in the opinion of the Chair of the Meeting the matter is directly related to the Meeting agenda item being discussed.
5. The Chair of the Meeting will read the questions/opinions/suggestions submitted and respond to the questions/opinions/proposals one by one. If necessary, the Chair of the Meeting will invite members of the Board of Directors or Board of Commissioners of the Company or Institutions and/or Supporting Professionals to answer or respond to these questions/opinions/suggestions.
6. After all questions/opinions/suggestions have been answered or responded to, a vote will be held, only Entitled Shareholders or their legal proxies have the right to vote.

## Annual GMS 2023 Implementation and Realization

| Stages | Description |
|---|---|
| Notification | The Letter Number 151/DIR/CSD/I/2023 dated January 26, 2023 concerning the Submission of the Implementation Date and Agenda of the 2022 Annual GMS of PT Bank Tabungan Negara (Persero) Tbk submitted to the OJK with a copy to PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia , PT Datindo Entrycom, and the Company's Board of Commissioners. |
| Announcement | Published on the e-GMS provider website, the Indonesia Stock Exchange website, and the Company website dated February 7, 2023. |
| Invitation | Published on the e-GMS provider website, the Indonesia Stock Exchange website, and the Company website dated February 22, 2023. |
| Implementation | The GMS was held on Thursday, dated March 16, 2023 at 14.33 WIB – 17.18 WIB at the BTN Tower Building, 6th floor Jl. Gajah Mada No. 1 Central Jakarta 10130 |
| Summary of GMS Minutes | Published on the e-GMS provider website, the Indonesia Stock Exchange website, and the Company website dated March 17, 2023. |
| GMS Minutes | The Letter Number 508/CSD/RCD/IV/2023 dated April 12, 2023 concerning the Submission of the Deed of Minutes of the 2023 Annual General Meeting of Shareholders (AGMS) of PT Bank Tabungan Negara (Persero) Tbk submitted to the OJK dated April 12, 2023. |

### Recapitulation of Attendance at the 2023 Annual GMS

The meeting was chaired by Chandra M. Hamzah, as the President Commissioner/Independent, in accordance with the decision of the Board of Commissioners Meeting dated March 08, 2023, which was conveyed by the letter of Board of Commissioners No. 46/KOM/BTN/III/2023 dated March 08, 2023 concerning the Chairman of the Annual General Meeting of Shareholders Year 2022 of PT Bank Tabungan Negara (Persero) Tbk, and attended by all members of Board of Commissioners, all members of Board of Directors and all members of the Company's Audit Committee, listed as follows:

| No. | Name | Position | Attendance |
|---|---|---|---|
| 1. | Chandra M. Hamzah | President Commissioner/ Independent | Present |
| 2. | Iqbal Latanro | Vice-President Commissioner/Independent | Present |
| 3. | Ahdi Jumhari Luddin* | Independent Commissioner | Present |
| 4. | Armand B. Arief | Independent Commissioner | Present |
| 5. | Sentot A. Sentausa | Independent Commissioner | Present |
| 6. | Andin Hadiyanto | Commissioner | Present |
| 7. | Herry Trisaputra Zuna* | Commissioner | Present |
| 8. | Himawan Arief Sugoto | Commissioner | Present |
| 9. | Mohamad Yusuf Permana* | Commissioner | Present |
| 10. | Haru Koesmahargyo | President Director | Present |
| 11. | Nixon L.P. Napitupulu | Vice President Director | Present |
| 12. | Andi Nirwoto | Director of IT and Digital | Present |
| 13. | Elisabeth Novie Riswanti | Director of Assets Management | Present |
| 14. | Jasmin | Director of Distribution and Funding | Present |
| 15. | Setiyo Wibowo | Director of Risk Management | Present |
| 16. | Hirwandi Gafar | Director of Consumers | Present |
| 17. | Nofry Rony Poetra | Director of Finance | Present |
| 18. | Eko Waluyo | Director of Human Capital, Compliance and Legal | Present |
| 19. | Endang A. Suprijatna | Member of the Audit Committee | Present |
| 20. | Peter Eko Budi Darwito | Member of the Audit Committee | Present |

* Attended the meeting via video teleconference.

### Independent Vote Counters

The results of decision-making are calculated by PT Datindo Entrycom as Securities Administration Bureau ("BAE") and then validated by Notary Ashoya Ratam, S.H., M.Kn, both of whom were appointed by the Company.

## Resolutions and Realization of the 2023 Annual GMS

### First Agenda

The Approval of Annual Report and the Ratification of the Company's Financial Statement, and Approval of the Board of Commissioners Supervisory Report and the Ratification of Micro and Small Business Funding (PUMK) Program Year 2022. Along with granting full settlement and release of liability (volledig acquit et de charge) to all members of the Board of Directors for the Management Actions and all members of the Board of Commissioners for the Supervisory Actions carried out during the Fiscal Year of 2022.

There were 3 (three) shareholders who submitted questions, opinions and/or suggestions regarding the First Agenda of the Meeting. The summary and essence of the question and answer process for the agenda item is as follows:

| No. | Responses/Questions | Answer |
|---|---|---|
| 1. | In order to improve the Company's performance and the effectiveness of coaching PT Bank Tabungan Negara (Persero) Tbk ("BTN"), we hereby convey the response of the Series A Dwiwarna Shareholders as follows:<br>1. For the Company's performance achievements in the 2022 Financial Year, we would like to express our thanks and appreciation to all levels of the Board of Commissioners, Directors and BTN Employees for:<br>a. Increasing the Company's performance achievements and commitment to maintaining the Bank's sustainability amidst the weakening global economy post the Covid-19 pandemic, including:<br>1) The Company's Net Profit increased 28.14% yoy or reached IDR 3,045 billion.<br>2) Total credit grew 8.53% yoy from IDR 274.8 trillion to IDR 298.3 trillion.<br>3) Third Party Funds grew 8.77% from an achievement of IDR 296.0 trillion in 2021, rising to IDR 321.9 trillion in 2022.<br>4) Cost of Funds improved from 3.13% to 2.60%.<br>5) Cost efficiency is demonstrated by the decline in the BOPO ratio from 89.28% to 86.00%.<br>These performance achievements should be improved in the next period so that the company can contribute more optimally to shareholder returns.<br>b. The Company's success in implementing the Rights Issue resulted in oversubscription for the portion of public shareholders being 1.6 times. This shows investors' confidence in BTN's future performance prospects, which are expected to continue to grow and be sustainable through increasing housing finance distribution capacity in Indonesia.<br>2. Matters that need attention from BTN's Board of Commissioners and Directors to improve performance in the future are as follows:<br>a. Anticipating the uncertain conditions in the global economy in 2023 which will lead to a potential decline in credit demand, an upward trend in interest rates and inflationary pressures, the Company should determine a more selective credit distribution strategy, implement sustainable credit risk management and optimal liquidity management. | Thank you Series A Dwiwarna Shareholders for your response. The Company will record and follow up on records from Series A Dwiwarna Shareholders. |

| No. | Responses/Questions | Answer |
|---|---|---|
| | b. Anticipating a decline in credit quality due to the end of the relaxation period, the Company must maintain an adequate coverage ratio through the formation of CKPN by taking into account valid and relevant internal and external conditions, as well as the possibility of a decline in credit portfolio quality beyond predictions. It is hoped that the experience of +/-3 (three) years during the pandemic will be a lesson learned for BTN in determining strategies and managing business risks in the future.<br>c. Sharpening strategies for reducing the cost of funds by focusing on low cost funding in low-cost fund products (CASA) through optimal service for customers and reliable e-channel support as well as re-negotiating and re-profiling customer interest rates for 50 Core Depositors during renewal to maintain cost of funds at the optimal level.<br>d. Developing e-channels to focus on the most valuable product (MVP) which is tailored to customer needs and continuously monitoring the conformity between the achievement of promised benefits and the quality and time targets that have been determined.<br>e. Developing strategies in the retail transaction, e-channel transaction and digital mortgage segments as an effort to increase fee-based income so as to create a competitive advantage in the property and housing financing segment.<br>f. Maintaining commitment to developing ESG initiatives, including through the Company's work programs, lending and issuing debt securities based on green financing principles.<br>g. Complete follow-up actions on internal and external audit/ examination findings, optimize the effectiveness of the implementation of the three lines of defense in the Company's operations, and always prioritize the principles of good corporate governance and Anti Money Laundering and Counter-Terrorism Financing (AML-CFT) provisions. | |
| 2. | 1. What is the synergy of High Yield Loan (KTA) acquisition and payroll to increase CASA?<br>2. Can the NIM be maintained at around 4% with an increased Cost of Credit / Cost of Funds? | 1. The company has the opportunity of 600,000 potential customers who can be offered top up credit with higher margins (KUR, KAR, and KRING). Currently the Company is conducting trials with a simpler and faster process with Teken Aja technology, which does not go through an application process, but through an offer. This process is in the process of being finalized and will be rolled out soon, because it is expected to increase high-margin credit.<br>2. Regarding CASA, the Company is currently developing several savings products, namely BTN Bisnis. The growth of this BTN Bisnis product continues to be pursued, until as of December 31 2022 IDR 2 trillion has been collected. This strategy is in line with the efforts made by the Company to continue to improve the value chain related to the housing business<br>3. NIM will still be maintained at around 4% - 4.4%. The company has several high-margin credit products, namely KPR BTN Subsidized Interest Difference. |

| No. | Responses/Questions | Answer |
|---|---|---|
| 3. | The Company's profit amounted to IDR 3.04 trillion because it involved several loan accounts which were questioned by Shareholders. | The first agenda item for the Meeting is related to financial reports which have taken into account accounting principles and have been audited by an independent Public Accounting Firm. Before providing an audit opinion, the Public Accounting Firm has discussed with the regulator. Other matters are not directly related to the Meeting agenda. |

**Voting Results**
Agree : 10,356,519,438 (99.4981302%)
Disagree : 21,062 (0.0002023%)
Abstain : 52,217,346 (0.5016674

**Resolutions**
1. Approved the Annual Report of the Company including the Board of Commissioners' Supervisory Task Report for the 2022 fiscal year ending on December 31, 2022.
2. Ratified:
   a. Financial Statement of the Company for the 2022 fiscal year ending on December 31, 2022, which was audited by the Public Accounting Firm (KAP) of Purwantono, Sungkoro & Surja in accordance with the Report No. 00082/2.1032/AU.1/07/0240-3/1/II/2023 dated February 17, 2023.
   b. Financial Statement of Micro and Small Business Funding for the 2022 fiscal year ending on December 31, 2022, which was audited by the Public Accounting Firm (KAP) of Purwantono, Sungkoro & Surja in accordance with the Report No. 00083/2.1032/AU.2/07/0240-2/1/II/2023 dated February 18, 2023, both with reasonable opinions in all the material matters.
3. With the approval of the Company's Annual Report including the Board of Commissioners' Supervisory Task Report and the approval of the Company's Financial Statement and the Financial Statement of Micro and Small Business Funding (PUMK) Program, all for the 2022 fiscal year ending on December 31, 2022, so the AGMS granted full settlement and release of liability (volledig acquit et de charge) to all members of Board of Directors for the Management Actions and for all members of Board of Commissioners for the Company's Supervisory Actions for the 2022 fiscal year ending on December 31, 2022, as long as these actions did not constitute a criminal act, and these actions are reflected in the aforementioned report.

## Second Agend

Determination of the Use of the Company's Net Profit for the 2022 Fiscal Year

There was 1 (one) shareholder who submitted questions, opinions, and/or suggestions, but contained the position that had been decided in the voting.

**Voting Results**
Agree : 10,403,502,187 (99.9495073%)
Disagree : 21,062 (0.0002023%)
Abstain : 5,234,597 (0.0502903%)

**Resolutions**
Approved and decided the use of net income of the Company in the 2022 fiscal year amounting to Rp3.045.071.859.198,- (Three trillion forty-five billion seventy-one million eight hundred fifty-nine thousand one hundred ninety-eight rupiahs) as follows:
1. Divident of 20% (twenty percent) or RP609.014.371.840,- (Six hundred nine billion fourteen million three hundred seventy-one thousand eight hundred forty rupiahs) set forth as Cash Dividends and distributed to shareholders which will be paid under the following conditions:
   a. Special for Divident share of the Republic of Indonesia on ownership with 60% (sixty percent) shares amounting to Rp365.408.623.104,- (Three hundred sixty-five billion four hundred eight million six hundred twenty-three thousand one hundred four rupiahs) will be deposited to the State General Treasury Account in rupiahs.
   b. Divident share of the other shareholders on ownership of 40% (forty percent) of public shares amounting to Rp243.605.748.736,- (Two hundred forty-three billion six hundred five million seven hundred forty-eight thousand seven hundred thirty-six rupiahs) will be paid to shareholders proportionally according to share ownership.
   c. Granted the authority and power to the Board of Directors of the Company with substitution rights to determine the schedules and procedures for the distribution of the dividends of the 2022 Fiscal Year in accordance with applicable laws and regulations.

   **Status: Realized**
2. As much as 80% (eighty percent) or Rp. 2.436.057.487.358,- (Two hundred forty-three billion six hundred five million seven hundred forty-eight thousand seven hundred thirty-six rupiahs) will be used as Retained Earnings.

## Third Agenda

Determination of remuneration (salary/honorarium, facilities, and allowances) in 2023 and Tantiem for the Fiscal Year of 2022 for the Board of Directors and Board of Commissioners of the Company.

The Minutes of Meeting stated that there was no questioner in the third agenda of the meeting.

**Voting Results**
Agree : 10,403,002,553 (99.9447072%)
Disagree : 531,596 (0.0051072%)
Abstain : 5,223,697 (0.0501856%)

**Resolutions**
1. Granted the authority and power to the Series A Dwiwarna Shareholders to determine the amount of tantiem for the 2022 Fiscal Year and salary/honorarium, facilities, and allowances for 2023 for the members of Board of Commissioners.
2. Granted the authority and power to the Company's Board of Commissioners by first obtaining written approval from the Series A Dwiwarna Shareholders to determine the amount of tantiem for the 2022 Fiscal Year and salary/honorarium, facilities, and allowances for 2023 for the members of the Board of Directors.

## Fourth Agenda

Appointed Public Accountant (AP) and/or Public Accounting Firm (KAP) to audit the Company's Financial Statement and Financial Statement of Micro and Small Business Funding (PMK) Program for the 2023 Fiscal Year.

The Minutes of Meeting stated that there was no questioner in the fourth agenda of the meeting.

**Voting Results**
Agree : 9,952,426,675 (95.6158921%)
Disagree : 451,099,682 (4.3338474%)
Abstain : 5,231,489 (0.0502605%)

**Resolutions**
1. Appointed Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja (Ernst & Young Global Limited) as the Public Accounting Firm to audit the Company's Financial Statement and Financial Statement of Micro and Small Business Funding (PUMK) Program and other reports for the 2023 Fiscal Year.
2. Granted the authority and power to the Company's Board of Commissioners to appoint a Public Accounting Firm to audit the Company's Financial Statement of other periods in 2023 Fiscal Year for the purposes and interests of the Company.
3. Granted the authority and power to the Company's Board of Commissioners to determine the fees and other requirements for the Public Accounting, and determine the substitute of Purwantono, Sungko & Surja (Ernst & Young Global Limited), for any reason unable to complete the Company's Financial Statement and the Financial Statement of Micro and Small Business Funding (PUMK) Program for the 2023 Fiscal Year, as well as to determine the fees and other requirement for the substitute of Public Accounting Firm.

## Fifth Agenda

Approval of the Company's Resolution Plan.

The Minutes of Meeting stated that there was no questioner in the fifth agenda of the meeting.

**Voting Results**
Agree: 10,403,476,130 (99.9492570%)
Disagree: 38,600 (0.0003708%)
Abstain: 5,243,116 (0.0503722%)

**Resolutions**
Approved the Resolution Plan Year 2022-2024 which has been prepared by the Company in accordance with Law No. 9 of 2016 concerning Prevention and Handling of Financial System Crisis as amended by Law No. 4 of 2023 concerning Development and Strengthening of the Financial Sector and Deposit Insurance Corporation (LPS) Regulation No. 1 of 2021 concerning Resolution Plans for Commercial Banks.

## Sixth Agenda

The Report of Realization of Use of Proceeds from Public Offering of Bank BTN Sustainable Bonds IV Phase II Year 2022 and Additional Capital with Pre-emptive rights through the Limited Public Offering II (PMHMETD II)

The sixth agenda item was a report, so there was no question-and-answer session.

**Voting Results**
The sixth agenda item was a report, so no decisions were made.

**Resolutions**
The sixth agenda item was report, so no decisions were made.

## Seventh Agenda

Approval of the Amendment of the Company's Articles of Association.

The Minutes of Meeting stated that there was no questioner in the seventh agenda of the meeting.

**Voting Results**
Agree : 9,301,715,765 (89.3643209%)
Disagree : 1,101,810,492 (10.5854177%)
Abstain : 5,231,589 (0.0502614%)

Resolutions
1. Approved the amendment of the Article of Association of the Company concerning:
   a. Adjustments to provisions relating to the Company's business activities as intended in Article 3 of the Company's Articles of Association refer to Republic of Indonesia Law No. 4 of 2023 concerning Development and Strengthening of the Financial Sector, and Central Statistics Agency Regulation No. 2 of 2022 concerning Standard Classification of Indonesian Business Fields.
   b. Completion of the Company's Articles of Association in accordance with statutory provisions.
2. Approved the restatement of the entire provisions of Article of Association concerning the amendment as mentioned in point 1 (one) above.
3. Granted the power and authority to the Company's Board of Directors with the right of substitution to perform any necessary actions concerning the resolutions of the Meeting's Agenda, including organizing and restating the entire Article of Association in a Notarial Deed, and granted power with the right of substitution to submitting it to the competent authority to obtain the approval and/or the receipt of notification of the amendment of Article of Associations of the Company, performing any necessary action for such requirements without any exception, including making addition and/or amendments of the Company's Articles of Association as required by the competent authority.

## Eighth Agenda

Changes in the Composition and Determination of Remuneration for the Sharia Supervisory Board of the Company's Sharia Business Unit (USS).

The Minutes of Meeting stated that there was no questioner in the eighth agenda of the meeting.

**Voting Results**
Agree : 9,272,476,500 (89.0834107%)
Disagree : 1,131,049,757 (10.8663279%)
Abstain : 5,231,589 (0.0502614%)

**Resolutions**
1. Approved and ratified the honourable dismissal of Muhammad Quraish Shihab as the Chairman of the Company's Sharia Supervisory Board and Mohammad Hidayat as Member of the Company's Sharia Supervisory Board, with gratitude and appreciation for his contribution of work and insight provided during his tenure.
2. Approved and ratified the reappointment of Muhammad Quraish Shihab as the Chairman of the Company's Sharia Supervisory Board of the second period and effective after receiving the approval from the Financial Service Authority.
3. The term of office of members of the Company's Sharia Supervisory Board as referred to in the second point above ends until the closing of the 5th Annual GMS since the relevant appointment, namely AGMS held in 2028, considering the laws and regulations and without reducing the right of the AGMS to dismiss at any time.
4. Approved the delegation of authority to the Company's Board of Commissioners to appoint other Members of the Sharia Supervisory Board if necessary to complete the composition of the Sharia Supervisory Board members and determine the remuneration of the Company's Sharia Supervisory Board in the context of supervising the Company's business activities based on sharia principles.
2. Granted power and authority to the Company's Board of Directors with the right of substitution to perform any necessary actions concerning the resolutions of the Meeting's Agenda in accordance with the statutory regulations, including to declare in a separate Notarial Deed and notify the composition of the Company's Sharia Supervisory Board to the Minister of Law and Human Rights.

## Ninth Agenda

Changes in the Composition of the Company's Management.

The Minutes of Meeting stated that there was no questioner in the ninth agenda of the meeting.

**Voting Results**
Agree : 9,268,759,831 (89.0477036%)
Disagree : 1,134,636,387 (10.9007857%)
Abstain : 5,361,628 (0.0515107%)

**Resolutions**
1. Ratified the honourable dismissal of Haru Koesmahargyo as the Company's President Director appointed by the resolution of the Extraordinary General Meeting of Shareholders in the year 2020, effective as of March 10, 2021, starting from the closing of the GMS, with gratitude and appreciation for his contribution of work and insight provided during his tenure as the Company's Management.
2. Transferred duties of Nixon L. P. Napitupulu who was appointed by the resolution of the Extraordinary General Meeting of Shareholders in the year 2021, effective as of March 2, 2022, originally as Vice President Director, he became President Director of the Company, with the term of office continuing with the remaining term of office in accordance with the GMS Resolution on the appointment of the person concerned.
3. Appointed the following names as the Company's Management Team:
   a. Oni Febriarto Rahardjo – as Vice President Director;
   b. Hakim Putratama – as Director of Institutional Banking
4. The term of office for the Board of Directors who were appointed as referred to no. 3 is following the regulations of the Articles of Association of the Company, the prevailing Capital Market regulations, and without prejudice to the right of the General Meeting of Shareholder to dismiss them at any time.
5. With the dismissal, transfer of duties and appointment of members of the Board of Directors as referred to in no. 1, no. 2, and no. 3, the composition of the membership of the Company's Board of Directors is as follows:
   a. President Director: Nixon L.P. Napitupulu
   b. Vice President Director: Oni Febriarto Rahardjo
   c. Director of Finance: Nofry Rony Poetra
   d. Director of Assets Management: Elisabeth Novie Riswanti
   e. Director of Human Capital, Compliance, & Legal: Eko Waluyo
   f. Director of Risk Management: Setiyo Wibowo
   g. Director of Distribution & Funding: Jasmin
   h. Director of IT & Digital: Andi Nirwoto
   i. Director of Consumer: Hirwandi Gafar
   j. Director of Institutional Banking: Hakim Putratama
6. Members of the Board of Directors who were transferred as mentioned in number 2 and appointed as mentioned in number 3 can only perform their duty upon approval from the Financial Services Authority (OJK) concerning Fit and Proper Test and in compliance with the prevailing regulations. If any Member of the Board of Directors of the Company is not approved as Member of Board of Directors in Fit and Proper Test conducted by FSA, such Member of Board of Directors of the Company shall be discharged as of the date of such Fit and Proper Test result issued by FSA.
7. The appointed members of the Board of Directors as mentioned in number 3 who hold another position that is not allowed by prevailing regulations to be held concurrently with the position of Member of Board of Directors of State-Owned Enterprise, shall resign or be discharged from such position.
8. Requested the Board of Directors to submit a request in writing to FSA to perform Fit and Proper Test for the member of Board of Directors who was transferred as mentioned in number 2 and was appointed as mentioned in number 3.
9. Granted the power with the right of substitution to the Board of Directors of the Company to state the Meeting's Resolution in Notarial Deed, to appear before a Notary or authorized official, and to do any necessary adjustments or corrections as required by any competent authorities for the execution of this Meeting's Resolutions.

## Implementation of the 2023 Extraordinary GMS and its Realization

| Stages | Details |
|---|---|
| Notification | Letter Number 704/DIR/CSD/XI/2022 dated November 24, 2022 concerning Submission of the Implementation Date and Agenda for the Extraordinary GMS of PT Bank Tabungan Negara (Persero) Tbk submitted to the OJK with copies of PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, PT Datindo Entrycom, and the Board of Commissioners of the Company. |
| Announcement | Published on the e-GMS provider website, the Indonesia Stock Exchange website, and the Company website dated December 5, 2022. |
| Summon | Published on the e-GMS provider website, the Indonesia Stock Exchange website, and the Company website dated December 20, 2022. |
| Implementation | The GMS was held on Wednesday, dated January 11, 2023 at 14.36 WIB – 15.10 WIB at the BTN Tower Building, 6th floor Jl. Gajah Mada No. 1 Central Jakarta 10130. |
| Announcement of the Summary of Minutes of the GMS | Published on the e-GMS provider website, the Indonesia Stock Exchange website, and the Company website dated January 12, 2023. |
| Minutes of the GSM | Letter Number 91/CSD/RCD/II/2023 dated February 3, 2023 concerning Submission of the Deed of Minutes of the 2023 Extraordinary General Meeting of Shareholders (EGMS) of PT Bank Tabungan Negara (Persero) Tbk submitted to the OJK dated February 3, 2023. |

## Recapitulation of Attendance at the 2023 Extraordinary GMS

The 2023 Extraordinary GMS was attended by all members of the Board of Commissioners, all members of the Board of Directors and all members of the Company's Audit Committee as follows

| No. | Name | Position | Attendance |
|---|---|---|---|
| 1. | Chandra Hamzah | President Commissioner/Independent | Present |
| 2. | Iqbal Latanro | Vice President Commissioner/Independent | Present |
| 3. | Ahdi Jumhari Luddin | Independent Commissioner | Present |
| 4. | Armand B. Arief | Independent Commissioner | Present |
| 5. | Sentot A. Sentausa | Independent Commissioner | Present |
| 6. | Andin Hadiyanto | Commissioner | Present |
| 7. | Herry Trisaputra Zuna | Commissioner | Present |
| 8. | Himawan Arief Sugoto | Commissioner | Present |
| 9. | Haru Koesmahargyo | President Director | Present |
| 10. | Nixon L.P. Napitupulu | Vice President Director | Present |
| 11. | Nofry Rony Poetra | Director of Finance | Present |
| 12. | Eko Waluyo | Director of Human Capital, Compliance and Legal | Present |
| 13. | Setiyo Wibowo | Director of Risk Management | Present |
| 14. | Jasmin | Director of Distribution and Funding | Present |
| 15. | Andi Nirwoto | Director of IT and Digital | Present |
| 16. | Hirwandi Gafar | Director of Consumers | Present |
| 17. | Elisabeth Novie Riswanti | Director of Assets Management | Present |
| 18. | Adi Prakoso | Audit Committee Member | Present |
| 19. | Peter Eko Budi Darwito | Audit Committee Member | Present |

## Independent Vote Counters

The vote count was carried out by an independent party appointed by the Company, namely PT Datindo Entrycom as the Securities Administration Bureau and subsequently validated by Notary Yumna Shabrina, S.H. M.Kn. as Subtitute Notary of Ashoya Ratam, SH, M.Kn.

## Resolutions and Realization of the 2023 Extraordinary GMS

| Agenda |
|---|
| Approval of Changes in the Company's Management Composition. |
| The Minutes of Meeting stated that there was no questioner in the agenda of the meeting. |
| **Voting Results**<br>Agree : 6.571.532.367 (88,5436487%)<br>Disagree : 826.139.714 (11,1312584%)<br>Abstain : 24.127.749 (0,3250930%) |
| **Resolutions**<br>1. Confirmed the honourable dismissal of Mr. Heru Budi Hartono as Commissioner of the Company appointed based on the 2019 EGMS dated November 27, 2019, effective October 17, 2022, with gratitude for the contribution of energy and thoughts given while serving as Commissioner of the Company.<br>2. Apponited Mr. Mohammad Yusuf Permana as Commissioner of the Company.<br>3. Honourably dismissed Mr. Andi Nirwoto as Director of IT & Digital appointed based on the 2018 GMS dated March 23, 2018 jo. EGMS 2019 dated November 27, 2019 jo. Annual GMS for Fiscal Year 2021 dated March 2, 2022, with gratitude for the contribution of energy and thoughts given while serving as Management of the Company.<br>4. Appointed Mr. Andi Nirwoto as Director of IT & Digital.<br><br>5. The term of office of members of the Board of Commissioners and Board of Directors appointed as referred to in points 2 and 4, in accordance with the provisions of the Company's Articles of Association, taking into account the laws and regulations in the Capital Market and without prejudice to the right of the GMS to dismiss at any time.<br>6. With the confirmation of the dismissal and appointment of members of the Board of Commissioners and Board of Directors as referred to in points 1, 2, 3, and 4, the composition of the membership of the Company's Board of Commissioners and Directors shall be as follows:<br>a. Board of Commissioners<br>– President Commissioner/Independent Commissioner: Chandra Hamzah<br>– Vice President Commissioner/Independent Commissioner : Iqbal Latanro<br>– Commissioner : Andin Hadiyanto<br>– Commissioner : Herry Trisaputra Zuna<br>– Commissioner : Himawan Arief Sugoto<br>– Commissioner : Mohamad Yusuf Permana<br>– Independent Commissioner : Armand B. Arief<br>– Independent Commissioner : Ahdi Jumhari Luddin<br>– Independent Commissioner : Sentot A. Sentausa<br>b. Board of Directors<br>– President Director : Haru Koesmahargyo<br>– Vice President Director : Nixon L.P. Napitupulu<br>– Director of Finance : Nofry Rony Poetra<br>– Director of Assets Management : Elisabeth Novie Riswanti<br>– Director of Human Capital, Compliance, & Legal : Eko Waluyo<br>– Director of Risk Management : Setiyo Wibowo<br>– Dirctor of Distribution & Funding : Jasmin<br>– Director of IT & Digital : Andi Nirwoto<br>– Director of Consumer : Hirwandi Gafar<br>7. The appointed members of the Board of Commissioners and Directors as referred to in points 2 and 4 can only carry out their duties after obtaining approval from the Financial Services Authority (FSA) for the Fit & Proper Test and complying with applicable laws and regulations. If the Board of Commissioners or Board of Directors of the Company is later declared disapproved as member of the Board of Commissioners or Board of Directors in the Fit & proper test by FSA, the member of the Board of Commissioners or Board of Directors of the Company is honourably dismissed from the date of the decision of the FSA Fit & Proper Test results.<br>8. The appointed members of the Board of Commissioners and Board of Directors as referred to in points 2 and 4 who are still holding in other positions prohibited by laws and regulations to be concurrently serving as members of the Board of Commissioners of State-Owned enterprises, the person concerned must resign or be dismissed from their positions.<br>9. Requested the Board of Directors to submit the written application to Financial Services Authority for the performance of the Fit and Proper Test to the appointed members of the Board of Directors and Baord of Commissioners as referred to in point 2 and 4.<br>10. Granted authority to the Board of Directors of the Company to restate the resolutions taken in this GMS in the form of a Notarial Deed and appear before a Notary or authorized official, and prepare the necessary adjustments or corrections as required by the competent authority for the implementation of contents of the meeting resolutions. |

## Implementation of the 2022 GMS and its Realization

| Stages | Details |
|---|---|
| Notification | Letter Number 07/DIR/CSD/I/2022 dated January 12, 2022 concerning Notification of Implementation Date and Agenda of the Annual GMS of PT Bank Tabungan Negara (Persero) Tbk was submitted to the FSA with a carbon copy to PT Bursa Efek Indonesia, PT Kustodian Sentral Efek Indonesia, dan PT Datindo Entrycom. |
| Announcement | Published through the e-GMS provider website, Indonesia Stock Exchange website , dan the Company's website on Monday, January 24, 2022. |
| Summon | Published through the e-GMS provider website, Indonesia Stock Exchange website, and Bisnis Indonesia daily newspaper on Tuesday, February 8, 2022. |
| Implementation | The GMS was held on Wednesday, March 2, 2022 at 10.36 WIB – 14.08 WIB at Menara BTN Building, 6th floor Jl. Mada No. 1 Jakarta Pusat 10130. |
| Announcement of the Summary of Minutes of the GMS | Published through the e-GMS provider website, Indonesia Stock Exchange website, and the Company's website on March 4, 2022. |
| Minutes of the GMS | Letter Number 175/CSD/CMA/III/2022 dated March 28, 2022 concerning the Submission of the Deed of Minutes of the Annual GMS for Fiscal Year 2021 of PT Bank Tabungan Negara (Persero) Tbk was submitted to FSA with a carbon copy to PT Bursa Efek Indonesia on March 28, 2022. |

## Recapitulation of Attendance at the 2022 GMS

| No. | Name | Position | Attendance |
|---|---|---|---|
| 1. | Chandra M. Hamzah | President Commissioner/Independent | Present |
| 2. | Iqbal Latanro | Vice President Commissioner/Independent | Present |
| 3. | Ahdi Jumhari Luddin | Independent Commissioner | Present |
| 4. | Armand B. Arief | Independent Commissioner | Present |
| 5. | Eko Djoeli Heripoerwanto | Commissioner | Present |
| 6. | Heru Budi Hartono | Commissioner | Present |
| 7. | Andin Hadiyanto | Commissioner | Present |
| 8. | Haru Koesmahargyo | President Director | Present |
| 9. | Nixon L.P. Napitupulu | Vice President Director | Present |
| 10. | Nofry Rony Poetra | Director of Finance, Planning and Treasury | Present |
| 11. | Elisabeth Novie Riswanti | Director of Wholesale Risk and Asset Management | Present |
| 12. | Eko Waluyo | Director of Compliance and Legal | Present |
| 13. | Setiyo Wibowo | Director of Risk Management and Transformation | Present |
| 14. | Jasmin | Director of Distribution and Retail Funding | Present |
| 15. | Andi Nirwoto | Director of Operations, IT, and Digital Banking | Present |
| 16. | Hirwandi Gafar | Director of Consumer and Commercial Lending | Present |
| 17. | Adi Prakoso | Audit Committee Member | Present |
| 18. | Peter Eko Budi Darwito | Audit Committee Member | Present |

## Independent Vote Counters

The results of the decision-making are calculated by PT Datindo Entrycom as the Securities Administration Bureau ("BAE") appointed by the Company and further validated by Notary Ashoya Ratam, SH, MKn.

## Resolutions and Realization of The 2022 Annual GMS

### First Agenda

Approval of the Annual Report and Ratification of the Company's Financial Statements, Approval of the Board of Commissioners' Supervisory Report and ratification of the Annual Report on the Implementation of the Company's Social and Environmental Responsibility Program for the financial year ended December 31, 2021, as well as granting full repayment and release of responsibility (volledig acquit et de charge) to the Board of Directors for the management actions of the Company and the Board of Commissioners for the Company's supervisory actions that have been carried out during the 2021 Financial Year.

There was no questioner in the discussion of the first agenda of the Meeting, but there was a response from Series A Dwiwarna shareholders.

**Voting Results**
Agree : 7,986,413,743 (99.8468633%)
Disagree : 200 (0.0000025%)
Abstain : 12,248,691 (0.1531342%)

**Resolutions**
1. Approved the Company's Annual report including the Report on Supervisory Duties that have been carried out by the Board of Commissioners for the fiscal year 2021, and ratify the Company's Financial Statements which include the Report on the Implementation of Social and Environmental responsibility programs, which ended on December 31, 2021 and had been audited by Purwantono, Sungkoro & Surja Public Accounting Firm based on the report No. 00054/2.1032/AU.1/07/0240-1/1/II/2022 dated February 7, 2022, with a fair opinion in all material aspects.
2. Received the Financial Statements and Implementation of the Micro and Small Business Funding Program (PMUK) which ended on December 31, 2021 and had been audited Purwantono, Sungkoro & Surja Public Accounting Firm according to Report No. 00053/2.1032/AU.2/07/0240-1/1/II/2022 dated February 7, 2022 with a fair opinion in all material aspects.
3. For the approval of the Company's Annual report, including the Report on the Supervisory Duties of the Board of Commissioners, and the ratification of the Financial Statements which include the Report on the Implementation of Social and Environmental Responsibility Programs and Financial Statements on the Implementation of Micro and Small Business Funding Programs for the financial year ended December 31, 2021, the GMS provides full repayment and release of responsibility (volledig acquit et de charge) to all members of the Board of Directors for the management actions of the Company and to all members of the Board of Commissioners for supervisory actions that have been carried out during the financial year ended December 31, 2021, including the management and supervision of the SOE Social and Environmental Responsibility Program ended on December 31, 2021, as long as such actions are not criminal offences and are reflected in the aforementioned Report.

### Second Agenda

Determination for the use of the Company's Net Profit for Fiscal Year 2021.

There were no questioners in the discussion of the second agenda item of the Meeting.

**Voting Results**
Agree : 7,988,462,434 (99.8724762%)
Disagree : 10,200,200 (0.1275238%)
Abstain : 0 (0%)

**Resolutions**
Approved and determined the use of the Company's net profit for the Fiscal Year of 2021 Rp2,376,225,756,803,- (two trillion three hundred seventy-six billion two hundred twenty-five million sevenhundred fifty-six thousand eight hundred and three rupiah) as follows:
1. 10% (ten percent) or Rp237,622,575,680,- (two hundred thirty-seven billion six hundred twenty-two million five hundred seventy-five thousand six hundred and eighty rupiah) shall be determined as cash Dividends to shareholders to be paid under the following conditions:
   a. Specifically, the dividend of the Government portion of 60% (sixty percent) ownership of shares amounting to Rp142,573,545,408,- (one hundred forty-two billion five hundred seventy-three million five hundred forty-five thousand four hundred and eight rupiah), will be deposited into the State General cash Account.
   b. Granted authority and power to the Board of Directors of the Company with the right of substitution to determine the schedule and procedure for dividend distribution for Fiscal year 2021 in accordance with the applicable regulations.
2. 90% (ninety percent) or Rp2,138,603,181,123,- (two trillion one hundred thirty-eight billion six hundred three million one hundred eighty-one thousand one hundred twenty-three rupiah) was determined as the balance of Retained Earnings.

### Third Agenda

Appointment of a Public Accounting Firm (KAP) to audit the Company's Financial Statements and Financial Statements for the Implementation of Social and Environmental Responsibility Programs for Fiscal Year 2022 .

There were no questioners in the discussion of the third agenda item of the Meeting.

**Voting Results**
Agree : 7,660,751,562 (95.7754054%)
Disagree : 337,911,072 (4.2245946%)
Abstain : 0 (0%)

**Resolutions**
1. Appointed a Public Accounting Firm (KAP) Purwantoro, Sungkoro & Surja, as a Public Accounting Firm that will audit the Company's Financial Statements as well as the Financial Statements and Implementation of Micro and Small Business Funding Programs (PUMK) and other reports for Fiscal Year 2022.
2. Granted authority and power of attorney to the Board of Commissioners of the Company to appoint a Public Accounting Firm to audit the Company's Financial Statements for other periods in the Financial Year 2022 for the purposes and interests of the Company
3. Delegated the authority to the Board of Commissioners of the Company to determine the audit service fee and other requirements for the Public Accountant, as well as determine a replacement Public Accounting Firm in the case of Purwantoro, Sungkoro & Surja Public Accountants, due to any reasons whatsoever, is unable to completely audit the Company's financial statement and the financial report of Partnership and Community Development Program for the fiscal year of 2022, including to determine the honorarium and other requirements for the substitute Public Accounting Firm.

## Fourth Agenda

Determination of remuneration/ income (salary/ honorarium, facilities and benefits) for 2022, as well as tantiem for Fiscal Year 2021 for the Board of Directors and Board of Commissioners of the Company.

There were no questioners in the discussion of the fourth agenda item of the Meeting.

**Voting Results**
Agree : 7,866,975,417 (98.3536421%)
Disagree : 131,686,617 (1.643579%)
Abstain : 600 (0.0000075%)

**Resolutions**
1. Granted authority and power of attorney to Series A Dwiwarna Shareholders to determine for members of the Board of Commissioners the amount of tantiem for the performance of Fiscal Year 2021 and salary/ honorarium, facilities and allowances for Year 2022.
2. Granted authority and power of attorney to the Board of Commissioners of the Company by first obtaining written approval from Series A Dwiwarna Shareholders to determine for members of the Board of Directors the amount of tantiem for Fiscal Year 2021 and salary/ honorarium, facilities and allowances for Year 2022.

## Fifth Agenda

Approval of the Company's Recovery Plan according to the OJK Regulation Number 14/POJK.03/2017 concerning recovery Plan for Systemic Banks.

There were no questioners in the discussion of the fifth agenda item of the Meeting.

**Voting Results**
Agree : 7,998,662,434 (99.9999975%)
Disagree : 200 (0.0000025%)
Abstain : 0 (0%)

**Resolutions**
Approved the Company's Action Plan Update in order to comply with the regulations of the OJK Regulation Number 14/POJK.03/2017 dated April 4, 2017concerning the Recovery Plan for Systemic Banks.

## Sixth Agenda

**Confirmation of enforcement of:**
a. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-05/MBU/04/2021 dated April 8, 2021 concerning the Social and Environmental Responsibility program of State-Owned Enterprises;
b. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-11/MBU/07/2021 dated July 30, 2021, concerning requirements, Procedures for Appointment, and Dismissal of Members of the Board of Directors of State-Owned Enterprises; and
b. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-13/MBU/09/2021 dated September 24, 2021 concerning the Sixth Amendment to the Regulation of the Minister of State-Owned Enterprises Number PER-04/MBU/2014 concerning Guidelines for Determining the Income of the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises.

There were no questioners in the discussion of the sixth agenda item of the Meeting.

**Voting Results**
Agree : 7,998,662,434 (99.9999975%)
Disagree : 200 (0.0000025%)
Abstain : 0 (0%)

**Resolutions**
Confirmation of enforcement of:
a. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-05/MBU/04/2021 dated April 8, 2021 concerning the Social and Environmental responsibility Program of State-Owned Enterprises and the amendments;
b. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-11/MBU/07/2021 dated July 30, 2021 concerning Requirements, Procedures for Appointment and Dismissal of Members of the Board of Directors of State-Owned Enterprises and the amendments;
c. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-13/MBU/09/2021 dated September 24, 2021 concerning the Sixth Amendment to the Regulation of the Minister of State-Owned Enterprises Number PER-04/MBU/2014 concerning Guidelines for Determining the Income of the Board of Directors, Board of Commissioners, and Supervisory Board of State-Owned Enterprises and the amendments.

## Seventh Agenda

Approval of Changes in the Company's Management Composition.

There were no questioners in the discussion of the seventh agenda item of the Meeting.

**Voting Results**
Agree : 6,951,162,908 (86.9040642%)
Disagree : 982,921,026 (12.2885671%)
Abstain : 64,578,700 (0.8073687%)

**Decision**
1. Honourably dismissed the names mentioned below as members of the Board of Directors and members of the Board of Commissioners of the Company as follows:
   a. Eko D. Heripoerwanto as Commissioner;
   b. Nixon L.P. Napitupulu as Vice President Director;

Appointed respectively based on the resolution of the Annual GMS for Fiscal Year 2018 dated May 17, 2019 and Annual GMS for Fiscal Year 2016 dated March 17, 2017 jo Annual GMS for Fiscal Year 2020 dated March 10, 2021, with gratitude for the contribution of energy and thoughts during his tenure.

2. Changed the nomenclature of the position of the members of the Board of Directors of the Company as follows:

| No. | Beginning | Become |
|---|---|---|
| 1. | Director of Consumer & Commercial Lending | Director of Consumers |
| 2. | Director of Finance, Planning & Treasury | Director of Finance |
| 3. | Director for Compliance & Legal | Director of Human Capital, Compliance, & Legal |
| 4. | Director of Wholesale Risk & Asset Management | Director of Assets Management |
| 5. | Director of Operations, IT & Digital Banking | Director of IT & Digital |
| 6. | Director of Distribution & Retail Funding | Director of Distribution & Funding |
| 7. | Director of Risk Management & Transformation | Director of Risk Management |

3. Transferred the assignment of the names below as members of the Board of Directors of the Company as follows:

| No. | Name | Beginning | Become |
|---|---|---|---|
| 1. | Hirwandi Gafar | Director of Consumer & Commercial Lending | Director of Consumers |
| 2. | Nofry Rony Poetra | Director of Finance, Planning & Treasury | Director of Finance |
| 3. | Eko Waluyo | Director for Compliance & Legal | Director of Human Capital, Compliance, & Legal |
| 4. | Elisabeth Novie Riswanti | Director of Wholesale Risk & Asset Management | Director of Assets Management |
| 5. | Andi Nirwoto | Director of Operations, IT & Digital Banking | Director of IT & Digital |
| 6. | Jasmin | Director of Distribution & Retail Funding | Director of Distribution & Funding |
| 7. | Setiyo Wibowo | Director of Risk Management & Transformation | Director of Risk Management |

Their appointments were made based on the Resolution of the Annual GMS for Fiscal Year 2020 dated March 10, 2021, resolution of the EGMS for 2019 dated August 29, 2019, Resolution of the EGMS for 2019 dated November 27, 2019, and Resolution of the Annual GMS for Fiscal Year 2017 dated March 23, 2018, with the term office continuing the remaining term of office based on the GMS Resolution.

4. Appointed the names mentioned below as members of the Board of Directors and members of the Board of Commissioners as follows:
   a. Herry Trisaputra Zuna - as Commissioner;
   b. Himawan Arief Sugoto - as Commissioner;
   c. Sentot A Sentausa - as Independent Commissioner;
   d. Nixon L.P. Napitupulu - as Deputy Main Director.
5. The term of office of members of the Board of Directors and members of the Board of Commissioners appointed as referred to in point 4, according to the provision of the Company's Article of Association by taking into account the laws and regulations in the Capital Market and without prejudice to the right of the GMS to dismiss at any time.
6. Along with the dismissal, change of position nomenclature, transfer of duties, and appointment of members of the Board of Directors and Board of Commissioners of the Company as referred to in point 1 to 4, the composition of membership of the Board Directors and Board of Commissioners of the Company becomes as follows:
   a. Board of Commissioners
      - President Commissioner/Independent : Chandra Hamzah
      - Vice President Commissioner /Independent : Iqbal Latanro
      - Commissioner : Heru Budi Hartono
      - Commissioner : Andin Hadiyanto
      - Commissioner : Herry Trisaputra Zuna
      - Commissioner: Himawan Arief Sugoto
      - Independent Commissioner: Armand Bachtiar Arief
      - Independent Commissioner: Ahdi Jumhari Luddin
      - Independent Commissioner: Sentot A. Sentausa

   b. Directors
      - President Director: Haru Koesmahargyo
      - Vice President Director: Nixon L.P. Napitupulu
      - Director of Consumer: Hirwandi Gafar
      - Director of Finance: Nofry Rony Poetra
      - Director of Human Capital, Compliance, & Legal: Eko Waluyo
      - Director of Assets Management: Elisabeth Novie Riswanti
      - Director of IT & Digital: Andi Nirwoto
      - Director of Distribution & Funding: Jasmin
      - Director of Risk Management: Setiyo Wibowo
7. Members of the Board of Directors and Board of Commissioners appointed as referred to in point 4 can only carry out their duties after obtaining approval from the Financial Services Authority (OJK) for the Fit & Proper test and complying with the applicable laws and regulations. If the members of the Board of Directors and Board of Commissioners of PT Bank Tabungan Negara (Persero), Tbk, are then declared disapproved as members of the Board of Directors and Board of Commissioners in the Fit & Proper Test by OJK, the member s of the Board of Directors and Board of Commissioners are honourably dismissed from the date of the decision on the results of the OJK Fit & Proper Test.
8. Members of the Board of Directors and Board of Commissioners appointed as referred to in point 4 who are still holding other positions prohibited by laws and regulations to be concurrently serving the positions of the members of the Board of Directors or members of the Commissioners of State-Owned Enterprises, then the person concerned must resign or be dismissed from his positions.
9. Requested the Board of Directors to submit a written application to the Financial Services Authority for the implementation of the Fit & Proper Test on the members of the Board of Directors and the board of Commissioners appointed as referred to in point 4.
10. Granted authority to the Board of Directors of the Company to declare the resolutions of this GMS in the form of a Notarial Deed and before a Notary or authorized official, and make adjustments or improvements needed if required by the competent authority for the purposes of implementing the contents of the meeting resolutions.

## Implementation of the Extraordinary GMS in 2022 and its Realization

| Stages | Details |
|---|---|
| Pemberitahuan | Letter Number 493/DIR/CSD/IX/2022 dated September 2, 2022, concerning the announcement date and agendas of the Extraordinary GMS of PT Bank Tabungan Negara (Persero) Tbk, was submitted to the Financial Services Authority (OJK) with a carbon copy to PT Bursa Efek Indonesia. |
| Pengumuman | Published on the e-GMS provider website, the Indonesia Stock Exchange website, and the Company website on Friday, September 9, 2022. |
| Pemanggilan | Published on the e-GMS provider website, the Indonesia Stock Exchange website, the Company's website, and the daily newspaper "Investor Daily" on Monday, September 26, 2022. |
| Pelaksanaan | The GMS was held on Tuesday, October 18, 2022 at 14.27 WIB – 15.11 Western Indonesian Time at Gedung Menara BTN, 6th floor Jl. Gajah Mada No. 1 Central Jakarta 10130. |
| Pengumuman Ringkasan Risalah RUPS | Published on the e-GMS provider website, the Indonesia Stock Exchange website, and the Company website on October 19, 2022. |
| Berita Acara RUPS | Letter Number 669/CSD/RCD/XII/2022 dated October 31, 2022, concerning Submission of the Notarial Deed of Minutes of the 2022 Extraordinary GMS of PT Bank Tabungan Negara (Persero) Tbk, was submitted to the Financial Services Authority (OJK) on October 31, 2022. |

## Recapitulation of Attendance at the 2022 Extraordinary GMS

| No. | Name | Position | Attendance |
|---|---|---|---|
| 1. | Chandra M. Hamzah | President Commissioner/Independent | Present |
| 2. | Iqbal Latanro | Vice President Commissioner/Independent | Present |
| 3. | Ahdi Jumhari Luddin | Independent Commissioner | Present |
| 4. | Armand B. Arief | Independent Commissioner | Present |
| 5. | Sentot A. Sentausa | Independent Commissioner | Present |
| 6. | Andin Hadiyanto | Commissioner | Present |
| 7. | Herry Trisaputra Zuna | Commissioner | Present |
| 8. | Himawan Arief Sugoto* | Commissioner | Present |
| 9. | Haru Koesmahargyo | President Director | Present |
| 10. | Nixon L.P. Napitupulu | Vice President Director | Present |
| 11. | Nofry Rony Poetra | Director of Finance | Present |
| 12. | Eko Waluyo | Director of Human Capital, Compliance and Legal | Present |
| 13. | Setiyo Wibowo | Director of Risk Management | Present |
| 14. | Jasmin | Director of Distribution and Funding | Present |
| 15. | Andi Nirwoto | Director of IT and Digital | Present |
| 16. | Hirwandi Gafar | Director of Consumers | Present |
| 17. | Elisabeth Novie Riswanti | Director of Assets Management | Present |
| 18. | Adi Prakoso | Member of the Audit Committee | Present |
| 19. | Peter Eko Budi Darwito | Member of the Audit Committee | Present |

*) Attend the meeting via video teleconference

## Independent Vote Counters

The decision-making results were calculated by PT Datindo Entrycom as the Securities Administration Bureau ("BAE") appointed by the Company and then validated by Notary Ashoya Ratam, SH, MKn.

## Decisions and Realization of the 2022 Extraordinary GMS

| Meeting Agenda |
|---|
| Approval of the Company's Capital Increase by Granting Pre-emptive Rights to Shareholders, which would be carried out through a Limited Public Offering II, which in turn amended Article 4 paragraph (2) and paragraph (3) of the Company's Articles of Association. |
| There were 2 (two) questions submitted via eASY.KSEI. |
| **Voting Results**<br>Agree : 8,602,800,944 (99.9899926%)<br>Disagree : 220,200 (0.0025594%)<br>Abstain : 640,800 (0.0074480%) |
| 1. Approved the increase issued and paid-up capital carried out by the Company through Limited Public Offering II (PUT II), by issuing new shares as many as 4,600,000,000 (four billion six hundred million) share units of series B with the nominal value of IDR 500.00 (five hundred rupiah) per share, in accordance with the applicable laws and regulations.<br>2. Approved the amendment of Article 4 paragraph (2) and paragraph (3) of the Company's Articles of Association concerning increasing the Company's issued and paid-up capital as the result of the PMHMETD.<br>3. Approved the granting of authority to the Company's Board of Commissioners to perform all actions needed regarding the Pre-emptive Rights, including:<br>a. Approve the determination of the certainty of the number of new shares issued in the PMHMETD and the price of the HMETD as proposed by the Company's Directors, taking into account the applicable laws and regulations including regulations in the capital market sector;<br>b. State the realization of the actual number of shares that have been issued in connection with the increase in issued and paid-up capital after the PMHMETD has been completed. Submit a notification of changes to Article 4 paragraph (2) and paragraph (3) of the Company's Articles of Association to the Minister of Law and Human Rights of the Republic of Indonesia to obtain a Letter of Acceptance of Notification of Amendment of the Company's Articles of Association, as well as make changes and/or additions required.<br>4. Approved the granting of power and authority to the Company's Board of Directors with substitution rights to carry out all necessary actions related to PMHMETD, to:<br>a. Sign the registration statement to be submitted to the Financial Services Authority (OJK);<br>b. Negotiate and sign other agreements, including those relating to standby purchase agreements (if any) with terms and conditions considered good for the Company by the Company's Board of Directors;<br>c. Sign, print and/or issue the Abbreviated Prospectus, Amendments and/or Supplements to the Abbreviated Prospectus, Initial Prospectus, Prospectus, Info Memo, and/or all agreements and/or documents required in connection with PMHMETD;<br>d. Determine the exercise price in the context of PMHMETD with the approval of the Board of Commissioners;<br>e. Determine the certainty of the number of shares issued with approval from the Board of Commissioners;<br>f. Determine the date of List of Shareholders entitled to Pre-emptive Rights;<br>g. Determine the ratio of shareholders entitled to Pre-emptive Rights;<br>h. Determine and ensure the use of funds obtained from the PMHMETD proceeds;<br>i. Determine the PMHMETD implementation schedule;<br>j. Determine whether or not there is a Standby Buyer, and determine and negotiate the terms and conditions of the agreement between the Company and the Standby Buyer, if any;<br>k. Deposit the Company's shares in the collective custody of the Indonesian Central Securities Depository (KSEI) following KSEI regulations;<br>l. List all shares of the Company that have been issued and fully paid up on the Indonesia Stock Exchange with due observance of the applicable laws and regulations;<br>m. Affirm one or more decisions stated in the Meeting resolutions in one or more Notarial deeds;<br>n. Take all necessary and/or required actions concerning the Company's PMHMETD, including those required under applicable laws and regulations. |

**GMS DECISIONS IN THE FISCAL YEAR AND 1 (ONE) YEAR PRIOR TO THE FISCAL YEAR WHICH ARE REALIZED IN THE FISCAL YEAR**

All decisions of the 2023 Fiscal Year GMS and has been realized/implemented in 2023 and the 2022 Fiscal Year GMS has been realized/implemented in 2022. So there are no 2022 GMS decisions and GMS decisions that have not been realized in 2023.

## Board of Directors

The Board of Directors is an organ in Corporate Governance implementation that is fully responsible for the management of the Company for the interests and objectives of the Company and serves as a legal representative of the Company concerning every matter and case with some restrictions as regulated by the laws, the Articles of Association of the Company, and/or the GMS resolutions. The Board of Directors is responsible for managing and determining the Company's strategic direction, utilizing and maintaining the Company's assets for the purposes and interests of the Company. Henceforth, the Board of Directors shall report the implementation of its duties and responsibilities to the Board of Commissioners.

## Duties and Responsibilities of the Board of Directors

The Board of Directors is responsible for implementing all actions regarding the operations and responsibility of the Company's management for the Company's benefit in compliance with the Company's purposes and objectives and to represent the Company, both inside and outside the Court regarding all matters and all occurrences with limitations as regulated in the laws, Articles of Association, and/or GMS resolutions.

The President Director serves as Coordinator of the Board of Directors with the following duties:
1. To lead the Board of Directors meetings.
2. To create a Culture of Transparency and to facilitate constructive discussion.
3. To provide advice to members of the Board of Directors related to the effectiveness of the management.
4. To maintain good relations and solidarity among the members of the Board of Directors regarding management duties.
5. To maintain an effective and healthy relationship with the Board of Commissioners.

Each member of the Board of Directors is fully liable for any loss of the Company caused by inaccuracies or negligence from members of the Board of Directors in performing their duties. A member of the Board of Directors is not to be held accountable for the loss as mentioned above if proven that:
1. The loss is not caused by his/her fault or negligence.
2. The Director has conducted managerial undertakings in good faith and with prudence that is consistent with the Company's goals and objectives.
3. The Director has no conflict of interest, be it directly or indirectly regarding the management's action that resulted in this loss.
4. The Director has taken necessary measures to prevent this loss from arising or continuing.

Duties and Responsibilities of the Director Supervising the Compliance Function at least include:
1. Formulating strategies to empower the Culture of Compliance;
2. Proposing Compliance policies or other Compliance principles that shall be set forth by the Board of Directors.
3. Establishing the Compliance System and procedures that shall be used to compile the Bank's internal guidelines and regulations.
4. Ensuring every policy, regulation, system, and procedure, as well as business activities conducted by the Bank, has been outlined in accordance with the Bank Indonesia Regulations, Financial Services Authority, and all prevailing regulations and legislation, including Sharia Principles for Sharia Principles for Sharia Business Unit.
5. Minimizing the Bank's Compliance Risks.
6. Taking preventive actions to have the policies and/or decisions made by the Bank's Board of Directors aligned with the provisions of Bank Indonesia and all prevailing laws and regulations.
7. Performing other tasks related to the Compliance Function.
8. Reporting the implementation of duties and responsibilities to the President Director, with a carbon copy to the Board of Commissioners being reported at least quarterly.

## Duties and Responsibilities of Each Board of Directors

**Period January 1, 2023 – March 15, 2023**

| Name | Position | Field of Duty |
|---|---|---|
| Haru Koesmahargyo | President Director | The President Director supervises:<br>a. Director of Assets Management<br>b. Director of IT and Digital<br>c. Director of Finance<br>d. Director of Risk Management<br>e. Director of Human Capital, Compliance and Legal<br>f. SEVP Operations<br>g. Internal Audit Division<br>h. Corporate Secretary Division |
| Nixon L.P. Napitupulu | Vice President Director | The Vice President Director supervises:<br>a. Director of Consumers<br>b. Director of Distribution and Funding<br>c. SEVP Wholesale Banking<br>d. Marketing Communications Division |
| Andi Nirwoto | Director of IT and Digital | The Director of IT and Digital supervises:<br>a. Digital Channel Division<br>b. IT Strategic Planning & Development Division<br>c. IT Operation Division<br>d. Data Management & Analytics Division<br>e. IT Security Division |

| Name | Position | Field of Duty |
|---|---|---|
| Elisabeth Novie Riswanti | Director of Assets Management | The Director of Assets Management supervises:<br>a. Commercial Asset Management 1 Division<br>b. Commercial Asset Management 2 Division<br>c. Consumer Collection, Recovery & Asset Sales Division<br>d. Procurement & Fixed Asset Management Division |
| Jasmin | Director of Distribution and Funding | The Director of Distribution and Funding supervises:<br>a. Wealth Management Division<br>b. Retail Funding & Services Division<br>c. Institutional Funding Division<br>d. Service Quality & Distribution Division<br>e. Regional Offices |
| Setiyo Wibowo | Director of Risk Management | The Director of Risk Management supervises:<br>a. Retail Credit Risk Division<br>b. Commercial Credit Risk Division<br>c. Enterprise Risk Management Division<br>d. Transformation & Partnership Management Division |
| Hirwandi Gafar | Director of Consumers | The Consumer Director supervises:<br>a. Commercial Banking Division<br>b. SME Banking Division<br>c. Non Subsidized Mortgage & Personal Lending Division<br>d. Subsidized Mortgage Lending Division<br>e. Sharia Business Division |
| Nofry Rony Poetra | Director of Finance | The Director of Finance supervises:<br>a. Treasury Division<br>b. Corporate Strategy & Planning Division<br>c. Finance & Accounting Division<br>d. Investor Relations & Research Division |
| Eko Waluyo | Director of Human Capital, Compliance and Legal | The Director of Human Capital, Compliance and Legal supervises:<br>a. SEVP Compliance and Legal<br>b. Human Capital Strategy Division<br>c. Human Capital Management Division<br>d. Learning Management Division |

**Period March 16, 2023 – April 9, 2023**

| Name | Position | Field of Duty |
|---|---|---|
| Nixon L.P. Napitupulu | President Director* | The President Director supervises:<br>a. Director of Assets Management<br>b. Director of IT and Digital<br>c. Director of Finance<br>d. Director of Risk Management<br>e. Director of Human Capital, Compliance and Legal<br>f. SEVP Operations<br>g. Internal Audit Division<br>h. Corporate Secretary Division |
| Oni Febriarto Rahardjo | Vice President Director* | The Vice President Director supervises:<br>a. Director of Consumers<br>b. Director of Distribution and Funding<br>c. SEVP Wholesale Banking<br>d. Marketing Communications Division |
| Nofry Rony Poetra | Director of Finance | The Director of Finance supervises:<br>a. Treasury Division<br>b. Corporate Strategy & Planning Division<br>c. Finance & Accounting Division<br>d. Investor Relations & Research Division |
| Elisabeth Novie Riswanti | Director of Assets Management | The Director of Assets Management supervises:<br>a. Commercial Asset Management 1 Division<br>b. Commercial Asset Management 2 Division<br>c. Consumer Collection, Recovery & Asset Sales Division<br>d. Procurement & Fixed Asset Management Division |
| Eko Waluyo | Director of Human Capital, Compliance and Legal | The Director of Human Capital, Compliance and Legal supervises:<br>a. SEVP Compliance and Legal<br>b. Human Capital Strategy Division<br>c. Human Capital Management Division<br>d. Learning Management Division |

| Name | Position | Field of Duty |
|---|---|---|
| Setiyo Wibowo | Director of Risk Management | The Director of Risk Management supervises:<br>a. Retail Credit Risk Division<br>b. Commercial Credit Risk Division<br>c. Enterprise Risk Management Division<br>d. Transformation & Partnership Management Division |
| Jasmin | Director of Distribution and Funding | The Director of Distribution and Funding supervises:<br>a. Wealth Management Division<br>b. Retail Funding & Services Division<br>c. Institutional Funding Division<br>d. Service Quality & Distribution Division<br>e. Regional Offices |
| Andi Nirwoto | Director of IT and Digital | The Director of IT and Digital supervises:<br>a. Digital Channel Division<br>b. IT Strategic Planning & Development Division<br>c. IT Operation Division<br>d. Data Management & Analytics Division<br>e. IT Security Division |
| Hirwandi Gafar | Director of Consumers | The Director of Consumer supervises:<br>a. Commercial Banking Division<br>b. SME Banking Division<br>c. Non Subsidized Mortgage & Personal Lending Division<br>d. Subsidized Mortgage Lending Division<br>e. Sharia Business Division |
| Hakim Putratama | Director of Institutional Banking* | - |

*) Effective after obtaining approval from the Financial Services Authority for the Fit and Proper Test.

**Period April 10, 2023 – December 31, 2023**

| Name | Position | Field of Duty |
|---|---|---|
| Nixon L.P. Napitupulu | President Director* | The President Director supervises the area:<br>a. Retail Banking (including consumer funding and distribution)<br>b. Finance<br>c. Operation<br>d. Technology & Digital<br>e. Risk Management<br>f. Internal Audit (IAD)<br>g. Corporate Secretary (CSD) |
| Oni Febriarto Rahardjo | Vice President Director* | The Vice President Director supervises the area:<br>a. Wholesale & Institutional Banking<br>b. Human Capital, Compliance and Legal<br>c. Asset Quality & LAR<br>d. Sharia<br>e. Marketing Communication (MCD) |
| Nofry Rony Poetra | Director of Finance | The Director of Finance supervises:<br>a. Treasury (TRSD)<br>b. Corporate Strategy & Planning (CSPD)<br>c. Finance & Accounting (FAD)<br>d. Investor Relations & Research (IRRD) |
| Elisabeth Novie Riswanti | Director of Assets Management | The Director of Assets Management supervises:<br>a. Commercial Asset Management 1 (CAMD 1)***<br>b. Commercial Asset Management 2 (CAMD 2)***<br>c. Consumer Collection, Recovery & Asset Sales (CRSD)***<br>d. Procurement & Fixed Asset Management (PFAD) |
| Eko Waluyo | Director of Human Capital, Compliance and Legal | The Director of Human Capital, Compliance and Legal supervises:<br>a. SEVP Compliance and Legal<br>b. Human Capital Strategy (HCSD)<br>c. Human Capital Management (HCMD)<br>d. Human Capital Business Partner Division (HCBD)****<br>e. Learning Management (LMD) |
| Setiyo Wibowo | Director of Risk Management | The Director of Risk Management supervises:<br>a. Retail Credit Risk (RCRD)<br>b. Wholesale Credit Risk (WCRD)<br>c. Enterprise Risk Management (ERMD)<br>d. Transformation & Partnership Management (TPMD) |

| Name | Position | Field of Duty |
|---|---|---|
| Jasmin | Director of Distribution and Funding | The Director of Distribution and Funding supervises:<br>a. Wealth Management (WMD)<br>b. Retail Funding (RFD)<br>c. Service Quality & Distribution (SQDD)<br>d. Regional Offices (RO) |
| Andi Nirwoto | Director of IT and Digital | The Director of IT and Digital supervises:<br>a. Digital Banking (DBD)<br>b. IT Strategic Planning & Development (ITPD)<br>c. IT Operation (ITOD)<br>d. Data Management & Analytics (DMD)<br>e. IT Security (ITSD) |
| Hirwandi Gafar | Director of Consumers | The Director of Consumer supervises:<br>a. SME Banking (SMBD)<br>b. Non Subsidized Mortgage (NSMD)*****<br>c. Subsidized Mortgage (SMD)<br>d. Sharia Banking (SHAD)<br>e. Personal Banking (PBD)***** |
| Hakim Putratama | Director of Institutional Banking ****** | The Director of Institutional Banking supervises:<br>a. Institutional Funding<br>b. Financial Institution & Capital Market (FICD)<br>c. Wholesale Transaction (WTD) |

*) Effectively serving as President Director of the Company since June 7, 2023
**) Effectively serving as Deputy President Director of the Company since June 7, 2023
***) Division redeployment takes effect from June 5, 2023
****) Division redeployment takes effect from November 1, 2023
*****) Division redeployment takes effect from August 25, 2023
******) Effectively serving as Director of Institutional Banking of the Company since July 26, 2023

## Rights and Authorities of the Board of Directors

The Board of Directors has the rights and authorities that have been regulated in the Work Guidelines and Manual of the Board of Directors. The rights and authorities of the Board of Directors are as follows:

1. To establish policies that are considered appropriate in the management of the Company.
2. To regulate the transfer of power of the Board of Directors t represent the Company inside and outside the Court to one or several persons specially appointed for it including the Company's employees either individually or jointly or other bodies.
3. To regulate the provisions regarding the Company's employees including the determination of wages, pensions or retirement age insurance, and other income for the Company's employees based on the applicable laws and regulations.
4. To appoint and dismiss the Company's workers based on the Company's labor rules and laws and regulations.
5. Establishing the function of Corporate Secretary.
6. Providing a decision to write off bad debts which are then reported and accounted for in the Annual Report;
7. Not collecting part or all of receivables beyond the principal in the context of credit restructuring and/or settlement but with the obligation to report to the Board of Commissioners;
8. Write off receivables for interest, fines, fees and other receivables outside the principal amount carried out in the context of restructuring and/or receivable settlement as well as other actions in the context of resolving the Company's receivables while still paying attention to prudential principles; And
9. Carrying out all actions and other actions regarding the management and ownership of the Company's assets, binding the Company with other parties and/or other parties with the Company, including without limitation optimizing the utilization of the Company's assets, with restrictions as regulated in the statutory regulations of the Articles of Association and/ or GMS decision.

## Term of Office of the Board of Directors

The term of office of members of the Board Directors is determined to be 5 (five) years and can be reappointed for 1 (one) term of office. Members of the Board of Directors are appointed for a period of time starting from the date determined by the GMS that appoints them and ending at the closing of the 5th (five) Annual GMS after the date of their appointment, by taking into account the laws and regulations in the Capital Market sector, without prejudices to the right of the GMS to at any time be able to dismiss members of the Board of Directors before the end of their term of office.

The Directors' position ends if they pass away, their term of office ends, including resigning from their position, being dismissed based on a GMS Decision, or no longer meeting the requirements as a Director based on the Articles of Association and statutory regulations, including prohibited holding concurrent positions.

## Requirements of the Board of Directors

The requirements of the Board of Directors that have been regulated in the Work Guidelines and Manual are as follows:

1. Legal subjects who can be appointed as members of the Board of Directors are natural persons, who fulfill the requirements at the time of appointment and during their term of office:
   a. Fulfill material requirements, ie:
      - Expertise;
      - Integrity;
      - Leadership;
      - Experience;
      - Honest;
      - Good attitude; And
      - High dedication to advancing and developing the Company.

b. Apart from meet the criteria as intended in point 1 above, to be appointed as a member of the Company's Board of Directors, a person must fulfill the following formal requirements:
   - Individuals;
   - Able to carry out legal actions;
   - Never been declared bankrupt within 5 (five) years prior to appointment;
   - Never been a member of the Board of Directors or member of the Board of Commissioners/Supervisory Board who was found guilty of causing a BUMN, Subsidiary and/or other business entity to be declared bankrupt within 5 (five) years prior to appointment;
   - Never been convicted of committing a criminal act that is detrimental to the finances of the State, BUMN, Subsidiaries, other business entities and/or related to the financial sector within 5 (five) years prior to appointment;
   - Never been a member of the Board of Directors and/or member of the Board of Commissioners during his tenure:
     1) Never held an Annual GMS;
     2) Never been a member of the Board of Directors and/or member of the Board of Commissioners
     3) Has never been accepted by the GMS or has ever failed to provide accountability as a member of the Board of Directors and/or the Board of Commissioners to the GMS; And
     4) Never has a company that obtained a permit, approval or registration from the FSA failed to fulfill its obligation to submit an annual report and/or financial report to the FSA.

   c. Having good morals and integrity;
   d. Being capable of doing legal acts;

2. Each member of the Board of Directors must meet the requirements for the fit and proper test in accordance with the Financial Services Authority Regulation (POJK) regarding the Fit and Proper Test for the Key Parties in Financial Services Institutions and have obtained a letter of approval from the Financial Services Authority.
3. All members of the Board of Directors must be domiciled in Indonesia. The President Director must come from a party who is independent of the controlling shareholders.
4. The majority of members of the Board of Directors must have at least 5 (five) years of experience in the operational field and at least as an Executive Officer of the Bank.
5. Each member of the Board of Directors must fulfill other requirements, as follows:
   a. Not an administrator of a political party, legislative candidate, and/or legislative member in the People's Representative Council, Regional Representative Council, Provincial Regional People's Representative Council, and Regency/Municipal Regional People's Representative Council;
   b. Not a candidate for head/deputy regional head and/or head/deputy regional head, including acting head/deputy regional head;
   c. Not serving as a member of the Board of Directors of the relevant BUMN or Subsidiary for 2 (two) periods;
   d. Not currently serving as an official in a Ministry/Institution, member of the Board of Commissioners/Supervisory Board in another BUMN, member of the Board of Directors in another BUMN, member of the Board of Directors in a Subsidiary and/or other business entity;
   e. Not currently holding a position that is prohibited from holding a position as a member of the Board of Directors according to statutory regulations;
   f. Have dedication and provide full time to carry out their duties as stated in a statement letter from the person concerned;
   g. Physically and spiritually healthy (not currently suffering from an illness that could hinder the performance of their duties as a member of the Board of Directors), as proven by a health certificate from the hospital; And
   h. Have a Taxpayer Identification Number (NPWP) and have carried out the obligation to pay taxes for the last two years.

## Work Guidelines and Manual of the Board of Directors

In carrying out their duties and responsibilities, the Board of Directors refers to the Board of Directors' Work Guidelines and Regulations which have been ratified through Special Policy Number KK.6-G concerning Directors' Work Guidelines and Regulations. Work Guidelines and Manual of the Board of Directors is a governance infrastructure that serves as a guideline for the Board of Directors in carrying out their duties, authorities, responsibilities, rights, and obligations as management of the Company. The Board of Directors' Work Guidelines and Manual is prepared based on the principles of good governance, referring to the regulations on Limited Liability Companies, the Articles of Association, and the prevailing laws and regulations that are binding on the Company.

The scope of the Work Guidelines and Manual of the Board of Directors are as follows:

| | |
|---|---|
| Chapter I | Introduction |
| Chapter II | Organization and Authority<br>A. Organization Within the Scope of the Board of Directors' Work Code of Conduct<br>B. Organization Authority Scope of the Board of Directors' Work Code of Conduct |
| Chapter III | Values |
| Chapter IV | Work Guidelines and Manual of the Board of Directors<br>A. Structure and Composition of the Board of Directors<br>B. Requirements for members of the Board of Directors<br>C. Criteria for Directors Carrying Compliance Functions<br>D. Concurrent Positions of the Board of Directors<br>E. Appointment and Dismissal of the Board of Directors<br>F. Term of Office of the Board of Directors<br>G. Duties and Responsibilities of the Board of Directors<br>H. Obligations of the Board of Directors<br>I. Rights and Authorities of the Board of Directors<br>J. Actions of the Board of Directors that require the approval of the Board of Commissioners<br>K. Mechanism of Distribution of Duties and Authorities of the Board of Directors<br>L. Restrictions<br>M. Transparency<br>N. Work Ethics<br>O. Working Hours<br>P. Meeting Arrangements<br>Q. Leadership<br>R. Performance Evaluation of the Board of Directors<br>S. Reporting and Accountability<br>T. Committees<br>U. Others |
| Chapter V | Risks and Mitigation |
| Chapter VI | Documentation, Administration and Reporting |
| Chapter VII | Monitoring |
| Chapter VIII | Closing |

## Policy of Concurrent Positions of Directors

Members of the Board of Directors are prohibited from concurrently holding positions as:

1. Member of the Board of Directors at BUMN and other business entities.
2. Member of the Board of Commissioners/ Supervisory Board of SOEs.
3. Other structural and functional positions in central and/or regional government institutions/agencies.
4. Other positions in accordance with the provisions of laws;
5. The administrator of political parties, members of the legislature, and/or regional heads/deputy regional heads;
6. other positions that may cause conflicts of interest; and/or
7. Become legislative candidates or candidates for regional heads/deputy regional heads.

Members of the Board of Directors are prohibited from concurrently serving as members of the Board of Directors, members of the Board of Commissioners, or Executive Officers at Company's, companies, and other institutions. It excludes concurrent positions in the case of the Board of Directors which is responsible for supervising the Company's participation in a subsidiary company, carrying out the functional duties of being a member of the Board of Commissioners in a non-bank subsidiary company controlled by the Company, as long as it does not result in the person concerned neglecting the implementation of duties and responsibilities as a member of the Company's Board of Directors.

Members of the Board of Directors are prohibited from concurrently serving as members of the Board of Commissioners in other companies, except:

1. Board of Commissioners in Subsidiaries/Affiliated Companies of the Company, other than as President Commissioner; and
2. Board of Commissioners in other business entities to represent/fight for the Bank's interests as long as they obtain permission from the Minister.

### Table of Concurrent Directors' Positions

| Name | Position | Position in other Companies/ Institutions | Company/Other Institution Name |
|---|---|---|---|
| Haru Koesmahargyo* | President Director | - | - |
| Nixon L.P. Napitupulu** | President Director | - | - |
| Oni Febriarto Rahardjo*** | Vice President Director | - | - |
| Andi Nirwoto | Director of IT and Digital | - | - |
| Elisabeth Novie Riswanti | Director of Assets Management | - | - |
| Jasmin | Director of Distribution and Funding | - | - |
| Setiyo Wibowo | Director of Risk Management | - | - |
| Hirwandi Gafar | Director of Consumers | - | - |
| Nofry Rony Poetra | Director of Finance | - | - |
| Eko Waluyo | Director of Human Capital, Compliance and Legal | - | - |
| Hakim Putratama*** | Director of Institutional Banking | - | - |

*Resigned his position as of March 16 2023 based on the results of the 2023 Annual General Meeting of Shareholders (AGMS)
**Transfer of his original assignment as Deputy President Director to become Main Director since March 16 2023.
***Started in office on March 16 2023 and received an effective statement from the OJK starting June 7 2023

## Management of Conflict Interest of the Board of Directors

Each member of the Board of Directors is prohibited from taking and/or receiving personal benefits either directly or indirectly from the Company's activities, other than remuneration and other legal facilities, which are determined based on the decision of the GMS. Members of the Board of Directors are prohibited from utilizing the Company for personal, family, and /or other parties that may harm or reduce the Company's profits.

Members of the Board of Directors shall not give or offer or receive, directly or indirectly, any valuable thing to or from a customer or a Government official to influence or in exchange for what he has done and other actions, in accordance with the provisions of laws and regulations. Any member of the Board of Directors who personally in any way, whether directly or indirectly, has an interest in a transaction, a contract or a proposed contract in which the Company is a party must be declared the nature of his interest at the Meeting of the Board of Directors and therefore shall not be entitled to participate in voting in matters relating to such transaction or contract.

In the event of a conflict of interest, which is a condition where the Company's economic interests conflict with personal interests, members of the Board of Directors should always:

1. Prioritize the interest of the Company and not reduce the Bank's profits in the event of a conflict of interest.
2. Avoid making decisions in situations and conditions of conflict of interest.
3. Provide disclosures in terms of decision-making in the event of a conflict of interest.
4. Grant credit to members of the Board of Directors based on a reasonableness limit in accordance with applicable bank regulations without distinguishing from other customers (arm's length basis).
5. Report the Company's stock transactions within 3 (three) working days.

## Meeting of the Board of Directors

1. The Board of Directors shall hold regular Meetings of the Board of directors at least 1 (once) a month or the so-called Scheduled Meeting of the Board of Directors (ALCO and Performance Review).
2. The Board of Directors shall schedule a meeting of the Board of Directors for the following year prior to the end of the fiscal year.
3. Scheduled Meetings of the Board of Directors must be attended by a minimum of 2/3 (two-thirds) of the total number of members of the Board of Directors.
4. The summon to the Meeting of the Board of Directors shall be made by a member of the Board of directors who is entitled to represent the Board of Directors.
5. The summon to the Meeting of the Board of Directors shall include the event, date, time, place of the meeting, and meeting materials.
6. The summon to the Meeting of the Board of Directors shall be written and delivered directly to each member of the Board of Directors with sufficient receipt or by post no later than 5 (five) days before the Meeting is held.
7. Meeting materials for the Scheduled meeting as referred to shall be submitted to the meeting participants no later than 5 (five) working days before the meeting is held via e-mail or other fastest means possible.

8. Meeting materials for meetings held outside the schedule shall be delivered at the time the meeting is being held at the latest.
9. The holding of Meeting of the Board of Directors may be held at any time if deemed necessary by one or more members of the Board of Directors; or upon written request from one or more members of the Board of Commissioners.
10. In the event that members of the Board of Directors are unable to physically attend the Meeting of the Board of Directors, the members of the Board of Directors may attend the meeting through teleconference, video conference, or other electronic means in accordance with the applicable provisions. In the event that the Meeting of the Board of Directors is held by means of teleconferencing technology, it must be supported by:
    a. The basis for the decision to hold the meeting using teleconferencing technology means, among others, the Bank's internal provisions and/or the minutes of the Board of Directors' Meeting.
    b. Recorded evidence of the meeting.
    c. Minutes of Meeting are signed by all meeting participants who are physically present or through teleconferencing technology.
11. At a Meeting of the board of Directors, a member of the Board of Directors may be represented only by other members of the Board of Directors based on a power of attorney. A member of the Board of Directors may only represent one other member of the Board of Directors..
12. Meetings of the Board of Directors shall be chaired at the place of domicile of the Company or the place of business activities of the Company or elsewhere in the territory of the Republic of Indonesia.
13. The Meeting of the Board of Directors shall be chaired by the President Director. If the President Director is absent or unable to attend, then:
    a. Vice President Director; or
    b. The Director appointed in writing by the President Director shall chair the meeting if, at the same time, Vice President Director is absent or unavailable; or
    c. The Director who is appointed by Vice President Director if, at the same time, the President Director and Vice President Director are not present or unable to and the President Director does not make an appointment; or
    d. If the GMS does not appoint Vice President Director, then in the event that the President Director is not present or unavailable, then one of the directors appointed in writing by the President Director shall chair the meeting; or
    e. In the event that the President Director does not make an appointment, the longest-serving Director in the position as a member of the Board of Directors shall chair the Board of directors Meeting; or
    f. In the event that there is more than 1 (one) Director with the longest term of office as a member of the Board of directors, then the oldest Director in terms of age shall act as the chairman of the Board of Directors Meeting.

**Meeting of the Board of Directors with the Board of Commissioners**

The Board of Directors must hold a joint meeting with the Board of Commissioners periodically at least 1 (once) in 4 (four) months.

**Meeting of the Board of Directors Committee**

Committee meetings may be conducted at any time based on the needs of the Committee and upon written request from the secretary and/or members of the Committee.

**Decision-making**

1. A Board of Directors meeting is valid and has the right to make binding decisions if attended and/or represented by more than ½ (one half) of the total votes cast..
2. In the event that there is more than 1 (one) proposal, a re-election will be held so that 1 (one) proposal receives more than ½ (one-half) of the total votes cast..
3. The decision-making of the Board of Directors Meeting is carried out based on deliberation and consensus.
4. In the event that no consensus is reached, the decision is made based on a vote. Decisions on a ballot must obtain a vote of more than ½ (one-half) share of the number of valid votes cast at the meeting.
5. In the Meeting of the Board of Directors, each member of the Board of Directors has the right to issue 1 (one) vote and an additional 1 (one) vote for other members of the Board of Directors that he or she represents legally.
6. A blank vote (abstention) is deemed to approve the proposal submitted at the meeting. Invalid votes are considered nonexistent and thus are not counted in determining the number of votes cast in the meeting.

7. Voting on persons shall be conducted by closed ballot papers without signatures, whereas voting on other matters shall be conducted verbally unless the Chairman of the Meeting determines otherwise without any objection based on the majority vote of the person present.
8. The Board of Directors may also take valid decisions without holding a Board of Directors Meeting provided that all members of the Board of Directors have been notified in writing and all members of the Board of Directors have given their approval regarding the proposal submitted in writing and signed the agreement in writing and signed the agreement circularly. Decisions taken in this way have the same force as decisions legally taken at a Board of Directors Meeting.
9. Every member of the Board of Directors who personally in any way, either directly or indirectly, has an interest in a transaction, contract or proposed contract in which the Company is a party must declare the nature of his interest at a Board of Directors Meeting and is therefore not entitled to participate. in voting on matters relating to the transaction or contract
10. Decisions of the Board of Directors taken in accordance with the Work Guideline and Manual are binding and are the responsibility of all members of the Board of Directors.

**Meeting Results**

1. The results of the meeting must be stated in the Minutes of Meeting which contain everything discussed and decided at the meeting, including but not limited to opinions developed at the meeting, both supporting and unsupportive opinions or different opinions (dissenting opinions), as well as the reasons for the absence of members of the Board of Directors , if there are. The minutes of the meeting must be drawn up by someone present at the meeting appointed by the Chairman of the Meeting and then signed by all members of the Board of Directors present and submitted to all members of the Board of Directors
2. In the event that there is a member of the Board of Directors who does not sign the Minutes of meeting, the person concerned shall write the reasons in a separate letter attached to the Minutes of Meeting.
3. Minutes of Directors' Meetings are valid evidence for members of the Board of Directors and for third parties regarding the decisions taken at the meeting in question.
4. A copy of the minutes of the meeting must be given to each member of the Board of Directors, whether the person concerned is present or not present at the Board of Directors meeting.
5. Original minutes of Board of Directors meetings must be documented and kept by the Company.
6. The number of board meetings and the number of attendance of each member of the Board of Directors must be submitted in the Annual Report.

## Board of Directors Meeting Plan

The Board of Directors meeting plan based on the Company's Articles of Association, has agreed that the Board of Directors Meetings in 2024 will be held at least 1 (one) time per month and/or as needed. The Board of Directors also holds meetings with the Committees under the Board of Directors which are scheduled according to the need.

The Board of Directors must hold regular Board of Directors meetings at least 1 (one) time every month or what is called the Scheduled Board of Directors Meeting (ALCO Meeting and Performance Review). The agenda discussed at least includes:

1. Preparation of Bank Business Plan (RBB) and Company Budget Work Plan (RKAP).
2. Regularly review the Company's performance.
3. Implementation of the APU, PPT and PPPSPM Programs.
4. Implementation of Corporate Governance and Follow-up on Internal and External Audit findings.

The Board of Directors must plan the Scheduled Meeting of the Board of Directors for the following year before the end of the financial year. Scheduled meetings of the Board of Directors must be attended by at least 2/3 of the total members of the Board of Directors.

Invitations to meetings of the Board of Directors are made in writing and delivered directly to each member of the Board of Directors no later than 5 (five) days before the meeting is held. Meeting materials are delivered to the meeting participants no later than 5 (five) working days before the meeting is held via email or other electronic means.

## Internal Meeting of the Board of Directors

Throughout 2023, the agenda, dates, and participants of the internal meetings of the Board of Directors are as follows.

### Table of Internal Meetings of the Board of Directors

| Director Meeting Number | Date | Topics | HK | NPN | OFR | SWB | HRG |
|---|---|---|---|---|---|---|---|
| 1 | January 3, 2023 | General Agenda | Paid leave | √ | | √ | √ |
| 2 | | Proposed Collegial KPI for 2023 | Paid leave | √ | | √ | √ |
| 3 | | ALCO | Paid leave | √ | | √ | √ |
| 4 | January 9, 2023 | General Agenda | √ | √ | | √ | √ |
| 5 | January 16, 2023 | Performance Review December 2022 | √ | √ | | √ | √ |
| 6 | | General Agenda | √ | √ | | √ | √ |
| 7 | January 17, 2023 | Risk Management Committee | √ | √ | | √ | √ |
| 8 | | Audit of Financial Reports Position December 2022 | √ | √ | | √ | √ |
| 9 | January 24, 2023 | Update on Audit Report for Financial Year 2022 and Update on BPK Audit Findings | √ | √ | | √ | √ |
| 10 | | Proposed Update to the 2023 GMS Agenda | √ | √ | | √ | √ |
| 11 | | Proposed Changes/Additions to Bank BTN Contact Center Access Numbers | √ | √ | | √ | √ |
| 12 | | HCMD material: Talent Mobility | √ | √ | | √ | √ |
| 13 | | Preparation of Strategy, Priorities and Roadmap for HCBP Implementation | √ | √ | | √ | √ |
| 14 | January 25, 2023 | ALCO | √ | √ | | √ | √ |
| 15 | January 30, 2023 | General Agenda | √ | Paid leave | | √ | √ |
| 16 | January 31, 2023 | Risk Management Committee | √ | Paid leave | | √ | Service |
| 17 | February 6, 2023 | General Agenda | √ | Paid leave | | √ | √ |
| 18 | February 10, 2023 | Development of Audit of Financial Reports for 2022 | √ | √ | | √ | Service |
| 19 | 13 February 2023 | Loan At Risk (LAR) Projections for 2023 Credit and Financing | √ | √ | | √ | √ |
| 20 | February 20, 2023 | General Agenda | √ | √ | | √ | √ |
| 21 | | HCMD Material: Extension of SEVP Wholesale Banking | √ | √ | | √ | √ |
| 22 | | HCMD material: Nominated Talent Bank BTN in 2023 | √ | √ | | √ | √ |
| 24 | February 28, 2023 | ALCO | √ | √ | | √ | √ |
| 25 | | Update Progress of Al Fatih Project | √ | √ | | Permission | √ |
| 26 | | Project Roadmap and HC Strategy 2023 - 2025 | √ | √ | | √ | √ |
| 27 | | Work Unit KPI Assessment for 2022 | √ | Permis-sion | | √ | √ |
| 28 | March 6, 2023 | Update on SBU BTN Project Progress | √ | √ | | √ | √ |
| 29 | | Meeting of the Founders, Supervisory Board & Management of Dapen | √ | √ | | √ | √ |
| 30 | March 8, 2023 | HCMD Material: Sanctions and Disciplinary Committee | √ | √ | | √ | √ |
| 31 | | IT Steering Committee (KPTI) | | | | | |
| 32 | March 13, 2023 | General Agenda | √ | Sick | | √ | √ |
| 33 | | ALCO | √ | Sick | | √ | √ |
| 34 | March 16, 2023 | Internal Directors | 0 | √ | 0 | √ | √ |

| Attendance | | | | | | | | | Quorum |
|---|---|---|---|---|---|---|---|---|---|
| | JSM | ENR | AND | EW | NRP | HP | BY | ASN | ASN | |
| | √ | Paid leave | Paid leave | √ | √ | | √ | √ | 8 | 8 |
| | √ | Paid leave | Paid leave | √ | √ | | √ | √ | 8 | 8 |
| | √ | Paid leave | Paid leave | √ | √ | | √ | √ | 8 | 8 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | √ | Service | √ | √ | | √ | √ | 10 | 10 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | √ | √ | √ | √ | | √ | √ | 10 | 10 |
| | Service | √ | √ | √ | Service | | √ | √ | 7 | 7 |
| | √ | √ | √ | √ | √ | | √ | √ | 10 | 10 |
| | √ | Service | √ | √ | √ | | √ | √ | 9 | 9 |
| | √ | √ | √ | √ | Sick | | Service | √ | 9 | 9 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | √ | √ | √ | √ | | √ | √ | 11 | 11 |
| | √ | Permission | √ | √ | √ | | √ | √ | 10 | 10 |
| | √ | √ | √ | √ | √ | | √ | √ | 10 | 10 |
| | √ | Permission | √ | √ | √ | | √ | √ | 10 | 10 |
| | √ | √ | √ | √ | √ | | √ | √ | 10 | 10 |
| | Paid leave | √ | √ | √ | √ | | √ | √ | 10 | 10 |
| | Paid leave | √ | √ | √ | √ | | √ | √ | 10 | 10 |
| | Paid leave | Permission | √ | √ | √ | | √ | √ | 9 | 9 |
| | | | | | | | | | | |
| | √ | √ | √ | √ | √ | | √ | √ | 10 | 10 |
| | √ | √ | √ | √ | √ | | √ | √ | 10 | 10 |
| | √ | √ | √ | √ | √ | 0 | √ | √ | 10 | 10 |

| Director Meeting Number | Date | Topics | HK | NPN | OFR | SWB | HRG | |
|---|---|---|---|---|---|---|---|---|
| 35 | March 17, 2023 | HCMD Material: Performance Assessment of L1, Head of Division, Regional Office and Head of District and Determination of Production Services for Financial Year 2022 | | √ | √ | √ | √ | |
| 36 | March 20, 2023 | General Agenda | | √ | √ | √ | √ | |
| 37 | | Application for Approval in Principle for Beauty Contest Winners Procurement of Consultants for Planning the Construction of BTN Office Buildings Jl. Pringgokusuman Yogyakarta and Purchase of BTN Operational Land | | √ | √ | √ | √ | |
| 38 | | Update Viral Customer Videos and LPS | | √ | √ | √ | √ | |
| 39 | | Determination of Cost of Credit in 2023 | | √ | √ | √ | √ | |
| 40 | March 27, 2023 | Audit Progress Audit BPK | | √ | Permis-sion | √ | √ | |
| 41 | | General Agenda | | √ | Permis-sion | √ | √ | |
| 42 | | RBC Implementation Progress Update | | √ | Permis-sion | √ | √ | |
| 43 | | KCP Productivity Management | | √ | Permis-sion | √ | √ | |
| 44 | | Update Status of Mobile Banking and EDC | | √ | Permis-sion | √ | √ | |
| 45 | | BI Fines Update | | √ | √ | √ | √ | |
| 46 | | Proposed Committees Under the Board of Directors | | √ | √ | √ | √ | |
| 47 | March 28, 2023 | Proposed Changes to Organizational Structure and Divisional Sectors | | √ | √ | √ | √ | |
| 48 | | HCMD Material | | √ | √ | √ | √ | |
| 49 | | HCMD Material | | √ | √ | √ | √ | |
| 50 | | Performance Review February 2023 and Prognosis March 2023 | | √ | √ | √ | √ | |
| 51 | March 29, 2023 | HCMD Material: Talent Mobility | | √ | √ | √ | √ | |
| 52 | | HCMD Material: Sanctions and Disciplinary Committee | | √ | √ | √ | √ | |
| 53 | April 3, 2023 | General Agenda | | √ | √ | √ | √ | |
| 54 | | Debtor Watchlist Management CAMD2, CMBD, CSTD | | √ | √ | √ | √ | |
| 55 | | Steerco Decision Update for Single Relationship Model Corporate Segment | | √ | √ | √ | √ | |
| 56 | | Project Job Evaluation & Grading Structure | | √ | √ | √ | √ | |
| 57 | | Proposed 2023 Target Projections regarding Cost of Credit | | √ | √ | √ | √ | |
| 58 | | Updates on Wealth Management and Bunding Programs and Updates on Mortgage Development Strategies for Segments above 1 M | | √ | √ | √ | √ | |
| 59 | April 4, 2023 | Risk Management Committee Meeting | | √ | √ | √ | √ | |
| 60 | | Financial Report as of March 31, 2023 | | √ | √ | √ | √ | |
| 61 | | ALCO Special | | √ | √ | √ | √ | |
| 62 | April 10, 2023 | HC Committee: Talent Mobility | | √ | √ | √ | √ | |
| 63 | | General Agenda | | √ | √ | √ | √ | |
| 64 | | Subsidized KPR Strategy for 2023 | | √ | √ | √ | √ | |
| 65 | | Update on Cawang KC Customer Complaints Handling | | √ | √ | √ | √ | |
| 66 | | LAT Certificate Completion Performance | | √ | √ | √ | √ | |
| 67 | | Discussion of Retail Forex Sales Strategy | | √ | √ | √ | √ | |
| 68 | | Consumer Loan Sales with Institutional and Corporate Banking | | √ | √ | √ | √ | |
| 69 | | Update Project Transaction Banking & High Yield Loan | | √ | √ | √ | √ | |
| 70 | April 11, 2023 | ALCO | | √ | √ | √ | √ | |
| 72 | April 17, 2023 | ALCO Special | | √ | √ | √ | √ | |

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| Director Meeting Number | Date | Topics | HK | NPN | OFR | SWB | HRG | |
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| 73 | | Pilot Project Business Ecosystem | | √ | √ | √ | √ | |
| 74 | | Trade Services Sales Strategy | | √ | √ | √ | √ | |
| 75 | | Follow-up to the KBUMN Ministerial Regulation | | √ | √ | √ | √ | |
| 76 | April 18, 2023 | Risk Management Committee | | √ | √ | √ | √ | |
| 77 | | Update on Cawang KC Customer Complaints Handling | | √ | √ | √ | √ | |
| 78 | April 26, 2023 | Securing Priority Transactions and Large Institutions | | √ | √ | √ | √ | |
| 79 | | General Agenda | | √ | √ | √ | √ | |
| 80 | | BTN Mobile Banking Conversion Update to New Mobile Banking | | √ | √ | √ | √ | |
| 81 | | Presentation of the Final Report on the UUS Separation Study by Deloitte Consultants | | √ | √ | √ | √ | |
| 82 | May 2, 2023 | Proposed Cash Management Management and Sales Organization to Customers | | √ | √ | √ | √ | |
| 83 | | Update on Progress of Implementation of Centralization and Digitalization of Credit Document Governance in 2023 | | √ | √ | √ | √ | |
| 84 | | Implementation of the Leadership Forum | | √ | √ | √ | √ | |
| 85 | | Centralization of PC and Laptop Procurement | | Permission | √ | √ | √ | |
| 86 | | Proposed Replacement Director Composition | | Permission | √ | √ | √ | |
| 87 | May 8, 2023 | KCP UMKM Partner Progress Update | | Permission | √ | √ | √ | |
| 88 | | Fulfillment and Strategy for Improving HR Quality in 2023 | | √ | √ | √ | √ | |
| 89 | | Consumer NPL Performance and NPL Prognosis for May 2023 | | √ | √ | √ | √ | |
| 90 | | General Agenda | | √ | √ | √ | √ | |
| 91 | May 10, 2023 | Performance Review for April 2023 | | √ | √ | √ | √ | |
| 92 | | Proposed Improvements to BPI Collection | | Service | √ | √ | √ | |
| 93 | May 11, 2023 | Proposed Organizational Efficiency for CAMD 1 and CAMD 2 | | √ | √ | √ | √ | |
| 94 | | Branch Productivity | | √ | √ | √ | √ | |
| 95 | May 15, 2023 | Upgrade Core Banking Sharia | | √ | √ | √ | √ | |
| 96 | | General Agenda | | √ | √ | √ | √ | |
| 97 | May 16, 2023 | ALCO | | √ | √ | √ | √ | |
| 98 | | Proposed Covid 19 Restructuring Policy and Recurrent Restructuring | | √ | √ | √ | √ | |
| 99 | | Update on Legal Cases in Cawang 1 and Cawang 2 Cases | | √ | √ | √ | √ | |
| 100 | May 22, 2023 | Application for Permit for Centralized PC and Laptop Procurement Principles | | √ | √ | √ | √ | |
| 101 | | Bank BTN Communication Strategy | | √ | √ | √ | √ | |
| 102 | | Material for Proposed Protocol for Resolving Customer Complaints via Social Media and Electronic Media | | √ | √ | √ | √ | |
| 103 | May 23, 2023 | IT Steering Committee Meeting (KPTI) | | √ | √ | √ | √ | |
| 104 | | ALCO Special | | √ | √ | √ | √ | |
| 105 | May 29, 2023 | Acceleration of the Goods and Services Procurement Process | | Permission | √ | √ | √ | |
| 106 | | Regulatory Fines 2022 - 2023 | | Permission | √ | √ | √ | |

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| Director Meeting Number | Date | Topics | HK | NPN | OFR | SWB | HRG |
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| 107 | | Handling Legal Issues in 2023 | | √ | √ | √ | √ |
| 108 | | HCMD material | | √ | √ | √ | √ |
| 109 | | Risk Management Committee Meeting | | √ | √ | √ | √ |
| 110 | June 5, 2023 | Close the Book of Financial Reports and Revision of the 2023 RKAP | | √ | Permission | √ | √ |
| 111 | | Update Project Strategic Business Unit | | √ | Permission | Service | √ |
| 112 | | Passive Credit Management | | √ | √ | √ | √ |
| 113 | | Project Update to Accelerate Account Opening and CIF | | √ | √ | √ | √ |
| 114 | June 12, 2023 | Revision of RKAP 2023 | | √ | √ | √ | √ |
| 115 | | KPI and SMK Employee Alignment | | √ | √ | √ | √ |
| 116 | | Implementation of Internalization of the Bank BTN Corporate Culture Program | | √ | √ | √ | √ |
| 117 | June 13, 2023 | Performance Review May 2023 | | √ | √ | Permission | √ |
| 118 | | ALCO Special Liquidity | | √ | √ | √ | √ |
| 119 | | Management Review Meeting (RTM) | | Permission | √ | √ | Permission |
| 120 | | Renovation Design for Floors 21, 22, 23 and BTN Tower Lobby | | Permission | √ | √ | Permission |
| 121 | June 19, 2023 | Update on Bank BTN Office Network Classification | | √ | √ | √ | Permission |
| 122 | | Update on Legal Aspects of Project Tiger | | √ | √ | √ | Permission |
| 123 | | Acceleration of the Goods and Services Procurement Process | | √ | √ | √ | Permission |
| 124 | | General Agenda | | √ | √ | √ | Permission |
| 125 | June 20, 2023 | ALCO | | √ | √ | √ | √ |
| 127 | | Classification of Bank BTN Branch Office Network | | √ | √ | √ | √ |
| 128 | June 26, 2023 | Application for Permit for the Principle of Centralization of Building Management Procurement, Application for Site Plan Approval for Gandul Land and Approval of Pringgokusuman Land Design | | √ | √ | √ | √ |
| 129 | | Ecosystem Piloting Progress Update | | √ | √ | √ | √ |
| 130 | Juli 3, 2023 | Proposed Policy for the Authority to Decide on Transfers | | √ | √ | √ | √ |
| 131 | | Athlete Mortgage | | √ | √ | √ | √ |
| 132 | | Risk Management Committee Meeting | | √ | √ | √ | Permission |
| 133 | July 4, 2023 | Position Financial Report June 2023 | | √ | √ | √ | Permission |
| 134 | | HCMD material | | √ | √ | √ | √ |
| 135 | | Update Branch Productivity | | √ | √ | √ | √ |
| 136 | July 10, 2023 | Piloting Auto Defrost Repair | | √ | √ | √ | √ |
| 137 | | Al Fatih Project Update | | √ | √ | √ | √ |
| 138 | July 11, 2023 | ALCO | | √ | √ | √ | √ |
| 139 | | Update Progress Project Single Relationship Model RM Corporate Segment | | Permission | Permission | √ | √ |
| 140 | July 17, 2023 | Update on BPI SME and MSME Process Center | | Permission | √ | √ | √ |
| 141 | | Performance Review June 2023 | | Permission | √ | √ | √ |
| 142 | | Internal Directors | | Permission | √ | √ | √ |

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| Director Meeting Number | Date | Topics | HK | NPN | OFR | SWB | HRG |
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| 143 | July 21, 2023 | Passive Consumer Credit Recovery and Rescue Strategy | | √ | √ | √ | √ |
| 144 | July 24, 2023 | General Agenda | | √ | √ | √ | √ |
| 145 | | Discussion of OJK Letter Regarding Asset Sales | | √ | √ | √ | √ |
| 146 | | Wincor ATM Vandalism Case | | √ | √ | √ | √ |
| 147 | | Submission of Cost and Benefit Analysis Results and Centralized PIP Building Management Procurement | | √ | √ | √ | √ |
| 148 | July 31, 2023 | BTN Directors' Reporting | | Permis-sion | √ | Permission | √ |
| 149 | | Utilization of Directors' Official Residence | | Permis-sion | √ | Permission | √ |
| 150 | | Al Fatih Project Progress Update | | Permis-sion | √ | Permission | √ |
| 151 | | Materi HCMD (Talent Mobility) | | Permis-sion | √ | Permission | √ |
| 152 | | Implementasi Job Grade Bank BTN | | √ | √ | √ | √ |
| 153 | | General Agenda | | √ | √ | √ | √ |
| 154 | August 7, 2023 | General Agenda | | √ | √ | √ | Service |
| 155 | | Updates on Consumer Credit Quality Performance | | √ | √ | √ | Service |
| 156 | | Discussion of Retail Forex Sales Achievements and Strategies | | √ | √ | √ | Service |
| 157 | August 9, 2023 | Perfomance Review July 2023 | | √ | √ | √ | √ |
| 158 | | ALCO | | √ | √ | √ | √ |
| 159 | August 11, 2023 | Changes in CAMD Organizational Structure | | √ | √ | √ | √ |
| 160 | | Materi HCMD (Talent Mobility) | | √ | √ | √ | √ |
| 161 | August 14, 2023 | KC Banjarmasin Forex Case | | √ | √ | √ | √ |
| 162 | | ALCO Limited | | √ | √ | √ | √ |
| 163 | | Fraud Protocol | | √ | √ | √ | √ |
| 164 | | Penginan KU 4, KU 6 and KK Board of Directors' Code of Conduct | | √ | √ | √ | √ |
| 165 | | Changes in Remuneration for Directors and Board of Commissioners | | √ | √ | √ | √ |
| 166 | | General Agenda | | √ | √ | √ | √ |
| 167 | August 21, 2023 | Update on SME and Commercial Credit Portfolio | | √ | √ | √ | Permission |
| 168 | | Update on the Banjarmasin KC Foreign Exchange Case | | √ | √ | √ | Permission |
| 169 | | Optimizing KCP Productivity | | √ | √ | √ | Permission |
| 170 | August 23, 2023 | Meeting of the Board of Directors with the Board of Commissioners | | √ | √ | √ | √ |
| 171 | August 28, 2023 | General Agenda | | √ | √ | √ | √ |
| 172 | | Prioritization of Procurement of Goods and Services | | √ | √ | √ | √ |
| 173 | | HCMD material | | √ | √ | √ | √ |
| 174 | | Proposed Changes to the Authority for Employee Disciplinary Sanctions | | √ | √ | √ | √ |
| 175 | | Retail TPF Achievement Strategy in 2023 | | √ | √ | √ | √ |
| 176 | August 31, 2023 | KPTI | | √ | √ | √ | √ |
| 177 | September 5, 2023 | General Agenda | | √ | √ | √ | Permission |
| 178 | | Revamp Website BTN | | √ | √ | √ | Permission |
| 179 | | Update on Progress of BTN Tower 2 | | √ | √ | Permission | Permission |

| Attendance | | | | | | | | | Quorum |
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| Director Meeting Number | Date | Topics | HK | NPN | OFR | SWB | HRG | |
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| 180 | | Update on BTN and IFG Life Partnership Collaboration Progress | | √ | √ | Permission | Permission | |
| 181 | September 11, 2023 | Network Development Plan | | √ | √ | √ | √ | |
| 182 | | Bank BTN's Significant Findings in 2023 | | √ | √ | √ | √ | |
| 183 | | Liquidity Buffer Institution Customers | | √ | √ | √ | √ | |
| 184 | | SBU Project Update | | √ | √ | √ | √ | |
| 185 | | Accelerating the Achievement of Subsidized KPR Realization in 2023 | | √ | Service | √ | √ | |
| 186 | September 12, 2023 | Risk Management Committee | | Service | √ | Service | Service | |
| 187 | | Performance Review for August 2023 | | Service | √ | Service | Service | |
| 188 | | ALCO | | √ | √ | √ | √ | |
| 189 | September 25, 2023 | General Agenda | | √ | √ | √ | √ | |
| 190 | | Jalin ATM and EDC Merchant updates | | √ | √ | √ | √ | |
| 191 | | HCMD material | | √ | √ | √ | √ | |
| 192 | | ALCO | | √ | √ | √ | √ | |
| 193 | September 26, 2023 | Risk Management Committee | | √ | Permission | √ | Permission | |
| 194 | 2 October 2023 | General Agenda | | √ | √ | Education | Permission | |
| 195 | | Update on Commercial Bank Governance Provisions Regarding the Issuance of POJK 17/2023 | | √ | √ | Education | Permission | |
| 196 | | Market Insight Aspirations Regarding BBTN Share Prices | | √ | √ | Education | √ | |
| 197 | | Gathering of Directors' & SEVP's Aspirations Regarding the 2024 RKAP | | √ | √ | Education | √ | |
| 198 | | HCMD material | | √ | √ | Education | √ | |
| 199 | | HCMD material | | √ | √ | Education | √ | |
| 200 | October 9, 2023 | General Agenda | | √ | √ | Education | √ | |
| 201 | | KCP Optimization Update | | √ | √ | Education | √ | |
| 202 | | Update regarding Guarantee Fund | | √ | √ | Education | √ | |
| 203 | | Anticipate and Secure Ransomware Attacks | | √ | √ | Education | √ | |
| 204 | October 10, 2023 | Performance Review September 2023 | | √ | √ | Education | √ | |
| 205 | | ALCO | | √ | √ | Education | √ | |
| 206 | October 16, 2023 | Update on Purchase Progress of BTN Tower 2 | | √ | √ | √ | √ | |
| 207 | | Bank BTN Investment Plan in Venture Fund Products | | √ | √ | √ | √ | |
| 208 | | Review Struktur Grade BTN dan Kewenangan Memutus Mutasi | | √ | √ | √ | √ | |
| 210 | October 24, 2023 | General Agenda | | √ | √ | √ | √ | |
| 211 | | Update & Performance Cash Management | | √ | √ | √ | √ | |
| 212 | | Proposed Speed Up Implementation of the End State Phase HCBP Organizational Structure | | √ | √ | Permission | √ | |
| 213 | | HCMD Committee | | √ | √ | Permission | √ | |
| 214 | | ALCO | | √ | √ | Permission | √ | |
| 215 | October 30, 2023 | Socialization of Company Document Standardization | | √ | √ | √ | Permission | |
| 216 | | Proposed RKAP for 2024 | | √ | √ | √ | Permission | |

| Attendance | | | | | | | | | Quorum |
|---|---|---|---|---|---|---|---|---|---|
| JSM | ENR | AND | EW | NRP | HP | BY | ASN | ASN | |
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| √ | √ | √ | √ | √ | √ | √ | Permission | 11 | 11 |
| √ | √ | √ | √ | √ | √ | √ | Permission | 11 | 11 |
| √ | √ | Permission | √ | √ | √ | √ | Permission | 10 | 10 |
| Permission | √ | Permission | √ | Permission | √ | √ | √ | 7 | 7 |
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| √ | √ | √ | √ | √ | √ | Education | Sick | 9 | 9 |
| √ | √ | √ | √ | √ | √ | Education | Sick | 9 | 9 |

| Director Meeting Number | Date | Topics | HK | NPN | OFR | SWB | HRG |
|---|---|---|---|---|---|---|---|
| 217 | November 30, 2023 | Corporate Uniform Design for 2024 | | √ | √ | √ | √ |
| 218 | | Consumer Credit Quality Update Position 31 October 2023 | | √ | √ | √ | √ |
| 219 | November 8, 2023 | Special Agenda | | √ | √ | √ | √ |
| 220 | | Bank BTN Organizational Structure for 2024 | | √ | √ | √ | √ |
| 221 | | 2024 Business Plan | | √ | √ | √ | √ |
| 222 | November 13, 2023 | BTN 2 Tower Purchase Plan | | √ | √ | √ | √ |
| 223 | | Bank BTN Pension Fund Business Plan for 2024 | | √ | √ | √ | √ |
| 224 | | Management Review Meeting (RTM) | | √ | √ | √ | √ |
| 225 | November 14, 2023 | General Agenda | | √ | √ | Service | √ |
| 226 | | Performance Review October 2023 | | √ | √ | √ | √ |
| 227 | | ALCO | | √ | √ | √ | √ |
| 228 | November 20, 2023 | General Agenda | | √ | √ | Service | √ |
| 229 | | Limited Review of Financial Reports as of 30 September 2023 | | √ | √ | Service | √ |
| 230 | | Special Audit of the Kring KC Palembang Case | | √ | √ | Service | √ |
| 231 | | Discussion of Occupational Safety and Health Management System Management | | √ | √ | Service | √ |
| 232 | | Proposed RAKB for 2024 | | √ | √ | Service | √ |
| 233 | | HCMD Committee | | √ | √ | Service | √ |
| 234 | November 21, 2023 | KPTI | | √ | √ | √ | √ |
| 235 | November 27, 2023 | Submission of 10 Strategic Initiatives for 2024 | | √ | √ | √ | √ |
| 236 | November 28, 2023 | ALCO | | √ | √ | √ | √ |
| 237 | December 4, 2023 | Sharia Banking Roadmap | | √ | √ | √ | √ |
| 238 | | Financial Statements November 2023 | | Permission | √ | √ | √ |
| 239 | | Update on the Novation Credit Progress of Priyek East Point and Randu Alas | | Permission | √ | √ | √ |
| 240 | | Col 2 Drop Strategy | | √ | √ | √ | √ |
| 241 | | General Agenda | | √ | √ | √ | √ |
| 242 | December 11, 2023 | Evaluation Report on the Effectiveness of Implementation of the 2023 APU, PPT & PPPSPM Program as Part of Active Supervision of the Board of Directors in accordance with POJK Number 8 of 2023 | | √ | √ | √ | √ |
| 243 | | Update Liquidity Conditions | | √ | √ | √ | √ |
| 244 | | Transfer of Guarantee Funds to Escrow Account | | √ | √ | √ | √ |
| 245 | | OJK Audit Follow-up | | √ | √ | √ | √ |
| 246 | | General Agenda | | √ | √ | √ | √ |
| 247 | December 12, 2023 | ALCO | | √ | √ | √ | √ |
| 248 | | Performance Review November 2023 | | √ | √ | √ | √ |
| 250 | December 27, 2023 | November Performance Review and December Prognosis as well as Bank BTN Pension Fund Roadmap | | √ | √ | √ | √ |
| 251 | | Naming, Stacking & Design of BTN Tower 2 | | √ | √ | √ | √ |
| 252 | | Review of the Implementation of the Collective Labor Agreement in 2022 | | √ | √ | √ | √ |
| 253 | | Review of POJK 17 of 2023 in the process of assessing the ability and suitability of prospective main parties for commercial banks | | √ | √ | √ | √ |
| 254 | | Project Tiger updates | | √ | √ | √ | √ |
| 255 | December 29, 2023 | Guarantee Fund Cut Off | | √ | √ | √ | √ |

| Attendance | | | | | | | | | Quorum |
|---|---|---|---|---|---|---|---|---|---|
| JSM | ENR | AND | EW | NRP | HP | BY | ASN | ASN | |
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| √ | √ | √ | √ | √ | √ | Permission | √ | 11 | 11 |
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| Service | √ | √ | √ | √ | Service | √ | √ | 10 | 10 |
| Service | √ | √ | √ | √ | Service | √ | √ | 10 | 10 |
| Service | √ | √ | √ | √ | Service | √ | √ | 10 | 10 |
| Service | √ | √ | √ | √ | Service | √ | √ | 10 | 10 |
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| √ | √ | √ | √ | √ | Permission | √ | √ | 10 | 10 |

## Joint Board of Directors Meeting with the Board of Commissioners

Throughout 2023, the agenda, dates and participants for meetings between the Board of Directors and the Board of Commissioners are as follows.

### Table of Board of Directors and Board of Commissioners Meetings

| No. | Date | Topic | Attendance | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | HK | NPN | OFR | SWB | HRG | JSM | ENR | AND | EW | NRP | HP | CH | IL | ABA | AJL | SAS | AH | HTZ | HAS | MYP |
| 1. | February 22, 2023 | Performance Review January 2023, Progress Initiative Corporate Plan, Stress Testing, Monitoring Risk Appetite, Risk Tolerance, and Recovery Plan | √ | √ | | √ | √ | √ | √ | √ | √ | √ | | √ | √ | √ | √ | √ | √ | √ | √ | ijin |
| 2. | April 12, 2023 | Performance Review March 2023, Progress Initiative Corporate Plan, Stress Testing, Monitoring Risk Appetite, Risk Tolerance, and Recovery Plan | | √* | √* | √ | √ | √ | √ | √ | √ | √ | √* | √ | √ | √ | sakit | √ | √ | ijin | √ | √ |
| 3. | June 21, 2023 | Performance Review Bankwide and UUS, Monitoring Risk Appetite, Risk Tolerance, dan Recovery Plan Bankwide and UUS, Progress Initiative Corporate Plan, Revisi RBB and RKAP | | √ | √ | √ | Ijin | √ | √ | √ | √ | √ | √ | √ | √ | √ | sakit | √ | √ | √ | √ | √ |
| 4. | August 23, 2023 | Performance Review Bankwide and UUS, Monitoring Risk Appetite, Risk Tolerance, and Recovery Plan Bankwide and UUS, Progress Initiative Corporate Plan | | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | | √ | √ | ijin | √ | ijin |
| 5. | October 18, 2023 | Performance Review Bankwide and UUS, Monitoring Risk Appetite, Risk Tolerance, and Recovery Plan, Progress Initiative Corporate Plan, Evaluasi and Monitoring the Implementation of New Product Activities and Activities for the Bank's interests | | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | | √ | ijin | √ | √ | ijin |
| 6. | December 20, 2023 | Bankwide Performance Review accompanied by KPI Achievement Prognosis, UUS Performance Review accompanied by KPI Achievement Prognosis, Monitoring Risk Appetite, Risk Tolerance, and Recovery Plan Bankwide and UUS, Progress Initiative Corporate Plan | | Ijin | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | Ijin | √ | √ | | √ | ijin | √ | √ | ijin |

*) as an observer since being appointed at the GMS until effective June 7 2023
**) Termination of office on August 12 2023 due to death

The agenda, date and participants of the meeting between the Board of Commissioners and the Board of Directors can be seen in the Board of Commissioners Meeting in the Corporate Governance Chapter of this Annual Report.

## Meeting Frequency and Attendance of the Board of Directors

### Nnumber of Meetings

| Nama | Position | Board of Directors Meetings | | | Joint Meetings of the Board of Directors and the Board of Commissioners | | | GMS | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Number and Percentage of Attendance | | | Number and Percentage of Attendance | | | Number and Percentage of Attendance | | |
| | | Number of Meetings | Number of Attendances | Percentage | Number of Meetings | Number of Attendances | Percentage | Number of Meetings | Number of Attendances | Percentage |
| Haru Koesmahargyo* | President Director | 34 | 28 | 80% | 2 | 2 | 100% | 2 | 2 | 100% |
| Nixon L.P. Napitupulu** | President Director | 225 | 223 | 87% | 12 | 11 | 92% | 2 | 2 | 100% |
| Oni Febriarto Rahardjo*** | Vice President Director | 218 | 207 | 95% | 11 | 10 | 91% | - | - | - |
| Andi Nirwoto | Director of IT and Digital | 255 | 231 | 91% | 12 | 12 | 100% | 2 | 2 | 100% |
| Elisabeth Novie Riswanti | Director of Assets Management | 255 | 240 | 94% | 12 | 12 | 100% | 2 | 2 | 100% |
| Jasmin | Director of Distribution and Funding | 255 | 231 | 91% | 11 | 10 | 91% | 2 | 2 | 100% |
| Setiyo Wibowo | Director of Risk Management | 255 | 216 | 85% | 12 | 12 | 100% | 2 | 2 | 100% |
| Hirwandi Gafar | Director of Consumers | 255 | 222 | 87% | 12 | 9 | 75% | 2 | 2 | 100% |
| Nofry Rony Poetra | Director of Finance | 255 | 227 | 89% | 12 | 11 | 92% | 2 | 2 | 100% |
| Eko Waluyo | Director of Human Capital, Compliance and Legal | 255 | 241 | 95% | 12 | 12 | 100% | 2 | 2 | 100% |
| Hakim Putratama*** | Director of Institutional Banking | 218 | 200 | 92% | 10 | 10 | 100% | - | - | - |

*Resigned his position on March 16 2023 based on the results of the 2023 Annual General Meeting of Shareholders (AGMS)
** Transfer of his original assignment as Vice President Director to become President Director since March 16, 2023 and received an effective statement from the OJK starting June 7 2023
***Started in office on March 16 2023 and received an effective statement from the OJK starting June 7, 2023

## Training and/or Improving the Competence of Board of Directors Members

Policies related to training and/or competency development for the Board of Directors are regulated in the Good Corporate Governance Guidelines. The comprehensive program for the Board of Directors includes:

1. The capacity-building programs are carried out to increase the effectiveness of the work of the Board of Directors.
2. Each member of the Board of Directors participating in the programs such as seminars and/or training is required to have presentations to share their knowledge or to give any information.
3. The material received from the programs must be properly documented in a separate section. The documentation becomes the responsibility of the Corporate Secretary. This material must be available if further needed.

The training and/or competency improvement that the Board of Directors has participated in during 2023 is as follows.

| Name | Position | Types of Training and Development Materials Competency / Training | Time and place Implementation | Organizer |
|---|---|---|---|---|
| Haru Koesmahargyo* | President Director | Workshop & Refreshment Asecor Professional Qualification & Submission of LPPI Assessor Decree for the 2023 period | Jakarta, January 10, 2023 | Indonesian Banking Development Institute |
| | | Prevention of Corruption within BUMN | Jakarta, January 11, 2023 | Ministry of BUMN and KPK |
| | | Strengthening the Financial Services Sector in Maintaining Economic Growth | Jakarta, February 6, 2023 | Financial Services Authority |
| Nixon L.P. Napitupulu** | President Director | Leadership Forum "Envisioning Culture For Leader" | Semarang, May 12 -13, 2023 | PwC and Korn Ferry |
| | | Refreshment Treasury Dealer Advance | Semarang, June 7, 2023 | Indonesian Banking Development Institute |
| | | Asean Global Leadership Program (AGLP) - SRW&Co "Leading Innovation in Global Economic Recovery" | Chicago, USA, September 18 – 22, 2023 | SRW&Co |
| Oni Febriarto Rahardjo*** | Vice President Director | Level 5 Risk Management Certification Refreshment | Jakarta, March 31, 2023 | Mahesa Prima Solusindo |
| | | Risk Management Class for Executive | Jakarta, April 12, 2023 | Strategic Development Group |
| | | Bank Management Executive Training Overview for BOD | Jakarta, April 27, 2023 | Indonesian Banking Development Institute |
| | | Leadership Forum "Envisioning Culture For Leader" | Semarang, May 12 -13, 2023 | PwC and Korn Ferry |
| | | GRC Masterclass Program 2023 "Socialization of BUMN & BUMN Subsidiary Ratings" | Jakarta, September 14, 2023 | BUMN School of Excellence |
| | | GRC Masterclass Program 2023 "ESG for Boards – Governance of ESG" | Jakarta, September 27,2023 | BUMN School of Excellence |
| | | IICD - Special Directorship Program 2023 | Bali, December 13 – 14, 2023 | Indonesian Institute for Corporate Directorship |
| Andi Nirwoto | Director of IT and Digital | Business English Preparation | Jakarta, April 9 – 10, 2023 | SUN Education |
| | | Leadership Forum "Envisioning Culture For Leader" | Semarang, May 12 -13, 2023 | PwC dan Korn Ferry |
| | | Level 5 Risk Management Certification Refreshment | Jakarta, May 22, 2023 | Mahesa Prima Solusindo |
| | | GRC Masterclass Program 2023 "Socialization of BUMN & BUMN Subsidiary Ratings" | Jakarta, September 14, 2023 | BUMN School of Excellence |
| | | GRC Masterclass Program 2023 "Integrated Information For Supervisionary Board" | Jakarta, October 5, 2023 | BUMN School of Excellence |
| | | IMD Executive Education "Digital Transformation for Boards" | Switzerland, November 14 – 25, 2023 | International Management Development |
| Elisabeth Novie Riswanti | Director of Assets Management | Leadership Forum "Envisioning Culture For Leader" | Semarang, May 12 -13, 2023 | PwC and Korn Ferry |
| | | GRC Masterclass Program 2023 "Integrated Information For Supervisionary Board" | Jakarta, October 5, 2023 | BUMN School of Excellence |
| | | IICD - Special Directorship Program 2023 | Bali, December 13 – 14, 2023 | Indonesian Institute for Corporate Directorship |

| Name | Position | Types of Training and Development Materials Competency / Training | Time and place Implementation | Organizer |
|---|---|---|---|---|
| Jasmin | Director of Distribution and Funding | Leadership Forum "Envisioning Culture For Leader" | Semarang, May 12 -13, 2023 | PwC and Korn Ferry |
| | | GRC Masterclass Program 2023 "Integrated Information For Supervisionary Board" | Jakarta, October 5, 2023 | BUMN School of Excellence |
| Setiyo Wibowo | Director of Risk Management | Leadership Forum "Envisioning Culture For Leader" | Semarang, May 12 -13, 2023 | PwC and Korn Ferry |
| | | BCG's Strategy Advantage Roundtable: Building Resilience in Times of Uncertainty | Jakarta, July 18, 2023 | Boston Consulting Indonesia |
| | | SAS Innovate 2023 | Singapore, August 3, 2023 | SAS Institute |
| | | GRC Masterclass Program 2023 "Pre IPO and Post IPO - Rating and issuance of debt securities & sukuk (EBUS)" | Jakarta, August 10, 2023 | BUMN Leadership & Management Institute |
| | | Leading Future-Ready Teams | Ann Arbor, Michigan, USA, October 2 – 5, 2023 | Michigan Ross - Michigan University |
| Hirwandi Gafar | Director of Consumers | Pelatihan Chief Business Officer Development (CBOD) | Jakarta, February 10 – 11, 2023 | BUMN Leadership & Management Institute |
| | | Leadership Forum "Envisioning Culture For Leader" | Semarang, May 12 -13, 2023 | PwC and Korn Ferry |
| Nofry Rony Poetra | Director of Finance | Level 5 Risk Management Certification Refreshment | Jakarta, March 31, 2023 | Mahesa Prima Solusindo |
| | | Leadership Forum "Envisioning Culture For Leader" | Semarang, May 12 – 13, 2023 | PwC and Korn Ferry |
| | | Global ESG Corporate Access | Singapore, June 27, 2023 | BNP Paribas |
| | | GRC Masterclass Program 2023 "Pre IPO and Post IPO - Rating and issuance of debt securities & sukuk (EBUS)" | Jakarta, August 10, 2023 | BUMN Leadership & Management Institute |
| | | GRC Masterclass Program 2023 "Socialization of BUMN & BUMN Subsidiary Ratings" | Jakarta, September 14, 2023 | BUMN School of Excellence |
| | | GRC Masterclass Program 2023 "ESG for Boards – Governance of ESG" | Jakarta, September 27, 2023 | BUMN School of Excellence |
| | | Wharton Executive Education "CEO Academy" | USA, November 15 – 16, 2023 | Wharton Business School |
| Eko Waluyo | Director of Human Capital, Compliance and Legal | Level 5 Risk Management Certification Refreshment | Jakarta, March 31, 2023 | Mahesa Prima Solusindo |
| | | Deepening of the ASEAN CG Scorecard IICD | Jakarta, April 18, 2023 | Indonesian Institute for Corporate Directorship |
| | | Asean Global Leadership Program (AGLP) - SRW&Co "Shaping The Future with Inspiring Leadership" | Barcelona, May 15 – 19, 2023 | SRW&Co |
| | | Leadership Forum "Envisioning Culture For Leader" | Semarang, May 12 – 13, 2023 | PwC and Korn Ferry |
| | | GRC Masterclass Program 2023 "Pre IPO and Post IPO - Rating and issuance of debt securities & sukuk (EBUS)" | Jakarta, August 10, 2023 | BUMN Leadership & Management Institute |
| | | GRC Masterclass Program 2023 "Socialization of BUMN & BUMN Subsidiary Ratings" | Jakarta, September 14, 2023 | BUMN School of Excellence |
| | | Chief Human Resources Officer 2023 | Jakarta, September 20, 2023 | BUMN School of Excellence |
| | | Certified Anti Fraud Professional | Jakarta, September 22, 2023 | Asia Anti Fraud |

| Name | Position | Types of Training and Development Materials Competency / Training | Time and place Implementation | Organizer |
|---|---|---|---|---|
| | | Seminar "The Impact of Attribution of Employee Benefits Based on PSAK 24 Paragraph 70 on the Recording of Post-Employment Benefits After the Implementation of the Job Creation Law" | Jakarta, September 24, 2023 | Indonesian Accountants Association |
| | | GRC Masterclass Program 2023 "ESG for Boards – Governance of ESG" | Jakarta, September 27, 2023 | BUMN School of Excellence |
| | | GRC Masterclass Program 2023 "GC Methodology and Environmental and Social Management System" | Jakarta, October 25, 2023 | BUMN School of Excellence |
| | | Socialization of Prevention of Crime in the Financial Services Sector to Financial Services Business Actors in the Banking Sector in DKI Jakarta | Jakarta, December 4, 2023 | Financial Services Authority |
| | | IICD - Special Directorship Program 2023 | Bali, December 13 – 14, 2023 | Indonesian Institute for Corporate Directorship |
| Hakim Putratama*** | Director of Institutional Banking | Bank Management Executive Training Overview for BOD | Jakarta, April 8 – 9, 2023 | Indonesian Banking Development Institute |
| | | Risk Management Class for Executive | Jakarta, April 12, 2023 | Indonesian Banking Development Institute |
| | | Leadership Forum "Envisioning Culture For Leader" | Semarang, May 12 – 13, 2023 | PwC and Korn Ferry |
| | | GRC Masterclass Program 2023 "Integrated Information For Supervisionary Board" | Jakarta, October 5, 2023 | BUMN School of Excellence |
| | | Executive Education HBS "Strategy: Building and Sustaining Competitive Advantage" | Boston, Massachusetts, USA, December 12 – 15, 2023 | Harvard Business School |

* Resigned from office on March 16 2023 based on the results of the 2023 Annual General Meeting of Shareholders (AGMS).
** Transfer of his original assignment as Vice President Director to become President Director since March 16, 2023 and received an effective statement from the OJK starting June 7, 2023.
***Started in office on March 16, 2023 and received an effective statement from the OJK starting June 7, 2023.

## Orientation Program for New Members of the Board of Directors

The Company has always held an Orientation Program or Introduction for newly-appointed members of the Board of Directors to be acquainted with one another and establish cooperation as a solid, comprehensive, effective team. The Orientation Program also aims to provide insight into the condition of the Company in general. The Board of Directors' orientation program includes:

1. Implementation of Good Corporate Governance and Code of Conduct principles in the Company.
2. Description regarding the duties and responsibilities of the Board of Commissioners and Board of Directors and other restrictions.
3. Overview of the Company in terms of the objectives, nature, and scope of the Company's activities, financial performance, and strategies, as well as the Company's short and long-term plans, risks, Internal Control, and other strategic issues.
4. Information regarding delegated authority, Internal and External Audits, Internal Control systems and policies, and the Audit Committees

During 2023, an orientation program will be implemented for new members of the Board of Directors as follows:

| No. | Director's Name | Position | Agenda | Implementation date |
|---|---|---|---|---|
| 1. | Oni Febriarto Rahardjo | Vice President Director | Objectives and Scope of Bank Activities in accordance with the Articles of Association | March 28, 2023 |
| | | | Financial Performance, Strategy, Short Term and Long Term Business Plans, Competitive Position | March 28, 2023 |
| | | | Internal Control System, Internal and External Audit | March 29, 2023 |
| | | | Directors' Facilities | March 29, 2023 |
| | | | Compliance, GCG, Work Relationships for the Board of Commissioners and Directors, Work Rules for the Board of Directors | March 30, 2023 |
| | | | Risk Management and Bank Health Level | March 31, 2023 |
| | | | Company Culture | March 30, 2023 |
| | | | Governance Policies and Procedures | March 28, 2023 |
| 2. | Hakim Putratama | Director of Institutional Banking | Objectives and Scope of Bank Activities in accordance with the Articles of Association | March 28, 2023 |
| | | | Financial Performance, Strategy, Short Term and Long Term Business Plans, Competitive Position | March 28, 2023 |
| | | | Internal Control System, Internal and External Audit | March 28, 2023 |
| | | | Directors' Facilities | March 28, 2023 |
| | | | Compliance, GCG, Work Relationships for the Board of Commissioners and Directors, Work Rules for the Board of Directors | March 28, 2023 |
| | | | Risk Management and Bank Health Level | March 28, 2023 |
| | | | Company Culture | March 28, 2023 |
| | | | Governance Policies and Procedures | March 28, 2023 |

## Implementation of Directors' Duties

Throughout 2023, all members of the Board of Directors have carried out management duties and their accountability reports have been submitted to the Board of Commissioners in the form of:

1. Performance Review Report
2. Bank Health Level Report
3. Compliance Function Fulfillment Report
4. Corporate Governance Implementation Report
5. Audit Findings Follow-up Report

The Board of Directors has also implemented the principles of Corporate Governance in every business activity of the Company at all organizational levels during 2023, as follows:

1. Implement corporate governance criteria in accordance with POJK and BUMN Ministerial Regulations.
2. Implement corporate governance according to the ASEAN CG Scorecard criteria.
3. Socialization and implementation of the Code of Conduct.
4. Gratification report to the Corruption Eradication Commission.
5. Self Assessment of the Implementation of Corporate Governance in accordance with POJK.
6. Prepare and submit Annual Reports and Sustainability Reports.

## Performance Assessment and Assessment Basis for Committees Under The Board of Directors, Corporate Secretary, Internal Audit Unit, and Risk Management Unit

The Company has established and set forth the structure and membership of the Committees to assist the duties of the Board of Directors. The supporting Committees have a role in monitoring, creating effectiveness in problem-solving, and developing strategic aspects proposed by the Company, in accordance with the prevailing legislation. These Committees consist of:

1. Risk Management Committee
2. Asset and Liability Management Committee (ALCO)
3. Credit Policy Committee
4. Credit Committee
5. Human Capital Committee
6. Information Technology Steering Committee (IT)
7. Transformation Committee
8. Business Committee
9. Environmental, Social and Governance Committee (ESG)

An evaluation is conducted on committees under the Board of Directors to assess their performance in assisting the managerial duties of the Board of Directors. The procedure for evaluating the performance of the supporting committees is carried out periodically by the Board of Directors. The performance of committees under the Board of Directors is evaluated based on the number of meetings held and the number of committee members present during the fiscal year. In 2023, the Board of Directors believes that its committees have fulfilled their duties and responsibilities appropriately.

In carrying out its duties, the Board of Directors is assisted by Committees under the Board of Directors and supporting units including the Corporate Secretary, Internal Audit Unit and Risk Management Unit. Performance appraisal for the Corporate Secretary, Internal Audit Unit and Risk Management Unit is assessed based on Key Performance Indicators (KPI), namely Main Targets, Collaborations, Initiatives and others. KPI achievement in 2023 for the Corporate Secretary, Internal Audit Unit and Risk Management Unit reached more than 100%. The Corporate Secretary, Internal Audit Unit and Risk Management Unit have carried out their duties properly.

## Mechanism For The Resignation and Dismissal of The Board of Directors

GMS may dismiss any member of the Board of Directors at any time if, for the reasons concerned, they do the following:

1. Unable/inadequate in fulfilling his/her obligations agreed upon in the management contract.
2. Unable to properly perform his/her responsibilities.
3. Violating the provisions of the Articles of Association and/or laws and regulations.
4. Involved in actions that harm the Company and/or the State.
5. Committing any actions that violate ethics and/or performing bad manners as members of the Board of Directors.
6. Declared guilty by a court decision with permanent legal force.
7. Resigned.
8. Other reasons deemed appropriate by the GMS for the interests and objectives of the Company.

The decision for dismissal due to any of the reasons mentioned above shall be made after the member to be dismissed has been given an opportunity to defend him/herself.

In the event of consanguineous relation up to the third degree, both lineal and collateral, and an affinity (in-laws) relationship between any member of the Board of Directors and any member of the Board of Commissioners, GMS shall have the authority to dismiss one of them.

A member of the Board of Directors may resign from his/her position before his/her term of office ends. In the event that a member of the Board of Directors resigns, the resigning member must submit a written resignation request regarding his/her purpose to the company.

The Company must hold GMS to make a decision regarding the resignation request of such member of the Board of Directors at most 90 (ninety) days after receiving the resignation letter. The position of a Member of the Board of Directors shall be terminated if:

1. The resignation has been effective.
2. The said person passes away.
3. The term of office ends.
4. The said person is dismissed by GMS resolution.
5. The said person is declared bankrupt by a Commercial Court, which has permanent legal force, or is placed under receivership under a court decision.
6. The said person is no longer deemed qualified as a member of the Board of Directors under the provisions of the Articles of Association and laws and regulations, including as a holder of any restricted concurrent positions.

Members of the Board of Directors can be temporarily dismissed by the Board of Commissioners by stating the reasons if they act contrary to the Articles of Association, there are indications that they are taking actions that are detrimental to the Company, they are neglecting their obligations, or there are urgent reasons for the Company by considering the provisions stipulated by the Articles of Association. The decision to strengthen or revoke the temporary dismissal of a member of the Board of Directors by a member of the Board of Commissioners is stipulated in the GMS.

## Board of Commissioners

The Board of Commissioners is the organ of the Company whose duty it is to carry out general and/or specific supervision in accordance with the Articles of Association and provide advice to the Board of Directors. The Board of Commissioners is the party whose duty or function is to supervise and provide advice to the Board of Directors for the benefit of the Company and Shareholders in particular and its stakeholders in general.

### Duties and Responsibilities of the Board of Commissioners

The duties and responsibilities of the Board of Commissioners as stipulated in the Board of Commissioners' Work Guidelines and Code of Conduct are as follows:

1. The Board of Commissioners is responsible for supervising the Company's policies and management of the Board of Directors, providing advice to the Board of Directors, and is responsible for such supervision, in accordance with the Company's goals and objectives as stipulated in the provisions of laws and regulations, the articles of association and GMS decisions.
2. The Board of Commissioners must carry out its duties, authority, and responsibilities in good manner, taking into account the interests of Shareholders, and with the principle of prudence.
3. In performing the supervisory duties, the Board of Commissioners must direct, monitor, and evaluate the implementation of integrated governance, risk management and compliance, as well as the Company's strategic policies, in accordance with the provisions of laws and regulations, the articles of association, and/or GMS decisions.
4. The Board of Commissioners is responsible to supervise the Directors' follow-up on audit findings or examinations and recommendations from the Company's internal audit work unit, external auditors, results of supervision by the Financial Services Authority (OJK), and/or results of supervision by other authorities and institutions.
5. The Board of Commissioners is responsible to carry out other obligations in the supervisory duties and providing advice, as long as they do not conflict with the provisions of laws and regulations, the articles of association, and GMS decisions.
6. In performing the supervisory duties, the Board of Commissioners is prohibited from participating in decision making on the Company's operational activities, except:
   a. providing funds to related parties in accordance with the Financial Services Authority Regulations regarding the maximum limit for granting credit and providing large funds for public companies and the Financial OJK Regulation regarding the maximum limits for distributing funds and distributing large funds for sharia public companies; and
   b. other matters stipulated in the Company's articles of association or statutory provisions.
7. Decision making on the Company's operational activities by the Board of Commissioners as referred to in number 6 is part of the supervisory duties of the Board of Commissioners so that it does not negate the responsibility of the Board of Directors for the implementation of the Company's management.
8. The Board of Commissioners is responsible to report to the Financial Services Authority (OJK) no later than 5 (five) working days from the discovery of:
   a. violation of statutory provisions in the fields of finance, banking, and those related to the Company's business activities; and/or
   b. circumstances or predicted circumstances that could endanger the continuity of the Company's business.
9. The Board of Commissioners follows developments in the Company's activities and provides opinions, suggestions and/or explanations to the GMS, including but not limited to controlling shareholders, regarding any issues deemed important to the management of the Company.
10. Each member of the Board of Commissioners is jointly and severally liable for the Company's losses which are caused by errors or negligence from a fellow member of the Board of Commissioners in carrying out their duties unless he/ she is able to provide evidence as stated in the Articles of Association.

### Duties and Responsibilities of The President Commissioner

Apart from the duties as a member of the Board of Commissioners, the President Commissioner who is the coordinator of the Board of Commissioners also has the following duties and responsibilities:

1. to lead meetings as regulated in the articles of association;
2. to facilitate constructive discussions;
3. to create a culture of work ethics including maintaining effective and healthy relationships with the Board of Directors; and
4. Provide suggestions to members of the Board of Commissioners regarding the implementation of the duties and obligations of the Board of Commissioners.

## Authorities of the Board of Commissioners

The authority of the Board of Commissioners as regulated in the Board of Commissioners' Work Guidelines and Regulations is as follows:

1. The Board of Commissioners accepts and implements the authority delegated and/or granted to the Board of Commissioners in accordance with the provisions of statutory regulations, articles of association, and/or GMS decisions.
2. The Board of Commissioners has the authority to give approval to strategic plans, activities, reports and/or other documents prepared by the Board of Directors and require approval from the Board of Commissioners by considering the provisions in the articles of association, statutory regulations, and the determination of Series A Dwiwarna Shareholders.
3. The Board of Commissioners has the right to examine the Company's documents, inspect the Company's assets, check the condition of cash and securities, enter the grounds and buildings controlled and/or used by the Company, and find out about all policies and actions that have been, are being, and will be implemented by the Board of Directors.
4. To request information and/or explanations from the Directors and/or Executive Officers regarding all issues relating to the management of the Company, including asking the Directors and/or Executive Officers with the knowledge of the Directors to attend Board of Commissioners Meetings.
5. The Board of Commissioners has the authority to propose to the GMS about the appointment of a Public Accounting Firm and/or Public Accountant who will provide audit services for annual historical financial information by taking into account recommendations from the Audit Committee.
6. The Board of Commissioners has the authority to nominate new candidates for members of the Board of Directors to the Shareholders based on recommendations from the Remuneration and Nomination Committee to be decided at the GMS.
7. The Board of Commissioners has the authority to temporarily dismiss members of the Board of Directors in accordance with the provisions of the Articles of Association.
8. The Board of Commissioners has the authority to use experts for certain matters and within a certain period of time at the Company's expense if deemed necessary and taking into account applicable provisions.
9. The Board of Commissioners has the authority to take action to manage the Company in certain circumstances for a certain period of time in accordance with the provisions of the Company's Articles of Association.
10. The Board of Commissioners has the authority to attend Board of Directors meetings and provide opinions regarding the matters discussed.
11. The Board of Commissioners has the right to be entitled to an honorarium, allowances and/or facilities including tantiem and similar post-employment benefits and the amount is determined by the GMS with due observance of the applicable laws and regulations.
12. Carry out other supervisory authority as long as it does not conflict with the provisions of laws and regulations, the articles of association, and/or GMS decisions.

## Decisions Requiring Approval of the Board of Commissioners

With due observance of the Articles of Association, laws and regulations, and provisions in the field of Capital Markets, the actions of the Board of Directors that require written approval from the Board of Commissioners:

1. Release/transfer and/or pledge the Company's assets with criteria and values exceeding a certain amount determined by the Board of Commissioners, except for assets recorded as inventory, taking into account the provisions in the capital market and banking sector.
2. Cooperate with other business entities or parties in the form of joint operations cooperation (KSO), business cooperation (KSU), licensing cooperation, Build, Operate and Transfer (BOT), Build, Transfer and Operate (BTO), Build, Operate and Own (BOO), and other agreements of the same nature of which the term period or total value exceeding the limit determined by the Board of Commissioners.
3. Establish and change the Company's logo.
4. Establish an organizational structure 1 (one) level below the Board of Directors.
5. Make equity participation with a certain value determined by the Board of Commissioners in other companies, subsidiaries, and joint ventures that are not in the context of saving receivables by taking into account the provisions in the Capital Market sector.
6. Establish a subsidiary and/or joint venture company with a certain value determined by the Board of Commissioners with due observance of provisions in the Capital Market sector.
7. Propose representatives of the Company to become candidates for members of the Board of Directors and Board of Commissioners in joint ventures and/or subsidiaries that make a significant contribution to the Company and/or have a strategic value determined by the Board of Commissioners.
8. Release equity participation with a certain value determined by the Board of Commissioners in other companies, subsidiaries, and joint ventures that are not in the framework of saving receivables with due observance of the provisions in the Capital Market sector.

9. Approve matters related to mergers, consolidations, acquisitions, separations, and dissolutions of subsidiaries and joint ventures with a certain value set by the Board of Commissioners in compliance with regulations in the Capital Market.
10. Perform actions that are included in material transactions as stipulated by laws and regulations in the capital market sector with a certain value determined by the Board of Commissioners, unless these actions are included in material transactions that are excluded by the applicable laws and regulations in the capital market sector.
11. Actions that have not been determined in the corporate Work Plan and Budget (RKAP).
12. Carry out acts of transfer, including selling and relinquishing the rights to collect and/or not to collect on:
    a. Non-performing loans that are written off in the context of credit settlement, either in parts or whole.
    b. The difference between the value of the principal bad debts that have been written off and the transfer value including sales or the value of the disposal of rights, the implementation of which is based on the Board of Directors' policy that has been approved by the Board of Commissioners and in the amount of the limit (limit) set by the GMS which will remain valid until the establishment of a new ceiling (limit) by the GMS.

## Term of Office of the Board of Commissioners

Members of the Board of Commissioners are appointed for a term commencing from the appointment date determined by GMS and ending at the closing of the 5th (fifth) Annual GMS after the date of appointment, provided that the tenures do not exceed 5 (five) years, with due observance of applicable regulations and legislation in the Capital Market, and without neglecting the rights of GMS to dismiss any member of the Board of Commissioners at any time before their Term of Office is over.

After their term of office ends, members of the Board of Commissioners may be reappointed by GMS for one term of office.

## Requirements for Members of the Board of Commissioners

The requirements for members of the Board of Commissioners stipulated in the Board of Commissioners' Work Guidelines and Code of Conduct are as follows:

1. Members of the Board of Commissioners are individuals who meet the requirements at the time of appointment and during his/her term of office in accordance with the Company's articles of association and statutory regulations.
2. Members of the Board of Commissioners must meet the fit and proper test requirements in accordance with the Financial Services Authority (OJK) Regulations concerning fit and proper test for financial services institutions.
3. Members of the Board of Commissioners who have met the approval requirements of the Financial Services Authority (OJK) while serving are required to have:
    a. Integrity;
    b. Competence; and
    c. Good reputation.
4. At least 1 (one) member of the Board of Commissioners must be domiciled in Indonesia.
5. Candidates for Independent Commissioners must have:
    a. knowledge in the banking sector that is adequate and relevant to the position as Independent Commissioner; and
    b. Experience in banking and/or finance.
6. Former members of the Board of Directors or Executive Officers or parties who have a relationship with the Company who may influence the person's ability to act independently must undergo a waiting period of at least 1 (one) year before becoming an Independent Commissioner.
7. Waiting period for:
    a. Former President Director of the Company; and
    b. Former member of the Board of Directors who supervises the supervisory function or Executive Officer who carries out the supervisory function at the Company, at least 6 (six) months before becoming an Independent Commissioner at the Company.
8. Independent Commissioners do not have financial relationships, management relationships, ownership relationships, affiliate relationships, and/or family relationships with other members of the Board of Commissioners, members of the Board of Directors, and/or controlling shareholders or relationships with the Company that could affect their ability to act independently.
9. Independent Commissioners do not have any direct or indirect business relationships related to the Company's business activities.
10. Independent Commissioners do not have any direct or indirect business relationships related to the Company's business activities.
11. Commissioners can be Independent Commissioners in the Company or the Company's business group by meeting the requirements as an Independent Commissioner.
12. Commissioners who will become Independent Commissioners in the Company are required to undergo a waiting period of at least 1 (one) year.
13. The transition from Commissioner to Independent Commissioner must obtain approval from the Financial Services Authority (OJK) through a fit and proper test in accordance with the Financial OJK Regulations regarding fit and proper test for financial services institutions.

## Work Guidelines and Manual of the Board of Commissioners

The Board of Commissioners already possesses work guidelines and rules regulated in Board of Commissioners Decree number 05/KOM/BTN/2023 dated December 13, 2023, concerning Work Guidelines and Rules for the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk. The Board of Commissioners' Work Guidelines and Regulations are prepared based on corporate legal principles, provisions of the Articles of Association, statutory regulations and provisions, Shareholder directives, as well as Good Corporate Governance best practices.

The BOC's Board Manual shall ensure the Board of Commissioners performs its duties effectively and efficiently, and it shall also be used as a performance assessment tool for the Board of Commissioners. The Board Manual has stipulated various aspects, as follows:

| | | | |
|---|---|---|---|
| **Chapter I** | General requirements | Article 1 | Terms and Definitions |
| **Chapter II** | Membership | Article 2 | Structure and Composition |
| | | Article 3 | Membership Criteria |
| | | Article 4 | Appointment |
| | | Article 5 | Term of Office |
| | | Article 6 | Concurrent Position |
| | | Article 7 | Removal |
| **Chapter III** | Duties, Responsibilities and Authority | Article 8 | Duties and Responsibilities |
| | | Article 9 | Authority |
| **Chapter IV** | Meeting | Article 10 | Meeting Type |
| | | Article 11 | Calling and Organizing Meetings |
| | | Article 12 | Meeting Materials |
| | | Article 13 | Chairman of the Meeting |
| | | Article 14 | Decision Summons |
| | | Article 15 | Meeting Documentation |
| **Chapter V** | Working Mechanism | Article 16 | Work Ethics |
| | | Article 17 | Prohibition |
| | | Article 18 | Work Planning |
| | | Article 19 | Work Division |
| | | Article 20 | Working time |
| | | Article 21 | Job Assessment and Evaluation |
| | | Article 22 | Reporting and Accountability |
| | | Article 23 | Pattern of Working Relations of the Board of Commissioners and Directors |
| **Chapter VI** | Supporting Organs | Article 24 | Secretary to the Board of Commissioners |
| | | Article 25 | Committees Under the Board of Commissioners |
| **Chapter VII** | Sustainable Competency Development | Article 26 | Competency Development |
| | | Article 27 | Training |
| | | Article 28 | Certification |
| **Chapter VIII** | Others | Article 29 | Relationships with Stakeholders |

## Supervisory Duties of the Board of Commissioners

The distribution of the supervisory duties for the Board of Commissioners is listed as follows.

### Table of Distribution of Duties of the Board of Commissioners

| Name | Position | Field of Duty |
|---|---|---|
| Chandra M. Hamzah | President Commissioner/ Independent | Remuneration and Nomination |
| Iqbal Latanro | Vice President Commissioner / Independent | Audit (Internal & External), Remuneration, and Nomination |
| Armand B. Arief | Independent Commissioner | Risk Management and Compliance, Remuneration, and Nomination |
| Ahdi Jumhari Luddin* | Independent Commissioner | Audit (Internal & External), Remuneration, and Nomination |
| Sentot A. Sentausa | Independent Commissioner | Audit (Internal & External), Remuneration, and Nomination |
| Andin Hadiyanto | Commissioner | Audit (Internal & External), Remuneration, and Nomination |
| Herry Trisaputra Zuna | Commissioner | Risk Management and Compliance, Remuneration, and Nomination |
| Himawan Arief Sugoto | Commissioner | Risk Management and Compliance, Remuneration, and Nomination |
| Mohamad Yusuf Permana** | Commissioner | Remuneration and Nomination |

* Resigns office on August 12, 2023.
** Appointed based on the EGMS on January 11, 2023, and was effective from June 7, 2023.

## Policy on Concurrent Positions of the Board of Commissioners

Members of the Board of Commissioners are prohibited from holding multiple and concurrent positions as:

1. Members of the Board of Directors of State-Owned Enterprises (BUMN), Regional Owned Enterprises (BUMD), and/or Private-Owned Enterprises.
2. Political party administrators and/or legislative candidates/members and/or regional heads/deputy regional heads.
3. Other positions in accordance with the provisions of the legislation.
4. Other positions that may cause a conflict of interest.

### Table of Concurrent Positions of the Board of Commissioners

| Name | Position | Position at Other Companies/ Institutions | Name of Company/ Other Institution |
|---|---|---|---|
| Chandra M. Hamzah | President Commissioner/ Independent | Partner | Assegaf Hamzah and Partners Law firm |
| Iqbal Latanro | Vice President Commissioner / Independent | - | - |
| Armand B. Arief | Independent Commissioner | Independent Commissioner | PT Cardig Aero Services Tbk |
| Ahdi Jumhari Luddin* | Independent Commissioner | - | - |
| Sentot A. Sentausa | Independent Commissioner | - | - |
| Andin Hadiyanto | Commissioner | Head of the Financial Education and Training Agency (BPPK) | Ministry of Finance |
| | | Acting President Director of the Education Fund Management Institution (LPDP) | Ministry of Finance |
| Himawan Arief Sugoto | Commissioner | Main Advisor to the Minister of Agrarian Affairs and Spatial Planning/Head of the National Land Agency for Land Economics | Ministry of Agrarian Affairs and Spatial Planning/ National Land Agency |
| Herry Trisaputra Zuna | Commissioner | Director General of Public Works and Housing Infrastructure Financing | Ministry of Public Works and Public Housing (PUPR) |
| Mohamad Yusuf Permana** | Commissioner | Head of Protocol Bureau | Ministry of State Secretariat |

* Termination of office due to death on August 12 2023.
** Appointed based on the EGMS on January 11, 2023, and was effective from June 7, 2023.

## Management of Conflict of Interest of The Board of Commissioners

The Board of Commissioners is prohibited from being involved in making decisions related to banking operational activities, except for the provision of funds to related parties and other matters regulated in the Company's Articles of Association or applicable laws and regulations. The said involvement or approval of the Board of Commissioners does not negate the responsibility of the Board of Directors in implementing the management of the Company. The Board of Commissioners is also prohibited from being involved in making decisions that may cause a conflict of interest and/or against the laws and regulations and the Code of Conduct. Therefore, the Board of Commissioners must avoid conflicts of interest by always doing the following:

1. Prioritize the Company's interests and not diminish the Company's financial interest in the event of a conflict of interest;
2. Disclose his and/or his family's share ownership of 5% (five percent) or more in the Company or in other domestic and abroad companies;
3. Disclose family relationships, financial relationships, management relations, ownership relations with other members of the Board of Commissioners, members of the Board of Directors, controlling shareholders of the Company, and/or other parties within the Company's business;
4. Disclose the existence of concurrent positions;
5. Making disclosures in terms of decision making must be taken in conditions of a conflict of interest and the member of the Board of Commissioners concerned must not involve themselves in the Company's decision-making process relating to this matter;
6. Do not request, receive, permit, and/or agree to receive compensation, commission, additional money, services, money, valuables, and/or anything that has economic value or other benefits, for personal, family, and other parties' benefit, in carrying out the Company's business activities and other activities related to the Company;

## Independent Commissioner

The composition of the Company's Board of Commissioners as of December 31, 2023 totaled 8 (eight) members with 4 (four) of them as Independent Commissioners, which means 50% (fifty percent) of the total existing members of exiting Commissioners. The composition of the members of the Board of Commissioners has complied with the provisions of the OJK Regulation number 17 of 2023 concerning the Implementation of Governance for Commercial Banks which stipulates that Independent Commissioners must be at least 50% (fifty percent) of the total members of the Board of Commissioners.

### Criteria for Independent Commissioners

The criteria for Independent Commissioners' appointment refer to the OJK Regulation No. 33/POJK.04/2014 dated December 8, 2014, regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies. The criteria for Independent Commissioners are as follows:

| Criteria for Independent Commissioners | Independent Commissioner | | | |
|---|---|---|---|---|
| | Chandra M. Hamzah | Iqbal Latanro | Armand B. Arief | Sentot A. Sentausa |
| Not a person who works or has the authority and responsibility to plan, lead, control, or supervise the activities of the Issuer or Public Company within the last 6 (six) months, except for reappointment as an Independent Commissioner of the Issuer or Public Company in the next period. | √ | √ | √ | √ |
| Not having shares directly or indirectly with the Issuer or Public Company. | √ | √ | √ | √ |
| Does not have an affiliate relationship with the Issuer or Public Company, members of the Board of Commissioners, members of the Board of Directors, or the majority shareholders of the Issuer or Public Company | √ | √ | √ | √ |
| Does not have a business relationship, either directly or indirectly, related to the business activity of the Issuer or Public Company. | √ | √ | √ | √ |

## Statement of Independent Commissioners

The Company's Independent Commissioners have prepared and signed an Independent Statement and submitted it to the FSA, with respectively the following statements:

1. Has no financial, management, ownership, and/ or family relationship with the Bank, that may affect the ability to act independently as stipulated in the Financial Services Authority Regulation that regulates the Implementation of Governance for Commercial Banks;
2. In the event that on a later date, the Board of Commissioners has been found to have a relationship as referred to in number 1, the member of the Board of Commissioners is willing to surrender the position and is willing to be replaced.

In addition to the independence statement, members of the Board of Commissioners shall also report any changes to the status that may affect its independence as well as ensure that this practice has been implemented in accordance with the GCG principles.

In detail, the independence statement letter is referred to as stated below.





SURAT PERNYATAAN

SURAT PERNYATAAN

## Meeting of the Board of Commissioners

### Meeting Policy

**MEETING CATEGORIES**

1. The Board of Commissioners shall hold regular meeting at least 1 (once) a month, hereinafter referred to as the Board of Commissioner's Meeting.
2. The Board of Commissioners must hold regular meetings with the Board of Directors at least 1 (one) time in 4 (four) months, hereinafter referred to as the Board of Commissioners and Directors' Joint Meeting.
3. The Board of Commissioners may hold a meeting at any time at the request of 1 (one) or several members of the Board of Commissioners or the Board of Directors, by specifying matters to be discussed.

**MEETING SUMMONS AND COMMENCEMENT**

1. The Board of Commissioners' Meeting and the Board of Commissioners and Directors' Join Meeting must be commenced if attended by majority members of the Board of Commissioners.
2. The commencement of the Board of Commissioner's meeting must be attended by all members of the Board of Commissioners physically at least 2 (twice) in 1 (one) year.
3. The Board of Commissioners who are unable to attend the meeting physically may attend the Board of Commissioners' meeting directly using information technology.
4. Summons for a meeting must be conducted by the President Commissioners, and in the event the President Commissioners is absent, which does not need to be proven to any party, the summons for a meeting is made by the Vice President Commissioner.
5. In the event the Vice President Commissioner is absent due to any reason, which does not need to be proven to any party, the summons for a meeting is made by a member of the Board of Commissioners.
6. Invitation for the Board of Commissioners' Meeting is made in writing or directly delivered to each member of the Board of Commissioner with a sufficient receipt, or by registered mail, or courier service or by telex, facsimile, or email no later than 5 (five) days before the meeting is held, excluding the date of summons and the date of the meeting, or sooner considering the urgency.
7. The invitation is not required for meetings that have been scheduled upon the decisions of the Board of Commissioner's meetings held previously.
8. Invitation to the meeting must include the agenda, date, time and venue of the meeting.
9. The meeting is commenced in the Company's domicile or other places in the territory of the Republic of Indonesia or the Company's business activities.
10. The meeting is valid and shall have right to take a binding resolution if attended and/or represented by more than ½ (one half) of the total members of the Board of Commissioners.

11. Each member of the Board of Commissioners must attend at least 75% (seventy-five percent) of the total of the Board of Commissioners' meetings commenced in 1 (one) Fiscal Year.
12. Each member of the Board of Commissioner must attend at least 75% (seventy-five percent) of the total of the Board of Commissioners and Directors' Joint Meeting commenced in 1 (one) Fiscal Year.

**MEETING MATERIALS**

1. Meeting materials can be distributed to all meeting participants at least 5 (five) working days before the meeting is held.
2. In the event the meeting is held outside schedule due to urgent and important issue, meeting materials can be delivered before the meeting is commenced.

**CHAIRMAN OF MEETING**

1. The meeting is chaired by the President Commissioner.
2. In the event that the President Commissioner is absent or unable to attend, the Vice President Commissioner shall chair the Board of Commissioners Meeting; a member of the Board of Commissioners appointed by PT Bank Tabungan Negara (Persero) Tbk 2022 Annual Report 434 Good Corporate Governance the President Commissioner shall chair the Board of Commissioners Meeting if, at the same time, the Vice President Commissioner is absent or unable to attend, or a member of the Board of Commissioners appointed by the deputy head Commissioner who presides over the Board of Commissioners Meeting if, at the same time, the Head Commissioner is absent or unavailable and does not make the appointment.
3. In the event the Vice President Commissioner is absent due to any reason, which does not need to be proven to any party, the summons for a meeting is made by a member of the Board of Commissioners, being present and nominated in the meeting.
4. In the event the President Commissioner does not make appointment, senior member of the Board of Commissioners serving as member of the Board of Commissioners acts as the chairman of the meeting.
5. In the event senior member of the Board of Commissioners serving as member of the Board of Commissioners is more than one, the oldest member of the Board of Commissioner acts as the chairman of the meeting.
6. If GMS does not appoint a Vice President Commissioner, in the event the President Commissioner is absent or unable to attend, the Board of Commissioner's Meeting is chaired by another member of the Board of Commissioner appointed by the President Commissioner.

**DECISION MAKING**

1. The Board of Commissioners is an assembly and each member of the Board of Commissioners cannot act independently, but rather based on the decision of the Board of Commissioners.
2. All decisions of the Board of Commissioners are taken at meetings.
3. Decision making at the Board of Commissioners' Meeting must firstly be made based on deliberation to reach consensus.
4. In the event that a decision based on deliberation to reach consensus is not reached, then the decision must be taken by voting based on affirmative votes of more than ½ (one-half) of the number of valid votes cast at the relevant meeting.
5. Each member of the Board of Commissioners has the right to cast 1 (one) vote and an additional 1 (one) vote for each other member of the Board of Commissioners, whom he or she legally represents at the meeting.
6. In the event that there is more than 1 (one) proposal, a re-election will be carried out so that 1 (one) proposal receives more than ½ (one-half) of the total votes cast.
7. A blank vote is deemed to approve the proposal submitted at the meeting.
8. Invalid votes are considered non-existent and are not counted in determining the number of votes cast at the meeting.
9. Voting regarding individuals is carried out using closed ballot papers without signatures, while voting regarding other matters is carried out verbally, unless the chairman of the meeting determines otherwise without any objection based on the majority of votes from those present.
10. If there are urgent and very important matters for the Company, the Board of Commissioners can also make valid 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 have given their approval regarding the proposal submitted in writing and signing the agreement.
11. Decisions taken in this way have the same legal standing as decisions legally taken at a Board of Commissioners' Meeting.
12. All decisions of the Board of Commissioners are binding on all members of the Board of Commissioners.
13. Each member of the Board of Commissioners who personally in any way, either directly or indirectly, has an interest in a transaction, contract or proposed contract in which the Company is a party, must declare the nature of his/her interest at the Board of Commissioners' Meeting and has no right to participate in decision making regarding matters relating to the transaction or contract.

**MEETING DOCUMENTATION**

1. Documentation of the meeting must be included in the Minutes of Meeting.
2. The Board of Commissioners must prepare minutes of meetings as referred to in and document them in accordance with the provisions of regulations.
3. Minutes of the Board of Commissioners' Meeting must be prepared by someone present at the meeting appointed by the chairman of the meeting and then signed by all members of the Board of Commissioners present and submitted to all members of the Board of Commissioners.
4. Minutes of meetings of the Board of Commissioners and Directors' Joint Meeting must be drawn up by someone, being present at the meeting and appointed by the chairman of the meeting, signed by all members of the Board of

Commissioners and the Board of Directors who are present, and submitted to all members of the Board of Commissioners and the Board of Directors.

5. Dissenting opinion that may arise at the meeting must be stated clearly in the minutes of the meeting along with the reasons for the dissenting opinion.
6. In the event that there are members of the Board of Commissioners and/or members of the Board of Directors who do not sign the results of the meeting, the related person must state the reasons in writing in a separate letter attached to the minutes of the meeting.
7. Minutes of meetings must be documented by the Company.
8. Minutes of meetings are valid evidence for members of the Board of Commissioners and for third parties regarding the decisions taken at the said meeting.

## Internal Meeting of the Board of Commissioners

### BOARD OF COMMISSIONERS INTERNAL MEETING PLAN

Based on the 2023 Board of Commissioners Work Program, the Board of Commissioners' meeting plans had been held 36 (thirty-six) times in 1 (one) year or 3 (three) times in 1 (one) month from the minimum commencement requirements in the OJK Regulations as of 1 (one) ) times in 2 (two) months. The Board of Commissioners' meetings are generally held on Wednesdays or as required.

The Board of Commissioners also holds joint meetings with the Board of Commissioners' Supporting Organ Committees which in the outline will discuss the following agenda:

- Current Issues.
- Review/study of reports/incoming letters and progress of follow-up advice/directions to the previous Board of Directors.
- Exposure of the Board of Commissioners' Supporting Organs Committee in the form of suggestions, opinions/ recommendations to the Board of Commissioners regarding the review/studies that have been carried out to further serve as input for the Board of Commissioners in providing direction and advice to the Board of Directors as a form of active oversight by the Board of Commissioners.
- Exposure of the Audit Committee to the Findings of the Bank's Internal and/or External Audit Results and performance reviews of financial performance.

### REALIZATION OF INTERNAL MEETING OF THE BOARD OF COMMISSIONERS

Throughout 2023, the Board of Commissioners has held 52 (fifty-nine) internal meetings. In detail, it is presented in the table as follows:

### Table of Board of Commissioners Internal Meetings

| No. | Meeting Date | Meeting agenda | Attendance of the Board of Commissioners | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Chandra M. Hamzah | Iqbal Latanro | Ahdi Jumhari Luddin | Armand B. Arief | Sentot A. Sentausa | Andin Hadiyanto | Herry Trisaputra Zuna | Himawan Arief Sugoto | Mohamad Yusuf Permana** |
| 1. | January 04, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Present | Present | Present | Present | Present | Present | - |
| 2. | January 11, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Present | Present | Present | Present | Present | Present | - |
| 3. | January 18, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Present | Present | Present | Present | Present | Present | Present as an observer |
| 4. | January 25, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Present | Present | Present | Present | Present | Present | Present as an observer |

| No. | Meeting Date | Meeting agenda | Attendance of the Board of Commissioners | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Chandra M. Hamzah | Iqbal Latanro | Ahdi Jumhari Luddin | Armand B. Arief | Sentot A. Sentausa | Andin Hadiyanto | Herry Trisaputra Zuna | Himawan Arief Sugoto | Mohamad Yusuf Permana** |
| 5. | January 30, 2023 | – Discussion of Due Diligence (Due Diligence) of the BTN Pension Fund | Present | Present | Present | Present | Present | Present | Present | Present | Permission to be absent as an observer |
| 6. | February 01, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Present | Present | Present | Present | Present | Present | Present as an observer |
| 7. | February 08, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Present | Present | Present | Present | Present | Present | Present as an observer |
| 8. | February 10, 2023 | Closing Meeting of 2022 Financial Report with Public Accounting Firm Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited) | Permission | Present | Present | Present | Present | Present | Present | Present | Present as an observer |
| 9. | February 13, 2023 | Follow-up to the 2022 Financial Report Closing Meeting with Public Accounting Firm Purwantono, Sungkoro & Surja (a member firm of Ernst & Young Global Limited) | Permission | Present | Present | Present | Present | Present | Present | Present | Present as an observer |
| 10. | February 15, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Present | Present | Present | Present | Present | Present | Present as an observer |
| 11. | February 22, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Present | Present | Present | Present | Present | Present | Present as an observer |
| 12. | March 01, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Present | Present | Present | Present | Present | Present | Present as an observer |
| 13. | March 08, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present as an observer |
| 14. | March 15, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present as an observer |

| No. | Meeting Date | Meeting agenda | Attendance of the Board of Commissioners | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Chandra M. Hamzah | Iqbal Latanro | Ahdi Jumhari Luddin | Armand B. Arief | Sentot A. Sentausa | Andin Hadiyanto | Herry Trisaputra Zuna | Himawan Arief Sugoto | Mohamad Yusuf Permana** |
| 15. | March 21, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present as an observer |
| 16. | March 29, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present as an observer |
| 17. | April 05, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present as an observer |
| 18. | April 12, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present as an observer |
| 19. | May 03, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present as an observer |
| 20. | May 10, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present as an observer |
| 21. | May 17, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present as an observer |
| 22. | May 24, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present as an observer |
| 23. | May 31, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present as an observer |
| 24. | June 07, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present |
| 25. | June 14, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Present | Present | Present | Present | Present | Present | Present |

| No. | Meeting Date | Meeting agenda | Attendance of the Board of Commissioners | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Chandra M. Hamzah | Iqbal Latanro | Ahdi Jumhari Luddin | Armand B. Arief | Sentot A. Sentausa | Andin Hadiyanto | Herry Trisaputra Zuna | Himawan Arief Sugoto | Mohamad Yusuf Permana** |
| 26. | June 21, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present |
| 27. | June 27, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present |
| 28. | July 05, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Present | Present | Present | Present | Present | Present | Present |
| 29. | July 12, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Present | Present | Present | Present | Present | Present | Present |
| 30. | July 18, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Permission | Present | Sick | Present | Present | Present | Present | Present | Present |
| 31. | July 26, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Present | Present | Present | Present | Present |
| 32. | August 02, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | Sick | Present | Hadir | Present | Present | Present | Present |
| 33. | August 09, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Permission | Present | Sick | Present | Present | Present | Present | Present | Present |
| 34. | August 16, 2023 | Periodic Meeting Agenda:<br>– Discussion of the Progress of the Plan for the Separation of the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 35. | August 23, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |

| No. | Meeting Date | Meeting agenda | Attendance of the Board of Commissioners | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Chandra M. Hamzah | Iqbal Latanro | Ahdi Jumhari Luddin | Armand B. Arief | Sentot A. Sentausa | Andin Hadiyanto | Herry Trisaputra Zuna | Himawan Arief Sugoto | Mohamad Yusuf Permana** |
| 36. | August 30, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 37. | September 06, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 38. | September 13, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 39. | September 20, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Permission | Present | - | Present | Present | Present | Present | Present | Present |
| 40. | September 27, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Permission | Present | - | Present | Present | Present | Present | Present | Present |
| 41. | October 04, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Permission | Present | - | Present | Present | Present | Present | Present | Present |
| 42. | October 11, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 43. | October 18, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 44. | November 01, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 45. | November 08, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 46. | November 15, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |

| No. | Meeting Date | Meeting agenda | Attendance of the Board of Commissioners | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Chandra M. Hamzah | Iqbal Latanro | Ahdi Jumhari Luddin | Armand B. Arief | Sentot A. Sentausa | Andin Hadiyanto | Herry Trisaputra Zuna | Himawan Arief Sugoto | Mohamad Yusuf Permana** |
| 47. | November 22, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 48. | November 27, 2023 | Closing Meeting Limited Review of Financial Reports as of 30 September 2023 by KAP PSS-EY and Discussion of Draft Published Financial Reports as of 30 September 2023 | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 49. | November 29, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 50. | December 06, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 51. | December 13, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Present | Present | - | Present | Present | Present | Present | Present | Present |
| 52. | December 20, 2023 | Periodic Meeting Agenda:<br>– Evaluation of Meeting Results<br>– Incoming Letter<br>– Latest Information<br>– Other Information | Permission | Present | - | Present | Present | Present | Present | Present | Present |

## Joint Meeting of The Board of Commissioners and the Board of Directors

### Joint Meeting Plan of the Board of Commissioners and the Board of Directorsi

Based on the decision made in the Board of Commissioners Meeting, it is decided that a joint meeting with the Board Of Commissioners is held in the period of at least 1 (once) every 4 (four) months. The topics discussed include:

1. Compilation of Bank Business Plan (RBB) and Company Work Plan and Budget (RKAP).
2. Periodical Company Performance Review.
3. Implementation of AML, TPF, and PFWMD programs.
4. Implementation of Corporate Governance and Follow Up of Internal or External Audit findings.

In 2023, joint meeting is agreed to be scheduled on Wednesday in the third week of the month. The Joint Meeting of the Board of Commissioners and the Board of Directors in the odd months is initiated by the Board of Commissioners, while a joint meeting held in the even months shall be initiated by the Board of Directors. The realization of the Joint Meeting of the Board of Commissioners and the Board of Directors and the joint meeting of the Board of Directors and the Board of Commissioners shall be held in accordance with the Articles of Association.

**Realization of Board of Commissioners and Board of Directors Meetings**

In 2023, the Board of Commissioners conducted 6 (six) joint meetings with the Board of Directors initiated by the Board of Commissioners. Detailed information regarding the joint meeting attendees is presented below.

**Table of Joint Meeting of the Board of Commissioners and the Board of Directors**

| No. | Meeting Date | Meeting Agenda | Board of Commissioners | | Board of Directors | |
|---|---|---|---|---|---|---|
| | | | Participant | Attendance | Participant | Attendance |
| 1 | January 18, 2023 | 1. Performance Review Bankwide and Sharia Business Units (UUS) up to December 2022;<br>2. Progress Initiative Corporate Plan up to December 2022;<br>3. Monitoring Risk Appetite, Risk Tolerance, and Recovery Plan Bankwide and Sharia Business Units (UUS) up to December 2022;<br>4. Monitoring Progress of Loans Settlement Document up to December 2022;<br>5. Monitoring the Implementation of AML and TPF Programs up to December 2022. | Chandra M. Hamzah | Present | Haru Koesmahargyo | Present |
| | | | Iqbal Latanro | Present | Nixon L.P. Napitupulu | Present |
| | | | Ahdi Jumhari Luddin | Present | Hirwandi Gafar | Absent |
| | | | Armand B. Arief | Present | Nofry Rony Poetra | Present |
| | | | Sentot A. Sentausa | Present | Eko Waluyo | Present |
| | | | Andin Hadiyanto | Present | Elisabeth Novie Riswanti | Present |
| | | | Herry Trisaputra Zuna | Present | Andi Nirwoto | Present |
| | | | Himawan Arief Sugoto | Present | Jasmin | Present |
| | | | Mohamad Yusuf Permana | Present as observer | Setiyo Wibowo | Present |
| 2 | March 21, 2023 | 1. Performance Review Bankwide and Sharia Business Units (UUS) up to February 2023;<br>2. Progress Initiative Corporate Plan up to February 2023;<br>3. Monitoring Risk Appetite, Risk Tolerance, and Recovery Plan Bankwide and Sharia Business Units (UUS) up to February 2023. | Chandra M. Hamzah | Present | Nixon L.P. Napitupulu | Present as observer |
| | | | Iqbal Latanro | Present | Oni Febriarto Rahardjo | Present as observer |
| | | | Ahdi Jumhari Luddin | Sick | Hirwandi Gafar | Present |
| | | | Armand B. Arief | Present | Nofry Rony Poetra | Present |
| | | | Sentot A. Sentausa | Present | Eko Waluyo | Present |
| | | | Andin Hadiyanto | Present | Elisabeth Novie Riswanti | Present |
| | | | Herry Trisaputra Zuna | Present | Andi Nirwoto | Present |
| | | | Himawan Arief Sugoto | Present | Jasmin | Present |
| | | | Mohamad Yusuf Permana | Present as observer | Setiyo Wibowo | Present |
| | | | | | Hakim Putratama | Present as observer |

| No. | Meeting Date | Meeting Agenda | Board of Commissioners | | Board of Directors | |
|---|---|---|---|---|---|---|
| | | | Participant | Attendance | Participant | Attendance |
| 3 | May 24, 2023 | 1. Performance Review Bankwide and Sharia Business Units (UUS) up to April 2023;<br>2. Progress Initiative Corporate Plan up to April 2023;<br>3. Monitoring Risk Appetite, Risk Tolerance, and Recovery Plan Bankwide and Sharia Business Units (UUS) up to April 2023;<br>4. Revision of Bank Business Plan (RBB) for 2023–2025 and Company Work Plan & | Chandra M. Hamzah | Present | Nixon L.P. Napitupulu | Present as observer |
| | | | Iqbal Latanro | Present | Oni Febriarto Rahardjo | Present as observer |
| | | | Ahdi Jumhari Luddin | Sick | Hirwandi Gafar | Present |
| | | | Armand B. Arief | Present | Nofry Rony Poetra | Present |
| | | | Sentot A. Sentausa | Present | Eko Waluyo | Present |
| | | | Andin Hadiyanto | Present | Elisabeth Novie Riswanti | Present |
| | | | Herry Trisaputra Zuna | Present | Andi Nirwoto | Present |
| | | | Himawan Arief Sugoto | Present | Jasmin | Present |
| | | | Mohamad Yusuf Permana | Present as observer | Setiyo Wibowo | Present |
| | | | | | Hakim Putratama | Present as observer |
| 4 | July 26, 2023 | 1. Performance Review Bankwide and Sharia Business Units (UUS) up to June 2023 along with Achievement Prognosis up to December 2023;<br>2. Achievement of Key Performance Indicators (KPI) of the Directors Collegially up to Quarter II-2023;<br>3. Progress Initiative Corporate Plan up to June 2023;<br>4. Monitoring Risk Appetite, Risk Tolerance, and Recovery Plan Bankwide and Sharia Business Units (UUS) up to June 2023;<br>5. Monitoring Loan Settlement Document Progress up to June 2023;<br>6. Monitoring the Implementation of AML and PFT up to June 2023. | Chandra M. Hamzah | Present | Nixon L.P. Napitupulu | Present |
| | | | Iqbal Latanro | Present | Oni Febriarto Rahardjo | Absent |
| | | | Ahdi Jumhari Luddin | Sick | Hirwandi Gafar | Present |
| | | | Armand B. Arief | Present | Nofry Rony Poetra | Absent |
| | | | Sentot A. Sentausa | Present | Eko Waluyo | Present |
| | | | Andin Hadiyanto | Present | Elisabeth Novie Riswanti | Present |
| | | | Herry Trisaputra Zuna | Present | Andi Nirwoto | Present |
| | | | Himawan Arief Sugoto | Present | Jasmin | Absent |
| | | | Mohamad Yusuf Permana | Present | Setiyo Wibowo | Present |
| | | | | | Hakim Putratama | Present |
| 5 | September 20, 2023 | 1. Performance Review Bankwide up to August 2023 along with Achievement Prognosis up to December 2023;<br>2. Performance Review of Sharia Business Units (UUS) up to August 2023 along with Achievement Prognosis up to December 2023;<br>3. Progress Initiative Corporate Plan up to August 2023;<br>4. Monitoring Risk Appetite, Risk Tolerance, and Recovery Plan Bankwide and Sharia Business Units (UUS) up to August 2023. | Chandra M. Hamzah | Present | Nixon L.P. Napitupulu | Absent |
| | | | Iqbal Latanro | Present | Oni Febriarto Rahardjo | Present |
| | | | Armand B. Arief | Present | Hirwandi Gafar | Present |
| | | | Sentot A. Sentausa | Present | Nofry Rony Poetra | Present |
| | | | Andin Hadiyanto | Present | Eko Waluyo | Present |
| | | | Herry Trisaputra Zuna | Present | Elisabeth Novie Riswanti | Present |
| | | | Himawan Arief Sugoto | Present | Andi Nirwoto | Present |
| | | | Mohamad Yusuf Permana | Present | Jasmin | Present |
| | | | | | Setiyo Wibowo | Present |
| | | | | | Hakim Putratama | Present |

| No. | Meeting Date | Meeting Agenda | Board of Commissioners | | Board of Directors | |
|---|---|---|---|---|---|---|
| | | | Participant | Attendance | Participant | Attendance |
| 6 | November 22, 2023 | 1. Drafting Bank Business Plan (RBB) for 2024–2026 and Company Work Plan & Budget for 2024;<br>2. Performance Review Bankwide up to. October 2023 along with Achievement Prognosis up to December 2023;<br>3. Performance Review of Sharia Business Units (UUS) up to October 2023 along with Achievement Prognosis up to December 2023;<br>4. Progress Initiative Corporate Plan up to October 2023;<br>5. Monitoring Risk Appetite, Risk Tolerance, and Recovery Plan Bankwide and Sharia Business Units (UUS) up to October 2023; and<br>6. Development of Credit Accrued Interest. | Chandra M. Hamzah | Present | Nixon L.P. Napitupulu | Present |
| | | | Iqbal Latanro | Present | Oni Febriarto Rahardjo | Present |
| | | | Armand B. Arief | Present | Hirwandi Gafar | Absent |
| | | | Sentot A. Sentausa | Present | Nofry Rony Poetra | Present |
| | | | Andin Hadiyanto | Present | Eko Waluyo | Present |
| | | | Herry Trisaputra Zuna | Present | Elisabeth Novie Riswanti | Present |
| | | | Himawan Arief Sugoto | Present | Andi Nirwoto | Present |
| | | | Mohamad Yusuf Permana | Present | Jasmin | Present |
| | | | | | Setiyo Wibowo | Present |
| | | | | | | Present |

## Meeting Frequency and Attendence

### Table of Meeting Frequency and Attendance Level of the Board of Commissioners

| Name | Position | Internal Meeting of the Board of Commissioners | | | Joint Meeting of the Board of Commissioners and the Board of Directors | | | GMS | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Number and Percentage of Attendance | | | Number and Percentage of Attendance | | | Number and Percentage of Attendance | | |
| | | Number of Meetings | Number of Attendances | Percentage | Number of Meetings | Number of Attendances | Percentage | Number of Meetings | Number of Attendances | Percentage |
| Chandra M. Hamzah | President Commissioner/ Independent | 52 | 44 | 84,62% | 6 | 6 | 100% | 2 | 2 | 100% |
| Iqbal Latanro | Vice President Commissioner/ Independent | 52 | 52 | 100% | 6 | 6 | 100% | 2 | 2 | 100% |
| Ahdi Jumhari Luddin* | Independent Commissioner | 15 | 15 | 100% | 1 | 1 | 100% | 2 | 2 | 100% |
| Armand B. Arief | Independent Commissioner | 52 | 52 | 100% | 6 | 6 | 100% | 2 | 2 | 100% |
| Sentot A. Sentausa | Independent Commissioner | 52 | 51 | 100% | 6 | 6 | 100% | 2 | 2 | 100% |
| Andin Hadiyanto | Commissioner | 52 | 52 | 100% | 6 | 6 | 100% | 2 | 2 | 100% |
| Herry Trisaputra Zuna | Commissioner | 52 | 52 | 100% | 6 | 6 | 100% | 2 | 2 | 100% |
| Himawan Arief Sugoto | Commissioner | 52 | 52 | 100% | 6 | 6 | 100% | 2 | 2 | 100% |
| Mohamad Yusuf Permana** | Commissioner | 29 | 29 | 100% | 3 | 3 | 100% | 1 | 1 | 100% |

* The presence of Mr. Ahdi Jumhari Luddin as Independent Commissioner at the meeting was due to his health condition until he passed away on August 12 2023.
**Appointed based on the EGMS on January 11, 2023 and effective from June 7, 2023.

## Training and/or Competency Development for Members of the Board of Commissioners

Policy on the training and/or competency development for members of the Board of Commissioners has been implemented in Good Corporate Governance. Programs of capacity building for members of the Board Commissioners include:

1. The capacity-building programs are carried out to increase the effectiveness of the work of the Board of Commissioners.
2. Each member of the Board of Commissioners participating in the programs such as seminars and/or training is required to have presentations to share their knowledge or to give any information.
3. The material received from the programs must be properly documented in a separate section. The documentation becomes the responsibility of the Secretary of the Board of Commissioners. This material must be available if further needed.

Throughout 2023, members of the Company's Board of Commissioners have participated in various competency improvement programs in the form of training, workshops, conferences and seminars as in the following table.

| Name | Position | Type of Training and Competency/Training Development Materials | Time and place Implementation | Organizer |
|---|---|---|---|---|
| Chandra M. Hamzah | President Commissioner/ Independent | Leadership Forum "Envisioning Culture For Leader" | May 12 – 13, 2023 at Padma Hotel Semarang | PwC and Korn Ferry |
| | | GRC Masterclass Program 2023 "Socialization of SOE & SOE Subsidiaries Ranking" | September 14, 2023 via Zoom Meeting | BSE BUMN |
| | | Board of Commissioner Forum 2023 | September 15 - 16, 2023 at Ayana Hotel Waecicu Beach, Labuan Bajo, NTT | LPPI |
| | | GRC Masterclass Program 2023 "ESG for Boards – Governance of ESG" | September 27, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Integrated Information For Supervisionary Board" | October 05, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Methodology and Environmental and Social Management Systems" | October 25, 2023 via Zoom Meeting | BSE BUMN |
| | | Executive Risk Management Refresher Program, LPPI - Europe 2023 | October 29, 2023 in Amsterdam, Brussels, & Paris | LPPI |
| Iqbal Latanro | Vice President Commissioner/ Independent | Leadership Forum "Envisioning Culture For Leader" | May 12 -13, 2023 at Padma Hotel Semarang | PwC and Korn Ferry |
| | | GRC Masterclass Program 2023 "Pre IPO and Post IPO – Ranking and issuance of loan & sukuk securities (EBUS) " | August 10, 2023 via Zoom Meeting | OJK |
| | | GRC Masterclass Program 2023 "Socialization of SOE & SOE Subsidiaries Ranking" | September 14, 2023 via Zoom Meeting | BSE BUMN |
| | | Board of Commissioner Forum 2023 | September 15 - 16, 2023 at Ayana Hotel Waecicu Beach, Labuan Bajo, NTT | LPPI |
| | | GRC Masterclass Program 2023 "ESG for Boards – Governance of ESG" | September 27, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Integrated Information For Supervisionary Board" | October 05, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Methodology and Environmental and Social Management Systems" | October 25, 2023 via Zoom Meeting | BSE BUMN |
| | | Executive Risk Management Refresher Program, LPPI - Europe 2023 | October 29, 2023 in Amsterdam, Brussels, & Paris | LPPI |
| Ahdi Jumhari Luddin* | Independent Commissioner | GRC Masterclass Program 2023: Audit Teknologi Informasi | June 27, 2023 via Zoom Meeting | BSE BUMN |
| Armand B. Arief | Independent Commissioner | Leadership Forum "Envisioning Culture For Leader" | May 12 – 13, 2023 at Padma Hotel Semarang | PwC and Korn Ferry |
| | | GRC Masterclass Program 2023 "Risk Management Effectiveness Evaluation" | September 07, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Socialization of SOE & SOE Subsidiaries Ranking" | September 14, 2023 via Zoom Meeting | BSE BUMN |
| | | Board of Commissioner Forum 2023 | September 15 - 16, 2023 at Ayana Hotel Waecicu Beach, Labuan Bajo, NTT | LPPI |
| | | GRC Masterclass Program 2023 "ESG for Boards – Governance of ESG" | September 27, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Integrated Information For Supervisionary Board" | October 05, 2023 via Zoom Meeting | BSE BUMN |

| Name | Position | Type of Training and Competency/Training Development Materials | Time and place Implementation | Organizer |
|---|---|---|---|---|
| Sentot A. Sentausa | Independent Commissioner | Leadership Forum "Envisioning Culture For Leader" | May 12 – 13, 2023 at Padma Hotel Semarang | PwC and Korn Ferry |
| | | GRC Masterclass Program 2023 "Socialization of SOE & SOE Subsidiaries Ranking" | September 14, 2023 via Zoom Meeting | BSE BUMN |
| | | Board of Commissioner Forum 2023 | September 15 - 16, 2023 at Ayana Hotel Waecicu Beach, Labuan Bajo, NTT | LPPI |
| | | GRC Masterclass Program 2023 "ESG for Boards – Governance of ESG" | September 27, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Integrated Information For Supervisionary Board" | October 05, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Methodology and Environmental and Social Management Systems" | October 25, 2023 via Zoom Meeting | BSE BUMN |
| Andin Hadiyanto | Commissioner | Leadership Forum "Envisioning Culture For Leader" | May 12 – 13, 2023 at Padma Hotel Semarang | PwC and Korn Ferry |
| | | GRC Masterclass Program 2023 "Socialization of SOE & SOE Subsidiaries Ranking" | September 14, 2023 via Zoom Meeting | BSE BUMN |
| | | Board of Commissioner Forum 2023 | September 15 - 16, 2023 at Ayana Hotel Waecicu Beach, Labuan Bajo, NTT | LPPI |
| | | GRC Masterclass Program 2023 "ESG for Boards – Governance of ESG" | September 27, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Integrated Information For Supervisionary Board" | October 05, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Methodology and Environmental and Social Management Systems" | October 25, 2023 via Zoom Meeting | BSE BUMN |
| Herry Trisaputra Zuna | Commissioner | GRC Masterclass Program 2023 "Risk Management Effectiveness Evaluation" | September 07, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Socialization of SOE & SOE Subsidiaries Ranking" | September 14, 2023 via Zoom Meeting | BSE BUMN |
| | | Board of Commissioner Forum 2023 | September 15 - 16, 2023 at Ayana Hotel Waecicu Beach, Labuan Bajo, NTT | LPPI |
| | | GRC Masterclass Program 2023 "ESG for Boards – Governance of ESG" | September 27 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Integrated Information For Supervisionary Board" | October 05, 2023 via Zoom Meeting | BSE BUMN |
| | | Webinar OJK "Managing Environmental,Social and Governance Risk and Opportunities" | October 19, 2023 via Zoom Meeting | OJK |
| | | GRC Masterclass Program 2023 "Methodology and Environmental and Social Management Systems" | October 25, 2023 via Zoom Meeting | BSE BUMN |
| Himawan Arief Sugoto | Commissioner | Leadership Forum "Envisioning Culture For Leader" | May 12 – 13, 2023 at Padma Hotel Semarang | PwC and Korn Ferry |
| | | GRC Masterclass Program 2023 "Risk Management Effectiveness Evaluation" | September 07, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Socialization of SOE & SOE Subsidiaries Ranking" | September 14, 2023 via Zoom Meeting | BSE BUMN |
| | | Board of Commissioner Forum 2023 | September 15 - 16, 2023 at Ayana Hotel Waecicu Beach, Labuan Bajo, NTT | LPPI |
| | | GRC Masterclass Program 2023 "ESG for Boards – Governance of ESG" | September 27, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Integrated Information For Supervisionary Board" | October 05, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Methodology and Environmental and Social Management Systems" | October 25, 2023 via Zoom Meeting | BSE BUMN |
| | | Executive Risk Management Refresher Program, LPPI - Europe 2023 | October 29, 2023 in Amsterdam, Brussels, & Paris | LPPI |

| Name | Position | Type of Training and Competency/Training Development Materials | Time and place Implementation | Organizer |
|---|---|---|---|---|
| Mohamad Yusuf Permana** | Commissioner | Pelatihan Bank Managament Executive Overview for BOC | August 10, 2023 at LPPI Jakarta | LPPI |
| | | GRC Masterclass Program 2023 "Socialization of SOE & SOE Subsidiaries Ranking" | September 14, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "ESG for Boards – Governance of ESG" | September 27, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Integrated Information For Supervisionary Board" | October 05, 2023 via Zoom Meeting | BSE BUMN |
| | | GRC Masterclass Program 2023 "Methodology and Environmental and Social Management Systems" | October 25, 2023 via Zoom Meeting | BSE BUMN |

* Termination of office due to death on August 12 2023.
**Appointed based on the EGMS on January 11, 2023 and effective from June 7, 2023.

## Orientation Program for New Members of the Board of Commissioners

The Company has always held an Orientation Program or Introduction for newly-appointed members of the Board of Directors to be acquainted with one another and establish cooperation as a solid, comprehensive, effective team. The Orientation Program also aims to provide insight into the condition of the Company in general. The orientation program for the Board of Commissioner is regulated in the Guidelines and Code of Conduct of the Board of Commissioners, namely:

1. Implementation of Good Corporate Governance and Code of Conduct principles in the Company.
2. Description regarding the duties and responsibilities of the Board of Commissioners and Board of Directors and other restrictions.
3. Overview of the Company in terms of the objectives, nature, and scope of the Company's activities, financial performance, and strategies, as well as the Company's short and long-term plans, risks, Internal Control, and other strategic issues.
4. Information regarding delegated authority, Internal and External Audits, Internal Control systems and policies, and the Audit Committees Audit.

In 2023, a new member of the Board of Commissioners was appointed at the Company's Extraordinary GMS on January 11, 2023, namely Mr. Mohamad Yusuf Permana as Commissioner. The orientation program for new members of the Board of Commissioners would be held on January 30 - 31, 2023 with the following topics:

1. The objectives and scope of the Company's activities are in accordance with the Articles of Association;
2. Financial performance, strategy, short-term and long-term business plans, as well as the Company's competitive position;
3. Risk management and bank health level;
4. Internal control system, internal audit and external audit;
5. Facilities for members of the Board of Commissioners;
6. Compliance, corporate governance, working relationship patterns of the Board of Commissioners and Directors, and work guidelines and regulations of the Board of Commissioners;
7. Company Culture; and
8. Governance of policies and procedures.

## Recommendation, Realization of Duties of The Board of Commissioners, and Supervision on The Implementation of Company Strategy

The Board of Commissioners has carried out supervisory duties, directing, providing advice, monitoring and evaluating the implementation of the Company's strategic policies, including:

1 Regularly reviewing the Company's performance bankwide and UUS;
2 Monitoring the implementation of the company's planned strategic initiatives on a regular basis;
3 Regularly monitoring of risk management implementation including risk profile, Bank health level, KPMM, risk appetite, risk tolerance and recovery plan;
4 Monitoring the completion of credit documents;
5 Monitoring the implementation of the Anti-Money Laundering and Prevention of Terrorism Financing (AML-CTF) program;
6. Approval of the annual audit plan and monitoring of audit implementation including follow-up to internal and external audits;
7 Recommendations and Determination of Collegial, Individual and PMN Key Performance Indicators (KPI) including changes;
8 Supervision of the Board of Commissioners over the Performance and Implementation of the Bank's Business Plan;
9 Adjustment of the Bank's Business Plan and Company Work Plan & Budget;
10 Development of the Company's organization and Human Resources (HR) management strategy;
11 Implementation of the Annual GMS decisions as follows:
   a. Ratification of Annual Reports, Financial Reports and PUMK Financial Reports;
   b. Determination of the use of net profit;
   c. Determination of remuneration (salary/honorarium, facilities and allowances) and bonuses for the Company's Directors and Board of Commissioners;
   d. Appointment of AP and/or KAP to audit Financial Reports and PUMK Program Financial Reports;
   e. Approval of the Company's Resolution Plan

f. Report on the Realization of the Use of Proceeds from the Sustainable Public Offering of Shelf-Registered Bonds IV Bank BTN Phase II 2022 and Additional Capital by Providing Pre-emptive Rights for Limited Public Offering II (PMHMETD II);
g. Approval of Amendments to the Company's Articles of Association;
h. Changes in the Composition and Determination of Remuneration of the Company's UUS Sharia Supervisory Board;
i. Changes in the Composition of the Company's Management.

12. Implementation of Extraordinary GMS decisions in the form of Approval of Changes to the Composition of the Company's Management;
13. Recommendations for Changes in the Composition of the Sharia Supervisory Board of PT Bank Tabungan Negara (Persero) Tbk
14. Recommendation for the appointment of a Public Accounting Firm (KAP) to audit the Company's annual historical financial reports and PUMK Financial Reports;
15. Appointment of the Company's Corporate Rating Service.

16. Other strategic policies include, among others:
    a. Annual Audit Plan including budget;
    b. Internal Audit Charter.
    c. Adequacy of internal control policies;
    d. Providing Credit/Financing to Related Parties;
    e. Directions for Credit Committee meeting decisions;
    f. Directions for the implementation of the Anti-Bribery Management System;
    g. Operational Activities including Information Technology Infrastructure and Operations;
    h. Credit and Financing Activities and Management;
    i. Publication of Financial Reports;
    j. New Bank Products (PBB) and Activities for Bank Interests (KuKB);
    k. Compliance Report;
    l. Sustainable Finance Action Plan;
    m. Evaluation of Audit Services by Public Accounting Firms on Annual Financial Information;
    n. Approval of the Removal and Appointment of the Corporate Secretary and Recommendation for the appointment of SEVP.
    o. Recommendations for Nominated Talent BoD-1 and Existing BoD to CTC Financial Services.
    p. Proposed remuneration for the Board of Commissioners, Directors and Sharia Supervisory Board as well as bonuses for the Board of Commissioners and Directors.

## Performance Assessment of the Board of Directors and The Board of Commissioners

In order to improve work performance and responsibility, the Board of Commissioners and the Board of Directors are committed to implementing policy and conducting performance assessment for the Board of Commissioners and Directors. The Board of Commissioners has its Self-Assessment Policy to assess the Board of Commissioners' performance, while the performance assessment of the Board of Directors is carried out through the achievement of KPIs which refer to the results of measurements carried out by external auditors who audit the company's annual financial reports.

## Performance Assessment of the Board of Directors

The performance assessment of the Company's Directors, including the President Director, is carried out once in a 1 (one) year period and will be implemented in 2023.

**PROCEDURE OF PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS**

The procedure for determining and assessing the performance of the Board of Directors refers to the Regulation of the Minister of BUMN number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and the Decree of the Minister of BUMN Number SK-306/MBU/11/2023 concerning Instructions Technical Preparation of Key Performance Indicators for BUMN. BUMN Directors are required to sign an Annual Management Contract which contains the KPI targets for Directors collectively and the KPI Directors individually.

The KPI of the Directors collectively and the KPI of the Directors individually are effective measuring tools in monitoring the performance and implementation of the duties of the Company Management carried out by the Directors. The procedures for determining and assessing KPIs are regulated in articles 104 and 105 of the Minister of State-Owned Enterprises Regulation PER-2/MBU/03/2023 as follows:

1. The Board of Directors submits the Board of Directors' KPI proposals collegally to the GMS/Minister to be determined simultaneously with the determination of the Company's Budget Work Plan.
2. Before ratifying the Company's Budget Work Plan, the Board of Commissioners must first consult with state shareholders to determine the KPI for the Board of Directors.
3. Directors are required to translate the KPIs of the Directors collectively into the KPIs of the Directors individually and submit them to the Board of Commissioners for approval.
4. The Board of Directors' KPI achievements are collectively reported in quarterly reports and annual reports.
5. The calculation of the Directors' KPI achievements is reviewed collegially and individually by a public accounting firm that audits the company's financial statements.

**CRITERIA OF PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS**

**Performance Assessment of Collegial Directors**

The KPI used to measure and assess the performance of the Board of Directors collegiately in managing the company consists of 5 (five) perspectives, namely as follows:

1. Economic and social values for Indonesia;
2. Business model innovation;
3. Technology leadership;
4. Investment improvement; and
5. Talent Improvement.

**Performance Assessment of Individual Directors**

The Board of Directors' KPI is collegially the Main Director's KPI. Meanwhile, the KPI of the Directors individually is a cascading of the KPI of the Main Director based on the duties, functions and responsibilities of each Directorate.

| No | Indicator | President Director | Vice President Director | Consumer | Distribution & Funding | Institutional Banking | Assets Management | IT & Digital | Finance | Risk Management | HCCL | SEVP WB | SEVP Ops |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **A. Economic and Social Value for Indonesia** | | | | | | | | | | | | | |
| **A. 1. Financial Aspect** | | | | | | | | | | | | √ | √ |
| 1 | PPOP | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| 2 | PPOP Growth | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | | |
| 3 | Total Shareholder Return | √ | √ | | | | | | √ | | | | |
| 4 | Market Cap | √ | √ | | | | | | √ | | | √ | √ |
| 5 | ROE Tier 1 Capital | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |
| 6 | CAR | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | | |
| **A. 2. Operational Aspects** | | | | | | | | | | | | √ | |
| 7 | LaR | √ | √ | √ | | | √ | | | √ | | √ | |
| 8 | CKPN to LaR | √ | √ | √ | | | √ | | √ | √ | | √ | |
| 9 | Cost of Credit (CoC) | √ | √ | √ | | | √ | | | √ | | √ | √ |
| 10 | BOPO | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | | |
| **A. 3. Social Aspects** | | | | | | | | | | | | | |
| 11 | Realization of Subsidized KPR Distribution | √ | √ | √ | | | | | | | | | |
| **B. Business Model Innovation** | | | | | | | | | | | | | |
| 12 | *Average Balance of Low Cost Fund* | √ | √ | | | | | | | | | | |
| 13 | *CASA Ratio* | √ | √ | | | | | √ | | | | | |
| 14 | Number of Housing Units Funded by KPR Program Rumah Millennial | √ | √ | √ | | | | | | | | | |
| 15 | *Improving the Digital Mortgage Ecosystem Proposition* | √ | √ | | | | | √ | | √ | | | |
| **C. Technology Leadership** | | | | | | | | | | | | | |
| 16 | Implementation of ATM Integration (Project Jalin) and EDC Payment | √ | √ | | | | | √ | | | | | |
| 17 | Cyber Security Breach (Zero Incident) | √ | √ | | | | | √ | | | | | |
| 18 | IT Maturity Level | √ | √ | | | | | √ | | | | | |
| **D. Investment Development** | | | | | | | | | | | | | |
| 19 | Environment, Social, Governance (ESG) Rating | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ | √ |

| No | Indicator | President Director | Vice President Director | Consumer | Distribution & Funding | Institutional Banking | Assets Management | IT & Digital | Finance | Risk Management | HCCL | SEVP WB | SEVP Ops |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 20 | Risk Management Maturity Index | √ | √ | | | | | | | √ | | | |
| 21 | Number of Retail Customers Using Digital Mortgage Ecosystem Facilities | √ | √ | | | | | √ | | | | | |
| 22 | Achievement Level of PMN KPI | √ | √ | | | | | | | | | | |
| **E. Talent Development** | | | | | | | | | | | | | |
| 23 | Implementation/ Preparation of Policies Regarding Talent Development & Career Path System in the Holding/Cluster Scope | √ | √ | | | | | | | | √ | | |
| 24 | Risk Management Organ Qualification Fulfillment Ratio | √ | √ | | | | | | | | √ | | |
| 25 | Completion of the Preparation of the Benefit Pension Fund Road Map | √ | √ | | | | | | √ | | √ | | |
| 26 | Female Nominated Talent Ratio | √ | √ | | | | | | | | √ | | |
| 27 | Young Top Talent (≤ 42 Years) in Nominated Talent Ratio | √ | √ | | | | | | | | √ | | |

**THE PARTY OUT THE ASSESSMENT**

The performance of the Directors is assessed based on the calculation of the Directors' KPI achievements collegially and individually referring to the results of measurements carried out by external auditors who audit the company's annual financial reports. Furthermore, the Board of Commissioners submits the results of the performance assessment of the Board of Directors to be reported to shareholders. Referring to article 105 paragraph (1) PER-2/MBU/03/2023, the achievements of the Board of Directors' KPI are collectively reported in quarterly reports and annual reports.

**RESULTS OF THE SCPD BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT**

The results of the collegial assessment of the Directors' KPI, which is the Main Director's KPI, are as follows.

## Collegial KPI 2023 Audited PT Bank Tabungan Negara (Persero) Tbk

| No | Indicator | Unit | Weight | Target | Realization | Achievement | Score |
|---|---|---|---|---|---|---|---|
| **A. Economic and Social Value for Indonesia** | | | | | | | |
| | A. 1. Financial Aspect | | | | | | |
| 1 | PPOP | IDR trillion | 6,00% | 8,00 | 8,24 | 102,91% | 6,17% |
| 2 | PPOP Growth | % | 3,00% | 0,36 | 3,28 | 110,00% | 3,30% |
| 3 | Total Shareholder Return | % | 3,00% | 10,59 | 4,02 | 37,96% | 1,14% |
| 4 | Market Cap | IDR trillion | 3,00% | 20,34 | 17,54 | 86,23% | 2,59% |
| 5 | ROE Tier 1 Capital | % | 3,00% | 12,16 | 13,86 | 110,00% | 3,30% |

| No | Indicator | Unit | Weight | Target | Realization | Achievement | Score |
|---|---|---|---|---|---|---|---|
| 6 | CAR | % | 4,00% | 19,30 | 20,07 | 104,01% | 4,16% |
| | A. 2. Operational Aspects | | | | | | |
| 7 | LaR | % | 3,00% | 20,99 | 21,10 | 99,49% | 2,98% |
| 8 | CKPN to LaR | % | 3,00% | 23,40 | 22,15 | 94,64% | 2,84% |
| 9 | Cost of Credit (CoC) | % | 3,00% | 1,28 | 1,19 | 107,01% | 3,21% |
| 10 | BOPO | % | 3,00% | 87,04 | 86,10 | 101,08% | 3,03% |
| | A. 3. Social Aspects | | | | | | |
| 11 | Realization of Subsidized KPR Distribution | IDR trillion | 6,00% | 25,68 | 26,29 | 102,39% | 6,14% |
| B. Business Model Innovation | | | | | | | |
| 12 | Average Balance of Low Cost Fund | IDR trillion | 4,00% | 167,89 | 159,29 | 94,87% | 3,79% |
| 13 | CASA Ratio | % | 4,00% | 53,15 | 53,73 | 101,08% | 4,04% |
| 14 | Number of Housing Units Funded by KPR Program Rumah Millennial | Unit | 5,00% | 28.600 | 31.355 | 109,63% | 5,48% |
| 15 | Improving the Digital Mortgage Ecosystem Proposition | % | 5,00% | 100,00 | 110,00 | 110,00% | 5,50% |
| C. Technology Leadership | | | | | | | |
| 16 | Implementation of ATM Integration (Project Jalin) and EDC Payment | Time | 5,00% | 100,00 | 108,62 | 108,62% | 5,43% |
| 17 | Cyber Security Breach (Zero Incident) | Unit | 3,00% | 0,00 | 0,00 | 100,00% | 3,00% |
| 18 | IT Maturity Level | Level | 3,00% | 3,30 | 3,40 | 103,03% | 3,09% |
| D. Investment Development | | | | | | | |
| 19 | Environment, Social, Governance (ESG) Rating | Rating | 4,00% | Medium Risk | Medium Risk | 100,00% | 4,00% |
| 20 | Risk Management Maturity Index | Index | 3,00% | 3,25 | 3,40 | 104,62% | 3,14% |
| 21 | Number of Retail Customers Using Digital Mortgage Ecosystem Facilities | Customer | 5,00% | 180.000 | 209.218 | 110,00% | 5,50% |
| 22 | Achievement Level of PMN KPI | % | 9,00% | 100,00 | 103,47 | 103,47% | 9,31% |
| E. Pengembangan Talenta | | | | | | | |
| 23 | Implementation/Preparation of Policies Regarding Talent Development & Career Path System in the Holding/Cluster Scope | % | 2,00% | 100,00 | 110,00 | 110,00% | 2,20% |
| 24 | Risk Management Organ Qualification Fulfillment Ratio | % | 2,00% | 100,00 | 100,00 | 100,00% | 2,00% |
| 25 | Completion of the Preparation of the Benefit Pension Fund Road Map | % | 2,00% | 100,00 | 110,00 | 110,00% | 2,20% |
| 26 | Female Nominated Talent Ratio | % | 2,00% | 18,50 | 20,51 | 110,00% | 2,20% |
| 27 | Young Top Talent (≤ 42 Years) in Nominated Talent Ratio | % | 2,00% | 22,75 | 30,38 | 110,00% | 2,20% |
| | Total | | | | | | 101,96% |

## Performance Assessment of The Board of Commissioners

The performance assessment of the Board of Commissioners is carried out once every 1 (one) year and will be implemented in 2023.

**PROCEDURE OF PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS**

The Performance Assessment Procedure for the Board of Commissioners is carried out by means of an independent assessment based on the Regulation of the Minister of State-Owned Enterprises number PER-3/MBU/03/2023 dated March 24, 2023 concerning Organs and Human Resources of State-Owned Enterprises and Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in BUMN.

## CRITERIA OF PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS

### Collegial Performance Evaluation Criteria for the Board of Commissioners

The performance assessment criteria must be in accordance with the functions of the Board of Commissioners in supervising and providing advice to the Board of Directors, for the interests of the Company and shareholders in particular and stakeholders in general. The primary criteria of the Performance Assessment for the Board of Commissioners include:

1. Planning, supervision and direction/advisory aspects;
2. Reporting Aspect;
3. Company Performance Aspects;
4. Other aspects, if needed.

### Individual Performance Assessment Criteria for the Board of Commissioners

The main criteria for evaluating the performance of the Board of Commissioners individually include

1. Work performance
2. Work behavior
3. Additional/Ad hoc tasks

## THE PARTY CONDUCTING THE ASSESSMENT

The performance assessment of the Board of Commissioners is carried out using a self-assessment mechanism and is reported or submitted periodically to shareholders.

## RESULTS OF THE BOARD OF COMMISSIONERS' PERFORMANCE ASSESSMENT

### Results of Collegial Performance Assessment of the Board of Commissioners

The results of the achievement of the performance of the Board of Commissioners in 2023 towards the Key Performance Indicators (KPI) targets determined in the work program are presented as follows:

| No | Work Plan | Weight (%) | Realization | Target | Penc. (%) | Value |
|---|---|---|---|---|---|---|
| **I** | **Planning, Supervision and Direction/Advisory aspects** | **65** | | | | **89,44** |
| 1 | Monitoring and Evaluation of the implementation of the Bank's Annual RBB and RKAP | 10 | 12 | 6 | 200,00 | 20,00 |
| 2 | Monitoring, Evaluation and Response to the Implementation of Work Culture and Governance (GCG) for Bank Management. | 15 | 12 | 12 | 100,00 | 15,00 |
| 3 | Monitoring and Evaluation of Follow-up to Bank Internal/External Audit Results/Findings. | 5 | 20 | 12 | 166,67 | 8,33 |
| 4 | Providing Approval, Advisory and Consultation to the Board of Directors | 10 | 12 | 12 | 100,00 | 10,00 |
| 5 | Organizing Board of Commissioners Meetings and/or Joint Board of Directors Meetings. | 10 | 64 | 36 | 177,78 | 17,78 |
| 6 | Monthly Performance Analysis and Risk Management (According to KBUMN Format) | 10 | 10 | 12 | 83,33 | 8,33 |
| 7 | Talent Pool Mapping (track record) BOD-1 (based on integrity and performance) | 5 | 2 | 1 | 200,00 | 10,00 |
| **II** | **Reporting Aspects** | **15** | | **37,50** | | **37,50** |
| 8 | Submitting the Bank's Annual Work Program and RBB Report to the GMS | 5 | 4 | 1 | 400,00 | 20,00 |
| 9 | Submitting Reports/Opinions Regarding Supervisory Duties to Controlling Shareholders – Ministry of BUMN and OJK. | 10 | 7 | 4 | 175,00 | 17,50 |
| **III** | **Aspects of Company Performance** | **15** | | **25,83** | | **25,83** |
| 10 | Monitoring and Evaluation of Performance Achievement and Bank Health Level, including: Risk Profile, Governance (GCG), Profitability and Bank Capital. | 10 | 12 | 6 | 200,00 | 20,00 |
| 11 | Monitoring and Evaluation of Talent Development Strategies and High Performing Company Culture. | 5 | 7 | 6 | 116,67 | 5,83 |
| **IV** | **Dynamic/Other Aspects** | **5** | | **17,50** | | **17,50** |
| 12 | Increased Competency related to Supervisory duties and responsibilities. | 5 | 7 | 2 | 350,00 | 17,50 |
| **TOTAL** | | **100** | | **170,28** | | **170,28** |

**Results of Individual Performance Assessment of the Board of Commissioners**

As regulated in the Minister of BUMN Regulation Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of BUMN, the Board of Commissioners is obliged to carry out an annual evaluation of each individual member of the Board of Commissioners. The method determined by the Board of Commissioners in assessing the performance of members of the Board of Commissioners is the self-assessment method which is then reviewed and approved by the Board of Commissioners. Assessment is carried out using key performance indicators that are specific, measurable, achievable, and relevant.

The following is an assessment of the performance of members of the Board of Commissioners based on the main performance indicators as referred to above:

| No. | Indicator | Chandra M. Hamzah (President Commissioner/ Independent Commissioner) | Iqbal Latanro | Armand B. Arief | Sentot A. Sentausa | Andin Hadiyanto | Herry Trisaputra Zuna | Himawan Arief Sugoto | Mohamad Yusuf Permana |
|---|---|---|---|---|---|---|---|---|---|
| Work performance | | | | | | | | | |
| 1. | Monitoring and Evaluation of the implementation of the Bank's Annual RBB and RKAP | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 80 |
| 2. | Monitoring, Evaluation and Response to the Implementation of Work Culture and Governance (GCG) for Bank Management. | | | | | | | | |
| 3. | Monitoring and Evaluation of Follow-up to Bank Internal/External Audit Results/ Findings. | | | | | | | | |
| 4. | Providing Approval, Advisory and Consultation to the Board of Directors | | | | | | | | |
| 5. | Organizing Board of Commissioners Meetings and/ or Joint Board of Directors Meetings. | | | | | | | | |
| 6. | Monthly Performance Analysis and Risk Management (According to KBUMN Format) | | | | | | | | |
| 7. | Talent Pool Mapping (track record) BOD-1 (based on integrity and performance) | | | | | | | | |
| 8. | Submitting the Bank's Annual Work Program and RBB Report to the GMS | | | | | | | | |

| No. | Indicator | Chandra M. Hamzah (President Commissioner/ Independent Commissioner) | Iqbal Latanro | Armand B. Arief | Sentot A. Sentausa | Andin Hadiyanto | Herry Trisaputra Zuna | Himawan Arief Sugoto | Mohamad Yusuf Permana |
|---|---|---|---|---|---|---|---|---|---|
| 9. | Submitting Reports/ Opinions Regarding Supervisory Duties to Controlling Shareholders – Ministry of BUMN and OJK. | | | | | | | | |
| 10. | Monitoring and Evaluation of Performance Achievement and Bank Health Level, including: Risk Profile, Governance (GCG), Profitability and Bank Capital. | | | | | | | | |
| 11. | Monitoring and Evaluation of Talent Development Strategies and High Performing Company Culture. | | | | | | | | |
| 12. | Increased Competency related to Supervisory duties and responsibilities. | | | | | | | | |
| **Work Behavior** | | | | | | | | | |
| | AKHLAK | 18,80 | 18,65 | 18,60 | 19,40 | 18,60 | 18,60 | 18,00 | 18,00 |
| **Additional/Ad hoc tasks** | | | | | | | | | |
| 1. | Chairman of the Remuneration and Nomination Committee and Member of the CTC of the Ministry of BUMN | 1,00 | - | - | - | - | - | | |
| 2. | Chairman of the Audit Committee | - | 1,00 | - | - | - | - | - | - |
| 3. | Chairman of the Risk Monitoring Committee | - | - | 1,00 | - | - | - | - | - |
| Total Achievement of Key Performance Indicators (KPI) | | 99,80 | 99,65 | 99,60 | 99,40 | 98,60 | 98,60 | 98,00 | 98,00 |
| Predicate | | Very good | Very good | Very good | Very good | Very good | Very good | Very good | Very good |

Information:

| Mark | Predicate | Mark | Predicate | Mark | Predicate |
|---|---|---|---|---|---|
| <60 | Not good | <80 | Good Enough | <100 | Very good |
| <70 | Not good | <90 | Good | 100 | Special |

## Assessment of the Performance of Committees Under the Board of Commissioners and the Basis of its Assessment

The Board of Commissioners is assisted by 3 (three) committees, namely the Audit Committee, Remuneration and Nomination Committee, and Risk Monitoring Committee. The Board of Commissioners periodically assesses the effectiveness of the performance of the Committees under the Board of Commissioners. The assessment in question is based on Minister of State-Owned Enterprises Regulation number PER-3/MBU/03/2023 dated March 24, 2023 concerning Organs and Human Resources of State-Owned Enterprises and OJK (Financial Service Authority) Regulation number 17 of 2023 concerning Implementation of Governance for Commercial Banks. The Board of Commissioners assessed that during 2023, the Committees have carried out their duties and responsibilities quite effectively. The results of the performance assessment of committees under the Board of Commissioners are as follows.

### Procedure of Performance Assessment of the Board of Commissioners

The Board of Commissioners is assisted by 3 (three) committees, namely the Audit Committee, Remuneration and Nomination Committee, and Risk Monitoring Committee. The Board of Commissioners periodically assesses the effectiveness of the performance of the Committees under the Board of Commissioners. The assessment in question is based on the Minister of State-Owned Enterprises Regulation number PER-3/MBU/03/2023 dated March 24, 2023 concerning Organs and Human Resources of State-Owned Enterprises and FSA Regulation number 17 of 2023 concerning the Implementation of Governance for Commercial Banks.

### Criteria of Performance Assessment of the Board of Commissioners

Audit Committee performance assessment is based on specific, measurable, achievable and relevant benchmarks or assessment criteria contained in the main performance assessment indicators with the following aspects:
1. Regular Aspects.
2. Non-Regular Aspects (Competency Development)
3. Other Aspects (Number of Committee meetings held).

The performance assessment of the Remuneration and Nomination Committee is based on specific, measurable, achievable and relevant benchmarks or assessment criteria contained in the main performance assessment indicators contained in the main performance assessment indicators with the following aspects:
1. Regular Aspects
2. Non-Regular Aspects
3. Monitoring Aspects of Implementation of Committee Recommendations
4. Aspects of Special Duties and others (Number of Committee meetings held).

The performance assessment of the Risk Monitoring Committee is based on specific, measurable, achievable and relevant benchmarks or assessment criteria contained in the main performance assessment indicators with the following aspects:
1. Aspects of Fulfilling Duties and Responsibilities.
2. Planning and Reporting Aspects.
3. Operational Aspects and Competency Development (competency development and number of Committee meetings held)
4. Dynamic Aspects (Other Duties in accordance with the Risk Management Area).

### Party Carrying Out the Assessment

Performance evaluation of Committees under the Board of Commissioners is carried out periodically using the self-assessment method and then submitted to the Board of Commissioners for review and approval.

### Results of the Performance Assessment of the Committee Under the Board of Commissioners

**PERFORMANCE ACHIEVEMENTS OF THE AUDIT COMMITTEE**

The Board of Commissioners considers that throughout 2023, the Committees have carried out their duties and responsibilities quite effectively. The results of the performance assessment of committees under the Board of Commissioners are as follows.

The Audit Committee assessment is evaluated based on the Key Performance Indicators working paper as follows:

| No | Key Performance Indicators | Weight (%) | Realization Dec-23 | Target Dec-23 | Achievement | Mark (%) |
|---|---|---|---|---|---|---|
| | | a | b | c | d=b/c | e=dxa |
| **I** | **Reguler** | **75** | | | | **76,25** |
| 1 | Providing recommendations for Approval of the Annual Audit Plan to the Board of Commissioners | 10 | 1 | 1 | 100% | 10,00 |
| 2 | Monthly monitoring and evaluation of the implementation of Internal Audit duties and follow-up | 10 | 12 | 12 | 100% | 10,00 |
| 3 | Attending the Internal General Audit Exit Meeting | 5 | 5 | 4 | 125% | 6,25 |

| No | Key Performance Indicators | Weight (%) | Realization Dec-23 | Target Dec-23 | Achievement | Mark (%) |
|---|---|---|---|---|---|---|
| | | a | b | c | d=b/c | e=dxa |
| 4 | Monitoring and evaluation of the implementation of External Audits (OJK, BI, BPK, KAP, etc.) and follow-up on audit results, including internal control | 5 | 4 | 4 | 100% | 5,00 |
| 5 | Checking and evaluating the Quarterly Published Financial Reports | 5 | 4 | 4 | 100% | 5,00 |
| 6 | Providing recommendations regarding the appointment of KAP to the Board of Commissioners | 5 | 1 | 1 | 100% | 5,00 |
| 7 | Monitoring and Evaluation of the Implementation of Audit Services by KAP on Financial Information for the Fiscal Year | 5 | 1 | 1 | 100% | 5,00 |
| 8 | Reviewing, evaluating, and providing input to the Board of Commissioners regarding monthly Performance Review material | 5 | 12 | 12 | 100% | 5,00 |
| 9 | Preparing quarterly and annual reports regarding Audit Committee activities to the Board of Commissioners | 5 | 4 | 4 | 100% | 5,00 |
| 10 | Preparing the Board of Commissioners' response to the Company's performance (quarterly) which is submitted to the Minister of BUMN | 5 | 4 | 4 | 100% | 5,00 |
| 11 | Preparing a Board of Commissioners Supervision Report on RBB Realization (Semesterly) to be submitted to the OJK | 5 | 2 | 2 | 100% | 5,00 |
| 12 | Preparing semesterly GCG Self-Assessment Working Papers related to the Audit Committee | 5 | 2 | 2 | 100% | 5,00 |
| 13 | Preparing Annual Reports related to the Audit Committee | 5 | 1 | 1 | 100% | 5,00 |
| **II** | **Non Reguler** | **10** | | | | **15,00** |
| 14 | Submitting recommendations to the Board of Commissioners to appoint an independent quality controller from an external party to conduct a review of SKAI's performance | 5 | 1 | 1 | 100% | 5,00 |
| 15 | Competency Development related to Duties and Responsibilities | 5 | 3 | 1 | 200% | 10,00 |
| **IV** | **Others** | **15** | | | | **25,00** |
| 16 | Audit Committee Meeting | 10 | 35 | 6 | 200% | 20,00 |
| 17 | Coordination Meeting of Board of Commissioners Committee Members | 5 | 4 | 4 | 100% | 5,00 |
| **Total** | | **100** | | | | **116,25** |

## Performance Achievements of the Remuneration and Nomination Committee

Evaluation of the performance of the Remuneration and Nomination Committee is carried out periodically using the self-assessment method and then reviewed and approved by the Board of Commissioners. Assessment is based on specific, measurable, achievable, and relevant benchmarks or assessment criteria contained in the main performance assessment indicators contained in the main performance assessment indicators with the following aspects:

1. Regular Aspects
2. Non-Regular Aspects
3. Monitoring Aspects of Implementation of Committee Recommendations
4. Special Task Aspects and others.

The Remuneration and Nomination Committee assessment is evaluated based on the Key Performance Indicators working paper as follows:

| No. | Productivity | Weight (%) | Realization | Target | Achievement | Mark |
|---|---|---|---|---|---|---|
| **I** | **Reguler** | **55** | | | | **67.50** |
| 1 | Review of the 2023 Education Activity Plan | 5 | 0 | 1 | 50% | 0.00 |
| 2 | Validation of Bank BTN's BOD-1 Selected Talent Proposal | 5 | 1 | 2 | 100% | 2.50 |
| 3 | Recommendations and Assessment of Prospective BOC and BOD Members for the Fit & Proper Test related to the implementation of the Annual or Extraordinary GMS | 5 | 2 | 2 | 100% | 5.00 |
| 4 | Review of Company Work Plan & Budget (RKAP) and Bank Business Plan (RBB) | 5 | 1 | 1 | 100% | 5.00 |
| 5 | Review of the Sustainable Financial Action Plan (RAKB) | 5 | 1 | 1 | 100% | 5.00 |
| 6 | Review of BOD Collegial and Individual KPIs | 5 | 2 | 1 | 200% | 10.00 |
| 7 | Determination of the Income of the Directors, Board of Commissioners and Supervisory Board | 5 | 2 | 1 | 200% | 10.00 |
| 8 | Determination of the amount of bonuses and bonuses and other related incentives for BOD and BOC | 5 | 2 | 1 | 200% | 10.00 |
| 9 | Designing the Board of Commissioners' Work Program | 5 | 1 | 1 | 100% | 5.00 |
| 10 | Submitting a Self-Assessment Report on the Implementation of Bank Governance (GCG Self-Assessment) | 5 | 2 | 1 | 200% | 10.00 |
| 11 | Remuneration and Nomination Committee Report | 5 | 4 | 4 | 100% | 5.00 |
| **II** | **Non Reguler** | **20** | | | | **20.00** |
| 12 | Evaluation of Human Capital Policies / SOPs, Strategy and Learning | 5 | 2 | 1 | 200% | 10.00 |
| 13 | Evaluation of Central Outsourcing Policy / SOP Implementation | 5 | 0 | 1 | 0% | 0.00 |
| 14 | Determination of Corporate Secretary Head and Internal Audit Head | 5 | 1 | 1 | 100% | 5.00 |
| 15 | Determination of SEVP for several positions according to the latest organizational structure | 5 | 2 | 2 | 100% | 5.00 |
| **III** | **Supervision of the Implementation of Committee Recommendations** | **10** | | | | **11.67** |
| 16 | Communicate with the Human Resources Work Unit | 10 | 7 | 6 | 117% | 11.67 |
| IV | Special Duties and Others | 15 | | | | 101.67 |
| 17 | Remuneration and Nomination Committee Meeting | 10 | 23 | 3 | 767% | 76.67 |
| 18 | Other duties of the Chairman of the Committee/Board of Commissioners | 5 | 5 | 1 | 500& | 25.00 |
| **Total** | | **100** | | | | **200.83** |

## Performance Achievements of the Risk Monitoring Committee

Evaluation of the performance of the Risk Monitoring Committee is carried out periodically using the self-assessment method and then reviewed and approved by the Board of Commissioners. Assessment is based on specific, measurable, achievable, and relevant benchmarks or assessment criteria contained in the main performance assessment indicators with the following aspects:

1. Aspects of Fulfilling Duties and Responsibilities;
2. Planning and Reporting Aspects;
3. Operational Aspects and
4. Competency Development; and
5. Dynamic Aspect.

The Risk Monitoring Committee's assessment is evaluated based on the Key Performance Indicators working paper as follows:

| No | Key Performance Indicators | Weight (%) | Unit | Realization | Target | Achievement | Mark (%) |
|---|---|---|---|---|---|---|---|
| | | a | b | c | d | e=c/d | f=dxa |
| **I** | **Aspect of Fulfillment of Duties and Responsibilities** | **60** | | | | | **67,5** |
| 1 | Reviewing the Risk Profile Report | 10 | unit | 5 | 4 | 125 | 12,5 |
| 2 | *Delivering Reviews and Input regarding Risk Appetite and Risk Tolerance* | 10 | unit | 2 | 2 | 100 | 10 |
| 3 | Reviewing Bank's Soundness Level Reports | 5 | unit | 3 | 1 | 200 | 10 |
| 4 | Reviewing the Company's Work Plan & Budget (RKAP) and Bank Business Plan (RBB) | 5 | unit | 2 | 1 | 200 | 10 |
| 5 | Conducting a Review of the Sustainable Finance Action Plan (RAKB | 5 | unit | 1 | 1 | 100 | 5 |
| 6 | *Conducting Recovery Plan Update Review* | 5 | unit | 1 | 1 | 100 | 5 |
| 7 | *Conducting Review of the Preparation of the Resolution Plan* | 5 | unit | 0 | 1 | 0 | 0 |
| 8 | Reviewing the Risk Management Policy Guidelines (RMPG) | 5 | unit | 1 | 1 | 100 | 5 |
| 9 | Reviewing the Compliance Report | 5 | unit | 4 | 4 | 100 | 5 |
| 10 | Submitting self-assessment report on the implementation of Bank Governance | 5 | unit | 2 | 2 | 100 | 5 |
| **II** | **Aspects of Planning and Reporting** | **15** | | | | | **15** |
| 11 | Submitting Quarterly Activity Realization Report | 5 | unit | 4 | 4 | 100 | 5 |
| 12 | Delivering the Annual Activity Realization Report | 5 | unit | 1 | 1 | 100 | 5 |
| 13 | Delivering the Annual Work Program for the Next Fiscal Year | 5 | unit | 1 | 1 | 100 | 5 |
| **III** | **Aspects of Operational and Competency Development** | **15** | | | | | **30,00** |
| 14 | Conducting Committee Meetings | 10 | unit | 52 | 6 | 200 | 20 |
| 15 | Attending Competency Development Related to Duties and Responsibilities | 5 | unit | 8 | 1 | 200 | 10 |
| **IV** | **Dynamic Aspect** | **10** | | | | | **11,11** |
| 16 | Carrying out other duties in accordance with the Risk Management Divisio | 10 | % | 100 | 90 | 111,11 | 11,11 |
| **Total** | | **100** | | | | | **123,61** |

## Mechanism for the Resignations and Dismissal of The Board of Commissioners

Members of the Board of Commissioners may at any time be dismissed by GMS if for the reasons concerned are proven to have committed the following:

1. Unable to properly perform his/her responsibilities.
2. Violating the provisions of the Articles of Association and/or laws and regulations.
3. Involved in actions that harm the Company and/or the State.
4. Committing any actions that violate ethics and/or performing bad manners as members of the Board of Directors.
5. Declared guilty by a court decision with permanent legal force.
6. Resigned.

The decision to dismiss a member of the Board of Commissioners for the reasons mentioned above is taken after the person concerned is given the opportunity to defend him/herself at the GMS. Members of the Board of Commissioners may also be dismissed based on other reasons deemed appropriate by GMS.

In the event of consanguineous relation up to the third degree, both lineal and collateral, and an affinity (in-laws) relationship between any member of the Board of Commissioners, GMS shall have the authority to dismiss one of them.

A member of the Board of Commissioners may resign from his/her position before his/her term of office ends. In the event that a member of the Board of Commissioners resigns, the resigning member must submit a written resignation request regarding his/her purpose to the company. The Company must hold GMS to make a decision regarding the resignation request of such member of the Board of Directors at most 90 (ninety) days after receiving the resignation letter.

The position of a Member of the Board of Directors shall be terminated if:

1. The resignation has been effective.
2. The said person passes away.
3. The term of office ends.
4. The said person is dismissed by GMS resolution.
5. The said person is declared bankrupt by a Commercial Court, which has permanent legal force, or is placed under receivership under a court decision.
6. The said person is no longer deemed qualified as a member of the Board of Directors under the provisions of the Articles of Association and laws and regulations, including as a holder of any restricted concurrent positions.

# Nomination and Remuneration for the Board of Directors and Board of Commissioners

## Nomination Procedures for the Board of Directors and Board of Commissioners

### Board of Directors Nomination Procedure

The Policies and procedures for nomination of the Board of Directors has been regulated in the Good Corporate Governance Guidelines which are enacted in the Board of Directors Regulation No. 11/PD/DIR/PPD/2018 as well as the Board of Directors' Work Guidelines and Manual. The procedure for nomination of the Board of Directors is as follows:

1. Members of the Board of Directors are appointed and dismissed by GMS.
2. Selection of candidates for members of the Board of Directors is carried out through a transparent selection and nomination process, considering the recommendations of the Board of Commissioners based on analysis from the Remuneration and Nomination Committee, considering expertise, integrity, honesty, leadership, experience, behavior and dedication, as well as the adequacy of time for the progress of the Company.
3. Candidates for members of the Board of Directors who are internal officials of the Company may be proposed by the Commissioners through a review of the Remuneration and Nomination Committee.
4. The appointment of members of the Board of Directors is carried out through a fit and proper test mechanism. Prospective members of the Board of Directors who pass the test must sign a management contract before being appointed as the Board of Directors.

### Board of Commissioners Nomination Procedure

Procedure for the nomination of the Board of Commissioners has been regulated in the Good Corporate Governance Guidelines which are stipulated in the Board of Directors Regulation No. 11/PD/DIR/PPD/2018 as well as the Board of Commissioners' Work Guidelines and Manual. The procedure for the nomination of the Board of Commissioners, namely:

1. Members of the Board of Commissioners are appointed and dismissed by GMS.
2. Selection of candidates for the Board of Commissioners is carried out through a selection process up to nomination in a transparent manner by considering the recommendations of the Remuneration and Nomination Committee and considering the personality of the candidates for the Board of Commissioners including integrity, honesty, professionalism, leadership, experience, loyalty and adequacy of time for the progress of the Company.

## Implementation and Remuneration Procedure for the Board of Directors and Board of Commissioners

### Remuneration Policy of the Board of Commissioners and Directors

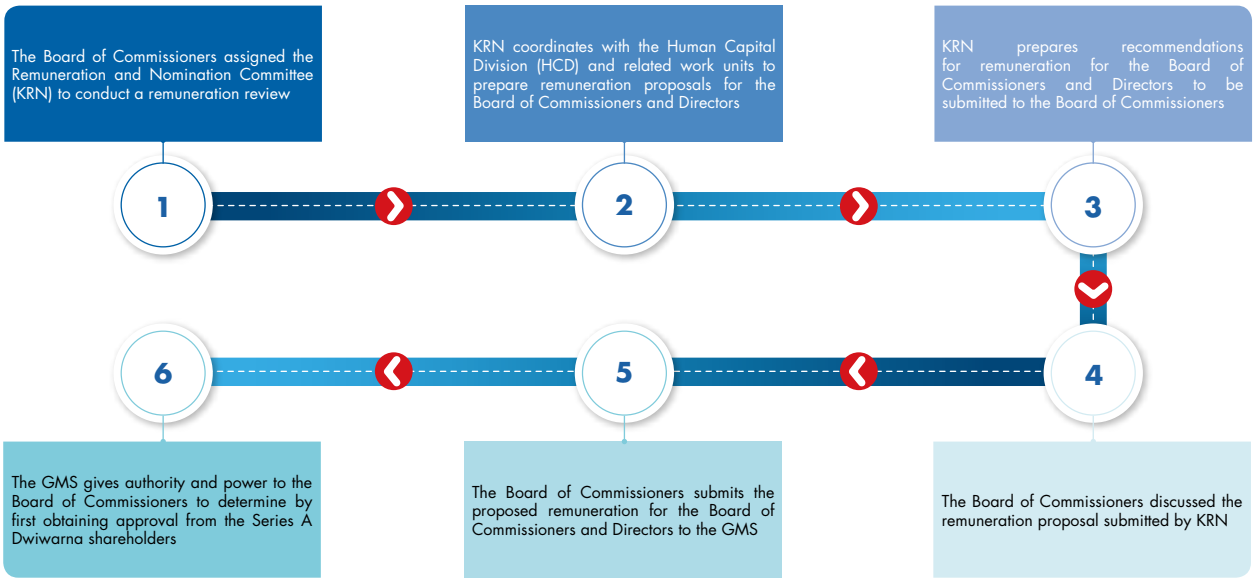
The preparation of the remuneration policy is inseparable from the Company's capabilities and is always based on a competitive, fair and risk-based basis that is in line with the directions and policies of the OJK. To keep remuneration competitive, the Company always performs benchmarking through surveys conducted by independent parties.

### Procedure for Determining The Remuneration for The Board of Directors and Board of Commissioners

The Company has issued the Board of Directors' Circular Letter No.16/DIR/HCSD/2019 concerning the Implementation of Governance in Remuneration by considering aspects, including the Company's financial stability, creating risk management, short and long-term liquidity needs and future income potential. The scope of these policy aspects includes the objectives of implementing governance in the provision of remuneration, variable remuneration, and material risk takers.

The Company determines the remuneration for the Board of Commissioners and Directors referring to the provisions of the Minister of State-Owned Enterprises, namely the amount of income for the Board of Commissioners and Directors is determined by the General Meeting of Shareholders (GMS). The policy set forth by GMS is to grant authority and power to the Series A Dwiwarna Shareholders to determine the amount of tantiem for the 2021 fiscal year, as well as to determine the salary/honorarium, benefits, facilities and other incentives for the Board of Commissioners and the Board of Directors, and to grant authority and power to the Board of Commissioners by first obtaining written approval from the Series A Dwiwarna shareholders to determine the amount of tantiem, salary/honorarium, allowances, facilities and other incentives for the Board of Directors.

The procedures for determining the remuneration for the Board of Commissioners and the Board of Directors are as follows:




The scope of the Company's remuneration policy has been adjusted to OJK Regulation No. 5/POJK.03/2015 and OJK Circular Lette No. 40/ SEOJK.03/2016 on the Implementation of Governance in Providing Remuneration for Commercial Banks, including:

1. The principle of prudence in remuneration is based on performance and risk.
2. Determination of Material Risk Taker (MRT) is categorized as follows:
   a. Material Risk Takers (MRT) can be determined using qualitative methods according to the portion of responsibility that affects the main risk profile which will be determined in accordance with the risk profile evaluation determined by the Company every year.
   b. Determination of the MRT category can also be conducted quantitatively through a comparison of variable remuneration between MRT and non-MRT employees with consideration of performance and also the risk level of the position in question.

3. The implementation of variable remuneration is in accordance with regulatory provisions regarding the application of remuneration for commercial banks.

## Indicators for Determining the Remuneration of the Board of Directors and Board of Commissioners

The Company refers to the Regulation of the Minister of StateOwned Enterprises Number PER-13/MBU/09/2021 concerning the Sixth Amendment to the Regulation of the Minister of StateOwned Enterprises No. PER-04/MBU/2014 on Guidelines for Determining the Income of Directors, Board of Commissioners and Supervisory Body of State-Owned Enterprises in setting indicators for determining remuneration for the Board of Commissioners and Directors. Salary/honorarium for members of the Board of Directors and Board of Commissioners is determined based on the following factors:

1. Business scale factor
2. Business complexity factor
3. Inflation rate
4. Company's financial condition and capability
5. Other factors that are relevant, and may not conflict with laws and regulations
6. The composition of the Salary/Honorarium of the Board of Directors and the Board of Commissioners is determined as follows:
   a. The President Director's salary is determined using the internal guidelines set by the Minister.
   b. The Vice President Director's salary is 95% of the President Director's salary.
   c. The salary of other members of the Board of Directors is 85% of the President Director's salary.
   d. The Main Commissioner's honorarium is 45% of the President Director's salary.
   e. The honorarium for the Vice President Commissioner is 42.5% of the salary for the President Director.
   f. The honorarium for members of the Board of Commissioners is 90% of the President Commissioner's salary.

## Structure and Amount of Nominal/Remuneration for Each Director and Board of Commissioners

The remuneration structure showing the types and/or short-term, long-term and/or post-employment benefits is as follows:

1. Types of short-term remuneration consist of: Honorarium, Allowances (holidays, transportation), Facilities (health, legal aid) and Tantiem.
2. Types of long-term and/or post-employment remuneration consist of Post-Employment Insurance and can also be given long-term incentives (LTI) as well as Tantiem/work incentives, on which bonuses can be given in addition to long-term rewards (long-term incentives/LTI).

The remuneration components of the Board of Commissioners and Directors are as follows:




Based on Directors' Circular No. 57/DIR/HCD/2016 concerning the Implementation of Governance in Providing Remuneration, the remuneration components of the Board of Commissioners and Directors of Bank BTN are fixed and variable, namely:

1. Fixed remuneration is provided in the form of cash, which can be accompanied by non-cash payments.
2. Non-permanent remuneration is provided in the form of cash and shares or share-based instruments issued by the Company.

The remuneration and facilities received by each Board of Commissioners and Directors in 1 (one) year include the remuneration structure and details of nominal amounts, as in the table below:

| No | Name | Position | Fees | | Allowance | | |
|---|---|---|---|---|---|---|---|
| | | | Salary/ Honorarium | Tantiem | Holiday Allowance | Retirement Insurance & BPJS Insurance | |
| 1 | Chandra Hamzah | President Commissioner/ Independent | √ | √ | √ | √ | |
| 2 | Iqbal Latanro | Vice President Commissioner/ Independent | √ | √ | √ | √ | |
| 3 | Andin Hadiyanto | Commissioner | √ | √ | √ | √ | |
| 4 | Ahdi Jumhari Luddin | Independent Commissioner** | √ | √ | √ | √ | |
| 5 | Sentot A. Sentausa | Independent Commissioner | √ | √ | √ | √ | |
| 6 | Armand B. Arief | Independent Commissioner | √ | √ | √ | √ | |
| 7 | Herry Trisaputra Zuna | Commissioner | √ | √ | √ | √ | |
| 8 | Himawan Arief Sugoto | Commissioner | √ | √ | √ | √ | |
| 9 | M. Yusuf Permana | Commissioner | √ | – | √ | √ | |
| **NUMBER OF BOARD OF COMMISSIONERS** | | | **15.824.661.237** | **33.978.535.200** | **1.372.700.000** | **4.614.585.000** | |
| | | | | | | | |
| 1 | Nixon L. P. Napitupulu | President Director | √ | √ | √ | √ | |
| 2 | Oni Febriarto Rahardjo | Vice President Director | √ | – | √ | √ | |
| 3 | Director of Consumers | Direktur Consumer | √ | √ | √ | √ | |
| 4 | Nofry Rony Poetra | Director of Finance | √ | √ | √ | √ | |
| 5 | Eko Waluyo | Director of Human Capital, Compliance and Legal | √ | √ | √ | √ | |
| 6 | Elisabeth Novie Riswanti | Director of Assets Management | √ | √ | √ | √ | |
| 7 | Andi Nirwoto | Director of IT & Digital | √ | √ | √ | √ | |
| 8 | Jasmin | Director of Distribution and Funding | √ | √ | √ | √ | |
| 9 | Setiyo Wibowo | Director of Risk Management | √ | √ | √ | √ | |
| 10 | Hakim Putratama | Director of Institutional Banking | √ | – | √ | √ | |
| **NUMBER OF DIRECTORS** | | | **37.019.693.528** | **74.954.083.700** | **3.219.000.000** | **9.625.000.000** | |
| **NUMBER OF BOARD OF COMMISSIONERS AND DIRECTORS** | | | **52.844.354.765** | **108.932.618.900** | **4.591.700.000** | **14.239.585.000** | |

*)Given to officials who do not occupy official residences.
**)Resigned from office on 12 August 2023 due to death.

| | Other Facilities | | | | | |
|---|---|---|---|---|---|---|
| | Housing Allowance* | Vehicle Facilities (Rent&Fuel) | Health Facilities | Legal Assistance Facilities | Others (Natura Facilities) | PPh21 allowance |
| | – | √ | √ | – | √ | √ |
| | – | √ | √ | – | √ | √ |
| | – | √ | √ | – | √ | √ |
| | – | √ | √ | – | – | √ |
| | – | √ | √ | – | √ | √ |
| | – | √ | √ | – | √ | √ |
| | – | √ | √ | – | √ | √ |
| | – | √ | √ | – | √ | √ |
| | – | √ | √ | – | √ | √ |
| | | **3.049.383.290** | **1.220.306.805** | **0** | **19.000.000** | **10.194.284.700** |
| | | | | | | |
| | – | √ | √ | – | √ | √ |
| | √ | √ | √ | – | √ | √ |
| | – | √ | √ | – | √ | √ |
| | √ | √ | √ | – | √ | √ |
| | – | √ | √ | – | √ | √ |
| | √ | √ | √ | – | √ | √ |
| | – | √ | √ | – | √ | √ |
| | – | √ | √ | – | √ | √ |
| | – | √ | √ | – | √ | √ |
| | √ | √ | √ | – | √ | √ |
| | **591.693.548** | **8.619.502.719** | **2.820.411.227** | **0** | **1.526.821.136** | **29.279.589.450** |
| | **591.693.548** | **11.668.886.009** | **4.040.718.032** | **0** | **1.545.821.136** | **39.473.874.150** |

## Diversity Policy for the Board of Directors and Board of Commissioners

Diversity of Policy for the Board of Commissioners and Directors The diversity policy for the composition of the Company's Board of Commissioners and Directors is regulated in the Articles of Association and Board Manual which stipulate that the Board of Commissioners and Directors are a combination of professionals who have the knowledge and experience required by the Company to enable an effective decision-making process, efficient and immediate. In determining the members of the Board of Commissioners and Directors, the Company always strives to ensure that the composition of the Board of Commissioners and Directors is diversein terms of competency, gender and age (presence of young top talent).

The diversity of the composition adapts to the needs, level of complexity and the Company's strategic plan so it is expected that the development or resolution of a problem can be overlooked from various educational perspectives, competencies, and experience.

In accordance with the diversity policy set by the Ministry of State-Owned Enterprises, the target ratio of women in nominated talent is 18.5% and the target ratio of young top talent (≤ 42 years) in nominated talent is 22.75%. Achieving the target in 2023 shows that the ratio of women in nominated talent is 20.51% and the ratio of young top talent (≤ 42 years) in nominated talent is 30.38%. This achievement has increased compared to the previous year. In the future, the Company will strive to be consistent in ensuring the diversity of the Board of Commissioners and Directors, especially regarding gender and age diversity.

### Diversity in the Composition of the Board of Directors

Diversity of The Board of Directors has considered gender diversity, namely the presence of 1 (one) woman, namely Ms. Elisabeth Novie Riswanti as Director of Wholesale Risk and Asset Management. The following is the diversity of the composition of the Company's Directors based on age, gender, education, work experience and expertise can be seen in the table below.

**Table of Diversity in the Composition of the Board of Directors**

| Name | Position | Age | Gender | Education | Work Experience | Expertise |
|---|---|---|---|---|---|---|
| Haru Koesmahargyo* | President Director | 57 Years old | Male | Bachelor (S1) Technology Agriculture Master (S2) Investment Banking | Banking field working experience | Agricultural Technology Investment Banking |
| Nixon L.P. Napitupulu** | President Director | 54 Years old | Male | Bachelor (S1) Economics | Banking field working experience | Economy |
| Oni Febriarto Rahardjo*** | Vice President Director | 52 Years old | Male | Bachelor (S1) Engineering Master (S2) Management | Banking field working experience | Management |
| Andi Nirwoto | Director of IT and Digital | 53 Years old | Male | Bachelor (S1) Engineering Master (S2) Master of Finance | Banking field working experience | Financial Engineering |
| Elisabeth Novie Riswanti | Director of Assets Management | 56 Years old | Female | Bachelor (S1) Law | Banking field working experience | Legal |
| Jasmin | Director of Distribution and Funding | 59 Years old | Male | Bachelor (S1) Economics Masters (S2) International Business | Banking field working experience | Business Accounting |
| Setiyo Wibowo | Director of Risk Management | 46 Years old | Male | Bachelor (S1) in Electrical Engineering Master (S2) MBA in Finance & Banking | Banking field working experience | Financial Engineering |
| Hirwandi Gafar | Director of Consumers | 55 Years old | Male | Bachelor (S1) Civil Engineering | Banking field working experience | Civil Engineering |

| Name | Position | Age | Gender | Education | Work Experience | Expertise |
|---|---|---|---|---|---|---|
| Nofry Rony Poetra | Director of Finance | 55 Years old | Male | Bachelor (S1) Economics Master (S2) MBA Business | Banking field working experience | Economy |
| Eko Waluyo | Director of Human Capital, Compliance and Legal | 52 Years old | Male | Bachelor (S1) Economics Master (S2) Management | Banking field working experience | Economic Management |
| Hakim Putratama**** | Director of Institutional Banking | 47 Years old | Male | Bachelor (S1) in International Relations Master (S2) Master of International Business | Banking field working experience | International Relations Science International Business |

*Resigned office on March 16 2023 based on the results of the 2023 Annual General Meeting of Shareholders (AGMS)
** Transfer of his original assignment as Vice President Director to become President Director since March 16, 2023 and received an effective statement from the OJK as of June 07,2023
***Started in office on March 16, 2023 and received an effective statement from the OJK as of June 07, 2023
**** Started serving on March 16 2023 and received an effective statement from the OJK on July 26 2023.

## Diversity in the Composition of the Board of Commissioners

The diversity policy of the Board of Commissioners has not specifically regulated gender diversity. This is because the Company places more emphasis on professionalism regardless of gender. The diversity of the composition of the Board of Commissioners based on age, gender, education, work experience and expertise can be seen in the table below.

### Table of Diversity in Composition of the Board of Commissioners

| Name | Position | Age | Gender | Education | Work Experience | Expertise |
|---|---|---|---|---|---|---|
| Chandra M. Hamzah | President Commissioner/ Independent | 56 years old | Male | Bachelor (S1) Law | Has work experience at a Law Firm and the Corruption Eradication Commission | Law, Finance and People Management |
| Iqbal Latanro | Vice President Commissioner/ Independent | 65 years old | Male | Bachelor (S1) Economics Master (S2) Business Management | Has work experience in Financial Services and Securities Rating Services | Banking, Compliance, Risk Management, and People Management |
| Armand B. Arief | Independent Commissioner | 71 years old | Male | • Bachelor (S1) Business Administration<br>• Master (S2) Business Administration | Has work experience in Financial Services and Financial Regulators | Banking, Management, Risk, Business Management, and People Management |
| Ahdi Jumhari Luddin* | Independent Commissioner | 69 years old | Male | • Bachelor (S1) Economics<br>• Master (S2) Policy Economics | Has work experience in Financial Services and Financial Regulators | Banking, Compliance, Risk Management |
| Sentot A. Sentausa | Independent Commissioner | 66 years old | Male | • Bachelor (S1) Statistics<br>• Master (S2) Business Administration | Has work experience in Financial Services | Banking, Compliance, Risk Management |

| Name | Position | Age | Gender | Education | Work Experience | Expertise |
|---|---|---|---|---|---|---|
| Andin Hadiyanto | Commissioner | 58 years old | Male | • Bachelor (S1) Economics<br>• Master (S2) International Development<br>• Doctor (S3) International Development | Has work experience at the Ministry of Finance of the Republic of Indonesia, Ministry of Trade, World Bank Asian Infrastructure Investment Bank (AIIB) and AMRO | Finance and Macro Economy |
| Herry Trisaputra Zuna | Commissioner | 56 years old | Male | • Bachelor (S1) Civil Engineering<br>• Bachelor (S1) Management<br>• Masters (S2) Highway Systems and Engineering<br>• Doctorate (S3) Civil Engineering | Has work experience at the Ministry of Public Works and Public Housing | Macro Economy, Management, Public Work and Housing |
| Himawan Arief Sugoto | Commissioner | 60 years old | Male | • Bachelor (S1) in Civil Engineering<br>• Master (S2) in Civil Engineering<br>• Doctorate (S3) Management and Business | Have work experience in the Ministry Ministry of Agrarian Affairs and Spatial Planning/National Land Agency | Management and Business, Risk Management, Finance, Agrarian and Spatial Planning |
| Mohamad Yusuf Permana** | Commissioner | 48 years old | Male | Bachelor (S1) Economics | Has work experience in the Ministry of State Secretariat and state-owned companies | Economi |

* Termination of office due to death on August 12, 2023.
** Appointed based on the EGMS on January 11, 2023, and effective from June 7, 2023.

## Transparency of Share Ownership of the Board of Directors and Board of Commissioners

### Share Ownership of Members of the Board of Directors and the Board of Commissioners

The Board of Directors and Board of Commissioners have disclosed their and/or family's share ownership which reaches 5% or more in the Company or other companies domiciled inside and outside the country. For share ownership up to December 31, 2023, the Board of Directors and the Board of Commissioners do not own shares with total ownership reaching 5% or more, both in the Company and other companies.

### Board of Directors Share Ownership of 5% or More

| Name | Position | Share Ownership (shares) | | | |
|---|---|---|---|---|---|
| | | Bank BTN | Other Banks | Financial institutions Non-Bank | Other Companies |
| Haru Koesmahargyo* | President Director | - | - | - | - |
| Nixon L.P. Napitupulu** | President Director | - | - | - | - |
| Oni Febriarto Rahardjo*** | Vice President Director | - | - | - | - |
| Andi Nirwoto | Director of IT and Digital | - | - | - | - |

| Name | Position | Share Ownership (shares) | | | |
|---|---|---|---|---|---|
| | | Bank BTN | Other Banks | Financial institutions Non-Bank | Other Companies |
| Elisabeth Novie Riswanti | Director of Assets Management | - | - | - | - |
| Jasmin | Director of Distribution and Funding | - | - | - | - |
| Setiyo Wibowo | Director of Risk Management | - | - | - | - |
| Hirwandi Gafar | Director of Consumers | - | - | - | - |
| Nofry Rony Poetra | Director of Finance | - | - | - | - |
| Eko Waluyo | Director of Human Capital, Compliance and Legal | - | - | - | - |
| Hakim Putratama**** | Director of Institutional Banking | - | - | - | - |

*Resigned office on March 16 2023 based on the results of the 2023 Annual General Meeting of Shareholders (AGMS).
** Transfer of his original assignment as Vice President Director to become President Director since March 16, 2023 and received an effective statement from the OJK as of June 7, 2023
***Started in office on March 16, 2023 and received an effective statement from the OJK as of June 07, 2023.
**** Started serving on March 16 2023 and received an effective statement from the OJK on July 26 2023.

## Board of Commissioners Share Ownership of 5% or More

| Name | Position | Share Ownership (shares) | | | |
|---|---|---|---|---|---|
| | | Bank BTN | Other Banks | Financial institutions Non-Bank | Other Companies |
| Chandra M. Hamzah | President Commissioner/ Independent | - | - | - | - |
| Iqbal Latanro | Vice President Commissioner/Independent | - | - | - | - |
| Armand B. Arief | Independent Commissioner | - | - | - | - |
| Ahdi Jumhari Luddin* | Independent Commissioner | - | - | - | - |
| Sentot A. Sentausa | Independent Commissioner | - | - | - | - |
| Andin Hadiyanto | Commissioner | - | - | - | - |
| Herry Trisaputra Zuna | Commissioner | - | - | - | - |
| Himawan Arief Sugoto | Commissioner | - | - | - | - |
| Mohamad Yusuf Permana** | Commissioner | - | - | - | - |

**Termination of office due to death on August 12 2023.
**Appointed based on the EGMS on January 11, 2023, and effective from June 7 2023.

## Share Ownership Transactions of the Board of Directors and the Board of Commissioners

Share ownership transactions for the Board of Directors and the Board of Commissioners, including submission of reports to Regulators referring to the OJK Regulation Number 11/POJK.04/2017 Concerning Ownership Reports or Any Changes in Public Company Share Ownership, Decree of the Directors of PT Bursa Efek Indonesia Number Kep-00066 /BEI/09-2022 Regarding Amendments to Regulation Number I-E concerning Obligations for Submitting Information, and the Company's Articles of Association. Members of the Board of Directors and Board of Commissioners are required to submit information to the Company through the Corporate Secretary regarding ownership and any changes in ownership of the Company's shares no later than 3 (three) working days and submit it to the OJK on their ownership and any changes in their ownership of Public Company shares, either directly or indirectly. The report must be submitted no later than 10 (ten) days after the ownership or change in ownership of the shares of the Public Company.

The share ownership transactions of the Board of Directors and Board of Commissioners during 2023 are as follows.

| No. | Name | Category | Transaction date | Number of Shares and Percentage of Share Ownership | | | | Number of Shares Purchased | Purchase Price per Share | Ownership status | Transaction Purpose |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Before transaction | | After transaction | | | | | |
| 1. | Nixon L.P. Napitupulu | Directors | July 13, 2023 | 3.236.500 | 4.250.500 | 1.014.000 | 1.310 | Direct | Fulfillment of OJK Regulation 45/ POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks | Direct | Receipt of Long Term Incentives in the form of shares |
| 2. | Andi Nirwoto | Directors | July 13, 2023 | 859.161 | 1.822.161 | 963.000 | 1.310 | Direct | Fulfillment of OJK Regulation 45/ POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks | Direct | Receipt of Long Term Incentives in the form of shares |
| 3. | Elisabeth Novie Riswanti | Directors | July 13, 2023 | 770.200 | 1.733.200 | 963.000 | 1.310 | Direct | Fulfillment of OJK Regulation 45/ POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks | Direct | Receipt of Long Term Incentives in the form of shares |
| 4. | Jasmin | Directors | July 13, 2023 | 1.885.030 | 2.848.030 | 963.000 | 1.310 | Direct | Fulfillment of OJK Regulation 45/ POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks | Direct | Receipt of Long Term Incentives in the form of shares |
| 5. | Setiyo Wibowo | Directors | July 13, 2023 | 929.700 | 1.892.700 | 963.000 | 1.310 | Direct | Fulfillment of OJK Regulation 45/ POJK.03/2015 concerning Implementation of Governance in 7. Providing Remuneration for Commercial Banks | Direct | Receipt of Long Term Incentives in the form of shares |

| No. | Name | Category | Transaction date | Number of Shares and Percentage of Share Ownership | | | | Number of Shares Purchased | Purchase Price per Share | Ownership status | Transaction Purpose |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Before transaction | | After transaction | | | | | |
| 6. | Hirwandi Gafar | Directors | July 13, 2023 | 800.314 | 1.763.314 | 800.314 | 1.310 | Direct | Fulfillment of OJK Regulation 45/ POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks | Direct | Receipt of Long Term Incentives in the form of shares |
| 7. | Nofry Rony Poetra | Directors | July 13, 2023 | 1.568.022 | 2.531.022 | 963.000 | 1.310 | Direct | Fulfillment of OJK Regulation 45/ POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks | Direct | Receipt of Long Term Incentives in the form of shares |
| 8. | Eko Waluyo | Directors | July 13, 2023 | 908.964 | 1.871.964 | 963.000 | 1.310 | Direct | Fulfillment of OJK Regulation 45/ POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks | Direct | Receipt of Long Term Incentives in the form of shares |
| 9. | Himawan Arief Sugoto | Board of Commissioners | July 13, 2023 | 0 | 404.600 | 404.600 | 1.310 | Direct | Fulfillment of OJK Regulation 45/ POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks | Direct | Receipt of Long Term Incentives in the form of shares |
| 10. | Herry Trisaputra Zuna | Board of Commissioners | July 13, 2023 | 0 | 404.600 | 404.600 | 1.310 | Direct | Fulfillment of OJK Regulation 45/ POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks | Direct | Receipt of Long Term Incentives in the form of shares |

# Organs and Committees Under the Board of Commissioners

## Secretary of the Board of Commissioners

The secretary of the Board of Commissioners of the Company is appointed by the Board of Commissioners and is responsible to the Board of Commissioners of the Company. The responsibilities of the Secretary of the Board of Commissioners include organizing the administration, assisting the Board of Commissioners in performing the oversight function of the effective performance of the Company, and ensuring that the Board of Commissioners has implemented the principles of GCG properly.

### Duties and Responsibilities of the Board of Commissioners Secretary

The duties and responsibilities as Secretary of the Board of Commissioners following the regulation of the minister of SOEs are to conduct activities to assist the Board of Commissioners in carrying out their duties in the form of:

1. Preparing for the meeting, including the briefing sheet of the Board of Commissioners;
2. Creating the Minutes of Meetings of the Board of Commissioners following the provisions of the Articles of Association;
3. Administering the documents of the Board of Commissioner, both incoming letters and exit letters, Minutes of Meetings, and other documents;
4. Drafting work plan and budget (RKAP) of the Board of Commissioners.
5. Drafting the reports of the Board of Commissioners.
6. Carrying out other duties of the Board of Commissioners.

### Profile of Secretary of The Board of Commissioners

The brief profile of the Secretary of the Board of Commissioners of the Company is as follows.



**FAHRUDIN**

**Secretary of the Board of Commissioners**

Indonesian citizen, 40 years old,
domiciled in Central Jakarta City.

**Educational background**

Bachelor of Accounting, University of Indonesia (2009)
Master of Accounting, Gadjah Mada University (2012)

**Work experience**

- Secretary to the Board of Commissioners of PT Pembangunan Perumahan (Persero) Tbk (April 2016-July 2017);
- Secretary to the Board of Commissioners of PT Bank Negara Indonesia (Persero) Tbk (July 2017–October 2019);
- Secretary of the Supervisory Board of Perum BULOG (November 2019 - October 2022)
- Young State Company Management at Assistant Deputy for TJSL, Ministry of BUMN (November 2021 - September 2023)
- Management of Middle State Companies as Assistant Deputy for TJSL, Ministry of BUMN (October 2023 - present)
- Secretary to the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk (November 2022 - present)

**Period of Service**

November 01, 2022 – October 31, 2025 (Period I)

**Legal Basis for Appointment**

Board of Commissioners Letters No. 06/KOM/BTN/2022 dated September 28, 2022

**Concurrent Position**

Management of Middle State Companies at the Assistant Deputy for TJSL, Ministry of BUMN

## Competency Development of the Board of Commissioner Secretary

| Training and Competency Development Types/Materials | Time and place Implementation | Organizer |
|---|---|---|
| BTN Leadership Forum 2023 | May 12 -13, 2023 at Padma Hotel Semarang | PwC and Korn Ferry |
| ESG Fundamentals | July 12 – 14, 2023 in Bandung | CRMS Indonesia |
| Carbon Trading Opportunities in Decarbonization Efforts | July 27, 2023 via Zoom Meeting | OJK Institute |
| Webinar on the Effectiveness of Digital Maturity Assessment in Measuring the Maturity of Banking Digital Transformation | August 28 – 28, 2023 via Zoom Meeting | FKDKP |
| Board of Commissioner Forum 2023 | September 15 - 16 2023 at Ayana Hotel Labuan Bajo, NTT | LPPI |
| Result-Focused Project Design and Monitoring | June 20, 2023 at Mandiri University, Jakarta | ADB & Mandiri University |
| How To Manage Climate Related Risk in Banking Industry | June 22, 2023 via Zoom Meeting | OJK Institute |
| Managing for Development Results | October 3, 2023 at PLN University, Jakarta | ADB & PLN University |
| GRC Integrated Information for Supervisionary Board | October 5, 2023 via Zoom Meeting | BUMN University |

## Implementation of Duties of the Board of Commissioners Secretary

The Secretary of the Board of Commissioners shall carry out the following duties:

1. To carry out administrative activities within the secretariat of the Board of Commissioners.
2. To Organize Board of Commissioners Meetings and meetings between the Board of Commissioners and Shareholders, Directors, and other stakeholders, including preparing meeting invitations, preparing meeting materials, and preparing minutes of meetings of the Board of Commissioners, including minutes of meetings between the Board of Commissioners and the Board of Directors.
3. To deliver the original minutes of the Board of Commissioners meeting to the Company.
4. To draft the Work Plan and the Board of Commissioners' Budget (RKAP).
5. To prepare the Board of Commissioners reports.
6. To ensure that the Board of Commissioners complies with statutory regulations and applies the principles of good corporate governance.
7. To provide the information required by the Board of Commissioners periodically and/or at any time it is requested.
8. To coordinate Committee members (if needed) to facilitate the duty of the Board of Commissioners.
9. Acting as a liaison officer for the Board of Commissioners with other parties
10. Collecting data, reports and/or information relevant to the implementation of the duties of the Board of Commissioners.
11. To perform other duties assigned by the Board of Commissioners regarding the duties and the functions of the Board of Commissioners

## Audit Committee

The Company establishes the Audit Committee in order to support the Board of Commissioners in carrying out the supervisory functions, including monitoring and evaluating the implementation of the internal control system, assessing the implementations of activities and the audit results carried out by the Internal Audit Unit and external auditors, reviewing financial information to be issued by the Company, and reviewing the compliance with the provisions related to the Company's activities.

## Legal Basis for Establishing the Audit Committee

The establishment of the Audit Committee is based on the following regulations:

1. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
2. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.
3. Bank Indonesia Regulation Number 11/33/PBI/2009 dated December 7, 2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
4. OJK Regulation No. 33/ POJK.04/2014 dated December 8, 2014, concerning the Board of Commissioners of Issuers of Public Companies.
5. OJK Regulation No. 55/ POJK.04/2015 dated December 23, 2015, concerning the Establishment and the Guidelines for the work of Implementation of the Audit Committee.
6. OJK Regulation No. 01/ POJK.03/2019 dated January 28, 2019, concerning the implementation of the Internal Audit Function in Commercial Banks.

7. OJK Regulation No 39/ POJK.03/2019 dated December 19, 2019, concerning the implementation of Anti-Fraud Strategies for Commercial Banks.
8. OJK Regulation Number 9 of 2023 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services Activities.
9. OJK Regulation Number 17 of 2023 concerning Implementation of Governance for Commercial Banks.
10. OJK Circular Letter Number 35/SEOJK.03/2017 concerning Standard Guidelines for Internal Control Systems for Commercial Banks.
11. The Company's Articles of Association as stated in the Deed of Decree of the Annual GMS of PT Bank Tabungan Negara (Persero) Tbk Number 28 dated March 28, 2023.
12. Decree of the Board of Commissioners Number 05/KOM/BTN/2023 dated December 13, 2023 concerning Guidelines and Work Rules for the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk.

## Duties and Responsibilities of the Audit Committee

In carrying out its functions, the Audit Committee shall perform the following duties and responsibilities:

A. Internal and External Audit
   1. Assisting the Board of Commissioners to ensure the effectiveness of the internal control system;
   2. Monitoring, reviewing, and assessing the effectiveness of the implementation of Internal Audit and External Audit, including WBS management.
   3. Providing recommendations to the Board of Commissioners regarding: appointment and removal of the Head of the Internal Audit Work Unit, and provision of annual remuneration for the Internal Audit Work Unit as a whole as well as performance awards.
   4. Monitoring and evaluating audit planning, audit implementation and follow-up monitoring of audit results, to assess the adequacy of internal control including the adequacy of the financial reporting process in accordance with the provisions of laws and regulations, the articles of association and/or GMS/Ministerial decisions.
   5. Providing recommendations to the Board of Commissioners regarding the preparation of the audit plan, scope and budget of the Internal Audit Work Unit.
   6. Ensuring that the Internal Audit Work Unit communicates with the Board of Directors, Board of Commissioners, Sharia Business Unit Supervisory Board, External Auditor and Financial Services Authority.
   7. Reviewing and evaluating internal auditor reports periodically, recommending and ensuring that the Board of Directors takes corrective action to overcome control weaknesses, fraud, compliance issues with policies and laws and regulations or other problems identified and reported by the Internal Audit Work Unit.
   8. Evaluating the performance of the Internal Audit Work Unit.
   9. Ensuring the objectivity and independence of internal auditors and external auditors.
   10. Ensuring that the Internal Audit Work Unit upholds integrity in carrying out its duties.
   11. Reviewing the implementation of audits by internal auditors and supervising the implementation of follow-up actions by the Board of Directors regarding the findings of internal and external auditors.
   12. Providing recommendations to the Board of Commissioners regarding the issuance of the Internal Audit Charter.
   13. Providing recommendations to the Board of Commissioners regarding the appointment of an independent quality controller from an external party to conduct a review of SKAI's performance.
   14. Carrying out monitoring and evaluation used to provide recommendations kepada Dewan Komisaris paling sedikit terhadap:
       - Implementation of the duties of the internal audit work unit.
       - Conformity of financial reports with financial accounting standards.
       - Implementation of follow-up actions by the Board of Directors regarding the findings of the Bank's internal audit work unit, external auditors, results of supervision by the Financial Services Authority, and/or results of supervision by other authorities and institutions.

B. Financial Reporting
   1. Carrying out the procurement process for prospective public accounting firms in accordance with the provisions for procurement of bank goods and services, and if necessary, request assistance from the Board of Directors in the procurement process.
   2. Providing recommendations to the Board of Commissioners regarding the appointment of Accountants/Public Accountants/Public Accounting Firms based on independence, scope of assignment and compensation for services.
   3. Evaluating the implementation of audit services for annual financial information carried out by Accountants/Public Accountants/Public Accounting Firms.
   4. Monitoring and reviewing the financial reporting process audited by the External Auditor.
   5. Ensuring the credibility and objectivity of the Bank's financial reports to be issued to external parties and supervisory bodies, including following up on complaints and/or notes of irregularities in the report during the Audit Committee review period.
   6. Carrying out monitoring and evaluation used to provide recommendations to the Board of Commissioners regarding the conformity of financial reports with financial accounting standards.
   7. Reviewing financial information that will be issued by the bank to the public and/or authorities, including financial reports, projections and other reports related to the bank's financial information.
   8. Providing an independent opinion in the event of a difference of opinion between management and the Accountant regarding the services provided.
   9. Reviewing complaints related to the bank's accounting and financial reporting processes.

C. Others
   1. Providing evaluations/recommendations to the Board of Commissioners regarding the appointment, re-appointment and removal of Rating Companies to carry out Sound Level Assessments (Company Ratings) based on independence, scope of assignment and service fees.
   2. Providing recommendations regarding improvements to the management control system and its implementation.
   3. Ensuring that there are satisfactory evaluation procedures for all information issued by the bank.
   4. Identifying matters that require the attention of the Board of Commissioners as well as other duties of the Board of Commissioners.
   5. Carrying out tasks related to risk management as regulated in statutory regulations.
   6. Carrying out other authorities, duties and responsibilities related to its functions.
   7. Reviewing compliance with laws and regulations relating to bank activities.
   8. Reviewing and providing advice to the Board of Commissioners regarding potential conflicts of interest of the bank.
   9. Maintaining the confidentiality of documents, data and bank information.
   10. Carrying out other duties of the Board of Commissioners in accordance with the Audit Committee's field of duties.

## Audit Committee Charter

The Audit Committee holds an Audit Committee Charter based on the Board of Commissioners' Decision of Bank BTN number 06/KOM/BTN/2023 dated December 13, 2023, regarding Guidelines and Procedures for the Work of the Audit Committee of PT Bank Tabungan Negara (Persero) Tbk. The Guidelines and Procedures for the Work or the Audit Committee Charter serve as a reference for the Audit Committee in carrying out its duties effectively. The Audit Committee Charter is created with the aim of being the basis and guidance for the Audit Committee in carrying out its duties, including monitoring and evaluating the implementation of the internal control system, assessing the implementation of audit results carried out by the Internal Audit Unit and external Auditors, reviewing financial information to be issued by the Company, and reviewing the compliance with regulations relating to the Company's activities.

The contents of the Audit Committee Guidelines and Work Rules (Charter) include, among others:

| | | | |
|---|---|---|---|
| Chapter I | General Provisions, the Purpose of Establishing the Audit Committee Charter | Article 1 | General Provisions |
| | | Article 2 | Definition, Purpose, and Objectives of the Guidelines and Procedures for the Work of the Audit Committee. |
| Chapter II | Duties, Responsibilities, and Authorities of the Audit Committee | Article 3 | Audit Committee Responsibilities and Authorities |
| | | Article 4 | Audit Committee Obligations |
| Chapter III | Working Procedures, Information Access and Confidentiality, Composition, Structure, and Membership Requirements | Article 5 | Procedures and Working Methods of the Audit Committee |
| | | Article 6 | Access to and Confidentiality of Information |
| | | Article 7 | Structure, Appointment, and Termination of the Audit Committee |
| | | Article 8 | Membership Requirements of the Audit Committee |
| Chapter IV | Meeting, Reporting, Work Plan, Budget, Income, and Audit Committee Service Period | Article 9 | Audit Committee Meetings |
| | | Article 10 | Audit Committee Reporting |
| | | Article 11 | Work Plan and Budget of the Audit Committee |
| | | Article 12 | Compensation for Audit Committee Members |
| | | Article 13 | Term of Office |
| Chapter V | Education, Support Personnel, and Complaints Handling | Article 14 | Enhancement of Professionalism for Audit Committee Members and the Use of Support Staff |
| | | Article 15 | Handling Complaints or Reports of Alleged Violations Related to Financial Reports |
| Chapter VI | Evaluation and closing | Article 16 | Evaluation |
| | | Article 17 | Conclusion |

## Authorities of the Audit Committee

The Audit Committee is granted authority by the Board of Commissioners to:
1. Access Bank documents, data, and information regarding the Bank's employees, funds, assets, and required resources.
2. Communicate directly with employees including the Board of Directors and those who carry out the internal audit, risk management, and accountants regarding the responsibilities of the Audit Committee.
3. Involve independent parties outside the members of the Audit Committee who are needed to assist them in carrying out their duties (if needed).
4. Do other authorities assigned by the Board of Commissioners.

### Term of Office of the Audit Committee

The term of office for the Audit Committee members who are not members of the Board of Commissioners is no more than (3) three years and may be extended for 1 (one) or 2 (two) more years of service, without prejudice to the right of the Board of Commissioners to dismiss them at any time.

## Structure, Membership, and Expertise of the Audit Committee

The Audit Committee is established by the Board of Commissioners, consisting of a chairperson and members, all of whom must be entirely independent. The committee comprises a minimum of 3 (three) members, including Independent Commissioners from both within and outside the Company. The membership of the Audit Committee must include at least 1 (one) Independent Commissioner who also serves as the Chair, 1 (one) Independent Party with expertise in finance/accounting, and 1 (one) Independent Party with expertise in legal/banking matters. This composition ensures a diverse and qualified team overseeing financial governance and compliance matters.

The chairman and members of the Audit Committee are appointed and dismissed by the Board of Commissioners. The Chairman of the Audit Committee is an Independent Commissioner. Audit Committee members may come from members of the Board of Commissioners or outside the Company.

The structure, membership, and expertise of the Audit Committee are listed in the table below.

### Table of Audit Committee Structure, Membership, and Expertise

| Name | Position | Expertise | Information | Dasar Pengangkatan |
|---|---|---|---|---|
| Iqbal Latanro | Chairman | Banking, Risk Management Compliance and People Management | Vice President Commissioner/ Independent | Decision of the Board of Commissioners Number 01/KOM/BTN/2021 dated March 24, 2021. |
| Ahdi Jumhari Luddin[1] | Member | Banking, Compliance and Risk Management | Independent Commissioner | Decision of the Board of Commissioners Number 03/KOM/BTN/I/2020 dated January 8, 2020. |
| Sentot A. Sentausa | Member | Banking, Compliance, Risk Management and Business Administration | Independent Commissioner | Decision of the Board of Commissioners Number 03/KOM/BTN/2022 dated March 17, 2022. |
| Andin Hadiyanto | Member | Banking, Compliance, Risk Management and Business Administration | Commissioner | Decision of the Board of Commissioners 03/KOM/BTN/I/2020 dated January 8, 2020. |
| Adi Prakoso[2] | Member | Auditing, Banking and Accounting | Independent Party | Directors Decree Number 271/DIR/2021 dated March 15, 2021 |
| Peter Eko Budi Darwito | Member | Audit, Banking, Sharia Banking and Finance | Independent Party | Directors Decree Number 1088/ DIR/2022 dated November 9, 2022. |
| Endang A. Suprijatna[3] | Member | Audit, Banking, Sharia Banking and Accounting | Independent Party | Directors Decree Directors Number 167/ DIR/2023 dated March 8, 2023. |

1) Appointed as a member of the Audit Committee on January 8, 2020, effective from March 16, 2020. The term of office as an Audit Committee member ended automatically due to the unfortunate demise on August 12, 2023.
2) Appointed as a member of the Audit Committee on March 13, 2018, serving until March 12, 2023.
3) Appointed as a member of the Audit Committee on March 13, 2023, serving until March 12, 2026.

## Profile of the Audit Committee

The profile of the Audit Committee as of December 31, 2023, is as follows

| | |
|---|---|
| **IQBAL LATANRO**<br>**Chairman of the Audit Committee** | His profile can be found in the Board of Commissioners Profile section.<br>His term of office as Chairman and member of the Audit Committee is from March 24, 2021 - March 23, 2026 |
| **ANDIN HADIYANTO**<br>**Member of the Audit Committee** | His profile can be found in the Board of Commissioners Profile section.<br>His term of office as a member of the Audit Committee is from November 27, 2019 - November 26, 2024 |
| **SENTOT A. SENTAUSA**<br>**Member of the Audit Committee** | His profile can be found in the Board of Commissioners Profile section.<br>His term of office as a member of the Audit Committee is from March 02, 2022 - March 16, 2027 |



### PETER EKO BUDI DARWITO

**Member of the Audit Committee**

Indonesian citizen, 59 years old, domiciled in Tangerang, Banten.

#### Educational background

- Magister of Agribusiness, Department of Master of Management, IPB Bogor in (2000)
- Bachelor of Agriculture, Department of Agricultural Cultivation, Sebelas Maret University Surakarta

#### Work experience

- Inspector/Head of Internal Audit for the BRI Jayapura Region (2018 - July 2019)
- Deputy Head of BRI Special Branch Offices (2015 - 2018)
- Group Head/Head of Credit for BRI Special Branch Offices (2009 - 2014)
- Group Head/Head of Credit Program for BRI Head Office (2005 - 2008).
- Senior Account Officer of BRI Head Office Commercial Credit Business (1999 - 2005).
- Account Officer - Assistant Manager of Agricultural Business Credit, Commercial Credit & Corporate Credit BRI Special Branch Offices (1990 - 1998))

#### Period and Term of Office

The first period and term of office commences from November 19, 2019 until November 18, 2022

The second period and term of office commences from November 19, 2022 until November 18, 2024

#### Legal Basis for Appointment

Decree of the Board of Directors of PT Bank Tabungan Negara (Persero) Tbk No. 1088/ DIR/2022 dated November 09, 2022

#### Concurrent Position

No concurrent position

#### Certification

- Certification in Audit Committee Practices (CACP) from IKAI
- Certificate of Risk management level 3 from LSPI BARA



## ENDANG A. SUPRIJATNA

**Member of the Audit Committee**

Indonesian citizen, 56 years old, domiciled in Bekasi, Jawa Barat.

### Educational background

Educational background

### Work experience

- Regional Business Control Head (Head of Internal Audit) PT Bank Mandiri (Persero) Tbk Region VI West Java, Region VIII East Java and Region V South Jakarta including Bogor (2015-January 2023)
- Consumer Loans Business Center Manager Makassar, Palu, Kendari, Ambon, Samarinda & Bontang Region, Lampung Region (November 2009-2014)
- Small, Micro & Consumer Credit Audit Team Leader PT Bank Mandiri (Persero) Tbk (2006 – October 2009)
- Team Leader Audit Distribution (Branch) PT Bank Mandiri (Persero) Tbk (2005)
- Wholesale Banking Credit Audit Team Leader PT Bank Mandiri (Persero) Tbk (August 2001 - 2004)
- Senior Auditor General Audit PT Bank Mandiri (Persero) Tbk (July 1999-2001)
- Auditor of PT Bank Export Import Indonesia (Persero) (December 1993-1999)

### Period and Term of Office

The first term of office is March 13, 2023 - March 12, 2024

### Legal Basis for Appointment

Decree of the Board of Directors of PT Bank Tabungan Negara (Persero) Tbk. Number 167/DIR/2023 dated March 8, 2023 concerning the Determination of Mr. Endang A. Suprijatna as Member of the Audit Committee.

### Concurrent Position

No concurrent position

### Certification

- Certification in Audit Committee Practices (CACP) from IKAI
- Qualified Internal Auditor from the Qualified Internal Auditor Certification Board
- Competency Certification as an Audit Supervisor from the Banking Professional Certification Institute (LSPP)
- Level 3 Risk Management Certification from the Banking Professional Certification Institute (LSPP)

## The Independency of the Audit Committee

Table of the Audit Committee Independency

| Independence Aspect | Iqbal Latanro | Ahdi Jumhari Luddin | Sentot A. Sentausa | Andin Hadiyanto | Adi Prakoso | Peter Eko Budi Darwito | Endang A. Suprijatna |
|---|---|---|---|---|---|---|---|
| Having no financial relationship with the members of the Board of Commissioners and the Board of Directors | √ | √ | √ | √ | √ | √ | √ |
| Having no managerial relationship at the company, its subsidiaries, and its affiliates | √ | √ | √ | √ | √ | √ | √ |
| Having no share ownership relationship in the Company | √ | √ | √ | √ | √ | √ | √ |
| Having no familial relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee | √ | √ | √ | √ | √ | √ | √ |
| Not serving as a member of a political party management or a government official | √ | √ | √ | √ | √ | √ | √ |

## Training and/or Competency Development of The Audit Committee In 2023

| Name | Position | Type of Training and Competency Development/ Training Material | Time and place | Organizer |
|---|---|---|---|---|
| Implementation | Chairman | Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners. | | |
| Ahdi Jumhari Luddin[1] | Member | Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners. | | |
| Sentot A. Sentausa | Member | Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners. | | |
| Andin Hadiyanto | Member | Education and/or Competence Enhancement are reflected in the Education and/or Competence Enhancement section of the Board of Commissioners. | | |
| Adi Prakoso[2] | Member | - | - | - |
| Peter Eko Budi Darwito | Member | Seminar Seminar Nasional Internal Audit : Trusted Advisor Navigating The New Fronting, Connecting Between Information Technology and Business Strategy | December 6-7, 2023 Bali | YPIA |
| | | How to Drive Corporate Performance Through Accounting Practices | Webinar Jakarta November 9, 2023 | OJK Institute |
| | | Seminar The7th Indonesia Risk Management Outlook 2024 (IRMO 2024) | Jakarta October 27, 2024 | LPPI |
| | | CG Methodology and Environmental and Social Management System | Webinar Jakarta October 25, 2023 | BUMN School of Excellence |
| | | Workshop Islamic Banking For Executive | Jakarta October 19, 2023 | Pusat Ekonomi & Bisnis Syariah FEB UI & BTN |
| | | ESG for Boards – Governance for ESG | Webinar Jakarta September 27, 2023 | BUMN School of Excellence |
| | | Board of Commissioner Forum 2023 | September 15 - 16, 2023 at Ayana Hotel Waecicu Beach, Labuan Bajo, NTT | LPPI |
| | | Enhancing Financial Performance Through Data Analytics | Webinar Jakarta August 31, 2023 | OJK Institute |
| | | BRMI – GRC Master Class – Pemeringkat & Penerbitan Efek Bersifat Utang & Sukuk (EBUS) | Webinar Jakarta August 10, 2023 | BUMN Leadership Management Institute |
| | | Spesial Directorship Program | Yogyakarta July 26 - 27, 2023 | IICD |
| | | How to Manage Climate Related Risk in Banking Industry | Webinar Jakarta June 22, 2023 | OJK Institute |
| Endang A. Suprijatna[3] | Member | Seminar National Internal Audit Seminar: Trusted Advisor Navigating The New Fronting, Connecting Between Information Technology and Business Strategy | December 6 - 7, 2023 Bali | YPIA |
| | | 2023 National Audit Committee Conference to Oversee the Company's Sustainability and Growth Through Supervision and Risk Control | October 19, 2023 | IKAI |
| | | Board of Commissioner Forum 2023 | September 15 - 16, 2023 at Ayana Hotel Waecicu Beach, Labuan Bajo, NTT | LPPI |
| | | Certification in Audit Committee Practices Review Course Batch XXXI | July 25-27, 2023 | IKAI |

1) Appointed as a member of the Audit Committee on January 8, 2020, effective from March 16, 2020. The term of office as a member of the Audit Committee ended automatically due to demise on August 12, 2023.
2) Appointed as a member of the Audit Committee on March 13, 2018, until March 12, 2023.
3) Appointed as a member of the Audit Committee on March 13, 2023, until March 12, 2026..

## The Audit Committee's Meeting

1. The Audit Committee holds a meeting at least equal to the minimum provisions of the Board of Commissioners meeting determined by the Articles of Association.
2. The Audit Committee meeting can be held if attended by at least 51% (fifty-one percent) of the total number of Audit Committee members, and shall include an Independent Commissioner and an Independent Party.
3. If there is a conflict of interest between the audit members about the discussion object, the committee has to declare that there is a conflict of interest and he/she does not have the right to vote in the decision making.
4. The meeting is chaired by the Head of Audit Committee or by the most senior member when the Head of Audit Committee is unable to attend.
5. Meeting decisions are taken based on consensus deliberation.
6. If consensus deliberation is not reached, the decisions are taken based on the majority vote.
7. Every meeting shall be included in the Minutes of Meeting and is signed by all members present at the meeting, and shall be well-documented.
8. The minutes as mentioned above shall be submitted in writing by the Audit Committee to the Board of Commissioners.
9. Dissenting opinion that occurs in the Audit Committee meeting must be included in the Minutes of Meeting clearly, along with the reasons for disagreements.
10. If an audit committee is unable to attend the meeting physically, he/she can attend the meeting by using proxies:
    a. Power of attorney or other means that are permitted in accordance with the procedures and provisions of the law or;
    b. Electronic media such as teleconferences.
11. The attendance of the Audit Committee members is reported in the quarterly report and the annual report of the Audit Committee.

### THE AUDIT COMMITTEE MEETING AGENDA

Throughout 2023, the date, meeting agenda, and Audit Committee meeting participants were recorded as follows.

| No. | Date | Agenda | Participants |
|---|---|---|---|
| 1. | January 9, 2023 | Monitoring the Development of Accrued Interest | • Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Adi Prakoso<br>• Peter Eko Budi Darwito |
| 2. | January 9, 2023 | Procurement of Independent Quality Control Consultant Services from External Parties to Review the Performance of the Internal Audit Division | • Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Adi Prakoso<br>• Peter Eko Budi Darwito |
| 3. | January 16, 2023 | Concept Approval of the Internal Audit Charter, Request for Borrower Data, Evaluation of the Audit Firm (KAP) for the Audit as of June 30, 2022, and Follow-up on the Recommendations of BPK RI | • Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Adi Prakoso<br>• Peter Eko Budi Darwito |
| 4. | January 25, 2023 | Audit Committee Recommendations in the Appointment of KAP for the Fiscal Year 2023 | • Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Adi Prakoso<br>• Peter Eko Budi Darwito |
| 5. | February 06, 2023 | Approval of the Annual Audit Plan for 2023 | • Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Adi Prakoso<br>• Peter Eko Budi Darwito |
| 6. | February 10, 2023 | Closing Meeting for the Audit Results of the Financial Statements for the Fiscal Year 2022 with KAP | • Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Adi Prakoso<br>• Peter Eko Budi Darwito |

| No. | Date | Agenda | Participants |
|---|---|---|---|
| 7. | February 15, 2023 | Approval of the Draft Financial Statements Publication of PT Bank Tabungan Negara (Persero) Tbk for the 4th Quarter of 2022 (Audited) | • Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Adi Prakoso<br>• Peter Eko Budi Darwito |
| 8. | February 27, 2023 | 1. Key Points of General Audit and Monitoring of General Audit Follow-ups<br>2. Monitoring of Work Breakdown Structure (WBS) and Follow-up on Special Audit<br>3. Follow-up on the Supreme Audit Agency (BPK) Audit and Progress of the BPK Audit in 2023 | • Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Sentot A. Sentausa<br>• Adi Prakoso<br>• Peter Eko Budi Darwito |
| 9. | March 6, 2023 | Delays in correcting SLIK reporting, Follow-up on OJK findings on UUS, and Progress of the separation of the Sharia Business Unit of Bank BTN | • Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Sentot A. Sentausa<br>• Adi Prakoso<br>• Peter Eko Budi Darwito |
| 10. | March 20, 2023 | - Management Letter from the Public Accounting Firm for the Fiscal Year ending December 31, 2022<br>- Evaluation of the Performance of Support Services (Public Accounting Firm) | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 11. | April 10, 2023 | Evaluation of the Implementation of Audit Services for Financial Information as of December 31, 2022, by KAP PSS-EY | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| .12 | April 13, 2023 | Audit Committee's Review of the Draft Financial Publication Report as of March 31, 2023 (unaudited) | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 13. | May 8, 2023 | Realization of the Audit Plan, IAD Activities, and Follow-up Monitoring of Findings until the 1st Quarter of 2023 | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 14. | May 15, 2023 | Discussion on the Audit Committee's 1st Quarter Report for 2023 | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 15. | June 5, 2023 | 1. Discussion on the Results of Pension Fund Due Diligence<br>2. Process of Decision and Execution of Disciplinary Sanctions Against Employees | • Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 16. | June 5, 2023 | Recommendation for Approval of the 1st Place/Winner of the Procurement of Independent Quality Control Consultant Services from External Parties to Review the Performance of the Internal Audit Division for the Period July 2020 to June 2023 | • Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 17. | June 26, 2023 | Preparation of Self-Assessment of Good Corporate Governance for the 1st Semester of 2023 | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 18. | July 03, 2023 | Discussion of the Results of the 1st Round of Internal General Audit in 2023 and Special Audits | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |

| No. | Date | Agenda | Participants |
|---|---|---|---|
| 19. | July 17, 2023 | Review of Financial Publication Reports for the 2nd Quarter of 2023 | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 20. | July 17, 2023 | Root Cause and Follow-up on Findings from KAP 2022 & Financial Service Authority (OJK) 2022 | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 21. | July 24, 2023 | *Monitoring the Development of Credit Life Insurance Claims & Business Development with IFG* | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 22. | August 07, 2023 | Results of the Review of the Internal Audit Division's Function by PwC | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 23. | August 21, 2023 | Results of the Exit Meeting for Internal Audit and Audit Committee's Site Visit Plan | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 24. | August 28, 2023 | Evaluation of the Performance of KAP for the Fiscal Year 2022 | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 25. | September 11, 2023 | Follow-up on OJK Letter No. S-53 dated August 25, 2023, and Realization of the Annual Audit Plan for the year 2023 | • Iqbal Latanro<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 26. | October 2, 2023 | Recommendation for the Appointment of KAP conducting Limited Review as of September 2023 and Procurement of a Rating Company to Assess the Bank's Health Level | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 27. | October 9, 2023 | Update of the Internal Audit Charter | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 28. | November 13, 2023 | Development of Accrued Interest and Related Audit | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 29. | November 13, 2023 | Issues with QRIS BTN as an Issuer | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 30. | November 20, 2023 | Completion of the Internal Audit Implementation Evaluation Survey for the Year 2023 | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 31. | November 27, 2023 | Review of Financial Publication Reports for the 3rd Quarter of 2023 | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |

| No. | Date | Agenda | Participants |
|---|---|---|---|
| 32. | December 4, 2023 | Discussion on the Procurement of Substantive Goods | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 33. | December 4, 2023 | Progress on the Follow-up of Microcredit Issues | • Iqbal Latanro<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 34. | December 11, 2023 | Update of the Audit Committee Charter | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |
| 35. | December 18, 2023 | Progress of KAP Procurement for the Fiscal Year 2024 and the Work Program & KPIs of the Audit Committee for the Year 2024 | • Iqbal Latanro<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Endang A. Suprijatna<br>• Peter Eko Budi Darwito |

**MEETING FREQUENCY AND ATTENDANCE LEVEL OF THE AUDIT**

Throughout 2023, the Audit Committee has held 35 meetings. The frequency and level of meeting attendance for each member of the Audit Committee is as follows.

### Table of Audit Committee Meeting Attendance Level

| Name | Position | Audit Committee Meetings | | |
|---|---|---|---|---|
| | | Number of Meeting | Number of Attendance | Percentage |
| Iqbal Latanro | Chairman | 35 | 35 | 100 |
| Ahdi Jumhari Luddin[1] | Member | 11 | 11 | 100 |
| Sentot A. Sentausa | Member | 35 | 35 | 100 |
| Andin Hadiyanto | Member | 35 | 31 | 88,6 |
| Adi Prakoso[2] | Member | 9 | 9 | 100 |
| Peter Eko Budi Darwito | Member | 35 | 35 | 100 |
| Endang A. Suprijatna[3] | Anggota | 26 | 26 | 100 |

[1] Appointed as a member of the Audit Committee on January 8, 2020, effective from March 16, 2020. The presence of Mr. Ahdi Jumhari Luddin at the meeting due to health conditions until the person concerned died on August 12 2023
[2] Appointed as a member of the Audit Committee on March 13, 2018, serving until March 12, 2023.
[3] Appointed as a member of the Audit Committee on March 13, 2023, serving until March 12, 2026.

### Work Plan and The Implementation of The Audit Committee Duties In 2023

| No | Activities | Accomplishment | Information |
|---|---|---|---|
| | **A. Audit Committee Routine Activities:** | | |
| 1. | Providing input and recommendations for Approval of the Annual Audit Plan to the Board of Commissioners. | Accomplished | At the beginning of the year |
| 2. | Monthly monitoring and evaluation of the implementation of tasks & follow-up of Internal Audit, including internal control. | Accomplished | Monthly |
| 3 | Attending the Exit Meeting for General Internal Audit (IAD). | Accomplished | Implemented 5 times |
| 4. | Monitoring and evaluating the implementation of audits by External Auditors (OJK, BI, BPK, Audit Firms, etc.), including follow-up on audit results. | Accomplished | Trianually |
| 5. | Checking and evaluating Quarterly Financial Publication Reports. | Accomplished | TW IV 2022, TW I, TW II and TW III 2023 |

| No | Activities | Accomplishment | Information |
|---|---|---|---|
| 6. | Providing recommendations on the appointment of Public Accountants to the Board of Commissioners for decision in the General Shareholders' Meeting. | Accomplished | KAP for the Fiscal Year 2023 |
| 7. | Conveying recommendations on the appointment of Public Accountants to the Board of Commissioners to be submitted to the Ministry of State-Owned Enterprises in the context of the General Shareholders' Meeting agenda. | Accomplished | KAP for the Fiscal Year 2023 |
| 8. | Monitoring reports on the appointment of Public Accounting Firms according to the General Shareholders' Meeting to the OJK. | Accomplished | KAP for the Fiscal Year 2023 |
| 9. | Monitoring the progress of audits by KAP | Accomplished | KAP for the Fiscal Year 2022 |
| 10. | Providing an evaluation of the implementation of the provision of Audit Services for Financial Information by KAP to be submitted to the OJK | Accomplished | KAP for the Fiscal Year 2022 |
| 11. | Recommending to the Board of Commissioners to initiate the procurement of an independent quality controller from an external party to review the performance of SKAI | Accomplished | Period July 2020 to June 2023 |
| 12. | Recommending to the Board of Commissioners to appoint an independent quality controller from an external party to review the performance of SKAI | Accomplished | KAP PwC |
| 13. | Reviewing, evaluating, and providing input to the Board of Commissioners regarding the monthly performance review material presented by the Board of Directors | Accomplished | Monthly |
| 14. | Compiling quarterly and annual reports on the activities of the Audit Committee to the Board of Commissioners | Accomplished | Laporan TW IV 2022 & TW I 2023 |
| 15. | Compiling the Board of Commissioners' Supervision Report on the Realization of RBB (biannually) to be submitted to the OJK | Accomplished | Biannually |
| 16. | Compiling the Board of Commissioners' Response to the Company's Performance (Quarterly) to be submitted to the Minister of State-Owned Enterprises | Accomplished | Trianually |
| 17. | Assessment of the completion of the Self-Assessment GCG Half-Yearly Working Papers by the Audit Committee & Board of Commissioners. | Accomplished | Semester I and II 2023 |
| 18. | Compiling the Annual Report related to the Audit Committee and Board of Commissioners | Accomplished | Annual Report 2022 & 2023 |
| | **B. Incidental Activities of the Audit Committee** | | |
| 1. | Providing independent opinions in the event of differences of opinion between Management and Public Accountants regarding the services provided | - | No difference of opinion yet |
| 2. | Reviewing complaints related to the bank's accounting and financial reporting processes | - | No complaints received yet |
| 3. | Accompanying members of the Board of Commissioners on working visits to BTN offices as assigned by the Board of Commissioners | Accomplished | Sumatera Utara and Yogyakarta-Magelang |
| 4. | Participating in training, seminars, workshops as assigned by the Board of Commissioners for Competency Development related to Duties and Responsibilities | Accomplished | Webinar OJK, GRC Marterclass KBUMN, SDP, CACP, SNIA |
| | **C. Others** | | |
| 1. | Audit Committee Meetings | Accomplished | 35 times |
| 2. | Coordination Meetings with the Risk Monitoring Committee and the Remuneration and Nomination Committee | Accomplished | 4 times |
| 3. | Providing input on the concept of RKAP and RBB | Accomplished | Biannually |

**AUDIT COMMITTEE STATEMENT ON THE EFFECTIVENESS OF SPI AND RISK MANAGEMENT**

The overall Internal Control System (SPI) and Risk Management implemented by Bank BTN have been functioning effectively. Management consistently strives to enhance the implementation of internal control systems and risk management, guided by the findings from both internal and external audit reports.

## Remuneration and Nomination Committee

Remuneration and Nomination Committee is formed by and is responsible to the Board of Commissioners, whose task is to assist the Board of Commissioners in carrying out their duties. The Remuneration and Nomination Committee is one of the corporate organs, working together with the Human Capital Division and Learning Center Division as a tool owned by the Board of Directors for raising human capital as strategic assets and strategic partners, analyzing policies, monitoring the implementation of preparing prospective leaders that will be a role model, and providing meticulous attention to the implementation of good corporate governance, including policies and the amount of remuneration.

### Legal Basis for Establishing the Remuneration and Nomination Committee

The Company establishes the Nomination and Remuneration Committee in accordance with the following Regulations, Provisions and Legislation:

1. OJK Regulation Number 12 of 2023 concerning Sharia Business Units.
2. Bank Indonesia Regulation No. 11/33/PBI/2009 dated December 7, 2009, regarding the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units.
3. OJK Regulation No. 33/POJK.04/2014 dated December 1, 2014, regarding the Board of Directors and Board of Commissioners of Issuers or Public Companies.
4. OJK Regulation No. 34/POJK.04/2014 dated December 8, 2014, regarding the Nomination and Remuneration Committee of Issuers or Public Companies.
5. OJK Regulation No. 45/POJK.03/2015 dated December 23, 2015, regarding the Implementation of Governance in Providing Remuneration for Commercial Banks.
6. OJK Circular Letter No. 40/SEOJK.03/2016 dated September 26, 2016, regarding the Implementation of Governance in Providing Remuneration for Commercial Banks.
7. OJK Regulation No. 59/POJK.03/2017 dated December 18, 2017, regarding the Implementation of Governance in Providing Remuneration for Sharia Commercial Banks and Sharia Business Units.
8. OJK Regulation No. 17 of 2023 dated September 14, 2023, regarding the Implementation of Governance for Commercial Banks.
10. Regulation of the State Minister for State-Owned Enterprises No. PER-06/MBU/04/2021 dated April 13, 2021 concerning the change of the Regulation of the State Minister for State-Owned Enterprises No. PER-12/MBU/2012 concerning the Supporting Organs of the SOEs' Board of Commissioners/Board of Trustees.
11. Regulation of the State Minister for State-Owned Enterprises No. PER-14/MBU/10/2021 dated October 29, 2021 concerning the second change of Regulation of the State Minister for StateOwned Enterprises No. PER-12/MBU/2012 concerning the supporting Organs of the SOEs' Board of Directors/Board of Commissioners.
12. Decree of the Minister of State-Owned Enterprises No. PER-1/MBU/03/2023 dated March 24, 2023, regarding Special Assignments and Corporate Social and Environmental Responsibility Programs of State-Owned Enterprises..
13. Decree of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 24, 2023, regarding Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
14. Decree of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 24, 2023, regarding the Organization and Human Resources of State-Owned Enterprises.
15. Articles of Association of PT Bank Tabungan Negara (Persero) Tbk for the Year 2023.
16. Decision of the Board of Commissioners No. 05/KOM/BTN/2023 dated December 13, 2023, regarding the Guidelines and Code of Conduct for the Board of Commissioners.
17. Joint Decision of the Board of Commissioners and the Board of Directors of PT Bank Tabungan Negara (Persero) Tbk No. 01/DEKOM-BTN/2021 – No. 01/DIR-BTN/2021 dated January 26, 2021, regarding the Working Relationship between the Board of Commissioners and the Board of Directors of PT Bank Tabungan Negara (Persero) Tbk..
18. Decision of the Board of Commissioners No. 07/KOM/BTN/2023 dated December 13, 2023, regarding the Guidelines and Code of Conduct for Remuneration and Nomination.

### Duties and Responsibilities of Remuneration and Nomination Committee

In accomplishing its main duties, the Committee is responsible to the Board of Commissioners for the following detailed responsibilities:

1. The duties of the Committee regarding remuneration are::
   a. The Committee provides recommendation to the Board of Commissioners related to:
      - Structure of remuneration.
      - Policy regarding remuneration.
      - Rate of remuneration.
   b. The Committee assists the Board of Commissionaires to assess the appropriateness between working performance and remuneration received by each member of Board of Directors and/or Board of Commissionaires.
   c. In completing the remuneration-related duties, it is obliged for the Committee to do the following procedure:

- Formulating the structure, policy, and rate of remuneration for members of Board of Directors and/or Board of Commissionaires; and
- Formulating structure, policy, and remuneration for members of Sharia Supervisory Board (DPS).

d. The said remuneration structure may be in the form of fixed and/or variable salary, honorarium, incentive, or allowance.
e. The drafting of structure, policy, and rate of remuneration has to consider the following aspects:
   - The relevance of remuneration applied to industries to the Bank's business activities and business scale.
   - Duty, responsibility, and authority of members of the Board of Directors and/or Board of Commissionaires associated with the Bank's goal achievement and performance.
   - The target of performance or the performance of each member of the Board of Directors and/or Board of Commissionaires.
   - Balance between the fixed and the variable allowance.
f. The Committee evaluates remuneration-related policy which is based on performance, risk, fairness with peer groups, target, Company's long-term strategy, reserve fulfillment as regulated in the constitution, and the Company's future income potential.
g. The Committee delivers the result of the evaluation and recommendation to the Board of Commissionaires regarding:
   – Remuneration policy for the Board of Directors, Board of Commissionaires, and Sharia Supervisory Board to be delivered in the General Meeting of Shareholders (GMS).
   – Overall remuneration for employees to be submitted to the Board of Directors.
h. The Committee carries out regular evaluation for at least once a year regarding the structure, policy, and rate of remuneration.
i. The Committee formulates and evaluates the payroll and allowance system of the members of Board of Commissionaires, and provides recommendation related to:
   – Assessment of the system;
   – Available options, one of which is stock option;
   – Retirement System, Pension; and
   – Compensation System and other benefits of employee reduction.
j. The Committee accomplishes other remuneration-related duties from the Board of Commissioners.

2. The duties of the Committee regarding Nomination are:
   a. The Committee provides recommendation to the Board of Commissioners regarding the following matters:
      – Nomination of Director candidates referring to the Company's strategy;
      – Composition of members of the Board of Directors and/or Board of Commissioners;
      – Required policy and criteria for Nomination process;
      – Performance evaluation policy for members of the Board of Directors and/or Board of Commissioners; and
      – Proposal for appointment and/or replacement of members of Sharia Supervisory Board to be submitted in the GMS.
   b. The Committee assists the Board of Commissioners to conduct performance assessment of members of the Board of Directors and/or Board of Commissioners by referring to the valid parameters as an evaluation material.
   c. The Committee offers recommendation to the Board of Commissioners concerning competency development program for members of the Board of Directors and/or Board of Commissioners.
   d. The Committee recommends proposed candidates who are eligible to be appointed as members of the Board of Directors and/or Board of Commissioners to the Board of Commissioners to be submitted in the GMS.
   e. In accomplishing its Nomination function, the Committee is obliged to complete the following procedures:
      – Formulating the composition and process of nomination for members of the Board of Directors and/or Board of Commissioners.
      – Formulating necessary policy and criteria for the Nomination process of the candidates of the Board of Directors and/or Board of Commissioners.
      – Assisting the evaluation of the performance of members of the Board of Directors and/or Board of Commissioners.
      – Formulating competency development program for members of the Board of Directors and/or Board of Commissioners.
      – Reviewing and proposing qualified member candidates of the Board of Directors and/or Board of Commissioners to the Board of Commissioners to be submitted in the GMS.
   f. The Committee formulates, implements, and analyzes criteria and procedure of nomination for the candidates of Sharia Supervisory Board.
   g. The Committee monitors and analyzes criteria and procedure of nomination for other executives, one level under the Board of Directors.
   h. The Committee offers recommendation of election criteria and procedure, composition of position, and appointment and/or replacement of members of the Board of Directors, Board of Commissioners, and Sharia Supervisory Board.
   i. The Committee formulates performance assessment system for members of the Board of Commissioners and the Board of Directors.
   j. The Committee reviews the policy of human resource management system and development starting from recruitment, assessment, competency development, evaluation, promotion, demotion, termination, succession, selection, and others.

k. The Committee conducts regular review on the company talent management system, monitors, and evaluates its performance.
l. The Committee evaluates the system and procedure of talent classification carried out by the Board of Directors.
m. The Committee performs validation and calibration towards the talents selected by the Directors to the Board of Commissioners/ Supervisory Board to generate the list of talents that will be nominated by the Board of Commissioners/ Supervisory Board in the GMS or to the Minister.
n. The Committee evaluates the candidates of the company representatives proposed as members of Board of Directors or Board of Commissioners of the subsidiary company before being submitted in the GMS or to the Minister.
o. The Committee prepares a proposal of individual performance evaluation for members of the Board of Directors and/or Board of Commissioners/ Supervisory Board.
p. The Committee evaluates the proposal from the Board of Directors regarding the company organization structure.
q. The Committee accomplishes other Nomination-related duties from the Board of Commissioners.
r. The members of the Committee are obliged to sign integrity pact containing statement and commitment to comply with all statutory provisions and principles of good corporate governance).

## Remuneration and Nomination Committee Charter

In fulfilling their duties and responsibilities, the Remuneration and Nomination Committee refers to the Charter of Remuneration and Nomination Committee according to the Board of Commissioners Decree Number 07/KOM/BTN/2023 dated December 13, 2023 regarding the Guidelines and Code of Conduct for the Remuneration and Nomination Committee of PT Bank Tabungan Negara (Persero) Tbk. Remuneration and Nomination Committee Work Guidelines and Rules aims to allow the Committee to work optimally and to ensure that the provisions recommendation for the remuneration and nomination of members
of the Board of Commissioners, Board of Directors, Executives, Employees, and Human Capital policy is in accordance with the principles of Good Corporate Governance.

The Content of the Charter of Remuneration and Nomination Committee is as follows:

| | | | |
|---|---|---|---|
| Chapter I | General Provision | Article 1 | Definition |
| | | Article 2 | Purpose of Formation |
| Chapter II | Duty, Responsibility, and Authority of the Committee | Article 3 | Committee's Tasks |
| | | Article 4 | Responsibilities |
| | | Article 5 | Authorities |
| Chapter III | Membership | Article 6 | Composition and Structure |
| | | Article 7 | Membership Requirements |
| | | Article 8 | Term of Office |
| Chapter IV | Work Mechanism and Relationship | Article 9 | Work Mechanism |
| | | Article 10 | Working Relationship |
| | | Article 11 | Supporting Staff |
| Chapter V | Work Plan and Implementation | Article 12 | Work Plan and Budgeting |
| | | Article 13 | Committee Meetings |
| | | Article 14 | Reports |
| | | Article 15 | Performance Evaluation |
| Chapter VI | Competence and Income Development | Article 16 | Competency Development |
| | | Article 17 | Committee Members' Remuneration |
| Chapter VII | Closing | Article 18 | Conclusion |

## Authority of The Remuneration and Nomination Committee

The Committee holds the following authorities granted by the Board of Commissioners:
1. Reviewing, examining, analyzing, and giving opinions and recommendations within the coverage of their duty.
2. Requesting the Bank to survey and/or do benchmarking according to the needs of the Committee.
3. Requesting, researching, and obtaining necessary information from the Bank's internal and external parties.
4. Seeking and obtaining various information including necessary documents from:
a. Bank BTN (including Bank employees); and/or
b. Other relevant parties.
5. Being provided with inputs and/or suggestions from the Bank BTN's external parties in relation to their duties.
6. Performing direct communication with relevant parties related the committee's duties.

## Term of Office of The Remuneration and Nomination Committee

1. The term of office of the Committee members who holds concurrent position in the Board of Commissioners shall end accordingly once their position as member of the Board of Commissioners ends;
2. The term of office of the Committee members who is not a concurrent member of the Board of Commissioners is 3 (three) years at the maximum and is extendable for once within 2 (two) terms of office provided that the Board of Commissioners is still entitled to dismiss the respected Committee members at any time;
3. If a concurrent member of the Board of Commissioners holding a position as the chairman of the Committee releases his status as a member of the Board of Commissioners, the position of the Committee chairman must be replaced by another member of the Board of Commissioners within 30 (thirty) days at maximum.

## Structure, Membership, and Expertise of The Remuneration and Nomination Committee

The composition of Remuneration and Nomination Committee should at least have 1 (one) Independent Commissioner, 1 (one) Commissioner, and 1 (one) Executive who supervises human resources or 1 (one) employee representative. The Committee is led by the Independent Commissioner.

If the Remuneration and Nomination Committee has more than 3 (three) personnel, there should be at least 2 (two) Independent Commissioners. When necessary, the Remuneration and Nomination Committee may appoint independent members from an outside Bank BTN.

Members of the Remuneration and Nomination Committee are appointed by the Board of Directors by referring to the decision made in the meeting of the Board of Commissioners. The Executives or representatives of the Remuneration Committee members must be knowledgeable about the Bank's remuneration system, nomination system, and succession plan.

Members of the Committee are appointed and dismissed based on the decision made in the meeting of the Board of Commissioners. The decision has to be followed-up by the Board of Directors by issuing letter of appointment/ dismissal. The respected decision shall be documented. The chairman of the Committee can only hold concurrent positions as the chairman of the committee for 1 (one) other Committee at the maximum.

**Table of the Remuneration and Nomination Committee's Structure, Membership, and Expertise**

| Name | Position | Information | Expertise | Basis of Appointment |
|---|---|---|---|---|
| Chandra M. Hamzah | Chairman concurrently Member | President Commissioner/ Independent | *Law, Finance, Risk Management, and People Management* | Board of Commissioners Letter No. 03/ KOM/BTN/I/2020 dated January 8, 2020 |
| Iqbal Latanro | Member | Vice President Commissioner/ Independent | *Law, Finance, Risk Management, and People Management* | Decision of the Board of Commissioners No. 03/KOM/BTN/IV/2021 dated April 1, 2021 |
| Ahdi Jumhari Luddin[1] | Member | Independent Commissioner | Banking, Compliance and Risk Management | Board of Commissioners Letter No. 03/ KOM/BTN/I/2020 dated January 8, 2020 |
| Armand B. Arief | Member | Independent Commissioner | *Banking, Risk Management, Business Management and People Management* | Board of Commissioners Letter No. 03/ KOM/BTN/I/2020 dated January 8, 2020 |
| Sentot A. Sentausa | Member | Independent Commissioner | Banking, Compliance and Risk Management | Decision of the Board of Commissioners No. 08/KOM/BTN/2022 dated October 13, 2022 |
| Andin Hadiyanto | Member | Commissioner | Banking, Compliance, Risk Management and Business Administration | Board of Commissioners Letter No. 03/ KOM/BTN/I/2020 dated January 8, 2020 |
| Herry Trisaputra Zuna | Member | Commissioner | Macroeconomics, Risk Management, and Business Administration | Decision of the Board of Commissioners No. 08/KOM/BTN/2022 dated October 13, 2022 |
| Himawan Arief Sugoto | Member | Commissioner | Management and Business, Risk Management, Finance, Agrarian and Spatial Planning | Decision of the Board of Commissioners No. 08/KOM/BTN/2022 dated October 13, 2022. |
| Mohamad Yusuf Permana[2] | Member | Commissioner | *Banking, Macroeconomics, Risk Management and People Management* | Decision of the Board of Commissioners No. 04/KOM/BTN/2023 dated January 18, 2023 |
| Moch. Amin Nurdin | Member | Independent Party | *Human Capital, Finance, and Corporate Relation* | Directors Decree of PT Bank Tabungan Negara (Persero) Tbk. No. 1003/ DIR/2021 Regarding the Appointment of Mr. Moch. Amin Nurdin as a Member of the Remuneration and Nomination Committee of PT Bank Tabungan Negara (Persero) Tbk |
| Rahmayati | Ex. Officio Member | Executive Officer in charge of Human Resources | *Human Capital, Finance, and Corporate Relation* | Decision of the Board of Commissioners No. 08/KOM/BTN/2022 dated October 13, 2022 |

Information:
1 His term of office as a member of the Remuneration and Nomination Committee ended automatically due to his death on 12 August 2023
2 Passed the Capability and Proper Test by OJK on 07 June 2023

The profile of the Remuneration and Nomination Committee as of December 31, 2023 is as follows.

| | |
|---|---|
| **Chandra M. Hamzah**<br>**Head of the Remuneration and Nomination Committee** | Profile is available in the Profile of the Board of Commissioners section.<br>His tenure as Chairman concurrent member of the Remuneration and Nomination Committee starts on November 27, 2019 – November 26, 2024 |
| **Iqbal Latanro**<br>**Member of the Remuneration and Nomination Committee** | Profile is available in the Profile of the Board of Commissioners section.<br>His tenure as a member of the Remuneration and Nomination Committee starts on March 10, 2021 –November 26, 2026. |
| **Armand B. Arief**<br>**Member of the Remuneration and Nomination Committee** | Profile is available in the Profile of the Board of Commissioners section.<br>His tenure as a member of the Remuneration and Nomination Committee starts on November 27, 2019 –November 26, 2024. |
| **Sentot A. Sentausa**<br>**Member of the Remuneration and Nomination Committee** | Profile is available in the Profile of the Board of Commissioners section.<br>His tenure as a member of the Remuneration and Nomination Committee starts on March 02, 2022 –March 01, 2027. |
| **Andin Hadiyanto**<br>**Member of the Remuneration and Nomination Committee** | Profile is available in the Profile of the Board of Commissioners section.<br>His tenure as a member of the Remuneration and Nomination Committee starts on November 27, 2019 –November 26, 2024. |
| **Herry Trisaputra Zuna**<br>**Member of the Remuneration and Nomination Committee** | Profile is available in the Profile of the Board of Commissioners section.<br>His tenure as a member of the Remuneration and Nomination Committee starts on March 02, 2022 –March 01, 2027 |
| **Himawan Arief Sugoto**<br>**Member of the Remuneration and Nomination Committee** | Profile is available in the Profile of the Board of Commissioners section.<br>His tenure as a member of the Remuneration and Nomination Committee starts on March 02, 2022 –March 01, 2027 |
| **Mohamad Yusuf Permana**<br>**Member of the Remuneration and Nomination Committee** | Profile is available in the Profile of the Board of Commissioners section.<br>His tenure as a member of the Remuneration and Nomination Committee starts on January 11, 2023 – January 10, 2028 |



## MOCH. AMIN NURDIN

**Member of the Remuneration and Nomination Committee**

Indonesian citizen, 50 years old, domiciled in Bekasi, West Java.

### Educational background

- Bachelor (S1) of Business Administration, Universitas Diponegoro Semarang, Semarang (1997).
- Master (S2) of Marketing, PPM Graduate School of Management, Jakarta (2006).
- Master (S2) of Human Resource Management, Universitas Mercu Buana, Jakarta (2019).

### Position History

- Jakarta Area Head, Bank CIMB Niaga, 2008
- Senior Faculty, LPPI, Indonesian Banking Development Institute, 2018
- Head of Marketing and Training Division 1, LPPI, 2020
- Head of LPK LPPI, Indonesian Banking Development Institute, 2020
- Head of Bank Training Division, Indonesian Banking Development Institute, 2022 - present

### Period of Office

The First Period with Term of Office: November 30, 2021 – November 29, 2024

### Basis of Appointment

Decree of Board of Directors of PT Bank Tabungan Negara (Persero) Tbk. Number: 1003/ DIR/2021 regarding the Appointment of Sdr. Moch. Amin Nurdin as a Member of the Remuneration and Nomination Committee

### Concurrent Position

Head of Bank Training Division, Indonesian Banking Development Institute, 2022 to. At the moment

### Certification

- Certified Audit Committe Practices, 2023
- Certified Human Resources Analyst, 2018
- Certified Trainer for General Banking Level 1,2,3 year 2014
- Certified General Banking Level 2 (Branch Manager and BOD-2), 2016
- Certified Trainer for BPR/BPRS Leader (BOD/BOC), 2013
- Certified Trainer for Risk Management Level 1, 2012



## RAHMAYATI

**Member of the Remuneration and Nomination Committee**

Indonesian citizen, 50 years old, domiciled in East Jakarta, DKI Jakarta

### Educational History

- Masters (S-2) Business Administration from the Bandung Institute of Technology in 2012
- Bachelor (S-1) in Civil Engineering from Hasanuddin University in 1996

### Work experience

- School of Business & Sharia Banking DH, Sharia Business Division (29 Januari 2019 - 28 February 2021)
- Sharia Business Deputy, Sharia Business Division (1 April 2021 - 30 November 2021)
- Sharia Funding & Treasury Deputy, Sharia Business Division (1 December 2021 - 13 Februayi 2022)
- PJ Human Capital Management Division Head, Human Capital Management Division (14 February 2022 - 30 September 2022)
- Human Capital Management Division Head, Human Capital Management Division (01 October 2022 - Present)

### Period of Office

First Period with Term of Office: 17 March 2022 - 16 March 2025

### Legal Basis for Appointment

Board of Commissioners Decree Number 08/KOM/BTN/2022 dated October 13, 2022

### Concurrent Position

Human Capital Management Division Head, Human Capital Management Division, 01 October 2022 - Present

### Certification

- Certified Human Resources Manager (2023)
- Level 3 Risk Management Certification Refreshment (2022)
- Basic Knowledge Certification in the Field of Pension Funds (2022)
- PSAK 24 Training (2022)
- Professional Coach Certification Program (2021)
- Basic Level Treasury Certification (2021)
- 4DX : Managers Implementation (2020)
- Certified Professional Human Resources (2019)

## Independency of The Remuneration and Nomination Committee

### Table of Independence of the Remuneration and Nomination Committee

| Aspect of Independency | Chandra M. Hamzah | Iqbal Latanro | Ahdi Jumhari Luddin[1] | Armand B. Arief | Sentot A. Sentausa | Andin Hadiyanto | Herry Trisaputra Zuna | Himawan Arief Sugoto | Mohamad Yusuf Permana[2] | Moch. Amin Nurdin | Rahma yati |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Not having financial association with the Board of Commissioners and Directors | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Not having management association in the company, subsidiary company, or affiliated company | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

| Aspect of Independency | Chandra M. Hamzah | Iqbal Latanro | Ahdi Jumhari Luddin[1] | Armand B. Arief | Sentot A. Sentausa | Andin Hadiyanto | Herry Trisaputra Zuna | Himawan Arief Sugoto | Mohamad Yusuf Permana[2] | Moch. Amin Nurdin | Rahma yati |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Not having association of share ownership more than or equal to 5% (five-percent) in the Company | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Not having familial relationship with the Board of Commissioners, Directors, and/or fellow members of the Risk Monitoring Committee | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Not serving as administrators of political parties, public officials and government | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

## Training and/or Competency Development of The Remuneration and Nomination Committee In2023

| Name | Position | Types of Training and Development Materials Competency / Training | Time and place Implementation | Organizer |
|---|---|---|---|---|
| Chandra M. Hamzah | Chairman concurrently Member | Education and/or Competency Enhancement can be observed in the Education and/or Competency Enhancement section of the Board of Commissioners. | | |
| Iqbal Latanro | Member | Education and/or Competency Enhancement can be observed in the Education and/or Competency Enhancement section of the Board of Commissioners. | | |
| Ahdi Jumhari Luddin1 | Member | Education and/or Competency Enhancement can be observed in the Education and/or Competency Enhancement section of the Board of Commissioners. | | |
| Armand B. Arief | Member | Education and/or Competency Enhancement can be observed in the Education and/or Competency Enhancement section of the Board of Commissioners. | | |
| Sentot A. Sentausa | Member | Education and/or Competency Enhancement can be observed in the Education and/or Competency Enhancement section of the Board of Commissioners. | | |
| Andin Hadiyanto | Member | Education and/or Competency Enhancement can be observed in the Education and/or Competency Enhancement section of the Board of Commissioners. | | |
| Herry Trisaputra Zuna | Member | Education and/or Competency Enhancement can be observed in the Education and/or Competency Enhancement section of the Board of Commissioners. | | |
| Himawan Arief Sugoto | Member | Education and/or Competency Enhancement can be observed in the Education and/or Competency Enhancement section of the Board of Commissioners. | | |
| Mohamad Yusuf Permana2 | Member | Education and/or Competency Enhancement can be observed in the Education and/or Competency Enhancement section of the Board of Commissioners. | | |
| Moch. Amin Nurdin | Member | Board of Commissioner Forum 2023 | September 15 - 16, 2023 at Ayana Hotel Waecicu Beach, Labuan Bajo, NTT | LPPI |
| | | Certification Audit Committee Practices Batch 36 | November 28 – 30, 2023 at Sahid Jaya Hotel | IKAI |
| | | 2023 National Audit Committee Conference | October 25, 2023 at Sahid Jaya Hotel | IKAI |
| Rahmayati | Ex. Officio Member | Expert Talk Session - The Future of Competitive Strategy For Great Business Transformation | March 4 2023 at Park Hyatt Hotel Jakarta | Markplus |
| | | Workshop Team HCCL 2023 | 10 – 11 March 2023 at Royal Tulip Gunung Geulis Bogor | BTN |

| Name | Position | Types of Training and Development Materials Competency / Training | Time and place Implementation | Organizer |
|---|---|---|---|---|
| | | Leadership Forum "Envisioning Culture For Leader" | 12 – 13 May 2023 at Padma Hotel Semarang | PwC and Korn Ferry |
| | | Pension Fund Seminar | July 20 2023 at the BTN Jakarta Learning Center | BTN |
| | | Certified Human Resources Manager | September 30 2023 at the BTN Jakarta Learning Center | Human Resource Management Professional Certification Body (LSP-MSDM) |

Information:
1 The term of office as a member of the Remuneration and Nomination Committee ended automatically due to the demise on August 12, 2023
2 Passed the Assessment of Competence and Suitability by OJK on June 7, 2023

## The Remuneration and Nomination Committee's Meeting

Meeting is conducted by at least fulfilling the minimum requirement from the Board of Commissioners stipulated in the Company's Articles of Association. The meeting quorum is attended by minimum of 51% (fifty-one percent) of the Committee members either physically or proxied by other means. The meeting of the Remuneration and Nomination Committee is considered legitimate if attended by at least 51% (fifty-one percent) of total Committee members including 1 (one) Independent Commissioner and 1 (one) Independent Party.

If members of the Board of Commissioners are unable to physically attend the meeting, they may attend through the power of attorney, teleconferences, and other methods in accordance with the legal procedure and constitution.

Meeting is chaired by the Chairman of the Committee or a member appointed by the attending members if the Chairman of the Committee is not present. The decision of the Committee meeting is made based on deliberation and consensus. When consensus is not reached, decision-making is done under one man one vote principle.

The Committee meeting result shall be documented in the Minutes of Meeting signed by all Committee members present, well-documented, and submitted to the Board of Commissioners. The Minutes contain information about time and place of the meeting, meeting agenda, topic of discussion, dissension (if any), and meeting decision. Dissenting opinion taking place during the meeting must be clearly recorded in the minute along with the underlying reasons.

The Committee is allowed to conduct special meeting if necessary. The Committee's meeting may invite the management or other parties as resource person. Meeting is held by invitation and with preceding approved agenda, and the meeting outcome has to be recorded in the Minutes of Meeting. The original document shall be owned by the Committee, and the carbon copy is sent to the Secretary of the Board of Commissioners, and if necessary, can be shared to the absent participants.

The decision made in the meeting is declared legitimate and binding if attended by at least 51% (fifty-one percent) of the total Committee members including the Independent Commissioner and Executives who supervise human resources.

### THE REMUNERATION AND NOMINATION COMMITTEE'S MEETING AGENDA

**Table of the Remuneration and Nomination Committee's Meeting Agenda**

| No. | Meeting Date | Meeting agenda | Meeting participants |
|---|---|---|---|
| 1. | January 11, 2023 | 1. Changes in the Directorate's Key Performance Indicator (KPI) in 2022, PT Bank Tabungan Negara (Persero) Tbk.<br>2. Assessment Candidates for Members of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Moch. Amin Nurdin |

| No. | Meeting Date | Meeting agenda | Meeting participants |
|---|---|---|---|
| 2. | February 15, 2023 | The Interview Result Discussion of Candidates for the Audit Committee Members | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana as an observer)<br>• Moch. Amin Nurdin |
| 3. | February 22, 2023 | 1. The Discussion of Phase II Audit Committee Candidate Interview Results;<br>2. The Selection of Nominated Talent BoD-1; and<br>3. Recommendations for the Extension of the SEVP Wholesale Banking Employment Contract. | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana as an observer))<br>• Moch. Amin Nurdin |
| 4. | February 27, 2023 | The Evaluation of the Existing BoD Nominated Talent | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana (as an observer)<br>• Moch. Amin Nurdin |
| 5. | March 1, 2023 | 1. The Proposal of Remuneration for the Board of Commissioners, Directors, and Sharia Supervisory Board for 2023 and Tantiem for the Board of Commissioners and Directors for the 2023 Financial Year;<br>2. Recommendations of Candidates for the Audit Committee Members;<br>3. Recommendations for the Existing BoD Nominated Talent; | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana (as an observer)<br>• Moch. Amin Nurdin |
| 6. | March 15, 2023 | 1. Recommendations for the Changes of Composition of the Sharia Supervisory Board<br>2. Recommendations of Candidates for the Company Management | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana (as an observer)<br>• Moch. Amin Nurdin |
| 7. | April 5, 2023 | 1. Reviewing Proposal for the Changes of the Corporate Secretary<br>2. Recommendations for the Changes of the Head Office Organizational Structure | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana (as an observer)<br>• Moch. Amin Nurdin<br>• Rahmayati |

| No. | Meeting Date | Meeting agenda | Meeting participants |
|---|---|---|---|
| 8. | April 12, 2023 | Recommendation for Approval of the Change of Corporate Secretary | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana (sebagai pengamat)<br>• Moch. Amin Nurdin<br>• Rahmayati |
| 9. | May 17, 2023 | Recommendations for determining KPI Directors collegially and PMN KPI in 2023 | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana (sebagai pengamat)<br>• Moch. Amin Nurdin<br>• Rahmayati |
| 10. | May 24, 2023 | Recommendations for Changes of the Organizational Structure of CRSD Headquarters, CAMD 1 and CAMD 2 | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana (sebagai pengamat)<br>• Moch. Amin Nurdin<br>• Rahmayati |
| 11. | June 07, 2023 | Recommendations of Candidates for Sharia Supervisory Board (DPS) Members of the Sharia Business Unit, PT Bank Tabungan Negara (Persero) Tbk | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana<br>• Moch. Amin Nurdin<br>• Rahmayati |
| 12. | June 14, 2023 | In-depth Investigation of Recommendations of Candidates for Sharia Supervisory Board (DPS) Sharia Business Unit, PT Bank Tabungan Negara (Persero) Tbk | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana<br>• Moch. Amin Nurdin<br>• Rahmayati |
| 13. | July 05, 2023 | Discussion on Determining the Income of Directors and Board of Commissioners in 2023 | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Ahdi Jumhari Luddin<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana<br>• Moch. Amin Nurdin |

| No. | Meeting Date | Meeting agenda | Meeting participants |
|---|---|---|---|
| 15. | August 21, 2023 | Progress on Special Policies of Income for Directors, Board of Commissioners, and Supporting Organs for the Board of Commissioners. | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana<br>• Moch. Amin Nurdin<br>• Rahmayati |
| 16. | October 11, 2023 | 1. Evaluation of the Performance of the Secretary and Secretariat Staff of the Board of Commissioners<br>2. Update on the Preparation of the Key Performance Indicators (KPI) Assessment Format for Individual Members of the Board of Commissioners and Supporting Organ Committees of the Board of Commissioners | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana<br>• Moch. Amin Nurdin<br>• Rahmayati |
| 17. | October 18, 2023 | Performance Assessment of the Secretary and Secretariat Staff of the Board of Commissioners | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana<br>• Moch. Amin Nurdin<br>• Rahmayati |
| 18 | November 01, 2023 | 1. Approval of the Concurrent Positions of the Directors of PT Bank Tabungan Negara (Persero) Tbk<br>2. Approval of the Addition of the Human Capital Business Partner Division to the Organizational Structure of PT Bank Tabungan Negara (Persero) Tbk Head Office | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana<br>• Moch. Amin Nurdin<br>• Rahmayati |
| 19. | November 8, 2023 | Update on the Discussion on Approval of Concurrent Positions of Directors of PT Bank Tabungan Negara (Persero) Tbk | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana<br>• Moch. Amin Nurdin<br>• Rahmayati |
| 20. | November 21, 2023 | Discussion of the Tantiem Budget for the Directors and Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk in the 2024 Company Work, Plan & Budget (RKAP) | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana<br>• Moch. Amin Nurdin<br>• Rahmayati |
| 21. | November 29, 2023 | 1. Appointment of Members of the Sharia Supervisory Board (DPS) of the Sharia Business Unit (UUS), PT Bank Tabungan Negara (Persero) Tbk; and<br>2. Determination of Remuneration for the Sharia Supervisory Board (DPS) of the Sharia Business Unit (UUS), PT Bank Tabungan Negara (Persero) Tbk | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana<br>• Moch. Amin Nurdin<br>• Rahmayati |

| No. | Meeting Date | Meeting agenda | Meeting participants |
|---|---|---|---|
| 22. | December 06, 2023 | Performance Assessment of the Board of Commissioners' Supporting Organ Committees | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana<br>• Moch. Amin Nurdin<br>• Rahmayati |
| 23. | December 13, 2023 | 1. Work Guidelines and Manual for the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk.<br>2. Work Guidelines and Manual for the Remuneration and Nomination Committee of PT Bank Tabungan Negara (Persero) Tbk.<br>3. Work Program for the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk for 2024<br>4. Work Program of PT Bank Tabungan Negara (Persero) Tbk Remuneration and Nomination Committee in 2024<br>5. Guidelines for the Work Relation Pattern of the Board of Commissioners and Directors | • Chandra M. Hamzah<br>• Iqbal Latanro<br>• Armand B. Arief<br>• Andin Hadiyanto<br>• Sentot A. Sentausa<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Mohamad Yusuf Permana<br>• Moch. Amin Nurdin<br>• Rahmayati |

## MEETING FREQUENCY AND ATTENDANCE LEVEL OF THE REMUNERATION AND NOMINATION COMMITTEE

### Table of Meeting Attendance Level of the Remuneration and Nomination Committee

| Name | Position | Meeting of Remuneration and Nomination Committee | | |
|---|---|---|---|---|
| | | Total and Percentage of Attendance | | |
| | | Total Meeting | Total Attendance | Percentage |
| Chandra M. Hamzah | Chairman concurrently Member | 23 | 23 | 100% |
| Iqbal Latanro | Member | 23 | 23 | 100% |
| Ahdi Jumhari Luddin[1] | Member | 6 | 6 | 100% |
| Armand B. Arief | Member | 23 | 23 | 100% |
| Sentot A. Sentausa | Member | 23 | 23 | 100% |
| Andin Hadiyanto | Member | 23 | 23 | 100% |
| Herry Trisaputra Zuna | Member | 23 | 23 | 100% |
| Himawan Arief Sugoto | Member | 23 | 23 | 100% |
| Mohamad Yusuf Permana[2] | Member | 13 | 13 | 100% |
| Moch. Amin Nurdin | Member | 23 | 23 | 100% |
| Rahmayati | Ex-Officio Member | 23 | 16 | 69,6% |

Information:
[1] The presence of Mr. Ahdi Jumhari Luddin at the meeting due to health conditions until the person concerned died on August 12 2023
[2] Passing the Fit and Proper Test by FSA on June 07, 2023.

## Work Plan and The Implementation of Duties of The Remuneration and Nomiination Committee In 2023

| No | Work plan | Implementation | Information |
|---|---|---|---|
| I | Reguler | | |
| 1. | Reviewing Educational Agenda Plan of 2023 | Not Accomplished | Bank Indonesia DIR Decree No. 31/310/KEP/DIR of 1999 concerning the Provision of Funds for the Development of Human Resources for Commercial Banks was declared to be revoked and invalid, so that the review of the 2023 Education Activity Plan did not go through a decision of the Board of Commissioners |
| 2. | Validating Proposed Selected Talent BOD-1 Bank BTN | Accomplished | - |
| 3. | Making Recommendation and Assessing BOC and BOD member Candidates for Fit & Proper Test regarding AGMS or EGMS Implementation | Accomplished | - |
| 4. | Reviewing Company Work Plan and Budget (RKAP) and Bank Business Plans (RBB | Accomplished | - |

| No | Work plan | Implementation | Information |
|---|---|---|---|
| 5. | Reviewing Sustainable Finance Action Plan (SFAP) | Accomplished | - |
| 6. | Reviewing Collegial KPI and Individual BOD | Accomplished | - |
| 7. | Determining Income for the Board of Directors, Commissioners, and Supervisory | Accomplished | - |
| 8. | Determining the Amount of Tantiem, Bonus, and other incentives related to BOD and BOC | Accomplished | - |
| 9. | Planning Work Program of the Board of Commissioners | Accomplished | - |
| 10. | Reporting Self Assessment of GCG | Accomplished | - |
| 11. | Reporting of the Remuneration and Nomination Committee | Accomplished | - |
| II | **Non-Reguler** | | |
| 12. | Evaluating Policy /SOP Human Capital, Strategy, dan Learning | Accomplished | - |
| 13. | Evaluating Policy /Implementation of Central Outsourcing SOP | Accomplished | - |
| 14 | Performing the Appointment of Corporate Secretary Divison Head and Internal Audit Divison Head | Accomplished | - |
| 15. | Performing the Appointment of SEVP for some positions according to the new Organization structure | Accomplished | - |
| III | **Monitoring the Implementation of the Committee Recommendation** | | |
| 16. | Communicating with the Unit of Human Resource | Accomplished | - |
| IV | **Special Tasks and Others** | | |
| 17. | Conducting the Remuneration and Nomination Committee Meeting | Accomplished | - |
| 18. | Performing Other Duties Assigned by the Chairman of the Committee/ Board of the Commissioners | Accomplished | - |

## Policy on the Succession Plan of The Board of Directors

In assisting the implementation of the duties of the Board of Commissioners regarding the succession of the President Director and other members of the Board of Directors in accordance with the Minister of State-Owned Enterprises Regulation No. 3 of 2023 concerning Organs and Human Resources of State-Owned Enterprises, the Remuneration and Nomination Committee implements the mechanism for the process of submitting nominated talent as candidates for BUMN Directors, namely:

1. **Selected Talent**
   Determination of Selected Talent BoD-1 is carried out through Directors' Meetings at each BUMN.
2. **Nominated Talent**
   Review and Determination of BoD-1 Nominated Talent by the respective BUMN Board of Commissioners through the Remuneration and Nomination Committee.
3. **Nominated Talent Cluster**
   Nominated Talent will be validated and calibrated by the Cluster Talent Committee (CTC) to become Eligible Talent.
4. **Eligible Talent**
   Nominated Talent Clusters will be background checked by KBUMN through the KBUMN Deputy for Human Resources & Information Technology (SDMTI) to become Eligible Talent.
5. **Qualified Talent**
   Eligible Talent will undergo an Assessment at the Assessment Center appointed by the Ministry of BUMN and then become Qualified Talent.

In preparing candidates or successors for the Company's Directors, various Company talent developments are carried out, especially BOD-1, BOD-2 and Women Talent and Millennial Talent to increase Readiness Level and prepare them to become Nominated Talent, including through programs:

The sources of Selected Talent and Nominated Talent from SOE are BOD-1 from SOE or SOE Subsidiaries which contribute significantly and have strategic value or BOD-1 from SOE or SOE Subsidiaries which is applied the same as SOE in accordance with the Law.

1. Expert Talk Session
2. Project Asignment
3. Cross mentoring
4. Roundtable Mentorship
5. SESPIBANK
6. Asesmen Orientation Day

Meanwhile, in the process of searching for BOD-1 Talent from external sources in 2023, where they will also be prepared to become candidates for the Company's Directors (BOD) through a mechanism for developing and proposing nominated talents, the Company uses the services of a professional search company/ head hunter, namely PT Daya Dimensi Indonesia (DDI).

## Risk Monitoring Committee

The Risk Monitoring Committee is a Supporting Organ formed by and responsible to the Board of Commissioners whose task is to assist the Board of Commissioners in evaluating the suitability of the Risk Management Policy with the implementation of that policy and monitoring as well as evaluating the implementation of the duties of the Risk Management Committee and the Risk Management Work Unit.

The purpose of establishing the Committee is to assist and support the implementation of the duties and responsibilities of the Board of Commissioners in ensuring the implementation of supervision and providing advice to the Board of Directors as well as compliance with statutory regulations and the Company's internal regulations related to:

1. Implementating a strong function of risk management supervision;
2. Developing a risk management culture in order to reduce the possibility of unethical banking practices occurring; and
3. Identified matters related to risk management that require the attention of the Board of Commissioners.

## Legal Basis for Establishing the Risk Monitoring Committee

The Company establishes Risk Monitoring Committee under the following legal bases:

1. OJK Regulation No 17 of 2023 dated September 14, 2023 concerning the Implementation of Governance for Commercial Banks.
2. OJK Circular Letter No. 13/SEOJK.03/2017 dated March 17, 2017 on the Implementation of Governance for General Bank.
3. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 dated March 24, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 24, 2023 concerning Organs and Human Resources of State-Owned Enterprises;
5. Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises No. SK-3/DKU. MBU/05/2023 concerning Technical Instructions for the Composition and Qualifications of Risk Management Organs within State-Owned Enterprises.
6. Company's Articles of Association.

## Duties and Responsibilities of the Risk Monitoring Committee

Referring to the Risk Monitoring Committee Charter, duties and responsibilities of Risk Monitoring Committee are as follows:

1. Collecting and evaluating information, clarifications, and documents and/or reports related to risk management implementation.
2. Evaluating the conformity between the Bank policy and implementation of risk management.
3. Monitoring and evaluating the duty accomplishment of the Risk Management Committee and working unit of risk management.
4. Monitoring the adequacy of identification process, measurement, monitoring, control, and information system of risk management.
5. Encouraging the empowerment of the Bank's risk management function.
6. Reporting to the Board of Commissioners about the possibility of Bank risk and proposing a variety of solutions
7. Conducting risk monitoring in the working unit which is closely related to risk-based decision-making and cooperating with risk management work unit.
8. Reviewing, evaluating, and/or providing recommendation on matters which require approval, consultation, or decision making by the Board of Commissioners in accordance with the Articles of Association, Working Relationship of the Board of Commissioners and Directors, and regulator's decree.
9. Performing other duties assigned by the Board of Commissioners within the relevant scope of duties of risk management.

## Work Guidelines and Manual of the Risk Monitoring Committee

The Risk Monitoring Committee's Work Guidelines and Manual are prepared based on applicable regulations and legislation and are always reviewed periodically, which was most recently updated based on the Decree of the Board of Commissioners No 08/KOM/BTN/2023 dated December 13, 2023 concerning Work Guidelines and Manual for the Risk Monitoring Committee of PT Bank Tabungan Negara (Persero) Tbk, with the following contents:

| | |
|---|---|
| **Chapter I General Provision** | Article 1 Definition |
| | Article 2 Objectives |
| **Chapter II Duty, Responsibility, and Authority** | Article 3 Duties and Responsibilities |
| | Article 4 Authority |
| **Chapter III Structure and Membership** | Article 5 Composition and Structure |
| | Article 6 Membership Requirements |
| | Article 7 Term of Office |
| **Chapter IV Work Mechanism and Relationship** | Article 8 Work Mechanism |
| | Article 9 Employment Relations |
| | Article 10 Supporting Personnel |
| **Chapter V Work Plan and Implementation** | Article 11 Work Plan and Budgeting |
| | Article 12 Committee Meetings |
| | Article 13 Report |
| | Article 14 Evaluation |
| **Chapter VI Competency Development and Income** | Article 15 Competency Development |
| | Article 16 Income |
| **Chapter VII Others** | Article 17 Closing |

## Authorities of the Risk Monitoring Committee

accomplishing its function, the Risk Management Committee holds the following authority to:

1. Access all relevant information related to Bank regarding the duty and function of the Risk Management Committee.
2. Communicate with the Directors and/or Executives and internal Bank parties to obtain necessary information, clarifications, documents, and reports.
3. Obtain inputs and/or suggestions from the Bank's external parties related to the duty of the Risk Management Committee.

## Term of Office of the Risk Monitoring Committee

1. The term of office of the Committee members serving as a concurrent member of the Board of Commissioners automatically ends once their position as members of the Board of Commissioners ends;
2. The term of office of the Committee members who has not served as concurrent members of the Board of Commissioners is 3 (three) years at the maximum and is extendable to once for 2 (two) terms of office provided that the Board of Commissioners is still entitled to dismiss the respected Committee members at any time;
3. If a member of the Board of Commissioners holds a concurrent position as the chairman of the Committee releases his status as a member of the Board of Commissioners, the position of the Committee chairman must be replaced by another member of the Board of Commissioners within maximum of 30 (thirty) days.

## Structure, Membership, and Expertise of the Risk Monitoring Committee

**Table of the Risk Monitoring Committee's Structure, Membership, and Expertise**

| Name | Position | Information | Expertise | Basis of Appointment |
|---|---|---|---|---|
| Armand B. Arief | Chairman concurrent member | Independent Commissioner | Banking, Risk Management, Business Management | Board of Commissioners Letter No. 03/KOM/BTN/I/2020 dated January 08, 2020 |
| Herry Trisaputra Zuna | Member | Commissioner | Macroeconomics, Management, Public Works and Housing | Board of Commissioners Decree No 04/KOM/BTN/2022 dated March 17, 2022 |

| Name | Position | Information | Expertise | Basis of Appointment |
|---|---|---|---|---|
| Himawan Arief Sugoto | Member | Commissioner | Management and Business, Risk Management, Finance, Agrarian and Spatial Planning | Board of Commissioners Decree No. 04/KOM/BTN/2022 dated March 17,2022 |
| Ignace Widiatmoko | Member | Independent Party | Risk Management, Banking, Finance, Sharia Banking | Directors' Decree No. 1002/ DIR/2021 dated November 8, 2021 |
| Pamuji Gesang Raharjo | Member | Independent Party | Banking, Risk Management, Finance, Sharia Banking | Directors' Decree No. 1067/ DIR/2021 dated December 1, 2021 |

## Profile of the Risk Monitoring Committee

Profile of the Risk Monitoring Committee as of December 31, 2023 is as follows.

| | |
|---|---|
| **ARMAND B. ARIEF Head of the Risk Monitoring Committee** | Profile is available in the Profile of the Board of Commissioners section. His tenure as Chairman concurrent member of Risk Monitoring Committee is November 27, 2019 – November 26, 2024. |
| **HERRY TRISAPUTRA ZUNA Member of the Risk Monitoring Committee** | Profile is available in the Profile of the Board of Commissioners section. His tenure as a member of Risk Monitoring Committee is March 02, 2022 – March 01, 2027 |
| **HIMAWAN ARIEF SUGOTO Member of the Risk Monitoring Committee** | Profile is available in the Profile of the Board of Commissioners section. His tenure as a member of Risk Monitoring Committee is March 02, 2022 – March 01, 2027 |



### Ignace Widiatmoko

**Member of the Risk Monitoring Committee**

Indonesian citizen, 63 years old, domiciled in South Tangerang City, Banten

#### Educational background

- Bachelor of Corporate Economics, Diponegoro University, Semarang (1984)
- Master of Business Administration di Rutgers The State University (1995)

#### Work experience

- Vice President of Risk Management of Bank Mandiri (2007-2015);
- Commissioner of PT Resik Guna Maju (2015-2018);
- Managing Director PT Gedung Bank Exim (2015-2018);
- Risk Monitoring Committee and Audit Committee of Rabobank International Indonesia (2018-2020);
- Risk Monitoring Committee of Industrial Commercial of Bank of China Indonesia (2018-2021);
- Risk Monitoring Committee and Audit Committee of Bank Victoria International Tbk (2021).

#### Certification

- Certification in Audit Committee Practices (CACP) from IKAI (2019)
- Certification of Banking Risk Management Level 4 from BNSP (2019)

#### Period and Term of Office

First Period with Term of Office of November 07, 2021 – November 06, 2024

#### Legal Basis for Appointment

Board of Directors Decree Number 1002/DIR/2021 dated November 8, 2021 concerning the Appointment of Mr. Ignace Widiatmoko as Member of the Risk Monitoring Committee

#### Concurrent Position

None



## Pamuji Gesang Raharjo

**Member of the Risk Monitoring Committee**

Indonesian citizen, 55 years old, domiciled in Central Jakarta City, DKI Jakarta

### Educational background

- Bachelor of Economics, University of Dr. Moestopo (1996)
- Master of Risk Management, University of Indonesia (2003)
- Doctor of Business and Management (Finance) Bogor Agricultural University (2014)

### Pengalaman Kerja

- General Manager of Risk Management Perum Pegadaian (2010 – 2011);
- Director of Risk Management Center Indonesia (2009 – 2011);
- Member of Risk Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk (2007 – 2010 and 2011 – 2016);
- Member of Audit Committee of PT Bank Rakyat Indonesia (Persero) Tbk (2016 – 2021);

### Certification

- Certification in Audit Committee Practices (2022);
- Level 3 Banking Risk Management Certification from BNSP (2021);
- Certified of Investment Market and Banking Analyst (CIMBA) Investment Market and Banking Analyst Association (2014);
- Certified of Financial Consultant (CFC) Institute of Financial Consultant from IFC (2013);
- Risk Management Certification Level 4 Risk Management Certification Body from BSMR (2009).

### Period and Term of Office

First Period with Term of Office: November 30, 2021 - November 29, 2024

### Legal Basis for Appointment

Board of Directors Decree Number 1067/DIR/2021 dated December 1 2021 concerning the Appointment of Mr. Pamuji Gesang Raharjo as Member of the Risk Monitoring Committee

### Concurrent Position

None

## Independency of The Risk Monitoring Committee

### Table of Risk Monitoring Committee's Independency

| Aspect of Independency | Armand B. Arief | Herry Trisaputra Zuna | Himawan Arief Sugoto | Ignace Widiatmoko | Pamuji Gesang Raharjo |
|---|---|---|---|---|---|
| Having no financial Association with the Board of Commissioners and Directors | ✓ | ✓ | ✓ | ✓ | ✓ |
| Having no management relation in the company, subsidiary company, or affiliated company | ✓ | ✓ | ✓ | ✓ | ✓ |
| Has no ownership relationship shares in the company of 5% or more | ✓ | ✓ | ✓ | ✓ | ✓ |
| Not having familial relationship with the Board of Commissioners, Directors, and/or fellow members of the Risk Monitoring Committee | ✓ | ✓ | ✓ | ✓ | ✓ |
| Not serving as administrators of political parties, public officials and government | ✓ | ✓ | ✓ | ✓ | ✓ |

## Training and/or Competency Development for The Risk Monitoring Committee In 2023

| Name | Position | Types of Training and Development Materials Competency / Training | Time and place Implementation | Organizer |
|---|---|---|---|---|
| Armand B. Arief | Chairman concurrently Member | Education and/or Competency Development can be seen in the Education and/or Competency Development section of the Board of Commissioners | | |
| Herry Trisaputra Zuna | Member | Education and/or Competency Development can be seen in the Education and/or Competency Development section of the Board of Commissioners | | |
| Himawan Arief Sugoto | Member | Education and/or Competency Development can be seen in the Education and/or Competency Development section of the Board of Commissioners | | |
| Ignace Widiatmoko | Member | OJK Webinar - Banking Trends in 2023 | January 17, 2023 via Zoom Meeting | OJK |
| | | Kick Off, Risk Management Profession Meeting "Challenges and Opportunities for the Risk Management Profession in Achieving Sustainable Financial Goals" | March 03, 2023 via Zoom Meeting | IRMAPA |
| | | Webinar OJK - How to Manage Climate Related Risk in Banking Industry | June 22, 2023 via Zoom Meeting | OJK |
| | | Building Resilience in TUNA World | July 05, 2023 - July 06, 2023 at Tentrem Hotel Yogyakarta | YPIA |
| | | Webinar on the Effectiveness of Digital Maturity Assessment in Measuring the Maturity of Banking Digital Transformation | August 28, 2023 via Zoom Meeting | FKDKP |
| | | GRC Masterclass Program 2023 "Risk Management Effectiveness Evaluation" | September 07, 2023 via Zoom Meeting | BSE BUMN |
| | | Board of Commissioner Forum 2023 | September 15, 2023 - September 16, 2023 at Ayana Hotel Waecicu Beach, Labuan Bajo, NTT | LPPI |
| | | GRC Masterclass Program 2023 "ESG for Boards – Governance of ESG" | September 27, 2023 via Zoom Meeting | BSE BUMN |
| | | Workshop Islamic Banking for Executive | October 19, 2023 at the Langham Hotel | PEBS FEB UI |
| Pamuji Gesang Raharjo | Member | OJK Webinar - Banking Trends in 2023 | January 17, 2023 via Zoom Meeting | OJK |
| | | *Kick Off, Risk Management Profession Meeting "Challenges and Opportunities for the Risk Management Profession in Achieving Sustainable Financial Goals"* | March 03, 2023 via Zoom Meeting | IRMAPA |
| | | OJK Webinar - Strengthening National Resilience in the Financial Services Industry | May 22, 2023 via Zoom Meeting | OJK |
| | | OJK Webinar - Building Customer Confidence in Digital Assets and Cyber Risk | May 30, 2023 via Zoom Meeting | OJK |
| | | *Webinar LPPI - Anti Money laundering in Digital Era* | June 04, 2023 via Zoom Meeting | LPPI |
| | | *Webinar OJK - How to Manage Climate Related Risk in Banking Industry* | June 22, 2023 via Zoom Meeting | OJK |
| | | OJK Webinar - Learn More about the Regulations on the P2SK Law in the Context of Strengthening the Banking Sector | June 22, 2023 via Zoom Meeting | OJK |
| | | *Building Resilience in TUNA World* | July 05,2023 - July 06, 2023 at Hotel Tentrem Yogyakarta | YPIA |
| | | *Board of Commissioner Forum 2023* | September 15, 2023 - September 16, 2023 at Ayana Hotel Waecicu Beach, Labuan Bajo, NTT | LPPI |

| Name | Position | Types of Training and Development Materials Competency / Training | Time and place Implementation | Organizer |
|---|---|---|---|---|
| | | OJK Webinar - Metaverse Opportunities in the Financial Services Industry | November 05, 2023 via Zoom Meeting | OJK |
| | | *Workshop Islamic Banking for Executive* | October 19, 2023 at the Langham Hotel | PEBS FEB UI |
| | | LPPI Seminar - IRMO 2024 Risk Management Refreshment Program | October 27, 2023 at the Rachmat Saleh Auditorium | LPPI |

## The Risk Monitoring Committee's Meeting

The meeting of the Risk Monitoring Committee is conducted by at least fulfilling the minimum requirement from the Board of Commissioners stipulated in the Company's Articles of Association. The meeting of the Risk Monitoring Committee is considered legitimate if attended by at least 51% (fifty-one percent) of total Committee members including 1 (one) Independent Commissioner and 1 (one) Independent Party.

If members of the Risk Monitoring Committee are unable to physically attend the meeting, they may attend through the power of attorney, teleconferences technology, and other means in accordance with the legal procedure and constitution.

The meeting is chaired by the Chairman of the Committee. In the event that the chairman is unable to be present, the meeting shall be chaired by a member of the Committee appointed by the attending members. The decision of the Committee meeting is made based on deliberation and consensus. When no consensus is reached, decision-making is made through voting under one man one vote principle.

The Committee meeting result must be in writing in the form of the Minutes of Meeting signed by all Committee attendees, and shall be well-documented, and submitted to the Board of Commissioners. The Minutes of Meeting includes information about time and place of the meeting, meeting agenda, topic of discussion, dissension (if any), and meeting decision. Dissenting opinion occurring during the meeting must be clearly recorded in the Minutes, along with the underlying reasons.

The Risk Monitoring Committee is allowed to conduct special meeting if necessary. Committee meeting may invite the management or other parties as resource person. The meeting is held by invitation and approved agenda, and the meeting outcome has to be recorded in the Minutes of Meeting. The original document must be possessed by the Committee, and the carbon copy shall be sent to the Secretary of the Board of Commissioners and, if necessary, can be shared to the absent invitees.

### THE RISK MONITORING COMMITTEE'S MEETING AGENDA

During 2023, the Risk Monitoring Committee has held 52 (fifty two) meetings so that it has fulfilled the requirements for holding meetings at least 1 (one) time in 1 (one) month. The meeting agenda includes the implementation of the committee's duties and responsibilities as follows:

**Table of the Risk Monitoring Committee's Meeting Agenda**

| No. | Date of Meeting | Meeting Agenda | Meeting Attendee |
|---|---|---|---|
| 1. | January 11, 2023 | Drafting of Self-Assessment Implementation of Bank Governance Period of January up to December 2022- Risk Monitoring Committee Part | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 2. | January 25, 2023 | Review on the Company's Operational Strategic Plans & Programs | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 3. | January 30, 2023 | Report Preparation on the Execution of Risk Monitoring Committee Performance Quarter IV of 2022 and the 2022 Period | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |

| No. | Date of Meeting | Meeting Agenda | Meeting Attendee |
|---|---|---|---|
| 4. | February 06, 2023 | Review on the 2022 Semester II Compliance Report | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 5. | February 13, 2023 | Review on Risk Profile, Minimum Capital Requirement (KPMM), and Bank Soundness Level (TKB) Position December 2022 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 6. | February 20, 2023 | Review on the Meeting Decision of Credit Committee for the period of December 2022 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 7. | February 21, 2023 | Review on Loan at Risk (LAR) Projections for 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 8. | February 27, 2023 | Review on the Meeting Decision of Credit Committee for the period of January 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 9. | March 15, 2023 | Review on Credit or Funding Application to Customer or Relevant Parties | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 10. | April 03, 2023 | Review on the Meeting Decision of Credit Committee for the period of February 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 11. | April 10, 2023 | Review on Credit or Funding Application to the Executives | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 12. | May 02, 2023 | Report Preparation on the Execution of Risk Monitoring Committee Performance Quarter I of 2021 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 13. | May 10, 2023 | Review on Credit or Funding Application to the Executives | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 14. | May 10, 2023 | Review on the Compliance Report Quarter I of 2023 | • Armand B. Arief<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 15. | May 17, 2023 | Review on Bank Risk Profile Parameters and Limits | • Armand B. Arief<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 16. | June 05, 2023 | Review on the Meeting Decision of Credit Committee for the period of March up to April 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 17. | June 06, 2023 | Information Technology Reliability and Security | • Armand B. Arief<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |

| No. | Date of Meeting | Meeting Agenda | Meeting Attendee |
|---|---|---|---|
| 18 | June 19, 2023 | Review on the Credit or Financing Write-Off Implementation Report for the Period of January up to April 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 19. | June 21, 2023 | Review on the Proposed Changes to the Bank's Business Plan (RBB) for 2023—2025 and Changes to the Company's Work, Plan & Budget (RKAP) for 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 20. | July 05, 2023 | Progress Implementation of New Policy Architecture | • Armand B. Arief<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 21. | July 10, 2023 | Review on the Meeting Decision of Credit Committee for the period of May 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 22. | July 12, 2023 | Recommendation on the Report of ISO Management Review Meeting 37001:2016 Anti-Bribery Management System (ABMS) | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 23. | July 13, 2023 | Review on Threshold Risk Tolerance on the Ratio of Liquid Assets to Third Party Funds | • Armand B. Arief<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 24. | July 24, 2023 | Drafting of Self-Assessment Implementation of Bank Governance Period of January up to June 2023 - Risk Monitoring Committee Part | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 25. | July 26, 2023 | Review on the Meeting Decision of Credit Committee for the period of June 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 26. | July 27, 2023 | Discussion of the Commercial Credit Business Process | • Armand B. Arief<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 27. | August 01, 2023 | Review on the Compliance Report Quarter II and Semester 1 of 2023. | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 28. | August 08, 2023 | Review on Risk Profile, Minimum Capital Requirement (KPMM), and Bank Soundness Level (TKB) Position June 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 29. | August 24, 2023 | Report Preparation on the Execution of Risk Monitoring Committee Performance Quarter II of 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 30. | August 28, 2023 | Review on the Meeting Decision of Credit Committee for the period of July 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 31. | September 04, 2023 | Recommendations of Source Code Information for the Sigma Syariah Application | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |

| No. | Date of Meeting | Meeting Agenda | Meeting Attendee |
|---|---|---|---|
| 32. | September 06, 2023 | Recommendations for the initiation of the Board of Directors' decision regarding the General Policy for the Management of Subsidiaries and Sharia Business Units | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 33. | September 12, 2023 | Review on Credit and Financing Quality Projections for 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 34. | September 12, 2023 | Recommendations for the Initiation of Directors' Decrees regarding General Legal Policy, Compliance, APU, PPT, and PPSPM, as well as Corporate Governance | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 35. | September 18, 2023 | Recommendations for Information on Incomplete Customer Data | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 36. | September 25, 2023 | Recommendations on Board of Directors Regulations concerning Special Policies on Cooperation Procedures with Partners | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 37. | September 27, 2023 | Review on the Meeting Decision of Credit Committee for the period of August 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 38. | October 09, 2023 | Recommendations for the Initiation of the Board of Directors' Decree concerning General Risk Management Policy | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 39. | October 16, 2023 | Discussion of Findings and Recommendations for Governance of the Sentul Data Center and Surabaya Data Recovery Center | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief • Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 40. | October 30, 2023 | Review on the Meeting Decision of Credit Committee for the period of September 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 41. | October 31, 2023 | Report Preparation on the Execution of Risk Monitoring Committee Performance Quarter III of 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 42. | November 14, 2023 | Recommendations for Initiating Risk Appetite and Risk Tolerance in 2024 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 43. | November 20, 2023 | Recommendations for the Bank's Business Plan for 2024-2026 and the Company's Work, Plan & Budget for 2024 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 44. | November 23, 2023 | Review on the Meeting Decision of Credit Committee for the period of October 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |

| No. | Date of Meeting | Meeting Agenda | Meeting Attendee |
|---|---|---|---|
| 45. | November 27, 2023 | Recommendations for the 2024 Sustainable Finance Action Plan | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 46. | November 28, 2023 | Recommendations for Initiating the 2024 Action Plan (Recovery Plan). | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 47. | December 01, 2023 | Recommendations for Initiating Special Policies on Procedures for Implementing the AML, PPT & PFWMD Programs and Technical Instructions for Implementing the AML, PPT & PFWMD Programs | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 48. | December 04, 2023 | Review on the Meeting Decision of Credit Committee for the period of October 2023 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 49. | December 06, 2023 | Recommendation on the Report of ISO Management Review Meeting 37001:2016 Anti-Bribery Management System (ABMS) | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 50. | December 11, 2023 | Drafting the Risk Monitoring Committee Work Guidelines and Manual | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 51. | December 13, 2023 | Drafting the Risk Monitoring Committee Work Program for 2024 | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |
| 52. | December 27, 2023 | Review on Credit or Funding Application to the Executives | • Armand B. Arief<br>• Herry Trisaputra Zuna<br>• Himawan Arief Sugoto<br>• Ignace Widiatmoko<br>• Pamuji Gesang Raharjo |

## MEETING FREQUENCY AND ATTENDANCE LEVEL OF THE RISK MONITORING COMMITTEE

### Table of the Risk Monitoring Committee's Meeting Frequency and Attendance Level

| Name | Position | Risk Monitoring Committee Meeting | | |
|---|---|---|---|---|
| | | Total Meeting | Total Attendance | Percentage |
| Armand B. Arief | Chairman concurrently Member | 52 | 52 | 100% |
| Herry Trisaputra Zuna | Member | 52 | 46 | 88,5% |
| Himawan Arief Sugoto | Member | 52 | 48 | 92,3% |
| Ignace Widiatmoko | Member | 52 | 52 | 100% |
| Pamuji Gesang Raharjo | Member | 52 | 52 | 100% |

### Work Plan and the Implementation of Duties of the Risk Monitoring Committee of 2023

In 2023, the Committee has implemented the work program that was prepared in the previous year. Most of the work programs have been implemented, but there are several work programs that have not been implemented because there is no urgent need and/or initiation from the relevant work units has been delayed. Details of the work program and implementation realization are presented as follows:

| No | Work plan | Implementation | Information |
|---|---|---|---|
| 1 | **REGULER** | | |
| | a Reviewing Risk Profile Report | Accomplished | - |
| | b Reviewing Bank Soundness Level Report | Accomplished | - |
| | c Delivering review and inputs to the Board of Commissioners regarding Risk Appetite and Risk Tolerance | Accomplished | - |
| | d Reviewing Company Bank Business Plans (RBB) and Work Plan & Budget (RKAP) | Accomplished | - |
| | e Reviewing Sustainable Finance Action Plan (SFAP) | Accomplished | - |
| | f *Reviewing Initial Recovery Plan* | Accomplished | - |
| | g *Reviewing Initial Recovery Plan* | Not Accomplished | The resolution plan is periodically updated every 2 (two) years, and there was no significant conditions that required updating the resolution plan in 2023. |
| | h Re-assessment of the Risk Management Policy Guidelines (PKMR) | Accomplished | - |
| | i Review on Compliance Reports | Accomplished | - |
| | j Submission of Self-Assessment Report on Implementation of Bank Governance | Accomplished | - |
| 2 | **Non-Reguler** | | |
| | a Strategic Initiation and New Regulations | | |
| | • Review on Commercial Credit Early Warning System | Not Accomplished | There has been no initiation from the relevant work unit |
| | • Review on Scoring Model SME | Not Accomplished | There has been no initiation from the relevant work unit |
| | b General and Specific Policy Recommendations: | | |
| | • Special Policy on AML-CTF | Accomplished | - |
| | • Special Policies on Partner Cooperation Procedures | Accomplished | - |
| | • General Risk Management Policy | Accomplished | - |
| | • General Credit Policy | Not Accomplished | Credit or financing policies are periodically reviewed every 2 (two) years, and there were no significant conditions causing these policies to be reviewed and/or updated in 2023. |
| | • Special Integrated Governance Policy | Not Accomplished | Due to the absence of a Company business group, the preparation of this policy would be carried out in the following year. |

| No | Work plan | Implementation | Information |
|---|---|---|---|
| 3 | **Monitoring the Implementation of Committee Recommendation** | | |
| | Communicating with the Working Unit of Risk Management | Accomplished | - |
| 4 | **Discussion on Top Risk of Risk-Taking Unit** | | |
| | Requesting an explanation to the Risk Management Work Unit | Accomplished | - |
| 5 | **Special Duties and Others** | | |
| | a Risk Monitoring Committee Meeting | Accomplished | - |
| | b Other Duties of the Chairman of the Committee/ Board of Commissioners | Accomplished | - |

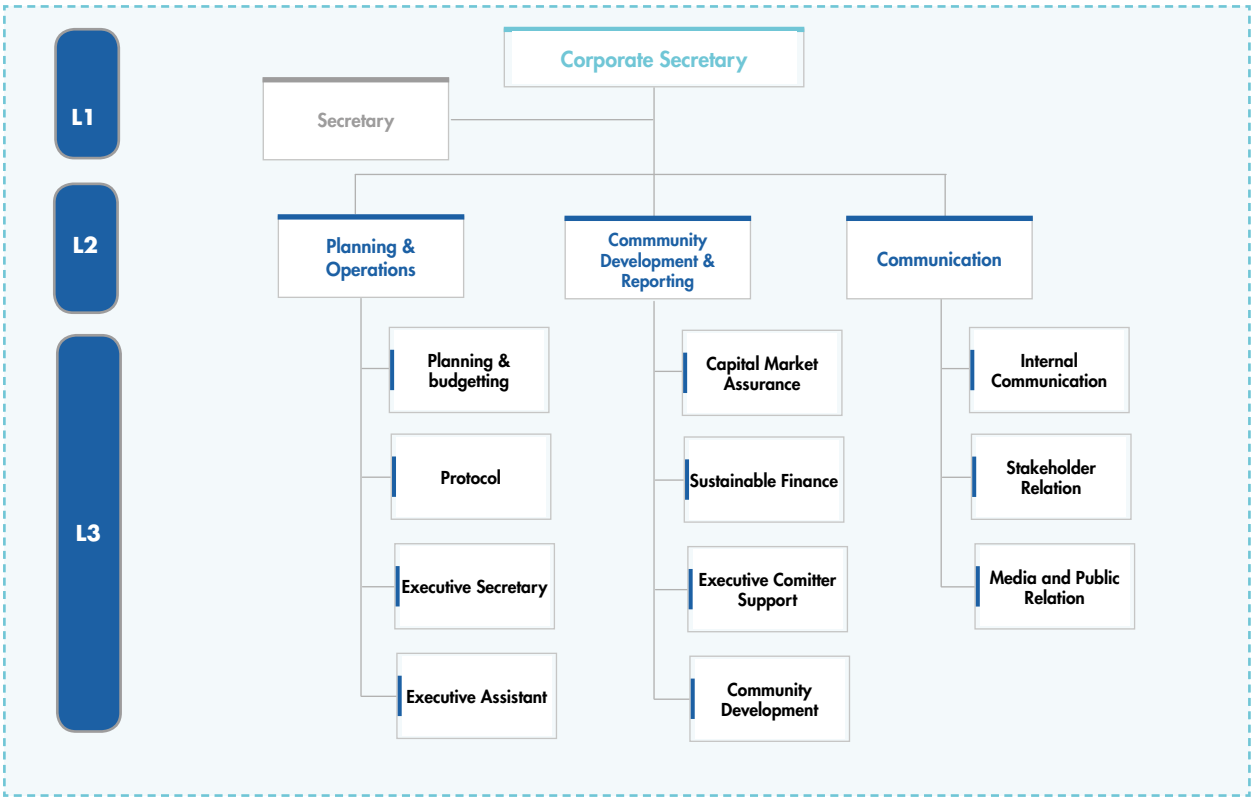
## Organs and Committees Under the Directors

### Corporate Secretary

As a supporting organ to the Board of Directors in the implementation of good corporate governance, the Corporate Secretary has a significant role in ensuring that the Company has been following the regulations related to the disclosure requirements in line with the implementation of GCG principles. The Corporate Secretary has to perform corporate's responsibilities regarding the disclosure of materials and relevant information to the stakeholders. The Corporate Secretary also provides relevant information to the Board of Directors and Board of Commissioners, organizes the information, coordinates, and documents the meeting of the Board of Directors, the joint meeting of the Board of Directors and the Board of Commissioners, GMS, and other activities with stakeholders.

### The Structure of the Corporate Secretary

The Corporate Secretary is managed by the Corporate Secretary Division (CSD) which is led by the Corporate Secretary Division Head (dhi. Corporate Secretary), and is responsible to the President Director in carrying out his/her duties. The Corporate Secretary is assisted by a Senior Manager/Assistant Vice President who is responsible for each work unit including Planning & Operations, Reporting & Community Development, and Communication.



## Functions, Duties, and Responsibilities of the Corporate Secretary

In carrying out its duties and responsibilities, the Corporate Secretary also refers to the OJK Regulation No.35/POJK.04/2014, dated December 8, 2014, concerning Corporate Secretary of Issuers or Public Companies. Based on these regulations, the Corporate Secretary shall perform its duties and responsibilities, which include:

1. Following-up the progress of the capital market, particularly in terms of the laws and regulations applied in the capital market sector.
2. Providing input to the Company's Directors and Board of Commissioners for Complying with the provisions of laws and regulations in the capital market sector.
3. Assisting the Board of Directors and Board of Commissioners in the implementation of the corporate governance which includes:
   a. Disclosure of information to the public, including the availability of information on the issuer or Company's websites.
   b. Report submission to the Financial Services Authority on schedule.
   c. Conducting and documenting the General Meeting of the Shareholders (GMS).
   d. Conducting and documenting meetings of the Board Directors and or Board of Commissioners.
   e. Conducting orientation programs for the Board of Directors and/or the Board of Commissioners.
4. As a communicator between the Company and shareholders of issuers or public companies, Financial Services Authority, and other stakeholders.

## Corporate Secretary Profile

**Period 1 January – 13 April 2023**



### Achmad Chaerul

**Corporate Secretary**

Indonesian citizen, 53 years old, domiciled in Bekasi City

### Educational History

- Bachelor of Law from Sriwijaya University (1995)
- Master of Law from the University of Indonesia (2022)

### Work experience

Started his career at PT Bank Tabungan Negara (Persero) Tbk since 1997 and served as Pekanbaru Branch Head (2015), Makassar Branch Head (2016), Regional Office V Head (2017), Corporate Secretary Division Head (2018) and Service Quality and Distribution Division Head (2020).

### Certification

- Risk Management Competency Level 4 - Banking Professional Certification Institute
- Refreshment of Risk Management Certification - PT Raharja Duta Solusindo

### Period of Service

Term of office July 11, 2022 - April 13, 2023

### Legal Basis for Appointment

Decree No.711/DIR.2022, July 11, 2022

**Period April 2023 – present**



## RAMON ARMANDO

**Company Secretary**

Indonesian citizen, 49 years old, domiciled in Jakarta City

### Educational History

- Bachelor (S1) in Social Sciences/Administration from the University of Indonesia (1993)
- Master (S-2) in Commerce from The University of Sydney in 1998

### Work Experience

Starting his career at PT Bank Tabungan Negara (Persero) Tbk in 2020 as Marketing Communication Division Head and concurrently serving as Digital Channel Division Head. He previously served at PT Bank Mandiri (Persero) Tbk as DH Retail Marketing (2015), DH Corporate Communication (2010), and Regional Card Manager Bandung (2009).

### Certification

Level 5 Risk Management Competency

### Period of Service

Since April 14, 2023

### Legal Basis for Appointment

Directors' Decree Number 231/DIR/2023 dated April 14 2023

## Corporate Secretary Competency Improvement Program

| Name | Position | Types of Training and Development Materials Competency / Training | Time and place Implementation | Organizer |
|---|---|---|---|---|
| Achmad Chaerul* | Company Secretary | Internalization of BTN Mobile (Managerial) | Jakarta, January 16, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Internalization of Security Awareness, User ID and Password Management | Jakarta, February 3, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Compliance Excellence February 2023 Edition Anti-Bribery Management System Policy (SMAP) (Managerial) | Jakarta, February 6, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Legal Risk Awareness Socialization | Jakarta, March 15, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Compliance Excellence April 2023 Edition - Know Your Employee (Managerial) | Jakarta, April 4, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| Ramon Armando** | Company Secretary | Internalization of Security Awareness, User ID and Password Management | Jakarta, February 3, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Compliance Excellence February 2023 Edition Anti-Bribery Management System Policy (SMAP) (Managerial) | Jakarta, February 6, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Legal Risk Awareness Socialization | Jakarta, March 15, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Compliance Excellence April 2023 Edition - Know Your Employee (Managerial) | Jakarta, April 4, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | BTN Leadership Forum 2023 | Semarang, 12 – 13, May 2023 | Korn Ferry |
| | | Compliance Excellence June 2023 Edition - Guidelines for Implementing Procurement of Goods and Services (Managerial) | Jakarta, June 7 – 22, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Compliance Excellence July 2023 Edition - Data Privacy Awareness (Managerial) | Jakarta, July 10, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Internalization of Corporate Governance (GCG) and Code of Conduct | Jakarta, July 17, 2023 | PT Bank Tabungan Negara (Persero) Tbk |

| Name | Position | Types of Training and Development Materials Competency / Training | Time and place Implementation | Organizer |
|---|---|---|---|---|
| | | Socialization of the Implementation of Fraud Risk Assessment (FRA) Technical Instructions | Jakarta, July 20, July 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Internalization of IT, Digital and Cyber Risk Management 2023 | Jakarta, July 21, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Internalization of Know Your Employee (KYE) | Jakarta, September 1, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Internalization of PPDigital and New BTN Policies and Procedures | Jakarta, September 5, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Compliance Excellence September 2023 Edition - Virtual Branch & Online Onboarding for Open Account (Managerial) | Jakarta, September 11, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | AGLP "Leading Innovation in Global Econo | Chicago, USA, September 18 – 22, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Anti Money Laundering (AMOLA) | Jakarta, October 2, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | AMOLA Mini Series Episode 3 2023 | Jakarta, October 4, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Compliance Excellence October 2023 Edition - KRING BTN Pre-Retirement and Retirement (Managerial) Products | Jakarta, October 16, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Internalization of the Road Map Program Campaign & Human Capital Strategic Initiatives 2023 – 2025 | Jakarta, November 1, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Internalization of Bank BTN Outlet Service Standards Policy | Jakarta, November 6, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Compliance Excellence November 2023 Edition - Limitation of Authority to Deposit and Withdraw Funds and Pick Up Service (Managerial) | Jakarta, November 15, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Internalization of Strategic Business Units (SBU) | Jakarta, December 1, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Provision and Level 5 Risk Management Certification Examination | Jakarta, December 6 - 7, 2023 | PT Bank Tabungan Negara (Persero) Tbk |
| | | Internalization of New Internal Regulations General Risk Management Policy | Jakarta, December 19, 2023 | PT Bank Tabungan Negara (Persero) Tbk |

*Resigned office on 13 April 2023
**Takes office on April 14 2023

## Implementation of Corporate Secretary Duties in 2023

Throughout 2023, the Corporate Secretary has carried out the following duties and responsibilities:

1. Submitting Capital Market Developments to the Board of Directors and Board of Commissioners, one of which is by conveying information about the latest regulations and provisions in the capital market sector that must be implemented by the Company. Some of the new regulations that were socialized and internalized in internal regulations by the Corporate Secretary are:
   a. Minister of State-Owned Enterprises Regulation Number PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises
   b. Minister of State-Owned Enterprises Regulation Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
   c. Regulation of the Minister of State-Owned Enterprises Number PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises
   d. Financial Services Authority Regulation no. 17 of 2023 concerning Implementation of Governance for Commercial Banks.
2. Communication program to the capital market community together with Investor Relations. The method used is as follows:
   a. Direct, through the General Meeting of Shareholders and Public Expose.
   b. Indirect, through Annual Reports, Publication of Financial Reports, and Press Releases.
   c. Information Disclosure to, among others, shareholders, relevant regulators, and/or the public.
3. Fulfillment of Information disclosure obligations as regulated, among others, in:
   a. OJK Regulation no. 8/ POJK.04/2015 dated 25 June 2015 concerning Issuer or Public Company Websites,

b. OJK Regulation no. 31/ POJK.04/2015 dated 22 December 2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies,
c. Decree of the Board of Directors of the Indonesian Stock Exchange No. Kep-00066/BEI/09-2022 Concerning Amendments to Regulation Number I-E Concerning the Obligation to Submit Information,

During 2023, the Corporate Secretary has submitted 9 (nine) information disclosures to the OJK/Exchange. All reports are submitted within the deadline in accordance with applicable regulations, namely no later than the end of the 2nd (second) work after a decision or the presence of material information or facts that may influence the value of company securities or investors' investment decisions. In addition to the information disclosure report above, the Corporate Secretary also coordinates the delivery of explanations if there are questions or requests from the Exchange regarding news related to the Company. In accordance with Exchange Regulation No. I-E, Listed Companies are obliged to provide written responses to matters questioned by the Exchange, no later than 1 (one) Exchange Day after receiving a request for explanation from the Exchange, whether submitted by the Exchange via facsimile or other delivery media. During 2023, the Company received 7 (seven) requests for explanations from the Exchange and OJK.

4. Increased Access to Information to the Public
   The Company always makes it easy for stakeholders and/ or the public (public) to access information and communicate with stakeholders using a one door policy which is assisted in coordination by the Corporate Secretary. The Company also improves the quality of information delivery to the public by providing Public Information Disclosure services on the Company's website, in order to fulfill the following provisions:
   a. Law of the Republic of Indonesia no. 14 of 2008 dated 30 April 2008 concerning Openness of Public Information.
   b. Republic of Indonesia Government Regulation no. 61 of 2010 dated 23 August 2010 concerning Implementation of Law no. 14 of 2008 concerning Openness of Public Information.
   c. Information Commission Regulation no. 1 of 2010 dated 7 June 2010 concerning Public Information Service Standards.

Apart from publications via the Company's website, the public can also access information about the Company through mass media, as well as social media consisting of Facebook, Twitter, YouTube and Instagram which are managed jointly with the Marketing Communication Division.

5. Relations with the Media and Access to Information
   The Corporate Secretary always strives to establish good relations with mass media, both electronic media (TV, radio), print media (newspapers, magazines) and online media. During 2023, the Corporate Secretary has published press releases and photo news which have news value for the Company, namely regarding the development of the Company's performance, business, TJSL and operations, approximately 187 (one hundred and eighty seven) reports consisting of 102 (one hundred and two) press release and 85 (eighty five) news photos.
6. Organizing General Meeting of Shareholders (GMS)
   The Corporate Secretary coordinates the organization of the Company's General Meeting of Shareholders (GMS) by referring to OJK Regulation No. 15/ POJK.04/2020 dated 20 April 2020 concerning Plans and Implementation of the General Meeting of Shareholders of Public Companies. During 2023, the Company held 2 (one) GMS, namely the Extraordinary GMS on January 11 2023 and the Annual GMS on March 16 2023. All stages of the GMS have been carried out in accordance with the POJK mentioned above and the Company's Articles of Association, including notifications, announcement and summons for the GMS as well as delivery of the minutes and minutes of the GMS.
7. Organizing and Documenting Directors' Meetings and Directors' Meetings with the Board of Commissioners, including:
   a. Receive proposed agendas and materials that will be decided at Board of Directors Meetings and Board of Directors Meetings with the Board of Commissioners from other Divisions/Desk/work units.
   b. Ensure that the delivery of materials, quorum and decision making at Board of Directors Meetings and Board of Directors Meetings with the Board of Commissioners run in accordance with applicable regulations.
   c. Prepare minutes signed by the Directors who attend the Directors' Meeting and the Directors' Meeting with the Board of Commissioners initiated by the Directors.
   d. Administering minutes of Directors' Meetings. Convey the decisions of the Board of Directors Meeting and the Board of Directors Meeting with the Board of Commissioners to the relevant Division/Desk/work unit for immediate follow-up.

   During 2023, the Corporate Secretary has coordinated the organization of 255 (two hundred and fifty five) Board of Directors meetings and 6 (six) Board of Commissioners meetings inviting the Board of Directors and 6 (six) Board of Directors meetings inviting the Board of Commissioners.
8. Organizing an Orientation Program for new members of the Board of Directors and Board of Commissioners, namely Mr. Oni Febriarto Rahardjo, Mr. Hakim Putratama, and Mr. Mohamad Yusuf Permana.

## IMPLEMENTATION OF THE DUTIES OF THE CORPORATE SECRETARY AS INFORMATION AND DOCUMENTATION MANAGEMENT OFFICER (PPID)

### Public Information Services Policy

The Company as a Public Institution, implements openness public information in accordance with the following provisions:

1. Law Number 14 of 2008 concerning Openness of Public Information.
2. Government Regulation Number 61 of 2010 concerning Implementation of Law Number 14 of 2008 concerning Openness of Public Information.
3. Information Commission Regulation Number 1 of 2021 concerning Public Information Service Standards.
4. Information Commission Regulation Number 1 of 2022 concerning Monitoring and Evaluation of Public Information Openness.

As a support commitment to realizing inclusive public information services in implementing the KIP Law, the Company has issued a policy regarding Procedures for Requesting Information and Submitting Public Information which is outlined in the following provisions:

1. PT Bank Tabungan Negara (Persero) Tbk Special Policy Number 9-AD concerning Operational Activities of the Corporate Secretary Chapter IX Procedures for Submitting Public Information.
2. PT Bank Tabungan Negara (Persero) Tbk Technical Instructions Number 9-AD concerning Submission of Information to the Public.

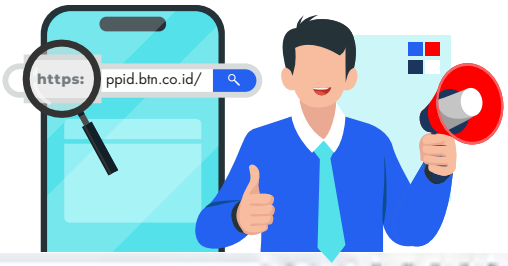
### Public Information Services

In line with the Vision and Mission of PPID BTN, the Company provides inclusive public information services by ensuring that the information provided can be accessed by everyone, including people with disabilities, taking into account factors such as accessibility, language and special needs of users, by providing infrastructure, resources. human resources and budget are detailed as follows:

**A. Facilities and Infrastructure**

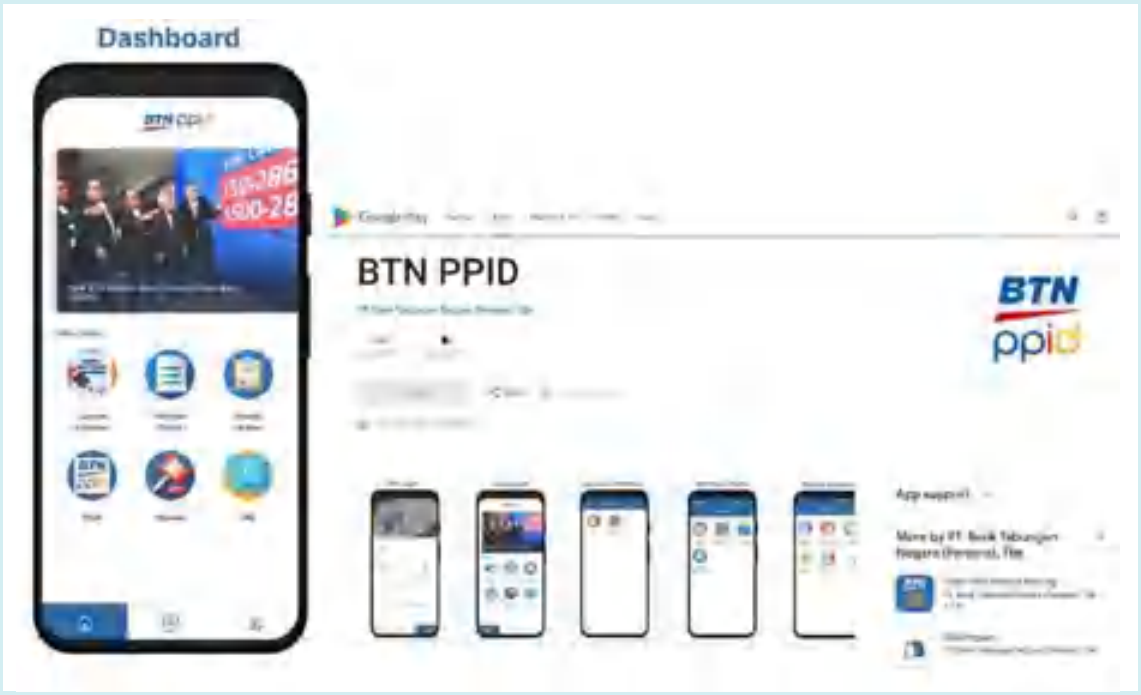
Central PPID operates at the Company's Head Office which is located at Menara BTN Jakarta. Central PPID is assisted by Public Information Service Officers located in Branch Offices throughout Indonesia. So, to support inclusive information services at PPID BTN, the Company has prepared various information services both digital and non-digital as follows:

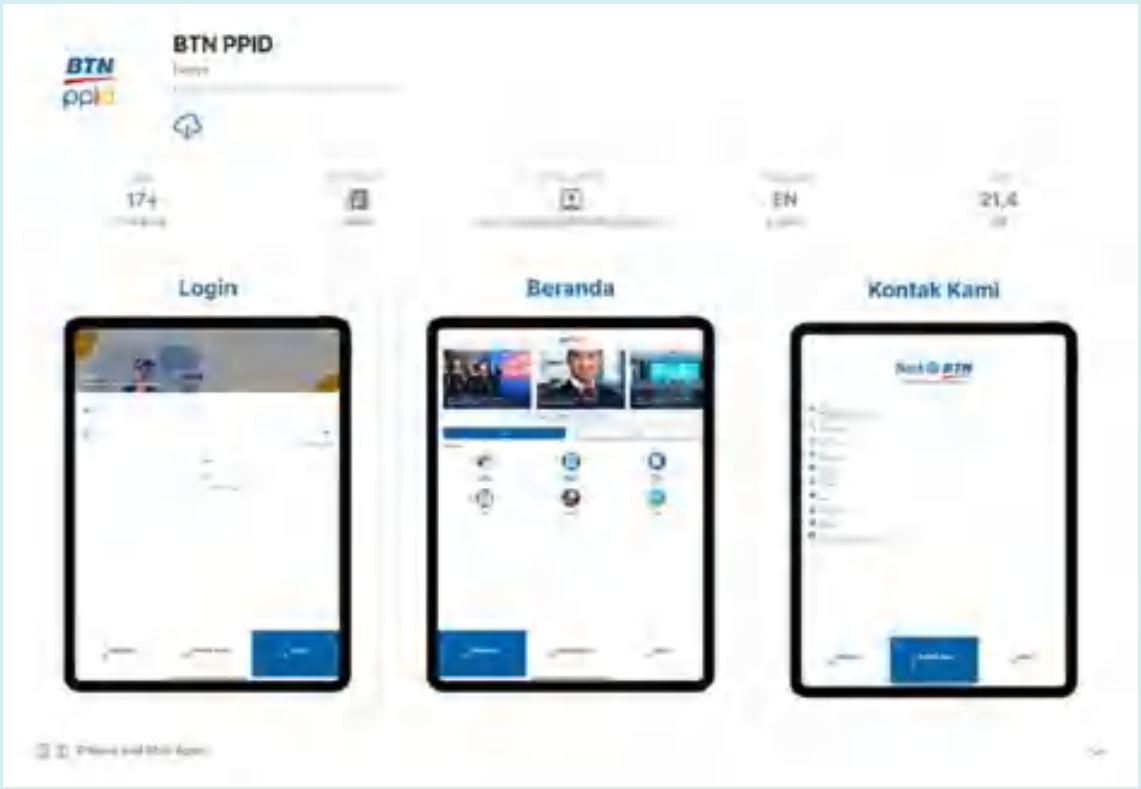
1. Digital Based Information Services
   In today's modern world, optimizing technology is very important for information access to be more dynamic and flexible, so the Company has taken the initiative to provide a platform for the public to obtain information online through the PPID Website and BTN PPID Android and iOS applications.
   - Website BTN PPID
     The Company has prepared facilities to access information online via the BTN PPID website https://ppid.btn.co.id/. Requests for Public Information can be made easily by filling out the online registration on the website. Apart from that, mandatory, periodic and immediate public information including the latest news related to the company can also be accessed via the BTN PPID website.






- BTN PPID Mobile Application
  Along with technological developments, public information services can also be provided through the BTN PPID mobile application which can be downloaded via the Google Play Store and Apps Store. People can access it via gadgets or smart phones with an internet network anywhere.



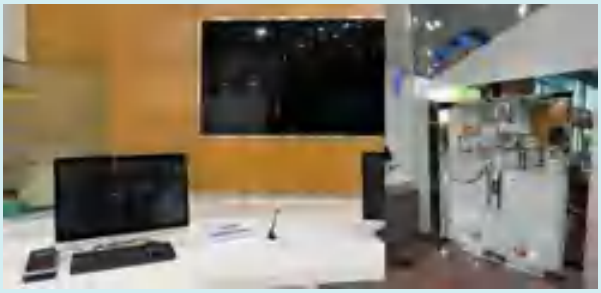
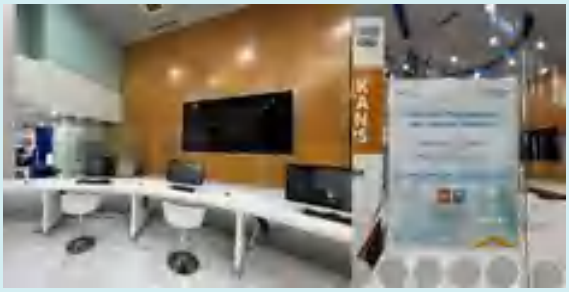
2. Non Digital Information Services
   The Company provides a room for the public to come directly/face to face to submit requests for public information. The Public Information Service Room is located on the 20th Floor of the BTN Tower, Jalan Gajah Mada Number 1, Central Jakarta and the nearest Branch Office of Central PPID.







One of the public information rooms at the Branch Office:

3. Other Supporting Information Services
   Along with the ease of obtaining information, people with disabilities are also the Company's main concern, this is done by providing supporting facilities such as walkways and special wheelchairs as well as assistance in obtaining information by service officers. In addition, to support services for people with disabilities, basic disability communication training is provided to branch office customer service.

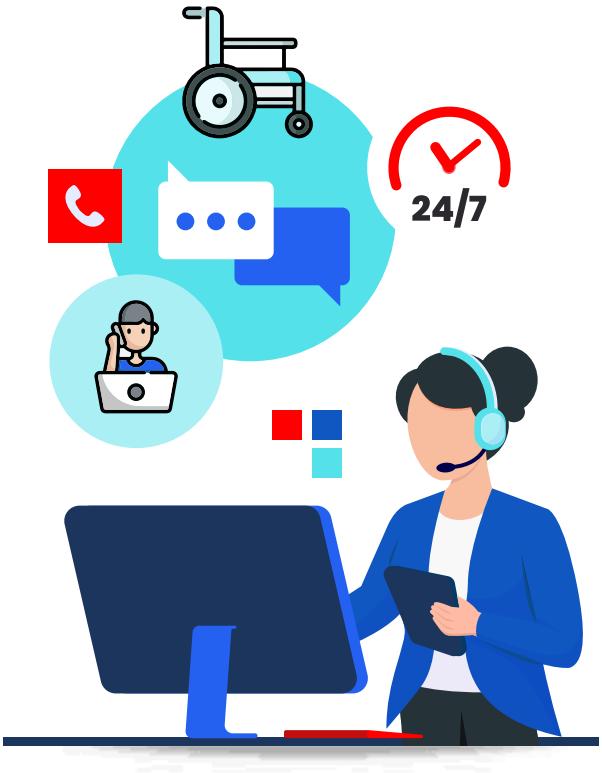
   Access for Persons with Disabilities at one of the branch offices:



**B. Human Resources**

There are 3 (three) Central PPIDs located at Bank BTN Head Office who are organic employees of Bank BTN. Meanwhile, Public Information Service Officers on duty at all Bank BTN Branch Offices are organic employees who also serve as Customer Service. Strengthening human resources for public information services is also carried out by the Company in order to increase insight and competence with the aim of providing the best service for the community, especially people with disabilities, in obtaining public information.

The Company provides basic communication training for disabled people for public information service officers (Dhi. Customer Service) at Branch Offices




**C. Information Services Budget**

The Company allocated a budget for public information services in the Corporate Secretary Division's operational budget post of IDR 500,000,000 with actual budget absorption of IDR 154,500,000. The budget was used to carry out focus group discussions on filling out the 2023 KIP Monitoring and Evaluation questionnaire as well as developing the PPID BTN website and mobile application (Phase 1)

# DETAILS OF PUBLIC INFORMATION SERVICES

## Time of Service

As stated in the Company's Internal Regulations regarding the mechanism for requesting public information, the Public Information Services Officer shall submit the response to the request to the applicant no later than 10 (ten) working days from receipt of the request.

## Recapitulation of Public Information Services in 2023

| Applicant | Amount | Time of Providing Information | Information | | |
|---|---|---|---|---|---|
| | | | Rejected | Partially Given | Given |
| Individual | 3 | 10 Working days | 1 | - | 2 |
| Legal Entity | 0 | | - | - | - |
| Group of People | 0 | | - | - | - |

During 2023, there were no submissions or resolutions of Public Information disputes

## Public Information Administration Management System

PPID's duties and functions range from identification of the information produced, storage, documentation to the provision and service of public information. In the context of managing public information administration, information recording is set out in the Public Information Register which consists of registration of requests, notifications, rejections and objections to public information and is available in the form of:

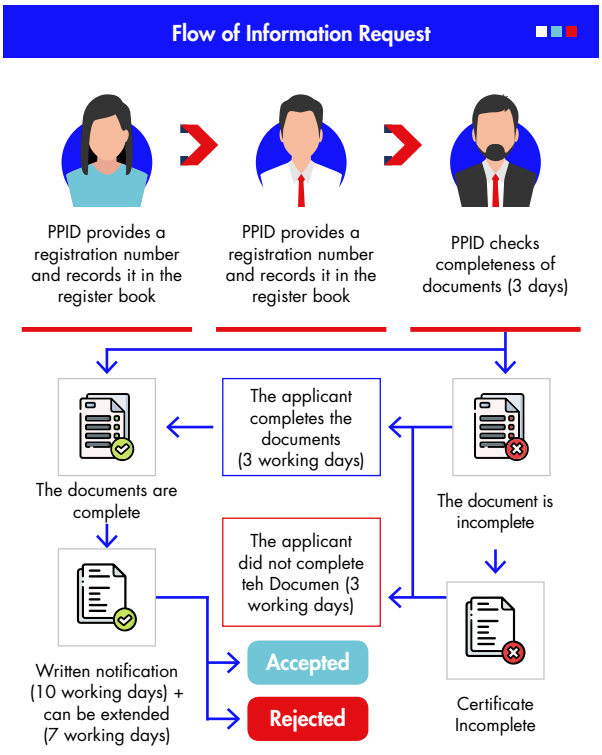
1. Hard copy or soft copy,
2. Periodic, at any time, and/or immediately, and
3. The storage period for public information refers to the Company's archive management provisions.

## Public Information Request Procedure

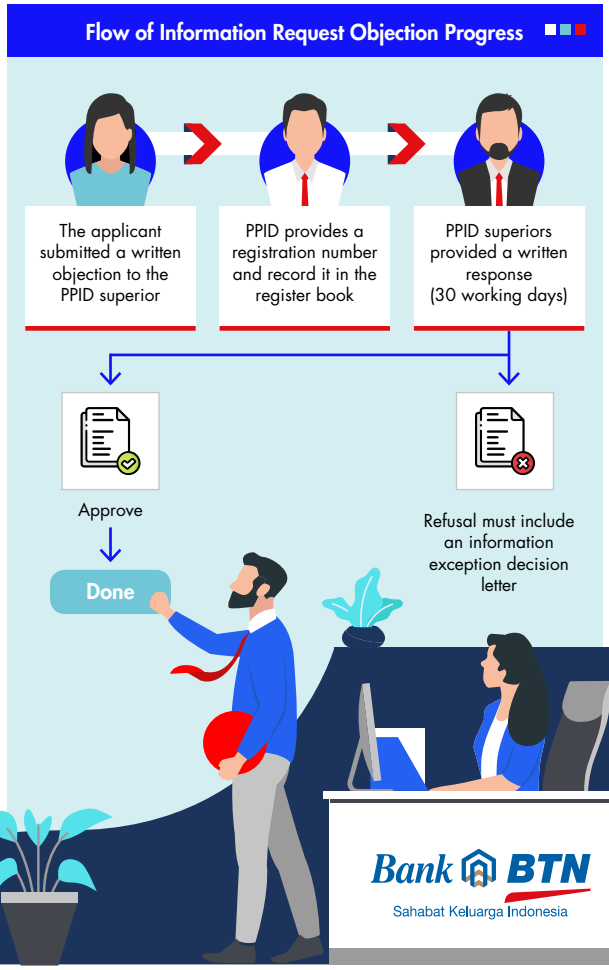
Information requests by the public can be made through open access to the public provided by the Company.

1. The public can come directly to the Central PPID Office at the Head Office - Menara BTN Floor 20 Jalan Gajah Mada Number 1 Central Jakarta or to the nearest Branch Office in the information user area.
2. Information can also be requested via letters sent to the Central PPID Office and/or the nearest Branch Office.
3. If via email, it can be sent to csd@btn.co.id.
4. If you find it easier to communicate by telephone, you can contact the Central PPID at 021-6336789 Ext. 2003.
5. Messages requesting information can also be sent via the Whatsapp application to number 0877-7150-0286.
6. Another information channel which is currently very easy to access is also monitored for follow-up, namely the website https://ppid.btn.co.id.
7. Through the BTN PPID Android application which can be downloaded via the user's smartphone.

## Public Information Request Procedure



## Procedure for Filing Objection to Public Information Requests







# OBSTACLES IN THE IMPLEMENTATION OF PUBLIC INFORMATION SERVICES

There were several obstacles in the implementation of Public Information Services during 2023. These obstacles arise from internal and external parties to the Company. Along with the current development of public information openness, the obstacles that occur also involve the convenience of applicants getting public information face to face at the service branch office. Applicants who come directly to the branch office will meet with Public Information Service Officers in the Customer Service work area, however not all of the Company's Branch Offices have a layout with a digital banking hall format so there is no similarity in comfort for applicants who come directly.

Then, from the external side, it still occurs among information applicants who request information that the Company has conveyed either directly through the interface or via social media and other electronic media such as websites and mobile applications. However, it is the service officer's obligation to continue to provide information so that the applicant can be properly literate.



# RECOMMENDATIONS AND FOLLOW-UP PLANS FOR BANK BTN'S PUBLIC INFORMATION SERVICES IN 2024

From the implementation of public information services in 2023, the Company has several recommendations and follow-up plans that can improve and support the performance of public information services in 2024, including:

1. The company plans to carry out a transformation of the PPID BTN organizational structure to make it more agile and efficient in terms of service performance, supervision and optimal target achievement..
2. Implementation of public information service facilities and infrastructure, especially for people with disabilities.
3. Make optimal efforts to provide an equal service experience in all Branch Offices by providing space for public information services that are comfortable and integrated with digital services..
4. Carry out website and mobile application development as well as socialize the Company's digital information services to the public.
5. Prioritize socialization and/or training related to Public Information Openness to public information service officers at Branch Offices throughout Indonesia.

## The Function of the Internal Audit Division

The internal audit functions as a strategic business partner for the management in optimizing the implementation of the Company's Good Corporate Governance, risk management, and providing assurance and recommendation independently and objectively on the Company's internal control. The internal audit function is carried out by the Internal Audit Division (IAD) through an evaluation process based on the objective risk-based audits and consulting services, especially those concerning the improvement and refinement of risk management, control, and governance processes. This function is carried out through proactive, enthusiastic, and dynamic approach by conducting effective communications, and focusing on business and stakeholder's orientation, understanding the root of the problem about areas with high-risk, emphasizing findings on quality, and recommending practical and workable solutions.

## The Position of the Internal Audit Function in the Organizational Structure

The position of the Internal Audit Division (IAD) as executor of the internal audit function is under the supervision of the President Director as determined based on Technical Instructions No.PT.3-A.6 dated 14 September 2023 concerning the Organizational Structure of the Head Office, Regional Offices and Branch Offices. In addition, the position of the internal audit function is also explained in the Internal Audit Charter which is regulated in Special Policy No.KK.7-A dated 27 April 2023 as last amended on 31 October 2023, in Chapter II Structure and Position of the IAD, namely:

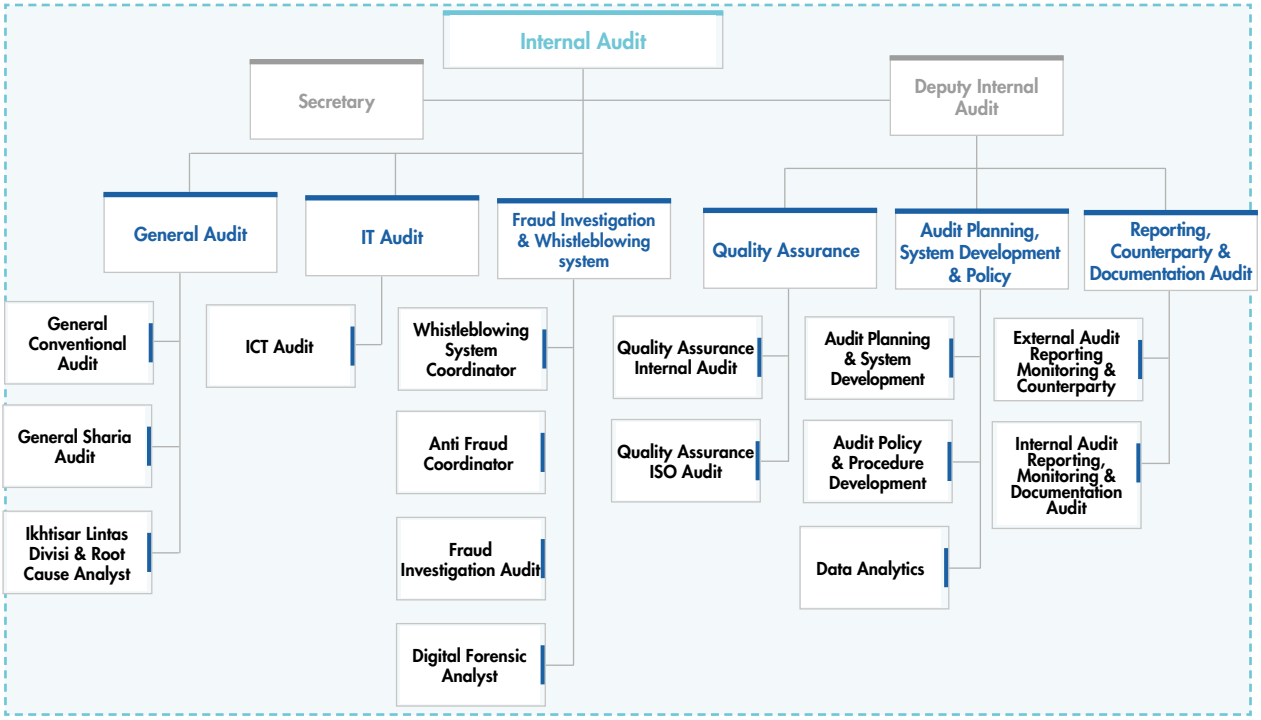
1. Point 1 states that the Internal Audit Division (IAD) is an Internal Audit Work Unit (SKAI) in the Bank organization whose position is directly under the President Director.
2. Point 2 states that the IAD as referred to in point 1 is led by a Division Head who is directly responsible to the Main Director.
3. Point 3 states that the Head of IAD as referred to in point 2 is appointed and dismissed by the President Director after obtaining approval from the Board of Commissioners by considering the recommendations of the Audit Committee and reporting to the Financial Services Authority.

## The Parties Entitled to Appoint and Terminate the Head of Internal Audit Vision

Parties involved in the process of appointing or dismissing the Head of the Internal Audit Division are the President Director, the Board of Commissioners, and the Financial Services Authority as regulators. The process of appointing or dismissing which describes the involvement of the several parties referred to is as follows:

1. The Director conducts a fit and proper test on candidates for the Head of the Internal Audit Division.
2. The President Director submits a request for approval for the appointment/dismissal of the Head of the Internal Audit Division to the Board of Commissioners.
3. The Board of Commissioners approves or disapproves of the appointment/dismissal of the Head of the Internal Audit Division.
4. The Board of Commissioners and the Board of Directors submit reports on the appointment/dismissal of the head of the Internal Audit Division to the Financial Services Authority as the regulator.

## Internal Audit Division Organizational Structure



## The Profile of The Head of Internal Audit



**Hendratno Tri Wibowo**

**Internal Audit Division Head**

Indonesian citizen, 49 years old, domiciled in South Tangerang City

### Educational background

- Diploma (D3) of Accounting from State College of Accountancy (1995)
- Bachelor degree (S1) of Accounting from Indonesia University (1998)
- Master (S2) of Accounting from The University of Queensland, Australia (2003)

### Work experience

- Auditor/Investigator of the Indonesian Financial Audit Agency (1995-2010)
- Fraud Risk Management Division Head, Bank Permata Tbk (2011-2020)
- Post Mortem & Forensic Audit (Special Audit) Division Head, Bank Exim Indonesia (2020-2021)
- Internal Audit Division Head, Bank BTN (2021- present)

### Certification

- Certified Internal Audit Executive (CIAE)
- Risk Management Competency Level 4 – Banking Professional Certification Institute

### Legal Basis for Appointment

- Board of Directors Decree No.642/DIR/2021 July 26, 2021 concerning the Head of the Internal Audit Work Unit of PT Bank Tabungan Negara (Persero) Tbk.
- Letter of the Board of Commissioners of PT Bank Tabungan Negara No.60/KOM/ BTN/V/2021 dated May 05, 2021 regarding Approval of the Proposed Appointment of the Head of the Internal Audit Division/Head of the Internal Audit Work Unit (IAWU).

## Internal Audit Charter

The Internal Audit Division has been equipped with a Work Guide called the Internal Audit Charter which has been prepared since 2002 and then updated and finalized based on Special Policy No.KK.7-A dated 27 April 2023 as last amended on 31 October 2023 regarding the Internal Audit Charter. The Internal Audit Charter is also the basis for the existence and the implementation of supervisory duties and responsibilities for IAD. Therefore, the Internal Audit Charter is disseminated to all employees and other related parties to encourage the effectiveness of the implementation of the internal audit function. The contents of the Internal Audit Charter are as follows:

1. Internal Audit Division Mission
2. Structure and Position of the Internal Audit Division
3. Scope
4. Duties, Responsibilities, and Authorities
5. Independence, Objectivity and Prohibition of Duplication of Duties and Positions of Internal Auditors
6. Code of Ethics and Requirements for Internal Auditors
7. Use of External Party Services in Carrying Out Internal Audits
8. Relationship between the Internal Audit Division and External Auditors or Legal Experts
9. Others

## Duties and Responsibilities of the Internal Audit Division

The Internal Audit Division assists the duties of the President Director and the Board of Commissioners as well as all levels of management in ensuring the adequacy of the Company's internal control system and providing strategic and constructive suggestions for the management of the Company within the framework of implementing good and healthy corporate governance with the following tasks:

1. To assist the duties of the President Director and the Board of Commissioners in carrying out supervision by elaborating operationally in planning, implementing, and monitoring audit results.
2. To make analysis and assessments in the terms of finance, accounting, operations, and other activities through on-site audits and off-site monitoring, including conducting management audits of all Bank's work units;
3. To identify all possibilities to improve and increase the efficiency of the use of resources and funds.
4. Provide suggestions for improvement and objective information about the activities examined at all levels of management.

5. Prepare and implement the Annual Internal Audit plan and budget allocation for implementing the internal audit function
6. Test and evaluate the effectiveness of the implementation of the internal control system, risk management and corporate governance processes in accordance with statutory regulations and Bank policies.
7. To carry out inspections and assessments on the efficiency and effectiveness in the fields of finance, accounting, operations, human resources, marketing, information technology, and other activities;
8. To compile an audit report and submit the report to the President Director and the Board of Commissioners;
9. To control, analyze, and report the implementation of follow-up improvements that have been suggested;
10. To cooperate with the Audit Committee;
11. To develop a program to evaluate the quality of the internal audit activities;
12. To carry out special inspections (audits) if necessary.

## The Authorities of the Internal Audit Division

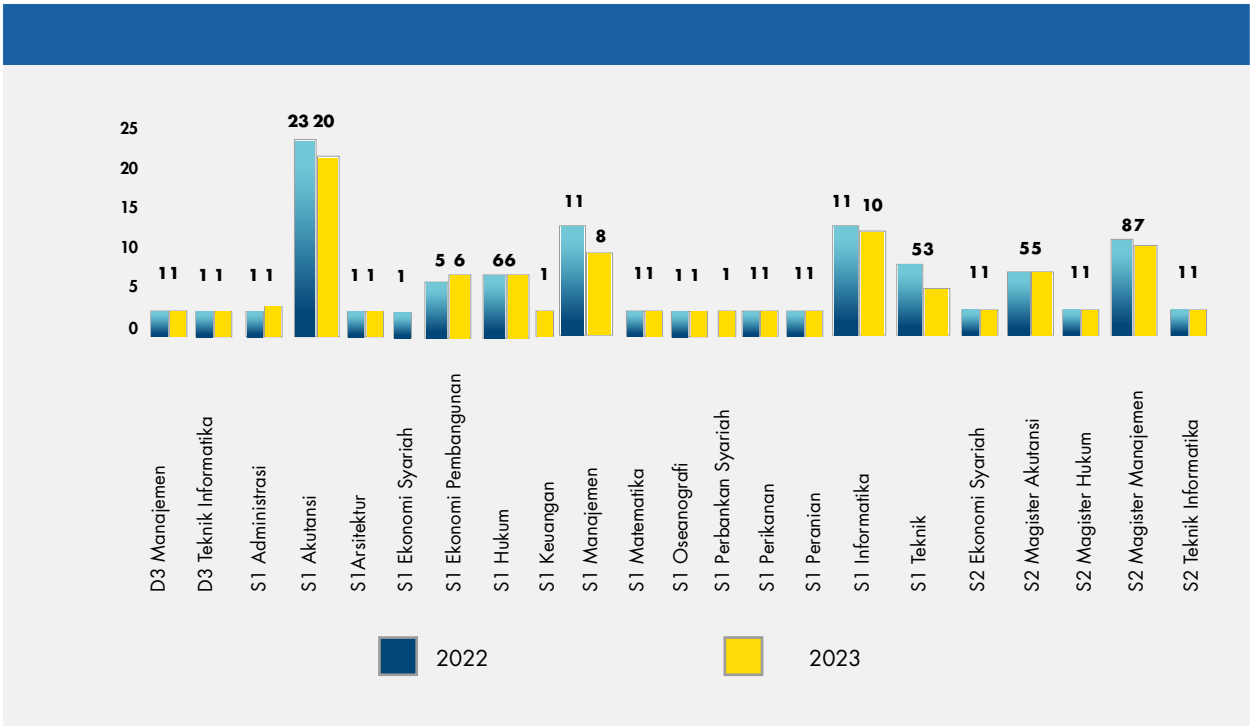
To be able to carry out audit missions, functions and tasks, the IAD has at least the following authorities:

1. Access all information, data including but not limited to employee data and resources as well as other matters deemed necessary related to their duties and functions.
2. Communicate directly with the Board of Directors, Board of Commissioners, Audit Committee and/or Sharia Supervisory Board as well as members of the Board of Directors, Board of Commissioners, Audit Committee and/or Sharia Supervisory Board.
3. Hold regular and incidental meetings with the Board of Directors, Board of Commissioners, Audit Committee and/or Sharia Supervisory Board in connection with the implementation of their duties and functions.
4. Coordinate its activities with the activities of the external auditors.
5. Participate in strategic meetings.

## Personnel Composition of the Internal Audit Division

The Company is very concerned about the adequacy of the composition of Internal Audit Division personnel in supporting the implementation of their duties both in terms of qualifications and competency. Up to December 2023, the number of Internal Audit Division personnel is 79 (seventy nine) people led by 1 (one) Division Head and assisted by 1 (one) Secretary, 1 (one) Deputy Division Head, 39 (thirty nine) ) people in the General Audit Department, 7 (seven) people in the IT Audit Department, 9 (nine) people in the Fraud Investigation & Whistleblowing System Department, 8 (eight) people in the Quality Assurance Department, 6 (six) people in Audit Planning, Systems Development & Policy Department, and 7 (seven) people in the Reporting, Counterparty & Documentation Audit Department.

The following is the composition of Internal Audit Division personnel based on the education:



## Competency Development Program for the Internal Audit Division

Each IAD member is facilitated and encouraged to develop their competence in supporting the implementation of the internal audit function. Competency development is carried out by means of knowledge sharing between the Head of IAD, Directors, and auditors on Internal Policies and Procedures, certification programs, education and training, workshops and seminars. During 2023, competency development that has been carried out in the form of both internal and external training includes the following:

### Internal Audit Division Personnel Competency Development Table

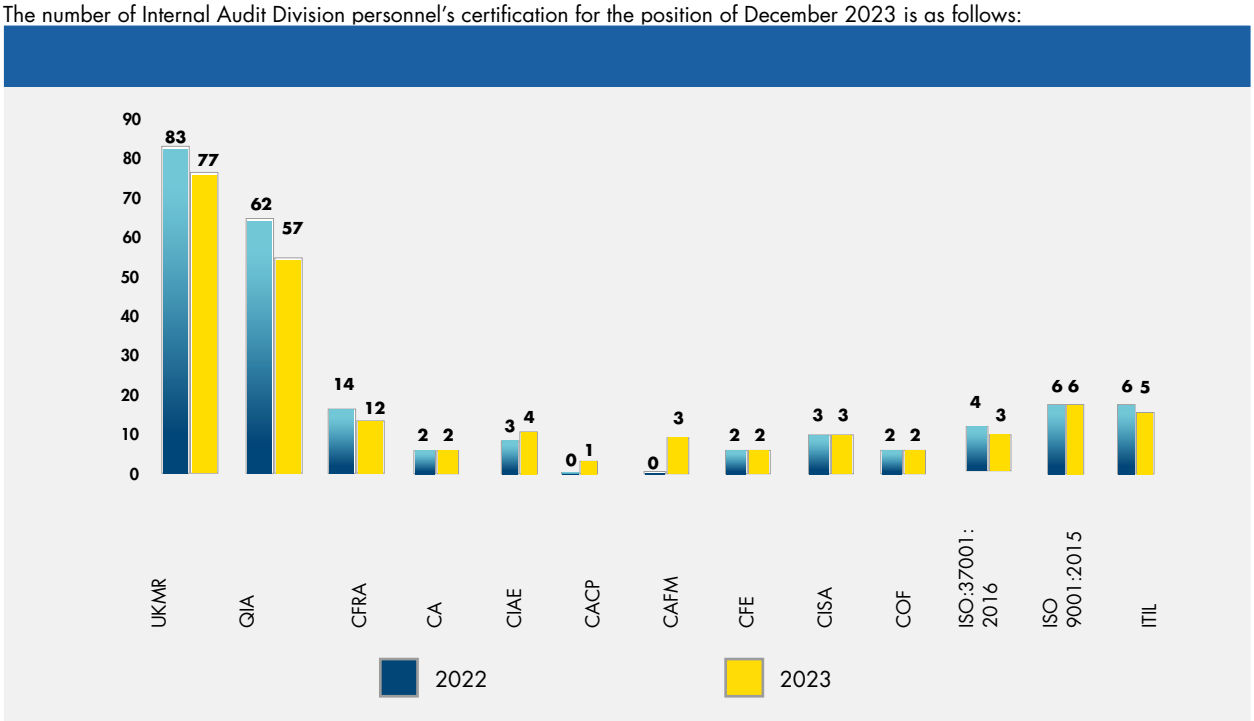
| No | Name of Education/Training | Organizer | Implementation date | Number of participants |
|---|---|---|---|---|
| **Sertifikasi** | | | | |
| 1 | Provision and Examination for Level 1 Risk Management Certification | PT Garda Multi Talenta | February 15 - 16, 2023 | 1 |
| 2. | Refreshment Certification in Banking Risk Management | PT Garda Multi Talenta | July 13, 2023 (batch 1) | 3 |
| | | | July 18, 2023 (batch 2) | 10 |
| | | | July 20, 2023 (batch 3) | 8 |
| | | | August 02, 2023 (batch 4) | 8 |
| | | | August 09, 2023 (batch 6) | 1 |
| | | | August 10, 2023 (batch 7) | 7 |
| | | | August 19, 2023 (batch 8) | 1 |
| 3. | Certified Fraud Examiner (CFE) Certification Training | Association of Certified Fraud Examiners (ACFE) | August 7-11, 2023 | 1 |
| 4. | Certification Training on Certification in Audit Committee Practices (CACP) | Indonesian Audit Committee Association (IKAI) | August 22 – 24, 2023, August 28, 2023 | 1 |
| 5. | Qualified Internal Auditor (QIA) Certification Training - Pre-Managerial | Internal Audit Education Foundation (YPIA) | August 21 - 26, 2023 | 2 |
| 6. | Qualified Internal Auditor (QIA) Certification Training – Managerial | Internal Audit Education Foundation (YPIA) | September 11 - 20, 2023 | 1 |
| | | | October 23 - November 01, 2023 | 1 |
| 7. | Certified Anti-Fraud Manager (CAFM) Certification Training | Asia Anti Fraud Management (AAFM) | September 4 - 6, 2023 | 3 |
| 8. | Certified Internal Auditor (CIA) Certification Training | The Institute of Internal Auditors (IIA) | October 02 - 5, 2023 (part 1) October 9 - 11, 2023 (part 2) October 16 - 18, 2023 (part 3) | 1 |
| 9. | ISO 9001:2015 Lead Auditor Certification Training | PT BSI Group Indonesia | 09 - 13 Oktober 2023 | 2 |
| **Training and Workshops** | | | | |
| 1. | Bank BTN Business Process Refreshment Training 2023 | Bank BTN | January 05 to 17 , 2023 | 39 |
| 2. | BTN IT Planning and Management Training | Bank BTN (Internal ITPD with 3rd party partners) | January 5 and 12, 2023 | 8 |
| 3. | BTN IT Network Infrastructure Training | Bank BTN | January 06, 2023 | 8 |
| 4. | BTN IT Security Training | Bank BTN | January 27 to 31, 2023 | 8 |
| 5. | Classical Education 1 of Bank BTN Talent Development Program 2023 | BTN & LPPI Bank | January 16 to 20, 2023 (Batch 1). January 20 to 24, 2023 (Batch 3). | 4 |
| 6. | Payment Card Industry Data Security Standard Training | PT Systech Global Information | January 9 to 11, 2023 | 8 |
| 7. | OPICS Application Training | PT Abhimata Persada | January 13, 2023 | 8 |
| 8. | Training on Fundamentals of Trade Finance from Audit Perspective | Alta Perfecto Training & Consulting | January 20 to 21, 2023 | 8 |
| 9. | Training on Fundamentals of Treasury Operations from Audit Perspective | Alta Perfecto Training & Consulting | January 24 to 25, 2023 | 13 |
| 10. | Training on Fundamentals of Treasury Operations from Audit Perspective | Alta Perfecto Training & Consulting | January 24 to 25, 2023 | 13 |
| 11. | Human Capital Overview Training for Auditors | Indonesian Banking Development Institute (LPPI) | January 26 to 27, 2023 | 13 |
| 12. | Impactful Presentation Skill Education Batch 1 | PT SGS Indonesia | February 2 - 04, 2023 | 2 |

| No | Name of Education/Training | Organizer | Implementation date | Number of participants |
|---|---|---|---|---|
| 13. | OJK Institute Webinar "Implementation of Artificial Intelligence in the Financial Services Industry" | Financial Services Authority (OJK) | February 02, 2023 | 1 |
| 14. | Data Analysis and Visualization Training Using Excel | DQ Lab Trainer | February 06 - 08, 2023 | 25 |
| 15. | PPDigital Training | Bank BTN | February 15, 2023 | 2 |
| 16. | Investigation Audit Training | Widyaiswara Education and Training Agency BPK RI | February 13, 2023 | 15 |
| 17. | Communication Skills Training for Internal Auditors | The Institute of Internal Auditors (IIA) | February 15 - 16, 2023 | 32 |
| 18. | Communication Skills Training for Senior Auditors | The Institute of Internal Auditors (IIA) | February 15 to 16, 2023 | 26 |
| 19. | Workshop on 2023 Audit Provision | IAD & Deloitte | February 17, 2023 | 27 |
| 20. | Training on Identifying Critical Points of Fraud in Procurement of Goods/Services and Supply Chain Financing | Fraud Auditing Development Institute | February 20 to 21, 2023 | 13 |
| 21. | Impactful Presentation Skill Education Batch 2 | PT SGS Indonesia | February 23 - 25, 2023 | 1 |
| 22. | Expert Talk Session - "The Future of Competitive Strategy for Great Business Transformation" Bank BTN | Mr Ignasius Jonan | March 04, 2023 | 8 |
| 23. | OJK Institute Webinar "Utilizing Big Data Analysis in Improving Financial Services Industry Performance" | Financial Services Authority (OJK) | March 30, 2023 | 2 |
| 24. | Single Customer View (SCV) Reporting Training | Banking and Finance Development Center | April 12 to 13, 2023 | 1 |
| 25. | Webinar on APU and PPT 2023 | Rafi Wisesa | April 12, 2023 | 2 |
| 26. | Classical Education 2 Bank BTN Talent Development Program 2023 | Bank BTN | April 10 to 14, 2023 (Batch 1). May 08 – 12, 2023 (Batch 2) May '22 – 26, 2023 (Batch 3) | 4 |
| 27. | Leadership Forum "Envisioning Culture For Leader" | PwC and McKinsey | May 11 - 14, 2023 | 2 |
| 28. | Webinar "How to Manage Climate Related Risk in Banking Industry" | Financial Services Authority (OJK) | June 15, 2023 | 1 |
| 29. | Webinar "Awareness of the Implementation of APU and PPT Programs Ahead of the General Election/ Pilkada" | Center for Financial Transaction Reports and Analysis (PPATK) | June 21, 2023 | 2 |
| 30. | Training on Digital Marketing Strategy | Patrick Rimba | July 04, 2023 | 1 |
| 31. | Internal Auditor Conference (KAI) 2023 | Internal Audit Education Foundation (YPIA) | July 05 - 06, 2023 | 3 |
| 32. | Workshop on the Indonesian Institute for Corporate Governance (IICG) | The Indonesian Institute For Corporate Governance (IICG) | July 12 - 13, 2023 | 1 |
| 33. | Training on Identification of Suspicious Financial Transactions and Determining the Origin of Criminal Offenses | Banking Compliance Director Communication Forum | July 17 - 18, 2023 (Batch 4) | 1 |
| 34. | Training on Oxygen Forensic Extraction in a Box | Bounga Informatics Solutions | July 26 - 28, 2023 | 2 |
| 35. | IAIB National Conference 2023 | Bank Internal Audit Association (IAIB) | July 12 - 13, 2023 | 3 |
| 36. | Intro to Python for Data Science Training | PT Hacktivate Teknologi Indonesia | July 24 - September 18, 2023 | 2 |
| 37. | Training on the Use of eProcurement, Goods and/or Services Procurement Policy and Archives | Bank BTN | August 22, 2023 | 1 |
| 38. | Public Complaint Handling Training | Corruption Eradication Commission (KPK) | August 14 - 18, 2023 | 2 |
| 39. | August 22 - 24, 2023 | The Institute of Internal Auditors (IIA) | 30 Agustus - 01 September 2023 | 3 |
| 40. | IIA Indonesia National Conference | The Institute of Internal Auditors (IIA) | August 30 - September 01, 2023 | 1 |
| 41. | OJK Webinar "Leadership in Changing Atmosphere" | Financial Services Authority (OJK) | August 24, 2023 | 1 |
| 42. | Webinar "Effectiveness of Digital Maturity Assessment in Measuring Banking Digital Transformation Maturity" | Banking Compliance Director Communication Forum (FKDKP) | August 28, 2023 | 1 |
| 43. | Training on GRC Masterclass Program | BUMN Leadership & Management Institute (BLMI) | September 07, 2023 | 1 |

| No | Name of Education/Training | Organizer | Implementation date | Number of participants |
|---|---|---|---|---|
| 44. | Workshop on Professional Standards and Code of Ethics for Internal Auditors | Internal Audit Education Foundation (YPIA) | September 11 - 12, 2023 | 2 |
| 45. | Training on Integrated TPK Whistleblowing System Application | Corruption Eradication Commission (KPK) | September 12, 2023 | 4 |
| 46. | National Anti-Fraud Conference 2023 | Association of Certified Fraud Examiners (ACFE) | September 13 - 14, 2023 | 12 |
| 47. | E-Learning for Increasing the Understanding of Gratifications - Corruption Eradication Commission (KPK) in 2023 | Corruption Eradication Commission (KPK) | October 12 - 14, 2023 | 1 |
| 48. | National Conference on Audit Committees | Indonesian Audit Committee Association (IKAI) | October 19, 2023 | 1 |
| 49. | Training on Handling Virtual Assets in the Law Enforcement Process | Bank BTN | November 02 - 03, 2023 | 2 |
| 50. | Refreshment of LHPK Material on Payment Systems and Financial Market Instructure of BI and KPHDN in 2023 | Bank Indonesia | November 03, 2023 | 1 |
| 51. | Training on Integrated End to End Procurement Application | Bank BTN | November 6 - 15, 2023 | 1 |
| 52. | Training on Identification of Suspicious Financial Transactions and Determining the Origin of Criminal Offenses | Banking Compliance Director Communication Forum | November 15 - 16, 2023 (Batch 6) | 2 |
| 53. | Indonesian Human Capital Forum "Elevating Cybersecurity Awareness for SOEs: Empowering Digital Talents Readiness" | Indonesian Human Capital Forum (FHCI) | November 21, 2023 | 2 |
| 54. | National Seminar on Internal Audit (SNIA) | Internal Audit Education Foundation (YPIA) | December 6 - 7, 2023 | 2 |

## Professional Certification of the Internal Audit Division

The number of Internal Audit Division personnel's certification for the position of December 2023 is as follows:




Description:
UKMR (Risk Management Competency Test), QIA (Qualified Internal Auditor), CFrA (Certified Forensic Auditor), CA (Chartered Accountant), CIAE (Certified Internal Audit Executive), CACP (Certification in Audit Committee Practices), CAFM (Certified Anti Fraud Manager), CFE (Certified Fraud Examiner), CISA (Certified Information System Auditor), COF (Certified Oxygen Forensic), ISO 37001:2016 (Anti-Bribery Management System), ISO 9001:2015 (Quality management system), ITIL Foundation Certificate in IT Service Management.

## Participation of the Internal Audit In Professional Union

In order to broaden the insights and professional development of Internal Auditors, the Internal Audit Company Organization has participated by involving its auditors in various internal audit professional organizations, including as administrators, members, and participation in the activities of internal audit professional associations as follows:

1. **Organization of the Association of Bank Indonesia Internal Auditors (IAIB)**
   In the context of developing and increasing insight, IAD Leaders and Auditors always participate in benchmarking discussion forums and best practice development workshops organized by the IAIB forum. The workshop and benchmarking materials in this IAIB forum include managerial level material on the management of the Internal Audit function for Chief Auditor Executive (CAE) leaders as well as for the Auditor level in the form of audit techniques, audit methodology and ICT audits which are held through discussion forums and workshops with Auditors of other banks who are members of the IAIB.
2. **The Institute of Internal Auditor (IIA) dan Association Certified Fraud Examiner (ACFE) – Indonesia Chapter**
   Furthermore, internal audit members are also encouraged to become members of The Institute of Internal Auditors (IIA) and the Association Certified Fraud Examiner (ACFE)-Indonesia Chapter.

## Code of Conduct of the Auditors

The Internal Audit Code of Conduct is the norms and principles regarding decency and appropriateness that must be complied with and implemented by internal auditors, which at least includes the internal audit code of conduct as stipulated by the internal audit professional association, as follows:

1. Integrity
   a. To perform their duties honestly, carefully, responsibly, and thoroughly
   b. To comply with the law and make disclosures in accordance with statutory regulations and the profession.
   c. To not intentionally/knowingly engage in prohibited/ illegal activities, do not take actions that could undermine the credibility of the Internal Audit and the internal audit profession.
   d. To respect and support the organization's legitimate and ethical goals.
2. Objectivity
   a. Not involved in activities or have a relationship that will reasonably be expected to hinder the Internal Auditor's fair assessment. This includes any activities or relationships that result in a conflict of interest.
   b. To not accept anything that has an impact or is suspected to have an impact on professional judgment.
   c. Must disclose all material facts known to him, which if not disclosed could distort the report on the activities being reviewed.
3. Confidentiality
   a. To be careful in using and maintaining the information obtained in the performance of duties.
   b. To not use information for the benefit of anyone and/or in any way that would be against the laws and/or the Company's regulations.
4. Competency
   a. To carry out tasks in accordance with the knowledge, skills, and experience only.
   b. To carry out audits in accordance with Internal Audit Professional Standards.
   c. To improve expertise, effectiveness, and quality continuously.

## Brief Report on the Implementation of Internal Audit Activities In 2023

In 2023, the Internal Audit Division (IAD) has prepared an audit work plan or program and carried out audit activities in accordance with the plans that have been prepared. The work program plan includes the nature and scope of the audit, risk assessment, composition and number of the audit team personnel, standard effective of audit work days, length of standard audit days, required number of personnel and qualifications for IAD members, and IAD personnel development.

**WORK PLAN OF THE INTERNAL AUDIT DIVISION**

The Internal Audit Division Work Plan is described in the Annual Audit Plan book with a working period of 1 (one) year. The Annual Audit Work Plan for the Internal Audit Division (IAD) for 2023 has been submitted to the President Director in accordance with the IAD memo IAD No.252/M/IAD/APSP/XII/2022 dated December 22, 2022, regarding the Proposed Annual Audit Plan for 2023 and has been approved and signed by the Director. In addition, according to Financial Services Authority Regulations (POJK) No.1/FSAR.03/2019 concerning the Implementation of the Internal Audit Function at Commercial Banks, the Annual Audit Plan has also obtained approval from the Board of Commissioners in accordance with the Board of Commissioners' letter No.25/ KOM/BTN/II/2023 February 8, 2023. Work plans for general audits 2023 are as follows:

## Table of the Internal Audit's Work Plan

| Audit Object | | Amount | | Change | | Information |
|---|---|---|---|---|---|---|
| | | 2023 | 2022 | +/- | % | |
| A. | General Audit | 69 | 91 | -22 | -24,18 | |
| B. | Audit ICT | 18 | 16 | 2 | 12,50 | |
| C. | Special audit investigation | 0 | 0 | 0 | 0,00 | There is no scheduled plan for carrying out a special audit/ investigation for 2023, following assignments from stakeholders and the whistleblowing system. |
| D. | Internal Quality Audit (AMI) ISO Certification | 27 | 23 | 4 | 17,39 | |
| | **Number of Audit Objects** | **114** | **130** | | | |

**IMPLEMENTATION OF THE INTERNAL AUDIT DIVISION WORK PROGRAM**

During the period January to December 2023, the Internal Audit Division carried out audit activities with audit objects which include:

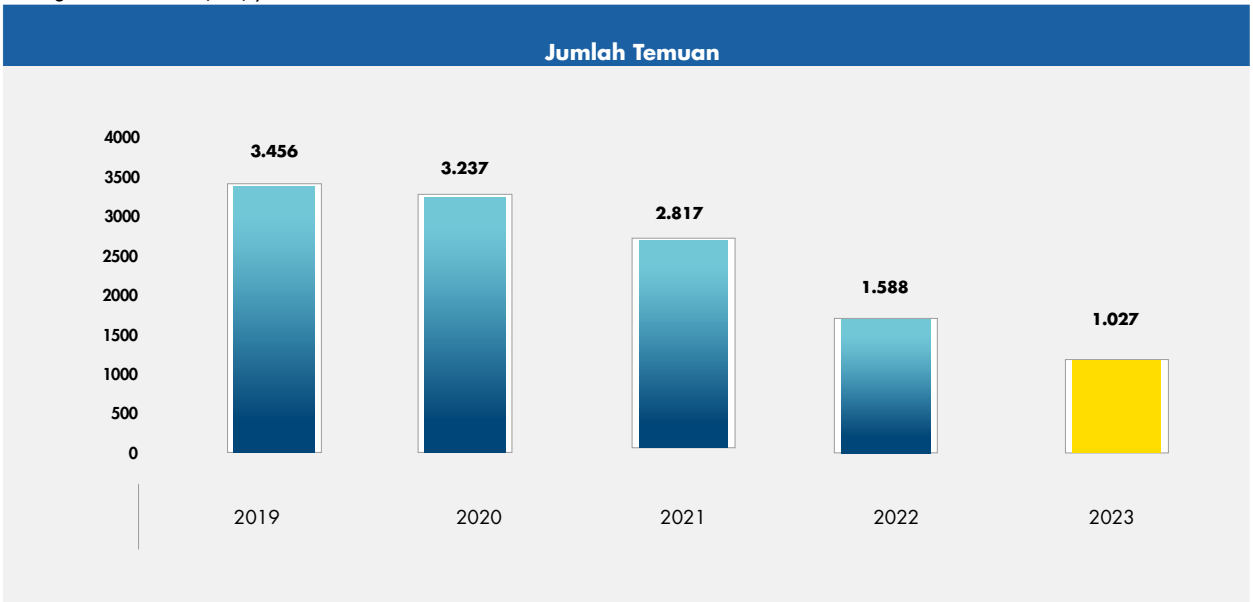
1. General audit which includes:
   a. Operational audit of office networks (KC, Sharia KC and Regional Office).
   b. Thematic audits carried out based on certain themes include Credit Management, Collection of Third-Party Funds, Human Capital, Procurement of Goods and/or Services, and Treasury.
   c. Mandatory audits are based on provisions issued by the regulator.
2. Information and Communication Technology (ICT) audit which includes
   a. Thematic audits carried out based on certain themes in the scope of ICT management include, among others, Mobile Banking, Card Payment Tools (APMK), Treasury Support Applications, as well as audits of Cyber Security with a focus on assessing the Bank's readiness to detect and respond to cyber incidents based on NIST Cybersecurity Framework.
   b. Mandatory audits are based on provisions issued by the regulator.
3. Special Audits for suspected fraud or certain purposes.
4. Internal Quality Audit (AMI) ISO certification for work units that have been certified to ISO 9001:2015 (Quality Management Standards), ISO 37001:2016 (Anti-Bribery Management System, ISO 37301:2021 (Compliance Management System).

The following are details of the audit implementation during the period January to December 2023:

## Table of Realization of the Internal Audit Work Program

| No | Description | Target | Realization | % Penc. |
|---|---|---|---|---|
| A | General Audit | 69 | 71 | 102,90% |
| B | Information & Communication Technology Audit | 18 | 19 | 105,56% |
| C | Special Audit | 0 | 14 | 100,00% |
| D | Internal Quality Audit (AMI) ISO Certification | 27 | 38 | 140,74% |
| **TOTAL** | | **114** | **142** | **124,56%** |

Audit activities during the period of January to December 2023 resulted in 1,027 findings as presented in the following graph of audit findings for the last 5 (five) years




**MONITORING THE AUDIT RESULTS FOLLOW-UP**

Follow-up on audit findings is carried out by the auditee. The results of the follow-up implementation are reported to the Head of IAD and then evaluated to see whether the follow-up is in accordance with the intended purpose. Follow-up that has been completed will be declared "completely followed-up" and informed to the auditee and the Board of Directors. As for follow-ups that have not been completed and are still in "pending item" status, the auditee is asked to complete them with the necessary explanation and will be reported by the Head of IAD to the Board of Directors. Throughout 2023, follow-ups on audit findings have been carried out from the audit results for 2021, 2022 and 2023 with a resume of audit follow-ups presented in the following table:

**Table of Follow-Ups of the Audit Results Based on Due Date for Completion**

| No | Audit results | Total findings | Completed | | Not yet due | | % The Completion of readiness of Findings |
|---|---|---|---|---|---|---|---|
| | | | Total | % | Not yet due | Due | |
| 1 | 2 | 3 | 4 | 5=4/3 | 6 | 7 | 8=4/(4+7) |
| I | Internal Audit Division | | | | | | |
| I.1 | **Year 2023** | | | | | | |
| | General Audit of branch office | 558 | 550 | 98,57% | 7 | 1 | 99,82% |
| | General Audit of Sharia branch office | 169 | 110 | 65,09% | 59 | 0 | 100,00% |
| | General Audit Division and Regional Office | 162 | 84 | 51,85% | 78 | 0 | 100,00% |
| | ICT Audit | 138 | 82 | 59,42% | 49 | 7 | 92,13% |
| | Sub Total | 1027 | 826 | 80,43% | 193 | 8 | 99,04% |
| I.2 | **Year 2022** | | | | | | |
| | General Audit of branch office | 908 | 908 | 100,00% | 0 | 0 | 100,00% |
| | General Audit of Sharia branch office | 217 | 217 | 100,00% | 0 | 0 | 100,00% |
| | General Audit Division and Regional Office | 337 | 337 | 100,00% | 0 | 0 | 100,00% |
| | ICT Audit | 134 | 130 | 97,01% | 0 | 4 | 97,01% |
| | Sub Total | 1596 | 1592 | 99,75% | 0 | 4 | 99,75% |
| I.3 | **Year 2021** | | | | | | |
| | General Audit of branch office | 1674 | 1674 | 100,00% | 0 | 0 | 100,00% |
| | General Audit of Sharia branch office | 452 | 452 | 100,00% | 0 | 0 | 100,00% |
| | General Audit Division and Regional Office | 266 | 266 | 100,00% | 0 | 0 | 100,00% |
| | ICT Audit | 425 | 425 | 100,00% | 0 | 0 | 100,00% |

| No | Audit results | Total findings | Completed | | Not yet due | | % The Completion of readiness of Findings |
|---|---|---|---|---|---|---|---|
| | | | Total | % | Not yet due | Due | |
| | Sub Total | 2817 | 2817 | 100,00% | 0 | 0 | 100,00% |
| | Total Internal Findings | 5440 | 5235 | 96,23% | 193 | 12 | 99,77% |
| II | External findings | | | | | | |
| II.1 | **Financial Services Authority** | | | | | | |
| | Inspection report IT of Financial Services Authority (OJK) Examination 2021 | 148 | 148 | 100,00% | 0 | 0 | 100,00% |
| | 2021 FSA's general inspection report | 147 | 147 | 100,00% | 0 | 0 | 100,00% |
| | 2022 FSA's general inspection report | 203 | 203 | 100,00% | 0 | 0 | 100,00% |
| | Total of FSA's findings | 498 | 498 | 100,00% | 0 | 0 | 100,00% |
| II.2 | **Bank Indonesia** | | | | | | |
| | IT and Non IT general inspection of BI 2021 | 40 | 40 | 100,00% | 0 | 0 | 100,00% |
| | 2022 LBUT Thematic KHP | 52 | 52 | 100,00% | 0 | 0 | 100,00% |
| | Total of BI findings | 92 | 92 | 100,00% | 0 | 0 | 100,00% |
| II.3 | **The Supreme Audit Agency of the Republic of Indonesia** | | | | | | |
| | Management of special fee standards (SBK) and subsidies for advance payments (SBUM) in 2020 | 20 | 20 | 100,00% | 0 | 0 | 100,00% |
| | Management of special fee standards (SBK) and subsidies for advance payments (SBUM) in 2021 | 52 | 42 | 80,77% | 0 | 10 | 80,77% |
| | Total findings of the Financial Audit Agency (BPK) of the Republic of Indonesia | 72 | 62 | 86,11% | 0 | 10 | 86,11% |
| II.4 | **Republic of Indonesia Financial and Development Supervisory Agency** | | | | | | |
| | Placement of Funds for the 2022 national economic recovery program | 3 | 3 | 100,00% | 0 | 0 | 100,00% |
| | Review of the social assistance program for the family of hope, the Staple Food Program and direct cash assistance in 2022 | 3 | 3 | 100,00% | 0 | 0 | 100,00% |
| | Review of the program to Increase the Use of Domestic Products (P3DN) in the Context of the Proud Movement Made in Indonesia in 2022 | 16 | 16 | 100,00% | 0 | 0 | 100,00% |
| | Total Findings of the Republic of Indonesia's Financial and Development Supervisory Agency | 22 | 22 | 100,00% | 0 | 0 | 100,00% |
| II.5 | **Public Accounting Firm** | | | | | | |
| | Management Letter for the financial statements for the position of December 31, 2021 | 46 | 46 | 100,00% | 0 | 0 | 100,00% |
| | Management Letter for the financial statements for the position of June 30, 2022 | 26 | 26 | 100,00% | 0 | 0 | 100,00% |
| | Management Letter for the financial statements for the position of December 31, 2022 | 35 | 35 | 100,00% | 0 | 0 | 100,00% |
| | Total findings of Public Accounting Firm | 107 | 107 | 100,00% | 0 | 0 | 100,00% |
| II.6 | **PWC** | | | | | | |
| | Internal Audit Function Review Services in 2023 | 17 | 13 | 76,47% | 4 | 0 | 100,00% |
| | Total findings of PWC | 17 | 13 | 76,47% | 4 | 0 | 100,00% |
| | Total of external findings | 808 | 794 | 98,27% | 4 | 10 | |
| | Total Internal and External Audit Findings | 6248 | 6029 | 96,49% | 197 | 22 | |

**THE IMPLEMENTATION OF MEETINGS OF THE INTERNAL AUDIT DIVISION WITH THE BOARD OF DIRECTORS AND THE AUDIT COMMITTEE**

Referring to the Internal Audit Charter, the Internal Audit Division regularly holds meetings with the Board of Directors and attends invitations to meetings with the Board of Commissioners and/or the Audit Committee in order to report on the implementation of the duties of the Internal Audit Division. Throughout 2023, the Internal Audit Division has held meetings with the Board of Directors, the Board of Commissioners and the Audit Committee as follows:

**Implementation of Internal Audit Division Meetings with the Board of Directors**

| No | Date | Meeting Agenda |
|---|---|---|
| 1. | January 26-27, 2023 | Director Session and Bank BTN Work Meeting 2023 |
| 2. | May 12, 2023 | Leadership Forum 2023 "Envisioning Culture for Leader" |
| 3. | March 17, 2023 | Town Hall Meeting - Directors' Direction |
| 4. | March 20, 2023 | Meeting on Handling Customer Complaints |
| 5. | May 03, 2023 | Town Hall Meeting - Direction on Achieving Company Performance Targets in 2023 |
| 6. | June 05, 2023 | Town Hall Meeting - Direction on Achieving Company Performance Targets in 2023 |
| 7. | June 27, 2023 | Risk Management Committee Meeting (Komar) |
| 8. | August 14, 2023 | Meeting on Case/Problem Discussion |
| 9. | August 14, 2023 | Meeting on Customer Complaint Resolution Discussion |
| 10. | August 21, 2023 | Meeting on Case/Problem Discussion |
| 11. | September 11, 2023 | Meeting on 2023 Semester 1 Audit Implementation Reporting |
| 12. | October 27, 2023 | Kick Off Pilot Initial State Strategic Business Unit |
| 13. | October 31, 2023 | Meeting on 2023 IAD Audit Results Discussion |
| 14. | November 01, 2023 | Meeting on 2023 IAD Audit Results Discussion |
| 15. | November 10, 2023 | Meeting on 2023 IAD Audit Results Discussion |
| 16. | November 14, 2023 | Meeting on 2023 IAD Audit Results Discussion |
| 17. | December 06, 2023 | Town Hall Meeting |
| 18. | December 12, 2023 | Meeting on Performance Review Discussion |
| 19. | December 14, 2023 | Meeting on 2023 IAD Audit Results Discussion |
| 20. | December 18, 2023 | Discussion on National Working Meeting Agenda |

**Implementation of Internal Audit Division Meetings with the Audit Committee**

| No | Date | Meeting Agenda |
|---|---|---|
| 1. | February 27, 2023 | Meeting on the discussion of audit principles and audit follow-up |
| 2. | March 20, 2023 | Meeting on Evaluation Discussion of Supporting Services Performance |
| 3. | May 08, 2023 | Meeting on the discussion of audit realization, audit follow-up and IAD activities |
| 4. | June 05, 2023 | Meeting on the discussion of the Employee Disciplinary Sanctions Decision Process |
| 5. | July 17, 2023 | Meeting on the Discussion of Root Cause and Audit Follow-up |
| 6. | August 07, 2023 | Meeting on the Discussion of the Review Results of the Internal Audit Function by External Parties |
| 7. | September 11, 2023 | Meeting on the Discussion of Audit Realization |
| 8. | October 09, 2023 | Meeting on the Discussion of Internal Audit Charter Update |
| 9. | October 17, 2023 | Audit Committee Direction on Improving Internal Control at Branch Offices |
| 10. | November 02, 2023 | The 2023 Internal Audit Division Working Meeting |
| 11. | November 13, 2023 | Meeting on the Discussion of Developments in Accrued Interest and Audits related to Accrued Interest |
| 12. | November 13, 2023 | Meeting on the Discussion of BTN QRIS |
| 13. | December 04, 2023 | Meeting on the Discussion of Problem Follow-up |
| 14. | December 13, 2023 | Meeting on the Discussion of Fraud Risk Management and ESG Roadmap |

**ASSURANCE REVIEW OF INTERNAL AUDIT**

Since December 2017, the Internal Audit Division of Bank BTN has succeeded in upgrading the ISO 9001:2008 quality standard to ISO 9001:2015. Periodically, surveillance audits have been carried out by external auditors to assess the Internal Audit Division's compliance with the ISO 9001: 2015 quality standard.

### Table of Surveillance Audit Implementation for ISO 9001:2008 and ISO 9001:2015 Certification

| No | External Audit | Year | Information |
|---|---|---|---|
| 1. | PT SGS | 2021 | Implementation of surveillance audits for ISO 9001:2015 certification by PT SGS External Audit |
| 2. | PT SGS | 2022 | Implementation of surveillance audits for ISO 9001:2015 certification by PT SGS External Audit |
| 3. | PT SGS | 2023 | Implementation of surveillance audits for ISO 9001:2015 certification by PT SGS External Audit |

The review of the implementation of the bank's internal audit function as regulated in OJK Regulation No.01/POJK.03/2019 in assessing the conformity of the internal function with regulations, standards and codes of ethics, as well as efficiency and effectiveness has been carried out by a minimum of 3 (three) independent assessors. ) once a year with the following description:

### Table of Independent Assessors Regarding Assessment of Audit Implementation

| No | External Audit | Year | Information |
|---|---|---|---|
| 1. | PT Deloitte Touche Tohmatsu | 2018 | Implementation of the policy, procedure and methodology gap analysis review process as well as implementation of audits of SPFAIB best practices every 3 years by the External Auditor |
| 2. | PT KPMG Sidharta Advisory | 2020 | Implementation of the policy, procedure and methodology gap analysis review process as well as implementation of audits of SPFAIB best practices every 3 years by the External Auditor |
| 3. | PT PricewaterhouseCoopers (PWC) | 2023 | Implementation of the gap analysis review process for policies, procedures and methodologies as well as implementation of audits of best practices. Standards for the Implementation of the Internal Audit Function in Commercial Banks every 3 years by an External Auditor |

## Risk Management Work Unit

The Risk Management Work Unit is a work unit that is directly responsible to the Director who oversees the Risk Management function and is independent of the Operational Work Unit which is a risk-taking unit, the Internal Audit Work Unit and the Compliance Work Unit. The company's risk governance which is based on GCG principles is realized from the involvement of all Company organs in managing risk management. This can be seen from the composition of the Company's risk management organization.

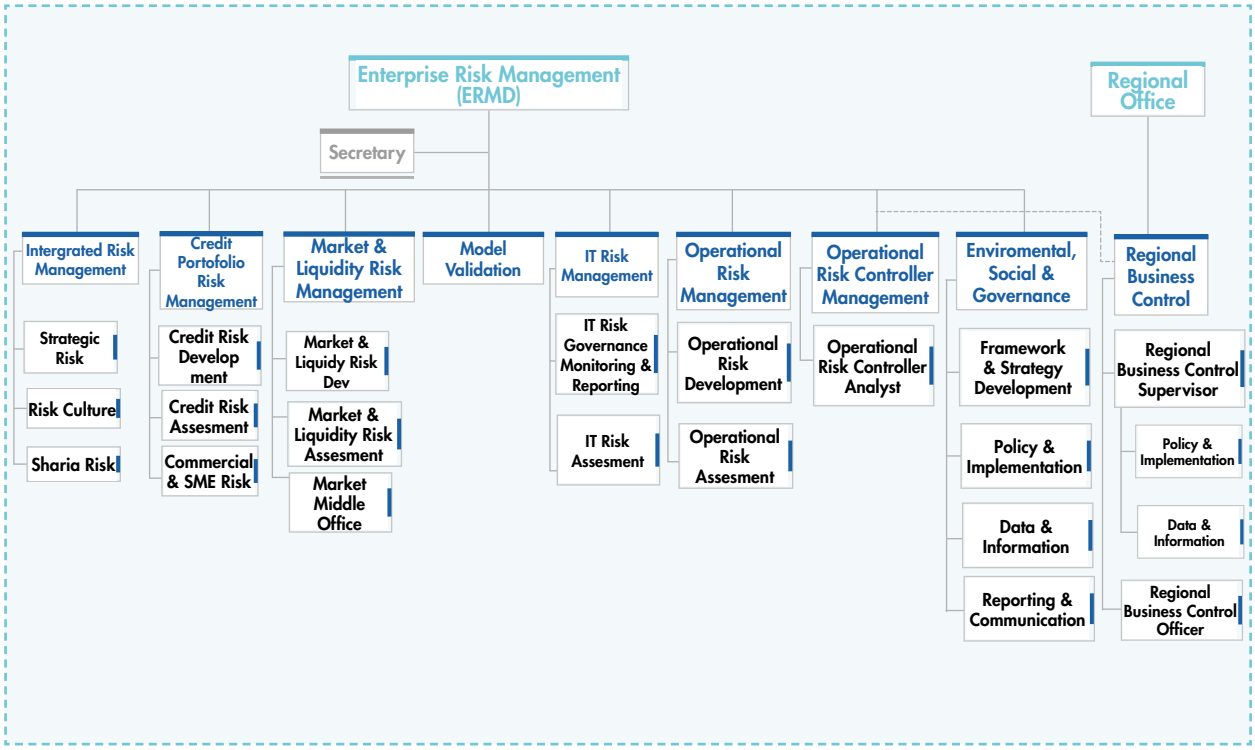
The Board of Commissioners through Risk Monitoring Committee meetings and the Board of Directors through Risk Management Committee meetings are responsible for ensuring that the implementation of Risk Management is adequate in accordance with the characteristics, complexity and risk profile of the company. The Board of Commissioners and Directors play an active role in the risk management process in order to mitigate the company's risks through the Quality of Risk Management Implementation including risk governance, risk management framework, risk management process and the adequacy of the management information system as well as the adequacy of the internal control system.

The Company's risk governance which is based on the principles of Good Corporate Governance is realized from the involvement of all Company organs in managing risk management. This can be seen from the composition of the company's risk management organization. The Board of Commissioners and Directors are responsible for ensuring that the implementation of Risk Management is adequate in accordance with the characteristics, complexity and risk profile of the company. The Board of Commissioners and Directors play an active role in the risk management process in order to mitigate the company's risks through the Quality of Risk Management Implementation which includes risk governance, risk management framework, risk management process, adequacy of human resources, and the adequacy of the risk management information system, as well as the adequacy of the control system risk.

### Risk Management Work Unit Structure

The Enterprise Risk Management Division (ERMD) is a Risk Management Work Unit (SKMR) at the Company, led by a Division Head who reports directly to the Director of Enterprise Risk Management & Transformation. The Enterprise Risk Management Division

Organizational Structure consists of Market Risk Management Department, Credit Risk Management Department, Operational Risk Management Department, Operations Risk Controller Management Department, IT Risk Management Department, Integrated Risk Management Department and Model Validation.




Risk Management Work Unit Structure

Since 2015, the implementation of management activities has implemented and obtained ISO 9001:2008 certification which was upgraded to ISO 9001:2015 in May 2018. Certification is also continuously maintained every year and an annual audit is carried out on the implementation of ISO 9001:2015 certification while continuing to strengthen commitment to continue working in accordance with implemented quality standards by making continuous improvements, fostering a risk culture and encouraging the implementation of effective risk management at all levels of the company's organization and business activities in accordance with applicable regulations

Currently ISO 9001:2015 has been used by various organizations throughout the world, which can help them run more efficient and profitable operations. ISO 9001:2015 provides a framework for more consistent business performance, excellent service and continuous improvement over a long period of time. ISO 9001:2015 provides many advantages and capabilities in terms of business scale in recent years. This standard is a very helpful tool in company development and makes the Bank BTN organization more resilient.

The Credit Portfolio Risk Management Department functions to ensure the effectiveness of the company's Credit Risk management, which focuses primarily on providing credit or housing financing, whose asset portfolio is dominated by Home Ownership Credit (KPR) which is influenced by changes in the external business climate.

The Market Risk Management Department functions to ensure the effectiveness of managing Market Risk and Liquidity Risk, which includes, among other things, determining plans that will be carried out if the Company experiences financial stress that could endanger business continuity.

The Operational Risk Management Department functions to ensure the effectiveness of the Bank's overall Operational Risk management, including coordinating with Operations Risk Controller Management and IT Risk Management. Apart from that, it functions in managing Legal Risk, Compliance Risk and Reputation Risk in the Company.

The Integrated Risk Management Department ensures the effectiveness of Strategic Risk management and functions to coordinate and ensure the process of integrating risk management with strategic planning, performance measurement and providing incentives in order to increase shareholder value, increase investor confidence, support the decision making process and increase the efficiency of capital use.

The Validation Model generally functions to ensure that each risk is managed in accordance with the ISO 9001:2015 Quality Management Standard. Apart from that, this unit also plays a role in carrying out backtesting to ensure the suitability of the model used by the Company.

Operations Risk Controller Management Department functions as a control tower for monitoring and evaluation activities regarding the implementation of internal controls in Branch Offices (KC) and Commercial Banking Centers (CBC) which are run by Branch Business Control (BBC), Commercial Banking Center – Business Control (CBC-BC) dan Regional Loan Processing Center Business Control (RLPC-BC) yang merupakan organ monoline Kantor Wilayah.

The IT Risk Management Department functions to ensure the effectiveness of IT, Digital & Cyber risk management inherent in the technology solutions used by the Company to achieve safe and reliable technology services. There are 7 risk domains that are covered, namely, information and cyber security risk, IT service delivery risk, resilience, and continuity, IT third party risk, data privacy risk, IT project delivery risk, IT regulatory compliance risk, IT benefit/value risk enablement. Risk management is carried out through a framework that is in accordance with industry best practices and is integrated with the IT service life cycle to achieve maximum results.

The ESG Department functions as a control tower for ESG activities so that they are in line with the Company's ESG roadmap and framework. Control towers are carried out on business and operational activities to support the achievement of sustainable development goals which include, among other things, managing environmental impacts, overcoming social problems and maintaining responsible and ethical governance standards in banking operations.

In December 2023, the Board of Commissioners has approved the determination of changes to the Phase I organizational structure related to strengthening digital banking and ESG capabilities which will be implemented in January 2024 so that the Organizational Structure under the Director of Risk Management is: Retail Credit Risk, Wholesale Credit Risk, Enterprise & ESG Risk Management, Digital & Operation Risk Management, and Transformation & Partnership Management




## Duties and Responsibilities of the Risk Management Work Unit

The Risk Management Work Unit is a work unit that is directly responsible to the Director who oversees the Risk Management function and is independent of the Operational Work Unit which is a risk-taking unit, the Internal Audit Work Unit and the Compliance Work Unit. The responsibilities of the Risk Management Work Unit include:

1. Provide input to the Board of Directors in preparing policies, strategies and Risk Management frameworks.
2. Develop procedures and tools for risk identification, measurement, monitoring and control
3. Design and implement the tools needed to implement Risk Management.
4. Monitor the implementation of Risk Management policies, strategies and frameworks recommended by the Risk Management Committee and approved by the Board of Directors.
5. Monitoring risk positions/exposures as a whole, as well as per risk, including monitoring compliance with established risk tolerances and limits.
6. Conduct stress testing to determine the impact of the implementation of Risk Management policies and strategies on the portfolio or overall performance of the Bank.
7. Review proposed new activities and/or products developed by other units. The assessment focuses primarily on aspects of the Bank's ability to manage new activities and/or products including the completeness of the systems and procedures used and their impact on the Bank's overall risk exposure.
8. Provide recommendations to business work units and/or to the Risk Management Committee regarding the implementation of Risk Management, including regarding the amount or maximum risk exposure that can be maintained and carry out escalations as needed.
9. Evaluate the accuracy of the model and the validity of the data used to measure risk.
10. Prepare and submit Risk profile reports to Regulators, Board of Commissioners, Directors and Risk Management Committee periodically or at least quarterly. The frequency of reports is increased if market conditions change rapidly.
11. Carry out regular reviews with a frequency adjusted to the Bank's needs, to ensure:
    a. adequacy of the Risk Management framework;
    b. accuracy of Risk assessment methodology; And
    c. adequacy of the Risk Management information system.
12. Have an integrated Risk Taxonomy for the Bank and Bank subsidiaries in accordance with the needs of monitoring the performance targets of the Bank and Bank subsidiaries.
13. The organizational structure, duties and responsibilities as well as other matters including the work procedures of the Risk Management work unit are regulated in a separate internal regulation.

## Profile of the Head of the Risk Management Work Unit

The Head of the Enterprise Risk Management Division and also serves as secretary of the Risk Management Committee which is under the Board of Directors, held by Wilson Arafat based on Directors' Decree No. 63/KUASA/DIR/2021 dated 30 July 2021 and has been in office until now.



**WILSON ARAFAT**

**Head of Enterprise Risk Management Division**

Indonesian citizen, 49 years old, domiciled in Jakarta City

### Educational background

- Master of Marketing Management, Gajah Mada University (2004).
- Bachelor Degree in Development Economics, Gadjah Mada University (1996)

### Work experience

- Transformation Management Office Head (2017-2018)
- Procurement & Fixed Asset Management Division Head (2019 – 2021)
- Enterprise Risk Management Division Head (2021 - Sekarang)
- PLT Transformation & Partenership Management Division (2023 - sekarang)

### Legal Basis for Appointment

- Directors' Decree No. 63/KUASA/DIR/2021 dated 30 July 2021

### Certification

- Sertifikasi Training for Trainer Manajemen Risiko KKNI Jenjang 6 dan 7, BARa (2023)
- Certification for Credit Risk Management, Resolusi Akusara Nusantara (2022)-Manajemen Risiko Level IV, BSMR (2021)
- Sertifikasi GRC Professional, OCEG (2016)
- Certified Human Resource Professional (CHRP), Lutan Education-GML Performance Consulting (2011)
- Training & Directorship Certification, LKDI (2011)
- Certificate of Accomplishment Professional Director, IICD (2011)
- Certified Strategy Execution Professional (CSEP), Lutan Education-GML Performance Consulting (2010

## Competency Development in the Field of Risk Management

In the field of human resource development, the Company has implemented an HR development program in the field of education and training for risk management officials and includes all employees (according to job specifications) including those at ERMD in the context of risk management certification.

The Company regularly holds risk management certification education and training and actively involves its staff and officials in accordance with Financial Services Authority Regulation Number 24 of 2022 concerning Development of the Quality of Commercial Bank Human Resources and OJK Number 28/SEOJK.03/2022 concerning Certification Risk Management for Commercial Bank Human Resources states that the basis for determining the minimum level of UKMR certification for a job title is the level of the job title from the Board of Directors in accordance with the applicable organizational structure so that the minimum level of certification for the job title still refers to the applicable provisions.

The Company also carries out in-house training and conducts pre-tests as an initial screening for officials and employees who will take the risk management certification exam held by the LSPP (Banking Professional Certification Institute). During 2023, Risk Management Work Unit employees have conducted training and competency development in the field of Risk Management as follows:

| No. | Training Name |
|---|---|
| 1. | Forecasting Credit Portfolio |
| 2. | Awareness Training ISO 9001 2015 and Internal Audit |
| 3. | Backtesting PD PSAK 71 Model |
| 4. | Forecasting Credit Portfolio |
| 5. | PPDigital Training and Education |
| 6. | Bank BTN Business Process Refreshment Training in 2023 |
| 7. | Training on International Standards for ERM Fundamental Risk Management |
| 8. | Provision and Examination for Level 1 Risk Management Certification |
| 9. | Credit Scoring Learning |
| 10. | Practical Microsoft Excel for Data Scientists and Effective Data Reports |
| 11. | SAS VIYA Training: Interactive Model Building |
| 1v2. | Sespibank |
| 13. | Seminar on Sustainable Finance Forum 2023 |
| 14. | Risk Management Certification Refreshment |
| 15. | Refreshment of Interest Subsidy/Interest Margin |
| 16. | Leadership Forum "Envisioning Culture For Leader" |
| 17. | Bank BTN ESG Workshopt |
| 18. | Risk Economic Outlook 2024 |
| 19. | Cyber Crime Security Awareness Webinar |
| 20. | GRC Masterclass "Pre IPO & Post IPO" |
| 21. | Training for Risk Management Trainers |

## Risk Management Certification

| No | Level Mandatory | Number of Employees | SMR Level Mapping | | | | | Suitability |
|---|---|---|---|---|---|---|---|---|
| | | | Not SMR yet | Level 4 | Level 5 | Level 6 | Level 7 | |
| 1 | Mandatory Level 4 | 2.816 | 694 | 506 | 1.616 | - | - | 75,36% |
| 2 | Mandatory Level 5 | 418 | 5 | 35 | 345 | 30 | 3 | 90,43% |
| 3 | Mandatory Level 6 | 8 | - | 4 | 1 | 1 | 2 | 37,50% |
| 4 | Mandatory Level 7 | 12 | - | - | - | 1 | 11 | 91,67% |
| **Total Employees** | | **3.254** | **699** | **545** | **1.962** | **32** | **16** | 77,26% |

Description:

- Employees who are required to be certified but have not yet been certified according to their level
- Employees who are required to be certified and comply with their level
- Employees who are required to be certified and already have certification at a level above that required

## Implementation of Risk Management Work Unit Tasks in 2023

During 2023, Bank BTN in implementing risk management is aimed at strengthening the pillars of risk management by prioritizing the principles of Good Corporate Governance (GCG) in the bank's business operational activities. Targets and initiatives str

| Strengthening Risk Governance (Risk Government) | | | | | | |
|---|---|---|---|---|---|---|
| Determination, management, alignment of the RA RT and RKAP framework; Strengthening Segregation of Duty and 3 LoD<br>Active supervision of the Board of Commissioners & Directors through performance reviews, corporate plan transformation and monitoring & evaluation of RA and RT | | | | | | |
| **Strengthening the Risk Management Framework** | | | | | | |
| Transformation of policy architecture (preparation of general risk management policies (KUMR)<br>Linking Strategy (Corpplan, RBB, RKAP, KPI) with RA, RT and Limit<br>Evaluation of the risk management organizational structure with the addition of operational risk control, IT, cyber & digital risk functions, as well as validation models | | | | | | |
| **Strengthening risk management processes, information systems & HR** | | | | | | |
| **Credit Risk Management** | **Market & Liquidity Risk Management** | **Operational, legal, compliance and reputation risk management** | **Strategic Risk Management** | **IT, Cyber and Digital Risk Management** | **Emergency Risk Management (BCM)** | **Model Governance Management** |
| √. risk assessment (Credit Consumer & Commercial<br>√. Remodeling Credit Scoring model<br>√. Development of Commercial Loan EWS and Underwirting<br>√. Development of SME Credit Scoring & Collection Scoring<br>√. Trial RWA credit according to the new POJK<br>√. LAR management strategy and strengthening CKPN to NPL<br>√. Implementation of the Quality Report portfolio<br>√. Development and Implementation of Credit Decision Engine<br>√. Building a collection and asset sales strategy for SMEs | √. Market Risk Management through Middle Office Development and Implementation<br>√. Managing daily liquidity risk management<br>√. Implementation of the Internal Liquidity Adequancy Assessment Process (ILAAPP)<br>√. Trial of Market RWA in accordance with the new POJK | √. Implementation and assessment of product risks according to POJK<br>√. Operational ATMR trial according to the new POJK<br>√. Building an operational tools system (LED, RCSA & KRI) - ORMIS<br>√. Implementation of Branch & Regional Operation Risk Control to strengthen operational risk management<br>√. Operational, Legal & Reputation management through additional reserves<br>√. PAB Risk Assessment<br>√. Strengthening the Credit Operation function<br>√. Centralization of accounting and procurement functions<br>√. Building analytical data capabilities and big data infrastructure | √. Implement (Join Stress Test {JST}, KBUMN. Internal, Restru Covid, Tapering Off)<br>√. Building a Risk SIM according to KBUMN (RMI)<br>√. Measurement of the Risk Maturity Index (RMI)<br>√. Implementation of RA & RT monev<br>√. Implementation of environmental, social & governance (ESG) risk blueprint & roadmap<br>√. Self-Assessment TKB<br>√. Strengthening Risk Awareness Culture | √. Strengthening management capabilities for IT, Cyber & Digital risk management (According to LoD function)<br>√. Determine the roadmap and development stages for 2021 -2025<br>√. Implementation of the IT Risk Roadmap (Stages I, II and III) | √. Evaluation of BCM Management<br>√. Implementation of Business Impact analysis<br>√. Management of Business Continuity Plan<br>√. Disaster Recovery Management | √. Management of model governance methods (including market, operational and other credit models)<br>√. Review of PSAK 71 Modeling |
| **Carrying out (Join Stress Test [JST], KBUMN, Internal Restru Covid, Tap Off** | **Building a Risk management information system in accordance with KBUMN and RMI** | **Preparation of Environmental, Social & Governance (ESG) and Climate Change Risks** | **Job Enrichment Talent Movement and ISO 9001:2015 Recertification and Risk Culture** | **Implementation of the Recovery plan & Resolution Plan** | | |
| **Strengthening the Risk Control System** | | | | | | |

In carrying out tasks during 2023, apart from the strategic initiative pillars mentioned above, the implementation of risk management has also made several improvements as follows:

**Determination of Risk Appetite Statement (RAS) and Risk Limits**
In preparing Risk Management policies and strategies, the Company's Board of Directors has established a Risk Appetite Statement (RAS) and other risk limits. RAS is reviewed annually or at any time taking into account changes in the Company's business plans and objectives as well as changes in business environmental conditions. RAS is used as an objective guide in making strategic decisions related to risk management and as a tool for Management in implementing good business governance. Next, RAS is reduced to the risk limit for each risk indicator. Determination of RAS and risk limits is carried out by taking into account the level of risk to be taken as well as the Company's overall strategy and targets.

The risk limits set include overall risk (composite), per risk type, and per functional activity. The determination of risk limits is used as a guide for Work Unit activities to manage the type and amount of risk that is acceptable.

**Action Plan Update (Recovery Plan)**
Preparation of a Systemic Company Action Plan (Recovery Plan) As one of the Systemic Banks in Indonesia, the Company has the obligation to prepare an Action Plan document (Recovery Plan) as regulated in OJK Regulation No. 14/POJK.03/2017 Concerning Action Plans. The Action Plan document prepared contains mechanisms that are expected to prevent, restore and/or improve the Bank's financial condition as a result of the financial crisis or other financial market disruptions which impact capital, liquidity, profitability and asset quality which endanger the Company's business continuity. The Company periodically updates the Action Plan Document (Recovery Plan) as one of the plans in sustainable financial planning. On November 30 2023 the Bank submitted its 2024 Action Plan (Recovery Plan) to the Regulator.

**Follow-up Resolvability Test on the Resolution Plan**
The preparation of the Systemic Company Resolution Plan has been submitted by the Deposit Insurance Corporation (LPS) as the bank which is obliged to prepare the Resolution Plan document in accordance with the Deposit Insurance Corporation Regulation No. 1 of 2021 concerning Commercial Bank Resolution Plans. The Resolution Plan document prepared contains information regarding the Bank and the resolution strategy which is one of the considerations for the Guarantee Institution in handling or resolving a Bank that has been determined to be a failed Bank. The Deposit Insurance Agency has carried out a resolvability test on the Bank's Resolution Plan and during 2023 the Company will follow up on recommendations from the resolvability test results.

**Review of Risk Management Policies**
In accordance with OJK Regulation No.18/POJK.03/2016 dated March 16, 2016 concerning the Implementation of Risk Management for Commercial Banks, in managing risk banks are required to implement risk management effectively. To implement risk management effectively, the Company has developed a risk management policy which is contained in a risk management policy and at least every year a review and/or update of several risk management policies is carried out so that they are easily understood by risk owners and risk managers as a guide in implementing them. The Company has aligned its internal policy structure in accordance with the Transformation of Policy and Procedure Architecture where policies and procedures are adjusted to the policy hierarchy from the highest to General Policy, Special Policy and Technical Regulations. The Company has a Policy and Procedures Work Unit to periodically review and monitor Policies and Procedures.

**Implementation of Basel III Credit Risk Minimum Capital Reform Standard Approach**
The Company has implemented the calculation of Risk Weighted Assets (RWA) for Credit Risk in accordance with OJK Circular Letter No 24/SEOJK.03/2021 dated 7 October 2021 concerning Calculation of Risk Weighted Assets for Credit Risk using the Standard Approach for Commercial Banks. Changes in the calculation methodology in these provisions include changes to more granular risk weights and in a larger number of buckets. Apart from that, there is also a more diverse classification of portfolio categories and the need to carry out due diligence on counterparties to ensure understanding of the risk profile and characteristics of counterparties so that determining risk weights does not only depend on external ratings.

**Preparation for Implementing Minimum Capital Market Risk Standard Approach**
In order to implement OJK Circular Letter No. 23/SEOJK.03/2022 dated 7 December 2022 concerning Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks which will be implemented from 1 January 2024, the Bank has carried out a trial calculation and reported to the OJK for Market RWA for the position of June 2023, September 2023 and December 2023.

**Application of Minimum Capital Operational Risk Standard Approach**
In order to implement OJK Circular Letter No. 6/SEOJK.03/2020 dated 29 April 2020 concerning Calculation of Risk-Weighted Assets for Operational Risk Using the Standard Approach for Commercial Banks has been implemented since 1 January 2023, so the Bank periodically reviews the recording of operational risk loss and recovery data.

**Implementation of the Early Warning System (EWS) for the MSME, Commercial and Corporate Credit Segments**

Early Warning System is a mechanism or system for detection or recognition of early signs or symptoms which are expected to influence developments in the progress and decline of the debtor's business conditions. The Early Warning System is implemented to minimize and prevent losses due to bad credit, so the Bank must implement an effective and sustainable system for monitoring the credit facilities that have been provided.

In this case, the Risk Management Work Unit together with related business units routinely monitors portfolio quality and early warning indicators for the asset quality of the credit portfolio. It is hoped that this effort can be used to monitor MSME, Commercial and Corporate credit debtors so as to provide information in the form of early warnings about the possibility of debtors experiencing default.

**Preparation and Implementation of Portfolio Guideline for Commercial, Corporate and Financial Institutions Segments**

The Company's steps in strengthening financing risk management to control the composition of the Company's credit portfolio and ensure a healthy credit portfolio growth rate are that Bank BTN carries out credit risk management through the Portfolio Guideline in order to prevent the bank from the dangers of concentration risk. The Portfolio Guideline is a strategic initiative in the distribution of Company financing to always pay attention to the latest macroeconomic conditions, especially in certain sectors that are considered still worthy of financing, including several sectors that can be used as priority sectors, including aspects of analysis and monitoring of NPF per sector. industry, financing limits per industrial sector and industrial sector prospects in supporting the development of the Company's business ventures.

**Development of Credit Scoring Model (CSM) for the Small Medium Enterprise (SME) Segment**

In an effort to minimize the risks that the Company will accept in providing credit to the SME segment, a Credit Scoring Model (CSM) is needed. The SME Credit Scoring Model is used to assist in analyzing and quantifying the suitability of prospective debtors with recommendation results in the form of High Risk or Low Risk.

**Strengthening Regional Business Control (RBC), Branch Business Control (BBC), Commercial Banking Center Business Control (CBC-BC), and Regional Loan Processing Center Business Control (RLPC-BC)**

The Company has an organ to improve operational risk supervision and mitigation/prevention of operational loss by implementing the Operations Risk Controller Department in the Risk Management Work Unit and placing the Regional Business Control (RBC) organ in the Regional Office, Branch Business Control (BBC) which is a monoline Regional Office and on duty at Branch Offices and Sharia Branch Offices, Commercial Banking Center Business Control (CBC-BC) which is a monoline Regional Office and on duty at the Commercial Banking Center (CBC) and Regional Loan Processing Center Business Control (RLPC-BC) which is a monoline Office Region and works at the Regional Loan Processing Center.

Continuous strengthening of the Business Control organ has been carried out by periodically prioritizing risks (Top 10 Risks) which are reported to the Board of Directors. The Bank also plans to establish Operational Risk Control at the directorate level as part of operational risk mitigation at the directorate level.

**IT, Digital & Cyber Risk**

In 2023, the Bank has strengthened IT, digital & cyber risk management by monitoring IT, digital & cyber risk profiles, and implementing a program to strengthen digital and cyber attack risk control. The IT, digital & cyber risk profile components were developed using the applicable OJK provisions as a basis, and carried out the necessary developments to adapt to the Bank's conditions and were connected to the key risk indicator matrix that had been formed. Reporting on the risk profile and key risk indicators is carried out regularly to Management to provide comprehensive visibility.

Strengthening digital and cyber attack risk control is carried out using a 3 pillar transformation approach, namely people, processes and technology. From the people side, strengthening is carried out through an internalization program for IT, digital & cyber risk management which aims to convey an at the top tone from the Board of Directors to all employees, and equip employees by increasing employee awareness of IT, digital & cyber threats and how to prevent them. From a process perspective, the Bank has strengthened internal processes related to IT and digital, such as reviewing policies and procedures related to IT and digital, monitoring risks on strategic IT projects. From a technology perspective, the Company has made improvements to tools. and also rules that have been implemented to improve the safeguarding of the Bank's computer assets.

The Board of Directors, through the Information Technology Steering Committee, carries out evaluations of IT, digital & cyber risks which are carried out through regular meetings at least 4 (four) times during the current year with one of the discussions relating to IT Key Risk Indicator (KRI) Monitoring. Furthermore, the Board of Commissioners also reviews the results of IT, digital & cyber risks once a year.

**Continuing Development and Strengthening Utilization of Risk Management Tools**

To strengthen the utilization of Risk Management Tools, several developments have been carried out, including:

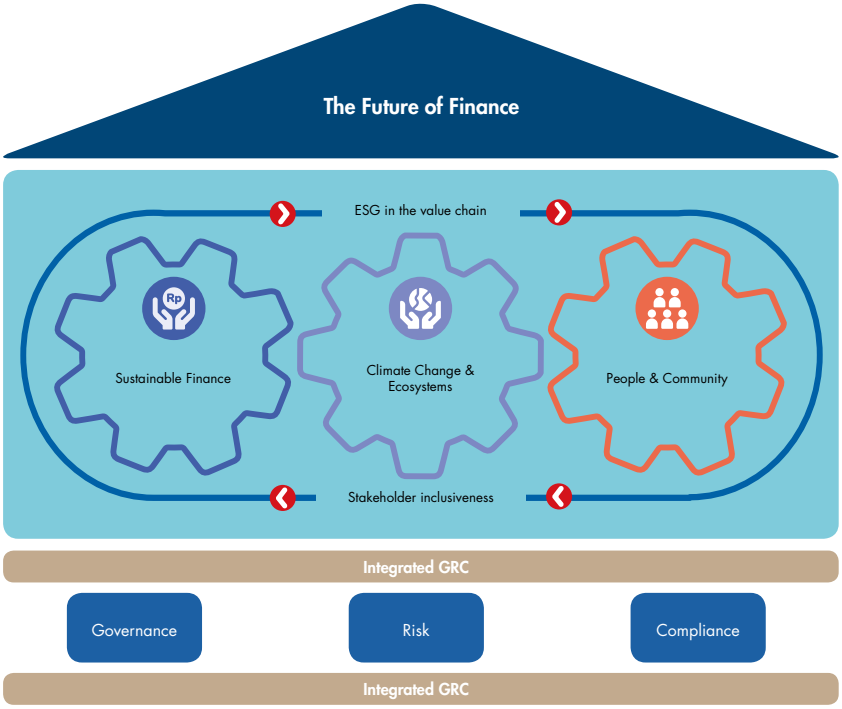
1. Implementation of a market risk monitoring system/interest rate risk in the banking book (IRRBB) and Liquidity Risk monitoring application.
2. Utilization of the Bloomberg Terminal to support the effective implementation of risk management in supporting the management of liquidity risk, credit risk and other risks.
3. Strengthening the role of risk management by developing Sustainability Environment Risk Management.
4. Enhancement of the Credit Scoring Model (CSM) for consumer credit.
5. Developing a Credit Scoring Model (CSM) for the SME segment.
6. Developing an Early Warning System for the Commercial and Corporate segments.
7. Re-modeling the Internal Credit Rating for the Commercial and Corporate segments.
8. Developing Collection Scoring for the Consumer segment.
9. Maintenance of ISO implementation in ERMD through Surveillance and ISO 9001:2015 Recertification in the Risk Management Work Unit to improve the quality service standards of the Risk Management Work Unit to all stakeholders.
10. Utilization of the integrated Operational Risk Tools application as an effort to manage operational risk in Work Units, including LED, RCSA and KRI tools.
11. Create a Fraud Detection System application which functions as a tool to assist the Bank in the process of prevention, detection, investigation and monitoring of fraud, especially in transactional banking.
12. Utilization of Operational Risk data visualization in the context of risk prioritization (Top 10 Risks) which can be used by management.
13. ddition of data analytics functions as the basis for Business Control organs in carrying out internal control testing.

**Establishment of ESG Management**

The Company focuses on implementing ESG as demonstrated by making changes to the organizational structure of the Enterprise Risk Management Division in November 2023, through the formation of the ESG Department. The function of ESG Management is to act as a control tower for ESG issues in both business and operational processes. To support its activities, ESG Management has 4 units, namely Framework & Strategy Development, Policy & Implementation, Data & Information, and Reporting & Communication

**ESG Framework, Strategy, Roadmap and Quickwins**

The Company has the following ESG framework, strategy, roadmap and quick wins:

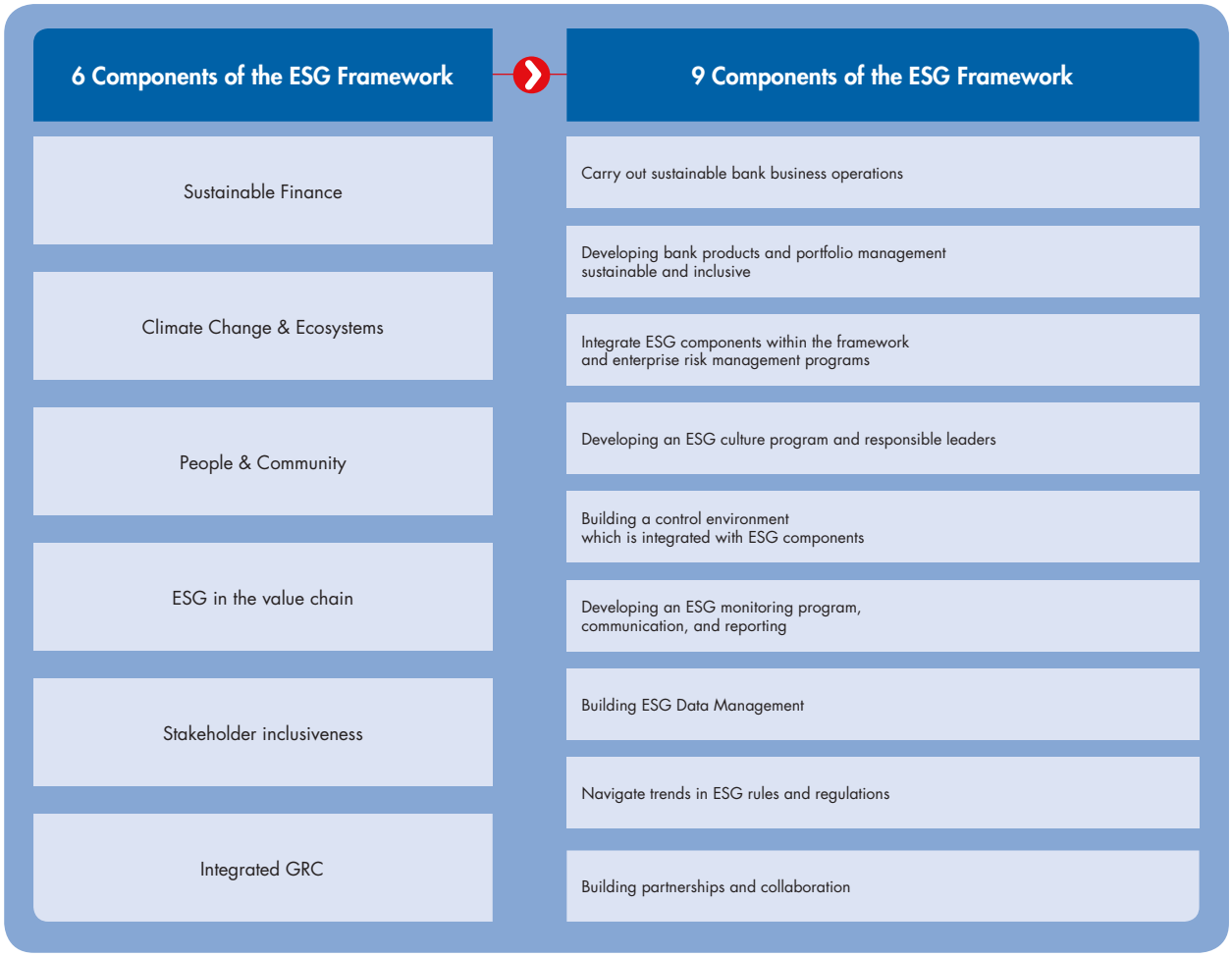


"The Future of Finance" is the Company's ESG framework, a set of principles that provide guidance for the Company in managing and carrying out business practices that are oriented towards impact performance and support the achievement of sustainable development goals.
This framework is the basis for managing business activities and operations as well as a more comprehensive decision-making process, including:

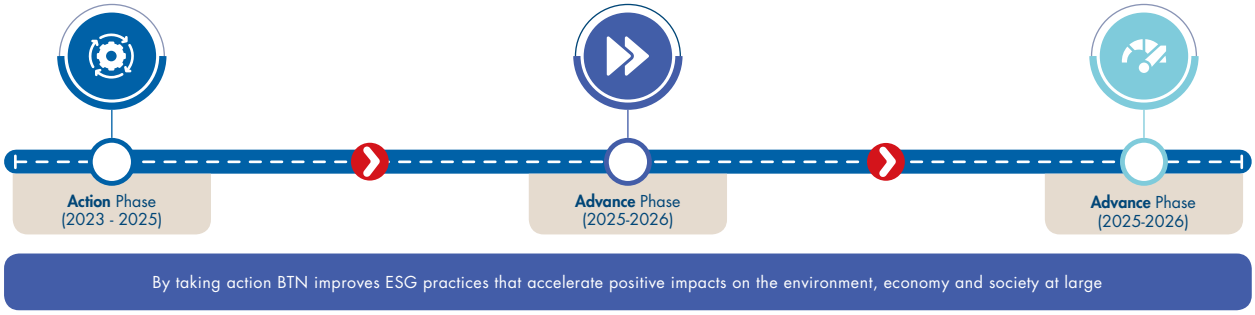
- Management of products and services that support the transition process towards a low-carbon economy and maintain social balance in opening up equal access to capital (sustainable finance);
- Management of climate change risks and their impact on ecosystem capacity (climate change and ecosystems);
- Management of impacts on humans and the community as well as the wider community in general (people and community).

The framework built is based on awareness of the Company and its stakeholders (stakeholder inclusiveness) throughout the Bank's value chain (ESG in the value chain), which forms an interdependent system where these relationships create risks and opportunities related to sustainability for the Company that need to be managed in an integrated manner. integrated to enable the Company to achieve goals and overcome uncertainty with integrated GRC.

The Bank's ESG Strategy is the Bank's concrete steps in implementing the ESG framework using 9 (nine) strategic steps which will be implemented inclusively.



Realizing "The Future of Finance" through implementing a roadmap which is carried out in stages and on target by dividing it into 3 (three) phases, namely Action, Advance and Accelerate.




The action phase is supported by the Bank implementing several quick win strategies, including:



**Implementation of Stress Testing**

The Company periodically carries out Stress Testing to assess the Company's resilience to stress/crisis scenarios:

1. Stress Testing Internal for Credit Risk, Market Risk and Liquidity Risk is carried out semi-annually.
2. Reverse Stress Testing Recovery Plan for Credit Risk, Market Risk and Liquidity Risk has been updated to meet the reporting requirements of the Recovery Plan Document in November 2023.
3. The Company is preparing internal control testing which will be carried out periodically as an effort to mitigate operational risks at the Bank.

**Regular Bank Wide Risk Management Monitoring**

The Bank always implements risk management in accordance with OJK Regulation No.18/POJK.03/2016 dated 16 March 2016 concerning the Implementation of Risk Management for Commercial Banks where the Bank periodically carries out bankwide monitoring as evidenced by several mandatory report outputs to the Regulator including :

1. Recovery Plan;
2. Resolution Plan;
3. Leverage Ratio;
4. Risk Profile;
5. Bank Health Level;
6. Minimum Capital Requirement according to Risk Profile;
7. Liquidity Coverage Ratio;
8. Net Stable Funding Ratio;
9. Maximum Credit Granting Limit;
10. Risk Weighted Assets;
11. Reports to the Ministry of BUMN; And
12. Other Adhock reports.

## Committees Under the Board of Directors

The Company forms and determines the structure and membership of Committees under the Board of Directors in order to support the implementation of the Board of Directors' duties. These committees play a role in facilitating monitoring and creating effective problem solving and developing aspects deemed strategic by the Company in accordance with applicable regulations. These Committees include:

1. Risk Management Committee;
2. Asset and Liability Management Committee (ALCO);
3. Credit Policy Committee;
4. Credit Committee;
5. Human Capital Committee;
6. Information Technology (IT) Steering Committee;
7. Transformation Steering Committee;
8. Business Committee;
9. Environmental, Social and Governance (ESG) Committee.

## Risk Management Committee

The Risk Management Committee (KOMAR) plays an active role in providing recommendations to the President Director regarding the risks inherent in policies that will be determined by the Board of Directors as well as providing evaluations of provisions that are deemed to be less appropriate with current developments and need to be adjusted. KOMAR is actively involved in assessing the risks inherent in each new product and/or service/activity so that the Company can take the necessary mitigation steps and also evaluate the Risk Management Policy Guidelines (PKMR).

The Risk Management Committee is a committee that plays a role in providing recommendations to the President Director to formulate policies, strategies and risk management targets as well as facilities for monitoring and making decisions related to the implementation of the Company's risk management.

**RISK MANAGEMENT COMMITTEE WORK GUIDELINES**

The work guidelines for the Risk Management Committee refer to Special Policy Number KK.9-D dated March 30 2023 concerning Directors' Governance Procedures. These guidelines regulate, among other things, Committee Responsibilities, Committee Duties and Functions, Committee Authorities, Duties of the Chair, Secretary and Committee Members and Procedures for Conducting Committee Meetings.

**DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT COMMITTEE**

The Risk Management Committee is responsible for decisions made at the Risk Management Committee Meeting, submitting reports on Significant Decisions made to the Board of Directors Meeting, as well as determining corrective steps regarding matters relating to the implementation of risk management in the Company.

The task of the Risk Management Committee is to evaluate and provide recommendations to the President Director regarding risk management which at least includes:

1. Preparation of Risk Management Policy and changes thereto, including risk management strategies and contingency plans in the event of abnormal external conditions. The preparation is carried out jointly with the Division/Desk Head of the operational work unit and the Enterprise Risk Management Division Head.
2. Improvements or improvements to the implementation of risk management carried out periodically or incidentally as a result of changes in the Bank's external and internal conditions which affect the Bank's capital adequacy and risk profile as well as the results of evaluations of the effectiveness of such implementation.

3. Making business decisions that deviate from normal procedures (Irregularities), such as decisions to exceed significant business expansion compared to the bank's previously determined business plan or taking risk positions/ exposures that exceed predetermined limits.
4. Monitoring and managing risks.
5. Integrated risk management strategy with capital adequacy.
6. Establish a risk management framework and methodology.

**RISK MANAGEMENT COMMITTEE MEMBERSHIP STRUCTURE**

The Risk Management Committee is regulated in Special Policy Number KK.9-D dated March 27, 2023 concerning Directors' Governance Procedures, with the following structure:

| Structure | Position | Voting Rights | Information |
|---|---|---|---|
| Chairman (Concurrently Permanent Member) | Director in charge of Risk Management | √ | Permanent member |
| Directors / SEVP (Permanent member) | Director in charge of Asset Management* | √ | Permanent member |
| | Director in charge of Finance** | √ | Permanent member |
| | Director in charge of Credit and Financing | √ | Permanent member |
| | Director in charge of Funds and Networks | √ | Permanent member |
| | Director in charge of Institutional Banking | √ | Permanent member |
| | Director in charge of Human Capital, Compliance and Legal | x | Permanent member |
| | Director in charge of Information Technology | √ | Permanent member |
| | SEVP in charge of Wholesale Banking | √ | Permanent member |
| Directors / SEVP (Non-Permanent Member) | SEVP in charge of Operations | √ | Non-Permanent Member |
| | SEVP in charge of Compliance and Legal | x | Non-Permanent Member |

Information:
If the President Director/Deputy President Director attends the Risk Management Committee Meeting, the President Director/Deputy President Director acts as chairman and has voting rights.
*) Substitute Chairman I
**) Substitute Chairman

**PROFILE OF RISK MANAGEMENT COMMITTEE MEMBERS**

The profiles of the members of the Risk Management Committee, both from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

**INDEPENDENCE OF THE RISK MANAGEMENT COMMITTEE**

All members of the Risk Management Committee have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/ or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

**TRANSPARENCY OF THE RISK MANAGEMENT COMMITTEE**

Disclosure of transparency of multiple positions of members of the Risk Management Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the dual positions section of this Annual Report.

**TERM AND PERIOD OF OFFICE OF THE RISK MANAGEMENT COMMITTEE**

The term of office and term of office of the Risk Management Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

**TRAINING AND COMPETENCY DEVELOPMENT**

Training for Risk Management Committee members from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

**MEETINGS AND IMPLEMENTATION OF DUTIES OF THE RISK MANAGEMENT COMMITTEE IN 2023**

The Risk Management Committee meeting policy is regulated in the Risk Management Committee Implementation Guidelines. Based on this Policy, Risk Management Committee meetings are held at least once every 3 (three) months. During 2023, the Risk Management Committee has held 16 (sixteen) meetings. The implementation date and meeting agenda are as follows.

| No | Implementation Date | Agenda |
|---|---|---|
| 1. | January 17, 2023 | Discussion of Self-Assessment Results of Conventional and UUS Risk Profile Reports for Quarter IV/2022 and Bank Soundness Levels for Semester II/2022 |
| 2. | January 31, 2023 | Discussion regarding the results of the Bank BTN Risk Maturity Index Report |
| 3. | April 4, 2023 | Discussion Regarding Internal Stress Test Results |
| 4. | April 18, 2023 | Discussion Regarding the Self-Assessment Results of the Conventional and UUS Risk Profile Report for Quarter I/2023 |
| 5. | May 29, 2023 | Discussion Regarding the Progress of Credit Scoring Model (CSM) Development for the SME Segment |
| 6. | July 4, 2023 | Approval of Risk Profile Limit Review and AL/DPK Risk Tolerance Review |
| 7. | July 18, 2023 | Discussion Regarding the Self-Assessment Results of the Bankwide and Sharia Risk Profile Report for Quarter II/2023 and Bank Health Level for Semester I/2023 |
| 8. | August 01, 2023 | Discussion regarding the Portfolio Guideline |
| 9. | August 09, 2023 | Proposed Revocation of Regulations |
| 10. | September 12, 2023 | 1. Proposed Specific Policies for Collaboration with Partners.<br>2. Proposal for Initiating Special Policies for the Board of Directors Committee.<br>3. Proposed Special Policies for Public Service Management. |
| 11. | September 26, 2023 | Submission of Results of Preparation of Bank BTN's ESG Framework, Strategy and Roadmap with assistance from KPMG |
| 12. | October 17, 2023 | Bankwide Risk Profile Self Assessment Results. |
| 13. | October 24, 2023 | Risk Appetite, Risk Tolerance 2024 and Risk Appetite Statement |
| 14. | November 24, 2023 | Submission of the proposal to complete the 2024 Recovery Plan Document |
| 15. | December 22, 2023 | Streamlining Bank Internal Regulations |
| 16. | December 28, 2023 | Submission of Proposal for the Establishment and Operating Model of Operational Risk Control (ORC) |

## Assets and Liabilities Committee)

The Asset and Liability Committee or hereinafter referred to as ALCO was formed by the Board of Directors with the aim of assisting the Board of Directors in formulating policies, compiling and establishing market risk management strategies as well as facilities for monitoring and making decisions regarding the implementation of the Company's Asset Liability Management (ALM) to maximize profitability and maintain the structure of the Company's balance sheet.

### WORK GUIDELINES FOR THE ASSET AND LIABILITIES COMMITTEE

ALCO work guidelines refer to Special Policy No. KK.9-D concerning Governance Procedures for the Board of Directors Committee. This Special Policy regulates, among other things, matters that serve as guidelines for Bank officials in carrying out their duties and functions as a Board of Directors Committee and the implementation of Board of Directors Committee Meetings, one of which is the Assets and Liabilities Committee (ALCO), including:

1. Classification of types of Board of Directors Committees,
2. Functions, duties and responsibilities of the Board of Directors Committee.
3. Membership of the Board of Directors Committee.
4. Procedures for holding Board of Directors Committee Meetings.
5. Mechanism for Reporting Significant Decisions to the Board of Directors.
6. Other matters related to the Board of Directors Committee.

### DUTIES AND RESPONSIBILITIES OF THE ASSET AND LIABILITIES COMMITTEE

**Responsibility**

1. The Assets and Liabilities Committee is responsible for evaluating, developing and establishing liquidity management strategies, so that the Bank can fulfill maturing obligations from cash flow funding sources and/or from high quality liquid assets that can be pledged as collateral, without disrupting the Bank's activities and financial condition.
2. The Assets and Liabilities Committee is responsible for determining and evaluating the Bank's asset and liability position in accordance with the objectives of managing liquidity risk, interest rate risk and exchange rate risk.
3. The Assets and Liabilities Committee is responsible for determining and evaluating the pricing of the Bank's assets and liabilities, to ensure that the prices can optimize the results of investment, minimize the cost of funds, and maintain the Bank's balance sheet structure in accordance with the Bank's ALMA strategy.

4. The Assets and Liabilities Committee is responsible for determining and evaluating the implementation and results related to the management of the Bank's assets and liabilities, which at least includes: liquidity management; gap management (maturity and repricing risks); foreign exchange management; income and investment management.
5. The Assets and Liabilities Committee is responsible for evaluating, developing and establishing ALIVA Bank management strategies every 6 (six) months.

**Task**

1. The duties and functions of the Assets and Liabilities Committee include the following:
   a. Manage liquidity management strategies, market risk management strategies, credit risk management strategies, and Bank asset and liability management strategies in order to meet the Bank's liquidity needs.
   b. Minimize idle funds.
   c. Maximizing Bank profitability and maintaining the Bank's balance sheet structure.
2. The duties and functions of the Asset and Liability Committee related to the Asset and Liability Committee Meeting or ALCO Meeting include the following:
   a. Decide on all issues discussed in the Asset and Liability Committee Meeting agenda in accordance with their duties and responsibilities.
   b. Request the relevant Work Unit to implement and follow up on the results of the Asset and Liability Committee Meeting.
   c. Request the relevant Work Units to report on the implementation of the results of the decisions of the Asset and Liability Committee Meetings periodically, the implementation of which is carried out by the Management Unit in charge of Compliance.
3. The duties and functions of the Asset and Liability Committee can also decide that the Bank is in a liquidity crisis condition in accordance with the provisions of the Contingency Funding Plan (CFP).
   a. Declares that the Bank is in a liquidity crisis condition based on the Liquidity Crisis Management Committee (LCMC) Recommendations and states that the liquidity crisis has been successfully resolved.
   b. Activate the Contingency Funding Plan (CFP) when a liquidity crisis occurs and deactivate it again when the liquidity crisis has been resolved.
   c. activate the Contingency Funding Plan Command Center (CFPCC) when a liquidity crisis occurs and deactivate it again when the liquidity crisis has been resolved.

**MEMBERSHIP STRUCTURE OF THE ASSET AND LIABILITIES COMMITTEE**

| Structure | Position | Voting Rights | Information |
|---|---|---|---|
| Chairman | President director | √ | Permanent member |
| Directors / SEVP | Vice director *) | √ | Permanent member |
| | Director in charge of Finance | √ | Permanent member |
| | Director in charge of Asset Management | √ | Permanent member |
| | Director in charge of Risk Management | √ | Permanent member |
| | Director in charge of Credit and Financing | √ | Permanent member |
| | Director in charge of Funds and Networks | √ | Permanent member |
| | Director in charge of Institutional Banking | √ | Permanent member |
| | Director in charge of Information Technology | √ | Permanent member |
| | Director in charge of Human Capital, Compliance and Legal** | X | Permanent member |
| SEVP | SEVP in charge of Wholesale Banking | √ | Permanent member |
| | SEVP in charge of Compliance and Legal | X | Non-Permanent Member |
| | SEVP in charge of Operations | √ | Non-Permanent Member |

*Alternate Chairman 1
**In the event that the Director in charge of Human Capital, Compliance and Legal is absent, he can be replaced by the SEVP in charge of Compliance and Legal

**PROFILE OF ASSETS AND LIABILITIES COMMITTEE MEMBERS**

The profiles of ALCO members from the Company's Board of Directors and SEVP can be seen in the Company Profile Chapter in the Directors' Profiles and Officers' Profiles one level below the Directors in this Annual Report.

**INDEPENDENCE OF THE ASSET AND LIABILITIES COMMITTEE**

All ALCO members have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

### TRANSPARENCY OF THE MULTIPLE POSITIONS OF THE ASSET AND LIABILITIES COMMITTEE

Disclosure of transparency of multiple positions of ALCO members from the Board of Directors can be seen in the Corporate Governance Chapter in the dual positions section of this Annual Report.

### TERM AND PERIOD OF OFFICE OF THE ASSET AND LIABILITIES COMMITTEE

The term of office and term of office of ALCO, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

### TRAINING AND COMPETENCY DEVELOPMENT

Training for ALCO members from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

### MEETINGS AND IMPLEMENTATION OF TASKS OF THE ASSET AND LIABILITIES COMMITTEE IN 2023

ALCO Committee meeting policies are regulated in the ALCO Committee Implementation Guidelines. Based on this Policy, ALCO Committee meetings are held at least 1 (one) time in 1 (one) month, but if deemed necessary, the Committee Chair can hold meetings at any time. During 2023, ALCO has held 13 (thirteen) meetings. The implementation date and meeting agenda are as follows.

| No | Date | Agenda |
|---|---|---|
| 1. | January 3, 2023 | - Providing bailout for KPR Sejahtera FLPP 2023 distribution |
| 2. | January 25, 2023 | - Evaluation of Special Rate Deposits under the Authority of the Board of Directors<br>- Proposed e'Retail Deposit Counter Rate<br>- Proposal to increase the quota for Investa and Investa Plus savings<br>- Evaluation of SKBDN and SCF Interest Rate Policies<br>- Proposed Policy for Reducing Special Interest Rates for Debtors Who Meet KMK Platinum<br>- Proposed Interest Rate Promo for BTN's 73rd Anniversary<br>- Proposed Extension of the KP Ruko Promo |
| 3. | February 28, 2023 | - Proposed Nisbah for the Blessing Savings Program, Nisbah Counter Giro Prima BTN iB, and Authority to Decide the Nisbah for the Giro PPO Program<br>- Proposed margin adjustment for KPR HITS BTN iB for Millennials<br>- Application for Extension of SME Credit Interest Rates Specifically for BPJS Health Partners, Pertamina Gas Stations and State University Partners (PTN)<br>- Proposed Non-Subsidized KPR/KPA Interest Rates<br>- Interest Rates for Electric Vehicle Financing<br>- Inauguration of the 2023 FLPP Prosperous KPR Disbursement Bailout<br>- Proposed Nisbah for the Blessing Savings Program, Nisbah Counter Giro Prima BTN iB, and Authority to Decide the Nisbah for the Giro PPO Program |
| 4. | March 13, 2023 | - Evaluation of the Special Rate for USD and IDR Deposits<br>- Proposed Non-Subsidized Consumer Credit Interest Rates |
| 5. | April 11, 2023 | - Evaluation of the Rupiah Special Rate Deposit Policy<br>- Evaluation of Secondary Reserve Management<br>- Evaluation of Special Rate Credit Authority |
| 6. | May 16, 2023 | - Evaluation of the Special Rate Policy for Foreign Currency deposits<br>- Application for Non-Subsidized Consumer Credit Interest Rates |
| 7. | June 20, 2023 | - Retail E-Deposit Counter Rate<br>- Cash Flow Projection for June 2023<br>- Application for Non-Subsidized Consumer Credit Interest Rates<br>- Negotiation of the Tapera KPR Scheme |
| 8. | July 11, 2023 | - Inauguration of the DPK Special Rate Policy for July 2023<br>- Evaluation of the Rupiah Special Rate Deposit Policy<br>- Adjustment of BTN iB Prima Giro Counter Ratio<br>- Proposed Special Subsidized KPR Interest Rates for ASN IKN |
| 9. | 09 August 2023 | - Proposed Counter Rate for Deposits and Felas Savings<br>- Evaluation of the Special Rate Policy for Rupiah and Foreign Currency Deposits<br>- Proposed Special Rate for Investa Plus Savings<br>- Proposed Special Ratio for the Blessing Savings Program<br>- Application for Non-Subsidized Consumer Credit Interest Rates<br>- Application for Special Interest Rates for Passive and NPL Asset Purchases |
| 10. | September 12, 2023 | - Inauguration of the Special Rate Policy for Investa Plus Savings and IDR Deposits September 2023<br>- Proposed Changes to the IDR e'Retail Deposit Counter Rate<br>- Evaluation of the IDR Special Rate Deposit Policy<br>- Evaluation and Extension of Promo KPR Interest Rates |
| 11. | October 10, 2023 | - Proposed Foreign Currency Third Party Fund Interest Rates<br>- Evaluation of the Rupiah Third Party Fund Special Rate Policy<br>- Evaluation of KAR Project Eagle Interest Rates<br>- Evaluation of Commercial and Corporate Segment Credit Interest Rates<br>- Evaluation of KAR Project Eagle Interest Rates |
| 12. | November 14, 2023 | - Evaluation of the Rupiah Special Rate Deposit Policy |
| 13. | December 12, 2023 | - Evaluation of the Rupiah Special Rate Deposit Policy<br>- Evaluation of KP Ruko Counter Credit/ Financing Interest Rates and Promotions<br>- Confirmation and Extension of the Kring BTN Super Solusi Interest Rate<br>- Application for BTN Micro KPR Interest Rates |

## Credit or Financing Policy Committee

The Credit or Financing Policy Committee is a committee that plays a role in formulating policies, supervising policy implementation, monitoring the development and condition of the credit portfolio and providing direction for improvement steps in the credit sector..

### WORK GUIDELINES FOR THE CREDIT OR FINANCING POLICY COMMITTEE

The work guidelines for the Credit or Financing Policy Committee refer to the Directors' Decree Number 02/SK/DIR/PPBD/2021 with the following contents:

1. Duties, Functions and Responsibilities of the Committee.
2. Mechanisms and Procedures for Organizing Committee Meetings.
3. Minutes of Meetings and Follow-up to Minutes of Committee Meetings.

### DUTIES AND RESPONSIBILITIES OF THE CREDIT OR FINANCING POLICY COMMITTEE

The duties and responsibilities of the Credit or Financing Policy Committee are to assist the President Director with matters relating to, among other things and at least include:

1. Provide input to the Board of Directors in the context of preparing Bank Credit or Financing Policies (KPB), especially those related to the formulation of prudential principles in credit or financing.
2. Supervise that the KPB can be implemented and implemented consistently and consistently and formulate solutions if there are obstacles/obstacles in implementing the KPB. Furthermore, the Credit or Financing Policy Committee also conducts periodic reviews of the KPB and provides advice to the Board of Directors if changes/improvements to the KPB are necessary.
3. Monitor and evaluate:
   a. Development and quality of the overall credit or financing portfolio.
   b. Correct implementation of authority to decide on credit or financing.
   c. Correctness of the process of granting, development and quality of credit or financing provided to parties related to the Company and certain large debtors.
   d. Correct implementation of LLL provisions.
   e. Compliance with statutory provisions and other regulations in the implementation of providing credit or financing.
   f. Settlement of problem loans in accordance with those stipulated in the KPB.
   g. The Company's efforts to meet the adequacy of the amount of credit or financing write-offs.
4. Submit regular written reports to the Board of Directors with a copy to the Board of Commissioners regarding:
   a. Results of supervision of the implementation and implementation of the KPB.
   b. Monitoring and evaluation results regarding matters referred to in the function of the Credit or Financing Policy Committee.
5. Provide suggestions for improvement steps to the Board of Directors with a copy to the Board of Commissioners regarding matters related to responsibility number 1.
6. In the event that there are irregularities in the implementation of the KPB related to compliance with sharia principles, a report is also submitted to the Sharia Supervisory Board.

### MEMBERSHIP STRUCTURE OF THE CREDIT OR FINANCING POLICY COMMITTEE

The structure and membership of the Credit or Financing Policy Committee refers to Special Policy No. KK.9-D dated March 27, 2023 concerning Governance Procedures for the Board of Directors Committee, with the following structure and membership:

| Structure | Position | Voting Rights | Information |
|---|---|---|---|
| Chairman | President director | √ | Permanent member |
| Directors/ SEVP | Vice director *) | √ | Permanent member |
| | Director in charge of Risk Management**) | √ | Permanent member |
| | Director in charge of Asset Management | √ | Permanent member |
| | Director in charge of Credit and Financing | √ | Permanent member |
| | Director in charge of Funds and Networks | √ | Permanent member |
| | Director in charge of Institutional Banking | √ | Permanent member |
| | Director in charge of Finance | √ | Permanent member |
| | Director in charge of Human Capital, Compliance and Legal | X | Permanent member |
| | SEVP in charge of Wholesale Banking | √ | Permanent member |
| | Director in charge of Information Technology | √ | Non-Permanent Member |
| | SEVP in charge of Operations | √ | Non-Permanent Member |
| | SEVP in charge of Compliance and Legal | X | Non-Permanent Member |

*) Substitute Chairman I
**) Substitute Chairman II

### PROFILE OF MEMBERS OF THE CREDIT OR FINANCING POLICY COMMITTEE

The profiles of members of the Credit or Financing Policy Committee, both from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

### INDEPENDENCE OF THE COMMITTEE COMMITTEE ON CREDIT OR FINANCING POLICY

All members of the Credit or Financing Policy Committee do not have financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

### TRANSPARENCY OF THE CONCURRENT POSITIONS OF THE CREDIT OR FINANCING POLICY COMMITTEE

Disclosure of the transparency of concurrent positions of members of the Credit or Financing Policy Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the concurrent positions section of this Annual Report.

### TERM OF OFFICE AND PERIOD OF OFFICE OF THE CREDIT OR FINANCING POLICY COMMITTEE

The term of office and term of office of the Credit or Financing Policy Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

### TRAINING AND COMPETENCE DEVELOPMENT OR FINANCING

Training for members of the Credit or Financing Policy Committee from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-Chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

### MEETINGS AND IMPLEMENTATION OF DUTIES OF THE CREDIT OR FINANCING POLICY COMMITTEE IN 2023

Credit or Financing Policy Committee meetings are held at least once every 3 (three) months. During 2023, the Credit Policy Committee has held 9 (nine) meetings. The implementation date and meeting agenda are as follows.

| No. | Date | Agenda |
|---|---|---|
| 1. | February 14, 2023 | Proposed Special Policy Regulations regarding Employee Soft Credit |
| 2. | March 7, 2023 | Proposed Special Policy on Credit Document Management |
| 3. | May 30, 2023 | Proposed Approval of Special Policies on Billing Management and Credit Settlement for the Consumer Segment |
| 4. | September 19, 2023 | Proposed Special Policy on Commercial Credit Rescue and Settlement |
| 5. | October 16, 2023 | Review of Special Policy KK.1-G concerning Corporate Loan Products and Services |
| 6. | October 20, 2023 | Proposed Special Policy regarding KMK & KMK Renovation to Accelerate Settlement of Problematic Credit Assets |
| 7. | October 27, 2023 | Adjustment of the Construction KMK (KYG) and KPL structure |
| 8. | November 6, 2023 | Proposed Approval of the Request for Passive Credit Recovery and Rescue Policy |
| 9. | December 21, 2023 | Follow-up to OJK Audit Findings on 2021 PKPB and Delegation of Authority and Tiger Project |

## Credit Committee

The Credit Committee is a committee that plays a role in providing decisions on granting credit (new credit or credit restructuring) in accordance with the highest authority based on the Credit Decision Authority Limit (BMPK).

### CREDIT COMMITTEE WORK GUIDELINES

The Credit Committee work guidelines refer to Special Policy No. KK.9-D dated March 27, 2023 concerning Governance Procedures for the Board of Directors Committee and Special Policy Number KK.1-Q dated September 29, 2023 concerning the Limit of Authority to Terminate Credit or Commercial Financing with the following contents:

- Duties, Functions and Responsibilities of the Credit Committee
- Procedures for Organizing the Credit Committee
- Credit Committee Structure and Membership
- Duties of the Secretary and Credit Committee Members
- Limits of Authority to Decide Credit

### DUTIES AND RESPONSIBILITIES OF THE CREDIT COMMITTEE

The duties and responsibilities of the Credit Committee are to provide recommendations and decide on the granting of credit (new credit or credit restructuring) for the commercial credit and consumer credit segments in accordance with the highest authority based on the Credit Decision Authority Limit (BWMK).

### CREDIT COMMITTEE MEMBERSHIP STRUCTURE

| No | Committee Type | Committee Level | Work unit |
|---|---|---|---|
| 1 | Committee A | A1 | Directors |
| | | A2 | |
| | | A3 | |
| | | A4 | |

| No | Committee Type | Committee Level | Work unit |
|---|---|---|---|
| 2, | Committee B | B | Headquarters |
| 3. | Committee C | C1 | Regional Office |
| | | C2 | *Commercial Banking Center (CBC)* |
| 4. | Committee D | D1 | Branch Office/Sharia Branch Office |
| | | D2 | |
| | | D3 | |

*If you are a credit proposer then it changes to a business function.

2. The Credit Committee at the Board of Directors level is divided into 4 (four) levels with a minimum quorum of Permanent Members present as follows:

| Committee | Business Functions | Risk Function | Independent Function |
|---|---|---|---|
| Committee A1 | All Members | All Members | 1 person |
| Committee A2 | 3 people | 3 people | 1 person |
| Committee A3 | 2 persons | 2 persons | 1 person |
| Committee A4 | 1 person | 1 person | 1 person |

3. Permanent Membership in the Credit Committee at the Board of Directors level is divided into 3 (three) functions and the voting rights attached to each function are as follows:

| Risk Function | | Business Functions | |
|---|---|---|---|
| Position | Voting Rights | Position | Voting Rights |
| President Director | √ | vice director | √ |
| Director in charge of Risk Management | √ | Director in charge of Credit/ Financing | √ |
| Director in charge of Asset Management | √ | Director in charge of Finance | √ |
| Director in charge of Information Systems | √ | Director in charge of Network | √ |
| SEVP in charge of Credit Operations | √ | *Director in charge of Institutional Banking* | √ |
| | | *SEVP in charge of Wholesale Banking* | √ |

| Independent Function | *Voting* Rights |
|---|---|
| Director in charge of Compliance and Legal | X |
| SEVP in charge of Compliance and Legal | X |

Non-Permanent Membership in the Credit Committee at the Board of Directors level is regulated by the following provisions:

| No | Committee Type | Work unit |
|---|---|---|
| 1. | Head/Deputy Head of Commercial Credit Work Unit or Official Holding RKK Authority | X |
| 2. | Head of the Corporate Credit Work Unit or Official Holding RKK Authority | X |
| 3. | Head of SME Credit Work Unit or Official Holding RKK Authority | X |
| 4. | Head of Commercial Financing Work Unit or Official Holding RKK Authority | X |
| 5. | Head of Asset Management Work Unit or Official Holding RKK Authority | X |
| 6. | Head of Financial Institution Work Unit or Official Holding RKK Authority | X |
| 7. | Head/Deputy Head of the Commercial Credit Risk Work Unit or Official Holding RKK Authority | X |
| 8. | Head of Commercial Credit Work Unit at the Commercial Banking Center | X |
| 9. | Head of the Commercial Credit Risk Work Unit at the Commercial Banking Center | X |
| 10. | Head of Legal Work Unit or Official Holding RKK Authority | X |
| 11. | Head of the Compliance Work Unit or Official Holding RKK Authority | X |
| 12. | Head of the Internal Audit Work Unit or Official Holding RKK Authority | X |

4. Membership in the Credit Committee other than at the Board of Directors level is regulated by provisions according to each level as follows:
   A. Credit Committee B
      - Permanent member

| Risk Function | | Business Functions | |
|---|---|---|---|
| Position | Voting Rights | Position | Voting Rights |
| Head/Deputy Head of the Commercial Credit Risk Work Unit or Official Holding RKK Authority | √ | Head/Deputy Head of Commercial Credit Work Unit or Official Holding RKK Authority | √ |
| | | Head of the Corporate Credit Work Unit or Official Holding RKK Authority | √ |

| Risk Function | | Business Functions | |
|---|---|---|---|
| Position | Voting Rights | Position | Voting Rights |
| | | Head of SME Credit Work Unit or Official Holding RKK Authority; | √ |
| | | Head of the Commercial Financing Work Unit or RKK Authority Holder | √ |
| | | Kepala Satuan Kerja Asset Management atau Pejabat Pemegang Kewenangan RKK | √ |
| | | Kepala Satuan Kerja Financial Institution atau Pejabat Pemegang Kewenangan RKK | √ |

- Non-Permanent Members

| No | Non-Permanent Member | Voting Rights |
|---|---|---|
| 1 | Head of the Commercial Credit Work Unit Department | X |
| 2 | Head of the Corporate Credit Work Unit Department | X |
| 3 | Head of the SME Credit Work Unit Department | X |
| 4 | Head of the Commercial Financing Work Unit Department | X |
| 5 | Head of the Financial Institution Work Unit Department | X |
| 6 | Head of the Asset Management Work Unit Department | X |
| 7 | Head of Commercial Credit Work Unit at the Commercial Banking Center | X |
| 8 | Head of Commercial Credit Risk Work Unit Department | X |
| 9 | Head of the Commercial Credit Risk Work Unit at the Commercial Banking Center | X |
| 10 | Head of Legal Work Unit Department or Official Holding Authority | X |
| 11 | Head of Compliance Work Unit Department or Official Holding Authority | X |

B. Credit Committee C1

- Permanent member

| Risk Function | | Business Functions | |
|---|---|---|---|
| Position | Voting Rights | Position | Voting Rights |
| Head of Commercial Credit Risk Work Unit at the Regional Office | √ | Head of Regional Office | √ |
| | | Head of the Asset Management Work Unit at the Regional Office | √ |

- Non-Permanent Members

| No | Non-Permanent Member | Voting Rights |
|---|---|---|
| 1. | Deputy Head of Regional Office | X |
| 2. | Head of the SME Credit Work Unit at the Regional Office | X |
| 3. | Head of Commercial Credit Work Unit at the Commercial Banking Center | X |
| 4. | Head of the Commercial Credit Risk Work Unit at the Commercial Banking Center | X |
| 5. | Commercial Credit Risk Analyst at Regional Office **) | X |
| 6. | Legal Checklist *) | X |
| 7. | Compliance Checklist *) | X |

C. Credit Committee C2

- Permanent member

| Risk Function | | Business Functions | |
|---|---|---|---|
| Position | Voting Rights | Position | Voting Rights |
| Head of Commercial Credit Work Unit at the Commercial Banking Center | √ | Head of the Commercial Credit Risk Work Unit at the Commercial Banking Center | √ |

- Non-Permanent Members

| No | Non-Permanent Member | Voting Rights |
|---|---|---|
| 1. | Commercial Credit Work Unit Manager at the Commercial Banking Center | X |
| 2. | Commercial Credit Risk Work Unit Manager at the Commercial Banking Center | X |
| 3. | Legal Checklist *) | X |
| 4. | Compliance Checklist *) | X |

D. Credit Committee D

- Permanent member

| Risk Function | | Business Functions | |
|---|---|---|---|
| Position | Voting Rights | Position | Voting Rights |
| Head of SME Credit/ Financing Risk Work Unit at Branch Offices/Sharia Branch Offices | √ | Branch Head or Head of Sharia Branch | √ |

- Non-Permanent Members

| No | Non-Permanent Member | *Voting Rights* |
|---|---|---|
| 1. | Head of SME Credit Work Unit at Branch Office | X |
| 2. | Head of Commercial Financing Work Unit at the Sharia Branch Office | X |
| 3. | SME Credit/Financing Risk Analyst at Branch Offices/Sharia Branch Offices | X |
| 4. | Legal Checklist *) | X |
| 5. | Compliance Checklist *) | X |

**PROFILE OF CREDIT COMMITTEE MEMBERS**

The profiles of Credit Committee members from both the Board of Directors and SEVP of the Company can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

**INDEPENDENCE OF THE CREDIT COMMITTEE**

All members of the Credit Committee have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

**TRANSPARENCY OF MULTIPLE POSITIONS OF THE CREDIT COMMITTEE**

Disclosure of the transparency of multiple positions of members of the Credit Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the dual positions section of this Annual Report.

**TERM OF OFFICE AND PERIOD OF OFFICE OF THE CREDIT COMMITTEE**

The term of office and term of office of the Credit Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

**TRAINING AND COMPETENCY DEVELOPMENT**

Training for Credit Committee members from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

**MEETING AND IMPLEMENTATION OF DUTIES OF THE CREDIT COMMITTEE IN 2023**

Credit Committee Meetings are carried out in the context of making commercial credit decisions, whether for new applications, changes to the credit structure, or credit restructuring. The organization of the Credit Committee is proposed by the Proposing Division, in this case the Commercial Credit Business Division and the Commercial Credit Risk Division. In 2023, the Credit Committee will hold 3,047 meetings at various levels, with the following details.

| No | RKK level | Number of Executions |
|---|---|---|
| 1. | Credit Committee A | 240 |
| 2. | Credit Committee B | 166 |
| 3. | C1 Credit Committee | 168 |
| 4. | C2 Credit Committee | 685 |
| 5. | D Credit Committee | 1.788 |

## Human Capital Committee

The Board of Directors has formed a Human Capital Committee in order to assist the Board of Commissioners in formulating policies, overseeing policy implementation, monitoring developments and employment conditions and providing suggestions for corrective steps in accordance with the Company's Employment regulations and the Employment Laws applicable in Indonesia.

**HUMAN CAPITAL COMMITTEE WORK GUIDELINES**

The work guidelines for the Human Capital Committee refer to Special Policy KK.9 – D dated 27 March 2023 concerning Governance Procedures for the Board of Directors Committee.

**DUTIES AND RESPONSIBILITIES OF THE HUMAN CAPITAL COMMITTEE**

The duties and responsibilities of the Human Capital Committee are to assist the President Director with matters relating to, among other things and at least include:

1. Recommend strategies, policies and human capital management systems that are in line with the Bank's Business Plan.
2. Has the authority to make decisions regarding the implementation of management in the personnel sector.0. Bertanggung jawab atas rekomendasi usulan kebijakan yang selanjutnya akan diputus melalui mekanisme Rapat Direksi.
3. Decide on proposed Bank policies, standards and procedures related to human capital.
4. Has the authority to make decisions other than points 1 – 4 above if given a mandate by the Board of Directors Meeting.
5. If necessary, coordinate with the Remuneration and Nomination Committee in reviewing the Human Capital Management system/policy.

6. The Central Human Capital Committee is responsible for submitting reports on significant decisions whether they are decisions of the Central Human Capital Committee or decisions of the Human Capital Committee of Work Units at the Head Office/Regional Offices/Branch Offices/Teams made to the Board of Directors Meeting for a minimum of 1 (one) year. very.
7. The Central Human Capital Committee is responsible for submitting reports on significant decisions, both decisions of the Central Human Capital Committee and decisions of the Human Capital Committee of Work Units at the Head Office/ Regional Offices/Branch Offices/Teams made to the Board of Directors Meeting for a minimum of 1 (one) year.

**MEMBERSHIP STRUCTURE OF THE HUMAN CAPITAL COMMITTEE**

The structure and membership of the Human Capital Committee has been determined based on Special Policy KK.9 – D dated 27 March 2023 concerning Governance Procedures for the Board of Directors Committee with the following structure and membership:

| Structure | Position | Voting Rights | Information |
|---|---|---|---|
| Chairman (Concurrently Permanent Member) | President Director | √ | Permanent member |
| Directors / SEVP | Vice Director *) | √ | Permanent member |
| | Director in charge of Human Capital, Compliance and Legal | √ | Permanent member |
| | Director in charge of Funds and Networks | √ | Permanent member |
| | Director in charge of Risk Management | √ | Permanent member |
| | Director in charge of Credit and Financing | √ | Permanent member |
| | Director in charge of Institutional Banking | √ | Non-Permanent Member |
| | Director in charge of Asset Management | √ | Non-Permanent Member |
| | Director in charge of Information Technology | √ | Non-Permanent Member |
| | Director in charge of Finance | √ | Non-Permanent Member |
| | SEVP in charge of Wholesale Banking | √ | Non-Permanent Member |
| | SEVP in charge of Compliance & Legal | X | Non-Permanent Member |
| | SEVP in charge of Operations | √ | Non-Permanent Member |

Information:
*) Substitute Chairman I

**PROFILE OF MEMBERS OF THE HUMAN CAPITAL COMMITTEE**

The profiles of members of the Human Capital Committee, both those from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

**INDEPENDENCE OF THE HUMAN CAPITAL COMMITTEE**

All members of the Human Capital Committee have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

**TRANSPARENCY OF THE MULTIPLE POSITIONS OF THE HUMAN CAPITAL COMMITTEE**

Disclosure of transparency of concurrent positions of members of the Human Capital Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the dual positions section of this Annual Report.

**TERM OF OFFICE AND PERIOD OF OFFICE OF THE HUMAN CAPITAL COMMITTEE**

The term of office and term of office of the Human Capital Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

**TRAINING AND COMPETENCY DEVELOPMENT**

Training for Human Capital Committee members from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

**MEETINGS AND IMPLEMENTATION OF DUTIES OF THE HUMAN CAPITAL COMMITTEE IN 2023**

The policy of Human Capital Committee meetings is to be held at least once every 3 (three) months. During 2023, the Human Capital Committee has held 14 (fourteen) meetings. The implementation date and meeting agenda are as follows.

| No. | Date | Agenda |
|---|---|---|
| 1. | January 24, 2023 | 1. Series of proposed transfers related to fulfilling the position of Regional Office Head at Regional Office 2<br>2. Proposal for Promotion/Transfer of Officials at Branch Offices<br>3. Definitive Determination of Branch Manager<br>4. Proposal to Abolish the Status of Layer 1 Officials (Division Heads and Branch Managers) |
| 2. | February 20, 2023 | 1. Proposed determination of BOD-1 Bank BTN Selected Talent for 2023 |
| 3. | March 28, 2023 | 1. Proposed changes to the Management of the Chair of the Bank BTN Pension Fund Supervisory Board<br>2. Proposed Changes in Management of Members of the Supervisory Board of the Bank BTN Employee Welfare Foundation.<br>3. Proposed internal talent candidates for Bank BTN |

| No. | Date | Agenda |
|---|---|---|
| 4. | March 29, 2023 | 1. Proposed replacement of members of the Bank BTN Pension Fund Supervisory Board.<br>2. Evaluation of the Organizational Structure of the Sharia Development Strategy Team (TSPS).<br>3. Proposed promotion/transfer of layer 1 and 2 officials. |
| 5. | May 29, 2023 | 1. Proposed transfer of officials<br>2. Proposal for transfer/promotion of officials in the context of evaluation,<br>3. Proposal for assigning officials to affiliated companies. |
| 6. | June 12, 2023 | Proposed formation of a Credit Recovery and Rescue Taskforce Team |
| | July 04, 2023 | Proposed Promotion/Mutation of Branch Managers in the Context of Performance Evaluation |
| 7. | July 10, 2023 | Submission of Bank BTN Talent Management Update |
| 8. | July 31, 2023 | 1. Proposed assignment of officers to affiliated companies and other companies<br>2. Evaluation of Officials (Division Heads) Eligible for Promotion<br>3. Proposed Division of Regional Development Director/SEVP |
| 9. | August 11, 2023 | 1. Usulan Penyesuaian Grade Branch Manager KC & KCS<br>2. Usulan rangkaian mutasi dalam rangka pemenuhan jabatan |
| | September 05, 2023 | Usulan promosi mutasi dalam rangka pemenuhan jabatan |
| 10. | October 2, 2023 | 1. Usulan Promosi Pejabat BOD-1<br>2. Usulan Penetapan Definitif Kepala Divisi<br>3. Usulan Pemenuhan Kepala Divisi |
| 11. | October 24, 2023 | Usulan Pemenuhan Kelapa Divisi |
| 12. | November 20, 2023 | Usulan Rekomposisi dan Penambahan Nominated Talent Bank BTN Tahun 2023 |
| 13. | December 20, 2023 | Usulan Pemenuhan Branch Manager |

## Information Technology Steering Committee (KPTI)

In accordance with OJK Regulation Number 11/POJK.03/2022 concerning the Implementation of Information Technology by Commercial Banks, Companies are required to have an Information Technology Steering Committee. To support this, there needs to be provisions governing the Information Technology Steering Committee. In this regard, the Board of Directors considers it necessary to regulate provisions regarding the Information Technology Steering Committee in the form of Special Policy Number KK.9-D concerning Governance Procedures for the Board of Directors Committee.

### INFORMATION TECHNOLOGY STEERING COMMITTEE (KPTI) WORK GUIDELINES

The work guidelines for the Information Technology Steering Committee refer to the Company's internal regulations, namely Special Policy Number KK.9-D dated March 27, 2023 concerning Governance Procedures for the Board of Directors Committee.

### DUTIES AND RESPONSIBILITIES OF THE INFORMATION TECHNOLOGY STEERING COMMITTEE (KPTI)

The duties and functions of the Information Technology Steering Committee are to provide recommendations to the Board of Directors which include:

1. Information Technology Strategic Plan which is in line with the strategic plan for the Company's business activities. In providing recommendations, the Information Technology Steering Committee must pay attention to efficiency, effectiveness and the following factors:
   a. Roadmap to achieve Information Technology (IT) needs that support the Company's business strategy. The road map consists of the current condition, the condition to be achieved (future state), and the steps that will be taken to achieve the condition to be achieved;
   b. Required resources;
   c. Benefits that will be obtained when the Information Technology Strategic Plan is implemented;
   d. Obstacles that may arise in implementing the Information Technology Strategic Plan.
2. Decide on proposals for Company policies, standards and procedures related to Information Technology.
3. Monitoring the prioritization of IT CAPEX and IT OPEX for Information Technology development based on the Information Technology Strategic Plan.
4. Authority to decide on priorities and reallocation of IT CAPEX, IT OPEX and IT Plan, taking into account the following aspects:
   a. Conformity between the Information Technology development plan and the Information Technology Strategic Plan; And
   b. Conformity between the implementation of Information Technology development and the agreed Information Technology Development Plan (portfolio list).
5. Evaluation of the effectiveness of TI costs in achieving planned benefits.
6. Monitoring Information Technology performance and efforts to improve Information Technology performance.
7. Efforts to resolve various problems related to Information Technology that cannot be resolved by the User Work Unit and the Information Technology Provider Work Unit effectively, efficiently and on time.
8. Adequacy and allocation of resources owned by the Company.
9. Effectiveness of steps in minimizing risks on the Company's investment in the Information Technology sector so that the Company's investment in Information Technology contributes to achieving the Company's business objectives.
10. Strategy and steps to improve matters relating to the implementation of risk management related to Information Technology, Digital and Cyber in the Company.

### MEMBERSHIP STRUCTURE OF THE INFORMATION TECHNOLOGY STEERING COMMITTEE (KPTI)

The structure and membership of the Information Technology Steering Committee (KPTI) refers to Directors Regulation No. 5/PD/DIR/PPBD/2021 regarding Board of Directors Committee Guidelines, with the following structure and membership:

| Structure | Position | Voting Rights | Information |
|---|---|---|---|
| Chairman | President director | √ | Permanent member |
| Directors | Vice director*) | √ | Permanent member |
| | Director in charge of Information Technology | √ | Permanent member |
| | Director in charge of Risk Management | √ | Permanent member |
| | Director in charge of Finance | √ | Permanent member |
| Directors/SEVP | Other Directors/SEVPs according to the discussion material | √ | Non-Permanent Member |
| | Director in charge of Human Capital, Compliance and Legal | X | Non-Permanent Member |
| | SEVP in charge of Compliance and Legal | X | Non-Permanent Member |

*Substitute Chair 1

### PROFILE OF TECHNOLOGY STEERING COMMITTEE MEMBERSINFORMATION (KPTI)

The profiles of members of the Information Technology Steering Committee, both from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

### INDEPENDENCE OF THE TECHNOLOGY STEERING COMMITTEEINFORMATION (KPTI)

All members of the Information Technology Steering Committee have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

### TRANSPARENCY OF THE INFORMATION TECHNOLOGY STEERING COMMITTEE (KPTI)

Disclosure of transparency of concurrent positions of members of the Information Technology Steering Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the concurrent positions section of this Annual Report.

### TERM AND PERIOD OF OFFICE OF THE INFORMATION TECHNOLOGY STEERING COMMITTEE (KPTI)

The term of office and term of office of the Information Technology Steering Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

### TRAINING AND COMPETENCY DEVELOPMENT

Training for Information Technology Steering Committee members from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

### MEETING AND IMPLEMENTATION OF DUTIES OF THE INFOMATION TECHNOLOGY STEERING COMMITTEE (KPTI) IN 2023

Information Technology is carried out at least 4 (four) times during the current year. If deemed necessary, a meeting of the Information Technology Steering Committee can be held at any time upon written request from the permanent members of the Information Technology Steering Committee. During 2023, the Information Technology Steering Committee has held 4 (four) meetings. The implementation date and meeting agenda are as follows.

| No | Date | Agenda |
|---|---|---|
| 1. | March 08, 2023 | - Review of 2022 IT and RSTI Initiatives (Include Sharia).<br>- 2023 IT Initiative Update (Includes Sharia).<br>- IT Key Risk Indicator (KRI) Monitoring. |
| 2. | May 23, 2023 | - Review Inisiatif TI dan RSTI 2023 (include Sharia).<br>- Assessment Core Banking System & Branch Delivery System.<br>- VAssessment Data Center Operation & Infrastructure Improvement.<br>- Update IT Security & IT KRI Monitoring (lesson learned security incident). |
| 3. | August 31, 2023 | - Review Inisiatif TI dan RSTI 2023.<br>- Update Strategic Projects.<br>- Update IT Security.<br>- IT Key Risk Indicator (KRI) Monitoring. |
| 4. | November 20, 2023 | - 2023 Initiative Review.<br>- 2024 Budget Initiatives and Proposals.<br>- Update Analytics Data.<br>- IT Key Risk Indicator (KRI) Monitoring. |

## Transformation Steering Committee

The function of the Transformation Steering Committee is to assist the Board of Directors in determining priorities and deciding on the implementation of Transformation initiatives in accordance with the Company's business strategy in the fields of Human Capital, Organization & Governance, Risk Management and Compliance (GRC); information Technology, Digital and Network; Commercial Banking & Business Process, Consumer Banking & Sharia; Partnership & Project Management.

### TRANSFORMATION STEERING COMMITTEE WORK GUIDELINES

The work guidelines for the Transformation Steering Committee refer to Decree Number 5/SK/DIR/TPMD/2021 dated April 8 2021. These guidelines regulate, among other things:

1. Responsibilities of the Transformation Steering Committee.
2. Duties and Functions of the Transformation Steering Committee.
3. Duties of the Chairman, Secretary and Members of the Transformation Steering Committee.
4. Procedures for holding meetings.
5. Meeting Minutes.
6. Follow up on Meeting Minutes.

### MEMBERSHIP STRUCTURE OF THE TRANSFORMATION STEERING COMMITTEE

**Transformation Steering Committee is linked to the Human Capital Organization & GRC**

| Structure | Position | Voting Rights | Description |
|---|---|---|---|
| Chairman | Director in charge of Transformation and Risk Management | √ | Permanent Member |
| Directors/SEVP | Director in charge of Human Capital, Compliance and Legal | √ | Permanent Member |
| | Director in charge of Funds and Networks | √ | Permanent Member |
| | SEVP in charge of Compliance and Legal | x | Permanent Member |
| | Other Directors/SEVPs according to the discussion material | √ | Non-Permanent Member |

If the President Director/Vice President Director attends the Transformation Steering Committee Meeting above, he/she will act as Chairman and have voting rights.

**Komite Pengarah Transformasi terkait dengan IT, Digital & Network**

| Structure | Position | Voting Rights | Description |
|---|---|---|---|
| Chairman | Director in charge of Transformation and Risk Management | √ | (Chairman) Permanent Member |
| Directors/SEVP | Director in charge of Information Technology | √ | Permanent Member |
| | Director in charge of Funds and Networks | √ | Permanent Member |
| | Director in charge of Human Capital, Compliance and Legal | X | Non-Permanent Member |
| | SEVP in charge of Compliance and Legal | X | Non-Permanent Member |
| | Other Directors/SEVPs according to the discussion material | √ | Non-Permanent Member |

If the President Director/Vice President Director attends the Transformation Steering Committee Meeting above, he/she will act as chairman and have voting rights.

**Transformation Steering Committee related to Commercial Banking & Business Process, Consumer Banking & Sharia**

| Structure | Position | Voting Rights | Description |
|---|---|---|---|
| Chairman | Director in charge of Transformation and Risk Management | √ | Permanent Member |
| Directors/SEVP | Director in charge of Loan and Financing | √ | Permanent Member |
| | Director in charge of Asset Management | √ | Permanent Member |
| | Director in charge of Information Technology | √ | Permanent Member |
| | SEVP in charge of Wholesale Banking | √ | Non-Permanent Member |
| | Director in charge of Human Capital, Compliance and Legal | X | Non-Permanent Member |
| | SEVP in charge of Compliance and Legal | X | Non-Permanent Member |
| | Other Directors/SEVPs according to the discussion material | √ | Non-Permanent Member |

If the President Director/Vice President Director attends the Transformation Steering Committee Meeting above, he/she will act as chairman and have voting rights.

**Transformation Steering Committee related to Partnership & Project Management**

| Structure | Position | Voting Rights | Description |
|---|---|---|---|
| Chairman | Director in charge of Transformation and Risk Management | √ | Permanent Member |
| Directors/SEVP | Director in charge of Finance | √ | Permanent Member |
| | Director in charge of Human Capital, Compliance and Legal | X | Permanent Member |
| | SEVP in charge of Compliance and Legal | X | Non-Permanent Member |
| | Other Directors/SEVPs according to the discussion material | √ | Non-Permanent Member |

**DUTIES AND RESPONSIBILITIES OF THE TRANSFORMATION STEERING COMMITTEE**

The duties and responsibilities of the Transformation Steering Committee are to provide recommendations to the President Director on matters relating to, among others:

1. Determine priorities and decide on the implementation of Transformation Initiatives in accordance with the Bank's Business Strategy, in the areas of:
   a. Human Capital, Organization and Governance, Risk Management and Compliance (GRC).
   b. Information Technology (IT), Digital and Network.
   c. Commercial Banking and Business Process, Consumer Banking and Sharia.
   d. Partnership and Project Management.
2. Decide on policies related to the implementation of the Transformation Initiative Pilot Project.
3. Propose policies related to the Transformation Initiative to be decided at the Board of Directors Meeting if necessary.
4. Monitor the implementation of the Transformation Initiative which has been decided by the Transformation Steering Committee, and report to the Board of Directors as a basis for considering decisions on follow-up to the Transformation Initiative.

**PROFILE OF TRANSFORMATION STEERING COMMITTEE MEMBERS**

The profiles of the members of the Transformation Steering Committee, both those from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

**INDEPENDENCE OF THE TRANSFORMATION STEERING COMMITTEE**

All members of the Transformation Steering Committee have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

**TRANSPARENCY OF THE CONVERSE POSITIONS OF THE TRANSFORMATION STEERING COMMITTEE**

Disclosure of transparency of multiple positions of members of the Transformation Steering Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the dual positions section of this Annual Report.

**TERM AND PERIOD OF OFFICE OF THE TRANSFORMATION STEERING COMMITTEE**

The term of office and term of office of the Transformation Steering Committee, both from the Board of Directors and SEVP of the Company, follows the terms of office of the Directors and Heads of Divisions of the Company who are members of the committee.

**TRAINING AND COMPETENCY DEVELOPMENT**

Training for Transformation Steering Committee members from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

**MEETINGS AND IMPLEMENTATION OF TASKS OF THE TRANSFORMATION STEERING COMMITTEE IN 2023**

In accordance with Decree Number 5/SK/DIR/TPMD/2021, the Transformation Steering Committee meetings are held at least 2 (two) times during the current year. During 2023, the Transformation Steering Committee has held 26 (twenty-six) meetings. The meeting date and agenda are as follows.

| No. | Date | Agenda |
|---|---|---|
| 1. | January 05, 2023 | Steering Committee Project Sign Off Branch Transformation |
| 2. | January 11, 2023 | Steering Committee Update Corporate Plan Initiative - Improvement of Credit Document Governance |
| 3. | January 17, 2023 | Steering Committee Decision Engine Consumer |
| 4. | February 10, 2023 | *Steering Committee, MSME Process Center* |
| 5. | February 15, 2023 | Steering Committee Update on Corplan Initiative - Improvement of Credit Document Governance |
| 6. | February 23, 2023 | Steering Committee Presentation of Venture Fund Collaboration Plan by PT Mandiri Capital Indonesia |
| 7. | April 12, 2023 | Steering Committee Appointment of Financial Literacy and Inclusion Management Unit |
| 8 | April 26, 2023 | Steering Committee Single Relationship Corporate Segment Model |

| No. | Date | Agenda |
|---|---|---|
| 9. | May 22, 2023 | Steering Committee Discussion of SME Collection |
| 10. | May 25, 2023 | Steering Committee Proposed Organizational Structure for CRSD 1, CRSD 2 and CAMD |
| 11. | June 16, 2023 | Steering Committee Project Ultimate |
| 12. | June 21, 2023 | Steering Committee Project Ultimate (Wholesale Transaction Banking) |
| 13. | July 13, 2023 | Steering Committee Progress Update Preparation for Pilot Project Ultimate |
| 14. | July 14, 2023 | Steering Committee Single Relationship Corporate Segment Model |
| 15. | August 1, 2023 | Steering Committee Decision Engine Consumer |
| 16. | August 1, 2023 | LOS Integration Steering Committee |
| 17. | August 8, 2023 | SBU Project Steering Committee |
| 18. | August 10, 2023 | SBU Project Steering Committee |
| 19. | August 30, 2023 | Steering Committee Ultimate Project - Pilot Results Report |
| 20. | September 19, 2023 | Steering Committee Bank BTN Investment Implementation Plan in Venture Funds |
| 21. | September 27, 2023 | Steering Committee Progress Pilot Project Ultimate September 2023 |
| 22. | October 10, 2023 | Steering Committee Discussion on Institutional DPK Management |
| 23. | October 30, 2023 | Steering Committee Update Pilot and Scale Up Ultimate Project October 2023 |
| 24. | December 7, 2023 | BPI KRING Steering Committee |
| 25. | December 11, 2023 | Steering Committee Single RM Corporate and Large Commercial |
| 26. | December 14, 2023 | Steering Committee Project Strategic Business Unit |

## Business Committee

The Business Committee is a Company Committee which plays a role in formulating, deciding, supervising, monitoring and evaluating the implementation of business policies and strategies related to products and activities that will be and have been launched by the Company to monitor developments and provide suggestions for improvement steps related to the Company's business.

### BUSINESS COMMITTEE WORK GUIDELINES

Business Committee work guidelines refer to Directors' Decree No. 03/SK/DIR/PPBD/2021 dated 08 April 2021 concerning Guidelines for the Implementation of the Business Committee.

### DUTIES AND RESPONSIBILITIES OF THE BUSINESS COMMITTEE

1. The Business Committee is responsible for decisions made at Business Committee Meetings and Board of Directors Meetings.
2. The Business Committee is responsible for submitting reports on Significant Decisions made to the Board of Directors Meeting at least once a year.
3. Determine corrective steps regarding matters related to Bank Product development and report to the Board of Directors.

### BUSINESS MEMBERSHIP STRUCTURE

Based on the agreement, the Business Committee membership is occupied by several positions with the following details:

| No | Membership Structure | Posititon | Voting Rights | Information |
|---|---|---|---|---|
| 1. | Chairman (concurrently permanent member) | vice director | √ | (Chairman) Permanent Member |
| 2. | Directors/SEVP Permanent Members | Director in charge of Funds and Networks* | √ | Permanent member |
| | | Director in charge of Credit and Financing | √ | Permanent member |
| | | Director in charge of Risk Management | √ | Permanent member |
| | | Director in charge of Information Technology | √ | Permanent member |
| | | *Director in charge of Institutional Banking* | √ | Permanent member |
| | | *Director in charge of Human Capital, Compliance and Legal* | X | Permanent member |
| | | SEVP in charge of Wholesale Banking | √ | Permanent member |
| | | SEVP in charge of Operations | √ | Permanent member |
| | | Director in charge of Finance | √ | Non-Permanent Member |
| | | Director in charge of Asset Management | √ | Non-Permanent Member |
| | | SEVP in charge of Compliance and Legal | X | Non-Permanent Member |

a. If the President Director attends a Business Committee meeting, he acts as chairman.
b. A Business Committee meeting is declared to have a quorum if it is attended by a maximum of more than ½ (one-half) of the number of Permanent Members.
c. *Alternate Chairman I

**PROFILE OF BUSINESS COMMITTEE MEMBERS**

The profiles of Business Committee members from both the Board of Directors and SEVP of the Company can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officials One Level Below Directors section in this Annual Report.

**INDEPENDENCE OF THE BUSINESS COMMITTEE**

All members of the Business Committee have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

**TRANSPARENCY OF MULTIPLE POSITIONS OF THE BUSINESS COMMITTEE**

Disclosure of transparency of concurrent positions of members of the Business Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the dual positions section of this Annual Report.

**TERM OF OFFICE AND PERIOD OF OFFICE OF THE BUSINESS COMMITTEE**

The term of office and term of office of the Business Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

**TRAINING AND COMPETENCY DEVELOPMENT**

Training for Business Committee members from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

**IMPLEMENTATION OF TASKS OF THE BUSINESS COMMITTEE IN 2023**

In accordance with the Minutes of Directors' Meeting No. 65 March 15 2021 Business Committee Meetings are held at least 1 (one) time in 3 (three) months. During 2023, the Business Committee has held meetings several times. The dates and agenda for the Business Committee Meetings held are as follows:

| No. | Date | Agenda |
|---|---|---|
| 1. | April 4, 2023 | Business Committee related to KRING Residential Creation |
| 2. | | Business Committee related to Electric Vehicle Financing |
| 3. | | Business Committee related to the Imposition of Charges for Returning Basic Documents |
| 4. | August 3 2023 | Business Committee related to Advanced KPR |
| 5. | August 28, 2023 | Business Committee related to the IFG Life Partnership |
| 6. | September 5, 2023 | Business Committee related to KRING Ultimate (Ultimate Project) |
| 7. | October 17, 2023 | Business Committee related to Employee Multipurpose Financing (Soft Financing). |
| 8. | December 15, 2023 | Business Committee related to Bukopin Syariah Asset Buy |
| 9. | | Business Committee related to Kopnuspos Channeling |

## Environmental, Social and Governance Committee

The Environmental, Social and Governance (ESG) Committee, which was formed to achieve the Sustainable Development Goals and Climate targets, plays a role in providing recommendations to the President Director to formulate policies, strategies and targets that have an impact on the environment, social and governance as well as facilities for monitoring and making decisions. decisions related to the implementation of the Company's ESG.

**ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE WORK GUIDELINES**

The Environmental, Social and Governance (ESG) Committee work guidelines refer to Special Policy No. KK.9-D dated March 27 2023 concerning Procedures for Governance of the Board of Directors Committee

**DUTIES AND RESPONSIBILITIES OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE**

The task of the Environmental, Social and Governance (ESG) Committee is to evaluate and provide recommendations to the President Director regarding ESG, including:

1. Decisions on the Bank's strategy that has an impact on the environment, social and governance in the ESG program and roadmap.
2. Monitoring the implementation of the Bank's ESG strategy and roadmap.
3. Provide information to Bank management regarding ESG-related issues including legislation, government programs, international developments, future business trends and climate change.
4. Monitor, evaluate and provide recommendations on the results of ESG reports, concerned investors or other third parties regarding ESG implementation.

**MEMBERSHIP STRUCTURE OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE**

The Environmental, Social and Governance (ESG) Committee has the following structure:

| Membership Structure | Position | Voting Rights | Information |
|---|---|---|---|
| Chairman | President director | √ | (Chairman) Permanent Member |
| Directors | Vice Director * | √ | Permanent member |
| | Director in charge of Risk Management **) | √ | Permanent member |
| | Director of Finance | √ | Permanent member |
| | Director in charge of Asset Management | √ | Permanent member |
| | Director of Human Capital, Compliance & Legal | X | Permanent member |
| Directors/SEVP | SEVP Wholesale Banking | √ | Permanent member |
| | Directors/SEVPs according to the discussion material | √ | Non-Permanent Member |
| | SEVP in charge of Compliance and Legal | X | Non-Permanent Member |

*) Substitute Chairman I
**) Substitute Chairman II

**PROFILE OF ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE MEMBERS**

The profiles of members of the Environmental, Social and Governance (ESG) Committee, both those from the Board of Directors and SEVP of the Company, can be seen in the Company Profile Chapter in the Profile of Directors and Profiles of Officers One Level Below Directors section in this Annual Report.

**INDEPENDENCE OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE**

All members of the Environmental, Social and Governance (ESG) Committee have no financial, management, share ownership and/or family relationships with the Board of Commissioners, Directors and/or Controlling Shareholders or relationships with the Company, which could affect their ability to act independently.

**TRANSPARENCY OF MULTIPLE POSITIONS OF THE COMMITTEE ENVIRONMENTAL, SOCIAL AND GOVERNANCE**

Disclosure of transparency of multiple positions of members of the Environmental, Social and Governance (ESG) Committee from the Board of Directors can be seen in the Corporate Governance Chapter in the dual positions section of this Annual Report.

**TERM OF OFFICE AND PERIOD OF OFFICE OF THE COMMITTEE ENVIRONMENTAL, SOCIAL AND GOVERNANCE**

The term of office and period of office of the Environmental, Social and Governance (ESG) Committee, whether from the Board of Directors or SEVP of the Company, follows the term of office of the Directors and Heads of Divisions of the Company who are members of the committee.

**TRAINING AND COMPETENCY DEVELOPMENT**

Training for Environmental, Social and Governance (ESG) Committee members from the Board of Directors can be seen in the Training and/or Competency Improvement Sub-chapter for Directors Members in the Corporate Governance Chapter of this Annual Report.

**IMPLEMENTATION OF THE DUTIES OF THE ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITTEE IN 2023**

During 2023, the ESG Committee has prepared an ESG Framework, Strategy, Roadmap and Quickwins.

## Implementation of Governance in Providing Remuneration for Commercial Banks

### Remuneration and Nomination Committee

Regarding the remuneration aspect, the Remuneration and Nomination Committee has the duty and responsibility to evaluate remuneration policies based on performance, risk, fairness with peer groups, targets and long-term strategies of the Company, fulfillment of reserves as regulated in statutory regulations and income potential

Company in the future. The description regarding the names of members, composition, duties and responsibilities as well as the number of Committee meetings has been presented in the Remuneration and Nomination Committee Sub-Chapter in the Corporate Governance Chapter of this Annual Report.

Based on a copy of the OJK Regulation No.34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies Article 10 paragraphs 2 and 3, the Company provides a 2023 remuneration package to members of the Remuneration and Nomination Committee other than members of the Board of Commissioners and an executive officer (ex officio) in the following table:

| Remuneration and Nomination Committee | Amount of Remuneration Received (Honorarium, THR and PPh 21 allowance) |
|---|---|
| Moch. Amin Nurdin | 1,063,313,528 |
| Total | 1,063,313,528 |

## Remuneration Policy Preparation Process

In providing remuneration, in 2023 new provisions have been issued which improve the previous provisions, namely the issuance of Special Policy (KK) No.3-B dated October 31, 2023 concerning Remuneration. Management of Human Resources or Human Capital is one of the most important priorities in running the Company. Employee remuneration is a salary and compensation system implemented by the Company to reward employees based on a number of factors.

The scope of the remuneration system includes governance in providing remuneration, compensation, benefits, benefit compensation based on statutory regulations and awards. The application of governance in providing remuneration aims to encourage prudential banking, namely that risk taking in carrying out business activities is carried out in a measurable manner and refers to statutory provisions regarding risk management so that excessive risk taking by decision makers can be avoided and business continuity and the health of the Company can be maintained.

The remuneration policy prepared must at least consider:

a. Creating effective risk management
b. Company's financial stability
c. Adequacy and strengthening of the Company's capital
d. Short-term and long-term liquidity needs
e. Future income potential.

## Remuneration Policy Coverage and Implementation per Business Unit, Per Region and in Subsidiary Companies or Branch Offices Located Abroad

The Company's remuneration policy has taken into consideration the geographical areas of the Head Office, Regional Offices and Branch Offices concerned. The Company has a policy of providing regional allowances for certain areas in accordance with the Board of Directors' decision as stipulated in KK 3-B 2023 concerning Remuneration and implemented as stipulated.

### Remuneration is Linked to Risk

In determining the risks associated with variable remuneration, the Company pays attention to the risks that are most influential in business activities as the main risks referring to regulatory provisions governing the implementation of risk management for commercial banks. Remuneration that is linked to performance and risk includes bonuses or other equivalent forms.

### Performance Measurement Linked to Remuneration

1. Remuneration Policy is linked to performance assessment
   The Company has a policy regarding the Performance Management System which stipulates that salary increases based on pay for performance are regulated in separate provisions regarding the Basic Salary Policy.
2. Method that links individual remuneration with company performance, work unit performance and individual performance
   The policy in the Company's Performance Management System regulates performance target assessments which include work targets including company work targets (SKP), unit work targets (SKU) and individual work targets (SKI). Assessment of work targets is carried out by comparing the realization of work target achievements with the respective work targets. The Company's Performance Management System Policy also regulates the assessment of corporate cultural competence and leadership competence for subordinate employees.
3. The method used by the Company to state that the agreed performance cannot be achieved so that adjustments to remuneration and the amount of remuneration adjustments need to be made if such conditions occur.

   The company carries out a method of adjusting remuneration related to performance achievement through a policy of increasing the basic salary every year, determined by the value of the previous year's Performance Management System and Comparatio. In this case, Comparatio can be interpreted as a percentage value calculated based on the position of the Permanent Employee's basic salary towards the midpoint in the Basic Salary range of the position held by the Permanent Employee in question. In order to retain quality employees, the Company provides Production Services as a form of remuneration which is directly linked to employee performance assessments which are reflected in the Performance Management System (SMK).

### Remuneration Adjustments Linked to Performance and Risk

The company can postpone the payment of deferred variable remuneration (Malus) or withdraw variable remuneration that has been paid (Clawback) to officials who are classified as Material Risk Takers (MRT), by considering several factors, including:

1. The amount of loss or damage to the Company's reputation.
2. Involvement of the employee concerned directly or indirectly regarding the actions or transactions carried out.

Parties who become Material Risk Takers at least meet the following criteria:

1. Directors and/or other employees who, due to their duties and responsibilities, make decisions that have a significant impact on the Company's risk profile or;
2. Directors, Board of Commissioners and/or employees who receive variable remuneration with a large value.

The period for deferring variable remuneration to Material Risk Takers (MRT) is at least 3 (three) years, with the deferred percentage set at 10% to 30% of the variable remuneration received where the determination of the deferred percentage is determined by the Board of Directors.

The implementation of Malus will be imposed on Officials who are classified as Material Risk Takers with the following conditions and/or criteria:

1. Causing significant damage to the Company's reputation or having a negative impact on the Company's finances and the Company's business opportunities.
2. Causing significant financial losses to the Company.
3. Committing fraud, unethical behavior, and/or falsifying records.
4. Causing material risks or providing false financial statements.
5. Deliberately violating the Company's regulatory policies and procedures.
6. Causing significant losses to related work units due to not implementing good risk management.
7. Causing a significant negative impact on the Company's capital that is not caused by changes in the economic or industrial climate.
8. Intentionally disclose the Company's confidential information to external parties.
9. Carrying out actions that could cause employees to be terminated from the Company.

### Name of External Consultant and Consultant Duties Related to Remuneration Policy

Bank BTN collaborates with Willis Towers Watson who is tasked with carrying out benchmarking and/or Salary Surveys in accordance with company requests regarding remuneration policies.

## Remuneration and Facilities Packages Received by the Board of Directors and Board of Commissioners

The remuneration and facilities received by the Board of Directors and Board of Commissioners in 1 (one) year include the remuneration structure and details of nominal amounts, as in the table below

| Types of Remuneration and Other Facilities | board of Commissioners | | Directors | |
|---|---|---|---|---|
| | People | Million Rp. | People | Million Rp. |
| **Remuneration** | | | | |
| Honorarium/Salary | 9 | 15.728 | 11[2] | 37.939 |
| Routine allowance (Tj. PPh21) | 9 | 8.690 | 11[2] | 24.331 |
| Holiday allowance | 9 | 1.373 | 10 | 3.219 |
| Tantiem | 8[1] | 33.978 | 9[3] | 85.896 |
| Total Remuneration (a) | - | 59.769 | - | 151.385 |
| | | | | |
| Post-Service Insurance | 9 | 4.614 | 11[2] | 10.144 |
| Housing Benefit | - | - | 3 | 509 |
| Transportation Allowance | 9 | 3.049 | 11 | 1.477 |
| Communications Allowance | - | - | 11 | 154 |
| Total Other Facilities (b) | - | 7.663 | - | 12.284 |
| Total Received (a) + (b) | - | 67.432 | - | 163.669 |

Information:
1) 1 (one) member of the Board of Commissioners has no longer served since August 12 2023 due to death
2) 1 (one) member of the Board of Directors will no longer serve after the Annual GMS on March 16 2023
3) 2 (two) members of the Board of Directors were appointed as of the Annual GMS on March 16 2023

Remuneration for the Board of Commissioners and Directors in one year is grouped into the following income level ranges:

| Amount of Remuneration | Number of Board of Commissioners | | Number of Directors | |
|---|---|---|---|---|
| | 2023 | 2022 | 2023 | 2022 |
| Above IDR 2 billion | 10[3] | 10[1] | 11[4] | 9 |
| Above IDR 1 billion - IDR 2 billion | - | - | - | 1[2] |
| Above IDR 500 million - IDR 1 billion | 1[5] | - | - | - |
| IDR 500 million and below | - | - | - | - |

Information :
1) Including 1 (one) member of the Board of Commissioners who will no longer serve after the Annual GMS on 02 March 2022.
2) Number of members of the Board of Directors who no longer serve after the Annual GMS on March 10 2021.
3) Including 1 (one) member of the Board of Commissioners who no longer holds office. October 14, 2022.
4) Including 1 (one) member of the Board of Directors who will no longer serve after the Annual GMS on March 16 2023.
5) The number of members of the Board of Commissioners who will no longer serve after the Annual GMS on 02 March 2022

## Variable Remuneration

Based on Directors Circular No. 57/DIR/HCD/2016 concerning the Implementation of Governance in Providing Remuneration, there are components of remuneration for the Board of Commissioners and Directors that are variable, namely non-fixed remuneration given in the form of cash and shares or share-based instruments issued by Bank BTN.

## Number of Directors, Board of Commissioners and Employees Receiving Variable Remuneration for 1 (One) Year

Number of Directors, Board of Commissioners and Employees who receive Variable Remuneration for 1 (one) year and the total nominal amount.

| Amount received | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Directors | | | | board of Commissioners | | | | Officer[2] | | | |
| People | | Million Rp. | | People | | Million Rp. | | People | | Million Rp. | |
| 2023 | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 | 2023 | 2022 |
| 9[2] | 10[1] | 85.896 | 65.937 | 10[3] | 7 | 38.204 | 24.782 | 11.858 | 11.355 | 609.329 | 565.140 |

Information :
1) 1 (one) member of the Board of Directors will no longer serve after the Annual GMS on March 10 2021.
2) 1 (one) member of the Board of Directors will no longer serve after the Annual GMS on March 16 2023.
3) 1 (one) member of the Board of Commissioners no longer holds office. 14 October 2022 and 1 (one) member of the Board of Commissioners will no longer serve after the Annual GMS on 02 March 2022.
4) Consists of employees who receive Production Services / Bonuses

## Position and Number of Parties Who Are Material Risk Takers

In determining employees identified as MRT, the Bank takes a qualitative approach. Positions classified as MRT are as follows:

1. President Director and all members of the Board of Directors for implementation from year 1 to year 3.
2. Main Director, all members of the Board of Directors, Heads of Business Divisions, Heads of Regional offices, and Heads of Branches for implementation in the 4th year and thereafter.
3. The Board of Directors determines the position of head of the Business Division classified as MRT when the policy is implemented

| No. | Position | Number of Parties that Become MRT |
|---|---|---|
| 1. | President director | 1 |
| 2. | Vice Director | 1 |
| 3. | Director | 7 |
| 4. | The main commissioner | 1 |
| 5. | Deputy Chief Commissioner | 1 |
| 6. | Member of the Board of Commissioners | 6 |

## Shares Options held by Directors, Board of Commissioners and Executive Officers

The Company has a share ownership program by management or the Management Stock Option Program (MSOP) and by employees or the Employee Stock Option Program (ESOP) as part of appreciation for management and all employees. The policy of granting share options at the Extraordinary General Meeting of Shareholders (EGMS) held on 6 October 2009 approved the issuance of new shares in the Company's savings.

a maximum of 30% or a maximum of 2,723,142,857 shares of the total shares that have been issued and fully paid up after the issuance of new shares so that the ownership of the Republic of Indonesia becomes at least 70% or 6,354,000,000 shares of all shares that have been issued and fully paid up after issuance of new shares.

The issuance of new shares in the savings in question is offered to the public through an Initial Public Offering (IPO) which includes the allotment of shares to Management and Employees or Management and Employee Stock Allocation (MESA) as well as the granting of option rights to Management and Employees or Management and Employee Stock Options Plan (MESOP).
Disclosure of Shares Option Stages 1, 2, 3 Directors, Commissioners and Executive Officers of the Bank as of 31 December 2023

## MESOP Level 1

| No | Name and Positions | Number of Shares Owned (Shares) | Number of Options | | Option Price (Rp.) | Time period |
|---|---|---|---|---|---|---|
| | | | Provided (Shares) | Which Has Been Executed (Shares) | | |
| **Board of Commissioners** | | | | | | |
| 1. | Chandra Martha Hamzah | - | - | - | - | - |
| 2. | Iqbal Latanro | - | - | - | - | - |
| 3. | Ahdi Jumhari Luddin | - | - | - | - | - |
| 4. | Andin Hadiyanto | - | - | - | - | - |
| 5. | Armand B. Arief | - | - | - | - | - |
| 6. | Herry Trisaputra Zuna | - | - | - | - | - |
| 7. | Himawan Arief S. | - | - | - | - | - |
| 8. | Sentot A. Sentausa | - | - | - | - | - |
| **Directors** | | | | | | |
| 1. | Haru Koesmahargyo | - | - | - | - | - |
| 2. | Nixon L. Pahotan Napitupulu | - | - | - | - | - |
| 3. | Andi Nirwoto | - | - | - | - | - |
| 4. | Jasmin | - | - | - | - | - |
| 5. | Setiyo Wibowo | - | - | - | - | - |
| 6. | Elisabeth Novie Riswanti | - | 76.500 | 76.500 | 855 | Feb 2011-Ags 2014 |
| 7. | Hirwandi Gafar | - | 58.000 | 58.000 | 855 | Feb 2011-Ags 2014 |
| 8. | Nofry Rony Poetra | - | 77.000 | 77.000 | 855 | Feb 2011-Ags 2014 |
| 9 . | Eko Waluyo | - | 51.000 | 51.000 | 855 | Feb 2011-Ags 2014 |
| **Executive Office** | | 7.430.600 | **6.925.500** | **6.925.500** | **855** | **Feb 2011-Ags 2014** |
| **Officer** | | - | **136.751.500** | **136.751.500** | **855** | **Feb 2011-Ags 2014** |

## MESOP Level 2

| No | Name and Position | Number of Shares Owned (Shares) | Number of Options | | Option Price (Rp.) | Time period |
|---|---|---|---|---|---|---|
| | | | Provided (Shares) | Which Has Been Executed (Shares) | | |
| **Board of Commissioners** | | | | | | |
| 1. | Chandra Martha Hamzah | - | - | - | - | - |
| 2. | Iqbal Latanro | - | - | - | - | - |
| 3. | Ahdi Jumhari Luddin | - | - | - | - | - |
| 4. | Andin Hadiyanto | - | - | - | - | - |
| 5. | Armand B. Arief | - | - | - | - | - |
| 6. | Herry Trisaputra Zuna | - | - | - | - | - |
| 7. | Himawan Arief S. | - | - | - | - | - |
| 8. | Sentot A. Sentausa | - | - | - | - | - |

| No | Name and Position | Number of Shares Owned (Shares) | Number of Options | | Option Price (Rp.) | Time period |
|---|---|---|---|---|---|---|
| | | | Provided (Shares) | Which Has Been Executed (Shares) | | |
| **Directors** | | | | | | |
| 1. | Haru Koesmahargyo | - | - | - | - | - |
| 2. | Nixon L. Pahotan Napitupulu | - | - | - | - | - |
| 3. | Andi Nirwoto | - | - | - | - | - |
| 4. | Jasmin | - | - | - | - | - |
| 5. | Setiyo Wibowo | - | - | - | - | - |
| 6. | Elisabeth Novie Riswanti | - | 55.000 | 55.000 | 1.297,44 | Feb 2012-Ags 2015 |
| 7. | Hirwandi Gafar | - | 43.000 | 43.000 | 1.297,44 | Feb 2012-Ags 2015 |
| 8. | Nofry Rony Poetra | - | 59.500 | 59.500 | 1.297,44 | Feb 2012-Ags 2015 |
| 9 . | Eko Waluyo | - | 41.000 | 41.000 | 1.297,44 | Feb 2012-Ags 2015 |
| **Executive Office** | | 7.430.600 | **5.467.500** | **5.467.500** | **1.297,44** | **Feb 2012-Ags 2015** |
| **Officer** | | - | **102.442.500** | **102.442.500** | **1.297,44** | **Feb 2012-Ags 2015** |

## MESOP Level 3

| No | Name and Position | Number of Shares Owned (Shares) | Number of Options | | Option Price (Rp.) | Time period |
|---|---|---|---|---|---|---|
| | | | Provided (Shares) | Which Has Been Executed (Shares) | | |
| **board of Commissioners** | | | | | | |
| 1. | Chandra Martha Hamzah | - | - | - | - | - |
| 2. | Iqbal Latanro | - | - | - | - | - |
| 3. | Ahdi Jumhari Luddin | - | - | - | - | - |
| 4. | Andin Hadiyanto | - | - | - | - | - |
| 5. | Armand B. Arief | - | - | - | - | - |
| 6. | Herry Trisaputra Zuna | - | - | - | - | - |
| 7. | Himawan Arief S. | - | - | - | - | - |
| 8. | Sentot A. Sentausa | - | - | - | - | - |
| **Directors** | | | | | | |
| 1. | Haru Koesmahargyo | - | - | - | - | - |
| 2. | Nixon L. Pahotan Napitupulu | - | - | - | - | - |
| 3. | Andi Nirwoto | - | - | - | - | - |
| 4. | Jasmin | - | - | - | - | - |
| 5. | Setiyo Wibowo | - | - | - | - | - |
| 6. | Elisabeth Novie Riswanti | - | 56.000 | 56.000 | 1.098,36 | Feb 2013-Ags 2016 |
| 7. | Hirwandi Gafar | - | 47.500 | 47.500 | 1.098,36 | Feb 2013-Ags 2016 |
| 8. | Nofry Rony Poetra | - | 61.500 | 61.500 | 1.098,36 | Feb 2013-Ags 2016 |
| 9 . | Eko Waluyo | - | 44.500 | 44.500 | 1.098,36 | Feb 2013-Ags 2016 |
| **Executive Office** | | **7.430.600** | **5.566.500** | **5.566.500** | **1.098,36** | **Feb 2013-Ags 2016** |
| **Officer** | | - | **102.367.500** | **102.367.500** | **1.098,36** | **Feb 2013-Ags 2016** |

The MESA and MESOP programs were completed in 2016. Since then Bank BTN has had no Share Option program for Directors, Board of Commissioners, Executive Officers and Employees.

## Highest and Lowest Salary Ratio

| Salary Ratio | 2023 | 2022 |
|---|---|---|
| Highest and Lowest Employee Salaries | 22,44 : 1 | 22,34 : 1 |
| Highest and Lowest Directors' Salaries | 1,18 : 1 | 1,18 : 1 |
| Highest and Lowest Commissioner Salaries | 1,11 : 1 | 1,11 : 1 |
| Highest Directors' and Highest Employees' Salaries | 2,92 : 1 | 2,90 : 1 |

Information :
*The highest salary employee is the permanent employee with the highest salary.
*The lowest salary employees are permanent employees with the lowest salary.

# Number of Recipients and Total Amount of Variable Remuneration that is Unconditionally Guaranteed

Bank BTN does not have a policy of granting Variable Remuneration (RBV) and without conditions, because the policy of granting RBV is applied uniformly without considering the length of the work period. Bank BTN is committed to implementing a competitive, fair and balanced remuneration system and always ensuring that no employee receives compensation below the provisions set by the Government. Bank BTN also reviews and updates its remuneration policy so that it is relevant to industrial developments and business strategies and gradually adopts aspects of compliance with applicable banking regulations regarding remuneration.

## Number of Employees Affected by Termination of Employment and Total Nominal Severance Pay Paid

### Voluntary Retirement Program Table Limited (PPST)

| No. | The nominal amount of severance pay paid per person in 1 (one) year | Number of PPST Employees | |
|---|---|---|---|
| | | 2023 | 2022 |
| 1. | Above IDR 1 billion | - | 1 |
| 2. | Above IDR 500 million - 1 billion | 6 | 9 |
| 3. | IDR 500 million and below | 1 | - |

## Total Amount of Deferred Variable Remuneration

| Deferred Variable Remuneration in 2023 | | Deferred Variable Remuneration in 2022 | |
|---|---|---|---|
| Cash | IDR 4,961 million | Cash | IDR 1,510 million |
| Shares | 13,398,206 (sheet) | Shares | 5,018,840 (shares) |

## Total Amount of Deferred Variable Remuneration Paid for 1 (One) Year

| Deferred Variable Remuneration in 2023 | | Deferred Variable Remuneration in 2023 | |
|---|---|---|---|
| Cash | Rp 603.096.246 | Cash | Rp 458.925.047 |
| Shares | 1,757,934 (sheet) | Shares | 1,044,300 (shares) |

## Amount of Remuneration Given in One Year

### A. Fixed Remuneration

| Type of Remuneration | Amount |
|---|---|
| Cash | 111,227 million |
| Shares/share-based instruments issued by Bank BTN | - |

### B. Variable Remuneration

| Type of Remuneration | Not Delayed | Postponed |
|---|---|---|
| Cash | IDR 65,256 million | IDR 3,811 million |
| Shares | - | 10,204,900 (shares) |

## Quantitative Information

| Variable Types of Remuneration | Not Delayed | Postponed |
|---|---|---|
| Cash | IDR 65,256 million | IDR 4,961 million |
| Shares | - | 13,398,206 (shares) |

# Public Accountant

## External Audit Function

The Company appointed an External Auditor to carry out an audit of the Financial Report for the 2023 Financial Year. This is in order to comply with OJK Regulation No.37/POJK.03/2019 concerning Transparency and Publication of Bank Reports. External auditors are required to be able to provide accountable, independent and reasonable information and data, especially regarding financial, operational aspects and compliance with applicable regulations.

External audits are carried out by independent parties who have fulfilled the requirements to ensure that the Company's accounting records are required to report Bank Risk profiles Bank Wide. The risk profile report includes an assessment of Inherent Risk and an assessment of the Quality of the Company's Risk Management Implementation. prepared in accordance with the provisions of the Statement of Accounting and Financial Standards (PSAK) and the reports prepared present the financial position and business results fairly and the business operations carried out by the Company do not violate the provisions of the applicable regulations.

## Appointment of Public Accountant

The Company appointed a public accounting firm (KAP) through the GMS in connection with the need for an Audit of Financial Reports for the 2023 Fiscal Year. The appointment of a Public Accountant (AP) and Public Accounting Firm was carried out through a tender mechanism for the procurement of general audit services, with the following qualifications:

1. Is a Public Accounting Firm that is ranked in the top 10 (ranking based on the official Public Accounting Firm association);
2. Have experience conducting general audits on banks that have gone public and have assets of at least IDR 100 trillion;
3. Have a certificate of affiliation with an international KAP;
4. Have experience auditing commercial banks and Social and Environmental Responsibility (TJSL);
5. Included in KAP registered with OJK, and not subject to OJK sanctions;
6. Appointment of the same Signing Partner (responsible Partner) by the Public Accounting Firm shall be carried out no later than for an audit period of 3 (three) consecutive reporting Financial Years, and in the following 2 (two) consecutive years not using AP ( Signing Partner) the same;
7. In the work agreement for the Procurement of KAP Services, at least the scope of the audit is stated in accordance with OJK Circular Letter No. 36 of 2017 and a review of the calculation of the KPI achievements of the Board of Directors both collectively and individually in accordance with article 10 paragraph (2) in the Minister of BUMN Regulation No. PER- 11/MBU/II/2020 dated November 12, 2020; and
8. AP, KAP and people within KAP in providing services are required to fulfill independent conditions during the audit period and professional assignment period, which are stated in a Statement Letter and submitted by KAP before the professional assignment period begins.

The Board of Commissioners, based on the recommendation of the Audit Committee, has appointed the Public Accounting Firm KAP Purwantono, Sungkoro & Surja (Ernst & Young Global Limited) as the auditor who will audit the Financial Report of PT Bank Tabungan Negara (Persero) Tbk. Fiscal Year 2023 via letter from the Board of Commissioners Number 21/KOM/BTN/II/2023 dated February 01, 2023. This appointment has also been ratified in the GMS of PT Bank Tabungan Negara Persero Tbk dated March 28, 2023 as stated in the Third Agenda. The legality of the assignment to audit the Financial Report for the Implementation of the Social and Environmental Responsibility Program (TJSL) for the 2023 financial year of PT bank Tabungan Negara Persero Tbk has been stated in the Cooperation Agreement (PKS) No.02/PKS/FAD/VIII/2023 dated August 15, 2023.

In the process of appointing KAP services, we follow the regulations of the OJK Regulation Number 13/POJK.03.2017 which will then be replaced in 2023 with OJK Regulation Number 9 of 2023 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services Activities. Procedures for Using KAP Services refer to OJK Circular Letter Number 36/SEOJK.03/2017, then in 2023 OJK Circular Letter Number 18/SEOJK.03/2023 will be issued concerning Procedures for Using Public Accountant and Public Office Services in Financial Services Activities.

## Public Accounting Firm, Name of Accountant and Fee

### Table of Public Accounting Firms, Accountant Names and Fees

| Year | Public accounting firm | Period CHAP | Name of Accountant (Responsible Partner) | AP Period | Audit Service Fee |
|---|---|---|---|---|---|
| 2023 | Purwantono, Sungkoro & Surja | 9th period | Christophorus Alvin Kossim | 1st period | Rp4.800.000.000 |
| 2022 | Purwantono, Sungkoro & Surja | 8th period | Muhammad Kurniawan | 2nd period | Rp4.390.000.000 |
| 2021 | Purwantono, Sungkoro & Surja | 7th period | Muhammad Kurniawan | 1st period | Rp4.050.000.000 |
| 2020 | Purwantono, Sungkoro & Surja | 6th period | Yovita | 1st period | Rp3.249.000.000 |
| 2019 | Purwantono, Sungkoro & Surja | 5th period | Muhammad Kurniawan | 1st period | Rp2.650.000.000 |
| 2018 | Purwantono, Sungkoro & Surja | 4th period | Yasir | 2nd period | Rp2.367.000.000 |
| 2017 | Purwantono, Sungkoro & Surja | 3rd period | Yasir | 1st period | Rp2.290.000.000 |

## Fees and Other Services Provided by Accountants

During 2023, there will be no other services provided by accountants..

## Audit Opinion

| Year | Audit Opinion |
|---|---|
| 2023 | Reasonable Without Exceptions |
| 2022 | Reasonable Without Exceptions |
| 2021 | Reasonable Without Exceptions |
| 2020 | Reasonable Without Exceptions |
| 2019 | Reasonable Without Exceptions |
| 2018 | Reasonable Without Exceptions |

## Internal Control System

The implementation of the internal control system is carried out in order to support the achievement of the Company's performance objectives, increase value for stakeholders, minimize the risk of loss and maintain compliance with applicable laws and regulations. The Company implements an internal control system as an important supervisory component in the management of the Company and as a reference for healthy and controlled operational activities. The Company refers to COSO (Committee of the Sponsoring Organizations of the Treadway Commission) - Internal Control Integrated Framework in preparing an internal control framework to ensure the adequacy of operational and financial controls, financial reporting, operational effectiveness and efficiency, as well as compliance with applicable laws and regulations .

### Control Objectives

1. Compliance with statutory provisions and regulations, both regulations issued by the Government, Regulators, and internal regulations established by the Bank.
2. Availability of complete, accurate, appropriate and timely financial and management information.
3. Effectiveness and efficiency in the Bank's business activities.
4. Increasing the effectiveness of risk culture in the Bank organization as a whole.
5. To increase company value.

## Supervision by Management and Control Culture

The Board of Commissioners is responsible for ensuring that the Board of Directors has monitored the effectiveness of the implementation of the internal control system, so that the Board of Commissioners has an active role in ensuring that there are improvements to the Company's problems that can reduce the effectiveness of the internal control system. The Board of Directors is responsible for establishing policies and strategies as well as internal control procedures. The Board of Directors is also responsible for monitoring the adequacy and effectiveness of the internal control system. The Board of Commissioners and Directors are responsible for improving work ethics and high integrity as well as creating an organizational culture that emphasizes to all Bank employees the importance of internal control that applies in the Company.

Furthermore, the monitoring process by management and a well-implemented control culture encourage the creation of a Control Environment that reflects the overall commitment, behavior, concern and steps taken by the Board of Commissioners and Directors in carrying out the Bank's operational control activities. The Control Environment elements include:

1. Adequate organizational structure and human resource development;
2. Leadership style and Bank Management philosophy;
3. Integrity and ethical values and competence of all employees;
4. Bank human resource policies and procedures;
5. Attention and direction provided by the Board of Directors and other committees such as the Risk Management Committee
6. Methods adopted by Bank Management in carrying out their authority and responsibilities; And
7. External factors that influence Bank operations and the implementation of risk management.

## Risk Identification and Assessment

Risk assessment is a series of actions carried out by the Board of Directors in order to identify, analyze and assess the risks faced by the Bank to achieve its business targets. Risks may arise or change according to the Bank's conditions. Banks must continuously identify and assess risks that could affect target achievement. Internal control needs to be reviewed appropriately in the event that there are risks that have not been controlled, whether risks that previously existed or have just emerged. Implementation of this review includes, among other things, carrying out continuous evaluation regarding the influence of any changes in the environment and conditions as well as the impact of achieving targets or the effectiveness of internal control in the Bank's operational activities.

## Operational, Financial Control and Compliance with Legislation

### Control Activities and Separation of Functions

Control activities must involve all Bank employees because it is an activity that is inseparable from every day-to-day function or activity of the Bank. Therefore, control activities will be effective if they are planned and implemented to control the risks that have been identified. Control activities include establishing control policies and procedures such as determining authority, authorization, reconciliation, verification, assessment of work performance, division of tasks and safeguarding company assets.

1. Control Activities
   Control activities include policies, procedures and practices that provide confidence to Bank officials and employees that the Directors' directions have been implemented effectively. These control activities can assist the Bank's Board of Directors, including the Board of Commissioners, in managing and controlling risks that could affect performance or result in Bank losses. Control activities are implemented at all functional levels in accordance with the Bank's organizational structure, which includes at least:
   a. Management Reviews (Top Level Reviews)
      The Bank's Directors periodically request explanations (information) and operational performance reports must be reported by officers and staff so that it is possible to review actual results compared to the targets to be achieved. Based on this review, the Bank's Board of Directors can immediately detect problems such as control weaknesses, financial reporting errors or fraud.
   b. Operational Performance Review (functional review)
      Reviews carried out by the Internal Audit Division periodically include:
      1) Review the risk assessment (risk profile report) produced by the Risk Management Work Unit.
      2) Analyze operational data, both risk-related data and financial data, namely verifying transaction details and activities compared to the output (report) produced by the Risk Management Work Unit.
      3) Review the realization of the implementation of the work plan and budget, in order to identify the causes of significant deviations and determine requirements for corrective actions..

c. Information Systems Control

Information System control is carried out by verifying the accuracy and completeness of transactions in accordance with internal regulations. Information system control activities can be classified into 2 (two) criteria, namely:

1) General control, including control over data center operations, software procurement and maintenance systems, access security, as well as development and maintenance of existing application systems. This general control is applied to mainframes, servers, and user workstations, as well as internal-external networks.
2) Application control, applied to the programs used by the Bank in processing transactions and to ensure that all transactions are correct, accurate and have been properly authorized. In addition, application controls must be able to ensure the availability of an effective audit process and to check the correctness of the audit process in question.

d. Control of Physical Assets

Physical asset control is implemented to ensure the implementation of physical security for the Bank's assets. This activity includes securing assets, records and limited access to computer programs and data files, as well as comparing the value of the Bank's assets and liabilities with the value stated in the control records, in particular checking asset values periodically.

e. Documentation

Banks at least formalize and document policies, procedures, accounting systems and standards as well as adequate audit processes. This documentation must be updated periodically to reflect the Bank's actual operational activities and must be communicated to Bank officials and employees. Upon request, documents must always be available for the benefit of internal auditors, public accountants and bank supervision by regulators. The accuracy and availability of documents must be assessed by internal auditors when conducting routine and non-routine audits.

2. Separation of Functions

Separation of functions or what is known as the "Four Eyes Principle" is intended so that each person in their position does not have the opportunity to commit and hide mistakes or deviations in the implementation of their duties at all levels of the organization and all steps of operational activities, through the following matters:

a. The bank determines procedures (authorities) including determining a list of officers who can access high-risk transactions or business activities.
b. Avoid giving authority and responsibility which could give rise to various conflicts of interest.

## Accounting, Information and Communication Systems

The information and communication system is a process of presenting reports regarding operational, financial activities, as well as compliance and adherence to statutory provisions by the Bank.

1. The accounting system includes methods and records for identifying, grouping, analyzing, classifying, recording or posting, and reporting Bank transactions. To ensure accounting data is accurate and consistent with available data based on system processing results, the reconciliation process between accounting data and the management information system must be carried out periodically. Any irregularities that occur must be immediately investigated and the problem resolved. The reconciliation process must also be documented as part of the overall audit trail process requirements.
2. The information system must be able to produce reports regarding business activities, financial conditions, implementation of risk management and compliance with statutory provisions and regulations. This information system includes a system for storing and using electronic data whose security is guaranteed, monitored by an independent party (internal auditor) and supported by an adequate contingency program.
3. The communication system must be able to provide information to all parties, both internal and external, shareholders and Bank customers.

Currently the Company is in the process of developing Internal Control Over Financial Reporting (ICOFR) as an effort to internal control over financial reporting, to ensure the accuracy of transaction recording and prevent/detect errors/misuse of assets which could have a material impact on financial reports. With this development, it is hoped that in the future, the Company will have adequate internal controls which the Company will assist the Bank in the following aspects:

1. Increased credibility provided to all stakeholders, owners, workers, customers, vendors.
2. Information for managing the company is more reliable.
3. Reduced risk of errors and irregularities.

## Compliance with other laws and regulations

In carrying out control of compliance with statutory regulations, the Company has a Compliance Function which is carried out by the Compliance and Governance Division. The Compliance and Governance Division has duties and responsibilities, including establishing compliance systems and procedures that will be used to formulate the Company's internal regulations and guidelines, ensuring that all policies, provisions, systems and procedures, as well as business activities carried out by the Company are in accordance with OJK regulations. , Bank Indonesia and applicable laws and regulations, including Sharia Principles as well as carrying out other tasks related to the Compliance Function including monitoring and maintaining the Company's compliance with commitments made by the Company to the Financial Services Authority, Bank Indonesia, and other supervisory authorities. authorized.

The Company always consistently carries out the Compliance Function which is a series of actions or steps that are preventive (ex-ante). These efforts are carried out, among other things, to realize the implementation of a culture of compliance at all levels of the Company's organization and business activities; managing compliance risks; as well as ensuring the Company's compliance with the Financial Services Authority and/or other competent supervisory authorities.

## Monitoring Activities and Deviation Correction Actions

1. Monitoring Activities
   a. Banks must continuously monitor the overall effectiveness of the implementation of internal control. Monitoring of the Bank's main risks must be prioritized and function as part of the Bank's daily activities, including regular evaluation, both by operational work units and internal audit work units. Banks must also monitor and evaluate the adequacy of the internal control system continuously in connection with changes in internal and external conditions and must increase the capacity of the internal control system so that its effectiveness can be increased.
   b. The steps taken by the Bank in order to carry out effective monitoring activities include at least the following:
      1) Ensure that the monitoring function has been clearly defined and well structured within the Bank organization;
      2) Determine the work unit/employee assigned to monitor the effectiveness of internal control;
      3) Determine the appropriate frequency for monitoring activities based on the risks inherent in the Bank and the nature/frequency of changes occurring in operational activities;
      4) Integrate the internal control system into operational activities and provide routine reports which are then reviewed;
      5) Review documentation and evaluation results from work units/employees assigned to carry out monitoring; And
      6) Determine information or feedback in an appropriate format and frequency.
2. Improvement of Weaknesses and Correction of Deviations
   Weaknesses in internal control, whether identified by the operational work unit as a risk taking unit, risk management work unit, compliance work unit, internal audit work unit, or other parties must be immediately reported to the competent authorities. Corrective steps that must be taken include the following:
   a. Any report regarding weaknesses in internal control or ineffective risk control must be immediately followed up by authorized officials;
   b. To ensure that all weaknesses are immediately followed up, authorized officials must create a system that can track weaknesses in internal control and take corrective steps; And
   c. The results of identifying all problems in internal control must be reported to authorized officials.

## Compatibility with The Committee of Sponsoring Organizations of Treadway Commission (COSO)

The Company's Internal Control System as stipulated in General Policy (KU) Number 7 dated December 30, 2022 concerning Internal Control Systems has referred to the OJK Circular Letter No.35/SEOJK.03/2017 dated July 7, 2017 concerning Standard Guidelines for Internal Control Systems for Commercial Banks which are also in line with the Internal Control Integrated Framework developed by The Committee of Sponsoring Organizations of the Treadway Commission (COSO). Internal control objectives according to COSO include operational objectives, reporting objectives, and compliance objectives.

In COSO it is stated that internal control is a system or process that is carried out by the Board of Commissioners, Directors, Management, and employees in a company to provide adequate guarantees for the accomplishment of control objectives. COSO – Internal Control Framework, consists of 5 (five) control components namely:

1. Environment Control, which is a fundamental component of the Internal Control System. This component reflects the nuances and atmosphere of concern for all levels of officials and leaders regarding the importance of effective internal control. This control environment is heavily influenced by the Strong Tone at the Top.
2. Risk Assessment which is a series of awareness of all employees on risk culture and activities of evaluating, assessing, and mitigating risks.
3. Control Activities which include the adequacy of policies, provisions, and procedures as well as compliance in the implementation of operational activities.
4. Information and Communication Control which is the condition of both internal and external effective communication channels in accordance with their respective responsibilities.
5. Monitoring Control, which is the process of assessing the effectiveness of the design and operation of the internal control structure and management performance monitoring activities, whether they have been carried out properly and have been corrected according to the circumstances.

## Review of The Effectiveness of The Internal Control System

In 2023, the Company conducted Internal Control in accordance with the Control principles and in overall, the quality of the Internal Control System had been running well. The Company through the Internal Audit Division (IAD) conducted an Internal Control Assessment (ICA) in order to evaluate the effectiveness of the Internal Control System. This assessment measures the quality of internal control of the auditee work unit over 5 (five) internal control components of the COSO Framework employing the Internal Control Assessment (ICA) questionnaire rating criteria and methodology as well as the auditor's professional judgment through direct testing (walkthrough) in the field.

Broadly speaking, the steps taken by the Company in order to ensure the implementation of effective monitoring activities, included:

1. Ensuring that the Monitoring function has been clearly defined and well-structured within the Bank's organization;
2. Establishing Work Units or employees assigned to monitor the effectiveness of internal control;
3. Determining the appropriate frequency for monitoring activities based on the risks inherent in the Bank and the nature or frequency of changes that occur in operational activities;
4. Integrating the Internal Control System into Operational activities and providing routine reports such as Bookkeeping Journals, Management Reviews and Reports regarding the approval of exceptions or aberrations from established policies and procedures (justification of irregularities) which are then reviewed;
5. Reviewing the documentation and evaluation results from the Work Unit or employee assigned to carry out monitoring;
6. Establishing information or feedback in the right format and frequency.

In addition, the Company also carried out an Audit on Compliance with Legislation and Internal Control (PSA 62) to ensure the Company's compliance with legal articles, regulations, and cooperation agreements as well as internal control compliance which includes control environment, Risk Identification, control activities, information, and communication as well as monitoring. Evaluation of the effectiveness of the Company's internal control (risk control) system was carried out in all Head Office units (division/desk/Regional Office) as well as Branch Offices, both Conventional and Sharia. Everything related to internal control adequacy issues had been reported directly to the Board of Directors through the President Director and to the Board of Commissioners through the Audit Committee. Follow-up efforts had been made to minimize risks and overcome problems that arose

## Statement of The Board of Directors and/or The Board of Commissioners Regarding The Sufficiency of The Internal Control System

The Board of Directors and the Board of Commissioners are committed to ensuring that Good Corporate Governance is carried out properly as a basis for achieving goals to maintain and increase the value of the Company. One of the implementations of Good Corporate Governance is ensuring that the Internal Control System has been implemented adequately.

The Board of Directors and the Board of Commissioners review the results of the evaluation of the effectiveness of the Company's Internal Control System which includes the five main components of control, namely the Environment Control including Management Oversight and Culture of Control, Risk Recognition and Assessment, Control Activities and Segregation of Duties of Accountancy, Information, and Communication, Monitoring Activities and Correction Deficiencies. Based on the results of the review that has been carried out, the Board of Directors and the Board of Commissioners consider that the internal control system has been implemented adequately.

This Internal Control System Standard Guide is a guideline that contains the minimum standard regarding the Internal Control System that must be enforced and applied by the Company in all aspects related to the enactment and implementation of the Company's operational activities, so as to create a common understanding and basis regarding the level of maintenance of interests and commitment from all parties related to the Bank.

## Risk Management Report

In the context of implementing risk management and as a followup to the implementation of Basel II, especially pillar 1, the Bank has implemented:

1. Measurement of Credit Risk by mapping credit risk exposure according to portfolio category in calculating RWA for Credit Risk using the Standardized Approach referring to OJK Circular Letter No. 11/SEOJK.03/2018 concerning Amendments to OJK Circular Letter No. 42/SEOJK.03/2016 concerning Guidelines for Calculation of Risk-Weighted Assets for Credit Risk using a Standard Approach. Currently, the Bank has implemented the calculation of Risk Weighted Assets (RWA) for Credit Risk in accorance with OJK Circular Letter No. 24/SEOJK,03/2021 dated October 7, 2021, concerning Calculation of Risk Weighted Assets for Credit Risk using the Standard Approach for Commercial Banks in accorance with applicable regulatory provisions.
2. The use of the Standardized Model for market risk in accordance with OJK Circular Letter No. 38/SEOJK.03/2016 dated September 8, 2016 concerning Guidelines for Using the Standard Method in the Calculation of the Minimum Capital Adequacy Requirement for Commercial Banks by Taking Market Risk into Account and currently the Bank has prepared OJK Circular Letter No. 23/SEOJK.03/2022 dated December 7, 2022 concerning Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks which will be implemented starting January 1, 2024, by carrying out trial calculations and reporting to the FSA for Market RWA for June 2023, September 2023, and December 2023.
3. Calculation of minimum capital requirements using the Standard Approach Operational Risk for RWA calculation by referring to OJK Circular Letter No. 06/SEOJK.03/2020 dated April 29, 2020, and currently the Bank is recording loss data related to operational risks in accorance with Regulatory provisions..

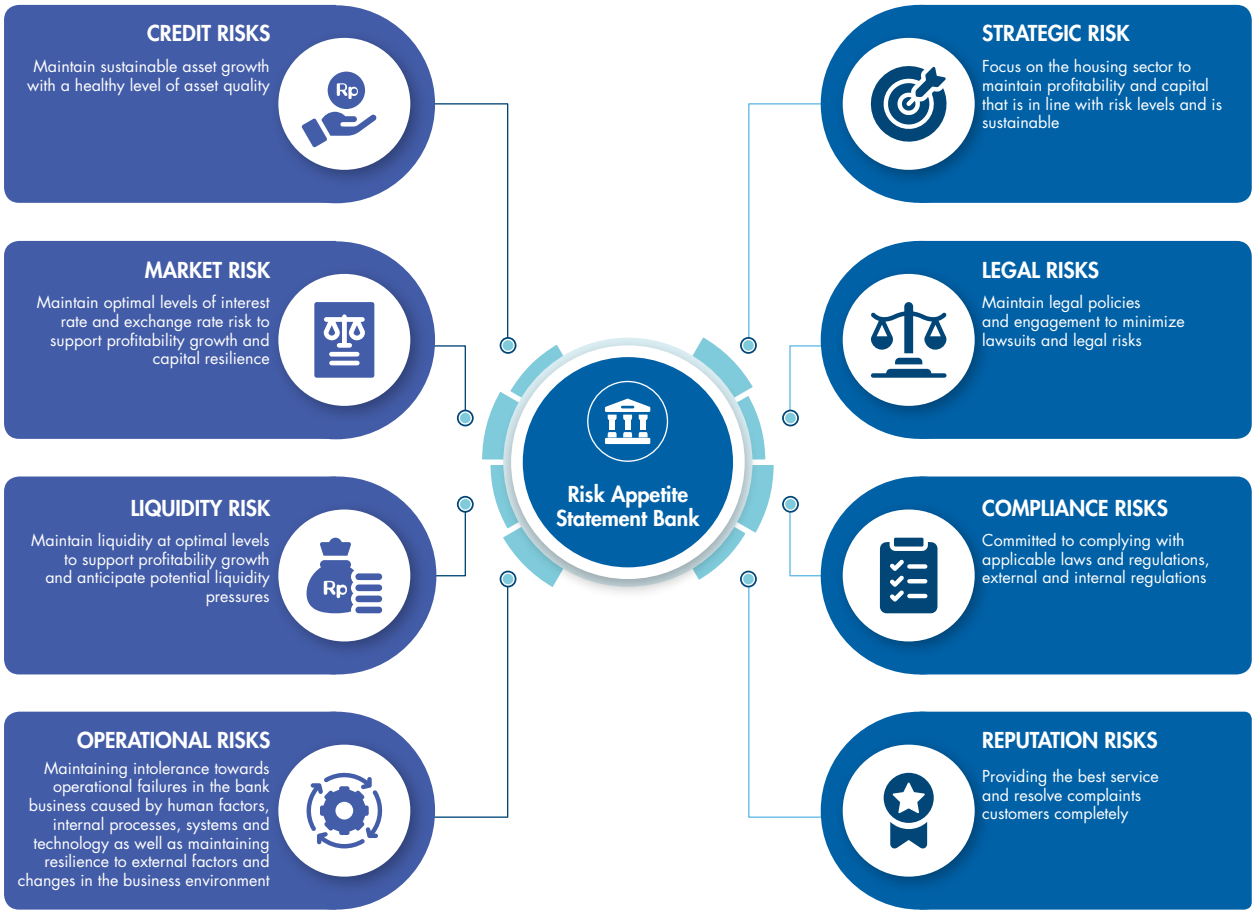
Implementation of Bank Stress Testing focuses on 3 (three) types of risk, namely Credit Risk, Market Risk, and Liquidity Risk. As an effort to improve risk measurement, especially Credit Risk, Market Risk, and Liquidity Risk, the Bank conducts periodically stress tests on the worst-case scenario as stipulated in the bank's internal regulations with a frequency of at least once a year for credit risk and quarterly for market risk and liquidity risk. Stress testing is carried out periodically to assess capital adequacy in the event of problems that have extreme risk or are catastrophic but plausible. The Stress Testing of Market Risk and Liquidity Risk has been carried out on a quarterly basis, while the Stress Testing of Credit Risk, Market Risk, and Liquidity Risk is carried out at least once a year.

In addition, the Bank also conducts Stress Testing for the need to update Recovery Plan documents every year as part of the implementation of Basel III. 31/POJK.03/2019 dated December 2, 2019 concerning the Obligation to Fulfill Leverage Ratios for Commercial Banks, the monthly Liquidity Coverage Ratio (LCR) to regulators as stipulated in OJK Regulation No. 42/POJK.03/2015 dated December 23, 2015 concerning the obligation to fulfill the Liquidity Coverage Ratio for Commercial Banks, Net Stable Funding Ratio (NSFR) per quarter to regulators as stipulated in OJK Regulation No. 50/POJK.03/2017 dated July 13, 2017 concerning the Obligation to Fulfill the Net Stable Funding Ratio for Commercial Banks.

## Risk Appetite Statement

Currently, the Bank had a Risk Appetite Statement (RAS) which is a qualitative statement as well as a quantitative measure of the Bank's main risks. Disclosure of RAS was performed in writing and well documented by the Risk Management Work Unit. Determination of RAS limits is carried out by the Board of Commissioners and Directors. In determining RAS, economic, environmental and social sustainability has been taken into account which is then aligned to the preparation of the Company's Work Plan and Budget (RKAP), Risk Appetite, Risk Tolerance and Recovery Plan. The quantified risks included:

Risk Appetite Statement Bank



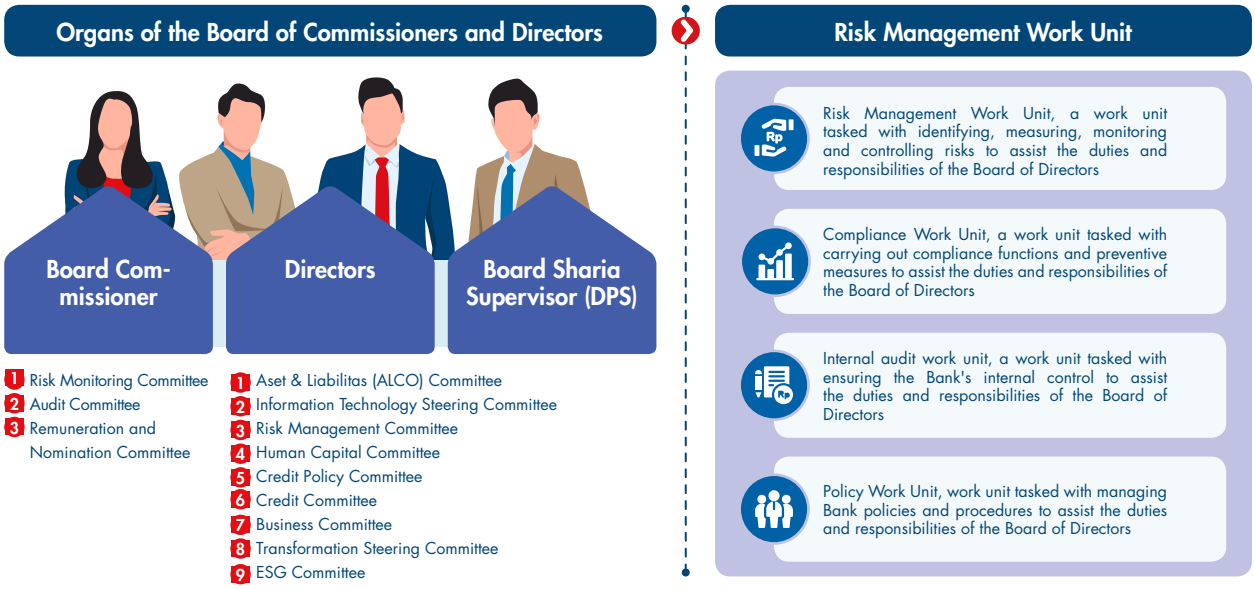

## Risk Management System

In the risk management system, the Bank carries out a risk management process that is supported by 4 pillars of risk management implementation, namely:

1. Active Supervision by the Board of Commissioners and the Board of Directors.
2. Adequacy of risk management policies and procedures and application of risk limits.
3. Adequacy of risk identification, measurement, monitoring, and control processes as well as information systems.
4. A comprehensive Risk Control System.

## Active Supervision of The Board of Commissioners and Board of Directors

Management of Risk Management is carried out through active supervision by the Board of Commissioners and Directors and the Risk Management Work Unit which is described by the risk management organization as follows:

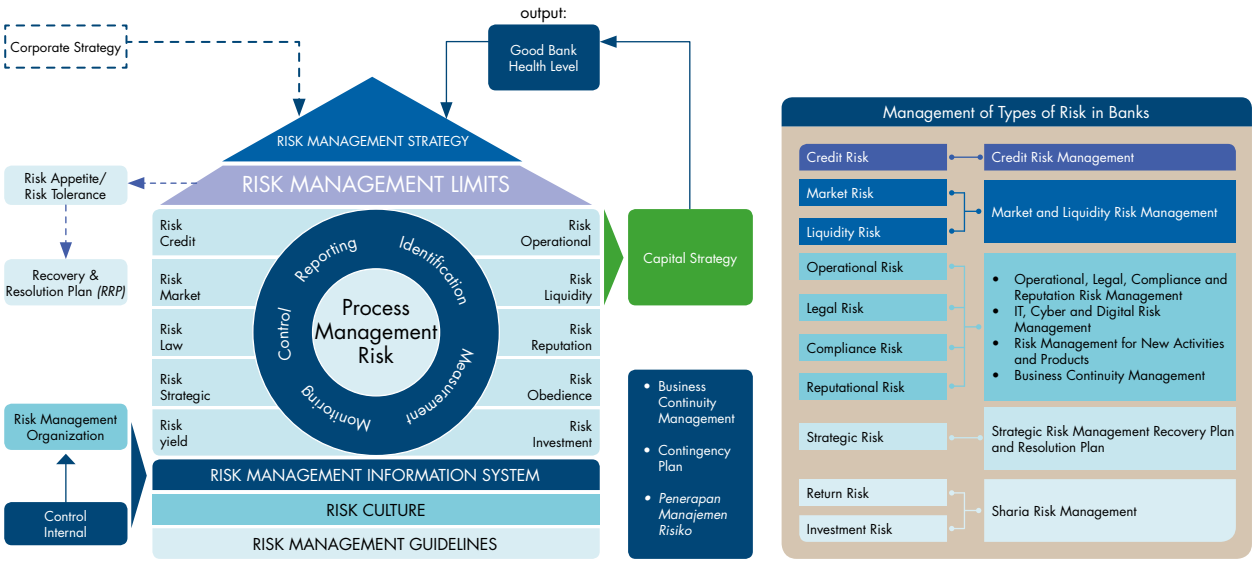



The organ of the Board of Commissioners and the Board of Directors is assisted by several committees in carrying out banking duties and activities in accordance with applicable Regulatory provisions; then, the duties are forwarded to the layers under the body of the Board of Commissioners and Board of Directors, namely the Risk Management Work Unit, Compliance Work Unit, Internal Audit Work Unit, and Policy Work Unit.

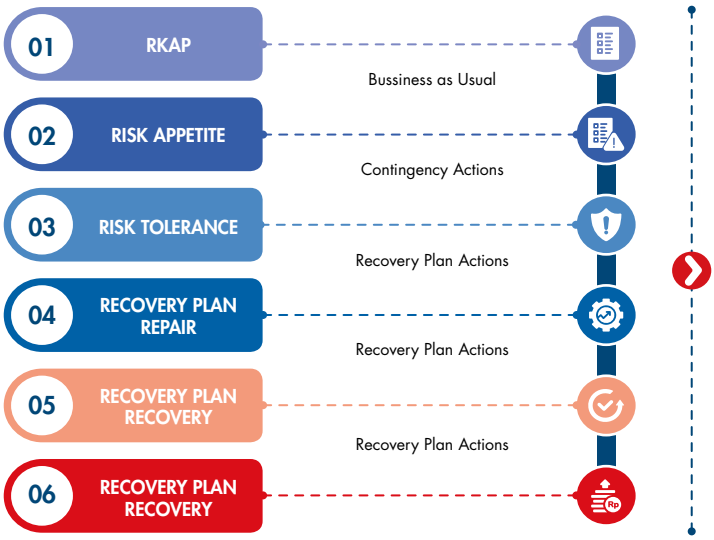
## Adequacy of Risk Management Policies and Procedures and Determination of Risk Limits

In implementing healthy risk management, adequate risk management policies and procedures are required. Bank BTN was currently carrying out a policy and procedure architectural transformation according to the ideal policy pyramid hierarchy. Following up on this, Bank BTN has developed a General Risk Management Policy as the highest policy in the application of Risk Management with a framework covering all activities in the implementation of Bank Risk Management.

The general risk management policy mapping was illustrated starting from the risk management strategy, risk management at the Bank, and the expected output is a healthy Bank Soundness Level.



In addition to the adequacy of risk management policies and procedures, the Bank had also conducted a series of processes in setting risk limits which were formulated and elaborated by following and/or aligning with the Company's Work Plan and Budget to the Recovery Plan in accordance with applicable regulations. The illustration of setting limits is as follows:




**RKAP**

Company Work Plan and Budget prepared for the next 1 (one) year

**Risk Appetite (RA)**

Risk Appetite is the level of risk that the Bank is willing to take in order to achieve targets

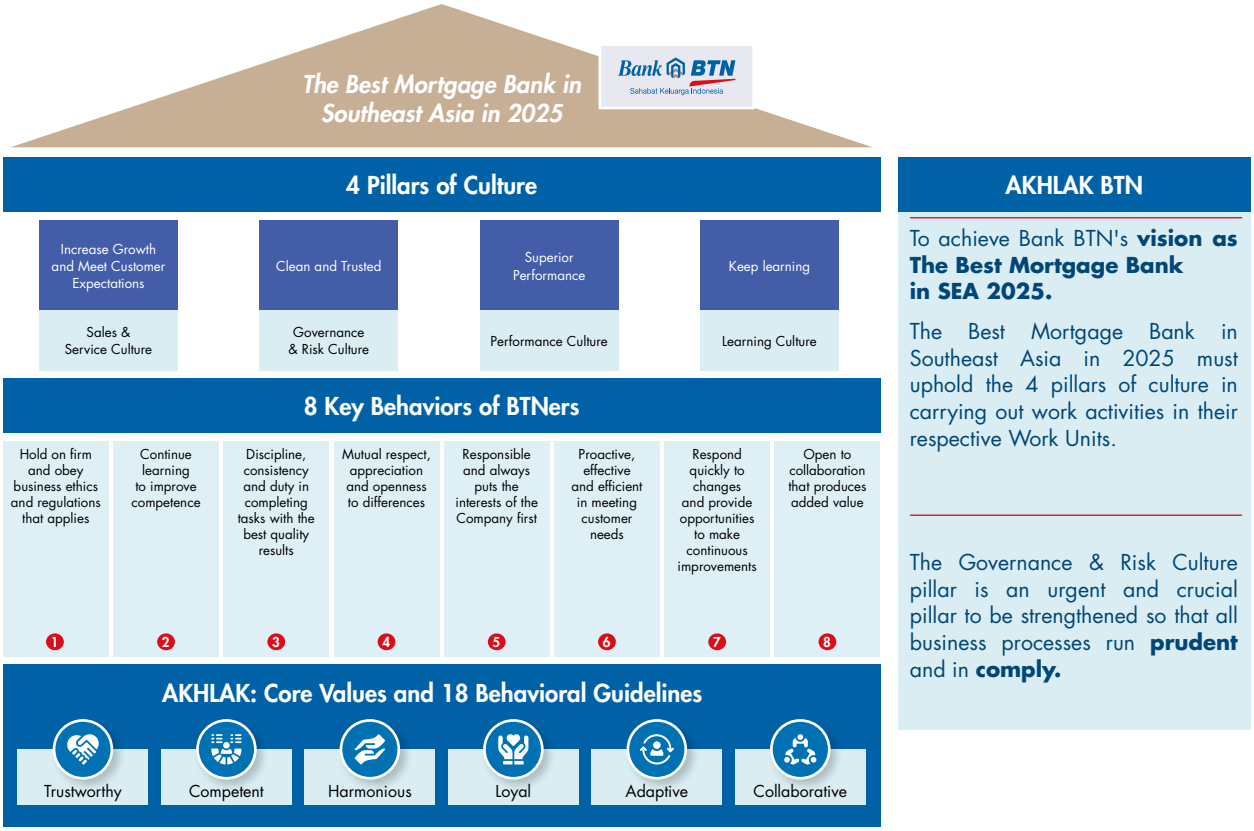
**Risk Tolerance (RT)**

Risk Tolerance is the maximum risk level set by the Bank

**Recovery Plan**

The Recovery Plan is an Action Plan to overcome financial problems that may occur

In strengthening risk management policies and procedures, in the practice, Bank BTN also included risk management as one of the pillars of the Bank's corporate culture, where one of the pillars of corporate culture is Governance & Risk Culture. The Governance & Risk Culture pillar is an urgent and crucial pillar to be strengthened so that all business processes run prudently and comply.




**AKHLAK BTN**

To achieve Bank BTN's **vision as The Best Mortgage Bank in SEA 2025.**

The Best Mortgage Bank in Southeast Asia in 2025 must uphold the 4 pillars of culture in carrying out work activities in their respective Work Units.

The Governance & Risk Culture pillar is an urgent and crucial pillar to be strengthened so that all business processes run **prudent** and in **comply.**

Based on the picture above, to support Bank BTN's objectives based on the Main Values of AKHLAK and the 8 (eight) Main Behaviors of BTNers, there are four cultural pillars which are the main foundation of the 2023 – 2024 Corporate Culture Program, with the objectives namely:

1. Sales & Service Culture – Add to Grow and Meet Customer Expectation
   The end state achievement is increasing sales of funding, lending, and digital products and improving service quality to encourage Bank BTN's business and performance,
2. Risk & Governance Culture – Clean and Reliable
   Build awareness and understanding of risks and their mitigation and apply risk management principles consistently and comprehensively.
3. Performance Culture – Excellent Performance
   Performance improvement efforts to achieve set goals, and;
4. Learning Culture – Keep Learning
   Build enthusiasm for learning and improving critical competencies such as Sales, Digital Analytics, Risk & Collection competencies as well as strengthening BTNers' understanding of the importance of culture and the application of AKHLAK in everyday life.

By using these 4 pillars, the implementation of Bank BTN's corporate culture program is expected to encourage the achievement of Bank BTN's Vision.

## Adequacy of Risk Identification, Measurement, Monitoring and Control Processes and Information Systems

The process of identifying, measuring, monitoring, and controlling risks is carried out by the Risk Management Work Unit, in this case ERMD has a Department that has an assessment work unit to identify and measure each risk. Risk monitoring and control is carried out periodically to mitigate significant risks to the Company, in this case, ERMD has a Department that has a Risk Development work unit, one of whose functions is to carry out risk control over policies that will be issued by the Company to minimize the risks that will be faced by the Company. Identification, measurement, monitoring, and risk control are the main parts of the process of implementing risk management.

Matters that are of concern to the Company in carrying out the processes of identification, measurement, monitoring, control, and risk management information systems are as follows:

**Risk Identification**

Risk identification is the process of finding, recognizing, and recording risks. The purpose of the risk identification process is to identify all types of risks inherent in each functional activity that have the potential to harm the Company. The risk identification process involves analyzing all risk sources, risk events, and the least impact of risk on the risks of the company's products and activities, as well as ensuring that risks from new products and activities have gone through an appropriate risk management process before being introduced or implemented. In addition, the Company identifies risks that are carried out periodically.

**Risk Measurement**

The risk measurement system is used to measure the risk exposure inherent in the Company's activities to be compared with the Company's risk appetite so that the Company can take risk mitigation measures and measure the Company's capital adequacy to cover residual risk. Risk assessments are carried out periodically both for products and portfolios as well as for all the Company's business activities. Risk measurement methods are carried out quantitatively and/or qualitatively. The measurement method is in the form of a standard method stipulated by Bank Indonesia and the FSA in the framework of risk assessment and calculation of capital, as well as an internal method developed by the Company itself. The choice of measurement method is adjusted to the characteristics and complexity of business activities. The risk measurement system is evaluated and refined periodically or at any time if necessary to ensure the suitability of the assumptions, accuracy, fairness, and integrity of the data, as well as the procedures used to measure risk. Stress tests are conducted to complement the risk measurement system by estimating the Company's potential losses in abnormal market conditions using certain scenarios to see the sensitivity of the Company's performance to changes in risk factors and identify influences that have a significant impact on the Company's portfolio. Stress tests are performed on a regular basis, and the results are reviewed, and appropriate steps are taken if it is predicted that the conditions will exceed the acceptable tolerance levels. These results are used as input when setting or changing policies and limits.

**Risk Monitoring**

Monitoring systems and procedures include monitoring the amount of risk exposure, risk tolerance, compliance with internal limits, and stress testing results, as well as implementation consistency with established policies and procedures. Monitoring results are presented in periodic reports submitted to management to mitigate risks and take necessary actions. The Company prepares an effective backup system and procedures to prevent disruptions in the risk monitoring process and periodically checks and reassesses the backup system.

**Risk Control**

The Company's risk control system refers to established policies and procedures. The risk control process that is implemented is tailored to the risk exposure and the level of risk that will be tolerated. Risk control can be carried out, among others, by means of hedging mechanisms and other risk mitigation methods such as issuing guarantees, asset securitization, credit derivatives, and increasing the Company's capital to absorb potential losses.

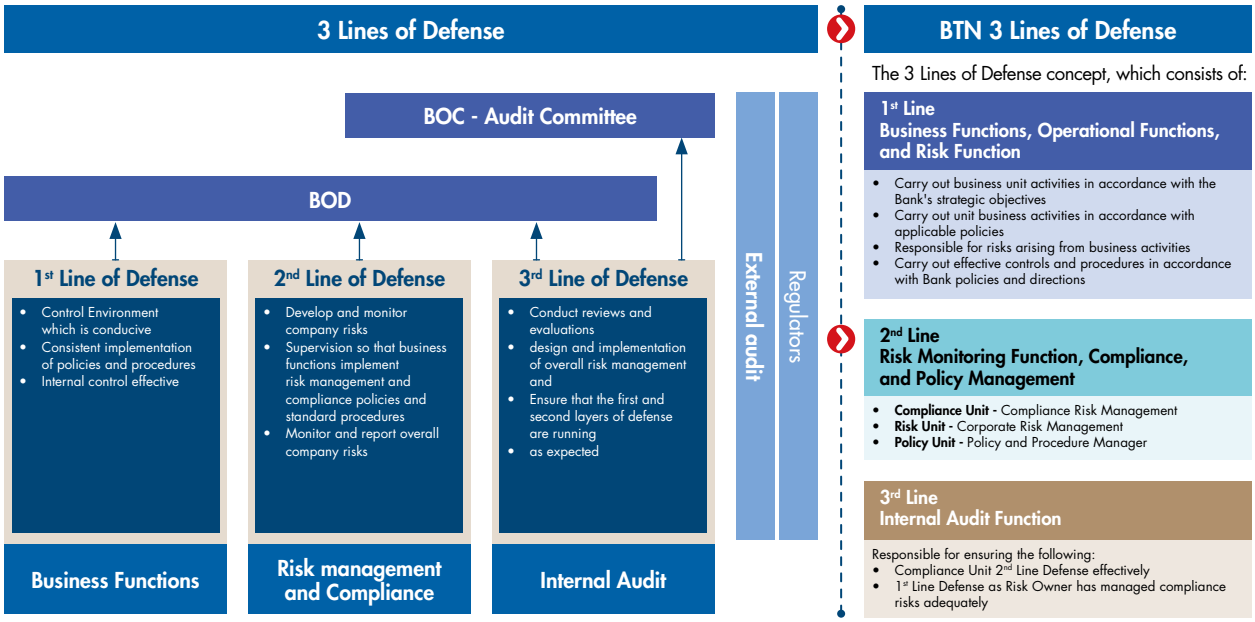
**Risk Management Information System**

The risk management information system at the Bank is managed jointly by several Divisions at the Bank. In the early stages, the focus was on collecting and improving the quality of the data and risk database, which is expected to be developed and applied to the risk management information system in stages so that the process of risk measurement and risk monitoring can be carried out in an integrated manner and can be presented in a timely manner and in accordance with regulatory provisions apply

## Internal Control System

In carrying out the process of employing effective Risk Management, the Bank completed an internal control system that aims to protect the Bank's assets, ensure the availability of reliable financial and managerial reporting, improve compliance with laws and regulations, and reduce the risk of losses, irregularities, and violations of precautionary aspects.

The employment of a reliable and effective internal control system is the responsibility of all operational work units and supporting work units as well as the Internal Audit Work Unit, the process of which is described as follows:



## Types of Risks and Their Management

In implementing risk management, the types of risks managed by the Bank included:

### Credit Risk

Credit Risk is the risk of loss due to the failure of other parties to fulfill their obligations. Included in Credit Risk are the Credit Risk due to debtor failure, the Credit Risk due to the concentrated provision of funds (Credit Concentration Risk), the Credit Risk due to counterparty credit risk, the Credit Risk due to settlement failure (settlement risk), and the Credit Risk due to country risk.

Credit Risk can originate from various Bank business activities. In most banks, lending is the largest source of credit risk. In addition to credit, the Bank faces Credit Risk from various financial instruments such as securities, acceptances, inter-bank transactions, trade financing transactions, exchange rate transactions, and derivatives as well as commitments and contingencies.

**Credit Risk Management**

As part of credit risk management, the Bank regularly reviews and updates the Credit and Financing Policy Guidelines for bank loans and financing as part of the risk assessment process. Credit Risk Exposure is monitored from the process of granting credit to the maturity of the credit. Credit risk monitoring and control includes evaluating credit risk exposure to credit risk limits (Risk Appetite & Risk Tolerance). The Bank is currently re-modeling the Internal Credit Rating (ICR) for commercial credit in order to review ICR so that it can be used more accurately.

The Bank has now implemented a Commercial Banking Center (CBC) in which the CBC functions as a centralized body for processing commercial loans. Regarding the decisionmaking process for granting commercial loans, the Bank also has established a Credit Committee through a Credit Committee Meeting. In addition, a Monitoring Department has been established in the Commercial Banking Division which specifically monitors the credit exposure of large debtors (50 core debtors) and Intelligence Credit Monitoring (iCremo) has been implemented, namely an application for commercial credit that functions to



carry out a commercial credit monitoring process covering three pillars (Management, Business Prospects, and Collateral). Apart from that, the Bank also implemented SPU (MSME Process Center) as an effort to improve the process and management of MSME credit to increase productivity, improve the quality of centralized and objective credit decisions, as well as centralized monitoring. In supporting the strengthening of commercial and SME credit risk management, the Risk Management Work Unit has developed systems such as the SME Credit Scoring Model and the Early Warning System for Commercial and Corporate credit.

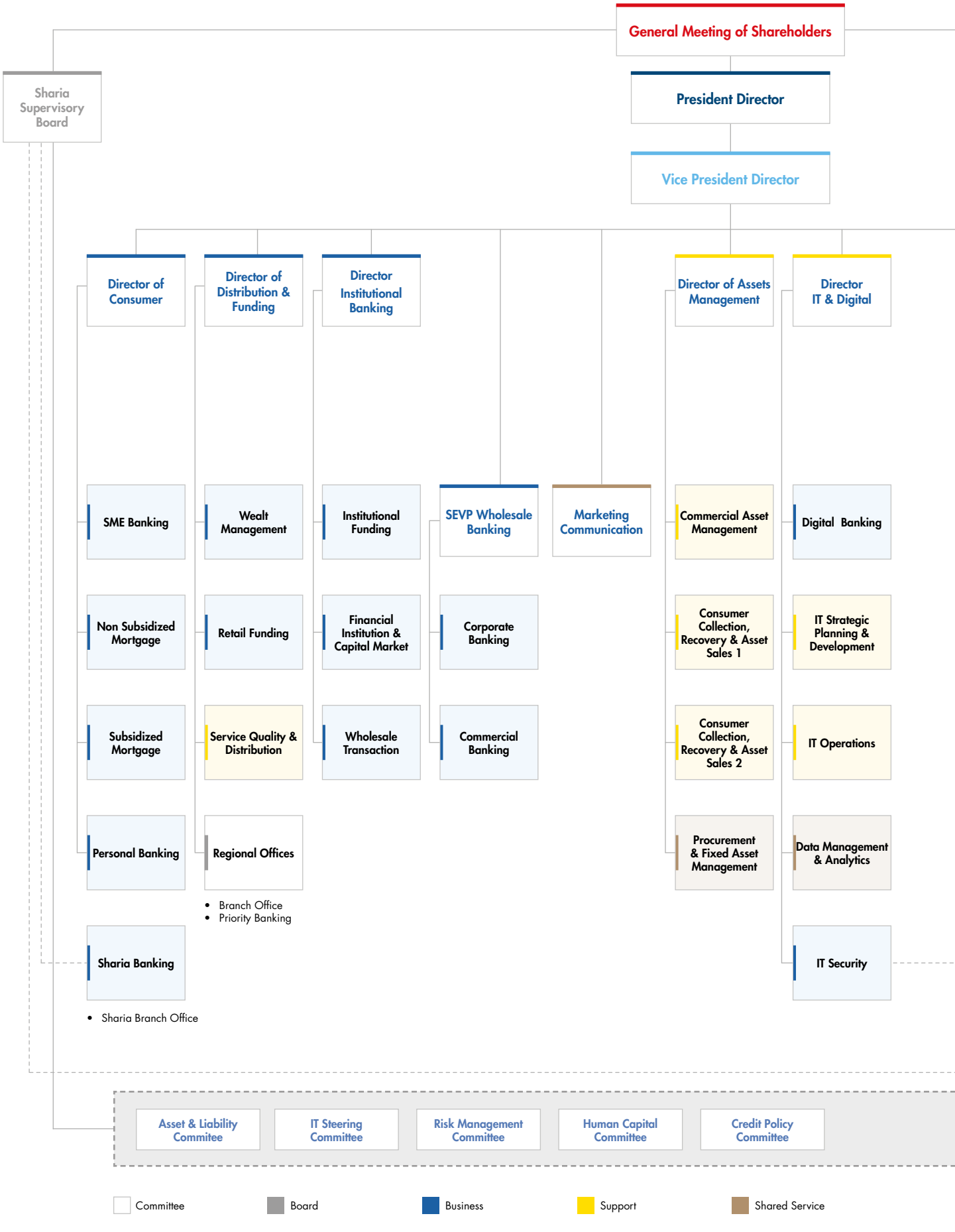
For consumer loan, the process of controlling credit risk is carried out through the Consumer iLoan system which is equipped with a Credit Scoring Model (CSM) which is currently being developed at CSM Bank. The management of Col-2 and NPL consumer credit debtors is carried out by the Consumer Collection, Recovery & Asset Sales Work Unit while for commercial credit is carried out by the Commercial Asset Management Work Unit.

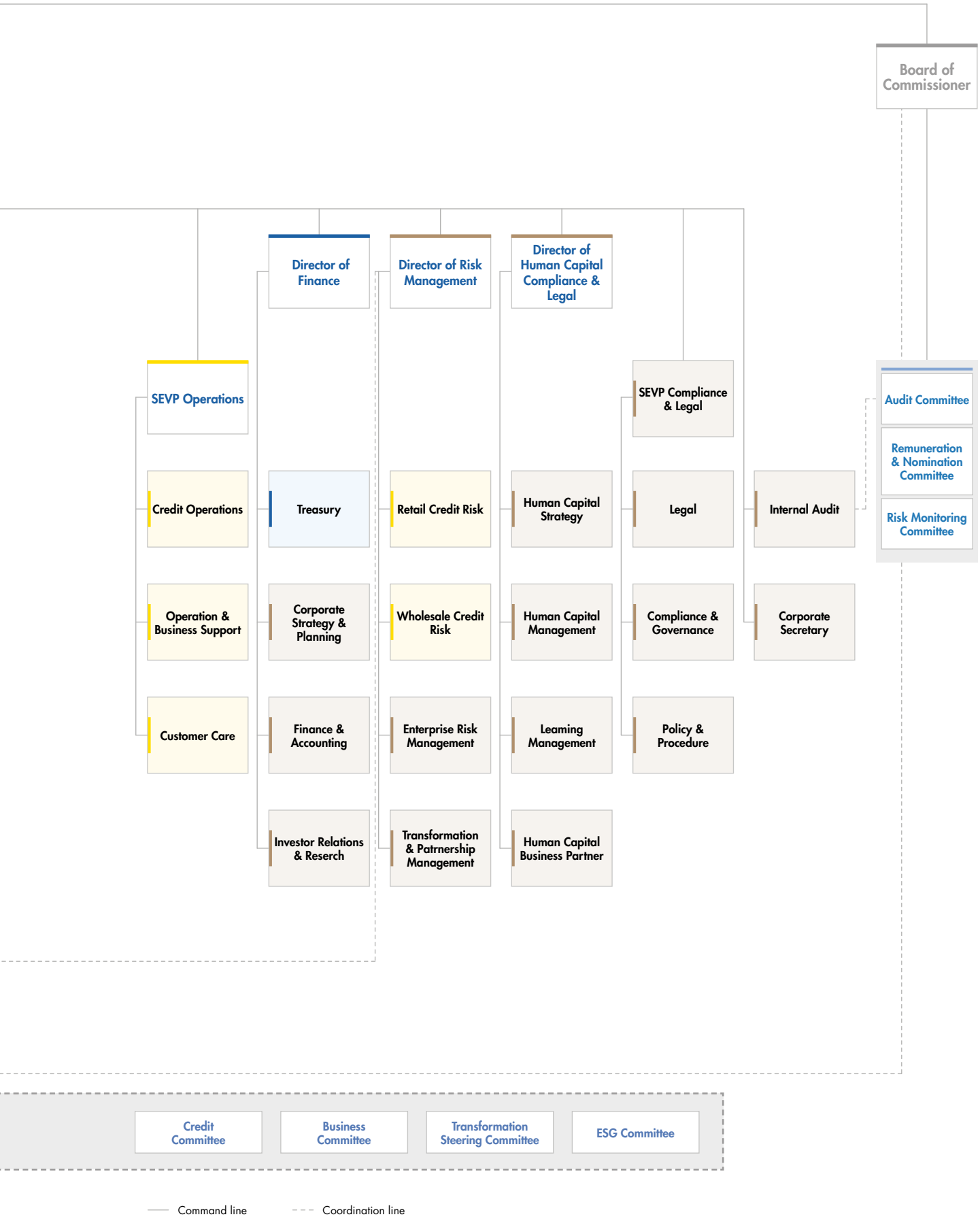
As a follow-up to the implementation of Pillar 1 of Basel II, in 2023, the Bank implemented credit risk measurement by using Standardized Approach OJK Circular Letter No. 24/SEOJK.03/2021 dated October 7, 2021 concerning Calculation of Risk-Weighted Assets (RWA) for Credit Risk using the Standard Approach for Commercial Banks.

In order to manage credit risk, the Bank has applied the Four Eyes Principle by segregating credit risk functions and business units. Commercial credit decisions consist of Commercial Risk and Business Units as Risk Taking Units and first line as well as consumer credit decisions consisting of the Retail Risk Division (Regional Loan Processing Center) and Branch Offices and Regional Offices.

This can also be illustrated by the Bank's organizational structure which has segregated the functions of credit risk and risk-taking units as follows:




General Meeting of Shareholders
Sharia Supervisory Board
President Director
Vice President Director
Director of Consumer
Director of Distribution & Funding
Director Institutional Banking
Director of Assets Management
Director IT & Digital
SME Banking
Non Subsidized Mortgage
Subsidized Mortgage
Personal Banking
Sharia Banking
• Sharia Branch Office
Wealt Management
Retail Funding
Service Quality & Distribution
Regional Offices
• Branch Office
• Priority Banking
Institutional Funding
Financial Institution & Capital Market
Wholesale Transaction
SEVP Wholesale Banking
Corporate Banking
Commercial Banking
Marketing Communication
Commercial Asset Management
Consumer Collection, Recovery & Asset Sales 1
Consumer Collection, Recovery & Asset Sales 2
Procurement & Fixed Asset Management
Digital Banking
IT Strategic Planning & Development
IT Operations
Data Management & Analytics
IT Security
Asset & Liability Commitee
IT Steering Committee
Risk Management Committee
Human Capital Committee
Credit Policy Committee
Committee
Board
Business
Support
Shared Service


Board of Commissioner
Director of Finance
Director of Risk Management
Director of Human Capital Compliance & Legal
SEVP Operations
SEVP Compliance & Legal
Audit Committee
Remuneration & Nomination Committee
Risk Monitoring Committee
Credit Operations
Treasury
Retail Credit Risk
Human Capital Strategy
Legal
Internal Audit
Operation & Business Support
Corporate Strategy & Planning
Wholesale Credit Risk
Human Capital Management
Compliance & Governance
Corporate Secretary
Customer Care
Finance & Accounting
Enterprise Risk Management
Learning Management
Policy & Procedure
Investor Relations & Reserch
Transformation & Patrnership Management
Human Capital Business Partner
Credit Committee
Business Committee
Transformation Steering Committee
ESG Committee
Command line
Coordination line

## Market Risk

Market Risk is the risk on balance sheet positions and administrative accounts, including derivative transactions, due to overall changes in market conditions, including the risk of changes in option prices. Market Risk includes among others interest rate risk, exchange rate risk, equity risk, and commodity risk which can be detrimental to the Bank. Market risk can originate from either the trading book position or the banking book position.

### Market Risk Management

As part of market risk management, the Bank conducts market risk identification, measurement, monitoring, and control by business units and/or Enterprise Risk Management Division. Market risk identification is carried out for each product or activity that is included in a new product or activity category. With regard to market risk management, the Bank has an Assets and Liabilities Committee (ALCO) which regularly discusses among other things interest rates and market risk management at the Bank, especially those originating from the banking book position.

In order to measure interest rate risk in the trading book and banking book positions, the Bank conducted a sensitivity analysis aimed at measuring the impact of changes in market interest rates on profit (loss) and bank equity. Meanwhile, in order to measure exchange rate risk, the Bank conducted a sensitivity analysis aimed at measuring the impact of changes in exchange rates on the Bank's profit (loss). Specifically for the position of the banking book, the Bank measured interest rate risk in the banking book using the repricing gap method as stated in Directors Circular Letter No. 22/SE/DIR/ERMD/2021 dated 29 September 2021 concerning Interest Rate Risk Management in the Banking Book and Directors Decree No. 27/SK/DIR/ERMD/2021 dated 29 September 2021 concerning Instructions for Implementing Interest Rate Risk Management in the Banking Book. In accordance with the OJK Circular Letter Number 12/SEOJK.03/2018 dated 21 August 2018 concerning the Implementation of Risk Management and Risk Measurement with the Standard Approach for Interest Rate Risk in the Banking Book (Interest Rate Risk in The Banking Book) for Commercial Banks, the Bank had submitted policy adjustments related to IRRBB and IRRBB calculation reports in accordance with applicable regulations. In the framework of implementing interest rate risk measurement in the banking book. The Bank developed an IRRBB policy and has developed an IRRBB measurement system/ application.

As an effort to complement market risk measurement using standard methods and sensitivity analysis, the Bank conducted stress testing to assess the Bank's resilience in facing extreme changes in interest rates and exchange rates, with scenarios referring to regulatory provisions and the bank's internal scenarios. For internal Bank scenarios, at the beginning of each year, the Enterprise Risk Management Division coordinates with the Stress Testing Working Group (relevant Division) to formulate scenarios and assumptions to be used in implementing Market Risk Stress Testing for the next 1 (one) year.

Market risk monitoring and control includes evaluating market risk exposure to the Bank's internal limits (Risk Appetite & Risk Tolerance) that have been set and reviewed periodically to conform to the Bank's conditions. In addition, in order to control or limit exchange rate risk exposure, the Bank had set limits which include treasury transaction limits, dealer limits, budget loss limits, stop loss/stop gain limits, as well as Net Open Position (NOP) limits that are in accordance with the maximum limits stipulated in Bank Indonesia Regulation No.17/5/PBI/2015 dated May 29, 2015 concerning the Fourth Amendment to PBI Number 5/13/PBI/2003 concerning the Net Open Position of Commercial Banks. The Bank had a Market Middle Office unit in the Risk Management Work Unit in carrying out market risk monitoring and control, including monitoring of predetermined limits.

As a follow-up to the implementation of Basel II Pillar 1, the Bank implemented market risk measurement using the Standardized Model in accordance with OJK Circular Letter No. 38/SEOJK.03/2016 dated September 15, 2016 concerning Guidelines for Using the Standard Method in Calculating the Minimum Capital Adequacy Requirement for Commercial Banks by Taking Market Risk into Account. The portfolio that was taken into account in determining the CAR for market risk consists of the trading book portfolio for interest rate risk as well as the trading book and banking book portfolio for exchange rate risk. In 2023, the Bank has prepared OJK Circular Letter No. 23/SEOJK.03/2022 dated December 7, 2022, concerning Calculation of Risk-Weighted Assets for Market Risk for Commercial Banks which will be implemented starting from January 1, 2024, by carrying out trial calculations and reporting to the FSA for Market RWA for June 2023, September 2023, and December 2023.

For the implementation of Basel II, especially Pillar 2, the Bank submitted a report on the implementation of risk management for the Interest Rate in the Banking Book (IRRBB) and a report on IRRBB calculations to the regulator on a quarterly basis in accordance with OJK Circular Letter No. 12/SEOJK.03/2018 dated August 21, 2018 concerning Implementation of Risk Management and Standard Approach Risk Measurement for Interest Rate Risk in the Banking Book (Interest Rate Risk in The Banking Book) for Commercial Banks.

The implementation of the Bank's Basel III was:

1. Submitting the results of the Liquidity Coverage Ratio (LCR) report to regulators online every month through the OJK Online Reporting Application (APOLO) and the Bank's website quarterly in accordance with OJK Regulation No. 42/ POJK.03/2015 dated December 23, 2015 concerning the Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks.
2. Submitting the results of the Net Stable Funding Ratio (NSFR) report to regulators online every quarter through the OJK Regulation Online Reporting Application (APOLO) and the Bank's website in accordance with OJK Regulation No. 50/POJK.03/2017 dated July 13, 2017 concerning the Obligation to Fulfill the Net Stable Funding Ratio for Commercial Banks.

## Liquidity Risk

Liquidity Risk is the Risk resulting from the Bank's inability to meet its maturing obligations from cash flow funding sources and/or from high-quality liquid assets that can be pledged as collateral, without disrupting the Bank's activities and financial condition.

The inability to obtain cash flow funding sources causing Liquidity Risk may be caused among others by:
1. Inability to generate cash flow from productive assets or from the sale of assets, including liquid assets; and/or
2. Inability to generate cash flow originating from fundraising, inter-bank transactions, and loans received.

**Liquidity Risk Management**
As a guideline for managing liquidity risk, the Bank has Liquidity Risk Management Policy Guidelines, which are part of the Bank's Risk Management Policy Guidelines. The Liquidity Risk Management Policy Guidelines regulate, among other things, the active oversight of the Board of Commissioners and the Board of Directors in applying liquidity risk management, the liquidity risk management process, as well as policies, procedures, and setting liquidity risk limits. The Bank has an Assets and Liabilities Committee (ALCO) which functions to manage liquidity and periodically discusses the management of liquidity risk in the Bank.

Referring to the Liquidity Risk Management Policy Guidelines, the Bank identifies, measures, monitors, and controls liquidity risk. Identification of liquidity risk is basically aimed at knowing the amount and trend of liquidity needs as well as available funding sources to meet those needs.

Measurement of liquidity risk in the Bank is carried out by the Treasury Work Unit and the Risk Management Work Unit. When measuring liquidity risk, the Company refers to Technical Instructions No. PT.8-F.4 dated August 18, 2023, concerning Implementation of Liquidity Risk Management. Liquidity Risk measurement uses 4 (four) methods, namely stock-based, maturity profile analysis, cash flow projections, and stress testing. The stock-based method is used to measure liquidity risk at the Bank using liquidity ratios, the maturity profile analysis method is used to measure liquidity gaps and cash flow projections are used to measure the amount and trend of liquidity needs. The Bank carries out stress testing using Bank Specific Crisis (BSC) scenarios and General Market Crisis (GMC) stress testing, the aim of which is to measure the adequacy of available liquid assets and the Bank's ability to meet liquidity needs in crisis conditions. s. The Enterprise Risk Management Division in coordination with the Stress Testing Working Group (related Division) formulates the risk impact on scenarios and assumptions that will be used in implementing Liquidity Risk Stress Testing for the next 1 (one) year.

In order to maintain the availability and adequacy of liquid assets and to control or limit exposure so as not to be affected by liquidity risk, the Bank regularly monitors liquidity risk on a daily, weekly, monthly, and quarterly basis. Liquidity risk monitoring by the Risk Management Work Unit is submitted to the Board of Directors and strategy evaluation is submitted to the relevant Division.

Monitoring and controlling liquidity risk include evaluating liquidity risk exposure to the Bank's internal limits (Risk Appetite & Risk Tolerance) and predetermined Recovery Plan trigger levels. These limits are reviewed periodically so that they are in line with the Bank's conditions. In addition, the Bank monitors the Early Warning Indicator (EWI) and reports it regularly to the Board of Directors and related Work Units.

In accordance with OJK Regulation No. 14/POJK.03/2017 dated April 4, 2017 concerning Action Plans (Recovery Plans) for Systemic Banks, Bank BTN has been monitoring liquidity indicators, one of which is seen from the ratio of LCR and NSFR according to OJK Regulation No. 42/POJK.03/2015 dated December 23, 2015 concerning the Obligation to Fulfill Liquidity Coverage Ratio (LCR) for Commercial Banks and OJK Regulation No. 50/ POJK.03/2017 dated July 13, 2017 concerning the Obligation to Fulfill the Net Stable Funding Ratio.

## Operational Risk

Operational Risk is the Risk resulting from inadequate and/or non-functioning internal processes, human errors, system failures, and/or external events that affect the Bank's operations. Operational Risk can originate from HR, internal processes, systems, and infrastructure, as well as external events.

These sources of risk can cause events that have a negative impact on the Bank's operations so the emergence of these types of Operational Risk events is a measure of the success or failure of Risk Management for Operational Risk. The types of Operational Risk events can be classified into several types of events such as internal fraud, external fraud, labor practices and work environment safety, customers, products and business practices, damage to physical assets, disruption of business activities and system failures, as well as process and execution errors. , including fraud arising from money laundering and terrorism financing activities.

**Operational Risk Management**
In order to implement operational risk management, the Bank had a Risk and Control Self-Assessment (RCSA System) application. This application is an integrated system of several Operational Risk management tools, including RCSA, LED, and KRI.

RCSA is used to carry out the process of identifying and measuring operational risks inherent in all Bank work units. In completing the RCSA, all work units are required to be able to identify and measure operational risks that are inherent in daily activities and have an impact on achieving the work unit's targets.

LED functions as operational risk data collection for operational risk events in Branch Offices based on 7 (seven) types of risk events in accordance with Basel II provisions. Work Units can send data on losses due to operational risks (loss events) online whenever there is a risk event in their Work Units. The output from this LED is data on accumulated bank losses in one month in the form of actual loss, near miss, and potential loss for each risk event. The results of the collected data will be processed and analyzed so that operational risk exposure maps for each work unit can be identified. This exposure map become a reference in mitigating the occurrence of similar incidents by improving business processes or adding other forms of risk mitigation.

KRI is a dashboard for monitoring risk trends based on indicators. KRI can be used to detect predictive or lagging risks as input for preventive or corrective action.

The Bank implemented a Business Continuity Management (BCM) policy to ensure the continuity of the Bank's operations in running the business after being affected by operational risks originating from external factors such as natural disasters, social conflicts, and IT system failures. The BCM policy contains systematic steps and guides employees in dealing with emergencies, starting from pre-disaster preparedness, disaster response, and operational continuity plans to return to normal conditions. In supporting the successful implementation of BCM, the Bank carried out several activities including:

1. Updating internal regulations related to Business Continuity Management (BCM) on a regular basis which clearly defines the roles and responsibilities of each Work Unit.
2. The process of internalizing all employees by compiling socialization materials and conducting quizzes that are included in the Risk Awareness culture program
3. Conducting an assessment of the availability of Working Remote Areas (WRA) by involving critical work units, so that the WRA owned by the Bank has an adequate level of readiness to support operational activities when a disaster occurs.

As an effort to improve the monitoring function of operational risk control in operational activities at Branch Offices, Regional Offices, and Commercial Business Centers (CBC), officers had been assigned to Business Branch Control (BBC), Regional Business Control (RBC), and CBC BC (Commercial Business Center Business Control) which functions as a 1.5 line of defense in coordination with the Risk Management Work Unit. As part of the Bank's internal control system to build a culture of risk awareness at all levels of the Bank's organization, the General Policy on Anti-Fraud Strategy has been updated.

## Legal Risk

Legal Risk is the Risk resulting from lawsuits and/or weaknesses in juridical aspects. Legal risk can originate, among others, from weaknesses in the juridical aspect caused by weak agreements made by the Bank, the absence and/or changes in laws and regulations that cause a transaction that has been carried out by the Bank to be not in accordance with the provisions, and litigation processes whether arising from third party lawsuit against the Bank or the Bank against a third party.

**Legal Risk Management**

Legal Risk Identification is carried out on the factors that cause risk including the existence of lawsuits and weaknesses in the juridical aspects inherent in functional activities of credit (provision of funds), treasury and investment, operations and services, information system technology and MIS, and human resource management.

Measurement of Legal Risk is carried out by the Risk Management Work Unit in coordination with the Legal Work Unit and the Credit Operational Work Unit. Based on measurements made by the Legal Work Unit, an evaluation report on the analysis of individual legal cases for contingent liabilities arising from lawsuits that occurred was obtained, while from the Credit Operational Work Unit, the quality level of credit document engagement (LAT) was obtained. Indicators/parameters used in measuring Legal Risk, include potential losses due to lawsuits, weakness in engagement due to the non-fulfillment of legal terms of the agreement, and changes in laws and regulations that cause the Bank's products to be inconsistent with existing provisions.

Legal Risk Monitoring is carried out by the Risk Management Work Unit by evaluating the effectiveness of the implementation of policies, procedures and compliance with policies, legal regulations and Bank limit provisions. Monitoring is carried out periodically for all Legal Risk positions. In carrying out Legal Risk control, the Legal Work Unit provides legal input and recommendations to each division and work unit and conducts periodic reviews of cooperation agreements and contracts with counterparties. In addition, the Bank has a Legal Application System (LApS) application which is designed in the form of a website and is used as a register and monitoring of legal cases that occur or are handled by the Bank, both criminal and non-criminal, so that every case that is happening, both at the branch and progress can be monitored at the Head Office.

The Bank placed employees at Branch Offices as Branch Legal Representatives (BLR) who have duties and responsibilities as follows:

1. Provide legal assistance for litigation issues submitted by each work unit in the context of implementing Bank operations and provide legal assistance in every legal case.

2. Represent the Bank in carrying out proceedings in the Court, Police, Prosecutor's Office, other legal institutions, and outside the court in its work area.
3. Provide legal opinions on legal issues submitted by Regional Offices, Branch Offices, and Sharia Branch Offices related to operations in their work areas.
4. Provide legal consultations on legal issues submitted by Branch Offices and Sharia Branch Offices.
5. Perform legal watch functions in accordance with Regulatory provisions.
6. Manage and control legal risks within the scope of work.

## Strategic Risk

Strategic Risk is the risk due to inaccuracy in making and/or implementing a strategic decision and failure to anticipate changes in the business environment. Strategic risk can originate, among other things, from weaknesses in the strategy formulation process and inaccuracies in strategy formulation, inadequate management information systems, inadequate internal and external environmental analysis results, overly aggressive strategic goal setting, inaccuracy in strategy implementation, and failure to anticipate changes in the business environment.

**Strategic Risk Management**

Strategic Risk identification is carried out based on Strategic Risk factors in certain functional activities, such as credit, treasury, and investment activities as well as operations and services through a business plan prepared by the Corporate Strategy & Planning Work Unit as an elaboration of General Policies stipulated by the Board of Directors.

Strategic Risk measurement is carried out based on the achievement of the Bank's performance by comparing actual results with predetermined targets. Strategic Risk Monitoring is carried out by the Corporate Strategy & Planning Work Unit on a regular basis by monitoring the achievement of Key Performance Indicators (KPI) and the Risk Management Work Unit which monitors risk exposure compared to the Bank's risk appetite and monitors Risk Appetite and Risk Tolerance of the Strategic Risk on a monthly basis. Then, the Board of Commissioners, Directors, and Work Units review the basic strategy with a focus on business transformation, infrastructure, and Human Resources as well as review risk appetite and risk tolerance regularly and at least once a year.

Furthermore, the Risk Management Work Unit monitors Strategic Risk by comparing expected results with actual results, evaluating work unit performance, and ensuring target achievement. In controlling Strategic Risk, the Corporate Strategy & Planning Work Unit functions to analyze gaps between actual reports and business plan targets and submit corrective steps that must be taken to the Board of Directors on a regular basis.

## Compliance Risk

Compliance Risk is the risk caused by the Bank for not complying with and/or not implementing the applicable laws and regulations, such as credit risk related to the Minimum Capital Requirement (KPMM), Earning Asset Quality, Establishment of CKPN, Legal Lending Limit (BMPK), market risk related to the provisions of the Net Open Position (NOP), strategic risk related to the provisions of the Annual Work Budget Plan (RKAT), and other risks related to certain provisions. Compliance risk can also originate, among other things, from legal behavior, namely behavior or activities of the Bank that deviate from or violate the provisions and/or laws and regulations, and organizational behavior, namely behavior or activities of the Bank that deviate or conflict with generally accepted standards.

**Compliance Risk Management**

The management of the Bank's compliance risk is carried out by the Risk Management Work Unit in coordination with the Compliance and Governance Division/CMGD. The Compliance Work Unit monitors the Bank's report submission obligations to external parties and reviews internal regulations periodically and continuously so that they remain relevant to applicable external regulations. The Bank has an internal application, namely the Regulatory Compliance & Monitoring System (CRMS), to make it easier for all BTN employees to access all external regulations and to function as a reminder to work units on the obligation to submit reports to Regulators. To minimize the potential for compliance risk, the Bank placed Regional Compliance Supervisory Officers (RCSO) in Regional Offices to evaluate the compliance level of Branch Offices in carrying out operational activities. Along with the enactment of the Personal Data Protection Act, the Compliance Work Unit formed a Data Privacy sub-unit, and a gap analysis on the readiness of the Bank in implementing the said provisions had been carried out. The Compliance Work Unit monitors and reports compliance risk that occurs to the Bank's Directors on a regular basis. Compliance Risk measurement is carried out on potential losses caused by non-compliance and the Bank's inability to comply with applicable external regulations. The indicators/ parameters used in measuring Compliance Risk include the type, the significance, and the frequency of violations against applicable regulations or the track record of bank compliance, the behavior underlying the violation, and violations of generally accepted standards.

In order to control Compliance Risk, the Risk Management Work Unit and the Compliance Work Unit were assigned with evaluating the effectiveness of the implementation of Compliance Risk management by periodically monitoring all types of activities that have the potential to cause Compliance Risk.

## Reputation Risk

Reputation Risk is the Risk resulting from a decrease in the stakeholder trust level originating from a negative perception of the Bank. Reputation Risk can originate from various Bank business activities as follows:

1. Events that have damaged the Bank's reputation, for example, the influence of the reputation of the owner of the Bank and related companies, product complexity and Bank business cooperation, negative publicity about the Bank, violations of business ethics, and customer complaints.
2. Other matters that may lead to Reputation Risk, for example, weaknesses in governance, corporate culture, and business practices of the Bank.

**Reputation Risk Management**

All employees, including business unit management and Bank supporting activities, are part of the Risk Management implementation for Reputation Risk, considering that reputation is the resul of all of the Bank's business activities. The role of the Business Unit Management is to identify the Reputation Risk that occurs in the business activity and/or activities of the unit and as a front liner in developing and preventing Reputation Risk, scpecifically related to customer relationshops. Reputation Risk identification is conducted on risk factors inherent in certain functional activities, such as credit provision (provision of funds), fund raising, treasury and investment, operations and services, information technology systems and MIS, and Human Capita.

In the process of reputation risk identification, the Company has a SPN (Customer Complaints System) application and monitors all mass media (print and electronic, boh local and national). The Company records every report regarding the Company, both directly (straight news) and indirectly (mention). The SPN application is integrated with the Head Office, Regional Offices, Conventional and Sharia Branch Offices. Service Quality and Netwok Division (SQND), as the manager of SPN will follow-up on customer complaints and resolve in accordance with the SLA that has been set.

The Reputation Risk Measurement is performed according to the results of an assessment of the factors affecting the Company's reputation, including customer complaints and reporting about the Company. The Bank's Reputation Risk is managed by the Corporate Secretary Division (CSD) work unit that manages news about the Company which is published in the print and electronic mass media and the Service Quality & Network Division (SQND) who manages complaints from the customer.

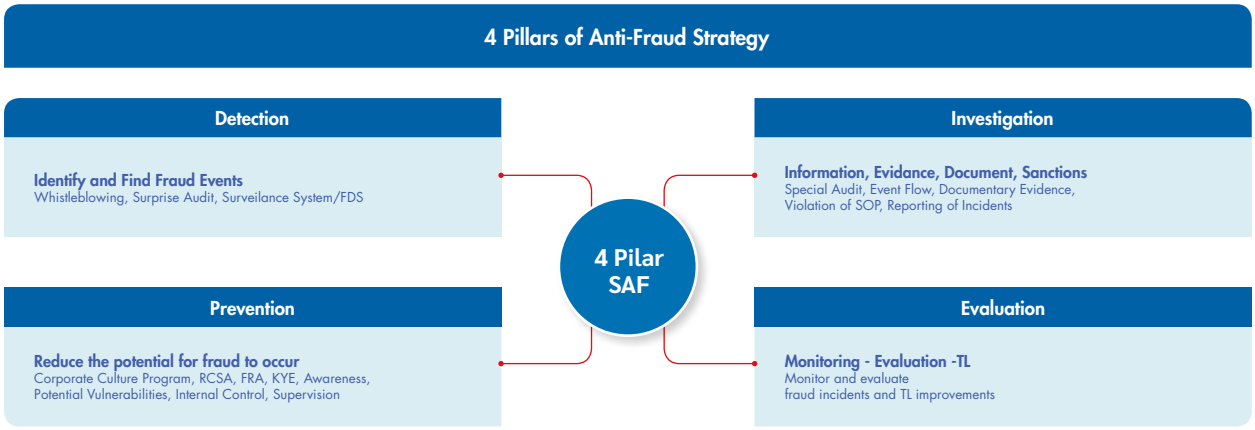
In order to monitor Reputation Risk and ensure customer satisfaction, the Company's SPN (Customer Complaints System) functions to support the management of services and online customer complaint handling between parties regarding problems in Branch Offices and Headquarters. Reputation Risk monitoring is also conducted by the Enterprise Risk Management Division (ERMD) by reminding and providing recommendations for improvement to the Reputation Risk Management Division of CSD and SQND according to the assessment of reputation risk profile parameters.

## Strengthening the Implementation of risk Culture

Strengthening the implementation of risk culture as part of maintaining commitment and ensuring that the risk culture policy is understood and implemented by all management and employes of the Bank, so the risk culture implementation strategy must be in line with the Bank's risk management implementation strategy. The Bank determines a risk culture implementation roadmap per year according to the level maturity to be achieved, monitoring the implementation of risk culture by measuring the maturity level of risk culture at least once a year by the internal team and once every three years by an independent team (external party). The Bank reviews its risk culture policy at least once a year. Several programs for implementing and improving the Bank's risk culture are:

1. The Risk Economic Outlook is an annual routine agenda which discusses strategies for determining risk appetite and risk tolerance. This forum aims to provide an understanding of risk awareness to the Board of Commissioners and Directors so that they can make the right strategic decisions.
2. The Bank actively conducts Portfolio Quality Review Forums attended by Directors, Divisions, CBC, Branch Offices as an effort to provide the latest picture of credit position and quality both bankwide and per credit segmentation.

3. Conduct visits and awareness in the context of implementing data cleansing to improve the quality of the loss event database at Bank BTN.
4. Fostering a culture of compliance, this activity is carried out with an approach through the implementation of each business process which must always be guided by applicable internal and external rules and regulations as well as SOPs.
5. Implementing continuous prevention so that there are no significant weaknesses in the first line defense process and making corrective action plans in coordination between the Risk Management Work Unit and the Internal Audit Work Unit.
6. Strengthening operational risk control through various activities such as seminars, workshops, risk outlook and culture days.
7. The Bank has an operational risk control system throughout the Bank's network. The Bank has implemented awareness regarding the use of the ORMIS application as a form of implementing risk management throughout the branch office network.
8. Carrying out risk awareness of potential fraud vulnerabilities through Fraud Risk Assessment (FRA) within the scope of all Work Units. The FRA method is carried out based on OJK Circular Letter No. 39/POJK.03/2019 concerning Implementation of Anti-Fraud Strategy which is described as follows:




## Risk Assessment

In accordance with the Regulation of OJK Regulation No. 18/POJK.03/2016 dated March 16, 2016, concerning the Implementation of Risk Management for Commercial Banks and Circular Letter of OJK Circular Letter No. 34/SEOJK.03/2016 dated September 01, 2016 concerning the Implementation of Risk Management for Commercial Banks, Risk Management Division shall report the risk profile to OJK quarterly containing information about Credit Risk Exposure, Market Risk, Liquidity Risk, Operational Risk, Compliance Risk, Strategic Risk, Legal Risk, and Reputation Risk. The assessment of the risk profile covers the assessment of the Inherent Risk and the Quality Rating on the Implementation of Risk Management in Bank's operational activities.

Taking into account the results of self-assessment, the Company strives to maintain the Risk Profile Quarter IV 2023 to be in Low to Moderate level. The probable loss encountered by the Bank in terms of the Inherent Risk is considered low (Low to Moderate), with a Satisfactory rating for the Quality Rating on the Implementation of Risk Management. Details are listed as follows:

| Types of Risk | Inherent Risk Rating | Quality Rating on the Implementation of Risk Management | Risk Rating |
|---|---|---|---|
| Credit Risk | *Low to Moderate* | *Satisfactory* | *Low to Moderate* |
| Market Risk | *Low to Moderate* | *Satisfactory* | *Low to Moderate* |
| Liquidity Risk | *Low to Moderate* | *Satisfactory* | *Low to Moderate* |
| Operational Risk | *Low to Moderate* | *Satisfactory* | *Low to Moderate* |
| Legal Risk | *Low to Moderate* | *Satisfactory* | *Low to Moderate* |
| Strategic Risk | *Low to Moderate* | *Satisfactory* | *Low to Moderate* |
| Compliance Risk | *Low to Moderate* | *Satisfactory* | *Low to Moderate* |
| Reputational Risk | *Low to Moderate* | *Satisfactory* | *Low to Moderate* |

## Review of The Effective Risk Management System of Issuer or Public Company

The Risk Profile Assessment in Bank BTN, both Conventional and Sharia during 2023 reflects that risks faced by Bank BTN (both conventional and sharia) can be well-managed so it can support sustainable business development. In short, Risk Management has been applied by Bank BTN effectively and correctly. The evaluation result of effective Risk Management of Bank BTN in 2022 by external parties (consultants) through the Risk Maturity Index (RMI) is in the Managed rank with criteria complying with applicable provisions of regulation related to risk management, and activities. During 2023, improvements have been made to the implementation of risk management in accordance with recommendations from the results of the Risk Maturity Index (RMI) carried out by independent parties so that the implementation of Risk Management continues to improve and is standardized in each work unit and risk management has become part of Bank BTN's work processes and culture.

## Statements of the Board of Directors and/or the Board of Commissioners or Audit Committee to Risk Management System Adequacy

The Internal Control System conducted by Bank BTN has effectively operated and sufficiently reflected from the effective implementation of internal control functions, which are internal audit, risk management, compliance, financial and operational control. The Bank's risk governance is based on Good Corporate Governance principles and the involvement of the Bank's entire organs in risk management. This is evident in the structure of the Bank's risk management organization. The Board of Commissioners through Risk Monitoring Committee and the Board of Directors through the Risk Management Committee meetings are responsible for ensuring that the implementation of Risk Management is adequate and in accordance with the Bank's characteristics, complexity, and risk profile. Based on the results of the review that has been carried out, the Board of Directors and the Board of Commissioners consider that the risk management system has been implemented adequately.

The Board of Commissioners and the Board of Directors are actively participating in mitigating the Company's risks by monitoring Risk Management Implementation Quality, which includes risk governance, risk management framework, risk management process, adequacy of risk management information system and human resources, as well as the adequacy of the internal control system. The adequacy of the Bank's Risk Management System is supported by:

**Risk Monitoring Committee**

The Risk Monitoring Committee has the duty and responsibility of providing recommendations to the Board of Commissioners, i.e. by evaluating the Company's risk management policy guidelines (credit risks, market risks, liquidity risks, operational risks, legal risks, strategic risks, compliance risks, and reputation risks), evaluating the conformance between the Company's risk management policies guideline and its actual implementation, as well as monitoring and evaluating the Risk Management Committee's performance. In executing its duties and responsibilities, the Risk Monitoring Committee holds periodic coordination with the Enterprise Risk Management Division to discuss current issues, the Company's quarterly risk profile, bank soundness rate, recovery plan, and issues related to the Company's risk management, including review of Risk Management Policies Guideline which contains the Company's Risk Appetite and Risk Tolerance.

**Risk Management Committee**

The Risk Management Committee (KOMAR) is responsible for providing recommendations to the President Director with regards to the risk associated with the policies that will be stipulated by the Board of Directors, as well as evaluating provisions that are deemed to be less suitable with current development and that require adjustment. KOMAR is actively participating in assessing the risks associated with individual new products and/or services/activities, thus allowing the Company to take necessary mitigation measures as well as to evaluate the Risk Management Policy Guideline (KUMR).

**Risk Management Task Force**

The Risk Management Unit is a work unit that directly reports to the Director, overseeing the Risk Management function, and operates independently from the Operational Units, which are risk-taking units, as well as the Internal Audit Unit and the Compliance Unit.

The Risk Management Work Unit is led by a Division Head who reports directly to the Risk Management Director. The Risk Management Work Unit consists of the Enterprise Risk Management Division and the Digital & Operations Risk Management Division.

**Risk Management Policies and Procedures**

The Bank has had management policies in risk management, which are Risk Management General Policy (KUMR), which contains the minimum provisions required by the Regulation of Bank Indonesia/Financial Services Authority.

The policy guidelines in the field of risk management have also been complemented with its internal derivative policie, including but not limited to Guides for Implementation of Bank Risk Profiles Reporting and Assessment, Implementation of Reporting and Assessment of Bank Health Levels, Risk Model Validation Procedures, Guidelines for Implementing Risk Data Collection for the BTN-Loss Event Database (BTN-LED Tool) Application, Instructions for Implementing the Liquidity Risk Measurement Process, Implementation Instructions Calculation and Reporting of Liquidity Coverage Ratio, Instructions for Implementing the Market Risk Measurement Process, Interest Rate Risk Management in the Banking Book, Instructions for Implementing Stress Testing, Risk Model Validation Procedures, Liquidity Monitoring Guidelines, Risk Management Policy Guidelines (PKMR), Risk & Control Self Assessment, Instructions for implementing action plans (Recovery Plan), Risk Culture, Guidelines and Risk Profile Assessment for

Branch Offices and Sharia Branch Offices, Internal Credit Rating (ICR) Process, Instructions for Implementing the Credit Scoring Model (CSM) Process, Credit Authority Limits Commercial and Consumer Credit, Instructions for Implementing the Calculation of Allowance for Impairment Losses (CKPN), The Policy Guidelines for debtors affected by COVID-19, Business Continuity Management (BCM), Standard Operating Procedure (SOP) Business Continuity Plan (BCP), Standard Operating Disaster Recovery Plan (DRP) dan Standard Operating Business Impact Analysis (BIA).

Re-assessment of internal policies has also been conducted to align with the most current provisions from relevant regulators, i.e. by conducting gap analysis and accommodating best practices commonly applied in the banking industry in order to improve the quality of the application of risk management. The Risk management information system at the initial phases was focused on the collection and improvement of risk database quality to allow gradual development and application into the risk management information system, thus allowing integrated risk measurement and risk monitoring as well as timely presentation.

## Internal Audit Report

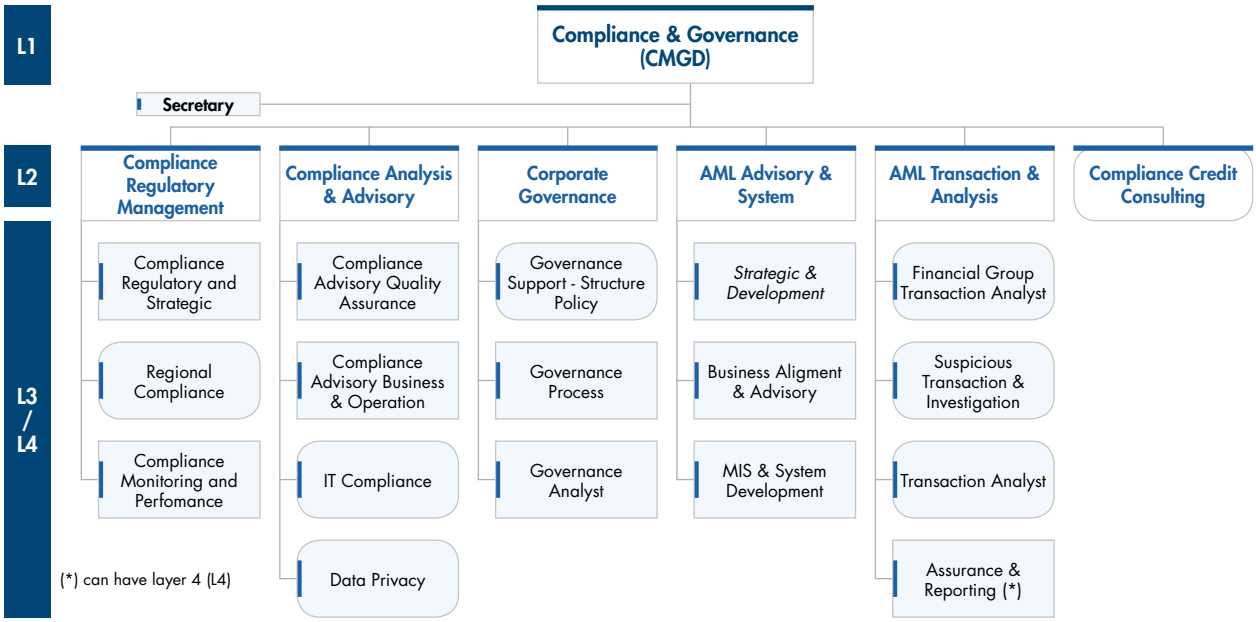
The Internal Audit Report has been explained in the Internal Audit Function Subheading of the Corporate Governance Chapter in this Annual Report

## Compliance Function

The banking industry is growing increasingly complex along with the growth of global information technology and integration of the financial market. With intense business competition among banks, this comes as a particular challenge that the Company needs to address. As such, it is necessary to enforce the principle of carefulness and take measures to mitigate risks associated with the Bank's business activities, both preventive (ex-ante) and curative (ex-post) measures. Ex-ante measures may be taken by complying with the applicable banking principles in order to reduce or minimize risks in the Company's business activities.

The Company has always consistently executed its compliance function, i.e. a set of preventive actions or measures. This is taken to, among others, achieve compliance culture across all organizational levels and all business activities in the Bank, manage compliance risks and ensure the Company's compliance with the Financial Services Authority or other relevant supervisory authorities.

## Organizational Structure




The organizational structure for implementing the Compliance Function is established based on the Technical Guidelines Number PT.3-A.6 dated September 14 2023, regarding the Organizational Structure of the Head Office, Regional Offices, and Branch Offices. and referred to OJK Regulation No. 46/POJK.03/2017 dated July 12th, 2017 on the Implementation of Compliance Function in Public Banks and has also been set out in the Company's internal policy, which contained the following provisions:

1. Board of Commissioners is responsible for actively supervising the implementation of the Company's Compliance Function.
2. Board of Directors is responsible for fostering and realizing the implementation of compliance culture across all organizational levels and business activities in the Company, as well as ensuring the implementation of compliance function at the Company.

3. Director of Compliance is a member of the Board of Directors who has been authorized by the Financial Services Authority to lead the Compliance Function and Compliance Task Force at the Company, and is responsible for formulating strategies to encourage the realization of compliance culture across the Bank and is also responsible for the performance of duties in order to ensure that the Company's Compliance Function operates properly.
4. Compliance and Governance Division is a Work Unit at the Head Office that serves as the Compliance Task Force for the Company and is responsible for implementing Compliance Function duties across the Company.

## Lead Director of Compliance Function

The Director who leads the Company's Compliance Function is the Managing Director of Compliance and Legal Affairs. Appointment, dismissal, and/or resignation of the Lead Director of Compliance Function has been set out and shall follow the procedures below:

1. Appointment, dismissal, and/or resignation of the Lead Director of Compliance Function is specified in reference to the provisions for an appointment, dismissal, and/ or resignation of the member of the Board of Directors as specified in Bank Indonesia's regulations applicable to public banks, and should pass a fit and proper test in accordance with the applicable provisions of the Financial Services Authority.
2. In the event the Director of Compliance is temporarily unable to perform his/her assigned duties, the performance of such duties shall be temporarily delegated to other Director(s) up to the Lead Director of Compliance resuming his/her normal duties.
3. In the event the Lead Director of Compliance Function resigns or concludes his/her tenure, the Company shall immediately appoint a new Lead Director of Compliance Function. During the vacant period, another Director shall be appointed temporarily handle the duties of the Lead Director of the Compliance Function.
4. In order to satisfy independence requirements, the Director who serves as the Lead Director of the Compliance Function should not have a double role as President Director and/ or other directorial positions that may impair his/her independence.
5. Any replacement of the position of Lead Director of Compliance Function shall always be reported to the Financial Services Authority.

The 2021 GMS held on March 10, 2021, appointed Eko Waluyo as the Director of Compliance and Legal Affairs in accordance with OJK Circular Letter No. 39/SEOJK.03/2016 dated September 13, 2016, on Capability and Fitness Assessment for Candidates for Controlling Shareholders, Candidates for Members of Board of Directors and Candidates for Members of Board of Commissioners of Banks, Director of Compliance may begin executing Compliance Function duties upon approval from OJK. Mr. Eko Waluyo has passed the Fit and Proper Test for Director of Compliance and has received formal approval from OJK on August 09, 2021.

## Duties and Responsibilities of Lead Director of Compliance Function

The duties and responsibilities of the Compliance Director in carrying out the Compliance function include the following:

1. Formulate strategies to encourage compliance culture.
2. Propose compliance policies or compliance principles to be stipulated by the Board of Directors.
3. Stipulate compliance system and procedures to be implemented to develop the Bank's internal provisions and guidelines.
4. Ensure that all policies, provisions, systems, procedures, and business activities operated by the Bank comply with the provisions of the Financial Services Authority, Bank Indonesia, and other applicable laws and regulations, including Sharia principles.
5. Manage and minimize compliance risks.
6. Take preventive measures so that policies and/or decisions made by the Company's Board of Directors do not deviate from the provisions of the Financial Services Authority, Bank Indonesia, and applicable laws and regulations, including by providing a dissenting opinion in the event of policies and/ or decisions deviating from the provisions of Financial Services Authority, Bank Indonesia, and applicable laws and regulations.
7. Perform other duties related to Compliance Function, including monitoring and maintaining the Company's compliance with the commitment that the Company has made to Financial Services Authority, Bank Indonesia, and other relevant supervisory authorities.
8. Ensure that the Company's Compliance Task Force performs effectively in executing Compliance Function duties.
9. Coordinate with Sharia Supervisory Board regarding the implementation of the Compliance Function of the Sharia Business Unit in accordance with Sharia principles.
10. Act as a coordinator for the stipulation of Compliance Function to all business units to achieve good corporate governance.

## Compliance Task Force

The role of the Company's Compliance Work Unit as regulated in OJK Regulation No. 46/POJK.03/2017 dated July 12, 2017 concerning the Implementation of Commercial Bank Compliance Functions carried out by the Compliance and Governance Division, as regulated in the Minutes of Directors' Meeting Number 15 dated May 30, 2022 regarding Organizational Changes. The Compliance and Governance Division (CMGD) is under coordination Director who oversees the Compliance

Function and is separate from the business and operational units, the risk management unit which makes decisions on the Company's business activities, the treasury unit, the finance and accounting unit, the logistics unit and procurement of goods/ services and other units managing information technology.

The Compliance and Governance Division is led by a Division Head who has satisfied the specified criteria as the head of Compliance Function Task Force, as specified in OJK Regulation No. 46/POJK.03/2017 dated July 12, 2017, on Implementation of Compliance Function for Public Banks. Appointment and/or dismissal of the Head of Compliance and Governance Division shall always be reported to the Financial Services Authority in accordance with the criteria specified in compliance related to internal policies, as follows:

1. Satisfying independence requirements as set out in the provisions of the Financial Services Authority.
2. Possessing a deep understanding of the provisions of the Financial Services Authority, Bank Indonesia, and other applicable laws and regulations.
3. Not performing other duties beyond Compliance Function.
4. Highly committed to implementing and fostering a compliance culture.

## Profile of Head of Compliance Task Force

Direksi Perseroan telah menetapkan R. Wahju B. Witjaksono sebagai Kepala Satuan Kerja Kepatuhan Perseroan terhitung mulai tanggal 10 Desember 2018 berdasarkan Surat Keputusan Direksi No. 1037/DIR/2018 tanggal 10 Desember 2018. Penunjukan R. Wahju B. Witjaksono sebagai Kepala Satuan Kerja Perseroan telah dilaporkan kepada Otoritas Jasa Keuangan.



**R. Wahju B. Witjaksono**
**Head of Compliance Task Force**

Indonesian citizen, 53 years old, domiciled in Tangerang, Banten.

### Educational background

- Bachelor of Accounting (Undergraduate), Padjajaran University, Indonesia (1993)
- Master of Management (Graduate), Universitas Gadjah Mada, Indonesia and University of Kentucky, USA (2004)

### Work experience

- System Development Audit Dept Head, Bank BTN (2004-2007)
- Senior App Development-Business Analyst, Bank BTN (2011-2014)
- Deputy Internal Audit Division Head, Bank BTN (2018)
- Compliance and Governance Division Head, Bank BTN (December 2018-present)

### Legal Basis for Appointment

Decree of the Board of Directors No. 1037/DIR/2018 dated December 10th, 2018. Appointment R. Wahju B. Witjaksono as Head of Compliance Task Force.

### Certification

- Refreshment of Level 4 Risk Management Certification dated April 9, 2022
- B20 Indonesia Integrity and Compliance Task Force Conference: Fostering Agility to Combat Money Laundering and Economic Crime Organized by ICAW, dated September 28, 2022

## Duties and Responsibilities of Compliance Function

The duties and responsibilities of the Compliance and Governance Division in executing compliance function is as follows:

1. Develop measures to encourage the realization of compliance culture across all business units in the Company and across all organizational levels.
2. Coordinate with other units in performing identification, measurement, monitoring, and control of compliance risks in reference to the provisions of the Financial Services Authority on the Implementation of Risk Management for Public Banks.
3. Assess and evaluate the effectiveness, adequacy, and conformance of policies, provisions, systems, or procedures implemented in the Bank to the applicable laws and regulations.
4. Review and/or provide recommendations on update and refinement of policies, provisions, systems, or procedures implemented in the Company to maintain conformance to the provisions of the Financial Services Authority, Bank Indonesia, and other applicable laws and regulations, including sharia principles.

5. Take necessary measures to ensure that all policies, provisions, systems, procedures, and business activities operated by the Bank comply with the provisions of the Financial Services Authority, Bank Indonesia, and other applicable laws and regulations.
6. Perform other duties related to Compliance Function, including:
   a. Ensure the Company's compliance with the commitment made to the Financial Services Authority and/or other relevant supervisory authorities.
   b. Conduct socialization for all employees regarding matters related to Compliance Function, particularly in terms of applicable regulations from relevant regulators.
   c. Act as a contact person for compliance issues for both internal and external parties.
   d. Ensure business process in Compliance Task Force has been in accordance with the certification standard ISO 9001:2015.
   e. Ensure the implementation and results of self-assessment of corporate governance based on regulations of OJK in the Holding entity, Subsidiary, the Sharia Business Unit in Bank BTN to ensure the Company's quality process.
   f. Ensure the assessment of good corporate governance implementation by third parties/independents in terms of achieving the Company's goal.
   g. Ensure Operational and Reporting Management related to the Implementation of AML and PPT in the Central Office.

## Compliance Function's Competencies Development

The Company conducts a development program for compliance function's employees to satisfy the competency and expertise sustainably required with education or training methods. Each employee provides an equal opportunity to follow this development program adjusted to the needs of the position's basic and technical competencies. The competencies that have been followed by the compliance function's employees are as follows:

| Education and Training Types | Total Participants |
|---|---|
| **Classroom / Virtual Classroom** | |
| BTN Leadership Forum 2023 | 1 |
| BTN Millenial Leaders 2023 | 1 |
| Data Analytics and Data Presentation | 2 |
| Digital Talent ForDigi | 2 |
| Global GRC Benchmarking Series5 - Europe | 1 |
| Training on Identification of Suspicious Financial Transactions | 9 |
| Impactful Presentation Skill | 3 |
| Internal Audit Debriefing Workshop 2023 | 1 |
| MOOC LinkedIn Learning 2023 | 3 |
| ESG Implementation Training | 4 |
| ASEAN CG Scorecard In-depth Training | 6 |
| Practical Microsoft Excel | 2 |
| Talent Development Program (Leadership) | 2 |
| Talent Development Program (Technical) | 2 |
| KPK Young API Certification in 2023 | 18 |
| Webinar - Improving Bank Collaboration | 8 |
| Webinar - Utilization of Big Data Analysis | 1 |
| Webinar Anti Money Laundering in Digital | 1 |
| APU PPT Webinar "Awareness of TPPU Mode" | 19 |
| Webinar II APU and PPT 2023 | 19 |
| Webinar Leadership - The Future of Compe | 3 |
| OJK Webinar - Free Prevention Strategies | 7 |
| OJK Webinar - Banking Sector P2SK Law | 1 |

| Education and Training Types | Total Participants |
|---|---|
| Workshop ESG Bank BTN | 1 |
| Workshop Team HCCL 2023 | 8 |
| Optimize Selling for Consumer Staff | 1 |
| Refreshment of LHPK Payment System Material | 1 |
| Leading with Impact: Strengthening Your | 1 |
| Pendidikan General Banking Staff | 1 |
| Presentation Design & Data Visualization | 1 |
| Project Management Training | 4 |
| Communication Skills Training | 4 |
| Implementation of the 2023 APU PPT & PPPSPM Program | 2 |
| *Greenship Associate Training* | 3 |
| *Branch Visit Evaluation of Compliance Culture* | 3 |
| Internalization of APU PPT & PPPSPM | 3 |
| Workshop Corporate Governance (IICG) | 3 |
| Pension Fund Seminar | 1 |
| Supervisory Development Program (Onsite) | 1 |
| Integrity Builder Expert Certification | 4 |
| HCBP Training-The Cycle of HC Practices | 1 |
| *Cyber Prevention & Handling Workshop* | 5 |
| COBIT Training 2019 & Certified 2023 | 1 |
| ITIL V4 Training & Certified Exam | 1 |
| Virtual Asset Handling Training | 2 |
| Certified Anti-Fraud & Legal (CAFP) | 1 |
| World Bank Blockchain Applications Webinar | 2 |

| Education and Training Types | Total Participants |
|---|---|
| Operational Training Series | 1 |
| Webinar - Implementation of Data Protection | 3 |
| Webinar Security Awareness Cyber Crime | 3 |
| Refreshment for Risk Management Certification | 7 |
| Webinar OJK Leadership in Changin Atmosphere | 3 |
| Socialization of Countering Terrorism | 15 |
| OJK Webinar - Internet of Things (IoT) | 4 |
| Supervisory Development Program (Online) | 1 |
| POJK Provisions Workshop Number 8 2023 | 20 |
| Indonesia Privacy and Security Summit | 2 |
| **Online / Self Learning** | |
| Webinar II APU and PPT 2023 | 38 |
| Internalization of BTN Mobile | 41 |
| Socialization of Customer Data Management Policy in 2023 | 41 |
| Internalization of Security Awareness, User ID and Password Management | 36 |
| Compliance Excellence February 2023 Edition Anti-Bribery Management System Policy (SMAP) | 41 |
| Legal Risk Awareness Socialization | 39 |
| Compliance Excellence April 2023 Edition - Know Your Employee | 42 |
| APU and PPT Webinar I in 2023 | 40 |
| Compliance Excellence June 2023 Edition - Guidelines for Implementing Procurement of Goods and Services | 41 |
| Compliance Excellence July 2023 Edition - Data Privacy Awareness | 42 |
| Internalization of Corporate Governance (GCG) and Code of Conduct | 42 |
| Socialization of the Implementation of Fraud Risk Assessment (FRA) Technical Instructions | 40 |
| Internalization of IT, Digital and Cyber Risk Management 2023 | 36 |
| Security Awareness Socialization for August 2023 Period | 1 |
| Internalization of Know Your Employee (KYE) | 43 |
| Internalization of PPDigital and New BTN Policies and Procedures | 43 |
| Compliance Excellence September 2023 Edition - Virtual Branch & Online Onboarding for Open Accounts | 43 |
| AMOLA Mini Series Episod 3 2023 | 43 |
| Compliance Excellence October 2023 Edition - KRING BTN Pre-Retirement and Retirement Products | 43 |
| Internalization of the Road Map Program Campaign & Human Capital Strategic Initiatives 2023 – 2025 | 38 |
| Internalization of Bank BTN Outlet Service Standards Policy | 40 |
| Compliance Excellence November 2023 Edition - Limitation of Authority to Deposit and Withdraw Funds and Pick Up Services | 43 |
| Internalization of the Legal Clinic Live Session Podcast in 2023 | 33 |
| Internalization of Strategic Business Units (SBU) | 43 |
| Internalization of New Internal Regulations General Risk Management Policy | 37 |
| Total Education and Training Participants | **1187** |

## Work Program and Implementation of Compliance Function Duties

In 2023, the implementation of the Compliance Function at the Company includes the following matters:

1. One of the Board of Directors' Active Supervision is ensuring the implementation of the Compliance Function and fostering and realizing the implementation of a Compliance Culture at all levels of the organization and business activities of the Company. In this regard, the Board of Directors has approved and established the Company's Compliance Policy proposed by the Director in charge of the Compliance Function which is a guideline in the implementation of business and banking operations and approved and determined the Compliance Procedure as proposed by the Director in charge of the Compliance Function which will be used to compile internal regulations. The Company must always comply with and not violate the provisions of the Financial Services Authority, Bank Indonesia and applicable laws and regulations, including Sharia Principles.
2. The Board of Commissioners' supervision of the Company's Compliance Function includes providing a review and approval of the Company's Compliance Policy before it is determined by the Board of Directors.
3. Implementation of the Compliance Function in Corporate Governance. In every decision-making process and discussion related to the Company's business and operations carried out in the Board of Directors meeting forum, the Board of Directors always pays attention to the opinion of the compliance aspect submitted by the Director in charge of the Compliance Function and/or the Compliance Work Unit who submits regulatory provisions related to the material discussed in the Board of Directors Meeting.
4. To support the company's sustainable business growth while still paying attention to the compliance aspect, harmonization steps are needed between the company's interests and compliance in complying with all regulatory provisions that regulate. In order to fulfill this, the Company has taken steps to implement the Compliance Function which includes the following matters:

a. Compliance Review Presentation
In order to ensure the compliance of the company's internal regulations, products, and/or activities with the provisions of the Financial Services Authority (Otoritas Jasa Keuangan), Bank Indonesia, as well as other applicable Supervisory and Regulatory Authorities, the Compliance Unit submits a review of compliance aspects regarding the draft of internal regulations and plans for activities and operational business plans to be approved and determined by the Board of Directors. This is to ensure that the draft internal regulations and activity plans are in line with the provisions of the applicable regulatory laws and regulations.

b. The Implementation of Compliance Check List
The Compliance Unit conducts a Compliance Check List process for several activities required by Banking Regulations, including:
- Compliance Check List for the Assessment of the Capability and Suitability of Bank Management
- Compliance Check List for the Application of the Implementation of New Bank Products
- Compliance Check List for Plans of Opening, Relocation, and Status Enhancement of Branch Networks

5. In order to create a culture of compliance and ensure that all policies, provisions, systems and procedures, as well as the Company's business activities comply with the provisions of the Financial Services Authority, Bank Indonesia and laws and regulations, the Company formulates a strategy to encourage the creation of a Compliance Culture by carrying out activities as follows:
   a. Compliance Culture Enhancement Program.
   - Compliance Excellence
     The aim of this program is for employees to have the same understanding and interpretation regarding existing regulations and to increase compliance culture awareness across all levels of the organization. The selected materials are based on data on fraud from the Internal Audit Division (IAD), the top 10 risks identified by the Enterprise Risk Management Division (ERMD), disciplinary sanctions imposed by the Human Capital Management Division (HCMD), and input from employees of the Compliance Unit.

Throughout 2023, Compliance Excellence has been implemented, attended by all employees as mentioned above, as follows:

| No | Month | Material |
|---|---|---|
| 1 | February | Anti-Bribery Management System Policy (ISO 37001:2016): |
| 2 | March | The implementation of the "Prinsip Mengenal Pengguna Jasa" (PMPJ) or Customer Due Diligence (CDD) principles in the Anti Money Laundering and Countering the Financing of Terrorism (AML/CFT) Program |
| 3 | April | Know Your Employee |
| 4 | May | Customer Complaints System |
| 5 | June | Guidelines for The Provision of Goods and Services |
| 6 | July | Data Privacy Awareness |
| 7 | August | Procedure for Managing ATM, CDM, and CRM Machines: |
| 8 | September | Virtual Branch & Online Onboarding for Open Account |
| 9 | October | Light Loan (KRING) for Pre-Retirement and Retired Individuals at BTN (Bank Tabungan Negara). |
| 10 | November | Limitations on Deposit and Withdrawal Authority, as well as Pick-Up Service. |
| 11 | December | Procedures for Adjusting Increases in Transaction Authority Limits and Pick Up Services |

- Compliance Broadcast
  Compliance Broadcast is an activity of delivering content and/or information related to compliance that is relevant to all employees through a broadcasting mechanism using email media owned by the Company on a regular basis. The purpose of Compliance Broadcast is to increase literacy related to Compliance for all Employees.
  The steps taken by the bank are aimed at building and enhancing employee awareness of fraud incidents, formulating risk mitigation to prevent fraud, improving compliance culture in branch and regional office business and operational processes.

   b. Internalizing New Regulatory Requirements.
   The Compliance Unit has internalized the latest regulatory requirements issued during the year 2023 to all work units and employees to enhance knowledge and ensure understanding and compliance with the new regulations through email broadcasts.
   In addition to being communicated through email broadcasts, internalization has also been carried out through memos to the responsible work units and policy managers for adjusting internal rules if necessary. This includes units that can assist in overseeing the implementation of the internalized provisions, namely the Internal Audit Unit, Risk Management Unit, and Policy and Procedure Unit. Furthermore, a review has been conducted on reporting obligations, and the determination of the division responsible for these reports to the Regulator and/or other Supervisory and Regulatory Agencies.
   All issued regulatory provisions have been uploaded to the Compliance Regulatory Management System (CRMS) as a reference source and a database of regulatory provisions accessible to employees. This is expected to have an impact on the work units responsible for and managing policies, enabling adjustments to internal regulations, a review of reporting obligations, and the determination of the division responsible for reporting to the regulator.

6. Attempts to improve Branch Offices Compliance
   a. Regional Compliance Officer (RCO)
   In order to enhance compliance at the branch offices, the Compliance Unit is committed to optimizing the role of the Regional Compliance Officer (RCO) as the

Second Line of Defense in the Regional Office. The RCO plays a crucial role in assisting in the establishment and monitoring of risk controls at branch offices under their supervision. The duties and responsibilities of the Regional Compliance Officer include:

- Conducting internalization through virtual media and direct visits to Branch Offices/Sharia Branch Offices in its working area to ensure the implementation of Compliance Culture programs related to the AML/CFT Program, Gratification Control, internalization of CRMS (Compliance Regulatory Management System), internalization of Compliance Map parameters that require attention using the Compliance Map Dashboard, and internalization of the Compliance Culture Awareness program using the Compliance Excellence Dashboard.
- Providing independent compliance opinions regarding business and operational processes upon the request of Branch Offices/Sharia Branch Offices and Regional Offices.
- Conducting analysis and evaluation of compliance, monitoring follow-up actions on compliance reports from Regional Offices, as well as Branch Offices/Sharia Branch Offices within the supervision area, as an effort to enhance Compliance Control.
- Reminding Branch Offices/Regional Offices about examination/assessment results conveyed by the Division/External Parties, then presenting potential risks and impacts and providing suggestions for mitigation efforts to address compliance risks.
- Reviewing internal regulations based on feedback from business and operational units at the Branch Office.

b. Implementation of Branch Visit

In order to ensure that the implementation of Compliance Culture is in line with the compliance map scores and to enhance compliance risk awareness at all levels of the organization, to understand the overview of compliance culture implementation at Branch Offices and their outlets, and to gather feedback and information for the evaluation of the compliance culture program, the Bank has conducted Branch Visits under the theme of "Internalization and Strengthening Compliance Culture.

Branch visit activities involve active participation from the management of the Branch Offices (KC) and their outlets (KCS) through presentations by the KC and KCS management regarding the implementation of Compliance Culture. The activities also include conducting focus group discussions (FGD) to formulate the implementation and improvement of Compliance Culture in the future for both KC and KCS. Additionally, the management of KC and KCS expresses their commitment to enhancing risk awareness, especially related to compliance risks in the business and operational aspects of each work unit.

The implementation of Branch Visit affected in the following impacts:

- The management of Branch Offices (KC) and their outlets (KCS) are committed to consistently building and enhancing Compliance Culture by actively involving all employees in implementing corporate culture programs and reminding all employees to prevent fraud.
- The management of Branch Offices (KC) and their outlets (KCS) are committed to optimizing the role of Branch Business Control and continues to coordinate and communicate with the Regional Compliance Officer for the mitigation of operational and compliance risks.

7. Implementation of the Compliance Function in the Pre-Credit Committee Meeting (Pra RKK) and Credit Committee Meeting (RKK) processes

   The Compliance Unit has implemented the Compliance Function in the commercial lending business process, specifically during the Pre-Credit Committee Meeting (Pre-CCM) and Credit Committee Meeting (CCM) through the Compliance Credit Consulting unit. The Compliance Credit Consulting is responsible for providing input on compliance aspects related to meeting requirements related to Maximum Credit Limits (BMPK), debtor and business legality, legality of funded projects, capacity, capital, business prospects, and collateral. It is expected that through discussions at the Pre-CCM forum, compliance-related issues or problems can be mitigated, ensuring that credit decisions are free from compliance risks.

   This has an impact on the bank in that compliance-related issues or problems can be mitigated, ensuring that credit decisions are free from compliance risks. Every commercial credit decision is made in accordance with regulatory provisions and applicable laws, avoiding any violations of compliance requirements.

8. Implementation of Anti-Money Laundering and Combating the Financing of Terrorism (APU and PPT) programs with reference to the applicable laws and regulations. In the context of implementing the APU and PPT program, the Bank carries out several activities which are described separately in the APU and PPT chapter.

**Compliance Risk Managemen**

Management of compliance risk is implemented continuously to improve compliance culture across all business activities and organizational levels, as well as to mitigate the Company's compliance risks.

1. Compliance Risks Faced by the Company

   One of the impacts of exposure to compliance risks is penalty (fines and written reprimand) from relevant regulator, i.e. the Financial Services Authority, Bank Indonesia, Center for Financial Transaction Reporting, and/or other relevant regulators.

2. Compliance Risk Potentials

   Below are the compliance risk potentials that the Bank is exposed to, as follows:

a. Regulatory Check Result
The cause of regulatory fines is the result of examinations conducted by the regulator on reports previously submitted by the bank to the regulator.
b. Delay in the report corrections submission
Delay in the submission of corrections to report that have been submitted to the regulator beyond the set deadline.
c. Delay and/or No Reports submission
Lack of supervision from authorized agencies, internal controls, and monitoring in the submission of reports in accordance with regulatory requirements.
d. Data Errors
Errors in the process of mapping the data categorization source for reporting needs, input errors by employees in the system, and potential errors in formulation or calculations that do not comply with reporting guidelines.

3. Measures to Mitigate Compliance Risks
To mitigate the abovementioned compliance risks, the Compliance Risk Task Force has taken a number of measures, such as:
a. Director's Appeal through a memo to all Divisions, Regional Offices, Branch Offices/Sharia Branch Offices regarding the Mitigation of Fines and/or Written Warnings from the Regulator.
b. The Compliance Unit coordinates to conduct remapping and updating reporting obligations to the Regulator, as well as identifying responsible parties for reporting in each Division. Furthermore, the Compliance Unit also communicates that all Divisions actively coordinate in providing updates on new regulatory reports to the Compliance Unit if they are not yet included in the existing reporting list in the Compliance Regulatory Management System (CRMS).
c. Through the Compliance Regulatory Management System (CRMS), email notifications have been sent as reminders before the reporting deadlines to all Divisions with reporting obligations to the Regulator and/or external parties. This includes monitoring the development of new Bank Products (PPB) and New Activities for the Benefit of the Bank (KKB) as well as activities as Information Technology Service Providers and/or issuing Electronic Banking Service Products for the realization reporting obligations to the Regulator.
d. The Compliance Unit, along with the Data Management Unit and the Risk Management Unit, has discussed the Technical Regulation (PT) on Data Governance, especially related to the RACI (Responsible, Accountable, Consulted, and Informed) Matrix for the Reporting Process to the Regulator. This includes adding data validation activities by the Data Owner Division to ensure the quality and accuracy of the data before being reported by the Reporting Responsible Division to the Regulator. This is expected to have a positive impact on the reporting process to the Regulator, ensuring adherence to the principles of Completeness, Accuracy, Timeliness, and Integrity (CATI) to mitigate data errors and recurring findings by the Regulator.
e. The Compliance Unit and the Risk Management Unit have conducted discussions and mapping together with the relevant Divisions regarding the segregation of duties related to the reporting process to the Regulator or other Supervisory Authorities mentioned above. This includes defining the roles of makers, checkers, and approvers starting from the data owner, data provider, and reporting responsible party.

4. Other Compliance Risk Mitigation
a. Compliance Mapping
The Compliance Unit has developed a Compliance Map as one of the strategies to foster the Compliance Culture of Bank BTN and as a tool to assess the level of compliance of Branch Offices and Regional Offices with parameters, namely:
- Office Branch Fine
- Significant Findings/Fraud Reports
- Corporate Culture Score
- Percentage of of Branch Business Control (BBC) Reports Finishing

Through the Compliance Map, it will have an impact on Branch Offices and Regional Offices to increase awareness of the 4 (four) parameters and improve business and operational processes at the Branch Offices.
b. Compliance Dashboard
The Compliance Unit has developed a Compliance Dashboard to mitigate potential non-compliance by providing confirmation and data verification of Compliance Dashboard parameters to the relevant Work Units. Through the optimization of the Compliance Dashboard, it will have an impact on the related Work Units to formulate preventive measures to minimize operational and compliance risks and mitigate violations of established regulations.

**Implementation of other Compliance Activities**

The Company has also continuously refined its business processes as part of the implementation of compliance activities, which include:

1. In order to implement ISO 37001:2016 Anti-Bribery Management System (SMAP), the Compliance Task Force served as Anti-Bribery Compliance Function (FKAP) with the following duties: supervising the design and implementation of SMAP, providing assistance and guidelines regarding SMAP for employees, ensuring SMAP operates according to applicable standards, and reporting SMAP performance to the relevant governing bodies and top management. Bank BTN has obtained ISO 37001:2016 Anti-Bribery Management System (ABMS) Certification for the procurement of goods and/or services at the Procurement and Fixed Asset Management Division (PFAD), commercial loan at the Commercial Banking Division (CMBD), Corporate Banking Division (CBD), and Wholesales Credit Risk Division (WRD), and small-medium credit at all Regional Offices for SME Restructuring. In order to maintain the ISO SMAP, an audit was conducted by the Certification Board on July

24 – 28 2023. The result indicated that the entire scope of the Re-certification and Surveillance for ISO 37001:2016 SMAP was successful in maintaining the ISO 37001:2016 SMAP. Additionally, in 2023, the scope was expanded to include the Small Medium Enterprise Banking Division (SMBD) and 4 Commercial Banking Centers (Jakarta Raya, Bintaro, Bekasi, and Bandung). An audit for the expansion of the ISO 37001:2016 ABMS scope was conducted by the Certification Body from December 14 to 20, 2023, for the Small Medium Enterprise Banking Division (SMBD) and the 4 Commercial Banking Centers (Jakarta Raya, Bintaro, Bekasi, and Bandung), resulting in the successful certification of the entire expanded scope for ISO 37001:2016 SMAP.

2. Bank BTN has obtained ISO 37301:2021 Compliance Management System Certification on December 30, 2022, with the implementation scope covering the Compliance & Governance Division. The coverage includes the functions of compliance, corporate governance, and anti-money laundering. The implementation of ISO CMS provides guidance, a standardized framework, and process improvements for compliance-related business processes. In order to maintain ISO 37301:2021, a Surveillance Audit was conducted in 2023, and the Compliance Unit successfully retained the ISO 37301:2021 Compliance Management System Certification.
3. Implementation of Integrated GRC (Governance Risk and Compliance) in the Company. In line with the results of the Company's transformation blueprint, namely achieving integrated GRC by implementing governance, risk management and compliance practices in an integrated manner. In the GRC Index Assessment, an assessment method will be implemented for each work unit with Key Performance Indicators, Key Risk Indicators, and Key Compliance Indicators. Each work unit will have a GRC Index which is an indicator of the implementation of aspects of governance, risk management and compliance in an integrated manner.

4. Implementation of the Compliance Work Unit function in the context of Personal Data Protection (Data Privacy).

   The Company is committed to implementing Law no. 27 of 2022 concerning Personal Data Protection (UU PDP) to ensure compliance and suitability of Bank BTN's business processes to the mandate of the law. In addition, the Company is always committed to protecting Personal Data (including customers, employees and vendors), related to the use of banking products and/or services offered by the Bank. In this law, important matters regulated include the following:

   a. Rights of Personal Data Subjects - (Articles 5 -16).
   b. Customer Consent (Customer Consent) – (Article 20-21).
   c. Obligations of Personal Data Controllers and Processors – (Articles 27-30).
   d. Recording of Personal Data Processing (ROPA) – (Article 31).
   e. Personal Data Protection Impact Assessment / Data Privacy Impact Assessment (DPIA) – Article 34).
   f. Incident Handling (Articles 35, 39 and 46).
   g. Functions of Personal Data Protection Officials (Articles 53-54).
   h. Cooperation with Third Parties – (Article 18 and Article 60).

   Based on this commitment, the Company through the Compliance Work Unit has carried out follow-up actions related to Personal Data Protection including:

   a. A sharing session regarding the Personal Data Protection Law was held with the Directors, Division Representatives, Regional Offices, Branch Offices and Sharia Branch Offices. The sharing session discussed the provisions of the Personal Data Protection Law which have an impact on the Bank's business as well as critical matters that management needs to pay attention to in the implementation process.
   b. Conduct a Gap Assessment to provide an overview of existing business conditions (business as usual) that are running with the Personal Data Protection Law and other related policies through reviewing business as usual processes and holding interview sessions with all Divisions related to processes, products and/or services that use personal data with applicable internal policies or procedures.

   Furthermore, the Company will carry out several implementations in the context of internalizing the Personal Data Protection Law in the company's business, including:

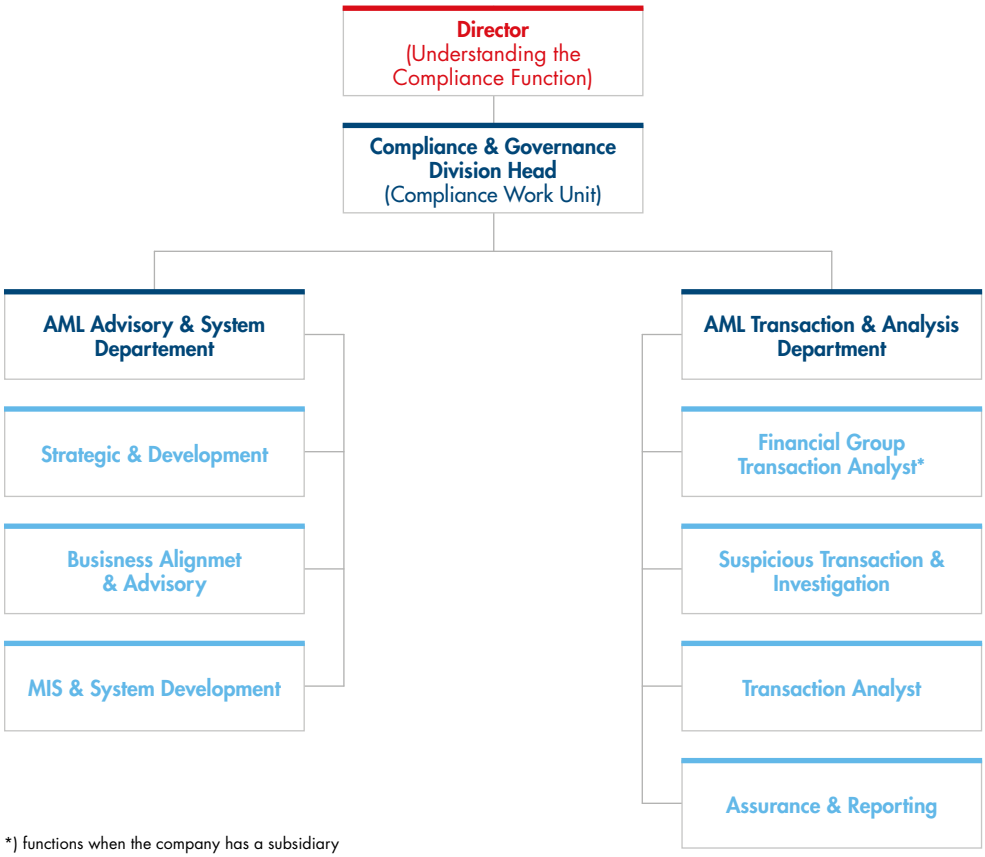
   a. Study of the operating model that needs to be implemented in ensuring the formation of the function of a Personal Data Protection Officer who will supervise compliance with the Personal Data Protection Law.
   b. Preparation of policies, procedures, frameworks and templates for the Customer Consent process, rights of Personal Data Subjects, Collaboration with Third Parties, Handling Data Leaks, Personal Data Protection Impact Assessment Process and Recording Process for Personal Data processing.
   c. Implementation of Privacy by Design for all Bank processes which includes:
      – Ensure explicit valid Personal Data Subject consent.
      – Ensure the preparation of a Recording Process for Personal Data Processing and a Personal Data Protection Impact Assessment Process for all processes that use Personal Data.
      – Ensure that cooperation agreements with third parties accommodate the provisions of the Personal Data Protection Law.
      – End to end Personal Data Protection.

## Anti-Money Laundering (AML), Counter-Terrorism Financing (CTF), and Prevention of the Proliferation of Weapons of Mass Destruction (PFWMD) Program

The Company implemented Anti-Money Laundering (AML), Counter-Terrorism Financing (PPT), and Prevention of the Proliferation of Weapons of Mass Destruction (PFWMD) programs in customer recognition activities by referring to regulations and legislation. As part of the efforts to encourage the effectiveness of implementing the AML, PPT, and PFWMD programs and to comply with regulatory requirements, the Company established a Special Work Unit (UKK) for AML, PPT, and PFWMD at the Head Office. The implementation of the AML, PPT, and PFWMD programs in Regional Offices and Branch Offices is the responsibility of each Regional Office Head and Branch Manager.

### Organizational Structure in the Implementation of AML, PPT, and PFWMD

The implementation of the AML and PPT program is carried out by the Special Work Unit (UKK) AML, PPT, and PFWMD which is structurally under the Compliance Work Unit (SKK) of the Head Office and is directly responsible to the Director who is in charge of the compliance function which can be described as follows:




*) functions when the company has a subsidiary

To implement the AML, PPT, and PFWMD programs effectively and in compliance with regulatory requirements, apart from Special Work Unit (UKK) for AML, PPT, and PFWMD at the Head Office, the AML, PPT, and PFWMD programs were also implemented at Regional Offices and Branch Offices.

### Anti-Money Laundering and Counter-Terrorism Financing Program (AML and CFT)

**Submission of Reports and Data to Regulators and/or Law Enforcement Officials (APH)**

1. Submitting Financial Transaction Reports to the Center for Financial Transaction Reports and Analysis (PPATK) as follows:
   a. Cash Transaction Report (LTKT)
   b. Suspicious Transaction Report (LTKM)
   c. International Funds Transfer Instruction Reports (LTKL)
   d. Integrated Service User Information System Report (SIPESAT)

2. Conveying Data/Information Compliance to the Law Enforcement & Regulatory Officials as follows:
   a. Information System for AML and CFT Program (SIGAP) to the Financial Services Authority (OJK)
   b. Anti-Money Laundering (AML) and Counter-Terrorism Financing (CFT) report via Online Reporting Application (APOLO)
   c. Information System for Suspected Terrorism Financing (SIPENDAR) to the Center for Financial Transaction Reports and Analysis (PPATK)
   d. Electronic Data Exchange Application Report (PEDAL) to the Corruption Eradication Commission (KPK)
   e. Fulfillment of data requests by the Supervisory and Regulatory Agency (LPP) and other Law Enforcement Officials (APGAKUM), namely the Police, National Narcotics Agency (BNN), Prosecutor's Office.
3. Submitting reports related to the Implementation of General Elections and Regional Head Elections to the Center for Financial Transaction Reports and Analysis (PPATK) as follows:
   a. Participating in the Collaborative Analysis Team (CAT) which is a collaborative exchange of information between the Public Sector, namely PPATK, reporting parties, Supervisory and Regulatory Agency (LPP), Law Enforcement Officials.
   b. Monitoring the Special Campaign Fund Account (RKDK).
   c. Screening of political party treasurers, central, and regional management boards.
   d. Screening of the Permanent Candidate List (DCT) of General Election and Regional Head Election participants submitted by PPATK.
   e. Submitting all reports and requests for information related to the implementation of the 2024 General Election and Regional Head Election.

**Awareness Strategic Initiative Program**

1. AML Creative Campaign 2023
   a. AMOLA TikTok Competition 2023
      AMOLA TikTok Competition was a content creation competition with the themes of AML, PPT, and PFWMD via TikTok social media using the work of AMOLA Cipta Jingle in 2022. The AMOLA TikTok Competition was attended by representatives of each Work Unit from the Head Office, Regional Offices, and Branch Offices.
   b. AMOLA Mini-Series 2023
      AMOLA Mini-Series was a short film with a theme regarding the implementation of AML, PPT, and PFWMD programs including the Typology of Money Laundering Crimes, Stages of Money Laundering, as well as the Principles of Recognizing Service Users (PMPJ)/Customer Due Diligence (CDD) which consists of 3 (three) episodes. The AMOLA Mini-Series broadcast was carried out on a massive scale through various BTN internal media.
2. Internalization of AML, PPT, and PFWMD Awareness 2023
   a. AML, CFT, and PFWMD Webinar 2023
      Bank BTN held an AML, CFT, and PFWMD On Boarding Session in 2023 through an AML, CFT, and PFWMD Webinar by inviting source persons from external parties (PPATK and Banking Practitioners).
   b. AML, CFT, and PFWMD Workshop 2023
      Bank BTN held a Workshop on Internalizing the Regulation of the Financial Services Authority (POJK) Provisions Number 8 of 2023 to increase employee understanding and compliance regarding the impact of implementing POJK Number 8 of 2023.
3. Branch Visit and Surprise Review
   Branch Visits were carried out to increase awareness of Branch Offices by internalizing them to Branch Offices by considering the distribution of the most Suspicious Financial Transaction Reports (LTKM), Ownership of foreigners who come from high-risk countries as well as auditees from the 2022 APU and PPT Thematic Audit.

In addition, a Surprise Review was carried out at the Branch Offices that had been visited to re-confirm employee understanding and to evaluate the effectiveness of the Branch Visit activities.

## Legal Case

### Table of Lawsuits

| No. | Legal Case | Total | | |
|---|---|---|---|---|
| | | Civil | Criminal | Industrial Relations |
| 1. | Already settled (has permanent legal force) | 137 | 8 | 3 |
| 2. | In the process of settlement | 151 | 9 | 2 |
| **Total** | | **288** | **17** | **5** |

## Legal Cases Facing The Company

### Table of Legal Cases Faced by the Company

| No | Main Case/ Lawsuit | Settlement Status | Impact on the Company | Management Effort | Verdict | Risk and Claim Amount |
|---|---|---|---|---|---|---|
| 1 | Lawsuit related to the settlement of the debtor's certificate in full. | Judicial Review (PK) Process at the Supreme Court | Bank is at risk of paying Compensation | Bank BTN submitted a Memorandum of Judicial Review (PK) | None | Material: IDR 1,191,779,350,- |

| No | Main Case/ Lawsuit | Settlement Status | Impact on the Company | Management Effort | Verdict | Risk and Claim Amount |
|---|---|---|---|---|---|---|
| 2 | The lawsuit is related to the settlement of the debtor's certificate in full. | Cassation Process at the Supreme Court | Bank is at risk of paying Compensation | Bank BTN filed a cassation legal action | None | Material: IDR 108,000,000,- |
| 3 | Lawsuit regarding fraud committed by a third party marketing agent who applied for fictitious credit to another bank and the disbursement was made through a BTN Bank account. | Judicial Review (PK) Process at the Supreme Court | Risk of Bank paying Compensation | Bank BTN files legal action for Judicial Review (PK) | None | Material: IDR 2,436,962,487,- |
| 4 | The lawsuit is related to a dispute over collateral land. | Judicial Review (PK) Process at the Supreme Court | Risk of Bank paying Compensation | Bank is at risk of paying Compensation | None | Material: IDR 1,699,100,000 |
| 5 | The lawsuit is related to Bank Guarantees. | Cassation Process at the Supreme Court | Risk of Bank paying Compensation | Bank BTN filed a cassation legal action | None | Material: IDR 14,138,723,096 |
| 6 | The lawsuit is related to the debtor's internal conflict which places Bank BTN as a party in the lawsuit. | Cassation Process at the Supreme Court | Risk of Bank paying Compensation | Cassation Process at the Supreme Court | None | Material: IDR 2,635,000,000,- |

During 2023, there will be no decisions with permanent legal force (inkracht) stating that the Company has been proven to have committed violations regarding labor/employment/ consumer or customer/bankruptcy/commercial/competition or environmental issues.

## Lawsuits/Important Issues Faced by The Board of Directors and Commissioners

During 2023, no current members of the Board of Directors and Commissioners of the Company had either civil or criminal legal issues.

## Lawsuit/Important Issues Faced By Subsidiaries

Until 2023, Bank BTN does not yet have a Subsidiary, so there is no information on legal issues being faced by Subsidiaries.

## Administrative Sanctions Imposed on The Company, Members of The Board of Commissioners and Directors by The Capital Market Authority and Other Authorities

The Company strives to fulfill its responsibilities and comply with all Laws and Regulations, Regulations of the Financial Services Authority and other Authorities that apply to the Company. Throughout 2023, there were no administrative sanctions imposed on the Company that affected the continuity of the Company's business and there were no administrative sanctions imposed on members of the Board of Directors or members of the Company's Board of Commissioners.

## Access to Company Information and Data

The Company provides access to information and data, both financial and non-financial related reports to the public in a transparent manner through various media such as websites (in two languages), mass media (press releases), internal magazines/ bulletins, meetings with analysts, IDX official website, product posters and banners, corporate actions, Company presentation materials to the public and so on. Access to Company information regarding financial and company information, among others, can be done through the following media:

1. Website **www.btn.co.id** which is presented in Indonesian and English, as well as conveys information regarding the following:
   a. Shareholder information up to individual ultimate owners;
   b. Financial performance analysis;
   c. Annual financial statements for the last 5 years; and
   d. Profile of the Board of Commissioners and the Board of Directors.
2. For more information, customers can **contact Call Center 1500 286** or email **csd@btn.co.id.**
3. Investors can directly contact the Company's Corporate Secretary/ **Investor Relations on email: investor_ relations@ btn.co.id or telephone to (62-21) 633 6789 ext: 2003.**
4. The company also continuously submits information disclosure reports and/ or material facts to the Financial Services Authority and the Indonesia Stock Exchange as well as through the electronic reporting systems: **spe.ojk.go.id** and **idxnet. co.id** and the **website www.btn.co.id.**

5. Information through other media, including mass media (press releases), internal magazines/bulletins, posters, and banners.
6. Report submissions to regulators, analyst meetings, press conferences, and so on Information through other media, including mass media (Press Releases), internal magazines/ bulletins, posters and banners. In addition to more specified information about the Company, the public and investors can contact:

**Corporate Secretary**
**Ramon Armando**
**Menara BTN**
Jl. Gajah Mada No.1, Jakarta Pusat 10130
Telp: (021) 6336789 ext. 2003
Faks: (021) 6336719
Email: csd@btn.co.id

## Investor Relation

The Company always maintains a harmonious relationship with shareholders, potential investors, analysts and other capital market communities by holding regular activities such as meetings with analysts/investors on a national and international scale as well as performance exposure to the public. The Company also fulfills information disclosure obligations as regulated in the Capital Market such as Disclosure of Material Information or Facts, Financial Statements, Annual Reports and Certain Shareholders Reports.

The contacts for the Company's Investor Relations are as follows:

**Investor Relations**
**Winang Budoyo**
**Menara BTN Lt. 16**
Jl. Gajah Mada No. 1, Jakarta 10130
Telp : +62 21 63870107
Email : investor_relations@btn.co.id
Website : https://www.btn.co.id/Investor-Relation-Home

## Profile of Investor Relations Head



**Winang Budoyo**
**Investor Relations Head**

Indonesian citizen, 54 years old, domiciled in Bekasi.

### Educational background
- S1 Bachelor of Economics – Universitas Indonesia
- S2 Master of Economic Studies – University of Queensland

### Work experience
- *I*nvestor Relations & Research Division Head and Chief Economist BTN (2020 – present)
- Investor Relations Department Head and Chief Economist BTN (2018 – 2020)

### Legal Basis for Appointment
21/KUASA/DIR/2020 dated April 28, 2020

## Investor Relation's Duty and Responsibilities

Communication programs to the capital market community are implemented through regular and on-demand public exposures. Investor Relations actively organizes meeting forums with analysts, investors, rating agencies and other capital market communities to ensure that information disclosure can be carried out properly. The authority of Investor Relations following the Special Policy (KK) 9-AA is as follows:

1. Manage all communication activities with analysts, investors and the capital market community to provide an overview of the company's performance and prospects to analysts and investors.
2. Managing all communication activities with analysts and investors, including the capital market community starting from communicating Bank BTN's performance and developing an appropriate image, to carrying out communication programs to the capital market community to provide an overview of the company's performance and prospects to analysts and investors.

3. Ensure that the quality of data collected regarding business performance and prospects is valid and accurate data to be communicated to the investor community and capital market community in order to optimize investment in the Company. Manage and ensure accurate data collection activities to support analysis and modeling to optimize investment in the company.
4. Managing the availability of reports related to investor responses, valuation, and stock performance to the Board of Directors to provide opinions in preparing the company's business and financial strategies.
5. Supporting the reporting process to regulators to fulfil the compliance functions in accordance with applicable regulations.
6. Managing the Bank's performance communication activities to the public, Bank Investors, and the Capital Market.
7. Ensuring the quality of data communicated in terms of validity, accuracy, and sources of information to provide appropriate information regarding the company's performance and prospects to investors as well as optimizing investment in the Bank.
8. Proactively providing information to the capital markets community and seeking opinions on strategic matters.
9. Managing the procurement of Investor Relations Communication Activities and meetings with other stakeholders regarding the delivery of company business and financial information to provide company prospects to investors in optimizing investment in Bank BTN.
10. Preparing presentation materials for Investor Relations communication activities.
11. Providing Bank data and information regarding Bank performance through the Investor Relations website to provide easier and wider access, in which the information includes:
    a. Monthly and quarterly financial reports, Liquidity Sufficiency Ratio Report (LCR), Net Stable Funding Report (NSFR), Risk Exposure and Capital Report, Entity Financial Report, and Leverage Ratio Report following the Financial Services Authority (OJK) requirements as a banking company in Indonesia.
    b. Publication of consolidated financial reports every quarter and audited for the year-end period in accordance with the Financial Services Authority (OJK) requirements as a public company as well as presentation materials for the Analyst Meeting.
    c. Annual Report which is a comprehensive report for the public and stakeholders on Bank BTN's performance achievements, business, and other activities.

The basic principles used by Investor Relations in communicating with the capital market community are:
1. Fair disclosure of information by taking into account the principles of equitable treatment and transparency.
2. Information is provided by adhering to the precautionary principle and taking into account the applicable confidentiality provisions in the banking sector.

The public exposure methods used are as follows:
1. Direct, which includes: General Meetings of Shareholders, Public Expose, Non Deal Roadshow, Investor Conference, Press Conference, 1-on-1 Meetings, Group Meetings, Conference Call, Branch Visits and Site Visits.
2. Indirect, which includes Annual Reports, Published Financial Statements, Press Releases, Website, Broadcast Media (TV, Newspaper, Online Media), Social Media, and E-mails.

## Implementation of Investor Relation Duties

In 2023, the activities and interactions of the Investor Relations work unit involving investors, analysts, shareholders, rating agencies and capital market players, are as follows:
1. Organizing Analyst Meetings which were held 4 (four) times in a year.

| Date | Topik | Deskripsi |
|---|---|---|
| February 16, 2023 | Analyst Meeting FY22 (audited) | Video Conference Call |
| April 26, 20203 | Analyst Meeting 1Q23 (unaudited) | Video Conference Call |
| July 20, 2023 | Analyst Meeting 1H23 (unaudited) | Video Conference Call |
| November 27, 2023 | Analyst Meeting 9M23 (limited review) | Video Conference Call |

2. Organizing Annual Reviews with national and international rating agencies which were held 3 (three) times a year.

| Date | Rating Agency |
|---|---|
| May 17, 2023 | Pefindo |
| October 19, 2023 | Fitch Ratings |
| November 29, 2023 | Moody's |

3. Interaction and discussions with investors and analysts in the form of teleconferences and in-house meetings throughout the year.

| Date | Activity |
|---|---|
| February 3, 2023 | Mandiri Investment Forum |
| March 2, 2023 | KBSA Live Special Mirae Asset Securities |
| March 31, 2023 | Meet the Company Rivan Kurniawan |
| May 31, 2023 | Local Non-Deal Roadshow BRI Danareksa Securities |
| June 7 – 8, 2023 | Local Non-Deal Roadshow Mandiri Securities |
| June 14, 2023 | Emiten Xtraordinary Bahana Securities |
| June 15, 2023 | Meet & Greet CGS CIMB Securities |

| Date | Activity |
|---|---|
| June 16, 2023 | Emiten Talk Banking & Finance Series Stockbit Securities |
| July 5, 2023 | CuanTalks Podcast Ajaib Securities |
| July 14, 2023 | Non-Deal Roadshow Australia Macquarie Indonesia Securities |
| July 24 – 28, 2023 | Regional Non-Deal Roadshow to Singapore, Hongkong and Kuala Lumpur Macquarie Indonesia Securities |
| August 1, 2023 | UBS Indonesia Banks Day 2023 |
| August 16, 2023 | Emitalk BBTN Indo Premier Securities |
| September 11 – 13, 2023 | Shanghai Indonesia Corporate Day Mandiri Securities |
| September 11 – 14, 2023 | 30th CITIC CLSA Investors' Forum Hongkong |
| October 5, 2023 | NgopiAren BNI Securities |
| September 20, 2023 | SmartTalk RHB Securities |
| September 27, 2023 | Yuanta Regional Investment Forum Yuanta Securities |
| November 2, 2023 | Annual BCP Investor Conference |
| November 20, 2023 | Indonesia SMID Cap Banks Corporate Day Macquarie Securities |
| November 29, 2023 | Public Expose Live with IDX |
| December 6 – 8, 2023 | Local Non-Deal Roadshow with BRI Danareksa Securities |
| December 13, 2023 | Webinar Meet Your Company with Mandiri Securities |

4. Organizing the 2023 Annual Public Expose on November 29, 2023 through Public Expose Live 2023 with the Indonesian Stock Exchange (IDX) with the agenda of Performance Exposure and Press Conference which was attended by 997 participants consisting of retail and institutional investors, shareholders and analysts.

Throughout 2023, the Company fulfilled meeting requests in the form of teleconferences and in-house meetings from the capital markets community, both conducted with the Board of Directors and by the Investor Relations unit.

| Participant | Number of Activities |
|---|---|
| Analyst | 72 |
| Local Investor | 65 |
| Foreign Investor | 78 |
| Rating Agency | 3 |
| Total | 218 |

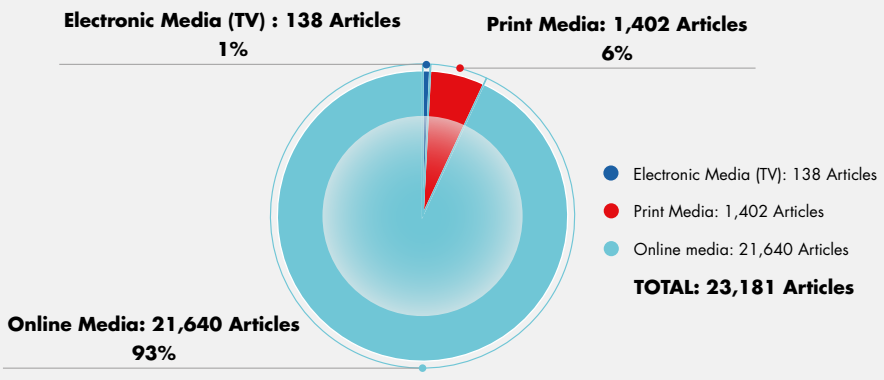
The Investor Relations Unit periodically submits reports on the development of the Company's shares, including unusual market activities, and reports related to inputs, responses and expectations of investors, analysts and other capital market communities towards the Company's business development and performance improvement.

## Media Exposure

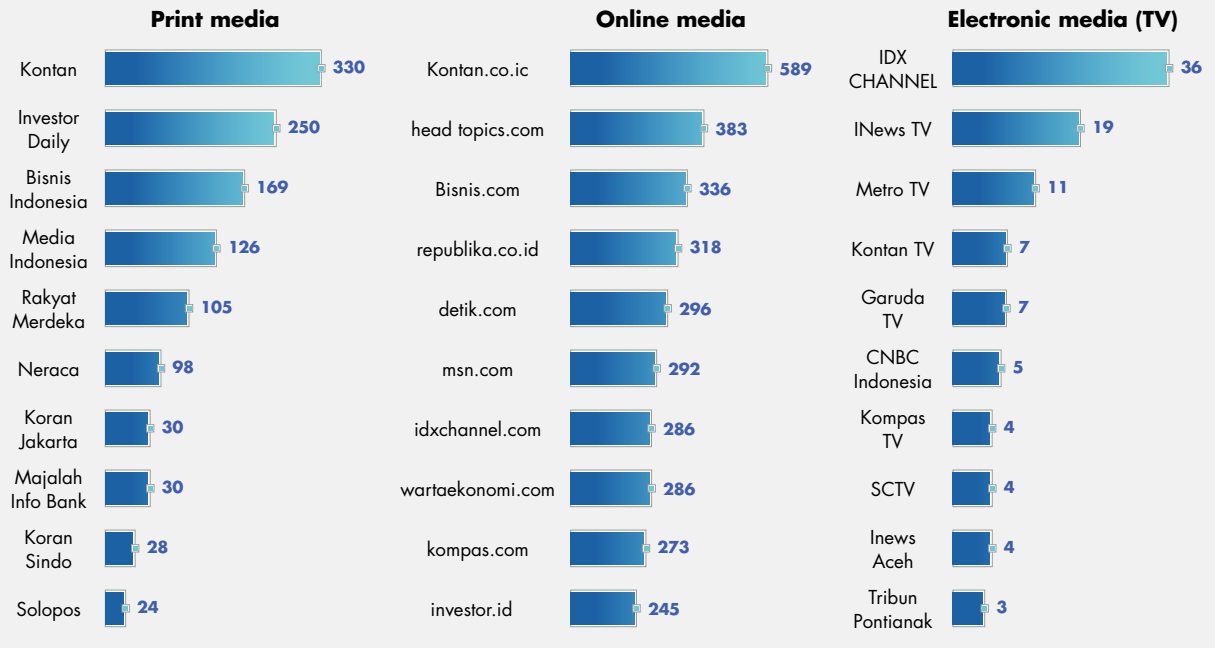
During the period January 1, 2023 to December 31, 2023, the Company received extensive and positive news exposure in the mass media, both print, online and electronic media. Within a year, the Company has distributed 102 (one hundred and two) press releases to the mass media and 85 (eighty five) official photo news which were also distributed to the media. As a result, in the same period, the Company received high news exposure, where there were more than 23,181 total reports, of which 22,892 were positive news published by the mass media. Of the total news, 93% (ninety three percent) was broadcast by online media, including kontan.co.id, headtopics.com,bisnis.com, and Republika.com.

The regional distribution of the Company's news media is dominated by national news media with 16,170 stories

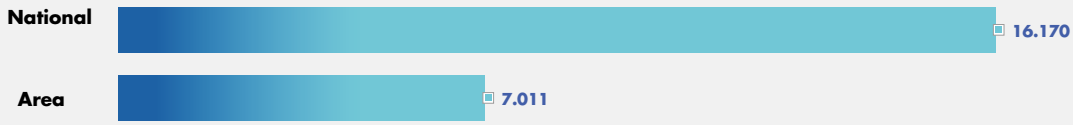
### Distribution of BTN News Media Categories



## TOP 10 BTN Media




## Distribution of BTN News Media Regions for the 2023 Period




**TOTAL: 23,181 Articles**

## Press Conference

| No | Date | Title |
|---|---|---|
| 1 | January5, 2023 | BTN Rights Issue Oversubscribed 1.6 Times |
| 2 | January 8, 2023 | BTN's Rights Issue was a Success, This is What Analysts Say |
| 3 | January 11, 2023 | Reappointed as BTN Director Andi Nirwoto is Behind the Success of BTN's Digital Banking Transformation |
| 4 | January 11, 2023 | GMS Approves Heru Budi Hartono's Resignation as Commissioner of Bank BTN 2022 Back on Track and Optimistic to Welcome 2023 |
| 5 | January 16, 2023 | Celebrating its 73rd Anniversary, BTN Holds Journalism and Photo Awards |
| 6 | January 18, 2023 | 2023, BTN SYARIAH INTENSELY OPENING BRANCHES |
| 7 | January 19, 2023 | Bank BTN Officially Opens Sub-Branch Office in Poso Regency |
| 8 | January 20, 2023 | Housing Ecosystem Becomes Mainstay of BTN Super Apps |
| 9 | January 26, 2023 | Support Zero Backlog Housing in 2045, This is a Strategic Step Proposed by Bank BTN |
| | | |
| 10 | January 27, 2023 | Minister of Finance Supports BTN's Steps to Become the Pride of Indonesia |

| No | Date | Title |
|---|---|---|
| 11 | January 31, 2023 | Achieve Indonesia's Top 3 PLCs and ASEAN Asset Class. Bank BTN's GCG Implementation Gets Recognition in ASEAN |
| 12 | February 2, 2023 | THROUGH BTN SOLUSI, IT'S YOUR TURN FOR GRAMEDIA CREW TO OWN A HOME |
| 13 | February 3, 2023 | Priority BTN Customers Help Make People Have Their Dream Homes |
| 14 | February 7, 2023 | Celebrating 73rd Anniversary, BTN SPREADS DISCOUNTS. SAVE THE DATE AND CHECK THE MERCHANT NOW |
| 15 | February 9, 2023 | 73 Years of BTN Service to the Indonesian Home |
| 16 | February 12, 2023 | BTN Officially Launches BTN Mobile |
| 17 | February 14, 2023 | WORKING ON SHARIA BUSINESS POTENTIAL IN PONTIANAK, BTN OPENS A BRANCH OFFICE |
| 18 | February 14, 2023 | EVEN 18 YEARS OLD BTN SYARIAH REMAINS FOCUS ON SUPPORTING THE NATIONAL HOME PROGRAM |
| 19 | February 16, 2023 | 2022, BTN BOOKS PROFIT OF IDR 3.04 TRILLION |
| 20 | February 2023 | BTN SYARIAH'S PROFITS HAVE ALMOST DOUBLE |
| 21 | February 17, 2023 | Bank BTN Supports MSME Product Shopping Program |
| 22 | February 27, 2023 | BTN Syariah Ready to Expand Home Financing in Aceh |
| 23 | March 6, 2023 | COLLABORATION OF BTN AND BAKTI BUMN VOLUNTEERS TO PRESS STUNTING IN KOLBANO VILLAGE, NTT |
| 24 | March 7, 2023 | BTN ENCOURAGES DIGITALIZATION OF TRADITIONAL MARKETS |
| 25 | March 12, 2023 | BTN DISTRIBUTES HUNDREDS OF MILLIONS TO PRESS STUNTING IN KOLBANO |
| 26 | March 17, 2023 | BTN Urges Customers to Maintain Data Confidentiality |
| 27 | March 19, 2023 | Active BTN Mobile Users Soar |
| 28 | March 19, 2023 | BTN Replaces Funds If Customers Are Not Involved in Fraud |
| 29 | March 20, 2023 | Now Indonesian Cement Distributors Can Take Advantage of BTN Banking Services |
| 30 | March 24, 2023 | BTN is optimistic that in 2023, performance will be even more brilliant |
| 31 | March 27, 2023 | HIGH POTENTIAL, BTN AMBON OFFERS BUNDLING ENTREPRENEURSHIP PACKAGE AND LIGHT EMPLOYEE CREDIT |
| 32 | April 5, 2023 | Encouraging Business Performance, BTN Syariah Collaborates with Makassar Muhammadiyah University |
| 33 | April 8, 2023 | BTN Holds Business Savings Road Show at Tanah Abang Market, Jakarta |
| 34 | April 10, 2023 | TO WELCOME THE EID HOLIDAY, BTN PREPARES IDR 26 TRILLION IN CASH |
| 35 | April 12, 2023 | BTN RELEASES THR MUDIK PROGRAM |
| 36 | April 14, 2023 | RAMON ARMANDO APPOINTED AS BTN CORPORATE SECRETARY |
| 37 | April 18, 2023 | Spreading the Blessings of #RamadanFromHeart, Dompet Dhuafa and BTN Syariah Collaborate to Honor Orphans |
| 38 | April 18, 2023 | BTN and Press Personnel Share Basic Food Packages |
| 39 | April 26, 2023 | BANK BTN CREDIT AND FINANCING EXCEEDS IDR 300 TRILLION |
| 40 | April 27, 2023 | BTN Syariah Net Profit Soars 40% |
| 41 | May 3, 2023 | BANK BTN ADDED NEW CONTACT CENTER NUMBER 150286 |
| 42 | May 18, 2023 | BTN Syariah services are considered satisfactory. This is the fact |
| 43 | May 31, 2023 | Bank BTN is Committed to Resolving Problematic Certificates |
| 44 | May 31, 2023 | Encouraging Economic Growth, BTN is Ready to Hold Mass Contracts for 10,000 KPR Units in One Day |
| 45 | June 7, 2023 | Legitimate! OJK Approves Nixon LP Napitupulu to Become Managing Director of BTN |
| 46 | June 10, 2023 | MAKES HISTORY, BTN WINS HIGHEST PEFINDO RATING |
| 47 | June 13, 2023 | BTN MOBILE MAKES FOREX TRANSACTIONS EASIER |
| 48 | June 16, 2023 | Boosting Non-Subsidized KPR Market Share, BTN Inaugurates KPR Sales Center |
| 49 | June 21, 2023 | One Year Celebration of PLUS by BTN Prioritas Holds Roadshow in Medan |
| 50 | June 21, 2023 | ATM Dibobol, BTN Pastikan Tidak Ada Uang yang Hilang |
| 51 | June 22, 2023 | COOL! BTN SYARIAH WINS THE BEST ISLAMIC PROJECT FINANCE HOUSE 2023 FROM EUROMONEY |
| 52 | June 23, 2023 | DKI Jakarta Anniversary, BTN Jakarta Run 2023 Ready to be Held |

| No | Date | Title |
|---|---|---|
| 53 | June 23, 2023 | BECOMING THE BEST MORTGAGE BANK IN SOUTH EAST ASIA, BTN BIDDING FOR CHEAP FUNDS OF IDR 270 TRILLION IN 2025 |
| 54 | June 28, 2023 | Bank BTN Wins FinanceAsia 23rd Best Companies in Asia Award |
| 55 | July 9, 2023 | BTN Syariah security guard services are considered satisfactory, this is one of the keys |
| 56 | July 17, 2023 | BTN OPENS SUPPORTING BRANCH OFFICE IN SOREANG |
| 57 | July 17, 2023 | BTN SUPPORTS FINANCIAL INCLUSION IN BALIGE TOURISM VILLAGE |
| 58 | July 20, 2023 | BANK BTN PUSHES NTT'S ECONOMY |
| 59 | July 20, 2023 | BTN JAKARTA RUN 2023 OFFICIALLY OPENS TOMORROW |
| 60 | July 21, 2023 | NOT WANT TO LOSE WITH THE PARENT, BTN UUS PROFITS JUMPED BY ALMOST 50% |
| 61 | July 24, 2023 | BTN MOBILE BECOMES MORE COMPLETE WITH INSTANT MENU FEATURES |
| 62 | July 25, 2023 | BTN SYARIAH SUPPORTS HOME FINANCE FOR MUHAMMADIYAH CITIZENS |
| 63 | July 26, 2023 | BTN PRIORITAS WINS ASEAN BANKING & FINANCE AWARD |
| 64 | July 28, 2023 | BTN Syariah is targeted to become a BUS by the end of this year |
| 65 | July 31, 2023 | EARN INTERNATIONAL AWARDS, |
| | | BTN NAMED BEST SAVINGS BANK INDONESIA 2023 IN THE UK |
| 66 | August 4, 2023 | THE RELEASE OF A NEW PROGRAM, BTN MOBILE IS GETTING INCREASINGLY ATTENDED TO THE COMMUNITY |
| 67 | August 10, 2023 | BTN Solusi Expansion, Bank BTN Aims for 22,000 Gramedia Employees |
| 68 | August 11, 2023 | BTN Collaborates with UGM to Invite Students to Become Entrepreneurs |
| 69 | Agustus 19, 2023 | IMPLEMENTATION OF BRANCH TRANSFORMATION HAS A POSITIVE IMPACT ON BTN'S PRODUCTIVITY AND EFFICIENCY |
| 70 | August 24, 2023 | Bank BTN Is Looking at Several Banks to Become Acquisition Targets to Support the Spin Off of Sharia Business Units |
| 71 | August 24, 2023 | Allegedly carrying out a bank robbery attempt, Bank BTN is ready to report AH to the police |
| 72 | August 25, 2023 | Bank BTN Launches Priority BTN KPR |
| 73 | August 29, 2023 | Bank BTN Invites Students to Create Digital Mortgage Innovations |
| 74 | August 31, 2023 | Nixon LP Napitupulu: Home is The One Solution to Monetize Infrastructure Development |
| 75 | September 6, 2023 | Encouraging Optimization of Customer Services, IFG Life and BTN Establish Bancassurance Cooperation |
| 76 | September 9, 2023 | Erick Thohir Appreciates Bank BTN Providing Homes for Football Athletes |
| 77 | September 14, 2023 | Bank BTN Distributes Electric Cars to Loyal Customers |
| 78 | September 15, 2023 | August 2023, BTN Credit Increases Almost Double Digits |
| 79 | September 21, 2023 | Enliven China ASEAN EXPO 2023 (upper) Bank BTN Markets MSME Products to China |
| 80 | September 21, 2023 | HI GEN Z, WANT TO HAVE A HOME? SEE THE BTN KPR SCHEME FOR AGES FROM 21 YEARS |
| 81 | September 26, 2023 | Bank BTN CSR Wins International Award |
| 82 | October 5, 2023 | Thanks to Transformation, Bank BTN Wins The Asian Experience Awards 2023 |
| 83 | October 6, 2023 | From looking for a house to applying for a mortgage, just access the BTN Mobile Super Apps |
| 84 | October 13, 2023 | Ready to Become the Biggest, Bank BTN Encourages Aceh Millennials to Enter the Housing Business |
| 85 | October 13, 2023 | BTN Syariah Ready to Become the Biggest Bank in Aceh |
| 86 | October 19, 2023 | Encouraging Productivity, Bank BTN Focuses on Maintaining Employee Mental Health |
| 87 | October 23, 2023 | TO OVERCOME THE BACKLOG THE GOVERNMENT MUST IMMEDIATELY ISSUE LAW FOR THE PEOPLE'S HOUSES – Pitching News |
| 88 | October 25, 2023 | BTN POSITIVELY WELCOMES THE PROPERTY VAT-FREE STIMULUS |
| 89 | October 28, 2023 | Involving Santri to Overcome Backlog, Bank BTN Educates Santri to Become Developers |
| 90 | November 1, 2023 | The number of registrants is increasing, BTN officially closes registration for the 2023 BTN Jakarta Run |
| 91 | November 5, 2023 | Runners from 21 countries celebrate the 2023 BTN Jakarta Run |

| No | Date | Title |
|---|---|---|
| 92 | November 23, 2023 | BTN OPTIMISTIC THAT KPR WILL GROW HIGHER IN 2024 |
| 93 | November 24, 2023 | Bank BTN Targets Thousands of New Families with Wedding Festival and Housing Exhibition |
| 94 | November 27, 2023 | BTN SYARIAH PROFITS ROOKET TO ABOVE 70% |
| 95 | November 28, 2023 | Sharia Bank Acquisition Plan, BTN Aims for More Cheap Funds |
| 96 | November 28, 2023 | BTN Optimistic that Property Incentives Will Trigger KPR Growth |
| 97 | November 29, 2023 | QUARTER III/2023, BANK BTN ONTRACK PROFIT |
| 98 | December 6, 2023 | BANK BTN COLLECTS WITH MCI TO FORM BTN FUND |
| 99 | December 14, 2023 | Welcoming the Christmas and New Year Holidays, Bank BTN Prepares IDR 19.68 Trillion in Cash |
| 100 | December 18, 2023 | 47 Years of Distributed KPR, Bank BTN Makes the Dream of 5.6 Million Indonesians a Reality to Own a Home |
| 101 | December 18, 2023 | BBTN PROSPECTS 2024 |
| 102 | December 18, 2023 | Welcoming the New Year, BTN Presents 4 New Features on BTN Mobile |

## Bulletin




Edition I in 2023




Edition II in 2023




III Edition in 2023




IV Edition in 2023

## Transparency In Report Submission

The Company fulfills its obligations to Stakeholders and the OJK in accordance with provisions, including those related to transparency and publication of financial and non-financial conditions as follows:

- Other information aimed at supporting information disclosure, financial education and services to the community

Bank BTN Financial Literacy and Inclusion

- Report on the Implementation of Financial Literacy and Inclusion Activities in 2023: reported every quarter (March, June, September, December)
- Financial Literacy and Inclusion Activity Planning Report for 2024: reported in November 2023

Various Financial Literacy and Inclusion activities that have been reported to the regulator (BI and OJK) are as follows:

- Financial Literacy in 2023

| No | *Stream* | Scope | Name of activity | Period | | Freq |
|---|---|---|---|---|---|---|
| | | | | Start | Ended | |
| 1. | Funding | Financial Education | Entrepreneurship talk show with guest stars Alan Budi Kusuma and Susi Susanti | 01/23/2023 | 01/29/2023 | 1 time |
| 2. | Lending | Financial Education | *Marketing and Developer Gathering* | 05/04/2023 | 05/04/2023 | 1 time |
| 3. | Digital | Financial Education | Educate customers about information security | 01/01/2023 | 12/31/2023 | 1 time |
| 4. | Inclusion | Financial Education | SIMOLEK Program (West Java) | 07/01/2023 | 09/30/2023 | 1 time |
| 5. | Inclusion | Financial Education | SIMOLEK Program (Kupang, Surabaya, Denpasar, Malang, Mataram, Bangkalan, Madiun, Jember, Kediri, Singaraja, Banyuwangi) | 07/27/2023 | 09/08/2023 | 1 time |
| 6. | Inclusion | Financial Education | SIMOLEK Program (Makassar, Palangkaraya, Gorontalo) | 08/09/2023 | 08/09/2023 | 1 time |
| 7. | Funding | Financial Education | Socialization of cash waqf in the educational environment | 08/01/2023 | 12/20/2023 | 1 time |
| 8. | Communication & Partnership | Financial Education | *SRIKANDI goes to Campus* | 08/14/2023 | 08/14/2023 | 1 time |
| 9. | Funding | Financial Education | BTN Market beat September 2023 | 09/16/2023 | 09/16/2023 | 1 time |
| 10. | Lending | Financial Education | Socialization of the subsidized KPR program | 10/19/2023 | 10/19/2023 | 1 time |
| 11. | Lending | Financial Education | Education and Training for young Developers in collaboration with HFC (Santri Developer & Millennial Developer) | 10/28/2023 | 10/28/2023 | 1 time |
| 12. | Lending | Financial Education | Training and Empowerment of the community to become entrepreneurs through the Bank BTN Business Camp | 11/09/2023 | 11/09/2023 | 1 time |
| 13. | Lending | Financial Education | Financial Literacy of Prospective Indonesian Migrant Workers and Japanese Interns | 12/14/2023 | 12/14/2023 | 1 time |

- Financial Inclusion in 2023

| No | Stream | Scope | Name of activity | Period | | Freq |
|---|---|---|---|---|---|---|
| | | | | Start | Ended | |
| 1. | Digital | Access Expansion | *Launching Super Apps BTN Mobile* | 02/09/2023 | 05/31/2023 | 1 time |
| 2. | Reporting | Providing financial products and/or services | Improved BTN Call 150286 & 1500286 Services | 05/03/2023 | 05/03/2023 | 1 time |
| 3. | Lending | Access Expansion | *Inauguration of the KPR BTN Sales Center to increase Market Share* | 06/16/2023 | 06/16/2023 | 1 time |
| 4. | Lending | Providing financial products and/or services | Mass KPR contract for 10,000 units at Puri Delta Tigaraksa Housing Complex | 08/08/2023 | 08/08/2023 | 1 time |
| 5. | Lending | Providing financial products and/or services | Increased KPR distribution for the Sharia and Sports Sectors | 09/09/2023 | 09/26/2023 | 1 time |
| 6. | Lending | Providing financial products and/or services | *BTN Bisnis savings roadshow with Alan Budi Kusuma and Director of Distribution Funding* | 09/23/2023 | 09/23/2023 | 1 time |
| 7. | Digital | Access Expansion | Addition of BI-FAST and other payment features to BTN Mobile (Mobile Banking) | 01/01/2023 | 12/31/2023 | 1 time |
| 8. | Lending | Providing financial products and/or services | BTN Preneur activities take the form of an MSME Bazaar assisted by Bank BTN | 01/01/2023 | 12/31/2023 | 2 times |
| 9. | Inclusion | Access Expansion | Opening of branch offices and sub-branch offices (Conventional and Sharia) | 01/01/2023 | 12/31/2023 | 19 times |
| 10. | Inclusion | Access Expansion | The addition of mobile cash cars (BTNMove) in 2023 to increase the availability of access to Bank BTN products and services | 01/01/2023 | 12/31/2023 | 8 times |
| 11. | Funding | Providing financial products and/or services | Ghatering to increase the use of SBN Perdana products | 07/10/2023 | 07/10/2023 | 2 times |

## Code of Conducts

The Code of Conduct is a manifestation of the Company's commitment to ensure the application of high standard GCG that refers to the best practices of credible and trusted banking institutions. Credibility and trust from the public, shareholders and customers are determining factors for the development and continuity of the Company's business. The Company's business activities must comply with applicable laws and regulations and uphold norms and ethics. Awareness of good ethics implementation will enhance and strengthen the positive image of the Company and make it recognized as a Good Corporate Citizen. Therefore, the Company always upholds its integrity by preserving and applying the Code of Conduct as the basis of the attitudes and actions of all Company personnel to work professionally and ethically by using basic principles that refer to the vision, mission, and values as well as applicable internal and external regulations.

### Vision, Mission and Corporate Culture Values as The Foundation of The Code of Conduct

The Company has formulated several policies that serve as ethical and behavioral guidelines for each element of the Company in performing business activities. The Company strives to apply ethical and behavioral standards in all of its business activities in accordance with its vision, mission, and cultural values through the enforcement of the Code of Conduct.




**Vision**
To be Best Mortgage Bank in Southeast Asia by 2025

**Mission**
1. To actively support the government in advancing the wellbeing of Indonesians through home ownership.
2. To realize the life dreamed by millions of Indonesians through the provision of a decent home.
3. To become the home of Indonesia's best talent.
4. To increase shareholder value by focusing on sustainable profitability growth as a blue chip company with solid risk management principles.
5. To become the financial partner to stakeholder within the housing ecosystem by providing end-to-end solutions and excellent service through digital innovation.

**Corporate Culture Values**

Corporate culture values are reflected in the AKHLAK culture as the Company's core values and consist of 18 core behavioral guidelines as follows:

| Culture Value | Main Conduct AKHLAK |
|---|---|
| **A** **Trust**<br>Hold fast to the trust given | • Fulfill promises and commitments;<br>• Take responsibility for the decisions, tasks and actions<br>• taken;<br>• Adhere to moral and ethical values. |
| **K** **Competent**<br>Continue to learn to develop capabilities | • Increase self-competence to respond to ever-changing<br>• challenges;<br>• Help others learn;<br>• Completing tasks of the highest quality |
| **H** **Harmonious**<br>Caring for each other and respecting differences | • Respect everyone regardless of background;<br>• Likes to help others;<br>• Building a conducive work environment. |
| **L** **Loyal**<br>Dedicated and prioritizing the interests of the nation and state | • Maintaining the good name of fellow employees, leaders,<br>• BUMN and the State;<br>• Willing to make sacrifices to achieve a greater goal;<br>• Obey the Leaders as long as it does not conflict with law<br>• and ethics. |
| **A** **Adaptive**<br>Continue to innovate and be enthusiastic in moving or facing change | • Quickly adjust to become better;<br>• Continuously making improvements following technological<br>• developments;<br>• Act proactively |
| **K** **Collaborative**<br>Build synergies | • Providing opportunities for various parties to contribute;<br>• Open in working together to produce added value;<br>• Mobilizing the use of various resources for common goals. |

## Contents of The Code of Conduct

The Code of Conduct contains ethical and behavioral standards for the Company as a business entity and all its elements in interacting with various internal and external interested parties. The application of the Code of Conduct aims to realize ideal behaviors that develop into a work culture based on the noble values believed by the Company. The Code of Conduct is summarized into 4 chapters which are briefly described as follows:

| | | |
|---|---|---|
| **01. Introduction** | | This Code of Conduct is the codification or a compilation of policies, employee regulations, and agreements that have been jointly established between the Company and employees who will influence, shape, and set forth the standards of behavior, both for Management and employees in performing all business activities.<br>The implementation of the Code of Conduct, either Compliance or Non-Compliance, becomes one of the aspects assessed in the employee's performance appraisal. Therefore, the Code of Conduct will always be used as a guideline in the formulation of policies, manuals/procedures and management practices in the Company. The consistent application of the Code of Conduct will demonstrate the Company's efforts in upholding noble business values and ethics in conducting business, while simultaneously reinforcing the principles of Good Corporate Governance. |
| **02. Business Ethics Standards** | 1. | Bank Ethics with Employees<br>Fair employee treatment, employee discipline, and prohibition of employee involvement in the Bank's securities business activities. |
| | 2. | Bank Ethics with Customers<br>The Bank prioritizes customer satisfaction and trust and employees are required to support the Bank's efforts to achieve customer satisfaction. |
| | 3. | Bank ethics with suppliers of goods and services<br>The selection of suppliers of goods and services must be based on an assessment of ability, achievement, compliance and objectivity in price, quality, availability, requirements and services provided by partners/suppliers |
| | 4. | Bank Ethics with Competitors<br>The Bank views competitors as drivers of continuous performance improvement. |
| | 5. | Bank Ethics with Partners<br>The Bank upholds mutual trust and respect, as well as togetherness with business partners in accordance with applicable business principles. |
| | 6. | Bank Ethics with the Government<br>The Bank is committed to complying with prevailing laws and regulations.. |
| | 7. | Bank Ethics with Society<br>The Bank is committed to making a positive contribution to sustainable economic development by paying attention to social responsibility with an emphasis on balancing economic, social, and environmental aspects. |
| | 8. | Bank Ethics with Mass Media<br>The Bank views the mass media as partners and the means of conducting promotions to build a constructive image. |
| | 9. | Bank Ethics with Professional Organizations<br>The Bank fosters good cooperative relationships with professional and regulatory organizations in the context of sharing information and experiences, discussing businessdevelopments, and finding the best solutions of problems of mutual interest. |
| **03. Behavioural Standard Policy** | 1. | Employees at all times must avoid conditions, situations or the impression of any Conflict of Interest and the inappropriate use of position. |
| | 2. | Each member of the Board of Commissioners, Board of Directors, and Bank employees are prohibited from giving and/or receiving something for their own benefit, either directly or indirectly, from business partners who can influence decisions. |
| | 3. | Company organs and Bank employees must comply with legislation and Bank regulations |
| **04. Implementation and Enforcement** | | Each Bank employee must report any evidence of a deviation from the Corporate Code of Conduct to the Human Capital Management & Culture Specialist Division and the identity of the reporter is to be protected. The Division then follows up on each report and submits the results of the study to the Board of Directors and/or Commissioners in accordance with the scope of their responsibilities. Finally, the Board of Directors and Commissioners will make a decision regarding the various actions available, such as coaching, disciplinary sanctions and/or corrective and preventive actions that are required to be performed by direct superiors in their respective work environments. |

## Compliance With the Code of Ethics

The Code of Conduct applies to all Management (Board of Commissioners and Board of Directors) and employees in carrying out every business activities and interacting with all stakeholders. The statement of compliance with the Code of Conduct at all levels of the organization is officially stated through the Board of Directors' Regulation No.16/PD/CMPD/2015 dated December 31, 2015 on Code of Conduct. The Company requires its personnel to sign a statement of compliance with the Code of Conduct called the Integrity Pact and to apply the Code of Conduct. The successful implementation of the Code of Conduct is the responsibility of all leaders in their respective work units. Therefore, they are required to provide understanding of the Code of Conduct implementation to their employees.

## Socialization of the Code of Conduct and the Enforcement Efforts

The Code of Conduct is disseminated to all employees of the Company through **the Digital Room for E-learning Modules (DREAM)** media and a Code of Conduct quiz is provided to determine employee understanding of the Code of Conduct. Commitment to the Code of Conduct implementation is also stated in the Integrity Pact which must be signed by all Directors, Commissioners and Employees of the Company. In addition, the Code of Conduct can also be accessed by all of the Company's Stakeholders through the Company's website.

## Efforts To Implement and Enforce The Code of Conduct

The Company provides strict and consistent sanctions against violations of the Code of Conduct. The imposition of sanctions for violations committed by the Board of Commissioners and Directors is based on the Company's Articles of Association and GMS resolutions. While the imposition of sanctions for employees is carried out in accordance with applicable employment regulations. The Company's efforts to implement and enforce the Code of Conduct in 2023 include:

1. Completion and signing of the Integrity Pact by all employees in accordance with the Code of Conduct values;
2. Internalization of the Code of Conduct, Gratification Control and Anti-Bribery Management System (SMAP) to all Employees through Digital Room for E-learning Modules (DREAM);
3. Cooperating with the KPK through the Professional with Integrity (PROFIT) program which includes competent HR to build integrity in preventing corruption within the Company through participation in training as an Integrity Building Expert (API) and in collaboration campaign with the KPK on preventing corruption through various communication media channels;
4. Implementing the Gratification Control Program in accordance with the established Work Plan and reporting its results to the KPK on a quarterly basis;
5. Managing gratification reports from all work units and reporting them to the KPK in accordance with the provisions;
6. Implementing ISO 37001:2016 Anti-Bribery Management System (SMAP) as a manifestation of Business Ethics and Behavior listed in the Code of Conduct;
7. Implementing the Whistleblowing System (WBS) program;
8. Punishment for employees who violate business ethics.
9. and others.

## Type of Sanctions of Code of Conducts

The Company classifies sanctions for each violation of the Code of Conduct in two types, namely:

1. Administrative sanctions

| Sanction Category | Types of Sanctions | Types of Sanctions | Construction Period |
|---|---|---|---|
| Light Sanctions | Light Letter A | Verbal warning | 3 (three) months |
| | Light Letter B | Written warning | |
| | Light Letter C | Statement of dissatisfaction | |
| Medium Penalty | Medium Letter A | Don't get vacation pay | 1 (one) year |
| | Medium Letter B | Do not get regular salary adjustments | |
| | Medium Letter B | Person Grade reduction by 1 (one) grade (basic salary adjusted) | |
| Heavy Sanctions | Letter A Weight | Decreased person grade by a minimum of 2 (two) grades (basic salary adjusted) | 2 (two) years |
| | Letter B Weight | Termination of employment (PHK) | |
| | Letter B Weight | Termination of employment and reporting to the authorities. | |

2. Financial Sanctions
   Financial sanctions mean compensating for all financial losses that arise as a result of a disciplinary violation.

## Number of Violations and Sanctions Given

| No | Sanction Category | Types of Sanctions | Number of Employees | | | | | | Total Employees |
|---|---|---|---|---|---|---|---|---|---|
| | | | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | |
| 1 | Light Sanctions | Light Letter A | 22 | 23 | 27 | 14 | 9 | 11 | 106 |
| | | Light Letter B | 31 | 15 | 19 | 28 | 5 | 15 | 113 |
| | | Light Letter C | 24 | 25 | 47 | 35 | 6 | 11 | 148 |
| 2 | Medium Penalty | Medium Letter A | 18 | 69 | 62 | 54 | 8 | 15 | 226 |
| | | Medium Letter B | 13 | 53 | 32 | 21 | 10 | 12 | 141 |
| | | Medium Letter C | 9 | 45 | 31 | 16 | 9 | 10 | 120 |
| 3 | Heavy Sanctions | Letter A Weight | 2 | 5 | 10 | 5 | 3 | 1 | 26 |
| | | Letter B Weight | 22 | 40 | 24 | 19 | 42 | 43 | 190 |
| | | Letter B Weight | 0 | 0 | 6 | 3 | 3 | 1 | 13 |
| | **TOTAL** | | **141** | **275** | **258** | **195** | **95** | **119** | **1,083** |

## Policy of Long-Term Performance-based Compensation to Management

Performance-based long-term compensation to management is carried out in the form of 2 (two) programs which are provided in the form of Company shares, namely:

1. Long Term Incentive (LTI)
2. Long Term Bonus

In order to improve the Company's performance in the long term so that the Bank can grow and develop well, since 2020 the Company's management has decided to provide Long Term Incentive (LTI) variable incentives/remuneration for employees at management level in the form of the provision of Shares which are given in 3 (three vestings), namely 1st vesting in 2020, 2nd vesting in 2021, and 3rd vesting in 2022, each vesting is carried out for a locked up period of 3 (three) years. In 2023, as a continuation of the previously implemented LTI program, a Long-Term Incentive policy had been issued, namely giving bonuses in the form of Company shares and carrying out a locked-up period for a maximum of 3 (three) years.

The background to the provision of the Long Term Incentive (LTI) program and long-term bonuses to employees, especially at the managerial level, is as follows:

1. To boost long-term performance, to encourage future and long-term performance.
2. To motivate the employees to contribute positively beyond the Company targets,
3. LTI is a reward program widely used in the industry to support the Company's long-term performance.

Employees receiving LTI are the holders of the key positions with strategic roles as the alignment of Corporate objectives, who also serve as the supervisor and controller of performance achieved by their respective Divisions/Regional Offices/Branch Offices. These include L1 and L2 structural positions, i.e. Head of Division, Head of Regional Office, Head of Branch, Head of Sharia Branch, Deputy / Deputy Head of Division, Deputy Regional Manager Business, Deputy Regional Manager Support, Department Head, Deputy Branch Manager and Deputy Service Manager, Commercial Banking Center (CBC) Head, CBC Manager, Commercial Risk Head, Commercial Risk Manager, Regional Loan Processing Center (RLPC) Head and equivalent positions L1 and L2 as determined by the Board of Directors.

In the process of share buyback, the Company collaborates with a securities company, PT Bahana Sekuritas, for the purchase and administration of shares enlisted under the name of each employee.

The LTI program for the employees will be run in phases for 3 years in 2020, 2021 and 2022 with a total budget of Rp150 billion which can be obtained by the employees through performance target achievement and other requirements set by the Bank, with the following vesting distribution:

1. LTI phase 1/1st vesting in 2020, provided at maximum 50% of the total stock purchase budget for 3 years with 58,983,900 shares purchased on an average price of Rp958.55/share and distributed to 549 LTI recipients.

2. LTI phase 2/2nd vesting in 2021, provided at maximum 25% of the total stock purchase budget for 3 years with 15,936,000 shares purchased on an average price of Rp1,566.62/share and distributed to 599 LTI recipients.
3. LTI phase 3/3rd vesting in 2022, provided at maximum 25% of the total stock purchase budget for 3 years and to be used for BBTN share purchase in 2022.

## Whistleblowing System

The Company's Violation Reporting System (WBS) policy was guided by the Minister of BUMN Regulation No.PER-2/MBU/03/2023 dated March 3, 2023, concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises and the OJK Regulation (POJK) No. 39/POJK.03/2019 dated December 19, 2019 regarding the Implementation of Anti-Fraud Strategy for Commercial Banks. The Company's WBS is part of the internal control system in preventing the occurrence of irregularities and purposes to detect early and prevent the occurrence of irregularities or violations and gradually create an open, sincere, honest and responsible work climate in the Company.

### Submission Mechanism of Violation Reports and WBS Channel

The mechanism for submitting violation reports through WBS is carried out by reporting/ disclosing complaint and sending it based on indications who is the violator, including:

1. In case the Reported Party is the Company's employee up to 2 (two) levels below the Board of Directors and is not a member of the Company's WBS Team, the Independent WBS Manager will submit a report to the Company's WBS Team.
2. In case the reported party is a Bank employee 1 (one) level below the Directors and is not part of the WBS Team, the Independent WBS Manager will submit a report to the President Director.
3. If the reported party is the WBS Team, then the Independent WBS Manager will submit a report to the Main Director.
4. If the reported party is the Board of Directors, the Independent WBS Manager will submit a report to the Board of Commissioners and WBS Manager of the Ministry of State-Owned Enterprises (BUMN).
5. In case the reported party is a commissioner and/or committee under the Board of Commissioners, the Independent WBS Manager will submit a report to the Commissioners and Committee Members under the Board of Commissioners who are not related to the complaint and the WBS Manager of the Ministry of State-Owned Enterprises (BUMN) (specifically when the reported party is the Commissioner).
6. In case the reported party is a joint Commissioner, the Independent WBS Manager will submit a report to the WBS Manager of the Ministry of State-Owned Enterprises (BUMN).
7. In case the reported party is the Directors and/or Commissioners of a Subsidiary Company, the Independent WBS Manager will submit a report to the President Director of the Bank.

The Company also builds supporting infrastructure in implementing WBS policy in which reporters can submit their reports through the following media:

1. PO Box 2828 JKP 10028
2. Website: https://idn.deloitte-halo.com/btnsiips
3. Email: btnsiips@tipoffs.info;
4. SMS: +62 813 8870 1117
5. Whatsapp: +62 813 8870 1117
6. Telepon: +62 21-50928882
7. Faximili: +62 21-50928883

### Whistleblower Protection

The Company is committed to protect to every whistleblower. Protection to the Whistleblower is provided to support the courage of the Whistleblower in reporting alleged violations and/or if there is retaliation from the Reported Person. For whistleblowers who submit WBS reports that are recognized for their accuracy and good faith, the Company can provide protection guarantees as follows :

1. Provision of free and confidential WBS Reporting Media. The reporter will get information on the status of the WBS report submitted by the Independent WBS Manager through the designated media.
2. Guarantee of confidentiality of the Whistleblower's identity, except if there is a lawsuit that requires this identity to be disclosed before a judge.
3. Protection from countermeasures from the Reported Person. This protection may include:

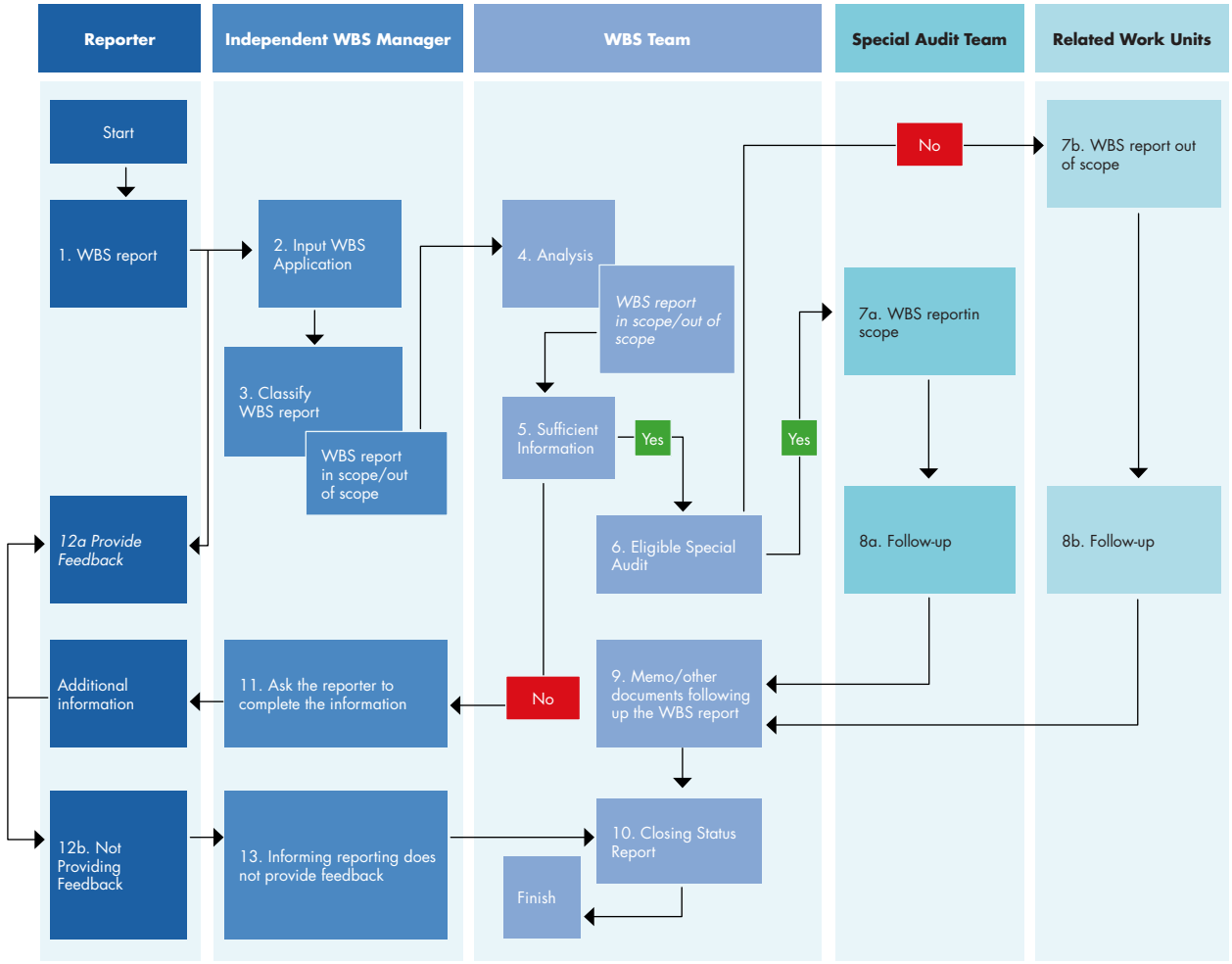
a. Physical and/or psychological protection of both oneself and one's family.
b. Protection of their property and family property against terror or retaliation that must be experienced.
c. Administrative protection in the form of postponement of promotion, dismissal, exclusion from the workplace, inappropriate transfers, including job security, etc.
d. Legal protection, in terms of litigation process based on the applicable provisions.

### The Handling of Complaints

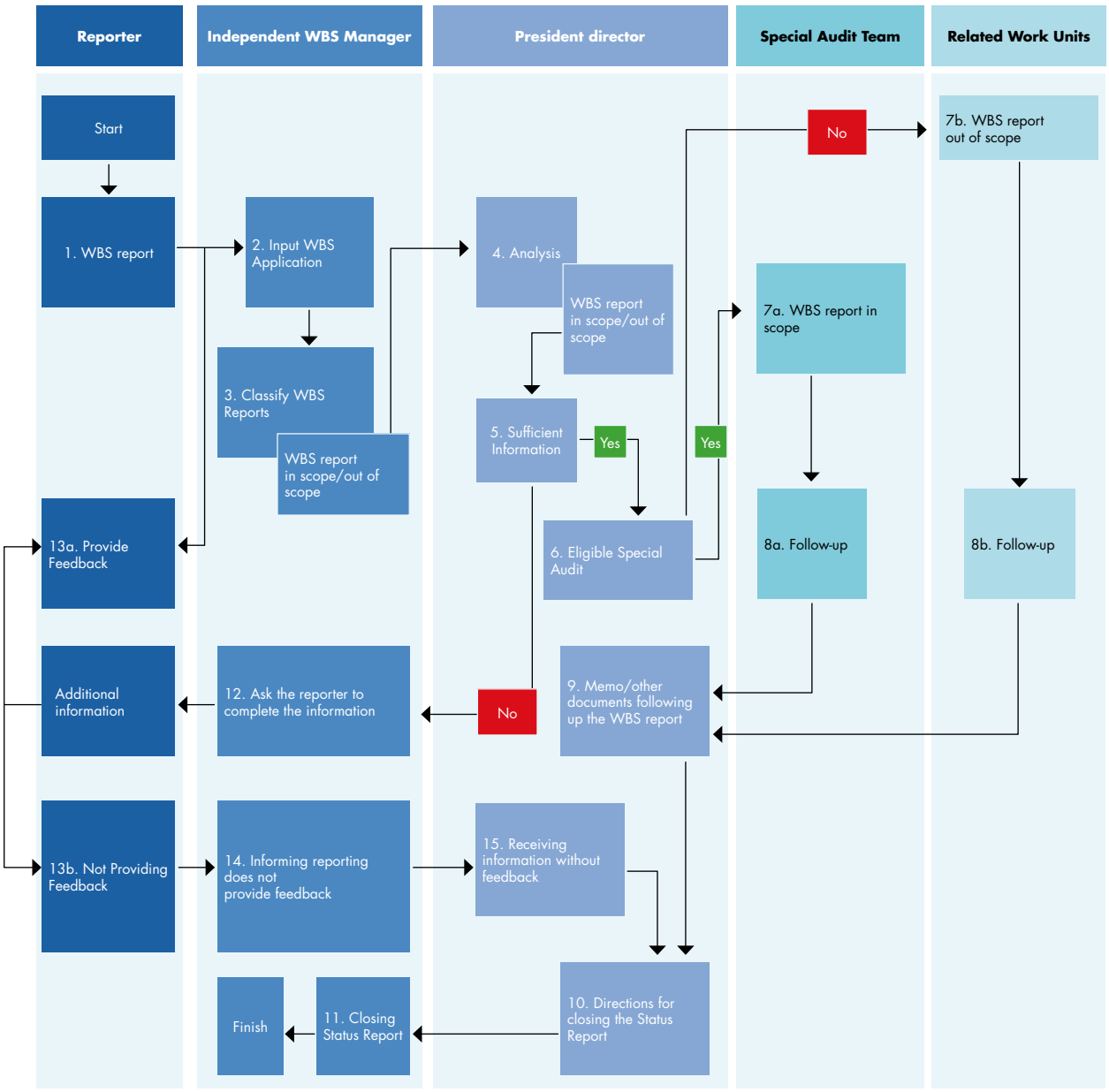
The Company has collaborated with Corruption Eradication Commission (KPK) of the Republic of Indonesia regarding WBS handling in an effort to eradicate corruption. The collaboration purposes to build and improve the effectiveness and efficiency of handling complaints both internally and externally that are integrated in a professional, transparent, accountable manner by prioritizing confidentiality in the context of optimizing the eradication of corruption

Every coming reports will be followed-up by WBS Team with the following mechanism:

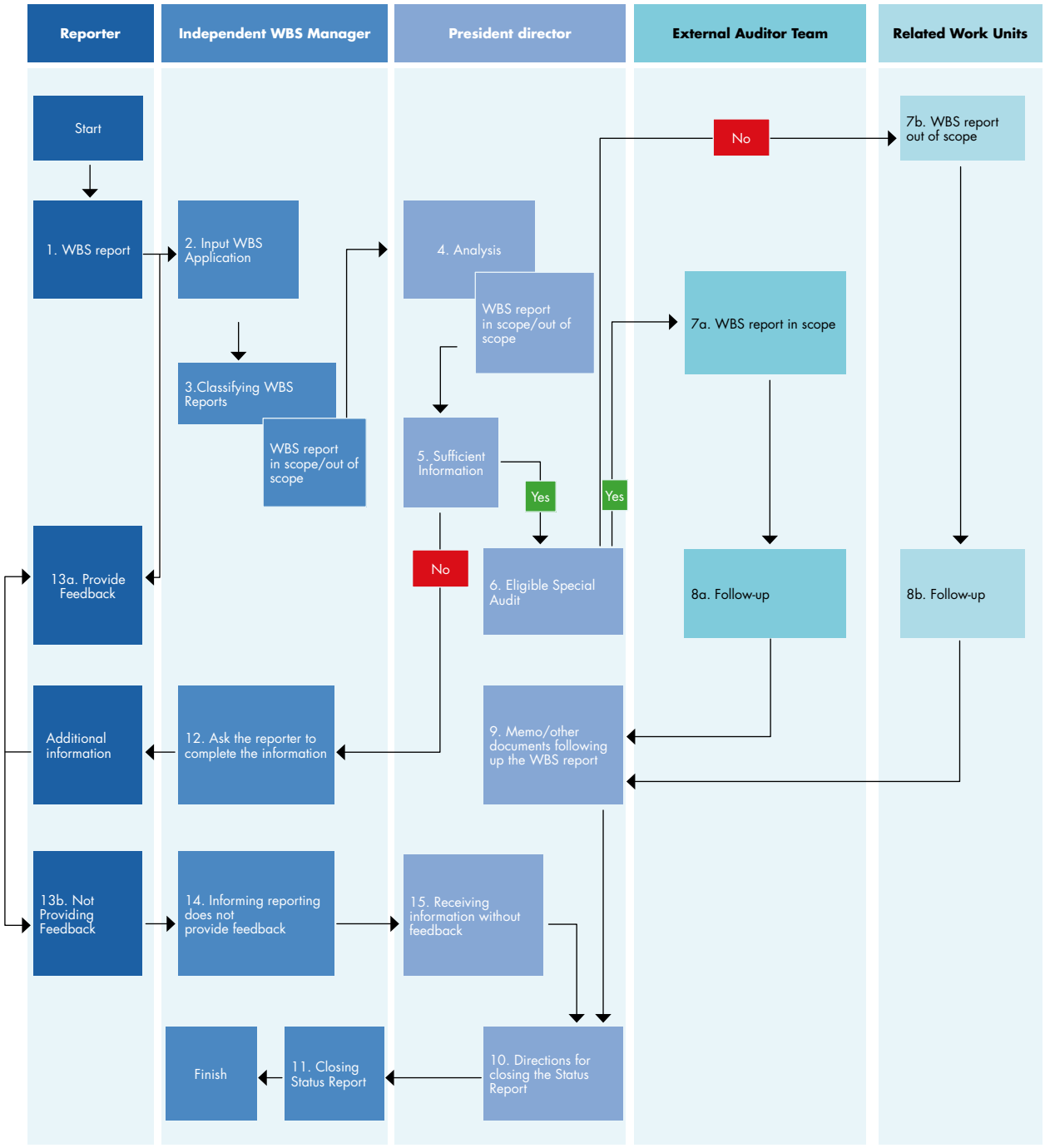
1. If the Reported person is a Bank employee (up to 2 levels below the Board of Directors and not the WBS Team



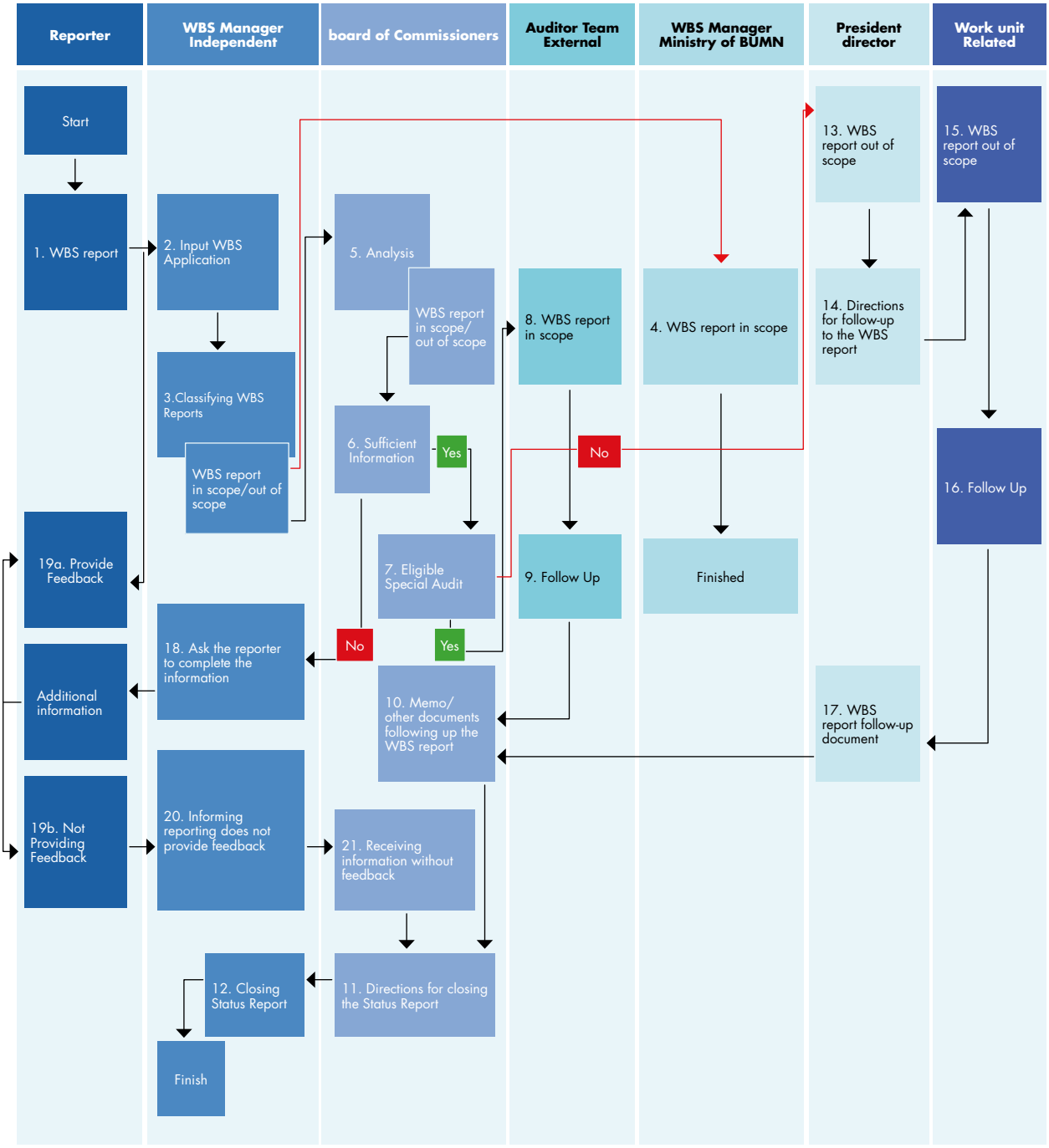
2. If the Reported Person is a Bank employee (1 level below the Board of Directors) and not the WBS Team



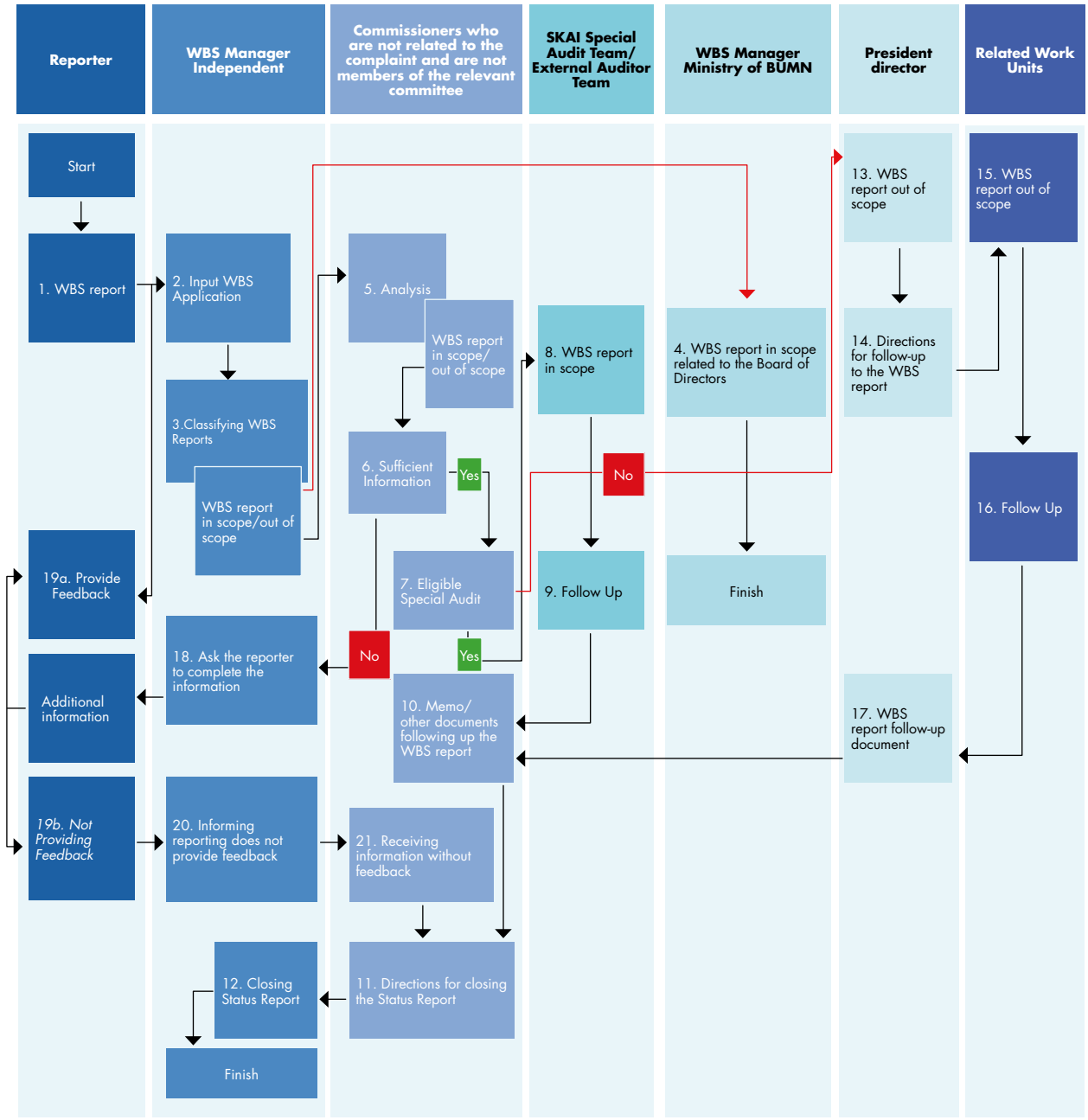
3. If the Reported Person is the WBS Team



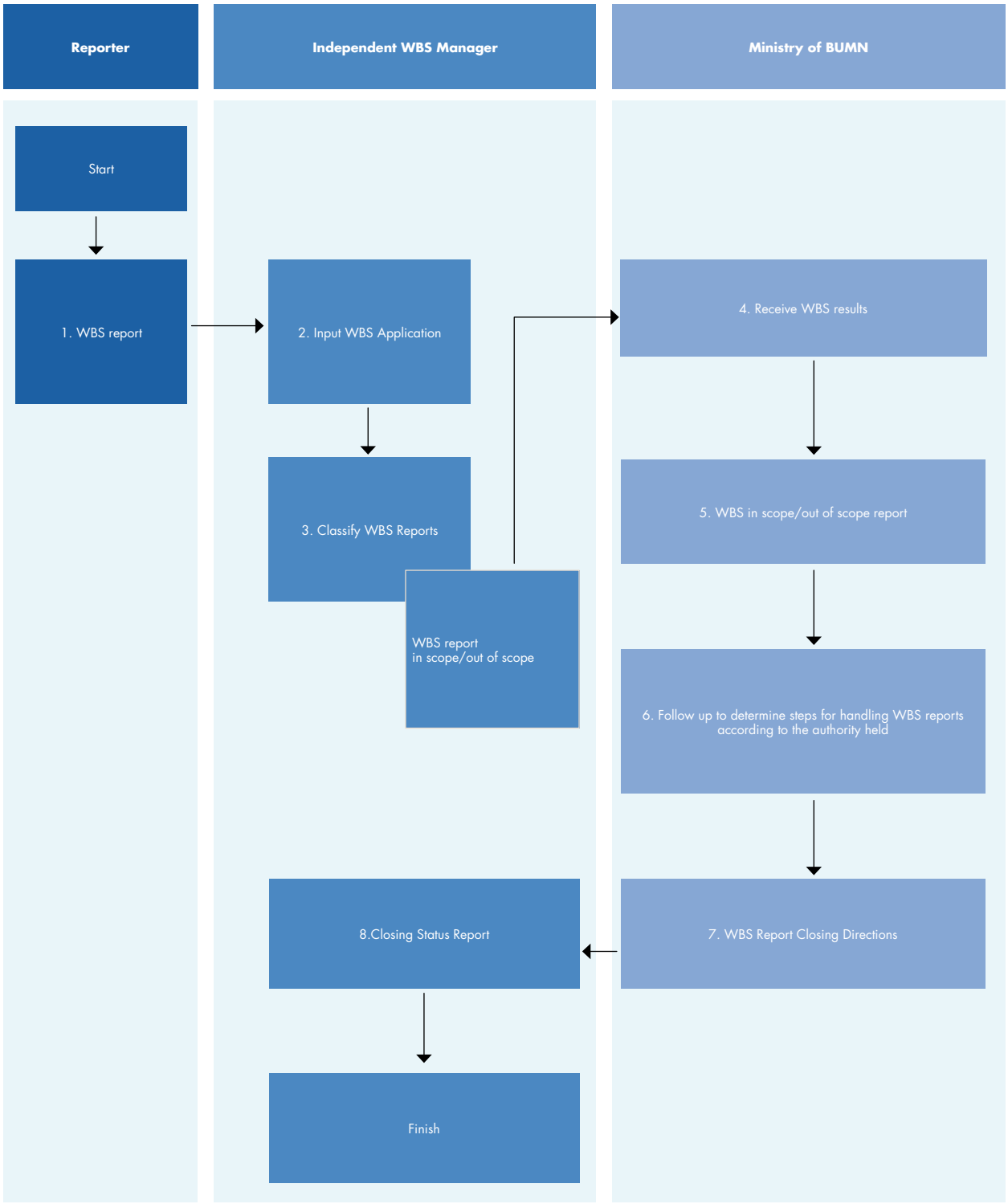
4. If the Reported Person is a Director



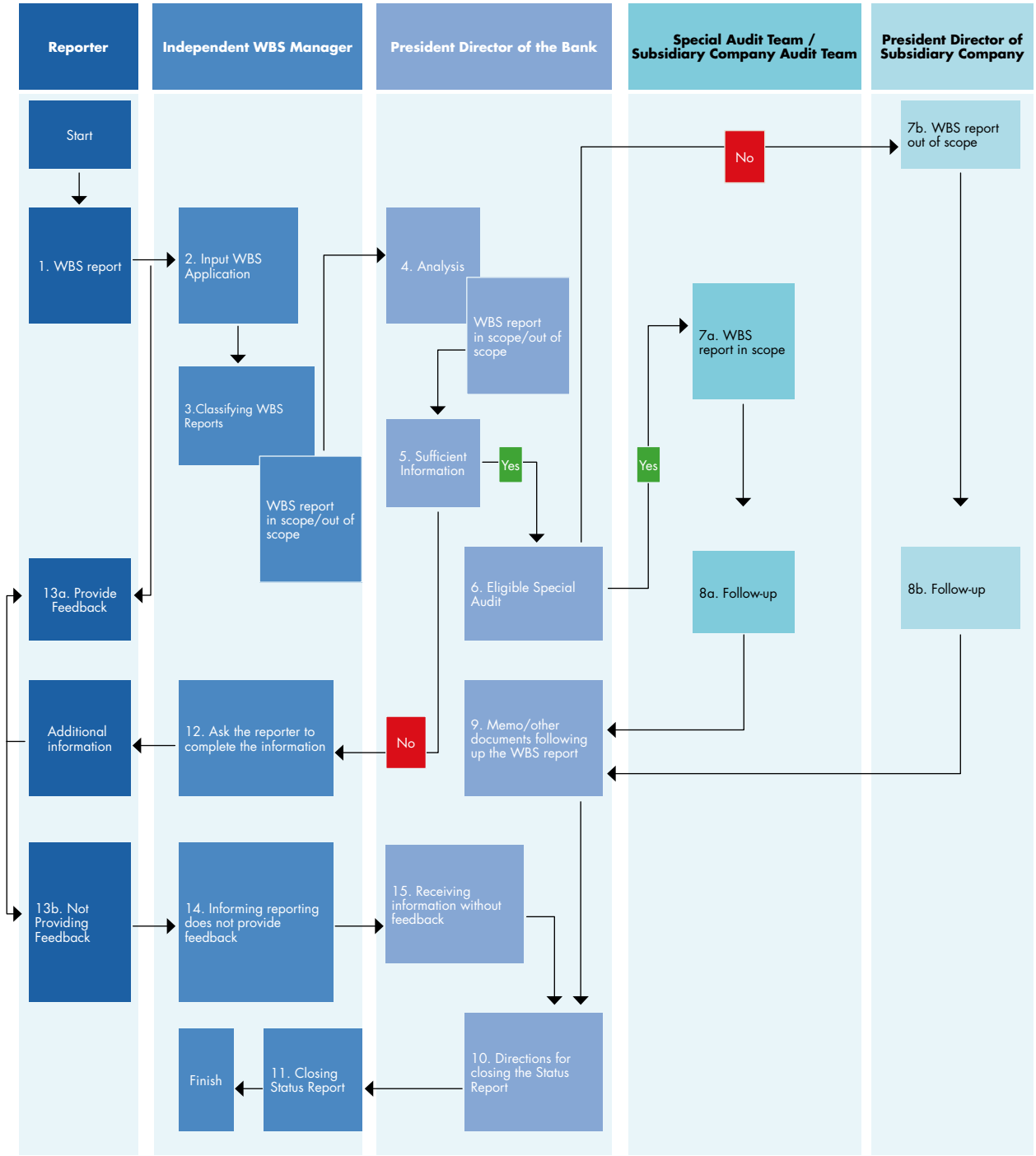
5. If the Reported Person is a Commissioner and/or Committee below the Board of Commissioners



6. If the Reported Person is a Joint Commissioner



7. If the Reported Person is a Board of Directors and/or Commissioner of a Subsidiary



## Types of Violations That May be Reported

The violation in question is an act that is against the law, unethical/immoral acts or other actions that can harm the organization or stakeholders. Several examples of violations and/or irregular practices that may be reported based on the WBS policy include the following:

1. Behavior - Lifestyle
2. Fraud
3. Conflict of Interest
4. Abuse of Authority
5. Bribery/Bribery
6. Gratuity
7. Blackmail
8. Miscellaneous Violations of Law

## Violation Report Management

The WBS Management Structure consists of the Person in Charge of implementation and the WBS Team. The Person in Charge of implementation is the President Director while the WBS Team consists of:

1. Head of Internal Audit Work Unit
2. Deputy Head of Internal Audit Work Unit
3. WBS management Unit led by a Head of Department in the Internal Audit Work Unit

WBS Management Unit is a unit under the Internal Audit Work Unit in charge of handling all processes of implementing WBS duties in the Company's organization. In addition, in managing complaints received on the WBS channel, the Company is assisted by an independent third party.

## Whistleblowing System Socialization

The Bank internalized the WBS by distributing guidelines for the Implementation of the Whistleblowing System (WBS) Policy which was stipulated based on a Directors' Circular Letter as well as direct sharing session presentations to all leaders and employees of the Bank. In addition, to reach all of the Bank's stakeholders, the Whistleblowing System socialization was also carried out through the Bank's website and various media, such as internal newsletters, posters, standing banners, customer gatherings, live presentations of ethical guidelines, and WBS policies.

## Total Complaints and Complaints Processes

The incoming complaints during 2023 amounted to 106 complaints consisting of 30 complaints via SMS/Phone/Whatsapp, and 76 complaints via Email/Website. Based on the number of incoming complaints, 79 complaints were not proven, 6 complaints were still in the process of collecting information/follow-up, and the remaining 21 complaints had been processed and/or had been sanctioned. In detail, the number of complaints forwarded to the audit process in recent years is as follows:

### Table of WBS Complaints Forwarded to the Audit Process

| Year | Submission Method | | | Follow-up | | | |
|---|---|---|---|---|---|---|---|
| | Letter/ PO BOX | SMS/ Telepon/ / WA | Email/ Website | Report closed (not proven) | Report still in the process (Audit Process/ Reporting Process/ Cross Division Process) | The report has been processed and/or has been completed given sanctions (including sanctions administrative) | Report forwarded to Investigators (related to criminal acts general or Corruption) |
| 2019 | 5 | 2 | 3 | 0 | 1 | 9 | 0 |
| 2020 | 3 | 2 | 9 | 0 | 4 | 10 | 0 |
| 2021 | 0 | 2 | 3 | 0 | 0 | 5 | 0 |
| 2022 | 0 | 1 | 1 | 0 | 2 | 0 | 0 |
| 2023 | 0 | 1 | 4 | 0 | 0 | 5 | 0 |

## Anti-Corruption Program

Company is committed to eradicating corruption by encouraging the effectiveness of gratituity control policies implementation, the Whistleblowing System, Management of the Report Assets of the State Administrator (LHKPN), as well as the Anti-Money Laundering Program (APU) and Counter-Terrorism Financing Program (PPT). In addition, the Bank also makes efforts to support the Anti-Corruption Program through the implementation of Certification and Surveillance ISO 37001: 2016 Anti-Bribery Management System (SMAP), the participation in the Integrity Builder Expert Certification (API) and Anti-Corruption Instructor certification (PAKSI).

## Programs and Procedures Conducted to Resolve Corruption Practices

### Anti-Bribery Management System

In line with the commitment to eradicate corruption, on August 11 2020 Bank BTN had ISO 37001:2016 Anti-Bribery Management System certification issued by the SNI ISO 37001:2016 Certification Body for the implementation of ISO 37001:2016 within the Company. The scope of ISO 37001:2016 certification until 2023 is:

1. Procurement of goods and/or services at the Procurement and Fixed Asset Management Division (PFAD).
2. Commercial Credit in the Commercial Banking Division (CMBD) and Corporate Banking Division (CBD).
3. SME Credit Restructuring in all Regional Offices.
4. Wholesale Credit Risk Division (WRD).
5. Small Medium Enterprise Banking Division (SMBD).
6. Commercial Banking Center Jakarta Raya, Bintaro Jaya, Bekasi and Bandung.

In order to maintain the ISO 37001:2016 certificate, from 24 to 28 July 2023 an ISO 37001:2016 SMAP recertification audit had been carried out in the scope of Procurement and Fixed Asset Management Division (PFAD), Commercial Banking Division (CMBD) and Corporate Banking Division (CBD) as well as ISO 37001:2016 SMAP surveillance audit in the scope of Commercial Banking Center Jakarta Raya, Bintaro Jaya, Bekasi dan Bandung SME Credit Restructuring in all Regional Offices by the Certification Body. The Company successfully maintained SMAP certification by obtaining a certificate for recertification and surveillance audit by ISO 37001:2016 SMAP Certification Body. In addition, in order to expand the scope of ISO 37001:2016 SMAP, on December 14 to 20, 2023, an audit was carried out by the Certification Body in the scope of Small Medium Enterprise Banking Division (SMBD) and 4 Commercial Banking Centers (Jakarta Raya, Bintaro, Bekasi dan Bandung) with the results of the entire scope successfully obtaining ISO 37001:2016 SMAP.

To implement the effectiveness of the implementation of the Anti-Bribery Management System (SMAP), the Company has an Anti-Bribery Management System (SMAP) organization based on SNI ISO 37001:2016 consisting of Governing Body, Top Management and Anti-Bribery Compliance Function (FKAP). In this case, Governing Body is the authority of the Board of Commissioners while the FKAP functions in the Compliance and Governance Divisions.

The management of the Anti-Bribery Management System (SMAP) had been running well according to the Guidelines for the AntiBribery Management System (SMAP), including:

1. Signing of Bank BTN's Anti-Bribery Policy in 2023 by Top Management (dhi. President Director) and Governing Body (dhi. President Commissioner) to implement the Company's Management's commitment to anti-bribery.
2. Conducted an assessment of changes in internal and external issues that were relevant to the anti-bribery management system;
3. Conducted an assessment of the effectiveness of actions taken to address the risk of bribery;
4. Conducted an assessment of opportunities for continuous improvement of the SMAP;
5. Internalizing SMAP and Whistleblowing System (WBS) through various socialization media to Debtors and Vendors to improve the quality of SMAP;
6. Signing the Employee Integrity Pact related to SMAP implementation commitment which is renewed annually on a regular basis;
7. Conducted an assessment of the work unit addition certified by ISO 37001:2016 SMAP.

Bank BTN is committed to performing continuous improvement in implementing ISO 37001:2016 Anti-Bribery Management System to accomplish free from corruption, collusion, and nepotism Company. The Bank will always invite business partners/work partners to support the implementation of SMAP ISO 37001:2016 in the Company by signing an Integrity Pact with the commitment that while working with the Company, will not practice gratituities, bribes, or other actions that violate applicable laws and regulations.

The implementation of the Anti-Bribery Management System was expected to increase the trust of all Company stakeholders, including business partners/work partners in establishing cooperation and would increase the efficiency of business processes. The Company, as a financial institution needs to improve its reputation with efficient business processes, GCG, and following international standards, such as ISO 37001:2016.

The final result that would be obtained by the Bank, with the application of ISO 37001:2016, was an increase in the competitiveness of the Bank in the long term so that the Company would be healthier and grow in a sustainable manner. The Company had also implemented SNI ISO 9001:2015 Quality Management System, namely the audit process in the Internal Audit Division, the KPR process in the Non-Subsidized Mortgage & Personal Lending Division, business processes in the Enterprise Risk Management Division, Compliance & Governance Division and Learning Management Division.

**IMPLEMENTATION OF INTEGRITY DEVELOPMENT EXPERT (API) CERTIFICATION PARTICIPATION**

Participation in Integrity Building Expert Certification (API) was achieved to strengthen the Company's integrity system, notably in preventing corruption and as a commitment to the Company's cooperation with the Corruption Eradication Commission (KPK) in the Professional Integrity (PROFIT) program.

API certification was certified personnel who were competent to build a national standard integrity system in efforts to eradicate and prevent corruption. The Bank attempts to construct an integrity system and sustainably strengthen the integrity system, one of which was through API certification.

The Company's employees who had been declared competent and received API certificates from 2019 to 2023 are 85 employees. Competent API certification participants in the future are expected to become a trigger mechanism and could implement the commitments that have been made in the form of follow-up plans after certification, namely increasing integrity awareness, creating risk profiles, and mitigating them regarding activities in work areas prone to corruption, encouraging the establishment and strengthening corruption prevention policies in the work environment or agencies by executing internalization through webinar activities and GCG socialization and Disciplinary Provisions to all employees in the work environment on a regular and continuous basis.

The Company's participation in the implementation of the Integrity Building Expert (API) certification organized by the KPK Professional Certification Institute (LSP) in 2023 was followed by 2 schemes, namely Main API and Young API consisting of 2 batches, namely Batch 1 (February 14-15, 2023) and Batch 2 (July 25-27 2023) starting from the e-learning process to the implementation of the assessment, there are 8 employees in the implementation of the Main API certification and 18 employees in the implementation of the Young API certification who are declared competent .

The steps taken to participate in the Integrity Building Expert (API) certification throughout the 2023 period were as follows:

1. Principle Permits Submission of participation and prospective participants' proposals for Integrity Building Expert certification to the Head of the Compliance and Governance Division (CMGD);
2. Internal verification of participants from the Human Capital Management Division (HCMD);
3. Socialization and Technical Guidance from LSP KPK and Compliance and Governance Division (CMGD);
4. In-depth material through e-learning from LSP KPK;
5. Fill in the APL-01 form (the biodata form for prospective competency test participants);
6. Fill in the APL-02 form (self-assessment form for competency test participants);
7. Registration of participants via the LSP KPK link; 8. Implementation of offline Assessments.

At the 2023 World Anti-Corruption Day (Hakordia) Commemoration Event held by the Corruption Eradication Commission (KPK) on Desember 12, 2023 at Istora Senayan Jakarta, the Corruption Eradication Commission awarded one of Bank BTN's API certified employees as an Inspirational Integrity Building Expert in the Most Active API Category 2023. The award was given directly by the Vice Chairman of KPK, Mr. Bapak Nurul Ghufron.

**IMPLEMENTATION OF PARTICIPATION IN ANTI-CORRUPTION EXTENSION OFFICER CERTIFICATION (ACEO)**

In supporting programs and efforts to prevent corruption from the Corruption Eradication Commission, the Bank has participated in Anti-Corruption Extension Officer (ACEO) involving company employees and AERW. Until 2023, 36 people had been ACEO certified. Anti-Corruption Extension Workers (ACEW) were personnel who were occupationally certified as Anti-Corruption Extension Workers, and had the scope of anti-corruption counseling in certain fields, and were assigned by their organization to execute anti-corruption counseling activities within the scope of their organization and their organizational networks.

The Company's participation in the implementation of Anti-Corruption Extension Counselor (PAKSI) certification organized by the KPK Professional Certification Institute (LSP) KPK in 2023 starting from the e-learning process, Anti-Corruption Extension Candidate Training (PELOPOR) to the implementation of the assessment on April 11-12, 2023 there were 8 employees and 1 person from the Association of Employees' Wives and Pensioners (IIKPA) who were declared competent.

The steps involved in taking part in the Anti-Corruption Instructor (PAKSI) certification are as follows:

1. Principle Permits Submission of participation and prospective participants' proposals for Anti-Corruption Extension Officer certification to the Head of the Compliance and Governance Division (CMGD);
2. Internal verification of participants from the Human Capital Management Division (HCMD);

3. Socialization and Technical Guidance from LSP KPK and Compliance and Governance Division (CMGD);
4. Implementation of E-Learning "Basic Knowledge of AntiCorruption and Integrity" which was done independently (online);
5. Fill out the Registration Form for Anti-Corruption Extension Officer Candidate Training (ACEOCT);
6. Implementation of offline ACEOCT Training;
7. Registration of Anti-Corruption Extension Officer (ACEO) Assessment Certification through the LSP KPK link;
8. Implementation of an online Anti-Corruption Extension Officer Assessment (ACEO).

**COMMEMORATION EVENT OF WORLD ANTI-CORRUPTION DAY 2023**

In commemorating World Anti-Corruption Day (Harkodia) on December 21, 2023, Bank BTN carried out a series of activities, including disseminating anti-corruption messages through various media such as the Bank's social media (Instagram, Facebook, and Twitter), videos in the lift, Company LEDs on several roads, virtual backgrounds at video conference meetings of the Company's employees, WhatsApp and email blasts to all of its employees, the Hakordia theme banners in the Lobby of Bank BTN Tower

The Peak Event of the 2023 World Anti-Corruption Day (Hakordia) Commemoration in the Internal Bank BTN environment was held at the Bank BTN Tower on December 21, 2023 with various activities ranging from strengthening the integrity of the resource person, Mr. Wawan Wardiana as Deputy of education and Community Participation of the KPK RI concerning the prevention of corruption in the business sector, the launching of the gratuity reporting web, the awarding of awards for employees reporting gratuities, the symbolic use of API vests class of 2023, the announcement of the winners of the gratification and the exhibition of anti-gratification poster competition and the exhibition of anti-gratification posters by employees.

The award for the gratification reporter was given by the Company's Director of Human capital, Compliance and Legal to 3 selected employees who reported gratuities in 2023 in each category, namely the gratification reporting category with the highest number of reports and the gratification reporting category with the highest nominal amount, and 1 selected employee with the inspirational reporter category.

At the Hakordia event, appreciation was also given to 3 employees who won the 2023 anti-gratification poster design competition by the Compliance and Governance Division Head, and symbolic giving of API Vests to 2 (two) employees representing the Main and Young Integrity Building Experts (API) class of 2023 by the Deputy of Education and Community Participation of the KPK. It was hoped that this appreciation would increase employee motivation in carrying out gratification control and corruption prevention through gratification reporting and API certification as well as inspiration for all employees to become role models in each of their work units and strengthen the integrity system in the Company in order to prevent corruption.

## Gratification Control

Gratification control is an important aspect for the Company to preserve business activities in line with Business Ethics, which highlights the significance of Integrity. The Bank enforces Gratification Control policies aimed at developing the principles of GCG values and instilling the importance of Integrity with all employees so that business activities are constantly founded on Ethics and Responsibility. Gratification Control is likewise compulsory so that the business interests are well maintained ethically and do not conflict with the provisions regarding the prohibition of Gratification.

In line with the aim, Company implements a culture of not accepting gifts or rewards from customers, debtors, vendors, partners, work partners, and other third parties regarding the services provided by employees in performing their duties. It usually experiences its peak in the days leading up to Religious Holidays (Eid Mubarak, Christmas/New Year). The Company always announces in a widely distributed national newspaper, stating that the Board of Commissioners, the Board of Directors, and the Employees of the Company are fully committed to declining the receipt of and/or requesting any gifts or presents in any form either from or to our customers, debtors, partners/vendors, and other related third-parties.

Company also persuades all customers, debtors, partners/vendors/work partners, and other parties who have or intend to conduct business relations with the Company to support this commitment by not giving gifts or gifts of any kind, whether directly or indirectly. Notification regarding this matter is also made by the Bank through written letters to each customer, debtor, vendor, partner, business partner, and other third parties who conduct business relations with the Company.

**MANAGEMENT OF GRATITUITY CONTROL**

Company's sincerity in supporting the eradication of corruption was proved by collaborating with the KPK to sign a commitment to implement the Gratituity Control Program within the Company since June 25, 2014. Based on this commitment, in 2015

Company had internal guidelines and the Gratituity Control Unit (UPG) that played an active role in disseminating awareness and understanding of Gratituity and Anti-Corruption Control.

Company established policies that guide the implementation of the Company's gratification control through Special Policy Number KK.6-A dated April 25, 2022, concerning Gratification Control Procedures and Technical Instructions Number PT.6-A.1 dated April 25, 2022, concerning Guidelines for Implementing Gratification Control. As an initiative to support Gratification Control. The circular letter regulates the following matters:

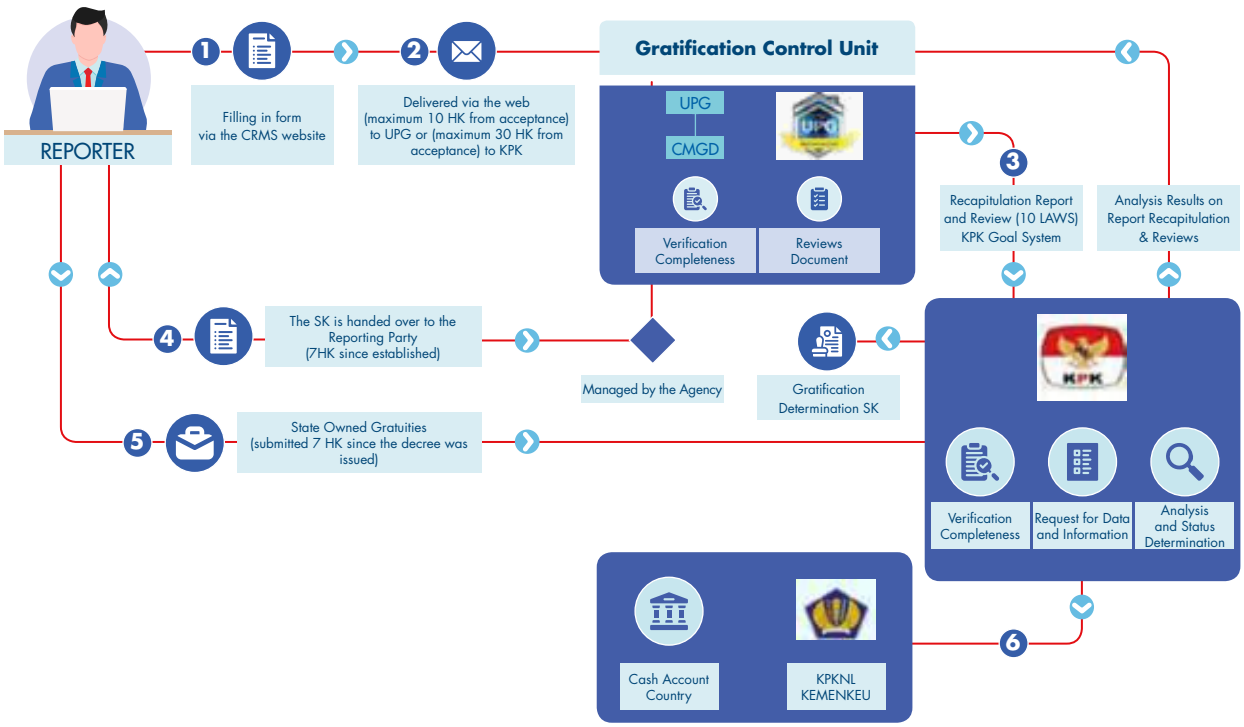
1. General Provisions on Gratituity.
2. Basic Principles of Controlling Gratituity.
3. Gratituity Category.
4. Gratituity Control Manager.
5. Gratituity Reporting Mechanism.
6. Gratituity Control Implementation.

Since 2019, Bank BTN had collaborated with the Corruption Eradication Commission (KPK) in the Professional Integrity movement (PROFIT) through the following activities:

1. Participation in training as an Integrity Builder (API) to oversee corruption prevention efforts;
2. Participation in the Anti-Corruption campaign collaboration program with KPK through various communication media channels;
3. Self-Assessment of adequate checklist of Corruption Prevention Procedure for a corporate (CEK).

**GRATIFICATION REPORTING MECHANISM**

The company has established gratification reporting as regulated in Special Policy Number SP. 6-A issued on April 25, 2022, on the Gratification Control Procedure and Technical Instructions Number TI.6-A issued on April 25, 2022, on the Instructions for Gratification Control Implementation, with the following steps:



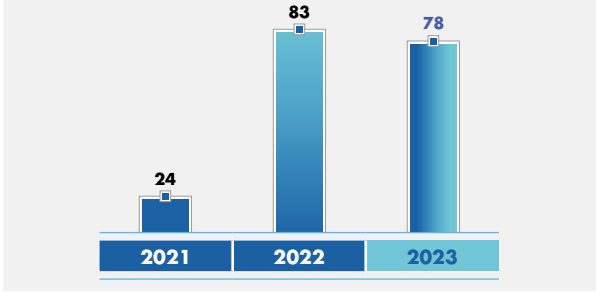
Gratification Reporting Mechanism Figure Description:

1. Employees report the receipt of Gratification to the Corruption Eradication Commission (KPK) through the UPG (d. CMPD) by filling out forms no later than 10 working days from the date the gratification was received. Gratification received by the reporting party is to be kept by the reporting party until a decree from the KPK regarding the ownership status of the intended gratification is issued.
2. Submission of the form is sent via UPG e-mail address: upq.btn@btn.co.id. The form used in this Circular Letter is adjusted to the type of gratification received, with the following explanation:
   a. Use Form 1, if the gratification is in the form of cash and includes bribery gratification;
   b. Use Form 2, if the gratification is obtained from official activities;
   c. Use Form 3, if the gratification is in the form of foods/drinks/parcels to welcome the holiday season. But if the gratification associated with the holiday season is provided in the form of money/vouchers/goods then continue to use Form 1. Other aspects that must also be considered in completing the data on the form are the inclusion of Work Units, positions, detailed descriptions regarding the chronology/events of the gratification referred to as well as any contact telephone numbers and e-mail addresses provided in the process of clarifying reports by the UPG and the KPK.
3. The UPG continues the Gratification report to the KPK within 10 working days after the Gratification report was received by the UPG. Then the KPK handles the Gratification report which includes the:
   a. Verification of the comprehensiveness of the Gratification report;
   b. Request for additional data and information from the related parties;
   c. Analysis of the receipt of Gratification; and
   d. The determination of the ownership status of the Gratification. The process to determine the status regarding the receipt of Gratification reports is within 30 working days after the Gratification report was received by the KPK in full.
4. The KPK issues a decree regarding the status of the receipt of the gratification to the recipient/reporter of the gratification and copies it to the UPG no later than 7 (seven) working days from the date the Decree is stipulated. If the ownership status of the gratification is determined to be managed by the agency, the gratification is submitted to the UPG to be managed by the Company.
5. If the KPK determines the gratification as state property, the reporting party or recipient must render the gratification received to the KPK no later than 7 (seven) working days from the date the decree was issued. Evidence of the rendering to the KPK is to be submitted to UPG.
6. In the case of gratification in the form of cash, then the KPK will deposit the cash that has been rendered by the reporter to the account of the State Treasury and then submits the evidence of its deposit to the reporting party. Whereas if the gratification rendered is in the form of goods, the KPK will submit it to the Directorate General of State Assets and submit the evidence of submission to the reporting party.
7. In the event that the gratification is in the form of money, the Corruption Eradication Commission (KPK) then deposits the money that has been handed over by the reporter to the State Treasury account and submits proof of the deposit to the Reporter. Meanwhile, if the gratification handed over is in the form of goods, the Corruption Eradication Commission will hand it over to the Directorate General of State Assets and submit proof of handover to the Reporting Party.

**REPORTS REGARDING THE GRATIFICATION RECEIPT**

Throughout 2023, there were 78 reports of gratification received from the head office and branch offices, which consisted of reports concerning bribery, official gratification, and gratification of parcels in the lead-up to religious holidays or gratification rejection.

**Number of Gratification Reports in the Last 3 Years**




In 2023, one of Bank BTN's employees was awarded by the KPK at the World Anti-Corruption Day Commemoration Event (Hakordia) held by the KPK at Istora Senayan Jakarta on December 12, 2023. The award was directly given by the Chairman of KPK.

## Workshop/Socialization of Anti-Corruption to The Employee

Throughout 2023, the Company has carried out several activities to encourage the effectiveness of gratification control policy implementation, such as:

1. Dissemination through various socialization media regarding the message of anti-gratification to the whole employee as well as the Company stakeholder through the following activities:
   a. Socialization on the role of wives in gratification control at the IIKPA work meeting in January 2023.

b. Implementation of internalization to all employees regarding illegal Gratification and Anti-Bribery Management System through Digital Room for E learning Modules (DREAM) media in February and September 2023.
c. Circulated an Appeal through an Internal Memo related to the prohibition of Gratification Ahead of Idul Fitri 1444 H to all work units in March 2023.
d. Branch Visit of Gratification Control Unit (UPG) in order to internalize gratification to Branch Offices.
e. Carrying out Women's Socialization and Prevention of Corruption in the Family to Wives of employees at Menara Bank BTN in March 2023.
f. Dissemination of gratuities through poster installation in banking Hall of Branch Office.
g. Internalization of understanding of gratification through the display of the video "Knowing Gratification" on Bank BTN smartshare internal digital media .
h. Infographic socialization of Anti-Gratification Messages related to the Prohibition of Gratification Ahead of Idul Fitri 1444 H to stakeholders through social media Facebook, twitter, and Instagram in April 2023.
i. Infographic socialization of Anti-Gratification Messages related to the Prohibition of Gratification Ahead of Idul Fitri 1444 H to stakeholders through the Sindonews newspaper in April 2023.
j. Infographic socialization of Anti-Gratification Messages related to the Prohibition of Gratification Ahead of Idul Fitri 1444 H through the installation of anti-gratification Twibbone in April 2023.
k. Webinar on Best Practices for Gratification Control and corruption Prevention Strategies in the Business World Sector with the Resource Person of the Director of gratification of KPK in May 2023.
l. Socialization of the Anti-bribery and Gratification Management System to all vendors/ partners of goods and services procurement at Aston Sentul Hotel in June 2023.
m. Socialization of Gratification control, Anti-Bribery Management System and WNS to BTN Stakeholders (internal and externa) through BTN website in July 2023.
n. Conducting an Anti-Gratification Poster Design Competition for all employees in August 2023.
o. Internalization through an internal memo calling for rejecting gratuities related to Christmas 2023 and New Year 2024 to all employees in December 2023.
p. Infographic Internalization Anti-Gratification Message related to Christmas 2023 and New year 2024 to all employees through the B-Gate application, Whatsapp blast and email blast in December 2023.
q. Infographic socialization of Anti-Gratification Messages related to Christmas 2023 and New Year 2024 to stakeholders through social media Facebook, Twitter, and Instagram in December 2023.
r. Installation of World Anti-Corruption Day (Hakordia) theme poster at Bank BTN Tower in December 2023.
s. Infographic Internalization on the theme of World Anti-Corruption Day (Hakordia) to all employees through the B-gate application, whatsapp blast and email blast in December 2023.
t. Infographic Socialization of the theme of World Anti-Corruption Day (Hakordia) through the installation of Hakordia pennants within the Bank in December 2023.
u. Infographic Socialization on the theme of World Anti-Corruption Day (Hakordia) to stakeholders through social media Facebook, twitter, and Instagram in December 2023.
v. Organizing the peak event of the commemoration of World Anti-Corruption Day in the Bank's internal environment on December 21, 2023.
w. Awarding to Gratification Reporters with the highest number of reports, the highest nominal and inspirational reporters.

2. The signing of the Integrity Pact. The Company has an Integrity Pact signing program which is in line with its commitment to implementing ISO 37001:2016 Anti-Bribery Management System (Sistem Manajemen Anti Penyuapan, SMAP) certification. The Integrity Pact is a statement from all levels of the Company to commit to upholding morals and integrity, protecting and maintaining the image, credibility, and interests of the Company by not soliciting or receiving bribes or gratuities from parties with conflicts of interest. The Integrity Pact is always implemented as well as possible to support the SMAP program and gratification control. The Integrity Pact signed by each employee is uploaded via the Digital Room for E-Learning Modules (DREAM) media.

3. E-learning on Gratification Control
   Internalization to all employees regarding Gratification Control material and Anti-Bribery Management System, one of which is through the Compliance Excellence program using the Digital Room for E-Learning Modules (DREAM) media and conducting evaluations related to the material in question in the form of organizing quizzes and feedbacks on the material provided.

4. Report on the Work Plan for the Gratification Control Program (Program Pengendalian Gratifikasi, PPG) to the KPK
   Based on the KPK Letter on Guidelines for Monitoring and Evaluation of the Implementation of Gratification Control in 2023, every Semester the Company is required to submit a Work Plan report to the KPK through the KPK's Gratification Online (GOL) application. The Company has submitted a PPG Semester I to II Work Plan report to the KPK with details consisting of the following::
   a. Dissemination Report on anti-gratification message dissemination media;
   b. E-learning Report on Gratification Control Technical Guidance;

c. Report on the socialization of gratuities independently by UPG;
d. Technical guidance related to PPG implementation;
e. Report of acceptance and/or
f. Rejection of gratuities managed by UPG;
g. Gratification Control Innovation Report.

5. Conveying appreciation to selected gratification reporters at the celebration of World Anti-Corruption Day (Hakordia) 2023 according to the KPK Circular Letter regarding the commemoration of world Anti-Corruption Day (Hakordia) in 2023 which is commemorated every December 9, KPK appealed to all Ministries/ Institutions to organize a series of activities to commemorate Hakordia 2023 with the theme "Synergy to Eradicate Corruption, for Advanced Indonesia".

In this regard, the Company appreciates employees who report gratuities and are committed to preventing corruption within the Company so that it will inspire other employees to have such commitment to preventing corruption, one of which is through rejection and reporting of gratification.

Appreciation is given to gratification reporters in 2023 with 3 (three) categories, namely
a. Gratification reporting category with the highest number of reports.
b. Gratification reporting category with the highest nominal amount.
c. Inspirational Reporter Category.

In addition, to awards to gratification reporters, appreciation was also given to the winners of the anti-gratification poster design competition, the Most Active API Employee from the KPK and the symbolic installation of API Vests to 2 (two) representatives of the Main and Young Integrity Building Experts (API) employees of the Class of 2023.

## Management of State Officials' Wealth Report (LHKPN)

As a State-Owned Enterprise, the Company consistently strives to maintain compliance with the submission of LHKPN. The basic provisions for the management of the Company's State Officials' Wealth Report (LHKPN) are the Corruption Eradication Commission Regulation of the Republic of Indonesia Number 07 of 2016 concerning Procedures for Registration, Announcement, and Examination of State Officials' Wealth Reports and the Corruption Eradication Commission Regulation of the Republic of Indonesia Number 02 of 2020 concerning Amendments to Regulations of the Corruption Eradication Commission of the Republic of Indonesia Number 07 of 2016 concerning Procedures for Registration, Announcement and Examination of State Officials' Wealth Reports.

### The Company's LHKPN Management Policy

The Company is committed to the implementation of LHKPN's obligations with the issuance of Special Policy No. 3C dated October 31, 2023 concerning Personnel Regulation and Administration, Chapter VII concerning Human Capital Services and Operations. Based on the Special Policy, Officials within the Company who are required to report LHKPN are as follows:
1. Board of Directors, Board of Commissioners, and Board of Commissioners Organs.
2. Head of Division/Desk (or equivalent), Head of Regional Office.
3. Head of Branch and Head of Sharia Branch.

### Number of LHKPN Reporting

| No | Position Category | Amount | %Reporting |
|---|---|---|---|
| 1 | Board of Commissioners | 8 | 100% |
| 2 | Board of Directors | 9 | 100% |
| 3 | SEVP | 2 | 100% |
| 4 | Head of Division | 42 | 100% |
| 5 | Head of Regional Office | 6 | 100% |
| 6 | Head of Branch | 108 | 100% |
| | Total Mandatory Report | 175 | 100% |

| No | Year | Report Type | Number of Mandatory Reports | Number of Reporting | % Compliance |
|---|---|---|---|---|---|
| 1 | 2020 | Periodic 2019 | 158 | 157 | 99,37% |
| 2 | 2021 | Periodic 2020 | 162 | 162 | 100% |
| 3 | 2022 | Periodic 2021 | 170 | 170 | 100% |
| 4 | 2023 | Periodic 2022 | 175 | 175 | 100% |

- • All BUMN officials are required to report the 2022 Periodic LHKPN online January 01, 2023 to January 01, 2023. March 31, 2023, where if there are BUMN officials who do not fulfill these obligations they can be subject to administrative sanctions.
- Based on this, Bank BTN's Compliance Report on LHKPN Reporting of 100% or all Mandatory Reports have completed reporting according to the predetermined time limit, where the level of compliance can be maintained. (as of March 31, 2023).

## Number of Determination (Internal Fraud) and Resolution Efforts

| Internal Fraud in 1 Year | Number of frauds committed (Internal) | | | | | |
|---|---|---|---|---|---|---|
| | Members of the Board of Commissioners and Members of the Board of Directors | | Permanent employee | | Non-Permanent Employees | |
| | Previous Year (2022) | Current Year (2023) | Previous Year (2022) | Current Year (2023) | Previous Year (2022) | Current Year (2023) |
| *Total Fraud* | 0 | 0 | 18 | 19 | 1 | 0 |
| Resolved | 0 | 0 | 10 | 17 | 1 | 0 |
| In the process of resolution in the Bank Internal | 0 | 0 | 7 | 2 | 0 | 0 |
| Not yet attempted to be resolved | 0 | 0 | 0 | 0 | 0 | 0 |
| Has been followed up through the legal process | 0 | 0 | 1 | 2 | 0 | 0 |

Information:
1. The number of cases in the current year is based on the Special Audit Results Report and Preliminary Review Report for the period January - December 2023.
2. Cases that have been "**Resolved**" are cases that have received sanction decisions from the Board of Directors - December 2023.
3. Cases that are **"In the process of resolution in the Bank Internal"** are cases that have not received a sanction decision from the Board of Directors until December 2023.
4. Cases that "**Have been followed up through the legal process"** are cases that have been **"Resolved"** and given criminal sanction decisions. The legal process was followed up by LGD.

## Provision of Funding for Social and/or Political Activities

Provision of Funding for Social Activities is part of the Company's social responsibility. Therefore, information related to the provision of funding for social activities is described in the Social and Environmental Responsibility section which is an integral part of this annual report.

As for providing funds for political activities, during 2023, the Company will not provide funds for political activities or to political parties in accordance with statutory regulations and the Company's code of conduct.

## Provision of Funds to Related Parties and Provision of Large Funds

The Company provides funds to related parties and large exposures which are made with the approval of the Company's Board of Commissioners. The Company has never violated the Legal Lending Limit (BMPK) during 2023. The Compliance Director through the Compliance Unit constantly monitors the Company's compliance with the BMPK provisions and reports it to the Financial Services Authority every semester. The implementation of the provision of funds by the Company to related parties and/or the provision of large exposure always takes into account the precautionary principle as well as the applicable laws and regulations and has complied with Bank Indonesia regulations regarding BMPK.

| No | Fund Provider | Amount | |
|---|---|---|---|
| | | Debtor | Amount (million rupiah) |
| 1 | To Related Parties | 48 | 8.556 |
| 2 | To Core Debtors:<br>a. Individual<br>b. Group | <br>10<br>205 | <br>6.88.986<br>28.084.964 |

## Share Buyback and Bond Buyback

Throughout 2023, there were not share buyback or bond buyback.

## Bank Strategic Plan

Information related to the Bank's Strategic Plan has been presented in the Bank's Strategy Sub-Chapter in the Management Analysis and Discussion Chapter in this Annual Report.

## Transactions Containing Conflict of Interest

An explanation regarding transactions that contain conflict of interest is presented in the Management Discussion and Analysis Chapter of this Annual Report.

## Internal Dispute

Throughout 2023, there was no internal dispute between employees of the Company.

## Prevention of Insider Trading

As part of the management of potential conflicts of interest, the Company has set some policies regarding Insider Trading, which are regulated in the Board of Directors Regulation No. 39/PD/CSD/2011 concerning the Investor Relations Activity Policy Guidelines as well as the Board Manuals of the Board of Directors and the Board of Commissioners. In this provision, it is regulated that the Company's insiders are prohibited from carrying out Insider Transaction activities (Insider Trading) by buying or selling the Company's Securities or other Companies that conduct transactions with the Company. Insiders referred to are as follows:

1. Commissioners, Directors, or Employees of the Company;
2. The major shareholder of the Company;
3. An individual who, because of his position or profession or because of his business relationship with the Company, allows that person to obtain inside information; or
4. Parties who, within the last 6 (six) months, are no longer referred to in points 1, 2, and 3 above.

The prohibition for the Company Insiders who have Insider information to buy or sell the Company's Securities is based on the consideration of the Principle of Disclosure in the Capital Market which results in the creation of equality of information for each party in making investment decisions. Insiders are prohibited from trading the Company's Securities if they have material information held by Insiders that is not published yet (in this case: Insider Information) or Material Facts. Insiders who have been informed with the Material Facts can trade Securities after the Material Facts are published.

## Transparency of Financial and Non-Financial Conditions

Explanation regarding the Transparency of Financial and NonFinancial Conditions has been presented in the Sub-Chapter of Transparency for Report Submission in the Chapter of Corporate Governance in this Annual Report.

## Implementation of Sustainable Finance, Including the Implementation of Social and Environmental Responsibility

An explanation of the application of sustainable finance, including the application of social and environmental responsibility, has been explained in Bank BTN's 2023 Sustainability Report

# Report of Sharia Business Unit Governance

The Company has established a Sharia Business Unit (UUS) Management, which is designed to guide the Company's management to operate in compliance with the five basic principles of Sharia and is also targeting broader interests. The main interests of concern here include protecting the interests of the stakeholders and increasing compliance with the prevailing laws and regulations and ethical values that apply generally to the Islamic banking industry.

Policies regarding the management of Sharia Business Units (UUS) in the Company refer to several regulations, including the following:

1. Law No. 21/2008 concerning Islamic Banking dated July 16, 2008;
2. OJK Regulation Number 12 of 2023 concerning Sharia Business Units.
3. Bank Indonesia Regulation No. 11/33/PBI/2009 concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units;
4. Bank Indonesia Circular Letter No. 12/13/DPbS dated April 30, 2010, concerning the Implementation of Good Corporate Governance for Sharia Commercial Banks and Sharia Business Units;
5. Board of Directors Decree No. 02/KD/DIR/ SPMD/2015 regarding the Organizational Structure of PT. Bank Tabungan Negara (Persero) Tbk Head Office;
6. The Company's Articles of Association.

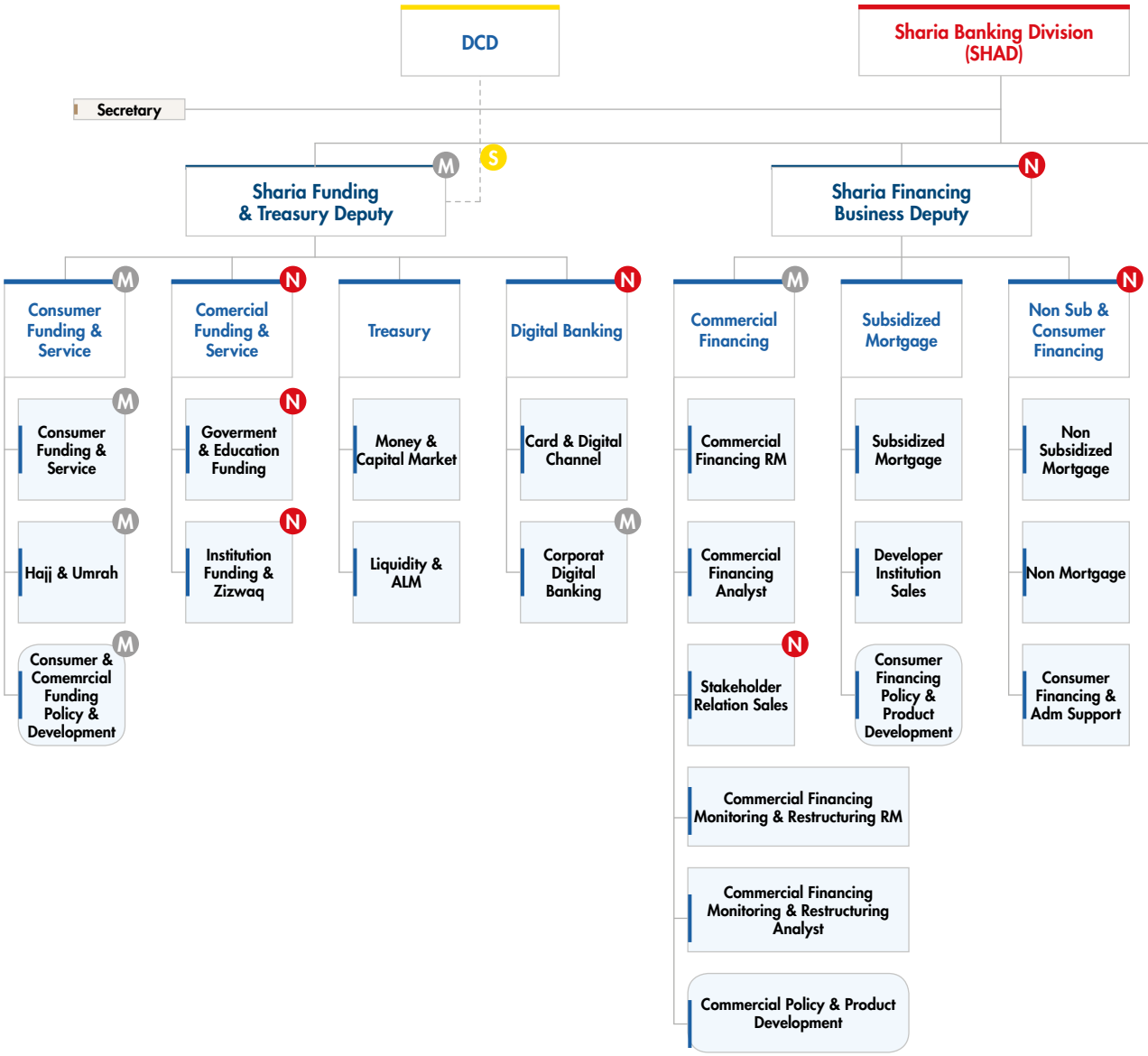
## 5 (Five) Basic Principles of the Sharia Business Unit (UUS) Governance of the Company

The Company consistently implements and improves the UUS management. Such means is carried out by continuously advancing its services to the customers and the stakeholders according to Sharia Principles which are based on 5 (five) basic principles of GCG, namely:

1. Transparency: directness in providing material, relevant information, and transparency in the decision-making process;
2. Accountability: accuracy and validity of the information presented about the effective Company management in accordance with the purpose;
3. Responsibility: the Company's management adheres to the prevailing laws and principles of a healthy UUS management;
4. Professionalism: possessing competence, ability to act objectively and free from any influence/pressure, and committing to developing Sharia business;
5. Fairness: upholding justice and equality in defending the rights and satisfying the interests of the stakeholders in accordance with the prevailing legislation.

## Structure of Sharia Business Unit (UUS) of the Company

The Company's Sharia Business Unit (UUS) is managed by the Director of UUS, who delegates to the Division of UUS and Deputy of UUS, under the supervision of the Sharia Supervisory Board as outlined in the following UUS management structures graph:




## Vision and Mission of Sharia Business Unit

In conducting its operations, the UUS of the Company lives up to the following Vision and Mission statements:

**Vision**

"Becoming a leading Sharia Bank in housing financing and associated industry".

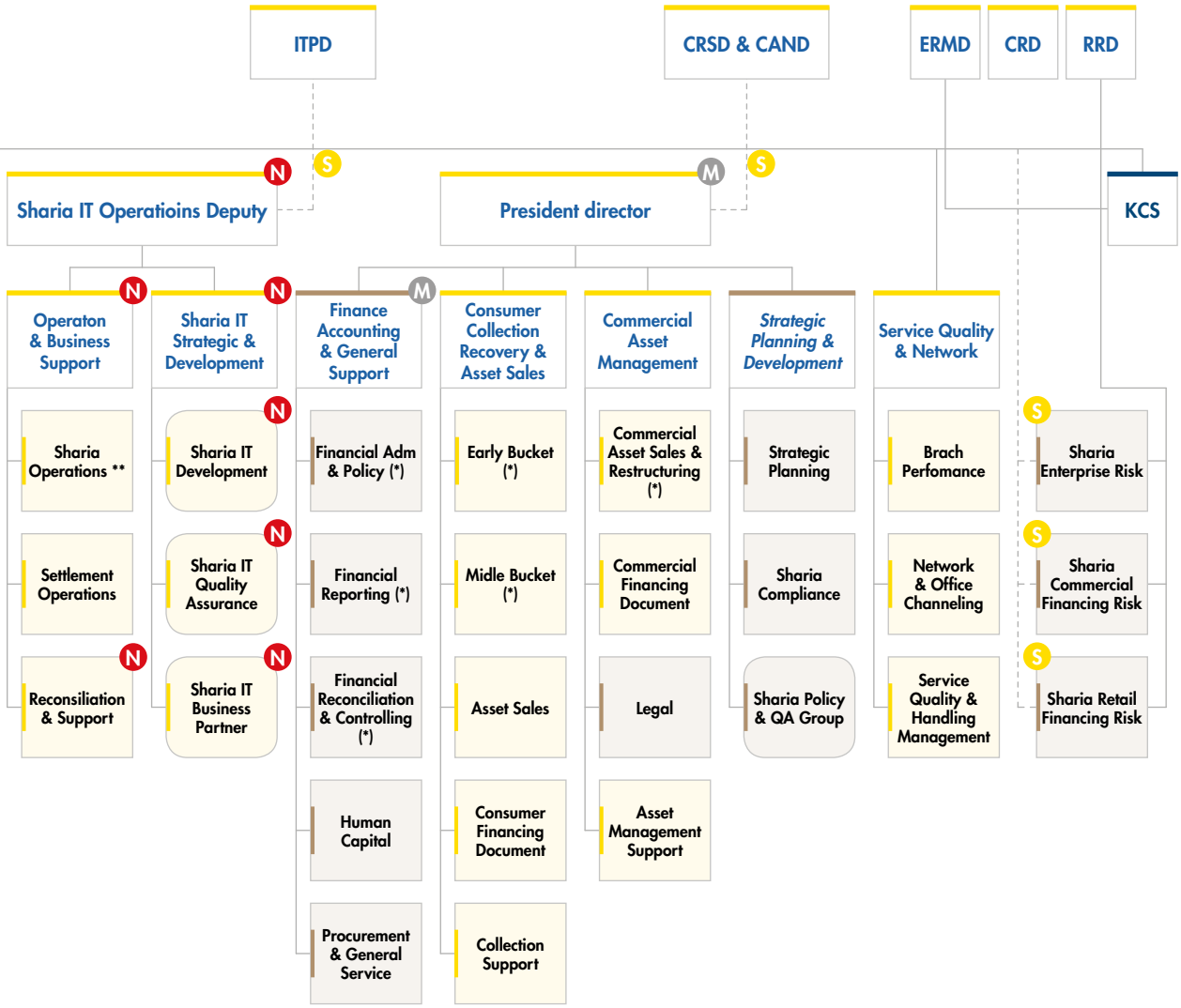
**Mission**

In achieving the vision above, the Company will undertake the following missions:

1. Providing innovative products, programs, and featured services with a focus on housing financing and associated industry with economical financing resources;
2. Developing human capital of high quality and integrity as well as implementing good Corporate Governance and Compliance;
3. Increasing the competitive advantage with the latest information technology;
4. Caring about the Social and Environmental interests,

## Sharia Supervisory Board (DPS)

To ensure a Sharia Financial Institutions (LKS) in adhering to their Sharia principles, the Company is supervised by the Sharia Supervisory Board (DPS). This Board is responsible to provide advice and suggestion to the Board of Directors. The Board also supervises the Company's business activities to be in accordance with sharia principles (Article 1, Paragraph (12) of PBI No. 11/10/PBI/2009 on sharia business unit).




## Appointment of The Sharia Supervisory Board (DPS) Members

A member of the Sharia Supervisory Board must possess several relevant qualities, including:

1. Integrity, e.g.:
   a. Good personality and morals.
   b. Legally competent.
   c. Committed to complying with and practicing the Sharia Supervisory Board Charter, sharia banking provisions, and other prevailing regulations in a professional manner.
   d. Committed to the development of healthy and solid sharia banking.
   e. Unlisted in the fit and proper no-pass list as set forth in the terms of fit and proper test regulated by the Financial Services Authority (OJK).
   f. Never been committing fraud (scam, embezzlement, and/or other fraudulent conduct) in banking, finance, and other areas of business, nor prosecuted for criminal acts (as evidenced by a statement from the person concerned).
2. Competence; at least possessing related knowledge and experience in Sharia Economic Law as proven with approval/recommendation letter from DSN-MUI, and general knowledge in banking and/ or financial sector. To improve their competency, the DPS members must be willing to continuously develop through education and training. This includes an induction program as a medium of learning about the Company in a relatively brief time to carry out their duties effectively and efficiently.

3. Reputation; within at least 5 (five) years before being nominated and during their term of office:
   a. Unlisted in the blacklist and non-performing list managed by Financial Services Authority (OJK).
   b. Having never been declared bankrupt.
   c. Having never been a shareholder, commissioner, or director of a company and/or manager of a business entity declared guilty of causing a company and/or a business entity to be declared bankrupt.
   d. Having never been convicted due to a criminal offense against state finances and/or associated with the financial sector.
   e. Having never been a director or commissioner whom while holding the position do the following:
      1) failed to conduct the annual GMS.
      2) whose accountability as such director and/or commissioner was once unacceptable to a GMS.
      3) caused an OJK-licensed, approved, or registered company to fail to meet the obligation of submitting the annual report and/ or financial statement to the OJK.

## Procedure Appointment of Sharia Supervisory Board (DPS) Members

The Sharia Supervisory Board (DPS) member is appointed through the following stages:

1. The Remuneration and Nomination Committee recommends member candidates to the Board of Commissioners.
2. In case a member of the Remuneration and Nomination Committee has a conflict of interest with a candidate for the DPS member, the reason for disagreement must be disclosed in the recommendation.
3. From this recommendation, the Board of Commissioners via the Board of Directors proposes the candidate to DSN-MUI.
4. DSN-MUI determines whether to approve or disapprove of the prospective candidates proposed by the Board of Directors.
5. The Board of Directors must submit an approval request to Financial Service Authority (OJK) for the prospective candidate.
6. OJK approves or disapproves of the prospective candidates.
7. The candidate who has received approval from DSN-MUI and FSA is appointed in the GMS.
8. Such an appointment before obtaining approval from the Financial Service Authority (OJK) must be reported by the Company to OJK no later than 10 (ten) calendar days following the date of appointment.
9. The candidate whose the position has yet to be effective has not yet assumed their duties and responsibilities as a DPS member and is unable to make legally binding decisions. Consequently, they are not entitled to the rights and obligations of a DPS member.
10. In the event that DPS members are not appointed by the GMS within a period of 3 (three) months from the date in question, it becomes invalid.

## Structure, Number, and Composition of Sharia Supervisory Board

The Company's Sharia Supervisory Board (DPS) has been appointed based on the requirements by in accordance with Bank Indonesia Regulation No. 11/10/ PBI/2009 on Sharia Business Unit as amended by Bank Indonesia Regulation No. 15/14/PBI/2013 which obliges the DPS members to have integrity, competence, and reputation in finance.

The composition of the Sharia Supervisory Board (DPS) has been regulated in the Charter of Supervisory Board stipulated as follows:

1. DPS must consist of at least 2 (two) people and 3 (three) people at most.
2. DPS is chaired by a chairperson appointed from one of its members.
3. DPS members are appointed by GMS.

## Changes and Composition of the Sharia Supervisory Board in 2023

Information regarding the Changes and Composition of the Sharia Supervisory Board can be seen in the Company Profile Chapter in the Profile of the Company's Sharia Supervisory Board section in this Annual Report.

## Profile of Sharia Supervisory Board

Information regarding education, work experience, DPS appointment period, concurrent positions, and affiliations is available in the Chapter of Company Profile in the Profile section of the Company's Sharia Supervisory Board in this Annual Report.

## Term of Office of Sharia Supervisory Board

The DPS' term of office commences on the date of appointment to the closing of the following 5 (fifth) annual GMS, notwithstanding the right of the GMS to dismiss the officer concerned according to the prevailing regulations. After the term of office is over, a member may be reappointed by taking into account the prevailing regulations.

## Work Guidelines, Duties, and Responsibilities of Sharia Supervisory Board

DPS has a Sharia Supervisory Board Charter which was ratified through Sharia Supervisory Board Decree No. 01/DPS-BTN/III/2023 dated 31 March 2023. The Sharia Supervisory Board Charter is prepared based on sharia principles, provisions of the Articles of Association, applicable laws and regulations, Shareholder directions and best practices. Good Corporate Governance.

The Charter serves as the guidelines for DPS in performing its duties in a more organized and effective manner. Below is the content of the charter:

| | |
|---|---|
| Chapter I | General Provisions, Purpose of Charter Establishment |
| Chapter II | DPS Duties, Responsibility, and Authority |
| Chapter III | Membership, Composition of the Board |
| Chapter IV | Remuneration and Facilities, Meeting, Minutes |
| Chapter V | Supporting Work Unit for the Implementation of DPS Duties and Responsibilities |
| Chapter VI | Others |

## Duties and Responsibilities of Sharia Supervisory Board

The Sharia Supervisory Board is responsible to provide advice and suggestion to the Director of UUS and to monitor UUS activities so as to remain in accordance with sharia principles. The duties and responsibilities of DPS include:

1. Assessing and ensuring the compliance with sharia principles by the Company in its operation and products.
2. Supervising the development of new Sharia products to comply with the DSN-MUI fatwa.
3. Providing sharia-based opinion about the new products and/or restructured financing by referring to the provisions governing sharia principles implementation and UUS business activities.
4. Request for a fatwa to DSN-MUI required for sharia-based new products.
5. Regularly reviewing the fulfillment of sharia principles on the compliance with sharia principles on the mechanism of fundraising and distribution as well as banking services.
6. Requesting for data and information relating to the sharia aspects from the related/relevant Company's work units in sharia activities performed.
7. Performing its role in accordance with the good governance (GCG) principles.
8. Supervising the development of new sharia-related products made by the Company:
    a. Request for clarification from the Board of Directors and/ or relevant Company officials regarding the objectives and characteristics of the new products to be promoted.
    b. Ensure the availability of fatwa from DSN-MUI for the new products:
        1) In the case that the fatwa is available, DPS shall tailor the contract of such products with the fatwa.
        2) In the case the fatwa is not yet available, DPS shall propose to the Board of Directors to complement the new product with a fatwa.
    d. Review the suitability of the system and procedures of the new products to be promoted in compliance with sharia principles.
    e. Provide advice on sharia over the new products.
    f. Evaluate the compliance with sharia principles over the policies and procedures to manage risks inherent in the Company's new products and/ or activities.
9. Supervising the UUS activities.
    a. Carry out analyze reports submitted by and/or requested from the Board of Directors, the implementation of the internal audit function, and/or compliance function to recognize sharia principles implementation quality in fundraising and distribution as well as banking services.
    b. Set the number of transaction spot checks (sample) to be examined in view of sharia principles implementation quality of each activity.
    c. Examine the spot-checked transaction document (sample) to acknowledge compliance with sharia principles as required in the internal policies, including:
        - The document of goods purchasing for the murabahah contract as proof of the murabahah transaction.
        - The document of customer business report for the mudharabah/musyarakah contract as a basis for yielding distribution calculation.
    d. Inspect, examine, and request clarification and/or confirmation to UUS staff and/or customers to verify the document checking when required.
    e. Review the internal sharia policy in case of inconsistency between the principle and the activity.
    f. Provide advice on sharia over the fundraising and distribution as well as banking services by UUS.
    g. Report the DPS supervision result to OJK using an established format at least 2 (two) months following the end of each semester.
    h. Provide sufficient time to best perform their duties and responsibilities.
10. Bank Risk Management:
    a. Conduct an evaluation (review) of UUS risk management policies related to compliance with sharia principles at least 1 (once) a year.
    b. Carry out evaluate the responsibility of the Board of Directors for the implementation of risk management policies related to compliance with sharia principles at least on a quarterly basis.

## Concurrent Position Policy of Sharia Supervisory Board

The Sharia Supervisory Board members may hold a concurrent position as a DPS member at most in 4 (four) other sharia financial institutions, with the priority on companies affiliated with the Company›s business group. The DPS members are not allowed to hold a concurrent position as a consultant throughout BUS and/or UUS in Indonesia.

| Name | Position | Position at other companies/ Institutions | Name of the other company/ institution |
|---|---|---|---|
| Prof. Dr. Muhammad Quraish Shihab, MA | Chairman of Sharia Supervisory Board | Chairman of Sharia Supervisory Board | CIMB Niaga |
| Dr. Mohamad Hidayat, MBA, MH* | Member of Sharia Supervisory Board | Member of Sharia Supervisory Board | Bank Syariah Indonesia (BSI) |
| | | Chairman of Sharia Supervisory Board | Asuransi BRIngin Life Syariah |
| | | Chairman of Sharia Supervisory Board | AJ Manulife Syariah |
| Mohammad Bagus Teguh Perwira, LC. MA | Member of Sharia Supervisory Board | Member of Sharia Supervisory Board | OCBC NISP |
| | | Member of Sharia Supervisory Board | Maybank Indonesia |
| | | Chairman of Sharia Supervisory Board | Manulife Aset Manajemen Indonesia |
| Muhammad Faiz, Lc., M.A.** | Member of Sharia Supervisory Board | Member of Sharia Supervisory Board | PT Indomobil Multi Finance Indonesia Syariah |
| | | Member of Sharia Supervisory Board | Unit Usaha Syariah PT Bank Permata, Tbk |
| | | Member of Sharia Supervisory Board | PT Bank Tabungan Pensiunan Nasional (BTPN) Syariah |

* Cease to serve on March 15, 2023
** Effective November 29, 2023

## Management of Conflict of Interest In Sharia Supervisory Board

The Sharia Supervisory Board members must avoid or prevent any potential conflict of interest. In case of conflict of Interests, they are prohibited from taking any action that could harm or reduce the profit of the Company. They must also disclose such a situation in every decision and inform the Board of Commissioners.

The Sharia Supervisory Board members are subject to any regulations on conflict of interests and other regulations applicable to the Company. Whenever encountering conflict of interest, DPS members shall:

1. Make a written report submitted to the Board of Commissioners on any potential or actual conflicts of interest which significantly influence the Company's finance and the reputation of the Company, the Board of Commissioners, DPS, and the Board of Directors.
2. Not participate in the assessment process on any activities inflicting such conflicts of interest.
3. Participate in meetings, but not in the decision-making.

## Share Ownership of the Sharia Supervisory Board

| Name | Position | Shareholding | | | |
|---|---|---|---|---|---|
| | | Bank BTN | Other Banks | Non-Bank Financial Institutions | Other Companies |
| Prof. Dr. H. Muhammad Quraish Shihab, MA | Chairman | Nil | Nil | Nil | Nil |
| Dr. H. Mohamad Hidayat, MBA, MH* | Member | Nil | Nil | Nil | Nil |
| H. Mohammad Bagus Teguh Perwira, Lc, MA | Member | Nil | Nil | Nil | Nil |
| Muhammad Faiz, Lc., M.A.** | Member | Nil | Nil | Nil | Nil |

* Cease to serve on March 15, 2023
** Effective November 29, 2023

# Implementation of DPS's Activity Report

## Internal Meeting Of The Sharia Supervisory Board

| No | Date | Meeting Agenda | Participants | Presence |
|---|---|---|---|---|
| 1 | January 19, 2023 | New Mobile ABnking Opinion Request | DPS and UUS Management | All DPS were present |
| | | One Billing Opinion Request (Uniformity of Customer Installment Dates) | | |
| | | Project Tiger | | |
| | | *USS Performance Highlights for December 2022* | | |
| 2 | February 16, 2023 | Request for Opinion on Fund Disbursement Plan Should Not Be recognize as Revenue (TBDSP) in 2023 | DPS and UUS Management | All DPS were present |
| | | Request for Special Policy Opinion on BTN iB Current Account | | |
| | | USS Performance Highlights for January 2023 | | |
| 3 | March 14, 2023 | BTN Emas iB Savings Opinion Request | DPS and UUS Management | All DPS were present |
| | | DPS Charter 2023 | | |
| | | USS Performance Highlights for February 2023 | | |
| 4 | April 17, 2023 | USS Performance Highlights for March 2023 | DPS and UUS Management | All DPS were present |
| | | Sharia Supervisory Board (DPS) Agenda | | |
| 5 | May 23, 2023 | USS Performance Highlights for April 2023 | | |
| | | Results of Sampling Evaluation and Sampling Monitoring | | |
| 6 | June 9, 2023 | Request for Opinion on Proposed Adjustment of BTN iB Prima Giro Counter Ratio | DPS and UUS Management | All DPS were present |
| | | Request for Opinion on the Implementation of Securities Trading | | |
| | | Request for Opinion on Payment Procedures for Insurance Financing of BTN Subsidized KPR iB | | |
| | | Request for Opinion on Adjustment of Accelerated Repayment of KPR BTN iB | | |
| 7 | July 24, 2023 | Request for Opinion on KUR BTN iB Financing Proposal | DPS and UUS Management | All DPS were present |
| | | TBDSP 2023 Fund Disbursement | | |
| | | Proposed Distribution of TBDSP Funds for Community Development Program in East Kalimantan Province | | |
| | | *USS Performance Highlights for June 2023* | | |
| 8 | August 25, 2023 | Request for Response to letter from DPS BP Tapera | DPS and UUS Management | All DPS were present |
| | | Request for Opinion Recording and write-off Sukuk Ijarah Berlian Laju Tanker | | |
| | | Request for Opinion on BTN Rumah Tapera iB Savings Product Development | | |
| | | Request for Investment Financing Opinion at Bengkulu Muhammadiyah Hospital | | |
| | | *USS Performance Highlights for July 2023* | | |
| 9 | September 1, 2023 | Follow-up to the Compliance Director's meeting with DPS 2022 | DPS, UUS Management, Compliance Director, and Compliance and Governance Division (CMGD) | All DPS were present |
| | | *Overview of USS performance as of August 2023* | | |
| | | Sharia Branch Office (KCS) compliance map | | |
| | | *Overview of DPS Activities and Sampling Results in 2023* | | |
| 10 | September 25, 2023 | Request for Opinion on the Implementation of fund Management Certificate Transactions Based on Sharia Principles | DPS and UUS Management | All DPS were present |
| | | Request for Opinion on Reward Point Program for DPK Retail Customers | | |
| | | 2023 TBDSP Fund Utilization Report | | |
| | | USS Performance Highlights for August 2023 | | |
| 11 | October 27, 2023 | USS Performance Highlights for September 2023 | DPS and UUS Management | All DPS were present |
| | | Sampling Result Evaluation | | |
| | | Sharia Operational Discussion | | |

| No | Date | Meeting Agenda | Participants | Presence |
|---|---|---|---|---|
| 12 | November 27, 2023 | Implementation of Sharia Risk Management | DPS, UUS Management, and Enterprise Risk Management Division (ERMD) | All DPS were present |
| | | Request for Opinion on Coaching Cooperation with Third Parties | | |
| | | DPS Work Plan 2024 | | |
| | | USS Performance Highlights for October 2023 | | |
| 13 | December 20, 2023 | Development of Marketing Cooperation Bancassurance Activities. | DPS and UUS Management | All DPS were present |

## Frequency and Attendance of Meetings

| Name | Position | Sharia Supervisory Board Internal Meeting | | | Sharia Supervisory Board Joint Meeting | | |
|---|---|---|---|---|---|---|---|
| | | Attendance Number and Percentage | | | Attendance Number and Percentage | | |
| | | Number of Meeting | Number of Attendance | Percentage | Number of Meeting | Number of Attendance | Percentage |
| Prof.Dr.H.Muhammad Quraish Shihab, M.A. | Chairman | 13 | 13 | 100% | 2 | 2 | 100% |
| Dr. H. Mohamad Hidayat, M.B.A, M.H.* | Member | 3 | 3 | 100% | 0 | 0 | - |
| H. Mohammad Bagus Teguh Perwira, Lc., M.A. | Member | 13 | 13 | 100% | 2 | 2 | 100% |
| Muhammad Faiz, Lc., M.A.** | Member | 1 | 1 | 100% | 0 | 0 | - |

* Cease to serve on March 15, 2023
** Effective November 29, 2023

## Frequency and Procedures of Advice-Giving Supervision of Sharia Principle Implementation in the Capital Market for Issuers or Public Companies

Throughout 2023, DPS provided 32 (thirty-two) opinions and were expressed in response to the business development of the UUS to remain compliant with Sharia Principles.

| No | Date | Opinion |
|---|---|---|
| 1 | January 06, 2023 | Bank's New Product Opinion of Supply Chain Financing (SCF) BTN iB |
| 2 | January 19, 2023 | New Mobile Banking |
| 3 | January 19, 2023 | *Bank's New Product Opinion of Mobile Banking* |
| 4 | January 19, 2023 | one Billing |
| 5 | January 19, 2023 | Project Tiger |
| 6 | February 16, 2023 | 2023 TBDSP Fund Disbursement Plan |
| 7 | February 16, 2023 | Response to Current Account BTN iB Product Special Policy |
| 8 | March 14, 2023 | BTN Emas iB Savings |
| 9 | March 14, 2023 | DPS Charter 2023 |
| 10 | March 28, 2023 | Bank's New Product Opinion of BTN Emas iB Savings |
| 11 | March 31, 2023 | *Bank's New Product Opinion of Debit Card/ Debit Visa Paywave* |
| 12 | May 23, 2023 | Administration and Process Fee of BTN iB Subsidized KPR |
| 13 | June 09, 2023 | BTN iB Current Account Counter Ration Adjustment |
| 14 | June 09, 2023 | Securities Trading Execution |

| No | Date | Opinion |
|---|---|---|
| 15 | June 09, 2023 | Payment Procedures for iB Subsidized BTN KPR Financing Insurance |
| 16 | June 09, 2023 | Accelerated Repayment Adjustment of KPR BTN iB |
| 17 | July 24, 2023 | KUR BTN iB Financing |
| 18 | July 24, 2023 | Tearing Percentage of 2023 TBDSP Fund Disbursement |
| 19 | July 24, 2023 | Community Development Program of East Kalimantan Province |
| 20 | August 25, 2023 | Recording and Write-off Sukuk Ijarah Berlian Laju Tanker |
| 21 | August 25, 2023 | BTN Rumah Tapera iB Savings Product Development |
| 22 | August 25, 2023 | Application for Bengkulu Muhammadiyah Hospital |
| 23 | August 25, 2023 | Bank's New Product Opinion of BTN Rumah Tapera iB Savings |
| 24 | September 1, 2023 | Approval of the Sharia Conformity Declaration for the issuance of long-term Sukuk Mudharabah carried out without going through the Public Offering of Bank Tabungan Negara I Year 2023 Phase I |

| No | Date | Opinion |
|---|---|---|
| 25 | September 25, 2023 | Implementation of Fund Management Certificate Transactions based on Sharia Principles. |
| 26 | September 25, 2023 | Provision of Reward Point Program to DPK Retail Customers |
| 27 | September 25, 2023 | 2023 TBDSP Fund Use report |
| 28 | November 27, 2023 | Coaching Cooperation with Third Parties |
| 29 | December 20, 2023 | Development of Marketing Cooperation Bancassurance Activities |
| 30 | December 27, 2023 | BTN iB Refinancing Multibenefit Financing with MMQ contract |
| 31 | December 27, 2023 | Multipurpose Financing (Soft Financing) of BTN iB Employees with MMQ contract |
| 32 | December 27, 2023 | BTN iB Property Financing Ijarah Muntahiya Bit Tamlik Scheme |

## Performance Assessment of DPS

Procedure of Performance Assessment of DPS
Sharia Supervisory Board performance evaluation is carried out for a period of 1 (one) year. In the first stage, DPS members evaluate their performance using the self-assessment method. In the second stage, Remuneration and Nomination Committee will discuss the results of the self-assessment and performance assessment of DPS and use them as input to the Board of Commissioners to be subsequently determined by the Annual GMS.

### Criteria of Performance Assessment of DPS

The DPS performance assessment is conducted by taking into account the duties and responsibilities of DPS in 2023, which include aspects in terms of the provision of consideration/ direction on sharia, observation on sharia supervision, and DPS reporting.

### Party Entitled to Conduct The Assessment

DPS conducted a self-assessment on its performance in 2022 in the DPS internal meeting. The assessment is conducted by evaluating the achievement of DPS performance indicators throughout 2023. In the evaluation process, DPS coordinates with the DPS secretariat unit in terms of administration, documentation and data so that the performance evaluation process can be carried out accurately.

### Results of Performance Assessment of DPS

During 2023, DPS has carried out its duties and responsibilities well. In the Sharia Consideration/ Briefing Aspects, DPS has conducted 13 (thirteen) DPS meetings, including 1 (one) meeting with the Enterprise Risk Management Division (ERMD), and 1 (one) meeting with the Compliance Director. During 2023, DPS has issued 32 sharia recommendation opinions. For the Supervision Aspect, DPS has also conducted Sharia Quotation Test activities on the course of KCS operational activities in order to ensure compliance with Sharia principles for the operations and business of USS Bank BTN. The number of sampling activities increased from the previous year from 10 KCS to 16 KCS. As for the DPS Reporting Aspect, in 2023 DPS has reported on the Sharia Supervisory Board Supervision Results Report for the Second Semester of 2022 and the First Semester of 2023 on time. Such performance has fulfilled the requirements of the duties and responsibilities of the Sharia Supervisory Board.

## Remuneration and Other Facilities for DPS

The DPS Charter organizes the terms of salary or honorarium or remuneration and/or benefits for DPS members as stipulated by GMS. In the event that the GMS delegates the Board of Commissioners to determine the amounts, the decision will be made in the Board of Commissioners' meeting by taking into account the recommendations from the Remuneration and Nomination Committee.

**Remuneration for Sharia Supervisory Board (DPS) in 2023**

| Types of Remuneration and Other Facilities | Chairman | | Member | |
|---|---|---|---|---|
| | Person | In Million Rupiah | Person | In Million Rupiah |
| **Remuneration** | | | | |
| Honorarium/ Salary | 1 | 420 | 1 | 378 |
| Routine allowance (Tj. PPh21) | 1 | 18 | 1 | 16.2 |
| Holiday Allowance | | | | |
| Performance Bonus | | | | |
| Total of Remuneration (a) | | | | |
| Post-Servise Insurance | | | | |
| Transportation Allowance | | | | |
| Total of Other Facilities (b) | | | | |
| Total Received (a) + (b) | | | | |

## Mechanism for The Resignation and Dismissal of Sharia Supervisory Board (DPS) Members

The position in DPS shall be terminated if:
1. A member's term of office has been over in accordance with the Company's Articles of Association.
2. A member resigns in compliance with the applicable provisions.
3. A member no longer satisfies the regulatory requirements.
4. A member passes away.
5. A member is dismissed based on the GMS decision.

The mechanism for DPS member resignation is as follows:
1. A DPS member reserves the right to resign from their position by submitting notification in writing about their intent to the Board of Directors before his/her resignation.
2. The Company must announce this information to the public and communicate this matter and propose the replacement candidate to OJK at least 2 (two) working days after receiving the resignation letter and nominate replacement candidates for DPS members.
3. If the number of DPS members is less than the minimum number as regulated in applicable legislation following this resignation, the Company must then appoint a new DPS member according to the relevant regulation.
4. A DPS member who resigns before their term of office ends must be held responsible for their tasks during their active tenure, as reported in the incoming Annual GMS.
5. Any termination and/or resignation of DPS members must be reported to OJK within 10 (ten) calendar days after the effective date of a termination and/or resignation.

# Director of Sharia Business unit (UUS) of the Company

The Company's Sharia Business Unit (UUS) is led by the Director of Sharia Banking who is fully responsible for the implementation of sharia business management prudentially in accordance with the sharia principles. The appointment of the Director is based on integrity, competence, adequate financial reputation, experience as a bank executive officer in bank's operations, and passing the fit and proper test as required in Bank Indonesia Regulation No.14/6/PBI/2012 on fit and proper test in Sharia Banks and Sharia Business Units.

Currently, the position of director of the Company's Sharia Business Unit is held by Mr. Hirwandi Gafar as stipulated in the Meeting on December 3, 2019, and has obtained OJK approval through Letter number SR-6/ PB.1/2021 dated March 2, 2021, through Confirmation of the Appointment of the UUS Director of PT Bank Tabungan Negara (Persero) Tbk. His brief profile is available in the Company Profile Chapter in the Board of Directors Profile section of this Annual Report.

## Duties and Responsibilities of The UUS Director

The Director of UUS manages UUS prudentially in accordance with the sharia principles by following the Company's Article of Association and GCG best practices.

## Head of Sharia Business Division

In performing the operational activity, the Director of UUS is assisted by the Head of the Sharia Business Division. Based on the Company's Guidebook, below are the duties and authorities of the Head of the Sharia Business Division:
1. Establishing a proposal of the work plan and budget (RKAP) on the corresponding field according to the applicable terms.
2. Developing a strategic plan for the UUS.
3. Formulating policies relating to the UUS.
4. Ensuring the secretarial function of DPS.
5. Ensuring the operation and performance of the UUS.
6. Managing and controlling any risks existing within their professional context.
7. Applying GCG in the respective unit

## Report on the Implementation of the Company's UUS Activities

### Transparency of Financial and Non-Financial Conditions, GCG Implementation Reports and Internal Reporting

Throughout 2023, the Bank has published quarterly financial reports both through the website www.btn.co.id and through newspapers, and reported them to regulators in accordance with regulations and on time. A recapitulation of the publication of quarterly financial reports through newspapers and online media is as follows:

| Quarterly | Newspaper | Date |
|---|---|---|
| IV-2022 | Investor Daily<br>Bisnis Indonesia<br>www.btn.co.id | February 17, 2023 |
| I-2023 | Investor Daily<br>www.btn.co.id | April 27, 2023 |
| II-2023 | www.btn.co.id | July 21, 2023 |
| III-2022 | Indonesian Business<br>www.btn.co.id | November 28, 2023 |

## List of Consultants, Advisors or the equivalent used by UUS Bank BTN

Based on the Cooperation Agreement document between UUS Bank BTN and consultants related to activities and operational activities at UUS Bank BTN, throughout 2023 UUS Bank BTN has collaborated with consultants, namely the Indonesian Banking Development Institute (LPPI) for Drafting/Financing Policy Preparation consultant services Consumer.

## Number of Deviations (Internal Fraud) that Occurred and Settlement Efforts by UUS

In order to reduce internal irregularities (internal fraud) committed by management, permanent and non-permanent employees (honorary and outsourced) related to the work processes and operational activities of UUS Bank BTN which significantly affect the performance conditions of UUS Bank BTN, UUS Bank BTN carries out various preventive measures against the possibility of internal fraud committed by employees.

During 2023, irregularities/fraud related to UUS work processes and operational activities can be explained in the following table:

| Internal Fraud in 1 year | Number of Cases Performed By | | | | | |
|---|---|---|---|---|---|---|
| | board of Commissioners | | Permanent employee | | Temporary employees | |
| | Previous year | Current year | Previous year | Current year | Previous year | Current year |
| Total Fraud | - | - | 2 | 1 | - | - |
| It has been resolved | - | - | 2 | 1 | | - |
| In the process of being resolved internally at UUS | - | - | - | - | - | – |
| No solution has been attempted yet | - | - | - | - | - | - |
| It has been followed up through the legal process | - | - | - | - | - | - |

Information:
1. The number of cases in the current year is based on the Special Audit Results Report and Preliminary Review Report for the period January - December 2023.
2. Cases that have been "Resolved" are cases that have received sanction decisions from the Board of Directors - December 2023.
3. Cases that are "In the process of resolution in the Bank Internal" are cases that have not received a sanction decision from the Board of Directors until December 2023.
4. Cases that "Have been followed up through the legal process" are cases that have been "Resolved" and given criminal sanction decisions. The legal process was followed up by LGD.

## Number of Legal Problems and Settlement Efforts by UUS

Throughout 2023, civil and criminal legal issues faced by UUS Bank BTN and which have been submitted through the legal process, are as follows:

| Legal Issues | Amount | |
|---|---|---|
| | Civil | Criminal |
| It has been completed (has permanent legal force). | 18 | 0 |
| In the process of being resolved. | 16 | 1 |
| Total | 34 | 1 |

In resolving legal problems faced by UUS of Bank BTN, deliberation is always prioritized when facing disputes with customers. However, if deliberation cannot resolve the dispute, then UUS Bank and the customer agree to resolve the dispute using arbitration or through a judicial institution based on applicable laws and regulations and in accordance with Sharia Principles.

## Non-Halal Income and Its use

Non-halal income obtained includes, among other things, fines or interest income from placements with Bank BTN (Parent) which are used as liquidity funds for Sharia Branch Offices. The total income earned during 2023 (in full Rupiah figures) is as follows:

| No. | Description | December 31, 2023 |
|---|---|---|
| 1. | Sources of Benevolent Funds at the Beginning of the Period | 2.271.854.526 |
| 2. | Receipt of Benevolent Funds | |
| | A. Infaq | - |
| | B. Alms | - |
| | C. Productive benevolence refunds | - |
| | D. Fine | 120.591.195 |
| | E. Non-halal acceptance | 1.012.764 |
| | Total Receipts | 121.603.959 |

| No. | Description | December 31, 2023 |
|---|---|---|
| 3. | Use of Benevolent Funds | |
| | A. Productive Benevolent Fund | - |
| | B. Donations | - |
| | C. Other uses are for the public interest | 2.270.866.258 |
| | Total Usage | 2.270.866.258 |
| 4. | Increase (Decrease) in Sources of Benevolent Funds for Use | (2.149.262.299) |
| 5. | Sources of Benevolent Funds at the End of the Period | 122.592.227 |

## Conduct a UUS GCG Self Assessment

In order to create a healthy, prudent and resilient sharia banking industry, Bank BTN as an entity operating in the banking sector, through its Sharia Business Unit, is obliged to implement Good Corporate Governance and comply with Sharia Principles. Implementation of GCG is an effort to protect stakeholder interests and increase compliance with laws and regulations and ethical values generally accepted in the sharia banking industry.

GCG implementation requires an assessment to see the extent of progress towards the GCG principles that have been implemented by the Company. This assessment is also useful for ensuring continuous improvement in the quality of GCG implementation in business processes. UUS Bank BTN has carried out a self-assessment in accordance with BI/OJK regulations which require the Bank to carry out its own assessment (internal self-assessment) on the implementation of GCG.

The results of the Bank BTN UUS self-assessment for the period January to December 2023 can be presented as follows:

| No. | Factor | Weight (%) | Rating | Mark |
|---|---|---|---|---|
| 1 | Implementation of the duties and responsibilities of the Director in charge of UUS | 0.35 | 1.00 | 0.35 |
| 2 | Implementation of the duties and responsibilities of the Sharia Supervisory Board | 0.20 | 1.00 | 0.20 |
| 3 | Pelaksanaan Prinsip Syariah dalam kegiatan penghimpunan dana dan penyaluran dana serta pelayanan jasa | 0.10 | 2.00 | 0.20 |
| 4 | Distribution of funds to core financing customers and storage of funds by core depositors | 0.10 | 2.00 | 0.20 |
| 5 | Transparency of Financial and Non-Financial Conditions, GCG Implementation Reports and Internal Reporting | 0.25 | 2.00 | 0.50 |
| Total Composite Value | | 1.00 | | 1.75 |
| Number Criteria | | 2 | | |
| Predicate | | GOOD | | |

Based on the results of the Self Assessment that we have carried out, the composite score for the Sharia Business Unit of PT Bank Tabungan Negara (Persero) Tbk is 1.75 with criteria number 2 and the predicate "Good", this composite score is the same as the previous year's composite score. This reflects that the Bank's management has implemented GCG which is generally quite good and consistent. This is reflected in adequate fulfillment of GCG principles. If there are weaknesses in the application of GCG principles, then in general these weaknesses can be resolved properly by Bank management.

## Implementation of Compliance with Sharia Principles

Based on OJK Regulation Number 46/POJK.03/2017 dated 12 July 2017 concerning the Implementation of Compliance Functions for Commercial Banks, the Company, through the Director in charge of the Compliance Function, coordinates with the Sharia Supervisory Board regarding the implementation of the compliance function towards Sharia Principles. In 2023, a coordination meeting was held between the Director in charge of the Compliance Function, the Director of UUS and the Sharia Supervisory Board 1 (one) time on September 1 2023

to ensure that the implementation of the monitoring function for compliance with sharia principles in the BTN Sharia Business Unit (UUS) was good. at the Head Office and Branch Offices it has been carried out well by the Sharia Supervisory Board. Overall, the implementation of the supervisory duties of the Company's Sharia Supervisory Board regarding the new product development process and supervision of the Bank's activities has been reported through the Sharia Supervisory Board Supervision Report per 6 (six) months, ending in June and December.

**SHARIA BUSINESS UNIT RISK MANAGEMENT REPORTING**

In the 2023 period, UUS has submitted a Quarterly Risk Profile Report to OJK in accordance with the provisions, namely as follows:

1. 128/DIR/ERMD-SHAD/I/2023 Submission of BTN Sharia Business Unit Risk Profile Report for Quarter IV/2022.
2. 444/DIR/ERMD/IV/2023 Submission of BTN Sharia Business Unit Risk Profile Report for Quarter I/2023.
3. 645/DIR/ERMD/VII/2023 Submission of BTN Sharia Business Unit Risk Profile Report for Quarter II/2023.
4. 892/S/DIR/ERMD/X/2023 Submission of Bank BTN UUS Risk Profile Report for Quarter III/2023 Period.
5. 71/S/DIR/ERMD/I/2024 Submission of Bank BTN UUS Risk Profile Report for Quarter IV/2023 Period.

In the Sharia Business Unit, reports for risk management are no different from conventional commercial banks, but 2 (two) types of risk are added, namely:

a. Return Risk Management
   Sharia Banking Division (SHAD) employees, including Bank business unit management, are part of implementing Risk Management for Return Risk, considering that Returns are the result of all Sharia Business Unit (UUS) business activities. The role of Business Unit Management, in this case the Treasury Department of the Sharia Business Unit (UUS), is to identify Return Risk on Risk resulting from changes in the rate of return paid by the Bank to customers, due to changes in the rate of return received by the Bank from the distribution of funds, which can influence behavior. Bank third party fund customers. Return Risk Measurement is based on assessment results using parameters/indicators, namely the composition of third party funds, the bank's strategy and performance in generating profits/revenue as well as the behavior of third party fund customers. These three indicators are used by the Treasury Department Sharia Business Unit (UUS) in managing Return Risk. In order to monitor Yield Risk and ensure that the returns given to customers are maintained, the Sharia Banking Division (SHAD), in this case the Treasury Department, manages policies related to special Financing Profit Sharing margins in coordination with business units, in this case the Commercial Financing Department and Branch Offices. Sharia.
b. Investment Risk Management
   Investment Risk is the risk resulting from the Bank sharing in the customer's business losses financed in profit sharing based financing, whether using the net revenue sharing method or using the profit and loss sharing method. Investment Risk Management is the management of financing risks provided on a Profit Sharing basis which is part of the Bank's Risk Management Policy Guidelines for Bank Sharia Business Units (UUS) and is prepared as part of the risk assessment process. Investment Risk Exposure is monitored from the Financing granting process until the Financing maturity. Investment Risk Measurement uses parameters/indicators consisting of the composition and level of concentration of profit-sharing based financing, the quality of profit-sharing-based financing and external factors. These three indicators are used by the Commercial Financing Department in the Sharia Business Unit (UUS) in managing Investment Risk. Monitoring and controlling investment risk includes evaluating profit sharing-based financing risk exposure against investment risk limits and reviewing Internal Credit Rating policies between the Commercial Financing Department in the Sharia Business Unit (UUS) together with the Wholesale Credit Risk Division (WRD). Management of profit sharing based financing is carried out by the Commercial Financing Department at the Sharia Business Unit (UUS) and Sharia Branch Offices.

# Public Company Governance Implementation Guidelines

The Company always complies with applicable regulations in implementing GCG. It includes referring to the Public Company Governance Guidelines stipulated in OJK Regulation No. 21/POJK.04/2015 and OJK Circular Letter No. 32/SEOJK.04/2015 concerning Public Company Governance Guidelines. The POJK regulates 5 (five) aspects, 8 (eight) principles, and 25 (twenty-five) recommendations for the implementation of aspects and principles of good corporate governance. Until the end of 2023, the Company has implemented all recommendations in the regulation with the following detailed information:

| No | Aspects; Principles; Recommendations | | | Comply or Explain |
|---|---|---|---|---|
| A. | Aspect 1: Relationship of Public Company with Shareholders in Guaranteeing the Rights of Shareholders | | | |
| | A.1. Principle 1: Increasing the Value of the General Meeting of Shareholders (GMS) Holding. | | | |
| | A.1.1. | Recommendation1 : | Public Company has technical ways or procedures for voting both in an open and closed manner that prioritize independence and the interests of shareholders. | a. The voting procedure in making decisions on an agenda of the GMS is carried out by collecting votes in a closed manner as stated in the GMS Rules, which are disclosed to the public through the Company's Website.<br>b. The voting procedure has maintained the independence or freedom of shareholders.<br>In 2023, the Company held an Annual General Meeting of Shareholders on March 16, 2023. All decisions are made based on consensus. In the condition that a decision based on consensus is not reached, a vote is carried out. A decision is taken if it is agreed by more than 1/2 (a half) part of the total number of shares with valid voting rights present at the meeting.<br>Voting was executed through the following procedures:<br>a. Shareholders or their proxies who casted abstention or those who disagreed were asked to raise their hands and hand over their ballots to the officers.<br>b. The Meeting Officer collected the ballots from the shareholders or their proxies and then submitted them to the Notary to be counted.<br>c. The number of votes that abstained and disagreed was counted towards the valid votes issued at the meeting, and the difference was the number of votes agreed.<br>d. Shareholders with valid voting rights but who did not vote (abstained) were considered to have casted the same vote as the majority of shareholders who cast votes.<br>e. The Notary counted and submitted the voting results regarding the proposed decision.<br><br>***Comply*** |
| | | Explanation : | Each share with issued voting rights has one voting right (one share, one vote). Shareholders can exercise their voting rights during decision-making, especially in making decisions through voting. However, the mechanism for decision-making through voting, both in an open and closed manner, has not been regulated in detail. Public Companies are recommended to have a voting procedure in making decisions on an agenda of the GMS. The voting procedure must maintain the independence or freedom of shareholders. For ex-ample, voting is held openly by raising hands following the instructions offered by the chairman of the GMS. Meanwhile, voting in a closed manner is carried out on decisions that require confidentiality or at the request of shareholders by using ballots or electronic voting. | |
| | A.1.2. | Recommendation 2 : | All members of the Board of Directors and the Board of Commissioners of Public Company participate in the Annual GMS. | In the execution of the GMS, the Company complied with all applicable regulations. Throughout the Annual General Meeting of Shareholders held on March 16, 2023, all members of the Board of Directors and the Board of Commissioners, including members of the Audit Committee, were present<br><br>***Comply*** |
| | | Explanation : | The presence of all members of the Board of Directors and members of the Board of Commissioners of Public Company has an aim. It is to ensure that every member of the Board of Directors and members of the Board of Commissioners can pay attention, explain, and directly answer the problems that occur or the questions asked by shareholders related to the agenda in the GMS. | |

| No | Aspects; Principles; Recommendations | | Comply or Explain |
|---|---|---|---|
| | A.1.3. | Recommendation3 : A summary of GMS minutes is available on the Website of the Public Company for at least one (1) year.<br>Explanation : Based on the provisions in Article 34 paragraph (2) of the Financial Services Authority Regulation Num-ber 32/POJK.04/2014 concerning the Plan and Implementation of the General Meeting of Shareholders of Public Companies, Public Companies are required to make a summary of GMS minutes in Indonesian and foreign languages (at least in English), and announced 2 (two) working days after the GMS is held to the public, one of which is through the Public Company Website. The availability of a summary of GMS minutes on the Public Company Website provides an opportunity for shareholders who are absent to easily and quickly obtain important information about the GMS implementation. Therefore, the provision on the minimum period of availability of a summary of GMS minutes on the Website is intended to provide sufficient time for shareholders to obtain such information. | The Company provides a summary of the minutes of the GMS in Indonesian and English via the Company's website www.btn.co.id in the Investor Relations menu, as well as in print media as well as through the electronic reporting system IDXnet and OJK E-reporting, namely on the date March 17 2023 for the Annual GMS for the 2022 Financial Year<br><br>***Comply*** |
| **A.2.** | **Prinsip 2 : Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor.** | | |
| | A.2.1. | Recommendation 4 : Public Company possesses a communication policy with Shareholders or Investors.<br>Explanation : The existence of communication between the Public Company and shareholders or investors is intended for the shareholders or investors to get a clearer understanding of the information that has been published to the public, such as periodic reports, the disclosure of information, business conditions or prospects and performance, as well as the implementation of public company governance. In addition, shareholders or investors can also submit suggestions and opinions to the management of the Public Company. The communication policy with shareholders or investors shows the Public Company's commitment to communicating with shareholders or investors. The policy may include strategies, programs, and communication execution timing, as well as guidance that supports shareholders or investors to participate in such communications. | The Company has in place a communication policy with Stakeholders or Investors referring to the Investor Relation Policy, which includes analyst meetings, public exposure, investor meetings, Annual Reports, and others.<br>Technical Instruction Number PT.9-AD.9 dated September 18, 2023, concerning Bank Communication Management PT Bank Tabungan (Persero) Tbk<br><br>***Comply*** |
| | A.2.2. | Recommendation 5 : The Public Company discloses the communication policy of the Public Company with Sharehold-ers or Investors on the Company Website.<br>Explanation : Disclosure of communication policy is a form of transparency on the commitment of the Public Company to providing equality to all shareholders or investors regarding the implementation of communication. The disclosure of information also aims to increase the participation and role of shareholders or inves-tors in implementing the Public Company communication program. | The company has disclosed its policies communication with shareholders or investors on the Company's website (www.btn.co.id) Investor Relations menu - Policy Guidelines Investor Relations.<br><br>***Comply*** |

| No | | | Aspects; Principles; Recommendations | Comply or Explain |
|---|---|---|---|---|
| **B.** | **Aspect 2: Board of Commissioners' Function and Role** | | | |
| | **B.1.** | **Principle 3: Strengthening membership and composition of the Board of Commissioners** | | |
| | | B.1.1. | Recommendation 6 : Determination of the number of members of the Board of Commissioners by considering the Public Company's condition.<br>Explanation : The number of members of the Board of Commissioners may affect the effectiveness of the Board of Commissioners' duties. The number of the Board of Commissioners members in a Public Company must be determined by referring to the provisions of the applicable laws and regulations. The Board of Commissioners members consist of at least two people based on the requirements of the Financial Ser-vices Authority (FSA) Regulation Number 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. In addition, it is also necessary to consider the condition of the Public Company. It includes characteristics, capacity, and size, as well as achieving goals and fulfilling different business needs among Public Companies. However, if the number of the Board of Commissioners members is too large, it could interfere with the effectiveness of the implementation of the functions of the Board of Commissioners. | Determination of the number of members of the Board of Commissioners has considered the condition of the Company. It includes characteristics, capacity, size, and the means of fulfilling the Bank's business requirements and goals following the provisions of the Regulator. The current number of members of the Board of Commissioners is considered sufficient and following FSA Regulation Number 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies or equal to the number of members of the Board of Directors.<br><br>***Comply*** |
| | | B.1.2. | Recommendation 7 : Determination of the composition of members of the Board of Commissioners considering the diversity of expertise, knowledge, and experience required.<br>Explanation : The composition of the Board of Commissioners is a combination of characteristics both in terms of the organs of the Board of Commissioners and members of the Board of Commissioners individually, follow-ing the needs of the Public Company. These characteristics can be reflected in the determination of the expertise, knowledge, and experience needed in implementing supervisory duties and providing advice by the Board of Commissioners of a Public Company. The composition that considers the needs of the Public Company is a positive matter, primarily related to decision-making in the context of implementing the supervisory function carried out by considering various broader aspects. | The composition of members of the Board of Commissioners was made by considering the diversity of expertise, knowledge, and experience required, as disclosed in the Diversity Composition section of the Board of Commissioners in this Annual Report.<br><br>***Comply*** |
| | **B.2.** | **Principle 4: Improving the Implementation Quality of Duties and Responsibilities of the Board of Commissioners.** | | |
| | | B.2.1. | Recommendation 8 : The Board of Commissioners has in place a Self-Assessment policy that assesses the perfor-mance of the Board of Commissioners.<br>Explanation : The Board of Commissioners' self-assessment policy is a guideline used as a form of accountability for collegial assessment of the Board of Commissioners' performance. Self-assessment is intended to be carried out by each member to assess the implementation of the Board of Commissioners' performance in a collegial manner. Self-assessment is not used to evaluate the individual performance of each mem-ber of the Board of Commissioners. With this self-assessment, each member of the Board of Commis-sioners is expected to improve the performance of the Board of Commissioners on an ongoing basis.<br>The policy can include assessment activities carried out along with their purposes and objectives, the periodic implementation time, and the benchmarks or assessment criteria used following the recom-mendations given by the nomination and remuneration function of a Public Company. The existence of this function has been required in the Financial Services Authority Regulation Number 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies. | The Board of Commissioners has a self-assessment policy as stated in the Joint Decree on the Working Relations of the Board of Commissioners and Directors of the Company in the Joint Decree of the Board of Commissioners No. 01/DEKOMBTN/2021 and the Board of Directors No. 01/DIRBTN/2021, Chapter IV Performance Evaluation as outlined in the perfor-mance assessment section of the Board of Commissioners in this Annual Report and the Company Website (www.btn.co.id) Investor Relations menu – GCG – Cross Reference ASEAN CG Scorecard – SKB.<br><br>***Comply*** |

| No | Aspects; Principles; Recommendations | | | Comply or Explain |
|---|---|---|---|---|
| | | B.2.2. | Recommendation 9 : Self-Assessment policies assessing the performance of the Board of Commissioners are to be disclosed through the Annual Report of the Public Company.<br>Explanation : The disclosure of the self-assessment policy on the performance of the Board of Commissioners is carried out not solely to fulfill the transparency aspect as a form of accountability for implementing the board's duties. In addition, it also provides assurance, especially to shareholders or investors, as at-tempts need to be made to improve the performance of the Board of Commissioners. With this disclo-sure, shareholders or investors know the check and balance mechanism for the performance of the Board of Commissioners. | The Self-Assessment policy to assess the performance of the Board of Commissioners was disclosed in the performance evaluation section of the Board of Commissioners in this Annual Repor.<br>***Comply*** |
| | | B.2.3. | Recommendation 10 : The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if involved in financial crimes.<br>Explanation : The policy regarding the resignation of members of the Board of Commissioners involved in financial crimes is a policy that can increase the trust of stakeholders in the Public Company, which will maintain the integrity of the Company. This policy is needed to help the legal process run smoothly so that the le-gal process does not interfere with the course of business activities. In addition, in terms of morality, this policy builds an ethical culture within the Public Company. The policy may be included in the Guidelines or Code of Ethics applicable to the Board of Commissioners.<br>Furthermore, the status of a convict is given by the competent authority to a member of the Board of Commissioners who is involved in financial crimes. Financial crimes refer to manipulation and various forms of embezzlement in financial services activities and Money Laundering Crimes as referred to in Law Number 8 of 2010 concerning the Prevention and Eradication of Money Laundering Crimes. | The Company has a policy under the Board of Commissioners Guidelines and Work Rules in the Decision of the Board of Commissioners No.01/ DEKOM-BTN/2021 regarding the Resignation and Dismissal of members of the Board of Commissioners. This policy regulates whether the board members are involved in any deed considered harmful to the Company and/ or the State and if the person concerned is found guilty in a court of law with permanent legal force<br>***Comply*** |
| | | B.2.4. | Recommendation 11 : The Board of Commissioners or the Committee that performs the Nomination and Remuneration function composed a Nomination succession policy for members of the Board of Directors.<br>Explanation : Based on the provisions of the Financial Services Authority Regulation Number 34/ POJK.04/2014 con-cerning the Nomination and Remuneration Committee of Issuers or Public Companies, the committee that carries out the nomination function has the task of formulating the policies and criteria needed in the nomination process for prospective members of the Board of Directors. One of the policies that can support the Nomination process, as referred to, is the succession policy of members of the Board of Di-rectors. The policy on succession aims to maintain the continuity of the process of regeneration or re-generation of leadership in the Company to maintain business sustainability and the Company's long-term goals. | The appointment and dismissal of the Company's Directors are based on the principles of professionalism and GCG. Since the Company is a State-Owned Enterprise (SEO), the succession policy of the Board of Directors refers to Minister of State-Owned Enterprises Regulation No. PER/11/MBU/07/2021 concerning the Requirements, Procedures for Appointment and Dismissal of Directors of State-Owned Enterprises. In addition, as a Public Company, the Company's policy also refers to the Financial Services Authority regulation Number 33/POJK.04/2014 concerning Directors and Commissioners of Issuers or Public Companies. The description of the succession policy in the Nomination process of the members of the Company's Board of Directors has been disclosed in the Policy section of the Board of Directors' Annual Report Succession.<br>***Comply*** |

| No | Aspects; Principles; Recommendations | | | Comply or Explain |
|---|---|---|---|---|
| C. | Aspect 3: Functions and Roles of the Board of Directors | | | |
| | C.1. | Principle 5: Strengthening the Membership and Composition of the Board of Directors. | | |
| | | C.1.1. | Recommendation 12 : Determination of the number of members of the Board of Directors considers the Public Company's condition and effectiveness in decision making.<br>Explanation : As an authorized corporate organ that deals with the management of the Company, the determination of the number of Directors dramatically affects the performance of the Public Company. Thus, the number of members of the Board of Directors must be determined through careful consideration and refer to the applicable laws and regulations. It must be based on the Financial Services Authority Regulation Number 33 / POJK.04 / 2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies consisting of at least 2 (two) people. In addition, the number of Directors must be determined based on the need to achieve the goals and objectives of the Public Company and adjusted to the conditions of the Public Company. This condition includes the characteristics, capacity, and size of the Public Company and how to achieve the effectiveness of the Board of Directors' decision making. | Determination of the number of members of the Board of Directors has taken into consideration the Company's condition, including characteristics, capacity, and size, as well as the means of achieving objectives and fulfilling the Bank's business requirements following Regulatory provisions. The number of members of the Board of Directors has fulfilled the provisions of FSA Regulation No. 33/ POJK.04/2014 concerning the Board of Directors and Commissioners of Issuers or Public Companies.<br><br>***Comply*** |
| | | C.1.2. | Recommendation 13 : Determination of the composition of members of the Board of Directors considers the diversity of expertise, knowledge, and experience needed.<br>Explanation : Similar to the Board of Commissioners, the diversity of the composition of members of the Board of Directors is a combination of desired characteristics. This combination is in terms of the organs of the Board of Directors and the individual members of the Board of Directors, following the needs of the Public Company. It is determined by considering the appropriate expertise, knowledge, and experience in the division of duties and functions of the Board of Directors in achieving the objectives of the Public Company. Thus, consideration of the characteristic combination will impact the accuracy of the nomination process and the individual appointment of members of the Board of Directors or collegial Board of Directors. | The composition of the Board of Directors members has taken into consideration the diversity of expertise, knowledge, and experience required, as disclosed in the Diversity Composition section of the Board of Directors in this Annual Report.<br><br>***Comply*** |
| | | C.1.3. | Recommendation 14 : Members of the Board of Directors in charge of Accounting or Finance have the required expertise and/or knowledge in accounting.<br>Explanation : Financial Statements are management's accountability reports from managing resources owned by a Public Company. They must be prepared and presented following generally accepted Financial Accounting Standards in Indonesia and related FSA regulations, including laws and regulations in the Capital Market sector that regulate the presentation and disclosure of Public Company Financial Statements. Based on the laws and regulations in the Capital Market sector that regulate the responsibility of the Board of Directors for the Financial Statements, the Board of Directors is jointly responsible for the Financial Statements. The President Director and members of the Board of Directors in charge of accounting or finance sign the Financial Statements. | In 2023, the Director in charge of accounting or finance has an educational background and work experience in finance with the following information:<br>a. Education<br>1 Bachelor of Economics<br>2. Master of Economics<br>3. Have work experience in banking<br>b. Work Experience<br>1. Director of Finance (March 2021 – now)<br>2. Head of Treasury Division (2015-2021)<br>3. Acting Regional Head, Regional Office I (2015)<br>4. Head of Treasury Division (2014)<br>5. Head of Institutional Banking Division (2013)<br>6. Post Office Alliance Desk Head (2012)<br>The certification owned by the Director in charge of finance/ accounting can be seen in the Competency Development section of the Board of Directors in this Annual Report.<br><br>***Comply*** |

| No | Aspects; Principles; Recommendations | | | Comply or Explain |
|---|---|---|---|---|
| | | | Thus, the disclosure and preparation of financial information presented in the financial statements will largely depend on the expertise and/or knowledge of the Board of Directors, especially members of the Board of Directors in charge of accounting or finance. The existence of expertise and/or knowledge qualifications in the accounting field that at least the members of the Board of Directors have can ensure the process of making the Financial Statements. Thus, the Financial Statements can be a reliable basis for stakeholders in making economic decisions related to the Public Company. Such expertise and/or knowledge can be proven by educational background, training certification, and/ or related work experience.. | |
| | **C.2.** | **Principle 6: Improving the Quality of the Board of Directors' Duties and Responsibilities.** | | |
| | | C.2.1. | Recommendation 15 : The Board of Directors has in place a Self-Assessment policy used to assess the performance of the Board of Directors.<br>Explanation : Similar to the Board of Commissioners, the Board of Directors self-assessment policy is a guideline used as a form of accountability for collegial assessment of the Board of Directors' performance. Self-assessment is intended to be carried out by each member of the Board of Directors. The aim is to assess the implementation of the Board of Directors' performance in a collegial manner. Self-Assessment is not used to evaluate the individual performance of each member of the Board of Directors. With this self-assessment, each member of the Board of Directors is expected to improve the performance of the Board of Directors on an ongoing basis.<br>The policy may include assessment activities carried out along with their purposes and objectives, the periodic implementation time, and the benchmarks or assessment criteria used following the recommendations given by the nomination and remuneration function of a Public Company. The establishment of these functions has been required in the Financial Services Authority Regulation Number 34/ POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies. | The Board of Directors has in place a Self-Assessment policy. It is stated in the Joint Decree regarding the Working Relationship between the Board of Commissioners and the Board of Directors of the Company Year 2021 Chapter IV on Performance Evaluation and the Valuation System. This self assessment is summarized as Key Performance Indicators (KPI) as described in the Performance Evaluation section of the Board of Directors of this Annual Report and the Company's Website (www.btn.co.id) under the Investor Relations-GCG menu – Cross Reference ASEAN CG Scorecard.<br><br>***Comply*** |
| | | C.2.2. | Recommendation 16 : Self-Assessment policies in order to assess the performance of the Board of Directors are disclosed through the Annual Report of the Public Company.<br>Explanation : The disclosure of the self-assessment policy regarding the Board of Directors' performance is carried out not solely to fulfill the transparency aspect as a form of accountability for implementing the Board of Directors' duties. In addition, it also provides essential information regarding the attempts to improve the management of the Public Company. This information is beneficial to give assurance to shareholders or investors regarding the existence of certainty that the Company management continues to be carried out in a better direction. With this disclosure, shareholders or investors know the check and balance mechanism for the performance of the Board of Directors. | The Self-Assessment policy to assess the performance of the Board of Directors has been disclosed in this Annual Report under the Performance Evaluation section of the Board of Directors.<br><br>***Comply*** |

| No | Aspects; Principles; Recommendations | | Comply or Explain |
|---|---|---|---|
| | C.2.3. | Recommendation 17 : The Board of Directors has a policy related to the resignation of members of the Board of Directors when involved in financial crimes.<br>Explanation : The policy of resignation for members of the Board of Directors involved in financial crimes is a policy that can increase the stakeholders' trust in the Public Company, which in return will maintain the Company's integrity. This policy is needed to help the legal process runs smoothly and so that the legal process does not interfere with the course of business activities. In addition, in terms of morality, this policy will build an ethical culture within the Public Company. The policy may be covered by the Guidelines or Code of Ethics applicable to the Board of Directors. Furthermore, the status of a convict is given by the competent authority to a member of the Board of Commissioners who is involved in financial crimes. Financial crimes refer to manipulation and various forms of embezzlement in financial services activities and Money Laundering Crimes as referred to in Law Number 8 of 2010 concerning the Prevention and Eradication of Money Laundering Crimes. | The Company has in place a policy in the Board of Commissioners Charter under the Decree of the Board of Directors Number 07/DIR/KD/ CMPD/2017 regarding the Resignation and Dismissal of members of the Board of Directors if involved in actions considered to harm the Company and/or the State and if the individual involved is found guilty in a court of law having permanent legal force.<br><br>***Comply*** |
| **D.** | **Aspect 4: Stakeholder Participation** | | |
| | **D.1.** | **Principle 7: Upgrading corporate governance aspects through stakeholder participation.** | |
| | D.1.1. | Recommendation 18 : The Public Company has in place policies to prevent Insider Trading.<br>Explanation : A person with insider information is prohibited from conducting a Securities transaction using insider information as referred to in the Law on Capital Market. Public Companies can minimize the occurrence of insider trading through prevention policies, for example, by strictly separating confidential data and/or information from public ones and dividing the duties and responsibilities for the management of such information proportionally and efficiently. | The Company has a policy to prevent insider trading as stipulated in Special Policy Number KK.9-AA dated September 15, 2023, concerning Investor Relations Activities as can be seen on the Company's website (www.btn.co.id) Investor Relations menu – Investor Relations Policy Guidelines.<br><br>***Comply*** |
| | D.1.2. | Recommendation 19 : The Public Company has in place an Anti-Corruption and Anti-Fraud policy.<br>Explanation : Anti-corruption policies are useful for ensuring that the business activities of public companies are carried out legally, prudently, and in accordance with the principles of good governance. The policy can be part of a code of conduct or in its own form. The policy may include, among others, programs and procedures carried out to overcome corrupt practices, kickbacks, fraud, bribery, and/ or gratification in a Public Company. The scope of the policy must describe the prevention of the Public Company against all corrupt practices, either giving or receiving from other parties. | Anti-fraud implementation at Bank BTN is regulated by the Circular Letter of the Board of Directors No. 03/PD/DIR/PPBD/2020 dated March 31, 2020, concerning Guidelines for Anti-Fraud Strategi Policy. As a guideline in the implementation of Gratification Control as an initiative of the national anti-corruption program, the Company issued guidelines for the gratification control guidelines in a Special Policy Number KK.6-A dated April 25, 2022, concerning Gratification Control Procedures.<br><br>***Complyv*** |
| | D.1.3. | Recommendation 20 : The Public Company has a policy in place regarding the selection and improvement of suppliers or vendor ability.<br>Explanation : The supplier or vendor selection policy is useful to ensure that the Public Company obtains the necessary goods or services at competitive prices and good quality. Meanwhile, the policy of increasing the ability of suppliers or vendors helps ensure that the supply chain runs efficiently and effectively. The suppliers' or vendors' ability to supply/provide the goods or services needed by the Company will affect the quality of the Company's output. | The Company has policies related to vendor management as stipulated in Special Policy Number KK.9-H dated June 30, 2022 concerning Guidelines for the Implementation of Procurement of Goods and/ or Services and Technical Guidelines Number PT.9-H.1 dated September 29, 2023 concerning Guidelines for the Implementation of Procurement of Goods and/or Services. Generally, the scope of this policy includes, among others, criteria in vendor selection, transparent procurement mechanisms, evaluation of vendor performance, and vendor track record. Coaching vendors through coordination meetings and monitoring and evaluating vendor performance improves the ability of suppliers or vendors. |

| No | Aspects; Principles; Recommendations | | | Comply or Explain |
|---|---|---|---|---|
| | | | Thus, implementing these policies can guarantee the continuity of supply, both in terms of quantity and quality needed by the Public Company. The scope of this policy includes criteria in selecting suppliers or vendors, transparent procurement mechanisms, attempts to improve the capabilities of suppliers or vendors, and the fulfillment of rights related to suppliers or vendors.<br>The Company has policies related to the procurement of goods and services that contain the selection and improvement of supplier or vendor capabilities as stated in the Procurement Guidelines standards. | The vendor selection policy is implemented by managing the Bank Associate List, which can be used as a vendor database in the application with the direct appointment/ direct election/ direct selection method. The Board of Directors Regulation and the Circular Letter, as mentioned earlier, also regulate the Standard Operating Procedure (SOP) of a transparent procurement mechanism through the auction/ direct election/ direct selection/direct appointment method and provisions on employment contracts with vendors. Thus, by implementing this policy, the continuity of supply needed by the Company is expected to be secured.<br><br>***Comply*** |
| | | D.1.4. | Recommendation 21 :<br>Explanation : | The Public Company has a policy on fulfilling the creditors' rights.<br>The policy regarding the fulfillment of creditors' rights is utilized as a guideline in making loans to creditors. The policy aims to maintain the fulfillment of rights and maintain creditors' trust in the Public Company. The policy includes considerations in making agreements, as well as follow-up actions in fulfilling the obligations of the Public Company to creditors. | The policy regarding fulfilling creditor rights is utilized as a guideline for providing loans to creditors. The policy aims to maintain the fulfillment of creditor rights and to maintain creditor trust in the Public Company. The policy includes consideration for making agreements and follow-up procedures in fulfilling the obligations of the Public Company to creditors. The creditors' basic rights policies include:<br>a. To receive the repayment of Principal and Interest payments at the agreed time.<br>b. To secure the rights to any penalties regarding the repayment of Principal and Interest payments.<br>c. To request explanations, information, documents, and inspect the Company's books.<br><br>For 2023, there are 2 Company creditors, namely: Bilateral Loan Creditors and Bond Creditors.<br><br>***Comply*** |
| | | D.1.5. | Recommendation 22 :<br>Explanation : | Public Company has a whistleblowing system policy.<br>A well-prepared whistleblowing system policy will provide certainty of protection to witnesses or whistleblowers for an indication of violations committed by employees or management of the Public Company. The implementation of these system policies will have an impact on the formation of good corporate governance culture. The whistleblowing system policy includes, among others, the types of violations that can be reported through the whistleblowing system, the way of complaints, protection, and guarantees of the confidentiality of the whistleblower, the handling of complaints, the party who manages the complaint, and the results of handling and following up complaints. | The Company has a Whistleblowing System implementation policy regulated in Technical Guideline Number PT.7-B.2 dated October 31, 2023 concerning Bank BTN Whistleblowing System Management which includes the types of violations that can be reported through the whistleblowing system , how to complain, protection, and guarantee of confidentiality of whistleblowers, handling complaints, parties who manage complaints, and the results of handling and following up complaints according to OJK regulations. The disclosure of Whistleblowing System policy referred to in the 2023 period is described in the Whistleblowing System section of this Annual Report.<br><br>***Comply*** |
| | | D.1.6. | Recommendation 23 :<br>Explanation : | Public Company has a policy of providing long-term incentives to the Board of Directors and employees.<br>Long-term incentives are incentives based on the achievement of long-term performance. The longterm incentive plan assumes that the Company's longterm performance is reflected by the growth in value of the stock or other Company's long-term targets. Long-term incentives are useful to maintain loyalty and provide motivation to the Board of Directors and employees to increase their performance or productivity, which will have an impact on improving the Company's performance in the long run. | Long-term incentives for the Board of Directors and the Board of Commissioners have been regulated, namely:<br>a. Board of Directors Regulation No.02/PD/HCD/2017 concerning the Income of the Board of Directors and Board of Commissioners,<br>b. Board of Directors Regulation No.2/PD/DIR/PPDB/2021 regarding amendments to Board of Directors Regulation No.02/PD/HCD/2017 concerning the Income of the Board of Directors and Board of Commissioners,<br>c. Circular Letter of the Board of Directors No. 16/SE/DIR/HCSD/2019 concerning the Implementation of Governance in the Provision of Remuneration,<br>Remuneration and incentives have been disclosed in the Implementation of Governance section of Bank BTN's Remuneration Provision in this Annual Report. |

| No | Aspects; Principles; Recommendations | | | Comply or Explain |
|---|---|---|---|---|
| | | | The existence of a long-term incentive policy is a real commitment of the Public Company to encourage the implementation of long-term incentives to the Board of Directors and Employees with conditions, procedures, and forms adjusted to the long-term goals of the Public Company. The policy may include, among others, the purpose and objectives of providing long-term incentives, terms and procedures for providing incentives, and conditions and risks that the Public Company must consider in providing incentives. The policy can also be included in the remuneration policy of the existing Public Company. | The Board of Directors Regulation includes deferred variable-based remuneration and Material Risk Taker as in Ministry of SOE Regulation No. 04/ MBU/2014 concerning Guidelines for SOE Ministerial Regulation Number Per-04/MBU/2014 as last amended by SOE Ministerial Regulation Number Per-13/ MBU/09/2021 dated September 24, 2021, and POJK Number 45/POJK.03/2015.<br><br>Since 2009, the Company has implemented long-term incentives in the form of MESOP for Directors and Employees, as described in the Share Option section in this Annual Report. In 2023, the Company implemented performance and riskbased remuneration.<br><br>***Comply*** |
| **E.** | **Aspect 5: Disclosure of Information** | | | |
| | **E.1.** | **Principle 8: Improving the Implementation of the disclosure of information** | | |
| | | E.1.1. | Recommendation 24 : The Public Company utilizes information technology more broadly in addition to the Website as a medium for disclosing information.<br>Explanation : The use of information technology can be a helpful medium for the disclosure of information. The disclosure of information is conducted not only to disclose information that has been regulated in laws and regulations but also to disclose other information related to Public Companies that are considered helpful for the knowledge of shareholders or investors. By using information technology more broadly apart from the Website, it is hoped that the Company can extend the effectiveness of disseminating company information. Nevertheless, the use of information technology is carried out while still considering the benefits and costs for the Company. | The Company always strives to improve the quality of the disclosure of information to stakeholders. It is done through the use of information technology, in addition to the Company's Website, such as through social media, namely:<br>• YouTube Bank BTN,<br>• Facebook BankBTNcoid,<br>• X @BankBTNcoid,<br>• Instagram @bankbtn<br>• LinkedIn PT BankTabungan Negara<br>The Company also provides information updates to shareholders via email, conference calls, and the Capital Market TV IBCM Channel of the Indonesian Stock Exchange, in addition to mentoring site visits by investors to Bank BTN branch offices, Non-Deal Roadshows, one-on-one meetings, Analyst Meeting Public Expose.<br><br>**Comply** |
| | | E.1.2. | Recommendation 25 : The Annual Report of the Public Company discloses the ultimate benefit of the Ownership of the Public Company of at least 5%, in addition to the disclosure of the ultimate beneficial owner of the share ownership of the Public Company through the main and controlling shareholders.<br>Explanation : Laws and regulations in the Capital Market sector governing the submission of Public Company annual reports have regulated the obligation to disclose information regarding shareholders who own 5% (five percent) or more of Public Company shares. In addition, the obligation to disclose information regarding major and controlling shareholders of Public Companies, either directly or indirectly, is up to the last beneficial owner in the ownership of the shares. In this Governance Guidelines, it is recommended to disclose the ultimate beneficial owner of share ownership of a Public Company of at least 5% (five percent), in addition to disclosing the ultimate beneficial owner of share ownership by major and controlling shareholders. | The Annual Report of the Public Company discloses the ultimate benefit of the Ownership of the Public Company of at least 5%, in addition to the disclosure of the ultimate beneficial owner of the share ownership of the Public Company through the main and controlling shareholders.<br><br>***Comply*** |

# Governance Principles for Banks Issued by Basel Committee on Banking Supervision

Governance Guidelines are best practice standards that can be used as a reference in implementing corporate governance, especially in the banking sector. They include 12 principles of corporate governance that can be summarized as follows.

| Principle | Description | Implementation in Bank BTN |
|---|---|---|
| Principle 1 Responsibilities of the Board of Commissioners | The Board of Commissioners has responsibilities that include: approval and oversight of the implementation of business strategy, structure and governance mechanisms, and corporate culture. | In the Rules of Procedure for the Board of Commissioners of the Company, as outlined in the Decree of the Board of Commissioners No.01/DEKOM-BTN/2017 dated August 10, 2017, concerning Guidelines and Work Procedures for the Board of Commissioners, it is stated that the responsibility of the Board of Commissioners is to provide opinions and suggestions on the annual work plan and budget and provide advice on matters deemed important by the Company, including corporate culture |
| Principle 2 Qualifications and composition of the Board of Commissioners. | Members of the Board of Commissioners must have quality in their duties and responsibilities, both individually and collegially. They must understand their role in supervising and implementing corporate governance, and be able to carry out sound and objective decision-making. | The Company's Board of Commissioners has no financial relationship, management relationship, share ownership and/ or family relationship with other members of the Board of Commissioners, the Board of Directors, and/or Controlling Shareholders or relationship with the Bank, which may affect the ability of the person concerned to act independently as stipulated in the Implementation of Good Corporate Governance for Commercial Banks and has signed a Statement of Independence. |
| Principle 3 Structure and mechanism of the Board of Commissioners | The Board of Commissioners must establish appropriate governance structures and practices in carrying out their duties and periodically review their effectiveness. | The Board of Commissioners has committees under them that assist with the implementation of their duties, namely the Audit committee, Risk Monitoring Committee, and the Remuneration and Nomination Committee. |
| Principle 4 Directors. | Under the direction and supervision of the Board of Commissioners, the Board of Directors can manage the Bank's activities by the business strategy, risk appetite, remuneration policies, and other policies that have been approved by the Board of Commissioners. | The Board of Directors manages the Company under the direction and supervision of the Board of Commissioners well. This is shown in the increasing Company's business achievements compared to the previous year. |
| Principle 5 Business Group Governance Structure. | Within a business group, the Board of Commissioners of the parent company has overall responsibility for the business group and for ensuring the establishment and implementation of clean governance practices related to the structure, business, and risks of business groups and entities. The Board of Commissioners and Directors must understand the organizational structure of the business groups and the risks they face | The Board of Directors and the Board of Commissioners of the Company have knowledge and understanding of the main businesses and main risks of the Company, as evidenced by the passage of the Fit and Proper Test for all the Board of Commissioners and Directors. The Board of Directors and Board of Commissioners also regularly participate in training and development to improve their capabilities. |
| Principle 6 Risk Management Function | Banks must have a quality risk management function, be independent, have quality resources and have access to the Board of Commissioners. | The Company runs the Process of Identification, Measurement, Monitoring, Risk Control, and Risk Management Information Systems through the Enterprise Risk Management (ERM) framework. The Company always improves the capabilities and knowledge of all employees, especially in terms of risk management. The Company communicates risk management to the Board of Commissioners through the Risk Monitoring Committee |
| Principle 7 Identification of Risk Monitoring and Control. | Risks in all kinds of bank activities must be identified, monitored, and controlled. The quality of the risk management and internal control infrastructure must be able to keep up with changes in the Bank's risk profile, external risk conditions, and industry practices | The Company has carried out risk identification, measurement, and assessment by compiling risk profiles regularly. Risk measurement and assessment have been able to run properly by the established Risk Management Policy, which is adjusted to the level of risk faced by Bank BTN |
| Principle 8 Risk Communication. | Effective implementation of risk governance requires accurate risk communication within the Bank both between organizations and through reporting to the Board of Commissioners and Directors | The Risk-Based Bank Rating (RBBR) assessment every semester is submitted to the Risk Management Committee. In addition, the results of the RBBR assessment are submitted to the Board of Commissioners through the Risk Monitoring Committee. |
| Prinsip 9 Obedience | The Board of Commissioners is responsible for overseeing management related to the Bank's compliance risk. The Board of Commissioners must establish a compliance function and provide approval for policies and processes for identifying, assessing, monitoring and reporting, and providing advice on compliance risks. | The Board of Commissioners ensures the implementation of good corporate governance in every business activity and corporate governance policy, including the implementation of compliance. Compliance risk assessment in RBBR is reported to the Board of Commissioners every 6 (six) months to be reviewed and given feedback. |

| Principle | Description | Implementation in Bank BTN |
|---|---|---|
| Principle 10 Internal Auditing | The internal audit function must report independent assurance activities to the Board of Commissioners and must support the Board of Commissioners and Directors in encouraging the implementation of an effective governance process and the long-term health of the Bank. | Internal Audit is directly responsible to the President Director and communicates with the Board of Commissioners through the Audit Committee. |
| Principle 11 Compensation. | The Bank's remuneration structure must support the implementation of corporate governance and risk management | The Company's current remuneration policy is by OJK Regulation Number 45/POJK.03/2015 concerning the Implementation of Governance in Providing Remuneration for Commercial Banks. |
| Principle 12 Disclosure and Transparency. | The implementation of governance by the Bank must be carried out transparently to shareholders, depositors, other relevant stakeholders, and market participants. | The company discloses through the Bank BTN website www.btn.co.id and ensures the availability of the most updated information for stakeholders. In addition, Bank BTN's disclosure of the information is carried out through Annual Reports, Sustainability Reports, and Public Exposes. |

# Good Corporate Governance Assessment

The Company always attempts to apply the highest standard of corporate governance concerning international regulations and standards based on the principles of corporate governance developed by the Organization for Economic Cooperation and Development (OECD), the ASEAN Corporate Governance Scorecard (ACGS) issued by ASEAN Capital Market Forum (ACMF), Indonesian GCG Guidelines developed by the National Committee on Governance Policy (KNKG), Indonesian Banking GCG Guidelines developed by the KNKG and Principles for Enhancing Corporate Governance issued by the Basel Committee on Banking Supervision, where the company has conducted governance assessment as follows:

## Self Assessment

Governance Self-Assessments are carried out periodically at the end of June and December each year. For 2023, the standards for implementing Governance, apart from referring to OJK Regulation Number 17 of 2023 concerning the Implementation of Governance for Commercial Banks, will also begin to follow the provisions of OJK Circular Letter Number 13/POJK.03/2017 concerning the Implementation of Governance for Commercial Banks..

### Assessment Criteria

The indicators that become the standard for the implementation of the self-assessment include 11 (eleven) parameters. They are:

1. Implementation of the duties and responsibilities of the Board of Directors.
2. Implementation of duties and responsibilities of the Board of Commissioners.
3. Completeness and implementation of the duties of the Committee.
4. Conflict of interest handling.
5. Implementation of the compliance function.
6. Implementation of the internal audit function.
7. Implementation of the external audit function.
8. Implementation of risk management including the internal control system.
9. Provision of funds to related parties and large exposure.
10. Transparency of the Bank's financial and non-financial conditions, reports on the implementation of corporate governance, and internal reporting.
11. The Bank's strategic plan.

### The Party Conducting The Assessment

The Company carries out a governance self-assessment by involving the entire Board of Commissioners, Directors, and work units related to the intended governance assessment factors.

### Assessment Results

In the Corporate Governance assessment conducted in 2023, the results of the Corporate Governance Self-Assessment are as follows:

| Result of Self-Assessment Regarding The Implementation of Governance | | |
|---|---|---|
| | Rating | Definition of Rating |
| Individual | 2 | The Bank's management has implemented Good Corporate Governance well in general, which was reflected in the adequate fulfillment of Governance principles. In the event that there were weaknesses in the application of Governance principles, these weaknesses were in general not significant and could be resolved by Bank's Standard Operating Procedures. |

Result of Corporate Governance Self-Assessment in December 2023

| Result of Self-Assessment Regarding The Implementation of Governance | | |
|---|---|---|
| | Rating | Definition of Rating |
| Individual | 2 | he Bank's management has implemented Good Corporate Governance well in general, which was reflected in the adequate fulfillment of Governance principles. In the event that there were weaknesses in the application of Governance principles, these weaknesses were in general not significant and could be resolved by Bank's Standard Operating Procedures. |

From the results of the two assessments, the implementation of Corporate Governance in 2023 can be summarized as follows:

**Bank's Name : PT BANK TABUNGAN NEGARA (PERSERO) Tbk**
**Position : JANUARY-DECEMBER 2023**

| Result Of Self-Assessment (Regarding The Implementation Of Governance) | | |
|---|---|---|
| | Rating | Definition of Rating |
| Individual | 2 | The Bank's management has implemented Good Corporate Governance well in general, which was reflected in the adequate fulfillment of Governance principles. In the event that there were weaknesses in the application of Governance principles, these weaknesses were in general not significant and could be resolved by Bank's Standard Operating Procedures. |

**ANALYSIS**

In general, the implementation of Corporate Governance is good. The Bank's management has implemented Governance principles and has prepared a Governance Structure that supports the implementation of governance, such as organizational structure, competent human capital, and policies as well as procedures that support the implementation of the Bank's activities. In addition, the Bank's management's efforts to make improvements have been carried out from time to time to ensure that the implementation of governance is in line with the Bank's business development. Improvements were made by taking into account input from the Board of Commissioners based on the results of monitoring/review/recommendations from the Committees that support the duties and responsibilities of the Board of Commissioners..

During the reporting period, no violations of the precautionary principle were found in fulfilling CAR, Core Capital, NOP, and NPL and no exceedances and/or violations of LLL occurred. The Bank's commitments related to the audits by the Financial Services Authority (FSA) and the Audit Board of the Republic of Indonesia (BPK) have been followed up under agreed deadlines.

**Objectives:**

a. The assessment of governance structure aims to determine the adequacy of the Bank's Governance structure and infrastructure to ensure that the implementation of Good Governance produces an outcome that is in line with the expectations of the Bank's Stakeholders. The Governance Structure consists of the Board of Directors, Commissioners, Committees, and Work Units at the Bank. The Governance Infrastructure consists of bank policies and procedures, management information systems as well as main duties and functions of each organizational structure.
b. The assessment of the governance process aims to determine the effectiveness of the implementation of governance principles supported by the adequacy of the Bank's governance structure and infrastructure, to produce outcomes that are in line with the expectations of all the stakeholders.
c. The assessment of governance outcomes aims to determine the quality of outcomes that meet the expectations of all the stakeholders, which results from the implementation of good governance principles and is supported by the adequacy of the governance structure and infrastructure.

Outcomes consist of qualitative and quantitative aspects as follows:

a. Adequacy of report transparency.
b. Compliance with laws and regulations.
c. Customer protection.
d. Objectivity in conducting assessments or audits.
e. Bank's performances, such as profitability, efficiency and capital and/or
f. Increase/decrease in compliance with applicable regulations, violations of LLL, and violations of provisions related to Bank reports to the Financial Services Authority (OJK).

Based on the Governance Self-Assessment Analysis consisting of Governance Structure, Governance Process, and Governance Outcome on each of the Governance assessment factors, it can be concluded that::

**A. Governance Structure**

In general, the Company's Governance Structure is adequate, as explained in the summary as follows:

**1. Positive Factors**

1.1 The Annual General Meeting of Shareholders (AGM), held on March 16, 2023, granted full settlement and discharge (volledig acquit at de charge) to the Board of Directors for the management actions of the Company and to the Board of Commissioners for overseeing the Company's actions during the 2022 Fiscal Year.
1.2 Based on the AGM for the 2022 fiscal year held on March 16, 2023, the composition of the Board of Commissioners was determined to be 9 (nine) members and the Board of Directors to be 10 (ten) members.
1.3 As of December 31, 2023, all members of the Board of Directors have been declared fit and proper by the Financial Services Authority (OJK)
1.4 In fulfilling their duties and responsibilities, the Board of Directors demonstrates integrity, competence, and extensive knowledge.
1.5 All members of the Board of Directors do not hold concurrent positions as Commissioners, Directors, or Executive Officers in other banks, companies, and/or institutions.

**ANALYSIS**

1.6 All members of the Board of Directors do not have familial relationships up to the second degree with other members of the Board of Directors and/or members of the Board of Commissioners or Controlling Shareholders.
1.7 The Board of Directors has established an ESG Committee responsible for mapping and formulating policies/strategies for ESG and TJSL programs. It also monitors and evaluates the implementation of ESG and TJSL Programs in accordance with Special Policy Number KK.9-D dated March 30, 2023, on the Procedures for the Governance of the Board of Directors' Committee, updated on December 21, 2023.
1.8 The composition of the Board of Commissioners as of December 31, 2023, consisted of 8 (eight) members, with 4 (four) of them serving as Independent Commissioners, accounting for 50% (fifty percent) of the total members of the Board of Commissioners, in compliance with regulations.
1.9 As of December 31, 2023, all members of the Board of Commissioners have passed the fit and proper test conducted by the Financial Services Authority (OJK).
1.10 All members of the Board of Commissioners do not hold concurrent positions as stipulated by Regulations issued by Regulators (OJK, BI, Ministerial Regulations, and other relevant laws).
1.11 All Independent Commissioners do not have financial or managerial relationships with the Directors and/or Controlling Shareholders.
1.12 Bank BTN already has the Audit Committee, the Risk Management Committee, and the Remuneration and Nomination Committee in accordance with the regulation based on:
1.12.1 a letter by the Board of Commissioners Number 25/KOM/BTN/III/2022 dated March 17, 2022, concerning the Submission of Decisions of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk;
1.12.2 a letter by the Board of Directors Number 26/KOM/BTN/III/2022 dated March 17, 2022, concerning the Submission of Composition of Committee Members of Supporting Organs of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk;
1.12.3 a letter by the Board of Commissioners Number 111/KOM/BTN/III/2022 dated November 16, 2022, concerning the Submission of Composition of Committee Members of Supporting Organs of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk.
1.12.4 Letter of the Board of Commissioners No. 13/KOM/BTN/I/2023 dated January 18, 2023, regarding the Announcement of the Decision of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk;
1.12.5 Letter of the Board of Commissioners No. 14/KOM/BTN/I/2023 dated January 18, 2023, regarding the Announcement of the Composition of Members of the Supporting Committee of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk;
1.12.6 Letter of the Board of Commissioners No. 47/KOM/BTN/III/2023 dated March 8, 2023, regarding the Termination of the Term and Appointment of Members of the Audit Committee of PT Bank Tabungan Negara (Persero) Tbk;
1.12.7 Letter of the Board of Commissioners No. 55/KOM/BTN/III/2023 dated March 21, 2023, regarding the Announcement of the Decision of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk;
1.12.8 Letter of the Board of Commissioners No. 56/KOM/BTN/III/2023 dated March 21, 2023, regarding the Announcement of the Composition of the Membership of the Supporting Committee of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk.
1.12.9 Letter of the Board of Commissioners No. 101/KOM/BTN/VIII/2023 dated August 14, 2023, regarding the Announcement of the Decision of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk;
1.12.10 Letter of the Board of Commissioners No. 102/KOM/BTN/VIII/2023 dated August 14, 2023, regarding the Announcement of the Composition of the Membership of the Supporting Committee of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk;
1.13 Bank BTN has policies, systems and procedures for handling conflicts of interest that are applied to every business and operational activity contained in Special Policy Number KK.6-H dated October 10, 2023 concerning Procedures for Handling Conflicts of Interest.).
1.14 Bank BTN has a Compliance Work Unit that is independent or separate from the Operational Work Unit (risk-taking unit).
1.15 The Director overseeing the Compliance Function has met the independence requirements and does not concurrently serve as the President Director/the Vice President, the Director overseeing the business and operational, risk management, treasury, financial and accounting, logistics, and procurement of goods/services, information technology, internal audit, as well as the Director in charge of the Compliance Function has received approval from the FSA for the fit and proper test.
1.16 Bank BTN has an Internal Audit Work Unit called the Internal Audit Division (IAD) which directly serves the President Director and directly communicates to the Board of Commissioners or the Audit Committee.
1.17 Bank BTN has compiled and regularly reviewed the Internal Audit Charters, the organizational structure of the Internal Audit Work Unit as well as its duties and functions.
1.18 The Public Accounting Firm has been appointed for the 2023 financial statements and has met the stipulated criteria.
1.19 Bank BTN has a Risk Management Work Unit, namely the Enterprise Risk Management Division (ERMD).
1.20 The Bank has policies on the provision of funds, including monitoring tools and resolution steps as well as has conducted policy evaluation regularly. Policy evaluation was carried out by related divisions by involving and coordinating with other divisions, including Compliance & Governance Division (CMGD), Enterprise Risk Management Division (ERMD), and Legal Division (LGD) through the Policy and Procedure Division (PPD) which were then proposed to the Credit Policy Committee through the Board of Directors.
1.21 The Bank has policies and procedures regarding the procedures for implementing the transparency of financial and non-financial conditions consisting of internal and external regulations (regulators).
1.22 The Bank has prepared a strategic plan in the form of a Corporate Plan and a Business Plan that is in line with the Company's vision and mission.
1.23 The Board of Directors has established 5 Key Focuses & 10 Strategic Initiatives.

**2. Negative Factors**

None.

**3. Identification of Problems and Root Causes (Root Cause)**

None.

**4. Strength**

4.1 The Board of Commissioners and the Board of Directors of Bank BTN are committed to meeting and improving the Governance structure and infrastructure so that they always comply with the provisions of regulators, and supervisors and keep abreast of the dynamics of business needs.

4.2 The implementation of good governance in Bank BTN is supported by an independent structure of Internal Audit, Risk Management, and Compliance Work Units.

**B. Governance Process**

In general, the Company's Governance Process is adequate, as explained in the summary as follows:

**1. Positive Factors**

1.1 The Board of Directors has established strategic policies and decisions through effective and efficient Board Meetings that are communicated to all employees through various media such as Digital Room for E-Learning Modules (DREAMS), Legal Application Systems (LAPS), and others.

## ANALYSIS

1.2 The Board of Directors has conducted performance reviews with all Divisions & Regional Offices regularly, and the Board of Commissioners has conducted performance reviews with the Board of Directors every month.
1.3 The Board of Directors has followed up on findings and recommendations from the Internal Audit Division, External Auditors, the FSA, and/ or other authorities' supervision results.
1.4 In carrying out the duties and responsibilities of the Board of Directors, during the period of January to December 2023, the Board of Directors conducted internal meetings a total of 255 (two hundred fifty-five) times.
1.5 The committees under the Board of Directors held meetings during the period of January to December 2023, amounting to 333 (three hundred thirty-three) meetings. The breakdown is as follows:
a. Asset-Liability Committee: 14 meetings.
b. Information Technology Steering Committee: 4 meetings..
c. Risk Management Committee: 16 meetings.
d. Human Capital Committee: 19 meetings.
e. Credit Policy or Financing Committee: 9 meetings.
f. Credit Committee: 240 meetings.
g. Business Committee: 6 meetings.
h. Transformation Steering Committee: 25 meetings
1.6 The Board of Commissioners is always committed to implementing the principles of Corporate Governance in each line of business.
1.7 In carrying out the duties and responsibilities of the Board of Commissioners, during the period of January to December 2023, the Board of Commissioners conducted internal meetings a total of 52 (fifty-two) times and joint meetings with the Board of Directors 6 (six) times.
1.8 The Committee always performs its duties independently through regular meetings with Divisions or Work Units to discuss the issues and operational conditions of Bank BTN.
1.9 Each Committee has carried out its functions in accordance with regulations, including providing recommendations as per their responsibilities to the Board of Commissioners. During the period of January to December 2023, the committees under the Board of Commissioners held meetings as follows:
a. Audit Committee: 35 meetings.
b. Risk Monitoring Committee: 52 meetings.
c. Remuneration and Nomination Committee: 23 meetings.
1.10 Bank BTN has implemented a credit processing application (iLoan) which includes aspects of Bank Related Parties with the aim of ensuring the credit process is free from conflicts of interest and is carried out in accordance with applicable regulations and has been communicated to the Board of Commissioners and Directors..
1.11 Increasing the implementation of Corporate Culture, namely: Sales Culture, Performance Culture, Governance & Risk Culture and Learning Culture.
1.12 Bank BTN has submitted a report on the implementation of the duties of the Director in charge of the Compliance Function to the regulator in a timely manner.
1.13 To ensure the compliance of every regulation to be enacted, the Compliance Unit conducts reviews to ensure that such regulations align with the requirements set by regulators and legislation. During the period of January to December 2023, the Compliance Unit conducted reviews with the following details:
a. Operational Area: 231 reviews.
b. Credit Area: 102 reviews.
c. Fund Area: 34 reviews.
1.14 In efforts to prevent early-stage corruption practices, Bank BTN implemented the ISO 37001:2016 Anti-Bribery Management System (SMAP). In 2023, Bank BTN underwent re-certification and surveillance audits for ISO in 10 Work Units, and expanded the scope of ISO ABMS to 5 work units (SMBD and 4 CBC).
1.15 In the pursuit of enhancing a culture of compliance, Bank BTN implemented the ISO 37301:2021 Compliance Management System (CMS). The Bank successfully obtained ISO CMS certification on January 23, 2023, and conducted surveillance in November 2023.
1.16 In 2023, the Internal Audit Division conducted a reassessment of the implementation of the bank's internal audit function by an independent party, as regulated by POJK 01 2019, and obtained a "Generally Conform" result.
1.17 The implementation of Bank BTN's Whistleblowing System has utilized the services of a third party, Deloitte Consultant, called WBS BTN SIIPS, and Bank BTN has collaborated with the Corruption Eradication Commission (KPK) regarding the Integrated Whistleblowing System (WBS) for Corruption Crime (TPK).
1.18 Internal Audit functions have been implemented adequately and have met the expectations of the stakeholders, which is reflected in the reports submitted by the Internal Audit Division to the Board of Commissioners through the Audit Committee regularly (every quarter), namely the realization of the Annual Audit Plan, the audit findings and recommendations, and the completion of the follow-up on the audit results.
1.19 The appointment of Public Accounting Firms (KAP) is in accordance with the minimum requirements set in accordance with the provisions and the audit is carried out by independent Public Accountants (AP) and the recommendations of the Audit Committee through the Board of Commissioners.
1.20 The Bank has monitored Risk Appetite and Risk Tolerance every month including the analysis of exceedances and impacts as well as recommendations based on the results of analysis submitted regularly to the Board of Directors and all Divisions..
1.21 The Board of Directors and Commissioners actively supervise risk management by discussing risk limits (risk appetite and risk tolerance) every month through the Board of Commissioners and Directors meetings.
1.22 Implemented business process improvements include:
a. The Bank has separated the CRSD Division into CRSD 1 and CRSD 2 to manage Early Bucket and Late Bucket separately, ensuring the quality of the Bank's credit portfolio.
b. The establishment of the Personal Banking Division (PBD) to support the achievement of high-yield loans.
c. Formation of the Human Capital Business Partner (HCBP), serving as an effective business partner to drive and ensure alignment between Human Capital strategies and operations to meet business needs and support corporate strategies.
d. Establishment of the Environmental, Social & Governance (ESG Department) to support the implementation of sustainable financial principles (SDGs).
e. The Bank has formed RLPC-BC (Regional Loan Processing Center-Business Control), CBC-BC (Commercial Banking Center-Business Control), and RBC (Regional Business Control) under the supervision of Regional Offices and coordination with the Risk Management Unit. These units function to enhance supervision and mitigate Operational Risks at branch and regional offices.
f. Development of the Operational Risk Management Information System (ORMIS) comprising RCSA, LED, and KRI in each operational unit has been implemented in all Regional Offices and Branch Offices.
g. Implementation of Consumer Credit BPI Phase 2, covering automatic disbursement processes and stock management.

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h. Implementation of Digitalization & Automation Project (BPI Consumer Project: Decision Engine).
i. Centralization of operational processes to Regional Offices and the Head Office, including centralizing procurement and vendor management, accounting and reporting processes, and cash management through the implementation of Regional Cash Operation Management.
j. Optimization of unproductive KCP through service substitution to Digital Channels by closing unproductive outlets/KCP.
k. Implementation of the Sales Center responsible for managing Non-Subsidized Home Loans (KPR) for the Emerging Affluent segment.
l. Formation of BTN's SME Credit Center tasked with disbursing Micro Credit products, including KUR and SME Credit up to IDR500 million.
m. Strengthening the BTN organization through the implementation of Strategic Business Units (SBU).

1.23 Strengthening process discipline and tiered controls at every stage of the credit business process, in line with the high increase in low-quality loans, and the credit granting process is carried out comprehensively by paying attention to the aspects of the 5Cs consistently.
1.24 In making decisions, Bank BTN has created Credit Policy Committee and Credit Committee so that the credit process can run prudently.
1.25 During the January-December 2023 period, there were no violations and/or exceedances of LLL.
1.26 Bank BTN has prepared, presented, and transparently disclosed financial and non-financial conditions to stakeholders on a monthly, quarterly, semester, and annual basis by publishing on the official website including the quarter announcement of Financial Report Publications and reporting them to the Financial Services Authority or stakeholders in accordance with applicable regulations.
1.27 Bank BTN has established a Customer Complaint System that customers can utilize through various channels, including the Contact Center, Customer Complaint System (SPN), Customer Service, or by reporting to Bank staff..
1.28 Reports on the implementation of Corporate Governance have been submitted in a complete and timely manner to the Financial Services Authority or stakeholders in accordance with applicable regulations.
1.29 The Board of Directors has communicated the Bank's Corporate Plan and Business Plan to all levels of the organization and Controlling Shareholders..
1.30 The Board of Commissioners has performed its supervisory functions and duties (monitoring), namely directing, monitoring, and evaluating the implementation of the Bank's strategic policies regularly every month in the Performance Review meeting between the Board of Directors and the Board of Commissioners.
1.31 The Board of Directors regularly discusses policies and decisions regarding strategic plans through committee meetings preceded by precommittee/steering committee meetings..
1.32 To support the vision to become Best Mortgage Bank in Southeast Asia, Bank BTN is reinforcing its organizational capacity and systems by strengthening the role of leaders. Bank BTN has prepared leaders to help execute the Company's 5 (five) focuses in 2021-2025 by establishing a performance culture, conducting monitoring that increases team engagement, consistently performing key behaviors, and continuously making improvements by implementing the 4DX execution discipline concept.
1.33 The Bank implements 4 Disciplines of Execution (4DX) on a national scale (bankwide) with the goal of fostering a performance-oriented culture that delivers superior results. Generally, the implementation is divided into three stages: Leadership Emphasize Stage, Setting Up Stage, and Implementation Stage.

**2. Negative Factors**

In general, Internal Control is adequate but still not running optimally resulting in cases of fraud.

**3. Identification of Problems and Root Causes**

Overall, the Governance Process is well implemented in every business and operational activity of the Bank, but still requires an understanding of the Standard Operating Procedure (SOP) and increased supervision.

**4. Strength**

4.1 The implementation of Corporate Culture is improved to support Bank BTN based on AKHLAK core values, namely: Sales & Service Culture, Governance & Risk Culture, and Performance Culture and Learning Culture.
4.2 The Bank continues to strive to improve internal control through training/internalization, sanctions for coaching, implementation of rotation, and HC mutations.
4.3 In making decisions, Bank BTN has created Credit Policy Committee and Credit Committee so that the credit process can run prudently.
4.4 To implement gratification and bribery control, Bank BTN already has a Gratification Control Unit (UPG) and ISO 37001:2016 Anti-Bribery Management System certification under the supervision and management of the Compliance Division.

**C. Governance Outcome**

In general, the Company's Governance Outcomes are adequate, as explained in the summary as follows:

**1. Positive Factors**

1.1 The Board of Commissioners and the Board of Directors had accounted for the execution of their duties to the shareholders and have been acknowledged by the shareholders in the Annual General Meeting for the 2022 Fiscal Year held on March 16, 2023.
1.2 The Bank has enhanced its performance to achieve the 2023-2025 RBB targets through the adoption of an effective business strategy.
1.3 The Financial Statements as of December 31, 2023 (Unaudited) show improvement compared to the previous year, with details as follows: (in billion)

| No | Performance | As of December 2022 | As of December 2023 (Unaudited) |
|---|---|---|---|
| 1 | Asset | 402,148 | 439,885 |
| 2 | Profit | 3,045 | 3,419 |
| 3 | DPK | 321,624 | 349,933 |
| 4 | Credit/Financing | 298,282 | 333,698 |
| 5 | Credit Quality | 3,38% | 3,01% |

1.4 Indicators of Compliance as of December 2023
1.4.1 The Capital Adequacy Ratio (CAR) formed by the Bank, taking into account credit risk, operational risk, and market risk as of December 31, 2023, is 20.14%. Meanwhile, the Minimum Capital Adequacy Requirement (KPMM) ratio, based on the risk profile that the Bank is required to form as of December 31, 2023, is 9.18%. Thus, Bank BTN's capital adequacy ratio remains above the minimum threshold required by the regulator under capital adequacy provisions.

## ANALYSIS

1.4.2 There have been no breaches or violations of the Maximum Credit Limit (BMPK) provisions.
1.4.3 The Non-Performing Loan (NPL) stands at 3.01% (gross)
1.4.4 The Primary Conventional Rupiah Mandatory Reserve (GWM) as of December 29, 2023, is 6.0361%, meeting the minimum requirement of 3%. The Foreign Currency Mandatory Reserve (GWM) as of December 29, 2023, is 4.397%, meeting the minimum requirement of 4%.

**2. Negative Factors**

2.1 During the period from January to December 2023, there was a Foreign Currency Mandatory Reserve (GWM) penalty for Bank BTN amounting to IDR28.670.854 (twenty-eight million six hundred seventy thousand eight hundred fifty-four rupiahs).
2.2 Throughout the period from January to December 2023, there was a penalty imposition of IDR677.520.854 (six hundred seventy-seven million five hundred twenty thousand eight hundred fifty-four rupiahs). There is an increase in the penalty amount from the regulator compared to the same period from January to December 2022, totaling IDR290.313.449 (two hundred ninety million three hundred thirteen thousand four hundred forty-nine rupiahs).
2.3 There are still instances of violations resulting in fraud, where during the period from January to December 2023, the number of fraud cases was 19. This figure is the same as the number of violations resulting in fraud during the period from January to December 2022, which was also 19 cases.

**3. Identification of Problems and Root Causes**

3.1 It is necessary to improve understanding of SOPs and to strengthen supervision.
3.2 It is necessary to improve reporting systems and infrastructure.

**4. Strength**

4.1 Bank BTN has set a long-term direction to become Best Mortgage Bank in Southeast Asia through the implementation of five long-term strategic focuses with the following business aspirations to be achieved by 2025:
4.1.1 Doubling low-cost funding to Rp. 250 trillion.
4.1.2 Encouraging housing affordability for more than 6 million Indonesian people.
4.1.3 Building a one-stop shop financial solution for 3 million consumers and housing-related businesses.
4.1.4 Becoming a digital innovator and home of Indonesia's best talent
4.1.5 Building a high-quality portfolio and maintaining a low NPL level..
4.2 Bank BTN is guided by 10 (ten) strategic themes including:
4.2.1 Enhancement of branch operating model to increase low-cost DPK and retail business by optimizing network footprint and building end-to-end customer ownership (commercial, SME, consumer segments) such as funding, lending, fee-based and other services.
4.2.2 Partnership/inorganic growth to support core business in the housing sector by capturing opportunities in multi-finance, insurance, and asset management.
4.2.3 Development of housing finance for the emerging affluent and affluent segments by enhancing the direct-to-direct proposition and collaborating with leading developers and real estate agent networks.
4.2.4 Development of a homeownership program for subsidized KPR to support the national affordable housing agenda.
4.2.5 Expansion of the value chain in real estate targeting SME suppliers and contractors by providing supply chain financing, bank guarantee, SKBDN, and business savings solutions.
4.2.6 Development of complete financial solutions (loans, savings, transactions, and investments) targeting fixed-income customers, especially for emerging affluent and SMEs, and formulation of cross-selling and upselling strategies.
4.2.7 Development of electronic transaction channels, automation of various business processes, and expansion of cooperation with the digital ecosystem, including setting up supporting IT infrastructure and operational models.
4.2.8 Implementation of an appropriate SBU structure to create a performance-driven organization, improvement of hard and soft skills, and launch of culture programs on sales and service, governance and risk management, performance, and learning.
4.2.9 Improvement of credit business processes by centralizing credit operations (CBC, SME, consumer), increasing checks and balances, and strengthening the risk framework through precise risk guidelines.
4.2.10 Sustainability of low NPL levels across all segments through strong risk monitoring, standardization of workmanship, socially and digitally enabled collection processes, and asset sale strategies.

## Recommendations and Follow Up

| Problem | Follow-up |
|---|---|
| During the January-December 2023 period, there was an increase in the number of fines from the Regulator compared to the same period in 2022. | a. Appeal from the Board of Directors via memo to all Divisions, Regional Offices, Branch Offices/Sharia Branch Offices regarding Mitigation of Fines and/or Written Warnings from Regulators.<br>b. The Compliance Work Unit coordinates by remapping and updating reporting obligations to the Regulator as well as the person responsible for submitting Reports in each Division. Moving forward, the Compliance Work Unit also advised that all Divisions should actively coordinate to submit new regulatory report updates to the Compliance Work Unit if they are not yet included in the existing reporting list in the Compliance Regulatory Management System (CRMS).<br>c. Through the Compliance Regulatory Management System (CRMS), an email notification has been sent as a reminder before the report is due to all Divisions that have reporting obligations to Regulators and/or external parties as well as monitoring the development of new Bank Products (PPB) and New Activities for the Bank's Interests (KKB) and Activities as an Information Technology Service Provider and/or publishing Electronic Banking Service Products as a reminder of the obligation to report realization to the Regulator. Currently, CRMS enhancements are being carried out regarding the addition of notifications/reminders of reporting obligations to each Division PIC and Division Official via Whatsapp media in addition to email.<br>d. The Compliance Work Unit together with the Data Management Work Unit and the Risk Management Unit have discussed the Technical Regulations (PT) regarding Data Governance, especially regarding RACI (Responsible, Accountable, consulted and Informed) Reporting Process Matrix to Regulators, one of which is adding data validation activities by the Division Data Owner (Data Owner) to ensure the quality and correctness of the data before it is reported by the Division Responsible for Reporting to the Regulator. It is hoped that this will have an impact on improving the reporting process to Regulators so that it meets the Complete, Accurate, Current and Intact (LAKU) principles to mitigate data errors and the occurrence of repeated findings by Regulators.<br>e. The Compliance Work Unit and Risk Management Work Unit carry out discussions and mapping with the Division regarding the segregation of duties regarding the reporting process to the Regulator or other Supervisory Authority mentioned above, namely the maker, checker and approval functions starting from the data owner, data provider and person in charge. reporting.<br>f. The Compliance Work Unit has developed a Compliance Dashboard to mitigate potential non-compliance by conveying confirmation and verification of Compliance Dashboard parameter data to the relevant Work Unit. |

## Assessment by External Parties

In addition to Self-Assessment, the Company has also consistently conducted Third Party assessments to attain a second opinion on the quality of the GCG implementation to unceasingly refine the quality of the GCG implementation; this includes the Corporate Governance Perception Index survey, hereinafter abbreviated as CGPI, which is organized annually by the Indonesian Institute for Corporate Governance (IICG) and the GCG assessment is based on the ASEAN Corporate Governance Scorecard standards conducted by the FSA and the Indonesian Institute for Corporate Directorship (IICD).

## GCG Rating - Corporate Governance Perception Index (CGPI) Award

The Company constantly takes part in ratings and the Corporate Governance Perception Index survey, hereinafter abbreviated as CGPI, every year, which is organized by the Indonesian Institute for Corporate Governance (IICG). CGPI is a research program and rating of the quality of corporate governance with the following assessment stages:

1. The instrument and Document Analysis Stage is conducted through the following activities:
   a. Self Assessment.
   b. Document Assessment.
2. Observation Stage
   The observation stage is performed through clarification of the assessment instruments and the Company's documents' extensiveness, executive exposure, and internal discussions.

### Assessment Criteria

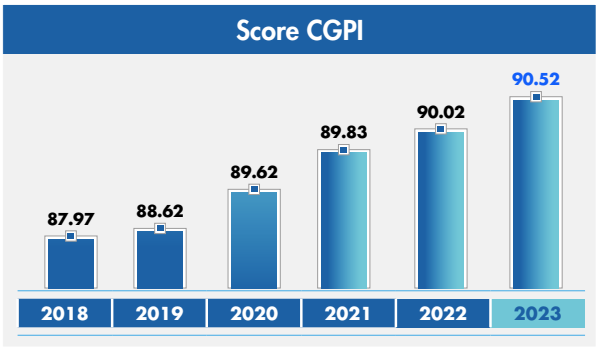
The assessment aspects of CGPI include Governance Structure, Governance Process, and Governance Outcome).

### Party Conducting the Assessment

The party that conducted the CGPI assessment is The Indonesian Institute of Corporate Governance (IICG).

### Rating Score

The Company's CGPI score in 2023 will be 90.52 with the title "Most Trusted". The results of the CGPI assessment for 6 (six) consecutive years are as follows:




CGPI Assessment Results 2018-2023

| Indicator | Year of Implementation | | | | | |
|---|---|---|---|---|---|---|
| | 2023 | 2022 | 2021 | 2020 | 2019 | 2018 |
| Governance Structure | 29,98 | 25,18 | 31,83 | 24,30 | 30.91 | 22,73 |
| Governance Process | 29,70 | 34,46 | 32,53 | 32,53 | 28.49 | 38,01 |
| Governance Outcome | 30,84 | 30,38 | 24,47 | 32,79 | 29.22 | 27,23 |
| Skor CGPI | 90,52 | 90,02 | 89,83 | 89,62 | 88,62 | 87.97 |

In the last 5 (five) years, based on the CGPI assessment conducted by IICG, Bank BTN's scores have always increased. This shows that the implementation of GCG in Bank BTN improves from year to year

## Recommendations and Follow-up

There are several recommendations for improvement from the Indonesian Institute for Corporate Governance (IICG) regarding the implementation of CGPI 2022. These recommendations become material for improvements and improvements which are followed up by implementation in the implementation of governance in the Company.

| No | Recommendation | Follow-up |
|---|---|---|
| **Governance Structure** | | |
| 1 | BTN needs to prepare an organizational structure design that is in accordance with the company's business plan and fulfills the gaps in the formation of a functional structure which is the responsibility of the Board of Directors. | 1. Talent development program carried out by BTN to fulfill the shortage of employees in L1 and L2 positions<br>2. Bank BTN's organizational structure is in accordance with the Bank's business strategy plan and the aspirations of the Board of Directors as well as the strategies outlined in the Corporate Plan, including by 2022 establishing:<br>a. The IT Security Division forms a position structure for the risk and compliance function<br>b. Wholesale Transaction Division is the division that manages Wholesale Banking. |
| 2 | BTN needs to develop a special structure and/or function that is responsible for integrating and consolidating the GRC (Governance Risk Compliance) system in the group of companies. | Strengthening organs at Regional Offices including:<br>a. Strengthening the control function by establishing Regional Business Control (RBC) which oversees Branch Business Control, CBC Business Control (CBC-BC), and Regional Loan Processing Center Business Control (RLPC-BC).<br>b. Coordinate and discuss the development of organizational structures and/or special functions responsible for integrating and consolidating the GRC system. |
| 3 | BTN needs to optimize leadership development in the company to ensure the availability of potential company leaders who are competent, competitive, adaptive and agile in facing the dynamics of change on an ongoing basis. | 1. The Company has implemented a succession program through the implementation of the Talent Acceleration Program starting in 2022 with a total of 80 employees for the first phase. For the next stage, Bank BTN has prepared 106 employees.<br>2. The Company already has a leadership development program which includes educational levels starting from ODP, SDP, MDP, SMD, VPDP and Sespi Bank.<br>3. Review and refine the Bank's career planning policies and leadership programs. |
| 4 | BTN needs to periodically adjust company policies and strategies so that in every dynamic change that occurs, it carefully explores the challenges that arise, manages vulnerabilities, adapts to manage changes, and takes opportunities by optimizing potential so that it can achieve its goals based on the best achievements. | 1. The Company has a company plan and strategy listed in the RJP which is included in the RBB and RKAP<br>2. Update the Bank BTN Performance Management System (STORM) SOP Policy by preparing Special Strategic Plan and Performance Policies<br>3. Implementation of a new policy architecture which includes:<br>• Issuance of 9 General Policies as Umbrella Policies in Bank BTN Internal Regulations.<br>• Issuance of 66 Special Policies as derivatives of General Bank Regulatory Policies.<br>• Revocation of 401 old architectural regulations.<br>4. Go Live PPDigital application as a means of searching for regulations for employees. |
| **Governance Process** | | |
| 1 | BTN needs to optimize all resources to build company resilience through a program to strengthen company fundamentals and resilience that is integrated with the company group. | 1. BTN Company has implemented a talent mobility program as a program to place the Bank's best talent in affiliated companies. Currently there are 4 people who have been included in the program.<br>2. Bank BTN's turnover rate during the pandemic has decreased, where in 2020 the turnover ratio reached 2.23%, this figure decreased to 1.18% in 2021. Several retention programs implemented by the Bank include:<br>- Guarantee of health facilities during the pandemic provided by the Bank.<br>- There is no reduction in remuneration by the Bank. |
| 2 | BTN can consider implementing ISO 37000:2021 guidelines on Organizational Governance. | Conduct a review and study of ISO 37000:2021 concerning Organizational Governance, especially on:<br>1) Aspects that must be prepared.<br>2) The stages that must be carried out.<br>3) Potential and opportunities for implementation in 2023. |

| No | Recommendation | Follow-up |
|---|---|---|
| 3 | BTN needs to optimize data governance to support data security and provide sustainable added value for the company. | 1. The Company refers to internal provisions number KK.9-M dated 28 February 2023 concerning Data Governance which refers to the DAMA-DMBOK approach.<br>2. The Company carries out initiatives regarding governance management. data in 2023 as follows:<br>a. Corporate Plan<br>- Enterprise Data Warehouse (EDW) Development<br>- Development of Master Data Management (MDM)<br>b. Non-Corporate Plan<br>- Data Platform Development<br>- Development of data visualization<br>- Developing models for customer lifecycle<br>- Implement data protection strategies, especially controlling data access or data requests.<br>3. The IT Security Division has implemented a data security strategy through People, Process and Technology aspects which include, among others:<br>a. Carrying out IT Security Awareness which is carried out every month.<br>b. Special Policy Update on Information Technology Security which is adapted to the ISO 27001 standard concerning Information Security System Management and SEOJK Number 29/SEOJK.03/2022 concerning Cyber Resilience and Security for Commercial Banks.<br>c. Implementation of Data Loss Prevention (DLP) technology which aims to protect or limit data with internal restricted confidential classification outside Bank BTN such as Personally Identifiable Information (PII) and Personal Card Information (PCI) data. |
| 4 | BTN needs to optimize the application of the ESG (Environmental, Social and Governance) concept which is integrated across all business lines and evaluated so as to provide sustainable added value. | 5. Implementation of the ESG concept in all Bank business lines through the preparation of the BTN 2023-2028 ESG roadmap and framework.<br>6. Establish an ESG rating as a KPI for the Board of Directors in 2023.<br>7. Carry out ratings and improvements to the Bank's ESG implementation through collaboration with ESG rating agencies. |
| 5 | BTN needs to optimize the implementation of risk management and internal control in financial reporting, including through the implementation of ICoFR (Internal Control Over Financial Reporting) which is tailored to the company's goals, objectives and strategies. | Conduct further ICoFR implementation studies with related divisions. |
| 6 | BTN can optimize the system and mechanism for reporting and violations (whistle blowing system/ WBS) by considering adopting or implementing the ISO 37002:2021 standard concerning the Whistle Blowing Management System. | The Company has implemented WBS independently, namely WBS management is carried out by a third party. |
| 7 | BTN needs to continuously optimize the knowledge management system and mechanisms for all knowledge, expertise and lessons learned in facing challenges and dynamics of change so that they are effective and support the Company's resilience by implementing the ISO 30401:2018 standard concerning Knowledge Management Systems. System). | |
| **Governance Outcome** | | |
| 1 | BTN needs to foster a resilient culture with the ability to quickly adapt and respond to changes and manage challenges so that they can become opportunities to compete. | a. The 2022 Innovation Awards have been carried out with the theme Expand to New Business Areas which is in line with the Company's steps to respond to business changes (transformation). The results of the Innovation Awards are coordinated with IT to be implemented.<br>b. The Company has an AKHLAK culture program, one of which is the Adaptive core value which is implemented through holding annual Innovation Awards activities with a theme focus in accordance with the corporate plan.<br>c. The 2023 Innovation Awards will be implemented in accordance with the 14 management focus themes for 2023.<br>d. Organizational transformation is carried out in accordance with the company's business plan which includes centralized accounting, centralized procurement, centralized operations and branch transformation.<br>e. In 2023, Bank BTN also plans to centralize SME by clustering risk functions to support SME business. |
| 2 | BTN needs to reassess to see performance achievements based on the Baldrige Excellence Framework criteria. | The last KPKU Implementation Assessment was carried out in 2019 based on the Letter of the Ministry of BUMN No.S-198/D7.MBU/10/2017 dated 07 October 2017. For the implementation of the KPKU Implementation Assessment next year there has been no direction from the Ministry of BUMN. |

| No | Recommendation | Follow-up |
|---|---|---|
| 3 | BTN needs to optimize the implementation of policies, strategies and programs to increase the company's digital capabilities that can support efficient business development and sustainable business growth, as well as making the company a major part of the digital financial institution ecosystem. | a. The Company already has General Policy No. KU.5 concerning Information Technology, Data Management and Digital which is effective as of December 23, 2022.<br>b. Bank BTN has prepared the 2021-2025 RSTI where in 2023 several applications will be developed such as digital development of New Conventional and Sharia Mobile Banking, Consumer and Business Internet Banking, BTN Properti, and development of POS/EDC and SmartKiosk features. |
| 4 | BTN needs to optimize the implementation of a comprehensive risk culture so that it can become a strong foundation for optimizing potential and achieving better performance and sustainable business growth. | a. Conduct risk maturity assessments to determine the level of risk management and understanding.<br>b. Carrying out internalization of the Operational Risk Management Information System (ORMIS) system consisting of (RCSA, LED, KRI) in each work unit which has now begun to be carried out at Regional Offices and Branch Offices in the Region.<br>c. Optimizing the change agent function in business units, Regional Offices and Branch Offices. |

## GCG Assessment Based on ASEAN Corporate Governance Scorecard (ACGS)

Another GCG assessment that the Company participates in is the ASEAN Corporate Governance Scorecard, a standard for measuring Governance practices agreed upon by the ASEAN Capital Market Forum (ACMF). The ACGS is an initiative of ASEAN countries as members of the ACMF to support corporate governance practices to promote ASEAN as a classy asset and increase global investors' confidence in the quality of companies in the ASEAN region.

### Assessment Criteria

The ACGS assessment has 5 aspects which are categorized into the following 2 levels:

1. Level 1 consists of 5 parts as follows:
   - Part A: Rights of Shareholders
   - Part B: Equitable Treatment of Shareholders
   - Part C: Role of Stakeholders
   - Part D: Disclosure and Transparancy
   - Part E: Responsibility of the Board
2. Level 2 consists of Bonus and Penalty.

### Parties Conducting the Assessment

Each ASEAN country appoints representatives of the Domestic Ranking Body (DRB) and Corporate Governance (CG) Experts to conduct assessments based on ACGS parameters. In this regard, DRB and CG Experts from Indonesia are represented by PT RSM Indonesia.

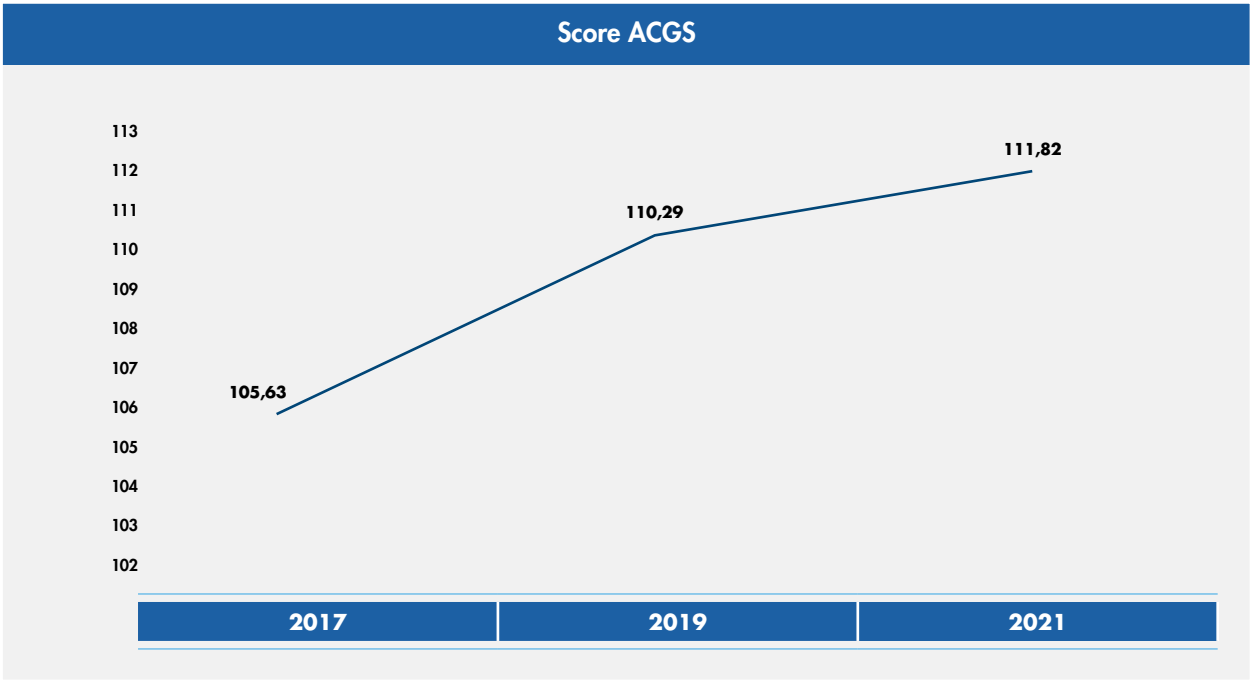
### Score Ratings

As the assessment of 100 listed companies using the ACGS criteria was carried out by the representatives of CG Expert and DRB Indonesia (PT.RSM Indonesia) in 2022 with the results announced on December 1, 2022, Bank BTN won awards in 2 categories, namely "Top 3 Indonesian PLCs" and among the 10 (ten) listed companies in Indonesia in the category "ASEAN Asset Class Thresholds".

Based on the results of the ASEAN Asset Class assessment in 2021 for the 2020 Fiscal Year, there were 10 Indonesian Listed Companies with a score of 97.5 and above.

Based on the ACGS assessment report submitted by the Financial Services Authority (OJK) and the Indonesian Stock Exchange (BEI), the Company's total score based on ACGS parameters in 2021 is 111.82. This score increased from the Company's score at the 2019 ACGS event held by ACMF with a score increase of 1.53 points. This assessment is reviewed based on disclosure of the Company's governance practices through information that is publicly available and accessible to the general public, and includes information contained in the annual report, website, announcements and circulars made by the Company. The information used in the assessment is information presented in English with a cut-off date of 31 August 2021. Based on the results of the 2021 ASEAN Asset Class assessment, the Company was successfully designated as a Top 3 company of Indonesian PLCs and ASEAN Asset Class.

In the last 3 (three) years, the ACGS scores are as follows:




This shows that the implementation of GCG in Bank BTN improves from year to year.

| Level/ No. Item | Corporate Governance Standart Criteria | Status | GAP |
|---|---|---|---|
| Level 1 | | | |
| A.1 | Basic Rights of Shareholders. | Comply | |
| A.2 | The right to participate in decisions regarding fundamental corporate changes. | Comply | |
| A.3 | The right to participate effectively and cast votes in the GMS and the right to obtain information regarding the rules that apply at the GMS. | Comply | The Company has not disclosed the use of an independent party (observer) to conduct/validate vote counting in the Annual General Meeting of Shareholders (RUPS). |
| A.4 | Markets for corporate control must be permitted to function efficiently and transparently | Comply | |
| A.5 | The exercise of ownership rights by all shareholders, including institutional investors, must be facilitated. | Comply | |
| | | | |
| B.1 | Shares and voting rights | Comply | |
| B.2 | GMS notification | - | a. Disclosure of profiles of candidates for the Board of Commissioners and Directors is not yet available in the GMS Invitation;<br>b. The invitation to the GMS does not contain information regarding the External Auditor who will be appointed at the GMS; |
| B.3 | Prevent insider trading and personal gain abuse. | Comply | |
| B.4 | Related Party Transactions by the Board of Commissioners and the Board of Directors. | Comply | |

| Level/ No. Item | Corporate Governance Standart Criteria | Status | GAP |
|---|---|---|---|
| B.5 | The exercise of ownership rights by all shareholders, including institutional investors, must be facilitated. | Comply | |
| | | | |
| C.1 | The rights of stakeholders established by law or through mutual agreements must be respected. | Comply | |
| C.2 | As the interests of stakeholders are protected by law, stakeholders must receive effective compensation for any violation of their rights. | Comply | |
| C.3 | Mechanisms for employee participation should be permitted to develop. | Comply | |
| C.4 | Stakeholders including individual employees and their representative bodies should be able to freely communicate their concerns regarding illegal or unethical practices to the Board of Commissioners and their rights should not be compromised for doing this. | Comply | |
| | | | |
| D.1 | Transparent Ownership Structure | Comply | |
| D.2 | Annual Report Quality | - | The Company has not disclosed the remuneration of each member of the Board of Directors and Board of Commissioners |
| D.3 | Disclosure of Related Party Transactions | Comply | |
| D.4 | Dealings of the Board of Directors and Board of Commissioners with the Company's Shares | Comply | |
| D.5 | External Auditor and Auditor Report | Comply | |
| D.6 | Media Communications | Comply | |
| D.7 | Timely Filing/Release of Annual/Financial Report | Comply | |
| D.8 | The Company website | Comply | |
| D.9 | Investor Relations | Comply | |
| | | | |
| E.1 | The Board's Duties and Responsibilities | Comply | |
| E.2 | The Board's Structure | Comply | Members of the Nomination and Remuneration Committee are not all independent commissioners |
| E.3 | The Board's Process | Comply | |
| E.4 | The Board's Position | Comply | |
| E.5 | The Board's Performance | Comply | |

Furthermore, the Company is currently preparing for the assessment under the ASEAN Corporate Governance Scorecard (ACGS) for the year 2024, based on the new criteria and parameters outlined in ACGS 2023 (revised October 2023), covering the fiscal year 2023.

## Recommendations and Follow-up

| No. | Recommendation | Follow-up |
|---|---|---|
| 1 | The company publishes the voting results of all decisions at the last AGMS/EGMS one working day after the GMS is held | The Company publishes the voting results of all decisions at the last AGMS/EGMS one working day after the GMS |
| 2 | The company discloses the total remuneration of the Directors and Board of Commissioners. | The Company ensures to disclose the remuneration of each member of the Board of Commissioners. Remuneration should include the following:<br>1. Cost<br>2. Allowance<br>3. Other salaries (including allowances in kind) |
| 3 | The Company discloses the process and criteria for the annual performance assessment of individual Directors and Commissioners. | The Company has disclosed the process and criteria for the annual performance assessment of individual Directors and Commissioners, but it is not accompanied by the results of the performance assessment of the Board of Commissioners and Directors. |

## GCG Evaluation Based on Top GRC 2023

The Company participated in the TOP GRC 2023 event, an annual corporate rating (award) organized by Top Business Magazine in the fields of Corporate Governance, Risk Management, and Compliance. The purpose of TOP GRC is to encourage business improvement through the development of policies and the implementation of Integrated GRC. The theme for TOP GRC 2023 is "Building Resilient Future Through ESG & GRC." In organizing the TOP GRC 2023 awards, Top Business Magazine collaborated with the GRC Indonesia Association, IRMAPA (Indonesia Risk Management Professional Association), ICoPI (Institute Compliance Professional Indonesia), and PaGi (Association of Professional Governance Indonesia), supported by several GCG and Risk Management consulting firms. The stages conducted include:

a. Implementation of interview and Q&A sessions conducted by the Board of Commissioners, Board of Directors, and the TOP GRC 2023 Jury on July 6, 2023.
b. On September 6, 2023, the TOP GRC 2023 award ceremony took place, where Bank BTN received several awards, including:
    1) PT Bank Tabungan Negara (Persero) Tbk awarded #5 Stars, signifying excellent systems, infrastructure, and implementation related to Corporate Governance (GCG), Risk Management, and Compliance. The utilization of digital technology in the company is at an Outstanding level, greatly supporting the successful implementation of GRC and the sustainable improvement of the Company's business performance.
    2) Mr. Nixon L.P. Napitupulu (President Director of PT Bank Tabungan Negara (Persero) Tbk) awarded The Most Committed GRC Leader 2023. This award is given to Business Leaders or President Directors/Top Executives in companies deemed to have a high commitment to supporting the completeness of systems and infrastructure and the successful implementation of GRC in the Company.
    3) The Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk awarded The High Performing Board of Commissioners on GRC 2023. This award is given to the company's Board of Commissioners, deemed to have a high commitment to supporting the completeness of systems and infrastructure and the successful implementation of GRC in the Company.

## GCG Evaluation Based on GRC & Performance Excellence

The Company also participated in the GRC & Performance Excellence 2023 event, an annual corporate rating (award) in the fields of Corporate Governance (GCG), Risk Management, and Compliance. The program aims to drive business improvement through the development and implementation of corporate governance policies, risk management, and compliance with regulations in an integrated manner. Stages conducted include:

a. Implementation of interview and Q&A sessions conducted by the Board of Commissioners, Board of Directors, and the GRC & Performance Excellence 2023 Jury on July 6, 2023.
b. On September 30, 2023, the GRC and Performance Excellence 2023 award ceremony took place, where Bank BTN received several awards, including:
    1) PT Bank Tabungan Negara (Persero) Tbk as The Greatest Champions of GRC Excellence Performance 2023 (Banking Industries).
    2) PT Bank Tabungan Negara (Persero) Tbk as The Best GRC For IT/Digital Transformation 2023 (Banking Industries).
    3) Mr. Nixon L.P. Napitupulu as The Best CEO For GRC Excellence 2023 (Banking Industries).
    4) Mr. Eko Waluyo asi The Best Chief Compliance Officer 2023 (Banking Industries).

**ASEAN CG SCORECARD DARI INDONESIAN INSTITUTE FOR CORPORATE DIRECTOR (IICD) 2023**

The ASEAN Corporate Governance Scorecard (ACGS) is implemented to support efforts aimed at enhancing investor confidence in the quality of companies in the ASEAN region through the improvement of governance standards and practices. ACGS is participated by entities from all ASEAN jurisdictions, including Indonesia, Malaysia, the Philippines, Singapore, Thailand, and Vietnam. The benefits and objectives of the ASEAN CG Scorecard are as follows:

a. The need for a reference that can be used as a guide in preparing an effective strategy for improving future corporate governance practices.
b. Enhancing standards and practices of corporate governance for publicly listed companies in ASEAN.
c. Boosting global investment attractiveness for well-governed publicly listed companies in ASEAN.

Based on the assessment conducted by the Indonesian Institute for Corporate Directorship (IICD), Bank BTN has successfully achieved the following category:

a. TOP 50 Companies with the Largest Market Capitalization (BigCap PLCs) with Best Corporate Governance Practices.
b. The Best Financial Sector 2023.



# CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM



“

**The Company is always committed to implementing Sustainable Development. With this commitment, in 2023 the Company succeeded in distributing IDR 79.99 billion, through various activities in the CSER Program.**

**Throughout 2023, the Company succeeded in implementing the right strategies and initiatives so that the Company managed to record positive and sustainable achievements. As of December 2023, the Company has succeeded in distributing CSER 2023 funds amounting to IDR 79.99 billion, through various activities carried out in the CSER Program, which supports the Company to achieve the Sustainable Development Goals.**

The Company's Social and Environmental Responsibility – later abbreviated to CSER- of SOEs is the implementation of the company's commitment towards sustainable development. This program aims to make a constructive contribution to the economy, social sector and environment, as well as regulation and governance in accordance with integrated and directed principles. This program ought to generate measurable impacts, is accountable and becomes a part of the Company's business approach. As one of the biggest banks in housing loans (KPR) as well as a state-owned enterprise (SOEs), the Company is committed to supporting sustainable development. Factual assistance is provided by the Company by conducting selected financing following the principles of sustainable finance.

The Company continues to strengthen its commitment to social and environmental responsibility through integration with the Sustainable Development Goals (SDGs) and implementation of the Social and Environmental Responsibility (CSER) program. As a form of implementation of the Minister of BUMN Regulation PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises, the Company has prepared initiatives that focus on sustainable development goals and concern for the environment.

The Ministry of SOEs encourages all corporations under its supervision to support the success of the CSER of SOEs program to make contributions to society. The program focuses on three priority areas namely education, environment and development of micro, small and medium enterprises (MSMEs). The implementation of the BUMN CSER Program applies the principles of integration, direction, measurable impact and accountability.

The accomplishment of the Company's CSER Program intends to make contributions to sustainable development, support business in the long term and fulfill the expectation of related stakeholders. The Company interprets the CSER program not only as an endeavor to construct a harmonious and mutualistic relationship with the environment, community and stakeholders on local, national and global scale but also as an effort to make a positive impact and contribution to sustainable economic development. The moral duty of the company is to help the business flourish and improve the domestic sustainable economy by holding onto integrity values, obeying the law and constitution and upholding business ethics. The CSER program in 2023 is focused on the main pillars based on the Regulation of the Minister of State-Owned Enterprises Number PER-05/MBU/04/2022 concerning Social and Environmental Responsibility Programs for State-Owned Enterprises as well as the Regulation of the Minister of State-Owned Enterprises of the Republic of KPR Number PER-01/MBU/03/2023 concerning Assignments Special and Social and Environmental Responsibility Programs for State-Owned Enterprises, namely social, environmental, economic, as well as law and governance.

CSER Program was implemented in accordance with the main pillars, described below:

1. Social, achieving the fulfillment of quality basic human rights fairly and equally to improve the welfare of the community.
2. Environment, implementing sustainable management towards natural resources and environment as the support for all lives.
3. Economy, attaining quality economic growth through sustainable employment and business opportunity, innovation, inclusive industry, adequate infrastructure, affordable clean energy and supported by partnerships.
4. Legal and Governance, realizing legal certainty and effective, transparent, accountable and participative governance to create security stability and achieve a state based on law.

Throughout its implementation, CSER Program is in accordance with the following principles:

1. Integrated, meaning that it is conducted based on risk analysis and business processes relevant to the stakeholders.
2. Targeted, meaning that it goes in a clear direction to reach the Company goals.
3. Measurable, meaning that it makes contributions and presents benefits that bring transformation or added value for stakeholders and the Company.
4. Accountable, meaning that being accountable to avoid potential abuse and irregularity.

The current CSER Program is no longer referred to the old Corporate Social Responsibility (CSR) model that is based on charity or philanthropy activities but is supposed to create added value or Creating Shared Value (CSV). CSV refers to the CSER agenda that offers sustainable added value for the community and is able to present benefits for Company in line with the Focus and Pillars of CSER.

### Differences between CSR and CSER's Creating Shared Value (CSV) Program

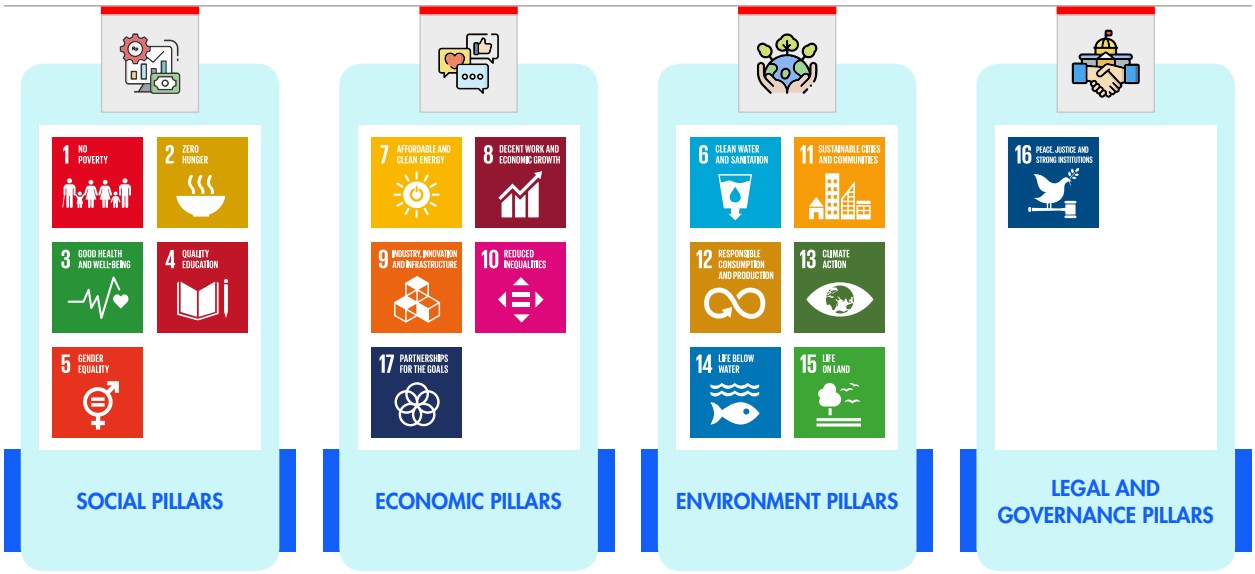
| | CSR | CSER (CSV) |
|---|---|---|
| Philosophy | Pure social assistance (charity, philanthropy) | Social support which offers/creates economic value for beneficiaries and Companies |
| Value | Good deeds with no return to the Company | - It provides solutions to social problems, offering sustainable economic benefits to the community<br>- Company receives impacts from the social assistance |
| Outcome | Benefits are bounded only for recipients and are not sustainable | It gives social, economic and environmental impacts on the community and is related to sustainable company business |

# The The Company's Commitment to Social and Environmental Responsibility

The Company views the implementation of Social and Environmental Responsibility (CSER) as a form of accountability for the existence of the Company to all stakeholders. The Company carries out various activities in the CSER Program that are appropriate and relevant to the Company's business and activities as well as possible. The implementation of the CSER program has proven the Company's participation in improving the economy of the communities directly affected by the COVID-19 induced economic crisis, while also contributing to sustainable development.

The Company provides support and contribution to the achievement of SDGs, namely development that prioritizes harmony between economic, social and environmental aspects. With the support and contribution, the Company believes that it has laid down a sustainable foundation, i.e. by creating long-term value which is through the creation of sustainable competitive advantage not only for the Company, but also for the wider community and environment and strengthening resilience.

## CSER Pillars, Focuses, Programs and Benefits Roadmap



Sustainable Development Goals (SDGs) are a global action plan agreed by the world leaders, including Indonesia's. Indonesia's commitment to realizing Sustainable Development Goals is stipulated through Presidential Regulation No. 59 of 2017 on the Implementation of the Achievement of Sustainable Development Goals. SDGs contains 17 Goals and 169 Targets which are expected to be achieved by 2030. The Company is aware of its obligation to participate in the achievement of the SGDs, especially at point 11, i.e. developing decent, safe and affordable cities and settlements for everyone by 2030 through house ownership financing (KPR) products for the community.

# Environmental, Social and Governance (ESG) and Social & Environmental Responsibility (TJSL) Program Committee

In proposing this ESG framework, strategy and roadmap, the Company also pays attention to stakeholder involvement, including conducting benchmarking with companies that have implemented ESG both domestically and abroad and holding an ESG Workshop with internal participants consisting of 20 divisions, which aim to be supporting validators for the proposed draft ESG framework, strategies and initiatives, thereby forming an ESG framework that is in line with the Company's readiness and ambitions.

## Duties a nd Responsibilities of the ESG Committee

The Environmental, Social and Governance (ESG) Committee, which was formed to achieve Sustainable Development Goals and Climate targets, plays a role in providing recommendations to the President Director to formulate policies, strategies and targets for ESG and CSER programs that have an impact on the environment, social and governance as well as facilities in carry out monitoring and decision making related to the implementation of the Company's ESG and CSER programs.

The duties of the ESG Committee is to carry out evaluations and provide recommendations to the President Director regarding ESG, among others:

1. Decisions on the Bank's strategy that has an impact on the environment, social and governance in the ESG program and roadmap.
2. Monitoring the implementation of the Bank's ESG strategy and roadmap.
3. Provide information to the Company's management regarding ESG-related issues including legislation, government programs, international developments, future business trends and climate change.
4. Monitor, evaluate and provide recommendations on the results of ESG reports, concerned investors or other third parties regarding ESG implementation.

## Membership Structure

The ESG Committee is regulated in Special Policy No. KK.9 - D concerning Governance Procedures The Board of Directors Committee has the following structure:

| STRUCTURE | POSITION |
|---|---|
| **Chairman (concurrently permanent member)** | President director |
| **Directors (concurrently permanent member) Directors/SEVP** | Vice President Director *)<br>Director in charge of Risk Management **)<br>Director in charge of Human Capital, Compliance & Legal<br>Director in charge of Asset Management<br>Director in charge of Finance |
| **Directors/SEVP** | SEVP Wholesale Banking (Permanent Member)<br>Other Directors/SEVPs according to the discussion material (Non-Permanent Members)<br>SEVP in charge of Compliance and Legal (Non-Permanent Member) |

*) Substitute Chairman I
**) Substitute Chairman II

# General Conditions of Social and Environmental Responsibility Implementation

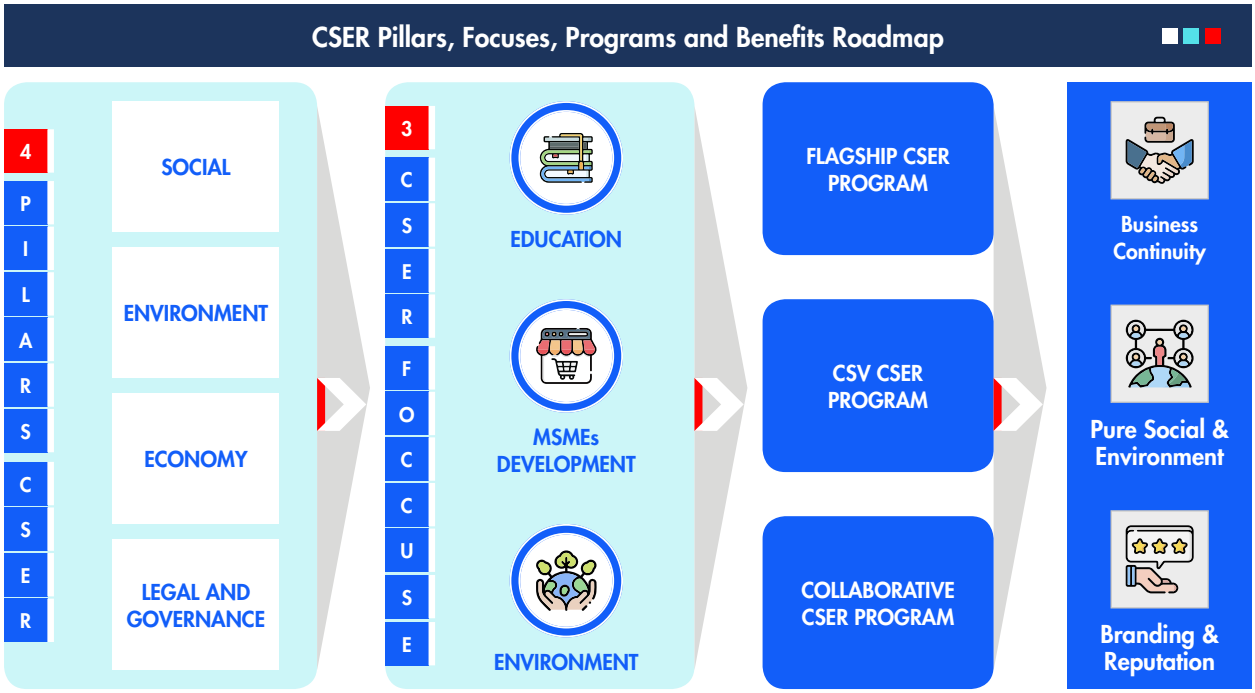
The Social and Environmental Responsibility (CSER) is a program mandated by the Government to State-Owned Enterprises. CSER is motivated by environmental and social problems arose as a result of rapid development for economic growth. Thus, the role of financial institutions is needed in supporting sustainable development without damaging the environment and society. CSER is seen as a tangible manifestation of the Company's contribution to the efforts in achieving the Sustainable Development Goals, by providing economic, social, environmental and legal and governance benefits with more integrated, targeted, measurable and accountable principles. For the Company, CSER gives a strategic direction in developing financing portfolio for sustainable business activities as well as changes that will be made by the Company in business processes and risk management. The changes achieved are relevant in the context of integrating Environmental, Social, Governance (ESG) risk management in the Company's business activities.

In 2023, Bank BTN has accomplished some CSER agendas following the 4 (four) CSER Pillars namely Social, Economy, Environment and Law and Governance and 3 (three) main focus, namely Education, Environment and MSMEs Development. The combination of the four CSER Pillars and three CSER focuses, Bank BTN classifies the agendas into:

1. Flagship CSER Program.
2. Creating Shared Value (CSV) CSER Program.
3. Collaborative CSER Program.

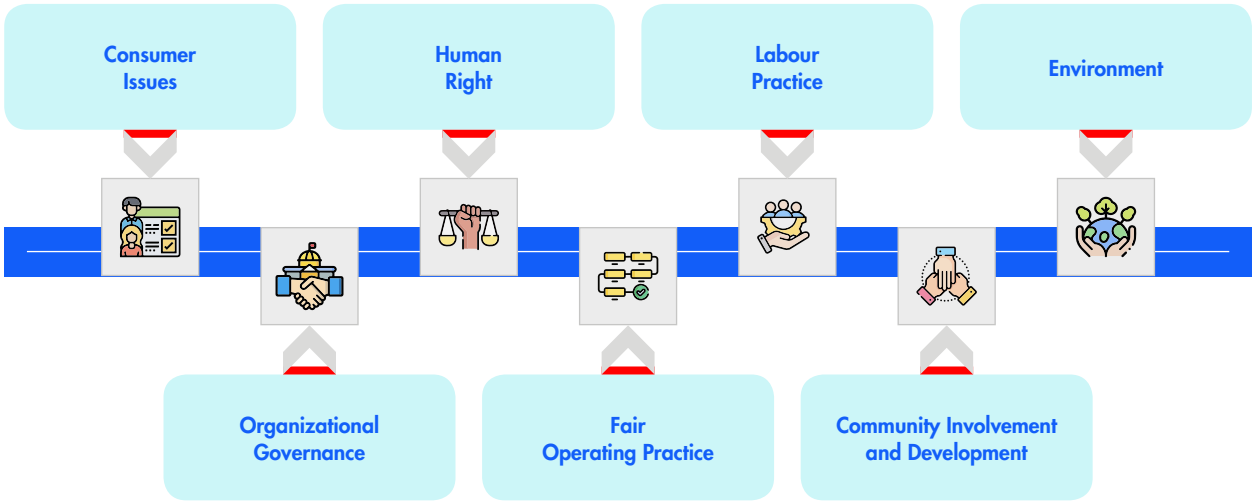
The three programs aim to maintain business continuity, pure social and environment, branding and reputation.

The Company understands that the substance of the CSER program does not only lead to efforts to build harmonious and mutually beneficial relationships with the environment, community and stakeholders—both locally, nationally and globally—but also leads to the Company's mission to have a positive impact and contribution to sustainable economic development. sustainable.




The Company is committed to fulfilling this responsibility by constantly running a sound business as well as improving programs and activities related to CSER. Various activities carried out simultaneously reflect the Company's contribution to sustainable development goals whose implementation is based on the principles of the ISO 26000 standard. Thus, the CSER program carried out by the Company is expected to provide benefits for social and environmental development, contribute to added value creation for the Company and foster the community's micro and small businesses to be more resilient and independent.

## 7 Principles of ISO 26000 Standard




The implementation of the CSER program is oriented to achieving Sustainable Development Goals (SGDs) and is guided by ISO 26000, with the hope that the implementation of CSER at SOEs is more measurable, impactful and sustainable. The Company's CSER program aims to:

1. Provide benefits for economic, social, environmental and legal and governance development for the Company;
2. Contribute to the creation of added value for the Company in integrated, directed, measurable and accountable manners;
3. Foster micro and small businesses and the surrounding communities to be more resilient and independent.

Furthermore, the Company has also set strategic objectives that are beneficial, sustainable and supporting the streamlined operation of the Company. This goal setting is also based on the concept of People, Planet and Profit Balance.

The Company continues to be committed to encouraging sustainable finance through the integration of Environmental, Social and Governance (ESG) aspects in its operational activities. The Company's journey in the ESG realm involves planning how the Company manages environmental impacts, addresses social issues, and maintains ethical governance standards in all of its banking operations. The Company's implementation of sustainable finance has been carried out since 2019 through the publication of the Sustainable Finance Action Plan (RAKB) which refers to OJK Regulation No. 51 of 2017 concerning Sustainable Financing of Financial Services Institutions, Issuers and Public Companies.

The Company as a State-Owned Enterprise (BUMN) and one of the largest banks in Indonesia is committed to supporting the realization of sustainable development. This is realized by the Company by providing selective financing, which is in line with the principles of sustainable finance and the implementation of a sustainable Social and Environmental Responsibility Program (CSER).

CSER programs that support Sustainable Finance include:

| No. | Program name | Program Implementation Work Unit |
|---|---|---|
| 1. | Merdeka Belajar is the provision of facilities and infrastructure for early childhood education and rehabilitation of learning spaces. | Corporate Secretary |
| 2. | Community-based provision of clean water and healthy sanitation. | Corporate Secretary |
| 3. | Providing facilities and infrastructure for MSMEs. | Corporate Secretary |
| 4. | Providing scholarships for students (primary-high school/equivalent level) and students from low-income families. | Corporate Secretary |
| 5. | Education and training for young developers, in collaboration with the Housing Finance Center (HFC). | Corporate Secretary |
| 6. | Greening Program in residential areas funded by Bank BTN. | Corporate Secretary |
| 7. | Development of a waste bank program. | Corporate Secretary |
| 8. | Training and empowering people to become entrepreneurs through Bank BTN Business Camp. | Corporate Secretary |

| No. | Program name | Program Implementation Work Unit |
|---|---|---|
| 9. | Development of public infrastructure (Edu Green Bank BTN) in subsidized housing financed by Bank BTN. | Corporate Secretary |
| 10. | Handling slum areas. | Corporate Secretary |
| 11. | Community reading garden program. | Corporate Secretary |
| 12. | Illiteracy eradication program. | Corporate Secretary |

# Implementation of Social and Environmental Responsibility (CSER) 2023

Through the CSER program, the Company aims to have a positive impact on human social life and the environment. The Company's CSER program is directed at empowering communities, improving the quality of life, and maintaining the sustainability of the surrounding ecosystem. CSER is one of the important pillars that encourages the Company to innovate and develop together with society. Therefore, by orienting towards the ISO 26000 standard, the Company designs programs to support the creation of community welfare while providing a positive impact for the Company itself. With these steps, the Company continues to realize its strategic role in supporting sustainable development and creating positive value for all stakeholders.

In 2023 BTN has achieved the following awards:

| May 31, 2023 | June 9, 2023 | August 4, 2023 |
|---|---|---|
| Social CSR Initiatives - Pelatihan Developer<br>**Investor Daily** | Top CSR Star 4<br>**Top Business** | IDEAS Indonesia DEI & ESG Awards<br>**Humas Indonesia** |
| **August 30, 2023** | **September 18, 2023** | **September 26, 2023** |
| TrenAsia ESG Award 2023<br>**TrenAsia** | TrenAsia ESG The Best Financial Sector dan Top 50 Biggest Market Capitalization Public Listed Companies<br>**IICD** | Best Bank for CSR in Indonesia<br>**AsiaMoney** |
| **October 26, 2023** | **November 6, 2023** | **November 29, 2022** |
| Anugerah CSR 2023 Kategori Pendidikan<br>**Republika.co.id** | ASRRAT 2023 Gold Rank<br>**National Center for Corporate Reporting (NCCR)** | ESG Disclosure Transparency Awards 2023 PT Bank Tabungan Negara (Persero) Tbk dengan Predikat Leadership AA<br>**Investortrust** |

# Highlights Of CSER Activities In 2023

**1. Social Pillar**

Growing together with the community is one of the Company's main goals which is pursued through holding a series of activities that contribute to improving the quality of social, cultural, religious and social welfare life. This effort is in accordance with the achievements of SDGs 1, 2, 3, 4 and 5.



## BTN Holds Event Ramadhan Berfaedah

President Director of Bank BTN, Nixon LP Napitupulu together with President Commissioner, Chandra M Hamzah symbolically provided educational assistance to outstanding sons/daughters of outsourced employees (TAD) at the useful Ramadan event in Jakarta on April 12 2023. In this year's Ramadan, Bank BTN took the theme **"Ramadhan Berfaedah"** to convey the message that Ramadan should be a starting point for companies to transform to be better and oriented to always provide benefits or advantages. In an effort to provide benefits to customers and the community, Bank BTN also continues to strive to improve services. These include updating BTN Mobile with more and more features that can facilitate various customer transactions during the month of Ramadan.



## Gerak Srikandi BTN Berbagi

President Director of Bank BTN Nixon LP Napitupulu accompanied by Director of Assets Management of Bank BTN Elisabeth Novie Riswanti distributed basic food packages to representatives of residents around the BTN Tower in Jakarta on April 17 2023. In the event called the Gerakan Amal dan Kreasi (Gerak) Srikandi, as many as more than 6,000 packages were given to the community around BTN's work environment and employees of outsourced employees (TAD).

**2. Economic Pillar**

In order to achieve quality and sustainable social economic growth, the Company carries out activities to increase employment and business opportunities. These various activities are expected to grow income and reduce poverty levels in society in accordance with SDGs 7, 8, 9, 10, and 17.



## Public Lecture for Millennial Developer

Bank BTN President Director, Nixon L.P. Napitupulu gave a Public Lecture in front of 1,200 Bank BTN Millennial Developer Training participants held at the Syiah Kuala University (USK) Audiotorium, Banda Aceh on October 13, 2023. Bank BTN invited students to become property entrepreneurs or developers who own The business potential is large due to the housing backlog figure which is still high at 12.71 million units.




### Bank BTN Holds BTN Santri Developer Training

President Director of Bank BTN, Nixon L.P. Napitupulu accompanied by the Director of Finance of Bank BTN Nofry Rony Poetra symbolically provided Social and Environmental Responsibility Assistance (CSER) for educational facilities and infrastructure to the Teachers of the Edi Mancoro Islamic Boarding School, Muhamad Hanif, after opening the BTN Santri Developer Training at the Edi Islamic Boarding School Mancoro in Semarang Regency, Central Java on October 28 2023. The aim of BTN Santri Developer is to provide education about the world of property business to Islamic boarding school students/students who are alumni of Islamic boarding schools under the guidance of Nahdlatul Ulama.

**3. Environmental Pillar**

Environmental preservation is a priority for the Company. Therefore, the Company carries out natural resource and environmental management activities which also aim to increase environmental awareness in society. This effort indirectly supports the achievement of SDGs 6, 11, 12, 13, 14, and 15.





### Bank BTN Revitalizes Green Parks in Residential Areas

Bank BTN President Director Nixon LP Napitupulu symbolically handed over 1,000 Tabebuya tree seedlings to the General Chairman of Himperra and CEO of Delta Group Property Endang Kawidjaja witnessed by the Minister of State-Owned Enterprises Erick Thohir during the 10,000 unit Bank BTN KPR Mass Contract ceremony at the Puri Delta Tigaraksa Housing Complex, Tangerang, Banten, on August 8 2023. On this occasion the Minister of SOE together with the Main Director of Bank BTN and the Main Commissioner of Bank BTN Chandra M Hamzah, Acting Governor of Banten Al Muktabar, Director General of Housing of the Ministry of PUPR Iwan Suprijanto, Director General of Public Works and Housing Infrastructure Financing of the Ministry of PUPR Herry Trisaputra Zuna and BP Tapera Commissioner Adi Setianto planted trees together.

Bank BTN's CSER budget in 2023 is allocated IDR 80 billion with the achievement up to December 2023 amounting to IDR 79.99 billion or 100%.

| No. | Field of Activity | Budget Work Plan per Sector for 2023 (IDR) | Realization up to September 2023 (IDR) | % |
|---|---|---|---|---|
| | **SOCIAL** | | | |
| 1 | SDG 1 (No Poverty) | 6,000,000,000 | 10,505,377,274 | 175.09% |
| 2 | SDG 2 (No Hunger) | 13,000,000,000 | 14,798,413,813 | 113.83% |
| 3 | SDG 3 (Good Health and Well-Being) | 12,000,000,000 | 12,348,435,325 | 102.90% |
| 4 | SDG 4 (Quality Education) | 8,000,000,000 | 12,635,697,919 | 157.95% |
| 5 | SDG 5 (Gender Equality) | 250,000,000 | - | 0.00% |
| | **ECONOMIC PILLAR** | | | |
| 1 | SDG 7 (Affordable and Clean Energy) | 1,000,000,000 | 50,000,000 | 5.00% |
| 2 | SDG 8 (Decent Work and Economic Growth) | 5,000,000,000 | 4,261,935,431 | 85.24% |

| No. | Field of Activity | Budget Work Plan per Sector for 2023 (IDR) | Realization up to September 2023 (IDR) | % |
|---|---|---|---|---|
| 3 | SDG 9 (Industry, Innovation and Infrastructure) | 7,500,000,000 | 2,270,000,000 | 30.27% |
| 4 | SDG 10 (Reduced Inequalities) | 5,000,000,000 | 5,734,719,287 | 114.69% |
| 5 | SDG 17 (Partnerships for The Goals) | 1,200,000,000 | 943,694,328 | 78.64% |
| | **ENVIRONMENTAL PILLAR** | | | |
| 1 | SDG 6 (Clean Water and Sanitation) | 1,500,000,000 | 270,000,000 | 18.00% |
| 2 | SDG 11 (Sustainable City and Communities) | 12,000,000,000 | 14,993,831,355 | 124.95% |
| 3 | SDG 12 (Responsible Consumption and Production) | 500,000,000 | - | 0.00% |
| 4 | SDG 13 (Climate Action) | 2,300,000,000 | - | 0.00% |
| 5 | SDG 14 (Life Below Water) | 1,750,000,000 | - | 0.00% |
| 6 | SDG 15 (Life on Land) | 2,500,000,000 | 1,184,084,000 | 47.36% |
| | **LEGAL AND GOVERNANCE PILLAR** | | | |
| 1 | SDG 16 (Peace, Justice, and Strong Institutions) | 500,000,000 | - | |
| | **TOTAL** | 80,000,000,000 | 79,996,188,732 | **100.00%** |

## Realization of CSER In Accordance with 3 (Three) CSER Focuses

**1. Education Focus**

It is hoped that CSER BTN will encourage or provide positive things, such as a scholarship program for young Indonesians so that they can get convenience and access to science and technology. BTN encourages, upgrades, or provides positive things in the field of education, such as scholarships for underprivileged and high-achieving children, educational infrastructure, study room facilities and rehabilitation of teaching and learning buildings.

### Documentation of CSER Agendas in Education 2023



## 2. MSME Focus

Company Social and Environmental Responsibility (CSER) is directed to establish micro, small and medium entrepreneurs in all areas through the provision of funding and empowerment of MSMEs. SOEs is expected to stimulate the establishment of micro, small and medium enterprise (MSMEs) and provide funding for the emerging micro, small and medium enterprises (MSMEs).

In achieving quality and sustainable economic growth, the Company carries out activities to increase employment and business opportunities. These various activities are expected to grow income and reduce poverty levels in society in accordance with the Sustainable Development Goals.

### Documentation of CSER for MSME Sector 2023



## 3. Environmental Focus

CSER of SOEs was directed to preserve the nature sustainability by synergizing between the environment, people income and climate change. One of the programs is by planting beneficial trees, not only for greening and oxygen supply, but also for people income and environmental conservation.

Environmental preservation is something the Company prioritizes. Therefore, the Company carries out natural resource and environmental management activities which also aim to increase environmental awareness in society. These efforts indirectly support the achievement of the Sustainable Development Goals.

## Documentation of CSER in the Environmental Sector 2023




## Details of CID Program Based on CSER Focus

| No. | Field | Realization (IDR) | Activity Category | Distribution of Assistance Areas |
|---|---|---|---|---|
| 1. | Environment | 28,796,350,680 | - Clean Water Facilities<br>- Construction of Uninhabitable Houses<br>- Construction of MCK<br>- Public Health Program | The Company's CSER assistance has been provided evenly in all work areas starting from DKI Jakarta, Banjarmasin, Gorontalo, Karawang, Ambon, Lampung, East Bandung, Bangkalan, Banyuwangi, Batam, Bengkulu, Bogor, Cibinong, Cikarang, Cilegon, Cirebon, Denpasar, Gresik , Jambi, Jember, Karawaci, Kendari, Kudus, Kupang, Makassar, Malang, Mataram, Medan, Mojokerto, Mulyosri, Palembang, Palu, Panakkukang, Pekanbaru, Pematang Siantar, Pontianak, Purwakarta, Purwokerto, Semarang, Sidoarjo, Solo, Sukabumi, Surabaya, Tanjung Pinang, Tarakan, Tasikmalaya, Malang, Kudus, Medan, Padang, Sukabumi, Tarakan and Tasikmalaya. |
| 2. | Education | 37,939,489,006 | - Assistance for the Development of Educational Institutions<br>- Assistance for educational facilities and infrastructure<br>- BTN Partner University assistance<br>- Assistance for the construction of Islamic boarding schools and madrasas<br>- Assistance for Islamic boarding school and Madrasah facilities and infrastructure<br>- Scholarship Assistance<br>- Assistance for school public facilities<br>- Free Internet Development Assistance<br>- Community Reading Garden Assistance<br>- BTN Partner Campus Millennial Developer Education | The Company's CSER assistance has been provided evenly in all work areas starting from DKI Jakarta, Bandung, Cirebon, Ambon, Lampung, East Bandung, Bangkalan, Banjarmasin, Batam, Bekasi, Bogor, Cibubur, Cikarang, Ciputat, Cilegon, Gresik, Karawang, Kediri, Magelang, Malang, Manado, Medan, Mojokerto, Palembang, Padang, Panakkukang, Pare Pare, Pekalongan, Pekanbaru, Purwokerto, Semarang, Sidoarjo, Solo, Sukabumi, Tanjung Pinang, Yogyakarta, Mataram, and Sidoarjo. |

| No. | Field | Realization (IDR) | Activity Category | Distribution of Assistance Areas |
|---|---|---|---|---|
| 3. | Empowerment of MSMEs | 13,260,349,046 | - MSME training<br>- Farmer Group Assistance<br>- Assistance for Group Business Facilities<br>- Construction of the Islamic Boarding School Environmental Kiosk<br>- Construction of Siger District<br>- Assistance for MSME Facilities and Infrastructure<br>- Counseling to Jumputan Fabric MSMEs<br>- Cultivation Assistance (fresh and sea) | The Company's CSER assistance has been provided evenly in all work areas starting from DKI Jakarta, Cibinong, Ambon, Lampung, Bangkalan, Jember, Magelang, Makassar, Padang, Pekalongan, Banjarbaru, Pematang Siantar, Solo, Tanjung Pinang, and Jogja. |

## Environmental Sustainability

One of the pillars of the Company's environmental, social and governance (ESG) framework is the management of climate change risks and their impact on the ecosystem (Climate Change and Ecosystem). Therefore, the Company has designed various programs to mitigate the risks of climate change. This step is also a form of the Company's contribution in supporting the government's commitment towards achieving carbon neutrality (net zero emissions/NZE) by 2060 and to achieve the 13th Sustainable Development Goals (SDGs), namely handling climate change.




**Gotong Royong Boyong Pohon BUMN**



Bank BTN emphasizes its commitment to play an active role in improving the quality of life of the community and supporting economic growth by considering aspects of education, health and environmental preservation. In line with this commitment, Bank BTN is participating in the Gotong Royong Boyong Pohon initiated by the Ministry of State-Owned Enterprises. This commitment reflects the Company's seriousness in maintaining environmental sustainability and making concrete contributions to overcoming the impacts of climate change. In addition, this commitment is also in line with SDGs Goal 13, namely Addressing Climate Change, and Goal 15, namely Protecting Land Ecosystems.

# CSER Program Corporate Shared Value Concept (CSV)

## 1. *Go Green* BTN Program

| No. | Program Name | SDG | Location | Types of Assistance | Number of Beneficiaries |
|---|---|---|---|---|---|
| 1. | Green Housing (Green BTN) | SDG 15 | Malang, Surabaya Bukit Darmo, Palembang, Solo, Pangkal Pinang, Jakarta, Pare Pare, Bandar Lampung, Tangerang, Cimahi, Malang, Tasikmalaya, Makassar, Bogor, Pontianak | The Company provides tree seeds for the BTN-financed housing | Tree planting totaling 14,841 trees |

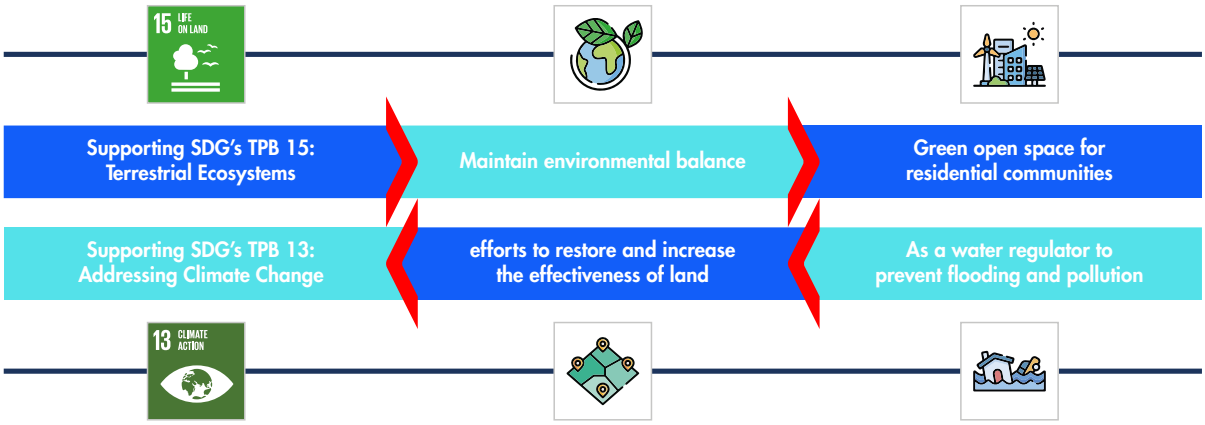


Puri Delta Tigaraksa Residential Environment Green Park Revitalization Program



BTN Jakarta RUN Supports the Green Jakarta Movement

**Information on the impact provided for Beneficiaries**
The provision of tree seeds is expected to improve the green area in BTN-financed housing so as to create comfortable residential areas as well as green housing realization.




**Benefits for the Company**
a. If a housing complex becomes a comfortable residence, it is hoped that the quality of housing in a housing complex will increase and ultimately increase KPR applications to Bank BTN and credit repayments by the developer in accordance with the plan.
b. As an effort to reduce Bank BTN's greenhouse gas emissions and reduce air pollution.

| No. | Program Name | SDG | Location | Types of Assistance | Number of Beneficiaries |
|---|---|---|---|---|---|
| 2. | Urban Bike Gadjah Mada University Environment | TPB 3 and 4 | Yogyakarta | Support for the development of the Educopolis area, namely a campus environment that is conducive to learning and environmentally friendly | 150 students |





CSER Urban Bike Gadjah Mada University Yogyakarta

**Information on the impact provided for Beneficiaries**
The campus has transportation infrastructure on campus which is arranged taking into account various aspects, namely safety, comfort and the creation of clean air through the provision of bicycles that can be used by students, lecturers and employees as well as UGM guests.

**Benefits for the Company**
a. Introducing Bank BTN as a bank that focuses on the campus environment.
b. CSER BTN support to Bank BTN University Partners for BTN branding and BTN service products for students.

| No. | Program Name | SDG | Location | Types of Assistance | Number of Beneficiaries |
|---|---|---|---|---|---|

Supports SDG's 3 : Good Health and Well-Being

Supports SDG's 4 : Quality Education

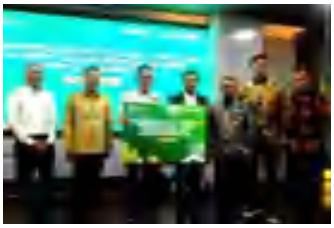
Supporting the UGM Educopolis Area

Eco-friendly Campus

Development of the Educopolis Campus Area, a conducive and environmentally friendly campus environment

## 2. BTN Education Program

| No. | Program Name | SDG | Location | Types of Assistance | Number of Beneficiaries |
|---|---|---|---|---|---|
| 1. | Workshop Developer for Millenial | SDG 4 | Jember, Palembang and Banda Aceh | Providing training and introduction to property and to students | 1.200 students |



Laptop educational facilities for students at Syiah Kuala University, Banda Aceh




FEB Seminar Room Revitalization Program, University of North Sumatra

**Information on the impact provided for Beneficiaries**

Students gain knowledge about the property industry, it is hoped that this knowledge can be applied in the world of work or if students want to become entrepreneurs to become developers.

Bank BTN with its core business of housing financing (KPR) has a social responsibility, especially in providing literacy to the public regarding property. One of the targets for property-related literacy is millennials. With literacy, it is hoped that millennials will be interested in getting involved in the world of property and are expected to become young developers as a future market for BTN Bank in line with BTN Bank housing finance business. This activity is expected to create a Creating Shared Value (CSV) for Bank BTN.

Supporting SDG's TPB 4: Quality Education

Providing Property Literacy to the community

Ensure inclusive and equitable quality education

Millennials can be interested in getting involved in the world of property and are expected to become young developers as future marketers for BTN Bank

**Benefits for the Company**

a. Introducing Bank BTN as a bank that focuses on property for millennials.
b. It is hoped that in the future, if they work in the world of property, they will be able to collaborate with Bank BTN in assisting the government in meeting the housing backlog for the community..

In this activity, Bank BTN also collaborated with various stakeholders. Among the housing associations, in this case the Indonesian Realestate Companies Association (REI) as a strategic partner of Bank BTN. Bank BTN and REI jointly provide material to students from campuses who are also Bank BTN partners.

| No. | Program Name | SDG | Location | Types of Assistance | Number of Beneficiaries |
|---|---|---|---|---|---|

This Millennial Developer Training Program aims to provide training to students to prepare themselves to become young developers who can help the government in reducing the housing backlog in Indonesia. Apart from that, it is also to strengthen Bank BTN's brand awareness as the bank most concerned about housing issues in Indonesia.

**2022**

The design of the Millennial Developer Program is an Educational Sector Initiative Program to form Young Developers. Locations of activities are carried out in Manado, Jember, Cirebon and Purwakarta in collaboration with BTN Stakeholders, in this case Real Estate Indoneis (REI).

**2023**

Millennial Developer Design Development with many requests from BTN (REI) Stakeholders to be carried out in several locations in greater numbers.

**2024**

Millennial Developers are included in the Initiative Program for ESG Champions through the CSER Education Program and will be implemented on a Roadshow and become a BTN Sustainable Program.

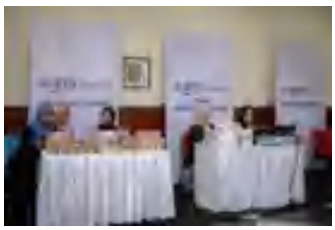
In 2024, Millennial Developer will be held not only in general but also in:
- Millennial Developer Roadshow at Large Campuses throughout Indonesia.
- Specification training for civil, architects and designers.
- Provide assistance and liaison between Millennial Developers and REI.

### 3. MSME Empowerment Program

| No. | Program Name | SDG | Location | Types of Assistance | Number of Beneficiaries |
|---|---|---|---|---|---|
| 1 | *UMKM Go Digital* Bank BTN | SDGs 8 and 11 | Jepara | Company embraces Micro, Small and Medium Enterprises (MSMEs) to continue developing their businesses, so they can adapt to the digital economy era. | 250 MSMEs |



Workshop and Training for MSMEs to go Digital for the Jepara region October 10, 2023



MSME support at the Millennial Developer Event at Syiah Kuala University, Banda Aceh

**Information on the impact provided for Beneficiaries**
a. MSME players can take advantage of training, MSME showcases and exhibitions in order to improve skills and sales.
b. Encouraging MSMEs to Go Digital to be able to adapt to developments in consumer behavior
c. Facilitate MSMEs to penetrate the export market.

**Benefits for the Company**
Bank BTN supports MSME business actors to increase sales by utilizing digital and Bank BTN service products which will ultimately influence Bank BTN's business products and improve the MSME economy.



# BTN'S Leading CSER Program

| No. | Program Name | SDG | Location | Types of Assistance | Number of Beneficiaries |
|---|---|---|---|---|---|
| 1. | Bank Mini | SDG 4 | Cibinong, Tasikmalaya, Bogor, Bekasi, Cirebon, Jakarta, Karawaci, Mataram, Singaraja, Malang, Banyuwangi, Bengkulu, Pangkal Pinang, Siantar, Jambi, Ambon, Lampung, Tegal, Ternate, Palangkaraya, Makassar, Balikpapan, Yogyakarta, Pekalongan | Bank BTN collaborates with the BTN Partner Vocational School for assistance in the form of outlet replicas. Construction of Mini Bank as a form of support for Financial Inclusion through the BTN CSER Program. | 30 BTN Partner Schools |




CSER Bank Mini Pangkal Pinang

The program being promoted is called Bank Mini, which aims to increase financial literacy in schools. During 2023, this program has been implemented in more than 30 schools, one of which in the Kupang area has received appreciation from the FSA.

The appointment of schools to receive CSER assistance has gone through an internal analysis process at Bank BTN with the criteria including being existing bank customers who have the potential to increase deposits at Bank BTN. (link to one of the programs: https://youtu.be/lRDjsjfP6Iw?si=R-YMfSMTNqeJM0Br)

The Bank Mini program plays an important role in increasing financial literacy for high school/vocational school and equivalent students which also has an impact on supporting the quality of teaching staff through practice and the existence of Mini Bank facilities/infrastructure from Bank BTN. This program has been initiated to be implemented in more than 30 educational institutions where it has contributed to the education sector with a very helpful impact on students' learning and teaching processes through direct practice which previously focused only on theory.

**Information on the impact provided for Beneficiaries**

a. Quality Education to ensure inclusive and equitable quality education and increase lifelong learning opportunities for all.
b. CSER Bank Mini activities are a form of support for Financial Inclusion and encourage school students to be able to understand the flow of activities at the Bank.

**Benefits for the Company**

Bank BTN collaborates with Vocational and General Schools which are BTN Partners for Assistance in the form of outlet replicas. Construction of Mini Bank as a form of Financial Inclusion Support through the BTN CSER Program and also as a form of Financial Inclusion.

Through regulations issued by OJK Regulation No. 76/POJK.07/2016 of 2016, financial inclusion is the availability of access to various formal financial institutions, products and services in accordance with community needs and capabilities in order to improve community welfare.

The Company continues to strive to increase public knowledge about finance. This effort aims to anticipate less effective financial management by individuals and groups due to a lack of knowledge about finance. Ineffective financial management has the potential to lead to inappropriate use of products and services, especially for people in remote areas with low economic conditions and difficult access to financial resources.

Against this background, the Company seeks to provide education to this group to increase customer financial knowledge. Increasing customers' ability to use products and services through Bank Mini Bank BTN.

Apart from Financial Inclusion through the Bank BTN Social and Environmental Responsibility (CSER) Program, it is also implemented through the Customer Care Division for the Financial Inclusion and Financial Literacy programs.

| No. | Program Name | SDG | Location | Types of Assistance | Number of Beneficiaries |
|---|---|---|---|---|---|
| 2. | House Not Inhabitable | SDG 3 | Denpasar and Kalimantan | Bank BTN supports the Acceleration of Elimination of Extreme Poverty, by providing home repair assistance for extreme poor families | 200 units |




Providing livable houses in collaboration with the Indonesian Army in Denpasar

**Information on the impact provided for Beneficiaries**

a. Construction of houses that meet building safety requirements, sufficient minimum building area, and occupant health.
b. Accelerating the Elimination of Extreme Poverty through Improving the Quality of Homes.
c. Healthy and Prosperous Life in ensuring a healthy life and improving the welfare of the entire population.

| No. | Program Name | SDG | Location | Types of Assistance | Number of Beneficiaries |
|---|---|---|---|---|---|




**Benefits for the Company**
Bank BTN supports the Acceleration of the Elimination of Extreme Poverty through the construction of houses that meet building safety requirements, sufficient minimum building area, and occupant health.

# Performance Of the MSE Funding Program in 2023

**PROVISIONS MICRO & SMALL BUSINESS FUNDING PROGRAM (MSE)**

- SOE Minister's Letter No. S-721/MBU/11/2022 dated November 2022 10, concerning Cooperation in Micro and Small Business Funding Programs ("MSE Program Cooperation").
- Minister of State-Owned Enterprises Regulation No. PER-1/MBU/03/2023 dated March 03, 2023 amendments to Minister of State-Owned Enterprises Regulation No. PER-06/MBU/09/2022 dated September 8, 2022 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises.
- Minister of State-Owned Enterprises Regulation No. SK-277/MBU/10/2023 dated October 04, 2023 concerning Implementation Guidelines for Settlement of Problematic Sharia Receivables and/or Financing in Micro and Small Business Funding Programs in BUMN.
- Technical Instructions I-XIV.1 dated February 23, 2023 concerning Work Flow for Micro and Small Business Funding Programs.
- Special Policy I-XIV dated August 14, 2023 concerning Micro and Small Business Funding Program Products.
- BTN Cooperation Agreement No. 03/PKS/SMBD/X/2023 with BRI No. B.34/MBD/10/2023 dated October 13, 2023 concerning Implementation of the Micro and Small Business Funding Program.
- BTN Minutes No. 01/BA/SMBD/X/2023 with BRI No. B.751-MBD/10/2023 dated October 18, 2023 concerning Deposit of Funds for the Micro and Small Business Funding Program.

**Source of Funds for the PUMK Program**

- Principal funds for repayment of loans from Foster Partners.
- Balance of allocated PUMK Program funds until the end of the year.
- Loan administration services/sale and purchase margin/profit sharing portion, deposit interest and/or current account services from PUMK Program funds.

## PUMK Cash Flow in 2023

| No | Description | Budget Work Plan (RKA) 2022 | Realization 2022 | (%) | RKA | Realization 2023 | (%) |
|---|---|---|---|---|---|---|---|
| | | 1 | 2 | (2:1) | 3 | 4 | (4:3) |
| | I. Funds Available | | | | | | |
| 1. | Initial Balance | 15,254,304,860 | 15,254,304,860 | 100% | 11,732,472,238 | 11,732,472,238 | 100% |
| 2. | Additional Funds From BUMN Coach | - | - | - | - | - | - |
| 3. | Loan Repayment from Foster Partners | 11,500,000,000 | 13,799,087,350 | 119,99% | 15,000,000,000 | 15,264,329,788 | 101.76% |
| 4. | Refunds from other BUMN Coach | - | - | - | - | - | - |
| 5. | Loan Administration Services Fee | 1,400,000,000 | 1,063,597,362 | 75 97% | 1,100,000,000 | 1,132,613,855 | 102.96% |
| 6. | Other Income | - | 1,932,666 | - | - | - | - |
| 7. | Receipt Has Not Been Identified | - | - | - | - | - | - |
| 8. | Other Expenses | - | - | - | - | - | - |
| 9. | Total Funds Available | **28,154,304,860** | **30,118,922,238** | **106,98%** | **27,832,472,238** | **28,129,415,881** | **101.07%** |
| | II. Funds Distributed | | | | | | |
| 10 | Distribution of Loans to Foster Partners | 17,500,000,000 | 18,386,450,000 | 105,07% | 18,000,000,000 | 9,161,600,000 | 50.90% |
| 11 | Loan Distribution Through BUMN/Collaboration | - | - | - | - | 8,000,000,000 | - |
| 12 | Distribution of Development Funds (Grants) | - | - | - | - | - | - |
| 13 | Distribution of Special BUMN | - | - | - | - | - | - |
| | Amount of Fund Distribution | **17,500,000,000** | **18 386,450,000** | **105,07%** | **18,000,000,000** | **17,161,600,000** | **95.34%** |
| | Final Balance as of December 31 | **10,654,304,860** | **11,732,472,238** | **110,12%** | **9,832,472,238** | **10,970,559,980** | **111.57%** |

## Distribution of MSE Funding Programs

| | 2022 | 2023 |
|---|---|---|
| Target | IDR 17,5 billion | IDR 18 billion |
| Realization | IDR 18,38 billion | IDR 17.16 billion |
| Achievement | 105.07 % | 95.34% |

## Distribution Composition Based on Sector

| Business Sector | Realization of Distribution in 2022 | | | Realization of Distribution in 2023 | | |
|---|---|---|---|---|---|---|
| | Number of MBs | Total | Percentage | Number of MBs | Total | Percentage |
| Industrial Sector | 20 | IDR904,000,000 | 4.92% | 4 | IDR170,000,000 | 1.85% |
| Service Sector | 56 | IDR4,183,500,000 | 22.75% | 26 | IDR1,622,000,000 | 17.70% |
| Trade Sector | 292 | IDR12,705,750,000 | 69.10% | 129 | IDR6,529,600,000 | 71.27% |

| Business Sector | Realization of Distribution in 2022 | | | Realization of Distribution in 2023 | | |
|---|---|---|---|---|---|---|
| | Number of MBs | Total | Percentage | Number of MBs | Total | Percentage |
| Fisheries Sector | 4 | IDR108,200,000 | 0.59% | 2 | IDR100,000,000 | 1.09% |
| Agricultural Sector | 1 | IDR50,000,000 | 0.27% | 4 | IDR95,000,000 | 1.04% |
| Livestock Sector | 1 | IDR410,000,000 | 2.23% | 3 | IDR95,000,000 | 1.04% |
| Plantation Sector | 1 | IDR25,000,000 | 0.14% | 2 | IDR550,000,000 | 6.00% |
| Other Business Sectors | - | - | - | - | - | - |
| Grand Total | 378 | IDR18,386,450,000 | 100% | 170 | IDR9,161,600,000 | 100% |

**Distribution Composition Based on Region**

| No. | Region | Realization in 2022 | | Realization in 2023 | |
|---|---|---|---|---|---|
| | | Number of MBs | Grade | Number of MBs | Grade |
| 1 | Bali | 4 | IDR105,000,000 | 1 | IDR60,000,000 |
| 2 | DI Yogyakarta | 11 | IDR281,000,000 | 4 | IDR115,000,000 |
| 3 | DKI Jakarta | 40 | IDR2,576,000,000 | 10 | IDR788,000,000 |
| 4 | Central Java | 35 | IDR1,864,000,000 | 25 | IDR1,001,600,000 |
| 5 | East Java | 38 | IDR2,290,000,000 | 14 | IDR980,000,000 |
| 6 | West Java & Banten | 113 | IDR4,594,500,000 | 38 | IDR1,882,000,000 |
| 7 | Kalimantan | 21 | IDR1,321,000,000 | 18 | IDR780,000,000 |
| 8 | Maluku | 15 | IDR642,000,000 | 4 | IDR245,000,000 |
| 9 | West Nusa Tenggara | 9 | IDR313,000,000 | 13 | IDR525,000,000 |
| 10 | East Nusa Tenggara | 5 | IDR145,500,000 | 9 | IDR880,000,000 |
| 11 | Papua | 1 | IDR25,000,000 | - | - |
| 12 | Sulawesi | 30 | IDR1,159,450,000 | 16 | IDR970,000,000 |
| 13 | Sumatera | 56 | IDR3,070,000,000 | 18 | IDR935,000,000 |
| **Total** | | **378** | **IDR18,386,450,000** | **170** | **IDR9,161,600,000** |

**Number of Foster Partners and Details of Receivables up to 31 December 2023**

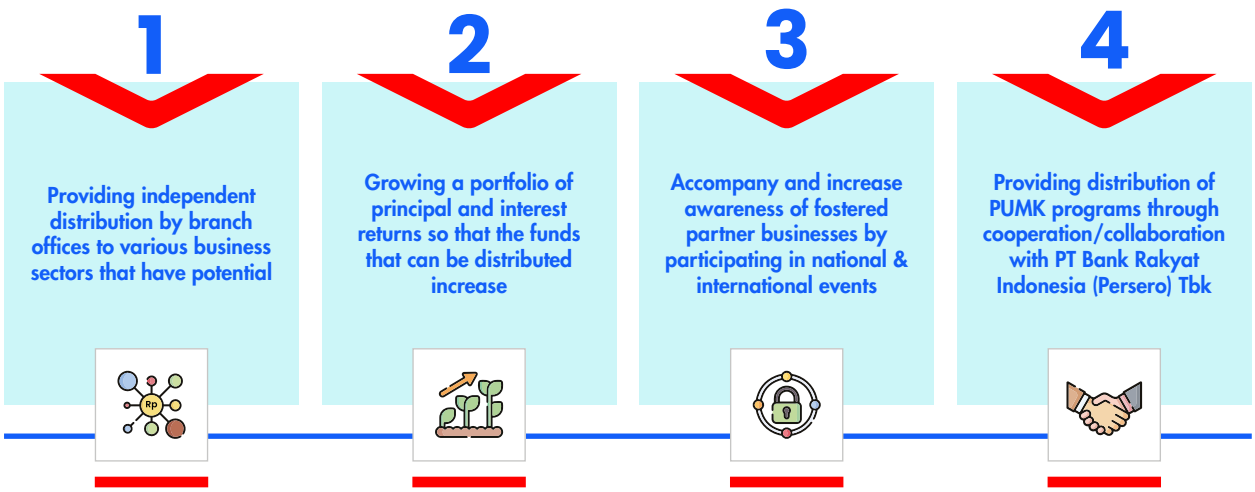
**Total Foster Partners**

**6,967 Debtors**

| | 2022 | | 2023 | |
|---|---|---|---|---|
| | Amount (IDR) | (%) | Amount (IDR) | (%) |
| Pass | 18,257,799,972 | 36.96 | 3,452,460,063 | 7.00 |
| Special Mention | 4,535,941,159 | 7.38 | 7,303,272,049 | 14.81 |
| Doubtful | 1,649,878,829 | 2.76 | 4,950,359,453 | 10.04 |
| Lost | 31,161,220,926 | 52.90 | 33,616,019,533 | 68.16 |
| **Total** | **55,604,840,886** | **100** | 49,322,111,098 | 100 |

**Distribution of the PUMK Program in 2023**

The amount of PUMK Program distribution in 2023 is IDR 17,16 billion.




**Development of Partners for the MSE Funding Program**

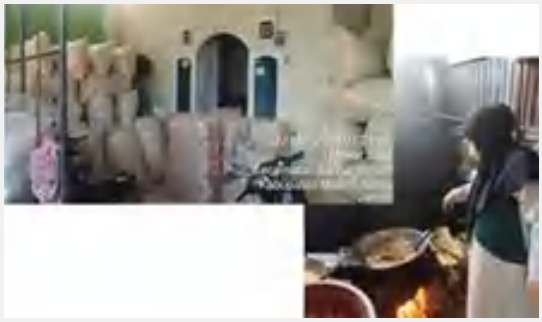
Implementation of coaching is carried out by quarterly OTS visits to Foster Partners by the BTN Branch Office of the coach. The monitoring and evaluation process of each Foster Partner's business is important so that the business process can continue in a sustainable manner.

**Grocery store**



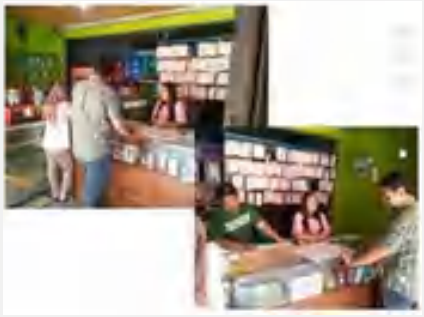
| | |
|---|---|
| Name | Muslihudin |
| Region | Medan |
| Realization | June 23, 2022 |
| Limit | IDR25,000,000 |
| Tenor | 3 years |
| Collectability | Pass |

**Food Seller**



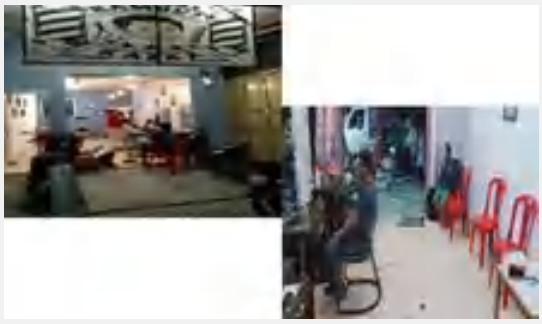
| | |
|---|---|
| Name | Dwi Wahyu Purbo S |
| Region | Jambi |
| Realization | July 05, 2022 |
| Limit | IDR100,000,000 |
| Tenor | 2 years |
| Collectability | Pass |

**Cell Phone Store**



| | |
|---|---|
| Name | Magdalena Sembiring |
| Region | Medan |
| Realization | December 19, 2022 |
| Limit | IDR150,000,000 |
| Tenor | 3 years |
| Collectability | Pass |

**Barbershop**



| | |
|---|---|
| Name | Aditya Cella |
| Region | Palu |
| Realization | June 12, 2023 |
| Limit | IDR50,000,000 |
| Tenor | 3 years |
| Collectability | Pass |

# Financial Literacy and Inclusion – Fulfillment of OJK Regulation 3/2023 Concerning Financial Literacy and Inclusion

The Company fulfills its obligations to Stakeholders and the OJK in accordance with regulations, namely regarding transparency and publication of financial and non-financial conditions. Other information aims to support information disclosure, financial education and services to the community. The Company has reports related to Financial Literacy and Inclusion, among others:

- Report on the Implementation of Financial Literacy and Inclusion Activities in 2023: reported every quarter (March, June, September, December).
- 2024 Financial Literacy and Inclusion Activity Planning Report: reported in November 2023.

Various Financial Literacy and Inclusion activities that have been reported to regulators (BI and OJK) are as follows:

## Financial Literacy in 2023

| No. | Stream | Scope | Activity Name | Period | | Frequency |
|---|---|---|---|---|---|---|
| | | | | Start | Ended | |
| 1. | Funding | Financial Education | *Entrepreneurship talk show with guest stars Alan Budi Kusuma and Susi Susanti* | January 23, 2023 | January 29, 2023 | 1 time |
| 2. | Lending | Financial Education | *Marketing and Developer Gathering* | May 4, 2023 | May 4, 2023 | 1 time |
| 3. | Digital | Financial Education | Educate Customers about Information Security | January 1, 2023 | December 31, 2023 | 1 time |

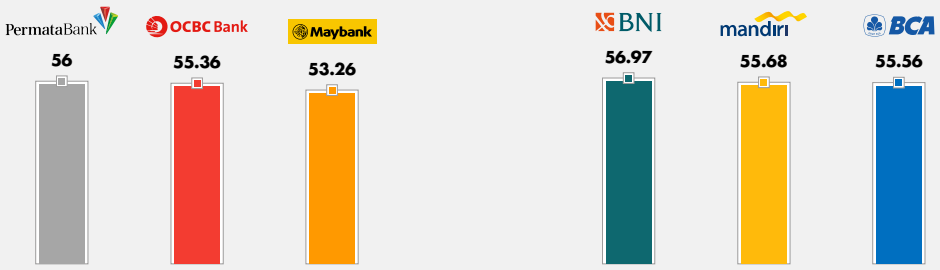
| No. | Stream | Scope | Activity Name | Period | | Frequency |
|---|---|---|---|---|---|---|
| | | | | Start | Ended | |
| 4. | Inclusion | Financial Education | SIMOLEK Program (West Java) | July 1, 2023 | September 30, 2023 | 1 time |
| 5. | Inclusion | Financial Education | SIMOLEK Program (Kupang, Surabaya, Denpasar, Malang, Mataram, Bangkalan, Madiun, Jember, Kediri, Singaraja, Banyuwangi) | July 27, 2023 | September 8, 2023 | 1 time |
| 6. | Inclusion | Financial Education | SIMOLEK Program (Makassar, Palangkaraya, Gorontalo) | August 9, 2023 | August 9, 2023 | 1 time |
| 7. | Funding | Financial Education | Socialization of Cash Waqf in the Educational Environment | August 1, 2023 | December 20, 2023 | 1 time |
| 8. | Communication & Partnerships | Financial Education | SRIKANDI Goes to Campus | August 14, 2023 | August 14, 2023 | 1 time |
| 9. | Funding | Financial Education | BTN Market Beat September 2023 | September 16, 2023 | September 16, 2023 | 1 time |
| 10. | Lending | Financial Education | Socialization of the Subsidized KPR Program | October 19, 2023 | October 19, 2023 | 1 time |
| 11. | Lending | Financial Education | Education and Training for young Developers in collaboration with HFC (Santri Developers and Millennial Developers) | October 28, 2023 | October 28, 2023 | 1 time |
| 12. | Lending | Financial Education | Training and Empowerment of the community to become entrepreneurs through the Bank BTN Business Camp | November 9, 2023 | November 9, 2023 | 1 time |
| 13. | Lending | Financial Education | Financial Literacy of Prospective Indonesian Migrant Workers and Japanese Interns | December 14, 2023 | December 14, 2023 | 1 time |

## Financial Inclusion in 2023

| No. | Stream | Scope | Activity Name | Period | | Frequency |
|---|---|---|---|---|---|---|
| | | | | Start | Ended | |
| 1. | Digital | Access Expansion | Launching Super Apps BTN Mobile | February 9, 2023 | May 31, 2023 | 1 time |
| 2. | Reporting | Provision of Financial Products and/or Services | Improved BTN Call 150286 and 1500286 services | May 3, 2023 | May 3, 2023 | 1 time |
| 3. | Lending | Access Expansion | *Inauguration of the KPR BTN Sales Center to increase Market Share* | June 16, 2023 | June 16, 2023 | 1 time |
| 4. | Lending | Provision of Financial Products and/or Services | Mass KPR contract for 10,000 units at Puri Delta Tigaraksa Housing Complex | August 8, 2023 | August 8, 2023 | 1 time |
| 5. | Lending | Provision of Financial Products and/or Services | Increased KPR distribution for the sharia and sports sectors | September 9, 2023 | September 26, 2023 | 1 time |
| 6. | Funding | Provision of Financial Products and/or Services | BTN Bisnis Savings Roadshow with Alan Budi Kusuma and Director of Distribution Funding | September 23, 2023 | September 23, 2023 | 1 time |
| 7. | Digital | Access Expansion | Addition of BI-Fast and other payment features to BTN Mobile (Mobile Banking) | January 1, 2023 | December 31, 2023 | 1 time |
| 8. | Lending | Provision of Financial Products and/or Services | BTNPreneur activities take the form of an MSME Bazaar fostered by Bank BTN | January 1, 2023 | December 31, 2023 | 2 times |
| 9. | Inclusion | Access Expansion | Opening of Branch Offices and Sub-Branch Offices (Conventional and Sharia) | January 1, 2023 | December 31, 2023 | 19 Times |
| 10. | Inclusion | Access Expansion | Addition of Mobile Cash Cars (BTNMove) in 2023 to increase the availability of access to Bank BTN products and services | January 1, 2023 | December 31, 2023 | 8 Times |
| 11. | Funding | Provision of Financial Products and/or Services | Gathering to increase the use of SBN Perdana products | July 10, 2023 | July 10, 2023 | 2 times |

*Satisfaction, Loyalty, Engagement (SLE) Index Survey 2024*

## SLE Index 2022 (%)



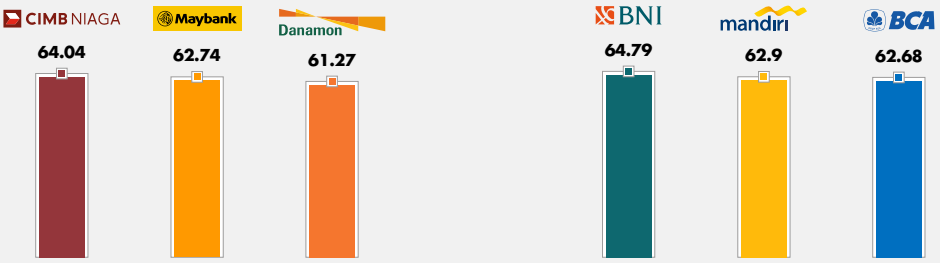

KBMI 3 | KBMI 4

**Arranged based on index value (%)**

- Industry : -
- KBMI 4 : -
- KBMI 3 : 52.15 ▼
- Bank BTN : **48.64**

"10th position on KBMI 3"

## SLE Index 2023 (%)



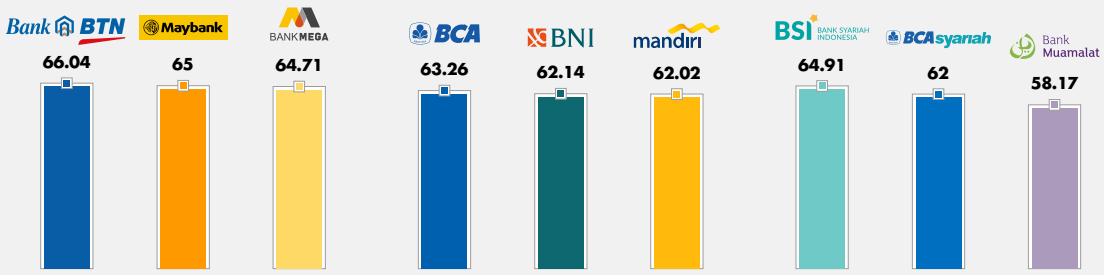

KBMI 3 | KBMI 4

**Arranged based on index value (%)**

- Industry : 61.18 ▼
- KBMI 4 : 62.38
- KBMI 3 : 59.19 ▲
- Bank BTN : **60.00**

"4th position on KBMI 3"

## SLE Index 2024 (%)




KBMI 3 | KBMI 4 | BUS

**Arranged based on index value (%)**

- Industry : 61.82 ▲
- KBMI 4 : 61.25
- KBMI 3 : 61.59 ▲
- BUS : 61.79
- Bank BTN : **66.04**

"1st position on KBMI 3"

**Measured by : Tim Marketing Research Indonesia (MRI)*



# INDEKS OJK

# Indeks OJK

| Criteria | Explanation | Page | Regulations |
|---|---|---|---|
| **UMUM** | | | |
| Annual Report is well printed and bound. | The Annual Report is well printed and bound. | √ | POJK 29 |
| Annual Report must be reproduced in the form of printed copies of documents and electronic copies of documents. | | √ | POJK 29 |
| Annual Reports are presented in Indonesian and foreign languages | | √ | POJK 29 |
| Annual Report must be published on the Issuer's or Public Company's Website on the same date as the submission of the Annual Report to the Financial Services Authority. | | √ | POJK 29 |
| **KILAS KINERJA** | | | |
| Summary of important financial data contains financial information presented in comparative form for 3 (three) financial years or since starting their business if the Issuer or Public Company has been running its business activities for less than 3 (three) years. | Information includes, among others: | | |
| | 1. Sales revenue. | 21 | SEOJK 16 |
| | 2. Gross profit. | 22 | |
| | 3. Operational profit. | 22 | SEOJK 9 |
| | 4. Profit before tax. | 22 | |
| | 5. Net profit. | 22 | |
| | 6. Profit and loss. | 22 | SEOJK 16 |
| | 7. Total comprehensive profit (loss). | 22 | SEOJK 9 |
| | 8. Total profit (loss) attributable to owners of the parent entity and non-controlling interests. | - | SEOJK 16 |
| | 9. Total comprehensive profit (loss). | 22 | SEOJK 16 |
| | 10. Total comprehensive profit (loss) attributable to owners of the parent entity and non-controlling interests. | - | |
| | 11. Earnings (loss) per share. | 22 | SEOJK 9<br>SEOJK 16 |
| | 12. Total assets. | 19 | |
| | 13. Total liabilities. | 20 | |
| | 14. Total equity. | 21 | |
| | 15. Third-party funds. | 19 | SEOJK 9 |
| | 16. Loans received. | 20 | |
| | 17. Ratio of profit (loss) to total assets. | 24 | SEOJK 16 |
| | 18. Profit (loss) to equity ratio. | 24 | |
| | 19. Profit (loss) to revenue/sales ratio. | 24 | |
| | 20. Current ratio. | 24 | |
| | 21. Liability to equity ratio. | 24 | |
| | 22. Ratio of liabilities to total assets. | 24 | |

| Criteria | Explanation | Page | Regulations |
|---|---|---|---|
| | 23. CAR ratio. | 24 | SEOJK 9 |
| | 24. Productive assets. | 24 | |
| | 25. Non-performing loans (NPL) ratio. | 24 | |
| | 26. Ratio of Operating Expenses to Operating Income (BOPO). | 24 | |
| | 27. *Cost to Income Ratio(CIR)*. | 24 | |
| | 28. Net Interest Margin (NIM) ratio. | 24 | |
| | 29. Percentage of violations and exceedances of the Legal Lending Limit (BMPK). | 24 | |
| | 30. Statutory Reserve Ratio (GWM). | 24 | |
| | 31. Net Open Position (NOP) Ratio. | 24 | |
| | 32. Information and other financial ratios that are relevant to the issuer or public company and the type of industry. | 24 | SEOJK 9<br>SEOJK 16 |
| Stock Information | Information on shares for Public Companies at least contains: | | SEOJK 16 |
| | 1. Shares that have been issued for each quarter presented in comparative form for the last 2 (two) financial years, at least contain: | | |
| | a. Number of outstanding shares. | 25-26 | |
| | b. Market capitalization is based on the price on the stock exchange where the shares are listed. | | |
| | c. The highest, lowest and closing share prices are based on the price on the stock exchange where the shares are listed. | | |
| | d. Volumetrading on the stock exchange where the shares are listed. | | |
| | Information in letter b), letter c) and letter d) is only disclosed if the shares are listed on the stock exchange.<br><br>Information is presented in the form of graphs and tables. | | |
| | 2. such as a stock split, reverse stock, stock dividends, bonus shares, changes in the nominal value of shares, issuance of convertible securities, and additions and capital reduction, share information as referred to in number 1) is added with an explanation of at least: | 27 | SEOJK 16 |
| | a. The date of implementation of the corporate action. | | |
| | b. Stock split ratios, reverse stock ratios, stock dividends, shares.<br>c. bonus, number of convertible securities issued, and changes in share nominal value. | | |
| | d. The number of outstanding shares before and after the corporate action. | | |
| | e. The number of effect conversions implemented (if any). | | |
| | f. Stock prices before and after corporate actions. | | |
| | 3. In the event of a temporary suspension of share trading (suspension) and/or delisting of shares during the financial year, the reasons for the temporary suspension of share trading (suspension) and/or delisting of shares (delisting) shall be explained. | 29 | SEOJK 16 |
| | 4. In the event that the temporary suspension of share trading (suspension) as referred to in number 3) and/or the process of canceling the listing of shares (delisting) is still ongoing until the end of the Annual Report period, the actions taken to resolve the temporary suspension of share trading (suspension) and/or cancellation are explained. listing of shares (delisting). | 29 | SEOJK 16 |

| Criteria | Explanation | Page | Regulations |
|---|---|---|---|
| **REPORT OF DIRECTORS AND BOARD OF COMMISSIONERS** | | | |
| Directors Report | The Board of Directors' report contains at least a brief description of: | | |
| | 1. Performance of Issuers or Public Companies, at least includes: | | |
| | a. Issuer's or Public Company's strategy and strategic policies (including for UUS if the Bank owns UUS). | 50-51 | SEOJK 9<br>SEOJK 16 |
| | b. The role of the Board of Directors in formulating the strategy and strategic policies of the Issuer or Public Company. | 50 | SEOJK 16 |
| | c. The process carried out by the Board of Directors to ensure the implementation of the Issuer's or Public Company's strategy. | 50 | |
| | d. Comparison between the results achieved and those targeted by the Issuer or Public Company. | 52 | SEOJK 9<br>SEOJK 16 |
| | e. Obstacles faced by Issuers or Public Companies. | 52 | |
| | f. Organizational structure. | 45-46 | SEOJK 9 |
| | g. Main activity. | 45 | |
| | h. Information Technology. | 46 | |
| | i. Types of products and services offered, including lending to debtors of micro, small and medium enterprises. | 45 | |
| | j. Interest rates for raising and providing funds. | 47-49 | |
| | k. Economic development and target market. | 46-47 | |
| | l. Networks and business partners at home and/or abroad. | 45 | |
| | m. Number, type and location of offices. | 45 | |
| | n. Ownership of the Board of Directors, Board of Commissioners and shareholders in the Bank's business group. | NA | |
| | o. Important changes that occurred in the Bank and the Bank's business group in the year concerned. | NA | |
| | p. Important things that are expected to happen in the future. | 53-54 | |
| | q. Human resources include the number, level of education, training, and development of human resources. | 46 | |
| | 2. An overview of the business prospects of the Issuer or Public Company. | 53-54 | SEOJK 9<br>SEOJK 16 |
| | 3. Implementation of Issuer or Public Company governance. | 54-57 | |
| Report of the Board of Commissioners | The Board of Commissioners' report contains at least a brief description of: | | |
| | 1. Assessment of the Board of Directors' performance regarding the management of Issuers or Public Companies, including oversight by the Board of Commissioners in the formulation and implementation of the Issuer's or Public Company's strategy carried out by the Board of Directors. | 63-64 | SEOJK 16<br>SEOJK 9 |
| | 2. Views on the business prospects of Issuers or Public Companies compiled by the Board of Directors. | 65 | |
| | 3. Views on the implementation of governance of the Issuer or Public Company. | 65-68 | |
| | 4. Changes in the composition of the Board of Commissioners (if any) and reasons for the changes. | 68-69 | SEOJK 9 |
| | 5. Frequency and method of providing advice to members of the Board of Directors. | 63 | |
| Statement Letter from Members of the Board of Directors and Members of the Board of Commissioners | Statement Letter from Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibility for the Annual Report. Statement letter from members of the Board of Directors and members of the Board of Commissioners regarding responsibility for the Annual Report is prepared in accordance with the format of Statement Letter from Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibility for the Annual Report. | 76-77 | SEOJK 16<br>POJK 29 |

| Criteria | Explanation | Page | Regulations |
|---|---|---|---|
| **COMPANY PROFILE** | | | |
| Company name and full address | Access to Issuers or Public Companies including branch offices or representative offices that enable the public to obtain information about Issuers or Public Companies, including: | 80-81 | SEOJK 9<br>SEOJK 16 |
| | 1. Address | | |
| | 2. Phone number | | |
| | 3. Email address | | |
| | 4. Website address | | |
| Name and address of subsidiary and/ or branch office or representative office (if any) | Contains information including: | | |
| | 1. Name and address of the subsidiary, including:<br>a. Address<br>b. Phone number<br>c. E-mail address<br>d. Website address | 82-87 | SEOJK 9<br>SEOJK 16 |
| | 1. Name and address of the branch/representative office, including:<br>a. Address<br>b. Phone number<br>c. Email address<br>d. Website address | | |
| | **Notes:** if the company does not have subsidiaries, branch offices, and representative offices, so that it is disclosed. | | |
| Brief history of Issuer or Public Company | Include among others: date/year of establishment, name, change of company name (if any), and effective date of change of company name. | 92-93 | SEOJK 9<br>SEOJK 16 |
| | **Notes:** if the company has never changed its name, please disclose it. | | |
| Vision, Mission and Corporate Culture | Includes: | | SEOJK 9<br>SEOJK 16 |
| | 1. Company Vision | 94 | |
| | 2. Company Mission | 95 | |
| | 3. Statement that the vision and mission have been reviewed and approved by the Board of Directors/Board of Commissioners in the financial year. | 96-99 | |
| Business activities | Description of, among others: | | SEOJK 9<br>SEOJK 16 |
| | 1. The company's business activities according to the latest articles of association. | 100 | |
| | 2. Business Activities Undertaken. | 100 | |
| | 3. Products and/or services produced. | 103-114 | |
| Operational Area | Issuer's or Public Company's operational area. The operational area is the area or area where operational activities are carried out or the scope of the company's operational activities. | 116-117 | SEOJK 16 |
| Organizational structure | The organizational structure of the Issuer or Public Company in the form of a chart, at least up to 1 (one) level below the Board of Directors including committees under the Board of Directors (if any) and committees under the Board of Commissioners, accompanied by names and positions. | 118-119 | SEOJK 9<br>SEOJK 16 |
| Association Membership | List of industry association memberships both on a national and international scale related to the implementation of sustainable finance. | 115 | SEOJK 16 |

| Criteria | Explanation | Page | Regulations |
|---|---|---|---|
| Board of Directors Profile | Profile of the Board of Directors, at least contains: | 120-133 | SEOJK 9<br>SEOJK 16 |
| | 1. Name and position in accordance with the duties and responsibilities. | | |
| | 2. Latest photos. | | |
| | 3. Age. | | |
| | 4. Citizenship. | | |
| | 5. Educational history and/or certification. | | |
| | 6. Position history, including information on: | | |
| | a. The legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned | | |
| | b. Concurrent positions, both as members of the Board of Directors, members of the Board of Commissioners, and/or committee members as well as other positions both inside and outside the Issuer or Public Company. In the event that members of the Board of Directors do not have concurrent positions, then this is disclosed. | | |
| | c. Work experience and time period both inside and outside the Issuer or Public Company. | | |
| | 7. of the Board of Commissioners, major shareholders and controllers, either directly or indirectly to individual owners, including names of affiliated parties. In the event that members of the Board of Directors have no affiliation, the Issuer or Public Company shall disclose this. Financial relationships and family relationships of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or controlling shareholders of the Bank. | | SEOJK 9<br>SEOJK 16<br>POJK 13 |
| | 8. Changes in the composition of members of the Board of Directors and reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this will be disclosed. | | SEOJK 16 |
| Profile of the Board of Commissioners | Profile of the Board of Commissioners, at least contains: | 134-144 | SEOJK 9<br>SEOJK 16 |
| | 1. Name and position. | | |
| | 2. Latest photos. | | |
| | 3. Age. | | |
| | 4. Citizenship. | | |
| | 5. Educational history and/or certification. | | |
| | 6. Position history, including information on: | | |
| | a. The legal basis for appointment as a member of the Board of Directors of the Issuer or Public Company concerned | | |
| | b. Legal basis for the first appointment as a member of the Board of Commissioners who is an independent commissioner of the Issuer or Public Company concerned. | | |
| | c. Concurrent positions, both as members of the Board of Directors, members of the Board of Commissioners, and/or committee members as well as other positions both inside and outside the Issuer or Public Company. In the event that members of the Board of Directors do not have concurrent positions, then this is disclosed. | | |
| | d. Work experience and time period both inside and outside the Issuer or Public Company. | | |
| | 7. Affiliation with other members of the Board of Directors, members of the Board of Commissioners, major shareholders and controllers, either directly or indirectly to individual owners, including names of affiliated parties. In the event that members of the Board of Directors have no affiliation, the Issuer or Public Company shall disclose this.<br><br>Financial relationships and family relationships of members of the Board of Directors and members of the Board of Commissioners with other members of the Board of Directors, other members of the Board of Commissioners, and/or controlling shareholders of the Bank. | | SEOJK 9<br>SEOJK 13<br>SEOJK 16<br>POJK 17 |

| Criteria | Explanation | Page | Regulations |
|---|---|---|---|
| | 8. Statement of independence of the independent commissioner in the event that the independent commissioner has served more than 2 (two) terms. | | SEOJK 16 |
| | 9. Changes in the composition of members of the Board of Directors and reasons for the changes. In the event that there is no change in the composition of the members of the Board of Directors, this will be disclosed. | | |
| Executive officer brief profile | Including the composition of executive officers along with their positions and a summary of Curriculum Vitae. | 150-168 | SEOJK 9 |
| Number of employees and employee competency development data. | Data on employee competency development that has been carried out in the financial year consisting of parties (position levels) who attended training, types of training, and training objectives as well as equal opportunities for all employees. | 168-170 | SEOJK 9<br>SEOJK 16 |
| | Employee competency development costs that have been incurred in the financial year. | | |
| Shareholder composition | Names of shareholders and percentage of ownership at the beginning and end of the financial year, which consists of information regarding: | 170-175 | SEOJK 9<br>SEOJK 16<br>POJK 17 |
| | 1. Shareholders who own 5% (five percent) or more shares of Issuers or Public Companies. | | |
| | 2. Members of the Board of Directors and members of the Board of Commissioners who own shares of Issuers or Public Companies.<br><br>In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter shall be disclosedthe. | | |
| | 3. shares by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the financial year, including information regarding shareholders who are registered in the register of shareholders for the benefit of indirect ownership by members of the Board of Directors and members of the Board of Commissioners.<br><br>In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, then this matter must be disclosed.<br><br>Directors and commissioners who own Shares (Directors and Board of Commissioners/Supervisory Board must report to the company regarding their and/or family's share ownership in the company concerned and other companies, including any changes thereto). | | |
| | 4. Group of public shareholders, namely groups of shareholders who each own less than 5% (five percent) of the shares of the Issuer or Public Company. | | SEOJK 16 |
| | 5. Number of shareholders and percentage of ownership at the end of the financial year based on classification: | | SEOJK 16 |
| | a. Ownership of local institutions. | | |
| | b. Ownership of foreign institutions. | | |
| | c. Local individual ownership. | | |
| | d. Foreign individual ownership. | | |
| | The above information can be presented in tabular form. | | |
| Major and controlling shareholder | Information regarding major shareholders and controllers of Issuers or Public Companies, either directly or indirectly, up to individual owners, presented in the form of a schematic or chart. | 175 | SEOJK 9<br>SEOJK 16 |
| List of associate subsidiaries, venture companies | Names of subsidiaries, associated companies, joint venture companies where the Issuer or Public Company has joint control of the entity (if any), along with the percentage of share ownership, line of business, total assets, and operating status of subsidiaries, associated companies, joint venture companies.<br>For subsidiaries, information regarding the address of the subsidiary is added. | 175 | SEOJK 9<br>SEOJK 16 |

| Criteria | Explanation | Page | Regulations |
|---|---|---|---|
| Information related to the Bank Business Group | Banks that are part of a business group and/or have Subsidiaries, must add: | 175 | SEOJK 9 |
| | The structure of the Bank's business group which includes: | | |
| | a. The structure of the Bank's business group consists of the Bank, Subsidiaries, sister companies, Parent Entity up to the ultimate shareholder. | | |
| | b. Management linkage structure within the Bank's business group. | | |
| | c. Shareholders acting on behalf of other shareholders. The definition of a shareholder acting on behalf of another shareholder is an individual shareholder or an entity that has the common goal of controlling the Bank, based on or not based on an agreement. | | |
| Share listing chronology | Chronology of share listing, number of shares, number of listed shares after each corporate action, nominal value, and offering price from the beginning of listing to the end of the financial year as well as the name of the stock exchange where the Issuer's or Public Company's shares are listed, including stock splits ( stock split), merger of shares (reverse stock), stock dividends, bonus shares, and changes in the nominal value of shares, implementation of conversion effects, implementation of capital additions and reductions (if any). | 176-178 | SEOJK 16 |
| Information on the listing of other securities | Information on the listing of other securities that are not yet due in the financial year at least contains the names of the securities, the type of corporate action that causes a change in the number of other securities, year of issue, interest rate/yield, maturity date, offering value, name of stock exchange where other securities are listed, and securities rating (if any). | 178-187 | SEOJK 16 |
| Information on the use of public accounting services (AP) and public accounting firms (KAP) | Information on the use of public accounting services (AP) and public accounting firms (KAP) and their networks/associations/alliance includes: | 188 | SEOJK 16 |
| | 1. Name and address. | | |
| | 2. Assignment period. | | |
| | 3. Information on audit and/or non-audit services provided. | | |
| | 4. Audit and/or non-audit service fees for each assignment given during the financial year. | | |
| | 5. In the event that the designated AP and KAP and their network/ association/alliance do not provide non-audit services, then the information shall be disclosed. | | |
| | Disclosure of information on the use of AP and KAP services and their networks/associations/alliances can be presented in tabular form. | | |
| Name and address of supporting institution and/or profession. | Names and addresses of capital market supporting institutions and/or professions other than AP and KAP. | 188-192 | SEOJK 16 |
| Awards and Certifications. | Information includes, among others: | 193-202 | SEOJK 9 |
| | 1. Name of award and/or certification (national and international scale). | | |
| | 2. Year of award and/or certification. | | |
| | 3. Awarding and/or certification bodies. | | |
| | 4. Validity period (for certification). | | |
| **MANAGEMENT DISCUSSION AND ANALYSIS OF THE COMPANY'S PERFORMANCE** | | | |
| Bank Strategic Plan | 1. Long term plan (corporate plan).<br>2. Medium and short term plans (business plan). | 212-219 | SEOJK 13<br>POJK 17 |
| Operational review per business segment | Operational review per business segment according to the type of industry of the Issuer or Public Company, at least concerning: | | SEOJK 9<br>SEOJK 16 |
| | 1. Explanation of each business segment. | 232-261 | |
| | 2. Performance per business segment, among others: | | |
| | a. Production, which includes process, capacity, and development. | 233-262 | |
| | b. Increase/decrease in production capacity. | 233-262 | |
| | c. Sales/business income. | 262-263 | |
| | d. Profitability. | 262-263 | |

| Criteria | Explanation | Page | Regulations |
|---|---|---|---|
| Description of the company's financial performance | Comprehensive financial performance which includes a comparison of financial performance in the last 2 (two) financial years (in the form of narratives and tables), an explanation of the causes of the changes and the impact of these changes, at least concerning: | | SEOJK 9<br>SEOJK 16 |
| | 1. Current assets, non-current assets, and total assets. | 266, 270-272 | |
| | 2. Short term liabilities, long term liabilities and total liabilities. | 267-268, 272 | |
| | 3. Funding (investment and giving credit/financing). | 267, 270-271 | |
| | 4. Third party funds and other funding sources. | 267-268, 272 | |
| | 5. Equity. | 269, 273 | |
| | 6. Income/sales, expenses, profit (loss), other comprehensive income, and total comprehensive profit (loss). | 274-277 | |
| | 7. Cash flow. | 277-279 | |
| | 8. Basic credit interest rate. | 287 | SEOJK 9 |
| Analysis of the quality of earning assets and relevant financial ratios. | | 287-289 | SEOJK 9 |
| Discussion and analysis of the ability to pay debts and the collectability of the company's receivables, by presenting the calculation of the relevant ratio according to the type of company's industry. | Explanation of: | | SEOJK 16 |
| | 1. Ability to pay debts, both short term (liquidity) and long term (solvability). | 280-281 | |
| | 2. Receivables collectibility level. | 283 | |
| Discussion on capital structure and management policies on capital structure (capital structure policy). | Top explanation: | | SEOJK 16 |
| | 1. Details of the capital structure (capital structure), which consists of interest-based debt/sukuk and equity. | 291-292 | |
| | 2. Management policies on capital structure (capital structure policies). | 290 | |
| | 3. Basis for selection of management policies. | 290 | |
| Discussion on material commitments for capital goods investment (not funding commitments) in the last financial year. | Explanation of: | | SEOJK 16 |
| | 1. The name of the party making the bond. | 292 | |
| | 2. The purpose of the bond. | 293 | |
| | 3. Source of funds expected to fulfill these ties. | 293 | |
| | 4. The currency to be denominated. | 293 | |
| | 5. The steps the company plans to take to protect against risks from related foreign currency positions. | 293 | |
| | **Notes:** if the company has no ties related to investment in capital goods in the last financial year to be disclosed. | | |
| Discussion on investment in capital goods realized in the last financial year. | Explanation of: | | SEOJK 9<br>SEOJK 16 |
| | 1. Types of investment in capital goods. | 293 | |
| | 2. The purpose of investing in capital goods. | 293 | |
| | 3. Investment value of capital goods issued in the last financial year. | 293 | |
| | **Notes:** if there is no realization of investment in capital goods, so that it is disclosed. | | |
| Description of the company's business prospects. | The business prospects of Issuers or Public Companies are linked to industry conditions, the general economy and international markets accompanied by quantitative supporting data from reliable data sources. | 296-298 | SEOJK 16 |

| Criteria | Explanation | Page | Regulations |
|---|---|---|---|
| Comparative information between targets at the beginning of the financial year with the results achieved (realization), and targets or projections to be achieved for the next year. | Comparison between targets/projections at the beginning of the financial year with the results achieved (realization), regarding: | | SEOJK 16 |
| | 1. Sales revenue. | 299-300 | |
| | 2. Profit and loss. | 299-300 | |
| | 3. Capital structure. | 300 | |
| | 4. Marketing. | 300 | |
| | 5. HR Development. | 300-301 | |
| | 6. Other matters deemed important by the Issuer or Public Company. | 298-299 | |
| | Targets/projections to be achieved by Issuers or Public Companies for the next 1 (one) year, regarding: | | |
| | 1. Sales revenue. | 302 | |
| | 2. Profit and loss. | 302 | |
| | 3. Capital structure. | 302 | |
| | 4. Dividend policy. | 302-303 | |
| | 5. Marketing. | 303 | |
| | 6. HR Development. | 304 | |
| | 7. Other matters deemed important by the Issuer or Public Company. | 301-302 | |
| Description of the marketing aspect. | Marketing aspects of the Issuer's or Public Company's goods and/or services, at least regarding marketing strategy and market share. | 219-231 | SEOJK 9<br>SEOJK 16 |
| Description of dividends for the last 2 (two) financial years. | Description of dividends for the last 2 (two) financial years, at least: | | SEOJK 16 |
| | 1. The dividend policy, among other things, contains information on the percentage of the amount of dividends distributed to net income. | 305 | |
| | 2. Cash dividend payment date and/or non-cash dividend distribution date. | 305-306 | |
| | 3. Amount of dividends per share (cash and/or non-cash). | 305-306 | |
| | 4. The amount of dividends per year paid. | 305-306 | |
| | **Notes:** if there is no distribution of dividends, please state the reasons. | | |
| Realization of the use of proceeds from the public offering (in the event that the company is still required to submit a report on the realization of the use of funds) | Contains descriptions of: | | SEOJK 16 |
| | 1. Total proceeds. | 306 | |
| | 2. Fund usage plan. | 306 | |
| | 3. Details of use of funds. | 306 | |
| | 4. Fund balance. | 306 | |
| | 5. The date of approval of the GMS/RUPO for changes in the use of funds (if any). | - | |
| | a. In the event that during the financial year, the Issuer has an obligation to submit a report on the realization of the use of funds, the cumulative realization of the use of proceeds from public offerings until the end of the financial year is disclosed.<br>b. In the event that there is a change in the use of funds as stipulated in the Financial Services Authority Regulation regarding the report on the realization of the use of funds from a public offering, the Issuer shall explain the change. | | |
| | **Note:** if you do not have information on the realization of the use of proceeds from a public offering, please disclose it. | | |

| Criteria | Explanation | Page | Regulations |
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| Material information (if any), including investment, expansion, divestment, business merger/ consolidation, acquisition, debt/ capital restructuring, material transactions, affiliated transactions, and conflict of interest transactions. | Contains descriptions of: | 307-315 | SEOJK 16 |
| | a. Date, value, and transaction object. | | |
| | b. The name of the party conducting the transaction. | | |
| | c. Nature of the affiliation relationship (if any). | | |
| | d. Explanation of the fairness of the transaction. | | |
| | e. Fulfillment of related provisions. | | |
| | f. In the event that there is an affiliation relationship, apart from disclosing the information referred to in number a) through number f), the Issuer or Public Company also discloses information: | | |
| | 1) The Board of Directors' statement that affiliated transactions have gone through adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others, carried out by fulfilling the arm's length principle. | | |
| | 2) The role of the Board of Commissioners and the audit committee in carrying out adequate procedures to ensure that affiliated transactions are carried out in accordance with generally accepted business practices, among others, is carried out by fulfilling the arm's length principle. | | |
| | g. For affiliate transactions or material transactions which are business activities carried out in order to generate business income and are carried out routinely, repeatedly and/or continuously, an explanation is added that the affiliated transactions or material transactions are business activities carried out in order to generate business income and are carried out routinely, repeatedly, and/or continuously.<br><br>In the case of affiliated transactions or material transactions referred to have been disclosed in the annual financial statements, information is added regarding references to disclosure in the said annual financial statements. | | |
| | h. For disclosure of affiliated transactions and/or conflict of interest transactions which are the result of the implementation of affiliated transactions and/or conflict of interest transactions that have been approved by independent shareholders, information is added regarding the date of the GMS that approves the affiliated transactions and/or conflict of interest transactions. | | SEOJK 16<br>SEOJK 13 |
| | i. In the event that there are no affiliated transactions and/or conflict of interest transactions, then this is disclosed. | | |
| Description of changes to laws and regulations on companies in the last financial year. | The description contains, among others: | | SEOJK 16 |
| | 1. The names of the laws and regulations that have changed. | 315-319 | |
| | 2. The impact (quantitative and/or qualitative) on the company (if significant) or the statement that the impact is not significant. | 315-319 | |
| | **Notes:** if there is no change in laws and regulations in the last financial year, so that it is disclosed. | | |
| Description of changes in accounting policies implemented by the company in the last financial year. | The description contains, among others: | | SEOJK 16 |
| | 1. Changes in accounting policies. | 320-321 | |
| | 2. Reasons for changes in accounting policies. | 320 | |
| | 3. Quantitative impact on financial statements. | 320-321 | |
| | **Notes:** If there is no change in accounting policy in the last financial | | |
| Information on Risk Exposure and Capital. | Risk exposure and capital includes annual period risk and capital exposure reports as stipulated in part II of the Publication Report on risk and capital exposure. | 330-369 | SEOJK 9 |

| Criteria | Explanation | Page | Regulations |
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| **GOOD CORPORATE GOVERNANCE** | | | |
| GMS. | Information regarding GMS resolutions in the financial year and 1 (one) year before the financial year includes: | 421-434 | SEOJK 16 |
| | a. GMS resolutions in the financial year and 1 (one) year prior to the financial year realized in the financial year. | | |
| | b. GMS decisions in the financial year and 1 (one) year prior to the financial year that have not been realized along with the reasons for not being realized. | | |
| | In the event that an Issuer or Public Company uses an independent party in the implementation of the GMS to carry out the vote count, it shall be disclosed regarding this matter. | | |
| Directors. | 1. Duties and responsibilities of each member of the Board of Directors. Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in tabular form. | 435-438 | SEOJK 13<br>SEOJK 16<br>POJK 17 |
| | 2. Statement that the Board of Directors has a guideline or charter (charter) of the Board of Directors. | 439-440 | SEOJK 16 |
| | 3. Policy and implementation of the frequency of meetings of the Board of Directors, meetings of the Board of Directors with the of Commissioners, and the level of attendance of members of the Board of Directors at these meetings including attendance at the GMS. Information on the level of attendance of members of the Board of Directors at meetings of the Board of Directors, meetings of the Board of Directors with the Board of Commissioners or GMS can be presented in tabular form. | 441-459 | SEOJK 16 |
| | 4. Training and/or competency improvement for members of the Board of Directors: | 459-463 | SEOJK 16 |
| | a. Policy on training and/or competency improvement for members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any). | | |
| | b. Training and/or competency improvement attended by members of the Board of Directors in the financial year (if any). | | |
| | 5. The Board of Directors' assessment of the performance of the committees that support the implementation of the duties of the Board of Directors in the financial year contains at least: | 464 | SEOJK 16 |
| | a. Performance appraisal procedures. | | |
| | b. The criteria used include performance achievements during the financial year, competence and attendance at meetings. | | |
| | In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, this will be disclosed. | | |
| | 6. members of the Board of Commissioners who reach 5% (five percent) or more of paid-up capital, which includes the type and number of shares in:<br>a. The bank in question.<br>b. other banks.<br>c. Non-bank financial institutions.<br>d. Other companies domiciled both inside and outside the country. | 504-505 | SEOJK 13<br>POJK 17 |

| Criteria | Explanation | Page | Regulations |
|---|---|---|---|
| Board of Commissioners. | 1. Duties and responsibilities of the Board of Commissioners. | 465 | SEOJK 13<br>SEOJK 16<br>POJK 17 |
| | 2. Statement that the Board of Commissioners has guidelines or charter of the Board of Commissioners. | 468 | SEOJK 16 |
| | 3. Policy and implementation of the frequency of meetings of the Board of Commissioners, meetings of the Board of Commissioners with the Board of Directors and the level of attendance of members of the Board of Commissioners at these meetings including attendance at the GMS. Information on the level of attendance of members of the Board of Commissioners at meetings of the Board of Commissioners, meetings between the Board of Commissioners and the Board of Directors, or GMS can be presented in tabular form. | 472-482 | SEOJK 13<br>SEOJK 16 |
| | 4. Training and/or competency improvement for members of the Board of Commissioners: | 482-485 | SEOJK 16 |
| | a. Policy on training and/or competency improvement for members of the Board of Commissioners, including an orientation program for newly appointed members of the Board of Commissioners (if any). | | |
| | b. Training and/or competency improvement attended by members of the Board of Commissioners in the financial year (if any). | | |
| | 5. Assessment of the performance of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and members of the Board of Commissioners, contains at least: | 486-492 | SEOJK 16 |
| | a. Procedure for implementing performance appraisal. | | |
| | b. The criteria used include performance achievements during the financial year, competence and attendance at meetings. | | |
| | b .The party making the assessment. | | |
| | 6. The Board of Commissioners' assessment of the performance of the Committees that support the implementation of the duties of the Board of Commissioners in the financial year includes: | 493-496 | SEOJK 16 |
| | a. Performance appraisal procedures. | | |
| | b. The criteria used include performance achievements during the financial year, competence and attendance at meetings. | | |
| Nomination and remuneration of the Board of Directors and Board of Commissioners. | Least load: | | |
| | 1. Nomination procedures, including a brief description of the policies and nomination process for members of the Board of Directors and/or members of the Board of Commissioners. | 497 | SEOJK 16 |
| | 2. Procedures and implementation of remuneration for the Board of Directors and Board of Commissioners, including: | 498-501 | SEOJK 16 |
| | a. Procedure for determining remuneration for the Board of Directors and Board of Commissioners. | | |
| | b. Disclosure of indicators for determining the remuneration of the Board of Directors. | | |
| | c. The remuneration structure for the Board of Directors and the Board of Commissioners such as salaries, allowances, bonuses/bonuses and others; And<br>**Notes:** if there are no performance bonuses, non performance bonuses and stock options received by each member of the Board of Commissioners and Board of Directors, to be disclosed. | | |
| | d. The amount of remuneration for each member of the Board of Directors and members of the Board of Commissioners;<br>Disclosure of information can be presented in tabular form. | | |
| Sharia supervisory board, for Issuers or Public Companies that carry out business activities based on sharia principles as stated in the articles of association. | Least load: | 672-680 | SEOJK 16 |
| | a. Name. | | |
| | b. The legal basis for the appointment of the Sharia Supervisory Board. | | |
| | c. The assignment period of the Sharia Supervisory Board. | | |
| | d. Duties and responsibilities of the Sharia Supervisory Board. | | |
| | e. Frequency and method of providing advice and suggestions as well as monitoring compliance with sharia principles in the capital market to Issuers or Public Companies. | | |

| Criteria | Explanation | Page | Regulations |
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| Audit Committee. | 1. Name and title in the membership of the committee. | 513-514 | SEOJK 16<br>POJK 17 |
| | 2. Age. | | |
| | 3. Citizenship. | | |
| | 4. Educational background. | | |
| | 5. Position history, including information on: | | |
| | a. Legal basis for appointment as committee member. | | |
| | b. Concurrent positions, both as members of the Board of Commissioners, members of the board of directors, and/or committee members and other positions (if any). | | |
| | c. Work experience and time period both inside and outside the issuer or public company. | | |
| | 6. Period and tenure of audit committee members. | | |
| | 7. Description of duties and responsibilities. | 510-511 | |
| | 8. Audit committee independence statement. | 515 | |
| | 9. Training and/or competency improvement that has been attended in the financial year (if any). | 516 | |
| | 10. Policy and implementation of the frequency of audit committee meetings and the level of attendance of audit committee members at these meetings. | 517-520 | SEOJK 13<br>SEOJK 16<br>POJK 17 |
| | 11. Implementation of audit committee activities in the financial year according to what is stated in the audit committee guidelines or charter. | 520-521 | |
| Issuer or Public Company nomination and remuneration committee or function. | Least load: | 526-528 | |
| | 1. Name and title in the membership of the committee. | | SEOJK 16<br>POJK 17 |
| | 2. Age. | | |
| | 3. Citizenship. | | |
| | 4. Educational background. | | |
| | 5. Position history, including information on: | | |
| | a. Legal basis for appointment as committee member. | | |
| | b. Concurrent positions, both as members of the Board of Commissioners, members of the board of directors, and/or committee members and other positions (if any). | | |
| | c. Work experience and time period both inside and outside the issuer or public company. | | |
| | 6. Period and tenure of committee members. | | |
| | 7. Committee independence statement. | 528-529 | |
| | 8. Training and/or competency improvement that has been attended in the financial year (if any). | 529-530 | |
| | 9. Description of duties and responsibilities. | 522-524 | |
| | 10. Statement that already has a guideline or charter. | 524 | |
| | 11. Policy and implementation of the frequency of meetings and the level of attendance of members at these meetings. | 530-534 | |
| | 12. A brief description of the implementation of activities in the financial year. | 534-535 | |
| | In the event that a nomination and remuneration committee is not formed, it is sufficient for the Issuer or Public Company to disclose the information referred to in letter i) to letter l) and disclose: | | |
| | 1. The reasons for not forming the committee | | |
| | 2. Parties carrying out nomination and remuneration functions. | | |

| Criteria | Explanation | Page | Regulations |
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| Other committees owned by Issuers or Public Companies in order to support the functions and duties of the Board of Directors (if any) and/ or committees that support the functions and duties of the Board of Commissioners. | Least load: | 538-539 | SEOJK 16 POJK 17 |
| | 1. Name and title in the membership of the committee. | | |
| | 2. Age. | | |
| | 3. Citizenship. | | |
| | 4. Educational background. | | |
| | 5. Position history, including information on: | | |
| | a. Legal basis for appointment as committee member. | | |
| | b. Concurrent positions, both as members of the Board of Commissioners, members of the board of directors, and/or committee members and other positions (if any). | | |
| | c. Work experience and time period both inside and outside the issuer or public company. | | |
| | 6. Period and tenure of committee members. | | |
| | 7. Committee independence statement. | 539 | |
| | 8. Training and/or competency improvement that has been attended in the financial year (if any). | 540-541 | |
| | 9. Description of duties and responsibilities. | 536 | |
| | 10. Statement that already has a guideline or charter. | 537 | |
| | 11. Policy and implementation of the frequency of meetings and the level of attendance of members at these meetings. | 541-545 | |
| | 12. A brief description of the implementation of activities in the financial year. | 545-547 | |
| Company secretary. | 1. Name. | 548-549 | SEOJK 16 |
| | 2. domicile. | | |
| | 3. Position history, including: | | |
| | a. Legal basis for appointment as company secretary. | | |
| | b. Work experience and time period both inside and outside the issuer or public company. | | |
| | 4. Educational background. | | |
| | 5. Training and/or competency improvement attended in the financial year. | 549-550 | |
| | 6. Brief description of the implementation of the duties of the corporate secretary in the financial year. | 550-557 | |
| Internal Audit Unit. | 1. Name of the head of the internal audit unit. | 559 | SEOJK 16 POJK 17 |
| | 2. Position history, including: | | |
| | a. Legal basis for appointment as company secretary. | | |
| | b. Work experience and time period both inside and outside the issuer or public company. | | |
| | 3. Qualification or certification as internal audit profession (if any). | | |
| | 4. Number of employees (internal auditors) in the internal audit unit. | 567 | |
| | 5. Training and/or competency improvement attended in the financial year. | 561-563 | |
| | 6. The structure and position of the internal audit unit. | 558 | |
| | 7. Description of duties and responsibilities. | 559-560 | |
| | 8. A statement that the internal audit unit has guidelines or charters. | 559 | |
| | 9. A brief description of the implementation of the duties of the internal audit unit in the financial year including the policy and implementation of the frequency of meetings with the directors, board of commissioners and/or the audit committee. | 564-568 | |

| Criteria | Explanation | Page | Regulations |
|---|---|---|---|
| Public Accountant. | 1. The name and year of the public accountant who audited the annual financial statements for the last 5 years. | 605 | POJK 17 |
| | 2. The name and year of the public accountant who audited the annual financial statements for the last 5 years. | | |
| | 3. The amount of the fee for each type of service provided by the Public Accounting Firm in the last financial year. | | |
| | 4. Other services provided by the Public Accounting Firm and public accountants in addition to auditing the annual financial statements for the last financial year. | | |
| | **Notes:** if there is no other service in question, so that it is disclosed. | | |
| Description of the internal control system implemented by the issuer or public company. | 1. Financial and operational control, as well as compliance with other laws and regulations. | 606-608 | SEOJK 13<br>SEOJK 16 |
| | 2. Review of the effectiveness of the internal control system. | 609 | |
| | 3. Statement of the Board of Directors and/or Board of Commissioners regarding the adequacy of the internal control system. | 610 | SEOJK 16 |
| Risk management system implemented by Issuers or Public Companies. | 1. General description of the Issuer's or Public Company's risk management system. | 611-615 | SEOJK 16<br>SEOJK 13 |
| | 2. Types of risk and how to manage them. | 616-624 | |
| | 3. Review of the effectiveness of the Issuer's or Public Company's risk management system. | 626 | |
| | 4. Statement of the Board of Directors and/or Board of Commissioners or the audit committee on the adequacy of the risk management system. | 626-627 | SEOJK 16 |
| Compliance function. | The level of the Bank's compliance with all provisions and laws and regulations as well as fulfillment of commitments with the competent authorities. | 627-635 | SEOJK 13<br>POJK 17 |
| Legal cases with a material impact faced by issuers or public companies, subsidiaries, members of the board of directors and members of the board of commissioners (if any). | 1. Main case/lawsuit. | 637-638 | SEOJK 16 |
| | 2. Case/lawsuit settlement status. | | |
| | 3. The impact on the condition of issuers or public companies. The risks faced by the company and the nominal value of claims/lawsuits. | | |
| | 4. Disclosure regarding legal issues at least includes:<br>a. the number of civil and criminal cases faced and decisions that have permanent legal force.<br>b. the number of civil and criminal matters faced and still in the process of being resolved.<br>**Notes:** in the event that the company, subsidiaries, members of the Board of Commissioners and members of the Board of Directors do not have important matters, this must be disclosed. | | SEOJK 13 |
| Information on administrative sanctions/sanctions imposed on issuers or public companies, board members commissioners and members of the board of directors, by the Financial Services Authority and other authorities in the financial year (if any). | | 638 | SEOJK 16 |
| Information regarding the code of ethics of Issuers or Public Companies | 1. Principles of the code of ethics. | 650 | SEOJK 16 |
| | 2. Forms of dissemination of the code of ethics and enforcement efforts | 651 | |
| | 3. Statement that the code of ethics applies to members of the Board of Directors, members of the Board of Commissioners, and employees of the Issuer or Public Company | 651 | |
| Implementation of Governance in Providing Remuneration for Banks. | 1. Remuneration Committee<br>a. Name of members, composition, duties and responsibilities.<br>b. Number of meetings held.<br>c. Remuneration that has been paid to members of the Remuneration Committee for 1 (one) year. | 597 | POJK 45 |

| Criteria | Explanation | Page | Regulations |
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| | 2. Remuneration policy formulation process which includes:<br>a. Review of the background and objectives of the Remuneration policy.<br>b. Implementation of a review of the Remuneration policy in the previous year, along with its improvements.<br>c. Mechanism to ensure that Remuneration for Employees in the control unit is independent from the work unit they supervise. | 598 | |
| | 3. Remuneration policy coverage and its implementation per business unit, per region and in subsidiaries or branch offices located overseas | 598 | |
| | 4. Remuneration is associated with risks that include:<br>a. The main type of risk (key risk) used in implementing Remuneration.<br>b. Criteria for determining the main types of risk, including for risks that are difficult to measure.<br>c. The impact of determining the main risk on the Variable Remuneration policy.<br>d. Changes in the determination of the main types of risk compared to last year and the reasons, if any. | 598 | |
| | 5. Performance measurement is associated with Remuneration which includes:<br>a. Review of Remuneration policies linked to performance appraisal.<br>b. The method of linking individual Remuneration with Bank performance, work unit performance and individual performance.<br>c. A description of the method used by the Bank to state that the agreed performance cannot be achieved, so it is necessary to make adjustments to remuneration and the amount of remuneration adjustments if this condition occurs. | 598 | |
| | 6. Remuneration Adjustment is related to Performance and Risk which includes:<br>a. Policy regarding Variable Remuneration that is deferred, the amount, and the criteria for determining the amount.<br>b. The Bank's policy regarding Variable Deferred Remuneration which is postponed for payment (malus), or withdrawn when it has been paid (clawback). | 598-599 | |
| | 7. The name of the external consultant and the duties of the consultant related to the Remuneration policy, if the Bank uses the services of an external consultant | 599 | |
| | 8. The Remuneration Package and facilities received by the Board of Directors and Board of Commissioners include the Remuneration structure and details of the nominal amount. | 599-600 | |
| | 9. Variable Remuneration includes:<br>a. Forms of Variable Remuneration along with the reasons for choosing this form. And<br>b. An explanation if there are differences in the provision of Variable Remuneration among the Directors, Board of Commissioners and/or Employees. | 600 | |
| | 10. the number of Directors, Board of Commissioners and Employees who receive Variable Remuneration for 1 (one) year, and the total amount. | 600 | |
| | 11. Position and number of parties who are material risk takers. | 600 | |
| | 12. Shares optionowned by the Board of Directors, Board of Commissioners and Executive Officers. | 600-603 | |
| | 13. The ratio of the highest and lowest salaries | 603 | |
| | 14. The number of beneficiaries and the total amount of Variable Remuneration guaranteed unconditionally will be given by the Bank to candidates for the Board of Directors, candidates for the Board of Commissioners, and/or prospective Employees during the first 1 (one) year of work | 603 | |
| | 15. The number of employees affected by termination of employment and the total amount of severance paid | 603 | |
| | 16. The total amount of deferred Variable Remuneration, which consists of cash and/or shares or share-based instruments issued by the Bank. | 603 | |
| | 17. The total amount of deferred Variable Remuneration paid for 1 (one) year. | 603 | |

| Criteria | Explanation | Page | Regulations |
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| | 18. Details of the amount of Remuneration given in one year include:<br>a. Fixed or variable remuneration.<br>b. Deferred and non-deferred remuneration.<br>c. Forms of Remuneration provided in cash and/or shares or share-based instruments issued by the Bank. | 603 | |
| | 19. Quantitative information about:<br>a. The total remaining Remuneration that is still suspended, both exposed to implicit and explicit adjustments.<br>a. Total reduction in Remuneration caused by explicit adjustments during the reporting period.<br>b. Total reduction in Remuneration caused by implicit adjustments during the reporting period. | 603 | |
| A brief description of the policy of providing performance-based longterm compensation to management and/or employees owned by issuers or public companies (if any), including but not limited to management stock ownership programs *program ownership*/MSOP) and/or employee stock ownership program (ESOP). | In terms of compensation in the form of management stock ownership program (MSOP) and/or employee stock ownership program (ESOP). The information disclosed shall contain at least: | 652-653 | SEOJK 16 |
| | 1. Number of shares and/or options. | | |
| | 2. Implementation period. | | |
| | 3. Eligible employee and/or management requirements. | | |
| | 4. The exercise price or the determination of the exercise price. | | |
| A brief description of the Information disclosure policy regarding | 1. Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the ownership or any change in ownership of the shares of the Public Company. | 505-507 | SEOJK 16 |
| | 2. Implementation of the intended policy. | | |
| Description of the whistleblowing system at the Issuer or Public Company. | 1. How to submit a violation report. | 653 | SEOJK 16 |
| | 2. Protection for reporters. | 653 | |
| | 3. The handling of complaints. | 653-660 | |
| | 4. The party managing the complaint. | 661 | |
| | 5. The results of handling complaints, at least: | 661 | |
| | a. Number of complaints received and processed in the financial year. | | |
| | b. Complaint follow-up. | | |
| | In the event that an issuer or a public company does not have a whistleblowing system, this will be disclosed. | | |
| Description of the Issuer's or Public Company's anti-corruption policy. | 1. Programs and procedures carried out in Overcoming corrupt practices, kickbacks, fraud, bribery and/or gratuities in Issuers or Public Companies. | 662-666 | SEOJK 16<br>POJK 17 |
| | 2. Anti-corruption training/socialization for employees of Issuers or Public Companies. | 666-668 | |
| | In the event that the Issuer or Public Company does not have an anticorruption policy, the reasons for not having the said policy will be explained. | | |
| Handling conflicts of interest | | 670 | SEOJK 13<br>POJK 17 |
| Provision of funds to related parties and provision of large funds (large exposure). | Information that needs to be disclosed is the total amount of debit balances for provision of funds to related parties and to core debtors (individuals or groups) per report position | 669-670 | SEOJK 13 |
| Transparency of the Bank's financial and non-financial conditions that have not been disclosed in other reports. | | 670 | SEOJK 13<br>POJK 17 |
| Other information related to Bank Governance, including owner intervention, internal disputes or problems that arise as a result of remuneration policies at the Bank. | | 670 | SEOJK 13 |

| Criteria | Explanation | Page | Regulations |
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| Number of Deviations (Internal Fraud). | Disclosure of irregularities (internal fraud) at least includes:<br>1. Number of deviations (internal fraud) that have been resolved.<br>2. The number of irregularities (internal fraud) that are in the process of being resolved internally at the bank.<br>3. Number of irregularities (internal fraud) that have not been resolved internally at the bank.<br>4. The number of irregularities (internal fraud) that have been followed up through the legal process. | 669 | SEOJK 13 |
| Buy Back of Shares and/or Bank Bonds. | 1. Policy in buying back shares or bonds of the Bank.<br>2. Number of shares and/or bonds bought back.<br>3. Repurchase price per share and/or bond.<br>4. Increase in earnings per share and/or bonds. | 670 | SEOJK 13 |
| Provision of Funds for Social Activities and/or Political Activities During the Reporting Period. | Disclosure regarding the provision of funds for social activities and/or political activities at least includes the recipient of the funds and the amount of funds provided. | 669 | SEOJK 13 |
| Implementation of sustainable finance, including implementation of social and environmental responsibility | | 670 | POJK 17 |
| Implementation of Public Company governance guidelines for Issuers that issue equity securities or Public Companies. | 1. Statement regarding recommendations that have been implemented and/or | 684-692 | SEOJK 16 |
| | 2. Explanation of recommendations that have not been implemented, accompanied by reasons and alternatives for implementation (if any). | | |
| | Disclosure of information can be presented in tabular form. | | |
| **SOCIAL AND ENVIRONMENTAL RESPONSIBILITY OF THE ISSUER OR PUBLIC COMPANY** | | | |
| Corporate Social Responsibility | 1. The information disclosed in the social and environmental responsibility section is a Sustainability Report as intended in Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers and Public Companies, containing at least : | 710-732 | SEOJK 16 |
| | a) Explanation of sustainability strategy. | | |
| | b) Overview of sustainability aspects (economic, social and environmental). | | |
| | c) Brief profile of the Issuer or Public Company. | | |
| | d) Directors' Explanation. | | |
| | e) Sustainability governance. | | |
| | f) Sustainability performance. | | |
| | g) Written verification from an independent party, if any. | | |
| | h) Feedback sheet for readers, if any. | | |
| | i) The Issuer's or Public Company's response to feedback from the previous year's report. | | |
| | 2. Sustainability Report as referred to in number 1), must be prepared in accordance with the Technical Guidelines for Preparing Sustainability Reports for Issuers and Public Companies as stated in Appendix II which is an inseparable part of this Financial Services Authority Circular Letter. | | |
| | 3. Sustainability Report information in number 1) can: | | |
| | a) Disclosed in other relevant sections outside the social and environmental responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the relevant section of the Directors' Report; and/or | | |

| Criteria | Explanation | Page | Regulations |
|---|---|---|---|
| | b) Refer to other sections outside the social and environmental responsibility section while still referring to the Technical Guidelines for Preparing Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an inseparable part of this Financial Services Authority Circular Letter, such as the profile Issuer or Public Company. | | |
| | 4. The Sustainability Report as referred to in number 1) is an inseparable part of the Annual Report but can be presented separately from the Annual Report. | | |
| | 5. In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the Sustainability Report must: | | |
| | a) Contains all information as intended in number 1); And | | |
| | b) Prepared in accordance with the Technical Guidelines for Preparing Sustainability Reports for Issuers and Public Companies as stated in Appendix II which is an inseparable part of this Financial Services Authority Circular Letter. | | |
| | 6. If the Sustainability Report is presented separately from the Annual Report, then the social and environmental responsibility section contains information that information regarding social and environmental responsibility has been disclosed in the Sustainability Report which is presented separately from the Annual Report. | | |
| | 7. Submission of a Sustainability Report which is presented separately with the Annual Report must be submitted simultaneously with the submission of the Annual Report. | | |

## Information

**SEOJK 16** : OJK Circular Letter No. 16/SEOJK.04/2021 concerning Form and Content of Annual Reports of Issuers or Public Companies.

**SEOJK 9** : OJK Circular Letter No. 9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.

**SEOJK 13** OJK Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.

**POJK 45** : OJK Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks.

**POJK 17** : OJK Regulation 17 of 2023 concerning the Implementation of Governance for Commercial Banks

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# PT Bank Tabungan Negara (Persero) Tbk

Laporan keuangan
Tanggal 31 Desember 2023
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
*Financial statements*
*As of December 31, 2023*
*and for the year then ended*
*with independent auditor's report*

**SURAT PERNYATAAN DEWAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN TANGGAL 31 DESEMBER 2023 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT PT BANK TABUNGAN NEGARA (PERSERO) Tbk**

***BOARD OF DIRECTORS' STATEMENT REGARDING THE RESPONSIBILITY FOR THE FINANCIAL STATEMENTS AS OF DECEMBER 31, 2023 AND FOR THE YEAR THEN ENDED PT BANK TABUNGAN NEGARA (PERSERO) Tbk***

Kami, yang bertanda tangan di bawah ini: / *We, the undersigned below:*

| | | | |
|---|---|---|---|
| 1. | Nama | **Nixon L.P. Napitupulu** | *Name* |
| | Alamat kantor | PT Bank Tabungan Negara (Persero) Tbk<br>Jl. Gajah Mada No. 1 Jakarta 10130 | *Office address* |
| | Alamat domisili atau sesuai KTP | Jl. Wijaya 1 No. 13<br>Kel. Petogogan, Kec. Kebayoran Baru<br>Jakarta Selatan | *Domicile address or address according to ID* |
| | Nomor telepon | 021-6346762 | *Telephone number* |
| | Jabatan | Direktur Utama/*President Director* | *Title* |
| 2. | Nama | **Nofry Rony Poetra** | *Name* |
| | Alamat kantor | PT Bank Tabungan Negara (Persero) Tbk<br>Jl. Gajah Mada No. 1 Jakarta 10130 | *Office address* |
| | Alamat domisili atau sesuai KTP | Jl. Taman Patra XII No. 17<br>Kel. Kuningan Timur, Kec. Setiabudi<br>Jakarta Selatan | *Domicile address or address according to ID* |
| | Nomor telepon | 021-5264529 | *Telephone number* |
| | Jabatan | Direktur *Finance*/*Director of Finance* | *Title* |

menyatakan bahwa; / *declare that:*

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Bank Tabungan Negara (Persero) Tbk;

   *We are responsible for the preparation and presentation of the financial statements of PT Bank Tabungan Negara (Persero) Tbk;*

2. Laporan keuangan PT Bank Tabungan Negara (Persero) Tbk telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;

   *The financial statements of PT Bank Tabungan Negara (Persero) Tbk have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*

3. a. Semua informasi dalam laporan keuangan PT Bank Tabungan Negara (Persero) Tbk telah diungkapkan secara lengkap dan benar; dan

   *All information in the financial statements of PT Bank Tabungan Negara (Persero) Tbk have been fully disclosed in a complete and truthful manner; and*

   b. Laporan keuangan PT Bank Tabungan Negara (Persero) Tbk tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;

   *The financial statements of PT Bank Tabungan Negara (Persero) Tbk do not contain any incorrect information or material fact, nor do they omit any information or material fact;*

4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT Bank Tabungan Negara (Persero) Tbk.

   *We are responsible for the internal control system of PT Bank Tabungan Negara (Persero) Tbk.*

Demikian pernyataan ini dibuat dengan sebenarnya. / *This statement is made truthfully.*

Jakarta, 12 Februari 2024/*Jakarta, February 12, 2024*

METERAI TEMPEL

**Nixon L.P. Napitupulu**
Direktur Utama/*President Director*

**Nofry Rony Poetra**
Direktur *Finance*/*Director of Finance*

*The original financial statements included herein are in the Indonesian language.*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN KEUANGAN**
**TANGGAL 31 DESEMBER 2023 DAN**
**UNTUK TAHUN YANG BERAKHIR**
**PADA TANGGAL TERSEBUT**
**BESERTA LAPORAN AUDITOR INDEPENDEN**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***FINANCIAL STATEMENTS***
***AS OF DECEMBER 31, 2023 AND***
***FOR THE YEAR THEN ENDED***
***WITH INDEPENDENT AUDITORS' REPORT***

**Daftar Isi** / ***Table of Contents***


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Purwantono, Sungkoro & Surja

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Jakarta 12190, Indonesia

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ey.com/id

*The original report included herein is in the Indonesian language.*

Laporan Auditor Independen

Laporan No. 00048/2.1032/AU.1/07/1681-1/1/II/2024

*Independent Auditor's Report*

*Report No. 00048/2.1032/AU.1/07/1681-1/1/II/2024*

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Bank Tabungan Negara (Persero) Tbk.

*The Shareholders, the Board of Commissioners, and the Board of Directors*
*PT Bank Tabungan Negara (Persero) Tbk.*

Opini

Kami telah mengaudit laporan keuangan PT Bank Tabungan Negara (Persero) Tbk. ("Bank") terlampir, 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 kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

*Opinion*

*We have audited the accompanying financial statements of PT Bank Tabungan Negara (Persero) 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 of December 31, 2023, and its financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.*

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan 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 kami.

*Basis for opinion*

*We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants ("IICPA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report. We are independent of the Bank in accordance with the ethical requirements relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.*



Purwantono, Sungkoro & Surja
Registered Public Accountants
A member firm of Ernst & Young Global Limited

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*The original report included herein is in the Indonesian language.*

**Laporan Auditor Independen (lanjutan)**

Laporan No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (lanjutan)

**Hal audit utama**

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan periode kini. Hal audit utama tersebut disampaikan dalam konteks audit kami atas laporan keuangan secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan terkait, dan kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut. Untuk hal audit utama di bawah ini, penjelasan kami tentang bagaimana audit kami merespons hal tersebut disampaikan dalam konteks tersebut.

Kami telah memenuhi tanggung jawab yang diuraikan dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami, termasuk sehubungan dengan hal audit utama yang dikomunikasikan di bawah ini. Oleh karena itu, audit kami mencakup pelaksanaan prosedur yang dirancang untuk merespons penilaian kami atas risiko kesalahan penyajian material dalam laporan keuangan terlampir. Hasil prosedur audit kami, termasuk prosedur yang dilakukan untuk merespons hal audit utama di bawah ini, menyediakan basis bagi opini kami atas laporan keuangan terlampir.

Cadangan kerugian penurunan nilai atas kredit yang diberikan dan pembiayaan/piutang syariah

Penjelasan atas hal audit utama:

Seperti yang dijelaskan dalam Catatan 11 atas laporan keuangan terlampir, pada tanggal 31 Desember 2023, cadangan kerugian penurunan nilai atas kredit yang diberikan dan pembiayaan/piutang syariah adalah sebesar Rp15.591.964 juta. Kebijakan akuntansi signifikan untuk cadangan kerugian penurunan nilai atas kredit yang diberikan dan pembiayaan/piutang syariah diungkapkan dalam Catatan 2f atas laporan keuangan terlampir. Kami berfokus pada area ini karena nilai tercatat atas kredit yang diberikan dan pembiayaan/piutang syariah dan cadangan kerugian penurunan nilai atas kredit yang diberikan dan pembiayaan/piutang syariah adalah signifikan terhadap laporan keuangan terlampir.

**Independent Auditor's Report (continued)**

*Report No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (continued)*

***Key audit matter***

*Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. Such key audit matters were addressed in the context of our audit of the financial statements taken as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on such key audit matters. For the key audit matter below, our description of how our audit addressed such key audit matter is provided in such context.*

*We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report, including in relation to key audit matter communicated below. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the accompanying financial statements. The results of our audit procedures, including the procedures performed to address the key audit matter below, provide the basis for our opinion on the accompanying financial statements.*

*Allowance for impairment losses on loans and sharia financing/receivables*

*Description of the key audit matter:*

*As described in Note 11 to the accompanying financial statements, as of December 31, 2023, the allowance for impairment losses on loans and sharia financing/receivables was Rp15,591,964 million. The significant accounting policies of allowance for impairment losses on loans and sharia financing/receivables are disclosed in Note 2f to the accompanying financial statements. We focused on this area due to the carrying value of loans and syariah financing/receivables and the allowance for impairment losses on loans and syariah financing/receivables are significant to the accompanying financial statements.*

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*The original report included herein is in the Indonesian language.*

**Laporan Auditor Independen (lanjutan)**

Laporan No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (lanjutan)

**Hal audit utama (lanjutan)**

Cadangan kerugian penurunan nilai atas kredit yang diberikan dan pembiayaan/piutang syariah (lanjutan)

Penjelasan atas hal audit utama: (lanjutan)

Penentuan cadangan kerugian penurunan nilai memerlukan pertimbangan dan memiliki ketidakpastian estimasi termasuk dalam penentuan model untuk menghitung cadangan kerugian penurunan nilai, identifikasi eksposur kredit yang mengalami penurunan kualitas kredit yang signifikan, penentuan asumsi yang digunakan dalam model perhitungan cadangan kerugian penurunan nilai (untuk eksposur yang dinilai secara individu atau kolektif), termasuk faktor ekonomi makro berorientasi masa depan.

Respons audit:

Prosedur audit kami dalam merespons hal audit utama tersebut di atas mencakup, antara lain: menguji pengendalian utama atas pemberian kredit, melakukan penilaian kualitas kredit internal secara regular, melakukan pencatatan dan pengawasan kredit yang diberikan, piutang *murabahah*, piutang *istishna*, pembiayaan *mudharabah*, pembiayaan *musyarakah*, dan pinjaman *qardh*, serta pengendalian umum atas sistem perhitungan cadangan kerugian penurunan nilai dan pengendalian aplikasi atas kelengkapan dan keakuratan aliran data dari sistem asal ke sistem perhitungan cadangan kerugian penurunan nilai. Kami juga memperoleh pemahaman dan menilai metodologi pengukuran penurunan nilai, melakukan validasi model cadangan kerugian penurunan nilai, data masukan, dasar, dan asumsi yang digunakan oleh Bank dalam menghitung cadangan kerugian penurunan nilai, serta menguji tiga tahapan kualitas kredit portofolio sesuai dengan kriteria tingkatan (*staging*) yang disusun oleh Bank untuk kredit yang diberikan, menguji apakah pengalaman historis mewakili keadaan saat ini dan kerugian terkini yang terjadi dalam portofolio, serta menilai kewajaran atas penyesuaian asumsi berorientasi masa depan, analisis faktor ekonomi makro, dan beberapa skenario probabilitas tertimbang untuk kredit yang diberikan.

**Independent Auditor's Report (continued)**

Report No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (continued)

**Key audit matter (continued)**

Allowance for impairment losses on loans and sharia financing/receivables (continued)

Description of the key audit matter: (continued)

Determination of allowance for impairment losses requires judgement and is subject to estimation uncertainty which includes determining the model to calculate allowance for impairment losses, identification of credit exposures with significant deterioration in credit quality, and determining assumptions used in the allowance for impairment losses calculation models (for exposures assessed on an individual or collective basis), including forward-looking macroeconomics factors.

Audit response:

Our audit procedures address the key audit matter mentioned above included, among others: tested the key controls over the origination, segmentation, regular internal credit quality assessments, recording and monitoring of the loans, murabahah receivables, istishna receivables, mudharabah financing, musyarakah financing, and funds of qardh, and general controls over the allowance for impairment losses system and the application controls over the completeness and accuracy of data flows from source systems to the allowance for impairment losses system. We also obtained understanding and assessed impairment measurement methodologies, validation of allowance for impairment losses models, and inputs, bases and assumptions used by the Bank in calculating the allowance for impairment losses, and tested the classification into three-stage credit quality of loan portfolios in accordance with staging criteria developed by the Bank for loans, tested whether historical experience is representative of current circumstances and of the recent losses incurred in the portfolios, and assessed reasonableness of forward-looking adjustments, macroeconomic factor analysis, and probability-weighted multiple scenarios for loans.

**Laporan Auditor Independen (lanjutan)**

Laporan No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (lanjutan)

**Hal audit utama (lanjutan)**

Cadangan kerugian penurunan nilai atas kredit yang diberikan dan pembiayaan/piutang syariah (lanjutan)

Respons audit: (lanjutan)

Untuk cadangan kerugian penurunan nilai yang dinilai secara individual, kami menguji sampel kredit yang diberikan dan pembiayaan/piutang syariah untuk mengevaluasi identifikasi secara tepat waktu oleh Bank atas eksposur yang mengalami penurunan kualitas kredit yang signifikan atau yang telah mengalami penurunan nilai; untuk kasus-kasus di mana penurunan nilai telah diidentifikasi, kami menilai asumsi Bank atas arus kas masa depan ekspektasian, termasuk nilai agunan yang dapat direalisasikan berdasarkan informasi pasar yang tersedia atau penilaian yang dilakukan oleh penilai independen. Kami juga memeriksa keakurasian perhitungan jumlah cadangan kerugian penurunan nilai dengan melakukan perhitungan ulang atas keseluruhan portofolio yang penurunan nilainya dinilai secara kolektif dan melakukan perhitungan ulang atas penurunan nilai yang dinilai secara individual berdasarkan sampel, menilai apakah pengungkapan di laporan keuangan cukup dan secara memadai mencerminkan eksposur Bank terhadap risiko kredit, dan melibatkan pakar auditor internal kami untuk membantu kami dalam melakukan prosedur-prosedur di atas ketika keahlian spesifik mereka diperlukan.

**Informasi lain**

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan selain laporan keuangan terlampir dan laporan auditor independen kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

***Independent Auditor's Report (continued)***

*Report No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (continued)*

***Key audit matter (continued)***

*Allowance for impairment losses on loans and sharia financing/receivables (continued)*

*Audit response: (continued)*

*With respect to individually assessed allowance for impairment losses, we tested a sample of loans and sharia financing/receivables to evaluate the timely identification by the Bank of exposures with significant deterioration in credit quality or those which have been impaired; for cases where impairment has been identified, assessed the Bank's assumptions on the expected future cash flows, including the value of realizable collateral based on available market information or valuation prepared by independent valuer. We also checked the accuracy of the calculation of the allowance for impairment losses amount by recalculating the collective impairment assessment for the entire portfolio and recalculating the individual impairment assessment on a sample basis, assessed whether the financial statement disclosures are adequately and appropriately reflecting the Bank's exposures to credit risk, and involved our auditor's internal expert to assist us in the performance of the above procedures where their specific expertise was required.*

***Other information***

*Management is responsible for the other information. Other information comprises the information included in the Annual Report other than the accompanying financial statements and our independent auditor's report thereon. The Annual Report is expected to be made available to us after the date of this independent auditor's report.*

**Laporan Auditor Independen (lanjutan)**

Laporan No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (lanjutan)

**Informasi lain (lanjutan)**

Opini kami atas laporan keuangan terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyetakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Sehubungan dengan audit kami atas laporan keuangan terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengkomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

**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.

***Independent Auditor's Report (continued)***

*Report No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (continued)*

***Other information (continued)***

*Our opinion on the accompanying financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the annual report.*

*In connection with our audit of the accompanying financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.*

*When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.*

***Responsibilities of management and those charged with governance for the financial statements***

*Management is responsible for the preparation and fair presentation of the financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.*

**Laporan Auditor Independen (lanjutan)**

Laporan No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (lanjutan)

**Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan (lanjutan)**

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 independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan mempengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

***Independent Auditor's Report** (continued)*

*Report No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (continued)*

***Responsibilities of management and those charged with governance for the financial statements (continued)***

*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 its 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 taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.*

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*The original report included herein is in the Indonesian language.*

**Laporan Auditor Independen (lanjutan)**

Laporan No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (lanjutan)

**Tanggung jawab auditor terhadap audit atas laporan keuangan (lanjutan)**

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- 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 suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi daripada yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Bank.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

***Independent Auditor's Report (continued)***

*Report No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (continued)*

***Auditor's responsibilities for the audit of the financial statements (continued)***

*As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:*

- *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 such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or 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.*

**Laporan Auditor Independen (lanjutan)**

Laporan No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (lanjutan)

**Tanggung jawab auditor terhadap audit atas laporan keuangan (lanjutan)**

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- 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 independen kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Bank tidak dapat mempertahankan kelangsungan usahanya.

- 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.

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.

***Independent Auditor's Report (continued)***

*Report No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (continued)*

***Auditor's responsibilities for the audit of the financial statements (continued)***

*As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)*

- *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 independent auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Bank to cease to continue as a going concern.*

- *Evaluate the overall presentation, structure, and contents 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.*

*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.*

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*The original report included herein is in the Indonesian language.*

**Laporan Auditor Independen (lanjutan)**

Laporan No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (lanjutan)

**Tanggung jawab auditor terhadap audit atas laporan keuangan (lanjutan)**

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan kepada pihak tersebut seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan jika relevan, pengamanan terkait.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama tersebut dalam laporan auditor independen kami kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal audit utama tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal audit utama tidak boleh dikomunikasikan dalam laporan auditor independen kami karena konsekuensi yang merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

***Independent Auditor's Report (continued)***

*Report No. 00048/2.1032/AU.1/07/1681-1/1/II/2024 (continued)*

***Auditor's responsibilities for the audit of the financial statements (continued)***

*We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.*

*From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe such key audit matters in our independent auditor's report unless laws or regulation preclude public disclosure about such key audit matter or when, in extremely rare circumstances, we determine that a key audit matter should not be communicated in our independent auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.*

**KAP Purwantono, Sungkoro & Surja**

**Christophorus Alvin Kossim**
Registrasi Akuntan Publik No. AP.1681/*Public Accountant Registration No. AP. 1681*

12 Februari 2024/*February 12, 2024*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN POSISI KEUANGAN**
**Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF FINANCIAL POSITION***
***As of December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | 31 Desember/ *December 31,* 2023 | Catatan/ *Notes* | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|---|
| **ASET** | | | | ***ASSETS*** |
| **KAS** | 2.127.489 | 2a,2e,4 | 1.661.533 | ***CASH*** |
| **GIRO PADA BANK INDONESIA** | 18.145.761 | 2a,2e, 2g,5 | 25.416.941 | ***CURRENT ACCOUNTS WITH BANK INDONESIA*** |
| **GIRO PADA BANK LAIN** | | 2a,2d | | ***CURRENT ACCOUNTS WITH OTHER BANKS*** |
| Pihak ketiga | 1.153.949 | 2e,2f,2g | 963.935 | *Third parties* |
| Pihak berelasi | 1.049.449 | 6,43 | 508.322 | *Related parties* |
| | 2.203.398 | | 1.472.257 | |
| Cadangan kerugian penurunan nilai | (1.804) | | (1.747) | *Allowance for impairment losses* |
| | 2.201.594 | | 1.470.510 | |
| **PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN** | | 2a,2d 2e,2h,7,43 | | ***PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS*** |
| Pihak ketiga | 30.561.061 | | 12.975.894 | *Third parties* |
| Pihak berelasi | 61 | | 61 | *Related parties* |
| | 30.561.122 | | 12.975.955 | |
| **EFEK-EFEK** | | 2a,2d, | | ***SECURITIES*** |
| Pihak ketiga | 1.454.768 | 2e,2f,2i, | 873.109 | *Third parties* |
| Pihak berelasi | 3.851.105 | 8,43 | 850.059 | *Related parties* |
| | 5.305.873 | | 1.723.168 | |
| Cadangan kerugian penurunan nilai | (22.903) | | (2.399) | *Allowance for impairment losses* |
| | 5.282.970 | | 1.720.769 | |
| **OBLIGASI PEMERINTAH** | | 2a,2d, | | ***GOVERNMENT BONDS*** |
| Pihak berelasi | 35.893.929 | 2e,2i,9,43 | 51.964.973 | *Related parties* |
| **EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI** | | 2e 2f, 2u,10 | | ***SECURITIES PURCHASED UNDER AGREEMENT TO RESELL*** |
| Pihak ketiga | - | | 1.434.190 | *Third parties* |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN POSISI KEUANGAN (lanjutan)**
**Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF FINANCIAL POSITION (continued)***
***As of December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | 31 Desember/ *December 31,* 2023 | Catatan/ *Notes* | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|---|
| **ASET (lanjutan)** | | | | ***ASSETS (continued)*** |
| **KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH** | | 2d,2e,2f, 2j,2k,11,43 | | ***LOANS AND SHARIA FINANCING/RECEIVABLES*** |
| Kredit yang diberikan | | | | *Loans* |
| Pihak ketiga | 268.898.377 | | 247.217.823 | *Third parties* |
| Pihak berelasi | 27.685.483 | | 19.439.742 | *Related parties* |
| | 296.583.860 | | 266.657.565 | |
| Cadangan kerugian penurunan nilai | (14.191.536) | | (14.104.914) | *Allowance for impairment losses* |
| | 282.392.324 | | 252.552.651 | |
| Pembiayaan/piutang syariah | | | | *Sharia financing/receivables* |
| Pihak ketiga | 37.027.078 | | 31.367.082 | *Third parties* |
| Pihak berelasi | 87.203 | | 257.057 | *Related parties* |
| | 37.114.281 | | 31.624.139 | |
| Cadangan kerugian penurunan nilai | (1.400.428) | | (1.570.009) | *Allowance for impairment losses* |
| | 35.713.853 | | 30.054.130 | |
| | 318.106.177 | | 282.606.781 | |
| **TAGIHAN DERIVATIF** | | 2e | | ***DERIVATIVE RECEIVABLES*** |
| Pihak ketiga | 32.176 | 2an,12 | 103.939 | *Third parties* |
| **TAGIHAN AKSEPTASI** | | 2d,2e,2f | | ***ACCEPTANCES RECEIVABLES*** |
| Pihak ketiga | 475.821 | 2l,13,43 | 289.206 | *Third parties* |
| Pihak berelasi | 68.746 | | 131.356 | *Related parties* |
| | 544.567 | | 420.562 | |
| Cadangan kerugian penurunan nilai | (23.876) | | (136) | *Allowance for impairment losses* |
| | 520.691 | | 420.426 | |
| **ASET TETAP** | | 2n,2o, | | ***PREMISES AND EQUIPMENT*** |
| Biaya perolehan/nilai revaluasi | 12.953.746 | 14,34 | 10.599.848 | *Cost/revaluation value* |
| Akumulasi penyusutan | (4.835.934) | | (4.246.045) | *Accumulated depreciation* |
| | 8.117.812 | | 6.353.803 | |
| **BUNGA YANG MASIH AKAN DITERIMA** | 11.526.687 | 2e,15 | 10.750.302 | ***INTEREST RECEIVABLES*** |
| **ASET PAJAK TANGGUHAN - NETO** | 2.998.282 | 2ag,38 | 2.915.428 | ***DEFERRED TAX ASSETS - NET*** |
| **ASET LAIN-LAIN** | 3.235.046 | 2e,2p, 2q,2am,16 | 2.352.762 | ***OTHER ASSETS*** |
| **TOTAL ASET** | **438.749.736** | | **402.148.312** | ***TOTAL ASSETS*** |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN POSISI KEUANGAN (lanjutan)**
**Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF FINANCIAL POSITION (continued)***
***As of December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | **31 Desember/ *December 31,* 2023** | **Catatan/ *Notes*** | **31 Desember/ *December 31,* 2022** | |
|---|---|---|---|---|
| **LIABILITAS, DANA *SYIRKAH* TEMPORER DAN EKUITAS** | | | | ***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY*** |
| **LIABILITAS** | | | | ***LIABILITIES*** |
| **LIABILITAS SEGERA** | 3.277.514 | 2e,2r,17 | 3.205.358 | ***LIABILITIES DUE IMMEDIATELY*** |
| **SIMPANAN DARI NASABAH** | | 2d,2e,2s,43 | | ***DEPOSITS FROM CUSTOMERS*** |
| Giro | | 18 | | *Demand deposits* |
| Pihak ketiga | 20.957.283 | | 17.636.481 | *Third parties* |
| Pihak berelasi | 108.412.008 | | 87.264.437 | *Related parties* |
| | 129.369.291 | | 104.900.918 | |
| Giro *Wadiah* | | 18 | | *Wadiah demand deposits* |
| Pihak ketiga | 2.402.428 | | 1.783.134 | *Third parties* |
| Pihak berelasi | 11.037.037 | | 6.841.675 | *Related parties* |
| | 13.439.465 | | 8.624.809 | |
| | 142.808.756 | | 113.525.727 | |
| Tabungan | | 19 | | *Saving deposits* |
| Pihak ketiga | 37.029.999 | | 35.656.990 | *Third parties* |
| Pihak berelasi | 692.162 | | 525.339 | *Related parties* |
| | 37.722.161 | | 36.182.329 | |
| Tabungan *Wadiah* | | 19 | | *Wadiah saving deposits* |
| Pihak ketiga | 1.274.456 | | 1.192.775 | *Third parties* |
| Pihak berelasi | 2.136 | | 943 | *Related parties* |
| | 1.276.592 | | 1.193.718 | |
| | 38.998.753 | | 37.376.047 | |
| Deposito berjangka | | 20 | | *Time deposits* |
| Pihak ketiga | 63.976.056 | | 66.808.185 | *Third parties* |
| Pihak berelasi | 76.717.583 | | 79.389.842 | *Related parties* |
| | 140.693.639 | | 146.198.027 | |
| Total simpanan dari nasabah | 322.501.148 | | 297.099.801 | *Total deposits from customers* |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN POSISI KEUANGAN (lanjutan)**
**Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF FINANCIAL POSITION (continued)***
***As of December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | 31 Desember/ *December 31,* 2023 | Catatan/ *Notes* | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|---|
| **LIABILITAS, DANA *SYIRKAH* TEMPORER DAN EKUITAS (lanjutan)** | | | | ***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)*** |
| **SIMPANAN DARI BANK LAIN** | | 2e,2t, | | ***DEPOSITS FROM OTHER BANKS*** |
| Pihak ketiga | 91.312 | 21 | 136.408 | *Third parties* |
| **LIABILITAS AKSEPTASI** | | 2d,2e,2l | | ***ACCEPTANCES PAYABLE*** |
| Pihak ketiga | 320.522 | 22,43 | 302.037 | *Third parties* |
| Pihak berelasi | 224.045 | | 118.525 | *Related parties* |
| | 544.567 | | 420.562 | |
| **SURAT-SURAT BERHARGA YANG DITERBITKAN** | | 1c,2d, 2e, | | ***SECURITIES ISSUED*** |
| Pihak ketiga | 2.403.573 | 2v,23,43 | 4.297.252 | *Third parties* |
| Pihak berelasi | 5.868.525 | | 4.355.008 | *Related parties* |
| | 8.272.098 | | 8.652.260 | |
| **PINJAMAN YANG DITERIMA** | | 2d,2e,2w, | | ***FUND BORROWINGS*** |
| Pihak ketiga | 11.308.799 | 24,43 | 7.365.320 | *Third parties* |
| Pihak berelasi | 22.453.290 | | 17.455.685 | *Related parties* |
| | 33.762.089 | | 24.821.005 | |
| **BUNGA YANG MASIH HARUS DIBAYAR** | 647.496 | 2e,26 | 629.366 | ***INTEREST PAYABLE*** |
| **ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI** | 3.580 | 2d,2e,2af 27,39,43 | 4.719 | ***ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES*** |
| **LIABILITAS IMBALAN KERJA DAN LAIN-LAIN** | 2.951.848 | 2d,2e,2ae 28,40,43 | 7.248.985 | ***EMPLOYEE BENEFITS AND OTHER LIABILITIES*** |
| **PINJAMAN SUBORDINASI DAN EFEK-EFEK SUBORDINASI** | | 2d,2e,2x | | ***SUBORDINATED LOAN AND SECURITIES*** |
| Pihak ketiga | 4.612.840 | 25,43 | 4.658.242 | *Third parties* |
| Pihak berelasi | 4.499.997 | | 4.499.977 | *Related parties* |
| | 9.112.837 | | 9.158.219 | |
| **TOTAL LIABILITAS** | **381.164.489** | | **351.376.683** | ***TOTAL LIABILITIES*** |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN POSISI KEUANGAN (lanjutan)**
**Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF FINANCIAL POSITION (continued)***
***As of December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | **31 Desember/ *December 31,* 2023** | **Catatan/ *Notes*** | **31 Desember/ *December 31,* 2022** | |
|---|---|---|---|---|
| **LIABILITAS, DANA *SYIRKAH* TEMPORER DAN EKUITAS (lanjutan)** | | | | ***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)*** |
| **DANA *SYIRKAH* TEMPORER** | | | | ***TEMPORARY SYIRKAH FUNDS*** |
| **SIMPANAN NASABAH** | | 2d,2e,2aa | | ***DEPOSITS FROM CUSTOMERS*** |
| Giro *Mudharabah* | | 43,18 | | *Mudharabah current accounts* |
| Pihak ketiga | 712.587 | | 468.889 | *Third parties* |
| Pihak berelasi | 13.474 | | 11.897 | *Related parties* |
| | 726.061 | | 480.786 | |
| Tabungan *Mudharabah* | | 19 | | *Mudharabah saving deposits* |
| Pihak ketiga | 5.331.249 | | 4.730.686 | *Third parties* |
| Pihak berelasi | 141.993 | | 88.427 | *Related parties* |
| | 5.473.242 | | 4.819.113 | |
| Deposito berjangka *Mudharabah* | | 20 | | *Mudharabah time deposits* |
| Pihak ketiga | 11.975.188 | | 11.886.366 | *Third parties* |
| Pihak berelasi | 8.908.369 | | 7.637.191 | *Related parties* |
| | 20.883.557 | | 19.523.557 | |
| Total simpanan nasabah | 27.082.860 | | 24.823.456 | *Total deposits from customers* |
| **SIMPANAN DARI BANK LAIN** | | 2e,2aa | | ***DEPOSITS FROM OTHER BANKS*** |
| Giro *Mudharabah* | | 21 | | *Mudharabah current accounts* |
| Pihak ketiga | 4.154 | | 56 | *Third parties* |
| Tabungan *Mudharabah* | | 21 | | *Mudharabah saving deposits* |
| Pihak ketiga | 14.781 | | 19.674 | *Third parties* |
| Deposito berjangka *Mudharabah* | | 21 | | *Mudharabah time deposits* |
| Pihak ketiga | 4.300 | | 19.089 | *Third parties* |
| Total simpanan dari bank lain | 23.235 | | 38.819 | *Total deposits from other banks* |
| **TOTAL DANA *SYIRKAH* TEMPORER** | **27.106.095** | | **24.862.275** | ***TOTAL TEMPORARY SYIRKAH FUNDS*** |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN POSISI KEUANGAN (lanjutan)**
**Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF FINANCIAL POSITION (continued)***
***As of December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | 31 Desember/ *December 31,* 2023 | Catatan/ *Notes* | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|---|
| **LIABILITAS, DANA *SYIRKAH* TEMPORER DAN EKUITAS (lanjutan)** | | | | ***LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)*** |
| **EKUITAS** | | | | ***EQUITY*** |
| Modal saham - nominal Rp500 (Rupiah penuh) per saham masing-masing pada tanggal 31 Desember 2023 dan 2022 | | | | *Capital stock - Rp500 par value per share (full amount) as of December 31, 2023 and 2022, respectively* |
| Modal dasar 20.478.432.000 saham (nilai penuh) (terdiri dari 1 lembar saham seri A Dwiwarna dan 20.478.431.999 lembar saham seri B) masing-masing pada tanggal 31 Desember 2023 dan 2022 | | | | *Authorized capital 20,478,432,000 shares (full amount) (consisting of 1 share of Series A Dwiwarna and 20,478,431,999 shares of series B) as of December 31, 2023 and 2022, respectively* |
| Modal ditempatkan dan disetor penuh 14.034.444.413 saham (nilai penuh) (terdiri dari 1 lembar saham seri A Dwiwarna dan 14.034.444.412 lembar Saham seri B) pada 31 Desember 2023 dan 10.590.000.000 saham (nilai penuh) (terdiri dari 1 lembar saham seri A Dwiwarna dan 10.589.999.999 lembar Saham seri B) pada tanggal 31 Desember 2022 | 7.017.222 | 2y,29a | 5.295.000 | *Issued and fully paid capital 14,034,444,413 shares (full amount) (consisting of 1 share of series A Dwiwarna and 14,034,444,412 shares of series B) as of December 31, 2023 and 10.590.000.000 shares (full amount) (consisting of 1 share of series A Dwiwarna and 10.589.999.999 shares of series B) As of December 31, 2022* |
| Tambahan modal disetor | 4.418.900 | 29b | 2.054.454 | *Additonal paid-in capital* |
| Dana setoran modal | - | 29d | 2.756.575 | *Capital deposit fund* |
| Kerugian neto yang belum direalisasi dan cadangan kerugian penurunan nilai atas efek-efek dan obligasi pemerintah diukur pada nilai wajar melalui penghasilan komprehensif lain- setelah pajak tangguhan | (769.001) | 2i | (1.193.252) | *Net unrealized loss allowance for and impairment losses on securities and government at fair value through other comprehensive income net of deferred tax* |
| Pengukuran kembali program imbalan pasti - setelah pajak tangguhan | (560.339) | 2ae | (409.657) | *Remeasurement of defined benefit plan - net of deferred tax* |
| Bagian efektif lindung nilai arus kas | (32.346) | 2an,12 | (49.301) | *Effective portion of cash flow hedge* |
| Surplus revaluasi aset tetap | 3.565.773 | 2n,14 | 3.508.565 | *Revaluation surplus of premises and equipment* |
| Saldo laba*) | | | | *Retained earnings**) |
| Telah ditentukan penggunaannya | 13.181.214 | | 10.745.157 | *Appropriated* |
| Belum ditentukan penggunaannya | 3.657.729 | 2b,2y | 3.201.813 | *Unappropriated* |
| **TOTAL EKUITAS** | **30.479.152** | | **25.909.354** | ***TOTAL EQUITY*** |
| **TOTAL LIABILITAS, DANA *SYIRKAH* TEMPORER DAN EKUITAS** | **438.749.736** | | **402.148.312** | ***TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY*** |

*) Saldo defisit sebesar Rp14.226.290 telah dieliminasi akibat kuasi-reorganisasi pada tanggal 31 Mei 2007.

*) *Accumulated losses amounted to Rp14,226,290 was eliminated as a result of quasireorganization on May 31, 2007.*

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN**
**Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME***
***For the Year Ended December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | | |
|---|---|---|---|---|
| | **2023** | **Catatan/ *Notes*** | **2022** | |
| **PENDAPATAN DAN BEBAN OPERASIONAL** | | | | ***INCOME AND EXPENSES FROM OPERATIONS*** |
| Pendapatan Bunga dan Bagi Hasil | | 2ab,2ac | | *Interest Income and Income from Profit Sharing* |
| Bunga | 24.722.529 | 30a | 23.233.200 | *Interest* |
| Bagi hasil dan marjin unit syariah | 3.558.723 | 2ad,30b | 2.674.168 | *Profit sharing and margin from sharia unit* |
| Total Pendapatan Bunga dan Bagi Hasil | 28.281.252 | | 25.907.368 | *Total Interest Income and Income from Profit Sharing* |
| Beban Bunga, Bagi Hasil dan Bonus | | | | *Interest, Profit Sharing and Bonus Expenses* |
| Bunga | (13.203.108) | 2ab,31a | (9.866.919) | *Interest* |
| Beban pendanaan lainnya | (203.317) | | (169.804) | *Other financing expenses* |
| Bonus simpanan *Wadiah* | (71.621) | 2ad,31b | (57.558) | *Wadiah Bonus* |
| Hak pihak ketiga atas bagi hasil *Mudharabah* | (1.372.916) | 2ad,31b | (815.803) | *Third parties' share on return of Mudharabah* |
| Total Beban Bunga, Bagi Hasil dan Bonus | (14.850.962) | | (10.910.084) | *Total Interest, Profit Sharing and Bonus Expenses* |
| Pendapatan Bunga dan Bagi Hasil - Neto | 13.430.290 | | 14.997.284 | *Interest Income and Income from Profit Sharing - Net* |
| Pendapatan Operasional Lainnya | | | | *Other Operating Income* |
| Pungutan administrasi dan denda atas simpanan dan kredit yang diberikan | 1.096.346 | | 965.441 | *Administration fees and penalties on deposits and loans* |
| Pendapatan dari penerimaan kredit yang dihapusbukukan | 934.191 | | 431.591 | *Income from recovery of loans written-off* |
| Keuntungan dari penjualan efek-efek - neto | 6.669 | 2i,8 | - | *Gain on sale of securities - net* |
| Keuntungan dari penjualan obligasi pemerintah - neto | 541.392 | 2i,9 | - | *Gain on sale of government bonds - net* |
| Keuntungan yang belum direalisasi dari perubahan nilai wajar efek-efek - neto | 1.802 | 2i,8 | - | *Unrealized gain on changes in fair value of securities - net* |
| Keuntungan yang belum direalisasi dari perubahan nilai wajar obligasi pemerintah - neto | - | 2i,9 | 55.045 | *Unrealized gain on changes in fair value of bonds - net* |
| Lain-lain | 1.310.747 | 32 | 822.775 | *Others* |
| Total Pendapatan Operasional Lainnya | 3.891.147 | | 2.274.852 | *Total Other Operating Income* |
| Penyisihan Kerugian Penurunan Nilai Aset Keuangan dan Aset Non Keuangan | (3.765.397) | 2e,2p,33 | (4.017.378) | *Provision for Impairment Losses on Financial and Non-financial Assets* |
| (Penyisihan) pembalikan Estimasi Kerugian Penurunan Nilai Komitmen dan Kontinjensi | 1.139 | 27 | (1.075) | *(Provision for) reversal of Estimated losses on Comitment and Contingencies* |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN (lanjutan)**
**Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued)***
***For the Year Ended December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | | |
|---|---|---|---|---|
| | **2023** | **Catatan/ *Notes*** | **2022** | |
| **PENDAPATAN DAN BEBAN OPERASIONAL (lanjutan)** | | | | ***INCOME AND EXPENSES FROM OPERATIONS (continued)*** |
| Beban Operasional Lainnya | | | | *Other Operating Expenses* |
| Umum dan administrasi | (3.884.779) | 34 | (3.754.028) | *General and administrative* |
| Gaji karyawan | (3.982.503) | 2ae,2d,35,43 | (4.190.298) | *Salaries and employee benefits* |
| Premi program penjaminan pemerintah | (656.774) | 42 | (599.991) | *Premium on government's guarantee program* |
| Kerugian yang belum direalisasi dari perubahan nilai wajar obligasi pemerintah - neto | (5.780) | 2i,9 | - | *Unrealized losses on changes in fair value of government bonds - net* |
| Kerugian dari penjualan obligasi pemerintah - neto | - | 2i,9 | (266.235) | *Loss on sale of government bonds - net* |
| Kerugian dari penjualan Efek-efek - neto | - | 2i,8 | (234.089) | *Loss on sale of government securities - net* |
| Kerugian yang belum direalisasi dari perubahan nilai wajar efek-efek - neto | - | 2i,8 | (64.931) | *Unrealized losses on changes in fair value of securities - net* |
| Lain-lain | (487.614) | 36 | (329.308) | *Others* |
| Total Beban Operasional Lainnya | (9.017.450) | | (9.438.880) | *Total Other Operating Expenses* |
| **LABA OPERASIONAL** | **4.539.729** | | **3.814.803** | ***INCOME FROM OPERATIONS*** |
| **PENDAPATAN (BEBAN) BUKAN OPERASIONAL - NETO** | (159.519) | 37 | 60.887 | ***NON-OPERATING INCOME (EXPENSES) - NET*** |
| **LABA SEBELUM BEBAN PAJAK** | **4.380.210** | | **3.875.690** | ***INCOME BEFORE TAX EXPENSE*** |
| **BEBAN PAJAK** | (879.222) | 2ag,38 | (830.617) | ***TAX EXPENSE*** |
| **LABA TAHUN BERJALAN** | **3.500.988** | | **3.045.073** | ***INCOME FOR THE YEAR*** |
| **Penghasilan Komprehensif Lain:** | | | | ***Other Comprehensive Income:*** |
| **Akun-akun yang tidak akan direklasifikasi ke laba rugi** | | | | ***Items that will not be reclassified to profit or loss*** |
| Surplus revaluasi aset tetap | 57.208 | 2n,14 | 200.574 | *Surplus revaluation of fixed asset* |
| Pengukuran kembali program imbalan pasti | (186.027) | 2ae,40 | 59.872 | *Remeasurement of defined benefit plan* |
| Pajak penghasilan terkait akun-akun yang tidak akan direklasifikasi ke laba rugi | 35.345 | 38c | (11.376) | *Income tax related to items that will not be reclassified to profit or loss* |
| **Akun-akun yang akan direklasifikasi ke laba rugi** | | | | ***Items that will be reclassified to profit or loss*** |
| Bagian efektif lindung nilai - arus kas | 20.932 | | (40.883) | *Effective part of hedging-cash flow* |
| Keuntungan (kerugian) neto yang belum direalisasi atas perubahan nilai efek-efek dan obligasi pemerintah yang diukur pada nilai wajar melalui penghasilan komprehensif lain | 517.528 | 2i,8,9 | (1.576.967) | *Net unrealized gain (loss) on changes in value of fair value through other comprehensive income securities and government bonds* |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN (lanjutan)**
**Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued)***
***For the Year Ended December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | | |
|---|---|---|---|---|
| | **2023** | **Catatan/ *Notes*** | **2022** | |
| **Penghasilan Komprehensif Lain: (lanjutan)** | | | | ***Other Comprehensive Income: (continued)*** |
| **Akun-akun yang akan direklasifikasi ke laba rugi (lanjutan)** | | | | ***Items that will be reclassified to profit or loss (continued)*** |
| Pajak penghasilan terkait akun-akun yang akan direklasifikasi ke laba rugi | (97.254) | | 307.463 | *Income tax related to items that will be reclassified to profit or loss* |
| **Total Laba Komprehensif Tahun Berjalan** | **3.848.720** | | **1.983.756** | ***Total Comprehensive Income for the Year*** |
| **LABA PER SAHAM** | | | | ***EARNINGS PER SHARE*** |
| Dasar (nilai penuh) | 249 | 2ai,48 | 288 | *Basic (full amount)* |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

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**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN PERUBAHAN EKUITAS**
**Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF CHANGES IN EQUITY (continued)***
***For the Year Ended December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | Catatan/ *Notes* | Modal Ditempatkan dan Disetor Penuh/ *Issued and Fully Paid Capital Stock* | Tambahan Modal disetor/ *Additional Paid-in Capital* | Dana Setoran Modal/ *Deposit capital fund* | Keuntungan (Kerugian) yang Belum Direalisasi dan Cadangan kerugian penurunan nilai atas Efek efek dan Obligasi Pemerintah yang Diukur pada nilai wajar melalui penghasilan komprehensif lain-Neto/ *Unrealized Gain (Loss) and allowance for impairment losses on FVTOCI Securities and Government Bonds - Net* | Pengukuran Kembali Program Imbalan Pasti - Neto/ *Remeasurement of Defined Benefit Plan - Net* | Surplus Revaluasi Aset Tetap/ *Revaluation Surplus of Premises and Equipment* | Bagian Efektif Lindung Nilai Arus Kas/ *Effective Portion of Cash Flow Hedges* | Saldo Laba/ *Retained Earnings**) | | Ekuitas/ *Equity* | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Telah Ditentukan Penggunaannya/ *Appropriated* | Belum Ditentukan Penggunaannya/ *Unappropriated* | | |
| **Saldo per 31 Desember 2021** | | **5.295.000** | **2.054.454** | **-** | **87.817** | **(458.153)** | **3.307.991** | **(19.983)** | **8.606.555** | **2.532.966** | **21.406.647** | ***Balance as of December 31, 2021*** |
| Total Laba (Rugi) komprehensif tahun berjalan | 2h,8 9,12,40 | - | - | - | (1.281.069) | 48.496 | 200.574 | (29.318) | - | 3.045.073 | 1.983.756 | *Total comprehensive income (loss) for the year* |
| Dana setoran modal | 29d | - | - | 2.756.575 | - | - | - | - | - | - | 2.756.575 | *Capital deposit fund* |
| Dividen | 29c | - | - | - | - | - | - | - | - | (237.624) | (237.624) | *Dividend* |
| Pembentukan cadangan umumdan cadangan tujuan | 29c | - | - | - | - | - | - | - | 2.138.602 | (2.138.602) | - | *Appropriation for general and special reserves* |
| **Saldo per 31 Desember 2022** | | **5.295.000** | **2.054.454** | **2.756.575** | **(1.193.252)** | **(409.657)** | **3.508.565** | **(49.301)** | **10.745.157** | **3.201.813** | **25.909.354** | ***Balance as of December 31, 2022*** |

*) Saldo defisit sebesar Rp14.226.290 telah dieliminasi akibat kuasi-reorganisasi pada tanggal 31 Mei 2007.

**) Accumulated losses amounted to Rp14,226,290 had been eliminated as a result of quasi-reorganization as of May 31, 2007.*

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN PERUBAHAN EKUITAS (lanjutan)**
**Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF CHANGES IN EQUITY (continued)***
***For the Year Ended December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | Catatan/ *Notes* | Modal Ditempatkan dan Disetor Penuh/ *Issued and Fully Paid Capital Stock* | Tambahan Modal disetor/ *Additional Paid-in Capital* | Dana Setoran Modal/ *Deposit capital fund* | Keuntungan (Kerugian) yang Belum Direalisasi dan Cadangan kerugian penurunan nilai atas Efek efek dan Obligasi Pemerintah yang Diukur pada nilai wajar melalui penghasilan komprehensif lain-Neto/ *Unrealized Gain (Loss) and allowance for impairment losses on FVTOCI Securities and Government Bonds - Net* | Pengukuran Kembali Program Imbalan Pasti - Neto/ *Remeasurement of Defined Benefit Plan - Net* | Surplus Revaluasi Aset Tetap/ *Revaluation Surplus of Premises and Equipment* | Bagian Efektif Lindung Nilai Arus Kas/ *Effective Portion of Cash Flow Hedges* | Saldo Laba/ *Retained Earnings*)* | | Ekuitas/ *Equity* | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | Telah Ditentukan Penggunaannya/ *Appropriated* | Belum Ditentukan Penggunaannya/ *Unappropriated* | | |
| **Saldo per 31 Desember 2022** | | **5.295.000** | **2.054.454** | **2.756.575** | **(1.193.252)** | **(409.657)** | **3.508.565** | **(49.301)** | **10.745.157** | **3.201.813** | **25.909.354** | ***Balance as of December 31, 2022*** |
| Total Laba (Rugi) komprehensif tahun berjalan | 2h,8 9,12,40 | - | - | - | 424.251 | (150.682) | 57.208 | 16.955 | - | 3.500.988 | 3.848.720 | *Total comprehensive income (loss) for the year* |
| Penerbitan saham | | 1.722.222 | 2.364.446 | - | - | - | - | - | - | - | 4.086.668 | *Shares issuance* |
| Dana setoran modal | 29d | - | - | (2.756.575) | - | - | - | - | - | - | (2.756.575) | *Capital deposit fund* |
| Dividen | 29c | - | - | - | - | - | - | - | - | (609.015) | (609.015) | *Dividend* |
| Pembentukan cadangan umum dan cadangan tujuan | 29c | - | - | - | - | - | - | - | 2.436.057 | (2.436.057) | - | *Appropriation for general and special reserves* |
| **Saldo per 31 Desember 2023** | | **7.017.222** | **4.418.900** | **-** | **(769.001)** | **(560.339)** | **3.565.773** | **(32.346)** | **13.181.214** | **3.657.729** | **30.479.152** | ***Balance as of December 31, 2023*** |

*\)* Saldo defisit sebesar Rp14.226.290 telah dieliminasi akibat kuasi-reorganisasi pada tanggal 31 Mei 2007.

*\)* *Accumulated losses amounted to Rp14,226,290 had been eliminated as a result of quasi-reorganization as of May 31, 2007.*

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

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**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN ARUS KAS**
**Untuk Tahun yang Berakhir Pada Tanggal 31 Desember 2023**
**(Disajikan dalam jutaan Rupiah, kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF CASH FLOWS***
***For the Year Ended December 31, 2023***
***(Expressed in millions of Rupiah, unless otherwise stated)***

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | | |
|---|---|---|---|---|
| | **2023** | **Catatan/ *Notes*** | **2022** | |
| **ARUS KAS DARI AKTIVITAS OPERASI** | | | | ***CASH FLOWS FROM OPERATING ACTIVITIES*** |
| Penerimaan bunga, bagi hasil, dan marjin | 27.618.186 | | 24.331.326 | *Interest, profit sharing, and margin* |
| Penerimaan kredit yang telah dihapusbukukan | 1.011.258 | | 503.307 | *Recoveries from loan debts written-off* |
| Pembayaran bunga dan bonus, provisi dan komisi | (14.892.249) | | (10.775.222) | *Interest and bonus, fees and commissions paid* |
| Pembayaran pajak penghasilan badan | (1.020.952) | | (1.001.324) | *Corporate income tax paid* |
| Penerimaan dari surat ketetapan pajak | - | 38 | 402.428 | *Recoveries from tax assessment letter* |
| Beban operasional lainnya - neto | (5.790.828) | | (6.896.183) | *Other operating expenses - net* |
| (Beban) pendapatan bukan operasional lainnya - neto | (54.382) | | 13.828 | *Other non-operating (expenses) income - net* |
| Penerimaan kas sebelum perubahan aset dan liabilitas operasi | 6.871.033 | | 6.578.160 | *Cash receipts before changes in operating assets and liabilities* |
| Perubahan dalam aset dan liabilitas operasi: | | | | *Changes in operating assets and liabilities:* |
| Penurunan (kenaikan) dalam aset operasi: | | | | *Decrease (increase) in operating assets:* |
| Efek-efek yang diukur pada nilai wajar melalui laba rugi | (246.380) | | (104.885) | *Fair value through profit or loss securities* |
| Obligasi pemerintah yang diukur pada nilai wajar melalui laba rugi | 15.788.979 | | (4.955.939) | *Fair value through profit or loss government bonds* |
| Tagihan akseptasi | (124.005) | | 33.578 | *Acceptance receivable* |
| Kredit yang diberikan dan pembiayaan/ piutang syariah | (38.484.306) | | (26.318.471) | *Loans and sharia financing/ receivables* |
| Aset lain-lain | (785.307) | | (196.503) | *Other assets* |
| Kenaikan (penurunan) dalam Liabilitas operasi: | | | | *Increase (decrease) in operating liabilities:* |
| Liabilitas segera | 74.415 | | (466.852) | *Liabilites due immediately* |
| Simpanan dari nasabah | | | | *Deposits from customer* |
| Giro | 24.468.372 | | 31.538.044 | *Demand deposits* |
| Giro *Wadiah* | 4.814.656 | | 3.268.857 | *Wadiah demand deposits* |
| Tabungan | 1.539.832 | | (10.617.072) | *Savings deposits* |
| Tabungan *Wadiah* | 82.875 | | 43.479 | *Savings deposits Wadiah* |
| Deposito berjangka | (5.504.388) | | (322.562) | *Time deposits* |
| Simpanan dari bank lain | (45.095) | | 70.400 | *Deposits from other banks* |
| Liabilitas akseptasi | 124.005 | | (33.578) | *Acceptance payables* |
| Liabilitas lain-lain | (4.184.154) | | 654.214 | *Other liabilities* |
| Dana *syirkah* temporer | 2.243.821 | | 2.094.203 | *Temporary syirkah funds* |
| **Kas Neto Diperoleh dari Aktivitas Operasi** | **6.634.353** | | **1.265.073** | ***Net Cash provided by Operating Activities*** |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN ARUS KAS (lanjutan)**
**Untuk Tahun yang Berakhir Pada Tanggal**
**31 Desember 2023**
**(Disajikan dalam jutaan Rupiah,**
**kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF CASH FLOWS (continued)***
***For the Year Ended***
***December 31, 2023***
***(Expressed in millions of Rupiah,***
***unless otherwise stated)***

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | | |
|---|---|---|---|---|
| | **2023** | **Catatan/ *Notes*** | **2022** | |
| **ARUS KAS DARI AKTIVITAS INVESTASI** | | | | ***CASH FLOWS FROM INVESTING ACTIVITIES*** |
| (Pembelian) penerimaan saat jatuh tempo dari efek-efek biaya perolehan diamortisasi | (2.868.515) | | 199.964 | *(Purchase) receipt from matured amortized cost securities* |
| Perolehan aset tetap | (2.313.490) | 14 | (1.042.464) | *Acquisitions of premises and equipment* |
| (Pembelian) penerimaan efek-efek diukur pada nilai wajar melalui penghasilan komprehensif lain | (1.247.159) | | 381.580 | *(Purchase) receipt in fair value through other comprehensive income securities* |
| Penerimaan obligasi pemerintah diukur pada nilai wajar melalui penghasilan komprehensif lain | 2.211.325 | | 5.714.402 | *Receipt in fair value through other comprehensive income government bonds* |
| Penerimaan (pembelian) obligasi pemerintah pada biaya perolehan diamortisasi | (1.655.566) | | (7.816.426) | *Receipt (purchase) of amortized cost government bonds* |
| Penempatan efek-efek yang dibeli dengan janji dijual kembali | (43.597.267) | | (165.520.488) | *Placement of securities purchased under agreement to resell* |
| Penerimaan efek-efek yang dibeli dengan janji dijual kembali | 45.031.457 | | 165.683.898 | *Receipt of securities purchased under agreement to resell* |
| **Kas Neto digunakan untuk Aktivitas Investasi** | **(4.439.215)** | | **(2.399.534)** | ***Net Cash used in Investing Activities*** |
| **ARUS KAS DARI AKTIVITAS PENDANAAN** | | | | ***CASH FLOWS FROM FINANCING ACTIVITIES*** |
| Penerimaan atas surat berharga yang diterbitkan | 2.449.019 | | 1.541.330 | *Proceeds of securities issued* |
| Pembayaran atas surat-surat berharga yang diterbitkan jatuh tempo | (2.769.764) | | (5.263.000) | *Payment of matured securities issued* |
| Penerimaan atas efek-efek yang dijual dengan janji dibeli kembali | 67.691.353 | | 592.326 | *Proceeds from securities sold under repurchase agreements* |
| Pembayaran atas jatuh tempo efek-efek yang dijual dengan janji dibeli kembali | (67.691.353) | | (592.326) | *Payments of matured securities sold under repurchase agreements* |
| Pembayaran dividen | (609.015) | 29c | (237.624) | *Payments of dividends* |
| Penerimaan dari pinjaman yang diterima | 11.185.162 | | 11.814.826 | *Proceeds from fund borrowings* |
| Pembayaran dari pinjaman yang diterima | (2.187.576) | | (9.095.884) | *Payment of fund borrowings* |
| Pembayaran liabilitas sewa | (81.973) | 28 | (84.983) | *Payment of lease liabilities* |
| Dana setoran modal | 1.330.093 | | 2.756.575 | *Shares issuance* |
| **Kas neto diperoleh dari aktivitas Pendanaan** | **9.315.946** | | **1.431.240** | ***Net Cash Provided by Financing Activities*** |
| **KENAIKAN NETO KAS DAN SETARA KAS** | **11.511.084** | | **296.779** | ***NET INCREASE IN CASH AND CASH EQUIVALENTS*** |
| **KAS DAN SETARA KAS AWAL TAHUN** | **41.526.686** | | **41.229.907** | ***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR*** |
| **KAS DAN SETARA KAS AKHIR TAHUN** | **53.037.770** | | **41.526.686** | ***CASH AND CASH EQUIVALENTS AT END OF YEAR*** |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**LAPORAN ARUS KAS (lanjutan)**
**Untuk Tahun yang Berakhir Pada Tanggal**
**31 Desember 2023**
**(Disajikan dalam jutaan Rupiah,**
**kecuali dinyatakan lain)**

***PT BANK TABUNGAN NEGARA (PERSERO) TBK***
***STATEMENT OF CASH FLOWS (continued)***
***For the Year Ended***
***December 31, 2023***
***(Expressed in millions of Rupiah,***
***unless otherwise stated)***

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | | |
|---|---|---|---|---|
| | **2023** | **Catatan/ *Notes*** | **2022** | |
| Rincian kas dan setara kas akhir tahun adalah sebagai berikut: | | | | *The details of cash and cash equivalents at end of year are as follows:* |
| Kas | 2.127.489 | 2a,4 | 1.661.533 | *Cash* |
| Giro pada Bank Indonesia | 18.145.761 | 2g,5 | 25.416.941 | *Current accounts with Bank Indonesia* |
| Giro pada bank lain | 2.203.398 | 2g,6 | 1.472.257 | *Current accounts with other banks* |
| Penempatan pada Bank Indonesia dan bank lain - jangka waktu jatuh tempo tiga bulan atau kurang sejak tanggal perolehan | 30.561.122 | 2h,7 | 12.975.955 | *Placements with Bank Indonesia and other banks - maturing within three months or less since the acquisition date* |
| **Total** | **53.037.770** | | **41.526.686** | ***Total*** |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

*The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.*

## 1. UMUM

### a. Pendirian Bank

PT Bank Tabungan Negara (Persero) Tbk ("Bank") didirikan sebagai bank milik negara, semula dengan nama "Bank Tabungan Pos" berdasarkan Undang-undang Darurat No. 9 Tahun 1950 tanggal 9 Februari 1950. Selanjutnya, berdasarkan Peraturan Pemerintah Pengganti Undang-undang No. 4 tahun 1963, nama Bank Tabungan Pos diubah menjadi "Bank Tabungan Negara". Pada tanggal 29 April 1989, Bank mulai beroperasi sebagai bank umum milik negara.

Berdasarkan Peraturan Pemerintah No. 24 Tahun 1992, status Bank diubah menjadi perseroan terbatas milik negara (Persero). Akta pendirian Bank sebagai Persero dibuat dihadapan Notaris Muhani Salim, S.H., No. 136 tanggal 31 Juli 1992 dan telah disahkan oleh Menteri Kehakiman dengan Surat Keputusan No. C2-6587.HT.01.01. TH.92 tanggal 12 Agustus 1992, serta diumumkan dalam Berita Negara No. 73 tanggal 11 September 1992 Tambahan No. 6A.

Berdasarkan surat keputusan Direksi Bank Indonesia No. 27/55/KEP/DIR tanggal 23 September 1994, Bank memperoleh status sebagai bank devisa.

Bank telah mendapatkan persetujuan dari Bank Indonesia untuk melakukan kegiatan umum perbankan berdasarkan prinsip syariah melalui surat No. 6/1350/DPbS tanggal 15 Desember 2004.

Bank mulai melakukan kegiatannya berdasarkan prinsip syariah pada tanggal 14 Februari 2005 dengan mulai beroperasinya cabang syariah pertama di Jakarta - Harmoni.

Pernyataan keputusan Rapat Umum Pemegang Saham Luar Biasa yang menyetujui perubahan seluruh Anggaran Dasar PT Bank Tabungan Negara (Persero) menjadi Perseroan Terbuka telah diaktakan dengan akta notaris No. 7 tanggal 12 Oktober 2009 dari notaris Fathiah Helmi, S.H., Perubahan anggaran dasar tersebut mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui surat No. AHU-49309.AH.01.02. Tahun 2009.

## *1. GENERAL*

### *a. Bank's establishment*

*PT Bank Tabungan Negara (Persero) Tbk ("the Bank") was originally established as a state-owned bank under the name "Bank Tabungan Pos" based on Martial Law No. 9 of 1950 dated February 9, 1950. Subsequently, the name of the Bank was changed to "Bank Tabungan Negara" based on Government Regulation Amendment of Law No. 4 of 1963. The Bank started operating as a state-owned commercial bank on April 29, 1989.*

*Based on Government Regulation No. 24 of 1992, the status of the Bank was changed to a state-owned limited liability corporation (Persero). The Bank's deed of establishment as a limited liability corporation was documented under deed No. 136 dated July 31, 1992 of Notary Muhani Salim, S.H., and was approved by the Ministry of Justice in its Decision Letter No. C2-6587.HT.01.01. TH.92 dated August 12, 1992 and was published in Supplement No. 6A of State Gazette No. 73 dated September 11, 1992.*

*Based on the Decision Letter No. 27/55/KEP/DIR dated September 23, 1994 of the Directors of Bank Indonesia, the Bank obtained the status of a foreign exchange bank.*

*The Bank has obtained approval from Bank Indonesia to conduct commercial banking activities based on sharia principles through letter No. 6/1350/DPbS dated December 15, 2004.*

*The Bank started its activities based on sharia principles on February 14, 2005 with the operation of its first sharia branch in Jakarta - Harmoni.*

*The decision of the Extraordinary General Stockholders' Meeting to amend all of the Bank's Articles of Association to become a public company was notarized under notarial deed No. 7 dated October 12, 2009 of Fathiah Helmi, S.H., The amendment was approved by the Ministry of Laws and Human Rights in its letter No. AHU-49309.AH-01.02. of 2009.*

## 1. UMUM (lanjutan)

### a. Pendirian Bank (lanjutan)

Anggaran Dasar Bank telah mengalami beberapa kali perubahan. Penyesuaian terakhir dinyatakan dalam Akta No. 08 tanggal 8 April 2021 yang dibuat dihadapan Ashoya Ratam, S.H., MKn., notaris di Jakarta, berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan tanggal 10 Maret 2021 dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dengan Surat Keputusan No.AHU-AH.01.03-0288922 tanggal 4 Mei 2021.

Anggaran Dasar Bank telah mengalami beberapa kali perubahan. Penyesuaian terakhir dinyatakan dalam Akta No. 28 tanggal 28 Maret 2023 yang dibuat dihadapan Ashoya Ratam, S.H., MKn., notaris di Jakarta, berdasarkan keputusan Rapat Umum Pemegang Saham Tahunan tanggal 16 Maret 2023 dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dengan Surat Keputusan No.AHU-0023685.AH.01.02 tanggal 20 April 2023.

Berdasarkan pasal 3 Anggaran Dasar Bank, ruang lingkup kegiatan Bank adalah menjalankan kegiatan umum perbankan sesuai dengan undang-undang dan peraturan yang berlaku, termasuk melakukan kegiatan Bank berdasarkan prinsip syariah.

Bank berdomisili di Jakarta dan kantor pusat Bank berlokasi di Jalan Gajah Mada No. 1, Jakarta Pusat.

Pada tanggal 31 Desember 2023, Bank memiliki 115 kantor cabang (termasuk 34 kantor cabang syariah), 616 kantor cabang pembantu (termasuk 75 kantor cabang pembantu syariah) (tidak diaudit).

Pada tanggal 31 Desember 2022, Bank memiliki 110 kantor cabang (termasuk 30 kantor cabang syariah), 606 kantor cabang pembantu (termasuk 69 kantor cabang pembantu syariah), dan 5 kantor kas syariah (tidak diaudit).

## *1. GENERAL (continued)*

### *a. Bank's establishment (continued)*

*The Articles of Association of the Bank has been amended several times. The amendment was covered by Notarial Deed No. 08 dated April 8, 2021 of Ashoya Ratam, S.H., MKn., a notary in Jakarta, as approved in the Annual General Shareholders' Meeting on March 10, 2021 and approved by the Ministry of Laws and Human Rights of the Republic of Indonesia, in its Decision Letter No. AHU-AH.01.03-0288922 dated May 4, 2021.*

*The Articles of Association of the Bank has been amended several times. The amendment was covered by Notarial Deed No. 28 dated March 28, 2023 of Ashoya Ratam, S.H., MKn., a notary in Jakarta, as approved in the Annual General Shareholders' Meeting on March 16, 2023 and approved by the Ministry of Laws and Human Rights of the Republic of Indonesia, in its Decision Letter No. AHU-0023685.AH.01.02 dated April 20, 2023.*

*According to Article 3 of the Bank's Articles of Association, the scope of the Bank's activities is to conduct commercial banking activities in accordance with the prevailing laws and regulations, including the Bank's activities based on sharia principles.*

*The Bank is domiciled in Jakarta and its head office is located at Jalan Gajah Mada No. 1, Central Jakarta.*

*As of December 31, 2023, the Bank has 115 branch offices (including 34 sharia branch offices), 616 sub-branch offices (including 75 sharia sub-branch offices)(unaudited).*

*As of December 31, 2022, the Bank has 110 branch offices (including 30 sharia branch offices), 606 sub-branch offices (including 69 sharia sub-branch offices), and 5 sharia cash offices (unaudited).*

**1. UMUM (lanjutan)**

**b. Rekapitalisasi**

Pada tanggal 28 Mei 1999, Pemerintah mengeluarkan Peraturan Pemerintah No. 52 Tahun 1999 tentang penambahan penyertaan Pemerintah pada Bank dalam rangka Program Rekapitalikassasi yang dijalankan oleh Pemerintah dengan nilai setinggi-tingginya sebesar Rp11.200.000. Pada tanggal 21 Agustus 2000, Pemerintah mengeluarkan Peraturan Pemerintah No. 68 Tahun 2000 tentang penambahan modal Pemerintah pada Bank dalam rangka Program Rekapitalisasi yang dijalankan oleh Pemerintah dengan nilai setinggi-tingginya sebesar Rp2.805.000, sehingga tambahan penyertaan Pemerintah keseluruhan menjadi sebesar Rp14.005.000. Penambahan modal tersebut dilakukan melalui penerbitan obligasi rekapitalisasi Pemerintah untuk Bank sebesar Rp9.803.500 dan Rp4.201.500 masing-masing pada tanggal 25 Juli 2000 dan 31 Oktober 2000.

Pada tanggal 28 Februari 2001, Direksi Bank dan Menteri Keuangan menandatangani Kontrak Manajemen yang berisikan antara lain bahwa jumlah kebutuhan rekapitalisasi akhir Bank adalah sebesar Rp13.843.540 dan kelebihan obligasi rekapitalisasi sebesar Rp161.460 harus dikembalikan kepada Pemerintah. Pada tanggal 5 November 2001, kelebihan obligasi rekapitalisasi tersebut dikembalikan kepada Pemerintah.

Sebagai tindak lanjut dari Kontrak Manajemen tersebut, Menteri Keuangan Republik Indonesia mengeluarkan Peraturan Menteri Keuangan No. 40/PMK.06/2008 tanggal 29 Februari 2008 tentang penetapan nilai akhir kebutuhan rekapitalisasi Bank sebesar Rp13.843.540 dan pelaksanaan hak-hak pemerintah yang timbul sebagai akibat penambahan penyertaan modal negara Republik Indonesia ke dalam modal PT Bank Tabungan Negara (Persero) dalam rangka program rekapitalisasi bank umum dengan mengkonversi menjadi 13.843.540 lembar saham yang diterbitkan oleh Bank dengan nominal Rp1.000.000 (Rupiah penuh) per lembar. Peraturan ini berdaya laku surut sejak tanggal 31 Mei 2007.

***1. GENERAL (continued)***

***b. Recapitalization***

*On May 28, 1999, the Government issued Government Regulation No. 52 of 1999 regarding the increase in the Government's capital participation in the Bank within the framework of the Government's Recapitalization Program for a maximum amount of Rp11,200,000. On August 21, 2000, the Government issued Government Regulation No. 68 of 2000 regarding the increase in the Government's capital participation in the Bank within the framework of the Government's Recapitalization Program for a maximum amount of Rp2,805,000 so that the additional Government capital participation would become Rp14,005,000. The increase in the Government participation was settled through the issuance to the Bank of the government's recapitalization bonds amounting to Rp9,803,500 and Rp4,201,500 on July 25, 2000 and October 31, 2000, respectively.*

*On February 28, 2001, the Bank's Directors and the Ministry of Finance entered into a Management Contract which includes, among others, the total final recapitalization requirement of the Bank of Rp13,843,540 and the excess recapitalization bonds of Rp161,460 which should be returned to the Government. On November 5, 2001, the Bank returned such excess recapitalization bonds to the government.*

*As a result of the Management Contract, the Ministry of Finance issued Regulation No. 40/PMK.06/2008 dated February 29, 2008 regarding the determination of the final amount of the Government's required capital contribution to the Bank amounting to Rp13,843,540 and implementation of the Government's rights as a result of the additional contributed capital by the Republic of Indonesia to the capital of PT Bank Tabungan Negara (Persero), as a limited liability company, in relation to the commercial banks' recapitalization program through conversion of additional capital to 13,843,540 shares of stock, which were issued by the Bank with a par value of Rp1,000,000 (full Rupiah) per share. This regulation was applied retroactively since May 31, 2007.*

## 1. UMUM (lanjutan)

### c. Penerbitan Surat Berharga Bank

Bank telah menerbitkan obligasi sebanyak 25 (dua puluh lima) kali penerbitan, 1 (satu) kali penerbitan instrumen obligasi subordinasi, 1 (satu) kali penerbitan *global bond, 7* (tujuh) kali penerbitan surat hutang jangka panjang, 2 (dua) kali penerbitan sukuk mudharabah sejak tanggal 25 Juli 1989 sampai dengan tanggal 31 Desember 2023 dengan rincian sebagai berikut:

## *1. GENERAL (continued)*

### *c. Issuance of Bank Securities*

*The Bank issued 25 (twenty-five) series of bonds, 1 (one) series of subordinated bond, 1 (one) series of global, 7 (seven) series of long term notes, 2 (two) sukuk mudharabah from July 25, 1989 to December 31, 2023, with the details as follows:*

| Nama Obligasi/ *Name of Bonds* | Jumlah Nominal/ *Nominal Amount* | Jangka Waktu/ *Term* | Jatuh Tempo/ *Maturity Date* | Tingkat Bunga/ *Interest* |
|---|---|---|---|---|
| **Rupiah** | | | | |
| Obligasi BTN I/ *BTN Bonds I* | 50.000 | 5 tahun/*years* | 25 Juli/ *July 25, 1994*)* | 18,75% tetap/ *fixed* |
| Obligasi BTN II/ *BTN Bonds II* | 50.000 | 5 tahun/*years* | 1 Juni/ *June 1,1995*)* | 16,25% tetap/ *fixed* |
| Obligasi BTN III/ *BTN Bonds III* | 50.000 | 5 tahun/*years* | 11 November/ *November 11, 1996*)* | 20,00% tetap/ *fixed* |
| Obligasi BTN IV/ *BTN Bonds IV* | 100.000 | 5 tahun/*years* | 23 Januari/ *January 23, 1996*)* | 17,00% tetap/ *fixed* |
| Obligasi BTN V/ *BTN Bonds V* | 150.000 | 5 tahun/*years* | 31 Juli/ *July 31,1998*)* | 15,25% tetap untuk tahun pertama dan kedua, mengambang untuk tahun berikutnya hingga jatuh tempo/ *15.25% fixed for first and second years, in for remaining years until maturity* |
| Obligasi BTN VI/ *BTN Bonds VI* | 350.000 | 5 tahun/*years* | 21 Desember/ *December 21, 2000*)* | 17,25% tetap untuk tahun pertama, mengambang untuk tahun berikutnya hingga jatuh tempo/ *17.25% fixed for first year, floating for remaining years until maturity* |
| Obligasi BTN VII/ *BTN Bonds VII* | 200.000 | 5 tahun/*years* | 22 Juli/ *July 22, 2001*)* | 17,125% tetap untuk tahun pertama, mengambang untuk tahun berikutnya hingga jatuh tempo/ *17.125% fixed for first year, floating for remaining years until maturity* |
| Obligasi BTN VIII/ *BTN Bonds VIII* | 400.000 | 5 tahun/*years* | 18 Juli/ *July 18, 2002*)* | 14,15% tetap/ *fixed* |
| Obligasi BTN IX/ *BTN Bonds IX* | 750.000 | 5 tahun/*years* | 2 Oktober/ *October 2, 2008*)* | 12,50% tetap/ *fixed* |
| Obligasi BTN X/ *BTN Bonds X* | 750.000 | 5 tahun/*years* | 25 Mei/ *May 25, 2009*)* | 12,20% tetap/ *fixed* |
| Obligasi BTN XI/ *BTN Bonds XI* | 750.000 | 5 tahun/*years* | 6 Juli/ *July 6, 2010*)* | 12,00% tetap/ *fixed* |
| Obligasi BTN XII/ *BTN Bonds XII* | 1.000.000 | 10 tahun/*years* | 19 September/ *September 19, 2016*)* | 12,75% tetap/ *fixed* |
| Obligasi BTN XIII A/ *BTN Bonds XIII A* | 300.000 | 3 tahun/*years* | 29 Mei/ *May 29, 2012*)* | 11,75% tetap/ *fixed* |
| Obligasi BTN XIII B/ *BTN Bonds XIII B* | 300.000 | 4 tahun/*years* | 29 Mei/ *May 29, 2013*)* | 12,00% tetap/ *fixed* |
| Obligasi BTN XIII C/ *BTN Bonds XIII C* | 900.000 | 5 tahun/*years* | 29 Mei/ *May 29, 2014*)* | 12,25% tetap/ *fixed* |
| Obligasi BTN XIV/ *BTN Bonds XIV* | 1.650.000 | 10 tahun/*years* | 11 Juni/ *June 11, 2020*)* | 10,25% tetap/ *fixed* |
| Obligasi BTN XV/ *BTN Bonds XV* | 1.300.000 | 10 tahun/*years* | 28 Juni/ *June 28, 2021*)* | 9,50% tetap/ *fixed* |
| Obligasi Berkelanjutan I Tahap I BTN/ *Continuing Bonds I Phase I BTN* | 2.000.000 | 10 tahun/*years* | 5 Juni/ *June 5, 2022*)* | 7,90% tetap/ *fixed* |

*) Bank telah melakukan pelunasan obligasi yang diterbitkan pada tanggal jatuh temponya.

*) *The Bank has made the repayment of bonds issued on maturity date.*

## 1. UMUM (lanjutan)

### c. Penerbitan Surat Berharga Bank (lanjutan)

Bank telah menerbitkan obligasi sebanyak 25 (dua puluh lima) kali penerbitan, 1 (satu) kali penerbitan instrumen obligasi subordinasi, 1 (satu) kali penerbitan *global bond, 7* (tujuh) kali penerbitan surat hutang jangka panjang, 2 (dua) kali penerbitan sukuk mudharabah sejak tanggal 25 Juli 1989 sampai dengan tanggal 31 Desember 2023 dengan rincian sebagai berikut: (lanjutan)

## *1. GENERAL (continued)*

### *c. Issuance of Bank Securities (continued)*

*The Bank issued 25 (twenty-five) series of bonds, 1 (one) series of subordinated bond, 1 (one) series of global, 7 (seven) series of long term notes, 2 (two) sukuk mudharabah from July 25, 1989 to December 31, 2023, with the details as follows: (continued)*

| Nama Obligasi/ *Name of Bonds* | Jumlah Nominal/ *Nominal Amount* | Jangka Waktu/ *Term* | Jatuh Tempo/ *Maturity Date* | Tingkat Bunga/ *Interest* |
|---|---|---|---|---|
| **Rupiah** | | | | |
| Obligasi Berkelanjutan I Tahap II BTN/ *Continuing Bonds I Phase II BTN* | 2.000.000 | 10 tahun/*years* | 27 Maret/ *March 27, 2023*)* | 7,90% tetap/ *fixed* |
| Obligasi Berkelanjutan II Tahap I BTN/ *Continuing Bonds II Phase I BTN* | | | | |
| Seri A/*A Series* | 900.000 | 3 tahun/*years* | 8 Juli/ *July 8, 2018*)* | 9,63% tetap/ *fixed* |
| Seri B/*B Series* | 500.000 | 5 tahun/*years* | 8 Juli/ *July 8, 2020*)* | 9,88% tetap/ *fixed* |
| Seri C/*C Series* | 800.000 | 7 tahun/*years* | 8 Juli/ *July 8, 2022*)* | 10,00% tetap/ *fixed* |
| Seri D/*D Series* | 800.000 | 10 tahun/*years* | 8 Juli/ *July 8, 2025* | 10,50% tetap/ *fixed* |
| Obligasi Berkelanjutan II Tahap II BTN/ *Continuing Bonds II Phase II BTN* | | | | |
| Seri A/*A Series* | 1.347.000 | 3 tahun/*years* | 30 Agustus/ *August 30, 2019*)* | 8,20% tetap/ *fixed* |
| Seri B/*B Series* | 1.653.000 | 5 tahun/*years* | 30 Agustus/ *August 30, 2021*)* | 8,75% tetap/ *fixed* |
| Obligasi Berkelanjutan III Tahap I BTN/ *Continuing Bonds III Phase I BTN* | | | | |
| Seri A/*A Series* | 1.466.000 | 3 tahun/*years* | 13 Juli/ *July 13, 2020*)* | 8,30% tetap/ *fixed* |
| Seri B/*B Series* | 1.295.000 | 5 tahun/*years* | 13 Juli/ *July 13, 2022*)* | 8,50% tetap *fixed* |
| Seri C/*C Series* | 853.000 | 7 tahun/*years* | 13 Juli/ *July 13, 2024* | 8,70% tetap/ *fixed* |
| Seri D/*D Series* | 1.386.000 | 10 tahun/*years* | 13 Juli/ *July 13, 2027* | 8,90% tetap/ *fixed* |
| Obligasi Berkelanjutan III Tahap II BTN/ *Continuing Bonds III Phase II BTN* | | | | |
| Seri A/*A Series* | 1.756.500 | 1 tahun/*year* | 8 Juli/ *July 8, 2020*)* | 7,75% tetap/ *fixed* |
| Seri B/*B Series* | 1.168.000 | 3 tahun/*years* | 28 Juni/ *June 28, 2022*)* | 8,75% tetap *fixed* |
| Seri C/*C Series* | 1.219.500 | 5 tahun/*years* | 28 Juni/ *June 28, 2024* | 9,00% tetap/ *fixed* |
| Obligasi Subordinasi BTN I/ *Subordinated Bonds BTN I* | 250.000 | 10 tahun/*years* | 25 Mei/ *May 25, 2014**)* | 12,60% tetap untuk tahun pertama sampai tahun kelima, 22,60% tetap untuk tahun keenam sampai tahun kesepuluh jika Bank tidak melakukan opsi beli pada tahun kelima sejak tanggal penerbitan/ *12.60% fixed for first year until fifth year, 22.60% fixed for sixth year until tenth year if the Bank does not exercise its option to buyback on the fifth year since the issuance date* |

*) Bank telah melakukan pelunasan obligasi yang diterbitkan pada tanggal jatuh temponya.
**) Bank telah melakukan opsi beli kembali pada 25 Mei 2009

*) *The Bank has made the repayment of bonds issued on maturity date.*
**) *The Bank has exercised the call options on May 25, 2009*

## 1. UMUM (lanjutan)

### c. Penerbitan Surat Berharga Bank (lanjutan)

Bank telah menerbitkan obligasi sebanyak 25 (dua puluh lima) kali penerbitan, 1 (satu) kali penerbitan instrumen obligasi subordinasi, 1 (satu) kali penerbitan *global bond, 7* (tujuh) kali penerbitan surat hutang jangka panjang, 2 (dua) kali penerbitan sukuk mudharabah sejak tanggal 25 Juli 1989 sampai dengan tanggal 31 Desember 2023 dengan rincian sebagai berikut: (lanjutan)

## *1. GENERAL (continued)*

### *c. Issuance of Bank Securities (continued)*

*The Bank issued 25 (twenty-five) series of bonds, 1 (one) series of subordinated bond, 1 (one) series of global, 7 (seven) series of long term notes, 2 (two) sukuk mudharabah from July 25, 1989 to December 31, 2023, with the details as follows: (continued)*

| **Nama Obligasi/** ***Name of Bonds*** | **Jumlah Nominal/** ***Nominal Amount*** | **Jangka Waktu/** ***Term*** | **Jatuh Tempo/** ***Maturity Date*** | **Tingkat Bunga/** ***Interest*** |
|---|---|---|---|---|
| **Rupiah** | | | | |
| Obligasi Berkelanjutan IV Tahap I BTN/ *Continuing Bonds IV Phase I BTN* | | | | |
| Seri A/*A Series* | 577.000 | 1 tahun/*year* | 29 Agustus/ *August 29, 2021*)* | 6,75% tetap/ *fixed* |
| Seri B/*B Series* | 727.000 | 3 tahun/*years* | 19 Agustus/ *August 19, 2023*)* | 7,80% tetap *fixed* |
| Seri C/*C Series* | 196.000 | 5 tahun/*years* | 19 Agustus/ *August 19, 2025* | 8,40% tetap/ *fixed* |
| Surat Hutang Jangka Panjang BTN Tahap I 2021/ *Long Term Notes BTN Phase 1 2021* | 10.186 | 16 tahun/*years* | 17 Juni/ *June 17, 2037* | *1,37% tetap/ fixed* |
| Surat Hutang Jangka Panjang BTN Seri A 2022/ *Long Term Notes BTN Series A 2022* | 47.740 | 14 tahun/*years* | 12 Oktober/ *October 12, 2036* | *1,37% tetap/ fixed* |
| Surat Hutang Jangka Panjang BTN Seri B 2022/ *Long Term Notes BTN Series B 2022* | 79.379 | 15 tahun/*years* | 12 April/ *April 12, 2037* | *0,55% tetap/ fixed* |
| Surat Hutang Jangka Panjang BTN Tahap I 2022. *Long Term Notes BTN Phase I 2022* | 210.866 | 15 tahun/*years* | 14 Juni/ *June 14, 2037* | *0,55% tetap/ fixed* |
| Surat Hutang Jangka Panjang BTN Tahap II 2022/ *Long Term Notes BTN Phase II 2022* | 131.185 | 14 tahun/*years* | *28* Maret/ *March 28, 2037* | *0,55% tetap/ fixed* |
| Surat Hutang Jangka Panjang BTN Tahap I 2023/ *Long Term Notes BTN Phase I 2023* | 35.898 | 14 tahun/*years* | *28* April/ *April 28, 2037* | *0,55% tetap/ fixed* |
| Surat Hutang Jangka Panjang BTN Tahap II 2023/ *Long Term Notes BTN Phase II 2023* | 404.745 | 14 tahun/*years* | *15 September/ September 15, 2037* | *1,37% tetap/ fixed* |
| Surat Hutang Jangka Panjang BTN Seri A 2023/ *Long Term Notes BTN Series A 2023* | 6.242 | 15 tahun/*years* | *27* December/ *December 27, 2038* | *0,55% tetap/ fixed* |
| Surat Hutang Jangka Panjang BTN Seri B 2023/ *Long Term Notes BTN Series B 2023* | 234.542 | 14 tahun/*years* | *27 December/ December 27, 2037* | *1,37% tetap/ fixed* |
| Obligasi Berkelanjutan IV Tahap II BTN/ *Continuing Bonds IV Phase II BTN* | | | | |
| Seri A/*A Series* | 600.000 | 3 tahun/*year* | 24 Mei/ *May 24, 2025* | 5,50% tetap/ *fixed* |
| Seri B/*B Series* | 400.000 | 5 tahun/*years* | 24 Mei/ *May 24, 2027* | 6,00% tetap/ *fixed* |

*) Bank telah melakukan pelunasan obligasi yang diterbitkan pada tanggal jatuh temponya.
**) Bank telah melakukan opsi beli kembali pada 25 Mei 2009

*) *The Bank has made the repayment of bonds issued on maturity date.*
**) *The Bank has exercised the call options on May 25, 2009*

## 1. UMUM (lanjutan)

### c. Penerbitan Surat Berharga Bank (lanjutan)

Bank telah menerbitkan obligasi sebanyak 25 (dua puluh lima) kali penerbitan, 1 (satu) kali penerbitan instrumen obligasi subordinasi, 1 (satu) kali penerbitan *global bond, 7* (tujuh) kali penerbitan surat hutang jangka panjang, 2 (dua) kali penerbitan sukuk mudharabah sejak tanggal 25 Juli 1989 sampai dengan tanggal 31 Desember 2023 dengan rincian sebagai berikut: (lanjutan)

## *1. GENERAL (continued)*

### *c. Issuance of Bank Securities (continued)*

*The Bank issued 25 (twenty-five) series of bonds, 1 (one) series of subordinated bond, 1 (one) series of global, 7 (seven) series of long term notes, 2 (two) sukuk mudharabah from July 25, 1989 to December 31, 2023, with the details as follows: (continued)*

| Nama Obligasi/ *Name of Bonds* | Jumlah Nominal/ *Nominal Amount* | Jangka Waktu/ *Term* | Jatuh Tempo/ *Maturity Date* | Tingkat Bunga/ *Interest* |
|---|---|---|---|---|
| **Rupiah** | | | | |
| Sukuk BTN I Tahun 2023 Tahap I/ *Sukuk BTN Phase I 2023* | 92.553 | 15,5 tahun/*years* | 28 Oktober/ *October 28, 2036* | *11,00%**** |
| Sukuk BTN I Tahun 2023 Tahap II/ *Sukuk BTN Phase II 2023* | 175.039 | 13 tahun/*years* | *27* Desember/ *December 27, 2036* | *27,40%***** |
| **Dolar Amerika Serikat/*United States Dollar*** | | | | |
| BBTN September or Global Bond 2020/ *BBTN September or Global Bond 2020* | 300.000.000 | 5 tahun/*years* | 23 Januari/ *January 23, 2025* | 4,20% tetap/ *fixed* |

***) 11% dari pendapatan yang dibagi hasilkan dengan indikasi bagi hasil sebesar 0,55% per tahun.
****) 27,40% dari pendapatan yang dibagi hasilkan dengan indikasi bagi hasil sebesar 1,37% per tahun.

****) 11% of the income generated with the indication of profit sharing of 0.55% per year*
****) 27.40% of the income generated with the indication of profit sharing of 1.37% per year*

### d. Penawaran Umum Saham Perdana (IPO)

Bank telah memperoleh izin untuk melakukan Penawaran Umum sesuai dengan persetujuan Dewan Perwakilan Rakyat Republik Indonesia yang tertuang dalam Surat Ketua Dewan Perwakilan Rakyat Republik Indonesia No.PW.01/3104/ DPRRI/V/2009 tanggal 29 Mei 2009, serta penetapan dari Pemerintah sebagaimana tertuang dalam Peraturan Pemerintah Republik Indonesia No. 66 tahun 2009 dan diundangkan dalam Lembaran Negara No.167 tanggal 16 November 2009 tentang Perubahan Struktur Kepemilikan Saham Negara Melalui Penerbitan dan Penjualan Saham Baru Pada PT Bank Tabungan Negara (Persero).

Berdasarkan Surat Badan Pengawas Pasar Modal dan Lembaga Keuangan (BAPEPAM-LK) No. S-10523/BL/2009 tanggal 8 Desember 2009, pernyataan pendaftaran yang diajukan Bank dalam rangka IPO sejumlah 6.353.999.999 lembar Saham Biasa Atas Nama Seri B milik Negara Republik Indonesia dan 2.360.057.000 lembar Saham Biasa Atas Nama Seri B baru, dengan nilai nominal sebesar Rp500 (Rupiah penuh) setiap saham kepada masyarakat telah menjadi efektif pada tanggal 8 Desember 2009. Saham yang ditawarkan tersebut dicatatkan dan mulai diperdagangkan di Bursa Efek Indonesia pada tanggal 17 Desember 2009 dengan harga jual Rp800 (Rupiah penuh) per saham.

### *d. Initial Public Offering (IPO)*

*The Bank obtained a permit to undertake a Public Offering based on the approval of the House of Representatives of the Republic of Indonesia in its Chairman Letter No. PW.01/3104/DPRRI/V/2009 dated May 29, 2009 and was enacted by the Government as stipulated by the Republic of Indonesia Government Regulation No. 66 of 2009 and circulated in State Gazette No. 167 dated November 16, 2009 regarding the amendment of the stock ownership structure of the State through Initial Public Offering of the shares of PT Bank Tabungan Negara (Persero).*

*Based on Letter No. S-10523/BL/2009 of the Capital Market and Financial Institutions Supervisory Agency (BAPEPAM-LK) dated December 8, 2009, the Registration Statement submitted by the Bank relating to the IPO of 6,353,999,999 ordinary shares Series B of the Republic of Indonesia and 2,360,057,000 new ordinary shares Series B, at par value of Rp500 (full Rupiah) per share to the public, became effective on December 8, 2009. The shares which were offered to the public, were listed and traded on the Indonesia Stock Exchange on December 17, 2009, with the selling price of Rp800 (full Rupiah) per share.*

**1. UMUM (lanjutan)**

**d. Penawaran Umum Saham Perdana (IPO) (lanjutan)**

Berkaitan dengan penawaran umum saham perdana, Bank telah mengimplementasikan program kepemilikan saham oleh Manajemen dan Karyawan (*Management and Employee Stock Allocation*/MESA). Program MESA diberikan maksimal 9,62% dari saham baru yang diterbitkan kepada karyawan yang tercatat pada tanggal 31 Desember 2009. Program MESA tersebut telah efektif pada tanggal 17 September 2009 dan seluruh karyawan yang memiliki kualifikasi telah mengambil program tersebut dengan jumlah lembar saham biasa atas nama Seri B sebanyak 226.928.500 lembar (nilai nominal Rp500 per lembar saham) dengan harga beli Rp640 per lembar saham (setelah diskon 20% dari harga penawaran perdana sebesar Rp800 per lembar saham) dengan masa *lock up* selama enam bulan.

Diskon harga saham untuk program MESA menjadi beban Bank di tahun 2009, yaitu sebesar 20% atau Rp41.353, yang termasuk beban pajak penghasilan.

**e. Program Opsi Kepemilikan Saham untuk Manajemen dan Karyawan**

Sesuai dengan RUPS Luar Biasa tanggal 12 Oktober 2009, pemegang saham menyetujui penerbitan saham opsi sebanyak 363.085.500 lembar saham yang akan dilaksanakan dalam 3 (tiga) tahap. Opsi saham diberikan kepada manajemen dan karyawan pada posisi dan jabatan tertentu yang memenuhi Persyaratan yang telah ditetapkan (*Management & Employee Stock Option Plan* (MESOP)).

Manajemen dan karyawan Bank telah melakukan eksekusi atas opsi saham yang dimulai tahun 2011 dengan rincian untuk MESOP I dengan akhir hak opsi pada tahun 2014 sebanyak 145.234.500, MESOP II dengan akhir hak opsi pada tahun 2015 sebanyak 108.925.500 lembar saham, dan MESOP III dengan akhir hak opsi pada tahun 2016 sebanyak 108.925.500 lembar saham. Agio yang timbul dari eksekusi tersebut untuk tahun 2011 adalah sebesar Rp94.733, tahun 2012 adalah sebesar Rp6.349, tahun 2013 adalah sebesar Rp232.261, tahun 2014 adalah sebesar Rp2.372, tahun 2015 adalah sebesar Rp18.462, tahun 2016 adalah sebesar Rp7.856.

***1. GENERAL (continued)***

***d. Initial Public Offering (IPO) (continued)***

*In relation to the Initial Public Offering of the shares, the Bank implemented the Management and Employee Stock Allocation (MESA) program. MESA program is allocated with a maximum of 9.62% of the newly issued shares for registered employees as of December 31, 2009. The MESA Program became effective on September 17, 2009 and all qualified employees availed of the program consisting of 226,928,500 Series B shares (with par value of Rp500 per share) with a purchase price of Rp640 per share (after share price discount of 20% from the initial public offering price of Rp800 per share) and a lock up period until six months.*

*In relation to the Initial Public Offering of the share price discount for MESA program was recognized as the Bank's expense in 2009, amounting to 20% or Rp41,353 including the income tax expense.*

***e. Management & Employee Stock Option Plan (MESOP)***

*In accordance with the Extraordinary GMS on 12 October 2009, shareholders approved the issuance of 363,085,500 share options which will be implemented in 3 (three) stages. Stock options are granted to management and employees in certain positions and titles who meet the specified requirements (Management & Employee Stock Option Plan (MESOP)).*

*The Bank's management and employees have executed share options starting in 2011 with details for MESOP I with the end of the option rights in 2014 amounting to 145,234,500, MESOP II with the end of the option rights in 2015 amounting to 108,925,500 shares, and MESOP III with the end of the option rights in 2016 amounting to 108,925,500 shares. The agio from the execution in 2011 was Rp94,733, in 2012 it was Rp6,349, in 2013 it was Rp232,261, in 2014 it was Rp2,372, in 2015 it was Rp18,462, in 2016 it was amounting to Rp7,856.*

**1. UMUM (lanjutan)**

**f. Penawaran Umum Saham Terbatas I**

Untuk memperkuat struktur permodalan, melalui persetujuan Rapat Umum Pemegang Saham Luar Biasa tanggal 7 November 2012 dan Surat Badan Pengawas Pasar Modal dan Lembaga Keuangan (BAPEPAM-LK) No. S-13001/BL/2012 tanggal 6 November 2012, Bank melakukan Penawaran Umum Terbatas I ("PUT I") dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD) sebanyak 1.512.857.500 saham Seri B dengan nilai nominal sebesar Rp500 (nilai penuh) setiap saham. Setiap pemegang 555.000 saham lama berhak membeli 94.943 saham baru dengan harga Rp1.235,00 (nilai penuh) setiap saham. Dari PUT I ini, Bank meningkatkan modal sahamnya sebanyak 1.512.857.500 lembar saham Seri B yang diterbitkan kepada masyarakat umum pada tanggal 4 Desember 2012 dan terdaftar di Bursa Efek Indonesia.

**g. Penawaran Umum Saham Terbatas II**

Untuk memperkuat struktur permodalan, melalui persetujuan Rapat Umum Pemegang Saham Luar Biasa tanggal 18 Oktober 2022 dan surat OJK No. S-264/D.04/2022 tanggal 14 Desember 2022 perihal Pemberitahuan Efektifnya Pernyataan Pendaftaran, Bank melakukan Penawaran Umum Terbatas II ("PUT II") dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD) sebanyak 3.444.444.413 saham Seri B dengan nilai nominal sebesar Rp500 (nilai penuh) setiap saham. Setiap pemegang 100.000.000 saham lama berhak membeli 32.525.443 saham baru dengan harga Rp1.200,00 (nilai penuh) setiap saham. Dari PUT II ini, Bank meningkatkan modal sahamnya sebanyak 3.444.444.413 lembar saham Seri B yang diterbitkan kepada masyarakat umum pada tanggal 10 Januari 2023 dan terdaftar di Bursa Efek Indonesia.

**h. Penerapan kuasi reorganisasi**

Kondisi ekonomi yang buruk yang terjadi sejak pertengahan tahun 1997 sampai dengan tahun 1999, yang disebabkan terutama oleh melemahnya kurs mata uang rupiah terhadap mata uang asing, seperti dolar Amerika Serikat dan tingkat suku bunga yang tidak stabil, sangat langkanya likuiditas serta menurunnya tingkat kepercayaan investor, telah memberikan dampak yang buruk bagi industri perbankan di Indonesia. Kondisi tersebut juga berdampak pada para debitur Bank dalam memenuhi kewajibannya, sehingga Bank mengalami defisit yang cukup besar.

***1. GENERAL (continued)***

***f. Limited Public Offering I***

*To Strengthen the capital structure, through the approval of the Extraordinary General Meeting of Shareholders on November 7, 2012 and on Letter No. S-13001/BL/2012 of the Capital Market and Financial Institutions Supervisory Agency (BAPEPAM-LK) dated November 6, 2012, the Bank undertook a Limited Public Offering I ("LPO I") through the issuance of pre-emptive rights of 1,512,857,500 Class B shares with a par value per share of Rp500 (full amount). Each holder of 555,000 share was entitled to buy 94,943 new shares for Rp1,235.00 (full amount) per share. As a result of LPO I, the Bank increased its capital by 1,512,857,500 Class B shares issued to the public on December 04, 2012 and the LPO I listed in the Indonesia Stock Exchanges.*

***g. Limited Public Offering II***

*To Strengthen the capital structure, through the approval of the Extraordinary General Meeting of Shareholders on October 18, 2022 and Letter from OJK No. S-264/D.04/2022 dated December 14, 2022 about Notification of Effectiveness of Registration Statement, the Bank undertook a Limited Public Offering II ("LPO II") through the issuance of pre-emptive rights of 3,444,444,413 Class B shares with a par value per share of Rp500 (full amount). Each holder of 100,000,000 share was entitled to buy 32,525,443 new shares for Rp1,200.00 (full amount) per share. As a result of LPO II, the Bank increased its capital by 3,444,444,413 Class B shares issued to the public on January 10, 2023 and the LPO II listed in the Indonesia Stock Exchanges.*

***h. Implementation of quasi - reorganization***

*The unfavorable economic condition starting in mid-1997 until 1999, which was caused mainly by the weakening of the rupiah in relation to other foreign currencies such as the United States dollar, the instability of interest rates, liquidity problem and the low level of trust by investors, had an adverse impact to the banking industry in Indonesia. This condition also affected the Bank debtors in fulfilling their obligations. As a result, the Bank suffered a significant amount of deficit*.

## 1. UMUM (lanjutan)

### h. Penerapan kuasi reorganisasi (lanjutan)

Untuk memperoleh awal yang baik (fresh start) dengan laporan posisi keuangan yang menunjukkan nilai sekarang dan tidak dibebani oleh defisit, maka Bank melaksanakan Kuasi-Reorganisasi per 31 Mei 2007 (Catatan 2c). Kuasi-Reorganisasi dilakukan Bank sebagai langkah penting untuk bisa meneruskan usaha secara lebih baik.

Dalam Rapat Umum Pemegang Saham (RUPS) Bank tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan tanggal 19 Januari 2006, pemegang saham Bank memutuskan antara lain bahwa pemegang saham mendukung rencana Bank untuk melakukan Kuasi-Reorganisasi dalam rangka menetapkan besarnya nilai akhir Penyertaan Modal Negara dalam Bank dan perbaikan struktur modal Bank, dan agar dilaksanakan sesuai dengan ketentuan yang berlaku.

Sebagai hasil dari Kuasi-Reorganisasi, saldo defisit Bank sebesar Rp14.226.290 dieliminasi ke akun saldo laba.

### i. Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Komite Audit dan Karyawan

Berdasarkan Rapat Umum Pemegang Saham Tahunan (RUPST) Bank tanggal 16 Maret 2023, dengan berita acara No. 16 yang dibuat oleh Notaris Ashoya Ratam, SH., MKn, susunan Dewan Komisaris Bank adalah sebagai berikut:

## *1. GENERAL (continued)*

### *h. Implementation of quasi – reorganization (continued)*

*In order to make a fresh start with a statement of financial position showing present values without the burden of deficit, the Bank conducted a Quasi-Reorganization on May 31, 2007 (Note 2c). The Quasi-Reorganization was recognized by the Bank as a necessary step to positively continue its business.*

*In the Bank's General Stockholders' Meeting held on January 19, 2006 regarding the Approval of the Bank's Budget and Work Plan, the stockholders approved, among others, the Bank's plan to conduct the Quasi-Reorganization in order to determine the final amount of the Government's capital contribution and to restructure the Bank's capital, which should be implemented according to the prevailing regulations.*

*As a result of the quasi-reorganization, the Bank's deficit balance amounting to Rp14,226,290 was eliminated against the net amount of the retained earnings.*

### *i. Boards of Commissioners, Directors, Sharia Supervisory Board, Audit Committee and Employees*

*Based on the Bank's The Annual General Meeting of Shareholders held on March 16, 2023, as stated under the notarial No. 16 by Notary Ashoya Ratam, SH., MKn, the composition of the Bank's Board of Commissioners are as follows:*

| **31 Desember 2023** | | ***December 31, 2023*** |
|---|---|---|
| Komisaris Utama/Independen | Chandra M. Hamzah | *President/Independent Commissioner* |
| Wakil Komisaris Utama/Independen | Iqbal Latanro | *Vice President/Independent Commissioner* |
| Komisaris Independen | Armand Bachtiar Arief | *Independent Commissioner* |
| Komisaris Independen | Ahdi Jumhari Luddin** | *Independent Commissioner* |
| Komisaris Independen | Sentot A. Sentausa | *Independent Commissioner* |
| Komisaris | Andin Hadiyanto | *Commissioner* |
| Komisaris | Herry Trisaputra Zuna | *Commissioner* |
| Komisaris | Himawan Arief Sugoto | *Commissioner* |
| Komisaris | Mohamad Yusuf Permana* | *Commissioner* |

* Diangkat sebagai anggota Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Luar Biasa Perseroan tanggal 11 Januari 2023 dan telah efektif pada tanggal 07 Juni 2023 berdasarkan Keputusan Dewan Komisioner OJK No. KEPR-46/D.03/2023 tanggal 07 Juni 2023.

** Berakhir masa jabatan tanggal 12 Agustus 2023 karena meninggal dunia.

* *Appointed as a member of Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk based on the Annual General Meeting of Shareholders dated January 11, 2023 and has been effective on June 7, 2023 based on Financial Service Authority's Decision No. KEPR-46/D.03/2023 dated June 7, 2023.*

** *Ends of term of positions on August 12, 2023 due to passed away.*

## 1. UMUM (lanjutan)

### i. Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Komite Audit dan Karyawan (lanjutan)

Berdasarkan Rapat Umum Pemegang Saham Tahunan (RUPST) Bank tanggal 2 Maret 2022, dengan berita acara No. 04 yang dibuat oleh Notaris Ashoya Ratam, SH., MKn, susunan Dewan Komisaris Bank adalah sebagai berikut:

## *1. GENERAL (continued)*

### *i. Boards of Commissioners, Directors, Sharia Supervisory Board, Audit Committee and Employees (continued)*

*Based on the Bank's The Annual General Meeting of Shareholders held on March 2, 2022, as stated under the notarial No. 04 by Notary Ashoya Ratam, SH., MKn, the composition of the Bank's Board of Commissioners are as follows:*

| **31 Desember 2022** | | ***December 31, 2022*** |
|---|---|---|
| Komisaris Utama/Independen | Chandra M. Hamzah | *President/Independent Commissioner* |
| Wakil Komisaris Utama/Independen | Iqbal Latanro | *Vice President/Independent Commissioner* |
| Komisaris | Heru Budi Hartono**** | *Commissioner* |
| Komisaris | Andin Hadiyanto | *Commissioner* |
| Komisaris | Herry Trisaputra Zuna*** | *Commissioner* |
| Komisaris | Himawan Arief Sugoto** | *Commissioner* |
| Komisaris Independen | Armand Bachtiar Arief | *Independent Commissioner* |
| Komisaris Independen | Ahdi Jumhari Luddin | *Independent Commissioner* |
| Komisaris Independen | Sentot A. Sentausa* | *Independent Commissioner* |

* Diangkat sebagai Anggota Komisaris PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 2 Maret 2022 dan telah efektif pada tanggal 8 Agustus 2022 berdasarkan Keputusan Dewan Komisioner OJK No. 31/KDK.03/2022 tanggal 8 Agustus 2022.

** Diangkat sebagai Anggota Komisaris PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 2 Maret 2022 dan telah efektif pada tanggal 3 Oktober 2022 berdasarkan Keputusan Dewan Komisioner OJK No. KEP-149/D.03/2022 tanggal 3 Oktober 2022.

*** Diangkat sebagai Anggota Komisaris PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 2 Maret 2022 dan telah efektif pada tanggal 11 Oktober 2022 berdasarkan Keputusan Dewan Komisioner OJK No. KEP-162/D.03/2022 tanggal 11 Oktober 2022.

****Berdasarkan Surat Perseroan No. 582/DIR/CSD/X/2022 perihal Laporan Informasi atau Fakta Material tertanggal 14 Oktober 2022, masa jabatan Heru Budi Hartono selaku anggota Dewan Komisaris Perseroan berakhir sejak pelantikan dirinya menjadi Penjabat Gubernur Daerah Khusus Ibukota Jakarta pada tanggal 17 Oktober 2022. Sehubungan dengan berakhirnya masa jabatan Heru Budi Hartono tersebut, Perseroan akan menyelenggarakan Rapat Umum Pemegang Saham untuk memenuhi ketentuan peraturan perundang-undangan dan anggaran dasar Perseroan.

* *Appointed as the Board of Commissioner of PT Bank Tabungan Negara (Persero) Tbk, based on the Annual General Meeting of Shareholder dated March 2, 2022 and has been effective on August 8, 2022 based on Financial Service Authority's Decision No. 31/KDK.03/2022 dated August 8, 2022.*

** *Appointed as the Board of Commissioner of PT Bank Tabungan Negara (Persero) Tbk, based on the Annual General Meeting of Shareholder dated March 2, 2022 and has been effective on October 3, 2022 based on Financial Service Authority's Decision No. KEP-149/D.03/2022 dated October 3, 2022.*

*** *Appointed as the Board of Commissioner of PT Bank Tabungan Negara (Persero) Tbk, based on the Annual General Meeting of Shareholder dated March 2, 2022 and has been effective on October 11, 2022 based on Financial Service Authority's Decision No. KEP-162/D.03/2022 dated October 11, 2022.*

**** *Based on Company Letter No. 582/DIR/CSD/X/2022 regarding Report on Material Information or Facts dated October 14, 2022, Heru Budi Hartono's term of office as a member of the Company's Board of Commissioners ended since his inauguration as Acting Governor of the Special Capital Region of Jakarta on October 17, 2022. In connection with the expiration of Heru Budi Hartono, the Company will hold a General Meeting of Shareholders to comply with the provisions of the laws and regulations and the Company's articles of association.*

## 1. UMUM (lanjutan)

### i. Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Komite Audit dan Karyawan (lanjutan)

Berdasarkan Rapat Umum Pemegang Saham Tahunan (RUPST) Bank tanggal 16 Maret 2023, dengan berita acara No. 16 yang dibuat oleh Notaris Ashoya Ratam, SH., MKn, susunan Direksi Bank adalah sebagai berikut:

| **31 Desember 2023** | | |
|---|---|---|
| Direktur Utama | Nixon Lambok Pahotan Napitupulu* | |
| Wakil Direktur Utama | Oni Febriarto Rahardjo** | |
| Direktur *IT and Digital* | Andi Nirwoto | |
| Direktur *Assets Management* | Elisabeth Novie Riswanti | |
| Direktur *Distribution and Funding* | Jasmin | |
| Direktur *Risk Management* | Setiyo Wibowo | |
| Direktur *Consumer* | Hirwandi Gafar | |
| Direktur *Finance* | Nofry Rony Poetra | |
| Direktur *Human Capital, Compliance and Legal* | Eko Waluyo | |
| Direktur *Institutional Banking* | Hakim Putratama*** | |

* Menerima pengalihan tugas sebagai Direktur Utama PT Bank Tabungan Negara (Persero) Tbk, berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 16 Maret 2023 dan telah efektif pada tanggal 07 Juni 2023 berdasarkan Keputusan Dewan Komisioner OJK No. KEPR-44/D.03/2023 tanggal 07 Juni 2023.

** Diangkat sebagai Wakil Direktur Utama PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 16 Maret 2023 dan telah efektif pada tanggal 07 Juni 2023 berdasarkan Keputusan Dewan Komisioner OJK No. KEPR-45/D.03/2023 tanggal 07 Juni 2023.

*** Diangkat sebagai anggota Direksi PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 16 Maret 2023 dan telah efektif pada tanggal 26 Juli 2023 berdasarkan Keputusan Dewan Komisioner OJK No. KEPR-83/D.03/2023 tanggal 26 Juli 2023.

## *1. GENERAL (continued)*

### *i. Boards of Commissioners, Directors, Sharia Supervisory Board, Audit Committee and Employees (continued)*

*Based on the Bank's The Annual General Meeting of Shareholders held on March 16, 2023, as stated under the notarial No. 16 by Notary Ashoya Ratam, SH., MKn, the composition of the Bank's Board of Directors are as follows:*

| ***December 31, 2023*** | | |
|---|---|---|
| *President Director* | Nixon Lambok Pahotan Napitupulu* | |
| *Vice President Director* | Oni Febriarto Rahardjo** | |
| *Director of IT and Digital* | Andi Nirwoto | |
| *Director of Assets Management* | Elisabeth Novie Riswanti | |
| *Director of Distribution and Funding* | Jasmin | |
| *Director of Risk Management* | Setiyo Wibowo | |
| *Director of Consumer* | Hirwandi Gafar | |
| *Director Finance* | Nofry Rony Poetra | |
| *Director of Human Capital, Compliance and Legal* | Eko Waluyo | |
| *Director of Institutional Banking* | Hakim Putratama*** | |

** Receive assignment transfer as President Director of The Borad of Directors of PT Bank Tabungan Negara (Persero) Tbk based on the Annual General Meeting of Shareholders dated March 16, 2023 and has been effective on June 7, 2023 based on Financial Service Authority's Decision No. KEPR-44/D.03/2023 dated June 7, 2023.*

*** Appointed as Vice President Director of PT Bank Tabungan Negara (Persero) Tbk based on the Annual General Meeting of Shareholders dated March 16, 2023 and has been effective on June 7, 2023 based on Financial Service Authority's Decision No. KEPR-45/D.03/2023 dated June 7, 2023.*

**** Appointed as a member of Board of Directors of PT Bank Tabungan Negara (Persero) Tbk based on the Annual General Meeting of Shareholders dated March 16, 2023 and has been effective on July 26, 2023 based on Financial Service Authority's Decision No. KEPR-83/D.03/2023 dated July 26, 2023.*

Berdasarkan Rapat Umum Pemegang Saham Tahunan (RUPST) Bank tanggal 2 Maret 2022, dengan berita acara No. 04 yang dibuat oleh Notaris Ashoya Ratam, SH., MKn, susunan Direksi Bank adalah sebagai berikut:

*Based on the Bank's The Annual General Meeting of Shareholders held on March 2, 2022, as stated under the notarial No. 04 by Notary Ashoya Ratam, SH., MKn, the composition of the Bank's Board of Directors are as follows:*

| **31 Desember 2022** | | ***December 31, 2022*** |
|---|---|---|
| Direktur Utama | Haru Koesmahargyo* | *President Director* |
| Wakil Direktur Utama | Nixon Lambok Pahotan Napitupulu | *Vice President Director* |
| Direktur *Consumer* | Hirwandi Gafar | *Director of Consumer* |
| Direktur *Finance* | Nofry Rony Poetra | *Director of Finance* |
| Direktur *Human Capital, Compliance and Legal* | Eko Waluyo | *Director of Human Capital, Compliance and Legal* |
| Direktur *Assets Management* | Elisabeth Novie Riswanti | *Director of Assets Management* |
| Direktur *IT and Digital* | Andi Nirwoto | *Director of IT and Digital* |
| Direktur *Distribution and Funding* | Jasmin | *Director of Distribution and Funding* |
| Direktur *Risk Management* | Setiyo Wibowo | *Director of Risk Management* |

* Berdasarkan Risalah Rapat Umum Pemegang Saham Tahunan dengan Akta nomor 16 tertanggal 16 Maret 2023, perseroan memberhentikan dengan hormat Haru Koesmahargyo selaku Direktur Utama Perseroan.

** Based on Annual General Meeting of Shareholders with notarial deed number 16 dated March 16, 2023, the company terminate with honor Haru Koesmahargyo as President Director.*

## 1. UMUM (lanjutan)

### i. Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Komite Audit dan Karyawan (lanjutan)

Gaji dan kompensasi lainnya yang dibayarkan kepada dewan komisaris adalah sebesar Rp64.480 dan Rp51.960 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 (Catatan 43b). Gaji dan kompensasi lainnya yang dibayarkan kepada direksi adalah sebesar Rp161.529 dan Rp131.671 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 (Catatan 43b).

Sekretaris Perusahaan dan Kepala Divisi Audit Internal Bank adalah sebagai berikut:

**31 Desember 2023**

| | | |
|---|---|---|
| Sekretaris Perusahaan | Ramon Armando* | |
| Kepala Divisi Audit Internal | Hendratno Tri Wibowo | |

* Diangkat berdasarkan Surat Keputusan Direksi Bank No. 231/DIR/2023 tanggal 14 April 2023 dan bertindak sebagai pejabat sejak tanggal 14 April 2023.

**31 Desember 2022**

| | | |
|---|---|---|
| Sekretaris Perusahaan | Achmad Chaerul* | |
| Kepala Divisi Audit Internal | Hendratno Tri Wibowo** | |

* Diangkat berdasarkan Surat Keputusan Direksi Bank No. 711/DIR/2022 tanggal 7 Juli 2022 dan bertindak sebagai pejabat sejak tanggal 11 Juli 2022.

** Diangkat berdasarkan Surat Keputusan Direksi Bank No. 642/DIR/2021 tanggal 26 Juli 2021 dan bertindak sebagai pejabat sejak tanggal 26 Juli 2021.

Susunan Dewan Pengawas Syariah Bank, Rapat Umum Pemegang Saham Tahunan (RUPST) Bank tanggal 16 Maret 2023, dengan berita acara No. 16 yang dibuat oleh Notaris Ashoya Ratam, SH., MKn adalah sebagai berikut:

**31 Desember 2023**

| | | |
|---|---|---|
| Ketua | M. Quraish Shihab | |
| Anggota | Mohammad Bagus Teguh Perwira | |
| Anggota | Muhammad Faiz* | |

* Diangkat sebagai anggota Dewan Pengawas Syariah PT Bank Tabungan Negara (Persero) Tbk berdasarkan hasil keputusan RUPS Tahunan Perseroan tanggal 16 Maret 2023, telah memperoleh persetujuan OJK pada tanggal 18 Oktober 2023 berdasarkan Surat OJK No. S-267/PB.02/2023 tanggal 18 Oktober 2023 dan efektif sejak persetujuan Dewan Komisaris tanggal 29 November 2023 berdasarkan Surat Dewan Komisaris PT Bank Tabungan Negara (Persero) Tbk No. 144/KOM/BTN/XI/2023 tanggal 29 November 2023.

## *1. GENERAL (continued)*

### *i. Boards of Commissioners, Directors, Sharia Supervisory Board, Audit Committee and Employees (continued)*

*Salaries and other compensation benefits paid to the Board of Commissioners of the Bank amounted to Rp64,480 and Rp51,960 for the years ended December 31, 2023, and 2022, respectively (Note 43b). Salaries and other compensation benefits paid to the Board of Directors of the Bank amounted to Rp161,529 and Rp131,671 for the years ended December 31, 2023, and 2022, respectively (Note 43b).*

*The Bank's Corporate Secretary and the Head of Internal Audit Division are as follows:*

***December 31, 2023***

| | | |
|---|---|---|
| *Corporate Secretary* | Ramon Armando* | |
| *Head of Internal Audit Division* | Hendratno Tri Wibowo | |

** Appointed based on the Bank's Board of Directors' Decision Letter No. 231/DIR/2023 dated April 14, 2023 and Head of Corporate Secretary Division since April 14, 2023.*

***December 31, 2022***

| | | |
|---|---|---|
| *Corporate Secretary* | Achmad Chaerul* | |
| *Head of Internal Audit Division* | Hendratno Tri Wibowo** | |

** Appointed based on the Bank's Board of Directors' Decision Letter No. 711/DIR/2022 dated July 7, 2022 and Head of Corporate Secretary Division since July 11, 2022.*

*** Appointed based on the Bank's Board of Directors' Decision Letter No.* 642/DIR/2021 *dated July 26, 2021 and as the Acting Task of Internal Audit Division Head since July 26, 2021.*

*The composition of the Bank's Sharia Supervisory Board based on the Bank's The Annual General Meeting of Shareholders held on March 16, 2023, as stated under the notarial No. 16 by Notary Ashoya Ratam, SH., MKn are as follows:*

***December 31, 2023***

| | | |
|---|---|---|
| *Chairman* | M. Quraish Shihab | |
| *Member* | Mohammad Bagus Teguh Perwira | |
| *Member* | Muhammad Faiz* | |

** Appointed as a member of the Sharia Supervisory Board of PT Bank Tabungan Negara (Persero) Tbk based on the results of the Company's Annual GMS decision on March 16, 2023, having obtained OJK approval on October 18, 2023, based on OJK Letter No. S-267/PB.02/2023 dated October 18, 2023, and effective since the approval of the Board of Commissioners on November 29, 2023, based on the Letter of the Board of Commissioners of PT Bank Tabungan Negara (Persero) Tbk No. 144/KOM/BTN/XI/2023 dated November 29, 2023.*

## 1. UMUM (lanjutan)

### i. Dewan Komisaris, Direksi, Dewan Pengawas Syariah, Komite Audit dan Karyawan (lanjutan)

Susunan Dewan Pengawas Syariah Bank berdasarkan Rapat Umum Pemegang Saham Tahunan (RUPST) Bank tanggal 2 Maret 2022, dengan berita acara No. 4 yang dibuat oleh Notaris Ashoya Ratam, SH., MKn adalah sebagai berikut:

## *1. GENERAL (continued)*

### *i. Boards of Commissioners, Directors, Sharia Supervisory Board, Audit Committee and Employees (continued)*

*The composition of the Bank's Sharia Supervisory Board based on the Bank's The Annual General Meeting of Shareholders held on March 2, 2022, as stated under the notarial No. 4 by Notary Ashoya Ratam, SH., MKn are as follows:*

| **31 Desember 2022** | | ***December 31, 2022*** |
|---|---|---|
| Ketua | M. Quraish Shihab | *Chairman* |
| Anggota | Mohamad Hidayat* | *Member* |
| Anggota | Mohammad Bagus Tegus Perwira | *Member* |

* Berdasarkan Risalah Rapat Umum Pemegang Saham Tahunan dengan Akta nomor 16 tertanggal 16 Maret 2023, perseroan memberhentikan dengan hormat Mohamad Hidayat selaku Anggota Dewan Pengawas Syariah Perseroan.

** Based on Annual General Meeting of Shareholders with notarial deed number 16 dated March 16, 2023, the company terminate with honor Mohamad Hidayat as Member of Sharia Supervisory Board.*

Susunan Anggota Komite Audit Bank berdasarkan Surat Dewan Komisaris No. 101/KOM/BTN/VIII/2023 tanggal 14 Agustus 2023 adalah sebagai berikut:

*The composition of the Bank's Audit Committee, based on the Bank's Board of Commissioners' Decision No. 101/KOM/BTN/VIII/2023 dated August 14, 2023 are as follows:*

| **31 Desember 2023** | | ***December 31, 2023*** |
|---|---|---|
| Ketua merangkap anggota | Iqbal Latanro | *Chairman concurrently as a Member* |
| Anggota | Sentot A. Sentausa | *Member* |
| Anggota | Andin Hadiyanto | *Member* |
| Anggota | Peter Eko Budi Darwito | *Member* |
| Anggota | Endang A.Suprijatna | *Member* |

Susunan Anggota Komite Audit Bank berdasarkan Surat Dewan Komisaris No. 111/KOM/BTN/XI/2022 tanggal 16 November 2022 adalah sebagai berikut:

*The composition of the Bank's Audit Committee, based on the Bank's Board of Commissioners' Decision No. 111/KOM/BTN/XI/2022 dated November 16, 2022 are as follows:*

| **31 Desember 2022** | | ***December 31, 2022*** |
|---|---|---|
| Ketua merangkap anggota | Iqbal Latanro | *Chairman concurrently as a Member* |
| Anggota | Ahdi Jumhari Luddin | *Member* |
| Anggota | Andin Hadiyanto | *Member* |
| Anggota | Sentot A. Sentausa* | *Member* |
| Anggota | Adi Prakoso | *Member* |
| Anggota | Peter Eko Budi Darwito** | *Member* |

* Diangkat sebagai anggota Komite Audit PT Bank Tabungan Negara (Persero) Tbk berdasarkan Surat Keputusan Dewan Komisaris Bank No. 03/KOM/BTN/2022 tanggal 17 Maret 2022 dan berlaku efektif berdasarkan Surat OJK Nomor 31/KDK.03/2022 tertanggal 8 Agustus 2022.

** Diperpanjang masa jabatan sebagai anggota Komite Audit PT Bank Tabungan Negara (Persero) Tbk berdasarkan Surat Keputusan Dewan Komisaris Bank No. 108/KOM/BTN/XI/2022 tanggal 9 November 2022

** Appointed as a member of the Bank's Audit Committee PT Bank Tabungan Negara (Persero) Tbk based on the Board of Commissioners Decision Letter No. 03/KOM/BTN/2022 dated March 17, 2022 and effective based on OJK Letter Number 31/KDK.03/2022 dated August 8, 2022.*

*** Appointed as a member of the Bank's Audit Committee PT Bank Tabungan Negara (Persero) Tbk based on the Board of Commissioners Decision Letter No. 108/KOM/BTN/XI/2022 dated November 9, 2022*

Berdasarkan ketentuan internal Bank, manajemen kunci Bank cakupannya adalah Dewan Komisaris, Komite Audit, Direksi, Kepala Kantor Wilayah, Kepala Divisi, dan Kepala Cabang. Jumlah karyawan tetap Bank pada tanggal 31 Desember 2023 dan 2022 masing-masing adalah 11.270 dan 10.711 orang.

*Based on the Bank's internal policy, key management consists of Board of Commissioners, Audit Committee, Board of Directors, Regional Office Head, Division Head, and Branch Manager. The Bank has permanent employees as of December 31, 2023 and 2022 of 11,270 and 10,711 employees, respectively.*

## 2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN

### a. Dasar Penyajian Laporan Keuangan

**Pernyataan Kepatuhan**

Laporan keuangan pada tanggal dan untuk tahun yang berakhir pada tanggal-tanggal 31 December 2023 dan 2022 disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia dan peraturan Bapepam-LK No. VIII.G.7 lampiran keputusan Ketua Bapepam-LK No. KEP-347/BL/2012 tanggal 25 Juni 2012 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik".

Laporan keuangan disusun sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) No.1 (Amandemen 2019), "Penyajian Laporan Keuangan".

Laporan keuangan unit syariah Bank yang didasarkan pada prinsip syariah disajikan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) No. 101 (Revisi 2020) tentang "Penyajian Laporan Keuangan Syariah", PSAK No. 102 (Revisi 2020) tentang "Akuntansi *Murabahah*", PSAK No. 104 tentang "Akuntansi *Istishna*", PSAK No. 105 tentang "Akuntansi *Mudharabah*", PSAK No. 106 (Revisi 2020) tentang "Akuntansi *Musyarakah*" dan PSAK No. 107 tentang "Akuntansi *Ijarah*" yang menggantikan PSAK No. 59 tentang "Akuntansi Perbankan Syariah" yang berkaitan dengan pengakuan, pengukuran, penyajian dan pengungkapan untuk topik tersebut, PSAK No. 110 (Revisi 2020) tentang "Akuntansi *Sukuk*", PSAK No. 111 tentang "Akuntansi *Wa'd*" dan PSAK lain selama tidak bertentangan dengan prinsip syariah dan Pedoman Akuntansi Perbankan Syariah Indonesia (PAPSI) (revisi 2013).

Laporan keuangan telah disajikan berdasarkan nilai historis, kecuali untuk beberapa akun yang dinilai menggunakan dasar pengukuran lain sebagaimana dijelaskan pada kebijakan akuntansi dari akun tersebut. Laporan keuangan disusun dengan dasar akrual, kecuali pendapatan dari *istishna* dan bagi hasil dari pembiayaan *mudharabah* dan *musyarakah* serta laporan arus kas.

## *2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES*

### *a. Basis of Preparation of the Financial Statements*

***Statement of Compliance***

*The financial statements as of and for the year ended December 31, 2023 and 2022 were prepared and presented in accordance with Indonesian Financial Accounting Standards, which includes the Statements and Interpretations issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants and Bapepam-LK's Regulation No. VIII.G.7, Appendix of the Decision of the Chairman of Bapepam-LK No. KEP-347/BL/2012 dated June 25, 2012 regarding the "Guidelines on Financial Statements Presentations and Disclosures for Issuers or Public Companies".*

*The Financial Statements is presented in conformity with the Statement of Financial Accounting Standards ("SFAS") No.1 (Amendment 2019), "Presentation of Financial Statements".*

*The financial statements of the Bank's sharia unit have been presented in conformity with the Statement of Financial Accounting Standards ("SFAS") No. 101 (Revised 2020) on "Sharia Financial Statements Presentation", SFAS No. 102 (Revised 2020) on "Accounting for Murabahah", SFAS No. 104 on "Accounting for Istishna", SFAS No. 105 on "Accounting for Mudharabah", SFAS No. 106 (Revised 2020) on "Accounting for Musyarakah" and SFAS No. 107 on "Accounting for Ijarah", which supersede SFAS No. 59 on "Accounting for Sharia Banking" associated with recognition, measurement, presentation and disclosure for the respective topics, SFAS No. 110 (Revised 2020) on "Accounting for Sukuk", SFAS No. 111 on "Accounting for Wa'd" and other SFAS, as long as not contradict with sharia principles and the Indonesia Sharia Banking Accounting Guidelines (PAPSI) (revised 2013).*

*The Financial Statements have been prepared on a historical cost basis, except for some accounts that were assessed using another measurement basis as explained in the accounting policies of the account. The Financial Statements have been prepared on accrual basis, except for the revenue from istishna and the profit sharing from the mudharabah and musyarakah financing and the statement of cash flow.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**a. Dasar Penyajian Laporan Keuangan (lanjutan)**

**Pernyataan Kepatuhan (lanjutan)**

Laporan arus kas disusun menggunakan metode langsung dan arus kas dikelompokkan atas dasar aktivitas operasi, investasi dan pendanaan. Kas dan setara kas terdiri dari kas, giro pada Bank Indonesia dan giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, Sertifikat Bank Indonesia dan Sertifikat Deposito Bank Indonesia, yang jatuh tempo dalam waktu 3 (tiga) bulan sejak tanggal perolehan, sepanjang tidak digunakan sebagai jaminan atas pinjaman yang diterima serta tidak dibatasi penggunaannya.

Mata uang penyajian yang digunakan dalam laporan keuangan adalah Rupiah (Rp), yang merupakan mata uang fungsional Bank. Angka-angka yang disajikan dalam laporan keuangan, kecuali dinyatakan lain dibulatkan dalam jutaan Rupiah.

Berdasarkan PSAK No. 51 (Revisi 2003) tentang "Akuntansi Kuasi-Reorganisasi", kuasi-reorganisasi merupakan prosedur akuntansi yang mengatur perusahaan merestrukturisasi ekuitasnya dengan menghilangkan defisit dan menilai kembali seluruh aset dan liabilitasnya berdasarkan nilai wajar. Dengan kuasi-reorganisasi, perusahaan mendapatkan awal yang baik (*fresh start*) dengan laporan posisi keuangan yang menunjukkan nilai sekarang dan tanpa dibebani defisit karena defisit dieliminasikan menjadi nihil.

**b. Perubahan Kebijakan Akuntansi**

Pada tanggal 1 Januari 2023, terdapat standar baru dan penyesuaian atau amendemen terhadap beberapa standar yang masih berlaku dan berlaku efektif sejak tanggal tersebut yaitu sebagai berikut:

a. Amendemen PSAK No. 1, "Penyajian Laporan Keuangan" tentang pengungkapan kebijakan akuntansi yang mengubah istilah "signifikan" menjadi "material" dan memberi penjelasan mengenai kebijakan akuntansi material";

b. Amandemen PSAK No.1, "Penyajian Laporan Keuangan" tentang klasifikasi liabilitas;

c. Amandemen PSAK No. 25, "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan" tentang definisi "estimasi akuntansi" dan penjelasannya;

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***a. Basis of Preparation of the Financial Statements (continued)***

***Statement of Compliance (continued)***

*The statement of cash flows has been prepared using direct method and the cash flows have been classified on the basis of operating, investing and financing activities. Cash and cash equivalents consist of cash, current accounts with Bank Indonesia and current accounts with other banks, placements with Bank Indonesia and other banks, Bank Indonesia Certificates and Deposits Certificates of Bank Indonesia maturing within 3 (three) months or less from the acquisition date provided they are neither pledged as collateral for borrowings nor restricted.*

*The presentation currency used in the financial statements is the Indonesian Rupiah (Rp), which is the Bank's functional currency. Unless otherwise stated, all figures presented in the financial statement are rounded off to millions of Rupiah.*

*Based on SFAS No. 51 (Revised 2003), "Accounting for Quasi-Reorganization", a quasi-reorganization is an accounting procedure that enables a company to restructure its equity by eliminating its deficit and revaluating all its assets and liabilities based on their fair values. Under a quasi-reorganization, a company will have a fresh start with its statement of financial position showing figures that represent present values and without the burden of a deficit because the deficit has been eliminated to nil.*

***b. Changes in Accounting Policy***

*On January 1, 2023, there were new standards and adjustments or amendments for several prevailing standards and effective since that date, as follows:*

*a. Amendment of SFAS No. 1, "Presentation of Financial Statements" regarding disclosure of accounting policies that change the term "significant" to "material" and provide explanations of material accounting policies",*

*b. Amendment of SFAS No.1, "Presentation of Financial Statements" regarding classification of liabilities;*

*c. Amendment of SFAS No. 25, "Accounting Policies, Changes in Accounting Estimates and Errors" regarding the definition of "accounting estimates" and their explanations;*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**b. Perubahan Kebijakan Akuntansi (lanjutan)**

d. Amandemen PSAK No. 16, "Aset Tetap" tentang hasil sebelum penggunaan yang diintensikan;

e. Amandemen PSAK No. 46, "Pajak Penghasilan" tentang Pajak Tangguhan terkait Aset dan Liabilitas yang timbul dari Transaksi Tunggal yang diadopsi dari Amendemen IAS 12 *Income Taxes* tentang *Deffered Tax related to Assets and Liabilities arising from a Single Transaction*, dan

f. Amendemen PSAK No. 107, "Akuntansi Ijarah";

g. Amendemen PSAK 73: "Sewa" terkait liabilitas sewa pada transaksi jual dan sewa-balik.

Implementasi dari standar-standar tersebut tidak menghasilkan perubahan substansial terhadap kebijakan akuntansi Bank dan tidak memiliki dampak yang material terhadap laporan keuangan konsolidasian di tahun berjalan atau tahun sebelumnya.

**c. Kuasi-Reorganisasi**

Berdasarkan PSAK No. 51 (Revisi 2003) tentang "Akuntansi Kuasi-Reorganisasi", kuasi-reorganisasi merupakan prosedur akuntansi yang mengatur perusahaan merestrukturisasi ekuitasnya dengan menghilangkan defisit dan menilai kembali seluruh aset dan liabilitasnya berdasarkan nilai wajar. Dengan kuasi-reorganisasi, perusahaan mendapatkan awal yang baik (*fresh start*) dengan laporan posisi keuangan yang menunjukkan nilai sekarang dan tanpa dibebani defisit karena defisit dieliminasikan menjadi nihil.

Estimasi nilai wajar aset dan liabilitas dalam rangka kuasi-reorganisasi ditentukan berdasarkan informasi terbaik sesuai dengan karakteristik aset dan liabilitas yang bersangkutan atau nilai pasar aset dan liabilitas yang bersangkutan. Apabila nilai pasar tidak tersedia, estimasi nilai wajar dilakukan dengan mempertimbangkan harga aset sejenis, estimasi nilai sekarang atau arus kas yang didiskontokan. Untuk aset dan liabilitas tertentu, penilaian dilakukan sesuai PSAK terkait.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***b. Changes in Accounting Policy (continued)***

*d. Amendment of SFAS No. 16, "Fixed Assets" regarding proceeds before intended use;*

*e. Amendment of SFAS No.46, "Income Tax" on Deferred Tax related to Assets and Liabilities arising from a Single Transaction which adopted from Amended IAS 12 Income Taxes on Deferred Tax related to Assets and Liabilities arising from a Single Transaction; and*

*f. Amendment of SFAS No. 107, "Ijarah Accounting";*

*g. Amendment of SFAS 73: "Leases" regarding lease liabilities in sale-and-lease back transaction.*

*The implementation of the above standards did not result in substantial changes to the Bank's accounting policies and had no material impact to the consolidated financial statements for current or prior financial years.*

***c. Quasi-Reorganization***

*Based on SFAS No. 51 (Revised 2003), "Accounting for Quasi-Reorganization", a quasi-reorganization is an accounting procedure that enables a company to restructure its equity by eliminating its deficit and revaluating all its assets and liabilities based on their fair values. Under a quasi-reorganization, a company will have a fresh start with its statement of financial position showing figures that represent present values and without the burden of a deficit because the deficit has been eliminated.*

*The fair value estimate for assets and liabilities under a quasi-reorganization is determined based on the best available information according to the characteristics of the related assets and liabilities or the market value for the related assets and liabilities. If the market value is not available, the fair value estimation is conducted by considering the value of similar assets, present value estimation, or discounted cash flows. For certain assets and liabilities, the valuation is conducted according to the related SFAS.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**d. Transaksi dengan pihak-pihak berelasi**

Dalam menjalankan usahanya, Bank melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam PSAK No. 7 tentang "Pengungkapan Pihak-pihak Berelasi".

Suatu pihak dianggap berelasi dengan Bank jika:

a) Suatu pihak yang secara langsung, atau tidak langsung yang melalui satu atau lebih perantara, suatu pihak (i) mengendalikan, atau dikendalikan oleh, atau berada di bawah pengendalian bersama, dengan Bank; (ii) memiliki pengaruh signifikan atas Bank; atau (iii) memiliki pengendalian bersama atas Bank;

b) Suatu pihak yang berada dalam kelompok usaha yang sama dengan Bank;

c) Suatu pihak yang merupakan ventura bersama di mana Bank sebagai *venturer*;

d) Suatu pihak adalah anggota dari personil manajemen kunci Bank;

e) Suatu pihak adalah anggota keluarga dekat dari individu yang diuraikan dalam butir (a) atau (d);

f) Suatu pihak adalah suatu program imbalan pasca kerja untuk imbalan kerja dari Bank atau entitas terkait Bank;

g) Suatu pihak adalah entitas yang dikendalikan, dikendalikan bersama atau dipengaruhi signifikan oleh beberapa entitas, langsung maupun tidak langsung, individu seperti diuraikan dalam butir (d) atau (e).

Transaksi dengan pihak-pihak berelasi dilakukan dengan syarat dan kondisi yang disetujui oleh kedua belah pihak dimana persyaratan tersebut mungkin tidak sama dengan transaksi yang dilakukan dengan pihak ketiga. Seluruh transaksi dan saldo yang material dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan yang relevan dan rinciannya telah disajikan dalam Catatan 43 atas laporan keuangan. Selanjutnya, saldo dan transaksi yang material antara Bank dan Pemerintah Negara Republik Indonesia (RI) dan entitas lain yang berelasi dengan Bank diungkapkan juga pada Catatan 43.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***d. Transactions with related parties***

*In the normal course of its business, the Bank enters into transactions with related parties which are defined under SFAS No. 7, "Related Party Disclosures".*

*The Bank considers the following as its related parties:*

*a) A person who, directly or indirectly through one or more intermediaries, (i) controls, or is controlled by, or under common control with the Bank; (ii) has significant influence over the Bank; or (iii) has joint control over the Bank;*

*b) An entity which is a member of the same group as the Bank;*

*c) An entity which is a joint venture of a third party in which the Bank has ventured in;*

*d) A member of key management personnel of the Bank;*

*e) A close family member of the person described in clause (a) or (d);*

*f) An entity which is a post-employment benefit plan for the benefit of employees of either the Bank or an entity related to the Bank;*

*g) An entity that is controlled, jointly controlled or significantly influenced, directly or indirectly by the person described in clause (d) or (e).*

*Transactions with related parties are made on the term and conditions agreed by both parties where such terms may not be the same as transactions undertaken with third parties. All material transactions and balances with related parties are disclosed in the relevant notes to the financial statements and the details have been presented in Note 43 of the financial statements. Furthermore, material transactions and balances between the Bank and the Government of the Republic of Indonesia (RI) and other entities related to the Bank are also disclosed in Note 43.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan**

Aset keuangan Bank terdiri dari kas, giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain, efek-efek, obligasi Pemerintah, efek-efek yang dibeli dengan janji dijual kembali, tagihan derivatif, tagihan akseptasi, penyertaan saham, kredit yang diberikan dan pembiayaan/piutang syariah, bunga yang masih akan diterima dan aset lain-lain (tagihan kepada pihak ketiga).

Liabilitas keuangan Bank terdiri dari liabilitas segera, simpanan dari nasabah, simpanan dari bank lain, surat-surat berharga yang diterbitkan, liabilitas derivatif, liabilitas akseptasi, pinjaman yang diterima, pinjaman subordinasi, efek-efek yang dijual dengan janji dibeli kembali, bunga yang masih harus dibayar dan liabilitas lain-lain (setoran jaminan dan dana jaminan pengembang).

(i) Klasifikasi

Bank mengklasifikasikan aset keuangan berdasarkan kategori sebagai berikut pada saat pengakuan awal:

- Aset keuangan yang diukur pada nilai wajar melalui laba rugi;
- Aset keuangan yang diukur pada biaya perolehan diamortisasi;
- Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (FVTOCI).

Aset keuangan diklasifikasikan menjadi kategori tersebut di atas berdasarkan model bisnis dimana aset keuangan tersebut dimiliki, dan karakteristik arus kas kontraktualnya.

Model bisnis merefleksikan bagaimana kelompok aset keuangan dikelola untuk mencapai tujuan bisnis tertentu.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities***

*The Bank's financial assets consist of cash, current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks, securities, government bonds, securities purchased under agreement to resell, derivatives receivable, acceptance receivable, investment in shares, loans and sharia financing/receivables, interest receivable and other assets (third party receivables).*

*The Bank's financial liabilities consist of liabilities due immediately, deposits from customers, deposits from other banks, securities issued, derivatives payable, acceptance payable, fund borrowings, subordinated loan, securities sold under repurchase agreements, interest payable and other liabilities (guarantee deposits and developers' security deposits).*

*(i) Classification*

*The Bank classified its financial assets in the following categories on initial recognition:*

- *Financial assets held at fair value through profit or loss (FVTPL);*
- *Financial assets held at amortized cost;*
- *Financial assets held at fair value through other comprehensive income (FVTOCI).*

*Financial assets are classified into these categories based on the business model within which they are held, and their contractual cash flow characteristics.*

*The business model reflects how groups of financial assets are managed to achieve a particular business objective.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(i) Klasifikasi (lanjutan)

Bank melakukan pengujian karakteristik arus kas kontraktual dari aset keuangan yang dikelola untuk mengetahui karakteristik arus kas kontraktual berasal hanya dari pembayaran pokok dan bunga dari jumlah pokok terutang (*Solely Payment of Principal and Interest* atau Pass SPPI) yang konsisten dengan pengaturan pinjaman dasar (*Basic Lending Agreement*). Dalam melakukan penilaian, Bank mempertimbangkan:

- Imbalan untuk nilai waktu dari uang;
- *Leverage;*
- Variabilitas pada waktu dan jumlah arus kas;
- Instrumen yang terkait secara kontraktual;
- Pembayaran dipercepat;
- Ketentuan kontrak tidak sah dan *de minimis*

Aset keuangan diukur pada biaya perolehan amortisasi jika kedua kondisi berikut terpenuhi:
- Aset keuangan yang dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual; dan
- Arus kas kontraktual tersebut semata dari pembayaran pokok dan bunga (SPPI).

Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain (FVTOCI) jika kedua kondisi berikut terpenuhi:
- Aset keuangan yang dikelola untuk mendapatkan arus kas kontraktual dan menjual aset keuangan; dan
- Arus kas kontraktual tersebut semata dari pembayaran pokok dan bunga (SPPI).

Aset keuangan diklasifikasikan pada nilai wajar melalui laba rugi (FVTPL) jika tidak memenuhi kondisi yang disyaratkan untuk diukur pada biaya perolehan amortisasi atau nilai wajar melalui penghasilan komprehensif lain.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(i) Classification (continued)*

*The Bank assess the contractual cash flow characteristics of financial assets to determine the characteristics of contractual cash flows only from the payment of principal and interest from the outstanding principal (Solely Payment of Principal and Interest or Pass SPPI) that is consistent with basic lending agreement. In making the assessment, the Bank considers:*

- *The time value of money element of interest;*
- *Leverage;*
- *Variability in timing or amount of cash flows;*
- *Contractually linked instruments;*
- *Prepayment;*
- *Non-genuine features and de minimis.*

*Financial assets are measured at amortized cost if both of the following conditions are met:*
- *Financial assets are managed where the business model objectives in order to collect the contractual cash flows; and*
- *The contractual cash flows are solely payments of principal and interest (SPPI).*

*Financial assets are measured at fair value through other comprehensive income (FVTOCI) if both of the following conditions are met:*
- *Financial assets are managed to collect the contractual cash flows and sell the assets; and*
- *The contractual cash flows are solely payments of principal and interest (SPPI).*

*Financial assets are measured at fair value through profit or loss (FVTPL) if do not meet the conditions required to be measured at amortized cost or fair value through other comprehensive income.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(ii) Pengakuan awal

a. Pembelian atau penjualan aset keuangan yang memerlukan penyerahan aset dalam kurun waktu yang telah ditetapkan oleh peraturan dan kebiasaan yang berlaku di pasar (pembelian secara reguler) diakui pada tanggal penyelesaian.

b. Aset keuangan dan liabilitas keuangan pada awalnya diukur pada nilai wajarnya. Dalam hal aset keuangan atau liabilitas keuangan tidak diukur pada nilai wajar melalui laba rugi. Nilai wajar tersebut ditambah/dikurangkan biaya transaksi yang dapat diatribusikan secara langsung. Pengukuran aset keuangan dan liabilitas keuangan setelah pengakuan awal tergantung pada klasifikasinya.

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 pengakuan awal liabilitas.

Biaya transaksi tersebut diamortisasi selama umur instrumen berdasarkan metode suku bunga efektif dan dicatat sebagai bagian dari pendapatan bunga untuk biaya transaksi sehubungan dengan aset keuangan atau sebagai bagian dari beban bunga untuk biaya transaksi sehubungan dengan liabilitas keuangan.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(ii) Initial recognition*

*a. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the marketplace (regular way purchases) are recognized on the settlement date.*

*b. Financial assets and liabilities are initially recognised at fair value. For those financial assets or financial liabilities not measured at fair value through profit or loss. The fair value includes directly attributable transaction costs. The subsequent measurement of financial assets and liabilities depends on their classification.*

*Transaction costs only include costs that are directly attributable to the acquisition of a financial asset or issuance of a financial liability and an additional charge that would not occur if the instrument is not acquired or issued. For financial assets, transaction costs are added to the amount recognized in the initial recognition of the asset, while for financial liabilities, transaction costs are deducted from the amount of debt recognized on initial recognition of a liability.*

*The transaction costs are amortized over the terms of the instrument based on the effective interest rate method and recorded as part of interest income for transaction costs related to the financial asset or as part of interest expense for transaction costs related to financial liabilities.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(ii) Pengakuan awal (lanjutan)

Bank, pada pengakuan awal, dapat menetapkan aset keuangan dan liabilitas keuangan tertentu sebagai nilai wajar melalui laba rugi (opsi nilai wajar). Opsi nilai wajar dapat digunakan hanya bila memenuhi ketetapan sebagai berikut:

- Penetapan sebagai opsi nilai wajar mengurangi atau mengeliminasi ketidak-konsistenan pengukuran dan pengakuan (*accounting mismatch*) yang dapat timbul; atau
- Aset keuangan dan liabilitas keuangan merupakan bagian dari portofolio instrumen keuangan yang risikonya dikelola dan dilaporkan kepada manajemen kunci berdasarkan nilai wajar; atau
- Aset keuangan dan liabilitas keuangan terdiri dari kontrak utama dan derivatif melekat yang harus dipisahkan.

Opsi nilai wajar digunakan untuk kredit yang diberikan dan piutang tertentu yang dilindung nilai menggunakan *credit derivatives* atau *spot* suku bunga, namun tidak memenuhi kriteria untuk akuntansi lindung nilai. Jika tidak, kredit yang diberikan akan dicatat menggunakan biaya perolehan diamortisasi dan derivatif akan diukur menggunakan nilai wajar melalui laba rugi.

Opsi nilai wajar juga digunakan untuk dana investasi yang merupakan bagian dari portofolio yang dikelola dengan basis nilai wajar. Opsi nilai wajar juga digunakan untuk *structured investment* termasuk derivatif melekat.

(iii) Pengukuran setelah pengakuan awal

Aset keuangan dalam kelompok nilai wajar melalui penghasilan komprehensif lain dan aset keuangan dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi diukur pada nilai wajarnya.

Aset dan liabilitas keuangan lainnya yang diukur pada biaya perolehan amortisasi, diukur pada biaya perolehan amortisasi dengan menggunakan metode suku bunga efektif.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(ii) Initial recognition (continued)*

*The Bank, upon initial recognition, may designate certain financial assets and liabilities, at fair value through profit or loss (fair value option). The fair value option is only applied when the following conditions are met:*

- *The determination of the fair value option reduces or eliminates an accounting mismatch that would otherwise arise; or*
- *The financial assets and liabilities are part of a portfolio of financial instruments, the risks of which are managed and reported to key management on a fair value basis; or*
- *The financial assets and liabilities consist of a host contract and an embedded derivative that must be bifurcated.*

*The fair value option is applied to certain loans and receivables that are hedged with credit derivatives or interest rate spot, but does not meet the criteria for hedge accounting. Otherwise, the loans would be recorded at amortized cost, while the derivatives are measured at fair value through profit or loss.*

*The fair value option is also applied to investment funds that are part of a portfolio managed on a fair value basis. Furthermore, the fair value option is applied to structured investments that include embedded derivatives.*

*(iii) Subsequent measurement*

*Fair value through other comprehensive income financial assets and financial assets and liabilities measured at fair value through profit or loss are subsequently measured at fair value.*

*Assets and other financial liabilities which are measured at amortized cost, are measured at amortized cost using the effective interest method.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(iv) Penghentian pengakuan

a. Aset keuangan dihentikan pengakuannya jika:

- Hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir; atau

- Bank telah mentransfer hak-nya untuk menerima arus kas yang berasal dari aset keuangan atau menanggung liabilitas untuk membayarkan arus kas yang diterima tersebut secara penuh tanpa penundaan berarti kepada pihak ketiga di bawah kesepakatan pelepasan *(pass-through arrangement)*; dan antara (a) Bank telah mentransfer secara substansial seluruh risiko dan manfaat atas aset, atau (b) Bank tidak mentransfer maupun tidak memiliki secara substansial seluruh risiko dan manfaat atas aset, namun telah mentransfer pengendalian atas aset.

Ketika Bank telah mentransfer hak untuk menerima arus kas dari aset atau telah memasuki *pass through arrangement* dan tidak mentransfer serta tidak mempertahankan secara substansial seluruh risiko dan manfaat atas aset atau tidak mentransfer kendali atas aset, aset diakui sebesar keterlibatan Bank yang berkelanjutan atas aset tersebut.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(iv) Derecognition*

*a. Financial assets are derecognized when:*

- *The contractual rights to receive cash flows from the financial assets have expired; or*

- *The Bank has transferred its rights to receive cash flows arising from the financial assets or has assumed an obligation to pay the cash flows in full without significant delay to a third party under a 'pass-through arrangement'; and either (a) the Bank has transferred substantially all the risks and rewards of the asset, or (b) the Bank has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred the control of the asset.*

*When the Bank has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognized to the extent of the Bank's continuing involvement in the asset.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(iv) Penghentian pengakuan (lanjutan)

a. Aset keuangan dihentikan pengakuannya jika: (lanjutan)
Kredit yang diberikan atau aset keuangan lain dihapusbukukan ketika tidak terdapat prospek yang realistis mengenai pengembalian kredit dalam waktu dekat atau hubungan normal antara Bank dan debitur telah berakhir. Kredit yang tidak dapat dilunasi, dihapusbukukan dengan mendebit cadangan kerugian penurunan nilai. Penerimaan kemudian atas kredit yang telah dihapusbukukan sebelumnya, jika pada periode berjalan dikreditkan ke dalam akun cadangan kerugian penurunan nilai atas kredit yang diberikan di laporan posisi keuangan, sedangkan jika setelah tanggal laporan posisi keuangan dikreditkan sebagai pendapatan operasional lainnya dalam laporan laba rugi dan penghasilan komprehensif lain.

b. Liabilitas keuangan dihentikan pengakuannya jika liabilitas keuangan tersebut berakhir, yaitu ketika liabilitas yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kadaluwarsa.

Jika suatu liabilitas keuangan yang ada digantikan dengan yang lain oleh pemberi pinjaman yang sama pada keadaan yang secara substansial berbeda, atau berdasarkan suatu liabilitas yang ada yang secara substansial telah diubah, seperti pertukaran atau modifikasi yang diperlakukan sebagai penghentian pengakuan liabilitas awal dan pengakuan liabilitas baru dan perbedaan nilai tercatat masing-masing diakui dalam laporan laba rugi dan penghasilan komprehensif lain.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(iv) Derecognition (continued)*

*a. Financial assets are derecognized when: (continued)*
*Loans or other financial assets are written off when there is no realistic prospect of collection in the near future or the normal relationship between the Bank and the borrowers has ceased to exist. When a loan is deemed uncollectible, it is written off against the related allowance for impairment losses. Subsequent recoveries from loans previously written off, are added to the allowance for impairment losses account in the statement of financial position, if recovered in the current year and are recognized in the statement of profit or loss and comprehensive income as other operating income, if recovered after the statement of financial position dates.*

*b. Financial liabilities are derecognized when they are extinguished, i.e., liabilities stated in the contract are discharged, cancelled or expired.*

*Where an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in the statement of profit or loss and other comprehensive income.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(v) Modifikasi atas Arus Kas Aset Keuangan

Penilaian apakah suatu aset keuangan telah dimodifikasi baik secara substansial maupun tidak substansial dilakukan oleh unit bisnis yang berwenang melakukan modifikasi atau restrukturisasi aset keuangan pada saat unit bisnis tersebut melakukan tindakan modifikasi atau restrukturisasi atas suatu aset keuangan.

Modifikasi aset keuangan dianggap substansial dan Bank akan berhenti mengakui aset keuangan awal ketika:

a. Aset keuangan (atau bagiannya) berakhir, yaitu jika debitur secara hukum dibebaskan dari tanggung jawab utama atas aset tersebut (atau bagiannya), baik melalui proses hukum maupun oleh kreditur pembuatan kontrak kredit baru (sebagai contoh, opsi *equity conversion*); atau

b. Terdapat konversi mata uang.

Bank kemudian akan mengukur aset keuangan yang telah dimodifikasi baik secara substansial maupun tidak substansial dengan cara berikut:

a. Modifikasi Aset Keuangan yang Substansial:
   1. Saat arus kas kontraktual atas aset keuangan direnegosiasi atau dimodifikasi (antara lain ketika kredit direstrukturisasi) dimana renegosiasi atau modifikasi tersebut menghasilkan penghentian pengakuan aset keuangan, Bank akan mencatat aset keuangan tersebut sebagai aset keuangan baru/modifikasian pada tanggal modifikasi/negosiasi.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(v) Modifications to Cash Flow of Financial Assets*

*An assessment of whether a financial asset has been modified substantially or not substantially is carried out by a business unit authorized to modify or restructure financial assets when the business unit carries out modification or restructuring of a financial asset.*

*Modifications to financial assets are considered substantial and the Bank will stop recognizing the original financial assets when:*

*a. The financial asset (or part thereof) expires, that is, if the debtor is legally released from primary responsibility for the asset (or part thereof), either through legal process or by the creditor entering into a new credit contract (for example, the equity conversion option); or*

*b. Currency conversion.*

*The bank will then measure the modified financial assets either substantially or not substantially in the following manner:*

*a. Substantial Modification of Financial Assets:*
   *1. When the contractual cash flows on a financial asset are renegotiated or modified (for example, when a credit is restructured) where the renegotiation or modification results in derecognition of the financial asset, the Bank will record the financial asset as a new/modified financial asset at the modification/negotiation date.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(v) Modifikasi atas Arus Kas Aset Keuangan (lanjutan)

Bank kemudian akan mengukur aset keuangan yang telah dimodifikasi baik secara substansial maupun tidak substansial dengan cara berikut: (lanjutan)

a. Modifikasi Aset Keuangan yang Substansial: (lanjutan)
   2. Selisih jumlah tercatat bruto aset keuangan awal dengan nilai wajar aset modifikasian diakui di laba rugi.
   3. Pendapatan atau biaya transaksi yang terjadi sehubungan dengan kejadian modifikasi diakui sebagai bagian dari keuntungan atau kerugian atas modifikasi tersebut.
   4. Selanjutnya, Bank melakukan penilaian apakah aset keuangan baru/modifikasian merupakan aset yang berasal dari aset keuangan memburuk.
   5. Pengakuan pendapatan bunga atas aset yang berasal dari aset keuangan memburuk ditentukan berdasarkan suku bunga efektif yang telah disesuaikan dengan risiko kredit *(risk-adjusted effective interest rate)* untuk mendiskontokan arus kas aset keuangan yang telah dimodifikasi.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(v) Modifications to Cash Flow of Financial Assets (continued)*

*The bank will then measure the modified financial assets either substantially or not substantially in the following manner: (continued)*

*a. Substantial Modification of Financial Assets: (continued)*
   *2. The difference between the gross carrying amount of the original financial asset and the fair value of the modified asset is recognized in profit or loss.*
   *3. Income or costs incurred in connection with a modification event are recognized as part of the gain or loss on the modification.*
   *4. Subsequently, the Bank assesses whether the new/modified financial assets are those that arise from deteriorating financial assets.*
   *5. Recognition of interest income on assets originating from deteriorating financial assets is determined based on the risk-adjusted effective interest rate to discount the cash flows of modified financial assets.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(v) Modifikasi atas Arus Kas Aset Keuangan (lanjutan)

b. Modifikasi Aset Keuangan yang Tidak Substansial:

1. Saat Bank melakukan renegosiasi atau modifikasi arus kas kontraktual atas aset keuangan (antara lain ketika kredit direstrukturisasi) yang tidak memenuhi kriteria modifikasi aset keuangan yang substansial di atas, maka renegosiasi atau modifikasi tersebut tidak menghasilkan penghentian pengakuan aset keuangan.
2. Jumlah tercatat bruto aset keuangan dihitung sebesar nilai kini (*net present value*) dari arus kas kontraktual yang telah dimodifikasi atau direnegosiasi yang didiskontokan menggunakan suku bunga efektif awal.
3. Bank kemudian mengakui keuntungan atau kerugian dari modifikasi (yaitu sebesar perubahan jumlah tercatat bruto aset keuangan) dalam laporan laba rugi.
4. Pendapatan atau biaya transaksi yang terjadi sehubungan dengan kejadian modifikasi diakui sebagai penyesuaian terhadap jumlah tercatat aset keuangan yang telah dimodifikasi dan diamortisasi selama sisa jangka waktu aset keuangan modifikasian tersebut

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(v) Modifications to Cash Flow of Financial Assets (continued)*

*b. Non-Substantial Modification of Financial Assets:*

*1. When the Bank renegotiates or modifies contractual cash flows for financial assets (among others when credit is restructured) that do not meet the criteria for substantial modification of financial assets above, the renegotiation or modification does not result in derecognition of financial assets.*

*2. The gross carrying amount of financial assets is computed at the net present value of modified or renegotiated contractual cash flows discounted at the original effective interest rate.*

*3. The Bank then recognizes the gain or loss from the modification (i.e. the change in the gross carrying amount of the financial asset) in the profit or loss.*
*4. Transaction income or costs incurred in connection with a modification event are recognized as an adjustment to the carrying amount of the modified financial asset and amortized over the remaining term of the modified financial asset.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(vi) Pengakuan pendapatan dan beban

a. Pendapatan dan beban bunga atas aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain serta aset keuangan dan liabilitas keuangan yang dicatat berdasarkan biaya perolehan diamortisasi, diakui pada laporan laba rugi dengan menggunakan metode suku bunga efektif.

Jumlah tercatat bruto aset keuangan adalah biaya perolehan diamortisasi aset keuangan sebelum disesuaikan dengan cadangan penurunan nilai.

Dalam menghitung pendapatan dan beban bunga, tingkat bunga efektif diterapkan pada jumlah tercatat bruto aset (ketika aset tersebut bukan aset keuangan memburuk) atau terhadap biaya perolehan diamortisasi dari liabilitas.

Untuk aset keuangan yang memburuk setelah pengakuan awal, pendapatan bunga dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut. Jika aset tersebut tidak lagi memburuk, maka perhitungan pendapatan bunga akan dihitung dengan menerapkan tingkat bunga efektif terhadap nilai tercatat bruto dari aset keuangan tersebut.

Untuk aset keuangan yang telah memburuk pada saat pengakuan awal, pendapatan bunga dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut. Jika aset tersebut tidak lagi memburuk, maka perhitungan pendapatan bunga akan tetap dihitung dengan menerapkan tingkat bunga efektif terhadap biaya perolehan diamortisasi dari aset keuangan tersebut.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(vi) Income and expense recognition*

*a. Interest income and expense on financial assets measured at fair value through other comprehensive income as well as financial assets and financial liabilities recorded at amortized cost are recognized in the statement of profit or loss using the effective interest method.*

*The gross carrying amount of a financial asset is the amortized cost of a financial asset before adjusting for allowance for impairment.*

*In calculating interest income and expenses, the effective interest rate is applied to the gross carrying amount of an asset (when the asset is not a deteriorated financial asset) or to the amortized cost of a liability.*

*For financial assets that deteriorated after initial recognition, interest income is calculated by applying an effective interest rate to the amortized cost of the financial assets. If the asset no longer deteriorates, the calculation of interest income will be calculated by applying an effective interest rate to the gross carrying amount of the financial asset.*

*For financial assets that have deteriorated at initial recognition, interest income is calculated by applying the effective interest rate to the amortized cost of the financial assets. If the asset no longer deteriorates, the calculation of interest income will still be calculated by applying the effective interest rate to the amortized cost of the financial asset.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(vi) Pengakuan pendapatan dan beban (lanjutan)

b. Keuntungan dan kerugian atas aset keuangan (yaitu: instrumen utang yang dimiliki oleh Bank) yang diukur pada nilai wajar melalui penghasilan komprehensif lain (FVTOCI) diakui dalam penghasilan komprehensif lain, kecuali untuk kerugian penurunan nilai, sampai aset keuangan tersebut dihentikan pengakuannya, keuntungan atau kerugian kumulatif yang telah diakui sebelumnya dalam penghasilan komprehensif lain direklasifikasi dari ekuitas ke laba rugi sebagai penyesuaian reklasifikasi.

Keuntungan dan kerugian atas aset keuangan atau liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi (FVTPL) diakui dalam laporan laba rugi, kecuali:

- Bagian dari hubungan lindung nilai;
- Investasi dalam instrumen ekuitas dan Bank telah memilih untuk menyajikan keuntungan dan kerugian atas investasi dalam penghasilan komprehensif lain;
- Liabilitas keuangan yang ditetapkan untuk diukur pada nilai wajar melalui laba rugi dan Bank disyaratkan untuk menyajikan dampak dari perubahan risiko kredit liabilitas dalam penghasilan komprehensif lain;
- Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan Bank disyaratkan untuk mengakui sebagian perubahan nilai wajar dalam penghasilan komprehensif lain.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(vi) Income and expense recognition (continued)*

*b. Gain and losses on financial assets (which is debt instrument hold by Bank) measured at fair value through other comprehensive income (FVTOCI) are recognized at other comprehensive income, except losses on impairment, until those financial instrument derecognized, unrealized gain and losses record on other comprehensive income reclassified from equity to profit and loss as reclassification adjustment.*

*Gain and losses on financial assets or financial liabilities measured at fair value through profit or loss (FVTPL) are recognized at statement of profit or loss, except:*

- *Part of a hedging relationship;*
- *Investments in equity instruments and the Bank has chosen to present gains and losses on investment in other comprehensive income;*
- *Financial liabilities determined to be measured at fair value through profit or loss and the Bank is required to present the impact of changes in credit risk liabilities in other comprehensive income;*
- *Financial assets measured at fair value through other comprehensive income and the Bank is required to recognize some changes in fair value in the other comprehensive income.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(vi) Pengakuan pendapatan dan beban (lanjutan)

Keuntungan atau kerugian atas aset keuangan yang diukur pada biaya perolehan amortisasi dan bukan merupakan bagian dari suatu hubungan lindung nilai diakui pada laporan laba rugi ketika aset keuangan dihentikan pengakuannya, direklasifikasi, melalui proses amortisasi atau dalam rangka mengakui keuntungan atau kerugian penurunan nilai.

Keuntungan atau kerugian dari liabilitas keuangan yang diukur pada biaya perolehan amortisasi dan bukan merupakan bagian dari suatu hubungan lindung nilai diakui dalam laporan laba rugi ketika liabilitas keuangan dihentikan pengakuannya dan melalui proses amortisasi.

(vii) Reklasifikasi aset keuangan

Reklasifikasi aset keuangan diperbolehkan jika dan hanya jika terjadi perubahan dalam model bisnis untuk mengelola aset keuangan.

Jika Bank mereklasifikasi aset keuangan sesuai dengan ketentuan di atas, Bank menerapkan reklasifikasi secara prospektif dari tanggal reklasifikasi. Bank tidak menyajikan kembali keuntungan, kerugian (termasuk keuntungan atau kerugian penurunan nilai), atau bunga yang diakui sebelumnya.

Reklasifikasi aset keuangan dari klasifikasi biaya perolehan yang diamortisasi ke klasifikasi nilai wajar melalui laba rugi dicatat sebesar nilai wajarnya. Selisih antara nilai tercatat dengan nilai wajar diakui sebagai keuntungan atau kerugian pada laba rugi.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(vi) Income and expense recognition (continued)*

*Gain or losses on financial assets measured at amortized cost and not part of a hedging relationship are recognized in the statement of profit or loss when the financial assets are derecognized, reclassified, through the amortization process or in order to recognize impairment gains or losses.*

*Gain or losses on liabilities instrument measured at amortized cost and not part of a hedging relationship are recognized in the statement of profit or loss when liabilities instrument are derecognized and through amortization processed.*

*(vii) Reclassification of financial assets*

*Reclassification of financial assets is permissible when and only when there is change in business model for managing financial assets.*

*If the Bank reclassifies financial assets in accordance with the above conditions, the Bank applies prospective reclassification from the date of reclassification. The Bank does not restate gains, losses (including impairment gains or losses), or previously recognized interest.*

*Reclassifications of financial assets from amortized cost classifications to fair value through profit or loss are recorded at fair value. The difference between the recorded value and fair value is recognized in profit or loss on the statement of profit or loss and other comprehensive income.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(vii) Reklasifikasi aset keuangan (lanjutan)

Reklasifikasi aset keuangan dari klasifikasi biaya perolehan yang diamortisasi ke klasifikasi nilai wajar melalui penghasilan komprehensif lain dicatat sebesar nilai wajarnya.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui penghasilan komprehensif lain ke klasifikasi nilai wajar melalui laba rugi dicatat pada wajar. Keuntungan atau kerugian yang belum direalisasi direklasifikasi ke laba rugi.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui penghasilan komprehensif lain ke klasifikasi biaya perolehan yang diamortisasi dicatat pada nilai tercatat. Keuntungan atau kerugian yang belum direalisasi dihapus dari ekuitas dan disesuaikan terhadap nilai wajar.

Reklasifikasi aset keuangan dari klasifikasi nilai wajar melalui laba rugi ke klasifikasi nilai wajar melalui penghasilan komprehensif lain dicatat pada wajar.

Reklasifikasi aset keuangan dari kelompok dimiliki hingga jatuh tempo ke kelompok tersedia untuk dijual dicatat sebesar nilai wajarnya. Keuntungan atau kerugian yang belum direalisasi tetap dilaporkan dalam ekuitas dan diamortisasi menggunakan metode suku bunga efektif selama sisa umur aset keuangan tersebut.

(viii) Saling hapus

Aset keuangan dan liabilitas keuangan dilakukan saling hapus dan nilai bersihnya 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 adanya maksud untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(vii) Reclassification of financial assets (continued)*

*Reclassifications of financial assets from amortized cost classifications to fair value classifications through other comprehensive are recorded at their fair values.*

*Reclassification of financial assets from fair value classification through other comprehensive income to fair value classification through profit or loss is recorded at fair value. Unrealized gains or losses are reclassified to profit or loss.*

*Reclassification of financial assets from fair value classifications through other comprehensive income to the amortized cost classification is recorded at carrying value. Unrealized gains or losses is removed from equity and is adjusted against the fair value.*

*Reclassifications on financial assets from fair value classification through profit or loss to fair value classification through other comprehensive income are recorded at fair value.*

*Reclassification of financial assets from held-to-maturity to available-for-sale category is recorded at fair value. Unrealized gains or losses are reported in equity and are amortized using effective interest method over the remaining life of the financial assets.*

*(viii) Offsetting*

*Financial assets and liabilities are offset and the net amount is presented in the statement of financial position when, and only when, the Bank has a legal right to offset the amounts and intends either to settle on a net basis or to realize the asset and settle the liability simultaneously.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(viii) Saling hapus (lanjutan)

Hal yang berkekuatan hukum harus tidak kontinjen atas peristiwa di masa depan dan harus dapat dipaksakan di dalam situasi bisnis yang normal, peristiwa kegagalan atau kebangkrutan dari entitas atas seluruh pihak lawan.

Pendapatan dan beban disajikan dalam jumlah neto hanya jika diperkenankan oleh Standar Akuntansi Keuangan.

(ix) 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 antara pelaku pasar pada tanggal pengukuran.

Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:
- Di pasar utama untuk aset dan liabilitas tersebut; atau
- Jika tidak terdapat pasar utama, dipasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Nilai wajar suatu aset atau liabilitas diukur menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset dan liabilitas tersebut dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomik terbaiknya.

Pengukuran nilai wajar aset non keuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomik dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut dalam penggunaan tertinggi dan terbaiknya.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(viii) Offsetting (continued)*

*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, insolvency or bankruptcy of the company or the counterparty.*

*Income and expenses are presented on a net basis only when permitted by the Financial Accounting Standards.*

*(ix) 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.*

*Fair value measurement assumes the transaction to sell assets or transfer liabilities occurs:*
- *In the primary market for such assets and liabilities; or*
- *If there is no primary market, in the most profitable market for these assets or liabilities.*

*The fair value of an asset or liability is measured using the assumptions that would be use by market participants in determining the price of the asset and the liability assuming that market participants act in their best economic interests.*

*The measurement of the fair value of non-financial assets takes into account the ability of market participants to generate economic benefits by using the asset in the highest and best use or by selling them to other market participants that would use the asset in the highest and best use.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(ix) Pengukuran nilai wajar (lanjutan)

Bank menggunakan teknik penilaian yang sesuai dalam keadaan dan dimana data yang memadai tersedia untuk mengukur nilai wajar, mengoptimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan dapat dikategorikan pada level hirarki nilai wajar, berdasarkan tingkatan input terendah yang signifikan atas pengukuran nilai wajar secara keseluruhan:

- Tingkat 1 : harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran.
- Tingkat 2 : input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung atau tidak langsung.
- Tingkat 3 : input yang tidak dapat diobservasi untuk aset dan liabilitas.

Untuk aset dan liabilitas yang diakui pada laporan keuangan secara berulang, Bank menentukan apakah terjadi transfer antara level di dalam hirarki dengan cara mengevaluasi kategori (berdasarkan input level terendah yang signifikan dalam pengukuran nilai wajar) setiap akhir periode pelaporan.

Bank, untuk tujuan pengungkapan nilai wajar, telah menentukan kelas aset dan liabilitas berdasarkan sifat, karakteristik, risiko aset dan liabilitas, dan level hirarki nilai wajar (Catatan 47).

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(ix) Fair value measurement (continued)*

*Bank uses suitable valuation techniques in the circumstances and where sufficient data are available to measure fair value, optimizing the use of relevant observable inputs and minimize the use of inputs that are not observable.*

*All assets and liabilities which fair value is measured or disclosed in the financial statements can be classified in fair value hierarchy levels, based on the lowest level of input that is significant to the overall fair value measurement:*

- *Level 1 : quoted prices (unadjusted) in active markets for identical assets or liabilities which are accessible at the measurement date.*
- *Level 2 : inputs other than quoted prices included in level 1 that are observable for the assets and liabilities, either directly or indirectly.*
- *Level 3 : inputs that are not observable for the assets and liabilities.*

*For assets and liabilities that are recognized in the financial statements on recurring basis, the Bank determines whether there is a transfer between levels in the hierarchy by evaluating categories (based on the lowest level input that is significant to the fair value measurement) at the end of each reporting period.*

*The Bank, for purposes of disclosing the fair value, has determined the classes of assets and liabilities based on the nature, characteristics, risk of assets and liabilities, and the fair value hierarchy levels (Note 47).*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(x) Pengukuran biaya perolehan diamortisasi

Biaya perolehan diamortisasi dari aset keuangan atau liabilitas keuangan adalah jumlah aset keuangan atau liabilitas keuangan yang diukur pada saat pengakuan awal dikurangi pembayaran pokok pinjaman, ditambah atau dikurangi amortisasi kumulatif menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai pengakuan awal dan nilai jatuh temponya, dan dikurangi penurunan nilai.

(xi) Aset keuangan sukuk

Berdasarkan PSAK No.110 (Revisi 2015), Bank menentukan investasi pada sukuk *ijarah* dan *mudharabah* sebagai diukur pada biaya perolehan, diukur pada nilai wajar melalui penghasilan komprehensif lain atau diukur pada nilai wajar melalui laba rugi.

Klasifikasi sukuk adalah sebagai berikut:

a. Diukur pada biaya perolehan
- Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya.
- Biaya perolehan sukuk termasuk biaya transaksi, dan selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba rugi.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(x) 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, minus any reduction for impairment.*

*(xi) Sukuk Financial Asset*

*In accordance with SFAS No.110 (Revised 2015), the Bank determines the classification of investments in sukuk ijarah and mudharabah either measured at cost, fair value through other comprehensive income or fair value through profit or loss.*

*Sukuk classifications are as follows:*

*a. Measured at cost*
- *The investment is held in a business model whereby the primary goal is to obtain contractual cash flows and has contractual terms in determining the specific date of principal payments and or the results.*
- *Sukuk acquisition cost includes transaction cost, and difference between the acquisition cost and the nominal value is amortized on a straight-line basis over the period of the sukuk and recognized to profit or loss.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**e. Aset keuangan dan liabilitas keuangan (lanjutan)**

(xi) Aset keuangan sukuk (lanjutan)

Klasifikasi sukuk adalah sebagai berikut: (lanjutan)

b. Diukur pada nilai wajar melalui penghasilan komprehensif lain

- Investasi tersebut dimiliki dalam suatu model usaha yang bertujuan utama untuk memperoleh arus kas kontraktual dan melakukan penjualan sukuk, terdapat persyaratan kontraktual dalam menentukan tanggal tertentu atas pembayaran pokok dan atau hasilnya.
- Biaya perolehan sukuk termasuk biaya transaksi, dan selisih antara biaya perolehan dan nilai nominal diamortisasi secara garis lurus selama jangka waktu sukuk dan diakui dalam laba rugi.
- Keuntungan atau kerugian dari perubahan nilai wajar diakui dalam penghasilan komprehensif lain setelah memperhitungkan saldo selisih biaya perolehan dan nilai nominal yang belum diamortisasi dan saldo akumulasi keuntungan atau kerugian nilai wajar yang telah diakui dalam penghasilan komprehensif lain sebelumnya. Ketika investasi sukuk dihentikan pengakuannya, akumulasi keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain direklasifikasi ke laba rugi.

c. Diukur pada nilai wajar melalui laba rugi

Biaya perolehan sukuk tidak termasuk biaya transaksi, dan selisih antara nilai wajar dan jumlah tercatat diakui dalam laba rugi.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***e. Financial assets and liabilities (continued)***

*(xi) Sukuk Financial Asset (continued)*

*Sukuk classifications are as follows: (continued)*

*b. Measured at fair value through other comprehensive income*

- *The investment is held in a business model whereby the primary goal is to obtain contractual cash flows and sell sukuk, has contractual terms in determining the specific date of principal payments and or the results.*
- *Sukuk acquisition cost includes transaction cost, and difference between the acquisition cost and the nominal value is amortized on a straight-line basis over the period of the sukuk and recognized to profit or loss.*
- *Gain or loss from changes of fair value is recognized in other comprehensive income after considering unamortized difference of acquisition cost and nominal value and accumulated gain or loss of fair value which has previously recognized in other comprehensive income. When sukuk is derecognized, accumulated gain or loss which has previously recognized in other comprehensive income is reclassified to profit or loss.*

*c. Measured at fair value through profit or loss*

*Sukuk acquisition cost excludes transaction cost and the difference between fair value and the carrying value is recognized in profit or loss.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**f. Cadangan kerugian penurunan nilai atas aset keuangan**

Pada setiap tanggal pelaporan, Bank menghitung kerugian kredit ekspektasian berdasarkan estimasi 12 bulan. Jika terjadi kenaikan risiko kredit yang signifikan sejak pengakuan awal maka estimasi kerugian kredit ekspektasian akan dihitung sepanjang umur kontrak.

Kerugian kredit ekspektasian merupakan estimasi probabilitas tertimbang dari kerugian kredit (yaitu nilai kini dari seluruh kekurangan kas) selama perkiraan umur instrumen keuangan. Kekurangan kas adalah selisih antara arus kas yang terutang kepada Bank sesuai dengan kontrak dan arus kas yang diperkirakan akan diterima oleh Bank.

Bank menetapkan definisi peningkatan risiko kredit instrumen keuangan secara signifikan sejak pengakuan awal sebagai berikut:

- Sesuai dengan praduga (*rebuttable presumption*) PSAK 71, yaitu ketika pembayaran kontraktual tertunggak lebih dari 30 hari; atau
- Ketika terjadi restrukturisasi aset keuangan yang disebabkan oleh peningkatan risiko kredit.

Bank menerapkan definisi gagal bayar (*stage* 3) yang konsisten dengan definisi yang digunakan untuk tujuan manajemen risiko kredit internal untuk instrumen keuangan yang relevan, yaitu:

- Ketika instrumen keuangan telah menunggak 90 hari; atau
- Telah berada pada kolektibilitas BI 3, 4, atau 5.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***f. Allowance for impairment losses on financial assets***

*At reporting date, the Bank calculates expected credit loss based on estimated 12 months. If there is a significant increase in credit risk since initial recognition, the estimated expected credit loss will be calculated throughout the life of the contract.*

*Expected credit losses are estimated weighted probabilities of credit losses (is the present value of all cash shortages) over the estimated life of the financial instrument. Cash shortages are the difference between the cash flows owed to the Bank in accordance with the contract and the cash flows that are expected to be received by the Bank.*

*The Bank has determined the definition of a significant increase in credit risk of financial instruments since initial recognition as follows:*

- *In accordance with presumption (rebuttable presumption) SFAS 71, i.e. when contractual payments are overdue for more than 30 days; or*
- *When there is a restructuring of financial assets caused by increased credit risk.*

*The Bank applies a definition of default (stage 3) that is consistent with the definition used for internal credit risk management for relevant financial instruments, namely:*

- *When financial instruments are in 90 days in arrears; or*
- *Is in BI collectibility 3, 4, or 5.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)**

Bank mengelompokkan aset keuangan dibeli dari aset keuangan memburuk apabila:
- Hilangnya pasar aktif dari aset keuangan; dan
- Pembelian dengan diskon sangat besar.

Bank mengelompokkan aset keuangan berasal dari aset keuangan memburuk apabila:
- Pihak peminjam dinyatakan pailit;
- Terdapat perubahan dari bentuk penyediaan dana, atau
- Debitur telah berada pada *stage* 3 dan memenuhi salah satu kondisi berikut:
  - Telah dilakukan restrukturisasi secara berulang-ulang dan terjadi pelanggaran kontrak secara signifikan; atau
  - Atas restrukturisasi yang terjadi, terdapat selisih negatif lebih dari 20% atas nilai kini arus kas masa depan (yang didiskontokan menggunakan suku bunga efektif awal) antara persyaratan awal dan persyaratan restrukturisasi.

Bank melakukan penurunan nilai secara individu atau kolektif dengan mempertimbangkan semua informasi yang wajar dan terdukung, termasuk informasi yang bersifat perkiraan masa depan (*forward-looking*).

Perhitungan cadangan kerugian penurunan nilai atas aset keuangan yang dinilai secara kolektif, berdasarkan pada karakteristik risiko kredit yang sama dengan mempertimbangkan segmentasi kredit berdasarkan permodelan kerugian masa depan.

Bank menggunakan metode statistik, *credit rating* dan perkiraan makroekonomi untuk menilai cadangan kerugian penurunan nilai atas kredit yang diberikan.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***f. Allowance for impairment losses on financial assets (continued)***

*The Bank classifies purchased or originated credit-impaired financial asset if:*
- *Loss of an active market from financial assets; and*
- *Purchases with very large discounts.*

*The Bank classifies financial assets derived from deteriorat financial assets if:*
- *The borrower is declared bankrupt;*
- *There is a change in the form of provision of funds, or*
- *The debtor is at stage 3 and meets one of the following conditions:*
  - *Repeated restructuring and significant breach of contract; or*
  - *For the restructuring that occurs, there is a negative difference of more than 20% of the present value of future cash flows (discounted using the initial effective interest rate) between the initial terms and the terms of the restructuring.*

*The Bank is impaired individually or collectively by considering all reasonable and supported information, including forward looking information.*

*Calculation of allowance for impairment losses on financial assets assessed collectively is grouped based on similar credit risk characteristics and taking into account the loan segmentation based on future loss model*

*The Bank uses statistical method, credit rating and macroeconomy forecast to assess allowance for impairment losses on loans.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)**

f.1. Kredit yang diberikan dan pembiayaan/piutang *murabahah*

Bank dapat menetapkan debitur untuk dievaluasi secara individual apabila memenuhi minimal salah satu kriteria sebagai berikut:

Kredit Konsumer:

1. Akun yang memenuhi kriteria sebagai berikut:
   a. Akun yang *default* (*bucket* 5) atau restrukturisasi; dan
   b. Memiliki pokok di atas atau sama dengan Rp4 miliar
2. Mengalami bencana alam yang ditentukan oleh Otoritas Jasa Keuangan ataupun instansi pemerintah dan disetujui Direksi.
3. Kualitas kredit kolektibilitas 5 di atas 5 (lima) tahun (minimal DPD 2006 hari) dengan kriteria tidak ada sertifikat atau belum dilakukan pengikatan sempurna (HT) kecuali kredit program (SKMHT)
4. Hasil lelang dibawah kewajiban pokok
5. Terkait pemasalahan hukum dengan indikasi, antara lain:
   a. Sengketa agunan; atau
   b. Sengketa lahan.
   Dimana salah satu dari 2 (dua) sengketa tersebut sudah terbit ketetapan hukum mengikat dan menimbulkan kerugian bagi Bank.
6. Debitur minimal masuk *bucket* 4 dan terdapat minimal 2 (dua) permasalahan sebagai berikut:
   a. Tempat bekerja debitur atau usaha debitur mengalami kebangkrutan
   b. Debitur terkena PHK
   c. Sertifikat belum terbit selama minimal 36 bulan sejak akad kredit
   d. Rumah yang menjadi agunan tidak selesai atau terbengkalai
   e. Pembayaran angsuran dilakukan oleh pihak ketiga yang tidak terafiliasi oleh debitur
   f. Debitur sudah mengalami restrukturisasi minimal 2 (dua) kali.
   g. Debitur mengalami permasalahan hukum
   h. Klaim asuransi terkait kredit ditolak/ tidak dibayar oleh asuradur.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***f. Allowance for impairment losses on financial assets (continued)***

*f.1. Loans and murabahah financing receivables*

*Bank may assign debtors to be evaluated individually if they meet at least one of the following criteria:*

*Consumer Credit:*

1. *Accounts that meet the following criteria:*
   a. *Account that defaults (bucket 5) or restructured; and*
   b. *Has a principal of more than or equal to Rp4 billion*
2. *Experienced a natural disaster as determined by the Financial Services Authority or government agency and approved by the Board of Directors.*
3. *Credit quality collectibility of 5 over 5 (five) years (minimum DPD 2006 days) with the criteria of no certificate or perfect binding (HT) except for program credit (SKMHT)*
4. *The auction proceeds under the principal obligation*
5. *In relation to legal issues with indications, among others:*
   a. *Collateral dispute ; or*
   b. *Land dispute.*
   *Where one of the 2 (two) disputes a binding legal provision has been issued and causes losses to the Bank.*
6. *Debtors are at least in bucket 4 and there are at least 2 (two) problems as follows:*
   a. *The debtor's place of work or the debtor's business is bankrupt*
   b. *The debtor is laid off*
   c. *The certificate has not been issued for at least 36 months since the credit agreement*
   d. *The house that became the collateral was not finished or was abandoned*
   e. *Installment payments are made by a third party that is not affiliated with the debtor*
   f. *The debtor has undergone restructuring at least 2 (two) times.*
   g. *The debtor is experiencing legal problems*
   h. *Insurance claims related to credit rejected/not paid by the insurer.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)**

f.1. Kredit yang diberikan dan pembiayaan/piutang *murabahah (lanjutan)*

Kredit Komersial:

1. Akun yang memenuhi kriteria sebagai berikut:
   a. Akun yang *default* (*bucket* 5) atau restrukturisasi; dan
   b. Memiliki pokok di atas atau sama dengan Rp30 miliar
2. Mengalami bencana alam yang ditentukan oleh Otoritas Jasa Keuangan ataupun instansi pemerintah dan disetujui Direksi.
3. Kualitas kredit kolektibilitas 5 di atas 5 (lima) tahun (minimal DPD 2006 hari) dengan kriteria tidak ada sertifikat atau belum dilakukan pengikatan sempurna (HT) kecuali kredit program (SKMHT)
4. Hasil lelang dibawah kewajiban pokok
5. Terkait pemasalahan hukum dengan indikasi, antara lain:
   a. Sengketa pengurus,
   b. Sengketa agunan,
   c. Sengketa lahan,
   d. Sengketa proyek,

   Dimana salah satu dari 4 (empat) sengketa tersebut sudah terbit ketetapan hukum mengikat dan menimbulkan kerugian bagi bank.
6. Dalam hal penetapan kolektibilitas menggunakan konsep 3 (tiga) pilar maka kriteria *individual assessment* dapat ditetapkan dengan kriteria: minimal masuk *bucket* 4 (hari tunggakan 61 hari) dan terdapat minimal 2 (dua) dari 3 (tiga) permasalahan sebagai berikut:
   a. Permasalahan prospek usaha menurun dengan indikasi antara lain:
      i. Tidak terdapat pembayaran pokok sesuai dengan ketentuan dan atau kesepakatan yang telah dibuat, atau
      ii. Pembangunan berhenti lebih dari 1 (satu) tahun, dan/atau
      iii. Tidak terdapat penjualan lebih dari 1 (satu) tahun.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***f. Allowance for impairment losses on financial assets (continued)***

*f.1. Loans and murabahah financing receivables (continued)*

*Commercial Credit:*

1. *Accounts that meet the following criteria:*
   a. *Account that defaults (bucket 5) or restructured; and*
   b. *Has a principal of more than or equal to Rp30 billion*
2. *Experienced a natural disaster as determined by the Financial Services Authority or government agency and approved by the Board of Directors.*
3. *Credit quality collectibility of 5 over 5 (five) years (minimum DPD 2006 days) with the criteria of no certificate or perfect binding (HT) except for program credit (SKMHT)*
4. *The auction proceeds under the principal obligation*
5. *In relation to legal issues with indications, among others:*
   a. *Collateral dispute ; or*
   b. *Collateral dispute,*
   c. *Land dispute,*
   d. *Project dispute*

   *Where one of the 4 (four) disputes has issued a binding legal provision and/or causes losses to the bank.*
6. *In the case of collectability using the 3 (three) pillar concept, the individual assessment criteria can be determined with the following criteria: at least entering bucket 4 (days arrears 61 days) and there are at least 2 (two) out of 3 (three) problems as follows:*
   a. *Problems with decreased business prospects with indications include:*
      i. *There is no principal payment in accordance with the provisions and/or agreements that have been made, or*
      ii. *Construction has stopped for more than 1 (one) year, and/ or*
      iii. *There are no sales for more than 1 (one) year*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)**

f.1. Kredit yang diberikan dan pembiayaan/piutang *murabahah (lanjutan)*

Kredit Komersial: (lanjutan)

b. Permasalahan agunan dengan memenuhi salah satu indikasi/ kriteria sebagai berikut:
   i. Sertifikat agunan belum atas nama debitur atau pengurus yang tidak dapat diikat Hak Tanggungan;
   ii. Sertifikat agunan belum dilakukan pengikatan Hak Tanggungan 12 bulan sejak akad kredit dan status *default*;
   iii. Sertifikat tidak memiliki alas hukum untuk dilakukan pengalihan kepada pembeli;
   iv. Agunan belum terbit sertifikat;
   v. Agunan tidak terbangun 100% khusus kredit investasi;
c. Permasalahan kemampuan membayar mengalami penurunan

Perhitungan komponen PD, LGD, dan EAD yang dilakukan secara kolektif pada setiap segmentasi kredit mempertimbangkan data historis, saat ini dan masa yang akan datang.

Perhitungan cadangan kerugian penurunan nilai atas aset keuangan yang dinilai secara kolektif berdasarkan karakteristik risiko kredit yang sama dengan mempertimbangkan segmentasi kredit berdasarkan pengalaman kerugian masa lalu dan kemungkinan terjadinya kegagalan (*probability of default*). Aset keuangan dikelompokan berdasarkan karakteristik risiko kredit yang sama antara lain dengan mempertimbangkan segmentasi kredit dan tunggakan debitur.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***f. Allowance for impairment losses on financial assets (continued)***

*f.1. Loans and murabahah financing receivables (continued)*

*Commercial Credit: (continued)*

*b. Collateral problems by meeting one of the following indications/criteria:*
   *i. The collateral certificate is not yet in the name of the debtor or management that cannot be bound by the Mortgage;*
   *ii. Collateral certificate has not been bound by the Mortgage Rights 12 months since the credit agreement and default status;*
   *iii. The certificate has no legal basis for transfer to the buyer;*
   *iv. The collateral has not been issued a certificate;*
   *v. Collateral is not built 100% specifically for investment credit;*
*c. The problem of ability to pay has decreased*

*The computation of PD, LGD, and EAD components carried out collectively in each credit segmentation takes into account historical, current and future data.*

*Calculation of allowance for impairment losses on financial assets assessed collectively grouped based on similar credit risk characteristics and taking into account the loan segmentation based on historical loss experience and the possibility of failure (probability of default). Financial assets are grouped on the basis of similar credit risk characteristics by considering the credit segmentation and past due status of the debtors, among others.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)**

f.1. Kredit yang diberikan dan pembiayaan/piutang *murabahah (lanjutan)*

Bank perlu mempertimbangkan informasi masa lalu, masa sekarang dan masa depan dalam menghitung kemungkinan kejadian gagal bayar. Oleh karena itu, perhitungan PD dilakukan dengan tahapan sebagai berikut:
a. Perhitungan PD secara historis (PD TTC)
b. Perhitungan PD *forward-looking*; dan
c. Perhitungan PD *Point in time* (PiT) melalui proses *scaling*

LGD merupakan estimasi kerugian atas debitur dengan menghitung *recovery* yang didapatkan setelah debitur tersebut *default*. LGD diperhitungkan sebesar 100% dikurangi tingkat pengembalian (*recovery rate*), perhitungan LGD dilakukan dengan tahapan sebagai berikut:
a. Perhitungan LGD secara historis (LGD TTC);
b. Perhitungan LGD *Point in Time* (LGD PiT) dengan mempertimbangkan informasi *forward looking*.

Dalam membuat estimasi *recoverable amount* (estimasi jumlah yang dapat diperoleh kembali), Bank dapat menggunakan metode berikut ini:
*a. Discounted Cash Flow*
Bank melakukan perhitungan berdasarkan jumlah yang telah didiskonto (*discounted value*) dari estimasi arus kas masa datang (pokok dan bunga) yang didiskonto berdasarkan Suku Bunga Efektif dari setiap kredit.
*b. Expected Collateral*
Bank melakukan perhitungan berdasarkan estimasi penjualan agunan yang dilakukan dengan mempertimbangkan nilai wajar dan jangka waktu estimasi penjualan agunan di masa depan. Hasil perhitungan akan didiskontokan berdasarkan Suku Bunga Efektif dari setiap kredit.
c. Metode lainnya yang berdasarkan analisis Bank lebih sesuai dan tidak bertentangan dengan ketentuan Regulator.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***f. Allowance for impairment losses on financial assets (continued)***

*f.1. Loans and murabahah financing receivables (continued)*

*Bank needs to consider past, present and future information in calculating the probability of default. Therefore, the calculation of PD is carried out in the following stages:*

*a. Historical PD calculation (PD TTC)*
*b. forward-looking PD calculation; and*
*c. Calculation of PD Point in time (PiT) through a scaling process*

*LGD is an estimated loss for a debtor by calculating the recovery obtained after the debtor defaults. LGD is calculated as 100% minus the rate of return (recovery rate), LGD calculation is carried out in the following stages:*

*a. Historical LGD calculation (LGD TTC);*

*b. Calculation of LGD Point in Time (LGD PiT) by considering forward looking information.*

*The Bank uses the fair value of collateral as the basis for future cash flow if one of the following conditions is met:*

*a. Discounted Cash Flow*
*The Bank performs calculations based on the discounted amount (discounted value) of future cash flows (principal and interest) discounted based on the Effective Interest Rate of each loan.*

*b. Expected Collateral*
*The Bank calculates earthquakes which are calculated based on the analysis carried out by considering the fair value and the estimated future sales period. The calculation results will be discounted based on the Effective Interest Rate of each loan.*
*c. Other methods based on the Bank's analysis are more appropriate and do not conflict with the Regulators' provisions.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**f. Cadangan kerugian penurunan nilai atas aset keuangan (lanjutan)**

f.1. Kredit yang diberikan dan pembiayaan/piutang *murabahah (lanjutan)*

Sesuai dengan PSAK No. 102, "Akuntansi *Murabahah*" dan Pedoman Akuntansi Perbankan Syariah Indonesia (PAPSI) Revisi 2013), Bank menghitung CKPN untuk piutang murabahah sesuai dengan ketentuan di ISAK No. 102, "Penurunan Nilai Piutang *Murabahah*".

f.2. Pembiayaan/piutang syariah selain *murabahah*

Untuk aset keuangan berupa piutang *istishna*, pinjaman *qardh*, pembiayaan *mudharabah*, dan pembiayaan *musyarakah*, Bank menerapkan Peraturan Otoritas Jasa Keuangan (POJK) No.02/POJK.03/2022 tanggal 31 Januari 2022 tentang "Penilaian Kualitas Aset Bank Umum Syariah dan Unit Usaha Syariah".

Cadangan kerugian minimum yang harus dibentuk sesuai dengan Peraturan Bank Indonesia adalah sebagai berikut:

a. 1% dari aset produktif yang digolongkan Lancar, di luar penempatan pada Bank Indonesia, obligasi pemerintah, instrumen hutang lain yang diterbitkan oleh Pemerintah Republik Indonesia dan aktiva produktif yang dijamin dengan agunan tunai;
b. 5% dari aset produktif yang digolongkan Dalam Perhatian Khusus setelah dikurangi agunan;
c. 15% dari aset produktif yang digolongkan Kurang Lancar setelah dikurangi agunan;
d. 50% dari aset produktif yang digolongkan Diragukan setelah dikurangi agunan; dan
e. 100% dari aset produktif yang digolongkan Macet setelah dikurangi agunan.

Kriteria penilaian nilai agunan yang dapat dikurangkan dalam pembentukan cadangan kerugian penurunan nilai sesuai dengan Peraturan Bank Indonesia (OJK).

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

***f. Allowance for impairment losses on financial assets (continued)***

*f.1. Loans and murabahah financing receivables (continued)*

*In accordance with SFAS No. 102, "Accounting for Murabahah" and Indonesia Sharia Banking Accounting Guidelines (PAPSI Revised 2013), the Bank calculates individual allowance for impairment losses for murabahah receivable in accordance with IFAS No. 102 "Impairment of Murabahah Receivables".*

*f.2. Sharia financing/receivables other than murabahah*

*For financial assets of istishna receivables, funds of qardh, mudharabah financing, and musyarakah financing, the Bank implements POJK No.02/POJK.03/2022 dated January 31, 2022 regarding "Asset Quality Ratings for Sharia Bank and Sharia Business Unit".*

*The minimum allowance to be provided in accordance with Bank Indonesia Regulation is as follows:*

*a. 1% of earning assets classified as Current, excluding placements with Bank Indonesia, government bonds, other debt instruments issued by the Government of the Republic of Indonesia and earning assets secured by cash collateral;*
*b. 5% of earning assets classified as Special Mention, net of deductible collateral;*
*c. 15% of earning assets classified as Sub-standard, net of deductible collateral;*
*d. 50% of earning assets classified as Doubtful, net of deductible collateral; and*
*e. 100% of earning assets classified as Loss, net of deductible collateral.*

*The criterias for assessment of the value of collateral that can be deducted in the calculation of allowance for impairment losses are based on Bank Indonesia Regulations (OJK).*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**g. Giro pada Bank Indonesia dan bank lain**

Giro pada Bank Indonesia dan bank lain dinyatakan sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai. Giro pada Bank Indonesia dan Bank lain diklasifikasikan sebagai biaya perolehan diamortisasi.

**h. Penempatan pada Bank Indonesia dan bank lain**

Penempatan pada Bank Indonesia dan bank lain merupakan penanaman dana pada Bank Indonesia berupa *deposit facility, term deposit* dan *deposit facility* syariah, sedangkan penempatan pada bank lain berupa deposito berjangka, *interbank call money* dan tabungan.

Penempatan pada Bank Indonesia dan bank lain dinyatakan sebesar biaya perolehan diamortisasi menggunakan metode suku bunga efektif dikurangi cadangan kerugian penurunan nilai. Penempatan pada Bank Indonesia dan bank lain diklasifikasikan sebagai biaya perolehan diamortisasi.

**i. Efek-efek dan obligasi pemerintah**

Efek-efek terdiri dari surat berharga yang diperdagangkan dalam pasar modal dan pasar uang, antara lain Sertifikat Bank Indonesia (SBI), Sertifikat Deposito Bank Indonesia (SDBI), obligasi, *Negotiable Certificate of Deposit* (NCD), *Medium Term Notes* (MTN), penyertaan reksadana dan Efek Beragun Aset (EBA).

EBA adalah portofolio efek yang terdiri dari aset keuangan berupa kumpulan tagihan kredit kepemilikan rumah. EBA terbentuk ketika bank menjual pinjaman atau utang lainnya kepada penerbit (lembaga keuangan) lalu disusun dalam suatu portofolio untuk dijual kembali kepada investor.

Obligasi Pemerintah adalah obligasi yang diterbitkan oleh Pemerintah Indonesia.

Pengukuran efek-efek dan obligasi Pemerintah didasarkan atas klasifikasinya sebagai berikut:

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***g. Current accounts with Bank Indonesia and other banks***

*Current accounts with Bank Indonesia and other banks are stated at amortized cost using the effective interest method less allowance for impairment losses. Current accounts with Bank Indonesia and other banks are classified as amortized cost.*

***h. Placements with Bank Indonesia and other banks***

*Placements with Bank Indonesia and other banks represent placements of funds in Bank Indonesia in the form of deposit facility, term deposit and sharia deposit facility, whereas placement with other banks is in the form of time deposit, interbank call money and savings.*

*Placements with Bank Indonesia and other banks are stated at amortized cost using the effective interest method less allowance for impairment losses. Placements with Bank Indonesia and other banks are classified as amortized cost.*

***i. Securities and government bonds***

*Securities consist of securities traded in the capital market and money market, such as Bank Indonesia Certificates (SBI), Deposits Certificates of Bank Indonesia (SDBI), bonds, Negotiable Certificate of Deposit (NCD), Medium Term Notes (MTN) mutual funds and Asset Backed Securities (ABSs).*

*ABSs are securities portfolio consisting of financial assets in the form of mortgages loan. ABSs are created when bank sells its loans or other debts to an issuer (financial institution) and then arranged in a portfolio in order to resale to investors.*

*Government bonds are bonds issued by the Indonesian Government.*

*The measurement of securities and Government bonds are based on the classification of the securities as follows:*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**i. Efek-efek dan obligasi pemerintah (lanjutan)**

Pengukuran efek-efek dan obligasi Pemerintah didasarkan atas klasifikasinya sebagai berikut: (lanjutan)

1. Efek-efek dan obligasi pemerintah yang diklasifikasikan sebagai biaya perolehan yang diamortisasi diukur dengan biaya perolehan yang diamortisasi menggunakan metode suku bunga efektif. Pendapatan bunga diakui dalam laporan laba rugi dan penghasilan komprehensif lain menggunakan metode suku bunga efektif.
2. Efek-efek dan obligasi pemerintah yang diklasifikasikan sebagai nilai wajar melalui laba rugi (FVTPL) diukur dengan menggunakan nilai wajar. Keuntungan atau kerugian yang belum direalisasi akibat kenaikan atau penurunan nilai wajarnya disajikan dalam laporan laba rugi dan penghasilan komprehensif lain. Perubahan nilai wajar diakui pada laporan laba rugi. Atas penjualan portofolio efek-efek dan obligasi pemerintah untuk nilai wajar melalui laba rugi, perbedaan antara harga jual dengan nilai pasar wajar diakui sebagai keuntungan atau kerugian penjualan pada tahun dimana efek-efek dan obligasi pemerintah tersebut dijual.
3. Efek-efek dan obligasi pemerintah yang diklasifikasikan sebagai nilai wajar melalui penghasilan komprehensif lain (FVTOCI) diukur dengan menggunakan nilai wajar. Pendapatan bunga diakui dalam laporan laba rugi dan penghasilan komprehensif lain menggunakan metode suku bunga efektif. Perubahan nilai wajar lainnya diakui langsung dalam ekuitas sampai efek-efek dan obligasi pemerintah dijual atau mengalami penurunan nilai, dimana akumulasi keuntungan dan kerugian yang sebelumnya diakui dalam ekuitas diakui dalam laporan laba rugi penghasilan komprehensif lain.

**j. Kredit yang diberikan**

Kredit yang diberikan merupakan penyediaan uang atau tagihan yang dapat disamakan dengan itu, berdasarkan kesepakatan dengan pihak penerima kredit dan mewajibkan pihak penerima kredit untuk melunasi setelah jangka waktu tertentu dengan imbalan bunga.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***i. Securities and government bonds (continued)***

*The measurement of securities and Government bonds are based on the classification of the securities as follows: (continued)*

1. *Securities and government bonds classified as amortized cost are measured at amortized cost using the effective interest method. Interest income is recognized in the statement of profit or loss and other comprehensive income using the effective interest method.*
2. *Securities and government bonds classified as fair value through profit or loss (FVTPL) are measured using fair value. Unrealized gains or losses resulting from changes in fair values are recognized in the statement of profit or loss and other comprehensive income. Changes in fair value are recognized in profit or loss. Upon sale of portfolio of fair value through profit or loss securities and government bonds, the difference between the selling price and the fair value is recognized as a gain or loss in the year when the securities and government bonds are sold.*
3. *Securities and government bonds classified as fair value through other comprehensive income (FVTOCI) are measured using fair value. Interest income is recognized in the statement of profit or loss and other comprehensive income using the effective interest method. Other fair value changes are recognized directly in equity until the securities and Government bonds are sold or impaired, whereby the cumulative gains and losses previously recognized in the equity are recognized in the statement of profit or loss and other comprehensive income.*

***j. Loans***

*Loans represent the lending of money or equivalent receivables under contracts with borrowers, where the borrowers are required to repay their debts with interest after a specified period of time.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**j. Kredit yang diberikan (lanjutan)**

Kredit yang diberikan (termasuk kredit yang diberikan dalam pinjaman sindikasi) pada awalnya diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan biaya tambahan untuk memperoleh aset keuangan tersebut. Setelah pengakuan awal kredit yang diberikan diukur pada biaya perolehan amortisasi menggunakan metode suku bunga efektif dikurangi dengan cadangan kerugian penurunan nilai.

Kredit yang diberikan diklasifikasikan sebagai diukur pada biaya perolehan diamortisasi.

Kredit yang diberikan dalam pinjaman sindikasi ataupun penerusan kredit dinyatakan sebesar pokok kredit sesuai dengan porsi risiko yang ditanggung oleh Bank.

Restrukturisasi kredit

Restrukturisasi kredit meliputi adanya perpanjangan jangka waktu pembayaran dan ketentuan kredit yang baru.

Kredit yang direstrukturisasi disajikan sebesar nilai yang lebih rendah antara nilai tercatat kredit pada tanggal restrukturisasi atau nilai tunai penerimaan kas masa depan setelah restrukturisasi. Kerugian akibat selisih antara nilai tercatat kredit pada tanggal restrukturisasi dengan nilai tunai penerimaan kas masa depan setelah restrukturisasi diakui dalam laporan laba rugi dan penghasilan komprehensif lain. Setelah restrukturisasi, semua penerimaan kas masa depan yang ditetapkan dalam persyaratan baru dicatat sebagai pengembalian pokok kredit yang diberikan dan pendapatan bunga sesuai dengan syarat-syarat restrukturisasi.

Penjualan Kredit Pemilikan Rumah (KPR)

Bank telah melakukan penjualan atas KPR kepada pihak ketiga.

Atas penjualan tersebut, Bank telah memindahkan risiko dan manfaat atas kepemilikan KPR kepada pihak lawan. Oleh karena itu, pada tanggal efektif penjualan, Bank menghentikan pengakuan atas KPR tersebut.

Penjualan tersebut telah memenuhi kriteria jual putus seperti yang tertuang dalam Peraturan OJK No.11/POJK.03/2019.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***j. Loans (continued)***

*Loans (including loans under syndication) are initially measured at fair value plus transaction costs that are directly attributable to obtaining the financial asset. After initial recognition, loans are measured at amortized cost using the effective interest method, net of allowance for impairment losses.*

*Loans are classified as amortized costs.*

*Loans under syndication or channelling are stated at the principal amount equal to the risk portion assumed by the Bank.*

*Loan restructuring*

*Loan restructuring may involve extending the payment arrangements and new loan conditions.*

*Restructured loans are stated at the lower of carrying value on the date of restructuring or value of the future cash receipts after the restructuring. Losses resulting from the difference between the carrying value on the date of restructuring the present value of future cash receipts after the restructuring is recognized in the statement of profit or loss and other comprehensive income. After the restructuring, all future cash receipts specified by the new terms are recorded as a return of principal loans and interest income in accordance with the terms of the restructuring.*

*Sales of Housing Loans (KPR)*

*The Bank sold its KPR to third parties.*

*In relation with the above mention sale, the Bank has transferred the risk and rewards of ownership of the KPR to counterparty. Hence, at the effective date of the sale, the Bank derecognized the KPR.*

*The sale has fulfill the criteria of true sale according to OJK regulation No. 11/POJK.03/2019.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**k. Pembiayaan/piutang syariah**

Pembiayaan/piutang syariah adalah penyediaan uang atau tagihan yang dapat disamakan dengan itu, yang timbul dari transaksi berdasarkan prinsip jual beli dan bagi hasil antara Bank dengan pihak lain selama jangka waktu tertentu. Piutang tersebut meliputi piutang *murabahah*, piutang *istishna* dan *qardh*, untuk pembiayaan meliputi pembiayaan *mudharabah* dan pembiayaan *musyarakah*.

*Murabahah* adalah akad jual beli antara nasabah dengan Bank, dimana Bank membiayai kebutuhan konsumsi, investasi dan modal kerja nasabah yang dijual dengan harga pokok ditambah dengan keuntungan yang diketahui dan disepakati bersama. Pembayaran atas pembiayaan ini dilakukan dengan cara mengangsur dalam jangka waktu yang ditentukan.

Piutang *murabahah* pada awalnya diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung dan merupakan biaya tambahan untuk memperoleh aset keuangan tersebut dan setelah pengakuan awal diukur pada biaya perolehan diamortisasi menggunakan metode marjin efektif dikurangi dengan cadangan kerugian penurunan nilai.

*Mudharabah* merupakan pembiayaan kerjasama antara Bank sebagai pemilik dana (*shahibul maal*) dengan nasabah sebagai pelaksana usaha (*mudharib*) selama jangka waktu tertentu. Pembagian hasil keuntungan dari proyek atau usaha tersebut ditentukan sesuai dengan *nisbah (pre-determined ratio)* yang telah disepakati bersama. Pada tanggal laporan posisi keuangan, pembiayaan *mudharabah* dinyatakan sebesar saldo pembiayaan dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil reviu oleh manajemen terhadap kualitas pembiayaan yang ada.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***k. Sharia financing/receivables***

*Financing/receivables based on Sharia principles is receivables from providing funds or other similar form of receivables arising from transactions carried out based on sale or purchase arrangements and profit sharing between Bank and other parties for a certain period of time. Such receivables consist of receivables arising from murabahah transactions, istishna transactions and qardh transactions, for financing consist of mudharabah and musyarakah financing.*

*Murabahah is a sale and purchase contract between the customer and Bank, whereby Bank finances the consumption, investment and working capital needs of the customer sold with a principle price plus a certain margin that is mutually informed and agreed. Repayment on this financing is made in installments within a specified period.*

*Murabahah receivables are initially measured at fair value plus direct attributable transaction costs and is an additional cost to obtain the respected financial assets and after the initial recognition are measured at amortized cost using the effective margin method less any allowance for impairment losses value.*

*Mudharabah financing is a joint financing made between Bank as the owner of the funds (shahibul maal) and the customer as a business executor (mudharib) during a certain period. The profit sharing from the project or the business is determined in accordance with the mutually agreed nisbah (pre-determined ratio). On the statement of financial position date, mudharabah financing is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review of the financing quality.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**k. Pembiayaan/piutang syariah (lanjutan)**

*Musyarakah* adalah akad kerjasama yang terjadi diantara para pemilik modal (mitra musyarakah) untuk menggabungkan modal dan melakukan usaha secara bersama dalam suatu kemitraan dengan *nisbah* pembagian hasil sesuai dengan kesepakatan, sedangkan kerugian ditanggung secara proporsional sesuai dengan kontribusi modal. Pada tanggal laporan posisi keuangan, pembiayaan *musyarakah* dinyatakan sebesar saldo pembiayaan dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil reviu oleh manajemen terhadap kualitas pembiayaan yang ada.

*Istishna* adalah akad penjualan antara *al-mustashni* (pembeli) dan *al-shani* (produsen yang juga bertindak sebagai penjual). Berdasarkan akad tersebut, pembeli menugasi produsen untuk membuat atau mengadakan *al-mashnu* (barang pesanan) sesuai spesifikasi yang diisyaratkan pembeli dan menjualnya dengan harga yang disepakati. Piutang *istishna* disajikan sebesar tagihan termin kepada pembeli akhir dikurangi cadangan kerugian penurunan nilai.

*Qardh* adalah penyediaan dana atau tagihan yang dapat dipersamakan dengan itu berdasarkan persetujuan atau kesepakatan antara peminjam dan pihak yang meminjamkan yang mewajibkan peminjam melunasi hutangnya setelah jangka waktu tertentu. Pinjaman *qardh* dinyatakan sebesar saldo pinjaman dikurangi dengan saldo cadangan kerugian penurunan nilai yang dibentuk berdasarkan hasil reviu oleh manajemen terhadap kualitas pinjaman yang ada.

**l. Tagihan dan liabilitas akseptasi**

Tagihan dan liabilitas akseptasi merupakan transaksi Surat Kredit Berdokumen Dalam Negeri (SKBDN) yang diaksep oleh bank pengaksep *(accepting bank)*.

Tagihan dan liabilitas akseptasi dinyatakan sebesar biaya perolehan diamortisasi. Tagihan akseptasi disajikan setelah dikurangi cadangan kerugian penurunan nilai.

Tagihan dan liabilitas akseptasi diklasifikasikan sebagai diukur pada biaya perolehan amortisasi.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***k. Sharia financing/receivables (continued)***

*Musyarakah is a partnership contract among fund's owners (musyarakah partners) to contribute funds and conduct a business on a joint basis through partnership with the profit sharing based on a predetermined ratio, while the losses are borne proportionally based on the capital contribution. On the statement of financial position date, musyarakah financing is stated at the outstanding financing balance less allowance for impairment losses which is provided based on the management's review on the financing quality.*

*Istishna is a sale and purchase contract between al-mustashni (buyer) and al-shani (manufacturer also acting as the seller). Based on the contract, the buyer orders the manufacturer to produce or to supply al-mashnu (goods ordered) according to the specifications required by the buyer and to sell them at agreed price. Istishna receivables are stated at outstanding billings to final buyer less allowance for impairment losses.*

*Qardh is the provision of funds or equivalent claims based on agreement between the borrower and the lender that requires the borrower to repay the debts after a certain period of time. Qardh are stated at outstanding balance less allowance for impairment losses based on the management's review on the financing quality.*

***l. Acceptances receivable and payable***

*Acceptances receivable and payable represent Letters of Credit by Local Document (SKBDN) transactions that have been accepted by the accepting bank.*

*Acceptances receivable and payable are stated at amortized cost. Acceptances receivable are stated net of allowance for impairment losses.*

*Acceptances receivable and payable are classified as amortized costs.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**m. Penyertaan Saham**

Penyertaan saham merupakan investasi jangka panjang pada perusahaan non-publik serta penyertaan modal sementara pada perusahaan debitur yang timbul akibat konversi kredit yang diberikan atau jenis transaksi tertentu yang berakibat Bank memiliki saham pada perusahaan debitur.

Penyertaan saham dengan persentase kepemilikan 20,00% sampai dengan 50,00% dicatat dengan metode ekuitas. Dalam metode ini, penyertaan dicatat sebesar biaya perolehan disesuaikan dengan bagian Bank atas ekuitas perusahaan asosiasi dan dikurangi dengan penerimaan dividen sejak tanggal perolehan, dikurangi cadangan kerugian penurunan nilai.

Penyertaan modal sementara dihapusbuku dari laporan posisi keuangan apabila telah melampaui jangka waktu 5 (lima) tahun sesuai dengan Peraturan OJK No. 40/POJK.03/2019 tentang "Penilaian Kualitas Aset Bank Umum".

**n. Aset tetap**

Aset tetap awalnya diakui sebesar biaya perolehan, yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan supaya aset tersebut siap digunakan sesuai dengan maksud manajemen.

Setelah pengakuan awal, aset tetap selain tanah dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

Aset tetap yang diperoleh dalam pertukaran aset non-moneter atau kombinasi aset moneter dan non-moneter diukur pada nilai wajar, kecuali:

(i) Transaksi pertukaran tidak memiliki substansi komersial, atau

(ii) Nilai wajar dari aset yang diterima dan diserahkan tidak dapat diukur secara andal.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***m. Investment in shares***

*Investments in shares represent long-term investments in non-publicly-listed companies and temporary investments in debtor companies arising from conversion of loans or certain of transactions which resulted The Bank have shares in debtor's company.*

*Investments in shares represent ownership interests of 20.00% to 50.00% are recorded using the equity method. Under this method, investments are recorded at cost and adjusted for the Bank's proportionate share in the net equity of the investees and reduced by dividends earned starting the acquisition date net of by allowance for impairment losses*

*Temporary investment is written-off from the statement of financial position if it is held for more than 5 (five) years in accordance with OJK Regulation No. 40/POJK.03/2019 regarding "Asset Quality Rating for Commercial Banks".*

***n. Premises and equipment***

*All premises and equipment are initially recognized at cost, which comprises its purchase price and any costs directly attributable in bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.*

*Subsequent to initial recognition, premises and equipment besides lands are carried at cost less any subsequent accumulated depreciation and impairment losses.*

*Premises and equipment acquired in exchange for a non-monetary asset or for a combination of monetary and non-monetary assets are measured at fair values, unless:*

*(i) The exchange transaction lacks commercial substance, or*

*(ii) The fair value of neither the assets received nor the assets given up can be measured reliably.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**n. Aset tetap (lanjutan)**

Penyusutan bangunan dihitung dengan menggunakan metode garis lurus (*straight-line method*) sedangkan peralatan kantor dan kendaraan bermotor dihitung dengan menggunakan metode saldo menurun ganda (*double-declining balance method*) berdasarkan taksiran masa manfaat aset tetap sebagai berikut:

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***n. Premises and equipment (continued)***

*Depreciation of buildings is computed using the straight-line method while depreciation of office furniture and fixtures, and motor vehicles is computed using the double-declining balance method, based on the estimated useful lives of the assets as follows:*

| | **Tahun/*Years*** | |
|---|---|---|
| Bangunan | 10 - 20 | *Buildings* |
| Peralatan kantor dan kendaraan bermotor | 4 - 8 | *Office furniture and fixtures and motor vehicles* |

Penilaian aset tetap dilakukan atas penurunan dan kemungkinan penurunan nilai wajar aset jika terjadi peristiwa atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat mungkin tidak dapat seluruhnya terealisasi.

*The carrying amounts of premises and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be fully recoverable.*

Pada setiap akhir tahun buku, manajemen melakukan pengkajian ulang atas nilai residu, masa manfaat dan metode penyusutan dan disesuaikan secara prospektif, jika diperlukan.

*The residual values, useful lives and methods of depreciation of premises and equipment are reviewed by the management and adjusted prospectively, if appropriate, at the end of each year, if necessary.*

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara jumlah neto hasil pelepasan dan jumlah tercatat dari aset) diperhitungkan dalam laporan laba rugi dan penghasilan komprehensif lain pada periode aset tersebut dihentikan pengakuannya.

*An item of premises and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss and other comprehensive income in the period such asset is derecognized.*

Tanah awalnya dinyatakan sebesar biaya perolehan dan tidak disusutkan. Setelah pengakuan awal, tanah diukur pada nilai wajar pada tanggal revaluasi dikurangi akumulasi rugi penurunan nilai setelah tanggal revaluasi. Penilaian terhadap tanah dilakukan oleh penilai yang memiliki kualifikasi profesional, dan dilakukan secara berkala untuk memastikan bahwa jumlah tercatat tanah tidak berbeda secara material dengan jumlah yang ditentukan dengan menggunakan nilai wajarnya pada akhir periode pelaporan (Catatan 14).

*Land are initially recognized at cost and not depreciated. Subsequent to initial recognition, land is measured at fair value at the revaluation date less any subsequent accumulated impairment losses. Valuation of land are performed by appraisers with professional qualification and is done in regular basis to ensure that the carrying amount does not differ materially from its fair value at the end of reporting period (Note 14).*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**n. Aset tetap (lanjutan)**

Kenaikan nilai tercatat yang timbul dari revaluasi dicatat sebagai "Surplus Revaluasi Aset Tetap", dan disajikan dalam penghasilan komprehensif lain. Namun, kenaikan tersebut diakui dalam laba rugi hingga sebesar jumlah penurunan nilai aset yang sama akibat revaluasi yang pernah dilakukan sebelumnya dalam laba rugi. Penurunan nilai tercatat yang timbul dari revaluasi diakui dalam laba rugi.

Beban pemeliharaan dan perbaikan dibebankan pada operasi pada saat terjadinya. Beban pemugaran dan penambahan bahan dalam jumlah besar dikapitalisasi kepada jumlah tercatat aset tetap terkait bila besar kemungkinan bagi kelompok usaha manfaat ekonomi masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat aset tetap terkait.

Aset tetap dalam penyelesaian dicatat sebesar biaya perolehan, yang mencakup kapitalisasi beban pinjaman dan biaya-biaya lainnya yang terjadi sehubungan dengan pendanaan aset tetap dalam penyelesaian tersebut. Akumulasi biaya perolehan akan direklasifikasi ke akun "Aset Tetap" yang bersangkutan pada saat aset tetap tersebut telah selesai dikerjakan dan siap untuk digunakan. Aset tetap dalam penyelesaian tidak disusutkan karena belum tersedia untuk digunakan.

Biaya pengurusan legal hak atas tanah dalam bentuk Hak Guna Usaha ("HGU"), Hak Guna Bangunan ("HGB") dan Hak Pakai ("HP") ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan tanah pada akun "Aset Tetap". Biaya pengurusan perpanjangan atau pembaruan legal hak atas tanah diakui sebagai aset tidak berwujud dan diamortisasi sepanjang umur hak hukum atau umur ekonomi tanah, mana yang lebih pendek.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***n. Premises and equipment (continued)***

*Increase in the carrying amount arising from revaluation is recorded in "Premises and equipment Revaluation Surplus" and presented in other comprehensive income. However, the increase is recognized in profit or loss, up to the amount of impairment of the same assets due to revaluation previously recognized in profit or loss. A decrease in carrying value arising as a result of a revaluation should be recognized in profit or loss.*

*Repairs and maintenance is charged to the profit or loss as incurred. The cost of major renovation and restoration is capitalized to the carrying amount of the related premises and equipment when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset and is depreciated over the remaining useful life of the related asset.*

*Construction in-progress are stated at cost, including capitalized borrowing costs and other charges incurred in connection with the financing of the said asset constructions. The accumulated costs will be reclassified to the appropriate "Premises and Equipment" account when the construction is completed and available for intended use. Assets under construction are not depreciated as these are not yet available for use.*

*The legal cost of land rights in the form of Business Usage Rights ("Hak Guna Usaha" or "HGU"), Building Usage Right ("Hak Guna Bangunan" or "HGB") and Usage Rights ("Hak Pakai" or "HP") when the land was initially acquired are recognized as part of the cost of the land under the "Premises and Equipment". The extension or the legal renewal costs of land rights were recognized as intangible assets and were amortized over the shorter of the rights' legal life and land's economic life.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**n. Aset tetap (lanjutan)**

Jika nilai wajar dari aset yang direvaluasi mengalami perubahan yang signifikan dan fluktuatif, maka perlu direvaluasi secara tahunan, sedangkan jika nilai wajar dari aset yang direvaluasi tidak mengalami perubahan yang signifikan dan fluktuatif, maka perlu dilakukan revaluasi paling kurang 3 (tiga) tahun sekali.

**o. Aset hak guna dan liabilitas sewa**

PSAK No. 73 menerapkan persyaratan baru atau amandemen sehubungan dengan akuntansi sewa. Standar ini memperkenalkan perubahan signifikan untuk akuntansi *lessee* dengan menghapus perbedaan antara sewa operasi dan pembiayaan dan pengakuan aset hak guna dan liabilitas sewa, kecuali untuk sewa jangka pendek dan aset dengan nilai rendah. Berbeda dengan akuntansi *lessee*, persyaratan untuk akuntansi *lessor* sebagian besar tidak berubah. Dalam hal ini, Bank terekspos risiko Bank sebagai *lessee*.

a) Dampak definisi baru dari sewa

Perubahan utama dari definisi sewa berkaitan dengan konsep pengendalian. PSAK No. 73 menentukan apakah kontrak merupakan, atau mengandung sewa atas dasar jika penyewa memiliki hak untuk mengendalikan penggunaan aset selama suatu jangka waktu tertentu untuk dipertukarkan dengan imbalan. Hal tersebut merupakan perbedaan penentuan kontrak merupakan, atau mengandung sewa berdasarkan PSAK No. 30 yaitu dengan konsep risiko dan manfaat.

Bank menerapkan definisi sewa dan panduan terkait yang diterapkan dalam PSAK No. 73 untuk semua kontrak yang dicatat atau diubah pada atau setelah tanggal 1 Januari 2020.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***n. Premises and equipment (continued)***

*If the fair value of the revalued asset change significantly, it is necessary to revaluate on an annual basis, whereas if the fair value of the revaluated asset does not change significantly, it is necessary to revaluate at a minimum every 3 (three) years.*

***o. Right-of use assets and lease liabilities***

*SFAS No. 73 introduces new or amended requirements with respect to lease accounting. It introduces significant changes to lessee accounting by removing the distinction between operating and finance lease and requiring the recognition of a right-of-use asset and a lease liability at commencement for all leases, except for short-term leases and leases of low value assets. In contrast to lessee accounting, the requirements for lessor accounting have remained largely unchanged. In this case, Bank is exposed the risk of the Bank as lessee.*

*a) Impact of the new definition of a lease*

*The change in the definition of a lease mainly relates to the concept of control. SFAS No. 73 determines whether a contract is, or contains, a lease if the lessee has the right to control the use of an identified asset for a certain period of time in exchange for consideration. This is in contrast to the focus on 'risks and rewards' in SFAS No. 30.*

*The Bank applies the definition of a lease and related guidance set out in SFAS No. 73 to all contracts entered into or changed on or after January 1, 2020.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**o. Aset hak guna dan liabilitas sewa (lanjutan)**

b) Panduan praktis, pengecualian pengakuan dan pilihan kebijakan pada saat masa transisi, Bank memilih untuk menerapkan panduan praktis yang terdapat pada panduan transisi dalam PSAK No. 73, yang antara lain:
1. Penggunaan tingkat diskonto tunggal untuk portofolio sewa dengan karakteristik yang hampir sama;
2. Tidak menerapkan pengakuan dan pengukuran berdasarkan PSAK 73 untuk kontrak dengan masa sewa kurang dari 12 bulan pada tanggal 1 Januari 2020 dan dicatat sebagai sewa jangka pendek; dan
3. Pengecualian biaya langsung awal dari pengukuran aset hak guna pada tanggal penerapan awal.

Bank memilih pengecualian pengakuan untuk tidak menerapkan pengakuan dan pengukuran berdasarkan PSAK No. 73 untuk kontrak:
1. Sewa jangka pendek dengan masa sewa 12 bulan atau kurang; dan
2. Sewa dengan aset pendasar bernilai rendah.

Bank mengakui pembayaran sewa jangka pendek dan aset bernilai rendah sebagai beban baik dengan dasar garis lurus maupun dasar sistematik lainnya yang merepresentasikan pola manfaat.

Selain itu, Bank juga memilih pilihan kebijakan untuk:
1. Tidak memisahkan kompenen nonsewa dari komponen sewa, dan memilih mencatat masing-masing komponen sewa dan komponen nonsewa terkait sebagai komponen sewa tunggal.
2. Tidak mencatat sewa atas aset tak berwujud berdasarkan PSAK No. 73.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***o. Right-of use assets and lease liabilities (continued)***

*b) Practical expedient, recognition exemption and accounting policy option at the transition date, Bank decided to use the practical expedient that is permitted in SFAS No. 73, as:*
*1. Using a single discount rate to a portfolio of leases with reasonably similar characteristics;*

*2. Not to apply the recognition and measurement according to SFAS No. 73 of the contracts which lease term ends within 12 months of January 1, 2021 and recorded as short term lease; and*
*3. Exclude intial direct cost from the measurement of the right of use assets at the date of initial application.*

*Bank may choose the recognition exemption not to recognize and measure according to SFAS No. 73 of the contract:*

*1. Short term leases for which lease term is or below 12 months; and*
*2. Lease for which the underlying asset is low value.*

*Bank recognise the lease payment of short term and low value leases as an expense on either a straight line basis over ther lease term or another systematic basis which represent the pattern of the benefit.*

*Besides, Bank may choose the policy option:*
*1. Not to separate the non-leased component from lease component, and choose to record the lease component and non-leased component as a single lease component.*
*2. Not to record the lease of intangible assets according to SFAS No. 73.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**o. Aset hak guna dan liabilitas sewa (lanjutan)**

c) Dampak pada akuntansi *lessee*

Bank menerapkan pendekatan pengakuan dan pengukuran tunggal untuk seluruh sewa, kecuali untuk sewa jangka pendek dan sewa aset bernilai rendah. Bank mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak guna yang mewakili hak untuk menggunakan aset pendasar.

Bank mengakui aset hak guna dan liabilitas sewa pada tanggal permulaan sewa.

Pada tanggal permulaan sewa, aset hak guna diukur pada biaya perolehan yang meliputi jumlah pengukuran awal liabilitas sewa, biaya langsung awal yang dikeluarkan, estimasi biaya restorasi dan pembayaran sewa yang dilakukan pada atau sebelum tanggal mulai sewa dikurangi insentif sewa yang diterima. Untuk pengurukuran selanjutnya, aset hak guna dikurangi dengan akumulasi penyusutan dan kerugian penurunan nilai, serta disesuaikan untuk setiap pengukuran kembali liabilitas sewa.

Aset hak guna disusutkan dengan metode sesuai dengan persyaratan depresiasi yang ada pada aset tetap.

Jika kepemilikan aset sewa dialihkan ke Bank pada akhir masa sewa atau pembayaran sewa mencerminkan pelaksanaan opsi pembelian, penyusutan dihitung menggunakan estimasi masa manfaat ekonomis aset. Aset hak guna diuji penurunan nilainya sesuai dengan PSAK No. 48 Penurunan Nilai Aset.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***o. Right-of use assets and lease liabilities (continued)***

*c) Impact on lessee accounting*

*Bank applies a single recognition and measurement approach for the entire lease, except for the short terms and low-value lease. Bank recognises lease liabilities for the lease payments and right of use asset that represent right of use of the underlying asset*

*Bank recognises right of use asset and lease liabilities at the commencement date.*

*On the commencement date, right of use assets measured at cost, which shall comprise the amount initial measurement of lease liabilities, initial direct cost incurred, an estimate of restoration cost, and lease payments made at or before the commencement date less the rental incentives received. For the subsequent measurements, the right of use assets less the accumulated depreciation, any accumulated impairment losses, and adjusted for any remeasurement of lease liabilities.*

*Right of use assets depreciated by methods in accordance with the fixed assets depreciation requirements.*

*If the ownership of lease assets transferred to the Bank at the end of the lease term or the lease payments reflects the purchase option, then the depreciation period measured by using the estimation of asset economic benefit. The right of use asset tested for impairment in accordance with SFAS No. 48 Impairment of Asset.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**o. Aset hak guna dan liabilitas sewa (lanjutan)**

Pada tanggal permulaan sewa, Bank mengakui liabilitas sewa yang diukur pada nilai kini dari pembayaran sewa masa depan yang akan dilakukan selama masa sewa. Pembayaran sewa termasuk pembayaran tetap (termasuk pembayaran tetap secara-substansi) dikurangi piutang insentif sewa, pembayaran sewa variabel yang bergantung pada indeks atau kurs, dan jumlah yang diharapkan akan dibayar dalam jaminan nilai residu. Pembayaran sewa juga termasuk harga eksekusi opsi pembelian yang wajar jika dipastikan akan dilakukan oleh Bank dan pembayaran penalti untuk mengakhiri sewa, jika jangka waktu sewa mencerminkan Bank mengeksekusi opsi penghentian sewa. Pembayaran sewa variabel yang tidak bergantung pada indeks atau kurs diakui sebagai beban pada periode di mana peristiwa atau kondisi yang memicu pembayaran terjadi.

Dalam menghitung nilai kini dari pembayaran sewa, Bank menggunakan suku bunga pinjaman inkremental penyewa pada tanggal dimulainya sewa karena suku bunga implisit dalam sewa tidak dapat ditentukan. Untuk pengukuran selanjutnya, jumlah liabilitas sewa ditingkatkan untuk mencerminkan pertambahan bunga dan dikurangi pembayaran sewa yang dilakukan. Selain itu, jumlah tercatat liabilitas sewa diukur kembali jika terdapat modifikasi, perubahan jangka waktu sewa, perubahan pembayaran sewa, atau perubahan dalam penilaian opsi untuk membeli aset pendasar.

PSAK No. 73 mengubah cara Bank menyajikan sewa yang sebelumnya diklasifikasikan sebagai sewa operasi pada PSAK No. 30, yang tidak diungkapkan dalam laporan keuangan, dengan rincian sebagai berikut:

1. Menyajikan aset hak-guna secara terpisah;
2. Menyajikan liabilitas sewa sebagai bagian dari liabilitas lain-lain;
3. Menyajikan beban penyusutan aset hak-guna dan beban bunga liabilitas sewa sebagai bagian dari beban umum dan administrasi; dan
4. Memisahkan jumlah total pembayaran ke bagian pokok (disajikan dalam kegiatan pendanaan) dan bunga (disajikan dalam kegiatan operasional) dalam laporan arus kas

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***o. Right-of use assets and lease liabilities (continued)***

*At the commencement date, Bank recognized the lease liabilities measured at the present value of the future lease payment during the lease term. Lease payment including the fixed payment (including substantial fixed-payments) less lease incentive receivable, variable lease payment that depend on the index or exchange rate, and the expected amount will be paid in a residual value guarantee. Lease payments also include the execution price of a reasonable purchase option if it ensured to exercise by the Bank and the penalty payment to terminate the lease, if the lease term reflects the Bank to execute the lease termination option. Variable lease payments that do not rely on the index or exchange rates recognized as expense in periods in which events or conditions that trigger payments occur.*

*In calculating the present value of lease payments, Bank uses the incremental borrowing rate of the lessee at the commencement date of the lease, as the implicit interest rate of the lease cannot be determined. For the subsequent measurement, amount of lease liabilities increased to reflect the increasing of interest and reduced by the lease payments. In addition, the carrying amount of lease liabilities remeasured if there is a modification, change in lease term, change of lease payment, or changes in assessment of purchase option of the underlying asset.*

*SFAS No. 73 changes the way of Bank presents lease that previously classified as an operating lease in SFAS No. 30, which not disclosed in financial statements, with the details of below:*

1. *Present the right of use asset separately*
2. *Present the lease liabilities as part of other liabilities*
3. *Present the depreciation expense of right of use asset and interest expense of lease liabilities as part of general and administrative expenses, and*
4. *Separate the total amount of payment to the principal (presented in financing activities) and interest (presented in operational activities) in the statement of cash flow.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**p. Penurunan nilai aset non-keuangan**

Pada setiap akhir periode pelaporan, Bank menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut, maka Bank akan membuat estimasi atas jumlah terpulihkan aset tersebut.

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau Unit Penghasil Kas (UPK) dikurangi biaya pelepasan dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain.

Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dianggap mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar nilai terpulihkannya. Rugi penurunan nilai dari operasi yang berkelanjutan diakui pada laporan laba rugi dan penghasilan komprehensif lain sebagai "rugi penurunan nilai".

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini atas nilai waktu uang dan risiko spesifik aset.

Dalam menentukan nilai wajar dikurangi biaya pelepasan, mengacu pada PSAK No. 68: "Pengukuran Nilai Wajar" (Catatan 2e).

Kerugian penurunan nilai dari operasi yang berkelanjutan, jika ada, diakui pada laporan laba rugi dan penghasilan komprehensif lain sesuai dengan kategori biaya yang konsisten dengan fungsi aset yang diturunkan nilainya.

**q. Biaya dibayar dimuka**

Biaya dibayar di muka diamortisasi selama masa manfaat dengan menggunakan metode garis lurus *(straight-line method)*.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***p. Impairment of non-financial assets***

*The Bank assesses at each annual reporting period whether there is an indication that an asset may be impaired. If any such indication exists, Bank makes an estimate of the asset's recoverable amount.*

*An asset's recoverable amount is the higher of an asset's or Cash Generating Unit (CGU)'s fair value less costs of disposal and its value in use, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets.*

*Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. Impairment losses of continuing operations are recognized in the statement of profit or loss and other comprehensive income as "impairment losses".*

*In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.*

*In determining fair value less costs of disposal, refers to SFAS No. 68, "Fair Value Measurements" (Note 2e).*

*Impairment losses of continuing operations, if any, are recognized in the statements of profit or loss and other comprehensive income under expense categories that are consistent with the functions of the impaired assets.*

***q. Prepaid expenses***

*Prepaid expenses are amortized over the periods benefited using the straight-line method.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**r. Liabilitas segera**

Liabilitas segera dicatat pada saat timbulnya kewajiban atau diterimanya perintah pemindahbukuan dari nasabah maupun dari bank lain.

Liabilitas segera dicatat berdasarkan biaya perolehan diamortisasi dan diklasifikasikan sebagai liabilitas keuangan lainnya.

**s. Simpanan**

Giro merupakan simpanan nasabah yang dapat digunakan sebagai alat pembayaran dan penarikannya dapat dilakukan setiap saat melalui cek atau pemindahbukuan dengan bilyet giro dan sarana perintah pembayaran lainnya. Giro dinyatakan sebesar nilai titipan pemegang giro di Bank.

Giro *Wadiah* merupakan titipan dana pihak ketiga yang setiap saat tersedia untuk dikembalikan dan dapat diberikan bonus sesuai kebijakan Bank. Giro *Wadiah* dinyatakan sebesar nilai titipan pemegang giro di Bank.

Tabungan merupakan simpanan nasabah yang penarikannya hanya dapat dilakukan nasabah sesuai dengan persyaratan tertentu yang disepakati. Tabungan dinyatakan sebesar nilai kewajiban pada pemilik tabungan.

Tabungan *Wadiah* merupakan simpanan pihak lain yang mendapatkan bonus berdasarkan kebijaksanaan Bank. Tabungan *Wadiah* dinyatakan sebesar nilai investasi pemegang tabungan di Bank.

Deposito berjangka merupakan simpanan nasabah yang penarikannya hanya dapat dilakukan nasabah pada waktu tertentu sesuai dengan perjanjian antara pemegang deposito berjangka dengan Bank. Deposito berjangka dinyatakan sebesar nilai nominal yang tercantum dalam sertifikat yang diterbitkan oleh Bank, sesuai dengan perjanjian antara pemegang deposito berjangka dengan Bank.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***r. Liabilities due immediately***

*This account is recorded at the time the obligations occur or upon receipt of transfer orders from customers or other banks.*

*Current liabilities are stated at amortized cost and classified as other financial liabilities.*

***s. Deposits***

*Demand deposits represent customer funds which can be used as payment instruments, and can be withdrawn at any time through cheque, or transferred through current account drafts and other transfer instruction media. Demand deposits are stated at the amounts entrusted to the Bank by the depositors.*

*Wadiah demand deposits represent entrusted third party funds which are available for withdrawal at any time and earn bonus based on the Bank's policy. Wadiah demand deposits are stated at the amounts invested by the depositors in the Bank.*

*Savings deposits represent customer funds which can be withdrawn by the depositors only under certain conditions. Savings deposits are stated at the agreed amounts due to the depositors.*

*Wadiah savings deposits represent third party funds which earn bonus based on the Bank's policy. Wadiah savings deposits are stated at the amounts invested by the depositors in the Bank.*

*Time deposits represent customer funds which can be withdrawn by the depositors only on specific maturity dates based on the agreements between the depositors and the Bank. Time deposits are stated at the nominal amounts stated in the certificates issued by the Bank in accordance with the agreements between the depositors and the Bank.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**s. Simpanan (lanjutan)**

Simpanan nasabah diklasifikasikan sebagai liabilitas keuangan lainnya dan diukur pada biaya perolehan amortisasi menggunakan suku bunga efektif kecuali simpanan yang didasarkan pada prinsip perbankan syariah yang dinyatakan sebesar kewajiban Bank kepada nasabah. Biaya tambahan yang dapat diatribusikan secara langsung kepada perolehan simpanan nasabah, dikurangkan dari jumlah simpanan yang diterima.

**t. Simpanan dari bank lain**

Simpanan dari bank lain merupakan kewajiban kepada bank lain, dalam bentuk tabungan, giro, deposito berjangka dan *inter-bank call money*.

Di dalam simpanan dari bank lain termasuk simpanan syariah dalam bentuk giro *wadiah*.

Simpanan dari bank lain diklasifikasikan sebagai liabilitas keuangan lain dan diukur pada biaya perolehan diamortisasi menggunakan suku bunga efektif kecuali simpanan syariah yang dinyatakan sebesar nilai kewajiban Bank kepada nasabah. Biaya tambahan yang dapat diatribusikan secara langsung kepada perolehan simpanan dari bank lain dikurangkan dari jumlah simpanan yang diterima.

**u. Efek-efek yang dibeli dengan janji dijual kembali dan efek-efek yang dijual dengan janji dibeli kembali**

Efek-efek yang dibeli dengan janji dijual kembali

Efek-efek yang dibeli dengan janji untuk dijual kembali disajikan sebagai aset keuangan dalam laporan posisi keuangan sebesar jumlah penjualan kembali dikurangi dengan bunga yang belum diamortisasi dan cadangan kerugian penurunan nilai.

Selisih antara harga beli dan harga jual kembali diperlakukan sebagai pendapatan bunga yang ditangguhkan (belum diamortisasi) dan diakui sebagai pendapatan selama periode sejak efek-efek tersebut dibeli hingga dijual kembali dengan menggunakan suku bunga efektif.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***s. Deposits (continued)***

*Deposits from customers are classified as other financial liabilities and measured at amortized cost using the effective interest method except for sharia deposits which are stated at the Bank's liability to the customers. Incremental costs that can be attributed directly to the acquisition of deposits from customers are deducted from total deposits received.*

***t. Deposits from other banks***

*Deposits from other banks represent liabilities to other banks, in the form of savings deposits, demand deposits, time deposits and inter-bank call money.*

*Deposits from other banks include sharia deposits in the form of wadiah demand deposits.*

*Deposits from other banks are classified as other financial liabilities and measured at amortized cost using the effective interest method except for sharia deposits which are stated at the Bank's liability amount to the customer. Incremental costs that can be attributed directly to the acquisition of deposits from other banks are deducted from the total deposits received.*

***u. Securities purchased under agreement to resell and securities sold under agreement to repurchase***

*Securities purchased under agreement to resell*

*Securities purchased under agreement to resell are presented as financial assets in the statement of financial position, at the net resale price of unamortized interest and net of allowance for impairment losses.*

*The difference between the purchase price and the resale price is treated as unearned interest income (unamortized) and recognized as income over the period starting from when those securities are purchased until they are resold using effective interest rate.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**u. Efek-efek yang dibeli dengan janji dijual kembali dan efek-efek yang dijual dengan janji dibeli kembali (lanjutan)**

Efek-efek yang dibeli dengan janji untuk dijual kembali diklasifikasikan sebagai diukur pada biaya perolehan amortisasi.

Efek-efek yang dijual dengan janji untuk dibeli kembali disajikan sebagai liabilitas dalam laporan posisi keuangan sebesar jumlah pembelian kembali, dikurangi dengan bunga dibayar dimuka yang belum diamortisasi.

Selisih antara harga jual dan harga beli kembali diperlakukan sebagai biaya dibayar dimuka dan diakui sebagai beban selama jangka waktu sejak efek-efek tersebut dijual hingga dibeli kembali menggunakan metode suku bunga efektif.

Efek-efek yang dijual dengan janji untuk dibeli kembali diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi.

Efek-efek yang dibeli dengan janji dijual kembali atas surat berharga syariah

Bank mencatat transaksi efek-efek yang dibeli dengan janji dijual kembali mengacu ke PSAK No. 111 tentang "Akuntansi *Wa'd*" yang berlaku secara prospektif. Pada saat pengakuan awal, Bank mengklasifikasikan surat berharga syariah yang diperoleh dari transaksi jual beli pertama dalam kategori diukur pada nilai wajar melalui penghasilan komprehensif lain. Keuntungan atau kerugian dari perubahan nilai wajar diakui dalam penghasilan komprehensif lain.

**v. Surat-surat berharga yang diterbitkan**

Surat-surat berharga yang diterbitkan Bank adalah obligasi, *Long Term Note (LTN)* dan Sukuk *Mudharabah.*

Surat berharga yang diterbitkan diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif (EIR).

Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi yang tidak terpisah dari suku bunga efektif.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***u. Securities purchased under agreement to resell and securities sold under agreement to repurchase (continued)***

*Securities purchased under agreement are classified as amortized costs.*

*Securities sold under agreements to repurchase are presented as liabilities in the statement of financial position, at the repurchase price, net of unamortized prepaid interest.*

*The difference between the selling price and the repurchase price is treated as prepaid expenses and recognized as expense over the period starting from when those securities are sold until they are repurchased using the effective interest method.*

*Securities sold under agreement to repurchase are classified as financial liabilities measured at amortized cost.*

*Securities purchased under agreement to resell of sharia-compliant securities*

*The Bank records securities purchased under resale agreements in accordance with SFAS No. 111 on "Accounting for Wa'd" which is implemented prospectively. At initial recognition, the Bank classifies the underlying securities from the first sale and purchase transaction as at fair value through other comprehensive income. Gain or losses arising from changes in its fair value is recorded as other comprehensive income.*

***v. Securities issued***

*Securities issued by Bank consist of bonds, Long Term Note (LTN) and Sukuk Mudharabah.*

*The securities issued are recognized initially at fair value and subsequently measured at amortized cost using the effective interest rate method (EIR).*

*Amortized cost is calculated by taking into account any discount or premium associated related to the initial recognition and transaction costs that are an integral part of the effective interest rate.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**w. Pinjaman yang diterima**

Pinjaman yang diterima merupakan dana yang diterima oleh Bank dari Bank Indonesia, pemerintah dan lembaga pembiayaan lain dengan kewajiban pembayaran berdasarkan perjanjian pinjaman.

Pinjaman yang diterima diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif (EIR). Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi yang tidak terpisah dari suku bunga efektif.

**x. Pinjaman subordinasi**

Pinjaman subordinasi diakui sebesar nilai wajar pada awalnya dan selanjutnya diukur sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Biaya perolehan diamortisasi dihitung dengan memperhitungkan adanya diskonto atau premi terkait dengan pengakuan awal dan biaya transaksi yang tidak terpisah dari suku bunga efektif.

**y. Modal saham**

Modal saham diukur pada nilai nominal untuk semua saham yang diterbitkan.

**z. Saldo laba**

Saldo laba merupakan saldo kumulatif dari hasil operasi Bank, pembagian dividen, penyesuaian periode sebelumnya, efek dari perubahan kebijakan akuntansi dan penyesuaian modal lainnya.

**aa. Dana *syirkah* temporer**

Dana *syirkah* temporer merupakan investasi dengan akad *mudharabah mutlaqah*, yaitu pemilik dana (*shahibul maal*) memberikan kebebasan kepada pengelola dana (*mudharib*/BTN Unit Syariah) dalam pengelolaan investasinya dengan keuntungan dibagikan sesuai kesepakatan. Dana *syirkah* temporer terdiri dari giro *mudharabah,* tabungan *mudharabah*, dan deposito *mudharabah.*

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***w. Fund borrowings***

*Fund borrowings are funds received by the Bank from Bank Indonesia, the government and other financing institutions with payment obligation based on borrowing agreements.*

*Fund borrowings are recognized initially at fair value and subsequently measured at amortized cost using the effective interest rate method (EIR). Amortized cost is calculated by taking into account any discount or premium associated related to the initial recognition and transaction costs that are an integral part of the effective interest rate.*

***x. Subordinated loans***

*Subordinated loans are recognized initially at fair value and subsequently measured at amortized cost using the effective interest rate method. Amortized cost is calculated by taking into account any discount or premium associated related to the initial recognition and transaction costs that are an integral part of the effective interest rate.*

***y. Capital stock***

*Capital stock is measured at par value for all shares issued.*

***z. Retained earnings***

*Retained earnings represent the cumulative balance of the Bank's results of operations, dividend distributions, prior period adjustments, effects of the changes in accounting policy and other capital adjustments.*

***aa. Temporary syirkah funds***

*Temporary syirkah funds represent investments from other parties conducted on the basis mudharabah mutlaqah contract in which the owners of the funds (shahibul maal) grant freedom to the fund manager (mudharib/BTN Sharia Unit) in the management of their investments with profit distributed based on the contract. Temporary syirkah funds consist of mudharabah current accounts, mudharabah saving deposits, and mudharabah time deposits.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**aa. Dana *syirkah* temporer (lanjutan)**

Giro dan tabungan *mudharabah* merupakan investasi yang bisa ditarik kapan saja *(on call)* atau sesuai dengan persyaratan tertentu yang disepakati. Giro dan tabungan *mudharabah* dinyatakan sebesar saldo giro dan tabungan nasabah di Bank.

Deposito *mudharabah* merupakan investasi yang hanya bisa ditarik pada waktu tertentu sesuai dengan perjanjian antara pemegang deposito *mudharabah* dengan Bank. Deposito *mudharabah* dinyatakan sebesar nilai nominal sesuai dengan perjanjian antara pemegang deposito dengan Bank.

Dana *syirkah* temporer tidak dapat digolongkan sebagai kewajiban. Hal ini karena BTN Unit Syariah tidak berkewajiban untuk mengembalikan jumlah dana awal dari pemilik dana kecuali akibat kelalaian atau wanprestasi ketika mengalami kerugian. Di sisi lain dana *syirkah* temporer tidak dapat digolongkan sebagai ekuitas karena mempunyai waktu jatuh tempo dan pemilik dana tidak mempunyai hak kepemilikan yang sama dengan pemegang saham seperti hak *voting* dan hak atas realisasi keuntungan yang berasal dari aset lancar dan aset non-investasi *(current and other non-investment accounts)*.

Pemilik dana *syirkah* temporer mendapatkan imbalan bagi hasil sesuai dengan *nisbah* yang ditetapkan.

Hak nasabah atas bagi hasil dana *syirkah* temporer merupakan bagian bagi hasil milik nasabah yang didasarkan pada prinsip *mudharabah* atas hasil pengelolaan dana mereka oleh Bank. Pendapatan yang dibagikan adalah yang telah diterima *(cash basis)*.

Pembagian hasil usaha dilakukan berdasarkan prinsip bagi hasil usaha yaitu dari pendapatan Bank yang diterima berupa laba kotor *(gross profit margin)*.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***aa. Temporary syirkah funds (continued)***

*Mudharabah current accounts and saving deposits represent investment which could be withdrawn anytime (on call) or can be withdrawn based on certain agreed terms. Mudharabah current accounts and savings deposits are stated based on the customer's demand and savings deposit balance in Bank.*

*Mudharabah time deposits represent investment that can only be withdrawn at a certain time based on the agreement between the customer and the Bank. Mudharabah time deposits are stated at nominal amount as agreed between the deposit holder and the Bank.*

*Temporary syirkah fund cannot be classified as liability. This was due to the BTN Sharia Unit does not have any liability to return the initial fund to the owners, except for losses due to BTN Sharia Unit's management negligence or default of loss is incurred. On the other hand, temporary syirkah fund cannot be classified as shareholders' equity, because of the maturity period and the depositors do not have the same rights as the shareholders' such as voting rights and the rights of realized gain from current assets and other non-investment accounts.*

*The owner of temporary syirkah funds receives a return from the profit sharing based on a predetermined ratio.*

*Third parties' share on returns of temporary syirkah funds represents customer's share on the Bank's income derived from the management of their funds by the Bank under mudharabah principles. Income that will be distributed is the cash received (cash basis) from the share.*

*The distribution of revenue is based on profit sharing scheme on the Bank's gross profit margin.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**aa. Dana *syirkah* temporer (lanjutan)**

Pendapatan marjin dan bagi hasil atas pembiayaan yang diberikan dan atas aset produktif lainnya akan dibagikan kepada nasabah penyimpan dana dan Bank sesuai dengan proporsi dana yang dipakai dalam pembiayaan yang diberikan dan aset produktif lainnya. Selanjutnya, pendapatan marjin dan bagi hasil yang tersedia untuk nasabah tersebut kemudian dibagihasilkan ke nasabah penabung dan deposan sebagai *shahibul maal* dan Bank sebagai *mudharib* sesuai porsi bagi hasil yang telah disepakati bersama sebelumnya *(nisbah).* Pendapatan marjin dan bagi hasil dari pembiayaan dan aset produktif lainnya yang memakai dana Bank, seluruhnya menjadi milik Bank, termasuk pendapatan dari investasi Bank berbasis imbalan.

**ab. Pendapatan dan beban bunga**

Pendapatan dan beban bunga diakui pada laporan laba rugi dan penghasilan komprehensif lain dengan menggunakan metode suku bunga efektif. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan 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 dari aset keuangan atau liabilitas keuangan.

Pada saat menghitung suku bunga efektif, Bank mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian kredit di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi, dan bentuk lain yang diterima oleh para pihak dalam kontrak yang merupakan bagian tidak terpisahkan dari suku bunga efektif.

Jika aset keuangan atau nilai kelompok aset keuangan serupa telah diturunkan sebagai akibat kerugian penurunan nilai, maka pendapatan bunga yang diperoleh setelahnya diakui berdasarkan suku bunga yang digunakan untuk mendiskonto arus kas masa datang dalam menghitung kerugian penurunan nilai.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***aa. Temporary syirkah funds (continued)***

*Margin income and profit sharing on financing facilities and other earning assets are distributed to fund owners and the Bank based on proportion of fund used in the financing and other earning assets. Margin income and profit sharing income allocated to the fund owners are then distributed to fund owners and depositors as shahibul maal and the Bank as mudharib based on a predetermined ratio (nisbah). Margin income and profit sharing from financing facilities and other earning assets using the Bank's funds, are entirely shared for the Bank, including income from the Bank's fee-based transactions.*

***ab. Interest income and expense***

*Interest income and expenses are recognized in the statement of profit or loss and other comprehensive income using the effective interest rate method. The effective interest rate is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument (or, where appropriate, a shorter period) to obtain the carrying amount of the financial asset or financial liability.*

*When calculating the effective interest rate, the Bank estimates future cash flows considering all contractual terms of the financial instrument but not future credit losses. This calculation includes all commissions, fees, and other forms received by the parties in the contract that are an integral part of the effective interest rate.*

*If a financial asset or group of similar financial assets' value has diminished as a result of impairment losses, interest income subsequently obtained is recognized based on the interest rate used to discount future cash flows in calculating impairment losses.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**ac. Pendapatan provisi dan komisi**

Pendapatan provisi dan komisi yang berkaitan langsung dengan kegiatan pinjaman, atau pendapatan provisi dan komisi yang berhubungan dengan jangka waktu tertentu, diamortisasi sesuai dengan jangka waktu kontrak menggunakan metode suku bunga efektif dan diklasifikasikan sebagai bagian dari pendapatan bunga pada laporan laba rugi dan penghasilan komprehensif lain.

Pendapatan provisi dan komisi yang tidak berkaitan dengan kegiatan pemberian kredit atau suatu jangka waktu dan/atau terkait dengan pemberian suatu jasa, diakui sebagai pendapatan pada saat terjadinya transaksi dan dicatat pada akun pendapatan operasional lainnya.

**ad. Pendapatan bagi hasil dan beban bonus secara syariah**

Pendapatan bagi hasil secara syariah merupakan pendapatan *istishna*, marjin *murabahah* dan bagi hasil pembiayaan *mudharabah* dan *musyarakah* serta aset produktif lainnya yang diakui dengan menggunakan metode akrual. Beban secara syariah merupakan distribusi bonus dan bagi hasil kepada pemilik dana yang diakui berdasarkan metode akrual.

Pendapatan *istishna* diakui apabila telah terjadi penyerahan barang.

Pendapatan atas piutang *murabahah* menggunakan metode setara tingkat imbal hasil efektif (marjin efektif). Marjin efektif adalah margin yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa datang selama perkiraan umur dari piutang *murabahah*. Pada saat menghitung marjin efektif, Bank mengestimasi arus kas di masa datang dengan mempertimbangkan seluruh persyaratan kontraktual dalam instrumen keuangan tersebut, tetapi tidak mempertimbangkan kerugian piutang di masa mendatang. Perhitungan ini mencakup seluruh komisi, provisi dan bentuk lain yang diterima oleh para pihak dalam kontrak yang merupakan bagian tak terpisahkan dari marjin efektif, biaya transaksi, dan seluruh premi atau diskon lainnya.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***ac. Fees and commissions***

*Fees and commissions directly related to lending activities, or fee and commission income which relates to a specific period, is amortized over the term of the contract using the effective interest method and classified as part of interest income in the statement of profit or loss and other comprehensive income.*

*Fees and commissions that are not related to the credit activity or a period of time and/or associated with the service provided, are recognized as revenue at the time of the transaction and recorded under other operating income.*

***ad. Sharia profit sharing income and bonus expense***

*Sharia profit sharing income represents income from istishna, margin from murabahah and profit-sharing on mudharabah and musyarakah financing and other earning assets which are recognized on the accrual basis. Sharia expense represents the bonus distribution and profit-sharing to fund owners which are recognized on an accrual basis.*

*Income from istishna is recognized at the date of transfer of assets.*

*Income from murabahah receivables using the effective rate of return method (effective margin). Effective margin is the margin that precisely discounts the estimated future cash payments or receipts through the expected life of the murabahah receivables. When calculating the effective margin, Bank estimates the future cash flows considering all contractual terms of the financial instrument, but does not consider the loss of receivables in the future. This calculation includes all commissions, provision fees and other forms accepted by the parties in the contract that are an inseparable part of the effective margin, transaction costs and all other premiums or discounts.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**ad. Pendapatan bagi hasil dan beban bonus secara Syariah (lanjutan)**

Pendapatan bagi hasil pembiayaan *mudharabah* dan *musyarakah* diakui pada saat diterima atau dalam periode terjadinya hak bagi hasil sesuai porsi bagi hasil (nisbah) yang disepakati.

**ae. Imbalan kerja**

Imbalan kerja jangka pendek

Imbalan kerja jangka pendek seperti upah, iuran jaminan sosial, cuti jangka pendek, bonus dan imbalan non-moneter lainnya diakui selama periode jasa diberikan. Imbalan kerja jangka pendek dihitung sebesar jumlah yang tidak didiskontokan.

Program pensiun iuran pasti

Iuran kepada dana pensiun sebesar persentase tertentu gaji pegawai yang menjadi peserta program pensiun iuran pasti Bank, dicadangkan dan diakui sebagai biaya ketika jasa telah diberikan oleh pegawai-pegawai tersebut. Pembayaran dikurangkan dari utang iuran. Iuran terutang dihitung berdasarkan jumlah yang tidak didiskontokan.

Program imbalan pasti dan imbalan kerja jangka panjang lainnya

Imbalan pasca-kerja dicadangkan dan diakui sebagai biaya ketika jasa telah diberikan oleh pegawai yang menjadi peserta program pensiun Bank. Imbalan kerja ditentukan berdasarkan peraturan Bank dan Undang-undang Cipta Kerja No. 11 tahun 2020 tanggal 2 November 2020 ("Undang-undang").

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***ad. Sharia profit sharing income and bonus expense (continued)***

*Mudharabah and musyarakah income are recognized when cash is received or in a period where the right of revenue sharing is due based on agreed portion (nisbah).*

***ae. Employee benefits***

*Short-term employee benefits*

*Short-term employee benefits such as wages, social security contributions, short-term compensated leaves, bonuses and other non-monetary benefits are recognized during the period when services have been rendered. Short-term employee benefits are measured using undiscounted amounts.*

*Defined contribution plan*

*Contribution payable to a pension fund equivalent to a certain percentage of salaries for qualified employees under the Bank's defined contribution plan is accrued and recognized as expense when services have been rendered by qualified employees. Actual payments are deducted from the contribution payable. Contribution payable is measured using undiscounted amounts.*

*Defined benefit plan and other long-term employee benefits*

*The post-employment benefits are accrued and recognized as expense when services have been rendered by qualified employees. The benefits are determined based on the Bank's regulations and Job Creation No. 11 year 2020 dated November 2, 2020 ("the Law").*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**ae. Imbalan kerja (lanjutan)**

Program imbalan pasti dan imbalan kerja jangka panjang lainnya (lanjutan)

Imbalan pasca-kerja dan imbalan kerja jangka panjang lainnya secara aktuaris ditentukan berdasarkan metode *Projected Unit Credit*.

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto, yang diakui sebagai penghasilan komprehensif lain, terdiri atas:
(i) Keuntungan dan kerugian aktuarial.
(ii) Imbal hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset).
(iii) Setiap perubahan dampak batas aset, tidak termasuk jumlah yang dimasukkan dalam bunga neto atas liabilitas (aset).

Pengukuran kembali atas liabilitas (aset) imbalan pasti neto, yang diakui sebagai penghasilan komprehensif lain tidak direklasifikasi ke laba rugi pada periode berikutnya.

Untuk imbalan kerja jangka panjang lain atas biaya jasa kini, biaya bunga neto atas liabilitas (aset) imbalan pasti neto, dan pengukuran kembali liabilitas (aset) imbalan pasti neto langsung diakui pada laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

Biaya jasa lalu diakui sebagai beban pada tanggal yang lebih awal antara ketika amandemen atau kurtailmen program terjadi, dan ketika biaya restrukturisasi atau pesangon diakui, sehingga biaya jasa lalu yang belum *vested* tidak lagi dapat ditangguhkan dan diakui selama periode *vesting* masa depan.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***ae. Employee benefits (continued)***

*Defined benefit plan and other long-term employee benefits (continued)*

*The post-employment benefits and other long-term employee benefits are actuarially determined using the Projected Unit Credit Method.*
*Remeasurement of defined benefit liabilities (assets) net, which is recognized as other comprehensive income consist of:*
*(i) Actuarial gain and losses.*
*(ii) Return on plan assets, excluding amounts that is included in net interest on liabilities (assets).*
*(iii) The effect of the asset ceiling, excluding amounts included in the net interest of liabilities (assets).*

*Remeasurement of defined benefit liabilities (assets) - net, which is recognized as other comprehensive income is not reclassified to profit or loss in the subsequent periods.*

*For other long-term employee benefits which are current service cost, net interest expense of net defined benefit assets liabilities (assets), and re-measurement of liability (asset) is recognized immediately in the current year statement of profit or loss and other comprehensive income.*

*Past service costs are recognized as expense at the earlier date between the amendments or curtailment program occurs, and when the costs of restructuring or severance is recognized, therefore, unvested past service cost can no longer be deferred and recognized over the future vesting period.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**af. Transaksi dan saldo dalam mata uang asing**

Transaksi dalam mata uang asing dicatat berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada tanggal laporan posisi keuangan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang Rupiah berdasarkan kurs *spot Reuters* pada tanggal tersebut pukul 15.00 WIB. Laba atau rugi kurs yang terjadi diakui di dalam laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

Pada tanggal-tanggal 31 Desember 2023 dan 2022, kurs yang digunakan untuk menjabarkan mata uang asing ke dalam Rupiah adalah sebagai berikut (Rupiah penuh):

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***af. Foreign currency transactions and balances***

*Transactions involving foreign currencies are recorded at the rates of exchange prevailing at the time the transactions are made. At statement of financial position dates, monetary assets and liabilities denominated in foreign currencies are translated into Rupiah based on Reuters' spot rates at 15.00 WIB (West Indonesian local time) on that date. The resulting gains or losses are recognized in the statement of profit or loss and other comprehensive income for the current year.*

*As of December 31, 2023 and 2022, the exchange rates used in translating the foreign currencies into Rupiah are as follows (full Rupiah):*

| | **31 Desember/** ***December 31, 2023*** | **31 Desember/** ***December 31, 2022*** | |
|---|---|---|---|
| 1 Dolar Amerika Serikat | 15.397,00 | 15.567,50 | *1 United States Dollar* |
| 1 Dolar Australia | 10.520,77 | 10.557,88 | *1 Australian Dollar* |
| 1 Pound Sterling Inggris | 19.626,56 | 18.786,09 | *1 Great Britain Pound Sterling* |
| 1 Euro Eropa | 17.038,32 | 16.581,72 | *1 European Euro* |
| 1 Yen Jepang | 108,88 | 117,81 | *1 Japanese Yen* |
| 1 Ringgit Malaysia | 3.355,20 | 3.533,66 | *1 Malaysian Ringgit* |
| 1 Dolar Hong Kong | 1.970,73 | 1.996,55 | *1 Hong Kong Dollar* |
| 1 Riyal Arab Saudi | 4.106,00 | 4.139,00 | *1 Saudi Arabian Riyal* |
| 1 Renminbi | 2.170,06 | 2.238,91 | *1 Renminbi* |
| 1 Dolar Singapura | 11.676,34 | 11.592,88 | *1 Singapore Dollar* |

**ag. Pajak penghasilan**

Beban pajak tahun berjalan ditetapkan berdasarkan taksiran penghasilan kena pajak tahun berjalan. Aset dan liabilitas pajak tangguhan diakui atas perbedaan temporer aset dan liabilitas antara pelaporan komersial dan pajak pada setiap tanggal pelaporan.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang boleh dikurangkan dan saldo rugi fiskal yang belum dikompensasikan, sepanjang perbedaan temporer dan rugi fiskal yang belum dikompensasikan tersebut dapat dimanfaatkan untuk mengurangi laba fiskal pada masa yang akan datang.

***ag. Income tax***

*Current tax expense is provided based on the estimated taxable income for the current year. Deferred tax assets and liabilities are recognized for temporary differences between the financial and the tax bases of assets and liabilities at each reporting date.*

*Deferred tax assets are recognized for all deductible temporary differences and carry forward of uncompensated tax losses to the extent that it is probable for temporary differences and carry forward of uncompensated tax losses to be utilized in deducting future taxable profit.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**ag. Pajak penghasilan (lanjutan)**

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal posisi keuangan dan nilai tercatat aset pajak tangguhan tersebut diturunkan apabila tidak lagi terdapat kemungkinan besar bahwa laba fiskal yang memadai akan tersedia untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan.

Aset dan kewajiban pajak tangguhan diukur berdasarkan tarif pajak yang akan berlaku pada tahun saat aset direalisasikan atau liabilitas diselesaikan berdasarkan peraturan perpajakan yang berlaku atau yang secara substantif telah diberlakukan pada tanggal laporan posisi keuangan.

Pengaruh pajak terkait dengan penyisihan untuk dan/atau pembalikan seluruh perbedaan temporer selama tahun berjalan, termasuk pengaruh perubahan tarif pajak, diakui sebagai "Beban Pajak Penghasilan - Tangguhan" dan termasuk dalam laba atau rugi neto tahun berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan atau dikreditkan ke ekuitas.

Perubahan terhadap liabilitas pajak diakui pada saat surat ketetapan pajak diterima, atau apabila diajukan keberatan dan atau banding oleh Bank, pada saat telah ada keputusan atas banding dan atau keberatan tersebut.

Dalam menentukan jumlah pajak kini dan tangguhan, Bank memperhitungkan dampak atas posisi pajak yang tidak pasti dan tambahan pajak serta penalti. Hal ini termasuk juga melakukan evaluasi terhadap surat ketetapan pajak yang diterima dari kantor pajak.

Aset dan liabilitas atas pajak tangguhan dan pajak kini dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***ag. Income tax (continued)***

*The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the benefit of the deferred tax assets to be utilized.*

*Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled based on tax laws that have been enacted or substantively enacted as at statement financial position date.*

*The related tax effects of the provisions for and/or reversals of all temporary differences during the year, including the effect of change in tax rates, are recognized as "Income Tax Expense - Deferred" and included in the determination of net profit or loss for the year, except to the extent that they relate to items previously charged or credited to equity.*

*Amendment to tax obligation is recorded when an assessment letter is received or, if objected to or appealed against by the Bank, when the result of such appeal or objection is determined.*

*In determining the amount of current and deferred tax, the Bank takes into account the impact of uncertain tax positions and any additional taxes and penalties. This includes evaluation on tax assessment letters received from tax authorities.*

*Assets and liabilities on deferred tax and current tax can be offset if there is a legal enforceable right to offset.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**ah. Pelaporan segmen**

Informasi segmen diungkapkan untuk memungkinkan pengguna laporan keuangan untuk mengevaluasi sifat dan dampak keuangan dari aktivitas bisnis yang mana Bank terlibat dalam lingkungan ekonomi dimana Bank beroperasi.

Segmen operasi adalah suatu komponen dari entitas:

a) Yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban terkait dengan transaksi dengan komponen lain dari entitas yang sama);

b) Hasil operasinya dikaji ulang secara reguler oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan

c) Tersedia informasi keuangan yang dapat dipisahkan.

Bank telah mengidentifikasi dan mengungkapkan informasi keuangan berdasarkan kegiatan bisnis dimana Bank terlibat (segmen usaha). Segmen pendapatan, biaya, hasil, aset dan liabilitas, termasuk bagian yang dapat diatribusikan langsung kepada segmen, serta yang dapat dialokasikan dengan dasar yang memadai untuk segmen tersebut.

**ai. Laba per saham dasar**

Laba per saham dasar dihitung dengan membagi laba tahun berjalan dengan jumlah rata-rata tertimbang saham yang ditempatkan dan disetor penuh pada tahun yang bersangkutan.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***ah. Segment reporting***

*Segment information is disclosed to enable users of financial statements to evaluate the nature and financial effects of the business activities in which the Bank is involved in and the economic environment where the Bank operates.*

*An operating segment is a component of an entity:*

*a) That engages in business activities from which it may earn revenues and incur expenses (including revenues and expenses relating to transactions with other components of the same entity);*

*b) Whose operating results are reviewed regularly by the entity's chief operating decision maker to make decisions about resources to be allocated to the segment and assess its performance; and*

*c) For which discrete financial information is available.*

*The Bank identifies and discloses financial information based on the business activities in which the Bank engages (business segments) in. Segment revenues, expenses, income, assets and liabilities include ítems directly attributable to a segment as well as those that can be allocated on a reasonable basis to that segment.*

***ai. Basic earnings per share***

*Basic earnings per share is computed by dividing income for the year by the weighted average number of issued and fully paid shares during the related year.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**aj. Biaya emisi penerbitan saham**

Biaya-biaya emisi efek yang terjadi sehubungan dengan penawaran saham kepada masyarakat (termasuk penerbitan hak memesan efek terlebih dahulu) dikurangkan langsung dari hasil emisi dan disajikan sebagai pengurang pada akun "Tambahan Modal Disetor - Neto", sebagai bagian dari Ekuitas pada laporan posisi keuangan.

**ak. Opsi Saham**

Bank telah memberikan opsi saham kepada Direksi dan pekerja pada posisi dan jabatan tertentu berdasarkan persyaratan yang telah ditetapkan. Biaya kompensasi saham pada penerbitan dihitung dengan menggunakan nilai wajar dari opsi saham tersebut dan diakui dalam akun "Beban Tenaga Kerja dan Tunjangan" menggunakan metode garis lurus selama masa tunggu *(vesting period)*. Akumulasi dari biaya kompensasi saham diakui sebagai "Opsi Saham" dalam bagian ekuitas. Penentuan nilai wajar dari opsi saham yang diberikan dihitung dengan menggunakan model penentuan harga opsi *Binomial-tree* (*Binomial-tree option pricing model).*

**al. Provisi**

Provisi diakui jika Bank memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) yang akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibatalkan.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***aj. Shares issuance costs***

*Costs related to the public offering of shares (including pre-emptive rights issue) are deducted from the proceeds and presented as a deduction from the "Additional Paid-in-Capital - Net" account, under Equity section in the statement of financial position.*

***ak. Stock Options***

*The Bank has granted stock options to the Board of Directors and employees of certain positions and levels based on established criteria. Cost of stock compensation at the issuance date is calculated using the fair value of the stock options and is recognized as part of "Salaries and Employee Benefits Expense" using the straight-line method over the vesting period. The accumulation of the stock compensation cost is recognized as "Stock Options" in the equity. The fair value of the stock options granted are calculated using the Binomial-tree option pricing model.*

***al. Provisions***

*Provisions are recognized when the Bank has a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.*

*Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**am. Agunan yang diambil alih**

Agunan yang diambil alih disajikan dalam akun "Aset Lain-lain"

Agunan yang diambil alih (AYDA) adalah aset yang diperoleh Bank baik melalui pelelangan maupun diluar pelelangan berdasarkan penyerahan secara sukarela oleh pemilik agunan atau berdasarkan kuasa untuk menjual diluar lelang dari pemilik agunan dalam hal debitur tidak memenuhi liabilitasnya kepada Bank. AYDA merupakan jaminan kredit yang diberikan yang telah diambil alih sebagai bagian dari penyelesaian kredit yang diberikan dan disajikan pada "Aset Lain-lain"

Agunan yang diambil alih diakui sebesar nilai neto yang dapat direalisasi atau sebesar nilai outstanding kredit yang diberikan, mana yang lebih rendah. Nilai neto yang dapat direalisasi adalah nilai wajar agunan yang diambil alih dikurangi dengan estimasi biaya untuk menjual agunan tersebut. Selisih lebih saldo kredit di atas nilai neto yang dapat direalisasi dari agunan yang diambil alih dibebankan ke dalam akun cadangan kerugian penurunan nilai aset. Selisih antara nilai agunan yang diambil alih dengan hasil penjualan diakui sebagai keuntungan atau kerugian pada saat penjualan.

Beban-beban yang berkaitan dengan pemeliharaan agunan yang diambil alih dibebankan dalam laporan laba rugi pada saat terjadinya.

Bila terjadi penurunan nilai yang bersifat permanen, maka nilai tercatatnya dikurangi untuk mengakui penurunan tersebut dan kerugiannya dibebankan dalam laporan laba rugi.

**an. Instrumen derivatif**

Instrumen keuangan derivatif diukur dan diakui di laporan posisi keuangan pada nilai wajar.

Setiap kontrak derivatif dicatat sebagai aset apabila memiliki nilai wajar positif dan sebagai liabilitas apabila memiliki nilai wajar negatif.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***am. Foreclosed collaterals***

*Foreclosed collaterals are included in the "Other Assets" account.*

*Foreclosed collaterals represent assets acquired by the Bank both from auction and non auction based on voluntary transfer by the debtor or based on debtor's approval to sell the collateral where the debtor could not fulfill their obligations to the Bank. Foreclosed collaterals represent loan collateral that were taken over as part of loans settlement and presented in "Other Assets".*

*Foreclosed collaterals are stated at net realizable value or stated at loan outstanding amount, whichever is lower. Net realizable value is the fair value of the foreclosed collaterals less the estimated costs to sell the assets. The excess of loan receivable over the net realizable value of the foreclosed collateral is charged to allowance for impairment losses. The difference between the recorded amount of the foreclosed collateral and the proceeds from the sale of such collateral is recorded as a gain or loss at the time of sale.*

*Maintenance and repair costs related to foreclosed collaterals are charged as an expense in profit or loss when incurred.*

*If there is permanent decline in value, the carrying amount of foreclosed collaterals is written down to recognize such permanent decline in value and any losses from such write-down is recognized in profit or loss.*

***an. Derivative Instruments***

*Derivatives financial instruments are valued and recognized in the statement of financial position at fair value net of allowance for possible losses.*

*Each derivatives contract is recorded as asset when the fair value is positive and as liability when the fair value is negative.*

**2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**an. Instrumen derivatif (lanjutan)**

Tagihan dan liabilitas derivatif diklasifikasikan sebagai aset dan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi.

Keuntungan atau kerugian yang terjadi dari perubahan nilai wajar diakui dalam laporan laba rugi dan penghasilan komprehensif lain.

Nilai wajar instrumen derivatif ditentukan berdasarkan diskonto arus kas dan model penentu harga atau harga yang diberikan oleh broker (*quoted price*) atas instrumen lainnya yang memiliki karakteristik serupa, yang mengacu pada PSAK No. 68, "Pengukuran Nilai Wajar" (Catatan 2e).

Keuntungan atau kerugian dari kontrak derivatif disajikan dalam laporan keuangan berdasarkan tujuan Bank atas transaksi yaitu untuk (a) lindung nilai atas nilai wajar, (b) lindung nilai atas arus kas, (c) lindung nilai atas investasi bersih pada kegiatan operasi luar negeri dan (d) instrumen perdagangan, sebagai berikut:

a. Keuntungan atau kerugian dari kontrak derivatif yang ditujukan dan memenuhi syarat sebagai instrumen lindung nilai atas nilai wajar dan keuntungan atau kerugian atas perubahan nilai wajar aset dan liabilitas yang dilindungi, diakui sebagai laba atau rugi yang dapat saling hapus dalam periode akuntansi yang sama. Setiap selisih yang terjadi menunjukkan terjadinya ketidakefektifan lindung nilai dan secara langsung diakui sebagai laba atau rugi periode berjalan.
b. Bagian efektif dari keuntungan atau kerugian atas kontrak derivatif yang ditujukan sebagai lindung nilai atas arus kas dilaporkan sebagai penghasilan komprehensif lain. Bagian yang tidak efektif dari lindung nilai dilaporkan sebagai laba atau rugi periode berjalan.
c. Keuntungan atau kerugian dari kontrak derivatif yang ditujukan sebagai lindung nilai atas investasi bersih pada kegiatan operasi luar negeri dilaporkan sebagai penghasilan komprehensif lain, sepanjang transaksi tersebut dianggap efektif sebagai transaksi lindung nilai.
d. Keuntungan atau kerugian dari kontrak derivatif yang tidak ditujukan sebagai instrumen lindung nilai (atau kontrak derivatif yang tidak memenuhi persyaratan sebagai instrumen lindung nilai) diakui sebagai laba atau rugi pada periode berjalan.

***2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)***

***an. Derivative Instruments (continued)***

*Derivatives receivable and payable are classified as financial assets and liabilities measured at fair value through profit or loss.*

*Gains or losses resulting from fair value changes are recognized in the statement of profit or loss and other comprehensive income.*

*The fair value of derivatives instruments is determined based on discounted cash flows and pricing models or quoted prices from brokers of other instruments with similar characteristics, which refers to SFAS No. 68, "Fair Value Measurement" (Note 2e).*

*Gains or losses from derivative contracts are presented in the financial statements based on its purpose designated upon acquisition, as (a) fair value hedge, (b) cash flow hedge, (c) net investment in a foreign operation hedge, and (d) trading instruments as follows:*

*a. Gain or loss on a derivative contract designated and qualified as a fair value hedging instrument and the gain or loss arising from the changes in fair value of hedged assets and liabilities is recognised as gain or loss that can be set off one another during the same accounting period/year. Any difference representing hedge ineffectiveness is directly recognized as gain or loss in current period.*

*b. The effective portion arising from gain or loss of derivative contracts, designated as a cash flow hedge instruments is reported as other comprehensive income. The hedge ineffective portion is recognized as a gain or loss in the current period.*

*c. Gain or loss arising from derivative contract that is designated as a net investment hedge in a foreign operation is reported as other comprehensive income, as long as the transactions are effectively recognized as hedge transactions.*

*d. Gain or loss arising from derivative contract that is not designated as a hedging instrument (or derivative contract that does not qualify as a hedging instrument) is recognized as gain or loss in current period.*

## 3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN

Penyusunan laporan keuangan Bank mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi, pada akhir periode pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya.

**Pertimbangan**

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Bank yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan Bank:

Usaha yang berkelanjutan

Manajemen Bank telah melakukan penilaian atas kemampuan Bank untuk melanjutkan kelangsungan usahanya dan berkeyakinan bahwa Bank memilki sumber daya untuk melanjutkan usahanya di masa mendatang. Selain itu, manajemen Bank tidak mengetahui adanya ketidakpastian material yang dapat menimbulkan keraguan yang signifikan terhadap kemampuan Bank untuk melanjutkan usahanya. Oleh karena itu, laporan keuangan telah disusun atas dasar usaha yang berkelanjutan.

Klasifikasi aset dan liabilitas keuangan

Bank menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan bila definisi yang ditetapkan PSAK No. 71, "Instrumen Keuangan" dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Bank seperti diungkapkan pada Catatan 2e.

## *3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS*

*The preparation of the Bank's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amounts of the asset and liability affected in future periods.*

***Judgments***

*The following judgments are made by management in the process of applying the Bank's accounting policies that have the most significant effects on the amounts recognized in the Bank's Financial Statements:*

*Going concern*

*The Bank's management has made an assessment of the Bank's ability to continue as a going concern and is satisfied that the Bank has the resources to continue its business for the foreseeable future. Furthermore, the management is not aware of any material uncertainties that may cast significant doubt to the Bank's ability to continue as a going concern. Therefore, the financial statements continues to be prepared on the going concern basis.*

*Classification of financial assets and financial liabilities*

*The Bank determines the classifications of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in SFAS No. 71, "Financial Instument". Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Bank's accounting policies disclosed in Note 2e.*

**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**Pertimbangan (lanjutan)**

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Bank yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan Bank: (lanjutan)

Nilai wajar instrumen keuangan

Semua aset dan liabilitas dimana nilai wajar diukur atau diungkapkan dalam laporan keuangan dapat dikategorikan pada level hirarki nilai wajar, berdasarkan tingkatan input terendah yang signifikan atas pengukuran nilai wajar secara keseluruhan:

- Level 1: harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses pada tanggal pengukuran.
- Level 2: input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung atau tidak langsung.
- Level 3: input yang tidak dapat diobservasi untuk aset dan liabilitas.

Aset keuangan yang tidak memiliki harga pasar

Bank mengklasifikasikan aset keuangan dengan mengevaluasi, antara lain, apakah nilai tersebut dikutip atau tidak di pasar aktif. Termasuk dalam evaluasi mengenai apakah aset keuangan dikutip di pasar aktif adalah penentuan apakah harga pasar dapat segera dan secara teratur tersedia, dan apakah mereka mewakili harga aktual dan teratur terjadi transaksi pasar secara *arms-length*.

Kontinjensi

Bank sedang terlibat dalam proses hukum. Perkiraan biaya kemungkinan bagi penyelesaian klaim telah dikembangkan melalui konsultasi dengan bantuan konsultan hukum Bank didasarkan pada analisis hasil yang potensial. Manajemen tidak berkeyakinan bahwa hasil dari hal ini akan mempengaruhi hasil usaha. Besar kemungkinan, bagaimanapun, bahwa hasil operasi di masa depan dapat secara material terpengaruh oleh perubahan dalam estimasi atau efektivitas dari strategi yang terkait dengan hal tersebut.

***3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)***

***Judgments (continued)***

*The following judgments are made by management in the process of applying the Bank's accounting policies that have the most significant effects on the amounts recognized in the Bank's Financial Statements: (continued)*

*Fair value of financial instruments*

*All assets and liabilities in which fair value is measured or disclosed in the Financial Statements can be classified in fair value hierarchy levels, based on the lowest level of input that is significant to the overall fair value measurement:*

- *Level 1: quoted prices (without adjustments) in active markets for identical assets or liabilities which are accessible at the measurement date.*
- *Level 2: inputs other than quoted prices included in level 1 that are observable for the assets and liabilities, either directly or indirectly.*
- *Level 3: inputs that are not observable for the assets and liabilities.*

*Financial assets not quoted in an active market*

*The Bank classifies financial assets by evaluating, among others, whether the asset is quoted or not in an active market. Included in the evaluation on whether a financial asset is quoted in an active market is the determination on whether quoted prices are readily and regularly available, and whether those prices represent actual and regularly occurring market transactions on an arm's length basis.*

*Contingencies*

*The Bank is currently involved in legal proceedings. The estimate of the probable cost for the resolution of claims has been developed in consultation with the aid of the external legal counsel handling the Bank's defense in this matter and is based upon an analysis of potential results. Management does not believe that the outcome of this matter will affect the results of operations. It is probable, however, that future results of operations could be materially affected by changes in the estimates or in the effectiveness of the strategies relating to these proceedings.*

**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**Pertimbangan (lanjutan)**

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Bank yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan Bank: (lanjutan)

**Estimasi dan Asumsi**

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada tanggal pelaporan yang memiliki risiko untuk dapat menyebabkan penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya seperti yang diungkapkan di bawah ini. Bank mendasarkan asumsi dan estimasi yang digunakan pada parameter yang tersedia pada saat laporan keuangan disusun.

Asumsi dan situasi mengenai perkembangan masa depan dapat berubah akibat perubahan pasar atau situasi yang timbul di luar kendali Bank. Perubahan tersebut dicerminkan dalam asumsi yang digunakan pada saat terjadinya.

Cadangan kerugian penurunan nilai dari kredit dan pembiayaan/piutang syariah

Bank menelaah aset keuangan mereka pada nilai wajar melalui pendapatan komprehensif lain dan aset keuangan pada biaya perolehan diamortisasi berdasarkan PSAK No. 71 yang mengharuskan untuk mengakui kerugian kredit ekspektasian pada setiap tanggal pelaporan untuk mencerminkan perubahan risiko kredit dari aset keuangan tidak pada nilai wajar melalui laba rugi. PSAK No. 71 menggabungkan informasi *forward-looking* dan historis, terkini dan yang diperkirakan ke dalam estimasi kerugian kredit ekspektasian.

***3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)***

***Judgments (continued)***

*The following judgments are made by management in the process of applying the Bank's accounting policies that have the most significant effects on the amounts recognized in the Bank's Financial Statements: (continued)*

***Estimates and Assumptions***

*The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are disclosed below. The Bank based its assumptions and estimates on parameters available when the financial statements were prepared.*

*Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Bank. Such changes are reflected in the assumptions when they occur.*

*Allowance for impairment losses on loans and sharia financing/receivables*

*The Bank reviews their financial assets at fair value through other comprehensive income and financial assets at amortized cost under SFAS No. 71 which required to recognize the expected credit loss at each reporting date to reflect changes in credit risk of the financial assets not at fair value through profit or loss. SFAS No. 71 incorporates forward looking and historical, current and forecasted information into expected credit loss estimation*

**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**Estimasi dan Asumsi (lanjutan)**

Cadangan kerugian penurunan nilai dari kredit dan pembiayaan/piutang syariah (lanjutan)

Dalam melakukan peninjauan penurunan nilai, penilaian manajemen berikut diperlukan:

i. Penentuan apakah aset mengalami penurunan nilai berdasarkan indikator tertentu seperti, antara lain, kesulitan keuangan debitur, penurunan kualitas kredit; dan

ii. Penentuan umur kredit ekspektasian yang mencerminkan:
   a. Jumlah yang tidak bias dan probabilitas tertimbang yang ditentukan dengan mengevaluasi kemungkinan dari berbagai hasil;
   b. Nilai waktu dari uang.

Penurunan nilai untuk surat berharga

Bank menentukan bahwa surat berharga memiliki kriteria penurunan nilai yang sama dengan aset keuangan yang dicatat pada biaya perolehan diamortisasi.

Umur ekonomis dari aset tetap

Bank memperkirakan masa manfaat aset tetap berdasarkan periode dimana aset diharapkan akan tersedia untuk digunakan. Masa manfaat ekonomis aset tetap ditinjau secara berkala dan diperbarui jika memiliki ekspektasi yang berbeda dari perkiraan sebelumnya, karena kerusakan secara fisik dan teknis, atau keusangan secara komersial dan legal atau batasan lainnya atas penggunaan aset tersebut.

Selain hal tersebut, estimasi masa manfaat dari aset tetap didasarkan pada penilaian secara kolektif dengan menggunakan praktik industri, teknik evaluasi internal dan pengalaman dengan aset serupa.

Tetap dimungkinkan, bagaimanapun, bahwa hasil masa depan dapat secara material dipengaruhi oleh perubahan estimasi yang disebabkan oleh perubahan faktor-faktor tersebut di atas.

Jumlah dan saat pencatatan biaya untuk setiap periode akan dipengaruhi oleh perubahan dari faktor dan keadaan saat pencatatan. Pengurangan taksiran masa manfaat dari aset tetap akan meningkatkan beban operasional yang diakui.

***3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)***

***Estimates and Assumptions (continued)***

*Allowance for impairment losses on loans and sharia financing/receivables (continued)*

*In carrying out the impairment review, the following management"s judgements are required:*

*i. Determination whether the assets is impaired based on certain indicators such as, amongst others, financial difficulties of the debtor's, deterioration of the credit quality of the debtor's; and*
*ii. Determination of expected credit life that reflect:*
   *a. An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;*
   *b. The time value of money.*

*Impairment of securities*

*The Bank determines that securities are impaired based on the same criteria as financial assets carried at amortized cost.*

*Useful lives of premises and equipment*

*The Bank estimates the useful lives of premises and equipment based on the period over which the assets are expected to be available-for-use. The estimated useful lives of premises and equipment are reviewed periodically and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence and legal or other limits on the use of the assets.*

*In addition, estimation of the useful lives of premises and equipment is based on collective assessment of industry practice, internal technical evaluation and experience with similar assets.*

*It is possible, however, that future results of operations could be materially affected by changes in estimates brought about by changes in factors mentioned above.*

*The amounts and timing of recorded expenses for any period would be affected by changes in these factors and circumstances. The reduction in the estimated useful lives of premises and equipment would increase the recorded operating expenses.*

**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**Estimasi dan Asumsi (lanjutan)**

Jangka waktu sewa

Bank menentukan jangka waktu sewa sebagai jangka waktu sewa yang tidak dapat dibatalkan, bersama dengan periode yang dicakup oleh opsi untuk memperpanjang masa sewa jika dipastikan akan dilaksanakan, atau periode apa pun yang dicakup oleh opsi untuk menghentikan sewa, jika cukup wajar untuk tidak dilakukan.

Bank memiliki beberapa kontrak sewa yang mencakup opsi perpanjangan dan penghentian jangka waktu sewa. Bank menerapkan penilaian dalam mengevaluasi apakah dapat dipastikan jika akan menggunakan opsi untuk memperpanjang atau menghentikan sewa. Hal tersebut dilakukan dengan mempertimbangkan seluruh fakta dan keadaan yang relevan yang memberikan insentif ekonomi untuk melakukan perpanjangan atau penghentian sewa. Setelah tanggal dimulainya, Bank menilai kembali masa sewa, jika terdapat peristiwa atau perubahan signifikan dalam keadaan yang berada dalam kendali dan mempengaruhi apakah Bank cukup pasti untuk mengeksekusi opsi memperpanjang atau menghentikan sewa.

Penurunan nilai aset non-keuangan

Bank mengevaluasi penurunan nilai aset non-keuangan apabila terdapat kejadian atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat aset non-keuangan tidak dapat dipulihkan kembali.

Faktor-faktor penting yang dapat menyebabkan penelaahan penurunan nilai adalah sebagai berikut:

a) Kinerja yang rendah secara signifikan jika dibandingkan dengan ekspektasi dari hasil operasi historis maupun proyeksi hasil operasi di masa yang akan datang;
b) perubahan yang signifikan dalam cara penggunaan aset atau strategi bisnis secara keseluruhan; dan
c) Industri atau tren ekonomi yang secara signifikan bernilai negatif.

Bank mengakui kerugian penurunan nilai apabila nilai tercatat aset melebihi nilai yang dapat dipulihkan.

***3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)***

***Estimates and Assumptions (continued)***

*The lease term*

*The Bank determines the lease term as a non cancellable lease term, along with the period covered by the option to extend the lease if it is reasonably exercised, or any period covered by the option to terminated the lease, if it is reasonable not to exercise.*

*The Bank has several leases that include extention option and termination of lease term. Bank implements the assessment in evaluating whether it ensure to exercise the extention or termination option of lease. This done by taking into consideration of all relevant facts and circumstances that provide economic incentives for the extention or termination of the lease. After the commencement date, the Bank assesses the lease term, if there is an event or significant change in circumstances that are in control and affects whether the Bank is reasonable to exercise the extention or termination option of the lease.*

*Impairment of non-financial assets*

*The Bank assesses impairment of non-financial assets whenever events or changes in circumstances indicate that the carrying amount of non-financial asset may not be recoverable.*

*The factors that the Bank considers important which could trigger an impairment review include the following:*

*a) significant underperformance relative to expected historical or projected future operating results;*

*b) significant changes in the manner of use of the acquired assets or the strategy for overall business; and*
*c) significant negative industry or economic trends.*

*The Bank recognizes an impairment loss whenever the carrying amount of an asset exceeds its recoverable amount.*

**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)**

**Estimasi dan Asumsi (lanjutan)**

Jumlah terpulihkan adalah nilai yang lebih tinggi antara nilai wajar dikurang biaya pelepasan dengan nilai pakai aset (atau unit penghasil kas). Jumlah terpulihkan diestimasi untuk aset individual atau, jika tidak memungkinkan, untuk unit penghasil kas yang mana aset tersebut merupakan bagian daripada unit tersebut.

Pengakuan aset pajak tangguhan

Aset pajak tangguhan diakui untuk seluruh saldo rugi fiskal yang belum digunakan sejauh terdapat kemungkinan bahwa saldo rugi tersebut dapat dikompensasikan terhadap penghasilan kena pajak di masa yang akan datang.

Pertimbangan manajemen yang signifikan diperlukan untuk menentukan jumlah aset pajak tangguhan yang dapat diakui, sesuai dengan saat dan jumlah penghasilan kena pajak di masa mendatang seiring dengan strategi perencanaan pajak.

Bank menelaah aset pajak tangguhan pada setiap tanggal laporan posisi keuangan dan mengurangi jumlah tercatat dalam hal tidak adanya lagi kemungkinan bahwa penghasilan kena pajak yang cukup akan tersedia untuk mengkompensasi sebagian atau seluruh aset pajak tangguhan.

Pertimbangan signifikan diperlukan dalam menentukan provisi perpajakan

Bank menentukan provisi perpajakan berdasarkan estimasi atas kemungkinan adanya tambahan beban pajak. Jika hasil akhir dari hal ini berbeda dengan jumlah yang dicatat semula, maka perbedaan tersebut akan berdampak terhadap laba/rugi.

Nilai kini atas kewajiban pensiun

Biaya atas program pensiun dan imbalan pasca kerja lainnya ditentukan dengan perhitungan aktuaris.

Perhitungan aktuaris melibatkan penggunaan asumsi mengenai tingkat diskonto, tingkat pengembalian yang diharapkan dari aset, kenaikan gaji di masa depan, tingkat kematian dan tingkat kecacatan. Karena program tersebut memiliki sifat jangka panjang, maka perkiraan tersebut memiliki ketidakpastian yang signifikan.

***3. USE OF SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)***

***Estimates and Assumptions (continued)***

*The recoverable amount is the higher of an asset's (or Cash Generating Unit's) fair value less costs of disposals and its value in use. Recoverable amounts are estimated for individual assets or, if it is not possible, for the Cash Generating Unit to which the asset belongs.*

*Recognition of deferred tax assets*

*Deferred tax assets are recognized for all unused tax losses and credits to the extent that it is probable that taxable income will be available against which the losses can be utilized.*

*Significant management judgment is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and level of future taxable income together with future tax planning strategies.*

*The Bank reviews its deferred tax assets at each statement of financial position date and reduces the carrying amount to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the deferred tax assets to be utilized.*

*Significant judgement is required in determining the provision for taxes*

*The Bank provides for tax provision based on estimates whether the additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the profit/loss.*

*Present value of retirement obligation*

*The cost of defined retirement pension plan and other post employment benefits is determined using actuarial valuations.*

*The actuarial valuation involves making assumptions about discount rates, expected rates of return on assets, future salary increases, mortality rates and disability rate. Due to the long-term nature of these plans, such estimates are subject to significant uncertainty.*

## 4. KAS / *4. CASH*

| | 31 Desember/ *December 31,* 2023 | | 31 Desember/ *December 31*, 2022 | | |
|---|---|---|---|---|---|
| | Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*) | Ekuivalen/ *Equivalent* Rupiah | Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*) | Ekuivalen/ *Equivalent* Rupiah | |
| Rupiah | | 2.095.378 | | 1.645.841 | *Rupiah* |
| Mata uang asing | | | | | *Foreign currencies* |
| Dolar Amerika Serikat | 1.183.419 | 18.221 | 711.837 | 11.081 | *United States Dollar* |
| Dolar Singapura | 598.715 | 6.991 | 193.883 | 2.248 | *Singapore Dollar* |
| Dolar Australia | 279.700 | 2.943 | 99.490 | 1.050 | *Australian Dollar* |
| Euro Eropa | 94.220 | 1.605 | 34.410 | 570 | *European Euro* |
| Pound Sterling Inggris | 41.035 | 805 | 2.350 | 44 | *Great Britain Pound Sterling* |
| Yen Jepang | 5.497.000 | 598 | 1.310.000 | 154 | *Japanese Yen* |
| Dolar Hong Kong | 188.570 | 372 | 46.550 | 97 | *Hong Kong Dollar* |
| Ringgit Malaysia | 90.389 | 303 | 87.453 | 309 | *Malaysian Ringgit* |
| Riyal Arab Saudi | 34.040 | 140 | 19.573 | 81 | *Saudi Arabian Riyal* |
| Renminbi | 61.204 | 133 | 26.102 | 58 | *Renminbi* |
| | | 32.111 | | 15.692 | |
| **Total** | | **2.127.489** | | **1.661.533** | ***Total*** |

Saldo dalam mata uang Rupiah termasuk uang pada Anjungan Tunai Mandiri (ATM) sebesar Rp311.154 dan Rp270.091, masing-masing pada tanggal 31 Desember 2023 dan 2022.

*The Rupiah balance includes cash in ATMs (Automated Teller Machines) of Rp311,154 and Rp270,091, as of December 31, 2023 and 2022, respectively.*

## 5. GIRO PADA BANK INDONESIA / *5. CURRENT ACCOUNTS WITH BANK INDONESIA*

| | 31 Desember/ *December 31,* 2023 | | 31 Desember/ *December 31*, 2022 | | |
|---|---|---|---|---|---|
| | Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*) | Ekuivalen/ *Equivalent* Rupiah | Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*) | Ekuivalen/ *Equivalent* Rupiah | |
| Rupiah | | 17.607.788 | | 25.192.737 | *Rupiah* |
| Mata uang asing | | | | | *Foreign currency* |
| Dolar Amerika Serikat | 34.940.135 | 537.973 | 14.402.083 | 224.204 | *United States Dollar* |
| **Total** | | **18.145.761** | | **25.416.941** | ***Total*** |

Dalam giro pada Bank Indonesia termasuk giro yang didasarkan pada prinsip perbankan syariah sebesar Rp3.290.216 dan Rp3.381.362 masing-masing pada tanggal 31 Desember 2023 dan 2022.

*Current accounts with Bank Indonesia include current accounts based on sharia banking principles amounting to Rp3,290,216 and Rp3,381,362 as of December 31, 2023 and 2022, respectively.*

## 5. GIRO PADA BANK INDONESIA (lanjutan)

Rasio GWM Bank pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

## *5. CURRENT ACCOUNTS WITH BANK INDONESIA (continued)*

*The minimum reserve requirement ratios of the Bank as of December 31, 2023 and 2022, are as follows:*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31,* 2022** | |
|---|---|---|---|
| Konvensional | | | *Conventional* |
| Rupiah | | | *Rupiah* |
| Utama | 6,04% | 8,28% | *Primary* |
| Harian | 0,24% | 0,18% | *Daily* |
| Rata-rata | 5,80% | 8,10% | *Average* |
| PLM | 9,66% | 16,17% | *PLM* |
| Dolar Amerika Serikat | 4,40% | 4,13% | *United States Dollar* |
| Syariah | | | *Sharia* |
| Rupiah | 6,10% | 7,76% | *Rupiah* |

Saldo giro pada Bank Indonesia disediakan untuk memenuhi persyaratan Giro Wajib Minimum (GWM) dari Bank Indonesia.

*Current accounts with Bank Indonesia are maintained to comply with Bank Indonesia's Minimum Legal Reserve Requirements (GWM).*

Rasio GWM pada tanggal 31 Desember 2023 dan 2022 dihitung berdasarkan Peraturan Bank Indonesia No. 20/3/PBI/2018 tanggal 29 Maret 2018 yang telah diubah beberapa kali, terakhir dengan PBI No. 24/4/PBI/2022 tanggal 25 Februari 2022. PBI tersebut dijelaskan oleh Peraturan Anggota Dewan Gubernur (PADG) No. 20/10/PADG/2018 tanggal 31 Mei 2018 sebagaimana telah diubah beberapa kali dengan PADG No.20/30/PADG/2018 tanggal 30 November 2018, PADG No. 21/14/PADG/2019 tanggal 26 Juni 2019 sebagaimana telah diubah beberapa kali dengan PADG No. 21/27/PADG/2019 tanggal 26 Desember 2019, PADG No. 22/2/PADG/2020 tanggal 13 Maret 2020, PADG No. 22/10/PADG/2020 tanggal 30 April 2020, PADG No. 22/19/PADG/2020 tanggal 29 Juli 2020, PADG No.23/27/PADG/2021 tanggal 21 Desember 2021, PADG No. 24/3/PADG/2022 tanggal 1 Maret 2022, PADG No. 24/8/PADG/2022 tanggal 30 Juni 2022, PADG No. 2 Tahun 2023 tanggal 24 Maret 2023 dan perubahan terakhir pada PADG No. 12 Tahun 2023 tanggal 1 Oktober 2023 tentang "Giro Wajib Minimum dalam Rupiah dan Valuta Asing bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah".

*The calculation of the GWM ratios as of December 31, 2023 and 2022 is based on Bank Indonesia regulation (PBI) No. 20/3/PBI/2018 dated March 29, 2018, which has been amended several times, the latest with PBI No. 24/4/PBI/2022 dated February 25, 2022. The PBI is explained by Regulations of Members of the Board of Governors (PADG) No. 20/10/PADG/2018 dated May 31, 2018 which has been amended several times with PADG No. 20/30/PADG/2018 dated November 30, 2018, PADG No. 21/14/PADG/2019 dated June 26, 2019 which has been amended several times with PADG No. 21/27/PADG/2019 dated December 26, 2019, PADG No. 22/2/PADG/2020 dated March 13 2020 PADG No. 22/10/PADG/2020 dated April 30, 2020, PADG No. 22/19/PADG/2020 dated July 29, 2020, PADG No.23/27/PADG/2021 dated December 21, 2021*, *PADG No. 24/3/PADG/2022 dated March 1, 2022, PADG No. 24/8/PADG/2022 dated June 30, 2022, PADG No.* 2 year of 2023 *dated March 24, 2023 and the latest amendment by PADG No.12 year of 2023 dated October 1, 2023 regarding "Minimum Statutory Reserve Requirements in Rupiah and Foreign Currencies of Conventional Commercial Banking, Sharia Commercial Banking and Sharia Business Units".*

**5. GIRO PADA BANK INDONESIA (lanjutan)**

Bank Indonesia melakukan penguatan kebijakan insentif untuk mendorong peranan perbankan dalam pembiayaan kepada sektor prioritas sesuai Peraturan Bank Indonesia (PBI) No. 24/5/PBI/2022 tentang Insentif bagi Bank yang Memberikan Penyediaan Dana untuk Kegiatan Ekonomi Tertentu dan Inklusif tanggal 25 Februari 2022, sebagaimana diatur lebih lanjut melalui PADG No. 24/4/PADG/2022 tanggal 1 Maret 2022 sebagaimana telah diubah dengan perubahan terakhir PADG No. 1 Tahun 2023 tanggal 15 Februari 2023 dan perubahan terakhir PADG No. 11 tahun 2023 tanggal 27 September 2023 tentang "Peraturan Pelaksanaan Kebijakan Insentif Likuiditas Makroprudensial" Bank Indonesia memberikan insentif berupa kelonggaran atas kewajiban pemenuhan GWM dalam rupiah yang wajib dipenuhi secara harian sebesar 3,20% (tiga koma dua persen) dan kewajiban pemenuhan GWM dalam rupiah berdasarkan prinsip syariah sebesar 2,50% (dua koma lima persen). Insentif bagi Bank yang melakukan penyediaan dana untuk kegiatan ekonomi tertentu dan inklusif ditetapkan oleh Bank Indonesia dan berlaku mulai 1 Desember 2023 sampai dengan 29 Februari 2024.

Pada tanggal-tanggal 31 Desember 2023 dan 2022, sesuai dengan ketentuan Bank Indonesia tersebut di atas, Bank harus memenuhi persyaratan GWM Utama dalam Rupiah masing-masing sebesar 5,80% dan 8,10%, sedangkan untuk mata uang asing masing-masing sebesar 4,00% dan 4,00%. Untuk PLM adalah sebesar 5,00% dan 6,00% dalam Rupiah pada tanggal 31 Desember 2023 dan 2022.

Pada tanggal-tanggal 31 Desember 2023 dan 2022, sesuai dengan ketentuan Bank Indonesia tersebut berdasarkan prinsip syariah Bank harus memenuhi persyaratan GWM dalam Rupiah masing-masing sebesar 5,00% dan 7,50%. Untuk mata uang asing masing-masing sebesar 1,00% dan 1,00%.

***5. CURRENT ACCOUNTS WITH BANK INDONESIA (continued)***

*Bank Indonesia has strengthened incentive policy to stimulate the role of banks in financing priority sectors in accordance with Bank Indonesia Regulation (PBI) No. 24/5/PBI/2022 regarding Incentives for Banks Providing Funds for Certain and Inclusive Economic Activities dated February 25, 2022, as further regulated through PADG No. 24/4/PADG/2022 dated March 1, 2022 as amended by the latest amendment of PADG No. 1 of 2023 dated February 15, 2023, and the latest amendment by PADG No. 11 year of 2023 dated September 27, 2023 regarding "Regulations for Implementing Macroprudential Liquidity Incentive Policy" Bank Indonesia provides incentives in the form of leniency on the obligation to fulfill the statutory reserve in rupiah which must be fulfilled on a daily basis of 3.20% (three point two percent) and the obligation to fulfill the statutory reserve in rupiah based on sharia principles is 2.50% (two point five percent). This incentive is given to Banks that provide funds for certain and inclusive economic activities as stipulated by Bank Indonesia and are valid from December 1, 2023 to February 29, 2024.*

*As of December 31, 2023 and 2022, based on the above Bank Indonesia regulations, the Bank is required to maintain primary GWM in Rupiah amounting to 5.80% and 8.10%, respectively, while GWM for foreign currency amounting to 4.00% and 4.00%, respectively. PLM amounting to 5.00% and 6.00% in Rupiah as of December 31, 2023 and 2022.*

*As of December 31, 2023 and 2022, based on the Bank Indonesia regulations, for sharia principle, The Bank is required to maintain GWM in Rupiah of 5.00% and 7.50%. For foreign currencies of 1.00% and 1.00%, respectively.*

## 5. GIRO PADA BANK INDONESIA (lanjutan)

Pada tanggal-tanggal 31 Desember 2023 dan 2022, Bank juga harus memenuhi Peraturan Bank Indonesia (PBI) No. 20/4/PBI/2018 tanggal 29 Maret 2018 tentang "Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah" sebagaimana telah diubah dengan PBI No. 21/12/PBI/2019 tanggal 25 November 2019, PBI No. 22/17/PBI/2020 tanggal 30 September 2020, dan PBI No.24/16/PBI/2022 tanggal 1 November 2022 yang dijelaskan melalui Peraturan Anggota Dewan Gubernur No.21/22/PADG/2019 tanggal 28 November 2019 yang telah diubah dengan PADG No. 21/11/PADG/2020 tanggal 29 April 2020, PADG 22/30/PADG/2020 tanggal 5 Oktober 2020, PADG No. 23/7/PADG/2021 tanggal 26 April 2021, PADG No. 23/31/PADG/2021 tanggal 31 Desember 2021 dan perubahan terakhir PADG No. 24/14/PADG/2022 tanggal 1 November 2022 tentang "Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah, dan Unit Usaha Syariah".

GWM Primer adalah simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia. GWM Sekunder dan Penyangga Likuiditas Makroprudensial (PLM) adalah cadangan minimum yang wajib dipelihara oleh Bank berupa Sertifikat Bank Indonesia (SBI), Surat Utang Negara (SUN), Surat Berharga Syariah Negara (SBSN) dan/atau *excess reserve* yang merupakan kelebihan saldo Rekening Giro Rupiah Bank dari GWM Primer, GWM LFR dan Rasio Intermediasi Makroprudensial (RIM). GWM LFR dan RIM adalah tambahan simpanan minimum yang wajib dipelihara oleh Bank dalam bentuk saldo Rekening Giro pada Bank Indonesia, jika LFR dan RIM target Bank Indonesia (84%) atau jika di atas maksimum LFR dan RIM target BI (94%) dan Kewajiban Penyediaan Modal Minimum (KPMM) Bank lebih kecil dari KPMM Insentif BI sebesar 14%.

Bank telah memenuhi ketentuan Bank Indonesia tentang Giro Wajib Minimum pada tanggal-tanggal 31 Desember 2023 dan 2022.

Sisa umur jatuh tempo atas giro pada Bank Indonesia dikategorikan sebagai kurang dari satu bulan (Catatan 46).

## *5. CURRENT ACCOUNTS WITH BANK INDONESIA (continued)*

*As of December 31, 2023 and 2022, The Bank must also comply with Bank Indonesia Regulation (PBI) No. 20/4/PBI/2018 dated March 29, 2018 regarding "Macroprudential Intermediation Ratios and Macroprudential Liquidity Buffers for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Unit" which has been amended with PBI 21/12/PBI/2019 dated November 25, 2019, PBI No. 22/17/PBI/2020 dated September 30, 2020 and PBI 24/16/PBI/2022 dated November 1, 2022, which is explained through PADG No. 21/22/PADG/2019 dated November 28, 2019 which has been amended with PADG No. 21/11/PADG/2020 dated April 29, 2020, PADG No. 22/30/PADG/2020 dated October 5, 2020, PADG No. 23/7/PADG/2021 dated April 26, 2021, PADG No. 23/31/PADG/2021 dated December 31, 2021 and the latest amendment by PADG 24/14/PADG/2022 dated November 1, 2022 concerning "Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units".*

*Primary Minimum Statutory Reserve is a minimum reserve that should be maintained by the Bank in Current Accounts with Bank Indonesia. Secondary Minimum Statutory Reserve and Macroprudential Liquidity Buffer are the minimum reserves that should be maintained by the Bank which comprise of Certificates of Bank Indonesia (SBI), Government Debenture Debt (SUN), Sharia Government Securities (SBSN), and/or excess reserve which represents the excess reserve of the Bank's Current Accounts in Rupiah over the Primary Minimum Statutory Reserve, Minimum Statutory Reserve on LFR and Macroprudential Intermediation Ratio (RIM). Minimum Statutory Reserve on LFR and RIM is the additional reserve that should be maintained by the Bank in the form of Current Accounts with Bank Indonesia, if the Bank's LFR and RIM is below the minimum of LFR and RIM targeted by Bank Indonesia (84%) or if the Bank's LFR and RIM is above the maximum of LFR and RIM targeted by BI (94%) and the Capital Adequacy Ratio (CAR) is below BI requirement of 14%.*

*The Bank has complied with Bank Indonesia regulations concerning the minimum reserve requirements as of December 31, 2023 and 2022.*

*The remaining period of current accounts with Bank Indonesia is categorized as less than one month (Note 46).*

## 6. GIRO PADA BANK LAIN / *6. CURRENT ACCOUNTS WITH OTHER BANKS*

a. Berdasarkan mata uang / *a. By currency*

| | 31 Desember/ *December 31,* 2023 | | 31 Desember/ *December 31,* 2022 | | |
|---|---|---|---|---|---|
| | **Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)** | **Ekuivalen/ *Equivalent* Rupiah** | **Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)** | **Ekuivalen/ *Equivalent* Rupiah** | |
| Rupiah | | 234.046 | | 540.052 | *Rupiah* |
| Mata uang asing | | | | | *Foreign currencies* |
| Yen Jepang | 7.806.707.206 | 849.955 | 3.825.323.896 | 450.661 | *Japanese Yen* |
| Dolar Amerika Serikat | 48.194.949 | 742.058 | 19.465.688 | 304.746 | *United States Dollar* |
| Australia Dollar | 16.604.307 | 174.690 | 4.480.725 | 47.307 | *Australian Dollar* |
| Pound Sterling Inggris | 4.344.397 | 85.266 | 3.372.747 | 63.361 | *Great Britain Pound Sterling* |
| Euro Eropa | 4.801.220 | 81.805 | 104.380 | 30.893 | *European Euro* |
| Singapura Dollar | 2.758.939 | 32.214 | 2.950.598 | 34.206 | *Singapore Dollar* |
| Renminbi | 1.550.357 | 3.364 | 460.499 | 1.031 | *Renminbi* |
| | | 1.969.352 | | 932.205 | |
| Total | | 2.203.398 | | 1.472.257 | *Total* |
| Dikurangi cadangan kerugian penurunan nilai | | (1.804) | | (1.747) | *Less allowance for impairment losses* |
| **Neto** | | **2.201.594** | | **1.470.510** | ***Net*** |

b. Berdasarkan bank / *b. By bank*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| Rupiah | | | *Rupiah* |
| Pihak Ketiga | | | *Third Parties* |
| PT Bank Maybank Indonesia Tbk | 189.189 | 215.125 | *PT Bank Maybank Indonesia Tbk* |
| PT Bank Central Asia Tbk | 32.948 | 263.538 | *PT Bank Central Asia Tbk* |
| Standard Chartered Bank, Jakarta | 10.179 | 46.579 | *Standard Chartered Bank, Jakarta* |
| Citibank N.A., Jakarta | 925 | 925 | *Citibank N.A., Jakarta* |
| Lainnya | 357 | 337 | *Others* |
| | 233.598 | 526.504 | |
| Pihak Berelasi (Catatan 43) | | | *Related Parties (Note 43)* |
| PT Bank Syariah Indonesia Tbk | 200 | 1.198 | *PT Bank Syariah Indonesia Tbk* |
| PT Bank Negara Indonesia (Persero) Tbk | 183 | - | *PT Bank Negara Indonesia (Persero) Tbk* |
| PT Bank Rakyat Indonesia (Persero) Tbk | 52 | 12.350 | *PT Bank Rakyat Indonesia (Persero) Tbk* |
| PT Bank Mandiri (Persero) Tbk | 13 | - | *PT Bank Mandiri (Persero) Tbk* |
| | 448 | 13.548 | |

## 6. GIRO PADA BANK LAIN (lanjutan) / *6. CURRENT ACCOUNTS WITH OTHER BANKS (continued)*

b. Berdasarkan bank (lanjutan) / *b. By bank (continued)*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| Mata uang asing | | | *Foreign currencies* |
| Pihak Ketiga | | | *Third Parties* |
| Standard Chartered Bank | 600.159 | 325.746 | *Standard Chartered Bank* |
| PT Bank ANZ Indonesia | 174.690 | 47.307 | *PT Bank ANZ Indonesia* |
| PT Bank Central Asia Tbk | 108.146 | 27.410 | *PT Bank Central Asia Tbk* |
| PT Bank DBS Indonesia | 32.214 | 34.206 | *PT Bank DBS Indonesia* |
| PT Bank ICBC Indonesia | 3.364 | 1.031 | *PT Bank ICBC Indonesia* |
| Indonesische Overzeese Bank N.V., Amsterdam | 1.778 | 1.731 | *Indonesische Overzeese Bank N.V., Amsterdam* |
| | 920.351 | 437.431 | |
| Pihak Berelasi (Catatan 43) | | | *Related Parties (Note 43)* |
| PT Bank Negara Indonesia (Persero) Tbk | 901.410 | 457.512 | *PT Bank Negara Indonesia (Persero) Tbk* |
| PT Bank Mandiri (Persero) Tbk | 147.591 | 37.262 | *PT Bank Mandiri (Persero) Tbk* |
| | 1.049.001 | 494.774 | |
| Total | 2.203.398 | 1.472.257 | *Total* |
| Dikurangi cadangan kerugian penurunan nilai | (1.804) | (1.747) | *Less allowance for impairment losses* |
| **Neto** | **2.201.594** | **1.470.510** | ***Net*** |

Dalam giro pada bank lain termasuk giro yang didasarkan pada prinsip perbankan syariah sebesar Rp200 dan Rp1.198, masing-masing pada tanggal 31 Desember 2023 dan 2022.

*Current accounts with other banks include current accounts based on sharia banking principles amounting to Rp200 and Rp1,198, as of December 31, 2023 and 2022, respectively.*

Berikut adalah perubahan giro pada bank lain dengan klasifikasi biaya perolehan diamortisasi untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022:

*Presented below is the movements in amortized cost of current account with other banks for the years ended as of December 31, 2023 and 2022, respectively:*

| | 31 Desember/*December 31,* 2023 | | | | | |
|---|---|---|---|---|---|---|
| | Stage 1 | Stage 2 | Stage 3 | Syariah*) | Total | |
| **Giro pada Bank Lain** | | | | | | ***Current Accounts with Other Banks*** |
| Saldo awal | 1.469.328 | - | 1.731 | 1.198 | 1.472.257 | *Beginning balance* |
| Pengukuran kembali bersih nilai tercatat | 732.092 | - | 47 | (998) | 731.141 | *Net remeasurement of carrying amount* |
| Aset keuangan baru yang diterbitkan atau dibeli | - | - | - | - | - | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | - | - | - | - | - | *Derecognized financial assets* |
| **Saldo akhir tahun** | **2.201.420** | **-** | **1.778** | **200** | **2.203.398** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

## 6. GIRO PADA BANK LAIN (lanjutan)

b. Berdasarkan bank (lanjutan)

Berikut adalah perubahan giro pada bank lain dengan klasifikasi biaya perolehan diamortisasi untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 (lanjutan):

## *6. CURRENT ACCOUNTS WITH OTHER BANKS (continued)*

*c. By bank (continued)*

*Presented below is the movements in amortized cost of current account with other banks for the year ended as of December 31, 2023 and 2022, respectively (continued):*

| | 31 Desember/*December 31*, 2022 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Giro pada Bank Lain** | | | | | | ***Current Accounts with Other Banks*** |
| Saldo awal | 1.094.220 | - | 1.682 | 896 | 1.096.798 | *Beginning balance* |
| Pengukuran kembali bersih nilai tercatat | 358.406 | - | 49 | 302 | 358.757 | *Net remeasurement of carrying amount* |
| Aset keuangan baru yang diterbitkan atau dibeli | 16.702 | - | - | - | 16.702 | *New financial assets originated or purchased* |
| **Saldo akhir tahun** | **1.469.328** | **-** | **1.731** | **1.198** | **1.472.257** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

c. Tingkat suku bunga rata-rata per tahun untuk giro pada bank lain adalah sebagai berikut:

*c. Average annual interest rates for current accounts with other banks are as follows:*

| | **31 Desember/ December 31, *2023*** | **31 Desember/ December 31, 2022** | |
|---|---|---|---|
| Rupiah | 0,69% | 0,19% | *Rupiah* |
| Mata uang asing | 0,00% | 0,00% | *Foreign currencies* |

d. Kolektibilitas

*d. Collectibility*

Pada tanggal 31 Desember 2023 dan 2022, kolektibilitas giro pada bank lain adalah sebagai berikut:

*As of December 31, 2023 and 2022, the collectibility of current accounts with other banks are as follows:*

| | **31 Desember/ December 31, *2023*** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| Lancar | 2.201.620 | 1.470.526 | *Current* |
| Macet | 1.778 | 1.731 | *Loss* |
| Total | 2.203.398 | 1.472.257 | *Total* |
| Dikurangi cadangan kerugian penurunan nilai | (1.804) | (1.747) | *Less allowance for impairment losses* |
| **Neto** | **2.201.594** | **1.470.510** | ***Net*** |

e. Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat saldo giro pada bank lain yang digunakan sebagai agunan.

*e. As of December 31, 2023 and 2022, there are no current accounts with other banks which are pledged as collateral.*

## 6. GIRO PADA BANK LAIN (lanjutan)

f. Perubahan cadangan kerugian penurunan nilai giro pada bank lain adalah sebagai berikut:

## *6. CURRENT ACCOUNTS WITH OTHER BANKS (continued)*

*f. The movements in the allowance for impairment losses on current accounts with other banks are as follows:*

| | 31 Desember/ December 31, *2023* | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| Saldo awal tahun | 1.747 | 1.698 | *Balance at beginning of year* |
| Penyisihan (pemulihan) kerugian penurunan selama tahun berjalan (Catatan 33) | 57 | 49 | *Provision (reversal) for impairment losses during the year (Note 33)* |
| **Saldo akhir tahun** | **1.804** | **1.747** | ***Balance at the end of year*** |

*) Termasuk selisih kurs karena penjabaran mata uang asing

**) Including exchange difference on translation of foreign currency*

**31 Desember/*December 31,* 2023**

| | Stage 1 | Stage 2 | Stage 3 | Syariah*) | Total | |
|---|---|---|---|---|---|---|
| **Giro pada Bank Lain** | | | | | | ***Current Accounts with Other Banks*** |
| Saldo awal | 14 | - | 1.731 | 2 | 1.747 | *Beginning balance* |
| Pengukuran kembali bersih penurunan nilai | 10 | | 47 | - | 57 | *Net remeasurement of impairment losses* |
| **Saldo akhir tahun** | **24** | **-** | **1.778** | **2** | **1.804** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

**31 Desember/*December 31,* 2022**

| | Stage 1 | Stage 2 | Stage 3 | Syariah*) | Total | |
|---|---|---|---|---|---|---|
| **Giro pada Bank Lain** | | | | | | ***Current Accounts with Other Banks*** |
| Saldo awal | 14 | - | 1.682 | 2 | 1.698 | *Beginning balance* |
| Pengukuran kembali bersih penurunan nilai | - | - | 49 | - | 49 | *Net remeasurement of impairment losses* |
| **Saldo akhir tahun** | **14** | **-** | **1.731** | **2** | **1.747** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

Manajemen berpendapat bahwa jumlah cadangan kerugian atas giro pada bank lain yang dibentuk telah memadai.

*The management believes that the allowance for impairment losses provided on current accounts with other banks is adequate.*

g. Informasi mengenai klasifikasi aset keuangan yang mengalami penurunan nilai dan tidak mengalami penurunan nilai diungkapkan pada Catatan 46.

*g. Information with respect to classification of impaired and not impaired of financial assets are disclosed in Note 46.*

## 7. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN

## *7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS*

a. Berdasarkan mata uang dan jenis

*a. Based on currency and type*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| Rupiah | | | *Rupiah* |
| Pihak Ketiga | | | *Third Parties* |
| *Deposit Facility* Bank Indonesia | 8.998.689 | 2.499.670 | *Deposit Facility Bank Indonesia* |
| *Deposit Facility* Syariah Bank Indonesia | 3.150.000 | 2.078.000 | *Deposit Facility Sharia Bank Indonesia* |
| *Inter-bank call Money* | | | *Inter-bank call Money* |
| *Term Deposit* Bank Indonesia | - | 7.998.224 | *Term Deposit Bank Indonesia* |
| PT Bank Pembangunan Daerah Jawa Timur Tbk | - | 400.000 | *PT Bank Pembangunan Daerah Jawa Timur Tbk* |
| | **12.148.689** | **12.975.894** | |
| Pihak Berelasi (Catatan 43) | | | *Related Party (Note 43)* |
| Tabungan | | | *Savings Deposits* |
| PT Bank Mandiri (Persero) Tbk | 61 | 61 | *PT Bank Mandiri (Persero) Tbk* |
| | **61** | **61** | |
| Mata uang asing | | | *Foreign currencies* |
| Pihak Ketiga | | | *Third Parties* |
| *Term Deposit* Bank Indonesia | 18.412.372 | - | *Term Deposit Bank Indonesia* |
| | **18.412.372** | **-** | |
| **Total** | **30.561.122** | **12.975.955** | ***Total*** |

Dalam penempatan pada Bank Indonesia dan bank lain termasuk penempatan yang didasarkan pada prinsip perbankan syariah sebesar Rp3.150.000 dan Rp2.078.000, masing-masing pada tanggal 31 Desember 2023 dan 2022.

*As of December 31, 2023 and 2022, placements with Bank Indonesia and other banks include placements based on sharia banking principles amounting to Rp3,150,000 and Rp2,078,000, respectively.*

b. Berdasarkan sisa umur hingga jatuh tempo

*b. Based on remaining period until maturity*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| ≤ 1 bulan | 30.561.122 | 12.975.955 | *≤ 1 month* |
| **Total** | **30.561.122** | **12.975.955** | ***Total*** |

## 7. PENEMPATAN PADA BANK INDONESIA DAN BANK LAIN (lanjutan)

c. Tingkat suku bunga rata-rata per tahun untuk penempatan pada Bank Indonesia dan bank lain:

## *7. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)*

*c. Average annual interest rates for placement with Bank Indonesia and other banks:*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31,* 2022** | |
|---|---|---|---|
| Rupiah | 5,23% | 3,47% | *Rupiah* |
| Mata Uang Asing | 5,24% | 0,96% | *Foreign Currencies* |

d. Seluruh penempatan pada bank lain dan Bank Indonesia pada tanggal-tanggal 31 Desember 2023 dan 2022 diklasifikasikan sebagai lancar.

*d. All placements with other banks and Bank Indonesia as of December 31, 2023 and 2022, are classified as current.*

e. Manajemen berpendapat bahwa cadangan kerugian penurunan nilai tidak diperlukan pada tanggal 31 Desember 2023 dan 2022, karena manajemen berkeyakinan bahwa penempatan pada Bank Indonesia dan bank lain dapat ditagih.

*e. Management believes no allowance for impairment losses is required as of December 31, 2023 and 2022, because management believes that placements with Bank Indonesia and other banks are fully collectible.*

f. Informasi mengenai klasifikasi aset keuangan yang mengalami penurunan nilai dan tidak mengalami penurunan nilai diungkapkan pada Catatan 46.

*f. Information with respect to classification of impaired and not impaired of financial assets are disclosed in Note 46.*

## 8. EFEK-EFEK

a. Berdasarkan tujuan, pihak berelasi dan pihak ketiga

## *8. SECURITIES*

*a. Based on purpose, related party and third party*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31,* 2022** | |
|---|---|---|---|
| Pihak Ketiga | | | *Third Parties* |
| Diukur pada nilai wajar melalui laba rugi | 1.042.013 | 793.831 | *Fair value through profit or loss* |
| Diukur pada nilai wajar melalui penghasilan komprehensif lain | 406.144 | - | *Fair value through other comprehensive income* |
| Diukur pada biaya perolehan di amortisasi | 6.611 | 79.278 | *Amortized cost* |
| | 1.454.768 | 873.109 | |
| Pihak Berelasi (Catatan 43) | | | *Related Party (Note 43)* |
| Diukur pada nilai wajar melalui penghasilan komprehensif lain | 1.522.192 | 655.293 | *Fair value through other comprehensive income* |
| Diukur pada biaya perolehan di amortisasi | 2.328.913 | 194.766 | *Amortized cost* |
| | 3.851.105 | 850.059 | |
| Total | 5.305.873 | 1.723.168 | *Total* |
| Cadangan kerugian penurunan nilai | (22.903) | (2.399) | *Allowance for impairment losses* |
| **Neto** | **5.282.970** | **1.720.769** | ***Net*** |

## 8. EFEK-EFEK (lanjutan) / *8. SECURITIES (continued)*

b. Berdasarkan mata uang, jenis dan penerbit / *b. Based on currency, type and issuer*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| Nilai wajar melalui laba rugi | | | *Fair value through profit or loss* |
| Rupiah | | | *Rupiah* |
| Pihak Ketiga | | | *Third Parties* |
| Reksadana | | | *Mutual Funds* |
| PT Syailendra Capital | - | 100.486 | *PT Syailendra Capital* |
| PT Berdikari Manajemen Investasi | - | 100.470 | *PT Berdikari Manajemen Investasi* |
| PT Batavia Prosperindo Aset Manajemen | - | 100.460 | *PT Batavia Prosperindo Aset Manajemen* |
| Sekuritas Dollar Amerika Serikat | | | *United Stated Dollar Securities* |
| Bank Indonesia | 307.510 | - | *Bank Indonesia* |
| Sekuritas Rupiah | | | *Rupiah Securities* |
| Bank Indonesia | 194.060 | - | *Bank Indonesia* |
| Efek Beragun Aset | | | *Asset Backed Securities* |
| KIK - SP -BTN 05 | | | *KIK EBA - SP - BTN 05* |
| Kelas B | 161.407 | 176.898 | *Class B* |
| EBA - SP - BTN04 | | | *EBA - SP - BTN04* |
| Kelas B | 88.598 | 95.685 | *Class B* |
| EBA - SP - BTN08 | | | *EBA - SP – BTN08* |
| Kelas B | 75.307 | - | *Class B* |
| EBA - SP - BTN02 | | | *EBA - SP - BTN02* |
| Kelas B | 59.833 | 50.520 | *Class B* |
| KIK - SP -BTN 07 | | | *KIK EBA - SP - BTN 07* |
| Kelas B | 54.409 | 52.238 | *Class B* |
| EBA - SP - BTN06 | | | *EBA - SP - BTN06* |
| Kelas B | 51.667 | 64.494 | *Class B* |
| EBA - SP - BTN03 | | | *EBA - SP - BTN03* |
| Kelas B | 49.222 | 52.580 | *Class B* |
| | 1.042.013 | 793.831 | |
| Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain | | | *Financial asset held at fair value through other comprehensive income* |
| Rupiah | | | *Rupiah* |
| Pihak Ketiga | | | *Third Parties* |
| Reksadana Terproteksi | | | *Protected Mutual Funds* |
| PT Batavia Prosperindo Aset Manajemen | | | *PT Batavia Prosperindo Aset Manajemen* |
| BATAVIA MAX 51 | 203.822 | - | *BATAVIA MAX 51* |
| PT Manulife Aset Manajemen Indonesia | | | *PT Manulife Aset Manajemen Indonesia* |
| MANULIFE PDU V | 202.322 | - | *MANULIFE PDU V* |
| | 406.144 | - | |
| Pihak Berelasi (Catatan 43) | | | *Related Parties (Note 43)* |
| Obligasi | | | *Bonds* |
| PT Perusahaan Listrik Negara (Persero) | | | *PT Perusahaan Listrik Negara (Persero)* |
| Sukuk Tahap II Seri B 2017 | 51.125 | 52.424 | *Sukuk Phase II Series B 2017* |
| PT Waskita Karya (Persero) Tbk | | | *PT Waskita Karya (Persero) Tbk* |
| Tahap IV Seri A 2022 | 49.935 | 48.672 | *Phase IV Series A 2022* |
| PT Pegadaian | | | *PT Pegadaian* |
| Sukuk *Mudharabah* IV 2021 | 30.000 | 30.603 | *Sukuk Mudharabah IV 2021* |
| Sukuk *Mudharabah* II 2022 | 27.745 | 28.028 | *Sukuk Mudharabah II 2022* |

**8. EFEK-EFEK (lanjutan)**

b. Berdasarkan mata uang, jenis dan penerbit (lanjutan)

***8. SECURITIES (continued)***

*b. Based on currency, type and issuer (continued)*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (lanjutan) | | | *Financial asset held at fair value through other comprehensive income (continued)* |
| Rupiah (lanjutan) | | | *Rupiah (lanjutan)* |
| Pihak Berelasi (Catatan 43) | | | *Related Parties (Note 43)* |
| Obligasi | | | *Bonds* |
| PT Bank Rakyat Indonesia (Persero) Tbk | | | *PT Bank Rakyat Indonesia (Persero) Tbk* |
| Tahap II Seri D 2017 | 26.373 | 26.598 | *Phase II Series D 2017* |
| PT Sarana Multigriya Finansial (Persero) | | | *PT Sarana Multigriya Finansial (Persero)* |
| Tahap I Seri B 2021 | 24.962 | 24.647 | *Phase I Series B 2021* |
| Tahap II 2021 | 24.656 | 24.635 | *Phase II 2021* |
| PT Bank Mandiri Taspen | | | *PT Bank Mandiri Taspen* |
| Tahap II Seri B 2021 | 20.139 | 20.108 | *Phase II Series B 2021* |
| Reksadana Terproteksi | | | *Protected Mutual Funds* |
| PT Bahana TCW Investment Management | | | *PT Bahana TCW Investment Management* |
| Bahana *Centrum Protected Fund* 232 | 307.647 | - | *RDT Bahana Centrum Protected Fund 232* |
| PT BNI *Asset Management* | | | PT *BNI Asset Management* |
| BNI AM Proteksi Amarilis | 305.072 | - | *RDT BNI AM Proteksi Amarilis* |
| PT Danareksa *Investment Management* | | | *PT Danareksa Investment Management* |
| Danareksa Proteksi 86 | 254.105 | - | *RDT Danareksa Proteksi 86* |
| *Medium Term Notes* | | | *Medium Term Notes* |
| Perum Perumnas | | | *Perum Perumnas* |
| Tahap III Seri A 2018 | 100.000 | 103.083 | *Phase III Series A 2018* |
| | 1.221.759 | 358.798 | |
| Mata Uang Asing | | | *Foreign Currencies* |
| Dolar Amerika Serikat | | | *United States Dollar* |
| Pihak Berelasi (Catatan 43) | | | *Related Parties (Note 43)* |
| Obligasi | | | *Bonds* |
| PT Bank Mandiri (Persero) Tbk | | | *PT Bank Mandiri (Persero) Tbk* |
| *Euro Medium Term Notes (EMTN)-2024* | 61.242 | 60.977 | *Euro Medium Term Notes (EMTN)-2024* |
| *Term Notes (EMTN)-2025* | 30.565 | 30.434 | *Term Notes (EMTN)-2025* |
| PT Perusahaan Gas Negara (Persero) Tbk | | | *PT Perusahaan Gas Negara (Persero) Tbk* |
| *Unsecured Fixed* | 50.638 | 50.944 | *Unsecured Fixed* |
| PT Pertamina (Persero) | | | *PT Pertamina (Persero)* |
| *Senior Unsecured Notes* | | | *Senior Unsecured Notes* |
| *Due 2030* | 28.044 | 27.093 | *Due 2030* |
| *Due 2050* | 38.295 | 36.038 | *Due 2050* |
| PT Pelabuhan Indonesia II (Persero) | | | *PT Pelabuhan Indonesia II (Persero)* |
| *Senior Notes - 2025* | 15.122 | 15.028 | *Senior Notes - 2025* |
| *Medium Term Notes* | | | *Medium Term Notes* |
| Lembaga Pembiayaan Ekspor Indonesia | | | *Lembaga Pembiayaan Ekspor Indonesia* |
| *EMTN Programme* | | | *EMTN Programme* |
| Indonesia Eximbank - 2017 | 76.527 | 75.981 | *Indonesia Eximbank - 2017* |
| | 300.433 | 296.495 | |
| | 1.522.192 | 655.293 | |
| | 1.928.336 | 655.293 | |

## 8. EFEK-EFEK (lanjutan) / *8. SECURITIES (continued)*

b. Berdasarkan mata uang, jenis dan penerbit (lanjutan) / *b. Based on currency, type and issuer (continued)*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| Diukur pada biaya perolehan di amortisasi | | | *Amortized cost* |
| Rupiah | | | *Rupiah* |
| Pihak Ketiga | | | *Third Parties* |
| Obligasi | | | *Bonds* |
| PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk Tahap II Seri B 2018 | - | 77.150 | *PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk Phase II Series B 2018* |
| PT Berlian Laju Tanker Sukuk Ijarah 2007 | - | 2.000 | *PT Berlian Laju Tanker Sukuk Ijarah 2007* |
| Surat Kredit Berdokumen Dalam Negeri (SKBDN) | 6.611 | 128 | *Domestic Documentary Letters of Credit* |
| | 6.611 | 79.278 | |
| Pihak Berelasi (Catatan 43) | | | *Related Parties (Note 43)* |
| Obligasi | | | *Bonds* |
| PT Bank Mandiri Taspen Tahap II Seri A 2021 | 25.076 | 25.338 | *PT Bank Mandiri Taspen Phase II Series A 2021* |
| PT Bank Mandiri (Persero) Tbk Tahap III 2018 | - | 5.027 | *PT Bank Mandiri (Persero) Tbk Phases III 2018* |
| *Medium Term Notes* | | | *Medium Term Notes* |
| PT Bahana Pembinaan Usaha Indonesia (Persero) | 50.000 | 50.000 | *PT Bahana Pembinaan Usaha Indonesia (Persero)* |
| PT Dayamitra Telekomunikasi | 50.000 | - | *PT Dayamitra Telekomunikasi* |
| Reksadana | | | *Mutual Funds* |
| PT Permodalan Nasional Madani *Investment Management* | 100.000 | 100.000 | *PT Permodalan Nasional Madani Investment Management* |
| Sukuk | | | *Sukuk* |
| PT Angkasa Pura I Tahap I 2023 (catatan 11.g) | 1.465.771 | - | *PT Angkasa Pura I Phase I 2023 (note 11. g)* |
| Surat Kredit Berdokumen Dalam Negeri (SKBDN) | 638.066 | 14.401 | *Domestic Documentary Letters of Credit* |
| | 2.328.913 | 194.766 | |
| | 2.335.524 | 274.044 | |
| Total | 5.305.873 | 1.723.168 | *Total* |
| Cadangan kerugian penurunan nilai | (22.903) | (2.399) | *Allowance for impairment losses* |
| **Neto** | **5.282.970** | **1.720.769** | ***Net*** |

## 8. EFEK-EFEK (lanjutan)

b. Berdasarkan mata uang, jenis dan penerbit (lanjutan)

Berikut adalah perubahan efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya dan yang diukur pada biaya perolehan diamortisasi untuk tahun yang berakhir 31 Desember 2023 dan 2022:

## *8. SECURITIES (continued)*

*b. Based on currency, type and issuer (continued)*

*Presented below is the movements in securities at fair value through other comprehensive income and at amortized cost for the years ended December 31, 2023 and 2022:*

**31 Desember/*December 31*, 2023**

| | Stage 1 | Stage 2 | Stage 3 | Syariah*) | Total | |
|---|---|---|---|---|---|---|
| **Efek-efek** | | | | | | ***Securities*** |
| Saldo awal | 814.400 | - | - | 114.937 | 929.337 | *Beginning balance* |
| Pengukuran kembali bersih nilai tercatat | 30.357 | - | - | (2.185) | 28.172 | *Net remeasurement of carrying amount* |
| Aset keuangan baru yang diterbitkan atau dibeli | 3.469.043 | - | - | - | 3.469.043 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (160.692) | - | - | - | (160.692) | *Derecognized financial assets* |
| Aset keuangan yang dihapusbuku | | | | (2.000) | (2.000) | *Writte-off financial assets* |
| **Saldo akhir tahun** | **4.153.108** | **-** | **-** | **110.752** | **4.263.860** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71, "Instrumen Keuangan"

**) Not applying SFAS No. 71, "Financial Instruments"*

**31 Desember/*December 31*, 2022**

| | Stage 1 | Stage 2 | Stage 3 | Syariah*) | Total | |
|---|---|---|---|---|---|---|
| **Efek-efek** | | | | | | ***Securities*** |
| Saldo awal | 1.432.209 | - | - | 111.751 | 1.543.960 | *Beginning balance* |
| Pengukuran kembali bersih nilai tercatat | (442.631) | - | - | 143 | (442.488) | *Net remeasurement of carrying amount* |
| Aset keuangan baru yang diterbitkan atau dibeli | 761.634 | - | - | 28.176 | 789.810 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (936.812) | - | - | (25.133) | (961.945) | *Derecognized financial assets* |
| **Saldo akhir tahun** | **814.400** | **-** | **-** | **114.937** | **929.337** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71, "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

c. Jatuh tempo dan suku bunga

*c. Maturity and interest rate*

| Penerbit | Jenis/ *Type* | Tanggal Jatuh Tempo/ *Maturity Date* | Suku Bunga/ Bagi Hasil Per Tahun/ *Annual Interest Rate/ Profit Sharing* | *Issuer* |
|---|---|---|---|---|
| Rupiah | | | | *Rupiah* |
| PT Bank Pembangunan Jawa Barat dan Banten Tbk Tahap II 2018 B | Obligasi/*Bonds* | 28 September/ *September 28,* 2023 | 9,50% tetap/ *fixed* | *PT Bank Pembangunan Jawa Barat dan Banten Tbk Phase II 2018* |
| PT Berlian Laju Tanker Tbk Sukuk Ijarah 2007 | Obligasi/*Bonds* | 5 Juli/ *July 5,* 2012 | 10,35% tetap/ *fixed* | *PT Berlian Laju Tanker Tbk Sukuk Ijarah 2007* |
| Perum Perumnas MTN Tahap III Tahun 2018 Seri A | *Medium Term Notes* | 10 Desember/ *December 10,* 2026 | 11,85% tetap/ *fixed* | *Perum Perumnas MTN Phase III Year 2018 Series A* |
| PT Angkasa Pura I Sukuk *Wakalah Bi Al-Istitsmar* 2023 | Obligasi/*Bonds* | 29 Oktober/ *October 27,* 2033 | 2,25% tetap/ *fixed* | *PT Angkasa Pura I Sukuk Wakalah Bi Al-Istitsmar 2023* |
| PT Bahana Pembinaan Usaha Indonesia (Persero) MTN Tahun 2022 Seri A | *Medium Term Notes* | 2 November/ *November 2,* 2027 | 9,00% tetap/ *fixed* | *PT Bahana Pembinaan Usaha Indonesia (Persero) MTN Year 2022 Series A* |
| PT Bank Rakyat Indonesia (Persero) Tbk Tahap II Seri D 2017 | Obligasi/*Bonds* | 11 April/ *April 11,* 2027 | 8,80% tetap/ *fixed* | *PT Bank Rakyat Indonesia (Persero) Tbk Phase II Series D 2017* |

## 8. EFEK-EFEK (lanjutan)

c. Jatuh tempo dan suku bunga (lanjutan)

## *8. SECURITIES (continued)*

c. *Maturity and interest rate (continued)*

| Penerbit | Jenis/ *Type* | Tanggal Jatuh Tempo/ *Maturity Date* | Suku Bunga/ Bagi Hasil Per Tahun/ *Annual Interest Rate/ Profit Sharing* | *Issuer* |
|---|---|---|---|---|
| Rupiah | | | | *Rupiah* |
| PT Bank Mandiri (Persero) Tbk Tahap III 2018 | Obligasi/*Bonds* | 21 September/ *September 21,* 2023 | 8,50% tetap/ *fixed* | *PT Bank Mandiri (Persero) Tbk Phase III 2018* |
| PT Sarana Multigriya Finansial (Persero) Tahap II 2021 | Obligasi/*Bonds* | 17 November/ November 17, 2026 | 6,00% tetap/ fixed | *PT Sarana Multigriya Finansial (Persero) Phase II 2021* |
| Tahap I Seri B 2021 | Obligasi/*Bonds* | 8 Juli/ *July 8,* 2026 | 6,40% tetap/ *fixed* | *Phase I Series B 2021* |
| PT Bank Mandiri Taspen Tahap II Seri A 2021 | Obligasi/*Bonds* | 28 April/ *April 28,* 2024 | 6,50% tetap/ *fixed* | *PT Bank Mandiri Taspen Phase II Series A 2021* |
| Tahap II Seri B 2021 | Obligasi/*Bonds* | 26 April/ *April 26,* 2026 | 7,25% tetap/ *fixed* | *Phase II Series B 2021* |
| PT Perusahaan Listrik Negara (Persero) Sukuk Tahap II Seri B 2017 | Obligasi/*Bonds* | 3 November/ *November 3, 2027* | 8,20% tetap/ *fixed* | *PT Perusahaan Listrik Negara (Persero) Sukuk Phase II Series B 2017* |
| PT Waskita Karya Realty Seri A 2022 | Obligasi/Bonds | 12 Mei/ *May 12,* 2027 | 6,65% tetap/ *fixed* | *PT Waskita Karya Realty Series A 2022* |
| PT Pegadaian (Persero) Sukuk *Mudharabah* IV 2021 | Obligasi/*Bonds* | 6 April/ *April 6,* 2024 | 6,00% tetap/ *fixed* | *PT Pegadaian (Persero) Sukuk Mudharabah IV 2021* |
| Sukuk *Mudharabah* II 2022 | Obligasi/*Bonds* | *16* Agustus/ *August 16,* 2025 | 5,75% tetap/ *fixed* | *Sukuk Mudharabah II 2022* |
| PT Dayamitra Telekomunikasi Tbk MTN Tahun 2023 | *Medium Term Notes* | 6 Oktober/ *October 6,* 2024 | 6,20% tetap/ *fixed* | PT Dayamitra Telekomunikasi Tbk *MTN Tahun 2023* |
| Mata Uang Asing | | | | *Foreign Currencies* |
| Dolar Amerika Serikat | | | | *United States Dollar* |
| Lembaga Pembiayaan Ekspor Indonesia *EMTN Programme Indonesia* Eximbank - 2017 | *Medium Term Notes* | 6 April/ *April 6,* 2024 | 3,88% tetap/ *fixed* | *Lembaga Pembiayaan Ekspor Indonesia EMTN Programme Indonesia Eximbank - 2017* |
| PT Perusahaan Gas Negara (Persero) Tbk *Unsecured Fixed Rate Notes* | Obligasi/*Bonds* | 16 Mei/ *May 16,* 2024 | 5,13% tetap/ *fixed* | *PT Perusahaan Gas Negara (Persero) Tbk Unsecured Fixed Rate Notes* |
| PT Bank Mandiri (Persero) Tbk *Euro Medium Term Notes (EMTN) - 2024* | Obligasi/*Bonds* | 11 April/ *April 11,* 2024 | 3,75% tetap/ *fixed* | *PT Bank Mandiri (Persero) Tbk Euro Medium Term Notes (EMTN) - 2024* |
| *Term Notes (EMTN) - 2025* | Obligasi/*Bonds* | 13 Mei/ *May 13,* 2025 | 4,75% tetap/ *fixed* | *Term Notes (EMTN) - 2025* |
| PT Pertamina (Persero) *Senior Unsecured Notes Due 2030* | Obligasi/*Bonds* | *21 Januari/ January 21,* 2030 | 3,10% tetap/ *fixed* | *PT Pertamina (Persero) Senior Unsecured Notes Due 2030* |
| *Senior Unsecured Notes Due 2050* | Obligasi/*Bonds* | 21 Januari/ *January 21,* 2050 | 4,18% tetap/ *fixed* | *Senior Unsecured Notes Due 2050* |
| PT Pelabuhan Indonesia II (Persero) *Senior Unsecured Notes Due 2025* | Obligasi/*Bonds* | *5 Mei/ May 5,* 2025 | 4,25% tetap/ *fixed* | *PT Pelabuhan Indonesia II (Persero) Senior Unsecured Notes Due 2025* |

## 8. EFEK-EFEK (lanjutan) / *8. SECURITIES (continued)*

d. Berdasarkan sisa umur hingga jatuh tempo (efek-efek yang diukur pada biaya perolehan di amortisasi) / *Remaining period to maturity (amortized cost securities)*

| | **31 Desember/ *December 31, 2023*** | **31 Desember/ *December 31, 2022*** | |
|---|---|---|---|
| ≤ 1 tahun | 448.505 | 96.706 | *≤ 1 year* |
| > 1 tahun ≤ 5 tahun | 421.248 | 175.338 | *> 1 year ≤ 5 years* |
| > 5 tahun ≤ 10 tahun | 1.465.771 | - | *> 5 year ≤ 10 years* |
| > 10 tahun | - | 2.000 | *> 10 years* |
| Total | 2.335.524 | 274.044 | *Total* |

e. Peringkat / *Rating*

Daftar peringkat efek-efek seperti yang dilaporkan oleh PT Pemeringkat Efek Indonesia adalah sebagai berikut: / *The ratings of securities, as reported by PT Pemeringkat Efek Indonesia, are as follows:*

| **Penerbit** | **Jenis/ *Type*** | **31 Desember/ *December 31, 2023*** | **31 Desember/ *December 31, 2022*** | ***Issuer*** |
|---|---|---|---|---|
| PT Bank Pembangunan Jawa Barat dan Banten Tbk *Tahap II 2018 B* | Obligasi/*Bonds* | - | idAA | PT Bank Pembangunan *Jawa Barat dan Banten Tbk Phase II 2018* |
| PT Bank Mandiri (Persero) Tbk Tahap III 2018 *Euro Medium Term Notes (EMTN)* - 2024 | Obligasi/*Bonds* | - | idAAA | *PT Bank Mandiri (Persero) Tbk Phase III 2018 Euro Medium* |
| | Obligasi/*Bonds* | Baa2*) | Baa2*) | *Term Notes (EMTN) - 2024* |
| *Term Notes (EMTN)* - 2025 | Obligasi/*Bonds* | Baa2*) | Baa2*) | *Term Notes (EMTN) - 2025* |
| PT Bank Mandiri Taspen Tahap II Seri A 2021 | Obligasi/*Bonds* | AA**) | AA**) | *PT Bank Mandiri Taspen Phase II Series A 2021* |
| Tahap II Seri B 2021 | Obligasi/*Bonds* | AA**) | AA**) | *Phase II Series B 2021* |
| PT Sarana Multigriya Finansial (Persero) Tahap II 2021 | Obligasi/*Bonds* | idAAA | idAAA | *PT Sarana Multigriya Finansial (Persero) Phase II 2021* |
| Tahap I Seri B 2021 | Obligasi/*Bonds* | idAAA | idAAA | *Phase I Series B 2021* |
| PT Perusahaan Gas Negara (Persero) Tbk *Unsecured Fixed Term Notes (EMTN)* - 2024 | Obligasi/*Bonds* | Baa2*) | Baa2*) | *PT Perusahaan Gas Negara (Persero) Tbk Unsecured Fixed Term Notes (EMTN) - 2024* |
| PT Pertamina (Persero) *Unsecured Fixed* | | | | *PT Pertamina (Persero) Unsecured Fixed* |
| *Term Notes (EMTN)* - 2030 | Obligasi/*Bonds* | Baa2*) | Baa2*) | *Term Notes (EMTN) - 2030* |
| *Term Notes (EMTN)* - 2050 | Obligasi/*Bonds* | Baa2*) | Baa2*) | *Term Notes (EMTN) - 2050* |
| Perum Perumnas MTN Tahap III Tahun 2018 Seri A | *Medium Term Notes* | idBBB- | idBBB- | *Perum Perumnas MTN Phase III Year 2018 Series A* |
| PT Dayamitra Telekomunikasi MTN Tahap I Tahun 2023 | *Medium Term Notes* | idAAA | - | *PT Dayamitra Telekomunikasi MTN Phase I Year 2023* |
| PT Bahana Pembinaan Usaha Indonesia (Persero) MTN Tahun 2022 | *Medium Term Notes* | idAAA | idAAA | *PT Bahana Pembinaan Usaha Indonesia (Persero) MTN Year 2022* |
| Lembaga Pembiayaan Ekspor Indonesia *Euro Medium Term Notes (EMTN)* - 2017 | Obligasi/*Bonds* | Baa2*) | Baa2*) | *Lembaga Pembiayaan Ekspor Indonesia Euro Medium Term Notes (EMTN) – 2017* |
| PT Waskita Karya (Persero) Tbk Seri A 2022 | Obligasi/*Bonds* | idAAA(gg) | idAAA(gg) | *PT Waskita Karya (Persero) Tbk Series A 2022* |

*) Berdasarkan peringkat yang diterbitkan oleh Moody's
**) Berdasarkan peringkat yang diterbitkan oleh Fitch

**) Based on ratings published by Moody's*
***) Based on ratings published by Fitch*

## 8. EFEK-EFEK (lanjutan)

e. Peringkat (lanjutan)

Daftar peringkat efek-efek seperti yang dilaporkan oleh PT Pemeringkat Efek Indonesia adalah sebagai berikut: (lanjutan)

## *8. SECURITIES (continued)*

*e. Rating (continued)*

*The ratings of securities, as reported by PT Pemeringkat Efek Indonesia, are as follows: (continued)*

| Penerbit | Jenis/ *Type* | 31 Desember/ *December 31, 2023* | 31 Desember/ *December 31, 2022* | *Issuer* |
|---|---|---|---|---|
| PT Pelabuhan Indonesia II (Persero) *Senior Unsecured Notes Due* 2025 | Obligasi/*Bonds* | Baa2*) | Baa3*) | *PT Pelabuhan Indonesia II (Persero) Senior Unsecured Notes Due 2025* |
| PT Bank Rakyat Indonesia (Persero) Tbk Tahap II Seri D 2017 | Obligasi/*Bonds* | idAAA | idAAA | *PT Bank Rakyat Indonesia (Persero) Tbk Phase II Series D 2017* |
| PT Pelabuhan Indonesia II (Persero) *Senior Unsecured Notes Due* 2025 | Obligasi/*Bonds* | Baa2*) | Baa3*) | *PT Pelabuhan Indonesia II (Persero) Senior Unsecured Notes Due 2025* |
| PT Perusahaan Listrik Negara (Persero) *Sukuk* Tahap II 2017 Seri B | Obligasi/*Bonds* | idAAA(sy) | idAAA(sy) | *PT Perusahaan Listrik Negara (Persero) Sukuk Phase II 2017 Series B* |
| PT Angkasa Pura I *Sukuk* Tahap I 2023 | Obligasi/*Bonds* | idAA+(sy) | - | *PT Angkasa Pura I Sukuk Phase I 2023* |
| PT Pegadaian (Persero) | | | | *PT* Pegadaian (Persero) |
| Sukuk *Mudharabah* IV 2021 | Obligasi/*Bonds* | idAAA(Sy) | idAAA(Sy) | *Sukuk Mudharabah IV 2021* |
| Sukuk Mudharabah II 2022 | Obligasi/Bonds | idAAA(Sy) | idAAA(Sy) | *Sukuk Mudharabah II 2022* |

*) Berdasarkan peringkat yang diterbitkan oleh Moody's
**) Berdasarkan peringkat yang diterbitkan oleh Fitch

**) Based on ratings published by Moody's*
***) Based on ratings published by Fitch*

f. Kolektibilitas

Kolektibilitas efek-efek adalah sebagai berikut:

*f. Collectibility*

*The collectibility of securities are as follows:*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| Lancar | 5.199.375 | 1.628.411 | *Current* |
| Dalam Perhatian Khusus | 50.695 | 36.675 | *Special Mention* |
| Kurang Lancar | 4.644 | 3.148 | *Substandard* |
| Diragukan | 5.769 | 5.436 | *Doubtful* |
| Macet | 45.390 | 49.498 | *Loss* |
| Total | 5.305.873 | 1.723.168 | *Total* |
| Cadangan kerugian penurunan nilai | (22.903) | (2.399) | *Allowance for impairment losses* |
| **Neto** | **5.282.970** | **1.720.769** | ***Net*** |

## 8. EFEK-EFEK (lanjutan) / *8. SECURITIES (continued)*

g. Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

*g. The movements in the allowance for impairment losses are as follows:*

| | 31 Desember/*December 31*, 2023 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya** | | | | | | ***Securities at fair value through other comprehensive income*** |
| Saldo awal | 51.959 | - | - | - | 51.959 | *Beginning balance* |
| Pengukuran kembali bersih penurunan nilai | 4.902 | - | - | - | 4.902 | *Net remeasurement of impairment losses* |
| Aset keuangan baru yang diterbitkan atau dibeli | 790 | - | - | - | 790 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (3.618) | - | - | - | (3.618) | *Derecognized financial assets* |
| Pembayaran kembali valuta asing dan perubahan lain | 5.924 | - | - | - | 5.924 | *Repayment foreign exchange and other movement* |
| **Saldo akhir tahun** | **59.957** | **-** | **-** | **-** | **59.957** | ***Balance at the end of year*** |

| | 31 Desember/*December 31*, 2022 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Efek-efek yang diukur pada nilai wajar melalui penghasilan komprehensif lainnya** | | | | | | ***Securities at fair value through other comprehensive income*** |
| Saldo awal | 71.617 | - | - | - | 71.617 | *Beginning balance* |
| Pengukuran kembali bersih penurunan nilai | (20.889) | - | - | - | (20.889) | *Net remeasurement of impairment losses* |
| Aset keuangan baru yang diterbitkan atau dibeli | 238 | - | - | - | 238 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (3.088) | - | - | - | (3.088) | *Derecognized financial assets* |
| Pembayaran kembali valuta asing dan perubahan lain | 4.081 | - | - | - | 4.081 | *Repayment foreign exchange and other movement* |
| **Saldo akhir tahun** | **51.959** | **-** | **-** | **-** | **51.959** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71, "Instrumen Keuangan"

**) Not applying SFAS No. 71, "Financial Instruments"*

| | 31 Desember/*December 31*, 2023 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Efek-efek yang diukur pada biaya perolehan diamortisasi** | | | | | | ***Securities at amortized cost*** |
| Saldo awal | 399 | - | - | 2.000 | 2.399 | *Beginning balance* |
| Pengukuran kembali bersih penurunan nilai | 22.135 | - | - | - | 22.135 | *Net remeasurement of Impairment losses* |
| Aset keuangan baru yang diterbitkan atau dibeli | 369 | - | - | - | 369 | *New financial assets originated or purchased* |
| Aset keuangan yang dihapusbuku | - | - | - | (2.000) | (2.000) | *Writte off financial assets* |
| **Saldo akhir tahun** | **22.903** | **-** | **-** | **-** | **22.903** | ***Balance at the end of year*** |

| | 31 Desember/*December 31*, 2022 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Efek-efek yang diukur pada biaya perolehan diamortisasi** | | | | | | ***Securities at amortized cost*** |
| Saldo awal | - | - | - | 2.000 | 2.000 | *Beginning balance* |
| Aset keuangan baru yang diterbitkan atau dibeli | 399 | - | - | - | 399 | *New financial assets originated or purchased* |
| **Saldo akhir tahun** | **399** | **-** | **-** | **2.000** | **2.399** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71, "Instrumen Keuangan"

**) Not applying SFAS No. 71, "Financial Instruments"*

h. Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai efek-efek yang dibentuk telah memadai.

*h. Management believes that the allowance for impairment losses provided on securities is adequate.*

**8. EFEK-EFEK (lanjutan)**

i. Bank mengakui keuntungan (kerugian) bersih atas penjualan efek-efek masing-masing sebesar Rp6.669 dan Rp(234.089), masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 yang disajikan dalam akun "Keuntungan (kerugian) dari penjualan efek-efek - neto" di laporan laba rugi dan penghasilan komprehensif lain.

j. Nilai pasar efek-efek yang diklasifikasikan sebagai "Nilai Wajar melalui Laba Rugi dan Aset Keuangan yang Diukur pada Nilai Wajar Melalui Penghasilan Komprehensif lain" pada tanggal 31 Desember 2023 dan 2022, masing-masing berkisar dari 82,91% sampai dengan 105,49% dan 77,16% sampai dengan 125,88%.

k. Bank mengakui keuntungan yang belum direalisasi bersih (setelah pajak tangguhan) sebesar Rp67.906 dan Rp35.792 dari perubahan nilai wajar efek-efek diukur pada nilai wajar melalui penghasilan komprehensif lain termasuk cadangan kerugian penurunan nilai sebesar Rp59.957 dan Rp51.959 masing-masing pada posisi 31 Desember 2023 dan 2022 dalam akun keuntungan yang belum direalisasi atas efek-efek dan obligasi pemerintah setelah pajak tangguhan dalam laporan posisi keuangan.

l. Terdapat investasi efek-efek dengan pihak-pihak berelasi sebesar Rp3.851.105 dan Rp850.059, masing-masing pada tanggal 31 Desember 2023 dan 2022 (Catatan 43).

m. Informasi mengenai klasifikasi aset keuangan yang mengalami penurunan nilai dan tidak mengalami penurunan nilai diungkapkan pada Catatan 46.

***8. SECURITIES (continued)***

*i. The Bank recognized net gain (loss) on sale of securities amounting to Rp6,669 and Rp(234,089), for the year ended December 31, 2023 and 2022, respectively, which is presented in the statement of profit or loss and other comprehensive income as "Gain (losses) on sale of securities - net".*

*j. As of December 31, 2023 and 2022, the market values of securities classified as fair value through profit or loss and Fair Value Through Other Comprehensive Income of nominal amounts range from 82.91% to 105.49% and range from 77.16% to 125.88% respectively.*

*k. The Bank recognized unrealized gain - net (after deferred tax) of Rp67,906 and Rp35,792 from the changes in fair values through other comprehensive income include allowance for impairment losses amounted Rp59,957 and Rp51,959 as of December 31, 2023 and 2022, respectively, which are presented as unrealized gain (loss) on securities and government bonds, net of deferred tax in the statement of financial position.*

*l. As of December 31, 2023 and 2022, investments in securities with related parties amounted to Rp3,851,105 and Rp850,059, respectively (Note 43).*

*m. Information with respect to classification of impaired and not impaired financial assets are disclosed in Note 46.*

**9. OBLIGASI PEMERINTAH**

a. Berdasarkan tujuan, pihak berelasi dan pihak ketiga

***9. GOVERNMENT BONDS***

*a. Based on purpose, related party and third party*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31,* 2022** | |
|---|---|---|---|
| Pihak Berelasi (Catatan 43) | | | *Related Party (Note 43)* |
| Diukur pada nilai wajar melalui laba rugi | 3.796.440 | 19.591.199 | *Fair value through profit or loss* |
| Diukur pada nilai wajar melalui penghasilan komprehensif lain | 12.511.991 | 14.332.949 | *Fair value through other comprehensive income* |
| Diukur pada biaya perolehan amortisasi | 19.585.498 | 18.040.825 | *Amortized cost* |
| Total | 35.893.929 | 51.964.973 | *Total* |

## 9. OBLIGASI PEMERINTAH (lanjutan) / *9. GOVERNMENT BONDS (continued)*

b. Berdasarkan mata uang dan jenis / *b. Based on currency and type*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Pihak berelasi** | | | ***Related parties*** |
| Nilai wajar melalui laba rugi | | | *Fair value through profit or loss* |
| Rupiah | | | *Rupiah* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| FR 0081 | 201.564 | - | *FR 0081* |
| FR 0086 | 170.509 | - | *FR 0086* |
| FR 0075 | 156.057 | 206 | *FR 0075* |
| FR 0092 | 93.940 | 16.136 | *FR 0092* |
| FR 0084 | 59.682 | 20.526 | *FR 0084* |
| FR 0070 | 43.057 | - | *FR 0070* |
| FR 0098 | 41.970 | - | *FR 0098* |
| FR 0097 | 36.310 | 701 | *FR 0097* |
| FR 0101 | 30.504 | - | *FR 0101* |
| FR 0079 | 28.757 | - | *FR 0079* |
| FR 0072 | 22.568 | 23.366 | *FR 0072* |
| ORI 021 | 20.894 | 496 | *ORI 021* |
| FR 0096 | 20.814 | 52.743 | *FR 0096* |
| FR 0091 | 19.791 | 73.201 | *FR 0091* |
| PBS 033 | 19.214 | - | *PBS 033* |
| FR 0095 | 15.771 | 70.191 | *FR 0095* |
| PBS 036 | 14.105 | - | *PBS 036* |
| ORI 020 | 11.647 | - | *ORI 020* |
| ORI 022 | 11.436 | - | *ORI 022* |
| FR 0074 | 10.588 | 207 | *FR 0074* |
| FR 0083 | 9.723 | 11.643 | *FR 0083* |
| FR 0089 | 7.399 | - | *FR 0089* |
| FR 0059 | 7.119 | - | *FR 0059* |
| FR 0090 | 7.044 | 33.017 | *FR 0090* |
| SR 0016 | 5.486 | - | *SR 0016* |
| FR 0073 | 3.141 | - | *FR 0073* |
| FR 0044 | 3.073 | - | *FR 0044* |
| FR 0093 | 2.438 | 290 | *FR 0093* |
| FR 0088 | 1.455 | 65 | *FR 0088* |
| PBS 026 | 1.000 | - | *PBS 026* |
| SR 0014 | 618 | 80 | *SR 0014* |
| FR 0076 | 211 | - | *FR 0076* |
| FR 0062 | 196 | - | *FR 0062* |
| FR 0071 | - | 88.494 | *FR 0071* |
| FR 0040 | - | 55.701 | *FR 0040* |
| FR 0068 | - | 54.890 | *FR 0068* |
| PBS 017 | - | 51.220 | *PBS 017* |
| FR 0046 | - | 46.040 | *FR 0046* |
| FR 0080 | - | 41.472 | *FR 0080* |
| ORI 018 | - | 40.110 | *ORI 018* |
| FR 0087 | - | 30.396 | *FR 0087* |
| FR 0064 | - | 10.370 | *FR 0064* |
| FR 0078 | - | 9.002 | *FR 0078* |
| ORI 019 | - | 2.087 | *ORI 019* |
| SR 0017 | - | 198 | *SR 0017* |
| SR 0015 | - | 191 | *SR 0015* |
| FR 0085 | - | 187 | *FR 0085* |
| FR 0065 | - | 97 | *FR 0065* |
| ORI 017 | - | 70 | *ORI 017* |
| SR 0012 | - | 50 | *SR 0012* |
| | 1.078.081 | 733.443 | |

## 9. OBLIGASI PEMERINTAH (lanjutan) / *9. GOVERNMENT BONDS (continued)*

b. Berdasarkan mata uang dan jenis (lanjutan) / *b. Based on currency and type (continued)*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Pihak berelasi (lanjutan)** | | | ***Related parties (continued)*** |
| Nilai wajar melalui laba rugi (lanjutan) | | | *Fair value through profit or loss (continued)* |
| Mata uang asing | | | *Foreign Currencies* |
| Dolar Amerika Serikat | | | *United States Dollar* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| INDOIS 2024 | 2.379 | - | *INDOIS 2024* |
| INDOIS 2031 | - | 18.773 | *INDOIS 2031* |
| INDON 2024N | - | 609 | *INDON 2024N* |
| *Zero Coupon Bonds* | | | *Zero Coupon Bonds* |
| SPN12240201 | 1.367.851 | - | *SPN12240201* |
| SPN12240229 | 746.378 | - | *SPN12240229* |
| SPN12240104 | 577.100 | - | *SPN12240104* |
| SPN03240313 | 24.651 | - | *SPN03240313* |
| SPN12230303 | - | 3.334.531 | *SPN12230303* |
| SPN12230203 | - | 2.779.061 | *SPN12230203* |
| SPN12230105 | - | 2.061.001 | *SPN12230105* |
| SPN12230413 | - | 1.744.737 | *SPN12230413* |
| SPN12230526 | - | 1.494.707 | *SPN12230526* |
| SPN12230330 | - | 1.284.484 | *SPN12230330* |
| SPN12230622 | - | 1.220.975 | *SPN12230622* |
| SPN03230208 | - | 760.534 | *SPN03230208* |
| SPN12230818 | - | 750.789 | *SPN12230818* |
| SPN12230914 | - | 723.728 | *SPN12230914* |
| SPN03230222 | - | 496.595 | *SPN03230222* |
| SPNS02052023 | - | 473.497 | *SPNS02052023* |
| SPNS07032023 | - | 421.154 | *SPNS07032023* |
| SPN03230111 | - | 349.606 | *SPN03230111* |
| SPNS10012023 | - | 299.754 | *SPNS10012023* |
| SPN12231207 | - | 224.643 | *SPN12231207* |
| SPN03230308 | - | 99.130 | *SPN03230308* |
| SPN12230720 | - | 97.296 | *SPN12230720* |
| SPN12231012 | - | 96.027 | *SPN12231012* |
| SPN12231109 | - | 95.755 | *SPN12231109* |
| SPNS07022023 | - | 49.752 | *SPNS07022023* |
| | 2.715.980 | 18.857.756 | |
| | 3.796.440 | 19.591.199 | |
| Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain | | | *Financial asset held at fair value through other comprehensive income* |
| Rupiah | | | *Rupiah* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| FR 0083 | 540.390 | 1.360.887 | *FR 0083* |
| FR 0078 | 490.381 | 490.508 | *FR 0078* |
| FR 0084 | 482.823 | 489.041 | *FR 0084* |
| FR 0090 | 472.787 | 470.978 | *FR 0090* |
| FR 0042 | 425.627 | 435.458 | *FR 0042* |
| FR 0056 | 419.566 | 427.016 | *FR 0056* |
| FR 0040 | 375.507 | 389.801 | *FR 0040* |
| FR 0071 | 348.849 | 350.602 | *FR 0071* |
| FR 0059 | 320.355 | 323.036 | *FR 0059* |
| FR 0081 | 270.087 | 272.327 | *FR 0081* |

## 9. OBLIGASI PEMERINTAH (lanjutan) / *9. GOVERNMENT BONDS (continued)*

b. Berdasarkan mata uang dan jenis (lanjutan) / *b. Based on currency and type (continued)*

| | 31 Desember/ *December 31*, 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (lanjutan) | | | *Financial asset held at fair value through other comprehensive income (continued)* |
| Rupiah (lanjutan) | | | *Rupiah (continued)* |
| Tingkat bunga tetap (lanjutan) | | | *Fixed interest rate (continued)* |
| FR 0087 | 269.194 | 263.695 | *FR 0087* |
| FR 0091 | 250.102 | 243.430 | *FR 0091* |
| FR 0044 | 233.128 | 241.971 | *FR 0044* |
| FR 0052 | 203.717 | 205.584 | *FR 0052* |
| FR 0073 | 142.338 | 140.750 | *FR 0073* |
| FR 0037 | 125.128 | 129.092 | *FR 0037* |
| FR 0077 | 122.766 | 129.035 | *FR 0077* |
| FR 0082 | 51.174 | 156.466 | *FR 0082* |
| FR 0054 | - | 47.085 | *FR 0054* |
| FR 0068 | - | 567.123 | *FR 0068* |
| FR 0072 | - | 369.052 | *FR 0072* |
| FR 0075 | - | 188.673 | *FR 0075* |
| FR 0039 | - | 171.841 | *FR 0039* |
| FR 0046 | - | 102.310 | *FR 0046* |
| FR 0085 | - | 57.797 | *FR 0085* |
| FR 0062 | - | 57.785 | *FR 0062* |
| | 5.543.919 | 8.081.343 | |
| Obligasi Syariah Negara | | | *Government Sharia Bond* |
| PBSG 001 | 542.139 | 4.199 | *PBSG 001* |
| PBS 003 | 338.469 | 191.598 | *PBS 003* |
| PBS 017 | 303.279 | 308.382 | *PBS 017* |
| PBS 030 | 276.560 | 273.796 | *PBS 030* |
| PBS 026 | 253.450 | 254.920 | *PBS 026* |
| PBS 037 | 250.434 | - | *PBS 037* |
| PBS 032 | 193.968 | 194.051 | *PBS 032* |
| PBS 033 | 156.676 | 32.921 | *PBS 033* |
| PBS 025 | 106.808 | 105.392 | *PBS 025* |
| PBS 029 | 102.918 | 101.669 | *PBS 029* |
| PBS 038 | 99.621 | - | *PBS 038* |
| PBS 022 | 78.965 | 79.275 | *PBS 022* |
| PBS 028 | 73.878 | 71.208 | *PBS 028* |
| PBS 021 | 68.795 | 71.851 | *PBS 021* |
| PBS 012 | 59.863 | 59.124 | *PBS 012* |
| PBS 004 | 46.542 | 45.960 | *PBS 004* |
| PBS 034 | 34.736 | 32.610 | *PBS 034* |
| PBS 027 | - | 479.969 | *PBS 027* |
| PBS 019 | - | 104.917 | *PBS 019* |
| PBS 011 | - | 8.209 | *PBS 011* |
| | 2.987.101 | 2.420.051 | |
| Mata uang asing | | | *Foreign Currencies* |
| Dolar Amerika Serikat | | | *United States Dollar* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| INDON 2047 | 825.805 | 775.119 | *INDON 2047* |
| INDON 2046 | 579.496 | 544.954 | *INDON 2046* |
| INDON 2038 | 545.560 | 516.227 | *INDON 2038* |
| INDON 2044 | 413.980 | 383.132 | *INDON 2044* |
| INDON 2043 | 383.217 | 361.545 | *INDON 2043* |
| INDON 2045 | 338.525 | 365.197 | *INDON 2045* |
| INDON 2048 | 215.720 | 203.418 | *INDON 2048* |
| INDON 2049 | 171.050 | 158.781 | *INDON 2049* |
| INDOIS 2050 | 134.838 | 127.609 | *INDOIS 2050* |
| INDON 2049N | 112.072 | 116.540 | *INDON 2049N* |
| INDON 2037 | 102.953 | 127.775 | *INDON 2037* |
| INDON 2050N | 97.039 | 90.032 | *INDON 2050N* |
| USDFR0002 | 60.716 | 61.226 | *USDFR0002* |
| | 3.980.971 | 3.831.555 | |
| | 12.511.991 | 14.332.949 | |

## 9. OBLIGASI PEMERINTAH (lanjutan) / *9. GOVERNMENT BONDS (continued)*

b. Berdasarkan mata uang dan jenis (lanjutan) / *b. Based on currency and type (continued)*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| Diukur pada biaya perolehan amortisasi | | | *Amortized cost* |
| Rupiah | | | *Rupiah* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| FR 0081 | 1.452.798 | 1.457.898 | *FR 0081* |
| FR 0084 | 1.212.730 | 1.231.951 | *FR 0084* |
| FR 0086 | 1.138.797 | 1.137.564 | *FR 0086* |
| FR 0056 | 1.126.953 | 1.048.174 | *FR 0056* |
| FR 0059 | 923.741 | 442.347 | *FR 0059* |
| FR 0064 | 900.859 | 835.184 | *FR 0064* |
| FR 0047 | 784.201 | 804.972 | *FR 0047* |
| FR 0070 | 431.886 | 440.831 | *FR 0070* |
| FR 0085 | 403.858 | 405.264 | *FR 0085* |
| FR 0078 | 336.975 | 340.917 | *FR 0078* |
| FR 0044 | 288.687 | 300.342 | *FR 0044* |
| FR 0040 | 272.759 | 284.041 | *FR 0040* |
| FR 0087 | 263.786 | 262.628 | *FR 0087* |
| FR 0082 | 238.723 | 238.580 | *FR 0082* |
| FR 0054 | 149.411 | 151.148 | *FR 0054* |
| FR 0071 | 134.592 | 137.061 | *FR 0071* |
| FR 0073 | 130.747 | 131.814 | *FR 0073* |
| FR 0077 | 101.037 | 103.718 | *FR 0077* |
| FR 0090 | 96.277 | 95.292 | *FR 0090* |
| FR 0088 | 75.251 | 74.948 | *FR 0088* |
| FR 0037 | 74.779 | 78.003 | *FR 0037* |
| FR 0091 | 47.656 | 47.456 | *FR 0091* |
| FR 0065 | 46.676 | 46.442 | *FR 0065* |
| FR 0052 | 41.116 | 41.811 | *FR 0052* |
| FR 0042 | 16.524 | 16.889 | *FR 0042* |
| FR 0046 | - | 41.273 | *FR 0046* |
| FR 0039 | - | 14.565 | *FR 0039* |
| | 10.690.819 | 10.211.113 | |
| Obligasi Syariah Negara | | | *Government Sharia Bond* |
| Sukuk BI | 8.421.151 | 7.116.523 | *Sukuk BI* |
| | 8.421.151 | 7.116.523 | |
| | 19.111.970 | 17.327.636 | |
| Mata uang asing | | | *Foreign Currencies* |
| Dolar Amerika Serikat | | | *United States Dollar* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| INDON 2026 | 246.600 | 257.113 | *INDON 2026* |
| INDOIS 2024 | 100.642 | 102.380 | *INDOIS 2024* |
| INDON 2025 | 95.492 | 99.348 | *INDON 2025* |
| INDOIS 2024N | 30.794 | 31.135 | *INDOIS 2024N* |
| INDOIS 2023 | - | 128.695 | *INDOIS 2023* |
| INDON 2023 | - | 62.816 | *INDON 2023* |
| INDON 2023 N | - | 31.702 | *INDON 2023 N* |
| | 473.528 | 713.189 | |
| | 19.585.498 | 18.040.825 | |
| **Total** | **35.893.929** | **51.964.973** | ***Total*** |

## 9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga

## *9. GOVERNMENT BONDS (continued)*

*c. Based on maturity and interest rate*

| Keterangan | Tanggal jatuh tempo/ *Maturity date* | Suku Bunga/ *Interest Rate* | *Description* |
|---|---|---|---|
| Nilai wajar melalui laba rugi | | | *Fair value through profit or loss* |
| Rupiah | | | *Rupiah* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| FR 0040 | 15 September/ *September 15,* 2025 | 11,00% tetap/ *fixed* | *FR 0040* |
| FR 0044 | 15 September/ *September 15,* 2024 | 10,00% tetap/ *fixed* | *FR 0044* |
| FR 0046 | 15 Juli/ *July 15,* 2023 | 9,50% tetap/ *fixed* | *FR 0046* |
| FR 0054 | 15 Juli/ *July 15,* 2031 | 9,50% tetap/ *fixed* | *FR0054* |
| FR 0056 | 15 September/ *September 15,* 2026 | 8,38% tetap/ *fixed* | *FR 0056* |
| FR 0059 | 15 Mei/ *May 15,* 2027 | 7,00% tetap/ *fixed* | *FR 0059* |
| FR 0062 | 15 April/ *April 15*, 2042 | 6,38% tetap/ *fixed* | *FR 0062* |
| FR 0064 | 15 Mei/ *May 15*, 2028 | 6,13% tetap/ *fixed* | *FR 0064* |
| FR 0065 | 15 Mei/ *May 15,* 2033 | 6,63% tetap/ *fixed* | *FR 0065* |
| FR 0068 | 15 Maret/ *March 15,* 2034 | 8,38% tetap/ *fixed* | *FR 0068* |
| FR 0070 | 15 Maret/ *March 15,* 2024 | 8,38% tetap/ *fixed* | *FR 0070* |
| FR 0071 | 15 Maret/ *March 15,* 2029 | 9,00% tetap/ *fixed* | *FR 0071* |
| FR 0072 | 15 Mei/ *May 15*, 2036 | 8,25% tetap/ *fixed* | *FR 0072* |
| FR 0073 | 15 Mei/ *May 15*, 2031 | 8,75% tetap/ *fixed* | *FR 0073* |
| FR 0074 | 15 Agustus/ *August 15,* 2032 | 7,50% tetap/ *fixed* | *FR 0074* |
| FR 0075 | 15 Mei/ *May 15,* 2038 | 7,50% tetap/ *fixed* | *FR 0075* |
| FR 0076 | 15 Mei/ *May 15*, 2048 | 7,38% tetap/ *fixed* | *FR 0076* |
| FR 0078 | 15 Mei/ *May 15*, 2029 | 8,25% tetap/ *fixed* | *FR 0078* |
| FR 0079 | 15 April/ *April 15,* 2039 | 8,38% tetap/ *fixed* | *FR 0079* |
| FR 0080 | 15 Juni/ *June 15,* 2035 | 7,50% tetap/ *fixed* | *FR 0080* |
| FR 0081 | 15 Juni/ *June 15,* 2025 | 6,50% tetap/ *fixed* | *FR 0081* |
| FR 0083 | 15 April/ *April 15,* 2040 | 7,50% tetap/ *fixed* | *FR 0083* |
| FR 0084 | 15 Februari/ *February 15*, 2026 | 7,25% tetap/ *fixed* | *FR 0084* |
| FR 0085 | 15 April/ *April 15*, 2031 | 7,75% tetap/ *fixed* | *FR 0085* |
| FR 0086 | 15 April/ *April 15*, 2026 | 5,50% tetap/ *fixed* | *FR 0086* |
| FR 0087 | 15 Februari/ *February 15*, 2031 | 6,50% tetap/ *fixed* | *FR 0087* |
| FR 0088 | 15 Juni/ *June 15,* 2036 | 6,25% tetap/ *fixed* | *FR 0088* |
| FR 0089 | 15 Agustus/ *August 15,* 2051 | 6,88% tetap/ *fixed* | *FR 0089* |
| FR 0090 | 15 April/ *April 15,* 2027 | 5,13% tetap/ *fixed* | *FR 0090* |
| FR 0091 | 15 April/ *April 15,* 2032 | 6,38% tetap/ *fixed* | *FR 0091* |
| FR 0092 | 15 Juni/ *June 15,* 2042 | 7,13% tetap/ *fixed* | *FR 0092* |
| FR 0093 | 15 Juli/ *July 15,* 2037 | 6,38% tetap/ *fixed* | *FR 0093* |
| FR 0095 | 15 Agustus/ *August 15,* 2028 | 6,38% tetap/ *fixed* | *FR 0095* |
| FR 0096 | 15 Februari/ *February 15,* 2033 | 7,00% tetap/ *fixed* | *FR 0096* |
| FR 0097 | 15 Juni/ *June 15,* 2043 | 7,13% tetap/ *fixed* | *FR 0097* |
| FR 0098 | 15 Juni/ *June 15,* 2038 | 7,13% tetap/ *fixed* | *FR 0098* |

## 9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

## *9. GOVERNMENT BONDS (continued)*

*c. Based on maturity and interest rate (continued)*

| Keterangan | Tanggal jatuh tempo/ *Maturity date* | Suku Bunga/ *Interest Rate* | *Description* |
|---|---|---|---|
| Nilai wajar melalui laba rugi (lanjutan) | | | *Fair value through profit or loss (continued)* |
| Rupiah (lanjutan) | | | *Rupiah (continued)* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| FR 0101 | 15 April/ *April 15,* 2029 | 6,88% tetap/ *fixed* | *FR 0101* |
| ORI 017 | 15 July/ *July 15,* 2023 | 6,40% tetap/ *fixed* | *ORI 017* |
| ORI 018 | 15 Oktober/ *October 15,* 2023 | 5,70% tetap/ *fixed* | *ORI 018* |
| ORI 019 | 15 Februari/ *February 15*, 2024 | 5,57% tetap/ *fixed* | *ORI 019* |
| ORI 020 | 15 Oktober/ *October 15,* 2024 | 4,95% tetap/ *fixed* | *ORI 020* |
| ORI 021 | 15 Februari/ *February 15*, 2025 | 4,90% tetap/ *fixed* | *ORI 021* |
| ORI 022 | 15 Oktober/ *October 15,* 2025 | 5,95% tetap/ *fixed* | *ORI 022* |
| ORI 023T3 | 15 Juli/ *July 15,* 2026 | 5,90% tetap/ *fixed* | *ORI 023T3* |
| PBS 017 | 15 Oktober/ *October 15*, 2025 | 6,13% tetap/ *fixed* | *PBS 017* |
| PBS 026 | 15 Oktober/ *October 15,* 2024 | 6,63% tetap/ *fixed* | *PBS 026* |
| PBS 033 | 15 Juni/ *June 15,* 2047 | 6,75% tetap/ *fixed* | *PBS 033* |
| PBS 036 | 15 Agustus/ *Agustus 15,* 2025 | 5,38% tetap/ *fixed* | *PBS 036* |
| SR 0012 | 10 Maret/ *March 10,* 2023 | 6,30% tetap/ *fixed* | *SR 0012* |
| SR 0014 | 10 Maret/ *March 10,* 2024 | 5,47% tetap/ *fixed* | *SR 0014* |
| SR 0015 | 10 September/ *September 10,* 2024 | 5,10% tetap/ *fixed* | *SR 0015* |
| SR 0016 | 10 Maret/ *March 10,* 2025 | 4,95% tetap/ *fixed* | *SR 0016* |
| SR 0017 | 10 September/ *September 10,* 2025 | 5,90% tetap/ *fixed* | *SR 0017* |
| *Zero Coupon Bonds* | | | *Zero Coupon Bonds* |
| SPN | Beragam/ *Various* | Beragam/ *Various* | *SPN* |
| Mata uang asing | | | *Foreign Currencies* |
| Dolar Amerika Serikat | | | *United States Dollar* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| INDOIS 2025 | 28 Mei/ *May 28,* 2025 | 4,325% tetap/ *fixed* | *INDOIS 2025* |
| INDOIS 2024 | 10 September/ *September 10,* 2024 | 4,35% tetap/ *fixed* | *INDOIS 2024* |
| Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain | | | *Financial asset held at fair value through other comprehensive income* |
| Rupiah | | | *Rupiah* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| FR 0037 | 15 September/ *September 15*, 2026 | 12,00% tetap/ *fixed* | *FR 0037* |
| FR 0039 | 15 Agustus/ *August 15*, 2023 | 11,75% tetap/ *fixed* | *FR 0039* |
| FR 0040 | 15 September/ *September 15*, 2025 | 11,00% tetap/ *fixed* | *FR 0040* |
| FR 0042 | 15 Juli/ *July 15*, 2027 | 10,25% tetap/ *fixed* | *FR 0042* |
| FR 0044 | 15 September/ *September 15*, 2024 | 10,00% tetap/ *fixed* | *FR 0044* |

## 9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

## *9. GOVERNMENT BONDS (continued)*

*c. Based on maturity and interest rate (continued)*

| Keterangan | Tanggal jatuh tempo/ *Maturity date* | Suku Bunga/ *Interest Rate* | *Description* |
|---|---|---|---|
| Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (lanjutan) | | | *Financial asset held at fair value through other comprehensive income (continued)* |
| Rupiah (lanjutan) | | | *Rupiah (continued)* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| FR 0046 | 15 Juli/ *July 15*, 2023 | 9,50% tetap/ *fixed* | *FR 0046* |
| FR 0052 | 15 Agustus/ *August 15*, 2030 | 10,50% tetap/ *fixed* | *FR 0052* |
| FR 0054 | 15 Juli/ *July 15*, 2031 | 9,50% tetap/ *fixed* | *FR 0054* |
| FR 0056 | 15 September/ *September 15*, 2026 | 8,38% tetap/ *fixed* | *FR 0056* |
| FR 0059 | 15 Mei/ *May 15*, 2027 | 7,00% tetap/ *fixed* | *FR 0059* |
| FR 0062 | 15 April/ *April 15*, 2042 | 6,38% tetap/ *fixed* | *FR 0062* |
| FR 0068 | 15 Maret/ *March 15*, 2034 | 8,38% tetap/ *fixed* | *FR 0068* |
| FR 0071 | 15 Maret/ *March 15*, 2029 | 9,00% tetap/ *fixed* | *FR 0071* |
| FR 0072 | 15 Mei/ *May 15*, 2036 | 8,25% tetap/ *fixed* | *FR 0072* |
| FR 0073 | 15 Mei/ *May 15*, 2031 | 8,75% tetap/ *fixed* | *FR 0073* |
| FR 0075 | 15 Mei/ *May 15*, 2038 | 7,50% tetap/ *fixed* | *FR 0075* |
| FR 0077 | 15 Mei/ *May 15*, 2024 | 8,13% tetap/ *fixed* | *FR 0077* |
| FR 0078 | 15 Mei/ *May 15*, 2029 | 8,25% tetap/ *fixed* | *FR 0078* |
| FR 0081 | 15 Juni/ *June 15*, 2025 | 6,50% tetap/ *fixed* | *FR 0081* |
| FR 0082 | 15 September/ *September 15*, 2030 | 7,00% tetap/ *fixed* | *FR 0082* |
| FR 0083 | 15 April/ *April 15*, 2040 | 7,50% tetap/ *fixed* | *FR 0083* |
| FR 0084 | 15 Februari/ *February 15*, 2026 | 7,25% tetap/ *fixed* | *FR 0084* |
| FR 0085 | 15 April/ *April 15*, 2031 | 7,75% tetap/ *fixed* | *FR 0085* |
| FR 0087 | 15 Februari/ *February 15*, 2031 | 6,50% tetap/ *fixed* | *FR 0087* |
| FR 0090 | 15 April/ *April 15*, 2027 | 5,13% tetap/ *fixed* | *FR 0090* |
| FR 0091 | 15 April/ *April 15*, 2032 | 6,38% tetap/ *fixed* | *FR 0091* |
| Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain | | | *Financial asset held at fair value through other comprehensive income* |
| Rupiah | | | *Rupiah* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| Obligasi Syariah Negara | | | *Government Sharia Bonds* |
| PBS 003 | 15 Januari/ *January 15,* 2027 | 6,00% tetap/ *fixed* | *PBS 003* |
| PBS 004 | 15 Februari/ *February 15*, 2037 | 6,10% tetap/ *fixed* | *PBS 004* |
| PBS 011 | 15 Agustus/ *August 15*, 2023 | 8,75% tetap/ *fixed* | *PBS 011* |
| PBS 012 | 15 November/ *November 15*, 2031 | 8,88% tetap/ *fixed* | *PBS 012* |
| PBS 017 | 15 Oktober/ *October 15*, 2025 | 6,13% tetap/ *fixed* | *PBS 017* |

## 9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

## *9. GOVERNMENT BONDS (continued)*

*c. Based on maturity and interest rate (continued)*

| Keterangan | Tanggal jatuh tempo/ *Maturity date* | Suku Bunga/ *Interest Rate* | *Description* |
|---|---|---|---|
| Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain (lanjutan) | | | *Financial asset held at fair value through other comprehensive income (continued)* |
| Rupiah (lanjutan) | | | *Rupiah (continued)* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| Obligasi Syariah Negara | | | *Government Sharia Bonds* |
| PBS 019 | 15 September/ *September 15,* 2023 | 8,25% tetap/ *fixed* | *PBS 019* |
| PBS 021 | 15 November/ *November 15,* 2026 | 8,50% tetap/ *fixed* | *PBS 021* |
| PBS 022 | 15 April/ *April 15,* 2034 | 8,63% tetap/ *fixed* | *PBS 022* |
| PBS 025 | 15 Mei/ *May 15,* 2033 | 8,38% tetap/ *fixed* | *PBS 025* |
| PBS 026 | 15 Oktober/ *October 15,* 2024 | 6,63% tetap/ *fixed* | *PBS 026* |
| PBS 027 | 15 Mei/ *May 15,* 2023 | 6,55% tetap/ *fixed* | *PBS 027* |
| PBS 028 | 15 Oktober/ *October 15,* 2046 | 7,75% tetap/ *fixed* | *PBS 028* |
| PBS 029 | 15 Maret/ *March 15,* 2034 | 6,38% tetap/ *fixed* | *PBS 029* |
| PBS 030 | 15 Juli/ *July 15*, 2028 | 5,88% tetap/ *fixed* | *PBS 030* |
| PBS 032 | 15 Juli/ *July 15,* 2026 | 4,88% tetap/ *fixed* | *PBS 032* |
| PBS 033 | 15 Juni/ *July 15,* 2047 | 6,75% tetap/ *fixed* | *PBS 033* |
| PBS 034 | 15 Juni/ *July 15,* 2039 | 6,50% tetap/ *fixed* | *PBS 034* |
| PBS 037 | 15 Maret/ *March 15,* 2036 | 6,88% tetap/ *fixed* | *PBS 037* |
| PBS 038 | 15 Desember/ *December 15,* 2049 | 6,88% tetap/ *fixed* | *PBS 038* |
| PBSG001 | 15 September/ *September 15,* 2029 | 6,63% tetap/ *fixed* | *PBSG001* |
| Mata uang asing | | | *Foreign Currencies* |
| Dolar Amerika Serikat | | | *United States Dollar* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| INDOIS 2050 | 23 Juni/ *June 23*, 2050 | 3,80% tetap/ *fixed* | *INDOIS 2050* |
| INDON 2037 | 17 Februari/ *February 17*, 2037 | 6,63% tetap/ *fixed* | *INDON 2037* |
| INDON 2038 | 17 Januari/ *January 17*, 2038 | 7,75% tetap/ *fixed* | *INDON 2038* |
| INDON 2043 | 15 April/ *April 15*, 2043 | 4,63% tetap/ *fixed* | *INDON 2043* |
| INDON 2044 | 15 Januari/ *January 15*, 2044 | 6,75% tetap/ *fixed* | *INDON 2044* |
| INDON 2045 | 15 Januari/ *January 15*, 2045 | 5,13% tetap/ *fixed* | *INDON 2045* |
| INDON 2046 | 8 Januari/ *January 8*, 2046 | 5,95% tetap/ *fixed* | *INDON 2046* |
| INDON 2047 | 8 Januari/ *January 8*, 2047 | 5,25% tetap/ *fixed* | *INDON 2047* |
| INDON 2048 | 11 Januari/ *January 11*, 2048 | 4,35% tetap/ *fixed* | *INDON 2048* |
| INDON 2049 | 11 Februari/ *February 11*, 2049 | 5,35% tetap/ *fixed* | *INDON 2049* |
| INDON 2049N | 30 Oktober/ *October 30*, 2049 | 3,70% tetap/ *fixed* | *INDON 2049N* |
| INDON 2050N | 15 Oktober/ *October 15*, 2050 | 4,20% tetap/ *fixed* | *INDON 2050N* |
| USD FR 0002 | 24 Juni/ *June 24*, 2026 | 4,05% tetap/ *fixed* | *USD FR 0002* |

## 9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

## *9. GOVERNMENT BONDS (continued)*

*c. Based on maturity and interest rate (continued)*

| Keterangan | Tanggal jatuh tempo/ *Maturity date* | Suku Bunga/ *Interest Rate* | *Description* |
|---|---|---|---|
| Diukur pada biaya perolehan amortisasi | | | *Amortized cost* |
| Rupiah | | | *Rupiah* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| FR 0037 | 15 September/ *September 15,* 2026 | 12,00% tetap/ *fixed* | *FR 0037* |
| FR 0039 | 15 Agustus/ *August 15*, 2023 | 11,75% tetap/ *fixed* | *FR 0039* |
| FR 0040 | 15 September/ *September 15*, 2025 | 11,00% tetap/ *fixed* | *FR 0040* |
| FR 0042 | 15 Juli/ *July 15,* 2027 | 10,25% tetap/ *fixed* | *FR 0042* |
| FR 0044 | 15 September/ *September 15*, 2024 | 10,00% tetap/ *fixed* | *FR 0044* |
| FR 0046 | 15 Juli/ *July 15,* 2023 | 9,50% tetap/ *fixed* | *FR 0046* |
| FR 0047 | 15 Februari/ *February 15*, 2028 | 10,00% tetap/ *fixed* | *FR 0047* |
| FR 0052 | 15 Agustus/ *August 15*, 2030 | 10,50% tetap/ *fixed* | *FR 0052* |
| FR 0054 | 15 Juli/ *July 15*, 2031 | 9,50% tetap/ *fixed* | *FR 0054* |
| FR 0056 | 15 September/ *September 15,* 2026 | 8,38% tetap/ *fixed* | *FR 0056* |
| FR 0059 | 15 Mei/ *May 15*, 2027 | 7,00% tetap/ *fixed* | *FR 0059* |
| FR 0064 | 15 Mei/ *May 15*, 2028 | 6,13% tetap/ *fixed* | *FR 0064* |
| FR 0065 | 15 Mei/ *May 15,* 2033 | 6,63% tetap/ *fixed* | *FR 0065* |
| FR 0070 | 15 Maret/ *March 15*, 2024 | 8,38% tetap/ *fixed* | *FR 0070* |
| FR 0071 | 15 Maret/ *March 15*, 2029 | 9,00% tetap/ *fixed* | *FR 0071* |
| FR 0073 | 15 Mei/ *May 15*, 2031 | 8,75% tetap/ *fixed* | *FR 0073* |
| FR 0077 | 15 Mei/ *May 15*, 2024 | 8,13% tetap/ *fixed* | *FR 0077* |
| FR 0078 | 15 Mei/ *May 15*, 2029 | 8,25% tetap/ *fixed* | *FR 0078* |
| FR 0081 | 15 Juni/ *June 15*, 2025 | 6,50% tetap/ *fixed* | *FR 0081* |
| FR 0082 | 15 September/ *September 15*, 2030 | 7,00% tetap/ *fixed* | *FR 0082* |
| FR 0084 | 15 Februari/ *February 15*, 2026 | 7,25% tetap/ *fixed* | *FR 0084* |
| FR 0085 | 15 April/ *April 15*, 2031 | 7,75% tetap/ *fixed* | *FR 0085* |
| FR 0086 | 15 April/ *April 15*, 2026 | 5,50% tetap/ *fixed* | *FR 0086* |
| FR 0087 | 15 Februari/ *February 15*, 2031 | 6,50% tetap/ *fixed* | *FR 0087* |
| FR 0088 | 15 Juni/ *June 15*, 2036 | 6,25% tetap/ *fixed* | *FR 0088* |
| FR 0090 | 15 April/ *April 15*, 2027 | 5,13% tetap/ *fixed* | *FR 0090* |
| FR 0091 | 15 April/ *April 15,* 2032 | 6,38% tetap/ *fixed* | *FR 0091* |
| Obligasi Syariah Negara | | | *Government Sharia Bond* |
| Sukuk BI | 3 Januari/ *January 3,* 2024 | 6,00% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 3 Januari/ *January 3,* 2024 | 6,16% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 5 Januari/ *January 5,* 2024 | 6,00% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 5 Januari/ *January 5,* 2024 | 6,31% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 5 Januari/ *January 5,* 2024 | 6,67% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 10 Januari/ *January 10,* 2024 | 6,16% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 17 Januari/ *January 17,* 2024 | 6,16% tetap/ *fixed* | *Sukuk BI* |

## 9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

## *9. GOVERNMENT BONDS (continued)*

*c. Based on maturity and interest rate (continued)*

| Keterangan | Tanggal jatuh tempo/ *Maturity date* | Suku Bunga/ *Interest Rate* | *Description* |
|---|---|---|---|
| Diukur pada biaya perolehan amortisasi (lanjutan) | | | *Amortized cost (continued)* |
| Rupiah (lanjutan) | | | *Rupiah (continued)* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| Obligasi Syariah Negara (lanjutan) | | | *Government Sharia Bond (continued)* |
| Sukuk BI | 24 Januari/ *January 24,* 2024 | 6,42% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 2 Februari/ *February 2,* 2024 | 6,32% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 2 Februari/ *February 2,* 2024 | 6,46% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 2 Februari/ *February 2,* 2024 | 6,70% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 15 Februari/ *February 15,* 2024 | 6,47% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 28 Februari/ *February 28,* 2024 | 6,46% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 1 Maret/ *March 1,* 2024 | 6,70% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 8 Maret/ *March 8,* 2024 | 6,42% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 15 Maret/ *March 15,* 2024 | 6,30% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 27 Maret/ *March 27,* 2024 | 6,44% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 1 April/ *April 1,* 2024 | 6,47% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 5 April/ *April 5,* 2024 | 6,40% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 12 April/ *April 12,* 2024 | 6,32% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 3 Mei/ *May 3,* 2024 | 6,79% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 3 Mei/ *May 3,* 2024 | 6,40% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 3 Mei/ *May 3,* 2024 | 6,48% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 7 Juni/ *June 7,* 2024 | 6,71% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 7 Juni/ *June 7,* 2024 | 6,42% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 14 Juni/ *June 14,* 2024 | 6,39% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 5 Juli/ *July 5,* 2024 | 6,41% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 12 Juli/ *July 12,* 2024 | 6,40% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 2 Agustus/ *August 2,* 2024 | 6,95% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 2 Agustus/ *August 2,* 2024 | 6,42% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 6 September/ *September 6,* 2024 | 6,84% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 13 September/ *September 13,* 2024 | 6,40% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 11 Oktober/ *October 11,* 2024 | 6,43% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 1 November/ *November 1,* 2024 | 7,02% tetap/ *fixed* | *Sukuk BI* |
| Sukuk BI | 6 Desember/ *December 6,* 2024 | 6,92% tetap/ *fixed* | *Sukuk BI* |
| Dolar Amerika Serikat | | | *United States Dollar* |
| Tingkat bunga tetap | | | *Fixed interest rate* |
| INDOIS 2023 | 1 Maret/ *March 1*, 2023 | 3,75% tetap/ *fixed* | *INDOIS 2023* |
| INDON 2023 | 15 April/ *April 15*, 2023 | 3,38% tetap/ *fixed* | *INDON 2023* |

## 9. OBLIGASI PEMERINTAH (lanjutan)

c. Berdasarkan jatuh tempo dan suku bunga (lanjutan)

## *9. GOVERNMENT BONDS (continued)*

*c. Based on maturity and interest rate (continued)*

| Keterangan | Tanggal jatuh tempo/ *Maturity date* | Suku Bunga/ *Interest Rate* | *Description* |
|---|---|---|---|
| Diukur pada biaya perolehan amortisasi (lanjutan) | | | *Amortized cos (continued)t* |
| Dolar Amerika Serikat (lanjutan) | | | *United States Dollar (continued)* |
| Tingkat bunga tetap (lanjutan) | | | *Fixed interest rate (continued)* |
| INDON 2023N | 17 Oktober/ *October 17*, 2023 | 5,38% tetap/ *fixed* | *INDON 2023N* |
| INDOIS 2024N | 20 Agustus/ *August 20*, 2024 | 3,90% tetap/ *fixed* | *INDON 2024N* |
| INDOIS 2024 | 10 September/ *September 10*, 2024 | 4,35% tetap/ *fixed* | *INDOIS 2024* |
| INDON 2025 | 15 Januari/ *January 15*, 2025 | 4,13% tetap/ *fixed* | *INDON 2025* |
| INDON 2026 | 8 Januari/ *January 8*, 2026 | 4,75% tetap/ *fixed* | *INDON 2026* |

Bunga atas obligasi pemerintah syariah seri ORI, PBS dan seri SR, masing-masing dibayarkan secara bulanan dan semester.

*Interest of ORI series, PBS and SR series sharia government bonds are paid monthly and semi-annually, respectively.*

Nilai pasar obligasi pemerintah yang diklasifikasikan sebagai nilai wajar melalui laba rugi dan diukur pada nilai wajar melalui penghasilan komprehensif lain berkisar dari 83,40% sampai dengan 128,61% dan 77,42% sampai dengan 120,93% masing-masing pada tanggal 31 Desember 2023 dan 2022.

*The market values of government bonds classified as fair value through profit or loss and fair value through other comprehensive income are ranging from 83.40% to 128.61% and 77.42% to 120.93% of nominal amounts as of December 31, 2023 and 2022, respectively.*

Kerugian yang belum direalisasi akibat penurunan nilai wajar obligasi pemerintah yang diukur pada nilai wajar melalui pendapatan komprehensif lain pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar (836.907) dan (Rp1.229.044), yang disajikan dalam akun "(Kerugian) yang belum direalisasi atas efek-efek dan obligasi pemerintah setelah pajak tangguhan" pada ekuitas dalam laporan posisi keuangan.

*As of December 31, 2023 and 2022, the unrealized gain or loss due to the decrease in the fair value of fair value through other comprehensive income government bonds (after deferred tax) amounted to (Rp836,907) and (Rp1,229,044), respectively, which are presented as "Unrealized (loss) on securities and government bonds, net of deferred tax" in the equity section of the statement of financial position.*

Bank mengakui keuntungan dan kerugian bersih atas penjualan obligasi pemerintah masing-masing sebesar Rp541.392 dan (Rp266.235), untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, yang disajikan dalam akun "Keuntungan dan (kerugian) dari penjualan obligasi pemerintah - neto" di laporan laba rugi dan penghasilan komprehensif lain.

*The Bank recognized gain and loss-net on sale of government bonds amounting to Rp541,392 and (Rp266,235) for the years ended December 31, 2023 and 2022, respectively, which is presented in the statement of profit or loss and other comprehensive income as "Gain and (loss) on sale of government bonds - net".*

Bank mengakui keuntungan dan kerugian yang belum direalisasi-neto atas perubahan nilai wajar obligasi pemerintah melalui laba rugi sebesar (Rp5.780) dan Rp55.045 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, yang disajikan dalam akun "Keuntungan (kerugian) yang belum direalisasi dari perubahan nilai wajar obligasi pemerintah - neto" di laporan laba rugi dan penghasilan komprehensif lain.

*The Bank recognized unrealized gain and loss-net from the change in fair value of government bonds classified as at fair value through profit or loss amounting to (Rp5,780) and Rp55,045 for the years ended December 31, 2023 and 2022, respectively, which is presented in the statement of profit and loss in other comprehensive income as "Unrealized gain and loss from change in fair value of government bonds - net".*

## 10. EFEK-EFEK YANG DIBELI DENGAN JANJI DIJUAL KEMBALI

## *10. SECURITIES PURCHASED UNDER AGREEMENT TO RESELL*

Efek-efek yang dibeli dengan janji dijual kembali terdiri dari:

*Securities purchased under agreement to resell consist of:*

| Nasabah/ *Customer* | Jenis surat berharga/ *Type of securities* | Suku bunga/ *Interest rate* | Nilai nominal/ *Nominal amount* | Tanggal dimulai/ *commencement date* | Tanggal penjualan kembali/ *Resell date* | Harga Penjualan kembali/ *Resell price* | Pendapatan Bunga yang Belum Direalisasi/ *Unrealized interest* | Nilai tercatat/ *Carrying Value* |
|---|---|---|---|---|---|---|---|---|
| **31 Desember/*December 31*, 2022** | | | | | | | | |
| **Pihak Ketiga/*Third Party*** | | | | | | | | |
| Bank Indonesia | VR0035 | 5,50% | 1.000.000 | 30 Desember/ *December 30*, 2022 | 6 Januari/ *January 6*, 2023 | 957.562 | 731 | 956.831 |
| Bank Indonesia | VR0039 | 5,50% | 500.000 | 30 Desember/ *December 30*, 2022 | 6 Januari/ *January 6*, 2023 | 477.724 | 365 | 477.359 |
| | | | **1.500.000** | | | **1.435.286** | **1.096** | **1.434.190** |

Berikut adalah perubahan efek-efek yang dibeli dengan janji dijual kembali untuk tahun yang berakhir 31 Desember 2023 dan 2022:

*Presented below is the movements in securities purchased under agreement to resell for the year ended December 31, 2023 and 2022, respectively:*

| | Stage 1 | Stage 2 | Stage 3 | Syariah*) | Total | |
|---|---|---|---|---|---|---|
| **31 Desember/*December 31*, 2023** | | | | | | |
| **Efek-efek yang dibeli dengan janji dijual kembali** | | | | | | ***Securities purchased under agreement to resell*** |
| Saldo awal | 1.434.190 | - | - | - | 1.434.190 | *Beginning Balance* |
| Aset keuangan baru yang diterbitkan atau dibeli | - | - | - | - | - | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (1.434.190) | - | - | - | (1.434.190) | *Derecognized financial assets* |
| **Saldo akhir tahun** | **-** | **-** | **-** | **-** | **-** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

| | Stage 1 | Stage 2 | Stage 3 | Syariah*) | Total | |
|---|---|---|---|---|---|---|
| **31 Desember/*December 31*, 2022** | | | | | | |
| **Efek-efek yang dibeli dengan janji dijual kembali** | | | | | | ***Securities purchased under agreement to resell*** |
| Saldo awal | 1.598.325 | - | - | - | 1.598.325 | *Beginning Balance* |
| Aset keuangan baru yang diterbitkan atau dibeli | 1.434.190 | - | - | - | 1.434.190 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (1.598.325) | - | - | - | (1.598.325) | *Derecognized financial assets* |
| **Saldo akhir tahun** | **1.434.190** | **-** | **-** | **-** | **1.434.190** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

## 11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH

Seluruh kredit yang diberikan oleh Bank, termasuk pembiayaan/piutang syariah adalah dalam Rupiah. Rincian kredit dan pembiayaan/piutang syariah yang diberikan oleh Bank berdasarkan jenis, transaksi dengan pihak-pihak berelasi, sektor ekonomi, jangka waktu sesuai dengan perjanjian, sisa umur jatuh tempo dan kolektibilitas adalah sebagai berikut:

## *11. LOANS AND SHARIA FINANCING/ RECEIVABLES*

*All loans provided by the Bank, including sharia financing/receivables are in Rupiah. The details of loans and sharia financing/receivables classified by type, transactions with related parties, economic sector, period based on agreements, remaining period to maturity and collectibility are as follows:*

a. Jenis Kredit dan Pembiayaan/Piutang Syariah

*a. Types of Loans and Sharia Financing/Receivables*

| | **31 Desember/ *December 31*, 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| Konvensional | | | *Conventional* |
| Konsumsi | | | *Consumer* |
| Pemilikan rumah (KPR) | 223.468.118 | 204.856.626 | *Housing loan* |
| Non-kepemilikan rumah | 12.840.107 | 11.546.141 | *Non-housing loan* |
| | 236.308.225 | 216.402.767 | |
| Modal kerja | 35.696.992 | 32.155.119 | *Working capital* |
| Investasi | 15.453.971 | 11.501.050 | *Investment* |
| Sindikasi | 7.150.361 | 4.504.244 | *Syndicated* |
| Direksi dan karyawan | | | *Directors and employees* |
| - Pihak ketiga | 1.893.632 | 2.008.080 | *Third parties -* |
| - Pihak yang berelasi | 80.679 | 86.305 | *Related parties -* |
| | 296.583.860 | 266.657.565 | |
| Syariah | | | *Sharia* |
| Konsumsi | | | *Consumer* |
| Pemilikan rumah (KPR) | 34.602.763 | 29.030.428 | *Housing loan* |
| Non-kepemilikan rumah | 166.474 | 143.517 | *Non-housing loan* |
| | 34.769.237 | 29.173.945 | |
| Modal kerja | 2.263.137 | 2.300.564 | *Working capital* |
| Investasi | 78.036 | 142.572 | *Investment* |
| Direksi dan karyawan | | | *Directors and employees* |
| - Pihak yang berelasi | 3.871 | 7.058 | *Related parties -* |
| | 37.114.281 | 31.624.139 | |
| Total | 333.698.141 | 298.281.704 | *Total* |
| Dikurangi cadangan kerugian penurunan nilai | (15.591.964) | (15.674.923) | *Less allowance for impairment losses* |
| **Neto** | **318.106.177** | **282.606.781** | ***Net*** |

## 11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan) / *11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)*

b. Sektor Ekonomi / *b. Economic Sector*

| | 31 Desember/ *December 31*, 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Konvensional | | | *Conventional* |
| Perumahan | 251.091.492 | 233.309.666 | *Property* |
| Konstruksi | 12.078.073 | 13.089.795 | *Construction* |
| Jasa usaha | 10.226.514 | 7.260.835 | *Business service* |
| Listrik, gas dan air | 5.106.305 | 3.368.130 | *Electricity, gas and water* |
| Transportasi, pergudangan, dan komunikasi | 4.830.547 | 4.414.947 | *Transportation. Warehousing, and communication* |
| Perdagangan, restoran, dan hotel | 4.117.417 | 1.410.821 | *Trading, restaurant and hotel* |
| Pertambangan | 1.842.962 | 1.228.096 | *Mining* |
| Manufaktur | 1.604.572 | 1.058.915 | *Manufacturing* |
| Jasa-jasa sosial | 1.542.949 | 1.148.943 | *Social service* |
| Pertanian | 177.819 | 52.234 | *Farming* |
| Lain-lain*) | 3.965.210 | 315.183 | *Other*) |
| | 296.583.860 | 266.657.565 | |
| Syariah | | | *Sharia* |
| Perumahan | 34.604.291 | 29.035.910 | *Property* |
| Konstruksi | 1.597.691 | 1.466.466 | *Construction* |
| Jasa usaha | 912.299 | 1.121.763 | *Business service* |
| | 37.114.281 | 31.624.139 | |
| Total | 333.698.141 | 298.281.704 | *Total* |
| Dikurangi cadangan kerugian penurunan nilai | (15.591.964) | (15.674.923) | *Less allowance for impairment losses* |
| **Neto** | **318.106.177** | **282.606.781** | ***Net*** |

*) Terdiri dari rumah tangga dan sektor ekonomi lainnya / **) Consists of household and other economic sectors*

c. Kolektibilitas / *c. Collectibility*

| | 31 Desember/*December 31*, 2023 | | 31 Desember/*December 31*, 2022 | | |
|---|---|---|---|---|---|
| | Nilai tercatat/ *Carrying amount* | Cadangan kerugian penurunan nilai/ *Allowance for impairment losses* | Nilai tercatat/ *Carrying amount* | Cadangan kerugian penurunan nilai/ *Allowance for impairment losses* | |
| Konvensional | | | | | *Conventional* |
| Individual | | | | | *Individual* |
| Lancar | 8.399.059 | 1.916.967 | 6.349.613 | 1.487.285 | *Current* |
| Dalam perhatian khusus | 4.016.175 | 2.562.023 | 3.094.462 | 2.261.194 | *Special mention* |
| Kurang lancar | 113.803 | 96.719 | 210.002 | 43.087 | *Substandard* |
| Diragukan | 911 | 849 | 287.925 | 250.586 | *Doubtful* |
| Macet | 3.281.664 | 2.581.015 | 4.173.552 | 3.168.627 | *Loss* |
| | 15.811.612 | 7.157.573 | 14.115.554 | 7.210.779 | |
| Kolektif | | | | | *Collective* |
| Lancar | 255.215.275 | 3.570.880 | 233.227.549 | 4.086.908 | *Current* |
| Dalam perhatian khusus | 19.790.203 | 1.370.850 | 14.961.502 | 1.189.242 | *Special mention* |
| Kurang lancar | 279.523 | 97.243 | 223.217 | 48.405 | *Substandard* |
| Diragukan | 537.521 | 186.708 | 505.684 | 127.977 | *Doubtful* |
| Macet | 4.949.726 | 1.808.282 | 3.624.059 | 1.441.603 | Loss |
| | 280.772.248 | 7.033.963 | 252.542.011 | 6.894.135 | |
| Syariah | | | | | *Sharia* |
| Lancar | 33.636.263 | 75.269 | 28.499.767 | 197.833 | *Current* |
| Dalam perhatian khusus | 2.592.266 | 439.407 | 2.078.511 | 326.315 | *Special mention* |
| Kurang lancar | 177.947 | 177.947 | 146.997 | 146.997 | *Substandard* |
| Diragukan | 139.381 | 139.381 | 94.373 | 94.373 | *Doubtful* |
| Macet | 568.424 | 568.424 | 804.491 | 804.491 | *Loss* |
| | 37.114.281 | 1.400.428 | 31.624.139 | 1.570.009 | |
| **Total** | **333.698.141** | **15.591.964** | **298.281.704** | **15.674.923** | ***Total*** |

## 11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

## *11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)*

d. Transaksi dengan pihak-pihak berelasi

*d. Transactions with related parties*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Konvensional | | | *Conventional* |
| Konsumsi | | | *Consumer* |
| Pemilikan rumah (KPR) | 4.176 | 4.538 | *Housing Loan* |
| Non-kepemilikan rumah | 85.559 | 91.185 | *Non-housing loan* |
| | 89.735 | 95.723 | |
| Modal Kerja | 12.066.600 | 8.884.001 | *Working capital* |
| Investasi | 9.340.394 | 6.728.046 | *Investment* |
| Sindikasi | 6.188.754 | 3.731.972 | *Syndicated* |
| | 27.685.483 | 19.439.742 | |
| Syariah | | | *Sharia* |
| Konsumsi | | | *Consumer* |
| Pemilikan rumah (KPR) | 1.529 | 5.483 | *Housing Loan* |
| Non-kepemilikan rumah | 2.342 | 1.575 | *Non-housing loan* |
| | 3.871 | 7058 | |
| Modal Kerja | 83.332 | 249.999 | *Working capital* |
| | 87.203 | 257.057 | |
| **Total** | **27.772.686** | **19.696.799** | ***Total*** |

e. Jangka waktu (sesuai dengan perjanjian kredit dan pembiayaan/piutang syariah)

*e. Loan period (based on agreements covering loan and sharia financing/receivables)*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Konvensional | | | *Conventional* |
| ≤ 1 tahun | 2.889.936 | 2.871.853 | *≤ 1 year* |
| > 1 tahun ≤ 2 tahun | 4.026.448 | 1.945.142 | *> 1 year ≤ 2 years* |
| > 2 tahun ≤ 5 tahun | 15.988.179 | 11.756.496 | *> 2 years ≤ 5 years* |
| > 5 tahun | 273.679.297 | 250.084.074 | *> 5 years* |
| | 296.583.860 | 266.657.565 | |
| Syariah | | | *Sharia* |
| ≤ 1 tahun | 146.877 | 114.641 | *≤ 1 year* |
| > 1 tahun ≤ 2 tahun | 631.048 | 413.397 | *> 1 year ≤ 2 years* |
| > 2 tahun ≤ 5 tahun | 1.486.054 | 1.624.779 | *> 2 years ≤ 5 years* |
| > 5 tahun | 34.850.302 | 29.471.322 | *> 5 years* |
| | 37.114.281 | 31.624.139 | |
| Total | 333.698.141 | 298.281.704 | *Total* |
| Dikurangi cadangan kerugian penurunan nilai | (15.591.964) | (15.674.923) | *Less allowance for impairment losses* |
| **Neto** | **318.106.177** | **282.606.781** | ***Net*** |

## 11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

## *11. LOANS AND SHARIA FINANCING /RECEIVABLES (continued)*

f. Sisa Umur Jatuh Tempo

*f. Remaining Period to Maturity*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Konvensional | | | *Conventional* |
| ≤ 1 tahun | 14.044.527 | 15.001.990 | *≤ 1 year* |
| > 1 tahun ≤ 2 tahun | 8.528.139 | 6.996.578 | *> 1 year ≤ 2 years* |
| > 2 tahun ≤ 5 tahun | 29.474.735 | 25.171.528 | *> 2 years ≤ 5 years* |
| > 5 tahun | 244.536.459 | 219.487.469 | *> 5 years* |
| | 296.583.860 | 266.657.565 | |
| Syariah | | | *Sharia* |
| ≤ 1 tahun | 861.160 | 1.033.295 | *≤ 1 year* |
| > 1 tahun ≤ 2 tahun | 858.624 | 979.616 | *> 1 year ≤ 2 years* |
| > 2 tahun ≤ 5 tahun | 2.325.080 | 1.831.707 | *> 2 years ≤ 5 years* |
| > 5 tahun | 33.069.417 | 27.779.521 | *> 5 years* |
| | 37.114.281 | 31.624.139 | |
| Total | 333.698.141 | 298.281.704 | *Total* |
| Dikurangi cadangan kerugian penurunan nilai | (15.591.964) | (15.674.923) | *Less allowance for impairment losses* |
| **Neto** | **318.106.177** | **282.606.781** | ***Net*** |

g. Informasi pokok lainnya

*g. Other significant information*

i. Termasuk di dalam kredit yang diberikan adalah pembiayaan/piutang syariah yang diberikan dengan rincian sebagai berikut:

*i. Loans include sharia financing/ receivables with details, as follows:*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Piutang *Murabahah* | 28.605.876 | 23.810.202 | *Murabahah receivables* |
| Pembiayaan *Musyarakah* | 4.527.313 | 4.563.573 | *Musyarakah financing* |
| Piutang *Istishna* | 3.861.013 | 2.955.715 | *Istishna receivables* |
| Pembiayaan *Mudharabah* | 102.689 | 284.162 | *Mudharabah financing* |
| Pinjaman *Qardh* | 15.940 | 10.487 | *Funds of Qardh* |
| Aset yang Diperoleh Untuk *Ijarah – Bersih* | 1.450 | - | *Assets Acquired for Ijarah - Net* |
| Total | 37.114.281 | 31.624.139 | *Total* |
| Dikurangi cadangan kerugian penurunan nilai | (1.400.428) | (1.570.009) | *Less allowance for impairment losses* |
| **Neto** | **35.713.853** | **30.054.130** | ***Net*** |

**11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)**

g. Informasi pokok lainnya (lanjutan)

ii. Tingkat suku bunga rata-rata per tahun untuk kredit konsumer sebesar 9,66% dan 10,41% masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022. Tingkat suku bunga rata-rata per tahun untuk kredit komersial masing-masing sebesar 6,26% dan 6,54% masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022.

iii. Kredit yang diberikan dijamin dengan hak tanggungan atau surat kuasa memasang hak tanggungan atau surat kuasa untuk menjual, giro, tabungan, deposito berjangka atau jaminan lain yang umumnya diterima oleh Bank (Catatan 18, 19 dan 20).

iv. Bank telah menjual dan mengalihkan Kredit Pemilikan Rumah (KPR) yang dimilikinya kepada penerbit PT Sarana Multigriya Finansial (Persero) yang tertuang dalam Akta Jual Beli No. 48 tanggal 26 Oktober 2022 dan Akta Cessie No. 36 tanggal 23 Desember 2022.

Nilai KPR yang dijual tersebut adalah sebesar Rp373.064 yang terdiri dari 5.475 debitur dengan harga jual sebesar nilai pokok KPR pada tanggal *cut-off* final (2 Oktober 2022). Penjualan ini memenuhi kriteria penjualan putus karena risiko dan manfaat atas kepemilikan KPR secara signifikan telah dialihkan kepada pembeli.

v. Bank telah menjual dan mengalihkan Kredit Pemilikan Rumah (KPR) yang dimilikinya kepada penerbit PT Sarana Multigriya Finansial (Persero) yang tertuang dalam Akta Jual Beli No. 33 tanggal 28 Juli 2023 dan Akta Cessie No. 28 tanggal 26 September 2023.

Nilai KPR yang dijual tersebut adalah sebesar Rp599.359 yang terdiri dari 4.330 debitur dengan harga jual sebesar nilai pokok KPR pada tanggal *cut-off* final (4 Juli 2023). Penjualan ini memenuhi kriteria penjualan putus karena risiko dan manfaat atas kepemilikan KPR secara signifikan telah dialihkan kepada pembeli.

***11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)***

*g. Other significant information (continued)*

*ii. Average annual interest rates for consumer loans are 9.66% and 10.41% for the years ended December 31, 2023 and 2022, respectively. Average annual interest rates for commercial loans are 6.26% and 6.54% for the years ended December 31, 2023 and 2022, respectively.*

*iii. The loans are collateralized by registered mortgages or by powers of attorney to mortgage or sell, demand deposits, savings deposits, time deposits, or by other collaterals generally acceptable by the Bank (Notes 18, 19 and 20).*

*iv. The Bank has sold and transferred its housing loans (KPR) to PT Sarana Multigriya Finansial (Persero) based on sale-purchase deed No. 48 dated October 26, 2022 and Deed of Cessie No. 36 dated December 23, 2022.*

*The principal amount of KPR sold amounted to Rp373,064 which consists of 5,475 debtors with selling price at the principal amount of KPR as of final cut off date (October 2, 2022). This sale qualified for derecognition as the risks and rewards of ownership over the KPR have been substantially transferred to the buyer.*

*v. The Bank has sold and transferred its housing loans (KPR) to PT Sarana Multigriya Finansial (Persero) based on sale-purchase deed No. 33 dated July 28, 2023 and Deed of Cessie No. 28 dated September 26, 2023.*

*The principal amount of KPR sold amounted to Rp599,359 which consists of 4,330 debtors with selling price at the principal amount of KPR as of final cut off date (July 4, 2023). This sale qualified for derecognition as the risks and rewards of ownership over the KPR have been substantially transferred to the buyer.*

**11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)**

g. Informasi pokok lainnya (lanjutan)

vi. Pada tanggal 29 Desember 2023, Bank menjual kredit yang diberikan tertentu kepada PT AMC Padma Jaya (“AMC”) sejumlah Rp872.378 dimana nilai tercatat bruto atas pokok adalah Rp860.503 dan tagihan bunga adalah Rp11.875. Bank sebelumnya telah membentuk cadangan kerugian penurunan nilai secara penuh sehingga nilai tercatatnya adalah Rpnihil. Penjualan kredit yang diberikan ini dilakukan melalui akta jual beli dan cessie tertanggal 29 Desember 2023 dan sejak tanggal tersebut Bank menghentikan pengakuan kredit tersebut. Sesuai dengan ketentuan dalam akta jual beli dan cessie tersebut, Bank telah mengalihkan seluruh hak atas arus kas dan juga mengalihkan seluruh risiko dan manfaat atas kredit yang diberikan yang dijual tersebut. Oleh karena itu, Bank menghentikan pengakuan atas kredit yang diberikan ini dan mengakui pemulihan seluruh cadangan kerugian penurunan nilai yang dibentuk sebelumnya.

Pada tanggal yang sama, Bank membeli surat berharga syariah yaitu Sukuk *Wakalah BI Al-Istitsmar* (“Sukuk”) yang diterbitkan oleh PT Angkasa Pura I (Persero) dari *Subsidiary of Enterprise* (“SOE”) Wijayakusuma Fund dengan nilai sebesar Rp2.268.378. Sukuk ini telah dicatat pada nilai wajarnya sebesar Rp 1.465.100 pada tanggal pembelian (lihat Catatan 8 (Efek-Efek)). SOE Wijayakusuma Fund merupakan sub fund dari Namco Indonesia Raya VCC yang dikelola oleh Mandiri Investment Management Pte. Ltd. selaku manajer investasi. Pemegang mayoritas saham AMC adalah Raflesia Jaya Pte. Ltd. dengan kepemilikan sebesar 99,9%, dimana pemegang saham tunggal Raflesia Jaya Pte. Ltd. adalah Namco Indonesia Raya VCC. SOE Wijayakusuma dan AMC merupakan perusahaan terafiliasi. Bank tidak memiliki kepemilikan saham ataupun keterlibatan dalam aktivitas di dalam kedua entitas ini.

***11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)***

*g. Other significant information (continued)*

*vi. On December 29, 2023, the Bank sold certain loans to PT AMC Padma Jaya ("AMC") in the amount of Rp872,378, where the gross carrying value of the principal was Rp860,503 and the interest receivable was Rp11,875. The bank had previously established a full allowance for impairment losses so that the carrying value was Rpnil. The sale of the credit granted was carried out through a sale and purchase deed and cessie dated December 29, 2023 and from that date the Bank stopped recognizing the credit. In accordance with the provisions of the sale and purchase deed and cessie, the Bank has transferred all rights to cash flows and also transferred all risks and benefits of the credit granted for sale. Therefore, the Bank derecognized this credit and recognized the recovery of all previously established allowances for impairment losses.*

*On the same date, the Bank purchased sharia securities, namely Sukuk Wakalah BI Al-Istitsmar ("Sukuk") issued by PT Angkasa Pura I (Persero) from the Subsidiary of Enterprise ("SOE") Wijayakusuma Fund with a value of Rp2,268,378. This sukuk has been recorded at its fair value of Rp1,465,100 at the date of purchase (see Note 8 (Securities)). SOE Wijayakusuma Fund is a sub fund of Namco Indonesia Raya VCC which is managed by Mandiri Investment Management Pte. Ltd. as investment manager. The majority shareholder of AMC is Raflesia Jaya Pte. Ltd. with ownership of 99.9%, where the sole shareholder is Raflesia Jaya Pte. Ltd. is Namco Indonesia Raya VCC. SOE Wijayakusuma and AMC are affiliated companies. The Bank does not have share ownership or involvement in activities in these two entities.*

**11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)**

g. Informasi pokok lainnya (lanjutan)

Mempertimbangkan transaksi pembelian sukuk dan penjualan kredit yang diberikan di atas dilakukan pada waktu yang sama dan dengan pihak-pihak lawan yang terafiliasi, Bank melihat transaksi-transaksi ini sebagai transaksi yang saling berkaitan sehingga dampak keuangan dari kedua transaksi diakui dalam akun beban penyisihan kerugian penurunan nilai aset keuangan dan aset non keuangan pada laporan laba rugi Bank pada tanggal transaksi.

vii. Kredit yang diberikan kepada direksi dan karyawan Bank merupakan kredit untuk membeli kendaraan dan keperluan pribadi lainnya yang dibebani bunga dengan suku bunga rata-rata pada tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 sebesar 6,01% dan 6,18%, dengan jangka waktu berkisar antara 1 sampai dengan 15 tahun. Kredit ini akan dibayar kembali melalui pemotongan gaji setiap bulan. Perbedaan antara tingkat bunga pinjaman karyawan dan *Base Lending Rate* (BLR) ditangguhkan dan dicatat sebagai beban yang ditangguhkan untuk pinjaman karyawan, bagian dari aset lain-lain. Besarnya akun beban yang ditangguhkan untuk pinjaman karyawan sebesar Rp400.702 dan Rp459.549 pada tanggal 31 Desember 2023 dan 2022 (Catatan 16).

viii. Kredit yang diberikan dan pembiayaan/ piutang syariah kepada pihak-pihak berelasi pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp27.772.686 dan Rp19.696.799 (Catatan 43). Persentase kredit yang diberikan dan pembiayaan/ piutang syariah dari pihak-pihak berelasi terhadap jumlah kredit yang diberikan dan pembiayaan/ piutang syariah masing-masing pada tanggal 31 Desember 2023 dan 2022 adalah sebesar 8,32% dan 6,60%.

***11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)***

*g. Other significant information (continued)*

*Considering that the sukuk purchase and credit sales transactions provided above were carried out at the same time and with affiliated counterparties, the Bank views these transactions as interrelated transactions so that the financial impact of both transactions is recognized in the provision for impairment lossess on financial and non-financial aasets in the profit and loss statement Bank on the transaction date.*

*vii. The loans given to the Bank's directors and employees consist of loans intended for purchase of vehicles and other personal necessities. These loans earn an average interest of 6.01% and 6.18%, for the year ended December 31, 2023 and 2022, with term ranging from 1 to 15 years. This loan will be repaid through employee deduction salary. Difference between employee loan's interest rates and Base Lending Rate (BLR) is deferred and recorded as deferred expense for employee loans as part of other assets. Deferred expense for employee loans amounted to Rp400,702 and Rp459,549 as of December 31, 2023 and 2022, respectively (Note 16).*

*viii. As of December 31, 2023 and 2022, the outstanding balances of loans and sharia financing/receivables from related parties amounted to Rp27,772,686 and Rp19,696,799, respectively (Note 43). As of December 31, 2023 and 2022, the percentage of loans and sharia financing/receivables from related parties represent approximately 8.32% and 6.60%, respectively, of the total loans and sharia financing/receivables.*

## 11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

g. Informasi pokok lainnya (lanjutan)

ix. Perubahan nilai tercatat dan cadangan kerugian penurunan nilai kredit yang diberikan dan pembiayaan/piutang syariah adalah sebagai berikut:

## *11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)*

*g. Other significant information (continued)*

*ix. The movements in the gross carrying amount and allowance for impairment losses on loans and sharia financing/receivables are as follows:*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Saldo awal tahun | 15.674.923 | 14.435.760 | *Balance at beginning of year* |
| Penyisihan kerugian penurunan nilai selama tahun berjalan* (Catatan 33) | 2.907.844 | 4.039.507 | *Provision for impairment losses during the year (Note 33)* |
| Penerimaan kembali kredit yang telah dihapusbukukan | 77.065 | 71.716 | *Recovery of loans written-off* |
| Penghapusbukuan kredit | (3.067.868) | (2.872.060) | *Loans written-off* |
| **Saldo akhir tahun** | **15.591.964** | **15.674.923** | ***Balance at the end of year*** |

*) Termasuk dampak nilai wajar sukuk sebesar Rp803.278juta pada tahun 2023.

**) Included impact of fair value sukuk amounted Rp803,278million in 2023.*

Perubahan nilai tercatat bruto adalah sebagai berikut:

*Movements in the gross carrying amount are as follows:*

| | 31 Desember/*December 31,* 2023 | | | | | |
|---|---|---|---|---|---|---|
| | Stage 1 | Stage 2 | Stage 3 | Syariah*) | Total | |
| **Kredit yang diberikan dan pembiayaan/piutang syariah** | | | | | | ***Loans and sharia financing/receivables*** |
| Saldo Awal | 220.360.764 | 28.662.115 | 17.634.686 | 31.624.139 | 298.281.704 | *Beginning Balance* |
| Pengalihan ke: | | | | | | *Transfer to:* |
| Stage 1 | 6.365.574 | (6.168.358) | (197.216) | - | - | *Stage 1* |
| Stage 2 | (13.235.646) | 13.321.409 | (85.763) | - | - | *Stage 2* |
| Stage 3 | (4.641.382) | (1.297.379) | 5.938.761 | - | - | *Stage 3* |
| Total saldo awal setelah pengalihan | 208.849.310 | 34.517.787 | 23.290.468 | 31.624.139 | 298.281.704 | *Total opening balance after transfer* |
| Pengukuran kembali bersih nilai tercatat | (10.575.269) | (527.760) | (491.309) | (2.944.142) | (14.538.480) | *Net remeasurement of carrying amount* |
| Aset keuangan baru yang diterbitkan atau dibeli | 61.107.511 | 104.446 | 1.528.461 | 9.244.792 | 71.985.210 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (16.016.044) | (702.994) | (1.800.346) | (443,041) | (18.962.425) | *Derecognized financial assets* |
| Aset keuangan yang dihapusbuku | (128.830) | (272.181) | (2.299.390) | (367.467) | (3.067.868) | *Written-off financial assets* |
| Total penambahan/(penurunan) tahun berjalan | 34.387.368 | (1.398.489) | (3.062.584) | 5.490.142 | 35.416.437 | *Total addition/(reversal) during the year* |
| **Saldo akhir tahun** | **243.236.678** | **33.119.298** | **20.227.884** | **37.114.281** | **333.698.141** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71, "Instrumen Keuangan"

**) Not applying SFAS No. 71, "Financial Instruments"*

## 11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

g. Informasi pokok lainnya (lanjutan)

ix. Perubahan nilai tercatat dan cadangan kerugian penurunan nilai kredit yang diberikan dan pembiayaan/piutang syariah adalah sebagai berikut: (lanjutan)

Perubahan nilai tercatat bruto adalah sebagai berikut: (lanjutan)

## *11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)*

*g. Other significant information (continued)*

*ix. The movements in the gross carrying amount and allowance for impairment losses on loans and sharia financing/receivables are as follows: (continued)*

*Movements in the gross carrying amount are as follows: (continued)*

| | 31 Desember/*December 31*, 2022 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Kredit yang diberikan dan pembiayaan/piutang syariah** | | | | | | ***Loans and sharia financing/receivables*** |
| Saldo Awal | 200.610.568 | 29.282.802 | 17.392.063 | 27.549.858 | 274.835.291 | *Beginning Balance* |
| Pengalihan ke: | | | | | | *Transfer to:* |
| Stage 1 | 10.127.196 | (9.252.362) | (874.834) | - | - | *Stage 1* |
| Stage 2 | (10.109.606) | 10.556.294 | (446.688) | - | - | *Stage 2* |
| Stage 3 | (4.362.863) | (678.482) | 5.041.345 | - | - | *Stage 3* |
| Total saldo awal setelah pengalihan | 196.265.295 | 29.908.252 | 21.111.886 | 27.549.858 | 274.835.291 | *Total opening balance after transfer* |
| Pengukuran kembali bersih nilai tercatat | (9.599.191) | (513.843) | (387.887) | (1.924.831) | (12.425.752) | *Net remeasurement of carrying amount* |
| Aset keuangan baru yang diterbitkan atau dibeli | 46.634.491 | 72.127 | 31.440 | 7.261.078 | 53.999.136 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (12.910.849) | (702.799) | (753.529) | (887.734) | (15.254.911) | *Derecognized financial assets* |
| Aset keuangan yang dihapusbuku | (28.982) | (101.622) | (2.367.224) | (374.232) | (2.872.060) | *Written-off financial assets* |
| Total penambahan/(penurunan) tahun berjalan | 24.095.469 | (1.246.137) | (3.477.200) | 4.074.281 | 23.446.413 | *Total addition/(reversal) during the year* |
| **Saldo akhir tahun** | **220.360.764** | **28.662.115** | **17.634.686** | **31.624.139** | **298.281.704** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71, "Instrumen Keuangan"

**) Not applying SFAS No. 71, "Financial Instruments"*

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

*The movements in the allowance for impairment losses are as follows:*

| | 31 Desember/*December 31*, 2023 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Kredit yang diberikan dan pembiayaan/piutang syariah** | | | | | | ***Loans and sharia financing/receivables*** |
| Saldo Awal | 1.694.821 | 3.525.156 | 8.884.937 | 1.570.009 | 15.674.923 | *Beginning Balance* |
| Pengalihan ke: | | | | | | *Transfer to:* |
| Stage 1 | 624.497 | (525.510) | (98.987) | - | - | *Stage 1* |
| Stage 2 | (252.951) | 300.934 | (47.983) | - | - | *Stage 2* |
| Stage 3 | (144.285) | (178.906) | 323.191 | - | - | *Stage 3* |
| Total saldo awal setelah pengalihan | 1.922.082 | 3.121.674 | 9.061.158 | 1.570.009 | 15.674.923 | *Total opening balance after transfer* |
| Pengukuran kembali bersih penurunan nilai | (432.700) | 655.257 | 3.386.320 | 197.060 | 3.805.937 | *Net remeasurement of impairment losses* |
| Aset keuangan baru yang diterbitkan atau dibeli | 336.406 | 9.214 | 206.860 | 25.218 | 577.698 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (202.671) | (106.453) | (1.065.210) | (24.392) | (1.398.726) | *Derecognized financial assets* |
| Aset keuangan yang dihapusbuku | (128.830) | (272.181) | (2.299.390) | (367.467) | (3.067.868) | *Written-off financial assets* |
| Total penambahan/(penurunan) tahun berjalan | (427.795) | 285.837 | 228.580 | (169.581) | (82.959) | *Total addition/(reversal) during the year* |
| **Saldo akhir tahun** | **1.494.287** | **3.407.511** | **9.289.738** | **1.400.428** | **15.591.964** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71, "Instrumen Keuangan"

**) Not applying SFAS No. 71, "Financial Instruments"*

## 11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

g. Informasi pokok lainnya (lanjutan)

ix. Perubahan nilai tercatat dan cadangan kerugian penurunan nilai kredit yang diberikan dan pembiayaan/piutang syariah adalah sebagai berikut: (lanjutan)

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut: (lanjutan)

## *11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)*

*g. Other significant information (continued)*

*ix. The movements in the gross carrying amount and allowance for impairment losses on loans and sharia financing/receivables are as follows: (continued)*

*The movements in the allowance for impairment losses are as follows: (continued)*

| | 31 Desember/*December 31*, 2022 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Kredit yang diberikan dan pembiayaan/piutang syariah** | | | | | | ***Loans and sharia financing/receivables*** |
| Saldo Awal | 1.209.325 | 2.309.833 | 9.646.739 | 1.269.863 | 14.435.760 | *Beginning Balance* |
| Pengalihan ke: | | | | | | *Transfer to:* |
| Stage 1 | 663.412 | (499.909) | (163.503) | - | - | *Stage 1* |
| Stage 2 | (53.917) | 160.278 | (106.361) | - | - | *Stage 2* |
| Stage 3 | (28.068) | (175.118) | 203.186 | - | - | *Stage 3* |
| Total saldo awal setelah pengalihan | 1.790.752 | 1.795.084 | 9.580.061 | 1.269.863 | 14.435.760 | *Total opening balance after transfer* |
| Pengukuran kembali bersih penurunan nilai | (226.641) | 1.887.803 | 2.066.364 | 477.724 | 4.205.250 | *Net remeasurement of impairment losses* |
| Aset keuangan baru yang diterbitkan atau dibeli | 300.732 | 4.698 | 15.139 | 238.053 | 558.622 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (141.040) | (60.807) | (409.403) | (41.399) | (652.649) | *Derecognized financial assets* |
| Aset keuangan yang dihapusbuku | (28.982) | (101.622) | (2.367.224) | (374.232) | (2.872.060) | *Written-off financial assets* |
| Total penambahan/(penurunan) tahun berjalan | (95.931) | 1.730.072 | (695.124) | 300.146 | 1.239.163 | *Total addition/(reversal) during the year* |
| **Saldo akhir tahun** | **1.694.821** | **3.525.156** | **8.884.937** | **1.570.009** | **15.674.923** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71, "Instrumen Keuangan"

**) Not applying SFAS No. 71, "Financial Instruments"*

Termasuk di dalam saldo cadangan kerugian adalah cadangan kerugian pembiayaan/piutang syariah sebesar Rp1.400.428 dan Rp1.570.009, masing-masing pada tanggal 31 Desember 2023 dan 2022.

Manajemen berpendapat bahwa jumlah cadangan kerugian penurunan nilai kredit yang diberikan dan pembiayaan/piutang syariah yang dibentuk telah memadai.

*As of December 31, 2023 and 2022, the balance of allowance for impairment losses includes allowance for impairment losses on sharia financing/receivables amounting to Rp1,400,428 and Rp1,570,009, respectively.*

*Management believes that the amount of allowance for impairment losses on the loans and sharia financing/receivables is adequate.*

## 11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

g. Informasi pokok lainnya (lanjutan)

x. Fungsi pengawasan kredit Bank berfokus pada pencegahan penurunan kualitas portofolio kredit dan aktivitas penyaluran kredit yang tidak sehat yang dapat mengakibatkan timbulnya kerugian. Risiko kredit dikelola dan diatasi dengan membuat pembatasan penyaluran kredit *(credit limit)* dan kebijakan penyaluran kredit yang seragam, melakukan pengawasan portofolio individual secara periodik dan pengukuran tingkat kolektibilitas portofolio kredit.

xi. Dalam laporan Bank ke Otoritas Jasa Keuangan (OJK) disebutkan bahwa pada tanggal 31 Desember 2023 dan 2022, Bank telah mematuhi ketentuan Batas Maksimum Pemberian Kredit (BMPK), baik terhadap pihak-pihak berelasi maupun kepada pihak yang tidak berelasi.

xii. Rasio kredit dan pembiayaan/piutang syariah yang diklasifikasikan *non-performing* terhadap jumlah kredit dan pembiayaan/piutang syariah (metode *gross* dan neto) adalah seperti yang terlihat pada tabel berikut:

## *11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)*

*g. Other significant information (continued)*

*x. The credit control function of the Bank focuses on preventing the deterioration of the quality of credit portfolio and unsound practices in granting credit facilities that may result in losses. Credit risks are managed by establishing credit limits and setting consistent lending policies, periodic monitoring of individual portfolio, and measuring the collectibility level of credit portfolio.*

*xi. Based on the report submitted by the Bank to Financial Services Authority (OJK) as of December 31, 2023 and 2022, the Bank is in compliance with the legal lending limit (BMPK) regulations, both for the related and non-related party borrowers.*

*xii. The ratios of non-performing loans and sharia financing/receivables to total loans and sharia financing/receivables (using the gross and net methods) are shown in the following table:*

| | 31 Desember/*December 31*,2023 | | 31 Desember/*December 31*,2022 | | |
|---|---|---|---|---|---|
| **Kolektibilitas** | **Konvensional/ *Conventional*** | **Syariah/ *Sharia*** | **Konvensional/ *Conventional*** | **Syariah/ *Sharia*** | ***Collectibility*** |
| Kurang Lancar | 393.326 | 177.947 | 433.219 | 146.997 | *Substandard* |
| Diragukan | 538.432 | 139.381 | 793.609 | 94.373 | *Doubtful* |
| Macet | 8.231.390 | 568.424 | 7.797.611 | 804.491 | *Loss* |
| | 9.163.148 | 885.752 | 9.024.439 | 1.045.861 | |
| Cadangan kerugian Penurunan nilai atas NPL/NPF | (4.770.816) | (885.752) | (5.080.285) | (1.045.861) | *Allowance for impairment losses for NPL/NPF* |
| | **4.392.332** | **-** | **3.944.154** | **-** | |
| Kredit yang diberikan dan pembiayaan/ piutang syariah | 296.583.860 | 37.114.281 | 266.657.565 | 31.624.139 | *Loans and sharia financing/ receivables* |
| % *Non-performing* kredit yang diberikan dan pembiayaan/ piutang syariah - *Gross* (Gross NPL/NPF) | 3,09% | 2,39% | 3,38% | 3,31% | *% of Non-performing loans and sharia financing/ receivables - Gross (Gross NPL/NPF)* |
| % *Non-performing* kredit yang diberikan dan pembiayaan/ piutang syariah - Neto (Neto NPL/NPF) | 1,48% | 0% | 1,48% | 0% | *% of Non-performing loans and sharia financing/ receivables - Net (Net NPL/NPF)* |

**11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)**

g. Informasi pokok lainnya (lanjutan)

xiii. NPL/NPF Gross dihitung dengan membagi antara sindikasi jumlah kredit/ pembiayaan/piutang syariah bermasalah dengan jumlah kredit/pembiayaan /piutang Syariah.

NPL/NPF Neto dihitung dengan membagi antara jumlah kredit/pembiayaan/piutang syariah bermasalah setelah dikurangi cadangan kerugian dan jumlah kredit/ pembiayaan/piutang syariah keseluruhan.

Rasio NPL/NPF *Gross* (total konvensional dan syariah) adalah 3,01% dan 3,38% masing-masing pada tanggal 31 Desember 2023 dan 2022.

Rasio NPL/NPF Neto (total konvensional dan syariah) adalah 1,32% dan 1,32% masing-masing pada tanggal 31 Desember 2023 dan 2022.

xiv. Kredit yang diberikan dan pembiayaan/ piutang syariah *non-performing* berdasarkan sektor ekonomi:

***11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)***

*g. Other significant information (continued)*

*xiii. The Gross NPL/NPF are computed by dividing the total non-performing loans/ sharia financing/receivables by the total loans and sharia financing/receivables.*

*The Net NPL/NPF ratios are computed by dividing the total non-performing loans/sharia financing/receivables, net of allowance for possible losses, by the total loans and sharia financing/receivables.*

*The Gross NPL/NPF Ratio (total conventional and sharia) is 3.01% and 3.38% as of December 31, 2023 and 2022, respectively.*

*The Net NPL/NPF Ratio (total conventional and sharia) is 1.32% and 1.32% as of December 31, 2023 and 2022, respectively.*

*xiv. Non-performing loans and sharia financing/receivables by economic sectors:*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| Konvensional | | | *Conventional* |
| Perumahan | 8.315.467 | 7.794.092 | *Property* |
| Konstruksi | 534.740 | 904.621 | *Construction* |
| Jasa Usaha | 191.925 | 79.417 | *Business service* |
| Perdagangan, restoran dan hotel | 87.920 | 173.739 | *Trading, restaurant and hotel* |
| Pertambangan | 14.147 | 15.397 | *Mining* |
| Jasa-jasa sosial | 11.676 | 28.436 | *Social service* |
| Transportasi, Pergudangan, dan Komunikasi | 2.058 | 6.387 | *Transportation, warehousing, and communication* |
| Manufaktur | 1.235 | 715 | *Manufacturing* |
| Listrik, gas dan air | 959 | 6.141 | *Electricity, gas and water* |
| Pertanian | 117 | 60 | *Farming* |
| Lain-lain*) | 2.904 | 15.434 | *Other**) |
| | 9.163.148 | 9.024.439 | |
| Syariah | | | *Sharia* |
| Perumahan | 473.449 | 297.621 | *Property* |
| Konstruksi | 283.130 | 573.570 | *Construction* |
| Jasa Usaha | 129.173 | 174.670 | *Business service* |
| | 885.752 | 1.045.861 | |
| Total | 10.048.900 | 10.070.300 | *Total* |
| Dikurangi cadangan kerugian penurunan nilai | (5.656.568) | (6.126.146) | *Less allowance for impairment losses* |
| **Neto** | **4.392.332** | **3.944.154** | ***Net*** |

*) Terdiri dari rumah tangga dan sektor ekonomi lainnya

**) Consists of household and other economic sectors*

## 11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)

g. Informasi pokok lainnya (lanjutan)

xv. Rasio kredit usaha kecil (KUK) terhadap total kredit adalah sebesar 0,8% dan 0,44% masing-masing pada tanggal 31 Desember 2023 dan 2022.

xvi. Kredit sindikasi merupakan kredit yang diberikan kepada nasabah di bawah perjanjian pembiayaan bersama dengan bank-bank lain. Keikutsertaan Bank sebagai anggota sindikasi dengan persentase penyertaan sebesar 8,61% dan 7,62% dari jumlah kredit sindikasi masing-masing pada tanggal 31 Desember 2023 dan 2022.

xvii. Kredit dan pembiayaan/piutang syariah yang direstrukturisasi berdasarkan kolektibilitas dan sektor ekonomi:

## *11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)*

*g. Other significant information (continued)*

*xv. The ratio of small-scale enterprise loans to total loans is 0.8% and 0.44% as of December 31, 2023 and 2022, respectively.*

*xvi. Syndicated loans represent loans provided to customers under syndication agreements with other banks. As of December 31, 2023 and 2022, the Bank's share as a co-lender in syndicated loans is 8.61% and 7.62% for each, respectively, of the total syndicated loans.*

*xvii. Restructured loans and sharia financing/receivables by collectibility and economic sector:*

| | 31 Desember/*December 31, 2023* | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Lancar/ *Current*** | **Dalam perhatian khusus/ *Special mention*** | **Kurang lancar/ *Substandard*** | **Diragukan/ *Doutbful*** | **Macet/ *Loss*** | **Total** | |
| Perumahan | 27.028.674 | 13.252.016 | 344.212 | 302.541 | 5.309.171 | 46.236.614 | *Property* |
| Konstruksi | 1.980.812 | 2.270.627 | 13.096 | 7.194 | 453.035 | 4.724.764 | *Construction* |
| Jasa usaha | 1.657.252 | 7.818 | 14.476 | 176 | 96.484 | 1.776.206 | *Business service* |
| Perdagangan, restoran dan hotel | 247.741 | 8.126 | - | 10.597 | 22.289 | 288.753 | *Trading, restaurant and hotel* |
| Jasa-jasa sosial | 101.841 | 21.709 | - | - | 10.091 | 133.641 | *Social services* |
| Manufaktur | 52 | 813 | - | - | 574 | 1.439 | *Manufacturing* |
| Transportasi, pergudangan dan komunikasi | 2.996.673 | 126.911 | - | - | 855 | 3.124.439 | *Transportation, warehousing and communication* |
| Pertambangan | - | - | - | - | 12.270 | 12.270 | *Mining* |
| Lain-lain*) | 13.596 | 1.410 | - | - | 254 | 15.260 | *Other*) |
| **Total** | **34.026.641** | **15.689.430** | **371.784** | **320.508** | **5.905.023** | **56.313.386** | ***Total*** |

| | 31 Desember/*December 31, 2022* | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Lancar/ *Current*** | **Dalam perhatian khusus/ *Special mention*** | **Kurang lancar/ *Substandard*** | **Diragukan/ *Doutbful*** | **Macet/ *Loss*** | **Total** | |
| Perumahan | 30.595.294 | 11.093.003 | 441.112 | 646.733 | 4.635.418 | 47.411.560 | *Property* |
| Konstruksi | 4.013.346 | 481.513 | 15.628 | 32.339 | 976.286 | 5.519.112 | *Construction* |
| Jasa usaha | 1.234.625 | 21.170 | 10.542 | 10.623 | 137.547 | 1.414.507 | *Business service* |
| Perdagangan, restoran dan hotel | 215.923 | 103.350 | - | 16 | 97.199 | 416.488 | *Trading, restaurant and hotel* |
| Jasa-jasa sosial | 105.371 | 25.335 | 302 | - | 17.854 | 148.862 | *Social services* |
| Manufaktur | 1.257 | 776 | - | - | 359 | 2.392 | *Manufacturing* |
| Transportasi, pergudangan dan komunikasi | 2.998.715 | 6.634 | - | - | 1.413 | 3.006.762 | *Transportation, warehousing and communication* |
| Pertambangan | - | - | - | - | 12.266 | 12.266 | *Mining* |
| Pertanian | - | - | - | 4 | - | 4 | *Farming* |
| Lain-lain*) | 15.199 | 1.432 | 397 | 134 | 12.413 | 29.575 | *Other*) |
| **Total** | **39.179.730** | **11.733.213** | **467.981** | **689.849** | **5.890.755** | **57.961.528** | ***Total*** |

*) Terdiri dari rumah tangga dan sektor ekonomi lainnya

*) *Consists of household and other economic sectors*

**11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)**

g. Informasi pokok lainnya (lanjutan)

xvii. Kredit dan pembiayaan/piutang syariah yang direstrukturisasi berdasarkan kolektibilitas dan sektor ekonomi: (lanjutan)

Skema restrukturisasi yang disepakati oleh Bank dan debitur meliputi antara lain penjadwalan ulang pembayaran pokok kredit dan bunga, pembebasan tunggakan bunga, penurunan suku bunga, penambahan fasilitas kredit, novasi dan lain-lain.

Bank telah melakukan restrukturisasi kredit untuk debitur yang terdampak pandemi Covid-19 sesuai dengan POJK No. 11/POJK.03/2020 "Stimulus Perekonomian Nasional sebagai kebijakan *countercyclical* dampak penyebaran Corona Virus Disease 2019 tertanggal 13 Maret 2020 dan perubahan POJK No. 48/POJK.03/2020 "Perubahan atas Peraturan Otoritas Jasa Keuangan Nomor 11/POJK.03/2020 tentang Stimulus Perekonomian Nasional sebagai kebijakan *countercyclical* dampak penyebaran Corona Virus Disease 2019" tertanggal 1 Desember 2020 dan perubahan kedua POJK No. 17/POJK.03/2021 "Perubahan kedua atas Peraturan Otoritas Jasa Keuangan Nomor 11/POJK.03/2020 tentang Stimulus Perekonomian Nasional sebagai kebijakan *countercyclical* dampak penyebaran Corona Virus Disease 2019" tertanggal 10 September 2021. Per tanggal 31 Desember 2023 dan 2022 total saldo kredit restrukturisasi Covid-19 masing-masing sebesar Rp25.663.629 dan Rp33.667.902.

xviii. Kredit yang telah dihapusbukukan oleh Bank dicatat sebagai kredit *off balance sheet* di dalam rekening administratif.

***11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)***

*g. Other significant information (continued)*

*xvii. Restructured loans and sharia financing/receivables by collectibility and economic sector: (continued)*

*Restructured loans scheme agreed by the Bank and its debtors include loans principal and interest rescheduling, overdue interest exemption, reduction of interest rates, additional loan facilities, novation and others.*

*Bank has restructured its credit for debtors affected by Covid-19 pandemic in accordance with POJK No.11/POJK.03/2020 "National Economic stimulus as countercyclical policy in the impact of the spread of Coronavirus Disease 2019" dated March 13, 2020 and amendment POJK No.48/POJK.03/2020 "Amendment of POJK No.11/POJK.03/2020 Regarding National Economic stimulus as countercyclical policy in the impact of the spread of Coronavirus Disease 2019" dated December 1, 2020 and second amendment POJK No.17/POJK.03/2021 "Second Amendment of POJK No.11/POJK.03/2020 Regarding National Economic stimulus as countercyclical policy in the impact of the spread of Coronavirus Disease 2019" dated September 10, 2021. As of December 31, 2023 and 2022 the total balance of Covid-19 restructure loans amounted to Rp25,663,629 and Rp33,667,902 respectively.*

*xviii. The loans written-off by the Bank are recorded as off balance sheet in the administrative account.*

**11. KREDIT YANG DIBERIKAN DAN PEMBIAYAAN/ PIUTANG SYARIAH (lanjutan)**

g. Informasi pokok lainnya (lanjutan)

xix. Jumlah minimum cadangan kerugian penurunan nilai kredit yang diberikan dan pembiayaan/piutang syariah, yang wajib dibentuk sesuai dengan ketentuan Otoritas Jasa Keuangan adalah sebesar Rp12.641.044 dan Rp11.909.808, masing-masing pada tanggal 31 Desember 2023 dan 2022.

h. Informasi mengenai klasifikasi aset keuangan yang mengalami penurunan nilai dan tidak mengalami penurunan nilai dan kualitas kredit diungkapkan pada Catatan 46.

***11. LOANS AND SHARIA FINANCING/ RECEIVABLES (continued)***

*g. Other significant information (continued)*

*xix. Minimum allowance for impairment losses for loans and sharia financing receivables required by Financial Services Authority amounted to Rp12,641,044 and Rp11,909,808 as of December 31, 2023 and 2022, respectively.*

*h. Information with respect to classification of impaired and not impaired and credit quality of financial assets are disclosed in Note 46.*

**12. TAGIHAN DAN LIABILITAS DERIVATIF**

Bank BTN menerapkan akuntansi lindung nilai atas arus kas dengan tujuan untuk melindungi suatu instrumen atau kelompok instrumen dari eksposur variabilitas arus kas yang dapat diatribusikan pada risiko tertentu yang terkait dengan aset atau liabilitas yang diakui (seperti seluruh atau sebagian pembayaran bunga di masa depan atas utang dengan mata uang asing) atau yang dapat diatribusikan pada risiko tertentu yang terkait dengan prakiraan transaksi yang kemungkinan besar terjadi, dan dapat mempengaruhi laba rugi.

Pada tanggal 10 November 2022 dan 18 November 2022, Bank melakukan lindung nilai arus kas atas suku bunga dari obligasi subordinasi sebesar USD 300 juta (nilai penuh) dengan *Cross Currency Swap (CCS)*, dengan nilai nosional sebesar USD 72 juta (nilai penuh).

Pada tanggal 28 Juli 2022 Bank melakukan lindung nilai arus kas atas suku bunga dan nilai pokok dari pinjaman korporasi Japan International Cooperation Agency (JICA) sebesar JPY 7 miliar (nilai penuh) dengan *Cross Currency Swap (CCS)*, dengan nilai nosional sebesar JPY 3 miliar (nilai penuh).

Pada tanggal 24 Januari 2020 Bank melakukan lindung nilai arus kas atas suku bunga dan nilai pokok dari obligasi subordinasi sebesar USD 300 juta (nilai penuh) dengan *Cross Currency Swap*, dengan nilai nosional sebesar USD 150 juta (nilai penuh)

***12. DERIVATIVE RECEIVABLE AND LIABILITIES***

*Bank BTN implemented hedge accounting of the cash flow with purpose to protect an instrument from exposure of cashflow variability that can be atributed at certain risk that related to acknowledge assets or liabilities (such as all or partial of future interest payment on foreign currency debt) or which can be atributed to certain risk that are most likely to occur and can affect profit or loss.*

*On November 10, 2022 and November 18, 2022, Bank entered into cashflow hedge for interest rate and principal of subordinated bond amounting to USD 300 milion (full amount) with cross currency swap (CCS), with notional value amount of USD 72 million (full amount).*

*On July 28, 2022, Bank entered into cashflow hedge for interest rate and principal of corporate loan Japan International Corporate Agency (JICA) amounting to JPY 7 billion (full amount) with cross currency swap (CCS), with notional value amount of JPY 3 Billion (full amount).*

*On January 24, 2020, Bank entered into cashflow hedge for interest rate and principal of Subordinated Bond amounting to USD 300 milion (full amount) with cross currency swap (CCS), with notional value amount of USD 150 million (full amount)*

## 12. TAGIHAN DAN LIABILITAS DERIVATIF (lanjutan)

Perubahan nilai wajar dari kontrak *CCS* sebagai instrumen lindung nilai yang ditentukan sebagai lindung nilai yang efektif (yaitu bagian yang saling hapus) diakui dalam penghasilan komprehensif lain. Setiap sisa keuntungan/kerugian atas instrumen lindung nilai (yaitu ketidakefektifan) untuk lindung nilai diakui dalam laba rugi.

Sejak dimulainya akuntansi lindung nilai arus kas tersebut, manajemen telah memiliki dokumentasi mengenai hubungan antara instrumen lindung nilai dan item yang dilindung nilai dan juga tujuan manajemen risikonya serta strategi dalam melakukan berbagai transaksi lindung nilai.

Dokumentasi juga meliputi penilaian efektivitas lindung nilai dari derivatif yang digunakan sebagai instrumen lindung nilai dan item yang dilindung nilai. Penilaian ini dilakukan baik pada permulaan lindung nilai tersebut diterapkan dan pada saat-saat berikutnya secara berkelanjutan.

## *12. DERIVATIVE RECEIVABLE AND LIABILITIES (continued)*

*The changes of fair value of CCS contract as a hedging instrument that is designated as an effective hedge (that is, a part of set off) are recognized in other comprehensive income. The remaining gains/losses on the hedging instrument (ie. inefectiveness) of the hedge, recognized in profit/loss.*

*Since the inception of the cashflow hedge accounting, management has documented the relationship between hedging instruments and hedged items as well as the objectives of risk management and strategies for engaging various hedging transaction.*

*The documentation also includes assessing the effectivieness of hedge from derivative that used as hedging instrument and hedged items. This assessment is carried out both at the beginning of the hedging applied and at later on an ongoing basis.*

**31 Desember/*December 31,* 2023**

| Tanggal Transaksi/ *Transaction Date* | Pihak ketiga/ *Third Parties* | Nosional/ *Notional* | Suku bunga yang dibayarkan/ *Interest Paid* | Suku bunga yang diterima/ *Interest eceivable* | Jatuh tempo/ *Maturity Date* |
|---|---|---|---|---|---|
| 27 Januari/ *January 27,* 2020 | Standard Chartered Bank | USD25.000.000 | 8,30% | 4,20% | 23 Januari/ *January 23,* 2025 |
| 27 Januari/ *January 27,* 2020 | Deutsche Bank AG | USD25.000.000 | 8,30% | 4,20% | 23 Januari/ *January 23,* 2025 |
| 10 November/ November 10, 2022 | ANZ Bank | USD25.000.000 | 6,20% | 4,20% | 23 Januari/ *January 23,* 2025 |
| 10 November/ *November 10,* 2022 | UOB Bank | USD25.000.000 | 6,20% | 4,20% | 23 Januari/ *January 23,* 2025 |
| 18 November/ *November 18,* 2022 | Standard Chartered Bank | USD22.000.000 | 6,33% | 4,20% | 23 Januari/ *January 23,* 2025 |

**31 Desember/*December 31,* 2022**

| Tanggal Transaksi/ *Transaction Date* | Pihak ketiga/ *Third Parties* | Nosional/ *Notional* | Suku bunga yang dibayarkan/ *Interest Paid* | Suku bunga yang diterima/ *Interest eceivable* | Jatuh tempo/ *Maturity Date* |
|---|---|---|---|---|---|
| 27 Januari/ *January 27,* 2020 | Standard Chartered Bank | USD5.000.000 | 8,25% | 4,20% | 23 Januari/ *January 23,* 2023 |
| 27 Januari/ *January 27,* 2020 | Standard Chartered Bank | USD25.000.000 | 8,30% | 4,20% | 23 Januari/ *January 23,* 2025 |
| 27 Januari/ *January 27,* 2020 | Deutsche Bank AG | USD20.000.000 | 8,25% | 4,20% | 23 Januari/ *January 23,* 2023 |
| 27 Januari/ *January 27,* 2020 | Deutsche Bank AG | USD25.000.000 | 8,30% | 4,20% | 3 Januari/ *January 3,* 2025 |
| 10 November/ *November 10,* 2022 | ANZ Bank | USD25.000.000 | 6,20% | 4,20% | 23 Januari/ *January 23,* 2025 |
| 10 November/ *November 10,* 2022 | UOB Bank | USD25.000.000 | 6,20% | 4,20% | 23 Januari/ *January 23,* 2025 |
| 18 November/ *November 18,* 2022 | Standard Chartered Bank | USD22.000.000 | 6,33% | 4,20% | 23 Januari/ *January 23,* 2025 |
| 28 Juli/ *July 28,* 2022 | ANZ Bank | JPY1.500.000.000 | 6,11% | 0,90% | 10 Mei/ *May* 10, 2023 |
| 28 Juli/ *July 28,* 2022 | UOB Bank | JPY1.500.000.000 | 6,11% | 0,90% | 10 Mei/ *May* 10, 2023 |

## 12. TAGIHAN DAN LIABILITAS DERIVATIF (lanjutan)

Selisih nilai wajar instrumen derivatif yang ditujukan sebagai lindung nilai arus kas dan kerugian selisih kurs atas obligasi subordinasi dalam mata uang asing dicatat pada penghasilan komprehensif lain masing-masing pada tanggal 31 Desember 2023 dan 2022. Saldo kerugian tersebut sebesar Rp32.346 dan Rp49.301 masing-masing pada tanggal 31 Desember 2023 dan 2022 disajikan sebagai ”Bagian efektif lindung nilai arus kas” pada ekuitas.

Ringkasan transaksi derivatif sebagai berikut:

## *12. DERIVATIVE RECEIVABLE AND LIABILITIES (continued)*

*The fair value difference of derivative instruments designated as cash flow hedges and loss on foreign exchange of subordinated bonds denominated in foreign currency were reported as other comprehensive income amounting to Rp32,346 and Rp49,301 as of December 31, 2023 and 2022, respectively. The amount is presented as “Effective portion of cashflow hedge” in equity.*

*The summary of the derivatives transaction as follow:*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Tagihan Derivatif** | | | ***Derivative Receivable*** |
| *Cross currency interest rate swap* | 32.176 | 103.939 | *Cross currency interest rate swap* |
| **Total** | **32.176** | **103.939** | ***Total*** |

## 13. TAGIHAN AKSEPTASI

Rincian tagihan akseptasi kepada nasabah adalah sebagai berikut:

a. Berdasarkan Jenis dan Mata Uang

## *13. ACCEPTANCES RECEIVABLE*

*The details of acceptances receivable from customers are as follows:*

*a. By Type and Currency*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Pihak Berelasi | | | *Related Parties* |
| Surat Kredit Berdokumen Dalam Negeri (SKBDN) | 68.746 | 131.356 | *Domestic Document Letter of Credit* |
| Pihak Ketiga | | | *Third Parties* |
| Surat Kredit Berdokumen Dalam Negeri (SKBDN) | 475.821 | 282.045 | *Domestic Document Letter of Credit* |
| *Letter of Credit* | - | 7.161 | *Letter of Credit* |
| Total | 544.567 | 420.562 | *Total* |
| Cadangan kerugian penurunan nilai | (23.876) | (136) | *Alowance for impairment losses* |
| **Total** | **520.691** | **420.426** | ***Total*** |

## 13. TAGIHAN AKSEPTASI (lanjutan) / *13. ACCEPTANCES RECEIVABLE (continued)*

b. Berdasarkan Kolektibilitas / *b. By Collectibility*

Pada tanggal-tanggal 31 Desember 2023 dan 2022, semua tagihan akseptasi diklasifikasikan sebagai lancar.

*All acceptances receivables were classified as current as of December 31, 2023 and 2022.*

c. Berdasarkan Jangka Waktu / *c. By Period*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| ≤ 1 bulan | 362.394 | 80.697 | *≤ 1 month* |
| > 1 bulan - 3 bulan | 27.223 | 49.568 | *> 1 month - 3 months* |
| > 3 bulan - 1 tahun | 154.950 | 290.297 | *> 3 months - 1 year* |
| **Total** | **544.567** | **420.562** | ***Total*** |

d. Nilai tercatat bruto dan cadangan kerugian penurunan nilai / *d. Gross carrying amount and allowance for impairment losses*

Perubahan nilai tercatat bruto adalah sebagai berikut: / *Movements in the gross carrying amount are as follows:*

| | **31 Desember/*December 31*, 2023** | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Tagihan akseptasi** | | | | | | ***Acceptances receivable*** |
| Saldo Awal | 420.562 | - | - | - | 420.562 | *Beginning balance* |
| Aset keuangan baru yang diterbitkan atau dibeli | 488.494 | 56.073 | - | - | 544.567 | *New financial assets originated or purchased* |
| Pembayaran kembali | (420.562) | - | - | - | (420.562) | *Repayment* |
| Total penambahan/(penurunan) tahun berjalan | 67.932 | 56.073 | **-** | **-** | 124.005 | *Total addition/(reversal)* |
| **Saldo akhir tahun** | **488.494** | **56.073** | **-** | **-** | **544.567** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan" / **) Not applying SFAS No. 71 "Financial Instruments"*

| | **31 Desember/*December 31*, 2022** | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Tagihan akseptasi** | | | | | | ***Acceptances receivable*** |
| Saldo Awal | 454.140 | - | - | - | 454.140 | *Beginning balance* |
| Aset keuangan baru yang diterbitkan atau dibeli | 420.562 | - | - | - | 420.562 | *New financial assets originated or purchased* |
| Pembayaran kembali | (454.140) | - | - | - | (454.140) | *Repayment* |
| Total penambahan/(penurunan) tahun berjalan | **(33.578)** | **-** | **-** | **-** | **(33.578)** | *Total addition/(reversal)* |
| **Saldo akhir tahun** | **420.562** | **-** | **-** | **-** | **420.562** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan" / **) Not applying SFAS No. 71 "Financial Instruments"*

## 13. TAGIHAN AKSEPTASI (lanjutan)

d. Nilai tercatat bruto dan cadangan kerugian penurunan nilai (lanjutan)

Perubahan cadangan kerugian penurunan nilai adalah sebagai berikut:

## *13. ACCEPTANCES RECEIVABLE (continued)*

*d. Gross carrying amount and allowance for impairment losses (continued)*

*The movements in the allowance for impairment losses are as follows:*

| | 31 Desember/*December 31*, 2023 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Tagihan akseptasi** | | | | | | ***Acceptances receivable*** |
| Saldo awal | 136 | - | - | - | 136 | *Beginning Balance* |
| Aset keuangan baru yang diterbitkan atau dibeli | 1.447 | 22.429 | - | | 23.876 | *New financial assets originated or purchased* |
| Pembayaran kembali | (136) | - | - | - | (136) | *Repayment* |
| Total penambahan/(penurunan) tahun berjalan | 1.311 | 22.429 | - | - | 23.740 | *Total additionl/(reversal) during the year* |
| **Saldo akhir tahun** | **1.447** | **22.429** | **-** | **-** | **23.876** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

| | 31 Desember/*December 31*, 2022 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Tagihan akseptasi** ***receivable*** | | | | | | ***Acceptances*** |
| Saldo awal | 623 | - | - | - | 623 | *Beginning Balance* |
| Aset keuangan baru yang diterbitkan atau dibeli | 136 | | | | 136 | *New financial assets originated or purchased* |
| Pembayaran kembali | (623) | - | - | - | (623) | *Repayment* |
| Total penambahan/(penurunan) tahun berjalan | (487) | - | - | - | (487) | *Total additionl/(reversal) during the year* |
| **Saldo akhir tahun** | **136** | **-** | **-** | **-** | **136** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

Bank melakukan penilaian atas penurunan nilai tagihan akseptasi secara kolektif.

*The Bank assessed acceptance receivables collectively for impairment.*

Manajemen berpendapat bahwa jumlah cadangan kerugian atas tagihan yang dibentuk telah memadai.

*The management believes that the allowance for impairment losses provided on acceptances receivable is adequate.*

## 14. ASET TETAP / *14. PREMISES AND EQUIPMENT*

Akun ini terdiri dari: / *This account consists of:*

| | 31 Desember/*December 31,* 2023 | | | | | |
|---|---|---|---|---|---|---|
| | **Saldo Awal/ *Beginning Balance*** | **Revaluasi/ *Revaluation*** | **Penambahan/ Reklasifikasi/ *Additions/ Reclassifications*** | **Pengurangan/ Reklasifikasi/ *Deductions/ Reclassifications*** | **Saldo Akhir/ *Ending Balance*** | |
| Biaya/nilai revaluasi | | | | | | *Cost/revaluation value* |
| Tanah | 4.406.143 | 57.208 | 84.830 | - | 4.548.181 | *Land* |
| Bangunan | 1.730.187 | - | 130.748 | - | 1.860.935 | *Buildings* |
| Peralatan kantor dan kendaraan bermotor | 3.673.813 | - | 437.474 | - | 4.111.287 | *Office furniture, fixtures, and motor vehicle* |
| | 9.810.143 | 57.208 | 653.052 | - | 10.520.403 | |
| Aset dalam penyelesaian | 69.685 | - | 1.684.492 | (119.975) | 1.634.202 | *Constructions in progress* |
| | 9.879.828 | 57.208 | 2.337.544 | (119.975) | 12.154.605 | |
| Aset hak guna | 720.020 | | 205.957 | (126.836) | 799.141 | *Right of use of asset* |
| | 10.599.848 | 57.208 | 2.543.501 | (246.811) | 12.953.746 | |
| Akumulasi penyusutan | | | | | | *Accumulated depreciation* |
| Bangunan | 862.248 | - | 75.928 | - | 938.176 | *Buildings* |
| Peralatan kantor dan kendaraan bermotor | 3.007.502 | - | 413.946 | - | 3.421.448 | *Office furniture, fixtures and motor vehicles* |
| | 3.869.750 | - | 489.874 | - | 4.359.624 | |
| Aset hak guna | 376.295 | - | 226.851 | (126.836) | 476.310 | *Right of use of asset* |
| | 4.246.045 | - | 716.725 | (126.836) | 4.835.934 | |
| **Nilai Buku Neto** | **6.353.803** | | | | **8.117.812** | ***Net Book Value*** |

| | 31 Desember/*December 31,* 2022 | | | | | |
|---|---|---|---|---|---|---|
| | **Saldo Awal/ *Beginning Balance*** | **Revaluasi/ *Revaluation*** | **Penambahan/ Reklasifikasi[a]/ *Additions/ Reclassifications*** | **Pengurangan/ Reklasifikasi/ *Deductions/ Reclassifications*** | **Saldo Akhir/ *Ending Balance*** | |
| Biaya/nilai revaluasi | | | | | | *Cost/revaluation value* |
| Tanah | 3.981.531 | 200.574 | 224.038 | - | 4.406.143 | *Land* |
| Bangunan | 1.645.843 | - | 84.344 | - | 1.730.187 | *Buildings* |
| Peralatan kantor dan kendaraan bermotor | 3.188.072 | - | 485.741 | - | 3.673.813 | *Office furniture, fixtures and motor vehicles* |
| | 8.815.446 | 200.574 | 794.123 | - | 9.810.143 | |
| Aset dalam penyelesaian | 71.689 | - | 72.891 | (74.895) | 69.685 | *Constructions in progress* |
| | 8.887.135 | 200.574 | 867.014 | (74.895) | 9.879.828 | |
| Aset hak guna | 581.520 | - | 253.379 | (114.879) | 720.020 | *Right of use of asset* |
| | 9.468.655 | 200.574 | 1.120.393 | (189.774) | 10.599.848 | |
| Akumulasi penyusutan | | | | | | *Accumulated depreciation* |
| Bangunan | 787.416 | - | 74.832 | - | 862.248 | *Buildings* |
| Peralatan kantor dan kendaraan bermotor | 2.655.788 | - | 351.714 | - | 3.007.502 | *Office furniture, fixtures and motor vehicles* |
| | 3.443.204 | - | 426.546 | - | 3.869.750 | |
| Aset hak guna | 288.660 | - | 202.514 | (114.879) | 376.295 | *Right of use of asset* |
| | 3.731.864 | - | 629.060 | (114.879) | 4.246.045 | |
| **Nilai Buku Neto** | **5.736.791** | | | | **6.353.803** | ***Net Book Value*** |

## 14. ASET TETAP (lanjutan)

Jumlah penyusutan aset tetap yang dibebankan pada tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp489.874 dan Rp426.546 (Catatan 34).

Nilai tercatat bruto dari aset tetap yang telah didepresiasi penuh oleh Bank namun masih digunakan masing-masing adalah sebesar Rp2.659.757 dan Rp2.359.401 pada tanggal 31 Desember 2023 dan 2022.

Hak atas tanah terdiri dari hak milik dan hak guna bangunan. Manajemen berpendapat bahwa jangka waktu hak atas tanah dapat diperbaharui atau diperpanjang kembali.

Bank telah mengasuransikan aset tetap kecuali tanah untuk menutup kemungkinan kerugian terhadap risiko kebakaran dan pencurian kepada PT Asuransi Bina Griya (pihak berelasi) pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp4.148.624 dan Rp4.565.947.

Persentase tingkat penyelesaian aset dalam penyelesaian masing-masing pada tanggal 31 Desember 2023 dan 2022 masing-masing adalah sebagai berikut:

## *14. PREMISES AND EQUIPMENT (continued)*

*Depreciation of premises and equipment and right of use asset charged to operations amounted to Rp489,874 and Rp426,546, for the year ended December 31, 2023 and 2022, respectively (Note 34).*

*The gross carrying amount of the Bank's fully depreciated premises and equipment that are still in use amounted to Rp2,659,757 and Rp2,359,401 as of December 31, 2023 and 2022, respectively.*

*Landrights consist of ownership rights and rights to use. Management has the opinion that the terms of the landrights can be renewed or extended upon their expiration.*

*The Bank insured its premises and equipment from losses due to risks of fire and theft to PT Asuransi Bina Griya (related party) on date December 31, 2023 and 2022 amounting to Rp4,148,624 and Rp4,565,947, respectively.*

*The percentage of completion of the constructions in progress as of December 31, 2023 and 2022:*

| | 31 Desember/*December* 31, *2023* | | | |
|---|---|---|---|---|
| | **Jumlah/ *Amount*** | **Kisaran persentase jumlah tercatat terhadap nilai kontrak penyelesaian/ *Range percentage carrying amount to contract value*** | **Kisaran persentase penyelesaian/ *Range percentage of completion*** | |
| Bangunan | 1.404.028 | 0% - 57,70% | 0% - 57,70% | *Building* |
| Non Bangunan | 230.174 | 5% - 95% | 5% - 95% | *Non-Building* |

| | 31 Desember/*December* 31, *2022* | | | |
|---|---|---|---|---|
| | **Jumlah/ *Amount*** | **Kisaran persentase jumlah tercatat terhadap nilai kontrak penyelesaian/ *Range percentage carrying amount to contract value*** | **Kisaran persentase penyelesaian/ *Range percentage of completion*** | |
| Bangunan | 69.685 | 52,94% - 87% | 52,94% - 87% | *Building* |

Penilaian atas tanah di tahun 2016 dilakukan oleh penilai independen eksternal KJPP Immanuel, Johnny, dan Rekan melalui laporannya pada tanggal 19 April 2016. Selanjutnya di tahun 2019, Bank melakukan penilaian kembali atas tanah yang dimiliki yang dilakukan oleh penilai independen eksternal KJPP Agus, Ali, Firdaus dan Rekan dengan laporan tertanggal 22 Oktober 2019. Bank melakukan penilaian kembali atas tanah yang dimiliki pada tahun 2022 yang dilakukan oleh penilai independen eksternal KJPP Aditya Iskandar dan Rekan dengan laporan tertanggal 12 Desember 2022 yang ditandatangani oleh penilai Aditya Iskandar Dwiatmaja.

*The valuations of land in 2016 were performed by an external independent appraiser KJPP Immanuel, Johnny, dan Rekan through its report dated April 19, 2016. Next in 2019, the bank revalued its land which was done by an external independent appraiser KJPP Agus, Ali, Firdaus and Partners with its report dated October 22, 2019. The bank revalued its land in 2022 which was done by an external independent appraiser KJPP Aditya Iskandar and Partners with its report dated December 12, 2022 which signed by appraiser Aditya Iskandar Dwiatmaja.*

## 14. ASET TETAP (lanjutan) / *14. PREMISES AND EQUIPMENT (continued)*

Penilaian dilakukan sesuai dengan dan tunduk kepada ketentuan-ketentuan dari Kode Etik Penilai Indonesia (KEPI) dan berdasarkan POJK No. 28/POJK.04/2021 tanggal 30 Desember 2021 tentang "Penyajian Laporan Penilaian Properti Di Pasar Modal" dan Standar Penilaian Indonesia, ditentukan berdasarkan transaksi pasar terkini dan dilakukan dengan ketentuan-ketentuan yang lazim.

*The appraisal is carried out in accordance with and subject to the provisions of the Indonesian Appraiser Code of Ethics (KEPI) and based on POJK No. 28/POJK.04/2021 dated December 30, 2021 concerning "Presentation of Property Valuation Reports in the Capital Market" and Indonesian Valuation Standards, determined based on recent market transactions and carried out with customary provisions.*

Dalam pengukuran nilai wajar tanah, Penilai Independen memperhitungkan kemampuan peserta pasar untuk menghasilkan manfaat ekonomi dengan penggunaan tertinggi dan terbaik atas aset atau dengan menjual aset ke peserta pasar lain yang akan menggunakan aset pada kondisi tertinggi dan penggunaan terbaik. Metode penilaian yang digunakan oleh Penilai Independen adalah pendekatan pasar.

*In the fair value measurement of the land, the Independent Appraisers takes into account a market participant's ability to generate economic benefits by using the assets in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The valuation method used by the Independent Appraiser is market approach.*

Informasi mengenai penilaian kembali aset tetap untuk kelompok aset tanah yang dilakukan Bank tahun 2016, 2019, 2022 adalah sebagai berikut:

*Information on the revaluation of land performed by the Bank in 2016, 2019, 2022 are as follows:*

| | **31 Desember/*December 31,* 2022** | | | |
|---|---|---|---|---|
| | **Nilai Buku sebelum Revaluasi/ *Carrying Amount Before Revaluation*** | **Nilai Buku setelah Revaluasi/ *Carrying Amount after Revaluation*** | **Keuntungan/(Kerugian) Revaluasi/ *Gain/(Loss) on Revaluation*** | |
| Tanah | 3.991.340 | 4.191.914 | 200.574 | *Land* |

| | **31 Desember/*December 31,* 2019** | | | |
|---|---|---|---|---|
| | **Nilai Buku sebelum Revaluasi/ *Carrying Amount Before Revaluation*** | **Nilai Buku setelah Revaluasi/ *Carrying Amount after Revaluation*** | **Keuntungan/(Kerugian) Revaluasi/ *Gain/(Loss) on Revaluation*** | |
| Tanah | 3.635.660 | 3.970.391 | 334.731 | *Land* |

| | **31 Desember/*December 31,* 2016** | | | |
|---|---|---|---|---|
| | **Nilai Buku sebelum Revaluasi/ *Carrying Amount Before Revaluation*** | **Nilai Buku setelah Revaluasi/ *Carrying Amount after Revaluation*** | **Keuntungan/(Kerugian) Revaluasi/ *Gain/(Loss) on Revaluation*** | |
| Tanah | 537.559 | 3.580.298 | 3.042.739 | *Land* |

Pada tahun 2023, Bank melakukan reklasifikasi atas properti terbengkalai yang memiliki nilai buku sebesar Rp25 dan melakukan pencatatan sebagai aset tetap. Pencatatan atas aset tetap tersebut berdasarkan hasil penilaian kembali yang dilakukan oleh Bank sesuai dengan nilai pasar aset. Penilaian Kembali yang dilakukan atas properti terbengkalai tersebut menghasilkan jumlah kenaikan tercatat sebesar Rp57.234 dimana kenaikan nilai tercatat yang timbul dari penilaian kembali dicatat sebagai "Surplus Revaluasi Aset Tetap", dan disajikan dalam penghasilan komprehensif lain sebesar Rp57.208.

*In 2023, the Bank reclassified abandoned property which has a book value of Rp25 and recognised as a fixed asset. The recording of these fixed assets is based on the results of the revaluation carried out by the Bank according to the market value of the assets. The revaluation of the abandoned property resulted in an increase in the carrying amounting to Rp57,234, where the increase in the recorded value arising from the revaluation was recorded as "Fixed Asset Revaluation Surplus", and was presented in other comprehensive income amounting to Rp57,208.*

## 14. ASET TETAP (lanjutan)

Penilaian kembali yang dilakukan atas tanah pada tahun 2022 menghasilkan jumlah kenaikan nilai tercatat sebesar Rp200.574 yang tercatat pada "Penghasilan Komprehensif Lain". Sedangkan penilaian kembali yang dilakukan atas tanah pada tahun 2019, menghasilkan jumlah kenaikan nilai tercatat sebesar Rp334.731 yang terdiri dari kenaikan nilai tanah yang dicatat sebagai "Penghasilan Komprehensif Lain" sebesar Rp341.000 dan penurunan nilai tanah yang diakui sebagai beban tahun berjalan sebesar Rp6.269. Kenaikan nilai tercatat yang timbul dari revaluasi tahun 2016 dicatat sebagai "Surplus Revaluasi Aset Tetap", dan disajikan dalam penghasilan komprehensif lain sebesar Rp3.042.739.

Pada tahun 2022 dan 2019, Bank melakukan penilaian kembali atas tanah tersebut bukan untuk tujuan perpajakan tetapi hanya untuk tujuan akuntansi sesuai dengan Standar Akuntansi Keuangan.

Penilaian kembali tanah pada tahun 2016 adalah untuk tujuan perpajakan dilakukan setelah mendapatkan persetujuan dari Direktorat Jenderal Pajak dengan Surat Keputusan No. KEP-435/WPJ.19/2016 tanggal 8 Juni 2016. Jumlah pajak yang telah dibayar oleh Bank sehubungan penilaian kembali tersebut adalah sebesar Rp75.748.

Jika tanah dicatat sebesar harga perolehan, maka pada tanggal 31 Desember 2023 dan 2022 adalah sebesar Rp970.795 dan Rp828.757.

Nilai wajar atas tanah termasuk pada hirarki nilai wajar level 3.

Tidak ada aset tetap yang dimiliki Bank yang dijadikan jaminan pada tanggal-tanggal 31 Desember 2023 dan 2022.

Manajemen berpendapat bahwa tidak terdapat penurunan nilai aset tetap dan jumlah nilai pertanggungan asuransi cukup untuk menutup risiko kerugian yang mungkin timbul atas aset tetap pada tanggal-tanggal 31 Desember 2023 dan 2022.

## *14. PREMISES AND EQUIPMENT (continued)*

*The revaluation of land in 2022, resulted in an increase in the carrying amount of land amounting to Rp200,574 which consists of the increase in the carrying amount of land recognised as "Other Comprehensive Income". However, the revaluation of land in 2019, resulted in an increase in the carrying amount of land amounting to Rp334,731 which consists of the increase in the carrying amount of land recognised as "Other Comprehensive Income" amounting to Rp341,000 and a decrease in carrying amount of land recognised in the current year expenses amounting to Rp6,269. Increase in the carrying amount arising from revaluation in 2016 is recorded in "Premises and Equipment Revaluation Surplus" and presented in other comprehensive income amounting to Rp3,042,739.*

*In 2022 and 2019, Bank has revalued the value of that land not for tax purpose rather for the accounting purpose according to the Financial Accounting Standard.*

*Revaluation of land in 2016, for tax purposes is performed after the approval from Directorate General of Tax through its letter No. KEP-435/WPJ.19/2016 dated June 8, 2016. The amount of tax which has been paid by the Bank in relation with the revaluation was amounting to Rp75,748.*

*If land is recorded at historical cost basis, the amount as of December 31, 2023 and 2022, would be Rp970,795 and Rp828,757.*

*The fair value of land included in the fair value hierarchy as level 3.*

*As of December 31, 2023 and 2022, there are no fixed assets owned by the Bank which are pledged as collateral.*

*Management believes that there is no impairment in value of premises and equipments and the amount of insurance coverage is adequate to cover the risk of loss that may arise on the premises and equipments as of December 31, 2023 and 2022.*

## 14. ASET TETAP (lanjutan)

Bank menyewa beberapa aset termasuk bangunan, rumah dinas, lahan ATM, kendaraan mobil, jaringan, mesin ATM, dan media promosi. Rata-rata masa sewa adalah 4 tahun.

Bank mempunyai sewa tertentu dengan masa sewa 12 bulan atau kurang dan sewa bernilai rendah. Bank menerapkan pengecualian pengakuan sewa jangka pendek dan sewa bernilai rendah untuk sewa tersebut.

Nilai tercatat untuk aset hak guna adalah sebagai berikut:

## *14. PREMISES AND EQUIPMENT (continued)*

*The Bank leases several assets including buildings, official residences, ATM space, car, network, ATM machine, and promotional media. The average lease term is 4 years.*

*The Bank also has certain leases with lease terms of 12 months or less and low value assets. The Bank applies the recognition exemptions of short-term leases and low-value assets for these leases.*

*The carrying amount of right of use assets are as follows:*

| | 31 Desember/*December 31,* 2023 | | | | |
|---|---|---|---|---|---|
| | **Saldo Awal/ *Beginning Balance*** | **Penambahan/ *Additions/*** | **Pengurangan/ *Deductions/*** | **Saldo Akhir/ *Ending Balance*** | |
| Nilai tercatat | | | | | *Carrying amount* |
| Bangunan | 565.724 | 118.767 | (102.407) | 582.084 | *Buildings* |
| Kendaraan | 146.319 | 87.190 | (16.570) | 216.939 | *Vehicle* |
| Mesin ATM | 7.839 | - | (7.839) | - | *ATM Machine* |
| Lainnya | 138 | - | (20) | 118 | *Others* |
| | 720.020 | 205.957 | (126.836) | 799.141 | |
| Akumulasi penyusutan | | | | | *Accumulated depreciation* |
| Bangunan | 297.729 | 151.095 | (102.407) | 346.417 | *Buildings* |
| Kendaraan | 72.237 | 74.108 | (16.569) | 129.776 | *Vehicle* |
| Mesin ATM | 6.196 | 1.643 | (7.839) | - | *ATM Machine* |
| Lainnya | 133 | 4 | (20) | 117 | *Others* |
| | 376.295 | 226.850 | (126.835) | 476.310 | |
| **Nilai Buku Neto** | **343.725** | | | **322.831** | ***Net Book Value*** |

| | 31 Desember/*December 31,* 2022 | | | | |
|---|---|---|---|---|---|
| | **Saldo Awal/ *Beginning Balance*** | **Penambahan/ *Additions/*** | **Pengurangan/ *Deductions/*** | **Saldo Akhir/ *Ending Balance*** | |
| Nilai tercatat | | | | | *Carrying amount* |
| Bangunan | 514.000 | 137.542 | (85.818) | 565.724 | *Buildings* |
| Kendaraan | 59.433 | 115.837 | (28.951) | 146.319 | *Vehicle* |
| Mesin ATM | 7.839 | - | - | 7.839 | *ATM Machine* |
| Lainnya | 248 | - | (110) | 138 | *Others* |
| | 581.520 | 253.379 | (114.879) | 720.020 | |
| Akumulasi penyusutan | | | | | *Accumulated depreciation* |
| Bangunan | 236.048 | 147.499 | (85.818) | 297.729 | *Buildings* |
| Kendaraan | 47.345 | 53.843 | (28.951) | 72.237 | *Vehicle* |
| Mesin ATM | 5.074 | 1.122 | - | 6.196 | *ATM Machine* |
| Lainnya | 193 | 50 | (110) | 133 | *Others* |
| | 288.660 | 202.514 | (114.879) | 376.295 | |
| **Nilai Buku Neto** | **292.860** | | | **343.725** | ***Net Book Value*** |

## 15. BUNGA YANG MASIH AKAN DITERIMA / *15. INTERESTS RECEIVABLES*

Akun ini terdiri dari: / *This account consists of:*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Kredit yang diberikan | 10.991.199 | 10.165.322 | *Loans* |
| Obligasi pemerintah | 406.144 | 385.556 | *Government bonds* |
| Efek-efek dan penempatan pada bank lain | 93.842 | 170.468 | *Securities and placement with other Banks* |
| Derivatif | 35.502 | 28.956 | *Derivative* |
| **Total** | **11.526.687** | **10.750.302** | ***Total*** |

## 16. ASET LAIN-LAIN / *16. OTHER ASSETS*

Akun ini terdiri dari: / *This account consists of:*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Pihak ketiga | | | *Third party* |
| Tagihan kepada pihak ketiga | 1.873.496 | 1.040.048 | *Third party receivables* |
| Biaya dibayar dimuka | 698.200 | 505.346 | *Prepaid expenses* |
| Beban yang ditangguhkan untuk pinjaman karyawan (Catatan 11g) | 400.702 | 459.549 | *Deferred expense for employee loan (Note 11g)* |
| Agunan yang diambil alih | 77.591 | 77.591 | *Foreclosed collateral* |
| Lainnya | 185.057 | 270.228 | *Others* |
| **Total** | **3.235.046** | **2.352.762** | ***Total*** |

Tagihan kepada pihak ketiga merupakan tagihan kepada nasabah dan pihak lainnya seperti tagihan kepada Pemerintah Republik Indonesia (Perumpera), tagihan kepada PT Pos Indonesia (Persero) sehubungan dengan kerja sama penyelenggaraan Tabungan Batara Kantor Pos, serta tagihan kepada PT Artajasa terkait dengan transaksi ATM Bersama, PT Finnet Indonesia atas transaksi ATM Link, PT Alto Network atas transaksi ATM Alto, dan PT Rintis Sejahtera atas transaksi ATM Prima.

*Third party receivables represent receivables from customers and other parties such as the receivables from the Government of the Republic of Indonesia, (Perumpera) receivables from PT Pos Indonesia (Persero) regarding collaboration on holding Tabungan Batara Kantor Pos, and receivables from PT Artajasa arising from transactions with ATM Bersama, receivables from PT Finnet Indonesia arising from ATM Link's transactions, receivables from PT Alto Network arising from transaction with ATM Alto, and receivables from PT Rintis Sejahtera arising from transaction with ATM Prima.*

Rincian biaya dibayar dimuka terutama terdiri dari biaya sewa dan biaya pemeliharaan gedung dan peralatan kantor.

*Details of prepaid expenses consist mainly of rent expenses and building and office furnitures maintenance expenses.*

## 17. LIABILITAS SEGERA / *17. LIABILITIES DUE IMMEDIATELY*

Akun ini terdiri dari: / *This account consists of:*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Kewajiban kepada pihak ketiga | 2.384.802 | 2.534.231 | *Third party payables* |
| Hutang pajak | | | *Taxes payable* |
| Pajak penghasilan | | | *Income tax* |
| Pasal 29 (Catatan 38) | 345.514 | 347.774 | *Article 29 (Note 38)* |
| Pasal 4 ayat (2) | 157.517 | 122.810 | *Article (4) paragraph 2* |
| Pasal 21 | 95.946 | 88.045 | *Article 21* |
| Pajak pertambahan nilai | 90.810 | 32.567 | *Value added tax* |
| Deposito berjangka jatuh tempo | 90.263 | 14.058 | *Matured time deposits* |
| Bagi hasil yang belum dibagikan | 84.951 | 37.548 | *Undistributed profit sharing* |
| Bunga atas deposito berjangka yang belum diambil nasabah | 7.255 | 2.634 | *Interest on time deposits which is not yet collected by customers* |
| Lainnya | 20.456 | 25.691 | *Others* |
| **Total** | **3.277.514** | **3.205.358** | ***Total*** |

## 18. GIRO / *18. DEMAND DEPOSITS*

Akun ini terdiri dari: / *This account consists of:*

| | 31 Desember/ *December 31,* 2023 | | 31 Desember/ *December 31*, 2022 | | |
|---|---|---|---|---|---|
| | Jumlah nosional mata uang asing/ Notional amount in foreign currencies (angka penuh/ full amount) | Ekuivalen/ Equivalent Rupiah | Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*) | Ekuivalen/ *Equivalent* Rupiah | |
| Pihak ketiga | | | | | *Third parties* |
| Rupiah | | 23.347.492 | | 19.411.404 | *Rupiah* |
| Dolar Amerika Serikat | 793.608 | 12.219 | 527.470 | 8.211 | *United States Dollar* |
| | | 23.359.711 | | 19.419.615 | |
| Pihak Berelasi (Catatan 43) | | | | | *Related parties (Note 43)* |
| Rupiah | | 101.003.321 | | 92.304.844 | *Rupiah* |
| Dolar Amerika Serikat | 1.198.007.695 | 18.445.724 | 115.706.948 | 1.801.268 | *United States Dollar* |
| | | 119.449.045 | | 94.106.112 | |
| **Total** | | **142.808.756** | | **113.525.727** | ***Total*** |

Pada tanggal 31 Desember 2023 dan 2022, saldo giro termasuk giro yang didasarkan pada prinsip perbankan syariah adalah masing-masing sebesar Rp13.439.465 dan Rp8.624.809.

*As of December 31, 2023 and 2022, demand deposits balance include deposits based on sharia banking principles amounting to Rp13,439,465 and Rp8,624,809, respectively.*

## 18. GIRO (lanjutan)

Tingkat suku bunga rata-rata untuk giro Rupiah adalah sebesar 2,21% dan 1,59% masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022, dan tingkat suku bunga rata-rata untuk giro Dolar Amerika Serikat adalah sebesar 4,51% dan 1,03% untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022.

Giro yang digunakan sebagai jaminan atas fasilitas kredit yang diberikan oleh Bank pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp438.578 dan Rp354.287 (Catatan 11).

Giro simpanan dari nasabah dan wadiah dari pihak-pihak berelasi pada 31 Desember 2023 dan 2022 masing-masing sebesar Rp119.449.045 dan Rp94.106.112 (Catatan 43).

Pada tahun 2023, telah dilakukan migrasi dana jaminan ke rekening giro escrow per masing-masing pengembang/nasabah sebesar Rp.3.044.849. Sebelumnya, dana jaminan ini dicatat pada akun liabilitas lain-lain. Kemudian atas akad kredit baru di akhir tahun 2023, Bank mencatat seluruh dana jaminan pada rekening giro escrow per masing-masing pengembang/nasabah. Pada tanggal 31 Desember 2023, saldo dana jaminan yang terdapat pada rekening giro escrow sebesar Rp3.738.754.

Dana *Syirkah* Temporer - Giro *Mudharabah*

a. Berdasarkan jenis produk

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Giro BTN Prima iB | 726.061 | 480.787 | *Giro BTN Prima iB* |
| **Total** | **726.061** | **480.787** | ***Total*** |

b. Berdasarkan hubungan

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Pihak Ketiga | 712.587 | 468.890 | *Third Parties* |
| Pihak Berelasi (Catatan 43) | 13.474 | 11.897 | *Related Party (Note 43)* |
| **Total** | **726.061** | **480.787** | ***Total*** |

*Nisbah* dan tingkat bagi hasil rata-rata untuk giro *Mudharabah* untuk tahun yang berakhir pada 31 Desember 2023 dan 2022 adalah sebagai berikut:

| | 2023 | | |
|---|---|---|---|
| | *Nisbah* (%)/ *Ratio (%)* | Tingkat bagi hasil (%)/ *Profit sharing rate (%)* | |
| Giro *Mudharabah* | 12,70 : 87,30 | 1,28% | *Mudharabah current accounts* |

## *18. DEMAND DEPOSITS (Continued)*

*The average annual interest rates for Rupiah demand deposits are 2.21% and 1.59% for the year ended December 31, 2023, and 2022, respectively, and for United States Dollar denominated demand deposits are 4.51% and 1.03% for the year ended December 31, 2023 and 2022, respectively.*

*Demand deposits amounting to Rp438,578 and Rp354,287 as of December 31, 2023 and 2022, respectively, are pledged as collateral for loans provided by the Bank (Note 11).*

*As of December 31, 2023 and 2022, demand deposit and wadiah demand deposits from depositors who are related parties of the bank amounted to Rp119,449,045 and Rp94,106,112 (Note 43).*

*In 2023, the security deposits were migrated to the escrow demand deposits per each developer amounted to Rp3,044,849. Previously, the security deposits were recorded in other liabilities account. Afterwards, the new credit agreement at the end of 2023, the Bank will record all security deposits in the escrow demand deposits per each developer. As of December 31, 2023, the security deposits balance in the escrow demand deposits was amounted to Rp3,738,754.*

*Temporary Syirkah Funds - Mudharabah Current Accounts*

*a. By product*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Giro BTN Prima iB | 726.061 | 480.787 | *Giro BTN Prima iB* |
| **Total** | **726.061** | **480.787** | ***Total*** |

*b. By relationship*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Pihak Ketiga | 712.587 | 468.890 | *Third Parties* |
| Pihak Berelasi (Catatan 43) | 13.474 | 11.897 | *Related Party (Note 43)* |
| **Total** | **726.061** | **480.787** | ***Total*** |

*The average rate of ratio and profit sharing for Mudharabah current accounts for the year ended December 31, 2023 and 2022 are as follows:*

| | 2023 | | |
|---|---|---|---|
| | *Nisbah* (%)/ *Ratio (%)* | Tingkat bagi hasil (%)/ *Profit sharing rate (%)* | |
| Giro *Mudharabah* | 12,70 : 87,30 | 1,28% | *Mudharabah current accounts* |

## 18. GIRO (lanjutan)

Dana Syirkah Temporer - Giro Mudharabah (lanjutan)

Nisbah dan tingkat bagi hasil rata-rata untuk giro Mudharabah untuk tahun yang berakhir pada 31 Desember 2023 dan 2022 adalah sebagai berikut: (lanjutan)

## *18. DEMAND DEPOSITS (continued)*

*Temporary Syirkah Funds - Mudharabah Current Accounts (continued)*

*The average rate of ratio and profit sharing for Mudharabah current accounts for the year ended December 31, 2023 and 2022 are as follows: (continued)*

| | 2022 | | |
|---|---|---|---|
| | ***Nisbah* (%)/ *Ratio (%)*** | **Tingkat bagi hasil (%)/ *Profit sharing rate (%)*** | |
| Giro *Mudharabah* | 14 : 86 | 1,37% | *Mudharabah current accounts* |

Pada tanggal 31 Desember 2023 dan 2022 tidak terdapat giro *mudharabah* yang dijadikan jaminan.

*As of December 31, 2023 and 2022, there are no mudharabah demand deposits which are pledged as collateral.*

## 19. TABUNGAN

## *19. SAVINGS DEPOSITS*

| | **31 Desember/ *December 31,* 2023** | | **31 Desember/ *December 31*, 2022** | | |
|---|---|---|---|---|---|
| | **Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)** | **Ekuivalen/ *Equivalent* Rupiah** | **Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)** | **Ekuivalen/ *Equivalent* Rupiah** | |
| Rupiah | | | | | *Rupiah* |
| Tabungan Batara | | 37.557.013 | | 36.079.695 | *Batara savings deposits* |
| Tabungan Batara *Wadiah* | | 1.276.592 | | 1.193.718 | *Batara Wadiah savings deposit* |
| | | 38.833.605 | | 37.273.413 | |
| Dolar Amerika Serikat | | | | | *United States Dollar* |
| Tabungan Batara | 8.712.221 | 134.142 | 6.211.491 | 96.697 | *Batara savings deposits* |
| Dolar Singapura | | | | | *Singapore Dollar* |
| Tabungan Batara | 2.655.444 | 31.006 | 512.114 | 5.937 | *Batara savings deposits* |
| | | 165.148 | | 102.634 | |
| **Total** | | **38.998.753** | | **37.376.047** | ***Total*** |

Pada tanggal 31 Desember 2023 dan 2022, saldo tabungan termasuk tabungan yang didasarkan pada prinsip perbankan syariah masing-masing sebesar Rp1.276.592 dan Rp1.193.718.

*As of December 31, 2023 and 2022, savings deposits balance include savings deposits based on sharia banking principles amounted to Rp1,276,592 and Rp1,193,718, respectively.*

Tingkat suku bunga rata-rata untuk tabungan rupiah sebesar 1,53% dan 1,44% masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022. Tingkat suku bunga rata-rata untuk tabungan valas sebesar 0,21% dan 0,16% masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022.

*The average annual interest rates for rupiah savings deposits are 1.53% and 1.44%, for the year ended December 31, 2023 and 2022, respectively. The average annual interest rates for foreign currencies savings deposits are 0.21% and 0.16%, for the year ended December 31, 2023 and 2022, respectively.*

## 19. TABUNGAN (lanjutan) / *19. SAVINGS DEPOSITS (continued)*

Tabungan yang digunakan sebagai jaminan atas fasilitas kredit yang diberikan oleh Bank pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp594.105 dan Rp598.326 (Catatan 11).

*Savings deposits amounting to Rp594,105 and Rp598,326 as of December 31, 2023 and 2022, respectively, are pledged as collateral for loans provided by the Bank to its customers (Note 11).*

Tabungan Batara dan *wadiah* dari pihak-pihak berelasi pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp694.298 dan Rp526.282 (Catatan 43).

*As of December 31, 2023 and 2022, Batara and wadiah savings deposits from depositors who are related parties of the Bank amounted to Rp694,298 and Rp526,282, respectively (Note 43).*

Dana *Syirkah* Temporer - Tabungan *Mudharabah* / *Temporary Syirkah Funds - Mudharabah Savings Deposits*

a. Berdasarkan jenis produk / *a. By product*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| Rupiah | | | *Rupiah* |
| Tabungan BTN Prima iB | 5.214.570 | 4.602.505 | *Tabungan BTN Prima iB* |
| Tabungan BTN Haji & Umroh iB | 245.314 | 205.866 | *Tabungan BTN Haji & Umroh iB* |
| Tabungan BTN Emas iB | 7.266 | 6.006 | *Tabungan BTN Emas iB* |
| Tabungan *Qurban* BTN iB | 6.092 | 4.736 | *Tabungan Qurban BTN iB* |
| **Total** | **5.473.242** | **4.819.113** | ***Total*** |

b. Berdasarkan hubungan / *b. By relationship*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| Pihak Ketiga | 5.331.275 | 4.730.686 | *Third Parties* |
| Pihak Berelasi (Catatan 43) | 141.967 | 88.427 | *Related Party (Note 43)* |
| **Total** | **5.473.242** | **4.819.113** | ***Total*** |

Tabungan *Mudharabah* merupakan simpanan dana pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan Bank atas penggunaan dana tersebut dengan *nisbah* yang ditetapkan dan disetujui sebelumnya.

*Mudharabah savings deposits represent deposits from third parties who receive a share in the revenue derived by the Bank from the use of such funds based on a pre-determined and pre-agreed ratio.*

*Nisbah* dan tingkat bagi hasil rata-rata untuk tabungan *Mudharabah* untuk tahun yang berakhir pada 31 Desember 2023 dan 2022 adalah sebagai berikut:

*The average rate of ratio and profit sharing for Mudharabah savings deposits for the year ended December 31, 2023 and 2022 are as follows:*

| | **2023** | | |
|---|---|---|---|
| | ***Nisbah* (%)/ *Ratio (%)*** | **Tingkat bagi hasil (%)/ *Profit sharing rate (%)*** | |
| Tabungan BTN Prima iB | 34,10 : 65,90 | 3,42% | *Tabungan BTN Prima iB* |
| Tabungan BTN Haji & Umroh iB | 2 : 98 | 0,20% | *Tabungan BTN Haji & Umroh iB* |
| Tabungan *Qurban* BTN iB | 15,50 : 84,50 | 1,55% | *Tabungan Qurban BTN iB* |
| Tabungan BTN Emas iB | 25 : 75 | 2,50% | *Tabungan BTN Emas iB* |

## 19. TABUNGAN (lanjutan) / *19. SAVINGS DEPOSITS (continued)*

Dana *Syirkah* Temporer - Tabungan *Mudharabah* (lanjutan)

*Nisbah* dan tingkat bagi hasil rata-rata untuk tabungan *Mudharabah* untuk tahun yang berakhir pada 31 Desember 2023 dan 2022 adalah sebagai berikut: (lanjutan)

*Temporary Syirkah Funds - Mudharabah Savings Deposits (continued)*

*The average rate of ratio and profit sharing for Mudharabah savings deposits for the year ended December 31, 2023 and 2022 are as follows: (continued)*

| | 2022 | | |
|---|---|---|---|
| | ***Nisbah* (%)/ *Ratio (%)*** | **Tingkat bagi hasil (%)/ *Profit sharing rate (%)*** | |
| Tabungan BTN Prima iB | 10,50 : 89,50 | 1,03% | *Tabungan BTN Prima iB* |
| Tabungan BTN Haji & Umroh iB | 15,50 : 84,50 | 1,52% | *Tabungan BTN Haji & Umroh iB* |
| Tabungan *Qurban* BTN iB | 15,50 : 84,50 | 1,52% | *Tabungan Qurban BTN iB* |
| Tabungan BTN Emas iB | 25 : 75 | 2,44% | *Tabungan BTN Emas iB* |

## 20. DEPOSITO BERJANGKA / *20. TIME DEPOSITS*

a. Tingkat suku bunga rata-rata per tahun untuk deposito berjangka adalah sebagai berikut:

*a. Average annual interest rates for time deposits are as follows:*

| | **31 Desember/ *December 31*, 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| Rupiah | | | *Rupiah* |
| 1 bulan | 4,19% | 2,86% | *1 month* |
| 3 bulan | 4,93% | 3,13% | *3 months* |
| 6 bulan | 4,71% | 3,13% | *6 months* |
| 12 bulan | 3,59% | 3,03% | *12 months* |
| 24 bulan | 4,96% | 4,51% | *24 months* |
| Mata uang asing | 4,25% | 0,36% | *Foreign currencies* |

b. Rincian deposito berjangka berdasarkan mata uang dan jangka waktu kontrak:

*b. The details of time deposits by currency and contract period are as follows:*

| | **31 Desember/ *December 31*, 2023** | | **31 Desember/ *December 31*, 2022** | | |
|---|---|---|---|---|---|
| | **Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)** | **Ekuivalen/ *Equivalent* Rupiah** | **Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*)** | **Ekuivalen/ *Equivalent* Rupiah** | |
| Rupiah | | | | | *Rupiah* |
| 1 bulan | | 42.852.585 | | 49.859.586 | *1 month* |
| 3 bulan | | 53.384.291 | | 49.971.583 | *3 months* |
| 6 bulan | | 19.375.655 | | 23.370.744 | *6 months* |
| 12 bulan | | 18.032.209 | | 10.416.465 | *12 months* |
| 24 bulan | | 285.408 | | 11.553.056 | *24 months* |
| | | 133.930.148 | | 145.171.434 | |
| Dolar Amerika Serikat | | | | | *United States Dollar* |
| 1 bulan | 56.059.161 | 863.143 | 2.448.639 | 38.119 | *1 month* |
| 3 bulan | 244.021.914 | 3.757.205 | 56.778.006 | 883.892 | *3 months* |
| 6 bulan | 137.882.149 | 2.122.971 | 5.083.726 | 79.141 | *6 months* |
| 12 bulan | 287.521 | 4.427 | 473.642 | 7.373 | *12 months* |
| | | 6.747.746 | | 1.008.525 | |
| Dolar Singapura | | | | | *Singapore Dollar* |
| 1 bulan | 186.901 | 2.182 | 104.900 | 1.216 | *1 months* |
| 3 bulan | 1.161.570 | 13.563 | 453.603 | 5.259 | *3 months* |
| 6 bulan | - | - | 1.000.000 | 11.593 | *6 months* |
| | | 15.745 | | 18.068 | |
| **Total** | | **140.693.639** | | **146.198.027** | ***Total*** |

## 20. DEPOSITO BERJANGKA (lanjutan) / *20. TIME DEPOSITS (continued)*

c. Rincian deposito berjangka berdasarkan mata uang dan sisa umur hingga jatuh tempo: / *c. Details of time deposits by currency and remaining period to maturity are as follows:*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Rupiah | | | *Rupiah* |
| ≤ 1 bulan | 85.190.601 | 66.439.113 | *≤ 1 month* |
| > 1 bulan ≤ 3 bulan | 29.134.976 | 37.434.888 | *> 1 month ≤ 3 months* |
| > 3 bulan ≤ 6 bulan | 9.635.943 | 20.558.238 | *> 3 months ≤ 6 months* |
| > 6 bulan ≤ 12 bulan | 9.921.401 | 9.195.878 | *> 6 months ≤ 12 months* |
| > 12 bulan ≤ 24 bulan | 47.227 | 11.543.318 | *> 12 months ≤ 24 months* |
| | 133.930.148 | 145.171.435 | |
| Dolar Amerika Serikat | | | *United States Dollar* |
| ≤ 1 bulan | 4.997.452 | 186.307 | *≤ 1 month* |
| > 1 bulan ≤ 3 bulan | 906.749 | 811.341 | *> 1 month ≤ 3 months* |
| > 3 bulan ≤ 6 bulan | 448.970 | 8.037 | *> 3 months ≤ 6 months* |
| > 6 bulan ≤ 12 bulan | 394.575 | 2.840 | *> 6 months ≤ 12 months* |
| | 6.747.746 | 1.008.525 | |
| Dolar Singapura | | | *Singapore Dollar* |
| ≤ 1 bulan | 3.596 | 1.216 | *≤ 1 month* |
| > 1 bulan ≤ 3 bulan | 12.149 | 11.055 | *> 1 month ≤ 3 months* |
| > 3 bulan ≤ 6 bulan | - | 5.796 | *> 1 month ≤ 3 months* |
| | 15.745 | 18.067 | |
| **Total** | **140.693.639** | **146.198.027** | ***Total*** |

Deposito berjangka yang dijadikan jaminan atas fasilitas kredit yang diberikan oleh Bank kepada konsumennya pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp704.548 dan Rp1.040.402 (Catatan 11g).

*As of December 31, 2023 and 2022, time deposits amounting to Rp704,548 and Rp1,040,402, respectively, are pledged as collateral for loans provided by the Bank to its customers (Note 11g).*

Deposito berjangka dari pihak-pihak berelasi pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp76.717.583 dan Rp79.389.842 (Catatan 43).

*As of December 31, 2023 and 2022, time deposits from depositors who are related parties of the Bank amounted to Rp76,717,583 and Rp79,389,842, respectively (Note 43).*

Dana *Syirkah* Temporer - Deposito *Mudharabah* / *Temporary Syirkah Funds - Mudharabah Time Deposits*

a. Berdasarkan jangka waktu kontrak / *a. By contractual period*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| 1 bulan | 7.144.730 | 10.306.290 | *1 month* |
| 3 bulan | 8.653.688 | 5.096.193 | *3 months* |
| 6 bulan | 3.245.297 | 4.060.838 | *6 months* |
| 12 bulan | 1.833.604 | 58.587 | *12 months* |
| 24 bulan | 6.238 | 1.649 | *24 months* |
| **Total** | **20.883.557** | **19.523.557** | ***Total*** |

## 20. DEPOSITO BERJANGKA (lanjutan) / *20. TIME DEPOSITS (continued)*

Dana *Syirkah* Temporer - Deposito *Mudharabah* (lanjutan) / *Temporary Syirkah Funds - Mudharabah Time Deposits (continued)*

b. Berdasarkan sisa umur jatuh tempo / *b. By remaining period to maturity*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| ≤ 1 bulan | 7.144.730 | 12.300.037 | *≤ 1 month* |
| > 1 bulan ≤ 3 bulan | 8.653.688 | 3.169.127 | *> 1 month ≤ 3 months* |
| > 3 bulan ≤ 6 bulan | 3.245.297 | 4.025.968 | *> 3 months ≤ 6 months* |
| > 6 bulan ≤ 12 bulan | 1.833.604 | 27.682 | *> 6 months ≤ 12 months* |
| > 12 bulan ≤ 24 bulan | 6.238 | 743 | *> 12 months ≤ 24 months* |
| **Total** | **20.883.557** | **19.523.557** | ***Total*** |

c. Berdasarkan hubungan / *c. By relationship*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Pihak Ketiga | 11.975.188 | 11.886.366 | *Third Parties* |
| Pihak Berelasi (Catatan 43) | 8.908.369 | 7.637.191 | *Related Party (Note 43)* |
| **Total** | **20.883.557** | **19.523.557** | ***Total*** |

Deposito *mudharabah* merupakan investasi pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan atas penggunaan dana tersebut dengan *nisbah* yang ditetapkan dan disetujui sebelumnya.

*Mudharabah time deposits represent investment from other parties who receive share in the income derived from the use of such funds based on a predetermined and pre-agreed ratio.*

Nisbah dan tingkat bagi hasil rata-rata untuk deposito mudharabah untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

*The average rate of ratio and profit sharing for mudharabah time deposits for the year ended December 31, 2023 and 2022, are as follows:*

| | 31 Desember/ *December 31,* 2023 | | 31 Desember/ *December 31*, 2022 | | |
|---|---|---|---|---|---|
| | *Nisbah* (%)/ *Ratio (%)* | Tingkat bagi hasil (%)/ *Profit sharing rate (%)* | *Nisbah* (%)/ *Ratio (%)* | Tingkat bagi hasil (%)/ *Profit sharing rate (%)* | |
| 1 bulan | 29,50 : 70,50 | 2,95% | 29,50 : 70,50 | 2,88% | *1 month* |
| 3 bulan | 29,50 : 70,50 | 2,95% | 29,50 : 70,50 | 2,88% | *3 months* |
| 6 bulan | 29,50 : 70,50 | 2,95% | 29,50 : 70,50 | 2,88% | *6 months* |
| 12 bulan | 29,50 : 70,50 | 2,95% | 29,50 : 70,50 | 2,88% | *12 months* |
| 24 bulan | 29,50 : 70,50 | 2,95% | 39 : 61 | 3,81% | *24 months* |

Pada tanggal 31 Desember 2023 dan 2022 tidak terdapat deposito *mudharabah* yang dijadikan jaminan.

*As of December 31, 2023 and 2022, there are no mudharabah time deposits which are pledged as collateral.*

## 21. SIMPANAN DARI BANK LAIN / *21. DEPOSITS FROM OTHER BANKS*

Tingkat suku bunga rata-rata per tahun untuk simpanan dari bank lain adalah sebagai berikut:

*Average annual interest rates for deposits from other banks are as follows:*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| Giro | 1,12% | 0,99% | *Demand Deposit* |
| Deposito | 4,69% | 2,75% | *Time Deposits* |
| *Inter-bank call money* | 5,65% | 3,40% | *Inter-bank call money* |

Rincian simpanan dari bank lain berdasarkan sisa umur sampai dengan saat jatuh tempo adalah sebagai berikut:

*Details of deposits from other banks by remaining period to maturity are as follows:*

| | **31 Desember/*December 31,* 2023** | | | | | |
|---|---|---|---|---|---|---|
| | **≤ 1 bulan/ *month*** | **> 1 - 3 bulan/ *months*** | **> 3 - 6 bulan/ *months*** | **> 6 - 12 bulan/ *months*** | **Total** | |
| Rupiah | | | | | | *Rupiah* |
| Giro | 91.312 | - | - | - | 91.312 | *Demand deposits* |
| **Total** | **91.312** | **-** | **-** | **-** | **91.312** | ***Total*** |

| | **31 Desember/*December 31,* 2022** | | | | | |
|---|---|---|---|---|---|---|
| | **≤ 1 bulan/ *month*** | **> 1 - 3 bulan/ *months*** | **> 3 - 6 bulan/ *months*** | **> 6 - 12 bulan/ *months*** | **Total** | |
| Rupiah | | | | | | *Rupiah* |
| Giro | 136.408 | - | - | - | 136.408 | *Demand deposits* |
| **Total** | **136.408** | **-** | **-** | **-** | **136.408** | ***Total*** |

Simpanan dari bank lain yang termasuk pihak-pihak berelasi pada 31 Desember 2023 dan 2022 masing-masing sebesar RpNihil.

*As of December 31, 2023 and 2022, deposits from other banks which are related parties of the Bank amounted to RpNil respectively.*

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat simpanan dari bank lain yang dijadikan jaminan.

*As of December 31, 2023 and 2022, there are no deposits from other banks which are pledged as collateral.*

Dana *Syirkah* Temporer - Simpanan Dari Bank Lain / *Temporary Syirkah Funds - Deposits From Other Banks*

Akun ini terdiri dari:

*This account consists of:*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| Pihak Ketiga | | | *Third Parties* |
| Rupiah | | | *Rupiah* |
| Tabungan *Mudharabah* | 14.781 | 19.674 | *Mudharabah Saving deposits* |
| Giro *Mudharabah* | 4.154 | 56 | *Mudharabah Current accounts* |
| Deposito berjangka *Mudharabah* | 4.300 | 19.089 | *Mudharabah Time deposits* |
| **Total** | **23.235** | **38.819** | ***Total*** |

Simpanan bank lain berdasarkan dana *syirkah* temporer yang termasuk pihak-pihak berelasi pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar RpNihil.

*Deposits from other banks based on temporary syirkah funds which are related parties of the Bank as of December 31, 2023 and 2022 amounted to RpNil, respectively.*

## 21. SIMPANAN DARI BANK LAIN (lanjutan)

Dana *Syirkah* Temporer - Simpanan Dari Bank Lain (lanjutan)

Tabungan dan giro *Mudharabah* merupakan simpanan dana pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan Bank atas penggunaan dana tersebut dengan nisbah yang ditetapkan dan disetujui sebelumnya.

Deposito *Mudharabah* merupakan investasi pihak lain yang mendapatkan imbalan bagi hasil dari pendapatan atas penggunaan dana tersebut dengan nisbah yang ditetapkan dan disetujui sebelumnya.

Berdasarkan tingkat suku bunga dan bagi hasil per tahun:

## *21. DEPOSITS FROM OTHER BANKS (continued)*

*Temporary Syirkah Funds - Deposits From Other Banks (continued)*

*Mudharabah savings deposits and current account represent deposits from third parties who receive a share in the revenue earned by the Bank from the use of such funds based on a pre-determined and pre-agreed ratio.*

*Mudharabah time deposits represent investment from other parties who receive share in the income derived from the use of such funds based on a predetermined and pre-agreed ratio.*

*By annual interest rates and profit sharing:*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| Giro *mudharabah* | 1,28% | 1,37% | *Mudharabah demand deposits* |
| Tabungan *mudharabah* | 3,42% | 1,03% | *Mudharabah saving deposits* |
| Deposito berjangka *mudharabah* | 2,95% | 2,88% | *MudharabahTime deposits* |

Pada tanggal 31 Desember 2023 dan 2022, tidak terdapat simpanan dari bank lain *mudharabah* yang dijadikan jaminan.

*As of December 31, 2023 and 2022, there are no mudharabah deposits from other banks which are pledged as collateral.*

## 22. LIABILITAS AKSEPTASI

Rincian liabilitas akseptasi kepada nasabah adalah sebagai berikut:

a. Berdasarkan Jenis dan Mata Uang

## *22. ACCEPTANCES PAYABLE*

*The details of acceptances payable from customers are as follows:*

*a. By Type and Currency*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| Rupiah | | | *Rupiah* |
| Pihak ketiga | | | *Third Parties* |
| Surat Kredit Berdokumen Dalam Negeri (SKBDN) | 320.522 | 294.876 | *Domestic Document Letter of Credit* |
| *Letter of Credit* | - | 7.161 | *Letter of Credit* |
| Pihak berelasi (Catatan 43) | | | *Related parties (Note 43)* |
| Surat Kredit Berdokumen Dalam Negeri (SKBDN) | 224.045 | 118.525 | *Domestic Document Letter of Credit* |
| **Total** | **544.567** | **420.562** | ***Total*** |

b. Berdasarkan Jangka Waktu:

*b. By Period*

| | **31 Desember/ *December 31, 2023*** | **31 Desember/ *December 31, 2022*** | |
|---|---|---|---|
| ≤ 1 bulan | 362.394 | 80.697 | *≤ 1 month* |
| > 1 bulan - 3 bulan | 27.223 | 49.568 | *> 1 month - 3 months* |
| > 3 bulan - 1 tahun | 154.950 | 290.297 | *> 3 months - 1 year* |
| **Total** | **544.567** | **420.562** | **Total** |

## 23. SURAT-SURAT BERHARGA YANG DITERBITKAN / *23. SECURITIES ISSUED*

| | 31 Desember/ *December 31, 2023* | 31 Desember/ *December 31, 2022* | |
|---|---|---|---|
| Rupiah | | | *Rupiah* |
| *Long Term Note* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2021 Tahap I | | | *Long Term Notes Through Private Placement Bank Tabungan Negara 2021 Phase I* |
| Pihak berelasi (Catatan 43) | 8.872 | 9.529 | *Related parties (Note 43)* |
| *Long Term Note* II Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Seri A | | | *Long Term Notes II Through Private Placement Bank Tabungan Negara 2022 Series A* |
| Pihak berelasi (Catatan 43) | 43.552 | 46.903 | *Related parties (Note 43)* |
| *Long Term Note* II Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Seri B | | | *Long Term Notes II Through Private Placement Bank Tabungan Negara 2022 Series B* |
| Pihak berelasi (Catatan 43) | 72.652 | 78.033 | *Related parties (Note 43)* |
| *Long Term Note* III Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Tahap I | | | *Long Term Notes III Through Private Placement Bank Tabungan Negara 2022 Phase I* |
| Pihak berelasi (Catatan 43) | 196.324 | 210.866 | *Related parties (Note 43)* |
| *Long Term Note* III Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Tahap II | | | *Long Term Notes III Through Private Placement Bank Tabungan Negara 2022 Phase II* |
| Pihak berelasi (Catatan 43) | 121.979 | 131.185 | *Related parties (Note 43)* |
| *Long Term Note* IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap I | | | *Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase I* |
| Pihak berelasi (Catatan 43) | 35.245 | - | *Related parties (Note 43)* |
| *Long Term Note* IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap II | | | *Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase II* |
| Pihak berelasi (Catatan 43) | 397.517 | - | *Related parties (Note 43)* |
| *Long Term Note* IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap III Seri A | | | *Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase III Series A* |
| Pihak berelasi (Catatan 43) | 6.242 | - | *Related parties (Note 43)* |
| *Long Term Note* IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap III Seri B | | | *Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase III Series B* |
| Pihak berelasi (Catatan 43) | 234.542 | - | *Related parties (Note 43)* |
| Sukuk Mudharabah Bank Tabungan Negara Tahun 2023 Tahap I | | | *Sukuk Mudharabah Bank Tabungan Negara 2023 Phase I* |
| Pihak berelasi (Catatan 43) | 90.807 | - | *Related parties (Note 43)* |
| Sukuk Mudharabah Bank Tabungan Negara Tahun 2023 Tahap II | | | *Sukuk Mudharabah Bank Tabungan Negara 2023 Phase II* |
| Pihak berelasi (Catatan 43) | 175.039 | - | *Related parties (Note 43)* |
| Obligasi Berkelanjutan IV Tahap I setelah dikurangi biaya emisi yang belum diamortisasi masing-masing sebesar Rp310 dan Rp1.366 pada tanggal 31 Desember 2023 dan 2022 | | | *Continuing Bonds IV Phase I net of unamortized issuance cost amounted to Rp310 and Rp1,366 as of December 31, 2023 and 2022, respectively* |
| Pihak ketiga | 80.872 | 508.247 | *Third parties* |
| Pihak berelasi (Catatan 43) | 114.818 | 413.387 | *Related parties (Note 43)* |

## 23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

## *23. SECURITIES ISSUED (continued)*

| | 31 Desember/ *December 31, 2023* | 31 Desember/ *December 31, 2022* | |
|---|---|---|---|
| Rupiah (lanjutan) | | | *Rupiah (continued)* |
| Obligasi Berkelanjutan IV Tahap II setelah dikurangi biaya emisi yang belum diamortisasi masing-masing sebesar Rp1.274 dan Rp1.909 pada tanggal 31 Desember 2023 dan 2022 | | | *Continuing Bonds IV Phase I net of unamortized issuance cost amounted to Rp1,274 and Rp1,909 as of December 31, 2023 and 2022, respectively* |
| Pihak ketiga | 627.200 | 748.568 | *Third parties* |
| Pihak berelasi (Catatan 43) | 371.526 | 249.523 | *Related parties (Note 43)* |
| Obligasi Berkelanjutan III Tahap II setelah dikurangi biaya emisi yang belum diamortisasi masing-masing sebesar Rp127 dan Rp604 pada tanggal 31 Desember 2023 dan 2022 | | | *Continuing Bonds III Phase II net of unamortized issuance cost amounted to Rp127 and Rp604 as of December 31, 2023 and 2022, respectively* |
| Pihak ketiga | 279.470 | 454.275 | *Third parties* |
| Pihak berelasi (Catatan 43) | 939.903 | 764.621 | *Related parties (Note 43)* |
| Obligasi Berkelanjutan III Tahap I setelah dikurangi biaya emisi yang belum diamortisasi masing-masing sebesar Rp743 dan Rp1.298 pada tanggal 31 Desember 2023 dan 2022 | | | *Continuing Bonds III Phase I net of unamortized issuance cost amounted to Rp742 and Rp1,298 as of December 31, 2023 and 2022, respectively* |
| Pihak ketiga | 274.409 | 791.541 | *Third parties* |
| Pihak berelasi (Catatan 43) | 1.963.848 | 1.446.161 | *Related parties (Note 43)* |
| Obligasi Berkelanjutan II Tahap I setelah dikurangi biaya emisi yang belum diamortisasi masing-masing sebesar Rp170 dan Rp497 pada tanggal 31 Desember 2023 dan 2022 | | | *Continuing Bonds II Phase I net of unamortized issuance cost amounted to Rp170 and Rp497 as of December 31, 2023 and 2022, respectively* |
| Pihak ketiga | 29.994 | 182.886 | *Third parties* |
| Pihak berelasi (Catatan 43) | 769.837 | 616.616 | *Related parties (Note 43)* |
| Obligasi Berkelanjutan I Tahap II setelah dikurangi biaya emisi yang belum diamortisasi masing-masing sebesar RpNihil dan Rp81 pada tanggal 31 Desember 2023 dan 2022 | | | *Continuing Bonds I Phase II net of unamortized issuance cost amounted to RpNil and Rp81 as of December 31, 2023 and 2022, respectively* |
| Pihak ketiga | - | 1.611.735 | *Third parties* |
| Pihak berelasi (Catatan 43) | - | 388.184 | *Related parties (Note 43)* |
| *Negotiable Certificate of Deposits (NCD)* setelah dikurangi diskonto masing-masing sebesar Rp62.549 dan RpNihil pada tanggal 31 Desember 2023 dan 2022 | | | *Negotiable Certificate of Deposits (NCD) net of discounts amounted to Rp62.549 and RpNil as of December 31, 2023 and 2022, respectively* |
| Pihak ketiga | 1.111.628 | - | *Third parties* |
| Pihak berelasi (Catatan 43) | 325.822 | - | *Related parties (Note 43)* |
| **Total** | **8.272.098** | **8.652.260** | ***Total*** |

**23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)**

i. *Long Term Note* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2021 Tahap I

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2021 Tahap I dengan jumlah nilai nominal sebesar Rp10.186. LTN tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 1,37% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 17 Juni 2037. PT. Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

ii. *Long Term Note* II Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Seri A

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 dengan jumlah nilai nominal sebesar Rp47.740. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 1,37% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 12 Oktober 2036. PT. Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

***23. SECURITIES ISSUED (continued)***

*i. Long Term Notes Through Private Placement Bank Tabungan Negara 2021 Phase I*

*The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2021 Phase I with a total nominal value of Rp10,186. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 1.37%, payable every three months with amortized principal and will mature on June 17, 2037. The payment agent for LTN is PT. Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.*

*The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.*

*ii. Long Term Notes II Through Private Placement Bank Tabungan Negara 2022 Series A*

*The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2022 with a total nominal value of Rp47,740. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 1.37%, payable every three months with amortized principal and will mature on October 12, 2036. The payment agent for LTN is PT. Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.*

*The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.*

**23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)**

iii. *Long Term Note* II Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Seri B

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 dengan jumlah nilai nominal sebesar Rp79.379. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 0,55% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 12 April 2037. PT. Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

iv. *Long Term Note III Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Tahap I*

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 dengan jumlah nilai nominal sebesar Rp210.866. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 0,55% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 14 Juni 2037. PT. Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

***23. SECURITIES ISSUED (continued)***

*iii. Long Term Notes II Through Private Placement Bank Tabungan Negara 2022 Series B*

*The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2022 with a total nominal value of Rp79,379. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 0.55%, payable every three months with amortized principal and will mature on April 12, 2037. The payment agent for LTN is PT. Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.*

*The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.*

*iv. Long Term Notes III Through Private Placement Bank Tabungan Negara 2022 Phase I*

*The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2022 with a total nominal value of Rp210,866. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 0.55%, payable every three months with amortized principal and will mature on June 14, 2037. The payment agent for LTN is PT. Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.*

*The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.*

**23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)**

v. *Long Term Note* III Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 Tahap II

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2022 dengan jumlah nilai nominal sebesar Rp131.185. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 0,55% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 28 Maret 2037. PT. Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

vi. *Long Term Note* IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap I

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 dengan jumlah nilai nominal sebesar Rp35.898. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 0,55% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 28 April 2037. PT. Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

***23. SECURITIES ISSUED (continued)***

*v. Long Term Notes III Through Private Placement Bank Tabungan Negara 2022 Phase II*

*The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2022 with a total nominal value of Rp131,185. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 0.55%, payable every three months with amortized principal and will mature on March 28, 2037. The payment agent for LTN is PT. Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.*

*The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.*

*vi. Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase I*

*The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2023 with a total nominal value of Rp35,898. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 0.55%, payable every three months with amortized principal and will mature on April 28, 2037. The payment agent for LTN is PT. Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.*

*The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.*

**23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)**

vii. *Long Term Note* IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap II

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 dengan jumlah nilai nominal sebesar Rp404.745. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 1,37% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 15 September 2037. PT. Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

viii. *Long Term Note* IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap III Seri A

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 dengan jumlah nilai nominal sebesar Rp6.242. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 0,55% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 27 Desember 2038. PT. Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

***23. SECURITIES ISSUED (continued)***

*vii. Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase II*

*The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2023 with a total nominal value of Rp404,745. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 1.37%, payable every three months with amortized principal and will mature on September 15, 2037. The payment agent for LTN is PT. Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.*

*The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.*

*viii. Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase III Series A*

*The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2023 with a total nominal value of Rp6,242. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 0.55%, payable every three months with amortized principal and will mature on December 27, 2038. The payment agent for LTN is PT. Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.*

*The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.*

**23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)**

ix. Long Term Note IV Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 Tahap III Seri B

Bank menerbitkan *Long Term Note (LTN)* Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 dengan jumlah nilai nominal sebesar Rp234.542. *LTN* tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 1,37% yang dibayarkan tiap tiga bulanan berikut amortisasi pokok dan akan jatuh tempo pada tanggal 27 Desember 2037. PT. Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. *LTN* ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan *LTN* tersebut digunakan untuk penyaluran pembiayaan Tabungan Perumahan Rakyat (Tapera).

x. Sukuk *Mudharabah* Bank Tabungan Negara Tahun 2023 Tahap I

Bank menerbitkan Sukuk *Mudharabah* Jangka Panjang Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 tahap I dengan jumlah nilai nominal sebesar Rp92.553. Sukuk tersebut diterbitkan senilai 100% dari nilai nominalnya dengan dengan nisbah bagi hasil sebesar 11,00% yang dihitung dari pendapatan bagi hasil dengan indikasi bagi hasil sebesar ekuivalen sebesar 0,55% per tahun yang dibayarkan tiap tahun berikut amortisasi dana sukuk dan akan jatuh tempo pada tanggal 28 Oktober 2036. PT. Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. Sukuk ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan Sukuk tersebut digunakan untuk penyaluran pembiayaan Syariah Tabungan Perumahan Rakyat (Syariah Tapera).

***23. SECURITIES ISSUED (continued)***

*ix. Long Term Notes IV Through Private Placement Bank Tabungan Negara 2023 Phase III Series B*

*The Bank issued Long Term Notes (LTN) Bank Tabungan Negara Through Private Placement Year 2023 with a total nominal value of Rp234,542. Such LTN were issued at 100% of their nominal value with an annual fixed interest rate of 1.37%, payable every three months with amortized principal and will mature on December 27, 2037. The payment agent for LTN is PT. Kustodian Sentral Efek Indonesia (KSEI). LTN were not rated.*

*The net proceeds from the issuance of the bonds were used to finance Tabungan Perumahan Rakyat (Tapera) loans.*

*x. Sukuk Mudharabah Bank Tabungan Negara 2023 Phase I*

*The Bank issued Long Term Sukuk Mudharabah Bank Tabungan Negara Through Private Placement Year 2023 Phase I with a total nominal value of Rp92,553. Such Sukuk were issued at 100% of their nominal value with a profit-sharing ratio of 11.00% which is calculated from profit sharing income with indication of an equivalent of 0.55%, payable every year with amortized sukuk and will mature on October 28, 2036. The payment agent for Sukuk is PT. Kustodian Sentral Efek Indonesia (KSEI). Sukuk were not rated.*

*The net proceeds from the issuance of the bonds were used to Sharia finance Tabungan Perumahan Rakyat (Sharia Tapera) loans.*

**23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)**

xi. Sukuk *Mudharabah* Bank Tabungan Negara Tahun 2023 Tahap II

Bank menerbitkan Sukuk *Mudharabah* Jangka Panjang Yang Dilakukan Tanpa Melalui Penawaran Umum Bank Tabungan Negara Tahun 2023 tahap II dengan jumlah nilai nominal sebesar Rp175.039. Sukuk tersebut diterbitkan senilai 100% dari nilai nominalnya dengan dengan nisbah bagi hasil sebesar 27,40% yang dihitung dari pendapatan bagi hasil dengan indikasi bagi hasil sebesar ekuivalen sebesar 1,37% yang dibayarkan tiap tahun berikut amortisasi dana sukuk dan akan jatuh tempo pada tanggal 27 Desember 2036. PT. Kustodian Sentral Efek Indonesia (KSEI) bertindak sebagai agen pembayaran. Sukuk ini tidak dilakukan pemeringkatan.

Penerimaan bersih dari penerbitan Sukuk tersebut digunakan untuk penyaluran pembiayaan Syariah Tabungan Perumahan Rakyat (Syariah Tapera).

xii. Obligasi Berkelanjutan IV Tahap II

Bank menerbitkan Obligasi Berkelanjutan IV BTN Tahap II Tahun 2022 dengan jumlah nilai nominal sebesar Rp1.000.000 yang terdaftar di Bursa Efek Indonesia (BEI). Obligasi tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 5,50% dan 6,00% yang dibayarkan tiap tiga bulanan masing-masing untuk Obligasi Berkelanjutan IV Tahap II Seri A dan Seri B dan akan jatuh tempo masing-masing pada tanggal 24 Mei 2025 dan 24 Mei 2027. Penerbitan Obligasi Berkelanjutan IV Tahap II tahun 2022 tersebut telah dinyatakan efektif berdasarkan surat Dewan Komisioner Otoritas Jasa Keuangan No.S-211/D.04/2020 tanggal 11 Agustus 2020.

Penerimaan bersih dari penerbitan obligasi tersebut digunakan sebagai sumber pembiayaan kredit. Hak pemegang obligasi adalah paripassu tanpa hak preferen dengan hak-hak kreditur Bank lainnya baik yang ada sekarang maupun dikemudian hari, kecuali hak-hak kreditur Bank yang dijamin secara khusus dengan kekayaan Bank baik yang telah ada maupun yang akan ada dikemudian hari. Obligasi ini tidak termasuk dalam program jaminan Pemerintah terhadap kewajiban pembayaran bank umum.

***23. SECURITIES ISSUED (continued)***

*xi. Sukuk Mudharabah Bank Tabungan Negara 2023 Phase II*

*The Bank issued Long Term Sukuk Mudharabah Bank Tabungan Negara Through Private Placement Year 2023 Phase II with a total nominal value of Rp175,039. Such Sukuk were issued at 100% of their nominal value with a profit-sharing ratio of 27.40% which is calculated from profit sharing income with indication of an equivalent of 1.37%, payable every year with amortized sukuk and will mature on December 27, 2036. The payment agent for Sukuk is PT. Kustodian Sentral Efek Indonesia (KSEI). Sukuk were not rated.*

*The net proceeds from the issuance of the bonds were used to Sharia finance Tabungan Perumahan Rakyat (Sharia Tapera) loans.*

*xii. Continuing Bonds IV Phase II*

*The Bank issued Continuing Bonds IV Phase II of 2022 with a total nominal value of Rp1,000,000, which are registered in the Indonesia Stock Exchange (IDX). Such bonds were issued at 100% of their nominal value with an annual fixed interest rates of 5.50% and 6.00%, payable every three months for Continuing Bonds IV Phase II Series A dan Series B, respectively, and will mature on May 24, 2025 and May 24, 2027, respectively. The issuance of Continuing Bonds IV Phase II of 2022 became effective based on Letter No. S-211/D.04/2020 dated August 11, 2020 of the Board of Commisioners of the Financial Services Authority.*

*The net proceeds from the issuance of the bonds were used to finance loans. The rights of the bondholders rank paripassu, without preferential rights, with those of the Bank's other creditors for existing or future creditor rights, except for the Bank's creditors' rights which are guaranteed specifically by the Bank's existing or future assets. The bonds are not included in the Government's guarantee program on the obligations of commercial banks.*

**23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)**

xii. Obligasi Berkelanjutan IV Tahap II (lanjutan)

Pada tanggal 31 Desember 2023 dan 2022, Obligasi Berkelanjutan IV BTN Tahap II masing-masing mendapat penilaian peringkat idAA+ dan idAA dari PT Fitch Ratings Indonesia.

Bertindak sebagai wali amanat Obligasi Berkelanjutan IV Tahap II adalah PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.

xiii. Obligasi Berkelanjutan IV Tahap I

Bank menerbitkan Obligasi Berkelanjutan IV BTN Tahap I Tahun 2020 dengan jumlah nilai nominal sebesar Rp1.500.000 yang terdaftar di Bursa Efek Indonesia (BEI). Obligasi tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 6,75%, 7,80% dan 8,40% yang dibayarkan tiap tiga bulanan masing-masing untuk Obligasi Berkelanjutan IV Tahap I Seri A, Seri B dan Seri C dan akan jatuh tempo masing-masing pada tanggal 29 Agustus 2021, 19 Agustus 2023, dan 19 Agustus 2025. Penerbitan Obligasi Berkelanjutan IV Tahap I tahun 2020 tersebut telah dinyatakan efektif berdasarkan surat Dewan Komisioner Otoritas Jasa Keuangan No.S-211/D.04/2020 tanggal 11 Agustus 2020.

Penerimaan bersih dari penerbitan obligasi tersebut digunakan sebagai sumber pembiayaan kredit. Hak pemegang obligasi adalah paripassu tanpa hak preferen dengan hak-hak kreditur Bank lainnya baik yang ada sekarang maupun dikemudian hari, kecuali hak-hak kreditur Bank yang dijamin secara khusus dengan kekayaan Bank baik yang telah ada maupun yang akan ada dikemudian hari. Obligasi ini tidak termasuk dalam program jaminan Pemerintah terhadap kewajiban pembayaran bank umum.

Pada tanggal 31 Desember 2023 dan 2022, Obligasi Berkelanjutan IV BTN Tahap I masing-masing mendapat penilaian peringkat idAA+ dan idAA dari PT Fitch Ratings Indonesia.

Bertindak sebagai wali amanat Obligasi Berkelanjutan IV Tahap I adalah PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.

Sampai tanggal 31 Desember 2023, Obligasi Berkelanjutan IV Tahap I Seri A dan B telah dilunasi oleh Bank pada tanggal jatuh tempo.

***23. SECURITIES ISSUED (continued)***

*xii. Continuing Bonds IV Phase II (continued)*

*As of December 31, 2023 and 2022, Continuing Bonds IV Phase II were rated idAA+ and idAA by PT Fitch Ratings Indonesia.*

*The trustee for Continuing Bonds IV Phase II is PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.*

*xiii. Continuing Bonds IV Phase I*

*The Bank issued Continuing Bonds IV Phase I of 2020 with a total nominal value of Rp1,500,000, which are registered in the Indonesia Stock Exchange (IDX). Such bonds were issued at 100% of their nominal value with an annual fixed interest rates of 6.75%, 7.80% and 8.40%, payable every three months for Continuing Bonds IV Phase I Series A, Series B and Series C, respectively, and will mature on August 29, 2021, August 19, 2023, and August 19, 2025, respectively. The issuance of Continuing Bonds IV Phase I of 2020 became effective based on Letter No. S-211/D.04/2020 dated August 11, 2020 of the Board of Commisioners of the Financial Services Authority.*

*The net proceeds from the issuance of the bonds were used to finance loans. The rights of the bondholders rank paripassu, without preferential rights, with those of the Bank's other creditors for existing or future creditor rights, except for the Bank's creditors' rights which are guaranteed specifically by the Bank's existing or future assets. The bonds are not included in the Government's guarantee program on the obligations of commercial banks.*

*As of December 31, 2023 and 2022, Continuing Bonds IV Phase I were rated idAA+ and idAA by PT Fitch Ratings Indonesia, respectively.*

*The trustee for Continuing Bonds IV Phase I is PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.*

*Until December 31, 2023, Continuing Bonds IV Phase I Series A and B has been fully paid by the Bank on the maturity date.*

**23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)**

xiv. Obligasi Berkelanjutan III Tahap II

Bank menerbitkan Obligasi Berkelanjutan III BTN Tahap II Tahun 2019 dengan jumlah nilai nominal sebesar Rp4.144.000 yang terdaftar di Bursa Efek Indonesia (BEI). Obligasi tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 7,75%, 8,75% dan 9,00% yang dibayarkan tiap tiga bulanan masing-masing untuk Obligasi Berkelanjutan III Tahap II Seri A, Seri B dan Seri C dan akan jatuh tempo masing-masing pada tanggal 8 Juli 2020, 28 Juni 2022, 28 Juni 2024. Penerbitan Obligasi Berkelanjutan III Tahap II tahun 2019 tersebut telah dinyatakan efektif berdasarkan surat Dewan Komisioner Otoritas Jasa Keuangan No. S-352/D.04/ 2017 tanggal 22 Juni 2017.

Penerimaan bersih dari penerbitan obligasi tersebut digunakan sebagai sumber pembiayaan kredit. Hak pemegang obligasi adalah paripassu tanpa hak preferen dengan hak-hak kreditur Bank lainnya baik yang ada sekarang maupun dikemudian hari, kecuali hak-hak kreditur Bank yang dijamin secara khusus dengan kekayaan Bank baik yang telah ada maupun yang akan ada dikemudian hari. Obligasi ini tidak termasuk dalam program jaminan Pemerintah terhadap kewajiban pembayaran bank umum.

Pada tanggal 31 Desember 2023 dan 2022, Obligasi Berkelanjutan III BTN Tahap II masing-masing mendapat penilaian peringkat idAA+ dan idAA dari PT Fitch Ratings Indonesia.

Bertindak sebagai wali amanat Obligasi Berkelanjutan III Tahap II adalah PT Bank Mega Tbk.

Sampai tanggal 31 Desember 2023, Obligasi Berkelanjutan III Tahap II Seri A dan Seri B telah dilunasi oleh Bank pada tanggal jatuh tempo.

***23. SECURITIES ISSUED (continued)***

*xiv. Continuing Bonds III Phase II*

*The Bank issued Continuing Bonds III Phase II of 2019 with a total nominal value of Rp4,144,000, which are registered in the Indonesia Stock Exchange (IDX). Such bonds were issued at 100% of their nominal value with an annual fixed interest rates of 7.75%, 8.75% and 9.00%, payable every three months for Continuing Bonds III Phase II Series A, Series B and Series C, respectively, and will mature on July 8, 2020, June 28, 2022, and June 28, 2024, respectively. The issuance of Continuing Bonds III Phase II of 2019 became effective based on Letter No. S-352/D.04/2017 dated June 22, 2017 of the Board of Commisioners of the Financial Services Authority.*

*The net proceeds from the issuance of the bonds were used to finance loans. The rights of the bondholders rank paripassu, without preferential rights, with those of the Bank's other creditors for existing or future creditor rights, except for the Bank's creditors' rights which are guaranteed specifically by the Bank's existing or future assets. The bonds are not included in the Government's guarantee program on the obligations of commercial banks.*

*As of December 31, 2023 and 2022, Continuing Bonds III Phase II were rated idAA+ and idAA by PT Fitch Ratings Indonesia, respectively.*

*The trustee for Continuing Bonds III Phase II is PT Bank Mega Tbk.*

*Until December 31, 2023, Continuing Bonds III Phase II Series A and Series B has been fully paid by the Bank on the maturity date.*

**23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)**

xv. Obligasi Berkelanjutan III Tahap I

Bank menerbitkan Obligasi Berkelanjutan III BTN Tahap I Tahun 2017 dengan jumlah nilai nominal sebesar Rp5.000.000 yang terdaftar di Bursa Efek Indonesia (BEI). Obligasi tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 8,30%, 8,50%, 8,70% dan 8,90% yang dibayarkan tiap tiga bulanan masing-masing untuk Obligasi Berkelanjutan III Tahap I Seri A, Seri B, Seri C dan Seri D dan akan jatuh tempo masing-masing pada tanggal 13 Juli 2020, 13 Juli 2022, 13 Juli 2024 dan 13 Juli 2027. Penerbitan Obligasi Berkelanjutan III Tahap I tahun 2017 tersebut telah dinyatakan efektif berdasarkan surat Dewan Komisioner Otoritas Jasa Keuangan No. S-352/D.04/2017 tanggal 22 Juni 2017.

Penerimaan bersih dari penerbitan obligasi tersebut digunakan sebagai sumber pembiayaan kredit. Hak pemegang obligasi adalah paripassu tanpa hak preferen dengan hak-hak kreditur Bank lainnya baik yang ada sekarang maupun dikemudian hari, kecuali hak-hak kreditur Bank yang dijamin secara khusus dengan kekayaan Bank baik yang telah ada maupun yang akan ada dikemudian hari. Obligasi ini tidak termasuk dalam program jaminan Pemerintah terhadap kewajiban pembayaran bank umum.

Pada tanggal 31 Desember 2023 dan 2022, Obligasi Berkelanjutan III BTN Tahap I masing-masing mendapat penilaian peringkat idAA+ dan idAA dari PT Fitch Ratings Indonesia.

Bertindak sebagai wali amanat Obligasi Berkelanjutan III Tahap I adalah PT Bank Mandiri (Persero) Tbk.

Sampai tanggal 31 Desember 2023, Obligasi Berkelanjutan III Tahap I Seri A dan Seri B telah dilunasi oleh Bank pada tanggal jatuh tempo.

***23. SECURITIES ISSUED (continued)***

*xv. Continuing Bonds III Phase I*

*The Bank issued Continuing Bonds III Phase I of 2017 with a total nominal value of Rp5,000,000, which are registered in the Indonesia Stock Exchange (IDX). Such bonds were issued at 100% of their nominal value with an annual fixed interest rates of 8.30%, 8.50%, 8.70% and 8.90%, payable every three months for Continuing Bonds III Phase I Series A, Series B, Series C and Series D, respectively, and will mature on July 13, 2020, July 13, 2022, July 13, 2024 and July 13, 2027, respectively. The issuance of Continuing Bonds III Phase I of 2017 became effective based on Letter No. S-352/D.04/2017 dated June 22, 2017 of the Board of Commisioners the Financial Services Authority.*

*The net proceeds from the issuance of the bonds were used to finance loans. The rights of the bondholders rank paripassu, without preferential rights, with those of the Bank's other creditors for existing or future creditor rights, except for the Bank's creditors' rights which are guaranteed specifically by the Bank's existing or future assets. The bonds are not included in the Government's guarantee program on the obligations of commercial banks.*

*As of December 31, 2023 and 2022, Continuing Bonds III Phase I were rated idAA+ and idAA by PT Fitch Ratings Indonesia, respectively.*

*The trustee for Continuing Bonds III Phase I is PT Bank Mandiri (Persero) Tbk.*

*Until December 31, 2023, Continuing Bonds III Phase I Series A and Series B has been fully paid by the Bank on the maturity date.*

**23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)**

xvi. Obligasi Berkelanjutan II Tahap I

Bank menerbitkan Obligasi Berkelanjutan II Tahap I Tahun 2015 dengan jumlah nilai nominal sebesar Rp3.000.000 yang terdaftar di Bursa Efek Indonesia (BEI). Obligasi tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 9,63%, 9,88%, 10,00% dan 10,50% yang dibayarkan tiap tiga bulanan masing-masing untuk Obligasi Berkelanjutan II Tahap I Seri A, Seri B, Seri C dan Seri D dan akan jatuh tempo masing-masing pada tanggal 8 Juli 2018, 8 Juli 2020, 8 Juli 2022 dan 8 Juli 2025. Penerbitan Obligasi Berkelanjutan II Tahap I tahun 2015 tersebut telah dinyatakan efektif berdasarkan surat Dewan Komisioner Otoritas Jasa Keuangan No. S-207/D.04/2015 tanggal 30 Juni 2015.

Penerimaan bersih dari penerbitan obligasi tersebut digunakan sebagai sumber pembiayaan kredit. Hak pemegang obligasi adalah paripassu tanpa hak preferen dengan hak-hak kreditur Bank lainnya baik yang ada sekarang maupun dikemudian hari, kecuali hak-hak kreditur Bank yang dijamin secara khusus dengan kekayaan Bank baik yang telah ada maupun yang akan ada dikemudian hari. Obligasi ini tidak termasuk dalam program jaminan Pemerintah terhadap kewajiban pembayaran bank umum.

Pada tanggal 31 Desember 2023 dan 2022, Obligasi Berkelanjutan II Tahap I masing-masing mendapat penilaian peringkat idAA+ dan idAA dari PT Fitch Ratings Indonesia.

Bertindak sebagai wali amanat Obligasi Berkelanjutan II Tahap I adalah PT Bank Mega Tbk.

Sampai tanggal 31 Desember 2023, Obligasi Berkelanjutan II Tahap I Seri A, Seri B dan Seri C telah dilunasi oleh Bank pada tanggal jatuh tempo.

***23. SECURITIES ISSUED (continued)***

*xvi. Continuing Bonds II Phase I*

*The Bank issued Continuing Bonds II Phase I of 2015 with a total nominal value of Rp3,000,000, which are registered in the Indonesia Stock Exchange (IDX). Such bonds were issued at 100% of their nominal value with an annual fixed interest rates of 9.63%, 9.88%, 10.00% and 10.50%, payable every three months for Continuing Bonds II Phase I Series A, Series B, Series C and Series D, respectively, and will mature on July 8, 2018, July 8, 2020, July 8, 2022 and July 8, 2025, respectively. The issuance of Continuing Bonds II Phase I of 2015 became effective based on Letter No. S-207/D.04/2015 dated June 30, 2015 of the Board of Commisioners of the Financial Services Authority.*

*The net proceeds from the issuance of the bonds were used to finance loans. The rights of the bondholders rank paripassu, without preferential rights, with those of the Bank's other creditors for existing or future creditor rights, except for the Bank's creditors' rights which are guaranteed specifically by the Bank's existing or future assets. The bonds are not included in the Government's guarantee program on the obligations of commercial banks.*

*As of December 31, 2023 and 2022, Continuing Bonds II Phase I were rated idAA+ and idAA by PT Fitch Ratings Indonesia, respectively.*

*The trustee for Continuing Bonds II Phase I is PT Bank Mega Tbk.*

*Until December 31, 2023, Continuing Bonds II Phase I Series A, Series B and Series C has been fully paid by the Bank on the maturity date*

**23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)**

xvii. Obligasi Berkelanjutan I Tahap II

Bank menerbitkan Obligasi Berkelanjutan I Tahap II Tahun 2013 dengan jumlah nilai nominal sebesar Rp2.000.000 yang terdaftar di Bursa Efek Indonesia (BEI). Obligasi tersebut diterbitkan senilai 100% dari nilai nominalnya dengan tingkat bunga tetap tahunan sebesar 7,90% yang dibayarkan tiap tiga bulanan dan akan jatuh tempo pada tanggal 27 Maret 2023. Penerbitan Obligasi Berkelanjutan I Tahap II tahun 2013 tersebut telah dinyatakan efektif berdasarkan surat Ketua BAPEPAM-LK No. S-6349/BL/2012 tanggal 28 Mei 2012.

Penerimaan bersih dari penerbitan obligasi tersebut digunakan sebagai sumber pembiayaan kredit. Hak pemegang obligasi adalah paripassu tanpa hak preferen dengan hak-hak kreditur Bank lainnya baik yang ada sekarang maupun di kemudian hari, kecuali hak-hak kreditur Bank yang dijamin secara khusus dengan kekayaan Bank baik yang telah ada maupun yang akan ada di kemudian hari. Obligasi ini tidak dijamin dengan jaminan khusus, tetapi dijamin dengan seluruh harta kekayaan Bank, baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari menjadi jaminan bagi pemegang obligasi.

Pada tanggal 31 Desember 2022, Obligasi Berkelanjutan I BTN Tahap II mendapat penilaian peringkat idAA dari PT Fitch Ratings Indonesia.

Pada tanggal 12 Oktober 2020, Bank melakukan pembelian kembali Obligasi I Tahap II dengan nilai nominal sebesar Rp75.000 dengan harga beli Rp76.620. Pada tanggal 27 Mei 2022, Bank melakukan penjualan kembali Obligasi I Tahap II dengan nilai nominal sebesar Rp75.000 dengan harga jual Rp77.250.

Bertindak sebagai wali amanat Obligasi Berkelanjutan I BTN Tahap II adalah PT Bank Mega Tbk.

Sampai tanggal 31 Desember 2023, Obligasi Berkelanjutan I Tahap II Tahun 2023 telah dilunasi oleh Bank pada tanggal jatuh tempo.

***23. SECURITIES ISSUED (continued)***

*xvii. Continuing Bonds I Phase II*

*The Bank issued Continuing Bonds I Phase II 2013 with a total nominal value of Rp2,000,000, which are registered in the Indonesia Stock Exchange (IDX). Such bonds were issued at 100% of their nominal value with an annual fixed interest rate of 7.90%, payable every three months and are due on March 27, 2023. The issuance of Continuing Bonds I Phase II of 2013 became effective based on Letter No. S-6349/BL/2012 dated May 28, 2012 of the Chairman of BAPEPAM-LK.*

*The net proceeds from the issuance of the bonds were used to finance loans. The rights of the bondholders rank paripassu, without preferential rights, with those of the Bank's other creditors for existing or future creditor rights, except for the Bank's creditors' rights which are guaranteed specifically by the Bank's existing or future assets. The bonds are not secured by specific collateral, but are secured by all assets of the Bank, both movable and immovable, and those that are existing and will exist in the future, which are attributable to the Bank's bondholders.*

*As of December 31, 2022, Continuing Bonds I Phase II were rated idAA by PT Fitch Ratings Indonesia.*

*As of October 12, 2020, the Bank bought back BTN Continuing Bonds I Phase II Bonds for nominal value of Rp75,000 with repurchased price of Rp76,620. As of May 27, 2022, the Bank resell BTN Continuing Bonds I Phase II Bonds for nominal value of Rp75,000 with reselling price of Rp77,250.*

*The trustee for Continuing Bonds I Phase II is PT Bank Mega Tbk.*

*Until December 31, 2023, Continuing Bonds I Phase II 2023 has been fully paid by the Bank on the maturity date.*

## 23. SURAT-SURAT BERHARGA YANG DITERBITKAN (lanjutan)

xviii. Negotiable Certificate of Deposits

Pada tanggal 20 Oktober 2023, Bank menerbitkan *Negotiable Certificate of Deposits (NCD)* Tahap I dengan nilai pokok sebesar Rp1.500.000 dalam 3 (tiga) seri sebagai berikut:

- Seri A: Nilai pokok *NCD* sebesar Rp500.000 dengan tingkat bunga tetap sebesar 6,40% per tahun, untuk jangka waktu 181 (seratus delapan puluh satu) hari dan akan jatuh tempo pada tanggal 17 April 2024. *NCD* tersebut diterbitkan sebesar 96,90%.
- Seri B: Nilai pokok *NCD* sebesar Rp70.000 dengan tingkat bunga tetap sebesar 6,45% per tahun, untuk jangka waktu 270 (dua ratus tujuh puluh) hari dan akan jatuh tempo pada tanggal 16 Juli 2024. *NCD* tersebut diterbitkan sebesar 95,39%.
- Seri C: Nilai pokok *NCD* sebesar Rp930.000 dengan tingkat bunga tetap sebesar 6,53% per tahun, untuk jangka waktu 365 (tiga ratus enam puluh lima) hari dan akan jatuh tempo pada tanggal 21 Oktober 2024. *NCD* tersebut diterbitkan sebesar 93,76%.

## *23. SECURITIES ISSUED (continued)*

*xviii. Negotiable Certificate of Deposits*

*On October 20, 2023, Bank issued Negotiable Certificate of Deposits (NCD) Phase I with principal value amounted to Rp1,500,000 within 3 (three) series as follows:*

- *A Series: NCD principal value amounted to Rp500,000 with a fixed interest rate of 6.40% per annum, for 181 (one hundred and eighty one) days period and will mature on April 17, 2024. The NCD were issued at 96.90%.*
- *B Series: NCD principal value amounted to Rp70,000 with a fixed interest rate of 6.45% per annum, for 270 (two hundred seventy) days period and will mature on July 16, 2024. The NCD were issued at 95.39%.*
- *C Series: NCD principal value amounted to Rp930,000 with a fixed interest rate of 6.53% per annum, for 365 (three hundred sixty five) days period and will mature on October 21, 2024. The NCD were issued at 93.76%.*

## 24. PINJAMAN YANG DITERIMA / *24. FUND BORROWINGS*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Pihak Ketiga | | | *Third Parties* |
| Rupiah | | | *Rupiah* |
| PT Bank Central Asia Tbk | 8.418.879 | 4.418.075 | *PT Bank Central Asia Tbk* |
| PT Bank Danamon Indonesia Tbk | 2.000.000 | 2.000.000 | *PT Bank Danamon Indonesia Tbk* |
| Citibank N.A., Jakarta | 139.861 | 139.483 | *Citibank N.A., Jakarta* |
| | 10.558.740 | 6.557.558 | |
| Mata Uang Asing | | | *Foreign Currency* |
| Japan International Cooperation Agency | 750.059 | 807.762 | *Japan International Cooperation Agency* |
| | 11.308.799 | 7.365.320 | |
| Pihak Berelasi (Catatan 43) | | | *Related Parties (Note 43)* |
| Rupiah | | | *Rupiah* |
| PT Sarana Multigriya Finansial (Persero) | 22.453.290 | 17.455.685 | *PT Sarana Multigriya Finansial (Persero)* |
| | 22.453.290 | 17.455.685 | |
| **Total** | **33.762.089** | **24.821.005** | ***Total*** |

**24. PINJAMAN YANG DITERIMA (lanjutan)**

a. Pinjaman dari PT Bank Central Asia Tbk (lanjutan)

Akun ini merupakan fasilitas pinjaman yang diperoleh dari PT Bank Central Asia Tbk ditujukan untuk pembiayaan Kredit Pemilikan Rumah (KPR) kepada debitur Bank.

Perjanjian pinjaman dengan PT Bank Central Asia Tbk telah mengalami beberapa kali perubahan. Perubahan terakhir didokumentasikan dalam Perjanjian Kredit No. 11 tanggal 6 Desember 2023 yang terdiri dari:

- *Term Loan* II dan III yang dilakukan perpanjangan selama 36 bulan atas pinjaman tersebut sebesar masing-masing Rp1 triliun (angka penuh) yang memiliki bunga tetap sebesar masing-masing 5,50% dan akan jatuh tempo masing-masing pada tanggal 21 Juni 2024 dan 14 Juni 2024.
- *Term Loan* IV sebesar Rp2 triliun (angka penuh) yang memiliki bunga tetap sebesar 5,50% dengan jangka waktu selama 36 bulan yang akan jatuh tempo masing-masing sebesar Rp1 triliun (angka penuh) pada 25 April 2024 dan sebesar Rp1 triliun (angka penuh) pada 8 Mei 2024.
- *Term Loan* V sebesar Rp4 triliun (angka penuh) yang memiliki bunga tetap sebesar 6,75% dengan jangka waktu selama 12 bulan yang akan jatuh tempo pada 6 Desember 2024.

Pada tanggal 18 Mei 2022, Bank mendapatkan pinjaman dari PT Bank Central Asia Tbk Jakarta sebesar Rp420 miliar (angka penuh) yang memiliki bunga tetap sebesar 5,23% dan jatuh tempo pada 18 Mei 2025.

Persyaratan-persyaratan penting dalam perjanjian pinjaman Bank antara lain:
- Rasio *Non Performing Loan (NPL)* Bruto tidak melebihi 6%
- Menjaga Rasio *Non Performing Loan (NPL)* Neto sesuai dengan ketentuan yang berlaku
- *Capital Adequacy Ratio (CAR)* minimal 12%
- Laba bersih tahun berjalan dengan angka positif
- Nilai *Liquidity Coverage Ratio* minimal sebesar 100%
- Rasio cakupan *Non Performing Loan (NPL)* tidak kurang dari 100%
- Rasio eksposur kredit tidak melebihi 40%

***24. FUND BORROWINGS (continued)***

*a. Loan from PT Bank Central Asia Tbk (continued)*

*This account represents loan facility obtained from PT Bank Central Asia Tbk which is intended to Finance Housing Loans (KPR) of the Bank's debtors.*

*The loan agreement with PT Bank Central Asia Tbk has been amended several times. The last amendment was documented under the loan agreement No. 11 dated December 6, 2023 consist of:*

- *The Term Loan II, and III the loan were extended for 36 months, for each Rp1 trillion (full amount) with fixed interest rate are 5.50% per annum and will mature on June 21, 2024 and June 14, 2024, respectively.*
- *The Term Loan IV amounting Rp2 trillion (full amount) with fixed interest rate 5.50% with 36 months period which will mature amounting Rp1 trillion (full amount) on April 25, 2024 and amounting Rp1 trillion (full amount) on May 8, 2024, respectively.*
- *The Term Loan V amounting Rp4 trillion (full amount) with fixed interest rate 6.75% with 12 months period which will mature on December 6, 2024.*

*On May 18, 2022, the Bank received loan from PT Bank Central Asia Tbk with plafond amounting to Rp420 billion (full amount) with fixed interest rate of 5.23% and will mature on May 18, 2025.*

*The significant requirements in the Bank's loan agreement include the following:*
- *Gross Non Performing Loan (NPL) ratio shall not exceed 6%*
- *Maintain Net Non Performing Loan (NPL) ratio to comply in accordance with regulations*
- *Capital Adequacy Ratio (CAR) is minimum at least 12%*
- *Net income for the current year with positive numbers*
- *Liquidity Coverage Ratio minimum 100%*
- *Non Performing Loan (NPL) coverage minimum 100%*
- *Open credit exposure ratio shall not exceed than 40%*

## 24. PINJAMAN YANG DITERIMA (lanjutan)

b. Pinjaman dari Citibank N.A., Jakarta

Akun ini merupakan fasilitas pinjaman yang diperoleh dari Citibank N.A., Jakarta ditujukan untuk mendukung Bank dalam menyalurkan kredit pemilikan rumah di Indonesia.

Pada tanggal 18 Mei 2022, Bank mendapatkan pinjaman sindikasi sebesar Rp140 miliar (angka penuh) yang memiliki bunga tetap sebesar 4,70% dan jatuh tempo pada 18 Mei 2024.

Persyaratan-persyaratan penting dalam perjanjian pinjaman Bank antara lain:

- Rasio *Non Performing Loan (NPL)* Bruto tidak melebihi 6%
- Menjaga Rasio *Non Performing Loan (NPL)* Neto sesuai dengan ketentuan yang berlaku
- *Capital Adequacy Ratio (CAR)* minimal 12%
- Laba bersih tahun berjalan dengan angka positif
- Nilai *Liquidity Coverage Ratio* minimal sebesar 100%
- Rasio cakupan *Non Performing Loan (NPL)* tidak kurang dari 100%
- Rasio eksposur kredit tidak melebihi 40%

c. Pinjaman dari *Japan International Cooperation Agency*

Akun ini merupakan fasilitas pinjaman yang diperoleh dari Japan International Cooperation Agency ditujukan untuk mendukung penyaluran kredit kepemilikan rumah untuk masyarakat berpenghasilan rendah dan menengah di Indonesia.

Pada tanggal 18 Mei 2022, Bank mendapatkan pinjaman dengan plafon sebesar JPY 7 miliar (angka penuh) atau ekuivalen Rp765.590 dengan bunga tetap sebesar 0,90% dan jatuh tempo pada tanggal 10 Mei 2027.

Persyaratan-persyaratan penting dalam perjanjian pinjaman Bank antara lain:

- Rasio *Non Performing Loan (NPL)* Bruto tidak melebihi 6%
- *Capital Adequacy Ratio (CAR)* minimal 12%
- Laba bersih tahun berjalan dengan angka positif
- Nilai *Liquidity Coverage Ratio* minimal sebesar 100%
- Rasio cakupan *Non Performing Loan (NPL)* tidak kurang dari 100%
- Rasio eksposur kredit tidak melebihi 46%

## *24. FUND BORROWINGS (continued)*

*b. Loan from Citibank N.A., Jakarta*

*This account represents loan facility obtained from Citibank N.A., Jakarta which is intended to support Banks in the context of selling housing loans in Indonesia.*

*On May 18, 2022, the Bank received syndicated loan with plafond amounting to Rp140 billion (full amount) with fixed interest rate of 4.70% and will mature on May 18, 2024, respectively.*

*The significant requirements in the Bank's loan agreement include the following:*

- *Gross Non Performing Loan (NPL) ratio shall not exceed 6%*
- *Maintain Net Non Performing Loan (NPL) ratio to comply in accordance with regulations*
- *Capital Adequacy Ratio (CAR) is minimum at least 12%*
- *Net income for the current year with positive numbers*
- *Liquidity Coverage Ratio minimum 100%*
- *Non Performing Loan (NPL) coverage minimum 100%*
- *Open credit exposure ratio shall not exceed than 40%*

*c. Loan from Japan International Cooperation Agency*

*This account represents loan facility obtained from Japan International Cooperation Agency which is intended to support distributing housing loans for low and middle income communities in Indonesia.*

*On May 18, 2022, the Bank received loan with plafond amounting to JPY 7 billion (full amount) or the equivalent to Rp765,590 with fixed interest rate of 0.90% and will mature on May 10, 2027, respectively.*

*The significant requirements in the Bank's loan agreement include the following:*

- *Gross Non Performing Loan (NPL) ratio shall not exceed 6%*
- *Capital Adequacy Ratio (CAR) is minimum at least 12%*
- *Net income for the current year with positive numbers*
- *Liquidity Coverage Ratio minimum 100%*
- *Non Performing Loan (NPL) coverage minimum 100%*
- *Open credit exposure ratio shall not exceed than 46%*

**24. PINJAMAN YANG DITERIMA (lanjutan)**

d. Pinjaman dari PT Bank Danamon Indonesia Tbk

Akun ini merupakan fasilitas pinjaman yang diperoleh dari PT Bank Danamon Indonesia Tbk ditujukan untuk mendukung pengembangan bisnis dan operasional Bank.

Berdasarkan Perjanjian Kredit No. 108/PP/EB/0121 tanggal 17 Februari 2021, Bank mendapatkan pinjaman bilateral dengan plafon sebesar masing-masing Rp500 miliar (angka penuh), Rp500 miliar (angka penuh) dan Rp1.000 miliar (angka penuh) dengan bunga tetap sebesar masing-masing 5,75% dan jatuh tempo masing-masing pada tanggal 22 Agustus 2023, 25 September 2023 dan 24 Desember 2023.

Persyaratan-persyaratan penting dalam perjanjian pinjaman Bank antara lain:

- Mempertahankan minimum Capital Adequacy Ratio CAR sesuai dengan ketentuan regulator yang berlaku
- Rasio Non-Performing Loan (NPL) sesuai dengan ketentuan regulator yang berlaku
- Nilai Liquidity Coverage Ratio sesuai dengan ketentuan regulator yang berlaku

Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 22 Agustus 2023 dan 25 September 2023 masing-masing sebesar Rp500 miliar (angka penuh).

Berdasarkan Perjanjian Kredit No. 331/PP/EB/1023 tanggal 6 Oktober 2023, Bank mendapatkan perpanjangan jangka waktu fasilitas kredit serta memberikan tambahan limit fasilitas pinjaman dengan plafond sebesar masing-masing Rp1 triliun dengan bunga tetap sebesar 6,85% dan jatuh tempo masing-masing pada tanggal 27 Oktober 2024 dan 24 Juni 2024.

***24. FUND BORROWINGS (continued)***

*d. Loan from PT Bank Danamon Indonesia Tbk*

*This account represents loan facility obtained from PT Bank Danamon Indonesia Tbk which is intended to support the business and operational development of the Bank.*

*The loan agreement with PT Bank Danamon Indonesia Tbk has been amended several times. The last amendment was documented under the loan agreement No. 108/PP/EB/0121 dated February 17, 2021, the Bank received a loan with plafond amounting for each Rp500 billion (full amount), Rp500 billion (full amount) and Rp1,000 billion (full amount) with fixed interest rate for each 5.75% and will mature on August 22, 2023, September 25, 2023 and December 24, 2023, respectively.*

*The significant requirements in the Bank's loan agreement include the following:*

- *Capital Adequacy Ratio (CAR) minimum is in accordance with the provisions of the applicable regulator under*
- *Non-Performing Loan (NPL) ratio in accordance with the provisions of the applicable regulator.*
- *Liquidity Coverage Ratio minimum is in accordance with the provisions of the applicable regulator*

*The Bank has fully repaid the loan at maturity date on August 22, 2023 and September 25, 2023 with each amounting to Rp500 million (full amount).*

*Based on loan agreement No. 331PP/EB/1023 dated October 6, 2023, the Bank get involve extending the payment arrangements and get an additional credit facility limit with plafond amounting for each Rp1 trillion with fixed interest rate of 6.85% and mature for each on October 27, 2024 and June 24, 2024.*

**24. PINJAMAN YANG DITERIMA (lanjutan)**

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut:

- Pinjaman SMF Tahap 1 Tahun 2019

  Berdasarkan perjanjian No. 028/PP/SMF-BTN/II/2019 tanggal 12 Februari 2019, Bank mendapatkan pinjaman dengan plafond sebesar Rp1,8 triliun (angka penuh) dengan bunga tetap 9,20% dan akan jatuh tempo pada tanggal 12 Februari 2022.

  Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 12 Februari 2022 sebesar Rp1,8 triliun (angka penuh).

- Pinjaman SMF Tahap 2 Tahun 2019

  Berdasarkan perjanjian No. 055/PP/SMF-BTN/IV/2019 tanggal 11 April 2019, Bank mendapatkan pinjaman dengan plafond sebesar Rp1,5 triliun (angka penuh) yang terdiri atas sebesar Rp1 triliun (angka penuh) dan Rp500 miliar (angka penuh) dengan bunga tetap 8,60% yang akan jatuh tempo masing-masing pada tanggal 11 April 2022 dan 2 Mei 2022.

  Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo masing-masing pada tanggal 11 April 2022 dan 2 Mei 2022 sebesar Rp1 triliun (angka penuh) dan Rp500 miliar (angka penuh).

- Pinjaman SMF Tahap 3 Tahun 2019

  Berdasarkan perjanjian No. 088/PP/SMF-BTN/V/2019 tanggal 29 Mei 2019, Bank mendapatkan pinjaman dengan plafond sebesar Rp1 triliun (angka penuh) dengan bunga tetap 8,79% yang akan jatuh tempo pada tanggal 31 Mei 2022.

  Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 31 Mei 2022 sebesar Rp1 triliun (angka penuh).

***24. FUND BORROWINGS (continued)***

*e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF)*

*The Bank has several loan agreements with SMF as follow:*

- *SMF Loan Phase 1 Year 2019*

  *Based on loan agreement No. 028/PP/SMF-BTN/II/2019 dated February 12, 2019, the Bank received a loan with plafond amounting to Rp1.8 trillion (full amount) with fixed interest rate of 9.20% and will mature on February 12, 2022.*

  *The Bank has fully repaid the loan at maturity date on February 12, 2022 amounting to Rp1.8 trillion (full amount).*

- *SMF Loan Phase 2 Year 2019*

  *Based on loan agreement No. 055/PP/SMF-BTN/IV/2019 dated April 11, 2019, the Bank received a loan with plafond amounting to Rp1.5 trilion (full amount) with details of amounting to Rp1 trilion (full amount) and Rp500 billion (full amount) with interest rate of 8.60% and will mature on April 11, 2022 and May 2, 2022.*

  *The Bank has fully repaid the loan at maturity date for each on April 11, 2022 and May 2, 2022 and amounting to Rp1 trilion (full amount) and Rp500 billion (full amount).*

- *SMF Loan Phase 3 Year 2019*

  *Based on loan agreement No. 088/PP/SMF-BTN/V/2019 dated May 29, 2019, the Bank received a loan with plafond amounting to Rp1 trillion (full amount) with fixed interest rate of 8.79% and will mature on May 31, 2022.*

  *The Bank has fully repaid the loan at maturity date on May 31, 2022 amounting to Rp1 trillion (full amount).*

**24. PINJAMAN YANG DITERIMA (lanjutan)**

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut: (lanjutan)

- Pinjaman SMF Tahap 4 Tahun 2019

Berdasarkan perjanjian No. 092/PP/SMF-BTN/VII/2019 tanggal 9 Juli 2019, Bank mendapatkan pinjaman dengan plafond sebesar Rp2.095 miliar (angka penuh) yang terdiri atas sebesar Rp640 miliar (angka penuh) dengan bunga tetap 8,87% yang akan jatuh tempo pada tanggal 9 Juli 2022 dan sebesar Rp1.455 miliar (angka penuh) dengan bunga tetap 9,09% yang akan jatuh tempo pada tanggal 9 Juli 2024.

Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 9 Juli 2022 sebesar Rp640 miliar (angka penuh).

Berdasarkan perjanjian No. 003/FLPP/SMF/PP/SMF-BTN/I/2023 tanggal 6 Januari 2023, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 29 Desember 2023. Saldo pada tanggal 31 Desember 2023 adalah sebesar Rp4.784.576 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF FLPP 2023

Berdasarkan perjanjian No. 003/FLPP/SMF/PP/SMF-BTN/I/2023 tanggal 6 Januari 2023, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

***24. FUND BORROWINGS (continued)***

*e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow: (continued)*

- *SMF Loan Phase 4 Year 2019*

*Based on loan agreement No. 092/PP/SMF-BTN/VII/2019 dated July 9, 2019, the Bank received a loan with plafond amounting to Rp2,095 billion (full amount) with details of amounting to Rp640 (full amount) billion with interest rate of 8.87% and will mature on July 9, 2022, and amounting to Rp1,455 billion (full amount) with interest rate of 9.09% and will mature on July 9, 2024.*

*The Bank has fully paid the loan at maturity date on July 9, 2022 amounting to Rp640 billion (full amount).*

*Based on loan agreement No. 003/FLPP/SMF/PP/SMF-BTN/I/2023 dated January 6, 2023, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

*This disbursement of facility is carried out during the availability period until December 29, 2023. The outstanding balance as of December 31, 2023 is amounting to Rp4,784,576 with the lowest interest rate of 4.45% for a maximum period of 20 (twenty) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

- *SMF FLPP Year 2023*

*Based on loan agreement No. 003/FLPP/SMF/PP/SMF-BTN/I/2023 dated January 6, 2023, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

**24. PINJAMAN YANG DITERIMA (lanjutan)**

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut: (lanjutan)

- Pinjaman SMF FLPP 2023 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 29 Desember 2023. Saldo pada tanggal 31 Desember 2023 adalah sebesar Rp4.784.576 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2023

  Berdasarkan perjanjian No. 006/FLPP/PP/SMF-BTNS/I/2023 dan No. 03/PKS/DIR/2023 tanggal 17 Januari 2023, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 29 Desember 2023. Saldo pada tanggal 31 Desember 2023 adalah sebesar Rp1.316.435 dengan nisbah bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

***24. FUND BORROWINGS (continued)***

*e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow: (continued)*

- *SMF FLPP Year 2023 (continued)*

  *This disbursement of facility is carried out during the availability period until December 29, 2023. The outstanding balance as of December 31, 2023 is amounting to Rp4,784,576 with the lowest interest rate of 4.45% for a maximum period of 20 (twenty) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

- *SMF Loan Mudharabah Muqayadah FLPP 2023*

  *Based on loan agreement No. 006/FLPP/PP/SMF-BTNS/I/2023 and No. 03/PKS/DIR/2023 dated January 17, 2023, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

  *This disbursement of facility is carried out during the availability period until December 29, 2023. The outstanding balance as of December 31, 2023 is amounting to Rp1,316,435 with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum for a maximum period of 20 (twenty) years. Loan repayments (principal and interest instalments) to SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

**24. PINJAMAN YANG DITERIMA (lanjutan)**

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF FLPP 2022

  Berdasarkan perjanjian No. 016/FLPP/PP/SMF-BTN/I/2022 dan No. 02/PKS/DIR/ 2022 tanggal 6 Januari 2022, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2022. Saldo pada tanggal 31 Desember 2023 dan 2022 adalah sebesar Rp4.302.198 dan Rp.4.493.322 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2022

  Berdasarkan perjanjian No. 017/FLPP/ AKAD/SMF-BTNS/I/2022 dan No. 04/ PKS/DIR/2022 tanggal 6 Januari 2022, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

***24. FUND BORROWINGS (continued)***

*e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow (continued):*

- *SMF FLPP Year 2022*

  *Based on loan agreement No. 016/FLPP/PP/SMF-BTN/I/2022 and No. 02/PKS/DIR/2022 dated January 6, 2022, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

  *This disbursement of facility is carried out during the availability period until December 31, 2022. The outstanding balance as of December 31, 2023 and 2022 is amounting to Rp4,302,198 and Rp4,493,322 with the lowest interest rate of 4.45% for a maximum period of 20 (twenty) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

- *SMF Loan Mudharabah Muqayadah FLPP 2022*

  *Based on loan agreement No. 017/FLPP/AKAD/SMF-BTNS/I/2022 and No. 04/PKS/DIR/2022 dated January 6, 2022, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

**24. PINJAMAN YANG DITERIMA (lanjutan)**

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2022 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2022. Saldo pada tanggal 31 Desember 2023 dan 2022 adalah sebesar Rp944.879 dan Rp990.267 dengan nisbah bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF FLPP 2021

  Berdasarkan perjanjian No. 069/FLPP/ PP/SMF-BTN/IV/2021 tanggal 14 April 2021, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2021. Saldo pada tanggal 31 Desember 2023 dan 2022 adalah sebesar Rp3.170.553 dan Rp3.328.337 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 20 (dua puluh) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

***24. FUND BORROWINGS (continued)***

*e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow (continued):*

- *SMF Loan Mudharabah Muqayadah FLPP 2022 (continued)*

  *This disbursement of facility is carried out during the availability period until December 31, 2022. The outstanding balance as of December 31, 2023 and 2022 is amounting to Rp944,879 and Rp990,267 with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum for a maximum period of 20 (twenty) years. Loan repayments (principal and interest instalments) to SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

- *SMF Loan FLPP 2021*

  *Based on loan agreement No. 069/FLPP/ PP/SMF-BTN/IV/2021 dated April 14, 2021, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

  *This disbursement of facility is carried out during the availability period until December 31, 2021. The outstanding balance as of December 31, 2023 and 2022 is amounting to Rp3,170,553 and Rp3,328,337 with the lowest interest rate of 4.45% for a maximum period of 20 (twenty) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

**24. PINJAMAN YANG DITERIMA (lanjutan)**

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF FLPP 2020

  Berdasarkan perjanjian No. 010/FLPP/PP/SMF-BTN/I/2020 tanggal 20 Januari 2020, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah Sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2020. Saldo pada tanggal 31 Desember 2023 dan 2022 adalah sebesar Rp809.252 dan Rp854.264 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2021

  Berdasarkan perjanjian No. 069A/FLPP/AKAD/SMF-BTN/IV/2021 tanggal 21 April 2021, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

***24. FUND BORROWINGS (continued)***

*e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow (continued):*

- *SMF FLPP Year 2020*

  *Based on loan agreement No. 010/FLPP/PP/SMF-BTN/I/2020 dated January 20, 2020, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

  *This disbursement of facility is carried out during the availability period until December 31, 2020. The outstanding balance as of December 31, 2023 and 2022 is amounting to Rp809,252 and Rp854,264 with the lowest interest rate of 4.45% for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

- *SMF Loan Mudharabah Muqayadah FLPP 2021*

  *Based on loan agreement No. 069A/FLPP/AKAD/SMF-BTN/IV/2021 dated April 21, 2021, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

**24. PINJAMAN YANG DITERIMA (lanjutan)**

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (pihak berelasi) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2021 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2020. Saldo pada tanggal 31 Desember 2023 dan 2022 adalah sebesar Rp673.030 dan Rp710.998 dengan nisbah bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- *Refinancing* 1 SMF 2021

  Berdasarkan perjanjian No.124/PP/SMF-BTN/VI/2021 tanggal 30 Juni 2021, Bank mendapatkan pinjaman dengan plafon sebesar Rp500 miliar (angka penuh) dan Rp1.000 miliar (angka penuh) dengan bunga tetap 5,70% dan 5.95% yang akan jatuh tempo pada tanggal 30 Juni 2023 dan 30 Juni 2024.

  Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 30 Juni 2023 sebesar Rp500 miliar (angka penuh).

***24. FUND BORROWINGS (continued)***

*e. Loan from PT Sarana Multigriya Finansial (Persero) (related parties) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow (continued):*

- *SMF Loan Mudharabah Muqayadah FLPP 2021 (continued)*

  *This disbursement of facility is carried out during the availability period until December 31, 2020. The outstanding balance as of December 31, 2023 and 2022 is amounting to Rp673,030 and Rp710,998 with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

- *Refinancing 1 SMF 2021*

  *Based on loan agreement No.124/PP/SMF-BTN/VI/2021 dated June 30, 2021, the Bank received a loan with plafond amounting to Rp500 billion (full amount) and Rp1,000 billion (full amount) with interest rate of 5.70% and 5.95% and will mature on June 30, 2023 and June 30, 2024.*

  *The Bank has fully repaid the loan at maturity date on June 30, 2023 amounting to Rp500 billion (full amount).*

## 24. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (pihak berelasi) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- *Refinancing* 2 SMF 2021

  Berdasarkan perjanjian No.254/PP/SMF-BTN/XII/2021 tanggal 28 Desember 2021, Bank mendapatkan pinjaman dengan plafon sebesar Rp200 miliar (angka penuh) dengan bunga tetap 4% yang akan jatuh tempo pada tanggal 28 Desember 2022.

  Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 28 Desember 2022 sebesar Rp200 miliar (angka penuh).

- *Refinancing* 1 SMF 2022

  Berdasarkan perjanjian No.119/PP/SMF-BTN/IV/2022 tanggal 28 April 2022, Bank mendapatkan pinjaman dengan plafon sebesar Rp2 triliun (angka penuh) dengan bunga tetap 5,60% yang akan jatuh tempo pada tanggal 28 April 2025.

- Pinjaman SMF FLPP 2019

  Berdasarkan perjanjian No. 099/PP/FLPP/SMF-BTN/I/2019 tanggal 17 Januari 2019, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2019. Saldo pada tanggal 31 Desember 2023 dan 2022 adalah sebesar Rp755.927 dan Rp803.296 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

## *24. FUND BORROWINGS (continued)*

*e. Loan from PT Sarana Multigriya Finansial (Persero) (related parties) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow (continued):*

- *Refinancing 2 SMF 2021*

  *Based on loan agreement No.254/PP/SMF-BTN/XII/2021 dated December 28, 2021, the Bank received a loan with plafond amounting to Rp200 billion (full amount) with interest rate of 4% and will mature on December 28, 2022.*

  *The Bank has fully repaid the loan at maturity date on December 28, 2022 amounting to Rp200 billion (full amount).*

- *Refinancing 1 SMF 2022*

  *Based on loan agreement No. 119/PP/SMF-BTN/IV/2022 dated April 28, 2022, the Bank received a loan with plafond amounting to Rp2 trillion (full amount) with interest rate of 5.60% and will mature on April 28, 2025.*

- *SMF Loan FLPP 2019*

  *Based on loan agreement 099/PP/FLPP/SMF-BTN/I/2019 dated January 17, 2019, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

  *This disbursement of facility is carried out during the availability period until December 31, 2019. The outstanding balance as of December 31, 2023 and 2022 is amounting to Rp755,927 and Rp803,296 respectively, with the lowest interest rate of 4.45% for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

## 24. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF *Mudharabah Muqayadah*

  Berdasarkan perjanjian No. 179/AKAD/ SMF-BTNS/IX/2021 tanggal 15 September 2021, Bank mendapatkan pinjaman dengan plafon sebesar Rp100 miliar (angka penuh) dengan nisbah bagi hasil sebesar 53,17% dan akan jatuh tempo pada tanggal 16 September 2022.

  Bank telah melakukan pelunasan atas pinjaman tersebut saat jatuh tempo pada tanggal 16 September 2022 sebesar Rp100 miliar (angka penuh).

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2020

  Berdasarkan perjanjian No.024/FLPP/ AKAD/SMF-BTNSy/I/2020 tanggal 29 Januari 2020, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama availability period sampai dengan tanggal 31 Desember 2020. Saldo pada tanggal 31 Desember 2023 dan 2022 adalah sebesar Rp158.041 and Rp168.256 dengan nisbah bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per tahun dengan pendapatan yang dibagihasilkan yang menggunakan rata-rata tingkat imbal hasil kas efektif dari Pembiayaan KPR Sejahtera sebesar setara dengan 5% per tahun dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

## *24. FUND BORROWINGS (continued)*

*e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow (continued):*

- *SMF Loan Mudharabah Muqayadah*

  *Based on loan agreement No. 179/AKAD/ SMF-BTNS/IX/2021 dated September 15, 2021, the Bank received loan with plafond amounting to Rp100 bilion (full amount) with nisbah ratio 53.17% and will mature on September 16, 2022.*

  *The Bank has fully repaid the loan at maturity date on September 16, 2022 amounting to Rp100 billion (full amount).*

- *SMF Loan Mudharabah Muqayadah FLPP 2020*

  *Based on loan agreement No. 024/FLPP/ AKAD/SMF-BTNSy/I/2020 dated January 29, 2020, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

  *This disbursement of facility is carried out during the availability period until December 31, 2020. The outstanding balance as of December 31, 2023 and 2022 is amounting to Rp158,041 and Rp168,256 with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum with revenue divided by using the average yield rate effective financing for KPR Sejahtera Financing equal to 5% per year for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

**24. PINJAMAN YANG DITERIMA (lanjutan)**

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF FLPP 2018

  Berdasarkan perjanjian No. 81/PP/SMF-BTN/VIII/2018 tanggal 14 Agustus 2018, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 28 Desember 2018. Saldo pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp571.300 dan Rp607.414 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2018

  Berdasarkan perjanjian No.103A/AKAD/ SMF-BTNSy/VIII/2018 tanggal 14 Agustus 2018, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

***24. FUND BORROWINGS (continued)***

*e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow (continued):*

- *SMF Loan FLPP 2018*

  *Based on loan agreement No. 81/PP/SMF-BTN/VIII/2018 dated August 14, 2018, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

  *This disbursement of facility is carried out during the availability period until December 28, 2018. The Outstanding Balance as of December 31, 2023 and 2022 amounting to Rp571,300 and Rp607,414, respectively with the lowest interest rate of 4.45% for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to the SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

- *SMF Loan Mudharabah Muqayadah FLPP 2018*

  *Based on loan agreement No.103A/ AKAD/SMF-BTNSy/VIII/2018 dated August 14, 2018, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

**24. PINJAMAN YANG DITERIMA (lanjutan)**

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2018 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 28 Desember 2018. Saldo pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp24.733 dan Rp26.616 dengan *nisbah* bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per tahun dengan pendapatan yang dibagihasilkan yang menggunakan rata-rata tingkat imbal hasil kas efektif dari Pembiayaan KPR Sejahtera sebesar setara dengan 5% per tahun dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF Mudharabah Muqayadah FLPP 2019

  Berdasarkan perjanjian No. 017A/AKAD/ FLPP/SMF-BTNSy/I/2019 tanggal 21 Januari 2019, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

***24. FUND BORROWINGS (continued)***

*e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow (continued):*

- *SMF Loan Mudharabah Muqayadah FLPP 2018 (continued)*

  *This disbursement of facility is carried out during the availability period until December 28, 2018. The outstanding balance as of December 31, 2023 and 2022 is amounting to Rp24,733 and Rp26,616 respectively with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum with revenue divided by using the average yield rate effective cash financing for KPR Sejahtera Financing equal to 5% per year for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to the SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

- *SMF Loan Mudharabah Muqayadah FLPP 2019*

  *Based on loan agreement No. 017A/ AKAD/FLPP/SMF-BTNSy/I/2019 dated January 21, 2019, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

**24. PINJAMAN YANG DITERIMA (lanjutan)**

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF *Mudharabah Muqayadah* FLPP 2019 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2019. Saldo pada tanggal 31 Desember 2023 dan 2022 adalah sebesar Rp88.938 dan Rp95.575 dengan *nisbah* bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per tahun dengan pendapatan yang dibagihasilkan yang menggunakan rata-rata tingkat imbal hasil kas efektif dari Pembiayaan KPR Sejahtera sebesar setara dengan 5% per tahun dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF *Mudharabah Muqayadah* FLPP Percepatan 2019

  Berdasarkan perjanjian No. 216/FLPP/ AKAD/SMF-BTN/XII/2019 tanggal 20 Desember 2019, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

***24. FUND BORROWINGS (continued)***

*e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow (continued):*

- *SMF Loan Mudharabah Muqayadah FLPP 2019 (continued)*

  *This disbursement of facility is carried out during the availability period until December 31, 2019. The outstanding balance as of December 31, 2023 and 2022 is Rp88,938 and Rp95,575, respectively with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum with revenue divided by using the average yield rate effective cash financing for KPR Sejahtera Financing equal to 5% per year for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to the SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

- *SMF Loan Mudharabah Muqayadah FLPP Percepatan 2019*

  *Based on loan agreement No. 216/FLPP/AKAD/SMF-BTN/XII/2019 dated December 20, 2019, the Bank received loan which is intended for distributing housing loans for low-income communities.*

**24. PINJAMAN YANG DITERIMA (lanjutan)**

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF *Mudharabah Muqayadah* FLPP Percepatan 2019 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2019. Saldo pada tanggal 31 Desember 2023 dan 2022 adalah sebesar Rp24.497 dan Rp26.238 dengan nisbah bagi hasil sebesar 22,25% yang dihitung dari pendapatan bagi hasil yang ditawarkan atas fasilitas pembiayaan yang ditarik selama *availability period* atau dengan ekuivalen sebesar setara dengan 4,45% per tahun dengan pendapatan yang dibagihasilkan yang menggunakan rata-rata tingkat imbal hasil kas efektif dari Pembiayaan KPR Sejahtera sebesar setara dengan 5% per tahun dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

- Pinjaman SMF FLPP Percepatan 2019

  Berdasarkan perjanjian No. 203/FLPP/PP/SMF-BTN/XI/2019 tanggal 28 November 2019, Bank mendapatkan pinjaman dalam rangka penyaluran kredit pemilikan rumah sejahtera untuk masyarakat berpenghasilan rendah.

***24. FUND BORROWINGS (continued)***

*e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow (continued):*

- *SMF Loan Mudharabah Muqayadah FLPP Percepatan 2019 (continued)*

  *This disbursement of facility is carried out during the availability period until December 31, 2019. The outstanding balance as of December 31, 2023 and 2022 is Rp24,497 and Rp26,238 with a profit sharing ratio of 22.25%, which is calculated from profit sharing income offered for financing facilities drawn during availability period or an equivalent of 4.45% per annum with revenue divided by using the average yield rate effective cash financing for KPR Sejahtera Financing equal to 5% per year for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest instalments) to the SMF are held no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

- *SMF Loan FLPP Percepatan 2019*

  *Based on loan agreement No. 203/FLPP/PP/SMF-BTN/XI/2019 dated November 28, 2019, the Bank received a loan which is intended for distributing housing loans for low-income communities.*

## 24. PINJAMAN YANG DITERIMA (lanjutan)

e. Pinjaman dari PT Sarana Multigriya Finansial (Persero) (SMF) (lanjutan)

Bank memiliki beberapa perjanjian pinjaman dengan SMF sebagai berikut (lanjutan):

- Pinjaman SMF FLPP Percepatan 2019 (lanjutan)

  Pencairan atas fasilitas ini dilakukan selama *availability period* sampai dengan tanggal 31 Desember 2019. Saldo pada tanggal 31 Desember 2023 dan 2022 adalah sebesar Rp373.929 dan Rp396.120 dengan suku bunga paling rendah sebesar 4,45% dengan jangka waktu paling lama 15 (lima belas) tahun. Pengembalian dana pinjaman (angsuran pokok dan bunga) kepada SMF dilaksanakan paling lambat tanggal 10 setiap bulannya, apabila tanggal jatuh tempo pembayaran pokok dan bunga jatuh pada hari libur nasional, maka pembayaran dilakukan pada hari kerja sesudah tanggal jatuh tempo pembayaran.

Pinjaman yang diterima dari pihak-pihak berelasi pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar Rp22.453.290 dan Rp17.455.685 (Catatan 43).

Pada tanggal 31 Desember 2023 dan 2022, Bank telah memenuhi ketentuan dan kondisi yang ada dalam seluruh perjanjian pinjaman yang diterima.

## *24. FUND BORROWINGS (continued)*

*e. Loan from PT Sarana Multigriya Finansial (Persero) (SMF) (continued)*

*The Bank has several loan agreements with SMF as follow (continued):*

- *SMF Loan FLPP Percepatan 2019 (continued)*

  *This disbursement of facility is carried out during the availability period until December 31, 2019. The Outstanding Balance as of December 31, 2023 and 2022 is amounting to Rp373,929* and *Rp396,120, respectively with the lowest interest rate of 4.45% for a maximum period of 15 (fifteen) years. Loan repayments (principal and interest installments) to SMF is no later than the 10th of each month, if the due date of principal and interest payments falls on a national holiday, the payment is made on the working day after the payment due date.*

*As of December 31, 2023 and 2022, fund borrowings received from related parties amounted to Rp22,453,290 and Rp17,455,685, respectively (Note 43).*

*As of December 31, 2023 and 2022, the Bank has complied with all of the existing terms and condition of the fund borrowing agreements.*

## 25. PINJAMAN DAN EFEK-EFEK SUBORDINASI

## *25. SUBORDINATED LOAN AND SECURITIES*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Mata Uang Asing | | | *Foreign Currency* |
| Pihak Ketiga | | | *Third Parties* |
| Obligasi Subordinasi | 4.612.840 | 4.658.242 | *Subordinated bonds* |
| Rupiah | | | *Rupiah* |
| Pihak Berelasi (Catatan 43) | | | *Related Party (Note 43)* |
| Pinjaman Subordinasi dari PT Sarana Multigriya Finansial (Persero) | 4.499.997 | 4.499.977 | *Subordinated Loan from PT Sarana Multigriya Finansial (Persero)* |
| **Total** | **9.112.837** | **9.158.219** | ***Total*** |

**25. PINJAMAN DAN EFEK-EFEK SUBORDINASI (lanjutan)**

a. Pinjaman Subordinasi PT Sarana Multigriya Finansial (Persero) (SMF)

Akun ini merupakan fasilitas pemberian Pinjaman Subordinasi yang diperoleh dari PT SMF (Persero) yang ditujukan untuk mendukung Program Sejuta Rumah. Pinjaman Subordinasi sebesar Rp3.000.000 dengan suku bunga 8,90% dilakukan pencairan pada tanggal 27 Desember 2019 yang akan jatuh tempo pada tanggal 27 Desember 2024. Pada tanggal 15 November 2021, Bank melakukan pencairan Pinjaman Subordinasi pada tanggal 15 November 2021 sebesar Rp1.500.000 dengan suku bunga 7,65% yang akan jatuh tempo pada tanggal 15 November 2026.

Pinjaman subordinasi ini telah mendapat persetujuan dari Otoritas Jasa Keuangan (OJK) melalui surat No. S-69/PB.31/2016 tanggal 30 September 2016 dan No. S-21/PB.31/2020 tanggal 4 Februari 2020 dan No. S-261/PB.31/2021 tanggal 25 November 2021.

b. Obligasi Subordinasi

Pada tanggal 23 Januari 2020, Bank telah menerbitkan obligasi subordinasi sebesar ASD300 juta atau ekuivalen Rp4.089.000 dengan tenor 5 tahun dan bunga 4,20% per tahun dan dicatatkan di Bursa Efek Singapura. Penerbitan Obligasi tersebut telah dinyatakan efektif berdasarkan surat Otoritas Jasa Keuangan No. S-35/PB.31/ 2020 tanggal 26 Februari 2020.

Biaya penerbitan obligasi subordinasi tersebut sebesar Rp23.866 dicatat mengurangi nilai obligasi subordinasi dan akan diamortisasi sampai dengan tanggal jatuh tempo pada 23 Januari 2025.

Pada tanggal 31 Desember 2023 dan 2022, Bank telah memenuhi ketentuan dan kondisi yang ada dalam seluruh perjanjian pinjaman subordinasi yang diterima.

Bank melakukan lindung nilai arus kas atas pokok dan bunga dari sebagian porsi obligasi subordinasi (Catatan 12).

***25. SUBORDINATED LOAN AND SECURITIES (continued)***

*a. PT Sarana Multigriya Finansial (Persero) (SMF) Subordinated Loan*

*This account is a subordinated loan that was obtained from PT SMF (Persero) that is aimed to support the one million housing program. Subordinated loan in the amount of Rp3,000,000 with interest rate of 8.90% was withdrawn on December 27, 2019 and will mature on December 27, 2024. On 15 November 2021, Bank disburse Subordinated Loan amounting Rp1,500,000 with interest rate 7.65% mature on November 15, 2026.*

*Subordinated loan has been approved by Financial Service Authority through letter No. S-69/PB.31/2016 dated September 30, 2016 and No. S-21/PB.31/2020 dated February 4, 2020 and No. S-261/PB.31/2021 dated November 25, 2021.*

*b. Subordinated Bonds*

*On January 23, 2020, the Bank issued subordinated bonds with a total nominal value of USD300 million or the equivalent to Rp4,089,000, with tenor of 5 years and interest of 4.20% per annum and listed in the Singapore Stock Exchange.The issuance of Global Bond became effective based on letter No. S-35/PB.31/2020 dated February 26, 2020.*

*The issuance costs of the subordinated bonds amounting to Rp23,866 was recorded as deduction to the amount of the subordinated bonds and amortised until the maturity date on January 23, 2025.*

*As of December 31, 2023 and 2022, the Bank has complied with all of the existing terms and conditions of the subordinated loan agreements.*

*Bank entered into partial cashflow hedge for principal and interest of subordinated bond (Note 12).*

## 26. BUNGA YANG MASIH HARUS DIBAYAR / *26. INTEREST PAYABLE*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|
| Deposito berjangka | 324.118 | 334.877 | *Time deposits* |
| Pinjaman subordinasi dan efek-efek subordinasi | 113.839 | 114.971 | *Subordinated loan and securities* |
| Pinjaman yang diterima | 81.069 | 51.072 | *Fund borrowings* |
| Surat-surat berharga yang diterbitkan | 71.460 | 79.538 | *Securities issued* |
| Derivatif | 57.010 | 48.908 | *Derivative* |
| **Total** | **647.496** | **629.366** | ***Total*** |

## 27. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI / *27. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES*

Kolektibilitas garansi yang diterbitkan dan fasilitas kredit yang belum ditarik yang mempunyai risiko kredit adalah sebagai berikut:

*The collectibility classification of guarantees issued and unused loan facility bearing credit risks are as follows:*

| | 31 Desember/ *December 31,* 2023 | | 31 Desember/ *December 31*, 2022 | | |
|---|---|---|---|---|---|
| | Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*) | Ekuivalen/ *Equivalent* Rupiah | Jumlah nosional mata uang asing/ *Notional amount in foreign currencies* (angka penuh/ *full amount*) | Ekuivalen/ *Equivalent* Rupiah | |
| Lancar | | | | | *Current* |
| Rupiah | | | | | *Rupiah* |
| Garansi yang diterbitkan (Catatan 39) | | 2.112.148 | | 887.321 | *Guarantees issued (Note 39)* |
| Fasilitas kredit yang belum ditarik (*committed*) | | 127.083 | | 67.928 | *Unused loan facility (committed)* |
| *Irrevocable* L/C yang masih berjalan (Catatan 39) | | 20.106 | | 221.484 | *Outstanding irrevocable L/Cs (Note 39)* |
| | | 2.259.337 | | 1.176.733 | |
| Mata uang asing | | | | | *Foreign currencies* |
| Garansi yang diterbitkan (Catatan 39) | | | | | *Guarantees issued (Note 39)* |
| Dolar Amerika Serikat | 30.269.447 | 466.059 | 3.869.076 | 60.232 | *United States Dollar* |
| Euro Eropa | 56.784 | 968 | 56.784 | 942 | *European Euro* |
| | | 467.027 | | 61.174 | |
| | | **2.726.364** | | **1.237.907** | |
| Dalam Perhatian Khusus | | | | | *Special mention* |
| Rupiah | | | | | *Rupiah* |
| Fasilitas kredit yang belum ditarik (*committed*) | | - | | 12.200 | *Unused loan facility (committed)* |
| **Total** | | **2.726.364** | | **1.250.107** | ***Total*** |

Pada tanggal 31 Desember 2023 dan 2022 tidak terdapat transaksi dengan pihak-pihak berelasi untuk fasilitas kredit yang belum ditarik.

*As of December 31, 2023 and 2022, there are no transaction with related parties for unused loan facility.*

Pada tanggal 31 Desember 2023 dan 2022, garansi bank yang diterbitkan kepada pihak-pihak berelasi, masing-masing sebesar Rp1.116.581 dan Rp426.438 (Catatan 43).

*As of December 31, 2023 and 2022, guarantees issued to related parties amounted to Rp1,116,581 and Rp426,438, respectively (Note 43).*

## 27. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

## *27. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)*

Perubahan nilai tercatat bruto adalah sebagai berikut:

*Movements in the gross carrying amount are as follows:*

| | 31 Desember/*December 31*, 2023 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Fasilitas kredit yang belum ditarik (*committed*)** | | | | | | ***Unused loan facility (committed)*** |
| Saldo Awal | 80.128 | - | - | - | 80.128 | *Beginning balance* |
| Pengalihan ke: | | | | | | *Transfer to:* |
| Stage 1 | - | - | - | - | - | *Stage 1* |
| Stage 2 | - | - | - | - | - | *Stage 2* |
| Stage 3 | - | - | - | - | - | *Stage 3* |
| Total saldo awal setelah pengalihan | 80.128 | - | - | - | 80.128 | *Total opening balance after transfer* |
| Pengukuran kembali bersih nilai tercatat | 29.126 | - | - | - | 29.126 | *Net remeasurement of carrying amount* |
| Aset keuangan baru yang diterbitkan atau dibeli | 26.995 | - | - | - | 26.995 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (9.166) | - | - | - | (9.166) | *Derecognized financial assets* |
| Total Penambahan/(penurunan) tahun berjalan | 46.955 | - | - | - | 46.955 | *Total additional/(reversal) during the year* |
| **Saldo akhir tahun** | **127.083** | **-** | **-** | **-** | **127.083**** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"
**) Terdiri dari fasilitas kredit yang *committed* yang belum ditarik

*) Not applying SFAS No. 71 "Financial Instruments"*
***) Consist of committed unused loan facility*

| | 31 Desember/*December 31*, 2022 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Fasilitas kredit yang belum ditarik (*committed*)** | | | | | | ***Unused loan facility (committed)*** |
| Saldo Awal | 89.811 | 8.123 | - | - | 97.934 | *Beginning balance* |
| Pengalihan ke: | | | | | | *Transfer to:* |
| Stage 1 | 8.123 | (8.123) | - | - | - | *Stage 1* |
| Stage 3 | - | - | - | - | - | *Stage 3* |
| Total saldo awal setelah pengalihan | 97.934 | - | - | - | 97.934 | *Total opening balance after transfer* |
| Pengukuran kembali bersih nilai tercatat | 226 | - | - | - | 226 | *Net remeasurement of carrying amount* |
| Aset keuangan baru yang diterbitkan atau dibeli | - | - | - | - | - | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (18.032) | - | - | - | (18.032) | *Derecognized financial assets* |
| Total Penambahan/(penurunan) tahun berjalan | (17.806) | - | - | - | (17.806) | *Total additional/(reversal) during the year* |
| **Saldo akhir tahun** | **80.128** | **-** | **-** | **-** | **80.128**** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"
**) Terdiri dari fasilitas kredit yang *committed* yang belum ditarik

*) Not applying SFAS No. 71 "Financial Instruments"*
***) Consist of committed unused loan facility*

## 27. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

Perubahan nilai tercatat bruto adalah sebagai berikut:

## *27. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)*

*Movements in the gross carrying amount are as follows:*

| | 31 Desember/*December 31,* 2023 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| ***Irrevocable* L/C yang masih berjalan** | | | | | | ***Outstanding irrevocable L/Cs*** |
| Saldo Awal | 221.484 | - | - | - | 221.484 | *Beginning balance* |
| Pengukuran kembali bersih nilai tercatat | (175.450) | - | - | - | (175.450) | *Net remeasurement of carrying amount* |
| Aset keuangan baru yang diterbitkan atau dibeli | 460.627 | - | - | - | 460.627 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (486.555) | - | - | - | (486.555) | *Derecognized financial assets* |
| Total penambahan/(penurunan) tahun berjalan | (201.378) | - | - | - | (201.378) | *Total additional/(reversal) during the period* |
| **Saldo akhir tahun** | **20.106** | **-** | **-** | **-** | **20.106** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

| | 31 Desember/*December 31,* 2022 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| ***Irrevocable* L/C yang masih berjalan** | | | | | | ***Outstanding irrevocable L/Cs*** |
| Saldo Awal | 280.604 | - | - | - | 280.604 | *Beginning balance* |
| Pengukuran kembali bersih nilai tercatat | (75.440) | - | - | - | (75.440) | *Net remeasurement of carrying amount* |
| Aset keuangan baru yang diterbitkan atau dibeli | 683.151 | - | - | - | 638.151 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (666.830) | - | - | - | (666.830) | *Derecognized financial assets* |
| Total penambahan/(penurunan) tahun berjalan | (59.119) | - | - | - | (59.119) | *Total additional/(reversal) during the year* |
| **Saldo akhir tahun** | **221.484** | **-** | **-** | **-** | **221.484** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

Perubahan estimasi kerugian komitmen dan kontinjensi adalah sebagai berikut:

*The movements in the estimated for impairment losses on commitments and contingencies are as follows:*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| Rupiah | | | *Rupiah* |
| Saldo awal tahun | 4.719 | 3.644 | *Balance at beginning of year* |
| Penyisihan/(pemulihan) kerugian penurunan nilai selama tahun berjalan | (1.139) | 1.075 | *Provision/(reversal) for impairment losses during the year* |
| **Saldo akhir** | **3.580** | **4.719** | ***Balance at the end*** |

## 27. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

Perubahan cadangan kerugian komitmen dan kontinjensi adalah sebagai berikut (lanjutan):

## *27. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)*

*The movements in the allowance for impairment losses on commitments and contingencies are as follows (continued):*

| | 31 Desember/*December 31*, 2023 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Fasilitas kredit yang belum ditarik (*committed*)** | | | | | | ***Unused loan facility (committed)*** |
| Saldo awal | 4.607 | - | - | - | 4.607 | *Beginning balance* |
| Pengalihan ke: | | | | | | *Transfer to:* |
| Stage 1 | - | - | - | - | - | *Stage 1* |
| Stage 2 | - | - | - | - | - | *Stage 2* |
| Stage 3 | - | - | - | - | - | *Stage 3* |
| Total saldo awal setelah pengalihan | 4.607 | - | - | - | 4.607 | *Total opening balance after transfer* |
| Pengukuran kembali bersih penurunan nilai | (992) | - | - | - | (992) | *Net remeasurement of impairment losses* |
| Aset keuangan baru yang diterbitkan atau dibeli | 938 | - | - | - | 938 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (989) | - | - | - | (989) | *Derecognized financial asset* |
| Total Penambahan/(penurunan) tahun berjalan | (1.043) | - | - | - | (1.043) | *Total Additional(reversal)/ during the year* |
| **Saldo akhir tahun** | **3.564** | **-** | **-** | **-** | **3.564** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

| | 31 Desember/*December 31*, 2022 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| **Fasilitas kredit yang belum ditarik (*committed*)** | | | | | | ***Unused loan facility (committed)*** |
| Saldo awal | 1.640 | 1.640 | - | - | 3.280 | *Beginning balance* |
| Pengalihan ke: | | | | | | *Transfer to:* |
| Stage 1 | 1.640 | (1.640) | - | - | - | *Stage 1* |
| Stage 3 | - | - | - | - | - | *Stage 3* |
| Total saldo awal setelah pengalihan | 3.280 | - | - | - | 3.280 | *Total opening balance after transfer* |
| Pengukuran kembali bersih penurunan nilai | 1.792 | - | - | - | 1.792 | *Net remeasurement of impairment losses* |
| Aset keuangan baru yang diterbitkan atau dibeli | - | - | - | - | - | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (465) | - | - | - | (465) | *Derecognized financial asset* |
| Total Penambahan/(penurunan) tahun berjalan | 1.327 | - | - | - | 1.327 | *Total Additional(reversal)/ during the year* |
| **Saldo akhir tahun** | **4.607** | **-** | **-** | **-** | **4.607** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

## 27. ESTIMASI KERUGIAN KOMITMEN DAN KONTINJENSI (lanjutan)

Perubahan cadangan kerugian komitmen dan kontinjensi adalah sebagai berikut (lanjutan):

## *27. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)*

*The movements in the allowance for impairment losses on commitments and contingencies are as follows (continued):*

| | 31 Desember/*December 31*, 2023 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| ***Irrevocable* L/C yang masih berjalan** | | | | | | ***Outstanding irrevocable L/Cs*** |
| Saldo Awal | 112 | - | - | - | 112 | *Beginning balance* |
| Pengukuran kembali bersih nilai tercatat | (7.355) | - | - | - | (7.355) | *Net remeasurement of carrying amount* |
| Aset keuangan baru yang diterbitkan atau dibeli | 7.567 | - | - | - | 7.567 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (308) | - | - | - | (308) | *Derecognized financial assets* |
| Total Penambahan/(penurunan) period berjalan | (96) | - | - | - | (96) | *Total additional/(reversal) period the year* |
| **Saldo akhir tahun** | **16** | **-** | **-** | **-** | **16** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

| | 31 Desember/*December 31*, 2022 | | | | | |
|---|---|---|---|---|---|---|
| | **Stage 1** | **Stage 2** | **Stage 3** | **Syariah*)** | **Total** | |
| ***Irrevocable* L/C yang masih berjalan** | | | | | | ***Outstanding irrevocable L/Cs*** |
| Saldo Awal | 364 | - | - | - | 364 | *Beginning balance* |
| Pengukuran kembali bersih nilai tercatat | (83) | - | - | - | (83) | *Net remeasurement of carrying amount* |
| Aset keuangan baru yang diterbitkan atau dibeli | 1.395 | - | - | - | 1.395 | *New financial assets originated or purchased* |
| Aset keuangan yang dihentikan pengakuannya | (1.564) | - | - | - | (1.564) | *Derecognized financial assets* |
| Total Penambahan/(penurunan) period berjalan | (252) | - | - | - | (252) | *Total additional/(reversal) period the year* |
| **Saldo akhir tahun** | **112** | **-** | **-** | **-** | **112** | ***Balance at the end of year*** |

*) Tidak menerapkan PSAK No. 71 "Instrumen Keuangan"

**) Not applying SFAS No. 71 "Financial Instruments"*

Manajemen berpendapat bahwa penyisihan estimasi kerugian komitmen dan kontinjensi yang dibentuk telah memadai.

*Based on management's assessment, the amount of estimated losses on commitments and contingencies is adequate.*

## 28. LIABILITAS IMBALAN KERJA DAN LAIN-LAIN

## *28. EMPLOYEE BENEFITS AND OTHER LIABILITIES*

| | **31 Desember/ *December 31*, 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| Liabilitas imbalan kerja | | | *Employee benefits liabilities* |
| Bonus dan tantiem | 730.178 | 855.623 | *Bonuses and tantiem* |
| Imbalan kerja jangka panjang (Catatan 40b) | 1.279.342 | 1.073.511 | *Long term employee benefits (Note 40b)* |
| | 2.009.520 | 1.929.134 | |
| Liabilitas lain-lain | | | *Other liabilities* |
| Dana jaminan pengembang (kewajiban pada pihak ketiga) | 511.858 | 4.680.949 | *Developers' security deposits (liabilities to third party)* |
| Liabilitas sewa | 186.696 | 167.633 | *Lease liability* |
| Lainnya | 243.774 | 471.269 | *Others* |
| | **942.328** | **5.319.851** | |
| **Total** | **2.951.848** | **7.248.985** | ***Total*** |

## 28. LIABILITAS IMBALAN KERJA DAN LAIN-LAIN (lanjutan)

Cadangan atas bonus merupakan kewajiban atas jasa produksi karyawan pada tahun berjalan yang belum dibagikan pada akhir tahun.

Dana jaminan pengembang merupakan setoran jaminan dari pengembang untuk menjamin penyelesaian kewajiban pengembang di Bank.

Bank telah mengidentifikasi dugaan pemalsuan bilyet deposito Bank dan dari hasil pemeriksaan Bank menunjukkan bahwa terdapat beberapa bilyet deposito Bank yang diduga dipalsukan oleh pihak lain di luar Bank sehingga tidak tercatat dalam sistem Bank. Bank telah melaporkan kasus tersebut kepada pihak berwajib dan saat ini sedang dalam proses penyidikan sehingga jumlah pasti atas potensi kerugian dari kasus tersebut belum dapat ditentukan. Sebagai bentuk penerapan prinsip kehati-hatian, Bank telah membentuk cadangan atas potensi kerugian operasional masing-masing per tanggal 31 Desember 2023 dan 2022 sebesar Rp32.971 dan Rp16.590.

Pengungkapan liabilitas sewa pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

## *28. EMPLOYEE BENEFITS AND OTHER LIABILITIES (continued)*

*Provision for bonus represents unpaid employees' bonus for the current year which has not yet been distributed at the end of the year.*

*Developer's security deposits represent security deposit from developer to ensure that the developer settle its obligation to the Bank.*

*The Bank has identified an indication of forged transaction in the Bank's certificate of time deposits and based on the Bank's investigation, there were several Bank's certificate of time deposits forged by third party, therefore it is not recorded in the Bank's system. The Bank has reported this case to the authority and currently it is in the process of investigation, therefore the definite amount of pontential loss from this case is still cannot be determined yet. In view of implementation of prudential banking principle, the Bank has provided allowance for potential operational losses as of December 31, 2023 and 2022 amounting to Rp32,971 and Rp16,590, respectively.*

*Disclosure of lease liabilities on December 31, 2023 and 2022 is as follows:*

| | 31 Desember/*December 31*, 2023 | | | | | |
|---|---|---|---|---|---|---|
| | 1 Januari/ *January 1*, 2023 | Penambahan liabilitas sewa/ *Additions of lease liabilities* | Beban bunga atas liabilitas sewa/ *Interest expense of lease liabilities* | Pembayaran *liabilitas sewa*/ *Payment of lease liabilities* | *31* Desember/ *December 31*, 2023 | |
| Bangunan | 47.274 | 1.260 | 1.264 | (18.046) | 30.488 | *Building* |
| Kendaraan | 118.726 | 99.737 | 8.933 | (62.426) | 156.037 | *Motor vehicles* |
| Mesin ATM | 1.510 | 39 | 39 | (1.501) | 48 | *ATM machine* |
| Lainnya | 123 | - | - | - | 123 | *Others* |
| **Total** | **167.633** | **101.036** | **10.236** | **(81.973)** | **186.696** | ***Total*** |

| | 31 Desember/*December 31*, 2022 | | | | | |
|---|---|---|---|---|---|---|
| | 1 Januari/ *January 1*, 2022 | Penambahan liabilitas sewa/ *Additions of lease liabilities* | Beban bunga atas liabilitas sewa/ *Interest expense of lease liabilities* | Pembayaran *liabilitas sewa*/ *Payment of lease liabilities* | *31* Desember/ *December 31*, 2022 | |
| Bangunan | 95.663 | 3.571 | 3.571 | (51.960) | 47.274 | *Building* |
| Kendaraan | 25.920 | 122.449 | 6.293 | (29.643) | 118.726 | *Motor vehicles* |
| Mesin ATM | 4.605 | 247 | 246 | (3.342) | 1.510 | *ATM machine* |
| Lainnya | 160 | 1 | 1 | (38) | 123 | *Others* |
| **Total** | **126.348** | **126.268** | **10.111** | **(84.983)** | **167.633** | ***Total*** |

## 29. EKUITAS / *29. EQUITY*

a. Modal Saham / *a. Capital Stock*

Rincian modal dasar, modal ditempatkan dan disetor penuh Bank adalah sebagai berikut:

*The details of the Bank's authorized capital stock and issued and fully paid capital stock are as follows:*

| | **31 Desember/*December 31,* 2023** | | | | |
|---|---|---|---|---|---|
| | **Jumlah lembar saham/ *Number of shares*** | **Nilai nominal per lembar saham (Rupiah penuh)/ *Par value per share (Full Rupiah)*** | **Jumlah nilai saham/ *Total value of shares*** | **Persentase kepemilikan/ *Percentage ownership*** | |
| **Modal Dasar** | | | | | ***Authorized Capital*** |
| Saham Seri A Dwiwarna | 1 | 500 | - | 0.00% | *Series A Dwiwarna Stock* |
| Saham Biasa atas nama Seri B | 20.478.431.999 | 500 | 10.239.216 | 100.00% | *Series B Common Stock* |
| | **20.478.432.000** | | **10.239.216** | **100,00%** | |
| **Modal Ditempatkan dan Disetor Penuh** | | | | | ***Issued and Fully Paid Capital*** |
| Saham Seri A Dwiwarna | | | | | *Series A Dwiwarna Stock* |
| Pemerintah | 1 | 500 | - | 0.00% | *Government* |
| Saham Seri B | | | | | *Series B Stock* |
| Pemerintah | 8.420.666.647 | 500 | 4.210.333 | 60,00% | *Government* |
| Dewan Komisaris | | | | | *Board of Commissioners* |
| Herry Trisaputra Zuna | 404.600 | 500 | 202 | 0,00% | *Herry Trisaputra Zuna* |
| Himawan Arief Sugoto | 404.600 | 500 | 202 | 0,00% | *Himawan Arief Sugoto* |
| Dewan Direksi | | | | | *Board of Directors* |
| Nixon L.P Napitupulu | 4.250.500 | 500 | 2.125 | 0,03% | *Nixon L.P Napitupulu* |
| Oni Febriarto Rahardjo | 308.000 | 500 | 154 | 0,01% | *Oni Febriarto Rahardjo* |
| Nofry Rony Poetra | 2.531.022 | 500 | 1.266 | 0,02% | *Nofry Rony Poetra* |
| Elisabeth Novie Riswati | 1.733.200 | 500 | 867 | 0,01% | *Elisabeth Novie Riswati* |
| Eko Waluyo | 1.871.964 | 500 | 936 | 0,01% | *Eko Waluyo* |
| Setiyo Wibowo | 1.892.700 | 500 | 946 | 0,01% | *Setiyo Wibowo* |
| Jasmin | 2.848.030 | 500 | 1.424 | 0,02% | *Jasmin* |
| Andi Nirwoto | 1.822.161 | 500 | 911 | 0,01% | *Andi Nirwoto* |
| Hirwandi Gafar | 1.763.314 | 500 | 882 | 0,01% | *Hirwandi Gafar* |
| Masyarakat (kepemilikan masing -masing dibawah 5% untuk setiap pihak) | 5.593.947.674 | 500 | 2.796.974 | 39,86% | *Public (ownership less than 5% each)* |
| **Total** | **14.034.444.413** | | **7.017.222** | **100,00%** | ***Total*** |

## 29. EKUITAS (lanjutan)

a. Modal Saham (lanjutan)

Rincian modal dasar, modal ditempatkan dan disetor penuh Bank adalah sebagai berikut (lanjutan):

## *29. EQUITY (continued)*

*a. Capital Stock (continued)*

*The details of the Bank's authorized capital stock and issued and fully paid capital stock are as follows (continued):*

| | 31 Desember/*December 31,* 2022 | | | | |
|---|---|---|---|---|---|
| | **Jumlah lembar saham/** ***Number of shares*** | **Nilai nominal per lembar saham (Rupiah penuh)/** ***Par value per share (Full Rupiah)*** | **Jumlah nilai saham/** ***Total value of shares*** | **Persentase kepemilikan/** ***Percentage ownership*** | |
| **Modal Dasar** | | | | | ***Authorized Capital*** |
| Saham Seri A Dwiwarna | 1 | 500 | - | 0.00% | *Series A Dwiwarna Stock* |
| Saham Biasa atas nama Seri B | 20.478.431.999 | 500 | 10.239.216 | 100.00% | *Series B Common Stock* |
| | **20.478.432.000** | | **10.239.216** | **100,00%** | |
| **Modal Ditempatkan dan Disetor Penuh** | | | | | ***Issued and Fully Paid Capital*** |
| Saham Seri A Dwiwarna | | | | | *Series A Dwiwarna Stock* |
| Pemerintah | 1 | 500 | - | 0.00% | *Government* |
| Saham Seri B | | | | | *Series B Stock* |
| Pemerintah | 6.353.999.999 | 500 | 3.177.000 | 60,00% | *Government* |
| Dewan Direksi | | | | | *Board of Directors* |
| Haru Koesmahargyo | 304.600 | 500 | 152 | 0,00% | *Haru Koesmahargyo* |
| Nixon L.P Napitupulu | 2.481.800 | 500 | 1.241 | 0,02% | *Nixon L.P Napitupulu* |
| Hirwandi Gafar | 603.900 | 500 | 302 | 0,01% | *Hirwandi Gafar* |
| Elisabeth Novie Riswati | 581.200 | 500 | 291 | 0,01% | *Elisabeth Novie Riswati* |
| Andi Nirwoto | 648.300 | 500 | 324 | 0,01% | *Andi Nirwoto* |
| Eko Waluyo | 686.300 | 500 | 343 | 0,01% | *Eko Waluyo* |
| Nofry Rony Poetra | 1.034.600 | 500 | 517 | 0,01% | *Nofry Rony Poetra* |
| Jasmin | 1.422.400 | 500 | 711 | 0,01% | *Jasmin* |
| Setiyo Wibowo | 547.900 | 500 | 274 | 0,00% | *Setiyo Wibowo* |
| Masyarakat (kepemilikan masing -masing dibawah 5% untuk setiap pihak) | 4.227.689.000 | 500 | 2.113.845 | 39,92% | *Public (ownership less than 5% each)* |
| **Total** | **10.590.000.000** | | **5.295.000** | **100,00%** | ***Total*** |

Saham Seri A Dwiwarna adalah saham yang memberikan hak-hak preferen kepada pemegangnya untuk menyetujui pengangkatan dan pemberhentian Dewan Komisaris dan Direksi, perubahan anggaran dasar, menyetujui penggabungan, peleburan, pengambilalihan dan pemisahan Bank, pengajuan permohonan agar Bank dinyatakan pailit dan pembubaran Bank.

*Series A Dwiwarna share is the share that gives the shareholder preferential rights to approve the appointment or dismissal of Commissioners and Directors, changes in Articles of Association, approve on Bank's merger, dissolution, acquisition and separation, submission of request for bankruptcy and liquidation of the Bank.*

Saham Seri B adalah saham biasa atas nama yang dapat dimiliki oleh masyarakat.

*Series B shares are common shares that can be owned by the public.*

## 29. EKUITAS (lanjutan)

a. Modal Saham (lanjutan)

Kepemilikan saham oleh Dewan Komisaris dan Direksi adalah dalam rangka Peraturan Otoritas Jasa Keuangan (POJK) No. 45/POJK.03/2015 tanggal 23 Desember 2015 tentang Penerapan Tata Kelola dalam Pemberian Remunerasi Bagi Bank Umum, dimana anggota Direksi dan Dewan Komisaris Non-Independen diberikan remunerasi yang bersifat variabel dalam bentuk saham Perseroan.

Saham yang dimiliki oleh Dewan Komisaris dan Direksi untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022 masing-masing sebesar 19.830.091 lembar saham dan 8.311.000 lembar saham atau 0,11% dan 0,08% dari jumlah modal dasar.

b. Tambahan modal disetor

Perubahan tambahan modal disetor adalah sebagai berikut:

| | | |
|---|---|---|
| Saldo pada tanggal 1 Januari 2009 | - | *Balance as January 1, 2009* |
| Tambahan Modal disetor akibat penawaran umum perdana tahun 2009 | 708.017 | *Additional Paid in capital due to Initial Public Offering in 2009* |
| Biaya emisi penerbitan saham | (68.391) | *Shares Issuance Cost* |
| | 639.626 | |
| Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP I tahap 1 dan 2 Tahun 2011 | 94.733 | *Additional Paid in capital due to purchased stock option during phases 1 and 2 of MESOP I in 2011* |
| | 734.359 | |
| Tambahan Modal disetor akibat adanya pelakskanaan opsi pembelian (eksekusi) saham MESOP I tahap 3 dan 4 Tahun 2012 | 5.219 | *Additional Paid in capital due to purchased stock option during phases 3 and 4 of MESOP I in 2012* |
| Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP II tahap 1 dan 2 Tahun 2012 | 1.130 | *Additional Paid in capital due to purchased stock option during phases 1 and 2 of MESOP II in 2012* |
| | 740.708 | |
| Tambahan Modal disetor akibat Penawaran Umum Saham Terbatas I pada tahun 2012 | 1.111.949 | *Additional paid in capital due to Right Issue I in 2012* |
| Biaya emisi penerbitan saham | (59.154) | *Shares Issuance Cost* |
| | 1.793.503 | |

## *29. EQUITY (continued)*

*a. Capital Stock (continued)*

*The shares ownership by board of commissioners and board of directors follows the Financial Services Authority Regulation (POJK) No. 45/POJK.03/2015 dated December 23, 2015 concerning Implementation of Governance in the Provision of Remuneration for Commercial Banks, where members of the Directors and Board of Commissioners are given variable remuneration in the form of the Company's shares.*

*Shares held by the Board of Commissioners and Board of Directors for the years ended December 31, 2023 and 2022 amounted to 19,830,091 shares and 8,311,000 shares or 0.11% and 0.08% of the total authorized capital, respectively.*

*b. Additional Paid In Capital*

*The movements in additional paid in capital are as follows:*

**29. EKUITAS (lanjutan)**

b. Tambahan modal disetor (lanjutan)

Perubahan tambahan modal disetor adalah sebagai berikut: (lanjutan)

| | | |
|---|---|---|
| Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP I tahap 5 dan 6 Tahun 2013 | 11.063 | *Additional Paid in capital due to purchased stock option during phases 5 and 6 of MESOP I in 2013* |
| Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP II tahap 3 dan 4 Tahun 2013 | 117.623 | *Additional Paid in capital due to purchased stock option during phases 3 and 4 of MESOP II in 2013* |
| Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP III tahap 1 dan 2 Tahun 2013 | 103.575 | *Additional Paid in capital due to purchased stock option during phases 1 and 2 of MESOP III in 2013* |
| | 2.025.764 | |
| Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP I tahap 7 dan 8 Tahun 2014 | 1.840 | *Additional Paid in capital due to purchased stock option during phases 7 and 8 of MESOP I in 2014* |
| Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP II tahap 5 dan 6 Tahun 2014 | 243 | *Additional Paid in capital due to purchased stock option during phases 5 and 6 of MESOP II in 2014* |
| Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP III tahap 3 dan 4 Tahun 2014 | 289 | *Additional Paid in capital due to purchased stock option during phases 3 and 4 of MESOP III in 2014* |
| | 2.028.136 | |
| Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP II tahap 7 dan 8 serta MESOP III tahap 5 dan 6 Tahun 2015 | 18.462 | *Additional Paid in capital due to purchased stock option during phases 7 and 8 of MESOP II and phases 5 and 6 of MESOP III in 2015* |
| | 2.046.598 | |
| Tambahan Modal disetor akibat adanya pelaksanaan opsi pembelian (eksekusi) saham MESOP III tahap 7 Tahun 2016 | 7.856 | *Additional Paid in capital due to purchased stock option during phase 7 of MESOP III in 2016* |
| | 2.054.454 | |
| Tambahan Modal disetor akibat Penawaran Umum Saham Terbatas II pada tahun 2022/2023 | 2.411.111 | *Additional paid in capital due to Right Issue II in 2022/2023* |
| Biaya Emisi Penerbitan Saham | (46.665) | *Shares Issuance Cost* |
| | **4.418.900** | |

***29. EQUITY (continued)***

*b. Additional paid-in capital (continued)*

*The movements in additional paid in capital are as follows: (continued)*

**29. EKUITAS (lanjutan)**

c. Penggunaan Laba

Penggunaan Laba Tahun 2022

Alokasi penggunaan laba untuk tahun yang berakhir pada tanggal 31 Desember 2022 adalah sebagai berikut:
a. Dividen sebesar Rp609.015
b. Laba ditahan yang telah ditentukan penggunaannya Rp2.436.057

Penggunaan Laba Tahun 2021

Alokasi penggunaan laba untuk tahun yang berakhir pada tanggal 31 Desember 2021 adalah sebagai berikut:
a. Dividen sebesar Rp237.624
b. Laba ditahan yang telah ditentukan penggunaannya Rp2.138.602

d. Dana Setoran Modal

Berdasarkan Rapat Umum Pemegang Saham Luar Biasa Tanggal 18 Oktober 2022, Para Pemegang Saham Bank Menyetujui Untuk Melakukan Penambahan Modal Melalui Penawaran Umum Terbatas II (PUT II) Dengan Memberikan Hak Memesan Efek Terlebih Dahulu (PMHMETD) kepada para pemegang saham Bank sejumlah 4.600.000.000 (empat miliar enam ratus juta) lembar saham dengan nominal sebesar Rp500 (nilai penuh) (lima ratus rupiah) per lembar saham dengan harga pelaksanaan Rp1.200 (nilai penuh) (seribu dua ratus rupiah) per lembar saham.

Bank melakukan pembukuan Penambahan Modal Dengan Hak Memesan Efek Terlebih Dahulu (PMHMETD) Bank BTN Tahun 2022 dengan setoran modal dari pemerintah sebesar Rp2.480.000 dan setoran modal dari publik sebesar Rp276.575.

Berdasarkan kajian legal yang telah dilakukan oleh Bank, dana penambahan modal melalui PMHMETD sudah dapat diakui sebagai modal disetor dikarenakan sudah terdapatnya akta perubahan anggaran dasar Bank pada tanggal 16 Maret 2023.

***29. EQUITY (continued)***

*c. Profit Distribution*

*Profit Distribution for Year 2022*

*Allocation of profit distribution for the year ended December 31, 2022, are as follow:*
*a. Dividends amounted to Rp609,015*
*b. Appropriated retained earnings amounted to Rp2,436,057*

*Profit Distribution for Year 2021*

*Allocation of profit distribution for the year ended December 31, 2021 are as follow:*
*a. Dividends amounted to Rp237,624*
*b. Appropriated retained earnings amounted to Rp2,138,602*

*d. Capital deposit fund*

*Based on extraordinary meeting of shareholder dated October 18, 2022, the shareholder of the Bank approved the additional capital through the Limited Public Offering II (PUT II) with pre-emptive rights to the Bank's shareholders at the most 4,600,000,000 (four billion six hundred million) common registered shares with a nominal value of Rp500 (full amount) per share with exercise price of Rp1,200 (full amount) per share.*

*The bank has recorded additional capital with pre-emptive rights (PMHMETD) for Bank BTN in 2022 with a capital deposit from government of Rp2,480,000 and paid up capital for the public Rp276,575.*

*Based on legal assessment that conducted by the bank, the additional capital through PMHMETD can already be recognized as paid-up capital due to the deed of amendment to the Bank's articles of association on March 16, 2023.*

## 30. PENDAPATAN BUNGA DAN BAGI HASIL / *30. INTEREST INCOME AND INCOME FROM PROFIT SHARING*

a. Pendapatan Bunga / *a. Interest Income*

Akun ini terdiri dari: / *This account consists of:*

| | Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| **Biaya perolehan diamortisasi** | | | ***Amortized cost*** |
| Kredit yang diberikan | 22.387.831 | 20.955.847 | *Loans* |
| Giro pada Bank Indonesia | 480.068 | 217.757 | *Current accounts with Bank Indonesia* |
| Penempatan pada Bank Indonesia dan bank lain | 133.613 | 71.670 | *Placements with Bank Indonesia and other banks* |
| Giro pada bank lain | 2.568 | 1.311 | *Current accounts with other banks* |
| Tagihan lainnya | 8.210 | 5.805 | *Others receivable* |
| Efek dibeli dengan janji dijual kembali | 57.873 | 86.602 | *Securities purchased under agreement to resell* |
| Obligasi pemerintah | 620.967 | 453.703 | *Government bonds* |
| Efek-efek | 46.996 | 56.439 | *Securities* |
| **Nilai wajar melalui laba rugi** | | | ***Fair value through profit or loss*** |
| Obligasi pemerintah | 176.455 | 236.476 | *Government bonds* |
| Efek-efek | 80.180 | 82.222 | *Securities* |
| Derivatif | 81.505 | 55.005 | *Derivative* |
| **Nilai wajar melalui penghasilan komprehensif lain** | | | ***Fair value through other comprehensive income*** |
| Obligasi pemerintah | 423.226 | 828.759 | *Government bonds* |
| Efek-efek | 223.037 | 181.604 | *Securities* |
| **Total** | **24.722.529** | **23.233.200** | ***Total*** |

b. Bagi hasil dan marjin unit syariah / *b. Profit sharing and margin from sharia unit*

Akun ini terdiri dari: / *This account consists of:*

| | Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Pendapatan *murabahah* | 2.242.259 | 1.657.741 | *Income from murabahah* |
| Pendapatan bagi hasil *musyarakah* | 339.310 | 322.992 | *Musyarakah profit sharing income* |
| Pendapatan *istishna* | 339.895 | 278.899 | *Income from istishna* |
| Pendapatan bagi hasil *mudharabah* | 11.906 | 25.771 | *Mudharabah profit sharing income* |
| Pendapatan usaha utama lainnya | 625.353 | 388.765 | *Other main operating income* |
| **Total** | **3.558.723** | **2.674.168** | ***Total*** |

## 31. BEBAN BUNGA, BAGI HASIL DAN BONUS / *31. INTEREST, PROFIT SHARING AND BONUS EXPENSES*

a. Beban Bunga / *a. Interest Expense*

Akun ini terdiri dari: / *This account consists of:*

| | Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Deposito berjangka | 7.292.773 | 5.204.910 | *Time deposits* |
| Giro | 2.676.389 | 1.343.080 | *Demand deposits* |
| Pinjaman yang diterima | 1.240.294 | 1.133.603 | *Fund borrowings* |
| Pinjaman subordinasi dan efek-efek subordinasi | 593.559 | 596.092 | *Subordinated loan and securities* |
| Surat-surat berharga yang diterbitkan | 559.845 | 880.152 | *Securities issued* |
| Tabungan | 527.326 | 563.151 | *Savings deposits* |
| Kewajiban derivatif | 140.185 | 102.692 | *Derivative liabilities* |
| Simpanan dari bank lain | 97.192 | 36.387 | *Deposits from other banks* |
| Efek yang dijual dengan janji dibeli kembali | 75.545 | 6.852 | *Securities sold under repurchase agreements* |
| **Total** | **13.203.108** | **9.866.919** | ***Total*** |

b. Bonus Simpanan *Wadiah* dan Hak Pihak Ketiga atas Bagi hasil *Mudharabah* / *b. Wadiah Deposit Bonus and Third Parties' Share on Return of Mudharabah*

Bonus simpanan *wadiah*: / *Wadiah deposit bonus:*

| | Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Beban bonus simpanan *wadiah*: | | | *Wadiah bonus expenses:* |
| Giro *wadiah* | 66.217 | 52.233 | *Wadiah demand deposit* |
| Tabungan *wadiah* | 5.404 | 5.325 | *Wadiah saving deposit* |
| | **71.621** | **57.558** | |

Hak bagi hasil *mudharabah*: / *Mudharabah share on return:*

| | Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Hak Pihak Ketiga atas Bagi hasil *Mudharabah*: | | | *Third Parties' Share on Return of Mudharabah:* |
| Deposito *mudharabah* | 1.052.226 | 601.033 | *Mudharabah time deposit* |
| Tabungan *mudharabah* | 201.556 | 141.241 | *Mudharabah saving deposit* |
| Pinjaman *mudharabah* | 108.623 | 65.839 | *Mudharabah borrowing* |
| Giro *mudharabah* | 10.299 | 7.690 | *Mudharabah demand deposit* |
| Sukuk *mudharabah* | 212 | - | *Mudharabah sukuk* |
| **Total** | **1.372.916** | **815.803** | ***Total*** |

## 32. PENDAPATAN OPERASIONAL LAINNYA - LAIN-LAIN

## *32. OTHER OPERATING INCOME - OTHERS*

Akun ini terdiri dari:

*This account consists of:*

| | Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Jasa perbankan | 216.776 | 188.557 | *Bank services* |
| *Servicing Fee* Sekuritisasi Aset | 95.158 | 87.369 | *Securitization Assets Servicing Fee* |
| Jasa penagihan - *payment points* | 14.993 | 16.955 | *Collection services - payment points* |
| Lainnya | 983.820 | 529.894 | *Others* |
| **Total** | **1.310.747** | **822.775** | ***Total*** |

Jasa perbankan terdiri dari pendapatan dari transaksi transfer dana, pendapatan sewa *safe deposit box* dan pendapatan administrasi layanan ATM.

*Bank services pertains to income from fund transfer transactions, safety deposit box rentals and ATM service charges.*

Lainnya terutama terdiri dari provisi atas garansi bank yang diterbitkan, komisi yang diterima dari perusahaan asuransi atas produk asuransi yang terjual melalui Bank, pembalikan atas cadangan pajak, hukum dan operasional dan pembalikan atas cadangan dana jaminan developer.

*Others consist mainly of provision from bank guarantee issued, commission received from insurance companies for insurance products sold by the Bank to its borrowers, reversal of tax, law and operational provision and reversal of developer's security deposits reserves.*

## 33. PENYISIHAN (PEMBALIKAN) KERUGIAN PENURUNAN NILAI ASET KEUANGAN DAN NON- ASET KEUANGAN

## *33. PROVISION FOR (REVERSAL OF) IMPAIRMENT LOSSES ON FINANCIAL AND NON-FINANCIAL ASSETS*

Akun ini terdiri dari:

*This account consists of:*

| | Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Kredit yang diberikan dan pembiayaan/piutang syariah (Catatan 11) | 3.711.122 | 4.039.507 | *Loans and sharia financing/ receivables (Note 11)* |
| Efek-efek (Catatan 8) | 30.502 | (19.259) | *Securities (Note 8)* |
| Giro pada bank lain (Catatan 6) | 57 | 49 | *Current accounts with other banks (Note 6)* |
| Tagihan Akseptasi (Catatan 13) | 23.740 | (487) | *Acceptance Receivable (Note 13)* |
| Properti Terbengkalai | (24) | (2.432) | *Abandoned Property* |
| **Total** | **3.765.397** | **4.017.378** | ***Total*** |

## 34. BEBAN UMUM DAN ADMINISTRASI / *34. GENERAL AND ADMINISTRATIVE EXPENSES*

Akun ini terdiri dari: / *This account consists of:*

| | Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Perbaikan dan pemeliharaan | 1.108.838 | 1.136.954 | *Repairs and maintenance* |
| Promosi | 537.253 | 469.580 | *Promotion* |
| Penyusutan (Catatan 14) | 489.874 | 426.546 | *Depreciation (Note 14)* |
| Sewa bukan PSAK No. 73 | 357.523 | 388.480 | *Lease expense non SFAS No. 73* |
| Listrik, air dan komunikasi | 258.934 | 296.549 | *Electricity, water and telecommunications* |
| Beban kantor | 232.271 | 229.233 | *Office expenses* |
| Jasa profesional | 229.724 | 236.277 | *Professional fees* |
| Beban depresiasi aset hak guna (Catatan 14) | 226.851 | 202.514 | *Depreciation expense of right of use asset (Note 14)* |
| Transportasi | 171.228 | 135.604 | *Transportation* |
| *Outsourcing* | 45.173 | 54.833 | *Outsourcing* |
| Lainnya | 227.110 | 177.458 | *Others* |
| **Total** | **3.884.779** | **3.754.028** | ***Total*** |

Lainnya terutama terdiri dari beban administrasi *branchless banking,* biaya operasional program pemerintah, premi asuransi untuk gedung, premi asuransi kas dalam perjalanan serta kas dalam khazanah dan beban operasional protokoler.

*Others consist mainly of branchless banking administration expense, government program operational expense, insurance premium on the building, insurance premium on in transit and cash in vault and protocoler operational expenses.*

## 35. GAJI DAN TUNJANGAN KARYAWAN / *35. SALARIES AND EMPLOYEE BENEFITS*

Akun ini terdiri dari: / *This account consists of:*

| | Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Gaji dan upah | | | *Salaries and wages* |
| Rutin | 2.353.451 | 2.122.173 | *Recurring* |
| Tidak rutin | 1.495.120 | 1.954.049 | *Non-recurring* |
| Pelatihan dan pengembangan | 95.931 | 87.757 | *Training and development* |
| Lainnya | 38.001 | 26.319 | *Others* |
| **Total** | **3.982.503** | **4.190.298** | ***Total*** |

Lainnya terdiri dari beban imbalan kerja, biaya perekrutan, pesangon dan tunjangan rekreasi karyawan.

*Others consists mainly of employee benefits expense, recruitment costs, severance costs and employee recreational costs.*

## 36. BEBAN OPERASIONAL LAINNYA - LAIN-LAIN

## *36. OTHER OPERATING EXPENSES - OTHERS*

Akun ini terdiri dari:

*This account consists of:*

| | Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Imbalan atas jasa penagihan | 63.279 | 71.635 | *Fees for collection services* |
| Kerugian atas penyelesaian kredit bermasalah | 40.987 | 51.106 | *Loss on bad debt settlement* |
| Lainnya | 383.348 | 206.567 | *Others* |
| **Total** | **487.614** | **329.308** | ***Total*** |

Lainnya terutama terdiri dari beban representasi, jamuan makan dan minum rapat dan beban terkait dengan cadangan atas risiko operasional lainnya.

*Others consist mainly of representation, entertainment expense and expense related to the provision for other operational risk.*

## 37. PENDAPATAN (BEBAN) BUKAN OPERASIONAL - NETO

## *37. NON-OPERATING INCOME (EXPENSES) - NET*

Akun ini terdiri dari:

*This account consists of:*

| | Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Pendapatan sewa gedung | 140 | 200 | *Building rental income equipment* |
| Pendapatan (beban) lainnya - neto | (159.659) | 60.687 | *Other income (expense) - net* |
| **Total** | **(159.519)** | **60.887** | ***Total*** |

Lainnya terutama terdiri dari keuntungan/(kerugian) revaluasi kurs, beban denda administrasi, keuntungan/(kerugian) jual beli mata uang asing dan beban bina lingkungan.

*Others mainly consist of gains/(losses) on exchange rate revaluation, administrative penalty expenses, gains/(losses) on buying and selling foreign currencies and environmental development expenses.*

## 38. PERPAJAKAN / *38. TAXATION*

a. Rekonsiliasi antara laba sebelum beban pajak menurut laporan laba rugi dan penghasilan komprehensif lain dengan taksiran penghasilan kena pajak, adalah sebagai berikut:

*a. The reconciliation between income before tax expense, as shown in the statement of profit or loss and other comprehensive income are as follows:*

| | **Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31*** | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Laba sebelum beban pajak | 4.380.210 | 3.875.690 | *Income before tax expense* |
| Beda temporer: | | | *Temporary differences:* |
| Penyisihan untuk imbalan kerja | 19.804 | 274.687 | *Provision for employee benefits* |
| Penurunan (kenaikan) nilai efek-efek yang dimiliki untuk diperdagangkan | 59.053 | (206.021) | *Decrease (increase) in fair value of trading securities* |
| Penyusutan aset hak guna | 5.637 | (3.753) | *Depreciation of Right of Use Asset* |
| Pembentukan cadangan kerugian penurunan nilai aset keuangan dan non-aset keuangan dan lainnya | (153.722) | 928.143 | *Provision for allowance for impairment losses on financial assets and non-financial assets and others* |
| Selisih nilai wajar efek-efek | 803.279 | - | *Difference in the fair value of securities* |
| | 734.051 | 993.056 | |
| Beda tetap: | | | *Permanent differences:* |
| Dana sosial dan representasi | 10.231 | 113.258 | *Social funds and representation* |
| Beban kantor | 72.557 | 84.703 | *Office expense* |
| Kenikmatan karyawan | 65.214 | 136.692 | *Employee welfare* |
| Sumbangan | 79.996 | 62.204 | *Donations* |
| Sewa | 10.997 | 14.401 | *Rent* |
| Perbaikan dan pemeliharaan | 4.993 | 6.061 | *Repairs and maintenance* |
| Penyusutan atas aset tetap yang tidak dapat disusutkan menurut pajak | 2.407 | 3.031 | *Depreciation of premises and equipment which are non-depreciable for tax purposes* |
| Pendapatan sewa tarif final | (128) | (200) | *Rent income subject to final tax* |
| Perubahan nilai EBA yang tidak dapat diakui secara pajak | (28) | 60.514 | *Changes in EBA fair value which are non-recognizable for tax purposes* |
| Lain-lain | 1.036 | 15.316 | *Others* |
| | 247.275 | 495.980 | |
| Taksiran penghasilan kena pajak | 5.361.536 | 5.364.726 | *Estimated taxable income* |
| Beban pajak penghasilan | 1.018.692 | 1.019.298 | *Income tax expense* |
| Pajak penghasilan Pasal 25 | (673.178) | (671.524) | *Income tax - Article 25* |
| **Hutang pajak penghasilan badan (Catatan 17)** | **345.514** | **347.774** | ***Corporate income tax payable (Note 17)*** |

## 38. PERPAJAKAN (lanjutan)

a. Rekonsiliasi antara laba sebelum beban pajak menurut laporan laba rugi dan penghasilan komprehensif lain dengan taksiran penghasilan kena pajak, adalah sebagai berikut: (lanjutan)

Berdasarkan Undang-undang Perpajakan yang berlaku di Indonesia, Bank menghitung, menetapkan dan membayar sendiri besarnya jumlah pajak yang terutang. Direktur Jendral Pajak ("DJP") dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu 5 (lima) tahun sejak saat terutangnya pajak. Laba kena pajak hasil rekonsiliasi tahun 2023 dan 2022 menjadi dasar dalam pengisian SPT Tahunan PPh Badan yang disampaikan kepada otoritas perpajakan sesuai dengan peraturan yang berlaku.

## *38. TAXATION (continued)*

*a. The reconciliation between income before tax expense, as shown in the statement of profit or loss and other comprehensive income are as follows: (continued)*

*Under the prevailing Taxation Laws of Indonesia, the Bank calculates, determines and pays tax payable based on self-assessment. The Directorate General of Taxes ("DGT") may assess or amend taxes within 5 (five) years from the time the tax becomes due. The taxable profit resulting from the reconciliation in 2023 and 2022 is the basis for filling out the Annual Corporate Income Tax Return which is submitted to the tax authorities in accordance with applicable regulations.*

b. Beban/(manfaat) pajak

*b. Tax Expense/(benefit)*

| | Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31* | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Beban pajak - kini | 1.018.692 | 1.019.298 | *Current tax expense* |
| Beban/(manfaat) pajak - tangguhan | (139.470) | (188.681) | *Deferred tax expense/(benefit)* |
| **Total** | **879.222** | **830.617** | ***Total*** |

c. Aset (Liabilitas) Pajak Tangguhan

Pengaruh pajak atas perbedaan temporer yang signifikan antara pelaporan keuangan dan pajak adalah sebagai berikut:

*c. Deferred tax assets (liabilities)*

*The tax effects on significant outstanding temporary differences between financial and tax reporting purposes are as follows:*

| | 31 Desember/*December 31,* 2023 | | | | |
|---|---|---|---|---|---|
| | **Saldo awal/** ***Beginning balance*** | **Dikreditkan/ (dibebankan) ke laporan laba rugi/ Credited/*(charged) to statement of profit or loss and other income*** | **Dibebankan ke ekuitas/** ***Charged to equity*** | **Saldo Akhir/** ***Ending Balance*** | |
| Cadangan kerugian penurunan nilai kredit yang diberikan | 2.358.305 | (29.693) | - | 2.328.612 | *Allowance for impairment losses loans* |
| Cadangan kerugian penurunan nilai aset keuangan - selain kredit yang diberikan | 11.580 | 9.723 | - | 21.303 | *Allowance for impairment losses on financial assets - other than loans* |
| Cadangan kerugian penurunan nilai aset non keuangan | 383 | - | - | 383 | *Allowance for impairment losses on non non-financial assets* |
| Cadangan hukum, kecurangan (*fraud*) dan lainnya | 33.591 | (9.237) | - | 24.354 | *Allowance for legal, fraud and others* |
| Cadangan imbalan kerja | 203.967 | 3.763 | 35.345 | 243.075 | *Allowance for employee benefits* |
| Penyusutan aset hak guna | 19.702 | 1.071 | - | 20.773 | *Depreciation of right of use asset* |
| (Laba) rugi yang belum direalisasi atas efek yang diukur pada nilai wajar melalui laba rugi | (10.460) | 11.220 | - | 760 | *Unrealized (gain) loss on fair value through profit or loss* |
| Rugi yang belum direalisasi atas lindung nilai arus kas | 11.565 | - | (3.977) | 7.588 | *Unrealized loss on cash flow hedges* |
| (Laba) rugi yang belum direalisasi atas efek yang diukur pada nilai wajar melalui penghasilan komprehensif | 292.088 | - | (93.277) | 198.811 | *Unrealized (gain) loss on fair value through other comprehensive income* |
| Selisih nilai wajar efek-efek | - | 152.623 | - | 152.623 | *Differences in fair value of securities* |
| Lainnya | (5.293) | - | 5.293 | - | *Others* |
| **Aset pajak tangguhan - neto** | **2.915.428** | **139.470** | **(56.616)** | **2.998.282** | ***Deferred tax assets - net*** |

## 38. PERPAJAKAN (lanjutan) / *38. TAXATION (continued)*

c. Aset (Liabilitas) Pajak Tangguhan (lanjutan) / *Deferred tax assets (liabilities) (continued)*

Pengaruh pajak atas perbedaan temporer yang signifikan antara pelaporan keuangan dan pajak adalah sebagai berikut (lanjutan): / *The tax effects on significant outstanding temporary differences between financial and tax reporting purposes are as follows (continued):*

| | 31 Desember/*December 31,* 2022 | | | | |
|---|---|---|---|---|---|
| | **Saldo awal/ *Beginning balance*** | **Dikreditkan/ (dibebankan) ke laporan laba rugi/ *Credited/(charged) to statement of profit or loss and other income*** | **Dibebankan ke ekuitas/ *Charged to equity*** | **Saldo Akhir/ *Ending Balance*** | |
| Cadangan kerugian penurunan nilai kredit yang diberikan | 2.116.831 | 241.474 | - | 2.358.305 | *Allowance for impairment losses loans* |
| Cadangan kerugian penurunan nilai aset keuangan - selain kredit yang diberikan | 15.120 | (3.540) | - | 11.580 | *Allowance for impairment losses on financial assets - other than loans* |
| Cadangan kerugian penurunan nilai aset non keuangan | 845 | (462) | - | 383 | *Allowance for impairment losses on non non-financial assets* |
| Cadangan hukum, kecurangan (*fraud*) dan lainnya | 94.716 | (61.125) | - | 33.591 | *Allowance for legal, fraud and others* |
| Cadangan imbalan kerja | 163.152 | 52.191 | (11.376) | 203.967 | *Allowance for employee benefits* |
| Penyusutan aset hak guna | 20.415 | (713) | - | 19.702 | *Depreciation of right of use asset* |
| (Laba) rugi yang belum direalisasi atas efek yang diukur pada nilai wajar melalui laba rugi | 28.684 | (39.144) | - | (10.460) | *Unrealized (gain) loss on fair value through profit or loss* |
| Rugi yang belum direalisasi atas lindung nilai arus kas | - | - | 11.565 | 11.565 | *Unrealized loss on cash flow hedges* |
| (Laba) rugi yang belum direalisasi atas efek yang diukur pada nilai wajar melalui penghasilan komprehensif | (9.103) | - | 295.898 | 286.795 | *Unrealized (gain) loss on fair value through other comprehensive income* |
| **Aset pajak tangguhan - neto** | **2.430.660** | **188.681** | **296.087** | **2.915.428** | ***Deferred tax assets - net*** |

d. Rekonsiliasi antara beban pajak penghasilan dengan menggunakan tarif pajak yang berlaku dari laba sebelum beban pajak dan beban pajak penghasilan seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain untuk periode yang berakhir pada tanggal-tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut: / *The reconciliation between the tax expense computed by applying the applicable tax rate on the income before tax expense and the tax expense shown in the statement of profit or loss and other comprehensive income for the period ended December 31, 2023 and 2022, are as follows:*

| | **Tahun yang berakhir pada Tanggal 31 Desember/ *For the year Ended December 31*** | | |
|---|---|---|---|
| | **2023** | **2022** | |
| Laba sebelum beban pajak | 4.380.210 | 3.875.690 | *Income before tax expense* |
| Beban pajak dengan tarif pajak yang berlaku | (832.240) | (736.381) | *Tax expense at the applicable tax rate* |
| Beda tetap | (46.982) | (94.236) | *Permanent differences* |
| **Beban pajak** | **(879.222)** | **(830.617)** | ***Tax expense*** |

**38. PERPAJAKAN (lanjutan)**

e. Penurunan Tarif Pajak Penghasilan Badan

Pada tanggal 31 Maret 2020, Pemerintah menerbitkan Peraturan Pemerintah Pengganti Undang-Undang (Perpu) Republik Indonesia No. 1 Tahun 2020 yang telah menjadi Undang-Undang (UU) No. 2 Tahun 2020, serta menetapkan Peraturan Pemerintah (PP) No. 30 Tahun 2020 tentang Penurunan Tarif Pajak Penghasilan bagi Wajib Pajak Badan Dalam Negeri yang Berbentuk Perseroan Terbuka dan berlaku sejak tanggal 19 Juni 2020. Aturan tersebut menetapkan penurunan tarif pajak penghasilan wajib pajak badan dalam negeri dan bentuk usaha tetap dari semula 25% menjadi 22% untuk tahun pajak 2021 dan 2022 dan 20% mulai tahun pajak 2022 dan seterusnya, serta pengurangan lebih lanjut tarif pajak sebesar 3% untuk wajib pajak dalam negeri yang memenuhi persyaratan tertentu.

Berdasarkan Undang-Undang No. 7 tahun 2021 tentang Harmonisasi Peraturan Perpajakan yang berlaku 1 Januari 2022 maka tarif pajak kembali ke tarif pajak tunggal yaitu 22%.

Berdasarkan surat keterangan No. DE/I/2024-0035 tanggal 3 Januari 2024 dan laporan bulanan kepemilikan saham dari Biro Administrasi Efek, Datindo Entrycom atas kepemilikan saham Bank selama periode 2023 yang berakhir pada tanggal 31 Desember 2023 semua kriteria di atas untuk memperoleh fasilitas penurunan tarif pajak tersebut atas laporan keuangan Bank untuk tahun yang berakhir pada tanggal 31 Desember 2023 telah terpenuhi.

Berdasarkan surat keterangan No. DE/I/2023-0038 tanggal 3 Januari 2023 dan laporan bulanan kepemilikan saham (Formulir No. X.H.I-2 tanggal 3 Januari 2023 dari Biro Administrasi Efek, Datindo Entrycom atas kepemilikan saham Bank selama periode 2022 yang berakhir pada tanggal 31 Desember 2022) semua kriteria di atas untuk memperoleh fasilitas penurunan tarif pajak tersebut atas laporan keuangan Bank untuk tahun yang berakhir pada tanggal 31 Desember 2022 telah terpenuhi.

Pajak penghasilan badan Bank untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2023 dan 2022 telah dihitung dengan menggunakan tarif pajak 19%.

***38. TAXATION (continued)***

*e. Reduction of the Tax Rate of Corporate Income Tax*

*On 31 March 2020, the Government issue Government Regulation in Lieu of Law (Perpu) of the Republic of Indonesia No. 1 of 2020 which has become Law (UU) No. 2 of 2020, as well as stipulated Government Regulation (PP) No. 30 of 2020 concerning Tariff Reduction for Domestic Public Companies Taxpayers and effective since 19 June 2020. The regulation has stipulated the reduction in the income tax rates for domestic corporate taxpayers and business establishments from 25% to 22% for Fiscal Year 2021 and 2022 and 20% for the Fiscal Year 2022 onwards, and a further reduction of the tax rate by 3% for domestic taxpayers who meet certain requirements.*

*Based Law No. 7 of 2021 regarding Harmonisation of the Tax Regulation witch applies on January 1, 2022 therefore the tax rate is a single rate of 22%.*

*Based on Letter No. DE/I/2024-0035 dated January 3, 2024 and the monthly report of shares ownerships form the Securities Administration Agency (Biro Administrasi Efek), Datindo Entrycom on the ownership of Bank's shares during the period ended December 31, 2023, all of the above mentioned required criteria to obtain the tax rate reduction on Bank's financial statements for the year then ended December 31, 2023 were fulfilled by the Bank.*

*Based on Letter No. DE/I/2023-0038 dated January 3, 2023 and the monthly report of shares ownerships (form No. X.H.I-2 dated January 3, 2023 from the Securities Administration Agency (Biro Administrasi Efek), Datindo Entrycom on the ownership of Bank's shares during the period ended December 31, 2022), all of the above mentioned required criteria to obtain the tax rate reduction on Bank's financial statements for the year ended December 31, 2022 were fulfilled by the Bank.*

*Bank's corporate income tax for the year ended December 31, 2023 and 2022 are calculated using the tax rate of 19%.*

## 38. PERPAJAKAN (lanjutan)

e. Penurunan Tarif Pajak Penghasilan Badan (lanjutan)

Pemeriksaan tahun pajak 2012

Pada tanggal 30 September 2014, Bank telah menerima Surat Pemberitahuan Hasil Pemeriksaan Pajak (SPHP) No. PHP-201/WPJ.02/KP.10/2014 mengenai kekurangan pembayaran pajak PPh Pasal 4 ayat (2) untuk tahun pajak 2012 atas Kantor Cabang Pekanbaru. Atas SPHP tersebut, pada tanggal 10 November 2014, Bank telah menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) dengan rincian sebagai berikut:

## *38. TAXATION (continued)*

*e. Reduction of the Tax Rate of Corporate Income Tax (continued)*

*Assessment for fiscal year 2012*

*On September 30, 2014, the Bank received Notification of Tax Audit Findings (SPHP) No. PHP-201/WPJ.02/KP.10/2014 regarding tax underpayment for Income Tax Article 4 (2) on the Pekanbaru branch office for fiscal year 2012. Based on Notification of Tax Audit Findings, the Bank has received issued Tax Assessment Letter of Tax Underpayment (SKPKB) on November 10, 2014 as follows:*

| | **Pokok/ *Principal (Rp)*** | **Denda/ *Penalty (Rp)*** | |
|---|---|---|---|
| **Tahun 2012** | | | ***Year 2012*** |
| SKPKB PPh Pasal 4 ayat 2 No.00095/240/12/218/14 | 191 | 92 | *SKPKB Article 4 (2) No.00095/240/12/218/14* |
| SKPKB PPh Pasal 4 ayat 2 No.00096/240/12/218/14 | 191 | 92 | *SKPKB Article 4 (2) No.00096/240/12/218/14* |
| SKPKB PPh Pasal 4 ayat 2 No.00097/240/12/218/14 | 190 | 91 | *SKPKB Article 4 (2) No.00097/240/12/218/14* |
| SKPKB PPh Pasal 4 ayat 2 No.00098/240/12/218/14 | 168 | 81 | *SKPKB Article 4 (2) No.00098/240/12/218/14* |
| SKPKB PPh Pasal 4 ayat 2 No.00099/240/12/218/14 | 214 | 103 | *SKPKB Article 4 (2) No.00099/240/12/218/14* |
| SKPKB PPh Pasal 4 ayat 2 No.00100/240/12/218/14 | 196 | 94 | *SKPKB Article 4 (2) No.00100/240/12/218/14* |
| SKPKB PPh Pasal 4 ayat 2 No.00101/240/12/218/14 | 207 | 99 | *SKPKB Article 4 (2) No.00101/240/12/218/14* |
| SKPKB PPh Pasal 4 ayat 2 No.00102/240/12/218/14 | 245 | 118 | *SKPKB Article 4 (2) No.00102/240/12/218/14* |
| SKPKB PPh Pasal 4 ayat 2 No.00103/240/12/218/14 | 238 | 114 | *SKPKB Article 4 (2) No.00103/240/12/218/14* |
| SKPKB PPh Pasal 4 ayat 2 No.00104/240/12/218/14 | 229 | 110 | *SKPKB Article 4 (2) No.00104/240/12/218/14* |
| SKPKB PPh Pasal 4 ayat 2 No.00105/240/12/218/14 | 250 | 120 | *SKPKB Article 4 (2) No.00105/240/12/218/14* |
| SKPKB PPh Pasal 4 ayat 2 No.00106/240/12/218/14 | 305 | 146 | *SKPKB Article 4 (2) No.00106/240/12/218/14* |
| **Total** | **2.624** | **1.260** | ***Total*** |

Pada tanggal 8 Desember 2014, Bank telah melakukan pembayaran atas seluruh tagihan dalam Surat Ketetapan Pajak Kurang Bayar (SKPKB) tersebut yaitu sebesar Rp3.884. Pembayaran tersebut dicatat oleh Bank pada aset lain-lain (Catatan 16).

*On December 8, 2014, the Bank has paid the entire amount in the Tax Assessment Letter of Tax Underpayment (SKPKB) amounting to Rp3,884. The payment is recorded as other assets (Note 16).*

Pada tanggal 20 Januari 2015, Bank mengajukan surat keberatan atas seluruh SKPKB tersebut di atas. Pada tanggal 14 Januari 2016, Kantor Pajak telah menerbitkan Surat Keputusan Keberatan yang menolak seluruh permohonan keberatan Bank. Pada tanggal 2 April 2016 Bank mengajukan permohonan banding atas Surat Keputusan Keberatan tersebut ke Pengadilan Pajak. Pada tanggal 19 Oktober 2017 Pengadilan Pajak telah menerbitkan surat keputusan yang memenangkan Wajib Pajak dan memerintahkan kantor pajak untuk membayar kembali uang muka pajak tersebut.

*On January 20, 2015, the Bank filed letters of tax objection on all of the aforementioned underpayment Tax Assessment Letter. On January 14, 2016, the Tax Office has issued Objection Decision Letters which has rejected all of the Bank's objections. On April 2, 2016, the Bank filed the appeal letters to the Tax Court on all of the aforementioned objection decision letters. On October 19, 2017, Tax Court has issued an appeal decision in favour of the Bank's Tax Appeal and order tax office to refund the prepaid tax.*

## 38. PERPAJAKAN (lanjutan)

e. Penurunan Tarif Pajak Penghasilan Badan (lanjutan)

Pemeriksaan tahun pajak 2012 (lanjutan)

Berdasarkan Surat Pemberitahuan Hasil Pemeriksaan Pajak (SPHP) No. SPHP-03/PJ.0401/2017 tanggal 22 Mei 2017 mengenai hasil pemeriksaan pajak untuk tahun 2012, Bank telah menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) PPh Badan Tahun 2012 sebesar Rp59.307 dengan rincian sebagai berikut:

| | Pokok/ *Principal (Rp)* | Denda/ *Penalty (Rp)* |
|---|---|---|
| **Tahun 2012** | | |
| SKPKB PPh Badan No.00003/206/12/093/17 | 40.073 | 19.234 |

Selain itu, Bank juga telah menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) PPh Pasal 21, 23, 4 ayat (2) dan PPN sebesar Rp4.834 (termasuk penalti). Seluruh SKPKB tersebut termasuk SKPKB PPh Badan telah dibayar pada tanggal 21 Agustus 2017.

Namun demikian Bank tidak setuju dengan SKPKB PPh Badan sebesar Rp48.683 dan mengajukan Surat Keberatan kepada Direktorat Jenderal Pajak tanggal 10 Oktober 2017 yang diterima oleh DJP pada tanggal 12 Oktober 2017. Pembayaran tersebut dicatat oleh Bank pada aset lain-lain.

Kantor Pajak telah menerbitkan Surat Keputusan Keberatan yang menolak permohonan Bank pada tanggal 25 September 2018. Kemudian Bank mengajukan Surat Permohonan Banding ke Pengadilan Pajak pada tanggal 14 Desember 2018. Pada tanggal 15 September 2021 Pengadilan Pajak telah menerbitkan Putusan Banding yang menerima seluruh permohonan banding Bank melalui Putusan Banding No. PUT-010930.15/2018/PP/MXVIIIB Tahun 2021.

Pada tanggal 7 Januari 2022, Kantor Pajak telah mengembalikan kelebihan pembayaran pajak atas PPh Badan sebesar Rp48.683 untuk tahun pajak 2012 sesuai Keputusan Direktur Jenderal Pajak Nomor KEP-00072.PPH/WPJ.19/KP.04/2021 pada tanggal 14 Oktober 2021.

## *38. TAXATION (continued)*

*e. Reduction of the Tax Rate of Corporate Income Tax (continued)*

*Assessment for fiscal year 2012 (continued)*

*Based on Notification of Tax Audit Findings (SPHP) No. SPHP-03/PJ.0401/2017 dated May 22, 2017, regarding tax audit result for the year of 2012, the Bank has received issued Tax Assessment Letter of Tax Underpayment (SKPKB) of Corporate Income Tax for the year of 2012 amounting to Rp59,307 as follows:*

*Other than that, the Bank has also received the Tax Assessment Letters of Tax Underpayment (SKPKB) of Article 21, 23, 4 paragraph (2) Income Tax and VAT amounting to Rp4,834 (including penalties). The entire SKPKB including for the Corporate Income Tax has been paid on August 21, 2017.*

*However, the Bank does not agree with the SKPKB of the Corporate Income Tax amounting to Rp48,683 and has submitted the objection letter dated October 10, 2017 which has been received by the Tax Office on October 12, 2017. This payment is recorded as other assets.*

*The Tax Office has issued an Objection Decision Letter, which has rejected all of the Bank's objection request, on September 25, 2018. Therefore, the Bank has filed an appeal letter dated December 14, 2018 to the Tax Court and the Tax Court has issued a decision which has granted all Banks'appeal trough an Appeal Decision No. PUT-010930.15/2018 PP/MXVIIIB Tahun 2021 on September 15, 2021.*

*On January 7, 2022, the Tax Office has returned the overpayment of tax on Corporate Income Tax amounting to Rp48,683 for fiscal years 2012 in accordance with the Decree of the Director General of Taxes Number KEP-00072.PPH/WPJ.19/KP.04/ 2021 on October 14, 2021.*

## 38. PERPAJAKAN (lanjutan)

e. Penurunan Tarif Pajak Penghasilan Badan (lanjutan)

Pemeriksaan tahun pajak 2013

Berdasarkan Surat Pemberitahuan Hasil Pemeriksaan Pajak (SPHP) No. SPHP-294/WPJ.10/KP.1005/RIK.SIS/2016 tanggal 21 September 2016 mengenai hasil pemeriksaan terhadap Kantor Cabang Semarang untuk tahun 2013, Bank telah menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) dengan rincian sebagai berikut:

## *38. TAXATION (continued)*

*e. Reduction of the Tax Rate of Corporate Income Tax (continued)*

*Assessment for fiscal year 2013*

*Based on Notification of Tax Audit Findings (SPHP) No.SPHP-294/WPJ.10/KP.1005/RIK.SIS/2016 dated September 21, 2016, regarding tax audit result on the Semarang Branch Office for the year of 2013, Bank has received Tax Assessment Letter of Tax Underpayment (SKPKB) as follows:*

| | **Pokok/ *Principal (Rp)*** | **Denda/ *Penalty (Rp)*** | |
|---|---|---|---|
| **Tahun 2013** | | | ***Year 2013*** |
| SKPKB PPh Pasal 21 | | | *SKPKB Article 21* |
| No.00001/243/13/511/16 | 64 | 30 | *No.00001/243/13/511/16* |
| SKPKB PPh Pasal 23 | | | *SKPKB Article 23* |
| No.00060/203/13/511/16 | 0,2 | 0,1 | *No.00060/203/13/511/16* |
| **Total** | **64,2** | **30,1** | ***Total*** |
| SKPKB PPh Pasal 4 ayat 2 | | | *SKPKB Article 4 (2)* |
| No.00012/240/13/511/16 | 381 | 183 | *No.00012/240/13/511/16* |
| SKPKB PPh Pasal 4 ayat 2 | | | *SKPKB Article 4 (2)* |
| No.00013/240/13/511/16 | 381 | 183 | *No.00013/240/13/511/16* |
| SKPKB PPh Pasal 4 ayat 2 | | | *SKPKB Article 4 (2)* |
| No.00014/240/13/511/16 | 381 | 183 | *No.00014/240/13/511/16* |
| SKPKB PPh Pasal 4 ayat 2 | | | *SKPKB Article 4 (2)* |
| No.00015/240/13/511/16 | 381 | 183 | *No.00015/240/13/511/16* |
| SKPKB PPh Pasal 4 ayat 2 | | | *SKPKB Article 4 (2)* |
| No.00016/240/13/511/16 | 381 | 183 | *No.00016/240/13/511/16* |
| SKPKB PPh Pasal 4 ayat 2 | | | *SKPKB Article 4 (2)* |
| No.00017/240/13/511/16 | 381 | 183 | *No.00017/240/13/511/16* |
| SKPKB PPh Pasal 4 ayat 2 | | | *SKPKB Article 4 (2)* |
| No.00018/240/13/511/16 | 381 | 183 | *No.00018/240/13/511/16* |
| SKPKB PPh Pasal 4 ayat 2 | | | *SKPKB Article 4 (2)* |
| No.00019/240/13/511/16 | 381 | 183 | *No.00019/240/13/511/16* |
| SKPKB PPh Pasal 4 ayat 2 | | | *SKPKB Article 4 (2)* |
| No.00020/240/13/511/16 | 381 | 183 | *No.00020/240/13/511/16* |
| SKPKB PPh Pasal 4 ayat 2 | | | *SKPKB Article 4 (2)* |
| No.00021/240/13/511/16 | 381 | 183 | *No.00021/240/13/511/16* |
| SKPKB PPh Pasal 4 ayat 2 | | | *SKPKB Article 4 (2)* |
| No.00022/240/13/511/16 | 381 | 183 | *No.00022/240/13/511/16* |
| SKPKB PPh Pasal 4 ayat 2 | | | *SKPKB Article 4 (2)* |
| No.00023/240/13/511/16 | 381 | 183 | *No.00023/240/13/511/16* |
| **Total** | **4.572** | **2.196** | ***Total*** |

Pada tanggal 17 November 2016, Bank telah melakukan pembayaran atas seluruh tagihan dalam Surat Ketetapan Pajak Kurang Bayar (SKPKB). Pembayaran atas SKPKB PPh Pasal 21 dan Pasal 23 yaitu sebesar Rp94 telah dicatat sebagai biaya pajak di tahun 2016 karena bank setuju atas SKPKB tersebut. Sedangkan pembayaran atas SKPKB PPh Pasal 4 ayat (2) yaitu sebesar Rp6.768 dicatat sebagai uang muka pajak (Catatan 16) karena Bank tidak setuju dengan SKPKB tersebut. Pada tanggal 6 Januari 2017, Bank mengajukan surat keberatan atas SKPKB PPh Pasal 4 ayat (2) tersebut di atas.

*On November 17, 2016, the Bank has paid the entire amount in the Tax Assessment Letters (TAL) of Tax Underpayment (SKPKB). The payment of the TAL of Article 21 and Article 23 amounted to Rp94 has been charged as tax expenses in 2016 since the Bank has agreed with the said SKPKB. However, in regard to the payment of the SKPKB of Article 4 paragraph (2) amounting to Rp6,768 has been recognized as prepaid tax (Note 16) since Bank did not agree with the SKPKB. On January 6, 2017, the Bank filed letters of tax objection on the aforementioned TAL of Article 4 paragraph (2).*

**38. PERPAJAKAN (lanjutan)**

e. Penurunan Tarif Pajak Penghasilan Badan (lanjutan)

Pemeriksaan tahun pajak 2013 (lanjutan)

Pada tanggal 16 Oktober 2017, Kantor Pajak telah menerbitkan Surat Keputusan Keberatan yang menerima sebagian dari permohonan Bank. Berdasarkan Keputusan Keberatan tersebut, Kantor Pajak telah mengembalikan kelebihan pembayaran pajak sebesar Rp57 yang telah dicatat sebagai pengurang uang muka pajak. Atas pajak yang masih belum diterima, kemudian Bank mengajukan Surat Permohonan Banding ke Pengadilan Pajak pada tanggal 12 Januari 2018.

Pada tanggal 2 Mei 2019, Pengadilan pajak telah menerbitkan Putusan Pengadilan Pajak yang memenangkan sebagian dari Banding oleh Bank. Pengembalian pajak tersebut telah diterima pada tanggal 20 Juni 2019 dan 28 Oktober 2019.

Berdasarkan Surat Pemberitahuan Hasil Pemeriksaan Pajak (SPHP) No. SPHP-00011/WPJ.19/KP.040/RIKSIS/2017 tanggal 19 Juli 2017 mengenai hasil pemeriksaan pajak untuk tahun 2013, Bank telah menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) PPh Badan Tahun 2013 sebesar Rp183.958 dengan rincian sebagai berikut:

| | Pokok/ Principal (Rp) | Denda/ Penalty (Rp) |
|---|---|---|
| **Tahun 2013** | | |
| SKPKB PPh Badan No.00006/206/13/093/17 | 124.296 | 59.662 |

Selain itu, Bank juga telah menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) PPh Pasal 21, 4 ayat (2) dan PPN sebesar Rp9.945 (termasuk penalti). Seluruh SKPKB tersebut termasuk SKPKB PPh Badan telah dibayar pada tanggal 4 September 2017.

Namun demikian Bank tidak sepenuhnya setuju dengan Surat Ketetapan Pajak Kurang Bayar (SKPKB) PPh Badan sebesar Rp156.774 dan mengajukan Surat Keberatan kepada Direktorat jenderal Pajak melalui surat tanggal 26 Oktober 2017. Pembayaran tersebut dicatat oleh Bank pada aset lain-lain.

Pada tanggal 7 Januari 2022, Kantor Pajak telah mengembalikan kelebihan pembayaran pajak atas PPh Badan sebesar Rp156.774 juta untuk tahun pajak 2013 sesuai Keputusan Direktur Jenderal Pajak Nomor KEP-00071.PPH/WPJ.19/KP.04/2021 tanggal 13 Oktober 2021 kepada Bank.

***38. TAXATION (continued)***

*e. Reduction of the Tax Rate of Corporate Income Tax (continued)*

*Assessment for fiscal year 2013 (continued)*

*On October 16, 2017, the Tax Office has issued an Objection Decision Letter, which has partially granted the Bank's objection request. Based on the said Objection Decision Letter the Tax Office has paid the tax overpayment amounting to Rp57 which was booked as a deduction to the prepaid taxes. Therefore, the Bank has filed an appeal letter dated January 12, 2018 to the Tax Court for the remaining ungranted amounts.*

*On May 2, 2019 The Tax Court has issued a decision letter which has partially granted the Bank's appeal. The refund has been received on June 20, 2019 and October 28, 2019.*

*Based on Notification of Tax Audit Findings (SPHP) No. SPHP00011/WPJ.19/KP.040/ RIKSIS/2017 dated July 19, 2017, regarding tax audit result for the year of 2013, the Bank has received issued Tax Assessment Letter of Tax Underpayment (SKPKB) of Corporate Income Tax for the year of 2013 amounting to Rp183,958 as follows*:

| | Pokok/ Principal (Rp) | Denda/ Penalty (Rp) |
|---|---|---|
| ***Year 2013*** | | |
| *SKPKB Article Corporate Income Tax No.00006/206/13/093/17* | 124.296 | 59.662 |

*Other than that, the Bank has also received the Tax Assessment Letters of Tax Underpayment (SKPKB) of Article 21, 4 paragraph (2) Income Tax and VAT amounting to Rp9,945 (including penalties). The entire SKPKB including for the Corporate Income Tax has been paid on September 4, 2017.*

*However, the Bank did not fully agree with the SKPKB of the Corporate Income Tax amounting to Rp156,774 and has submitted the objection letter dated October 26, 2017. The payment is recorded as other assets.*

*On January 7, 2022, the Tax Office has returned the overpayment of tax on Corporate Income Tax amounting to Rp156.774 for fiscal years 2013 in accordance with the Decree of the Director General of Taxes Number KEP-00071.PPH/WPJ.19/KP.04/2021 dated October 13, 2021.*

## 38. PERPAJAKAN (lanjutan)

e. Penurunan Tarif Pajak Penghasilan Badan (lanjutan)

Pemeriksaan tahun pajak 2013 (lanjutan)

Kantor Pajak telah menerbitkan Surat Keputusan Keberatan yang menolak permohonan Bank pada tanggal 18 September 2018. Kemudian Bank mengajukan Surat Permohonan Banding ke Pengadilan Pajak pada tanggal 14 Desember 2018. Pada tanggal 15 September 2021 Pengadilan Pajak telah menerbitkan Putusan Banding yang menerima seluruh permohonan banding Bank melalui Putusan Banding PUT-010931.15/2018/PP/MXVIIIB Tahun 2021.

Pemeriksaan tahun pajak 2014

Berdasarkan Surat Pemberitahuan Hasil Pemeriksaan Pajak (SPHP) No. SPHP-00016/WPJ.19/KP.04/2017 tanggal 5 Desember 2017 mengenai hasil pemeriksaan pajak untuk tahun 2014, Bank telah menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) PPh Badan Tahun 2014 sebesar Rp206.337 dengan rincian sebagai berikut:

| | Pokok/ *Principal (Rp)* | Denda/ *Penalty (Rp)* | |
|---|---|---|---|
| **Tahun 2014** | | | ***Year 2014*** |
| SKPKB PPh Badan No.00008/206/14/093/17 | 139.417 | 66.920 | *SKPKB Article Corporate Income Tax No.00008/206/14/093/17* |

Selain itu, Bank juga telah menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) PPh Pasal 21, 23, 4 ayat (2) dan PPN sebesar Rp13.530 (termasuk penalti). Seluruh SKPKB tersebut termasuk SKPKB PPh Badan telah dibayar pada tanggal 28 Desember 2017.

Namun demikian Bank tidak sepenuhnya setuju dengan SKPKB PPh Badan sebesar Rp196.971 dan akan mengajukan Surat Keberatan kepada Direktorat Jenderal Pajak pada tanggal 9 Maret 2018.

Kantor Pajak telah menerbitkan Surat Keputusan Keberatan yang menolak permohonan Bank pada tanggal 2 November 2018. Kemudian Bank mengajukan Surat Permohonan Banding ke Pengadilan Pajak pada tanggal 31 Januari 2019. Pada tanggal 15 September 2021 Pengadilan Pajak telah menerbitkan Putusan Banding yang menerima seluruh permohonan banding Bank melalui Putusan Banding PUT-000840.15/2019/PP/M.XVIIIB Tahun 2021.

## *38. TAXATION (continued)*

*e. Reduction of the Tax Rate of Corporate Income Tax (continued)*

*Assessment for fiscal year 2013 (continued)*

*The Tax Office has issued an Objection Decision Letter, which has rejected the Bank's objection request, on September 18, 2018. Therefore, the Bank has filed an appeal letter dated December 14, 2018 to the Tax Court. The Tax Court has issued a decision which has granted all Banks'appeal trough an Appeal Decision No. PUT010931.15/2018/PP/MXVIIIB Tahun 2021 on September 15, 2021.*

*Assessment for fiscal year 2014*

*Based on Notification of Tax Audit Findings (SPHP) No. SPHP-00016/WPJ.19/KP.04/2017 dated December 5, 2017, regarding tax audit result for the year of 2014, the Bank has received issued Tax Assessment Letter of Tax Underpayment (SKPKB) of Corporate Income Tax amounting to Rp206,337 for the year of 2014 as follows:*

*Other than that, the Bank has also received the Tax Assessment Letters of Tax Underpayment (SKPKB) of Article 21, 23, 4 paragraph (2) Income Tax and VAT amounting to Rp13,530 (including penalties). The entire SKPKB including for the Corporate Income Tax has been paid on December 28, 2017.*

*However, the Bank did not fully agree with the SKPKB of Corporate Income Tax amounting to Rp196,971 and submitted the objection letter to the Tax Office dated March 9, 2018.*

*The Tax Office has issued an Objection Decision Letter, which has rejected the Bank's objection request, on November 2, 2018. Therefore, the Bank has filed an appeal letter dated January 31, 2019 to the Tax Court. The Tax Court has issued a decision which has granted all Banks'appeal trough an Appeal Decision No. PUT-000840.15/2019/PP/M.XVIIIB Tahun 2021 on September 15, 2021.*

## 38. PERPAJAKAN (lanjutan)

e. Penurunan Tarif Pajak Penghasilan Badan (lanjutan)

Pemeriksaan tahun pajak 2014

Pada tanggal 11 Maret 2022, Kantor Pajak telah mengembalikan kelebihan pembayaran pajak kepada Bank atas PPh Badan, dengan nilai netto sebesar Rp196.740 untuk tahun pajak 2014 setelah dikompensasi atas pajak terhutang sebesar Rp231 sesuai Keputusan Direktur Jenderal Pajak Nomor KEP00070.PPH/WPJ.19/KP.04/2021 tanggal 13 Oktober 2021.

## *38. TAXATION (continued)*

*e. Reduction of the Tax Rate of Corporate Income Tax (continued)*

*Assessment for fiscal year 2014*

*On March 11, 2022, the Tax Office has returned the overpayment of tax to the Bank for Corporate Income Tax, wit net value of Rp196.74 for fiscal year 2014 after being compensated for tax payable amounting to Rp231 in accordance with KEP/00070.PPH/WPJ.19/KP.04/2021 dated October 13, 2021.*

## 39. KOMITMEN DAN KONTINJENSI

Saldo komitmen dan kontinjensi pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

## *39. COMMITMENTS AND CONTINGENCIES*

*The outstanding commitments and contingencies as of December 31, 2023 and 2022 are as follows:*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **KOMITMEN** | | | ***COMMITMENTS*** |
| Liabilitas komitmen | | | *Commitments payable* |
| Fasilitas kredit kepada nasabah yang belum ditarik | 18.933.652 | 15.109.981 | *Unused loan facility commitments* |
| *Irrevocable* L/C yang masih berjalan (Catatan 27) | 20.106 | 221.484 | *Outstanding irrevocable L/Cs (Note 27)* |
| **Komitmen - neto** | **18.953.758** | **15.331.465** | ***Commitments - net*** |
| **KONTINJENSI** | | | ***CONTINGENCIES*** |
| Tagihan kontinjensi | | | *Contingent receivables* |
| Pendapatan bunga dalam penyelesaian | 3.598.041 | 6.855.269 | *Interest income on non-performing assets* |
| Liabilitas kontinjensi | | | *Contingent payables* |
| Garansi yang diterbitkan (Catatan 27) | (2.579.175) | (948.495) | *Guarantees issued (Note 27)* |
| **Kontinjensi - neto** | **1.018.866** | **5.906.774** | ***Contingencies - net*** |

## 40. IMBALAN KERJA

Program pensiun imbalan pasti

Program dana Pensiun diadministrasikan dan dikelola oleh Dana Pensiun PT Bank Tabungan Negara (Persero) Tbk (DPBTN).

Sesuai dengan ketentuan Dana Pensiun, Program Pensiun dibiayai dari iuran karyawan dan iuran Bank. Iuran karyawan adalah sebesar 5% dari penghasilan dasar pensiun karyawan dan atas sisa jumlah yang perlu didanakan kepada DPBTN merupakan kontribusi Bank.

## *40. EMPLOYEE BENEFITS*

*Defined benefit pension plan*

*The Pension Plan's assets are being administered and managed by Dana Pensiun PT Bank Tabungan Negara (Persero) Tbk (DPBTN).*

*According to the Pension Fund regulation, the pension plan is funded through contributions from both the employees and the Bank. Employees' contributions are computed at 5% of the employees' basic pension salaries and any remaining amount required to fund DPBTN represents the contributions by the Bank.*

## 40. IMBALAN KERJA (lanjutan)

Program pensiun iuran pasti (lanjutan)

Efektif tanggal 1 Januari 2004, semua pekerja yang baru diangkat sebagai pekerja tetap tidak diikutsertakan dalam program pensiun imbalan pasti (DPBTN), namun demikian, karyawan Bank diikutsertakan dalam program pensiun iuran pasti yang berlaku efektif sejak bulan Januari 2004. Program Pensiun ini dikelola oleh Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk (DPLK).

Beban pensiun iuran pasti yang telah dibebankan pada laporan laba rugi adalah sebesar Rp43.871 dan Rp35.782 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2023 dan 2022.

Imbalan kerja jangka panjang lainnya

Bank memberikan imbalan kerja kepada pegawai berupa penghargaan masa kerja dan Masa Persiapan Pensiun (MPP) yaitu 1 (satu) tahun sebelum pegawai mencapai usia pensiun normal (usia 56 tahun).

Masa Persiapan Pensiun (MPP) adalah Masa Pegawai Tetap dibebastugaskan karena telah mendekati usia pensiun normal. Pada ketentuan sebelumnya (Surat Edaran Direksi Nomor 62/SE/DIR/HCSD/2019) dijelaskan bahwa Pegawai Tetap yang telah memasuki usia 55 tahun maka akan melaksanakan MPP dengan Hak upah berupa Gaji Pokok Pegawai bulan terakhir hingga Pegawai ybs memasuki usia pensiun (56 tahun), apabila dipandang perlu karena keahlian/pengalaman Pegawai Tetap yang bersangkutan masih diperlukan, Direksi dapat menangguhkan/ menghapuskan MPP yang bersangkutan dan selama dipekerjakan yang bersangkutan tetap diberikan penghasilan seperti halnya pada waktu Pegawai Tetap tersebut masih aktif (sebelum MPP).

Terdapat perubahan ketentuan pelaksanaan MPP sebagaimana ditetapkan pada Perjanjian Kerja Bersama (PKB) Bank BTN tahun 2022 pasal 69 ayat 1 dimana Pegawai yang memasuki usia MPP (55 tahun) maka akan tetap bekerja hingga usia pensiun (56 tahun) dan apabila Pegawai ingin menjalani MPP maka dapat mengajukan permohonan kepada Perusahaan. Perubahan ketentuan pelaksanaan MPP tersebut juga telah disosialisasikan kepada seluruh Pegawai Bank berdasarkan memo nomor 244/M/HCSD/HCSP/IX/2022 dan nomor 370/M/HCMD/ER/IX/2022 perihal Pemberitahuan Perubahan Ketentuan Masa Persiapan Pensiun (MPP).

## *40. EMPLOYEE BENEFITS (continued)*

*Defined contribution plan (continued)*

*Effective January 1, 2004, all newly appointed permanent employees are not included in the defined benefit pension plan (DPBTN), instead, the Bank's employees are included in the defined contribution pension plan which was effective since January 2004. This defined contribution pension plan is managed by Dana Pensiun Lembaga Keuangan PT Bank Negara Indonesia (Persero) Tbk (DPLK).*

*Defined contribution pension expense that was charged to profit or loss amounted to Rp43,871 and Rp35,782 for the years ended December 31, 2023 and 2022, respectively.*

*Other long-term employee benefits*

*The Bank provides employee benefits in the form of allowance for gratuity for services and retirement preparation period (MPP), which is within 1 (one) year before the normal pension age (56 years old).*

*Retirement Preparation Period (MPP) is the period when permanent employees are dismissed because they are approaching normal retirement age. In the previous provisions (Circular Letter of the Board of Directors Number 62/SE/DIR/HCSD/2019) it is explained that Permanent Employees who have entered the age of 55 will carry out MPP with Wage Rights in the form of the last month's Basic Employee Salary until the Employee concerned enters retirement age (56 years ), if it is deemed necessary because the expertise/experience of the Permanent Employee concerned is still needed, the Board of Directors can suspend/remove the MPP concerned and while employed the person concerned is still given income as was the case when the Permanent Employee was still active (before MPP).*

*There are changes to the provisions for implementing MPP as stipulated in the Bank BTN Collective Labor Agreement (PKB) in 2022 article 69 paragraph 1 where Employees who enter MPP age (55 years) will continue to work until retirement age (56 years) and if Employees wish to undergo MPP then may apply to the Company. The changes to the MPP implementation provisions have also been socialized to all Bank employees based on memos number 244/M/HCSD/HCSP/IX/2022 and number 370/M/HCMD/ER/IX/2022 regarding Notification of Changes in Retirement Preparation Period (MPP).*

## 40. IMBALAN KERJA (lanjutan)

Imbalan kerja jangka panjang lainnya (lanjutan)

Karyawan Bank juga memperoleh manfaat dari pemberian program kesejahteraan, kontribusi karyawan terhadap dana kesejahteraan sebesar 0,00% dikali gaji bersih dan kontribusi Bank sebesar 3,50%. Aset program diadministrasikan dan dikelola oleh Yayasan Kesejahteraan Pegawai PT Bank Tabungan Negara (YKPBTN).

Perhitungan aktuaris atas imbalan kerja pada tanggal 31 Desember 2023 dan 2022 masing-masing adalah berdasarkan laporan aktuaris tanggal 5 Februari 2024 dan 13 Februari 2023 dari aktuaris Kantor Konsultan Aktuaria Santhi Devi dan Ardianto Handoyo dengan menggunakan metode "*Projected Unit Credit*".

## *40. EMPLOYEE BENEFITS (continued)*

*Other long-term employee benefits (continued)*

*Bank employees are also given welfare program, employees' contributions are 0.00% of their net wages for welfare program benefits and the Bank contributions are 3.50%. The plan assets are being administered and managed by Yayasan Kesejahteraan Pegawai PT Bank Tabungan Negara (YKPBTN).*

*The actuarial valuation of employee benefits as of December 31, 2023 and 2022, are based on the actuarial reports dated February 5, 2024 and February 13, 2023, of Kantor Konsultan Aktuaria Santhi Devi dan Ardianto Handoyo respectively, using the "Projected Unit Credit" method.*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31*, 2022** | |
|---|---|---|---|
| **Asumsi ekonomi:** | | | ***Economics assumptions:*** |
| Tingkat kenaikan penghasilan dasar pensiun | 8,00% | 6,00% | *Basic pensionable annual salary increase rate* |
| Tingkat diskonto per tahun sebelum usia pensiun normal | 6,75% | 7,00% | *Annual discount rate before normal retirement age* |
| **Asumsi lainnya:** | | | ***Other assumptions:*** |
| Usia pensiun normal | 56 tahun/*years* | 56 tahun/*years* | *Normal retirement age* |
| Tingkat mortalita (kematian) | TMI-2019 | TMI-2019 | *Mortality rate* |
| Tingkat cacat | 1,00% mortalita/ *mortality* | 1,00% mortalita/ *mortality* | Disability rate |
| **Asumsi lainnya (lanjutan):** | | | ***Other assumptions (continued):*** |
| Tingkat Diskonto per tahun untuk: | | | *Annual Discount rate:* |
| Imbalan Jangka Panjang Lainnya - Penghargaan Masa Kerja | 6,75% | 7,00% | *Other long-term benefits Gratuity* |
| Program Pesangon Pensiun - Selisih DPLK | 6,75% | 7,00% | *Retirement severance program Difference from DPLK* |
| Masa Persiapan Pensiun | 6,75% | 7,00% | *Retirement Preparation Period* |
| Program Pensiun Imbalan Pasti | 6,75% | 7,25% | *Deferred Benefit Pension Plan* |
| Program Kesejahteraan | 6,75% | 7,00% | *Welfare Program* |
| Tingkat pengunduran diri | | | *Turnover rate* |
| Umur 25 | 5,00% | 5,00% | *Age 25* |
| Umur 30 | 5,00% | 5,00% | *Age 30* |
| Umur 35 | 5,00% | 5,00% | *Age* 35 |
| Umur 40 | 5,00% | 5,00% | *Age 40* |
| Umur 45 | 5,00% | 5,00% | *Age 45* |
| Umur 50 | 4,00% | 3,00% | *Age 50* |
| Umur 55 | 9,00% | 9,00% | *Age 55* |

## 40. IMBALAN KERJA (lanjutan) / *40. EMPLOYEE BENEFITS (continued)*

Penghargaan masa kerja, program pesangon pensiun-selisih DPLK, masa persiapan pensiun dan program kesejahteraan dicantumkan dalam program lainnya.

*Gratuity for services, retirement severance program-difference from DPLK, retirement preparation period and welfare program are included in other benefits.*

a. Biaya imbalan kerja / *a. Employee benefits expense*

| | 31 Desember/*December 31,* 2023 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Lainnya/ *Other Benefits*** | **Total** | |
| Biaya jasa kini | 34.991 | 161.198 | 196.189 | *Current service cost* |
| Iuran peserta | (6.526) | (6.729) | (13.255) | *Contribution from participant* |
| Beban bunga neto | 1.271 | 63.231 | 64.502 | *Net interest cost* |
| Kerugian aktuaria | - | (41.361) | (41.361) | *Actuarial loss* |
| Biaya jasa lalu | (12.446) | (23.817) | (36.263) | *Past service cost* |
| **Beban imbalan kerja - neto** | **17.290** | **152.522** | **169.812** | ***Employee benefits expense - net*** |

| | 31 Desember/*December 31,* 2022 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Lainnya/ *Other Benefits*** | **Total** | |
| Biaya jasa kini | 35.276 | 106.523 | 141.799 | *Current service cost* |
| Iuran peserta | (7.050) | (7.153) | (14.203) | *Contribution from participant* |
| Beban bunga neto | 5.394 | 46.104 | 51.498 | *Net interest cost* |
| Kerugian aktuaria | - | 76.053 | 76.053 | *Actuarial loss* |
| Biaya jasa lalu | 11.460 | 256.180 | 267.640 | *Past service cost* |
| Perubahan metode atribusi | - | (68.659) | (68.659) | *Change in benefit attribution method* |
| **Beban imbalan kerja - neto** | **45.080** | **409.048** | **454.128** | ***Employee benefits expense - net*** |

b. Mutasi atas kewajiban imbalan kerja / *b. Movements of liabilities for employee benefits*

| | 31 Desember/*December 31,* 2023 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Lainnya/ *Other Benefits*** | **Total** | |
| Saldo awal | 107.214 | 966.297 | 1.073.511 | *Beginning balance* |
| Beban imbalan kerja tahun berjalan - neto | 17.289 | 152.523 | 169.812 | *Employee benefits expense during the year - net* |
| Pengukuran kembali liabilitas (aset) imbalan kerja - neto | 76.466 | 109.561 | 186.027 | *Reameasurement of employee benefit liability (asset) - net* |
| Pembayaran iuran tahun berjalan | (45.186) | (104.822) | (150.008) | *Payment contribution from current year* |
| **Saldo kewajiban pada akhir tahun (Catatan 28)** | **155.783** | **1.123.559** | **1.279.342** | ***Balance liabilities at end of year (Note 28)*** |

| | 31 Desember/*December 31,* 2022 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Lainnya/ *Other Benefits*** | **Total** | |
| Saldo awal | 148.266 | 710.429 | 858.695 | *Beginning balance* |
| Beban imbalan kerja tahun berjalan - neto | 45.080 | 409.048 | 454.128 | *Employee benefits expense during the year - net* |
| Pengukuran kembali liabilitas (aset) imbalan kerja - neto | (49.512) | (10.360) | (59.872) | *Reameasurement of employee benefit liability (asset) - net* |
| Pembayaran iuran tahun berjalan | (36.620) | (142.820) | (179.440) | *Payment contribution from current year* |
| **Saldo kewajiban pada akhir tahun (Catatan 28)** | **107.214** | **966.297** | **1.073.511** | ***Balance liabilities at end of year (Note 28)*** |

## 40. IMBALAN KERJA (lanjutan) / *40. EMPLOYEE BENEFITS (continued)*

c. Mutasi nilai kini liabilitas imbalan kerja adalah sebagai berikut:

*c. The movements in the present value of liabilities for employee benefits are as follows:*

| | 31 Desember/*December 31,* 2023 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Lainnya/ *Other Benefits*** | **Total** | |
| Saldo awal | 2.226.053 | 1.930.356 | 4.156.409 | *Beginning balance* |
| Biaya jasa kini | 34.991 | 161.198 | 196.189 | *Current service cost* |
| Beban bunga | 156.762 | 127.009 | 283.771 | *Interest cost* |
| Biaya jasa lalu | (12.446) | (23.817) | (36.263) | *Past service cost* |
| Manfaat yang dibayarkan | (155.673) | (186.015) | (341.688) | *Benefits paid* |
| Kerugian/(keuntungan) aktuaria | 196.444 | 89.339 | 285.783 | *Actuarial loss/(gain)* |
| **Saldo pada akhir tahun** | **2.446.131** | **2.098.070** | **4.544.201** | ***Balance at the end of year*** |

| | 31 Desember/*December 31,* 2022 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Lainnya/ *Other Benefits*** | **Total** | |
| Saldo awal | 2.186.761 | 1.633.262 | 3.820.023 | *Beginning balance* |
| Biaya jasa kini | 35.276 | 106.523 | 141.799 | *Current service cost* |
| Beban bunga | 152.585 | 110.738 | 263.323 | *Interest cost* |
| Biaya jasa lalu | 11.460 | 256.180 | 267.640 | *Past service cost* |
| Manfaat yang dibayarkan | (140.158) | (208.970) | (349.128) | *Benefits paid* |
| Perubahan metode atribusi | - | (68.660) | (68.660) | *Change in benefit attribution method* |
| Kerugian/(keuntungan) aktuaria | (19.871) | 101.283 | 81.412 | *Actuarial loss/(gain)* |
| **Saldo pada akhir tahun** | **2.226.053** | **1.930.356** | **4.156.409** | ***Balance at the end of year*** |

d. Mutasi nilai wajar aset program adalah sebagai berikut:

*d. The movements in the fair value of plan assets are as follows:*

| | 31 Desember/*December 31,* 2023 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Lainnya/ *Other Benefits*** | **Total** | |
| Saldo awal | 2.118.844 | 1.030.736 | 3.149.580 | *Beginning balance* |
| Hasil pengembangan aset program | 275.470 | 116.700 | 392.170 | *Return on plan asset* |
| Kontribusi Bank | 45.183 | 26.056 | 71.239 | *Contributions by the Bank* |
| Kontribusi pegawai | 6.526 | 6.729 | 13.255 | *Employees contribution* |
| Manfaat yang dibayarkan | (155.673) | (107.231) | (262.904) | *Benefits paid* |
| **Saldo pada akhir tahun** | **2.290.350** | **1.072.990** | **3.363.340** | ***Balance at the end of year*** |

| | 31 Desember/*December 31,* 2022 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Lainnya/ *Other Benefits*** | **Total** | |
| Saldo awal | 2.038.499 | 995.996 | 3.034.495 | *Beginning balance* |
| Hasil pengembangan aset program | 176.833 | 93.752 | 270.585 | *Return on plan asset* |
| Kontribusi Bank | 36.620 | 29.036 | 65.656 | *Contributions by the Bank* |
| Kontribusi pegawai | 7.050 | 7.153 | 14.203 | *Employees contribution* |
| Manfaat yang dibayarkan | (140.158) | (95.201) | (235.359) | *Benefits paid* |
| **Saldo pada akhir tahun** | **2.118.844** | **1.030.736** | **3.149.580** | ***Balance at the end of year*** |

## 40. IMBALAN KERJA (lanjutan) / *40. EMPLOYEE BENEFITS (continued)*

e. Pengukuran kembali (aset) liabilitas imbalan kerja neto: / *e. Remeasurement of net employee benefit (asset) liabilities:*

| | 31 Desember/*December 31,* 2023 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Lainnya/ *Other Benefits*** | **Total** | |
| Saldo awal | 145.559 | 360.188 | 505.747 | *Beginning balance* |
| Kerugian aktuaris | 196.444 | 130.699 | 327.143 | *Actuary loss* |
| Imbal hasil atas aset program | (119.979) | (46.916) | (166.895) | *Return on plan assets* |
| Perubahan atas dampak atas aset diluar bunga neto aset/liabilitas | - | 25.781 | 25.781 | *Change in effect of the asset ceiling excluding net interest of asset/liabilities* |
| **Saldo pada akhir tahun** | **222.024** | **469.752** | **691.776** | ***Balance at the end of year*** |

| | 31 Desember/*December 31,* 2022 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Lainnya/ *Other Benefits*** | **Total** | |
| Saldo awal | 195.072 | 370.549 | 565.621 | *Beginning balance* |
| Kerugian aktuaris | (19.871) | 25.231 | 5.360 | *Actuary loss* |
| Imbal hasil atas aset program | (29.642) | (21.199) | (50.841) | *Return on plan assets* |
| Perubahan atas dampak atas aset diluar bunga neto aset/liabilitas | - | (14.391) | (14.391) | *Change in effect of the asset ceiling excluding net interest of asset/liabilities* |
| **Saldo pada akhir tahun** | **145.559** | **360.190** | **505.749** | ***Balance at the end of year*** |

f. Portofolio investasi aset program yang ditempatkan dalam bentuk instrumen keuangan yang terdiri dari reksadana, efek beragunan aset, surat berharga negara, obligasi, deposito berjangka dan saham.

Status pendanaan imbalan kerja per 31 Desember 2023 dan 2022 disajikan sebagai berikut:

*f. The asset program's investment portfolio is placed in the form of financial instruments including mutual funds, asset backed securities, government securities, bonds, time deposits and shares of stocks.*

*Funding status of employee benefit as of December 31, 2023 and 2022 are as follow:*

| | 31 Desember/*December 31,* 2023 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Kesejahteraan/ *Welfare Benefits*** | **Total** | |
| Nilai wajar aset dana (tidak diaudit) | 2.290.350 | 1.072.990 | 3.363.340 | *Fair value of plan assets (unaudited)* |
| Nilai kini liabilitas manfaat pasti yang didanai | (2.446.131) | (974.509) | (3.420.640) | *Present value of funded defined benefit obligation* |
| Selisih lebih (kurang) pendanaan | (155.781) | 98.481 | (57.300) | *Funding surplus (deficit)* |
| Selisih lebih pendanaan yang tidak diakui | - | (98.481) | (98.481) | *Asset adjustment* |
| **Kewajiban - neto** | **(155.781)** | **-** | **(155.781)** | ***Liabilities - net*** |

## 40. IMBALAN KERJA (lanjutan) / *40. EMPLOYEE BENEFITS (continued)*

f. Portofolio investasi aset program yang ditempatkan dalam bentuk instrumen keuangan yang terdiri dari reksadana, efek beragunan aset, surat berharga negara, obligasi, deposito berjangka dan saham. (lanjutan)

*f. The asset program's investment portfolio is placed in the form of financial instruments including mutual funds, asset backed securities, government securities, bonds, time deposits and shares of stocks. (continued)*

Status pendanaan imbalan kerja per 31 Desember 2023 dan 2022 disajikan sebagai berikut: (lanjutan)

*Funding status of employee benefit as of December 31, 2023 and 2022 are as follow: (continued)*

| | 31 Desember/*December 31,* 2022 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Kesejahteraan/ *Welfare Benefits*** | **Total** | |
| Nilai wajar aset dana (tidak diaudit) | 2.118.844 | 1.030.736 | 3.149.580 | *Fair value of plan assets (unaudited)* |
| Nilai kini liabilitas manfaat pasti yang didanai | (2.226.053) | (964.038) | (3.190.091) | *Present value of funded defined benefit obligation* |
| Selisih lebih (kurang) pendanaan | (107.209) | 66.698 | (40.511) | *Funding surplus (deficit)* |
| Selisih lebih pendanaan yang tidak diakui | - | (66.698) | (66.698) | *Asset adjustment* |
| **Kewajiban - neto** | **(107.209)** | **-** | **(107.209)** | ***Liabilities - net*** |

Per tanggal 31 Desember 2023 dan 2022, tidak ada selisih lebih aset kesejahteraan yang diakui di laporan posisi keuangan karena ketentuan untuk pengakuan aset dari selisih lebih pendanaan yang disyaratkan dalam standar akuntansi tidak terpenuhi.

*As of December 31, 2023 and 2022, there were no recognition of surplus of Welfare Benefits Plan assets in the statement of financial position as the funding surplus did not meet the recognition criteria of assets under the accounting standards.*

g. Sensitivitas dari kewajiban imbalan kerja (tidak diaudit) terhadap perubahan asumsi aktuaria sebagai berikut:

*g. The sensitivity of employee benefit liability (unaudited) to the changes in actuarial assumptions is as follow:*

| | **31 Desember/ *December 31,* 2023** | **31 Desember/ *December 31,* 2022** | |
|---|---|---|---|
| **Tingkat diskonto** | | | ***Discount rate:*** |
| Kenaikan 1% | (360.599) | (363.644) | *Increase 1%* |
| Penurunan 1% | 425.590 | 431.961 | *Decrease 1%* |
| **Tingkat kenaikan gaji** | | | ***Salary increase rate:*** |
| Kenaikan 1% | 237.562 | 221.622 | *Increase 1%* |
| Penurunan 1% | (163.484) | (191.781) | *Decrease 1%* |

## 40. IMBALAN KERJA (lanjutan) / *40. EMPLOYEE BENEFITS (continued)*

h. Analisis jatuh tempo yang diharapkan dari manfaat pensiun yang tidak terdiskonto adalah sebagai berikut: (tidak diaudit)

*h. Expected maturity analysis of undiscounted pension benefit is as follows: (unaudited)*

| | 31 Desember/*December 31,* 2023 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Lainnya/ *Other Benefits*** | **Total** | |
| Sampai dengan 1 tahun | 176.478 | 256.396 | 432.874 | *Up to 1 year* |
| 1 sampai 5 tahun | 878.676 | 1.046.050 | 1.924.726 | *Between 1 to 5 years* |
| 5 sampai 10 tahun | 1.027.144 | 848.474 | 1.875.618 | *Between 5 to 10 years* |
| **Total** | **2.082.298** | **2.150.920** | **4.233.218** | ***Total*** |

| | 31 Desember/*December 31,* 2022 | | | |
|---|---|---|---|---|
| | **Program Pensiun/ *Pension Plan*** | **Program Lainnya/ *Other Benefits*** | **Total** | |
| Sampai dengan 1 tahun | 127.654 | 278.591 | 406.245 | *Up to 1 year* |
| 1 sampai 5 tahun | 835.385 | 978.527 | 1.813.912 | *Between 1 to 5 years* |
| 5 sampai 10 tahun | 1.064.334 | 641.241 | 1.705.575 | *Between 5 to 10 years* |
| **Total** | **2.027.373** | **1.898.359** | **3.925.732** | ***Total*** |

Rata-rata durasi tertimbang kewajiban imbalan pasti adalah sebagai berikut:

*The average duration of the defined benefit obligations are as follow:*

| | **31 Desember 2023/ *December 31,* 2023** | **31 Desember 2022/ *December 31,* 2022** | |
|---|---|---|---|
| Pensiun | 10,09 tahun/years | 10,05 tahun/years | *Pension* |
| Kesejahteraan | 9,82 tahun/years | 9,50 tahun/years | *Welfare benefit* |
| Program lainnya | | | *Other programs:* |
| Pesangon | 10,28 tahun/years | 7,49 tahun/years | *Post employment benefit* |
| Masa persiapan pensiun | 10,28 tahun/years | 7,67 tahun/years | *Pre-retirement benefit* |
| Imbalan jangka panjang lainnya | 10,28 tahun/years | 7,49 tahun/years | *Other long term benefit* |

## 40. IMBALAN KERJA (lanjutan)

i. Risiko

Bank tereskpos beberapa risiko atas program imbalan kerja antara lain:

- Risiko yang terekspos pada program iuran pasti adalah hasil investasi dibawah tingkat diskonto. Akumulasi iuran aktual lebih kecil dari nilai yang diasumsikan sehingga mengakibatkan selisih pembayaran terhadap Undang-Undang Ketenagakerjaan akan meningkat dan berdampak pada beban dan liabilitas yang akan meningkat pula.

- Risiko yang terekspos pada program manfaat pasti adalah adanya tingkat hasil investasi dibawah asumsi *discount rate* dan kenaikan gaji aktual yang lebih besar dari asumsi. Hal tersebut menimbulkan peningkatan iuran yang dibayarkan kepada Dana Pensiun.

Pada bulan April 2022, Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia menerbitkan materi penjelasan melalui siaran pers atas persyaratan pengatribusian imbalan pada periode jasa sesuai PSAK No. 24, "Imbalan Kerja" yang diadopsi dari IAS 19, *"Employee Benefits"*. Materi penjelasan tersebut menyampaikan informasi bahwa pola fakta umum dari program pensiun berbasis undang-undang ketenagakerjaan yang berlaku di Indonesia saat ini memiliki pola fakta serupa dengan yang ditanggapi dan disimpulkan dalam IFRS *Intepretation Committee* Agenda *Decision Attributing Benefit to Periods of Service* (IAS 19). Dampak perubahan perhitungan tersebut adalah tidak material sehingga dibukukan seluruhnya pada laporan keuangan tahun berjalan.

## *40. EMPLOYEE BENEFITS (continued)*

*i. Risk*

*The Bank is exposed to a number of risks through its employee benefit plans as follows:*

- *The exposed risks in defined contribution plan is lower return on investment compared to assumption on discount rate. The accumulated actual contribution to be lower than its assumption resulted increase the difference in the amount of contribution based on Labor Law, and will also increase the amount of the related expenses and liabilities.*

- *The exposed risks in defined benefit pension plan is the lower return on investment compared to assumption on discount rate and the increase in the actual salary is higher than its assumption. These will cause an increase in contribution paid to Pension Fund.*

*In April 2022, Institute of Indonesia Chartered Accountants' Accounting Standard Board issued an explanatory material through a press release regarding attribution of benefits to periods of service in accordance with PSAK No. 24, "Employee Benefits" which was adopted from IAS 19, "Employee Benefits". The explanatory material conveyed the information that the fact pattern of the pension program based on the labor law currently enacted in Indonesia is similar to those responded and concluded in the IFRS Intepretation Committee Agenda Decision Attributing Benefit to Periods of Service (IAS 19). The impact of the changes of calculation is immaterial, therefore the impact of the changes is recorded entirely in the financial statements for the current year.*

## 41. PELAPORAN SEGMEN / *41. SEGMENT REPORTING*

Informasi segmen usaha berdasarkan jenis usaha adalah sebagai berikut:

*Segment information based on business type are as follows:*

| | 31 Desember/*December 31*, 2023 | | | | |
|---|---|---|---|---|---|
| | **Konvensional/ *Conventional*** | **Syariah/ *Sharia*** | **Eliminasi/ *Elimination*** | **Total** | |
| Pendapatan segmen | 24.722.529 | 3.558.723 | - | 28.281.252 | *Segment income* |
| Beban segmen | (13.406.425) | (1.444.537) | - | (14.850.962) | *Segment expenses* |
| Pendapatan segmen - neto | 11.316.104 | 2.114.186 | - | 13.430.290 | *Segment Income - net* |
| Pendapatan operasional lainnya | 4.161.842 | 154.971 | (425.666) | 3.891.147 | *Other operating income* |
| Penyisihan kerugian penurunan nilai aset keuangan dan non-aset keuangan | (3.653.668) | (111.729) | - | (3.765.397) | *Provision for impairment losses on financial assets and non-financial assets* |
| Pembalikkan penyisihan estimasi kerugian komitmen dan kontijensi bersih | 1.139 | - | - | 1.139 | *Reversal for allowance for estimated losses from commitment & contingencies* |
| Beban operasional lainnya | (7.988.114) | (1.455.002) | 425.666 | (9.017.450) | *Other operating expenses* |
| Laba operasional | 3.837.303 | 702.426 | - | 4.539.729 | *Income from operations* |
| Pendapatan (beban) bukan operasional - neto | (159.428) | (91) | - | (159.519) | *Non-operating income (expenses) - net* |
| Beban pajak | | | | (879.222) | *Tax expense* |
| **Laba tahun berjalan** | | | | **3.500.988** | ***Income for the year*** |
| **Total aset** | **392.854.285** | **54.288.709** | **(8.393.258)** | **438.749.736** | ***Total assets*** |
| **Total liabilitas dan dana syirkah temporer** | **363.082.327** | **53.581.515** | **(8.393.258)** | **408.270.584** | ***Total liabilities and temporary syirkah fund*** |

| | 31 Desember/*December 31*, 2022 | | | | |
|---|---|---|---|---|---|
| | **Konvensional/ *Conventional*** | **Syariah/ *Sharia*** | **Eliminasi/ *Elimination*** | **Total** | |
| Pendapatan segmen | 23.233.200 | 2.674.168 | - | 25.907.368 | *Segment income* |
| Beban segmen | (10.036.723) | (873.361) | - | (10.910.084) | *Segment expenses* |
| Pendapatan segmen - neto | 13.196.477 | 1.800.807 | - | 14.997.284 | *Segment Income - net* |
| Pendapatan operasional lainnya | 2.405.171 | 78.845 | (209.164) | 2.274.852 | *Other operating income* |
| Penyisihan kerugian penurunan nilai aset keuangan dan non-aset keuangan | (3.414.717) | (602.661) | - | (4.017.378) | *Provision for impairment losses on financial assets and non-financial assets* |
| Pembalikkan penyisihan estimasi kerugian komitmen dan kontijensi bersih | (1.074) | - | - | (1.074) | *Reversal for allowance for estimated losses from commitment & contingencies* |
| Beban operasional lainnya | (8.704.656) | (943.389) | 209.164 | (9.438.881) | *Other operating expenses* |
| Laba operasional | 3.481.201 | 333.602 | - | 3.814.803 | *Income from operations* |
| Pendapatan (beban) bukan operasional - neto | 60.912 | (25) | - | 60.887 | *Non-operating income (expenses) - net* |
| Beban pajak | | | | (830.617) | *Tax expense* |
| **Laba tahun berjalan** | | | | **3.045.073** | ***Income for the year*** |
| **Total aset** | **364.284.663** | **45.335.575** | **(7.471.926)** | **402.148.312** | ***Total assets*** |
| **Total liabilitas dan dana syirkah temporer** | **338.723.316** | **44.987.568** | **(7.471.926)** | **376.238.958** | ***Total liabilities and temporary syirkah fund*** |

## 42. JAMINAN PEMERINTAH TERHADAP KEWAJIBAN PEMBAYARAN BANK UMUM

Berdasarkan Keputusan Presiden Republik Indonesia No. 15 tahun 2004 tentang pengakhiran tugas dan pembubaran BPPN, dinyatakan dalam pasal 8 bahwa dengan diakhirinya tugas dan dibubarkannya BPPN, Program Penjaminan Pemerintah terhadap kewajiban pembayaran bank umum yang semula dilakukan oleh BPPN berdasarkan Keputusan Presiden Republik Indonesia No. 26 tahun 1998 dan Keputusan Presiden Republik Indonesia No. 27 tahun 1998, selanjutnya dilaksanakan oleh Menteri Keuangan melalui Unit Pelaksanaan Penjaminan Pemerintah (UP3) sebagaimana diatur oleh Keputusan Presiden Republik Indonesia No. 17 tahun 2004, yang diatur lebih lanjut dengan Keputusan Menteri Keuangan No. 84/KMK.06/2004 tanggal 27 Februari 2004 tentang Perubahan atas Keputusan Menteri Keuangan Republik Indonesia No.179/KMK.017/2000 tentang Syarat, Tata cara dan Ketentuan Pelaksanaan Jaminan Pemerintah terhadap Kewajiban Pembayaran Bank Umum.

Program Penjaminan Pemerintah melalui UP3 telah berakhir pada tanggal 22 September 2005, sebagaimana dinyatakan dalam Peraturan Menteri Keuangan Republik Indonesia No. 68/PMK.05/2005 tanggal 10 Agustus 2005 tentang Perhitungan Dan Pembayaran Premi Program Penjaminan Terhadap Pembayaran Bank Umum untuk periode 1 Juli sampai 21 September 2005. Sebagai pengganti UP3 Pemerintah telah membentuk Lembaga Independen, yaitu Lembaga Penjamin Simpanan (LPS) berdasarkan Undang-undang Republik Indonesia No. 24 tahun 2004 tanggal 22 September 2004 tentang Lembaga Penjamin Simpanan dimana LPS menjamin dana masyarakat termasuk dana dari bank lain dalam bentuk giro, deposito, sertifikat deposito, tabungan dan/atau bentuk lainnya yang dipersamakan dengan itu.

Berdasarkan salinan Peraturan LPS No. 1/PLPS/2006 tanggal 9 Maret 2006 tentang "Program Penjaminan Simpanan" diatur besarnya saldo yang dijamin untuk setiap nasabah pada satu bank adalah paling tinggi sebesar Rp100 juta.

Sesuai dengan Peraturan Pemerintah No. 66 Tahun 2008 tanggal 13 Oktober 2008 tentang "Besaran Nilai Simpanan yang Dijamin Lembaga Penjamin Simpanan" maka nilai simpanan setiap nasabah pada satu bank yang dijamin oleh Pemerintah naik menjadi sebesar Rp2 miliar dari semula Rp100 juta, efektif sejak tanggal tersebut di atas.

## *42. GOVERNMENT GUARANTEES ON THE OBLIGATIONS OF COMMERCIAL BANKS*

*Based on Decision No. 15 year 2004 of the President of the Republic of Indonesia regarding the termination of the role and winding-up of IBRA, stated on article 8 that in relation with the task completion and dismissal of IBRA, the Government Guarantee Program on the obligations of domestic banks which was originally handled by IBRA based on the Decisions of the President of the Republic of Indonesia No. 26 year 1998 and No. 27 year 1998 would be handled by the Ministry of Finance, specifically by the Government Guarantee Implementation Unit Pelaksanaan Penjaminan Pemerintah (UP3) as provided in the Decision of the President of the Republic of Indonesia No. 17 year 2004, which was further regulated by the Decision No. 84/KMK.06/2004 dated February 27, 2004 of the Ministry of Finance regarding the Amendment of Decision No. 179/KMK.017/2000 of the Ministry of Finance on the Terms, Implementation Guidelines, and Conditions of the Government Guarantees on the obligations of commercial banks.*

*The Guarantee Program by the Government through UP3 ended on September 22, 2005, as stated in Regulation No. 68/PMK.05/2005 dated August 10, 2005 of the Ministry of Finance concerning the Calculation and Payments of Premium on Guarantee Program from Commercial Banks for the period July 1 to September 21, 2005. The Government established the Deposit Insurance Corporation (LPS), an independent agency, to replace UP3, based on Law No. 24 year 2004 dated September 22, 2004 of the Republic of Indonesia regarding the establishment Deposit Insurance Corporation (LPS) to guarantee public funds including funds from other banks in the form of demand deposits, time deposits, certificates of deposit, savings deposits and/or other equivalent form.*

*Based on LPS regulation No. 1/PLPS/2006 dated March 9, 2006 regarding "Government Guarantee Program on Saving Account", the balance of saving accounts guaranteed for each customer is at a maximum of Rp100 million.*

*In accordance with Government Regulation No. 66 of 2008, dated October 13, 2008 regarding "The Amount of Public Savings Guaranteed by the Indonesia Deposit Insurance Corporation", the total amount of customers' saving accounts in banks which is guaranteed by the Government has increased to Rp2 billion, from the previous Rp100 million, effective on the date stated above.*

## 42. JAMINAN PEMERINTAH TERHADAP KEWAJIBAN PEMBAYARAN BANK UMUM (lanjutan)

Suku bunga penjaminan LPS pada tanggal 31 Desember 2023 dan 2022 masing-masing adalah sebesar 4,25% dan 3,75% untuk simpanan dalam mata uang Rupiah, dan masing-masing sebesar 2,25% dan 1,75% untuk simpanan dalam mata uang asing.

Pada tanggal 31 Desember 2023 dan 2022, Bank telah membayar premi program penjaminan masing-masing sebesar Rp656.774 dan Rp599.991.

## *42. GOVERNMENT GUARANTEES ON THE OBLIGATIONS OF COMMERCIAL BANKS (continued)*

*LPS interest rates guarantee as of December 31, 2023 and 2022 were 4.25% and 3.75% for each deposits in Rupiah and 2.25% and 1.75% for deposits in foreign currencies.*

*The Bank paid a premium on the guarantee program amounting to Rp656,774 and Rp599,991 as of December 31, 2023 and 2022, respectively.*

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI

Dalam kegiatan normal usaha, Bank melakukan transaksi dengan pihak berelasi karena hubungan kepemilikan dan/atau kepengurusan. Semua transaksi dengan pihak-pihak berelasi telah dilakukan dengan kebijakan dan syarat yang telah disepakati bersama.

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada tahun 31 Desember 2023 dan 2022:

## *43. TRANSACTIONS WITH RELATED PARTIES*

*In the normal course of business, the Bank enters into certain transactions with parties which are related to the management and/or owned by the same ultimate shareholder. All transactions with related parties have been entered into the agreed terms and conditions.*

*The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2023 and 2022:*

| **Pihak-pihak berelasi/** ***Related parties*** | **Jenis hubungan/** ***Type of relationship*** | **Unsur transaksi pihak berelasi/** ***Nature of related party transactions*** |
|---|---|---|
| Pemerintah Republik Indonesia (RI) | Pemegang saham mayoritas melalui Kementerian Keuangan RI/ *Majority shareholder through the Ministry of Finance of the Republic of Indonesia* | Obligasi Pemerintah, Kredit yang diberikan dan pembiayaan/piutang syariah/ *Government Bonds, Loans and sharia financing/receivables* |
| PT Bank Mandiri (Persero) Tbk | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Giro pada bank lain, Penempatan pada Bank Indonesia dan Bank Lain, Efek-efek, Liabilitas Akseptasi, Pinjaman yang diterima dan Surat Berharga yang Diterbitkan/*Current accounts with other banks, Placement with Bank Indonesia and Other Banks, Securities, Acceptances Payable, Fund Borrowing and Securities issued* |
| PT Bank Negara Indonesia (Persero) Tbk | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Giro pada bank lain, Penempatan pada Bank Indonesia dan Bank Lain, Efek-efek, Surat Berharga yang Diterbitkan, Liabilitas Akseptasi/ *Current accounts with other banks, Placement with Bank Indonesia and Other Banks, Securities and Securities issued, Acceptances Payable* |
| PT Bank Rakyat Indonesia (Persero) Tbk | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Giro pada bank lain, Penempatan pada Bank Indonesia dan Bank Lain, Efek-efek, dan Surat Berharga yang Diterbitkan/ *Current accounts with other banks, Placement with Bank Indonesia and Other Banks, Securities and Securities issued* |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada tahun 31 Desember 2023 dan 2022 (lanjutan):

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

*The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2023 and 2022 (continued):*

| **Pihak-pihak berelasi/** ***Related parties*** | **Jenis hubungan/** ***Type of relationship*** | **Unsur transaksi pihak berelasi/** ***Nature of related party transactions*** |
|---|---|---|
| PT Bank Syariah Indonesia Tbk | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Giro pada bank lain, dan Penempatan pada Bank Indonesia dan Bank Lain/ *Current accounts with other banks, and Placement with Bank Indonesia and Other Banks* |
| PT Bank Mandiri Taspen | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Penempatan pada Bank Indonesia dan Bank Lain, Efek-efek/*Placement with Bank Indonesia and Other Banks and Securities* |
| PT Bank Raya Tbk (dahulu PT Bank Rakyat Indonesia Agroniaga Tbk) | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Penempatan pada Bank Indonesia dan Bank Lain, Simpanan dari Bank Lain dan Surat Berharga yang Diterbitkan/ *Placement with Bank Indonesia and Other Banks, Deposits from Other Banks, Securities issued* |
| Lembaga Pembiayaan Ekspor Indonesia | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Penempatan pada Bank Indonesia dan Bank Lain, Efek-efek/*Placement with Bank Indonesia and Other Banks, Securities* |
| PT Hutama Karya (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah, Tagihan Akseptasi/*Loans and sharia financing/receivables, Acceptance Receivable* |
| Perum Perumnas | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Efek-efek, dan Kredit yang diberikan dan pembiayaan/piutang syariah/*Securities, and Loans and sharia financing/receivables* |
| PT PP Properti Tbk | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Tagihan Akseptasi dan Kredit yang diberikan dan pembiayaan/piutang syariah/*Acceptances Receivable and Loans and sharia financing/receivables* |
| PT Wijaya Karya Bangunan Gedung Tbk | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Tagihan Akseptasi dan Garansi yang diterbitkan/*Acceptances Receivable and Guarantees issued* |
| PT Wijaya Karya Industri Energi | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Tagihan Akseptasi/*Acceptances Receivable* |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada tahun 31 Desember 2023 dan 2022 (lanjutan):

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

*The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2023 and 2022 (continued):*

| **Pihak-pihak berelasi/** ***Related parties*** | **Jenis hubungan/** ***Type of relationship*** | **Unsur transaksi pihak berelasi/** ***Nature of related party transactions*** |
|---|---|---|
| PT Wijaya Karya Industri & Konstruksi | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Tagihan Akseptasi/*Acceptances Receivable* |
| Perum Percetakan Negara Republik Indonesia (Perum PNRI) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Danareksa Investment Management | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Efek-Efek dan Surat Berharga yang Diterbitkan/*Securities and Securities Issued* |
| PT Adhi Karya (Persero) Tbk | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Angkasa Pura II (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Dok Dan Perkapalan Surabaya (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT HK Realtindo | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Indah Karya (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Jasamarga Bali Tol | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ Subsidiary of State Owned Enterprise (SOE) | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Mandiri Manajemen Investasi | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Efek-Efek dan Surat Berharga yang Diterbitkan/*Securities and Securities issued* |
| PT Patra Jasa | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada tahun 31 Desember 2023 dan 2022 (lanjutan):

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

*The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2023 and 2022 (continued):*

| **Pihak-pihak berelasi/** ***Related parties*** | **Jenis hubungan/** ***Type of relationship*** | **Unsur transaksi pihak berelasi/** ***Nature of related party transactions*** |
|---|---|---|
| PT Permodalan Nasional Madani | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Efek-Efek, Kredit yang diberikan dan pembiayaan/piutang syariah/*Securities, Loans and sharia financing/receivables* |
| PT Amarta Karya (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Perusahaan Pengelola Aset (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Efek-Efek dan Kredit yang diberikan dan pembiayaan/piutang syariah/Securities and *Loans and sharia financing/receivables* |
| PT Taspen (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Surat Berharga yang Diterbitkan/ *Securities issued* |
| PT Virama Karya (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah dan Garansi yang diterbitkan/*Loans and sharia finacing/receivables and Guarantees issued* |
| PT Waskita Bumi Wira | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Waskita Karya Realty | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang Syariah/ *Loans and sharia financing/receivables* |
| PT PPA Finance | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Waskita FIM Perkasa Realti | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Pertamina (persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah dan efek-efek/ *Loans and sharia financing/receivables and Securities* |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada tahun 31 Desember 2023 dan 2022 (lanjutan):

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

*The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2023 and 2022 (continued):*

| **Pihak-pihak berelasi/** ***Related parties*** | **Jenis hubungan/** ***Type of relationship*** | **Unsur transaksi pihak berelasi/** ***Nature of related party transactions*** |
|---|---|---|
| PT Yodya Karya (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah dan Garansi yang diterbitkan/*Loans and sharia financing/receivables and Guarantees issued* |
| PT Adhi Persada Properti | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Perumnas Jakabaring | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/Loans and sharia financing/receivables |
| PT Perumnas Sentraland | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprice (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Perumnas TOD Tanjung | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Sinergi Investasi Properti | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Perumnas Pondok Cina | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Adhi Commuter Properti | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah dan Tagihan Lain-Lain/*Loans and sharia financing/receivables and Other receivables* |
| PT Angkasa Pura I (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah dan efek-efek/*Loans and sharia financing/receivables and securities*<br>Efek-efek/*Securities*<br>Penyisihan kerugian penurunan nilai aset keuangan dan aset non keuangan/*Provision for impairment losses on financial and non-financial assets* |
| PT Jalin Pembayaran Nusantara | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada tahun 31 Desember 2023 dan 2022 (lanjutan):

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

*The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2023 and 2022 (continued):*

| **Pihak-pihak berelasi/** ***Related parties*** | **Jenis hubungan/** ***Type of relationship*** | **Unsur transaksi pihak berelasi/** ***Nature of related party transactions*** |
|---|---|---|
| PT Reasuransi Nasional Indonesia | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Surat Berharga yang Diterbitkan / *Securities issued* |
| PT Tugu Reasuransi Indonesia | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Surat Berharga yang Diterbitkan/ *Securities issued* |
| PT Puspetindo | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Asuransi Kredit Indonesia | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Surat Berharga yang Diterbitkan dan Garansi yang diterbitkan/*Securities Issued and Guarantees issued* |
| PT Asuransi Jasa Indonesia | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Surat Berharga yang Diterbitkan/ *Securities issued* |
| PT Asuransi Jasa Raharja | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Surat Berharga yang Diterbitkan/ *Securities issued* |
| PT Perusahaan Listrik Negara (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan Efek-efek/ *Loans and sharia financing/receivables and Securities* |
| PT Nindya Karya (Persero) | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan Garansi yang diterbitkan/*Loans and sharia financing/receivables and Guarantees issued* |
| PT Centurion Perkasa Iman | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan Garansi yang diterbitkan/*Loans and sharia financing/receivables and Guarantees issued* |
| PT Energi Pelabuhan Indonesia | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Garansi yang diterbitkan/ *Guarantees issued* |
| Perum Jaminan Kredit Indonesia | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Surat Berharga yang Diterbitkan/ *Securities issued* |
| PT Daya Mitra Telekomunikasi | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Efek-efek/ *Securities* |
| PT Industri Kereta Api | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ Subsidiary of State Owned Enterprise (SOE) | Kredit yang diberikan dan pembiayaan/piutang Syariah /Loans and sharia financing/receivables |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada tahun 31 Desember 2023 dan 2022 (lanjutan):

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

*The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2023 and 2022 (continued):*

| **Pihak-pihak berelasi/** ***Related parties*** | **Jenis hubungan/** ***Type of relationship*** | **Unsur transaksi pihak berelasi/** ***Nature of related party transactions*** |
|---|---|---|
| PT AXA Mandiri Financial Services | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Surat Berharga yang Diterbitkan/ *Securities issued* |
| PT Penjaminan Infrastruktur Indonesia (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Surat Berharga yang Diterbitkan/ *Securities issued* |
| PT Reasuransi Indonesia Utama (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Surat Berharga yang Diterbitkan/ *Securities issued* |
| PT Tugu Pratama Indonesia | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Surat Berharga yang Diterbitkan/ *Securities issued* |
| PT Sarana Multigriya Finance (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Efek - Efek, Pinjaman yang diterima dan Pinjaman Subordinasi dan efek-efek subordinasi/ *Securities*, *Fund borrowings and Subordinated Loan and securities* |
| PT Sinergi Colomadu | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Perusahaan Gas Negara (Persero) Tbk | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Efek-Efek/*Securities* |
| PT Pelabuhan Indonesia II (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Efek - Efek/*Securities* |
| PT PP Properti Jababeka Residence | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ Subsidiary of State Owned Enterprise (SOE) | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Bahana Pembinaan Usaha Indonesia (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Efek - Efek/*Securities*<br>Pendapatan dari penerimaan kredit yang dihapus bukukan/*Income from recovery of loans written off* |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada tahun 31 Desember 2023 dan 2022 (lanjutan):

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

*The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2023 and 2022 (continued):*

| **Pihak-pihak berelasi/** ***Related parties*** | **Jenis hubungan/** ***Type of relationship*** | **Unsur transaksi pihak berelasi/** ***Nature of related party transactions*** |
|---|---|---|
| PT Pegadaian | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Efek-Efek/*Securities* |
| PT BNI Asset Management | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Surat Berharga yang Diterbitkan dan efek-efek/ *Securities issued and securities* |
| PT Waskita Karya (Persero) Tbk | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Efek-efek/ *Securities* |
| Peruri Properti | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah dan Garansi yang diterbitkan/*Loans and sharia financing/receivables and Guarantees issued* |
| PT Waskita Beton Precast Tbk | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Efek-efek/ *Securities* |
| PT BRI Manajemen Investasi | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Efek-efek/ *Securities* |
| PT Pos Indonesia (Persero) | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Garansi yang diterbitkan/ *Guarantees issued* |
| PT Telkom Satelit Indonesia | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Garansi yang diterbitkan/ *Guarantees issued* |
| PT Inhutani V | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ Subsidiary of State Owned Enterprise (SOE) | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| Badan Pengelola Tabungan Perumahan Rakyat | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Pinjaman dan Efek-Efek Subordinasi/ *Subordinated Loan and Securities* |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

Tabel di bawah menunjukkan rincian pihak-pihak berelasi dengan Bank beserta sifat dari transaksi yang dilakukan oleh Bank tersebut pada tahun 31 Desember 2023 dan 2022 (lanjutan):

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

*The table below details the related parties of the Bank along with the nature of transactions entered into by the Bank during December 31, 2023 and 2022 (continued):*

| **Pihak-pihak berelasi/** ***Related parties*** | **Jenis hubungan/** ***Type of relationship*** | **Unsur transaksi pihak berelasi/** ***Nature of related party transactions*** |
|---|---|---|
| PT PP Urban | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Garansi yang diterbitkan, Tagihan lain-lain, Kredit yang diberikan dan pembiayaan/piutang syariah / *Guarantees issued, Other receivables, Loans and sharia financing/receivables* |
| PT Aviasi Pariwisata Indonesia (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Bio Farma (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Inka Multi Solusi Service | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang Syariah dan Tagihan lain-lain/*Loans and sharia financing/receivables and Other receivables* |
| PT PAL Indonesia (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah dan Garansi yang diterbitkan/Loans and sharia financing/receivables and Guarantees issued |
| PT Pengembangan Pariwisata Indonesia (Persero) | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| Perum Pengangkutan Penumpang Djakarta | Dalam pengendalian yang sama melalui pemerintah pusat RI/ *Under common control through the Central Government of the Republic of Indonesia* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Wika Realty | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ *Subsidiary of State Owned Enterprise (SOE)* | Kredit yang diberikan dan pembiayaan/piutang syariah/*Loans and sharia financing/receivables* |
| PT Wika Gedung | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ Subsidiary of State Owned Enterprise (SOE) | Tagihan lain-lain/*Other receivables* |
| PT Bahana TCW Investment Management | Entitas Anak dari Badan Usaha Milik Negara (BUMN)/ Subsidiary of State Owned Enterprise (SOE) | Efek-efek/*Securities* |
| Manajemen Kunci termasuk Direksi, Komisaris, Komite Audit, Kepala Divisi dan Kepala Cabang/*Key Management including Director, Commissioner, Audit Comittee, Head Division and Branch Manager* | Hubungan pengendalian kegiatan perusahaan/ *Control on company's activities* | Kredit yang Diberikan dan Pembiayaan/piutang Syariah, Simpanan dari Nasabah, dan Dana *Syirkah* Temporer/*Loans and sharia financing/receivables, Deposit from Customers and Temporary Syirkah Fund* |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

a. Transaksi dengan pihak berelasi karena hubungan kepemilikan dengan pemerintah Republik Indonesia:

*a. Transactions with related parties due to ownership relation with government of the Republic of Indonesia:*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Aset** | | | ***Assets*** |
| Giro pada bank lain (Catatan 6) | 1.049.449 | 508.322 | *Current accounts with other banks (Note 6)* |
| Penempatan pada Bank Indonesia dan bank lain (Catatan 7) | 61 | 61 | *Placements with Bank Indonesia and other banks (Note 7)* |
| Efek-efek (Catatan 8) | 3.851.105 | 850.059 | *Securities (Note 8)* |
| Obligasi pemerintah (Catatan 9) | 35.893.929 | 51.964.973 | *Government bonds (Note 9)* |
| Kredit yang diberikan dan pembiayaan/piutang syariah (Catatan 11) | 27.678.581 | 19.594.018 | *Loans and sharia financing/ receivables (Note 11)* |
| Tagihan akseptasi (Catatan 13) | 68.746 | 131.356 | *Acceptance receivable (Note 13)* |
| Tagihan lain-lain | 106.385 | 61.169 | *Other Receivables* |
| **Total aset untuk pihak-pihak berelasi** | **68.648.256** | **73.109.958** | ***Total assets to related parties*** |
| Cadangan kerugian penurunan nilai dari pihak-pihak berelasi | (1.227.528) | (900.235) | *Allowance for impairment losses for related parties* |
| **Total dari aset pihak-pihak berelasi - neto** | **67.420.728** | **72.209.723** | ***Total assets from related parties - net*** |
| **Persentase total aset pihak berelasi terhadap total aset** | **15,37%** | **17,96%** | ***Percentage of total assets from related parties to total assets*** |

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Liabilitas** | | | ***Liabilities*** |
| Simpanan dari nasabah (Catatan 18, 19 dan 20) | 196.674.002 | 173.906.896 | *Deposits from customers (Notes 18, 19 and 20)* |
| Liabilitas Akseptasi (Catatan 22) | 224.045 | 118.525 | *Acceptance payable (Note 22)* |
| Surat-surat berharga yang diterbitkan (Catatan 23) | 5.868.525 | 4.355.008 | *Securities issued (Note 23)* |
| Pinjaman yang diterima (Catatan 24) | 22.453.290 | 17.455.685 | *Fund borrowings (Note 24)* |
| Pinjaman Subordinasi dan efek-efek subordinasi (Catatan 25) | 4.499.997 | 4.499.977 | *Subordinated loan and securities (Note 25)* |
| **Total liabilitas untuk pihak-pihak berelasi** | **229.719.859** | **200.336.091** | ***Total liabilities to related parties*** |
| **Persentase total liabilitas pihak berelasi terhadap total liabilitas** | **60,27%** | **57,01%** | ***Percentage of total liabilities from related parties to total liabilities*** |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

a. Transaksi dengan pihak berelasi karena hubungan kepemilikan dengan pemerintah Republik Indonesia (lanjutan):

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

*a. Transactions with related parties due to ownership relation with government of the Republic of Indonesia (continued):*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Dana *Syirkah* Temporer** | | | ***Temporary Syirkah Funds*** |
| Giro *Mudharabah* (Catatan 18) | 11.271 | 11.897 | *Mudharabah current accounts (Note 18)* |
| Tabungan *Mudharabah* (Catatan 19) | 133.630 | 83.465 | *Mudharabah savings deposits (Note 19)* |
| Deposito *Mudharabah* (Catatan 20) | 8.899.072 | 7.631.970 | *Mudharabah time deposits (Note 20)* |
| **Total dana *syirkah* temporer untuk pihak-pihak berelasi** | **9.043.973** | **7.727.332** | ***Total temporary syirkah funds to related parties*** |
| **Persentase total dana *syirkah* temporer berelasi terhadap dana *syirkah* temporer** | **33,37%** | **31,08%** | ***Percentage of total temporary syirkah funds related parties to total temporary syirkah funds*** |

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Pendapatan bunga dan bagi hasil** | | | ***Interest income and income from profit sharing*** |
| Penempatan pada Bank Indonesia dan bank lain | 490.024 | 282.311 | *Placements with Bank Indonesia and other banks* |
| Efek-efek | 299.741 | 216.020 | *Securities* |
| Obligasi pemerintah | 1.220.648 | 1.518.936 | *Government bonds* |
| Kredit yang diberikan dan pembiayaan/piutang syariah | 1.195.910 | 1.081.237 | *Loans and sharia financing/ receivables* |
| **Total pendapatan bunga dan bagi hasil dari pihak-pihak berelasi** | **3.206.323** | **3.098.504** | ***Total interest income and income from profit sharing from related parties*** |
| **Persentase terhadap total pendapatan bunga dan bagi hasil** | **11,34%** | **11,96%** | ***Percentage to total interest income and income from profit sharing*** |

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| Pendapatan dari penerimaan kredit yang dihapusbukukan | 374.257 | - | *Income from recovery of loans written-off* |
| **Persentase terhadap total pendapatan dari penerimaan kredit yang dihapusbukukan** | **40,06%** | **-** | ***Percentage of total income from recovery of loans writtern off*** |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

a. Transaksi dengan pihak berelasi karena hubungan kepemilikan dengan pemerintah Republik Indonesia (lanjutan):

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

*a. Transactions with related parties due to ownership relation with government of the Republic of Indonesia (continued):*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Beban bunga, bagi hasil dan bonus** | | | ***Interest, profit sharing and bonus expenses*** |
| Simpanan dari nasabah | 3.137.470 | 2.642.731 | *Deposits from customers* |
| Simpanan dari bank lain | 2.647 | 781 | *Deposits from other banks* |
| Surat-surat berharga yang diterbitkan | 433.269 | 455.401 | *Securities issued* |
| Pinjaman yang diterima | 965.111 | 843.147 | *Fund borrowings* |
| Efek- efek yang dijual dengan janji dibeli kembali | 34.593 | 4.894 | *Securities sold under repurchase agreement* |
| Pinjaman subordinasi dan efek-efek subordinasi | 381.770 | 381.760 | *Subordinated loan and securities* |
| Giro *Mudharabah* | 18 | 181 | *Mudharabah current accounts* |
| Tabungan *Mudharabah* | 1.896 | 6.521 | *Mudharabah savings deposits* |
| Deposito *Mudharabah* | 149.498 | 80.613 | *Mudharabah time deposits* |
| **Total beban bunga dan bonus dari pihak berelasi** | **5.106.272** | **4.416.029** | ***Total interest and bonus expenses from related parties*** |
| **Persentase terhadap total beban bunga, bagi hasil dan bonus** | **34,38%** | **40,48%** | ***Percentage to total interest, profit sharing and bonus expense*** |

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| Penyisihan Kerugian Penurunan Nilai Aset Keuangan dan Aset Non Keuangan | 803.278 | - | *Provision for Impairment Losses on Financial and Non-financial Assets* |
| **Presentase terhadap total penyisihan Kerugian penurunan nilai aset Keuangan dan aset non keuangan** | **21,33%** | **-** | ***Percentage to total provision for impairment losses on financial and non-financial assets*** |

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Komitmen dan Kontinjensi pada Rekening Administratif (Catatan 27)** | | | ***Commitments and Contingencies in Administrative Accounts (Note 27)*** |
| Garansi yang diterbitkan | 1.116.581 | 426.438 | *Guarantees issued* |
| Irrevocable L/C yang masih berjalan | 8.840 | 115.445 | *Outstanding irrevocable LCs* |
| **Total komitmen dan kontinjensi pada rekening administratif dari pihak berelasi** | **1.125.421** | **541.883** | ***Total commitments and contingencies in administrative accounts*** |
| **Presentase terhadap total komitmen dan kontinjensi pada rekening administratif** | **41,28%** | **43,35%** | ***Percentage to total commitments and contingencies in administrative accounts*** |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

b. Transaksi dengan manajemen kunci (lanjutan)

*b. Transactions with key management personnel (continued)*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| Kredit yang diberikan dan piutang/ pembiayaan syariah (Catatan 11) | 94.105 | 102.781 | *Loan and sharia financing/receivables (Note 11)* |
| Cadangan kerugian penurunan nilai dari pihak-pihak berelasi | (288) | (374) | *Allowance for impairment losses for related parties* |
| **Total dari aset pihak-pihak berelasi - neto** | **93.817** | **102.407** | ***Total assets from related parties - net*** |
| **Persentase terhadap total aset** | **0,02%** | **0,03%** | ***Percentage to total assets*** |

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Liabilitas** | | | ***Liabilities*** |
| Simpanan dari nasabah (Catatan 18, 19 dan 20) | 186.924 | 115.340 | *Deposits from customers (Notes 18, 19 and 20)* |
| Liabilitas imbalan kerja | 288.487 | 268.476 | *Employee benefits liability* |
| **Total liabilitas dari manajemen kunci** | **475.411** | **383.816** | ***Total liabilities from key management personnel*** |
| **Persentase terhadap total liabilitas** | **0,12%** | **0,11%** | ***Percentage to total liabilities*** |

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Dana *Syirkah* Temporer** | | | ***Temporary Syirkah Funds*** |
| Giro *Mudharabah* (Catatan 18) | 2.203 | - | *Mudharabah current accounts (Note 18)* |
| Tabungan *Mudharabah* (Catatan 19) | 8.363 | 4.962 | *Mudharabah savings deposits (Note 19)* |
| Deposito *Mudharabah* (Catatan 20) | 9.297 | 5.221 | *Mudharabah time deposits (Note 20)* |
| **Total dana *syirkah* temporer untuk pihak-pihak berelasi** | **19.863** | **10.183** | ***Total temporary syirkah funds to related parties*** |
| **Persentase total dana *syirkah* temporer berelasi terhadap dana *syirkah* temporer** | **0,07%** | **0,04%** | ***Percentage of total temporary syirkah funds related parties to total temporary syirkah funds*** |

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Pendapatan bunga dan bagi hasil** | | | ***Interest income and income from profit sharing*** |
| Kredit yang diberikan dan pembiayaan/piutang syariah | 6.821 | 6.929 | *Loans and sharia financing/ receivables* |
| **Persentase terhadap total pendapatan bunga dan bagi hasil** | **0,02%** | **0,03%** | ***Percentage to total interest income and income from profit sharing*** |

## 43. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan)

b. Transaksi dengan manajemen kunci (lanjutan)

## *43. TRANSACTIONS WITH RELATED PARTIES (continued)*

*b. Transactions with key management personnel (continued)*

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Beban bunga, bagi hasil dan bonus** | | | ***Interest, profit sharing and bonus expenses*** |
| Simpanan dari nasabah | 1.446 | 1.564 | *Deposits from customers* |
| *Dana Syirkah* | 402 | 168 | *Mudharabah savings deposits* |
| **Total beban bunga, bagi hasil, dan bonus** | **1.848** | **1.732** | ***Total interest, profit sharing and bonus expense*** |
| **Persentase terhadap total beban bunga, bagi hasil, dan bonus** | **0,01%** | **0,03%** | ***Percentage to total interest, profit sharing and bonus expense*** |

| | 31 Desember/ *December 31,* 2023 | 31 Desember/ *December 31,* 2022 | |
|---|---|---|---|
| **Imbalan jangka pendek:** | | | ***Short-term employee benefits:*** |
| Direksi (Catatan 1i) | 161.529 | 131.671 | *Board of directors (Note 1i)* |
| Dewan komisaris (Catatan 1i) | 64.480 | 51.960 | *Board of commissioners (Note 1i)* |
| Karyawan kunci lain | 216.253 | 221.825 | *Other key employees* |
| **Imbalan pasca kerja:** | | | ***Post-employee benefits:*** |
| Karyawan kunci lain | 200.829 | 182.874 | *Other key employees* |
| **Imbalan jangka Panjang lainnya:** | | | ***Other long term benefits:*** |
| Karyawan kunci lain | 87.658 | 85.602 | *Other key employees* |
| **Total** | **730.749** | **673.932** | ***Total*** |
| **Persentase terhadap total beban gaji dan tunjangan karyawan** | **18,35%** | **16,08%** | ***Percentage to total salaries and employee benefits*** |

## 44. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING

Posisi Devisa Neto

Perhitungan Posisi Devisa Neto (PDN) didasarkan pada Peraturan Bank Indonesia No. 5/13/PBI/2003 tanggal 17 Juli 2003 sebagaimana telah diubah dengan perubahan keempat Peraturan Bank Indonesia No. 17/5/PBI/2015 tanggal 29 Mei 2015. Berdasarkan peraturan tersebut, Bank diwajibkan untuk menjaga rasio PDN laporan posisi keuangan dan secara keseluruhan maksimum 20% dari jumlah modal. PDN adalah penjumlahan nilai absolut yang dinyatakan dalam Rupiah dari selisih bersih antara aset dan liabilitas dalam mata uang asing dan selisih bersih dari tagihan dan liabilitas komitmen dan kontinjensi yang dicatat dalam rekening administratif yang didenominasi dalam setiap mata uang asing.

## *44. ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCIES*

*Net Open Position*

*The Net Open Position (NOP) is calculated based on Bank Indonesia Regulation No. 5/13/PBI/2003 dated July 17, 2003 which was fourth amended by Bank Indonesia Regulation No. 17/5/PBI/2015 dated May 29, 2015. Based on this regulation, the Bank is required to maintain Net Open Position ratio of the overall statement of financial position at a maximum of 20% of the total capital. The NOP is the sum of the absolute values, which are stated in Rupiah, of the net difference between the assets and liabilities denominated in each foreign currency and the net difference of the receivables and payables of both commitments and contingencies recorded in the administrative accounts denominated in each foreign currency.*

## 44. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING (lanjutan)

## *44. ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCIES (continued)*

PDN Bank pada tanggal-tanggal 31 Desember 2023 dan 2022:

*The Bank's NOP as of December 31, 2023 and 2022 are as follows:*

| | **31 Desember/*December 31,* 2023** | | | |
|---|---|---|---|---|
| | **Aset/*Assets*** | **Liabilitas/*Liabilities*** | **Posisi Devisa Neto/ *Net Open Position*** | |
| Laporan posisi keuangan dan Rekening administratif | | | | *Statement of financial position and Administrative accounts* |
| Dolar Australia | 177.633 | (20.421) | 157.212 | *Australian Dollar* |
| Dolar Amerika Serikat | 30.741.381 | (30.627.376) | 114.005 | *United States Dollar* |
| Yen Jepang | 850.554 | (759.435) | 91.119 | *Japanese Yen* |
| Pound Sterling Inggris | 86.071 | - | 86.071 | *Great Britain Pound Sterling* |
| Euro Eropa | 81.632 | (1.337) | 80.295 | *European Euro* |
| Dolar Singapura | 39.205 | (47.435) | 8.230 | *Singapore Dollar* |
| Renminbi | 3.497 | (19) | 3.478 | *Renminbi* |
| Dolar Hong Kong | 371s | - | 371 | *Hong Kong Dollar* |
| Ringgit Malaysia | 303 | - | 303 | *Malaysian Ringgit* |
| Riyal Arab Saudi | 140 | - | 140 | *Saudi Arabian Riyal* |
| | | | **541.224** | |
| **Modal (Catatan 45)** | | | **31.230.282** | ***Capital (Note 45)*** |
| **Rasio PDN** | | | **1,73%** | ***NOP ratio*** |

| | **31 Desember/*December 31,* 2022** | | | |
|---|---|---|---|---|
| | **Aset/*Assets*** | **Liabilitas/*Liabilities*** | **Posisi Devisa Neto/ *Net Open Position*** | |
| Laporan posisi keuangan dan Rekening administratif | | | | *Statement of financial position and Administrative accounts* |
| Dolar Amerika Serikat | 7.622.973 | (8.311.493) | 688.520 | *United States Dollar* |
| Yen Jepang | 480.099 | (808.933) | 328.834 | *Japanese Yen* |
| Dolar Singapura | 36.865 | (24.018) | 12.847 | *Singapore Dollar* |
| Dolar Australia | 48.406 | (4) | 48.402 | *Australian Dollar* |
| Renminbi | 1.089 | (8) | 1.081 | *Renminbi* |
| Ringgit Malaysia | 292 | (10) | 282 | *Malaysian Ringgit* |
| Euro Eropa | 31.464 | (328) | 31.136 | *European Euro* |
| Pound Sterling Inggris | 63.405 | (11) | 63.394 | *Great Britain Pound Sterling* |
| Dolar Hong Kong | 97 | - | 97 | *Hong Kong Dollar* |
| Riyal Arab Saudi | 81 | - | 81 | *Saudi Arabian Riyal* |
| | | | **1.174.674** | |
| **Modal (Catatan 45)** | | | **28.168.457** | ***Capital (Note 45)*** |
| **Rasio PDN** | | | **4,17%** | ***NOP ratio*** |

## 45. RASIO KEWAJIBAN PENYEDIAAN MODAL MINIMUM (KPMM)

Bank secara aktif mengelola modalnya sesuai dengan peraturan yang berlaku. Tujuan utamanya adalah untuk memastikan bahwa setiap saat Bank dapat menjaga kecukupan modalnya untuk menutup risiko bawaan (*inherent risks*) pada kegiatan perbankan tanpa mengurangi optimalisasi nilai pemegang saham.

KPMM pada tanggal 31 Desember 2023 dan 2022 dihitung berdasarkan Peraturan Otoritas Jasa Keuangan (POJK) No. 27/POJK.03/2022, POJK No.34/POJK.03/2016 dan POJK No. 11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum.

Berdasarkan POJK No. 27/POJK.03/2022 tentang Perubahan Kedua atas POJK No.11/POJK.03/2016 tentang Kewajiban Penyediaan Modal Minimum Bank Umum, PBI No. 17/22/PBI/2015 tentang Kewajiban Pembentukan *Countercyclical Buffer* dan POJK No. 46/POJK.03/2015 tentang Penetapan *Systemically Important Bank* dan *Capital Surcharge*, Bank diwajibkan membentuk tambahan modal sebagai penyangga (*buffer*) yang berlaku secara bertahap mulai 1 Januari 2016. Pembentukan modal *buffer* yaitu *Capital Conservation Buffer*, *Countercyclical Buffer* dan *Capital Surcharge* untuk D-SIB yang wajib dibentuk berdasarkan persentase tertentu dari Aset Tertimbang Menurut Risiko (ATMR) masing-masing sebesar 2,50%, 0,00% dan 1,00%.

Berdasarkan POJK No 48/POJK.03/2020 tanggal 1 Desember 2020 tentang Perubahan atas POJK No.11/POJK.03/2020 tanggal 27 Mei 2020, untuk kebijakan relaksasi dalam rangka mendukung program pemulihan ekonomi nasional sektor perbankan, bahwa kewajiban pemenuhan *Capital Conservation Buffer* dalam komponen modal ditiadakan sampai dengan 31 Maret 2022.

Berdasarkan profil risiko Bank masing-masing per 31 Desember 2023 dan 2022, yaitu *low to moderate*, maka rasio kecukupan modal (KPMM) minimum per 31 Desember 2023 dan 2022 ditetapkan masing-masing sebesar 9% sampai dengan 9%.

Penentuan kepatuhan Bank terhadap peraturan dan rasio yang berlaku didasarkan pada peraturan praktik akuntansi yang berbeda dalam beberapa hal dengan Standar Akuntansi Keuangan di Indonesia.

## *45. MINIMUM REQUIRED CAPITAL ADEQUACY RATIO (CAR)*

*The Bank actively manages its capital in accordance with the regulatory requirements. The primary objective of which is to ensure that the Bank, at all times, maintains adequate capital to cover inherent risks to its banking activities without prejudice to optimizing shareholder's value.*

*CAR on December 31, 2023 and 2022 was calculated based on Otoritas Jasa Keuangan (OJK) No. 27/POJK.03/2022, POJK No. 34/POJK.03/2016 and POJK No. 11/POJK.03/2016 concerning the Minimum Capital Requirement for Commercial Banks.*

*Based on POJK No. 27/POJK.03/2022 concerning of Second Change Regulation No. 11/POJK.03/2016 concerning the Minimum Capital Requirement for Commercial Banks, PBI No. 17/22/PBI/2015 concerning the Establishment of Countercyclical Buffer Requirement, and POJK No. 46/POJK.03/2015 concerning the Determination of Systemically Important Bank and Capital Surcharge, the Bank is required to form additional capital as a buffer that apply in stages starting on January 1, 2016. The establishment of buffer capital consists of Capital Conservation Buffer, Countercyclical Buffer, and Capital Surcharge for D-SIB which shall be established based on a percentage of Risk Weighted Assets (RWA) of 2.50%, 0.00% and 1.00%, respectively.*

*Based on POJK No. 48/POJK.03/2020 as of December 1, 2020 concerning the amendments of POJK No.11/POJK.03/2020 dated May 27, 2020 for relaxation policy in order to support the national economic recovery program of the banking sector, that the obligation to fulfill the Capital Conservation Buffer in the capital component is removed until March 31, 2022.*

*Based on the risk profile as of December 31, 2023 and 2022, respectively, which are both low to moderate, the minimum CAR for December 31, 2023 and 2022, is set at 9% to less than 9%, respectively.*

*The determination of the Bank's compliance with regulations and applicable ratios are based on the accounting rules which is differ in several aspects with the Financial Accounting Standards in Indonesia.*

## 45. RASIO KEWAJIBAN PENYEDIAAN MODAL MINIMUM (KPMM) (lanjutan)

Pada tanggal-tanggal 31 Desember 2023 dan 2022, Bank telah memenuhi rasio sesuai yang disyaratkan Bank Indonesia dan/atau Otoritas Jasa Keuangan untuk KPMM.

Perhitungan KPMM Bank pada tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

## *45. MINIMUM REQUIRED CAPITAL ADEQUACY RATIO (CAR) (continued)*

*As of December 31, 2023 and 2022, the Bank has fulfilled the required ratios of Bank Indonesia and/or Financial Services Authority for the CAR.*

*The computation of the Bank's CAR as of December 31, 2023 and 2022 follows:*

| | | **31 Desember/** ***December 31,* 2023** | **31 Desember/** ***December 31*, 2022** | |
|---|---|---|---|---|
| Modal inti | a | 27.154.078 | 22.533.407 | *Core Capital* |
| Modal pelengkap (Maksimal 100% dari modal inti) | b | 4.076.204 | 5.635.050 | *Supplementary Capital (Maximum of 100% of Core Capital)* |
| Modal pelengkap tambahan yang dialokasikan untuk mengantisipasi risiko pasar | c | - | - | *Additional supplementary capital allocated for anticipation of market risk* |
| **Jumlah Modal Inti dan Modal Pelengkap** | d=a+b | **31.230.282** | **28.168.457** | ***Total Core Capital and Supplementary Capital*** |
| Jumlah modal inti, modal pelengkap dan modal pelengkap tambahan yang dialokasikan untuk mengantisipasi risiko pasar | e=c+d | 31.230.282 | 28.168.457 | *Total core capital, supplementary capital and additional supplementary capital allocated for anticipation of market risk* |
| Penyertaan | f | - | - | *Investment* |
| Jumlah modal untuk risiko kredit | g=d-f | 31.230.282 | 28.168.457 | *Total capital for credit risk* |
| Jumlah modal untuk risiko kredit dan risiko pasar | h=e-f | 31.230.282 | 28.168.457 | *Total capital for credit risk and market risk* |
| Aset tertimbang menurut risiko kredit | i | 136.691.761 | 114.318.357 | *Risk weighted assets credit risk* |
| ATMR untuk risiko pasar | j | 942.326 | 1.373.299 | *RWA for market risk* |
| ATMR untuk risiko operasional | k | 17.956.060 | 23.938.858 | *RWA for operational risk* |
| Jumlah ATMR untuk risiko kredit dan risiko operasional | l=i+k | 154.647.821 | 138.257.215 | *Total RWA for credit risk and operational risk* |
| Jumlah ATMR untuk risiko kredit, risiko operasional dan risiko pasar | m=i+j+k | 155.590.147 | 139.630.514 | *RWA for Credit Risk, Operational Risk and market risk* |
| CAR untuk risiko kredit dan risiko operasional | n=g/l | 20,19% | 20,37% | *CAR for credit risk and operational risk* |
| CAR untuk risiko kredit risiko operasional, dan risiko pasar | o=h/m | 20,07% | 20,17% | *CAR for credit risk Operational risk and market risk* |
| CAR Minimum yang Diwajibkan | | 9% | 9% | *Minimum CAR* |

## 46. MANAJEMEN RISIKO

Bank portofolio asetnya didominasi oleh Kredit Pemilikan Rumah (KPR) yang dipengaruhi oleh adanya perubahan iklim bisnis eksternal seperti inflasi dan tingkat BI *rate*. Upaya meminimalkan dampak negatif tersebut dilakukan dengan pengelolaan risiko secara *day to day risk management activities*, dengan berlandaskan prinsip *Good Corporate Governance* (GCG) untuk memastikan seluruh proses dan mekanisme yang terjadi dalam mencapai tujuan perusahaan, mencegah perusahaan dari penyimpangan dan risiko yang dapat mengakibatkan kegagalan pencapaian tujuan perusahaan, serta berlandaskan prinsip kehati-hatian untuk memastikan pertumbuhan kinerja Bank yang sehat dan berkesinambungan.

Sebagai tindak lanjut penerapan Pilar 1 Basel II, Bank telah mengimplementasikan pengukuran risiko kredit dengan menggunakan *Standardized Approach* sesuai dengan SEOJK No. 24/SEOJK.03/2021 tanggal 7 Oktober 2021 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Kredit dengan Menggunakan Pendekatan Standar Bagi Bank Umum. Selain dari itu Bank juga telah melakukan perhitungan kebutuhan modal minimum dengan menggunakan *Standardized Approach* sesuai dengan SEOJK No. 6/SEOJK.03/2020 tanggal 29 April 2020 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Operasional dengan Menggunakan Pendekatan Standar Bagi Bank Umum. Penggunaan Standardized Model untuk risiko pasar sesuai dengan SEOJK No. 38/SEOJK.03/2016 tanggal 8 September 2016 perihal Pedoman Penggunaan Metode Standar dalam Perhitungan Kewajiban Penyediaan Modal Minimum Bank Umum dengan Memperhitungkan Risiko Pasar.

Guna melengkapi pengukuran risiko khususnya risiko pasar dan risiko likuiditas, Bank melakukan *stress test* dengan *worst case scenario*. Selain melakukan *scenario analysis* terhadap aktivitas bank secara keseluruhan, Bank juga melakukan *scenario analysis* terhadap aktivitas tertentu, khususnya aktivitas baru, yang berpotensi meningkatkan eksposur risiko suku bunga. *Stress Test* yang dilakukan oleh Bank fokus pada 3 (tiga) jenis risiko yaitu risiko kredit, risiko pasar dan risiko likuiditas. Untuk menyempurnakan pengukuran risiko khususnya risiko pasar, risiko likuiditas dan risiko kredit, Bank melakukan *stress test* terhadap *worst case scenario* sebagaimana diatur dalam SE Direksi No. 21/SE/DIR/ERMD/2019 tanggal 15 Mei 2019 perihal Petunjuk Pelaksanaan *Stress Testing* dengan frekuensi minimal 1 (satu) tahun sekali untuk risiko kredit dan risiko pasar serta per triwulan untuk risiko likuiditas.

## *46. RISK MANAGEMENT*

*The bulk of the Bank's loan portofolio consists of mortgage loans (KPR) that are affected by changes in the external business environment such as inflation and the BI rate. Efforts to minimize the negative impact is being done through risk management activities on a daily basis, with the principles of Good Corporate Governance (GCG) as the basis to ensure that all the processes and mechanisms in connection to achieve the Bank's objectives, to prevent the bank from deviations and risks that can lead to failure in achieving corporate objectives. The principle of prudence is the basis of risk management activities to ensure the healthy growth of the Bank's performance and sustainability.*

*As a follow up to the implementation of Pillar 1 of Basel II, the Bank has implemented a credit risk measurement using the Standardized Approach in accordance with SEOJK No.24/SEOJK.03/2021 dated in Oct 7, 2021 regarding the Guidelines for Calculation of Risk Weighted Assets (RWA) for Credit Risk by using Standardized Approach. Apart from that, the Bank has been calculating the minimum capital requirements using the Standardized Approach for operational risk in accordance with SEOJK No. 6/SEOJK.03/2020 dated in April 29, 2020 regarding the calculation of risk weighted assets (RWA) for Operational Risk. The use of Standardized Method for market risk are in accordance with SEOJK No. 38/SEOJK.03/2016 dated in September 8, 2016 regarding the Guidelines for the Use of Standardized Method in the Calculation of Capital Adequacy Ratio on Market Risk for Commercial Banks.*

*In measuring risks, particularly market risk and liquidity risk, the Bank conducts stress testing using worst case scenario in addition to scenario analysis of the Bank's activities as a whole. The Bank also performs scenario analysis on specific activities, especially new activity, which could potentially increase the interest rate risk exposure. Currently, the stress tests conducted by the Bank is focused on 3 (three) types of risks, namely, credit risk, market risk (including interest rate risk) and liquidity risk.To improve the measurement of market risk, liquidity risk and credit risk, the Bank conduct stress test on worst case scenario as regulated in Director Circular Letter No. 21/SE/DIR/ERMD/2019 dated in May 15, 2019 regarding The Guidelines of Implementation for Stress Testing with a minimum frequency of 1 (one) year for credit risk and market risk and quarterly for liquidity risk.*

## 46. MANAJEMEN RISIKO (lanjutan)

Bank melakukan *stress testing* secara berkala untuk menilai kecukupan modal dalam hal terjadinya kejadian-kejadian risiko yang bersifat ekstrim atau *catastrophe*. *Stress Testing* Risiko Likuiditas telah dilakukan sebanyak 4 kali yaitu disampaikan melalui laporan Profil Risiko Triwulan I/2023, Triwulan II/2023, Triwulan III/2023 dan Triwulan IV/2023. *Stress Testing* Risiko Kredit dan Risiko Pasar dilakukan sedikitnya sekali dalam satu tahun dan dilakukan sebanyak 1 kali dimana pelaporan tahun 2023 akan disampaikan kepada OJK.

Manajemen Risiko Kredit dalam kondisi Pandemi COVID-19 untuk mendukung upaya pemerintah dalam mempertahankan stabilitas ekonomi, Bank telah menyiapkan kebijakan restrukturisasi kredit bagi debitur yang terdampak COVID-19 melalui Ketentuan Internal baik berupa Surat Edaran maupun Surat Keputusan Direksi sebagai Kebijakan Countercyclical Dampak Penyebaran COVID-19 yang diberlakukan sejak tanggal 24 Maret 2020. Dalam kebijakan tersebut telah diatur kriteria debitur dan sektor usaha terdampak COVID-19 yang dapat dilakukan restrukturisasi. Relaksasi dilakukan khusus untuk debitur dan sektor yang terdampak COVID-19 dengan mengacu pada POJK No. 11/POJK.03/2020 yang diperbaharui POJK No. 17/POJK.03/2021 dan POJK No. 48/POJK.03/2020, Peraturan Menko Perekonomian No. 6/ 2020 dan ketentuan internal Bank. Selain itu, pengambilan keputusan dilakukan dengan prinsip *four eyes* yang melibatkan Satuan Kerja Bisnis dan Satuan Kerja Pengelola Risiko Kredit Ritel maupun Satuan Kerja Pengelola Risiko Kredit Komersial untuk menjaga prinsip kehati-hatian. Bank telah menyusun skema restrukturisasi dengan pola penundaan pembayaran kewajiban kredit. Dalam upaya mitigasi terjadi risiko kredit. Bank memperketat analisa bagi debitur yang mengajukan permohonan restrukturisasi dan meminimalisasi risiko pemberian restrukturisasi yang tidak tepat sasaran serta untuk menghindari *moral hazard*. Pemberian stimulus hanya dapat diberikan kepada debitur yang memenuhi kriteria yang ditetapkan oleh Bank. Penetapan debitur yang memenuhi kriteria tersebut juga melibatkan Satuan Kerja Manajemen Risiko (unit *risk management*) sebagai pihak yang independen. Dalam pelaksanaan pemberian stimulus dan untuk mengindari adanya *free rider (moral hazard)*, Bank BTN selalu mengacu pada regulasi dan mengikuti tata kelola yang baik (GCG).

## *46. RISK MANAGEMENT (continued)*

*The Bank conducts periodic stress testing to assess capital adequacy in anticipation of the occurrence of risk events that are extreme or catastrophic. Stress Testing for liquidity risk has been carried out 4 times, which is submitted through the Risk Profile report for Quarter I/2023, Quarter II/2023, Quarter III/2023 and Quarter IV/2023. Market Risk and Credit Risk Stress Testing is conducted at least once a year and conducted once in 2023 and the report will be submitted to the OJK.*

*Credit Risk Management during the COVID-19 Pandemic: In order to support the government's efforts to maintain economic stability, the Bank has prepared a credit restructuring policy for debtors affected by COVID-19 through Internal Regulations in the form of a Directors Circular and Directors Decree as a Countercyclical Policy in handling The Impact of the Spread of COVID-19 which was effective on March 24, 2020. The policy has stipulated criteria for debtors and business sectors affected by COVID-19 that can be restructured. Relaxation is allowed specifically for debtors and sectors affected by COVID-19 by referring to POJK Number 11/POJK.03/2020 which was updated by POJK No. 17/POJK.03/2021 and POJK Number 48/POJK.03/2020, Regulation of the Coordinating Minister for Economic Affairs Number 6/2020 and Bank BTN internal regulations. In addition, decision making is carried out using the four eyes principle which involves the Business Work Unit and Retail Credit Risk Management Work Unit and Commercial Credit Risk Management Work Unit to maintain the principle of prudence. The bank has created a restructuring scheme with a pattern of postponing payment of credit obligations. In efforts to mitigate credit risk occurs. The Bank will tighten the assessment for debtors who apply for restructuring and minimize the risk of restructuring that is not right on target and to avoid moral hazard. The stimulus can only be given to debtors who meet the criteria set by the Bank. Determination of debtors who meet these criteria also involves the Risk Management Unit as an independent party. In the implementation of providing stimulus and to avoid free riders (moral hazard), Bank BTN always refers to regulations and follows good corporate governance (GCG).*

## 46. MANAJEMEN RISIKO (lanjutan)

Dengan diterapkannya kebijakan tersebut diharapkan debitur-debitur Bank yang terdampak pandemi COVID-19 dapat terbantu, sehingga kualitas portfolio Bank dapat tetap dijaga dengan baik. Dalam kaitan dengan kondisi Pandemi COVID-19 yang tengah berlangsung, Bank melakukan sejumlah penyesuaian pada proses dan mekanisme monitoring kredit, baik terhadap debitur secara individual maupun portofolio. Sejumlah penyesuaian ini dilakukan agar hasil monitoring senantiasa dapat memberikan *early warning signal* dan penetapan mitigasi risiko dapat tepat guna dalam menjaga kualitas kredit selama masa pandemi. Penyesuaian mekanisme monitoring kredit dilakukan melalui analisa *watchlist* terhadap seluruh debitur terutama entitas debitur yang berada pada sektor usaha terdampak COVID-19 dengan mengacu pada POJK No. 48 /POJK.03/2020 dan ketentuan internal Bank. Debitur yang berpotensi mengalami penurunan kinerja wajib dipantau dengan rencana *action plan* yang dipantau pelaksanaannya secara berkelanjutan, selain itu pengendalian pencairan kredit terhadap debitur yang mengalami restrukturisasi kredit (terutama yang melalui skema Stimulus Perekonomian Nasional POJK No. 11/POJK.03/2020) sehingga tujuan restrukturisasi dapat dicapai dengan tepat guna. Manajemen Risiko Kredit melakukan reviu sebagai perlakuan debitur restrukturisasi yang terdampak pandemi Covid-19 agar dapat meminimalisasi terjadinya *default* bagi Bank, serta dilakukan analisa proyeksi terhadap kondisi debitur sebagai langkah antisipasi Bank, dengan tetap mengacu pada peraturan pemerintah dan regulator yang berlaku. Terhadap skema restrukturisasi debitur, Bank melalukan sejumlah penyesuaian ketentuan proses restrukturisasi kredit dengan mengacu pada POJK No. 48 /POJK.03/2020 dan kebijakan internal terkait dengan pemberian stimulus perekonomian bagi debitur yang terkena dampak penyebaran COVID-19. Adapun penyesuaian ketentuan restrukturisasi melalui stimulus perekenomian mencakup: kriteria debitur restrukturisasi, sektor usaha yang terdampak COVID-19, mekanisme dan skema restrukturisasi, kewenangan memutus, penetapan kualitas kredit serta pelaporan kepada regulator. Penyesuaian ketentuan proses restrukturisasi kredit terdampak COVID-19 ini diharapkan dapat membantu debitur Bank serta kualitas portfolio kredit Bank senantiasa terjaga dengan baik.

## *46. RISK MANAGEMENT (continued)*

*The implementation of this policy is expected to help Bank's debtors who are affected by COVID-19 pandemic, so that the quality of the Bank's portfolio can be well maintained. In the ongoing COVID-19 pandemic, the Bank made several adjustments to the credit monitoring process and mechanism, both for debtors as an individual and portfolios. This adjustment is made for the purposes that monitoring results can always provide early warning signals and determine risk mitigation to be effective in maintaining credit quality during the pandemic period. Adjustments to the credit monitoring mechanism are carried out through watchlist analysis of all debtors, especially debtor entities that are in the business sector affected by COVID-19 with reference to POJK Number 48 /POJK.03/2020 and the Bank's internal regulations. Debtors that have the potential to experience a decline in performance must be monitored with an action plan that is monitored for its implementation on an ongoing basis, in addition to controlling credit disbursement of debtors who are experiencing credit restructuring (especially those through the National Economic Stimulus scheme POJK Number 11/ POJK.03/2020) therefore restructuring objectives can be achieved efficiently. Credit Risk Management conducts a review as a treatment for restructured debtors who are affected by covid19 in order to minimize the occurrence of defaults for the Bank, as well as a projection analysis of the condition of the Covid-19 restructured debtor as a precautionary measure for the Bank by still referring to applicable government and regulatory regulations. For the debtor restructuring scheme, the Bank made several adjustments to the provisions of the credit restructuring process by referring to POJK Number 48 /POJK.03/2020 and internal policies related to providing economic stimulus for debtors affected by the spread of COVID-19. The adjustment of restructuring provisions through economic stimulus includes: criteria for restructuring debtors, business sectors affected by COVID-19, restructuring mechanisms and schemes, decision authority, determination of credit quality and reporting to regulators. Adjustments to the provisions of the credit restructuring process affected by COVID-19 are expected to be able to help Bank debtors and the quality of the Bank's credit portfolio is always well maintained.*

**46. MANAJEMEN RISIKO (lanjutan)**

Dalam rangka meningkatkan dan mengoptimalkan pelayanan kepada masyarakat khususnya dalam bisnis *Commercial dan Corporate Loan* serta meningkatkan pendapatan Bank dapat melalui pemberian fasilitas *Credit Line* kepada Non Lembaga Keuangan. Dalam proses pemberian Fasilitas *Credit Line* kepada Non Lembaga Keuangan sudah melibatkan unit manajemen risiko kredit mulai dari pengumpulan data hingga proses keputusan pemberian Fasilitas *Credit Line* kepada Non Lembaga Keuangan. Hasil penetapan limit fasilitas *Credit Line* kepada *Counterparty* didasarkan atas analisa aspek legal, rating perusahaan, aspek manajemen, aspek keuangan, aspek industri, aspek pemasaran, dan aspek agunan. Manajemen Risiko Pasar juga melakukan pengawasan transaksi terhadap limit fasilitas *Credit Line* kepada Non Lembaga Keuangan secara harian.

**Struktur Manajemen Risiko**

Tata kelola risiko Bank yang berlandaskan prinsip GCG terwujud dari terlibatnya seluruh organ Bank dalam pengelolaan manajemen risiko. Hal ini dapat dilihat dari susunan organisasi manajemen risiko Bank. Dewan Komisaris dan Direksi bertanggung jawab untuk memastikan penerapan Manajemen Risiko telah memadai sesuai dengan karakteristik, kompleksitas dan profil risiko Bank. Dewan Komisaris dan Direksi berperan aktif pada proses manajemen risiko dalam rangka memitigasi risiko Bank melalui Kualitas Penerapan Manajemen Risiko yang meliputi tata kelola risiko, kerangka manajemen risiko, proses manajemen risiko, kecukupan sumber daya manusia, dan kecukupan sistem informasi manajemen risiko, serta kecukupan sistem pengendalian risiko.

***46. RISK MANAGEMENT (continued)***

*In order to improve and optimize services to the public, especially in the Commercial and Corporate Loan business, as well as to increase Bank revenue through the provision of Credit Line facilities to Non-Financial Institutions. In the process of granting Credit Line Facilities for Non-Financial Institutions, the credit risk management unit has been involved, starting from data collection to the decision process for granting Credit Line Facilities for Non-Financial Institutions. The results of the limit determination of Credit Line facilities to Counterparties are based on analysis of legal aspects, company ratings, management aspects, financial aspects, industrial aspects, marketing aspects, and collateral aspects. Market Risk Management also monitors transactions on Credit Line facility limits for Non-Financial Institutions on a daily basis.*

***Risk Management Structure***

*The Bank's risk governance, which is based on the principles of GCG, involves the entire Bank in managing risks. This can be seen in the composition of the Bank's risk management organizational structure. The Board of Commissioners (BOC) and Board of Directors (BOD) are responsible for ensuring the proper implementation of risk management in accordance to the characteristics, complexity and risk profile of the Bank. The BOC and BOD play an active role in the risk management process in order to mitigate the risk of the Bank through Quality of Risk Management Implementation which covers risk governance, risk management framework, risk management process, the adequacy of human resources and risk management information systems, as well as the adequacy of risk management systems.*

## 46. MANAJEMEN RISIKO (lanjutan)

### Struktur Manajemen Risiko (lanjutan)

Komite Pemantau Risiko
Komite Pemantau Risiko bertugas dan bertanggung jawab dalam memberikan rekomendasi kepada Dewan Komisaris dengan melakukan evaluasi atas pedoman kebijakan manajemen risiko Bank (Risiko Kredit, Risiko Pasar, Risiko Likuiditas, Risiko Operasional, Risiko Hukum, Risiko Stratejik, Risiko Kepatuhan dan Risiko Reputasi), melakukan evaluasi kesesuaian antara pedoman kebijakan manajemen risiko dengan pelaksanaannya dan melakukan pemantauan serta mengevaluasi pelaksanaan tugas Komite Manajemen Risiko. Dalam melaksanakan tugas dan tanggung jawabnya, Komite Pemantau Risiko mengadakan rapat dengan Enterprise Risk Management Division secara berkala membahas isu-isu terkini, Profil Risiko Triwulanan, Tingkat Kesehatan Bank, *Recovery Plan* dan hal-hal yang terkait dengan manajemen risiko Bank termasuk ikut mereview Pedoman Kebijakan Manajemen Risiko yang didalamnya terdapat *Risk Appetite* dan *Risk Tolerance* Bank.

Komite Manajemen Risiko
Komite Manajemen Risiko (KMR) berperan aktif dalam memberikan pertimbangan-pertimbangan terhadap risiko yang melekat pada kebijakan yang akan ditetapkan Direksi maupun memberikan evaluasi terhadap ketentuan-ketentuan yang dinilai kurang sesuai dengan perkembangan terkini dan perlu dilakukan penyesuaian. KMR terlibat secara aktif dalam melakukan penilaian risiko yang melekat pada setiap produk dan/atau jasa/aktivitas baru sehingga Bank dapat melakukan langkah-langkah mitigasi yang diperlukan. Selain itu apabila dipandang perlu, KMR dapat melakukan evaluasi terhadap Pedoman Kebijakan Manajemen Risiko (PKMR).

Satuan Kerja Manajemen Risiko
*Enterprise Risk Management Division* (ERMD) merupakan Satuan Kerja Manajemen Risiko (SKMR) pada Bank, dipimpin oleh seorang Kepala Divisi yang bertanggung jawab langsung kepada Direktur *Enterprise Risk Management, Big Data & Analytics*. Struktur organisasi *Enterprise Risk Management Division* terdiri dari *Market Risk Management Department, Credit Portofolio Risk Management Department, Operational Risk Management Department, Integrated Risk Management Department dan Quality Assurance & Control*.

## *46. RISK MANAGEMENT (continued)*

### *Risk Management Structure (continued)*

*Risk Monitoring Committee*
*The Risk Monitoring Committee is responsible for providing recommendations to the Board of Commissioners by evaluating the Bank's risk management policy guidelines (Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Strategic Risk, Compliance Risk and Reputational Risk), evaluating according to the policy guidelines and monitoring the duties of Risk Management Comittee. In carrying out its duties, the Risk Monitoring Committee with the Enterprise Risk Management Division regularly discuss issues about Risk Profile, Bank Soundness Level, Recovery Plan and other matters related to Bank risk management including reviewing the Risk Management Policy Guidelines in which there are Risk Appetite and Risk Tolerance Bank.*

*Risk Management Committee*
*The Bank's Risk Management Committee (RMC) is actively involved in providing advice on the inherent risks associated to new policies to be established by the BOD and providing evaluation to the regulations that are considered to be outdated and require updating. The RMC is also actively involved in conducting risk measurement of the risks associated to new products and/or services to enable the Bank to take the necessary mitigating actions. The RMC may evaluate the Risk Management Policy Guidelines, if necessary.*

*Risk Management Division*
*Enterprise Risk Management Division (ERMD) is a Risk Management Working Unit (RMWU) at the Bank, led by a Division Head that is responsible directly to the Enterprise Risk Management, Big Data & Analytics Director. The organizational structure of the ERMD consists of the Market Risk Management Department, Credit Portofolio Risk Management Department, Operational Risk Management Department, Integrated Risk Management Department dan Quality Assurance & Control.*

## 46. MANAJEMEN RISIKO (lanjutan)

### Struktur Manajemen Risiko (lanjutan)

*Market Risk Management Department* berfungsi untuk melakukan pengelolaan Risiko Pasar dan Risiko Likuiditas. Fungsi *Credit Risk Management Department* melakukan pengelolaan Risiko Kredit, *Operational Risk Management Department* berfungsi mengelola Risiko Operasional, Risiko Kepatuhan, Risiko Reputasi dan Risiko Hukum sedangkan *Integrated Risk Department* berfungsi mengelola Risiko Stratejik, Setiap *Departement Head* dibantu oleh Unit *Policy & Procedure* dan Unit *Assessment & Measurement.*

Bank telah memiliki panduan kebijakan di bidang manajemen risiko yaitu Pedoman Kebijakan Manajemen Risiko (PKMR) di mana di dalamnya telah mencakup ketentuan-ketentuan minimal yang disyaratkan di dalam Peraturan Bank Indonesia. Pengkajian ulang terhadap kebijakan internal juga dilakukan agar sesuai dengan ketentuan terkini dari regulator dengan melakukan *gap analysis* serta mengakomodasi *best practices* yang lazim digunakan untuk meningkatkan kualitas penerapan manajemen risiko.

### Kebijakan dan Prosedur Pengelolaan Manajemen Risiko

Sistem informasi manajemen risiko pada tahap awal difokuskan pada pengumpulan dan perbaikan *database* risiko yang diharapkan dapat dikembangkan dan diaplikasikan ke dalam sistem teknologi informasi secara bertahap agar proses pengukuran risiko dan pemantauan risiko dapat dilakukan secara terintegrasi dan dapat disajikan secara tepat waktu.

### Profil Risiko

Sesuai dengan POJK No. 18/POJK.03/2016 tanggal 16 Maret 2016 dan SE OJK No. 34/SEOJK.03/2016 tanggal 1 September 2016 tentang Penerapan Manajemen Risiko Bagi Bank Umum, ERMD menyampaikan laporan profil risiko kepada Otoritas Jasa Keuangan per triwulan yang memuat tentang eksposur risiko kredit, risiko pasar, risiko likuiditas, risiko operasional, risiko kepatuhan, risiko hukum, risiko reputasi dan risiko stratejik. Selanjutnya berdasarkan POJK No. 4/POJK.03/2016 tanggal 26 Januari 2016 dan SEOJK No.14/SEOJK.03/2017 tanggal 17 Maret 2017 tentang Penilaian Tingkat Kesehatan Bank Umum, meliputi penilaian faktor profil risiko yang meliputi penilaian terhadap risiko inheren dan kualitas penerapan manajemen risiko dalam aktivitas operasional Bank.

## *46. RISK MANAGEMENT (continued)*

### *Risk Management Structure (continued)*

*Market Risk Management Department is responsible for managing market risk and liquidity risk. Credit Risk Management Department is responsible for credit risk management, while Operational Risk Management Department is responsible for managing operational risk, compliance risk, reputational risk and legal risk and Integrated Risk Management responsible for strategik risk. The Department Head is assisted by Policy & Procedure Unit and Assessment & Measurement Unit.*

*The Bank's risk management policies are formalized in the RMPM. RMPM sets out the minimum requirements based on Bank Indonesia regulations. A regular review is conducted on internal policies to comply with the prevailing regulations from regulatory bodies. Gap analysis are performed and best practices are applied to enhance the quality of the risk management implementation.*

### *Risk Management Policies and Procedures*

*The Bank also performs risk management on information systems which focuses on risk database collection and improvement. The data is gradually developed and applied in the information technology system so that risk measurement and monitoring can be integrated into the Bank's risk management on a timely basis.*

### *Risk Profile*

*In accordance with POJK No.18/POJK.03/2016 dated March 16, 2016 and SE OJK No. 34/SEOJK.03/2016 dated September 1, 2016 regarding on Risk Management for Commercial Banks, ERMD submits on a quarterly basis a risk profile report to the Financial Services Authority, which contains exposure to credit risk, market risk, liquidity risk, operational risk, compliance risk, legal risk, reputational risk and strategic risk. Furthermore, based on POJK No. 4/POJK.03/2016 dated January 26, 2016 and SEOJK No. 14/SEOJK.03/2017 dated March 17, 2017 regarding a Bank's health level, the assessment of the risk profile will cover the inherent risk and quality of risk management implementation through the operational activities of the Bank.*

## 46. MANAJEMEN RISIKO (lanjutan)

### Profil Risiko (lanjutan)

Secara umum, sesuai dengan penilaian secara *self assessment* Profil Risiko Bank triwulan IV tahun 2023 diupayakan tetap berada pada tingkat *Low to Moderate* yang tercermin dari tingkat risiko inherent moderate dan tingkat kualitas penerapan manajemen risiko dengan peringkat *satisfactory*. Risiko Inheren meliputi strategi bisnis, karakteristik bisnis, kompleksitas produk dan aktivitas Bank, industri dimana Bank melakukan kegiatan usaha, serta kondisi makro ekonomi. Kualitas Penerapan Manajemen Risiko meliputi tata kelola risiko, kerangka manajemen risiko, proses manajemen risiko, kecukupan sumber daya manusia, dan kecukupan sistem informasi manajemen risiko, serta kecukupan sistem pengendalian risiko.

### Risiko Kredit

Pengelolaan risiko kredit merupakan bagian dari pengelolaan manajemen risiko secara keseluruhan, yang mengacu pada Peraturan Bank Indonesia (PBI) No. 11/25/PBI/2009 tanggal 1 Juli 2009 tentang Perubahan atas Peraturan Bank Indonesia No.5/8/PBI/2003 tentang Penerapan Manajemen Risiko bagi Bank Umum dimana Risiko Kredit merupakan risiko yang terjadi akibat kegagalan debitur dan/atau pihak lain dalam memenuhi kewajiban mereka kepada Bank.

Bank secara teratur meninjau dan memperbarui Pedoman Kebijakan Manajemen Risiko serta Pedoman Kebijakan Kredit dan Pembiayaan.

Eksposur Risiko Kredit dipantau sejak proses pemberian kredit sampai dengan jatuh tempo kredit. Pemantauan risiko diantaranya adalah memastikan kepatuhan dengan persyaratan kredit, kecukupan agunan dan penanganan kredit bermasalah.

Pemantauan risiko secara reguler dilakukan oleh ERMD untuk memastikan bahwa unit kerja melakukan kegiatan kredit secara konsisten menerapkan ketentuan dan Standar Operasional Prosedur (SOP) sesuai dengan batasan yang ditetapkan oleh Bank.

Langkah strategis lainnya dalam penerapan manajemen risiko kredit Bank adalah dengan melakukan penyebaran risiko kredit dan pengendalian konsentrasi kredit dengan meningkatkan portofolio kredit maupun pembiayaan di luar sektor perumahan *(non-housing related).*

## *46. RISK MANAGEMENT (continued)*

### *Risk Profile (continued)*

*In general, in accordance with the self-assessment of the Bank's Risk Profile for the fourth quarter of 2023, it is strived to be at the Low to Moderate level, which is reflected in the moderate inherent risk level and satisfactory level of quality of risk management implementation. Inherent risks include business strategy, business characteristics, complexity of products and activities of the Bank, the industry in which the Bank conducts business, as well as macroeconomic conditions. The quality of risk management implementation covers risk governance, risk management framework, risk management process, the adequacy of human resources and risk management information systems, as well as the adequacy of the risk management system.*

### *Credit Risk*

*Credit risk management is part of the overall risk management, which is defined in Bank Indonesia Regulation (PBI) No. 11/25/PBI/2009 dated July 1, 2009 regarding the Amendment to Bank Indonesia Regulation No. 5/8/PBI/2003 regarding Risk Management Implementation for Commercial Banks, as the risk arising from the failure of debtors and/or other parties to fulfill their obligations to the Bank.*

*The Bank regularly reviews and updates the RMPM Guidelines as well as the Credit and Financing Manual Policy.*

*Credit risk exposure is monitored from the credit granting process until the maturity of the credit. Credit risk monitoring includes, among others, ensuring compliance with the terms of the loan, adequacy of collateral and handling of non-performing loans.*

*Regular risk monitoring is undertaken by ERMD to ensure that the business units carrying out credit activities are consistently implementing regulation and Standard Operating Procedures (SOP) based on the limits set by the Bank.*

*Another strategic step in the implementation of the Bank's credit risk management is to distribute credit risk and minimize credit concentration by increasing the loan portfolio as well as financing non-housing related sectors.*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Kredit (lanjutan)

(i) Analisa eksposur maksimum terhadap risiko kredit setelah memperhitungkan dampak agunan dan mitigasi risiko kredit lainnya:

Nilai tercatat dari aset keuangan Bank selain kredit yang diberikan menggambarkan eksposur maksimum atas risiko kredit.

Bank menetapkan jenis dan nilai agunan yang dijaminkan sesuai skema kredit dan perkiraan tingkat risiko kredit dari *counterparty* sebagai *second way out* yang ditetapkan. Jenis dari agunan terdiri dari:

a) *Physical collateral,* berupa tanah dan bangunan.

b) *Financial collateral,* berupa simpanan (tabungan, giro dan deposito), surat berharga, dan lain-lain.

c) Lainnya berupa garansi, lembaga penjamin, dan lain-lain.

Pemberian kredit yang dilaksanakan oleh Bank diatur dalam kebijakan dan prosedur perkreditan dimana untuk setiap jenis atau skema kredit telah ditentukan agunan minimal yang harus dipenuhi.

Untuk segmen kredit komersial yang umumnya merupakan kredit yasa griya, sesuai ketentuan perkreditan wajib dijamin oleh agunan yang memadai. Agunan dapat berupa *physical collateral*, *financial collateral* atau lainnya berupa tagihan usaha atau garansi. Untuk seluruh agunan khususnya *physical collateral* akan dilakukan retaksasi dimana nilai likuidasi atas agunan tersebut yang akan dipergunakan dalam menentukan kecukupan nilai agunan *(coverage ratio)*.

Selain aspek agunan untuk meminimalkan risiko kredit, pemberian kredit oleh Bank selalu dilakukan berdasarkan evaluasi dan analisa kelayakan sehingga kemampuan pengembalian kredit *(first way out)* dapat dipastikan.

Adanya keharusan bagi debitur untuk memenuhi agunan yang dipersyaratkan, evaluasi atas kelayakan kredit, pengikatan kredit secara legal dan prosedur *pre screening* akan menurunkan *credit risk* eksposur Bank ke tingkat yang layak dan dapat diterima.

## *46. RISK MANAGEMENT (continued)*

### *Credit Risk (continued)*

*(i) Analysis on maximum exposures against credit risks considering the impact of collateral and other credit risks mitigation:*

*The carrying value of the Bank's financial assets other than loans represents its maximum exposure to credit risk.*

*The Bank determined the type and value of collateral according to the loan scheme as well as estimated credit risk level from the counterparty as a determined second way out. The types of collateral are as follows:*

*a) Physical collateral, such as land and buildings.*

*b) Financial collateral, such as third party funds (saving deposits, demand deposits and time deposits), securities, etc.*

*c) Others, such as guarantees, guarantee institution, etc.*

*The loan granting conducted by the Bank is stipulated in the loan policy and procedure in which every loan type or scheme has minimum determinable collaterals that should be fulfilled.*

*For commercial loans segment which generally represent yasa griya loan, according to the loan policy has to be collateralized adequately. The collaterals can be physical collateral, financial collateral or others such as accounts receivable or guarantees. All collaterals particularly for physical collateral will be assessed in which the collateral's liquidation value will be used in determining the coverage ratio.*

*In addition to collateral aspect to minimize credit risk, loan granting is conducted based on evaluation and feasibility analysis so that the loan repayment ability (first way out) can be ascertained.*

*The necessity for debtors to comply with collaterals requirement, loan feasibility evaluation, notarial agreement and pre screening procedures will decrease the Bank's credit risk exposure to the acceptable level.*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Kredit (lanjutan)

(ii) Konsentrasi risiko aset keuangan dengan eksposur risiko kredit

a) Sektor geografis

Tabel berikut menggambarkan rincian eksposur kredit Bank pada nilai tercatat, yang dikategorikan berdasarkan area geografis pada tanggal 31 Desember 2023 dan 2022. Untuk tabel ini, Bank telah mengalokasikan eksposur area berdasarkan wilayah geografis tempat mereka beroperasi.

## *46. RISK MANAGEMENT (continued)*

### *Credit Risk (continued)*

*(ii) Concentration of risks of financial assets with credit risk exposure*

*a) Geographical sectors*

*The following tables provide details of the Bank's credit exposures at their carrying amounts, as categorized by geographical region as of December 31, 2023 and 2022. For these tables, the Bank has allocated exposures to the regions based on the geographical area where activities are undertaken.*

| | **31 Desember/*December 31,* 2023** | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Kantor Pusat/ *Head Office*** | **Jabodetabek** | **Jawa selain Jabodetabek/ *Java other than Jabodetabek*** | **Sumatera** | **Lain-lain/ *Others***)** | **Total** | |
| Giro pada Bank Indonesia | 18.145.761 | - | - | - | - | 18.145.761 | *Current accounts with Bank Indonesia* |
| Giro pada bank lain | 2.202.683 | - | 403 | 288 | 24 | 2.203.398 | *Current accounts with other banks* |
| Penempatan pada Bank Indonesia dan bank lain | 30.561.122 | - | - | - | - | 30.561.122 | *Placements with Bank Indonesia and other banks* |
| Efek-efek | 4.661.195 | 644.080 | 598 | - | - | 5.305.873 | *Securities* |
| Obligasi Pemerintah | 35.893.929 | - | - | - | - | 35.893.929 | *Government bonds* |
| Tagihan akseptasi | - | 544.567 | - | - | - | 544.567 | *Acceptance receivable* |
| Tagihan derivatif | 32.176 | - | - | - | - | 32.176 | *Derivative receivable* |
| Kredit yang diberikan dan piutang/pembiayaan syariah | | | | | | | *Loans and sharia financing/ receivables* |
| Konsumer | | | | | | | *Consumer* |
| Pemilikan rumah | - | 108.384.592 | 66.369.601 | 40.751.732 | 42.564.956 | 258.070.881 | *Housing loan* |
| Non-kepemilikan rumah | - | 3.953.716 | 4.334.006 | 1.612.985 | 3.105.874 | 13.006.581 | *Non-housing loan* |
| Modal kerja | - | 26.289.070 | 6.911.050 | 2.402.162 | 2.357.847 | 37.960.129 | *Working capital* |
| Investasi | - | 13.025.928 | 1.571.579 | 688.670 | 245.830 | 15.532.007 | *Investment* |
| Sindikasi | - | 7.150.361 | | - | - | 7.150.361 | *Syndicated* |
| Direksi dan karyawan: | | | | | | | *Director and Employees* |
| - Pihak ketiga | - | 815.126 | 518.583 | 253.279 | 306.644 | 1.893.632 | *Third party -* |
| - Pihak berelasi | - | 44.440 | 23.270 | 5.808 | 11.032 | 84.550 | *Related party -* |
| Bunga yang masih akan diterima | 535.488 | 5.711.328 | 2.935.706 | 1.061.214 | 1.282.951 | 11.526.687 | *Interest receivable* |
| Aset lain-lain*) | 1.495.389 | 363.395 | 8.930 | 2.068 | 3.714 | 1.873.496 | *Other assets**) |
| **Total kotor** | **93.527.743** | **166.926.603** | **82.673.726** | **46.778.206** | **49.878.872** | **439.785.150** | ***Total gross*** |
| Cadangan kerugian penurunan nilai | | | | | | (15.640.547) | *Allowances for impairment losses* |
| **Neto** | | | | | | **424.144.603** | ***Net*** |

*) Terdiri atas tagihan kepada pihak ketiga
**) Lain-lain terdiri atas Kalimantan, Sulawesi, Bali, Maluku dan Papua.

*) *Consists of third parties receivables*
**) *Others consists of Kalimantan, Sulawesi, Bali, Maluku and Papua.*

## 46. MANAJEMEN RISIKO (lanjutan)

## *46. RISK MANAGEMENT (continued)*

### Risiko Kredit (lanjutan)

### *Credit Risk (continued)*

(ii) Konsentrasi risiko aset keuangan dengan eksposur risiko kredit (lanjutan)

*(ii) Concentration of risks of financial assets with credit risk exposure (continued)*

a) Sektor geografis (lanjutan)

*a) Geographical sectors (continued)*

| | 31 Desember/*December 31,* 2022 | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Kantor Pusat/ *Head Office*** | **Jabodetabek** | **Jawa selain Jabodetabek/ *Java other than Jabodetabek*** | **Sumatera** | **Lain-lain/ *Others**)*** | **Total** | |
| Giro pada Bank Indonesia | 25.416.941 | - | - | - | - | 25.416.941 | *Current accounts with Bank Indonesia* |
| Giro pada bank lain | 1.470.723 | - | 240 | 1.271 | 23 | 1.472.257 | *Current accounts with other banks* |
| Penempatan pada Bank Indonesia dan bank lain | 12.975.955 | - | - | - | - | 12.975.955 | *Placements with Bank Indonesia and other banks* |
| Efek-efek | 1.723.168 | - | | | | 1.723.168 | *Securities* |
| Obligasi Pemerintah | 51.964.973 | - | - | - | - | 51.964.973 | *Government bonds* |
| Efek - efek yang dibeli dengan janji dijual kembali | 1.434.190 | - | - | - | - | 1.434.190 | *Securities purchased under agreement to resell* |
| Tagihan akseptasi | - | 410.219 | 10.343 | - | - | 420.562 | *Acceptance receivable* |
| Tagihan derivatif | 103.939 | - | - | - | - | 103.939 | *Derivative receivable* |
| Kredit yang diberikan dan piutang/pembiayaan syariah | | | | | | | *Loans and sharia financing/ receivables* |
| Konsumer | | | | | | | *Consumer* |
| Pemilikan rumah | - | 98.728.648 | 59.465.684 | 37.405.974 | 38.286.748 | 233.887.054 | *Housing loan* |
| Non-kepemilikan rumah | - | 3.415.964 | 3.965.796 | 1.400.018 | 2.907.880 | 11.689.658 | *Non-housing loan* |
| Modal kerja | - | 22.394.510 | 7.732.094 | 2.044.470 | 2.284.609 | 34.455.683 | *Working capital* |
| Investasi | - | 9.556.832 | 1.246.509 | 636.549 | 203.732 | 11.643.622 | *Investment* |
| Sindikasi | - | 4.504.244 | - | - | - | 4.504.244 | *Syndicated* |
| Direksi dan karyawan: | | | | | | | *Director and Employees* |
| - Pihak ketiga | - | 874.100 | 538.776 | 273.637 | 321.567 | 2.008.080 | *Third party -* |
| - Pihak berelasi | - | 52.022 | 22.575 | 6.090 | 12.676 | 93.363 | *Related party -* |
| Bunga yang masih akan diterima | 556.024 | 5.216.864 | 2.719.508 | 993.220 | 1.264.686 | 10.750.302 | *Interest receivable* |
| Aset lain-lain*) | 948.131 | 78.478 | 8.250 | 2.090 | 3.099 | 1.040.048 | *Other assets*) |
| **Total kotor** | **96.594.044** | **145.231.881** | **75.709.775** | **42.763.319** | **45.285.020** | **405.584.039** | ***Total gross*** |
| Cadangan kerugian penurunan nilai | | | | | | (15.679.205) | *Allowances for impairment losses* |
| **Neto** | | | | | | **389.904.834** | ***Net*** |

*) Terdiri atas tagihan kepada pihak ketiga
**) Lain-lain terdiri atas Kalimantan, Sulawesi, Bali, Maluku dan Papua.

*) *Consists of third parties receivables*
**) *Others consists of Kalimantan, Sulawesi, Bali, Maluku and Papua.*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Kredit (lanjutan)

(ii) Konsentrasi risiko aset keuangan dengan eksposur risiko kredit (lanjutan)

Eksposur risiko kredit atas rekening administratif pada tanggal-tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

## *46. RISK MANAGEMENT (continued)*

### *Credit Risk (continued)*

(ii) *Concentration of risks of financial assets with credit risk exposure (continued)*

*Credit risk exposure related to administrative accounts as of December 31, 2023 and 2022 are as follows:*

**31 Desember/*December 31,* 2023**

| | Kantor Pusat/ *Head Office* | Jabodetabek | Jawa selain Jabodetabek/ *Java other than Jabodetabek* | Sumatera | Lain-lain/ *Others**) | Total | |
|---|---|---|---|---|---|---|---|
| Fasilitas kredit yang belum ditarik **) | - | 34.511 | 39.265 | 46.294 | 7.013 | 127.083 | *Unused loan facilities***) |
| Garansi yang diterbitkan | - | 1.189.111 | 1.176.639 | 88.872 | 124.553 | 2.579.175 | *Guarantees issued* |
| Irrevocable L/C | | | | | | | *Outstanding* |
| Yang masih berjalan | - | 19.393 | - | 713 | - | 20.106 | *irrevocable L/Cs* |
| **Total** | **-** | **1.243.015** | **1.215.904** | **135.879** | **131.566** | **2.726.364** | ***Total*** |

**31 Desember/*December 31,* 2022**

| | Kantor Pusat/ *Head Office* | Jabodetabek | Jawa selain Jabodetabek/ *Java other than Jabodetabek* | Sumatera | Lain-lain/ *Others**) | Total | |
|---|---|---|---|---|---|---|---|
| Fasilitas kredit yang belum ditarik **) | - | 15.819 | 36.774 | 25.471 | 2.064 | 80.128 | *Unused loan facilities***) |
| Garansi yang diterbitkan | - | 718.932 | 190.123 | 623 | 38.817 | 948.495 | *Guarantees issued* |
| Irrevocable L/C | | | | | | | *Outstanding* |
| Yang masih berjalan | - | 173.743 | 47.741 | - | - | 221.484 | *irrevocable L/Cs* |
| **Total** | **-** | **908.494** | **274.638** | **26.094** | **40.881** | **1.250.107** | ***Total*** |

*) Lain-lain terdiri atas Kalimantan, Sulawesi, Bali, Maluku dan Papua
**) Hanya fasilitas kredit *committed* yang belum ditarik

*) *Others consists of Kalimantan, Sulawesi, Bali, Maluku and Papua*
**) *Only for committed unused loan facility*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Kredit (lanjutan)

(ii) Konsentrasi risiko aset keuangan dengan eksposur risiko kredit (lanjutan)

b) Sektor industri

Tabel berikut ini menggambarkan rincian eksposur kredit Bank pada nilai tercatat (tanpa memperhitungkan agunan atau pendukung kredit lainnya), yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2023 dan 2022:

## *46. RISK MANAGEMENT (continued)*

### *Credit Risk (continued)*

*(ii) Concentration of risks of financial assets with credit risk exposure (continued)*

*b) Industry sectors*

*The following tables provide the details of the Bank's credit exposure at carrying amounts (without taking into account any collateral held or other credit tenhancements), categorized based on industry sectors as of December 31, 2023 and 2022:*

| | 31 Desember/*December 31*, 2023 | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Pemerintah (termasuk Bank Indonesia)/ *Government (including Bank Indonesia)*** | **Bank/ *Banks*** | **Lembaga keuangan bukan bank/ *Non-bank financial institutions*** | **Perusahaan lainnya/ *Other companies***)** | **Perseorangan/ *Individuals*** | **Total** | |
| Giro pada Bank Indonesia | 18.145.761 | - | - | - | - | 18.145.761 | *Current accounts with Bank Indonesia* |
| Giro pada bank lain | - | 2.203.398 | - | - | - | 2.203.398 | *Current accounts with other banks* |
| Penempatan pada Bank Indonesia dan bank lain | 12.148.687 | 18.412.435 | - | - | - | 30.561.122 | *Placements with Bank Indonesia and other banks* |
| Efek-efek | 501.570 | 163.395 | 1.989.553 | 2.651.355 | - | 5.305.873 | *Securities* |
| Obligasi Pemerintah | 35.893.929 | - | - | - | - | 35.893.929 | *Government bonds* |
| Tagihan Akseptasi | - | - | - | 544.567 | - | 544.567 | *Acceptance Receivable* |
| Tagihan Derivatif | - | 32.176 | - | - | - | 32.176 | *Derivative Receivable* |
| Kredit yang diberikan dan piutang/pembiayaan syariah | 7.558.101 | 1.325.728 | 1.407.154 | 48.195.548 | 275.211.610 | 333.698.141 | *Loans and sharia financing/ receivables* |
| Bunga yang masih akan diterima | 709.162 | 4.651 | 7.818 | 2.120.280 | 8.684.776 | 11.526.687 | *Interest receivable* |
| Aset lain-lain*) | 574.025 | 31.022 | 75.821 | 876.238 | 316.390 | 1.873.496 | *Other assets*)* |
| **Total kotor** | **75.531.235** | **22.172.805** | **3.480.346** | **54.387.988** | **284.212.776** | **439.785.150** | ***Total gross*** |
| Cadangan kerugian penurunan nilai | | | | | | (15.640.547) | *Allowances for impairment losses* |
| **Neto** | | | | | | **424.144.603** | ***Net*** |

*) Terdiri atas tagihan kepada pihak ketiga.
**) Termasuk perusahaan yang bergerak di industri perumahan, konstruksi, manufaktur, transportasi, pergudangan dan komunikasi, perdagangan, pertanian, pertambangan dan industri lainnya.

*) *Consists of third party receivables.*
**) *Includes other companies under real estate, construction, manufacturing, transportation, warehousing and communication, trading, farming, mining and other industries.*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Kredit (lanjutan)

(ii) Konsentrasi risiko aset keuangan dengan eksposur risiko kredit (lanjutan)

b) Sektor industri (lanjutan)

Tabel berikut ini menggambarkan rincian eksposur kredit Bank pada nilai tercatat (tanpa memperhitungkan agunan atau pendukung kredit lainnya), yang dikategorikan berdasarkan sektor industri pada tanggal-tanggal 31 Desember 2023 dan 2022: (lanjutan)

## *46. RISK MANAGEMENT (continued)*

### *Credit Risk (continued)*

*(ii) Concentration of risks of financial assets with credit risk exposure (continued)*

*b) Industry sectors (continued)*

*The following tables provide the details of the Bank's credit exposure at carrying amounts (without taking into account any collateral held or other credit enhancements), categorized based on industry sectors as of December 31, 2023 and 2022: (continued)*

| | 31 Desember/*December 31*, 2022 | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Pemerintah (termasuk Bank Indonesia)/ *Government (including Bank Indonesia)*** | **Bank/ *Banks*** | **Lembaga keuangan bukan bank/ *Non-bank financial institutions*** | **Perusahaan lainnya/ *Other companies***)** | **Perseorangan/ *Individuals*** | **Total** | |
| Giro pada Bank Indonesia | 25.416.941 | - | - | - | - | 25.416.941 | *Current accounts with Bank Indonesia* |
| Giro pada bank lain | - | 1.472.257 | - | - | - | 1.472.257 | *Current accounts with other banks* |
| Penempatan pada Bank Indonesia dan bank lain | 12.575.894 | 400.061 | - | - | - | 12.975.955 | *Placements with Bank Indonesia and other banks* |
| Efek-efek | - | 547.036 | 593.031 | 583.101 | - | 1.723.168 | *Securities* |
| Obligasi Pemerintah | 51.964.973 | - | - | - | - | 51.964.973 | *Government bonds* |
| Efek - efek yang dibeli dengan janji dijual kembali | 1.434.190 | - | - | - | - | 1.434.190 | *Securities purchased under agreement to resell* |
| Tagihan Akseptasi | - | - | - | 420.562 | - | 420.562 | *Acceptance Receivable* |
| Tagihan Derivatif | - | 103.939 | | | - | 103.939 | *Derivative Receivable* |
| Kredit yang diberikan dan piutang/pembiayaan syariah | 4.516.550 | 40.261 | 810.586 | 44.381.293 | 248.533.014 | 298.281.704 | *Loans and sharia financing/ receivables* |
| Bunga yang masih akan diterima | 545.988 | 31.175 | 4.023 | 2.427.021 | 7.742.095 | 10.750.302 | *Interest receivable* |
| Aset lain-lain*) | 5.733 | 488.071 | - | 403.022 | 143.222 | 1.040.048 | *Other assets*)* |
| **Total kotor** | **96.460.269** | **3.082.800** | **1.407.640** | **48.214.999** | **256.418.331** | **405.584.039** | ***Total gross*** |
| Cadangan kerugian penurunan nilai | | | | | | (15.679.205) | *Allowances for impairment losses* |
| **Neto** | | | | | | **389.904.834** | ***Net*** |

*) Terdiri atas tagihan kepada pihak ketiga.
**) Termasuk perusahaan yang bergerak di industri perumahan, konstruksi, manufaktur, transportasi, pergudangan dan komunikasi, perdagangan, pertanian, pertambangan dan industri lainnya.

*) *Consists of third party receivables.*
**) *Includes other companies under real estate, construction, manufacturing, transportation, warehousing and communication, trading, farming, mining and other industries.*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Kredit (lanjutan)

(ii) Konsentrasi risiko aset keuangan dengan eksposur risiko kredit (lanjutan)

b) Sektor industri (lanjutan)

Eksposur risiko kredit yang terkait dengan unsur rekening administratif adalah sebagai berikut pada tanggal-tanggal 31 Desember 2023 dan 2022: (lanjutan)

## *46. RISK MANAGEMENT (continued)*

### *Credit Risk (continued)*

*(ii) Concentration of risks of financial assets with credit risk exposure (continued)*

*b) Industry sectors (continued)*

*Credit risk exposure relating to administrative account items as of December 31, 2023 and 2022, are as follows: (continued)*

**31 Desember/*December 31*, 2023**

| | Pemerintah (termasuk Bank Indonesia)/ *Government (including Bank Indonesia)* | Bank/ *Banks* | Lembaga keuangan bukan bank/ *Non-bank financial institutions* | Perusahaan lainnya/ *Other companies**) | Perseorangan/ *Individuals* | Total | |
|---|---|---|---|---|---|---|---|
| Fasilitas kredit yang belum ditarik **) | - | - | 140 | 120.686 | 6.257 | 127.083 | *Unused loan facilities***) |
| Garansi yang diterbitkan | - | - | - | 2.576.727 | 2.448 | 2.579.175 | *Guarantees issued* |
| Irrevocable L/C yang masih berjalan | - | - | - | 20.106 | - | 20.106 | Outstanding *irrevocable L/Cs* |
| **Total** | **-** | **-** | **140** | **2.717.519** | **8.705** | **2.726.364** | ***Total*** |

*) Termasuk perusahaan yang bergerak di industri perumahan, konstruksi, manufaktur, transportasi, pergudangan dan komunikasi, perdagangan, pertanian, pertambangan dan industri lainnya.
**) Hanya fasilitas kredit komitmen yang belum ditarik

*) *Includes other companies under real estate, construction, manufacturing, transportation, warehousing and communication, trading, farming, mining and other industries.*
**) *Only for committed unused loan facility*

**31 Desember/*December 31*, 2022**

| | Pemerintah (termasuk Bank Indonesia)/ *Government (including Bank Indonesia)* | Bank/ *Banks* | Lembaga keuangan bukan bank/ *Non-bank financial institutions* | Perusahaan lainnya/ *Other companies**) | Perseorangan/ *Individuals* | Total | |
|---|---|---|---|---|---|---|---|
| Fasilitas kredit yang belum ditarik **) | - | - | - | 77.942 | 2.186 | 80.128 | *Unused loan facilities***) |
| Garansi yang diterbitkan | - | - | - | 946.635 | 1.860 | 948.495 | *Guarantees issued* |
| Irrevocable L/C yang masih berjalan | - | - | - | 221.484 | - | 221.484 | Outstanding *irrevocable L/Cs* |
| **Total** | **-** | **-** | **-** | **1.246.061** | **4.046** | **1.250.107** | ***Total*** |

*) Termasuk perusahaan yang bergerak di industri perumahan, konstruksi, manufaktur, transportasi, pergudangan dan komunikasi, perdagangan, pertanian, pertambangan dan industri lainnya.
**) Hanya fasilitas kredit komitmen yang belum ditarik

*) *Includes other companies under real estate, construction, manufacturing, transportation, warehousing and communication, trading, farming, mining and other industries.*
**) *Only for committed unused loan facility*

## 46. MANAJEMEN RISIKO (lanjutan)

## *46. RISK MANAGEMENT (continued)*

### Risiko Kredit (lanjutan)

### *Credit Risk (continued)*

(iii) Informasi mengenai aset keuangan yang mengalami dan tidak mengalami penurunan nilai

*(iii) Information about impaired and not impaired financial assets*

1. Giro pada Bank Lain

*1. Current Accounts with Other Banks*

| | 31 Desember/*December 31,* 2023 | | | |
|---|---|---|---|---|
| | **Tidak mengalami penurunan nilai/ *Not Impaired*** | **Mengalami penurunan nilai/ *Impaired*)*** | **Total** | |
| Rupiah | 234.046 | - | 234.046 | *Rupiah* |
| Mata Uang Asing | 1.967.574 | 1.778 | 1.969.352 | *Foreign currencies* |
| **Total** | **2.201.620** | **1.778** | **2.203.398** | ***Total*** |
| Cadangan kerugian penurunan nilai | | | (1.804) | *Allowance for impairment losses* |
| **Neto** | | | **2.201.594** | ***Net*** |

*) Kolektibilitas 3, 4 dan 5

*) *Collectibility 3, 4 and 5*

| | 31 Desember/*December 31,* 2022 | | | |
|---|---|---|---|---|
| | **Tidak mengalami penurunan nilai/ *Not Impaired*** | **Mengalami penurunan nilai/ *Impaired*)*** | **Total** | |
| Rupiah | 540.052 | - | 540.052 | *Rupiah* |
| Mata Uang Asing | 930.474 | 1.731 | 932.205 | *Foreign currencies* |
| **Total** | **1.470.526** | **1.731** | **1.472.257** | ***Total*** |
| Cadangan kerugian penurunan nilai | | | (1.747) | *Allowance for impairment losses* |
| **Neto** | | | **1.470.510** | ***Net*** |

*) Kolektibilitas 3, 4 dan 5

*) *Collectibility 3, 4 and 5*

2. Penempatan pada Bank Indonesia dan bank lain.

   Per 31 Desember 2023 dan 2022, aset keuangan ini tidak mengalami penurunan nilai secara individual maupun kolektif.

*2. Placements with Bank Indonesia and other banks.*

*As of December 31, 2023 and 2022, these financial assets are not impaired individually as well as collectively.*

3. Efek-efek

*3. Securities*

| | 31 Desember/*December 31, 2023* | | | |
|---|---|---|---|---|
| | **Tidak mengalami penurunan nilai/ *Not Impaired*** | **Mengalami penurunan nilai/ *Impaired*)*** | **Total** | |
| Reksadana | 1.372.968 | - | 1.372.968 | *Mutual Funds* |
| Obligasi | 2.046.215 | - | 2.046.215 | *Bonds* |
| *Medium Term Notes* | 200.000 | - | 200.000 | *Medium Term Notes* |
| Efek Beragunan Aset | 540.443 | - | 540.443 | *Asset-Backed Securities* |
| SKBDN | 644.677 | - | 644.677 | *SKBDN* |
| SRBI | 194.060 | - | 194.060 | *SRBI* |
| SVBI | 307.510 | - | 307.510 | *SVBI* |
| **Total** | **5.305.873** | **-** | **5.305.873** | ***Total*** |
| Cadangan kerugian penurunan nilai | | | (22.903) | *Allowance for impairment losses* |
| **Neto** | | | **5.282.970** | ***Net*** |

*) Kolektibilitas 3, 4 dan 5

*) *Collectibility 3, 4 and 5*

## 46. MANAJEMEN RISIKO (lanjutan)

**Risiko Kredit (lanjutan)**

(iii) Informasi mengenai aset keuangan yang mengalami dan tidak mengalami penurunan nilai (lanjutan)

3. Efek-efek (lanjutan)

## *46. RISK MANAGEMENT (continued)*

***Credit Risk (continued)***

*(iii) Information about impaired and not impaired financial assets (continued)*

*3. Securities (continued)*

| | 31 Desember/*December 31, 2022* | | | |
|---|---|---|---|---|
| | **Tidak mengalami penurunan nilai/ *Not Impaired*** | **Mengalami penurunan nilai/ *Impaired**)** | **Total** | |
| Reksadana | 401.416 | - | 401.416 | *Mutual Funds* |
| Obligasi | 709.711 | 2.000 | 711.711 | *Bonds* |
| *Medium Term Notes* | 103.085 | - | 103.085 | *Medium Term Notes* |
| Efek Beragunan Aset | 492.415 | - | 492.415 | *Asset-Backed Securities* |
| SKBDN | 14.541 | - | 14.541 | *SKBDN* |
| **Total** | **1.721.168** | **2.000** | 1.723.168 | ***Total*** |
| Cadangan kerugian penurunan nilai | | | (2.399) | *Allowance for impairment losses* |
| **Neto** | | | **1.720.769** | ***Net*** |

*) Kolektibilitas 3, 4 dan 5

**) Collectibility 3, 4 and 5*

4. Rekening administratif

Per 31 Desember 2023 dan 2022, rekening administratif mengalami penurunan nilai masing-masing sebesar Rp3.580 dan Rp4.719.

*4. Administrative account*

*As of December 31, 2023 and 2022, administrative account which are impaired amounting to Rp3,580 and Rp4,719, respectively.*

5. Efek-efek yang dibeli dengan janji dijual kembali

Per 31 Desember 2023 dan 2022, efek-efek yang dibeli dengan janji dijual kembali tidak mengalami penurunan nilai.

5. *Securities Purchased Under Agreement to Resell*

*As of December 31, 2023 and 2022, securities purchased under agreement to resell are not impaired.*

6. Tagihan Akseptasi

Per 31 Desember 2023 dan 2022, tagihan akseptasi tidak mengalami penurunan nilai.

*6. Acceptance Receivable*

*As of December 31, 2023 and 2022, acceptance receivable are not impaired.*

7. Kredit yang diberikan dan pembiayaan/ piutang syariah

Per 31 Desember 2023 dan 2022, aset keuangan ini mengalami penurunan nilai secara individual maupun kolektif sesuai ketentuan dalam PSAK No. 71 dan Peraturan Otoritas Jasa Keuangan (POJK).

*7. Loans and sharia financing/receivables*

*As of December 31, 2023 and 2022, these financial assets are impaired calculated by individual and collective impairment according to SFAS No. 71 and Financial Service Authority Regulations (POJK).*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Kredit (lanjutan)

(iv) Tabel di bawah menunjukkan kualitas aset keuangan berdasarkan golongan aset untuk semua aset keuangan yang mempunyai risiko kredit (diluar cadangan kerugian penurunan nilai bruto):

## *46. RISK MANAGEMENT (continued)*

### *Credit Risk (continued)*

*(iv) The tables below shows the quality of financial assets by class of assets for all financial assets with credit risk (gross of allowance for impairment losses):*

| | 31 Desember/*December 31*, 2023 | | | | | |
|---|---|---|---|---|---|---|
| | Belum jatuh tempo dan tidak mengalami penurunan nilai/*neither past due nor impaired* | | Jatuh tempo dan tidak mengalami penurunan nilai/ *Past due but not Impaired* | Mengalami penurunan nilai/ *Impaired****) | Total | |
| | Tingkat tinggi/ *High Grade***)* | Tingkat standar/ *Standard grade***)* | | | | |
| **Efek-efek** | | | | | | ***Securities*** |
| Diukur pada nilai wajar melalui laporan laba rugi | 1.042.013 | - | - | - | 1.042.013 | *Fair value through profit -or-loss* |
| Diukur pada nilai wajar melalui penghasilan komprehensif lain | 1.928.336 | - | - | - | 1.928.336 | *Financial assets held at fair value through other comprehensive income* |
| Diukur pada biaya perolehan amortisasi | 2.335.524 | - | - | - | 2.335.524 | *Amortized cost* |
| **Obligasi pemerintah** | | | | | | ***Government bonds*** |
| Diukur pada nilai wajar melalui laba rugi | 3.796.440 | - | - | - | 3.796.440 | *Fair value through profit -or-loss* |
| Diukur pada nilai wajar melalui penghasilan komprehensif lain | 12.511.991 | - | - | - | 12.511.991 | *Financial assets held at fair value through other comprehensive income* |
| Diukur pada biaya perolehan amortisasi | 19.585.498 | - | - | - | 19.585.498 | *Amortized cost* |
| **Lain-lain** | | | | | | ***Others*** |
| Giro pada bank Indonesia | 18.145.761 | - | - | - | 18.145.761 | *Current accounts with Bank Indonesia* |
| Giro pada bank lain | 2.201.620 | - | - | 1.778 | 2.203.398 | *Current accounts with other banks* |
| Penempatan pada Bank Indonesia dan bank lain | 30.561.122 | - | - | - | 30.561.122 | *Placements with Bank Indonesia and other banks* |
| Tagihan Akseptasi | 544.567 | - | - | - | 544.567 | *Acceptance Receivable* |
| Tagihan Derivatif | 32.176 | - | - | - | 32.176 | *Derivative Receivable* |
| Kredit yang diberikan dan piutang/ pembiayaan syariah | | | | | | *Loans and sharia financing/ receivables* |
| Konsumer | | | | | | *Consumer* |
| Pemilikan rumah | 101.324.869 | 135.794.934 | 16.884.060 | 4.067.018 | 258.070.881 | *Housing loan* |
| Non kepemilikan rumah | 1.808.716 | 10.021.561 | 805.808 | 370.496 | 13.006.581 | *Non-housing loan* |
| Modal kerja | 3.213.787 | 22.252.701 | 711.771 | 11.781.870 | 37.960.129 | *Working capital* |
| Investasi | 123.007 | 9.606.196 | 44.474 | 5.758.330 | 15.532.007 | *Investment* |
| Sindikasi | 46.911 | 7.103.450 | - | - | 7.150.361 | *Syndicated* |
| Direksi dan karyawan | | | | | | *Directors and employees* |
| - Pihak ketiga | 1.131.978 | 729.456 | 7.472 | 24.726 | 1.893.632 | *Third parties -* |
| - Pihak yang berelasi | 53.307 | 31.243 | - | - | 84.550 | *Related parties -* |
| Bunga yang masih akan diterima | 11.526.687 | - | - | - | 11.526.687 | *Interests receivable* |
| Aset lain-lain*) | 1.873.496 | - | - | - | 1.873.496 | *Other assets*)* |
| **Total** | **213.787.806** | **185.539.541** | **18.453.585** | **22.004.218** | **439.785.150** | ***Total*** |
| Cadangan kerugian nilai | | | | | **(15.640.547)** | *Allowance for impairment losses* |
| **Neto** | | | | | **424.144.603** | ***Net*** |

*) Terdiri atas tagihan kepada pihak ketiga
**) Tidak diaudit
***) Terdiri dari kolektibilitas 3, 4 dan 5 dan kredit yang cadangan kerugian penurunan nilainya dinilai secara individual, termasuk piutang/pembiayaan syariah dengan hari tunggakan diatas 270 hari

**) Consists of third party receivables*
***) Unaudited*
****) Consist of collectibility 3, 4, and 5 and credit with allowance for impairment losses individually assessed, including sharia financing/receivables with day past due 270 days*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Kredit (lanjutan)

(iv) Tabel di bawah menunjukkan kualitas aset keuangan berdasarkan golongan aset untuk semua aset keuangan yang mempunyai risiko kredit (diluar cadangan kerugian penurunan nilai bruto) (lanjutan):

## *46. RISK MANAGEMENT (continued)*

### *Credit Risk (continued)*

*(iv) The tables below shows the quality of financial assets by class of assets for all financial assets with credit risk (gross of allowance for impairment losses) (continued):*

| | 31 Desember/*December 31*, 2022 | | | | | |
|---|---|---|---|---|---|---|
| | Belum jatuh tempo dan tidak mengalami penurunan nilai/*neither past due nor impaired* | | Jatuh tempo dan tidak mengalami penurunan nilai/ *Past due but not Impaired* | Mengalami penurunan nilai/ *Impaired*** | Total | |
| | Tingkat tinggi/ *High Grade*** | Tingkat standar/ *Standard grade*** | | | | |
| **Efek-efek** | | | | | | ***Securities*** |
| Diukur pada nilai wajar melalui laporan laba rugi | 793.831 | - | - | - | 793.831 | *Fair value through profit -or-loss* |
| Diukur pada nilai wajar melalui penghasilan komprehensif lain | 655.293 | - | - | - | 655.293 | *Financial assets held at fair value through other comprehensive income* |
| Diukur pada biaya perolehan amortisasi | 272.044 | - | - | 2.000 | 274.044 | *Amortized cost* |
| **Obligasi pemerintah** | | | | | | ***Government bonds*** |
| Diukur pada nilai wajar melalui laba rugi | 19.591.199 | - | - | - | 19.591.199 | *Fair value through profit -or-loss* |
| Diukur pada nilai wajar melalui penghasilan komprehensif lain | 14.332.949 | - | - | - | 14.332.949 | *Financial assets held at fair value through other comprehensive income* |
| Diukur pada biaya perolehan amortisasi | 18.040.825 | - | - | - | 18.040.825 | *Amortized cost* |
| **Lain-lain** | | | | | | ***Others*** |
| Giro pada bank Indonesia | 25.416.941 | - | - | - | 25.416.941 | *Current accounts with Bank Indonesia* |
| Giro pada bank lain | 1.470.526 | - | - | 1.731 | 1.472.257 | *Current accounts with other banks* |
| Penempatan pada Bank Indonesia dan bank lain | 12.975.955 | - | - | - | 12.975.955 | *Placements with Bank Indonesia and other banks* |
| Tagihan Akseptasi | 420.562 | - | - | - | 420.562 | *Acceptance Receivable* |
| Efek-efek yang Dibeli dengan janji dijual kembali | 1.434.190 | - | - | - | 1.434.190 | *Securities purchased under agreement to resell* |
| Tagihan Derivatif | 103.939 | - | - | - | 103.939 | *Derivative Receivable* |
| Kredit yang diberikan dan piutang/ pembiayaan syariah | | | | | | *Loans and sharia financing/ receivables* |
| Konsumer | | | | | | *Consumer* |
| Pemilikan rumah | 106.290.471 | 109.503.902 | 15.481.718 | 2.610.963 | 233.887.054 | *Housing loan* |
| Non kepemilikan rumah | 2.560.043 | 8.260.912 | 650.143 | 218.560 | 11.689.658 | *Non-housing loan* |
| Modal kerja | 5.987.718 | 17.130.097 | 1.162.221 | 10.175.647 | 34.455.683 | *Working capital* |
| Investasi | 3.397.768 | 2.863.506 | 155.160 | 5.227.188 | 11.643.622 | *Investment* |
| Sindikasi | 2.055.846 | 2.448.398 | - | - | 4.504.244 | *Syndicated* |
| Direksi dan karyawan | | | | | | *Directors and employees* |
| - Pihak ketiga | 1.331.455 | 653.854 | 10.891 | 11.880 | 2.008.080 | *Third parties -* |
| - Pihak yang berelasi | 72.047 | 20.553 | 655 | 108 | 93.363 | *Related parties -* |
| Bunga yang masih akan diterima | 10.750.302 | - | - | - | 10.750.302 | *Interests receivable* |
| Aset lain-lain*) | 1.040.048 | - | - | - | 1.040.048 | *Other assets*)* |
| **Total** | **228.993.952** | **140.881.222** | **17.460.788** | **18.248.077** | **405.584.039** | ***Total*** |
| Cadangan kerugian nilai | | | | | (15.674.205) | *Allowance for impairment losses* |
| **Neto** | | | | | **389.909.834** | ***Net*** |

*) Terdiri atas tagihan kepada pihak ketiga
**) Tidak diaudit
***) Terdiri dari kolektibilitas 3, 4 dan 5 dan kredit yang cadangan kerugian penurunan nilainya dinilai secara individual, termasuk piutang/pembiayaan syariah dengan hari tunggakan diatas 270 hari

*) *Consists of third party receivables*
**) *Unaudited*
***) *Consist of collectibility 3, 4, and 5 and credit with allowance for impairment losses individually assessed, including sharia financing/receivables with day past due 270 days*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Kredit (lanjutan)

(iv) Tabel di bawah menunjukkan kualitas aset keuangan berdasarkan golongan aset untuk semua aset keuangan yang mempunyai risiko kredit (cadangan kerugian penurunan nilai bruto) (lanjutan):

Kualitas kredit didefinisikan sebagai berikut:

Tingkat tinggi

(a) Giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain yaitu giro atau penempatan pada institusi Pemerintah, transaksi dengan bank yang memiliki reputasi baik dengan tingkat kemungkinan gagal bayar atas kewajiban yang rendah.

(b) Kredit yang diberikan dan piutang/ pembiayaan syariah, bunga yang masih akan diterima, dan tagihan kepada pihak ketiga yaitu debitur dengan riwayat pembayaran yang sangat baik dan tidak pernah menunggak sepanjang jangka waktu kredit.

(c) Efek-efek dan obligasi pemerintah yaitu efek-efek yang dikeluarkan oleh Pemerintah RI, efek-efek dan obligasi yang termasuk dalam investment grade dengan rating minimal BBB- (Pefindo) atau Baa3 (Moody's).

Tingkat standar

(a) Giro pada Bank Indonesia, giro pada bank lain, penempatan pada Bank Indonesia dan bank lain yaitu giro atau penempatan pada bank lokal yang tidak terdaftar di bursa.

(b) Kredit yang diberikan dan piutang/ pembiayaan syariah, bunga yang masih akan diterima, dan tagihan kepada pihak ketiga yaitu debitur dengan riwayat pembayaran yang baik dan tidak pernah menunggak 90 hari atau lebih.

(c) Efek-efek dan obligasi Pemerintah yaitu efek-efek dan obligasi dengan rating antara idBB+ sampai dengan idB (Pefindo) atau Ba1 sampai dengan B2 (Moody's).

## *46. RISK MANAGEMENT (continued)*

### *Credit Risk (continued)*

*(iv) The tables below shows the quality of financial assets by class of assets for all financial assets with credit risk (gross of allowance for impairment losses) (continued):*

*The credit quality is defined as follows:*

*High grade*

*(a) Current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks are current accounts or placements with government institution, transaction with reputable banks with low probability of default for its liabilities.*

*(b) Loans and sharia financing/receivables, interests receivables and third party receivables are receivables from borrowers with very satisfactory track record of loan repayment and whose accounts did not turn past due during the term of the loan.*

*(b) Securities and government bonds are Sovereign securities issued by government of RI, investment grade securities and bonds with a rating of at least BBB- (Pefindo) or Baa3 (Moody's).*

*Standard grade*

*(a) Current accounts with Bank Indonesia, current accounts with other banks, placements with Bank Indonesia and other banks are current accounts or placements with the local banks not listed in the stock exchange.*

*(b) Loans and sharia financing/receivables, interests receivables and third party receivables are receivables from borrowers who have an average track record of loan repayment and whose account did not turn past due for 90 days.*

*(c) Securities and Government bonds with a rating between idBB+ to idB (Pefindo) or Ba1 to B2 (Moody's).*

## 46. MANAJEMEN RISIKO (lanjutan) / *46. RISK MANAGEMENT (continued)*

### Risiko Kredit (lanjutan) / *Credit Risk (continued)*

(v) Analisis umur pinjaman yang jatuh tempo tetapi tidak mengalami penurunan nilai pada tanggal 31 Desember 2023 dan 2022, sebagai berikut:

*(v) The aging analysis of past due but not impaired loans as of December 31, 2023 and 2022, follows:*

| | 31 Desember/*December 31*, 2023 | | | | | |
|---|---|---|---|---|---|---|
| | **1 sampai 90 hari/ *1 to 90 days*** | **91 sampai 120 hari/ *91 to 120 days*** | **121 sampai 180 hari/ *121 to 180 days*** | **180 sampai 270 hari/ *180 to 270 days*** | **Total** | |
| Konsumer | | | | | | *Consumer* |
| Pemilikan rumah | 14.498.880 | 469.405 | 1.030.681 | 885.094 | 16.884.060 | *Housing Loan* |
| Non kepemilikan rumah | 803.340 | 1.013 | 1.455 | - | 805.808 | *Non housing loan* |
| Modal kerja | 711.771 | - | - | - | 711.771 | *Working capital* |
| Investasi | 44.474 | - | - | - | 44.474 | *Investment* |
| Direktur dan karyawan | 7.472 | - | - | - | 7.472 | *Directors and employees* |
| **Total** | **16.065.937** | **470.418** | **1.032.136** | **885.094** | **18.453.585** | ***Total*** |
| Cadangan kerugian nilai | | | | | (2.018.432) | *Allowance for impairment losses* |
| Neto | | | | | **16.435.153** | ***Net*** |

| | 31 Desember/*December 31*, 2022 | | | | | |
|---|---|---|---|---|---|---|
| | **1 sampai 90 hari/ *1 to 90 days*** | **91 sampai 120 hari/ *91 to 120 days*** | **121 sampai 180 hari/ *121 to 180 days*** | **180 sampai 270 hari/ *180 to 270 days*** | **Total** | |
| Konsumer | | | | | | *Consumer* |
| Pemilikan rumah | 13.190.989 | 384.038 | 1.021.398 | 885.293 | 15.481.718 | *Housing Loan* |
| Non kepemilikan rumah | 613.666 | 638 | 14.288 | 21.551 | 650.143 | *Non housing loan* |
| Modal kerja | 719.359 | - | 12.786 | 430.076 | 1.162.221 | *Working capital* |
| Investasi | 81.655 | - | 1.191 | 72.314 | 155.160 | *Investment* |
| Direktur dan karyawan | 9.513 | - | 851 | 1.182 | 11.546 | *Directors and employees* |
| **Total** | **14.615.182** | **384.676** | **1.050.514** | **1.410.416** | **17.460.788** | ***Total*** |
| Cadangan kerugian nilai | | | | | (1.918.975) | *Allowance for impairment losses* |
| Neto | | | | | **15.541.813** | ***Net*** |

(vi) Mutasi cadangan berdasarkan jenis kredit yang diberikan adalah sebagai berikut:

*(vi) Movements in allowance for imparment losses by type of loans are as follows:*

| | 31 Desember/*December 31*, 2023 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Konsumsi/Konsumer | | | | | | | |
| | **Pemilikan Rumah/ *Housing Loan*** | **Non-kepemilikan Rumah/ *Non-Housing Loan*** | **Modal Kerja/ *Working Capital*** | **Investasi/ *Investment*** | **Sindikasi/ *Syndicated*** | **Direksi dan Karyawan/ *Directors and Employee*** | **Total** | |
| **Saldo Awal** | **6.364.735** | **264.372** | **7.490.645** | **1.526.614** | **15.493** | **13.064** | **15.674.923** | ***Beginning balance*** |
| Penyisihan kerugian penurunan nilai selama tahun berjalan | 1.917.338 | 182.897 | 643.587 | 125.307 | 6.880 | 31.835 | 2.907.844 | *Provision for impairment losses during the year* |
| Penerimaan kembali kredit yang telah dihapus-bukukan | 17.442 | 3.867 | 44.098 | 11.658 | - | - | 77.065 | *Recovery of loans written-off* |
| Penghapusbukuan kredit | (1.388.988) | (170.805) | (1.411.193) | (88.181) | - | (8.701) | (3.067.868) | *Loans written-off* |
| **Saldo akhir tahun** | **6.910.527** | **280.331** | **6.767.137** | **1.575.398** | **22.373** | **36.198** | **15.591.964** | ***Balance at the end of year*** |
| Penurunan nilai individual | 597.521 | 31.471 | 5.134.111 | 1.390.288 | - | 4.182 | 7.157.573 | *Individual impairment* |
| Penurunan nilai kolektif | 6.313.006 | 248.860 | 1.633.026 | 185.110 | 22.373 | 32.016 | 8.434.391 | *Collective impairment* |
| Jumlah kotor kredit yang secara individu ditentukan sebagai mengalami penurunan nilai sebelum dikurangi kerugian penurunan nilai atas penilaian secara individual | 621.615 | 33.934 | 9.696.781 | 5.455.467 | - | 3.815 | 15.811.612 | *Gross amount of loans individually determined to be impaired. before deducting any individually assessed impairment losses* |

## 46. MANAJEMEN RISIKO (lanjutan)

## *46. RISK MANAGEMENT (continued)*

### Risiko Kredit (lanjutan)

### *Credit Risk (continued)*

(vi) Mutasi cadangan berdasarkan jenis kredit yang diberikan adalah sebagai berikut: (lanjutan)

*(vi) Movements in allowance for imparment losses by type of loans are as follows: (continued)*

| | 31 Desember/*December 31*, 2022 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Konsumsi/Konsumer | | | | | | | |
| | Pemilikan Rumah/ *Housing Loan* | Non-kepemilikan Rumah/ *Non-Housing Loan* | Modal Kerja/ *Working Capital* | Investasi/ *Investment* | Sindikasi/ *Syndicated* | Direksi dan Karyawan/ *Directors and Employee* | Total | |
| **Saldo Awal** | **4.296.939** | **309.075** | **8.485.819** | **1.302.032** | **7.618** | **34.277** | **14.435.760** | ***Beginning balance*** |
| Penyisihan kerugian penurunan nilai selama tahun berjalan | 3.420.001 | 69.993 | 38.379 | 495.348 | 7.875 | 7.911 | 4.039.507 | *Provision for impairment losses during the year* |
| Penerimaan kembali kredit yang telah dihapus-bukukan | 11.764 | 3.838 | 49.698 | 6.416 | - | - | 71.716 | *Recovery of loans written-off* |
| Penghapusbukuan kredit | (1.363.969) | (118.534) | (1.083.251) | (277.182) | - | (29.124) | (2.872.060) | *Loans written-off* |
| **Saldo akhir tahun** | **6.364.735** | **264.372** | **7.490.645** | **1.526.614** | **15.493** | **13.064** | **15.674.923** | ***Balance at the end of year*** |
| Penurunan nilai individual | 889.594 | 86.221 | 4.902.353 | 1.331.382 | - | 1.229 | 7.210.779 | *Individual impairment* |
| Penurunan nilai kolektif | 5.475.141 | 178.151 | 2.588.292 | 195.232 | 15.493 | 11.835 | 8.464.144 | *Collective impairment* |
| Jumlah kotor kredit yang secara individu ditentukan sebagai mengalami penurunan nilai sebelum dikurangi kerugian penurunan nilai atas penilaian secara individual | 893.068 | 85.794 | 8.057.392 | 5.078.192 | - | 1.108 | 14.115.554 | *Gross amount of loans individually determined to be impaired. before deducting any individually assessed impairment losses* |

### Risiko Likuiditas

Risiko Likuiditas merupakan risiko akibat ketidakmampuan Bank untuk memenuhi kewajiban 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. Ketidakmampuan memperoleh sumber pendanaan arus kas sehingga menimbulkan Risiko Likuiditas dapat disebabkan antara lain oleh:

a. Ketidakmampuan menghasilkan arus kas yang berasal dari aset produktif maupun yang berasal dari penjualan aset termasuk aset likuid; dan/atau

b. Ketidakmampuan menghasilkan arus kas yang berasal dari penghimpunan dana, transaksi antar Bank, dan pinjaman yang diterima.

### *Liquidity Risk*

*Liquidity risk is the risk arising from the inability of the Bank to meet the maturing obligations from cash flow funding sources and/or from high-quality liquid assets that can be pledged, without disturbing the activities and financial condition of the Bank. The inability to obtain funding for cash flows resulting to liquidity risk can be contributed, among others, by:*

*a. Inability to generate cash flows from productive assets as well as from the sale of assets, including liquid assets; and/or*

*b. Inability to generate cash flows from funding, inter-bank transactions and fund borrowings.*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Likuiditas (lanjutan)

Secara umum, tujuan utama manajemen risiko untuk risiko likuiditas adalah untuk meminimalkan kemungkinan ketidakmampuan Bank dalam memperoleh sumber pendanaan arus kas. Dengan demikian Bank dapat memenuhi setiap kewajiban finansial yang sudah diperjanjikan secara tepat waktu, dan agar senantiasa dapat memelihara tingkat likuiditas yang memadai dan optimal. Kebijakan pengelolaan risiko likuiditas antara lain mencakup pengawasan aktif Dewan Komisaris dan Direksi, yang pada intinya mengatur penerapan Manajemen Risiko likuiditas pada Bank, Kebijakan, Prosedur dan Penetapan Limit yang secara umum mencakup strategi manajemen risiko likuiditas, tingkat risiko yang akan diambil (*risk appetite*) dan toleransi risiko (*risk tolerance*) dan Sistem Informasi Manajemen Risiko serta Sistem Pengendalian Internal dengan menerapkan pengendalian internal dan kaji ulang independen yang memadai terhadap penerapan Manajemen Risiko untuk Risiko likuiditas yang dilaksanakan oleh *Internal Audit Division (*IAD) dan *Enterprise Risk Management Division* (ERMD).

Pengendalian risiko likuiditas melalui strategi pendanaan, pengelolaan posisi likuiditas dan pemantauan risiko likuiditas harian, pengelolaan aset likuid yang berkualitas tinggi, dan rencana pendanaan darurat serta penerapan sistem informasi manajemen risiko secara wajar untuk mendukung pelaksanaan proses identifikasi, pengukuran, pemantauan, dan pengendalian, serta pelaporan risiko likuiditas dalam kondisi normal dan kondisi krisis secara lengkap, akurat, terkini dan berkesinambungan.

Alat pengukuran yang digunakan dalam pengukuran Risiko Likuiditas antara lain adalah Rasio Likuiditas, Profil Maturitas, Proyeksi Arus Kas, dan *Stress Testing* (pengujian terhadap kemampuan Bank untuk memenuhi kebutuhan likuiditas pada kondisi krisis dengan menggunakan skenario *stress* secara spesifik pada Bank maupun skenario *stress* pada faktor pasar).

## *46. RISK MANAGEMENT (continued)*

### *Liquidity Risk (continued)*

*In general, the main objective of risk management for liquidity risk is to minimize the possibility of the Bank's inability to obtain source of cash flow funding. Thus, the Bank can meet some financial obligations that have been agreed upon in a timely manner, and to always be able to maintain adequate and optimal levels of liquidity. Liquidity risk management policies include the active supervision of the Board Of Commisioners and Board Of Directors who basically set the implementation of the Bank's liquidity risk management, policy, procedures and determination of limits, which generally includes the liquidity risk management strategy, level of risk to be taken (risk appetite) and risk tolerance, and risk management process, information systems and internal control systems by implementing internal controls and adequate independent review of the risk management implementation for liquidity risk which are being carried out by the Management and conducted by the Internal Audit Division (IAD) and Enterprise Risk Management Division (ERMD).*

*Liquidity risk management is being carried out through funding strategy, liquidity positions and monitoring of daily liquidity, management of high quality liquid assets, planning the emergency funding as well as implementation of a sound risk management information system to support the process of identification, measurement, monitoring and control, as well as reporting of liquidity risk under normal and extreme conditions in a comprehensive, accurate, timely and sustainable manner.*

*The tools used in the measurement of liquidity risk among others are Liquidity Ratio, Maturity Profile, Cash Flow Projection, and Stress Testing (testing the Bank's ability to meet liquidity needs on a state of crisis by using the specific stress scenarios on the Bank as well as on the market factor).*

## 46. MANAJEMEN RISIKO (lanjutan)

## *46. RISK MANAGEMENT (continued)*

### Risiko Likuiditas (lanjutan)

### *Liquidity Risk (continued)*

Tabel jatuh tempo berikut menyajikan informasi mengenai perkiraan sisa jatuh tempo dari aset dan liabilitas keuangan:

*The following maturity tables provide information about the expected maturities of the Bank's financial assets and liabilities:*

| | 31 Desember/*December 31,* 2023 | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Total** | **Lainnya/ *Others *)*** | **≤ 1 Bulan/ *≤ 1 Month*** | **> 1 - 6 Bulan/ *Months*** | **> 6 - 12 Bulan/ *>6 - 12 Months*** | **> 12 Bulan/ *>12 Months*** | |
| **ASET** | | | | | | | ***ASSETS*** |
| Kas | 2.127.489 | - | 2.127.489 | - | - | - | *Cash* |
| Giro pada Bank Indonesia | 18.145.761 | - | 18.145.761 | - | - | - | *Current accounts with Bank Indonesia* |
| Giro pada bank lain | 2.201.594 | (1.804) | 2.203.398 | - | - | - | *Current accounts with other banks* |
| Penempatan pada Bank Indonesia dan bank lain | 30.561.122 | - | 30.561.122 | - | - | - | *Placements with Bank Indonesia and other banks* |
| Efek-efek | 5.282.970 | (22.903) | 2.979.680 | 389.173 | 50.000 | 1.887.020 | *Securities* |
| Obligasi Pemerintah | 35.893.929 | - | 7.777.100 | 3.644.949 | 1.339.247 | 23.132.633 | *Government bonds* |
| Tagihan Akseptasi | 520.691 | (23.876) | 544.567 | - | - | - | *Acceptance Receivable* |
| Tagihan Derivatif | 32.176 | - | - | - | - | 32.176 | *Derivative Receivables* |
| Kredit yang diberikan dan pembiayaan/piutang syariah | 318.106.177 | (15.591.964) | 4.924.164 | 3.585.313 | 6.396.209 | 318.792.455 | *Loans and sharia financing/receivables* |
| Bunga yang masih akan diterima | 11.526.687 | - | 11.526.687 | - | - | - | *Interest receivable* |
| Aset lain-lain**) | 1.873.496 | - | 1.873.496 | - | - | - | *Other assets**)* |
| **Total** | **426.272.092** | **(15.640.547)** | **82.663.464** | **7.619.435** | **7.785.456** | **343.844.284** | ***Total*** |
| **LIABILITAS** | | | | | | | ***LIABILITIES*** |
| Liabilitas segera ***) | 2.567.271 | - | 2.567.271 | - | - | - | *Liabilities due immediately***)* |
| Simpanan nasabah | 322.501.148 | - | 225.525.422 | 78.653.684 | 18.036.635 | 285.407 | *Deposits from customers* |
| Simpanan dari bank lain | 91.312 | - | 91.312 | - | - | - | *Deposits from other banks* |
| Surat berharga yang diterbitkan | 8.272.098 | - | - | 1.698.524 | 1.811.017 | 4.762.557 | *Securities issued* |
| Liabilitas akseptasi | 544.567 | - | 362.394 | 182.173 | - | - | *Acceptance payable* |
| Liabilitas Derivatif | - | - | - | - | - | - | *Derivative payable* |
| Pinjaman yang diterima | 33.762.089 | - | - | 6.139.851 | 6.454.998 | 21.167.240 | *Fund borrowings* |
| Bunga yang masih harus dibayar | 647.496 | - | 647.496 | - | - | - | *Interest payables* |
| Liabilitas lain-lain****) | 521.548 | - | 521.548 | - | - | - | *Other liabilities****)* |
| Pinjaman dan efek-efek subordinasi | 9.112.837 | - | - | - | - | 9.112.837 | *Subordinated Loan Securities* |
| **Total** | **378.020.366** | **-** | **229.715.443** | **86.674.232** | **26.302.650** | **35.328.041** | ***Total*** |
| **Perbedaan jatuh tempo** | **48.251.726** | **(15.640.547)** | **(147.051.979)** | **(79.054.797)** | **(18.517.194)** | **308.516.243** | ***Maturity gap*** |

*) Cadangan kerugian penurunan nilai atas aset keuangan.
**) Terdiri atas tagihan pihak ketiga.
***) Terdiri atas kewajiban kepada pihak ketiga, bagi hasil yang belum dibagikan, deposito berjangka jatuh tempo dan bunga atas deposito berjangka namun belum diambil nasabah.
****) Terdiri atas setoran jaminan dan dana jaminan pengembang (kewajiban kepada pihak ketiga).

*) *Allowance for impairment losses on financial assets.*
**) *Consists of third party receivables.*
***) *Consists of third party payables, undistributed profit sharing, matured time deposits and interest on time deposits not collected by customers.*
****) *Consists of guarantee deposits and developers' security deposits (liabilities to third party).*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Likuiditas (lanjutan)

Tabel jatuh tempo berikut menyajikan informasi mengenai perkiraan sisa jatuh tempo dari aset dan liabilitas keuangan (lanjutan):

## *46. RISK MANAGEMENT (continued)*

### *Liquidity Risk (continued)*

*The following maturity tables provide information about the expected maturities of the Bank's financial assets and liabilities (continued):*

| | 31 Desember/*December 31*, 2022 | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Total** | **Lainnya/ *Others *)*** | **≤ 1 Bulan/ *≤ 1 Month*** | **> 1 - 6 Bulan/ *Months*** | **> 6 - 12 Bulan/ *>6 - 12 Months*** | **> 12 Bulan/ *>12 Months*** | |
| **ASET** | | | | | | | ***ASSETS*** |
| Kas | 1.661.533 | - | 1.661.533 | - | - | - | *Cash* |
| Giro pada Bank Indonesia | 25.416.941 | - | 25.416.941 | - | - | - | *Current accounts with Bank Indonesia* |
| Giro pada bank lain | 1.470.510 | (1.747) | 1.472.257 | - | - | - | *Current accounts with other banks* |
| Penempatan pada Bank Indonesia dan bank lain | 12.975.955 | - | 12.975.955 | - | - | - | *Placements with Bank Indonesia and other banks* |
| Efek-efek | 1.720.769 | (2.399) | 1.455.405 | 8.260 | 82.165 | 177.338 | *Securities* |
| Obligasi Pemerintah | 51.964.973 | - | 37.540.672 | 3.266.511 | 512.540 | 10.645.250 | *Government bonds* |
| Efek-efek yang dibeli dengan janji dijual kembali | 1.434.190 | - | 1.434.190 | - | - | - | *Securities purchased under agreement to resell* |
| Tagihan Akseptasi | 420.426 | (136) | 80.697 | 339.865 | - | - | *Acceptance Receivable* |
| Tagihan Derivatif | 103.939 | - | 43.543 | 29.284 | 512.540 | 10.645.250 | *Derivative Receivables* |
| Kredit yang diberikan dan pembiayaan/piutang syariah | 282.606.781 | (15.674.923) | 5.336.769 | 4.811.050 | 5.887.466 | 282.246.419 | *Loans and sharia financing/receivables* |
| Bunga yang masih akan diterima | 10.750.302 | - | 10.750.302 | - | - | - | *Interest receivable* |
| Aset lain-lain**) | 1.040.048 | - | 1.040.048 | - | - | - | *Other assets**)* |
| **Total** | **391.566.367** | **(15.679.205)** | **99.208.312** | **8.454.970** | **6.994.711** | **303.714.257** | ***Total*** |
| **LIABILITAS** | | | | | | | ***LIABILITIES*** |
| Liabilitas segera ***) | 2.588.471 | - | 2.588.471 | - | - | - | *Liabilities due immediately***)* |
| Simpanan nasabah | 297.099.801 | - | 174.667.266 | 58.829.356 | 9.198.718 | 54.404.461 | *Deposits from customers* |
| Simpanan dari bank lain | 136.408 | - | 136.408 | - | - | - | *Deposits from other banks* |
| Surat berharga yang diterbitkan | 8.652.260 | - | - | 1.999.919 | 725.924 | 5.926.417 | *Securities issued* |
| Liabilitas Derivatif | - | - | - | - | - | - | *Derivative Liabilities* |
| Liabilitas akseptasi | 420.562 | - | 80.697 | 339.865 | - | - | *Acceptance payable* |
| Pinjaman yang diterima | 24.821.005 | - | 499.997 | - | 2.000.000 | 22.321.008 | *Fund borrowings* |
| Bunga yang masih harus dibayar | 629.366 | - | 629.366 | - | - | - | *Interest payables* |
| Liabilitas lain-lain****) | 4.690.821 | - | 4.690.821 | - | - | - | *Other liabilities*****)* |
| Pinjaman dan efek-efek subordinasi | 9.158.219 | - | - | - | - | 9.158.219 | *Subordinated Loan Securities* |
| **Total** | **348.196.913** | **-** | **183.293.026** | **61.169.140** | **11.924.642** | **91.810.105** | ***Total*** |
| **Perbedaan jatuh tempo** | **43.369.454** | **(15.679.205)** | **(84.084.714)** | **(52.714.170)** | **(4.929.931)** | **211.904.152** | ***Maturity gap*** |

*) Cadangan kerugian penurunan nilai atas aset keuangan.
**) Terdiri atas tagihan pihak ketiga.
***) Terdiri atas kewajiban kepada pihak ketiga, bagi hasil yang belum dibagikan, deposito berjangka jatuh tempo dan bunga atas deposito berjangka namun belum diambil nasabah.
****) Terdiri atas setoran jaminan dan dana jaminan pengembang (kewajiban kepada pihak ketiga).

*) *Allowance for impairment losses on financial assets.*
**) *Consists of third party receivables.*
***) *Consists of third party payables, undistributed profit sharing, matured time deposits and interest on time deposits not collected by customers.*
****) *Consists of guarantee deposits and developers' security deposits (liabilities to third party).*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Likuiditas (lanjutan)

Tabel di bawah ini menunjukkan sisa jatuh tempo kontraktual dari liabilitas keuangan berdasarkan pada arus kas yang tidak didiskonto (pokok dan bunga):

## *46. RISK MANAGEMENT (continued)*

### *Liquidity Risk (continued)*

*The tables below show the remaining contractual maturities of financial liabilities based on undiscounted cashflows (principal and interest):*

| | 31 Desember/*December 31*, 2023 | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Total** | ***On demand*** | **≤ 1 Bulan/ *Month*** | **> 1 - 6 Bulan/ *Months*** | **> 6 - 12 Bulan/ *Months*** | **> 12 Bulan/ *Months*** | |
| **LIABILITAS** | | | | | | | ***LIABILITIES*** |
| Liabilitas segera*) | 2.567.271 | - | 2.567.271 | - | - | - | *Liabilities due immediately*)* |
| Simpanan nasabah | | | | | | | *Deposits from customers* |
| Deposito berjangka | 141.895.950 | - | 90.316.293 | 40.542.872 | 10.987.612 | 49.173 | *Time deposits* |
| Tabungan | 38.998.753 | 38.998.753 | - | - | - | - | *Savings deposits* |
| Giro | 142.808.756 | 78.489.050 | - | - | - | 64.319.706 | *Demand deposits* |
| Simpanan dari bank lain | 91.312 | 91.312 | | - | - | - | *Deposits from other banks* |
| Liabilitas akseptasi | 544.567 | - | 544.567 | - | - | | *Acceptance payable* |
| Liabiltias derivatif | - | - | - | - | - | - | *Derivative Liabilities* |
| Surat berharga yang diterbitkan | 9.453.602 | - | 75.426 | 1.935.160 | 2.085.568 | 5.357.448 | *Securities issued* |
| Pinjaman yang diterima | 43.613.659 | - | 125.750 | 6.751.324 | 8.120.580 | 28.616.005 | *Fund borrowings* |
| Bunga yang masih harus dibayar | 647.496 | - | 647.496 | - | - | - | *Interest payables* |
| Liabilitas lain-lain**) | 521.548 | - | 521.548 | - | - | - | *Other liabilities**)* |
| Pinjaman Subordinasi dan Efek-efek subordinasi | 9.825.769 | - | 47.979 | 239.897 | 3.287.876 | 6.250.017 | *Subordinated Loan and and securities* |
| **Total** | **390.968.683** | **117.579.115** | **94.846.330** | **49.469.253** | **24.481.636** | **104.592.349** | ***Total*** |

| | 31 Desember/*December 31*, 2022 | | | | | | |
|---|---|---|---|---|---|---|---|
| | **Total** | ***On demand*** | **≤ 1 Bulan/ *Month*** | **> 1 - 6 Bulan/ *Months*** | **> 6 - 12 Bulan/ *Months*** | **> 12 Bulan/ *Months*** | |
| **LIABILITAS** | | | | | | | ***LIABILITIES*** |
| Liabilitas segera*) | 2.588.471 | - | 2.588.471 | - | - | - | *Liabilities due immediately*)* |
| Simpanan nasabah | | | | | | | *Deposits from customers* |
| Deposito berjangka | 148.981.512 | - | 66.763.135 | 59.616.536 | 9.631.572 | 12.970.268 | *Time deposits* |
| Tabungan | 37.376.047 | 37.376.047 | - | - | - | - | *Savings deposits* |
| Giro | 113.525.727 | 70.664.584 | - | - | - | 42.861.143 | *Demand deposits* |
| Simpanan dari bank lain | 136.408 | 136.408 | - | - | - | - | *Deposits from other banks* |
| Liabilitas derivatif | - | - | - | - | - | - | *Derivative liabilities* |
| Liabilitas akseptasi | 420.562 | - | 80.697 | 339.865 | - | - | *Acceptance payable* |
| Surat berharga yang diterbitkan | 10.110.074 | - | 72.842 | 2.245.500 | 991.612 | 6.800.120 | *Securities issued* |
| Pinjaman yang diterima | 32.698.776 | - | 85.148 | 1.026.370 | 2.602.004 | 28.985.254 | *Fund borrowings* |
| Bunga yang masih harus dibayar | 629.366 | - | 629.366 | - | - | - | *Interest payables* |
| Liabilitas lain-lain**) | 4.690.821 | - | 4.690.821 | - | - | - | *Other liabilities**)* |
| Pinjaman Subordinasi dan Efek-efek subordinasi | 10.562.334 | - | 48.158 | 240.792 | 288.950 | 9.984.434 | *Subordinated Loan and and securities* |
| **Total** | **361.720.098** | **108.177.039** | **74.958.638** | **63.469.063** | **13.514.138** | **101.601.219** | ***Total*** |

*) Terdiri atas kewajiban kepada pihak ketiga, bagi hasil yang belum dibagikan, deposito berjangka jatuh tempo dan bunga atas deposito berjangka namun belum diambil nasabah.

**) Terdiri atas setoran jaminan dan dana jaminan pengembang (kewajiban kepada pihak ketiga).

*) *Consists of third party payables, undistributed profit sharing, matured time deposits and interest on time deposits not collected by customers.*

**) *Consists of guarantee deposits and developers' security deposits (liabilities to third party).*

### Risiko Pasar

Risiko Pasar merupakan risiko pada laporan posisi keuangan dan rekening administratif, akibat perubahan secara keseluruhan dari kondisi pasar.

### *Market Risk*

*Market risk is the risk on statement of financial position and administrative accounts, due to changes in overall market conditions.*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Pasar (lanjutan)

Sesuai Surat Edaran Otoritas Jasa Keuangan Nomor 12 /SEOJK.03/2018 tanggal 21 Agustus 2018 tentang Penerapan Manajemen Risiko dan Pengukuran Risiko Pendekatan Standar, Bank menggunakan perhitungan *Standardized Method* yang digunakan untuk menghitung Kewajiban Penyediaan Modal Minimum (KPMM) untuk Risiko Pasar. Risiko nilai tukar yang timbul dari fluktuasi nilai tukar dikelola dengan cara menjaga Posisi Devisa Neto sesuai dengan peraturan Bank Indonesia. Gejolak eksternal juga diakomodasi dengan dilakukan *stress testing* untuk melihat sejauh mana Bank dapat bertahan dengan beberapa skenario perubahan kondisi eksternal, khususnya perubahan suku bunga pasar.

Termasuk di dalam risiko pasar adalah risiko perubahan harga instrumen keuangan akibat perubahan faktor-faktor pasar, seperti perubahan suku bunga dan perubahan nilai tukar.

i. Risiko tingkat suku bunga

Risiko tingkat bunga timbul dari adanya kemungkinan bahwa perubahan tingkat suku bunga akan mempengaruhi arus kas di masa yang akan datang dari nilai wajar instrumen keuangan.

Tabel di bawah ini menyajikan informasi mengenai tingkat suku bunga rata-rata per tahun untuk aset dan liabilitas keuangan yang penting untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2023 dan 2022:

## *46. RISK MANAGEMENT (continued)*

### *Market Risk (continued)*

*In accordance with the Financial Services Authority Circular No.12 /SEOJK.03/2018 dated in August 21, 2018 regarding the Implementation of Risk Management and Measurement of Risk in the Standard Approach In measuring market risk, the Bank uses the Standardized Method in calculating minimum Capital Adequacy Ratio (CAR) for market risk. Exchange rate risk arises from fluctuations in exchange rates maintained by keeping the net open position in accordance with Bank Indonesia regulations. External shocks are also being considered by stress testing, which is done to measure the extent to which the Bank can survive some scenario changes in external conditions, particularly changes in market interest rates.*

*Market risk includes the risk of price changes of financial instruments due to changes in market factors, such as changes in interest rates and exchange rates.*

*i. Interest rate risk*

*Interest rate risks arise from the possibility that changes in interest rates will affect future cash flows from the fair values of financial instruments.*

*The following table presents information on the average annual interest rates for significant financial assets and liabilities for the year ended December 31, 2023 and 2022:*

| | 31 Desember/*December 31,* 2023 | | 31 Desember/*December 31*, 2022 | | |
|---|---|---|---|---|---|
| **Aset** | **Rupiah** | **Mata Uang Asing/ *Foreign currencies*** | **Rupiah** | **Mata Uang Asing/ *Foreign currencies*** | ***Assets*** |
| Giro pada bank lain | 0,69% | 0,00% | 0,19% | 0,00% | *Current accounts with other Bank* |
| Penempatan pada Bank Indonesia dan bank lain | 5,23% | 5,24% | 3,47% | 0,96% | *Placements with Bank Indonesia and other banks* |
| Efek-efek | 5,27% | 4,13% | 8,59% | 4,13% | *Securities* |
| Obligasi pemerintah | | | | | *Government bonds* |
| Tingkat bunga tetap | 3,74% | 3,07% | 3,60% | 2,93% | *Fixed interest rate* |
| Efek-efek yang dibeli dengan janji dijual kembali | 5,74% | 0,00% | 4,21% | 0.00% | *Securities purchased under agreement to resell* |
| Kredit yang diberikan dan Piutang syariah | 8,06% | 6,08% | 8,14% | 4,48% | *Loans and sharia financing/ receivables* |
| **Liabilitas** | | | | | ***Liabilities*** |
| Simpanan nasabah | | | | | *Deposits from customers* |
| Giro | 2,21% | 4,51% | 1,59% | 1,03% | *Demand deposits* |
| Tabungan | 1,53% | 0,21% | 1,44% | 0,16% | *Savings deposits* |
| Deposito berjangka | 5,34% | 4,25% | 3,49% | 1,71% | *Time deposits* |
| Simpanan dari Bank lain | | | | | *Deposits from other banks* |
| Giro | 1,12% | 0,00% | 0,99% | 0,00% | *Demand deposits* |
| Deposito Berjangka | 4,69% | 0,00% | 2,75% | 0,00% | *Time deposits* |
| *Inter-bank call money* | 5,65% | 0,00% | 3,40% | 1,48% | *Inter-bank call money* |
| Efek-efek yang dijual dengan janji dibeli kembali | 5,97% | 0,00% | 3,93% | 0,00% | *Securities sold under repurchase agreements* |
| Surat berharga yang yang diterbitkan | 7,99% | 0,00% | 8,56% | 0,00% | *Securities issued* |
| Pinjaman yang diterima | 5,08% | 1,37% | 5,47% | 0,90% | *Fund borrowing* |
| Pinjaman subordinasi dan efek-efek Subordinasi | 8,28% | 4,20% | 8,28% | 4,20% | *Subordinated loan and securities* |

## 46. MANAJEMEN RISIKO (lanjutan)

## *46. RISK MANAGEMENT (continued)*

### Risiko Pasar (lanjutan)

### *Market Risk (continued)*

i. Risiko tingkat suku bunga (lanjutan)

*i. Interest rate risk (continued)*

Tabel di bawah ini mengikhtisarkan eksposur Bank terhadap risiko tingkat suku bunga (gross):

*The tables below summarize the Bank's exposure to interest rate risk (gross):*

| | 31 Desember/*December 31,* 2023 | | | | | | |
|---|---|---|---|---|---|---|---|
| | Suku bunga mengambang/*Variable interest rate* | | | | | | |
| | Tidak lebih dari 3 bulan/ *Not more than 3 months* | Lebih dari 3 bulan tetapi tidak lebih dari 1 tahun/ *More than 3 months but less than 1 year* | Lebih dari 1 *tahun*/ *More than 1 year* | Suku bunga *tetap*/ *Fixed interest rate* | Tidak dikenakan bunga/syariah *Non-interest bearing/sharia* | Total | |
| **Aset Keuangan** | | | | | | | ***Financial Assets*** |
| Kas | - | - | - | - | 2.127.489 | 2.127.489 | *Cash* |
| Giro pada Bank Indonesia | - | - | - | 14.317.572 | 3.828.189 | 18.145.761 | *Current accounts with Bank Indonesia* |
| Giro pada bank lain | 2.203.198 | - | - | - | 200 | 2.203.398 | *Current accounts with other banks* |
| Penempatan pada Bank Indonesia dan bank lain | - | - | - | 27.411.122 | 3.150.000 | 30.561.122 | *Placements with Bank Indonesia and other banks* |
| Efek-efek | 1.042.013 | - | - | 4.154.990 | 108.870 | 5.305.873 | *Securities* |
| Obligasi pemerintah | - | - | - | 21.735.376 | 14.158.553 | 35.893.929 | *Government bonds* |
| Tagihan Akseptasi | - | - | - | - | 544.567 | 544.567 | *Acceptance Receivable* |
| Tagihan Derivatif | - | - | - | 32.176 | - | 32.176 | *Derivative receivabless* |
| Kredit yang diberikan dan piutang /pembiayaan syariah | 4.843.685 | 8.545.336 | 142.367.230 | 140.827.609 | 37.114.281 | 333.698.141 | *Loans and sharia financing/ receivable* |
| Bunga yang masih akan diterima | - | - | - | - | 11.526.687 | 11.526.687 | *Interest receivable* |
| Aset lain-lain*) | - | - | - | - | 1.873.496 | 1.873.496 | *Other assets**) |
| Total aset keuangan | **8.088.896** | **8.545.336** | **142.367.230** | **208.478.845** | **74.432.332** | **441.912.639** | *Total financial assets* |
| **Liabilitas Keuangan** | | | | | | | ***Financial Liabilities*** |
| Liabilitas segera**) | - | - | - | - | 2.567.271 | 2.567.271 | *Liabilities due immediately***) |
| Simpanan dari nasabah | | | | | | | *Deposits from customers* |
| Giro | 75.362.852 | - | - | 54.006.439 | 13.439.465 | 142.808.756 | *Demand deposits* |
| Tabungan | 37.722.161 | - | - | - | 1.276.592 | 38.998.753 | *Savings deposits* |
| Deposito berjangka | - | - | - | 140.693.639 | - | 140.693.639 | *Time deposits* |
| Simpanan dari bank lain | - | - | - | - | 91.312 | 91.312 | *Deposits from other banks* |
| Liabilitas akseptasi | - | - | - | - | 544.567 | 544.567 | *Acceptance payable* |
| Liabilitas derivatif | - | - | - | - | - | - | *Acceptance payable* |
| Surat-surat berharga diterbitkan | - | - | - | 8.006.252 | 265.846 | 8.272.098 | *Securities issued* |
| Pinjaman yang diterima | - | - | - | 30.531.530 | 3.230.559 | 33.762.089 | *Fund Borrowings* |
| Bunga yang masih harus dibayar | - | - | - | - | 647.496 | 647.496 | *Interest payables* |
| Liabilitas lain-lain***) | - | - | - | - | 521.548 | 521.548 | *Other liabilities****) |
| Pinjaman subordinasi dan Efek-efek subordinasi | - | - | - | 9.112.837 | - | 9.112.837 | *Subordinated Loan and Securities* |
| Total liabilitas keuangan | **113.085.013** | **-** | **-** | **242.350.697** | **22.584.656** | **378.020.366** | *Total financial liabilities* |
| **Gap *repricing* suku bunga-kotor** | **(104.996.117)** | **8.545.336** | **142.367.230** | **(33.871.852)** | **51.847.676** | **63.892.273** | ***Gross interest repricing gap*** |

*) Terdiri dari tagihan kepada pihak ketiga.

**) Terdiri dari kewajiban kepada pihak ketiga, bagi hasil yang belum dibagikan, deposito berjangka jatuh tempo dan bunga atas deposito berjangka namun belum diambil nasabah.

***) Terdiri atas setoran jaminan dan dana jaminan pengembang (kewajiban kepada pihak ketiga).

**) Consists of third party receivables.*

***) Consists of third party payables, undistributed profit sharing, matured time deposits and interest on time deposits not collected by customers.*

****) Consists of guarantee deposits and developers' security deposits (liabilities to third party).*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Pasar (lanjutan)

i. Risiko tingkat suku bunga (lanjutan)

Tabel di bawah ini mengikhtisarkan eksposur Bank terhadap risiko tingkat suku bunga (gross) (lanjutan):

## *46. RISK MANAGEMENT (continued)*

### *Market Risk (continued)*

*i. Interest rate risk (continued)*

*The tables below summarize the Bank's exposure to interest rate risk (gross)(continued):*

| | 31 Desember/*December 31*, 2022 | | | | | | |
|---|---|---|---|---|---|---|---|
| | Suku bunga mengambang/*Variable interest rate* | | | | | | |
| | Tidak lebih dari 3 bulan/ *Not more than 3 months* | Lebih dari 3 bulan tetapi tidak lebih dari 1 tahun/ *More than 3 months but less than 1 year* | Lebih dari 1 *tahun*/ *More than 1 year* | Suku bunga *tetap*/ *Fixed interest rate* | Tidak dikenakan bunga/syariah *Non-interest bearing/sharia* | Total | |
| **Aset Keuangan** | | | | | | | ***Financial Assets*** |
| Kas | - | - | - | - | 1.661.533 | 1.661.533 | *Cash* |
| Giro pada Bank Indonesia | 22.035.579 | - | - | - | 3.381.362 | 25.416.941 | *Current accounts with Bank Indonesia* |
| Giro pada bank lain | 1.471.059 | - | - | - | 1.198 | 1.472.257 | *Current accounts with other banks* |
| Penempatan pada Bank Indonesia dan bank lain | - | - | - | 10.897.955 | 2.078.000 | 12.975.955 | *Placements with Bank Indonesia and other banks* |
| Efek-efek | 793.831 | - | - | 816.282 | 113.055 | 1.723.168 | *Securities* |
| Obligasi pemerintah | - | - | - | 43.150.065 | 8.814.908 | 51.964.973 | *Government bonds* |
| Efek-efek yang dibeli dengan janji dijual kembali | - | - | - | 1.434.190 | - | 1.434.190 | *Securities purchaces under agreement to resell* |
| Tagihan akseptasi | - | - | - | - | 420.562 | 420.562 | *Acceptance Receivable* |
| Tagihan derivatif | - | - | - | 103.939 | - | 103.939 | *Derivative receivabless* |
| Kredit yang diberikan dan piutang /pembiayaan syariah | 3.898.479 | 9.715.127 | 187.066.985 | 65.976.974 | 31.624.139 | 298.281.704 | *Loans and sharia financing/ receivable* |
| Bunga yang masih akan diterima | - | - | - | - | 10.750.302 | 10.750.302 | *Interest receivable* |
| Aset lain-lain*) | - | - | - | - | 1.040.048 | 1.040.048 | *Other assets*) |
| Total aset keuangan | 28.198.948 | 9.715.127 | 187.066.985 | 122.379.405 | 59.885.107 | 407.245.572 | *Total financial assets* |
| **Liabilitas Keuangan** | | | | | | | ***Financial Liabilities*** |
| Liabilitas segera**) | - | - | - | - | 2.614.055 | 2.614.055 | *Liabilities due immediately***) |
| Simpanan dari nasabah | | | | | | | *Deposits from customers* |
| Giro | 62.039.775 | - | - | 42.861.143 | 8.624.809 | 113.525.727 | *Demand deposits* |
| Tabungan | 36.182.329 | - | - | | 1.193.718 | 37.376.047 | *Savings deposits* |
| Deposito berjangka | - | - | - | 146.198.027 | - | 146.198.027 | *Time deposits* |
| Simpanan dari bank lain | 136.408 | - | - | - | - | 136.408 | *Deposits from other banks* |
| Liabilitas akseptasi | - | - | - | - | 420.562 | 420.562 | *Acceptance payable* |
| Liabilitas derivatif | - | - | - | - | - | - | *Derivative liabilities* |
| Surat-surat berharga diterbitkan | - | - | - | 8.652.260 | - | 8.652.260 | *Securities issued* |
| Pinjaman yang diterima | - | - | - | 22.803.052 | 2.017.953 | 24.821.005 | *Fund Borrowings* |
| Bunga yang masih harus dibayar | - | - | - | - | 629.366 | 629.336 | *Interest payables* |
| Liabilitas lain-lain***) | - | - | - | - | 4.690.821 | 4.690.821 | *Other liabilities***) |
| Pinjaman subordinasi dan Efek-efek subordinasi | - | - | - | 9.158.219 | - | 9.158.219 | *Subordinated Loan and Securities* |
| Total liabilitas keuangan | 98.358.512 | - | - | 229.672.701 | 20.191.284 | 348.222.467 | *Total financial liabilities* |
| **Gap *repricing* suku bunga-kotor** | **(70.159.564)** | **9.715.127** | **187.066.985** | **(107.293.296)** | **39.693.823** | **59.023.105** | ***Gross interest repricing gap*** |

*) Terdiri dari tagihan kepada pihak ketiga.
**) Terdiri dari kewajiban kepada pihak ketiga, bagi hasil yang belum dibagikan, deposito berjangka jatuh tempo dan bunga atas deposito berjangka namun belum diambil nasabah.
***) Terdiri atas setoran jaminan dan dana jaminan pengembang (kewajiban kepada pihak ketiga).

*) *Consists of third party receivables.*
**) *Consists of third party payables, undistributed profit sharing, matured time deposits and interest on time deposits not collected by customers.*
***) *Consists of guarantee deposits and developers' security deposits (liabilities to third party).*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Pasar (lanjutan)

i. Risiko tingkat suku bunga (lanjutan)

Analisis sensitivitas untuk beberapa faktor pasar menunjukkan bagaimana laba atau rugi dan ekuitas dapat dipengaruhi oleh perubahan dari beberapa faktor risiko sesuai dengan tabel dibawah ini. Secara umum, sensitivitas diestimasi dengan membandingkan suatu nilai awal ke nilai tertentu setelah perubahan tertentu dari faktor pasar, dengan mengasumsikan seluruh variabel lainnya tetap. Sensitivitas atas laporan laba rugi dan penghasilan komprehensif lain merupakan efek atas perubahan estimasi suku bunga atas laba rugi untuk suatu periode, berdasarkan nilai suku bunga mengambang atas aset dan liabilitas yang diperdagangkan dan tidak diperdagangkan yang dimiliki Bank pada tanggal-tanggal 31 Desember 2023 dan 2022. Analisis sensitivitas atas ekuitas dihitung dengan menilai kembali perubahan estimasi suku bunga tetap atas aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan nilai wajar melalui laba rugi pada tanggal-tanggal 31 Desember 2023 dan 2022. Jumlah sensitivitas atas ekuitas didasarkan pada asumsi bahwa terdapat perubahan paralel dalam kurva imbal hasil.

Tabel dibawah ini menunjukkan sensitivitas dari laporan laba rugi dan penghasilan komprehensif lain dan ekuitas Bank terhadap kemungkinan perubahan wajar atas suku bunga untuk aset dan liabilitas keuangan dengan suku bunga tetap pada tanggal-tanggal 31 Desember 2023 dan 2022, terdapat perubahan signifikan dibandingkan dengan Desember 2022 atas dampak ke laba rugi dan ekuitas dikarenakan peningkatan portofolio surat berharga dalam USD:

## *46. RISK MANAGEMENT (continued)*

### *Market Risk (continued)*

*i. Interest rate risk (continued)*

*Sensitivity analyses for several market factors showing how profit or loss and equity could be affected by changes in the relevant risk factor are shown in the tables below. In general, sensitivity is estimated by comparing an initial value to the value derived after a specified change in the market factor, assuming all other variables are constant. The sensitivity of the statement of profit or loss and other comprehensive income is the effect of the assumed changes in interest rates on the profit or loss for a period, based on the variable rate trading and non-trading financial assets and liabilities held by the Bank as of December 31, 2023 and 2022. The sensitivity of equity is calculated by revaluing fixed interest rate fair value through other comprehensive income and fair value to profit or loss financial assets as of December 31, 2023 and 2022 for the effects of the assumed changes in interest rates. The total sensitivity of equity is based on the assumption that there are parallel shifts in the yield curve.*

*The tables below demonstrate the sensitivity of the Bank's statement of profit or loss and other comprehensive income and equity to reasonably possible changes in interest rates for fixed rate financial assets and liabilities as of December 31, 2023 and 2022, there is significant changes compare to December 2022 from impact of profit or loss and equity because of the increasing from securities in USD:*

## 46. MANAJEMEN RISIKO (lanjutan) / *46. RISK MANAGEMENT (continued)*

### Risiko Pasar (lanjutan) / *Market Risk (continued)*

i. Risiko tingkat suku bunga (lanjutan) / *i. Interest rate risk (continued)*

| | 31 Desember/*December 31*, 2023 | | | |
|---|---|---|---|---|
| | **Perubahan basis poin/*Change in basis point*** | **Dampak ke laporan laba rugi dan penghasilan komprehensif lainnya sebelum pajak/ *Impact to Statement of Comprehensive Income before tax*** | **Dampak ke ekuitas/ *Impact to Equity*** | |
| Rupiah | +125 | (67.861) | (285.489) | *Rupiah* |
| | +50 | (28.181) | (116.975) | |
| | -50 | 29.653 | 120.901 | |
| | -125 | 77.208 | 310.063 | |
| Dolar Amerika Serikat | +125 | (146) | (567.433) | *United States Dollar* |
| | +50 | (58) | (241.791) | |
| | -50 | 59 | 264.001 | |
| | -125 | 146 | 706.923 | |

| | 31 Desember/*December 31,* 2022 | | | |
|---|---|---|---|---|
| | **Perubahan basis poin/*Change in basis point*** | **Dampak ke laporan laba rugi dan penghasilan komprehensif lainnya sebelum pajak/ *Impact to Statement of profit or loss and Other Comprehensive Income before tax*** | **Dampak ke ekuitas/ *Impact to Equity*** | |
| Rupiah | +125 | (43.380) | (556.734) | *Rupiah* |
| | +50 | (17.878) | (230.043) | |
| | -50 | 18.623 | 240.557 | |
| | -125 | 48.045 | 622.570 | |
| Dolar Amerika Serikat | +125 | - | (546.154) | *United States Dollar* |
| | +50 | - | (232.895) | |
| | -50 | - | 254.593 | |
| | -125 | - | 682.459 | |

## 46. MANAJEMEN RISIKO (lanjutan)

## *46. RISK MANAGEMENT (continued)*

### Risiko Pasar (lanjutan)

### *Market Risk (continued)*

i. Risiko tingkat suku bunga (lanjutan)

*i. Interest rate risk (continued)*

Tabel dibawah ini menunjukkan sensitivitas dari laporan laba rugi dan penghasilan komprehensif lain terhadap kemungkinan perubahan suku bunga untuk aset dan liabilitas keuangan dengan suku bunga *variable* pada tanggal-tanggal 31 Desember 2023 dan 2022:

*The tables below demonstrate the sensitivity of profit or loss and other comprehensive income to reasonably possible changes in interest rates for variable rate financial assets and liabilities as of December 31, 2023 and 2022:*

| | 31 Desember/*December 31,* 2023 | | |
|---|---|---|---|
| | **Perubahan basis poin/** ***Change in basis point*** | **Pengaruh ke laporan laba rugi dan penghasilan komprehensif lainnya/** ***Impact to Statement of profit or loss and other comprehensive income*** | |
| Rupiah | ±125 | ±410.748 | *Rupiah* |
| | ±50 | ±164.299 | |

| | 31 Desember/*December 31,* 2022 | | |
|---|---|---|---|
| | **Perubahan basis poin/** ***Change in basis point*** | **Pengaruh ke laporan laba rugi dan penghasilan komprehensif lainnya/** ***Impact to Statement of profit or loss and other comprehensive income*** | |
| Rupiah | ±125 | ±405.949 | *Rupiah* |
| | ±50 | ±162.380 | |

ii. Risiko Nilai Tukar

*ii. Exchange rate risk*

Risiko nilai tukar adalah kemungkinan kerugian yang timbul dari perubahan kurs valuta asing. Bank mengelola paparan terhadap pengaruh fluktuasi nilai tukar dengan Posisi Devisa Neto sesuai dengan peraturan OJK (tidak diaudit).

*Exchange rate risk is the probability of loss to earnings arising from changes in foreign exchange rates. The Bank manages exposure to effects of fluctuations in exchange rates with Net Open Position based on OJK regulations (unaudited).*

| | 31 Desember/*December 31,* 2023 | | |
|---|---|---|---|
| | **Perubahan persentase nilai tukar mata uang asing/** ***Percentage change in foreign currency rate*** | **Pengaruh ke laporan laba rugi dan penghasilan komprehensif lainnya/** ***Impact to Statement of profit or loss and other comprehensive income*** | |
| Dolar Amerika Serikat | ±0.30% | ±3.840 | United States Dollar |
| | ±0.35% | ±4.480 | |

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Pasar (lanjutan)

ii. Risiko Nilai Tukar (lanjutan)

Risiko nilai tukar adalah kemungkinan kerugian yang timbul dari perubahan kurs valuta asing. Bank mengelola paparan terhadap pengaruh fluktuasi nilai tukar dengan Posisi Devisa Neto sesuai dengan peraturan OJK (tidak diaudit). (lanjutan)

## *46. RISK MANAGEMENT (continued)*

### *Market Risk (continued)*

*ii. Exchange rate risk (continued)*

*Exchange rate risk is the probability of loss to earnings arising from changes in foreign exchange rates. The Bank manages exposure to effects of fluctuations in exchange rates with Net Open Position based on OJK regulations (unaudited). (continued)*

| | 31 Desember/*December 31,* 2022 | | |
|---|---|---|---|
| | **Perubahan persentase nilai tukar mata uang asing/** ***Percentage change in foreign currency rate*** | **Pengaruh ke laporan laba rugi dan penghasilan komprehensif lainnya/** ***Impact to Statement of profit or loss and*** **other** ***comprehensive income*** | |
| Dolar Amerika Serikat | ±0.30%<br>±0.35% | ±1.106<br>±1.290 | *United States Dollar* |

Sensitivitas atas laporan laba rugi dan penghasilan komprehensif lain merupakan dampak yang diestimasi atas perubahan yang diasumsikan atas perubahan nilai tukar berdasarkan aset dan liabilitas keuangan dalam mata uang asing.

Pada tanggal 31 Desember 2023 dan 2022, dampak atas perubahan nilai tukar mata uang lainnya seperti Pound Sterling Inggris, Euro Eropa, Yen Jepang, Dolar Singapura, Dolar Australia dan Dolar Hongkong tidak material.

*The sensitivity of the statement of profit or loss and other comprehensive income is the estimated effect of the assumed change in foreign currency exchange rates on income, based on foreign currency denominated assets and liabilities.*

*As of December 31, 2023 and 2022, the effect of fluctuations in exchange rates of other currencies, such as British Pound Sterling, European Euro, Japanese Yen, Singapore Dollar, Australian Dollar and Hongkong Dollar, is not material.*

### Risiko Operasional

Risiko Operasional merupakan risiko akibat ketidakcukupan dan/atau tidak berfungsinya proses internal, kesalahan manusia, kegagalan sistem, dan/atau adanya kejadian-kejadian eksternal yang mempengaruhi operasional Bank.

Risiko Operasional yang timbul harus segera diantisipasi. Pencadangan modal yang dilakukan Bank dihitung berdasarkan kebutuhan modal minimum (*CAR*) merupakan salah satu langkah antisipasi agar eksposur Risiko Operasional tidak sampai mengganggu permodalan.

### *Operational Risk*

*Operational risk is a risk arising from the inadequacy and/or failure of internal processes, human error, system failure, and/or the presence of external events that can affect the operations of the Bank.*

*Operational risk arising should be anticipated. Provision of capital held by bank is calculated based on minimum Capital Adequacy Ratio (CAR) which is one of anticipatory measures in order the operational risk exposure not interfere Bank's capital structure*.

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Operasional (lanjutan)

Dalam rangka menghitung kebutuhan modal minimum (CAR) untuk risiko operasional, Bank menerapkan Pendekatan Standar *(Standardized Approach)*, sesuai Surat Edaran Otoritas Jasa Keuangan Nomor 6/SEOJK.03/2020 tanggal 29 April 2020 tentang Perhitungan Aset Tertimbang Menurut Risiko untuk Risiko Operasional dengan Menggunakan Pendekatan Standar Bagi Bank Umum.

Dalam pemantauan risiko operasional, fungsi Internal Audit melaksanakan penilaian terhadap implementasi kebijakan dan prosedur manajemen risiko pada setiap aktivitas fungsional, produk atau layanan baru dan *Enterprise Risk Management Division* (ERMD) berfungsi memastikan proses identifikasi, pengukuran, pemantauan dan pengendalian risiko berjalan dengan efektif pada setiap aktivitas fungsional, produk atau layanan baru.

Dalam rangka melakukan proses identifikasi risiko, saat ini Bank sedang mengembangkan aplikasi BTN *Loss Event Database* (BTN-*LED*). Aplikasi BTN *LED* ini dirancang terhubung dengan Kantor Wilayah dan Kantor Cabang. Dengan demikian Kantor Wilayah dan Kantor Cabang dapat secara periodik mengirimkan data *loss event* masing-masing kantor secara online melalui media *web* (*web based*).

Data yang terkumpul selanjutnya akan diolah dan dianalisis. Dari hasil pengolahan dan analisis tersebut diharapkan akan teridentifikasi peta eksposur risiko yang diperoleh, selanjutnya akan dilakukan langkah mitigasi terhadap eksposur risiko yang teridentifikasi tersebut.

Pengendalian dan mitigasi risiko operasional dilaksanakan oleh seluruh satuan kerja Bank. *Enterprise Risk Management Division* bertugas untuk memastikan bahwa Bank telah memiliki kebijakan dan prosedur pengendalian dan mitigasi risiko operasional yang memadai yang wajib dipatuhi dan dilaksanakan oleh setiap satuan kerja dalam melaksanakan transaksi dan aktivitas dengan akurat, efisien dan tepat waktu.

## *46. RISK MANAGEMENT (continued)*

### *Operational Risk (continued)*

*In order to calculate the minimum Capital Adequacy Ratio (CAR) for operational risk, the Bank applies the Standardized Approach, in accordance with Financial Services Autority Circular Letter No. 6/SEOJK.03/2020 dated April 29, 2020 regarding the calculation of Risk Weighted Assets (RWA) for Operational Risk Calculated using Standardized Approach (SA).*

*In monitoring operational risk, Internal Audit performs an assessment of the implementation of risk management policies and procedures at each functional activity, product or new service and the ERMD also ensures that the identification, measurement, monitoring and risk control, work effectively on any functional activity, product or new services.*

*In order to make the process of identifying risks, the Bank is currently developing applications BTN Loss Event Database (BTN-LED). The application of LED was designed BTN connected with regional offices and branch offices. Thus, regional offices and branch offices can periodically send data loss event each office online through media web (web based).*

*The Data collected will be processed and analyzed. Processing and analysis of the results are expected to be identified as a risk exposure maps are obtained, further mitigation measures will be performed against the identified risk exposures.*

*Controlling and mitigating operational risk is conducted by risk taking units within the Bank. The Enterprise Risk Management Division ensures that the Bank has adequate policies and procedures, which must be complied and carried out by each risk taking unit in conducting its daily transactions and activities accurately, efficiently and in a timely manner*.

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Hukum

Pengukuran risiko hukum dilaksanakan oleh *Enterprise Risk Management Division* bersama-sama *Legal Division* berdasarkan laporan hasil evaluasi atas analisis kasus-kasus hukum secara individual terhadap liabilitas kontinjensi yang timbul dari tuntutan hukum yang terjadi.

Pemantauan risiko hukum dilaksanakan oleh *Legal Division* untuk mengevaluasi efektivitas dari implementasi kebijakan, prosedur dan kepatuhan terhadap kebijakan, regulasi hukum serta batas ketentuan Bank. Pemantauan dilaksanakan secara berkala terhadap seluruh posisi risiko hukum.

Dalam melaksanakan pengendalian risiko hukum, *Legal Division* memberi masukan hukum dan rekomendasi kepada setiap divisi dan satuan kerja serta melakukan *review* secara berkala terhadap perjanjian dan kontrak kerjasama dengan *counterparty*.

### Risiko Reputasi

Identifikasi risiko reputasi dilakukan pada faktor-faktor risiko yang melekat pada aktivitas fungsional yang mencakup keterbukaan *(disclosure requirement)*, keluhan nasabah terhadap pelayanan Bank, perilaku karyawan Bank dalam melayani nasabah dan sistem komunikasi Bank.

Pengukuran risiko reputasi dilakukan berdasarkan hasil *assesment* terhadap faktor-faktor risiko reputasi. Risiko reputasi Bank dikelola oleh *Corporate Secretary Division (CSD)* dan dilaporkan ke Bank Indonesia oleh *Customer Care Division* (CCD).

Dalam rangka pemantauan risiko reputasi, dikembangkan aplikasi Sistem Pengaduan Nasabah (SPN) untuk mendukung layanan dan penanganan pengaduan nasabah yang memungkinkan proses penanganan pengaduan secara *online* antar pihak-pihak yang terkait dengan permasalahan di Kantor Cabang dan Kantor Pusat. Hal ini berguna untuk memastikan terjaganya kepuasan nasabah.

Dalam pengendalian risiko reputasi, satuan kerja yang berfungsi sebagai *corporate secretary* bertanggung jawab dalam penerapan kebijakan yang berkaitan dengan penanganan dan penyelesaian berita negatif atau menghindari informasi kontra produktif serta untuk menjalankan fungsi *Public Service Obligation* (PSO) dalam rangka melaksanakan tanggung jawab sosial perusahaan *(corporate social responsibility)*.

## *46. RISK MANAGEMENT (continued)*

### *Legal Risk*

*Legal risk measurement is conducted together by Enterprise Risk Management Division and Legal Division based on the evaluation report resulting from the analysis of individual legal cases on contingent liabilities arising from legal litigation.*

*Legal risk monitoring is conducted by Legal Division to evaluate the effectiveness of policies, procedures and compliance with the Bank's policies and prevailing laws and regulations. Periodic monitoring is conducted on all legal risk exposures.*

*To mitigate legal risk, Legal Division provides legal advice and recommendation to each division and risk taking units and also conducts a regular review of agreements and partnership contracts with counterparty.*

### *Reputational Risk*

*Reputational risk is identified an inherent risk factors associated to functional activities including disclosure requirements, customer complaints against the Bank, employee attitude when providing services to customers and the Bank's communication systems.*

*Reputation risk measurement is based on the results of assessment on the reputation risk factors. Bank reputation risk is managed by Corporate Secretary Division (CSD) and being reported to Bank Indonesia by Customer Care Division (CCD).*

*In order to monitor reputational risk, the Bank developed an application called Customer Complaint System (CCS) to support customer service and complaint handling that allows online complaints handling process between the parties related to the issues at branch offices and head office. This will be useful to ensure sustained customer satisfaction.*

*CSD is responsible for implementing policies related to managing and settling negative issues or avoiding counter-productive information and performs the Public Service Obligation (PSO) function in connection with carrying out corporate social responsibility.*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Reputasi (lanjutan)

Kegiatan *Corporate Social Responsibility* tidak terfokus kepada kegiatan *charity* saja, tetapi juga dalam bentuk program yang berkesinambungan. Hal ini dapat diwujudkan dalam bentuk pemberian kredit subsidi dan pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL).

### Risiko Stratejik

Risiko Stratejik merupakan risiko akibat ketidaktepatan Bank dalam pengambilan dan/atau pelaksanaan suatu keputusan stratejik serta kegagalan dalam mengantisipasi perubahan lingkungan bisnis. Identifikasi risiko stratejik dilakukan berdasarkan atas faktor-faktor risiko stratejik pada aktivitas fungsional tertentu, seperti aktivitas perkreditan, treasuri dan investasi, serta operasional dan jasa melalui *business plan* yang disusun oleh *Corporate Strategy and Planning Division* (CSPD) sebagaimana yang dijabarkan dalam Kebijakan Umum Direksi (KUD).

Pengukuran Risiko Stratejik dan parameter pengukurannya dilakukan berdasarkan kinerja Bank yaitu dengan membandingkan hasil aktual dengan target yang telah ditetapkan. Pemantauan risiko stratejik dilakukan oleh CSPD secara berkala dengan memonitor pencapaian *Key Perfomance Indicator* dan *risk exposure* dibandingkan dengan *risk appetite* bank.

Selanjutnya, Dewan Komisaris, Direksi, Divisi dan Kantor Cabang mereviu strategi dasar yang fokus pada perubahan-perubahan antara lain struktur organisasi Bank, perkreditan komersial, pembiayaan perdagangan, treasuri, operasional dan kekuatan serta kelemahan sistem teknologi informasi.

Dalam pengendalian risiko stratejik, *Corporate Strategy and Planning Division* (CSPD) berfungsi menganalisa laporan aktual dan target rencana bisnis dan menyampaikannya kepada Direksi secara berkala.

### Risiko Kepatuhan

Risiko Kepatuhan merupakan risiko yang timbul akibat Bank tidak mematuhi dan/atau tidak melaksanakan peraturan perundang-undangan dan ketentuan yang berlaku. Dalam mengidentifikasi risiko kepatuhan, *Compliance Division* (CMGD) melakukan kajian terkait dengan eksposur Risiko Kepatuhan terhadap ketentuan eksternal yang melekat pada ketentuan internal. Di samping itu, CMGD menganalisis kejadian yang menyebabkan timbulnya risiko kepatuhan dan menginformasikan hal tersebut ke ERMD dan RMC untuk direviu.

## *46. RISK MANAGEMENT (continued)*

### *Reputational Risk (continued)*

*Corporate Social Responsibility is not focused only on charity, but also in the form of a sustainable program. This can be realized in the form of credit subsidies and implementation of the Social and Environmental Responsibility Program (SERP).*

### *Strategic Risk*

*Strategic risk is the risk arising from the inaccuracies in the decision making and/or the execution of a strategic decision and failure to anticipate changes in the business environment. Strategic Risk identification is based on the strategic risk factors on specific functional activities, such as lending, treasury and investment activities, as well as operations and services through a business plan prepared by the Corporate Strategy and Planning Division (CSPD) as elaborated in the General Policy of the BOD.*

*Strategic risk and parameter measurement are based on the Bank's performance by comparing actual results with targets that have been set. Strategic risk monitoring is carried out by CSPD periodically to monitor the achievement of Key Performance Indicator and risk exposure compared to the Bank's risk appetite.*

*Furthermore, the BOC, BOD, Divisions and Branch Offices are reviewing the basic strategy that focuses on changes in among others, the organizational structure of the Bank, commercial lending, trade finance, treasury, operations and the strengths and weaknesses of information technology systems.*

*In controlling strategic risk, the Corporate Strategy and Planning Division (CSPD) analyzes actual results against target and periodically reports to the BOD.*

### *Compliance Risk*

*Compliance risk is the risk arising from the Bank's inability to comply and/or carry out laws and regulations. In identifying compliance risks, Compliance Division (CMGD) conducts a review regarding compliance risk associated with exposure to external provision inherent in internal regulations. In addition, CMGD analyzes the events that led to the emergence of risk, which are reported to and reviewed by ERMD and RMC.*

## 46. MANAJEMEN RISIKO (lanjutan)

### Risiko Kepatuhan (lanjutan)

Dalam rangka meminimalkan timbulnya Risiko Kepatuhan, *Legal Division* (LGD) telah menyediakan portal khusus yang bernama *Legal Application System* (LAPS) untuk memudahkan seluruh unit bisnis melakukan akses terhadap ketentuan internal Bank. Di samping itu, *Compliance Division* melakukan monitoring terhadap kejadian-kejadian yang menyebabkan timbulnya risiko kepatuhan dan menginformasikan hal tersebut ke ERMD.

Pengukuran risiko kepatuhan dilakukan untuk mengukur potensi kerugian yang disebabkan oleh ketidakpatuhan dan ketidakmampuan Bank dalam memenuhi ketentuan yang berlaku. Besarnya risiko kepatuhan diestimasi berdasarkan kemampuan Bank untuk memenuhi seluruh peraturan pada waktu yang lampau dan yang akan datang. Kegiatan-kegiatan ini termasuk mereviu semua penalti, litigasi, dan keluhan yang pernah diterima Bank.

Dalam pemantauan risiko kepatuhan, ERMD dan CMGD bertugas untuk mengevaluasi efektivitas implementasi manajemen risiko dengan memantau secara berkala seluruh jenis kegiatan yang berpotensi menimbulkan risiko kepatuhan.

Secara berkala, IAD melakukan pemantauan terhadap hasil tindak lanjut audit baik dari intern maupun ekstern.

## *46. RISK MANAGEMENT (continued)*

### *Compliance Risk (continued)*

*In order to minimize the Compliance Risk, Legal Division (LGD) has provided a special access called Legal Application System (LAPS) for easy access to the internal regulations of the Bank for the entire business units. In addition, CMGD monitors the events that contributed to compliance risk and reports these matters to ERMD.*

*Compliance risk is assessed by measuring the potential loss caused by the Bank's non-compliance or inability to comply with prevailing regulations. The level of compliance risk is estimated based on the Bank's ability to comply with prevailing and upcoming regulations. These activities include reviewing all penalties, litigations and complaints received by the Bank.*

*In monitoring compliance risk, ERMD and CMGD are responsible to evaluate the effectiveness of the implementation of risk management by monitoring regularly all kinds of activities that could potentially pose a compliance risk.*

*Periodically, IAD monitors and follow-up results of both internal and external audits.*

## 47. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN

Tabel di bawah ini menyajikan perbandingan antara nilai tercatat dan nilai wajar dari semua aset dan liabilitas keuangan. Nilai wajar yang diungkapkan adalah berdasarkan informasi relevan yang tersedia pada tanggal 31 Desember 2023 dan 2022, dan tidak diperbaharui untuk mencerminkan perubahan dalam kondisi pasar yang telah terjadi setelah tanggal ini.

## *47. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES*

*The table below summarizes the comparison between the carrying amounts and fair values of all financial assets and liabilities of the Bank. The fair values disclosed are based on relevant information available as of December 31, 2023 and 2022 and are not updated to reflect changes in market conditions which have occurred after these dates.*

## 47. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

## *47. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)*

| | 31 Desember/*December 31*, 2023 | | 31 Desember/*December 31*, 2022 | | |
|---|---|---|---|---|---|
| | **Nilai Tercatat/ *Carrying Value*** | **Nilai wajar/ *Fair value*** | **Nilai Tercatat/ *Carrying Value*** | **Nilai wajar/ *Fair value*** | |
| Aset Keuangan | | | | | *Financial Assets* |
| Kas | 2.127.489 | 2.127.489 | 1.661.533 | 1.661.533 | *Cash* |
| Nilai wajar melalui laba rugi | | | | | *Fair value through profit or loss* |
| Efek-efek | 1.042.013 | 1.042.013 | 793.831 | 793.831 | *Securities* |
| Obligasi Pemerintah | 3.796.440 | 3.796.440 | 19.591.199 | 19.591.199 | *Government bonds* |
| Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain | | | | | *Financial asset held at fair value through other comprehensive income* |
| Efek-efek | 1.928.336 | 1.928.336 | 655.293 | 655.293 | *Securities* |
| Obligasi Pemerintah | 12.511.991 | 12.511.991 | 14.332.949 | 14.332.949 | *Government bonds* |
| Diukur pada biaya perolehan amortisasi | | | | | *Amortized cost* |
| Efek-efek | 2.335.524 | 2.338.545 | 271.645 | 280.451 | *Securities* |
| Obligasi pemerintah | 19.585.498 | 19.502.452 | 18.040.825 | 17.945.001 | *Government bonds* |
| Efek-efek yang Dibeli dengan Janji Dijual Kembali | - | - | 1.434.190 | 1.434.190 | *Securities purchased under agreement to resell* |
| Tagihan derivatif | 32.176 | 32.176 | 103.939 | 103.939 | *Derivative receivable* |
| Tagihan Akseptasi | 544.567 | 544,567 | 420.426 | 420.426 | *Acceptance Receivable* |
| Giro pada Bank Indonesia | 18.145.761 | 18.145.761 | 25.416.941 | 25.416.941 | *Current accounts with Bank Indonesia* |
| Giro pada bank lain | 2.201.594 | 2.201.594 | 1.470.510 | 1.470.510 | *Current accounts with other Bank* |
| Penempatan pada Bank Indonesia dan Bank Lain | 30.561.122 | 30.561.122 | 12.975.955 | 12.975.955 | *Placements with Bank Indonesia and other Banks* |
| Kredit yang diberikan dan Piutang Syariah | | | | | *Loans and sharia financing/ receivables* |
| Konsumsi | | | | | *Consumer* |
| Pemilikan rumah | 251.160.354 | 246.332.418 | 227.522.319 | 225.618.498 | *Housing loan* |
| Non-kepemilikan Rumah | 12.726.250 | 12.726.250 | 11.425.286 | 11.425.286 | *Non-housing loan* |
| Modal kerja | 31.192.994 | 31.192.994 | 26.965.038 | 26.965.038 | *Working capital* |
| Investasi | 13.956.609 | 13.956.609 | 10.117.008 | 10.117.008 | *Investment* |
| Sindikasi | 7.127.988 | 7.127.988 | 4.488.751 | 4.488.751 | *Syndicated* |
| Direksi dan karyawan | 1.941.982 | 1.941.982 | 2.088.379 | 2.088.379 | Directors and employees |
| Bunga yang masih akan diterima | 11.526.687 | 11.526.687 | 10.750.302 | 10.750.302 | *Interest receivable* |
| Aset lain-lain*) | 1.873.496 | 1.873.496 | 1.040.048 | 1.040.048 | *Other assets*) |
| **Total aset keuangan** | **426.318.871** | **421.410.910** | **391.566.367** | **389.575.528** | ***Total financial assets*** |
| Liabilitas Keuangan | | | | | *Financial Liabilities* |
| Nilai wajar melalui laba rugi | | | | | *Fair value through profit or loss* |
| Liabilitas segera**) | 2.567.271 | 2.567.271 | 2.611.027 | 2.611.027 | *Current liabilities***) |
| Simpanan nasabah | | | | | *Deposits from customers* |
| Giro | 142.808.756 | 142.808.756 | 113.525.727 | 113.525.727 | *Demand deposits* |
| Tabungan | 38.998.753 | 38.998.753 | 37.376.047 | 37.376.047 | *Savings deposits* |
| Deposito Berjangka | 140.693.639 | 140.693.639 | 146.198.027 | 146.198.027 | *Time deposits* |
| Simpanan dari Bank Lain | | | | | *Deposits from other banks* |
| Giro | 91.312 | 91.312 | 136.408 | 136.408 | *Demand deposits* |
| Deposito Berjangka | - | - | - | - | *Time deposits* |
| Surat berharga yang Diterbitkan | 8.272.098 | 8.387.536 | 8.652.260 | 8.828.249 | *Securities issued* |
| Liabilitas akseptasi | 544.567 | 544.567 | 420.562 | 420.562 | *Acceptance Paybale* |
| Pinjaman yang diterima | 33.762.089 | 31.075.777 | 24.821.005 | 21.731.531 | *Fund Borrowings* |
| Bunga yang masih harus dibayar | 647.496 | 647.496 | 629.366 | 600.410 | *Interest payables* |
| Liabilitas lain-lain***) | 521.548 | 521.548 | 4.690.821 | 4.690.821 | *Other liabilities***)* |
| Pinjaman Subordinasi dan efek-efek subordinasi | 9.112.837 | 9.006.404 | 9.158.219 | 8.899.563 | *Subordinated Loan and securities* |
| **Total liabilitas keuangan** | **378.020.366** | **375.343.059** | **348.219.469** | **345.018.372** | ***Total financial liablities*** |

*) Terdiri dari tagihan pihak ketiga.
**) Terdiri dari kewajiban kepada pihak ketiga, bagi hasil yang belum dibagikan, deposito berjangka jatuh tempo dan bunga atas deposito berjangka namun belum diambil nasabah.
***) Terdiri atas setoran jaminan dan dana jaminan pengembang (kewajiban kepada pihak ketiga).

*) *Consists of third party receivables.*
**) *Consists of third party payables, undistributed profit sharing, matured time deposits and interest on time deposits not collected by customers.*
***) *Consists of guarantee deposits and developers' security deposits (liabilities to third party).*

## 47. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Tabel di bawah ini menyajikan instrumen keuangan yang diakui pada nilai wajar berdasarkan hirarki yang digunakan Bank untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan:

(i) Tingkat 1: harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liablitas yang identik yang dapat diakses pada tanggal pengukuran;

(ii) Tingkat 2: input selain harga kuotasian yang termasuk dalam level 1 yang dapat diobservasi untuk aset dan liabilitas, baik secara langsung atau tidak langsung;

(iii) Tingkat 3: input yang tidak dapat diobservasi untuk aset dan liabilitas.

## *47. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)*

*The tables below show the financial instruments recognized at fair value based on the hierarchy used by the Bank in determining and disclosing the fair value of financial instruments:*

*(i) Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities which are accessible at the measurement date;*

*(ii) Level 2: inputs other than quoted prices included in level 1 that are observable for the assets and liabilities, either directly or indirectly;*

*(iii) Level 3: inputs that are not observable for the assets and liabilities.*

| | 31 Desember/*December 31*, 2023 | | | | |
|---|---|---|---|---|---|
| | **Nilai Wajar/** ***Fair Value*** | **Tingkat/** ***Level 1*** | **Tingkat/** ***Level 2*** | **Tingkat/** ***Level 3*** | |
| **Aset Keuangan** | | | | | ***Financial Assets*** |
| Nilai wajar melalui laba rugi | | | | | *Fair value through profit or loss* |
| Efek-efek | 1.042.013 | 501.570 | 540.443 | - | *Securities* |
| Obligasi pemerintah | 3.796.440 | 3.796.440 | - | - | *Government bonds* |
| Total nilai wajar laba rugi | **4.838.453** | **4.298.010** | **540.443** | **-** | *Total fair value through profit or loss* |
| Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain | | | | | *Financial asset held at fair value through other comprehensive income* |
| Efek-efek | 1.928.336 | 1.928.336 | - | - | *Securities* |
| Obligasi pemerintah | 12.511.991 | 12.511.991 | - | - | *Government bonds* |
| Total Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain | **14.440.327** | **14.440.327** | - | - | *Total financial asset held at fair value through other comprehensive income* |
| Diukur pada biaya perolehan amortisasi | | | | | *Amortized cost* |
| Efek-efek | 2.338.545 | 228.097 | 1.465.771 | 644.677 | *Securities* |
| Obligasi pemerintah | 19.502.452 | 19.502.452 | - | - | *Government bonds* |
| Efek-efek yang dibeli dengan janji dijual kembali | - | - | - | - | *Securities purchased under agreement to resell* |
| Total diukur pada biaya perolehan amortisasi | **21.840.997** | **19.730.549** | **1.465.771** | **644.677** | *Total Amortized cost* |
| Tagihan Derivatif | 32.176 | - | 32.176 | - | *Derivative Receivable* |
| Kredit yang diberikan dan piutang | | | | | *Loan and receivables* |
| Kredit yang diberikan. piutang dan pembiayaan Syariah - Net | 313.278.241 | - | 304.624.202 | 8.654.039 | *Loan and sharia financing receivables* |
| **Liabilitas Keuangan** | | | | | ***Financial Liabilities*** |
| Liabilitas Derivatif | - | - | - | - | *Derivative payable* |
| Surat berharga yang diterbitkan | 8.387.536 | - | 8.387.536 | - | *Securities issued* |
| Pinjaman yang diterima | 31.075.777 | - | 31.075.777 | - | *Fund borrowing* |
| Pinjaman subordinasi dan efek-efek subordinasi | 9.006.404 | - | 9.006.404 | - | *Subordinated loan and securities* |

## 47. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

Tabel di bawah ini menyajikan instrumen keuangan yang diakui pada nilai wajar berdasarkan hirarki yang digunakan Bank untuk menentukan dan mengungkapkan nilai wajar dari instrumen keuangan: (lanjutan)

## *47. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)*

*The tables below show the financial instruments recognized at fair value based on the hierarchy used by the Bank in determining and disclosing the fair value of financial instruments: (continued)*

| | 31 Desember/*December 31*, 2022 | | | | |
|---|---|---|---|---|---|
| | **Nilai Wajar/** ***Fair Value*** | **Tingkat/** ***Level 1*** | **Tingkat/** ***Level 2*** | **Tingkat/** ***Level 3*** | |
| **Aset Keuangan** | | | | | ***Financial Assets*** |
| Nilai wajar melalui laba rugi | | | | | *Fair value through profit or loss* |
| Efek-efek | 793.831 | 301.416 | 492.415 | - | *Securities* |
| Obligasi pemerintah | 19.591.199 | 19.591.199 | - | - | *Government bonds* |
| Total nilai wajar laba rugi | **20.385.030** | **19.892.615** | **492.415** | - | *Total fair value through profit or loss* |
| Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain | | | | | *Financial asset held at fair value through other comprehensive income* |
| Efek-efek | 655.293 | 655.293 | - | - | *Securities* |
| Obligasi pemerintah | 14.332.949 | 14.332.949 | - | - | *Government bonds* |
| Total Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain | **14.988.242** | **14.988.242** | - | - | *Total financial asset held at fair value through other comprehensive income* |
| Diukur pada biaya perolehan amortisasi | | | | | *Amortized cost* |
| Efek-efek | 280.451 | 280.451 | - | - | *Securities* |
| Obligasi pemerintah | 17.945.001 | 17.945.001 | - | - | *Government bonds* |
| Efek-efek yang dibeli dengan janji dijual kembali | 1.434.190 | 1.434.190 | - | - | *Securities purchased under agreement to resell* |
| Total diukur pada biaya perolehan amortisasi | **19.659.642** | **19.659.642** | **-** | **-** | *Total Amortized cost* |
| Tagihan Derivatif | 103.939 | - | 103.939 | - | *Derivative Receivable* |
| Kredit yang diberikan dan piutang | | | | | *Loan and receivables* |
| Kredit yang diberikan. piutang dan pembiayaan Syariah - Net | 280.702.960 | - | 273.798.185 | 6.904.775 | *Loan and sharia financing receivables* |
| **Liabilitas Keuangan** | | | | | ***Financial Liabilities*** |
| Liabilitas Derivatif | - | - | - | - | *Derivative payable* |
| Surat berharga yang diterbitkan | 8.828.249 | - | 8.828.249 | - | *Securities issued* |
| Pinjaman yang diterima | 21.731.531 | - | 21.731.531 | - | *Fund borrowing* |
| Pinjaman subordinasi dan efek-efek subordinasi | 8.899.563 | - | 8.899.563 | - | *Subordinated loan and securities* |

a. Nilai wajar aset dan kewajiban keuangan tertentu, kecuali efek-efek dan Obligasi Pemerintah yang dimiliki hingga jatuh tempo, kredit yang diberikan, pinjaman yang diterima, dan surat berharga yang diterbitkan, mendekati nilai tercatatnya karena mempunyai jangka waktu jatuh tempo yang singkat.

Estimasi nilai wajar terhadap aset keuangan tertentu ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga pasar uang yang berlaku untuk utang dengan risiko kredit dan sisa jatuh tempo yang serupa.

*a. The fair values of certain financial assets and liabilities, except for securities and Government Bonds classified as held to maturity, loans, fund borrowings, and marketable securities issued approximate to their carrying values due to their short-term maturities.*

*The estimated fair values of certain financial assets are determined based on discounted cash flows using money market interest rates for debt instruments with similar credit risk and remaining maturities.*

**47. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)**

Estimasi nilai wajar terhadap kewajiban keuangan tertentu yang tidak memiliki kuotasi di pasar aktif ditetapkan berdasarkan diskonto arus kas dengan menggunakan suku bunga utang baru dengan sisa jatuh tempo yang serupa.

b. Kredit yang diberikan

Portofolio kredit Bank secara umum terdiri dari kredit yang diberikan dengan suku bunga mengambang dan kredit yang diberikan dengan jangka pendek dengan suku bunga tetap. Kredit yang diberikan dinyatakan berdasarkan *amortized cost*. Nilai wajar dari kredit yang diberikan menunjukkan nilai diskon dari perkiraan arus kas masa depan yang diharapkan akan diterima oleh Bank dengan menggunakan suku bunga pasar saat ini.

Nilai tercatat dari kredit yang diberikan dengan suku bunga mengambang dan nilai tercatat atas kredit jangka pendek dengan suku bunga tetap adalah perkiraan yang layak atas nilai wajar.

c. Efek-efek dan Obligasi pemerintah

Nilai wajar untuk surat-surat berharga dan Obligasi pemerintah yang diukur pada biaya perolehan diamortisasi ditetapkan berdasarkan harga pasar atau harga kuotasi perantara (broker)/ pedagang efek *(dealer)*. Jika informasi ini tidak tersedia, nilai wajar diestimasi dengan menggunakan harga pasar kuotasi efek yang memiliki karakteristik kredit, jatuh tempo dan *yield* yang serupa atau dinilai dengan menggunakan metode penilaian internal.

d. Surat-surat berharga yang diterbitkan, pinjaman yang diterima dan pinjaman subordinasi dan efek-efek subordinasi

Nilai wajar agregat berdasarkan model diskonto arus kas menggunakan tingkat suku bunga pasar untuk sisa periode jatuh temponya.

***47. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES (continued)***

*The estimated fair values of certain financial obligations which are not quoted in an active market are determined based on discounted cash flows using interest rates of instruments with similar remaining maturities.*

*b. Loans*

*Generally, the Bank's loan portfolio consists of loans with variable interest rate and short-term loans with fixed interest rate. Loans are stated at amortized cost. The estimated fair value of loans represents the discounted amount of estimated future cash flows expected to be received by the Bank using the current market rates.*

*The carrying amounts of variable rate loans and short-term fixed rate loans are the reasonable approximation of their fair values.*

*c. Securities and Government bonds*

*The fair values of amortized cost marketable securities and Government bonds are based on the market prices or broker/dealer price quotations. When this information is not available, the fair value is estimated using quoted market prices for securities with similar credit, maturity and yield characteristics or using internal valuation model.*

*d. Securities issued, fund borrowings and subordinated loan and securities*

*The aggregate fair values are based on discounted cash flow model using current market rate for the remaining term to maturity.*

## 48. LABA PER SAHAM

Rekonsiliasi faktor-faktor penentu perhitungan laba per saham dasar untuk tahun yang berakhir tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

## *48. EARNINGS PER SHARE*

*The reconciliation of the factors used in calculating the basic earnings per share, for the year ended December 31, 2023 and 2022 are as follows:*

| | **31 Desember/ *December 31,* 2023** | | |
|---|---|---|---|
| (i) Laba tahun berjalan | 3.500.988 | (a) | *Income for the year (i)* |
| (ii) Rata-rata tertimbang saham biasa yang beredar | 14.022 | (b) | *Weighted average number of shares outstanding (ii)* |
| (iii) Laba per saham dasar | 249 | (a/b) | *Basic earnings per share (iii)* |

| | **31 Desember/ *December 31,* 2022** | | |
|---|---|---|---|
| (i) Laba tahun berjalan | 3.045.073 | (a) | *Income for the year (i)* |
| (ii) Rata-rata tertimbang saham biasa yang beredar | 10.590 | (b) | *Weighted average number of shares outstanding (ii)* |
| (iii) Laba per saham dasar | 288 | (a/b) | *Basic earnings per share (iii)* |

## 49. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN

a. Perjanjian Signifikan

Pada tanggal 4 Desember 2023, Bank mengadakan perjanjian dengan PT Sinergy Informasi Pratama sehubungan dengan Pengadaan *Cash Recycle Machine* (CRM) Tahun 2023 dengan nilai kontrak sebesar Rp133.863.

Pada tanggal 19 Desember 2023, Bank mengadakan perjanjian dengan PT Multipolar Technology Tbk sehubungan dengan Pengadaan Ulang PC *Desktop* dan *Notebook* Bank BTN dengan Skema Seat Management dengan nilai kontrak sebesar Rp115.980.

Pada tanggal 8 Februari 2023, Bank mengadakan perjanjian dengan PT Multipolar Technology sehubungan dengan pengadaan peremajaan perangkat *network* dan standarisasi LAN Menara Bank BTN dengan nilai kontrak Rp39.575.

Pada tanggal 3 Februari 2023, Bank mengadakan perjanjian dengan PT Binayasa Putra Batara sehubungan dengan Jasa Kontraktor Pekerjaan Pembangunan KC Cirebon dengan nilai kontrak Rp39.100.

Pada tanggal 20 Februari 2023, Bank mengadakan perjanjian dengan PT Trees Solutions sehubungan dengan pengadaan ulang *Integrated End to End Procurement* dengan nilai kontrak Rp30.669.

## *49. SIGNIFICANT AGREEMENTS AND CONTINGENCIES*

*a. Significant Agreements*

*On December 4, 2023, Bank signed an agreement with PT Sinergy Information Pratama in relation to procurement of Cash Recycle Machine (CRM) 2023 with contract value of Rp133,863.*

*On December 19, 2023, Bank signed an agreement with PT Multipolar Technology Tbk in relation to re-procurement of PC Desktop and Notebook with Seat Management Scheme with contract value of Rp115,980.*

*On February 8, 2023, Bank signed an agreement with PT Multipolar Technology in connection with the procurement of network equipment upgrades and standardization of Bank BTN Tower LAN with a contract value of Rp39,575.*

*On February 3, 2023, Bank signed an agreement with PT Binayasa Putra Batara in relation to contractor services of construction for the Bank BTN KC Cirebon Building with contract value of Rp39,100.*

*On February 20, 2023, Bank signed an agreement with PT Trees Solutions in connection with the re-procurement of Integrated End to End Procurement with a contract value of Rp30,669.*

**49. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN (LANJUTAN)**

a.Perjanjian Signifikan (lanjutan)

Pada tanggal 6 Januari 2023, Bank mengadakan perjanjian dengan PT Binayasa Putra Batara sehubungan dengan Jasa kontraktor pekerjaan renovasi Gedung Pusdiklat Bank BTN Tanah Abang dengan nilai kontrak sebesar Rp30.500.

Pada tanggal 11 Juli 2023, Bank mengadakan perjanjian dengan PT Berkat Manunggal Energi sehubungan dengan pengadaan penggantian genset Gedung Menara BTN dengan nilai kontrak Rp 13.986.

Pada tanggal 15 Maret 2023, Bank mengadakan perjanjian dengan PT Telekomunikasi Indonesia sehubungan dengan pengadaan perpanjangan sewa lokasi *(collocation) Data Center* Sentul tahun ketiga dengan nilai kontrak Rp10.638.

Pada tanggal 16 Agustus 2023, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Renovasi Relokasi KC Kudus dengan nilai kontrak Rp7.495.

Pada tanggal 4 September 2023, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Jasa Kontraktor Relayout dan Pembangunan Gedung Sentralisasi Ruang Dokumen Pokok Banyumanik dengan nilai kontrak Rp7.400.

Pada tanggal 29 Agustus 2022, Bank mengadakan perjanjian dengan PT Surya Sudeco sehubungan dengan Pengadaan Sewa Mobil Operasional Bank BTN dengan nilai kontrak sebesar Rp77.830.

Pada tanggal 4 Agustus 2022, Bank mengadakan perjanjian dengan PT Mitra Integrasi Informatika sehubungan dengan Pengadaan Paket License Microsoft Dukungan dan Layanan Pendukung Data Center dengan nilai kontrak sebesar Rp47.990 untuk jangka waktu selama tiga tahun.

Pada tanggal 22 Januari 2022, Bank mengadakan perjanjian dengan PT Swadharma Duta Data sehubungan dengan Pengadaan Perpanjangan Jasa Teknologi Informasi pada Outlet dengan nilai kontrak sebesar Rp27.663 untuk jangka waktu selama dua tahun dan pada tanggal 27 Februari 2023 merupakan perpanjangan tahun kedua dengan nilai kontrak Rp13.832.

***49. SIGNIFICANT AGREEMENTS AND CONTINGENCIES (CONTINUED)***

*a. Significant Agreements (continued)*

*On January 6, 2023, Bank signed an agreement with PT Binayasa Putra Batara in relation to contractor services of renovation for the Bank BTN Tanah Abang Pusdiklat Building with contract value of Rp30,500.*

*On July 11, 2023, Bank signed an agreement with PT Berkat Manunggal Energi regarding the procurement of generator replacement for the BTN Tower Building with a contract value of Rp 13,986.*

*On March 15, 2023, Bank signed an agreement with PT Telekomunikasi Indonesia in connection with the procurement of a third year Sentul Data Center collocation lease with a contract value of Rp10,638.*

*On August 16, 2023, Bank signed an agreement with PT Casa Prima Indonesia regarding the KC Kudus Relocation Renovation Contractor Services with a contract value of Rp 7,495.*

*On September 4, 2023, Bank signed an agreement with PT Casa Prima Indonesia regarding Relayout Contractor Services and Construction of the Banyumanik Main Document Room Centralized Building with a contract value of Rp7,400.*

*On August 29, 2022, Bank signed an agreement with PT Surya Sudeco in relation to procurement for Operational Car Lease with contract value of Rp77,830.*

*On August 4, 2022, Bank signed an agreement with PT Mitra Integrasi Informatika in relation to procurement for License Package Microsoft Support and Supporting Services for Data Center with contract value of Rp47,990 for three years.*

*On January 22, 2022, Bank signed an agreement with PT Swadharma Duta Data in relation to procurement for The Extenxion of Information Technology Service in Outlet with contract value of Rp27,663 for a period of two years and on February 27, 2023 was a second year IT outlet service extension with a contract value of Rp13,832.*

**49. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN (LANJUTAN)**

a.Perjanjian Signifikan (lanjutan)

Pada tanggal 14 November 2022, Bank mengadakan perjanjian dengan PT Pesona Adi Batara sehubungan dengan Pengadaan Mobil operasional pejabat BTN tahun 2022 dengan nilai kontrak sebesar Rp21.500.

Pada tanggal 20 Desember 2022, Bank mengadakan perjanjian dengan PT Dana Pensiun Bank BTN sehubungan dengan perpanjangan sewa gedung graha exitama lantai 2 sampai dengan 5 (*Learning Center* Tebet) sebesar Rp18.204.

Pada tanggal 2 November 2022, Bank mengadakan perjanjian dengan PT Binayasa Putra Batara sehubungan dengan Jasa kontraktor renovasi lantai 6 Menara BTN dengan nilai kontrak sebesar Rp17.500.

Pada tanggal 27 Mei 2022, Bank mengadakan perjanjian dengan PT Simian Solutions sehubungan dengan Pengadaan Pelaksana Sistem *Custodian Service* dengan nilai kontrak sebesar Rp17.000.

Pada ada tanggal 21 Juli 2022, Bank mengadakan perjanjian dengan PT Sinergy Informasi Pratama sehubungan dengan Pengadaan *Firewall* untuk WAN DC Sentul dan DC Surabaya dengan nilai kontrak sebesar Rp.11.550 untuk jangka waktu selama satu tahun.

Pada tanggal 16 Maret 2022, Bank mengadakan perjanjian dengan PT Hartekprima Listrindo sehubungan dengan Pengadaan Genset Peruntukan RBB 2022 dan Kebutuhan Non RBB dengan nilai kontrak sebesar Rp10.823.

Pada tanggal 22 Juli 2022, Bank mengadakan perjanjian dengan PT Casa Prima Indonesia sehubungan dengan Pengadaan Jasa Kontraktor Renovasi KCS Makassar dengan nilai kontrak sebesar Rp9.850.

***49. SIGNIFICANT AGREEMENTS AND CONTINGENCIES (CONTINUED)***

*a. Significant Agreements (continued)*

*On November 14, 2022, Bank signed an agreement with PT Pesona Adi Batara in relation to Procurement of operational cars for BTN officials in 2022 with contract value of Rp21,500.*

*On December 20, 2022, Bank signed an agreement with PT Dana Pensiun Bank BTN in relation to Procurement extension of the lease for the 2nd floor until 5th floor of the Graha Extama building (Tebet Learning Center) with contract value of Rp18,204.*

*On November 2, 2022, Bank signed an agreement with PT Binayasa Putra Batara in relation to contractor services of renovation for the 6th floor of BTN building with contract value of Rp17,500.*

*On May 27, 2022, Bank signed an agreement with PT Simian Solutions in relation to procurement of Implementation of Custodian Service System with contract value of Rp17,000.*

*On July 21, 2022, Bank signed an agreement with PT Sinergy Informasi Pratama in connection with the Procurement of Firewalls for WAN DC Sentul and DC Surabaya with a contract value of Rp.11,550 for a period of one year.*

*On March 16, 2022, Bank signed an agreement with PT Hartekprima Listrindo in relation to Procurement of Generator Set for RBB 2022 and non RBB needed with contract value of Rp10,823.*

*On July 22, 2022, Bank signed an agreement with PT Casa Prima Indonesia in relation to Procurement of KCS Makassar Renovation Contractor Services with contract value of Rp9,850.*

**49. PERJANJIAN DAN KONTINJENSI SIGNIFIKAN (lanjutan)**

b. Liabilitas Kontinjensi

Dalam melakukan usahanya, Bank menghadapi berbagai perkara hukum dan tuntutan di mana Bank sebagai tergugat, terutama sehubungan dengan kepatuhan dengan kontrak. Walaupun belum ada kepastian yang jelas, Bank berpendapat bahwa berdasarkan informasi yang ada dan keputusan terakhir dari perkara bahwa tuntutan hukum ini tidak akan berdampak secara material pada operasi, posisi keuangan atau tingkat likuiditas Bank.

Pada tanggal-tanggal 31 Desember 2023 dan 2022, Bank telah membentuk cadangan (disajikan dalam akun "Liabilitas Imbalan Kerja dan Lain-lain") untuk sejumlah tuntutan hukum yang belum diputuskan masing-masing adalah sebesar Rp95.209 dan Rp160.209.

Manajemen berpendapat bahwa jumlah cadangan yang dibentuk atas kemungkinan timbulnya kerugian akibat tuntutan hukum yang belum diputuskan atau masih dalam proses tersebut telah memadai.

***49. SIGNIFICANT AGREEMENTS AND CONTINGECIES (continued)***

b. *Contingent Liabilities*

*In conducting its business, the Bank is a defendant with various litigation proceedings and legal claims mainly with respect to matters of contractual compliance. Although there is no clear assurance yet, the Bank believes that based on information currently available, the ultimate resolution of these legal proceedings and legal claims will not likely have a material effect on the operations, financial position or liquidity level of Bank*

*As of December 31, 2023 and 2022, Bank has established an allowance (included in "Employee Benefits and Other Liabilities") for several pending lawsuits filed against Bank amounted to Rp95,209 and Rp160,209.*

*Management believes that the allowance is adequate to cover possible losses arising from pending litigations or legal claims that are currently in progress.*

**50. PERNYATAAN STANDAR AKUNTANSI KEUANGAN YANG DIKELUARKAN DAN DIREVISI**

Amandemen dan Penyesuaian Pernyataan Standar Akuntansi Keuangan (PSAK) baru yang telah disahkan oleh Dewan Standar Akuntansi Keuangan (DSAK) - Ikatan Akuntan Indonesia (IAI), tetapi belum berlaku efektif untuk laporan keuangan selama tahun berjalan diungkapkan di bawah ini.

Bank bermaksud untuk menerapkan amendemen dan penyesuaian PSAK tersebut, jika dipandang relevan, saat telah menjadi efektif. Berlaku efektif setelah tanggal 1 Januari 2024:

a. Amendemen PSAK No. 1, "Penyajian Laporan Keuangan" tentang liabilitas jangka panjang dengan konvenan. Penerapan amendemen tersebut berlaku efektif sejak 1 Januari 2024 sesuai dengan perubahan tanggal berlaku efektifnya Amendemen PSAK No. 1 tentang "Penyajian Laporan Keuangan" terkait "Klasifikasi Liabilitas sebagai Jangka Pendek atau Jangka Panjang" yang sebelumnya berlaku efektif sejak 1 Januari 2023 menjadi 1 Januari 2024.

***50. REVISED AND ISSUED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS***

*The amendments and adjustments to Statement of Financial Accounting Standards (SFAS) that have been approved by the Financial Accounting Standards Board (IFAS) - Indonesian Institute of Accountants (IAI), but have not been effective for financial statements during the year are disclosed below.*

*The Bank intends to implement the amendments and adjustments to the SFAS, if it is deemed relevant, when they become effective. Effective after January 1, 2024:*

*a. Amendment of SFAS No. 1: "Presentation of Financial Statements" regarding long-term liabilities with the convention. The application of the amendment is effective from January 1, 2024, in accordance with the change in the effective date of Amendment of SFAS No. 1 regarding "Presentation of Financial Statements" related to "Classification of Liabilities as Short Term or Long Term" which was previously became effective from January 1, 2023, will become January 1, 2024.*

**50. PERNYATAAN STANDAR AKUNTANSI KEUANGAN YANG DIKELUARKAN DAN DIREVISI (lanjutan)**

Amandemen dan Penyesuaian Pernyataan Standar Akuntansi Keuangan (PSAK) baru yang telah disahkan oleh Dewan Standar Akuntansi Keuangan (DSAK) - Ikatan Akuntan Indonesia (IAI), tetapi belum berlaku efektif untuk laporan keuangan selama tahun berjalan diungkapkan di bawah ini.(lanjutan)

Bank bermaksud untuk menerapkan amendemen dan penyesuaian PSAK tersebut, jika dipandang relevan, saat telah menjadi efektif. Berlaku efektif setelah tanggal 1 Januari 2024: (lanjutan)

b. Amendemen PSAK No. 73, "Sewa" terkait liabilitas sewa dalam jual dan sewa-balik. Amendemen tersebut mengadopsi seluruh pengaturan dalam Amendemen IFRS 16 tentang "*Lease*" terkait "*Lease Liability in a Sale and Leaseback*". Penerapan amendemen ini dimulai untuk periode tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2024 dan penerapan lebih dini diperkenankan.

c. Amandemen PSAK No. 2 "Laporan Arus Kas" dan Amandemen PSAK No. 60 "Instrumen Keuangan: Pengungkapan tentang Pengaturan Pembiayaan Pemasok". Penerapan lebih dini diperkenankan.

Berlaku efektif setelah tanggal 1 Januari 2025:

a. Amandemen PSAK No. 10 "Pengaruh Perubahan Kurs Valuta Asing tentang Kekurangan Ketertukaran". Penerapan lebih dini diperkenankan.

Pada saat penerbitan laporan keuangan, Bank masih mempelajari dampak yang mungkin timbul dari penerapan standar revisi tersebut serta pengaruhnya pada laporan keuangan Bank.

***50. REVISED AND ISSUED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (continued)***

*The amendments and adjustments to Statement of Financial Accounting Standards (SFAS) that have been approved by the Financial Accounting Standards Board (IFAS) - Indonesian Institute of Accountants (IAI), but have not been effective for financial statements during the year are disclosed below. (continued)*

*The Bank intends to implement the amendments and adjustments to the SFAS, if it is deemed relevant, when they become effective. Effective after January 1, 2024:(continued)*

*b. Amendment of SFAS No. 73: "Lease" regarding liabilities in sale-and-leaseback transactions. The amendment adopts the entire provision in IFRS Amendment 16 on "Lease" regarding "Lease Liability in Sale and Leaseback". Application of this amendment commences for the period of the financial year beginning on or after January 1, 2024, and early adoption is permitted.*

*c. Amendment to PSAK No. 2 "Cash Flow Statement" and Amendment to PSAK No. 60 "Financial Instruments: Disclosures about Supplier Financing Arrangements". Early application is permitted.*

*Effective after January 1, 2025:*

*a. Amendment to PSAK No. 10 "The Effect of Changes in Foreign Exchange Rates on the Lack of Convertibility". Early application is permitted.*

*As at the authorization date of this financial statements, the Bank is still evaluating the potential impact of these revised standards to the Bank's financial statements.*

## 51. TAMBAHAN INFORMASI ARUS KAS

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut:

## *51. SUPPLEMENTARY CASH FLOW INFORMATION*

*Changes in liabilities arising from financing activities in the cash flow statement are as follows:*

| | 1 Januari/ *January 1*, 2023 | Arus Kas/*Cash Flow* Penerimaan/ *Receipts* | Pembayaran/ *Payment* | Perubahan Non-Kas/ *Non-Cash Changes* | 31 Desember/ *December 31*, 2023 | |
|---|---|---|---|---|---|---|
| Surat berharga yang diterbitkan | 8.652.260 | 2.449.019 | (2.769.764) | (59.417) | 8.272.098 | *Securities issued* |
| Efek-efek yang dijual dengan janji dibeli kembali | - | 67.691.353 | (67.766.743) | 75.390 | - | *Securities Sold Under Repurchase Agreements* |
| Pinjaman yang diterima | 24.821.005 | 11.185.162 | (2.187.576) | (56.502) | 33.762.089 | *Fund Borrowings* |
| Pinjaman Subordinasi dan efek-efek subordinasi | 9.158.219 | - | - | (45.382) | 9.112.837 | *Subordinated loans and securities* |
| Pembayaran Liabilitas Sewa | 167.633 | - | (81.973) | 101.036 | 186.696 | *Payment of Lease liability* |
| **Total** | **42.799.117** | **81.325.534** | **(72.806.056)** | **15.125** | **51.333.720** | ***Total*** |

| | 1 Januari/ *January 1*, 2022 | Arus Kas/*Cash Flow* Penerimaan/ *Receipts* | Pembayaran/ *Payment* | Perubahan Non-Kas/ *Non-Cash Changes* | 31 Desember/ *December 31*, 2022 | |
|---|---|---|---|---|---|---|
| Surat Berharga yang Diterbitkan | 12.371.708 | 1.541.330 | (5.263.000) | 2.222 | 8.652.260 | *Securities Issued* |
| Efek-efek yang dijual dengan janji dibeli kembali | - | 592.326 | (592.326) | - | - | *Securities Sold Under repurchase agreements* |
| Pinjaman yang diterima | 22.062.291 | 11.814.826 | (9.095.884) | 39.772 | 24.821.005 | *Fund borrowings* |
| Pinjaman subordinasi dan efek-efek subordinasi | 8.759.744 | - | - | 398.475 | 9.158.219 | *Subordinated loans and securities* |
| Pembayaran liabilitas sewa | 126.348 | - | (84.983) | 126.268 | 167.633 | *Payment of Lease liability* |
| **Total** | **43.320.091** | **13.948.482** | **(15.036.193)** | **566.737** | **42.799.117** | ***Total*** |

## 52. INFORMASI TAMBAHAN

a. Pada tanggal 31 Desember 2023 dan 2022, rasio aset produktif yang diklasifikasikan *non-performing* terhadap jumlah aset produktif *(non-performing ratio)* masing-masing adalah sebesar 2,58% dan 2,74%.

b. Pada tanggal 31 Desember 2023 dan 2022, rasio jumlah cadangan kerugian penurunan nilai aset keuangan yang telah dibentuk berdasarkan PSAK No. 71 terhadap jumlah minimum cadangan kerugian penurunan nilai aset keuangan sesuai ketentuan Otoritas Jasa Keuangan masing-masing sebesar 121,99% dan 130,00%.

## *52. ADDITIONAL INFORMATION*

*a. As of December 31, 2023 and 2022, the Bank's non-performing assets to total earning assets (non-performing ratio) are 2.58% and 2.74%, respectively.*

*b. As of December 31, 2023 and 2022, the ratio of allowance for impairment losses on financial assets based on SFAS No. 71 to minimum allowance for impairment losses based on Financial Service Authorithy regulation is 121.99% and 130.00%, respectively.*

**52. INFORMASI TAMBAHAN (lanjutan)**

c. Kegiatan Jasa Kustodian

PT Bank Tabungan Negara (Persero) Tbk menyelenggarakan Jasa Kustodian (bank kustodian) sejak tahun 2023 berdasarkan Surat Keputusan Dewan Komisioner Otoritas Jasa Keuangan No. KEP-37/PM.2/2022 tanggal 17 November 2022.

Jasa kustodian yang diselenggarakan berada dibawah Divisi *Financial Institution and Capital Market*. Jasa yang diselenggarakan meliputi sebagai berikut :

- Jasa penyimpanan dan pengadministrasian (*safe keeping services*);
- Jasa Penyelesaian transaksi efek (*settlement handling*);
- Jasa pengurusan hak nasabah terkait dengan efek yang disimpan di kustodian (*corporate action*)
- Jasa perwalian/ mewakili nasabah untuk menghadiri dan meneruskan suara dalam RUPS, RUPSLB, RUPO (*proxy services*);
- Jasa Informasi dan pelaporan; *(Information & Reporting*, antara lain : *Portfolio Valuation Report, Settlement Report, Corporate Action Report*).
- Jasa *Custody* untuk kontrak pengelolaan dana, reksa dana yang diterbitkan oleh manajer investasi.

Aset milik nasabah yang diadministrasikan oleh kustodian BTN per 31 Desember 2023 sebesar ekuivalen Rp7.941.087 juta yang terdiri dari saham, surat berharga Negara (SBN), obligasi koorporasi baik dalam mata uang rupiah maupun USD.

Asset yang diadministrasikan jasa kustodian tidak termasuk dalam laporan posisi keuangan.

***52. ADDITIONAL INFORMATION (continued)***

*c. Custodian Services Activities*

*PT Bank Tabungan Negara (Persero) Tbk provides Custodian Services (custodian bank) since 2023 based on Decree of the Board of Commissioners of the Financial Services Authority No. KEP-37/PM.2/2022 dated November 17, 2022.*

*Custodian services provided are under the Financial Institution and Capital Market Division. Services provided include the following:*

- *Storage and administration services (safe keeping services);*
- *Securities transaction settlement services (Settlement Handling);*
- *Customer rights management services related to securities held at the custodian (corporate action)*
- *Trustee services/representing customers to attend and transmit votes at the GMS, EGMS, RUPO (proxy services);*
- *Information and reporting services; (Information & Reporting, including: Portfolio Valuation Report, Settlement Report, Corporate Action Report).*
- *Custody services for fund management contracts, mutual funds issued by investment managers.*

*Customer-owned assets administered by BTN custodian as of December 31, 2023 amount to the equivalent of Rp7,941,087 million consisting of shares, government securities (SBN), corporate bonds both in rupiah and USD.*

*Assets administered by custodian services are not included in the consolidated statement of financial position.*

**53. PENYELESAIAN LAPORAN KEUANGAN**

Manajemen Bank bertanggung jawab penuh terhadap penyajian laporan keuangan terlampir yang diselesaikan dan disetujui untuk diterbitkan pada tanggal 12 Februari 2024.

***53. COMPLETION OF THE FINANCIAL STATEMENTS***

*The management of the Bank is fully responsible for the preparation of the accompanying Financial Statements which were completed and authorized for issuance on February 12, 2024.*

# Program Pendanaan Usaha Mikro dan Usaha Kecil
# PT Bank Tabungan Negara (Persero) Tbk

Laporan keuangan tanggal 31 Desember 2023
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen

**SURAT PERNYATAAN PENGELOLA**
**TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN**
**TANGGAL 31 DESEMBER 2023**
**DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT**
**PROGRAM PENDANAAN USAHA MIKRO DAN USAHA KECIL**
**PT BANK TABUNGAN NEGARA (PERSERO) Tbk**

Kami, yang bertanda tangan di bawah ini:

1. Nama : Nixon L.P. Napitupulu
   Alamat Kantor : Jl. Gajah Mada No. 1, Jakarta 10130
   Alamat domisili atau sesuai KTP : Jl. Wijaya I No. 13
   Kel. Petogogan, Kec. Kebayoran Baru
   Jakarta Selatan
   Nomor telepon : 021-6346762
   Jabatan : Direktur Utama

2. Nama : Hirwandi Gafar
   Alamat Kantor : Jl. Gajah Mada No. 1, Jakarta 10130
   Alamat domisili atau sesuai KTP : Taman Meruya Ilir Blok D12/65
   Kel. Meruya Utara, Kec. Kembangan
   Jakarta Barat
   Nomor telepon : 021-6346764
   Jabatan : Direktur

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil PT Bank Tabungan Negara (Persero) Tbk;

2. Laporan keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil PT Bank Tabungan Negara (Persero) Tbk telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik di Indonesia;

3. a. Semua informasi dalam laporan keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil PT Bank Tabungan Negara (Persero) Tbk telah dimuat secara lengkap dan benar; dan

   b. Laporan keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil PT Bank Tabungan Negara (Persero) Tbk tidak mengandung informasi atau fakta material yang tidak benar dan tidak menghilangkan informasi atau fakta material;

4. Kami bertanggung jawab atas sistem pengendalian internal dalam Program Pendanaan Usaha Mikro dan Usaha Kecil PT Bank Tabungan Negara (Persero) Tbk.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 12 Februari 2024

METERAI TEMPEL
RDA8DX526577594

**Nixon L.P. Napitupulu**
Direktur Utama

**Hirwandi Gafar**
Direktur

Paraf:

**PROGRAM PENDANAAN USAHA MIKRO DAN USAHA KECIL**
**PT BANK TABUNGAN NEGARA (PERSERO) Tbk**
**TANGGAL 31 DESEMBER 2023**
**DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT**
**BESERTA LAPORAN AUDITOR INDEPENDEN**

## Daftar Isi


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**Laporan Auditor Independen**

Laporan No. 00047/2.1032/AU.2/10/1681-1/1/II/2024

**Pengelola Program Pendanaan Usaha Mikro dan Usaha Kecil**
**PT Bank Tabungan Negara (Persero) Tbk.**

**Opini**

Kami telah mengaudit laporan keuangan Program Pendanaan Usaha Mikro dan Usaha Kecil PT Bank Tabungan Negara (Persero) Tbk. ("PUMK") terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2023, serta laporan aktivitas 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 PUMK tanggal 31 Desember 2023, serta aktivitas dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik di Indonesia.

**Basis opini**

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami. Kami independen terhadap PUMK 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 kami.



Purwantono, Sungkoro & Surja
Registered Public Accountants with No. AP.0686
A member firm of Ernst & Young Global Limited

**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 Entitas Tanpa Akuntabilitas Publik 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 PUMK 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 PUMK 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 PUMK.

**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 independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi kepotusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan, 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 suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.

**Tanggung jawab auditer terbadap audit atas laporan keuangan (lanjutan)**

Sebegai bagian dari suatu audit bordasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga (lanjutan):

- Memerolen suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosodur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan manyatakan opini atas keefektivitasan pengendalian internal PUMK.

- Mengavaluasi ketepatan kebijaken akuntansi yang digonakan serta kawajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usahe oleh manajeman dan, berdasarkan bukti audit yang diperoleh, apakab terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan PUMK untuk mempertahankan kelangsungan usahanya. Ketika kami manyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat manyebabkan PUMK tidak dapat mampertahankan 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.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang dirancanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian interhal yang teridentifikasi oleh kami selama audit.

**KAP Purwantono, Sungkoro & Surja**

**Christophorus Alvin Kosslm**
Registrasi Akuntan Publik No. AP.1681

12 Februari 2024

**PROGRAM PENDANAAN USAHA MIKRO DAN USAHA KECIL**
**PT BANK TABUNGAN NEGARA (PERSERO) Tbk**
**LAPORAN POSISI KEUANGAN**
**31 Desember 2023**
**(Disajikan dalam Rupiah)**

| | Catatan | 31 Desember 2023 | 31 Desember 2022 |
|---|---|---|---|
| **ASET** | | | |
| Kas dan Setara Kas | 2b,2j,4,11 | 10.970.559.980 | 11.732.472.238 |
| Piutang Pinjaman Mitra Binaan - neto (Setelah dikurangi Penyisihan Penurunan Nilai Piutang Pinjaman Sebesar Rp36.893.857.090 dan Rp33.795.371.727 Masing-masing Pada Tanggal 31 Desember 2023 dan 2022) | 2c,2e,5 | 12.428.254.008 | 21.809.469.160 |
| Piutang Lain-lain | 10,11 | 8.000.000.000 | - |
| Piutang Jasa Administrasi Pinjaman | 2d,6 | 123.380.251 | 85.576.298 |
| **JUMLAH ASET** | | 31.522.194.239 | 33.627.517.696 |
| **ASET NETO** | | | |
| Aset Neto Tidak Terikat | 2f,7 | 31.522.194.239 | 33.627.517.696 |
| **JUMLAH LIABILITAS DAN ASET NETO** | | **31.522.194.239** | **33.627.517.696** |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

**PROGRAM PENDANAAN USAHA MIKRO DAN USAHA KECIL**
**PT BANK TABUNGAN NEGARA (PERSERO) Tbk**
**LAPORAN AKTIVITAS**
**Untuk Tahun yang Berakhir pada Tanggal**
**31 Desember 2023**
**(Disajikan dalam Rupiah)**

| | | Tahun yang berakhir pada tanggal | |
|---|---|---|---|
| | **Catatan** | **31 Desember 2023** | **31 Desember 2022** |
| **PERUBAHAN ASET NETO TIDAK TERIKAT** | | | |
| **PENDAPATAN** | | | |
| Pendapatan Jasa Administrasi Pinjaman | 2g,8 | 1.065.855.899 | 1.088.645.050 |
| Pendapatan Lain-Lain | 2h,9 | 2.744.099 | 1.932.666 |
| | | **1.068.599.998** | **1.090.577.716** |
| **BEBAN** | | | |
| Beban Penyisihan Penurunan Nilai Piutang Pinjaman | 2i,5c | (3.098.485.363) | (1.312.513.787) |
| Beban lain-lain | | (75.438.092) | - |
| | | **(3.173.923.455)** | **(1.312.513.787)** |
| **KENAIKAN (PENURUNAN) ASET NETO TIDAK TERIKAT** | | **(2.105.323.457)** | **(221.936.071)** |
| **ASET NETO PADA AWAL TAHUN** | | **33.627.517.696** | **33.849.453.767** |
| **ASET NETO PADA AKHIR TAHUN** | | **31.522.194.239** | **33.627.517.696** |

**PROGRAM PENDANAAN USAHA MIKRO DAN USAHA KECIL**
**PT BANK TABUNGAN NEGARA (PERSERO) Tbk**
**LAPORAN ARUS KAS**
**Untuk Tahun yang Berakhir pada Tanggal**
**31 Desember 2023**
**(Disajikan dalam Rupiah)**

| | | Tahun yang berakhir pada tanggal | |
|---|---|---|---|
| | **Catatan** | **31 Desember 2023** | **31 Desember 2022** |
| **ARUS KAS DARI AKTIVITAS OPERASI** | | | |
| Pencairan Pinjaman Mitra Binaan | | (9.161.600.000) | (18.386.450.000) |
| Pengalihan pengelolaan dana mitra binaan | 10 | (8.000.000.000) | - |
| Penerimaan Pokok Angsuran | | 15.264.329.788 | 13.799.087.350 |
| Pendapatan Jasa Administrasi Pinjaman | | 1.132.613.855 | 1.063.597.362 |
| Pendapatan Lain-Lain | 9 | 2.744.099 | 1.932.666 |
| **Kas Neto Yang Digunakan untuk Aktivitas Operasi** | | **(761.912.258)** | **(3.521.832.622)** |
| **(PENURUNAN) KENAIKAN NETO DALAM KAS DAN SETARA KAS** | | **(761.912.258)** | **(3.521.832.622)** |
| **KAS DAN SETARA KAS AWAL TAHUN** | | 11.732.472.238 | 15.254.304.860 |
| **KAS DAN SETARA KAS AKHIR TAHUN** | | **10.970.559.980** | **11.732.472.238** |

## 1. PENJELASAN UMUM

### a. Pendirian dan Informasi Umum

Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara PT Bank Tabungan Negara (Persero) Tbk dilaksanakan sesuai dengan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara (Program TJSL BUMN), yang antara lain mengatur bahwa, sebagaimana disebut dalam Pasal 23 ayat (3), laporan keuangan dan pelaksanaan Program TJSL BUMN dilaporkan menjadi satu kesatuan dalam laporan berkala dan laporan tahunan kinerja BUMN Pembina.

Selain hal di atas, antara lain, sebagaimana diatur dalam Pasal 23 ayat (4), untuk laporan keuangan dan pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil tahunan tetap dilaporkan tersendiri dan harus diaudit oleh Kantor Akuntan Publik secara terpisah dari audit laporan keuangan BUMN Pembina.

Definisi Program Pendanaan Usaha Mikro dan Usaha Kecil mengacu kepada peraturan Menteri No. PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara (Program TJSL BUMN) dan ketentuan-ketentuan peraturan pelaksanaannya adalah tentang Program Pendanaan UMK yang bertujuan untuk meningkatkan kemampuan usaha kecil agar menjadi tangguh dan mandiri melalui pemanfaatan dana BUMN.

### b. Kegiatan Utama

Kegiatan utama Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) adalah penyaluran pinjaman dan penyaluran dana pembinaan. Dana Program Pendanaan UMK kepada Mitra Binaan disalurkan dalam bentuk:

a. Pinjaman untuk membiayai modal kerja dalam rangka meningkatkan produksi dan penjualan;
b. Pinjaman khusus untuk membiayai kebutuhan yang bersifat jangka pendek dalam rangka memenuhi pesanan dari rekanan usaha mitra binaan:
c. Beban pembinaan:
    1) Untuk membiayai pendidikan, pelatihan, penelitian, pemagangan, pemasaran, promosi, yang menyangkut peningkatan kualitas sumber daya manusia dan kemampuan pengelolaan usahanya;
    2) Beban pembinaan hanya dapat diberikan kepada atau untuk kepentingan Mitra Binaan

### c. Struktur Organisasi dan Susunan Pengelola

Susunan pengelola Program Pendanaan UMK BTN pada tanggal-tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

| | **2023** | **2022** |
|---|---|---|
| **Pembina** | Nixon L.P. Napitupulu<br>Hirwandi Gafar | Haru Koesmahargyo<br>Hirwandi Gafar |
| **Program Pendanaan UMK** | | |
| Pimpinan | Roganda S. Mangapul*<br>Siahaan | Budi Permana |
| Pelaksana | Ardi Darmawan | Ardi Darmawan |
| Pelaksana | Mayang Shafira S** | Harry Kevinta J M* |
| Pelaksana | Diandary Denovari** | Rizqy El M |
| Pelaksana | - | Angga Dwi Yanuar Putra** |

## 1. PENJELASAN UMUM (lanjutan)

### c. Struktur Organisasi dan Susunan Pengelola (lanjutan)

Tahun 2023
*) Menjadi Pimpinan Program Pendanaan UMK sejak November 2023
**) Menjadi Pelaksana Program Pendanaan UMK sejak Mei 2023

Tahun 2022
*) Menjadi Pelaksana Program Pendanaan sejak Januari 2022
**) Menjadi Pelaksana Program Pendanaan UMK s.d. Juli 2022

Mulai tahun 2021, struktur pengelola Program TJSL BUMN mengikuti peraturan terbaru dari Meneg BUMN No. PER-05/MBU/04/2021 dimana Program TJSL BUMN dilaporkan terpisah dan menjadi satu kesatuan dari laporan keuangan BUMN Pembina.

### d. Ketentuan Program Pendanaan UMK Mengacu kepada Peraturan Meneg BUMN No. PER-1/MBU/03/2023 tanggal 3 Maret 2023

1) Program Pendanaan UMK adalah program untuk meningkatkan kemampuan usaha mikro dan usaha kecil agar menjadi tangguh dan mandiri

2) Dalam peraturan di atas diatur tentang kriteria usaha mikro dan usaha kecil yang berhak menjadi mitra binaan BUMN, antara lain, sebagai berikut:
   i) dimiliki oleh warga negara Indonesia;
   ii) belum memenuhi kriteria atau memiliki akses pinjaman kepada lembaga pendanaan atau perbankan;
   iii) diutamakan usaha mikro dan usaha kecil dengan jenis usaha yang sejalan dengan bidang dan/atau mendukung bisnis BUMN;
   iv) diutamakan usaha mikro dan usaha kecil yang berlokasi di wilayah kerja BUMN
   v) berdiri sendiri, bukan merupakan anak perusahaan atau cabang perusahaan yang dimiliki, dikuasai, atau berafiliasi secara langsung maupun tidak langsung, dengan usaha menengah atau usaha besar;
   vi) berbentuk usaha orang perseorangan dan/atau sekelompok orang, badan usaha yang tidak berbadan hukum, atau badan usaha yang berbadan hukum
   vii) mempunyai potensi dan prospek usaha untuk dikembangkan.

3) Bentuk dan maksimum pendanaannya adalah sebagai berikut:
   a. Pemberian modal kerja dalam bentuk pinjaman dan/atau pembiayaan syariah dengan jumlah pinjaman dan/atau pembiayaan syariah untuk setiap usaha mikro dan usaha kecil paling banyak Rp250.000.000.
   b. Pendanaan tambahan dalam bentuk pinjaman dan/atau pembiayaan syariah untuk membiayai kebutuhan yang bersifat jangka pendek maksimal 1 tahun untuk memenuhi pesanan dari rekanan usaha mikro dan usaha kecil dengan jumlah paling banyak Rp100.000.000.
   c. Modal kerja dalam bentuk pinjaman sebagaimana dimaksud pada huruf a dikenakan jasa administrasi sebesar:
      - 3% (tiga persen) efektif per tahun;
      - suku bunga flat (tetap) yang setara dengan 3% (tiga persen) efektif per tahun; atau
      - ketentuan lain yang ditetapkan Menteri,

      dengan jangka waktu/tenor pinjaman paling lama 3 (tiga) tahun.
   d. Pembiayaan syariah sebagaimana dimaksud pada huruf a diberikan berdasarkan:
      - prinsip jual beli, maka proyeksi margin yang dihasilkan disetarakan dengan margin sebesar jasa administrasi sebagaimana dimaksud pada ayat (2); atau
      - prinsip bagi hasil, maka rasio bagi hasil yang diterima BUMN mulai dari 10% (sepuluh persen) sampai dengan paling banyak 50% (lima puluh persen) berdasarkan perjanjian.

## 1. PENJELASAN UMUM (lanjutan)

### d. Ketentuan Program Pendanaan UMK Mengacu kepada Peraturan Meneg BUMN No. PER-1/MBU/03/2023 tanggal 3 Maret 2023 (lanjutan)

4) Syarat dan kondisi:

Untuk tata cara penyaluran pinjaman dan/atau pembiayaan syariah dalam Program Pendanaan UMK diatur syarat dan kondisi yang harus dipenuhi calon usaha binaan, antara lain, harus menyampaikan rencana dan/atau proposal kegiatan usaha kepada BUMN Pembina yang nanti akan dilakukan seleksi dan evaluasi atas permohonan yang diajukan oleh calon usaha mikro dan usaha kecil.

BUMN Pembina yang nanti akan dilakukan seleksi dan evaluasi atas permohonan yang diajukan oleh calon usaha mikro dan usaha kecil.

Bagi calon binaan yang memenuhi syarat dan terpilih akan dibuatkan surat perjanjian dan/atau kontrak yang berisi syarat dan kondisi tentang hak dan kewajiban yang harus dipenuhi para pihak. Namun, sebelum dilakukan perjanjian, calon usaha mikro dan usaha kecil binaan tersebut harus terlebih dahulu menyelesaikan proses administrasi terkait dengan rencana pemberian modal kerja oleh perusahaan/BUMN bersangkutan.

5) Teknis pelaksanaan penyaluran Program Pendanaan UMK:
Dalam pelaksanaan penyaluran Program Pendanaan UMK, BUMN Pembina dapat bekerjasama dengan BUMN lain, Anak perusahaan BUMN atau Perusahaan terafiliasi BUMN yang memiliki bisnis sebagai lembaga pembiayaan dan perbankan atau memiliki kemampuan dalam menyalurkan pinjaman.

Ketentuan pelaksanaan kerja sama dimaksud di atas dituangkan dalam surat perjanjian dan/atau kontrak yang paling sedikit memuat hak dan kewajiban serta tugas dan tanggung jawab masing-masing pihak.

6) Sumber dana Program TJSL BUMN berasal dari:
   i) anggaran kegiatan yang diperhitungkan sebagai biaya pada BUMN pembina dalam tahun anggaran berjalan;
   ii) penyisihan sebagian laba bersih BUMN Pembina pada tahun anggaran sebelumnya dan/atau;
   iii) sumber lain yang sah sesuai dengan ketentuan peraturan perundang-undangan.

7) Sumber dana untuk Program Pendanaan UMK, selain sumber dana sebagaimana dimaksud pada angka 6) di atas, dapat berasal dari:
   i) saldo dana Program Pendanaan UMK yang teralokasi sampai dengan akhir tahun 2015; dan/atau;
   ii) jasa administrasi pinjaman/marjin/bagi hasil, bunga deposito dan/atau jasa giro dari dana Program Pendanaan UMK

8) Besaran dana Program TJSL BUMN sebagaimana dijelaskan pada angka 6.i) dan angka 6.ii) di atas, ditetapkan dalam rencana kerja anggaran perusahaan yang disahkan oleh RUPS/Menteri.

9) Pembebanan beban operasional Program TJSL BUMN:
   - Pembebanan beban operasional Program TJSL BUMN menjadi beban BUMN Pembina.
   - Pembebanan beban kepada usaha mikro dan usaha kecil menjadi bagian dari biaya Program TJSL BUMN.

## 2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN

### a. Dasar Penyajian Laporan Keuangan

Laporan keuangan disusun berdasarkan Standar Akuntansi Keuangan Entitas Tanpa Akuntabilitas Publik (SAK ETAP) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan - Ikatan Akuntan Indonesia dan mempertimbangkan Surat Edaran Kementerian BUMN No. SE-02/MBU/WK/2012 yang dikeluarkan tanggal 23 Februari 2012 perihal penetapan pedoman akuntansi Program Kemitraan dan Bina Lingkungan.

Laporan keuangan disusun menggunakan dasar akrual kecuali untuk Laporan Arus Kas disusun menggunakan dasar kas. Laporan Arus Kas menyajikan penerimaan dan pengeluaran kas yang diklasifikasikan dalam aktivitas operasi, investasi dan pendanaan yang disusun dengan menggunakan metode langsung (*direct method*). Tahun buku Program Pendanaan UMK BTN adalah 1 Januari sampai 31 Desember dan mata uang penyajian yang digunakan dalam laporan keuangan adalah Rupiah yang juga merupakan mata uang fungsional Program Pendanaan UMK BTN.

### b. Kas dan Setara Kas

Kas dan setara kas adalah saldo kas dan bank yang dapat dipergunakan secara bebas untuk membiayai kegiatan Program Pendanaan UMK tidak digunakan sebagai jaminan. Saldo kas dan setara kas dicatat sebesar nilai nominalnya.

### c. Piutang Pinjaman Mitra Binaan

Piutang pinjaman mitra binaan adalah pinjaman yang disalurkan oleh PUMK kepada mitra binaan. Piutang pinjaman mitra binaan diakui pada saat pinjaman tersebut disalurkan kepada mitra binaan dan diukur serta dicatat sebesar jumlah neto setelah dikurangi dengan penyisihan kerugian penurunan nilai.

Penggolongan kualitas piutang pinjaman mitra binaan dilakukan berdasarkan Peraturan Menteri BUMN serta dengan ketentuan sebagai berikut:

i) lancar, dalam hal pembayaran angsuran pokok dan jasa administrasi pinjaman tepat waktu atau terjadi keterlambatan pembayaran angsuran pokok dan/atau jasa administrasi pinjaman paling lambat 30 hari dari tanggal jatuh tempo pembayaran angsuran, sesuai dengan perjanjian yang telah disetujui bersama,
ii) kurang lancar, dalam hal terjadi keterlambatan pembayaran angsuran pokok dan/atau jasa administrasi pinjaman yang telah melampaui 30 hari sampai dengan 180 hari dari tanggal jatuh tempo pembayaran angsuran, sesuai dengan perjanjian yang telah disetujui bersama,
iii) diragukan, dalam hal terjadi keterlambatan pembayaran angsuran pokok dan/atau jasa administrasi pinjaman yang telah melampaui 180 hari sampai dengan 270 hari dari tanggal jatuh tempo pembayaran angsuran, sesuai dengan perjanjian yang telah disetujui bersama,
iv) macet, dalam hal terjadi keterlambatan pembayaran angsuran pokok dan/atau jasa administrasi pinjaman yang telah melampaui 270 hari dari tanggal jatuh tempo pembayaran angsuran, sesuai dengan perjanjian yang telah disetujui bersama.

## 2. IKHTISAR KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN

### d. Piutang Jasa Administrasi Pinjaman

Piutang jasa administrasi pinjaman adalah jasa administrasi yang sudah menjadi hak Program Pendanaan UMK BTN pada akhir tahun namun belum diterima sampai akhir tahun. Piutang jasa administrasi pinjaman mitra binaan dicatat secara akrual mengikuti piutang pinjaman mitra binaan dengan kualitas pinjaman lancar dan kurang lancar. Apabila pinjaman mitra binaan memiliki kualitas pinjaman diragukan atau macet maka tidak dibentuk akrual atas piutang jasa administrasi pinjaman mitra binaan.

### e. Penyisihan Penurunan Nilai Piutang Pinjaman

Penyisihan penurunan nilai piutang pinjaman adalah besarnya penyisihan atas piutang pinjaman yang mungkin tidak tertagih dihitung berdasarkan estimasi kerugian yang tidak dapat ditagih.

Penyisihan penurunan nilai piutang pinjaman diakui saat akhir periode akuntansi dan diukur dan dicatat sebesar estimasi kerugian yang tidak dapat ditagih. Penyisihan penurunan nilai piutang pinjaman dihitung secara kolektif berdasarkan persentase tertentu tingkat ketertagihan (*collection*) data historis yang ada.

### f. Aset Neto

Aset neto adalah aset dikurangi dengan liabilitas. Aset neto diklasifikasikan menjadi Aset Neto Terikat (ANT) dan Aset Neto Tidak Terikat (ANTT).

ANT adalah sumber daya yang penggunaannya dibatasi untuk tujuan tertentu atau tidak dapat digunakan untuk kegiatan operasi normal. ANTT adalah sumber daya yang penggunaannya tidak dibatasi untuk tujuan tertentu.

### g. Pendapatan Jasa Administrasi Pinjaman

Pendapatan jasa administrasi pinjaman adalah pendapatan jasa yang dipungut atas pinjaman dana Program Pendanaan UMK yang disalurkan kepada mitra binaan. Akrual pendapatan jasa administrasi pinjaman diakui hanya untuk piutang dengan status lancar dan kurang lancar dan diukur serta dicatat berdasarkan nilai yang telah jatuh tempo sesuai dengan kontrak.

### h. Pendapatan Lain-lain

Pendapatan lain-lain adalah pendapatan yang tidak dapat digolongkan menurut klasifikasi pendapatan yang telah disebutkan di atas dan diakui pada saat diterima. Pendapatan lain-lain diukur dan dicatat sebesar nilai yang diterima Program Pendanaan UMK BTN.

### i. Beban (Pembalikan) Penyisihan Penurunan Nilai Piutang Pinjaman

Beban (pembalikan) penyisihan penurunan nilai piutang pinjaman adalah beban (pendapatan) yang timbul akibat pembentukan (pembalikan) penyisihan penurunan nilai atas piutang pinjaman yang mungkin tidak tertagih.

### j. Transaksi dengan pihak berelasi

Program Pendanaan UMK BTN melakukan transaksi dengan pihak-pihak berelasi seperti yang didefinisikan dalam SAK-ETAP tentang “Pengungkapan Pihak-Pihak yang Mempunyai Hubungan Istimewa”, yang didefinisikan antara lain:

a. Pihak yang memiliki pengendalian, pengendalian bersama atau pengaruh signifikan atas entitas.
b. Entitas anak, *joint venture*, entitas asosiasi dari entitas.
c. Personel manajemen kunci dari entitas dan entitas induknya (secara agregat).
d. Pihak-pihak yang mempunyai hubungan istimewa lainnya.

## 3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI

### a. Pertimbangan

Sesuai Peraturan Menteri BUMN, beban operasional Program Pendanaan UMK menjadi beban PT Bank Tabungan Negara (Persero) Tbk selaku BUMN Pembina.

Mata uang fungsional Program Pendanaan UMK BTN adalah mata uang dari lingkungan ekonomi primer dimana Program Pendanaan UMK BTN beroperasi. Mata uang tersebut adalah mata uang yang mempengaruhi pendapatan dan beban dari jasa yang diberikan. Program Pendanaan UMK BTN menentukan bahwa mata uang fungsionalnya adalah Rupiah.

### b. Estimasi dan asumsi

Setiap akhir periode pelaporan, Program Pendanaan UMK BTN menelaah penyisihan penurunan nilai secara kolektif terhadap risiko kredit mitra binaan yang dikelompokkan berdasarkan karakteristik kredit yang sama, yang meskipun tidak diidentifikasi secara spesifik memerlukan penyisihan tertentu, memiliki risiko yang lebih besar tidak tertagih dibandingkan dengan piutang yang diberikan kepada mitra binaan. Penyisihan kerugian penurunan nilai piutang pinjaman mitra binaan dihitung berdasarkan kajian nilai terkini dan historis tingkat ketertagihan dari piutang. Penyisihan piutang mitra binaan dihitung berdasarkan estimasi kerugian yang tidak dapat ditagih yaitu secara kolektif berdasarkan persentase tertentu tingkat ketertagihan (collection) data historis yang ada (minimal 2 tahun). Penyisihan ini disesuaikan secara berkala untuk mencerminkan hasil aktual dan estimasi.

## 4. KAS DAN SETARA KAS

Kas dan Setara Kas merupakan penempatan dana Program Pendanaan UMK pada rekening giro di PT Bank Tabungan Negara (Persero) Tbk yang terdiri dari:

| | 31 Desember 2023 | 31 Desember 2022 |
|---|---|---|
| Program Pendanaan UMK yaitu: | | |
| - Rekening Giro Kantor Pusat | 10.970.559.980 | 11.732.472.238 |
| **Jumlah Kas dan Setara Kas** | **10.970.559.980** | **11.732.472.238** |

## 5. PIUTANG PINJAMAN MITRA BINAAN

### a. Rincian Piutang Pinjaman Mitra Binaan Berdasarkan Wilayah

| | 31 Desember 2023 | 31 Desember 2022 |
|---|---|---|
| Wilayah 1*) | 6.682.610.608 | 7.196.558.033 |
| Wilayah 2**) | 12.369.739.165 | 14.693.532.108 |
| Wilayah 3***) | 8.602.090.487 | 9.275.498.642 |
| Wilayah 4****) | 6.045.421.412 | 7.156.135.401 |
| Wilayah 5*****) | 10.496.088.209 | 10.874.552.812 |
| Wilayah 6******) | 5.126.161.217 | 6.408.563.891 |
| **Jumlah Piutang Pinjaman** | **49.322.111.098** | **55.604.840.887** |
| Dikurangi penyisihan penurunan nilai piutang pinjaman | (36.893.857.090) | (33.795.371.727) |
| **Neto** | **12.428.254.008** | **21.809.469.160** |

## 5. PIUTANG PINJAMAN MITRA BINAAN (lanjutan)

### a. Rincian Piutang Pinjaman Mitra Binaan Berdasarkan Wilayah (lanjutan)

*) Wilayah 1 terdiri dari kantor cabang pada wilayah Jawa Barat
**) Wilayah 2 terdiri dari kantor cabang pada wilayah DKI Jakarta dan Banten
***) Wilayah 3 terdiri dari kantor cabang pada wilayah Jawa Timur, Bali, NTB dan NTT
****) Wilayah 4 terdiri dari kantor cabang pada wilayah Sumatera
*****) Wilayah 5 terdiri dari kantor cabang pada wilayah Kalimantan, Sulawesi, Maluku dan Papua
******) Wilayah 6 terdiri dari kantor cabang pada wilayah D.I Yogyakarta dan Jawa Tengah

### b. Rincian Piutang Pinjaman Mitra Binaan Berdasarkan Kualitas Pinjaman

| | 31 Desember 2023 | | |
|---|---|---|---|
| | **Saldo Piutang** | **Penyisihan Penurunan Nilai Piutang Pinjaman** | **Saldo Piutang - Neto** |
| Lancar | 3.452.460.063 | 181.806.639 | 3.270.653.424 |
| Kurang lancar | 7.303.272.049 | 1.845.261.632 | 5.458.010.417 |
| Diragukan | 4.950.359.453 | 1.250.769.286 | 3.699.590.167 |
| Macet | 33.616.019.533 | 33.616.019.533 | - |
| **Jumlah Piutang Pinjaman** | **49.322.111.098** | **36.893.857.090** | **12.428.254.008** |

| | 31 Desember 2022 | | |
|---|---|---|---|
| | **Saldo Piutang** | **Penyisihan Penurunan Nilai Piutang Pinjaman** | **Saldo Piutang - Neto** |
| Lancar | 18.257.799.973 | 995.218.754 | 17.262.581.219 |
| Kurang lancar | 4.535.941.159 | 1.201.796.907 | 3.334.144.252 |
| Diragukan | 1.649.878.829 | 437.135.140 | 1.212.743.689 |
| Macet | 31.161.220.926 | 31.161.220.926 | - |
| **Jumlah Piutang Pinjaman** | **55.604.840.887** | **33.795.371.727** | **21.809.469.160** |

### c. Perubahan Penyisihan Penurunan Nilai Piutang Pinjaman

Perubahan penyisihan penurunan nilai piutang pinjaman kepada mitra binaan pada tahun yang berakhir pada tanggal-tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

| | **31 Desember 2023** | **31 Desember 2022** |
|---|---|---|
| Saldo awal tahun | **33.795.371.727** | **32.482.857.940** |
| Beban cadangan penyisihan kerugian | | |
| Penurunan nilai piutang pinjaman selama tahun berjalan | 3.098.485.363 | 1.312.513.787 |
| **Saldo akhir tahun** | **36.893.857.090** | **33.795.371.727** |

Manajemen berkeyakinan bahwa penyisihan penurunan nilai piutang yang telah dibentuk telah memadai untuk menutupi kemungkinan kerugian atas tidak tertagihnya piutang pinjaman mitra binaan.

## 5. PIUTANG PINJAMAN MITRA BINAAN (lanjutan)

### d. Rincian Piutang Pinjaman Mitra Binaan Berdasarkan Sektor Ekonomi

| | 31 Desember 2023 | 31 Desember 2022 |
|---|---|---|
| Perdagangan | 30.613.297.342 | 33.731.624.584 |
| Jasa | 6.898.450.548 | 9.285.064.565 |
| Peternakan | 4.100.803.786 | 4.612.130.235 |
| Pertanian | 3.487.030.236 | 3.413.367.092 |
| Industri | 1.769.186.924 | 2.274.443.292 |
| Perikanan | 947.865.230 | 998.843.804 |
| Industri Kreatif | 95.368.257 | 108.079.227 |
| Perkebunan | 309.949.822 | 81.129.136 |
| Usaha Lainnya | 1.100.158.953 | 1.100.158.952 |
| **Jumlah Piutang Pinjaman** | **49.322.111.098** | **55.604.840.887** |
| Dikurangi penyisihan penurunan nilai piutang pinjaman | **(36.893.857.090)** | **(33.795.371.727)** |
| **Neto** | **12.428.254.008** | **21.809.469.160** |

## 6. PIUTANG JASA ADMINISTRASI PINJAMAN

### a. Rincian Piutang Jasa Administrasi Pinjaman Berdasarkan Wilayah

Rincian piutang jasa administrasi pinjaman berdasarkan wilayah adalah sebagai berikut:

| | 31 Desember 2023 | 31 Desember 2022 |
|---|---|---|
| Wilayah 1*) | 12.784.120 | 15.104.604 |
| Wilayah 2**) | 32.614.344 | 18.816.734 |
| Wilayah 3***) | 33.567.271 | 19.264.295 |
| Wilayah 4****) | 14.559.363 | 13.733.699 |
| Wilayah 5*****) | 16.579.631 | 9.022.797 |
| Wilayah 6******) | 13.275.522 | 9.634.169 |
| **Jumlah** | **123.380.251** | **85.576.298** |

*) Wilayah 1 terdiri dari kantor cabang pada wilayah Jawa Barat
**) Wilayah 2 terdiri dari kantor cabang pada wilayah DKI Jakarta dan Banten
***) Wilayah 3 terdiri dari kantor cabang pada wilayah Jawa Timur, Bali, NTB dan NTT
****) Wilayah 4 terdiri dari kantor cabang pada wilayah Sumatera
*****) Wilayah 5 terdiri dari kantor cabang pada wilayah Kalimantan, Sulawesi, Maluku dan Papua
******) Wilayah 6 terdiri dari kantor cabang pada wilayah D.I Yogyakarta dan Jawa Tengah

### b. Rincian Piutang Jasa Administrasi Pinjaman Berdasarkan Kualitas Pinjaman

Rincian piutang jasa administrasi pinjaman berdasarkan kualitas pinjaman adalah sebagai berikut:

| Kualitas Pinjaman | 31 Desember 2023 | 31 Desember 2022 |
|---|---|---|
| Lancar | 6.585.657 | 48.600.124 |
| Kurang lancar | 116.794.594 | 36.976.174 |
| **Jumlah** | **123.380.251** | **85.576.298** |

Manajemen berkeyakinan bahwa penyisihan penurunan nilai piutang tidak diperlukan karena seluruh piutang akan dapat ditagih.

## 7. ASET NETO

| | 31 Desember 2023 | 31 Desember 2022 |
|---|---|---|
| **Aset Neto Tidak Terikat** | | |
| Saldo awal | 33.627.517.696 | 33.849.453.767 |
| Kenaikan (Penurunan) aset neto tidak terikat | (2.105.323.457) | (221.936.071) |
| **Saldo akhir** | **31.522.194.239** | **33.627.517.696** |

## 8. PENDAPATAN JASA ADMINISTRASI PINJAMAN

Rincian pendapatan jasa administrasi pinjaman berdasarkan wilayah pada tahun yang berakhir pada tanggal-tanggal 31 Desember 2023 dan 2022 adalah sebagai berikut:

| | Tahun yang berakhir pada tanggal | |
|---|---|---|
| | 31 Desember 2023 | 31 Desember 2022 |
| Wilayah 1*) | 129.628.607 | 162.395.039 |
| Wilayah 2**) | 253.432.577 | 249.366.893 |
| Wilayah 3***) | 251.529.759 | 226.571.716 |
| Wilayah 4****) | 113.756.591 | 118.823.060 |
| Wilayah 5*****) | 171.184.235 | 166.812.920 |
| Wilayah 6******) | 146.324.130 | 164.675.422 |
| **Jumlah** | **1.065.855.899** | **1.088.645.050** |

*) Wilayah 1 terdiri dari kantor cabang pada wilayah Jawa Barat
**) Wilayah 2 terdiri dari kantor cabang pada wilayah DKI Jakarta dan Banten
***) Wilayah 3 terdiri dari kantor cabang pada wilayah Jawa timur, Bali, NTB dan NTT
****) Wilayah 4 terdiri dari kantor cabang pada wilayah Sumatera
*****) Wilayah 5 terdiri dari kantor cabang pada wilayah Kalimantan, Sulawesi, Maluku dan Papua
******) Wilayah 6 terdiri dari kantor cabang pada wilayah D.I Yogyakarta dan Jawa Tengah

## 9. PENDAPATAN LAIN-LAIN

Pendapatan lain-lain merupakan pendapatan yang berasal dari sumber di luar kegiatan utama Program Pendanaan UMK dan tidak bersifat rutin yakni berupa denda keterlambatan pembayaran angsuran oleh debitur. Pendapatan lain-lain pada tahun yang berakhir pada tanggal-tanggal 31 Desember 2023 dan 2022 adalah masing-masing sebesar Rp2.744.099 dan Rp1.932.666.

## 10. PERJANJIAN SIGNIFIKAN

Pada tanggal 13 Oktober 2023, PUMK BTN mengadakan perjanjian kerja sama pengelolaan dana penyaluran dana PUMK dengan PT Bank Rakyat Indonesia (Persero) Tbk (Bank BRI). Dalam kerja sama ini Bank BRI bertindak untuk PUMK BTN dalam penyaluran ke PUMK dan mengelola atas dana yang disalurkan tersebut. Dalam perjanjian tersebut diatur tentang kewajiban Bank BRI dalam melaporkan seluruh aktivitas terkait dengan penyaluran dana PUMK yang dananya diperoleh dari PUMK BTN.

Kerja sama di atas sebagai bagian dari pemenuhan atas ketentuan yang mengacu kepada PER BUMN yang berlaku.

Untuk kerja sama di atas, dana awal yang telah diberikan kepada Bank BRI sebesar Rp8.000.000.000 Sampai dengan 31 Desember 2023 dana yang dikerjasamakan dengan Bank BRI telah tersalur sejumlah Rp786.000.000. Belum ada yang dilaporkan Bank BRI terkait dengan dana di atas karena telah disepakait aktivitas penyaluran dana baru akan dilakukan pada tahun 2024.

Dana yang telah dialihkan pengelolaannya sebesar Rp8.000.000.000 di atas, dibukukan oleh PUMK BTN pada akun Piutang kepada BUMN Pembina lain/Lembaga penyalur.

## 11. TRANSAKSI DENGAN PIHAK BERELASI

a. Jenis hubungan dan unsur transaksi dengan pihak berelasi

| Pihak berelasi | Jenis hubungan | Unsur transaksi pihak berelasi |
|---|---|---|
| PT Bank Tabungan Negara (Persero) Tbk | BUMN Pembina | Penempatan dana |
| PT Bank Rakyat Indonesia (Persero) Tbk | Pengendalian melalui Pemerintah Pusat Republik Indonesia | Piutang kepada BUMN Pembina lain/Lembaga penyalur |

| | 31 Desember 2023 | 31 Desember 2022 |
|---|---|---|
| **Aset** | | |
| Kas di bank | 10.970.559.980 | 11.732.472.238 |
| Piutang lain-lain | 8.000.000.000 | - |
| **Jumlah** | **18.970.559.980** | **11.732.472.238** |
| **Persentase jumlah aset di pihak berelasi terhadap jumlah aset** | **60,18%** | **34,89%** |

## 12. PENYELESAIAN LAPORAN KEUANGAN

Laporan keuangan ini diselesaikan dan disetujui untuk diterbitkan oleh pengelola pada tanggal 12 Februari 2024.

# LAPORAN TINGKAT KESEHATAN

Peringkat (*rating*) yang disampaikan dalam rangka penilaian tingkat kesehatan adalah pemeringkatan yang dilakukan oleh PT Pemeringkat Efek Indonesia (PEFINDO) yang ditandatangani pada tanggal 13 Februari 2024 dengan hasil sebagai berikut:

a. Peringkat Berdiri Sendiri (*Stand Alone Rating*): AA-
b. Peringkat Akhir (*Final Rating*): AAA

Dengan demikian, Tingkat Kesehatan untuk PT Bank Tabungan Negara (Persero) Tbk pada Tahun Buku 2023 adalah Sangat Sehat (AAA) sebagaimana diatur dalam Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Adapun hasil lengkap pemeringkatan adalah sebagaimana terlampir.

**PT BANK TABUNGAN NEGARA (PERSERO) TBK**
**DIREKSI**

**NIXON L.P. NAPITUPULU**
Direktur Utama

PEFINDO

No.RTG-029/PEF-DIR/II/2024

Jakarta, 13 Februari 2024

Perihal : Penyampaian Informasi Peringkat Berdiri Sendiri (*Standalone Rating*) dan Peringkat Final PT Bank Tabungan Negara (Persero) Tbk

Dengan hormat,

Merujuk pada surat PT Bank Tabungan Negara (Persero) Tbk nomor 01/S/ERMD/IRMD/I/2024 tertanggal Januari 2024 kepada PT Pemeringkat Efek Indonesia (PEFINDO) perihal Surat Permohonan Hasil Pemeringkatan PT Bank Tabungan Negara (Persero) Tbk Berdasarkan Laporan Keuangan Tahun Buku 2023, maka bersama surat ini kami sampaikan Peringkat Berdiri Sendiri (*Standalone Rating*) dan Peringkat Akhir (*Final Rating*) sebagai berikut:

| Hasil Pemeringkatan | Definisi |
|---|---|
| | |
| idAA-(sa) | Obligor dengan peringkat idAA memiliki sedikit perbedaan dengan peringkat tertinggi yang diberikan, dan memiliki kemampuan yang sangat kuat untuk memenuhi komitmen keuangan jangka panjangnya dibandingkan terhadap obligor Indonesia lainnya.<br><br>Tanda kurang (-) menunjukkan bahwa peringkat yang diberikan relatif lemah dan di bawah rata-rata kategori yang bersangkutan.<br><br>Tanda (sa) menunjukkan bahwa peringkat adalah peringkat berdiri sendiri (*standalone rating*). |
| idAAA | Obligor berperingkat idAAA merupakan peringkat tertinggi yang diberikan oleh PEFINDO. Kemampuan obligor untuk memenuhi komitmen keuangan jangka panjangnya, relatif terhadap obligor Indonesia lainnya, adalah superior. |

Informasi peringkat yang kami sampaikan di atas adalah untuk kepentingan internal perusahaan dalam rangka pemenuhan Peraturan Menteri (Permen) BUMN No. PER-2/MBU/03/2023 khususnya terkait Penilaian Tingkat Kesehatan BUMN, dan tidak untuk digunakan ataupun diberikan kepada pihak lain yang tidak berkaitan dengan kebutuhan tersebut.

Demikian kami sampaikan, atas perhatian dan kerja samanya kami ucapkan terima kasih.

Hormat kami,

Irmawati
Direktur Utama

Hendro Utomo
Direktur

**PT Bank Tabungan Negara (Persero) Tbk.**
Menara Bank BTN
Jl. Gajah Mada No. 1 Jakarta 10130
Tel. : 62-21 6336789, 6332666
Fax. : 62-21 6346704
E-mail : csd@btn.co.id
Contact Center : 1500 286

# 2023 Annual Report

***KARENA HIDUP GAK CUMA TENTANG HARI INI***




AyoPunyaRumah DenganBankTabungan Bank BTN @bankbtn bankbtn

Bank BTN berizin dan diawasi oleh Otoritas Jasa Keuangan serta merupakan peserta penjaminan LPS